

1. CALL MEETING TO ORDER
2. ROLL CALL
3. MISSION: Set the standard in creating an entrepreneurial culture; be the example for revitalization of our business districts and be the leaders in building sustainable public/private partnerships.
4. APPROVAL OF AGENDA
5. CONSENT AGENDA
 - A. Minutes –Meeting May 7, 2026
 - B. Development Projects
6. COMMUNICATIONS
7. PUBLIC REMARKS
8. OLD BUSINESS
9. NEW BUSINESS
 - A. Façade Improvement Program Application – Groovy Donuts
 - B. 2027 Economic Development Corporation Budget
 - C. Redevelopment Infill Design RFP Candidate Selection
10. COMMUNITY REPORTS
 - A. Meridian Mall
 - B. MABA
11. OPEN DISCUSSION/BOARD COMMENTS
12. PUBLIC REMARKS
13. NEXT MEETING DATE
 - A. September 3, 2026, 7:30am
14. ADJOURNMENT



Charter Township of Meridian
Meridian Economic Development Corporation
Township Municipal Building, 5151 Marsh Road, Okemos, MI 48864
Thursday, May 7, 2026– Minutes -DRAFT

Members

Present: Dave Ledebuhr, Adam Carlson, Nate Ide, Joy Hazard, and Trustee Kathy Sundland

Members

Absent: Adam Hodges, Anthony Alvarado, and David Fosdick

Others

Present: Economic Development Director Amber Clark and Executive Assistant Michelle Prinz

1. CALL MEETING TO ORDER

Chair Carlson called the meeting to order at 7:32am and Member Hazard read the mission statement.

2. **MISSION:** Set the standard in creating an entrepreneurial culture, be the example for revitalization of our business districts, and be the leaders in building sustainable public/private partnerships.

3. APPROVAL OF THE AGENDA

MOTION BY MEMBER LEDEBUHR TO APPROVE THE AGENDA. SUPPORTED BY MEMBER IDE. MOTION PASSES 5-0.

4. CONSENT AGENDA

- a. Minutes-Meeting March 5, 2026
- b. Financial Report
- c. Development Projects

MOTION BY MEMBER IDE TO APPROVE THE CONSENT AGENDA. SUPPORTED BY MEMBER HAZARD. MOTION PASSES 5-0.

5. COMMUNICATIONS

None.

6. PUBLIC REMARKS

None.

7. OLD BUSINESS

- a. Township Manager Recommendation to EDC Position

It was discussed the Manager now resides in the Township and would provide valuable insight on events in the Township to the EDC.

MOTION BY MEMBER LEDEBUHR TO RECOMMEND TO THE TOWNSHIP BOARD TO APPOINT TOWNSHIP MANAGER TIMOTHY DEMPSEY AS A VOTING MEMBER OF THE MERIDIAN ECONOMIC DEVELOPMENT CORPORATION. SUPPORTED BY TRUSTEE SUNDLAND. MOTION PASSES 5-0.

8. NEW BUSINESS

- a. Lansing 5:01 Annual Meridian Township Promotion Contribution

Director Clark stated the Lansing 5:01 website promotes Meridian Township and they have expanded connection group events to include a Meridian Township location. The EDC has supported this in the past and the \$2,500 annual contribution is approved in the budget.

MOTION BY MEMBER LEDEBUHR TO APPROVE A \$2,500 CONTRIBUTION TO THE LANSING 5:01 REGIONAL COMMUNITIES MARKETING CAMPAIGN. SUPPORTED BY MEMBER IHAZARD. MOTION PASSES 5-0.

- b. Redevelopment Infill Analysis and Design RFP

Director Clark shared the Redevelopment Infill Analysis and Design RFP. The purpose of the RFP is to obtain current market data on likely future development types within the Township and to translate that data into architectural design concepts. The last market study the Township conducted was in 2018. Current data would be valuable as we work to pursue development grant funding. The following specific redevelopment sites have been emphasized in the RFP:

1. 1982 W. Grand River Avenue - Meridian Mall
2. 1510-1520 Haslett Road
3. Carriage Hills PICA
4. 6475 Newton Road
5. 6365 Newton Road
6. 1522 & 1530 Haslett Road
7. 5010 Park Lake Road
8. Northwest and Southwest blocks of Hamilton and Okemos Road

Director Clark suggested the RFP budget be no more than \$85,000. Once the consultant is selected, the total cost would be shared among the EDC, CIA, DDA, and MEDC. A July 16, 2026 bid opening was suggested with the final report made available in 2027.

MOTION BY MEMBER HAZARD TO AUTHORIZE STAFF TO SUBMIT THE REDEVELOPMENT AND INFILL DESIGN RFP WITH BID OPENINGS SET FOR JULY 16, 2026. SUPPORTED BY MEMBER IDE. MOTION PASSES 5-0.

9. COMMUNITY REPORTS

- a. Meridian Mall Updates

Director Clark mentioned the following:

- BoxLunch is under construction

- Shoe cleaning store is coming
- LensCrafters is leaving

b. MABA

Director Clark reported the MABA golf outing will take place on June 12th at Meridian Sun. The monthly MABA meeting will be held at 8:00am and tee off is at 9:00am. Hole sponsorships and golfers are still needed.

c. Township Board

Trustee Sundland stated the following:

- Approved first quarter budget amendments
- Approved new legal services proposal
- Held joint meeting with local governments and schools

10. OPEN DISCUSSION/BOARD COMMENTS

Member Ide thanked the EDC for the grant received for Ideal Mortgage façade improvements and stated the siding is complete.

11. PUBLIC REMARKS

None.

12. NEXT MEETING DATE

June 4, 2026 at 7:30am at the Township Municipal Building-Town Hall Room.

13. ADJOURNMENT

Hearing no objection, Chair Carlson adjourned the meeting at 8:08am.

Economic Development Fund (244)
Preliminary Financial Statements
Period Ending 6/30/2026 - UNAUDITED

BALANCE SHEET

ASSETS

Cash
CD

TOTAL ASSETS

Year to Date

\$26,214.23
\$41,495.34
\$67,709.57

LIABILITIES

TOTAL LIABILITIES

\$0.00
\$0.00

FUND BALANCE

Fund Balance 12/30/2025
2026 YTD Net Income
2026 Current Fund Balance

70,959.29
(3,249.72)
\$67,709.57

INCOME STATEMENT

REVENUES

Interest
Sponsorship
*Bond Issue costs

TOTAL REVENUES

	May	June	Year to Date
Interest	\$ 127.14	\$ 125.96	\$ 750.28
Sponsorship	\$ -	\$ -	\$ -
*Bond Issue costs	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ 127.14	\$ 125.96	\$ 750.28

EXPENDITURES

Sponsorship (community Promotion)

TOTAL EXPENDITURES
2026 Net Income

Sponsorship (community Promotion)	\$ -	\$ 2,500.00	\$ 4,000.00
TOTAL EXPENDITURES	\$ -	\$ 2,500.00	\$ 4,000.00
2026 Net Income	\$ 127.14	\$ (2,374.04)	\$ (3,249.72)

Notes:

Bernadette Blonde

Jul 24, 2026

07/23/2026 01:13 PM
User: LEE
DB: Meridian

BALANCE SHEET FOR MERIDIAN TWP
Period Ending 06/30/2026

Page: 1/1

Fund 244 ECONOMIC DEVELOPMENT FUND

GL Number	Description	Balance
*** Assets ***		
244-000.000-001.000	CASH	26,214.23
244-000.000-003.000	CERTIFICATES OF DEPOSIT	41,495.34
Total Assets		67,709.57
*** Liabilities ***		
Total Liabilities		0.00
*** Fund Balance ***		
244-000.000-390.000	FUND BALANCE	43,092.40
244-000.000-390.005	FUND BALANCE - MARC	27,866.89
Total Fund Balance		70,959.29
Beginning Fund Balance		70,959.29
Net of Revenues VS Expenditures		(3,249.72)
Ending Fund Balance		67,709.57
Total Liabilities And Fund Balance		67,709.57

07/23/2026 01:15 PM

User: LEE

DB: Meridian

REVENUE AND EXPENDITURE REPORT FOR MERIDIAN TWP

Page: 1/1

PERIOD ENDING 06/30/2026

GL NUMBER	DESCRIPTION	2026 AMENDED BUDGET	YTD BALANCE 06/30/2026	ACTIVITY FOR MONTH 06/30/2026	AVAILABLE BALANCE	% BDGT USED
Fund 244 - ECONOMIC DEVELOPMENT FUND						
Revenues						
Dept 000.000						
244-000.000-665.000	INTEREST	1,100.00	750.28	125.96	349.72	68.21
244-000.000-698.000	BOND ISSUE COSTS	10,000.00	0.00	0.00	10,000.00	0.00
Total Dept 000.000		11,100.00	750.28	125.96	10,349.72	6.76
TOTAL REVENUES		11,100.00	750.28	125.96	10,349.72	6.76
Expenditures						
Dept 000.000						
244-000.000-880.000	COMMUNITY PROMOTION	26,000.00	4,000.00	2,500.00	22,000.00	15.38
Total Dept 000.000		26,000.00	4,000.00	2,500.00	22,000.00	15.38
TOTAL EXPENDITURES		26,000.00	4,000.00	2,500.00	22,000.00	15.38
Fund 244 - ECONOMIC DEVELOPMENT FUND:						
TOTAL REVENUES		11,100.00	750.28	125.96	10,349.72	6.76
TOTAL EXPENDITURES		26,000.00	4,000.00	2,500.00	22,000.00	15.38
NET OF REVENUES & EXPENDITURES		(14,900.00)	(3,249.72)	(2,374.04)	(11,650.28)	21.81



230 W Main St
Ionia, MI 48846

CHARTER TOWNSHIP OF MERIDIAN
ECONOMIC DEVELOPMENT CORP
MERIDIAN TOWNSHIP EDC/ACCOUNTS PAYABLE
5151 MARSH RD
OKEMOS MI 48864-1104

Statement Ending 06/30/2026

CHARTER TOWNSHIP OF MERIDIAN

Page 1 of 4

Account Number: XXXXXXXX2419

Managing Your Accounts



Okemos



800.355.0641



IndependentBank.com

Effective August 3, 2026, there will be two adjustments to the Deposit Account Fee Schedule. An account research fee of \$25.00 per hour, with a one hour minimum, will be assessed. There will also be a bank statement reconciliation fee of \$25.00 per hour, with a one hour minimum, assessed for any account research and bank reconciliation requests. For questions, please visit your local Independent Bank branch or call 800.355.0641.

Need to switch your direct deposit from another financial institution to Independent Bank? We now offer a free Switch Kit right within ONE Wallet Digital Banking! Easily switch over your direct deposit without the hassle. Simply log into ONE Wallet and navigate to the eServices tab to get started.

Summary of Accounts

Account Type	Account Number	Ending Balance
BusinessFlex TM	XXXXXXX2419	\$26,214.23

BusinessFlex TM - XXXXXXXX2419

Account Summary

Date	Description	Amount
06/01/2026	Beginning Balance	\$28,707.75
	1 Credit(s) This Period	\$6.48
	1 Debit(s) This Period	\$2,500.00
06/30/2026	Ending Balance	\$26,214.23

Interest Summary

Description	Amount
Annual Percentage Yield Earned	0.30%
Interest Days	30
Interest Earned	\$6.48
Interest Paid This Period	\$6.48
Interest Paid Year-to-Date	\$42.69
Average Ledger Balance	\$26,291.08

Other Credits

Date	Description	Amount
06/30/2026	Credit Interest	\$6.48

Checks Cleared

Check Nbr	Date	Amount
1090	06/02/2026	\$2,500.00

* Indicates skipped check number

Daily Balances

Date	Amount	Date	Amount	Date	Amount
06/01/2026	\$28,707.75	06/02/2026	\$26,207.75	06/30/2026	\$26,214.23





To: Meridian Economic Development Corporation

From: Amber Clark Director Neighborhoods & Economic Development

Date: August 6, 2026

Re: Groovy Donuts – 3054 E. Lake Lansing Road Façade Improvement Grant

The Meridian EDC established a Façade Improvement Reimbursement program to provide capital assistance to existing businesses in the Township. The Township has two Tax Increment Financing Districts that currently provide a similar program within their designated authority areas. The EDC established the FIP to provide any business outside of those districts an opportunity to receive a reimbursement of up to 50% of improvements made to the exterior of a site.

Township staff received an application for Façade Improvement Reimbursement Program from Groovy Donuts is an existing business at 3054 E. Lake Lansing Road, East Lansing MI. Groovy Donuts is an entrepreneurial success story of our region. With the initial owners (Andrew & Monica Gauthier). Recently the Gauthier's sold the established Lake Lansing Groovy Donuts location to Nick and Pink Cianciolo. In their first year of ownership, the Cianciolo's are focused in making a direct investment in the business, starting with exterior improvements.

The application received was complete with a description of the proposed improvement as exterior site improvements that will include parking lot improvements to meet ADA accessibility requirements, 20' side walk reinforcement and ramp, and new signage announcing the business within the complex. The applicant is the property owner and has provided proof of ability to complete the project. The project is expected to begin fall of 2026 and completed by 2027. Meridian Township building permits are only eligible for 6 months and will expire after that point. The project will require a site plan review, and building permit and those fees cannot be included in the reimbursement request.

Estimated cost of improvements: \$43,686.00

Commitment from the EDC would be: \$20,000

Amenity Bonus: The applicant has requested the EDC consider approving the amenity bonus to grant a reimbursement up to \$30,000.

Contractor of record is a licensed contractor in the State of Michigan. They have experience building in Meridian Township and are familiar with our requirements.

The objective for the EDC today is to determine if this project is an eligible project for reimbursement. If approved, the EDC will authorize and sign a reimbursement agreement with the property owner. The reimbursement agreement will detail the amount to be reimbursed, requirements for the project to be completed, with before and after pictures. The application and application review criteria are included below.

A motion is prepared for you below:

MOVE TO ACCEPT AND APPROVE A FAÇADE IMPROVEMENT GRANT, TO REIMBURSE GROOVY DONUTS FOR EXTERIOR SITE IMPROVEMENT PROJECT THAT WILL INCLUDE NEW ADA ACCESSIBLE PARKING LOT, RAMP, AND SIGNAGE AT 3054 E. LAKE LANSING ROAD.

Attachments

- A. Meridian EDC Façade Improvement Grant Application Criteria Review Sheet
- B. Groovy Donuts Façade Improvement Grant Application

**MERIDIAN ECONOMIC DEVELOPMENT CORPORATION
FAÇADE IMPROVEMENT PROGRAM APPLICATION**

“Meet at Groovy” — An Accessibility-First Storefront Renewal

Submitted by Groovy Donuts LLC — June 2026



Rendering: 3054 E. Lake Lansing Rd. upon project completion. New designated ADA-accessible parking space with striped access aisle directly in front of the storefront, ADA-accessible patio gathering area, and resurfaced asphalt.

Applicant Information

1. Business/Organization Name: Groovy Donuts LLC

2. Business/Organization Address: 3054 E. Lake Lansing Rd., East Lansing, MI 48823

3. Mailing Address (if different): Same as above

4. Is the applicant located within the Downtown Development Authority District of Meridian Charter Township?

☐ YES

☒ NO

5. Is the applicant located in a Potential Intensity Change Area (PICA) of Meridian Charter Township?

☐ YES

☐ NO (to be confirmed by EDC staff)

6. Are you the property owner?

☐ YES

☒ NO

Note: The Subject Property is held under recorded land contract by After Coffee LLC (Buyer), a Michigan limited liability company under common ownership with applicant Groovy Donuts LLC (both entities are owned by Tinoros Cianciolo). Legal title is held by Maguire Associates LLC (Seller) pending payoff. Written authorization from After Coffee LLC is provided as Attachment C, with a copy of the executed land contract attached as Attachment D.

7. Building Owner's Name: Maguire Associates LLC (Seller/Title Holder); After Coffee LLC (Buyer/Land Contract Vendee — under common ownership with applicant)

8. Building Owner Telephone: Maguire Associates LLC — to be provided by Seller upon request; After Coffee LLC c/o Tinoros Cianciolo, 517-376-1231

9. Written Statement from Property Owner: Provided as Attachment C (After Coffee LLC authorization letter) and Attachment D (executed land contract).

10. Best Contact Person for the Project: Tinoros Cianciolo, Owner and Operator, Groovy Donuts LLC

11. Contact Person's Address: 3054 E. Lake Lansing Rd., East Lansing, MI 48823

12. Contact Person's Phone Number: 517-376-1231

13. Contact Person's Email: thegroovydonutshop@gmail.com

Project Details

14. Has the rehabilitation project begun yet?

☐ YES

☒ NO (No construction has begun and no expenses have been incurred. All vendor proposals are unsigned and pending EDC approval.)

15. Description of the Improvement Project:

Project Theme: “Meet at Groovy”

Groovy Donuts is a locally owned family business — a hand-made donut shop and neighborhood gathering spot at the corner of E. Lake Lansing Rd. and the Carriage Hills neighborhood. We are a Township small business with a regional following. Our customers regularly tell us they don’t just stop by — they meet here. They meet friends

here. They meet for first dates here. They meet before youth sports games and after church services. They meet here to celebrate birthdays, retirements, and the small ordinary mornings that make up a community.

This project is built around a simple commitment:

Everyone in Meridian Township should be able to meet at Groovy.

Today, our storefront falls short of that commitment. The existing parking surface is heavily cracked and pothole-ridden, making it unsafe and difficult to navigate for customers using wheelchairs, walkers, strollers, canes, or vision aids. The existing painted handicap parking marking is located at the far end of the multi-tenant storefront strip — approximately 40 feet from the Groovy Donuts entrance, in front of a neighboring tenant's space — and does not meet current ADA standards (faded paint, no compliant access aisle, no sign post, no detectable warning surface). Its distant location forces customers using mobility devices to travel a long stretch of unprotected vehicle pavement and narrow building curb to reach our door. There is no marked ADA path of travel from the parking area to the storefront entrance, no outdoor gathering area where customers — regardless of mobility — can sit, talk, and meet, and the pylon identification sign on the road is faded, unlit at night, and difficult to see from either direction on Lake Lansing Rd. None of this serves our community well, and none of it reflects who we want to be as a Township business.

The “Meet at Groovy” project is a single, coordinated three-component exterior renewal designed from the ground up around universal accessibility. Every component connects to the same idea: a welcoming, ADA-compliant, visible storefront that any neighbor — of any age, any mobility, any background — can come to and feel like they belong here.

Accessibility-First Design — The Heart of the Project

This is not a project that adds accessibility features as an afterthought. Accessibility is the design driver. Walking from a vehicle to a Groovy Donut should be possible — and dignified — for every customer. The accessibility elements of the scope include:

- **A new, properly located ADA-accessible parking space directly in front of the Groovy Donuts storefront door.** The existing parking lot has no compliant designated accessible space at our entrance — the only painted handicap marking is approximately 40 feet away at the far end of the multi-tenant building, in front of a neighboring tenant. The repaved surface will be striped with a new accessible parking stall, compliant access aisle, and current-standard accessibility symbols, in the location where chalk markings already lay out the proposed configuration (see current-condition photographs and architectural rendering below).
- **A new 20-foot-wide reinforced concrete sidewalk ramp** from the new accessible parking space and access aisle directly to the storefront entrance. This eliminates the current step-up/curb transition and gives every customer — including those using wheelchairs and other mobility devices — a continuous, level, code-compliant path of travel from vehicle to door, dramatically shorter than the current ~40-foot trip from the existing distant handicap marking.
- **Five linear feet of ADA detectable warning surface (truncated dome plates)** at the curb-to-pavement transition, providing tactile guidance for customers with visual impairments at the critical transition between pedestrian and vehicular zones.
- **A 520 sf level concrete customer patio** immediately adjacent to the storefront entrance, with a slip-resistant broom-finish surface, no thresholds or steps, and direct connection to the new ADA ramp. The patio is the dedicated “Meet at Groovy” gathering space — where customers can sit, eat, and visit at accessible-height tables in the open air.
- **Repainted ADA accessibility symbols** throughout the resurfaced customer parking area, replacing faded markings that no longer meet current MMUTCD/ADA standards.

Three Components, One Project

Component 1 — A new Groovy Donuts identification sign on Lake Lansing Rd.

Johnson Sign Co. (a Michigan-licensed sign contractor founded in 1964) will furnish and install a new 88" × 84" double-sided internally illuminated pylon sign at the existing road-frontage steel post. The cabinet features a 30" circular Groovy Donuts "peace donut" logo over a four-line 6" changeable-copy reader board, totaling 38 sf of cabinet area at 153" overall height. Construction is aluminum cabinet with 1-½" retainers, white polycarbonate faces with digitally printed translucent vinyl graphics, UL-listed Principal white LED illumination, and Akzo Nobel acrylic polyurethane satin paint finish. The existing freestanding sign (shown in the photograph on the following pages) is failing, faded, and not internally illuminated; the replacement gives the site clear, attractive, lighted identification visible from Lake Lansing Rd. in both directions, so customers can find us — and meet here — day or night.

Component 2 — ADA-Accessible Customer Patio and Sidewalk Ramp — the Heart of "Meet at Groovy"

Hosford Brothers Concrete, Inc. (a Michigan-licensed concrete contractor based in East Lansing) will (i) remove the existing failing asphalt and concrete in the work area; (ii) install a new 20-ft × 26-ft (520 sf) reinforced concrete patio pad at the storefront entrance, 4" thick on a compacted base with light-duty wire mesh, 4,000 psi limestone-mix concrete, broom finish, thickened edge, and engineered control joints; (iii) install a new 20-foot-wide 4" reinforced concrete sidewalk ramp connecting the patio and the storefront entrance to the new designated ADA parking space; and (iv) install 5 linear feet of ADA detectable warning plates at the curb transition. The patio is the centerpiece of the project — the dedicated outdoor space where customers will gather. Every dimension, slope, and finish has been specified to meet current ADA standards.

Component 3 — Full Customer Parking Area Resurfacing with New ADA Striping

American Asphalt of Lansing (a Michigan-licensed asphalt contractor) will mill the existing failing 2" wearing course over the entire 9,656 sf customer parking area, haul away the milled material, apply a tack/bond coat, and place a new 2" HMA 5E wearing-course surface. The contractor will repaint all parking lines and ADA accessibility symbols, including the new designated accessible parking space, access aisle, and accessible loading zone serving the new patio and storefront ramp — relocating the accessible designation from its current distant location at the far end of the building to the proper position directly in front of the Groovy Donuts entrance. The current pavement is heavily alligator-cracked, with multiple potholes and standing-water depressions that are unsafe for any pedestrian — and effectively impassable for customers using wheelchairs, walkers, or strollers. This is not a sealcoat (which is expressly excluded under the FIP Guidelines), but a full removal and replacement of the wearing course — an eligible exterior improvement under the FIP Guidelines' "Asphalting of Customer/Public Parking Area" category and integral to the accessible site experience.

Public Spaces Amenity Bonus — Two Categories Triggered

This project is designed to qualify for the Public Spaces Amenity Bonus by integrating two of the listed amenity categories from the EDC FIP Guidelines:

- **Accessibility Site Improvements (Age-Friendly, ADA Compliance).** Every component of the scope is specifically designed for ADA compliance and age-friendly access: a new properly-located designated accessible parking space directly in front of the Groovy Donuts entrance (replacing the inadequate marking ~40 feet away at the far end of the multi-tenant strip), a 20-foot-wide concrete sidewalk ramp directly to the storefront door, 5' of detectable warning plates for visually impaired customers, a level patio gathering space, and freshly painted ADA symbols throughout the parking area.
- **Walkability / Non-Motorized Site Improvements.** The new patio creates a defined non-motorized pedestrian gathering area within what is currently undifferentiated vehicle pavement, separating pedestrian customers from vehicle traffic and providing the site's first dedicated outdoor seating zone for walk-up customers, foot traffic from the adjacent Carriage Hills neighborhood, and the new ADA pathway from the accessible parking space to the storefront entrance.

Alignment with FIP Project Prioritization Criteria

- First-time applicant — Groovy Donuts LLC has not previously received FIP funds.
- Retail, recreation, and entertainment business — Groovy Donuts is a locally owned, family-operated retail food business and community gathering establishment, not a chain or franchise.
- Owner-occupied building — the Subject Property is held under recorded land contract by After Coffee LLC, an entity under common ownership with the applicant (both entities owned by Tinoros Cianciolo); the building is occupied and operated by the same ownership group.
- Scope and size — a \$43,686 unified, accessibility-first three-component project that achieves visible, comprehensive transformation rather than incremental façade improvements.
- Resolution of deteriorated/unsightly conditions — the existing pylon sign is failing and unlit, the parking area is heavily cracked and pothole-ridden, the only existing handicap parking marking is poorly located and non-compliant, there is no accessible path of travel to our entrance, and the storefront has no outdoor customer amenity. All conditions have persisted for years and are visible from the public right-of-way on a Township corridor.
- Public-to-private leverage — the applicant is contributing \$13,686 of private match (31%) against \$30,000 of requested EDC reimbursement on a \$43,686 total project budget.
- Preservation of a community institution — Groovy Donuts is a locally owned family business and recognized small-business destination serving the Greater Lansing/Meridian area; the improvements preserve and reinforce this institution's place at the 3054 Lake Lansing Rd. location while making it accessible to a wider community than ever before.

16. Cost Breakdown by Major Category:

Itemized vendor proposals are included as attachments. Summary cost breakdown:

Category	Vendor	Amount
Site Signage — New Double-Sided Internally Illuminated Pylon Sign	Johnson Sign Co. (est. 1964; Lansing, MI)	\$10,255.00
ADA-Accessible Customer Patio (520 sf) + 20' Reinforced Concrete Sidewalk Ramp to Storefront Entrance + 5' ADA Detectable Warning Plates	Hosford Brothers Concrete, Inc. (East Lansing, MI)	\$10,931.00
Customer Parking Area Resurfacing — Mill 2" / Pave 2" 5E HMA Wearing Course Over 9,656 sf, with New Line and ADA Symbol Striping	American Asphalt of Lansing	\$22,500.00
TOTAL ELIGIBLE PROJECT COST		\$43,686.00

Reimbursement structure:

Funding Source	Amount
Applicant match (Groovy Donuts LLC operating funds — 31%)	\$13,686.00
Requested EDC FIP reimbursement (70% with Public Spaces Amenity Bonus; \$30,000 cap)	\$30,000.00
TOTAL PROJECT FUNDING	\$43,686.00

Ineligible expenses excluded from this reimbursement request: Sign permit fees (paid separately to Township and not included in reimbursable amount), patio furnishings (tables, chairs, umbrellas — personal property), and any electrical work outside Johnson Sign's standard 6' hookup from existing power if required.

17. Proposed Start Date for the Project: Within 30 days of receipt of an executed Reimbursement Agreement from the EDC (target: July 15, 2026). No expenses will be incurred prior to EDC review and approval.

18. Estimated Completion Date for the Project: October 31, 2026 (within the 6-month construction window from EDC funding commitment)

19. Statement of Proof of Project Financing: Applicant Match (31% of project costs from sources other than the FIP grant): Funded from Groovy Donuts LLC operating reserves. As of the May 2026 statement period, Groovy Donuts holds \$40,301.30 on deposit in a Huntington Bank Business Premier Plus MMA account (account ending 3700), substantially exceeding the \$13,686 required match. Statement provided as Attachment E.

20. Improvement Categories Included in This Project:

- ☒ Street Front Façade
- ☐ Renewable Energy / Electric Charging Station
- ☐ Exterior Side Facade Improvements
- ☒ Walkway / Pathway / Sidewalk Improvements (new 20' ADA ramp, ADA path of travel, patio walkway, parking lot resurfacing)
- ☒ Site Signage / Storefront Signage (new internally-illuminated pylon sign)
- ☐ Landscaping / Rain Garden / Site Stormwater Maintenance
- ☒ Public Recreation (ADA-accessible customer patio gathering space)
- ☐ Public High-Speed Internet / Cable

21. Will any portion of this project be considered maintenance?

- ☐ YES
- ☒ NO — the project replaces deteriorated infrastructure and adds new public amenities. No part of the project consists of routine maintenance, repainting, sealcoating, or property management activity.

22. Project Design: The architectural rendering of the completed project is shown on the cover page above and reproduced in the Project Visualization section that follows. Vendor shop drawings and project diagrams are included as Attachments F (Johnson Sign Co.), G (Hosford Brothers patio/ramp sketch), and H (American Asphalt project diagram).

23. Current Condition Photographs: Selected current-condition photographs of the existing pylon sign, parking area, chalk markings staging the new ADA accessible parking space, and storefront entrance are reproduced on the following pages, with additional photographs included as Attachment J.

24. By signing below, the applicant affirms that:

- A.** The information submitted herein is true and accurate to the best of the applicant's knowledge.
- B.** The applicant has read and understands the conditions of the Meridian Charter Township Economic Development Façade Improvement and Grant Program and agrees to abide by its conditions and guidelines.
- C.** The applicant understands that any approved changes, alterations, or modifications to the approved façade design must be authorized in writing by the EDC, that all improvements must meet Township Code of Ordinances, that permit payments are not included in project costs, and that unauthorized changes may result in withdrawal of funding.
- D.** The applicant understands that if this project is not completed within the program timetable (12 months), the EDC may withdraw its funding commitment.

Tinoros Cianciolo, Owner and Operator

Date

Groovy Donuts LLC, Applicant

Project Visualization

After: “Meet at Groovy” — Completed Project Rendering



Completed project showing the new designated ADA-accessible parking space with diagonally striped access aisle directly in front of the storefront door, the new ADA-accessible customer patio with seating under umbrellas, and the resurfaced parking lot.

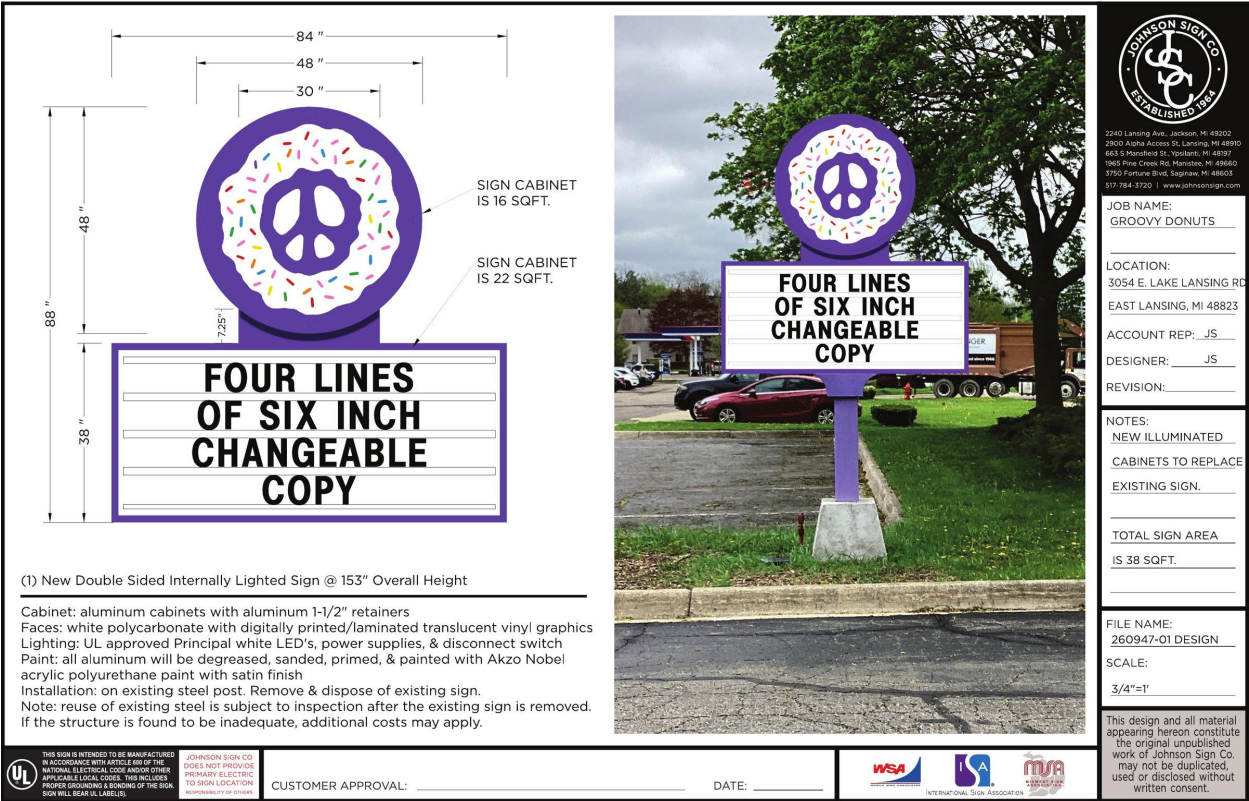
Before — Current Conditions

1. Existing pylon identification sign and building context



Existing pylon sign (right): a small, non-illuminated, faded freestanding sign on a steel post showing "Welcome to.... Groovy Donuts" with a coffee-cup graphic. Difficult to see from Lake Lansing Rd. in either direction, especially at dusk and at night. Component 1 will replace the sign cabinets on the existing steel post with a new 88" x 84" double-sided internally illuminated pylon sign.

2. Proposed new pylon identification sign — Johnson Sign Co. shop drawing and on-site visualization



New 88" x 84" double-sided internally illuminated pylon sign by Johnson Sign Co. (Project 260947-01). Left: dimensioned shop drawing showing the 30" Groovy Donuts "peace donut" logo cabinet (16 sf) above a 38" x 84" four-line 6" changeable-copy reader board (22 sf), 153" overall height. Center: on-site visualization showing the new sign installed at the existing road-frontage steel post position. Construction: aluminum cabinets with white polycarbonate faces, digitally printed translucent vinyl graphics, UL-listed Principal white LED illumination, and Akzo Nobel acrylic polyurethane satin paint finish.

3. Existing parking area — wide view with chalk markings staging the new ADA parking space



Wide view of the existing front parking area showing extensive alligator cracking, surface deterioration, and blue chalk markings laying out the proposed location of the new ADA-accessible parking space and access aisle in front of the Groovy Donuts storefront entrance.

4. Close-up: ADA accessible parking space staged on the existing surface



Close-up of the chalk-marked layout for the new ADA accessible parking space and access aisle, overlaid on the heavily-cracked existing pavement. The new ADA parking stall, access aisle, and connected concrete sidewalk ramp will be installed at this location — replacing the current inadequate handicap marking located approximately 40 feet away at the far end of the multi-tenant building.

5. Existing storefront entrance — current curb transition



Storefront entrance at 3054 E. Lake Lansing Rd. showing the existing curb transition from parking to entrance walkway. The new project will install a 20-ft-wide reinforced concrete sidewalk ramp connecting the new ADA parking space directly to this storefront door, with 5' of ADA detectable warning plates at the curb transition.

Attachment Index

The following attachments are submitted in support of this application:

- A.** Cover Letter to Director Amber Clark
- B.** This Application (Items 1–24)
- C.** Written Authorization from After Coffee LLC (Land Contract Vendee / Equitable Owner)
- D.** Executed Land Contract — Signature Page Excerpt (Maguire Associates LLC, Seller; After Coffee LLC, Buyer; dated April 13, 2026)
- E.** Huntington Bank Business Premier Plus MMA Statement — Groovy Donuts (May 2026, ending balance \$40,301.30) — Proof of Match Financing
- F.** Johnson Sign Co. — Proposal 260947-01 (executed by seller 6/1/2026, valid through 8/1/2026) and Sign Shop Drawing (88" × 84" Double-Sided Internally Illuminated Pylon Sign, 38 sf cabinet, \$10,255.00)
- G.** Hosford Brothers Concrete — Revised Proposal dated 06/11/2026 and Patio/Ramp Layout Sketch (520 sf concrete patio + 20'-wide reinforced sidewalk ramp + 5' ADA detectable warning plates; \$10,931.00)
- H.** American Asphalt of Lansing — Proposal and Project Diagram (Option A: Mill 2" / Pave 2" 5E HMA wearing course over 9,656 sf with line and ADA striping, \$22,500.00)
- I.** Architectural Rendering of Completed Project (full-resolution copy; preview shown in this application)
- J.** Current Condition Photographs of Subject Property (full set including existing pylon sign and parking area views; selected previews shown in this application)



2025-2026 Proposed Budget

REVENUE

Issuers fees (Burcham Retirement Village/ Nov. 2026)	\$10,000.00
Interest income	\$100.00
Certificate of Deposit Revenue	\$1,000.00
EDC General Fund Balance	\$62,871.71
Total Revenue By December 2026	\$73,971.71

EXPENSES

Market Studies/Data Analysis	\$22,000.00	
Chinese New Year Contribution	\$1,000.00	
Miscellaneous Sponsorships	\$5,000.00	*Includes Lansing 5:01 and Juneteenth Contributions
Façade Improvement and Small Business Grant Program	\$20,000.00	
Total Potential Expenses	\$48,000.00	
Remaining Fund Balance		\$25,971.71

To: Economic Development Corporation Board Members

From: Amber Clark Neighborhoods & Economic Development Director

Date: August 6, 2026

Re: Redevelopment Infill Analysis and Design RFP Candidate Selection

At the Board's direction, staff held the Redevelopment Infill Analysis and Design RFP bid opening on July 15th 2026. Finance Director Bernie Blonde and Director Amber Clark opened the three bids from the following organizations:

Plante Moran Mannik Smith
Development Strategies Piper and Gold
Lord Aeck Sargent

The proposals submitted by the organizations have been included in this packet. Township staff including Director Blonde, Director Clark, Township Manager Dempsey, and Director Schmitt have all reviewed the proposals. Each Director provided a ranking of submissions with comments regarding their selections. Below is a table that represents the rankings:

					First	Second	Third
Piper & Gold Development Strategies	1 st	3 rd	3 rd	2 nd	1	1	2
Lord Aeck Sargent	2 nd	1 st	2 nd	1 st	2	2	0
Plante Moran Mannik Smith	3 rd	2 nd	1 st	3 rd	1	1	2

The purpose of the completed study is to obtain current market data on likely future development types within the Township and to translate that data into architectural design concepts that align with surrounding subdivision patterns. These concepts could be adopted by the Township to provide clearer expectations and support more efficient development of review and approval.

Our goal today is to get the authorization from the EDC to pursue a candidate of the three bidders. Township staff have noted their rankings above.

A recommendation is prepared for your consideration:

MOVE TO AUTHORIZE THE SELECTION OF LORD AECK SARGENT AS THE CONSULTING FIRM TO ASSIST MERIDIAN TOWNSHIP WITH A REDEVELOPMENT AND INFILL DESIGN STUDY.

JULY 16, 2026

Infill Redevelopment Analysis and Conceptual Design Study

Presented to Meridian Township

Amber Clark
Neighborhoods & Economic Development Director
Charter Township of Meridian
5151 Marsh Road
Okemos, MI 48864

Re: Infill Redevelopment Analysis and Conceptual Design RFP

Dear Ms. Clark,

Plante Moran Realpoint (PMR), in partnership with The Mannik & Smith Group, Inc., is pleased to submit our proposal to support Meridian Township's Infill Redevelopment Analysis and Conceptual Design Study.

We are excited about the opportunity to help Meridian Township evaluate future redevelopment and infill opportunities through a comprehensive, data-driven process that connects market conditions, housing demand, redevelopment feasibility, and site-specific design into a practical strategy for future growth. Our team is ready to help Meridian Township identify opportunities that are supported by market realities, aligned with community priorities, and positioned for successful implementation over the next decade.

PMR and The Mannik & Smith Group, Inc. are uniquely positioned to provide the following benefits to Meridian Township:

Data-Informed Solutions: Every recommendation should be grounded in market realities. PMR will conduct a comprehensive market and housing analysis focused on development feasibility, affordability, demographic and economic trends, and future housing needs. Our transparent approach avoids "black-box" assumptions and produces actionable recommendations for community leaders, developers, and residents.

Integrated Planning and Design Experience: PMR & The Mannik & Smith Group, Inc. will create design solutions intended to enhance walkability, support attainable housing opportunities, strengthen neighborhood compatibility, and reflect the character of the surrounding community.

Relevant Public Sector Experience: Our teams understand the realities of public-sector decision-making and has successfully informed and advised communities in advancing their long-term economic development and planning goals.

We Are Local: With offices throughout Michigan, our teams bring a strong understanding of local market dynamics, regional development trends, and the factors influencing future growth throughout the Lansing region.

Thank you for your consideration. We appreciate the opportunity to partner with Meridian Township on this important initiative and look forward to delivering a study that is data-informed, community-focused, and implementation-ready.

Sincerely,



Tori Manix
Partner, Plante Moran Realpoint
Tori.Manix@plantemoran.com | (248) 603-5373



Todd J. Brown
Principal / Municipal Market Lead, The Mannik & Smith Group, Inc
Tbrown@manniksmithgroup.com | (517) 499-1185

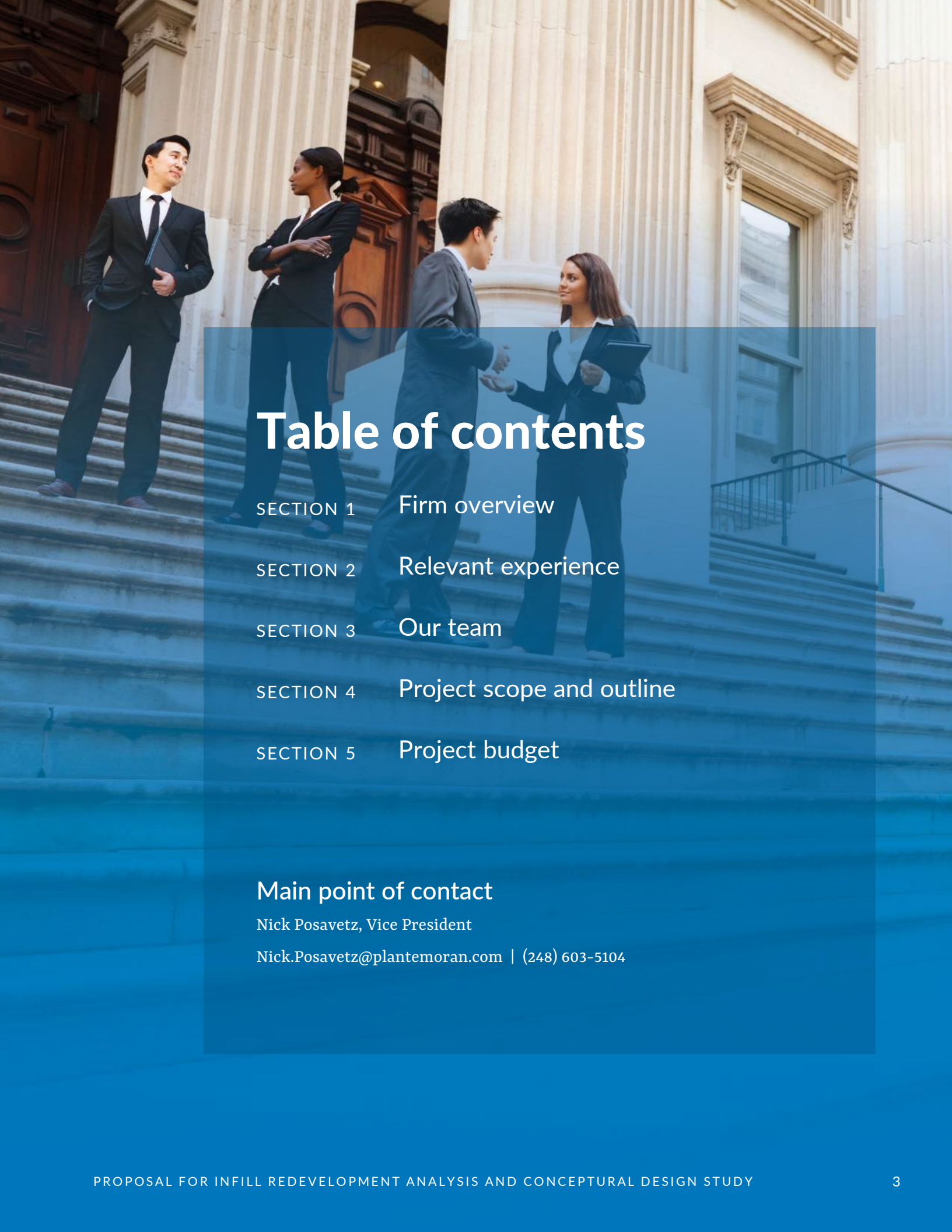


Table of contents

- SECTION 1 Firm overview
- SECTION 2 Relevant experience
- SECTION 3 Our team
- SECTION 4 Project scope and outline
- SECTION 5 Project budget

Main point of contact

Nick Posavetz, Vice President

Nick.Posavetz@plantemoran.com | (248) 603-5104



SECTION 1

Firm overview

Firm overview



Plante Moran Realpoint introduction

We're built different to help you realize the most with your real estate.

As full-service real estate advisors, we're purpose-built to apply our deep, industry-specific experience across your real estate needs, whether consulting, transactions, capital projects, or development advisory. We're invested in your success, creating unexpected solutions to make your real estate a strategic advantage.

With Plante Moran Realpoint, you make better real estate decisions, achieve your milestones, and flourish in your space. We'll sharpen your big picture, invest in our long-term relationship, and measure our success by what matters most to you.

We bring a team of true industry professionals

Our team of professionals brings a broad background of experience and skills. We serve as an extension of an organization by creating a customized team dedicated to addressing your evolving needs. Our team members have previous experience as:

- | | | |
|------------------------------|--------------------------------|---------------------------------|
| ✓ Accountants/CPAs | ✓ Development Specialists | ✓ LEED-Accredited Professionals |
| ✓ Architects | ✓ Engineers | ✓ Project Managers |
| ✓ Attorneys | ✓ Financial Analysts | ✓ Real Estate Professionals |
| ✓ Construction Professionals | ✓ FF&E Procurement Specialists | ✓ Relocation Managers |

Scalable to any industry and size

Our clients span corporate offices to K-12 schools, single buildings to global portfolios. You get the full depth and breadth of our experience, no matter the industry or scale of the project.





One firm, infinite resources

Plante Moran is one of the nation's largest certified public accounting and business advisory firms. Our relationship with Plante Moran unlocks the collective power of the firm and all its affiliates, not just an individual team or office.

4,500+

total staff

100+

Years serving clients

25

locations in the Midwest, Rocky Mountain Region, & internationally

PLANTE MORAN SERVICES

Audit Cyber Security Employee Benefits IT **REAL ESTATE** Strategy & Operations Talent Development Transactions & Corporate Finance Tax Wealth Management



We provide full-service real estate and construction advisory for users of space, concept through completion.

Comprehensive, end-to-end real estate services

Deep, industry-specific specialization

Seamlessly integrated with Plante Moran

150+ multidisciplinary staff specializing in real estate and construction

\$7B+ of public private partnership & large-scale development projects

\$6B+ in active construction program oversight

Millions of square feet in real estate transactions

\$2B+ in incentives procured for clients

Real estate & construction “department for hire”

PMR seamlessly integrates into your organization, providing the necessary experience for any real estate or construction project through a single point of contact.

Our services include:

Real estate consulting

- Development advisory & feasibility
- Incentives
- Public-private partnerships
- Market studies
- Highest & best use analysis
- Workplace & space utilization
- Real estate strategy

Real estate transactions

- Occupier representation
- Investment acquisitions & dispositions
- Debt procurement
- National site selection
- Sale-leasebacks
- 1031 like-kind exchanges
- Lease administration

Owner’s representation / development advisory

- Project planning & delivery methods
- Program budget, schedule, & scope development
- Team selection & procurement
- Project management
- Design & construction oversight
- Furniture, technology, & equipment coordination

Plante Moran Realpoint brings together a team of multidisciplinary professionals to deliver comprehensive, end-to-end real estate consulting services. Our team becomes a full-service partner for developers, economic development corporations, municipalities, corporate real estate teams, landowners, real estate investors, and businesses.

Development Services

Financial Feasibility & Underwriting
Incentive Procurement
Highest & Best Use / Development Strategy
End-to-End Development Management
Public-Private Partnerships

Economic Development

Large Program Coordination & Governance
Site Readiness & Attraction Support
Economic Development Policy & Strategy
Grant Compliance & Application Support

Data & Economics

Market Analysis
Data Analytics & Benchmarking
Economic & Fiscal Impact
Reasonableness Opinions
Housing Needs & Affordability Strategies
Site Selection

Asset Strategy

Workplace & Space Programming
Occupier Portfolio Strategy
Valuations
Partner & Agreement Structuring

The PMR difference



Experience you can count on

In the past five years, PMR has successfully completed billions of dollars worth of capital projects for the public and municipal sectors (i.e., police stations, courthouses, K-12 school buildings, libraries, fire stations, city halls, etc.). This includes the renovation and expansion of more than 450 facilities, with costs ranging in value from \$1 million to more than \$195 million.



Your trusted advisor

We will represent and advocate on behalf of your organization, which allows us to provide unbiased recommendations throughout the project as your independent advocate. Your project savings go BACK into your projects, NOT into our pockets.



Custom solutions and unmatched resources

Through our affiliated entities, we have the resources of nearly 4,000 professionals. With such robust team resources, our approach is truly unique in that we customize and create holistic solutions to fit your project needs.



Knowledge of design and construction professionals

With our local, regional, and national experience in owner's representation and as a program management firm, we have successfully worked with national design and construction firms on a range of projects. We can help your organization identify the right vendors for this project.



Scalability & business acumen

We offer our clients scalability and an understanding of the business and financial components that make programs successful.



We understand municipalities

We specialize in working with mission-driven, consensus decision-making bodies. Our experience working on more than a billion dollars in public projects means we understand the challenges and opportunities these types of projects present.

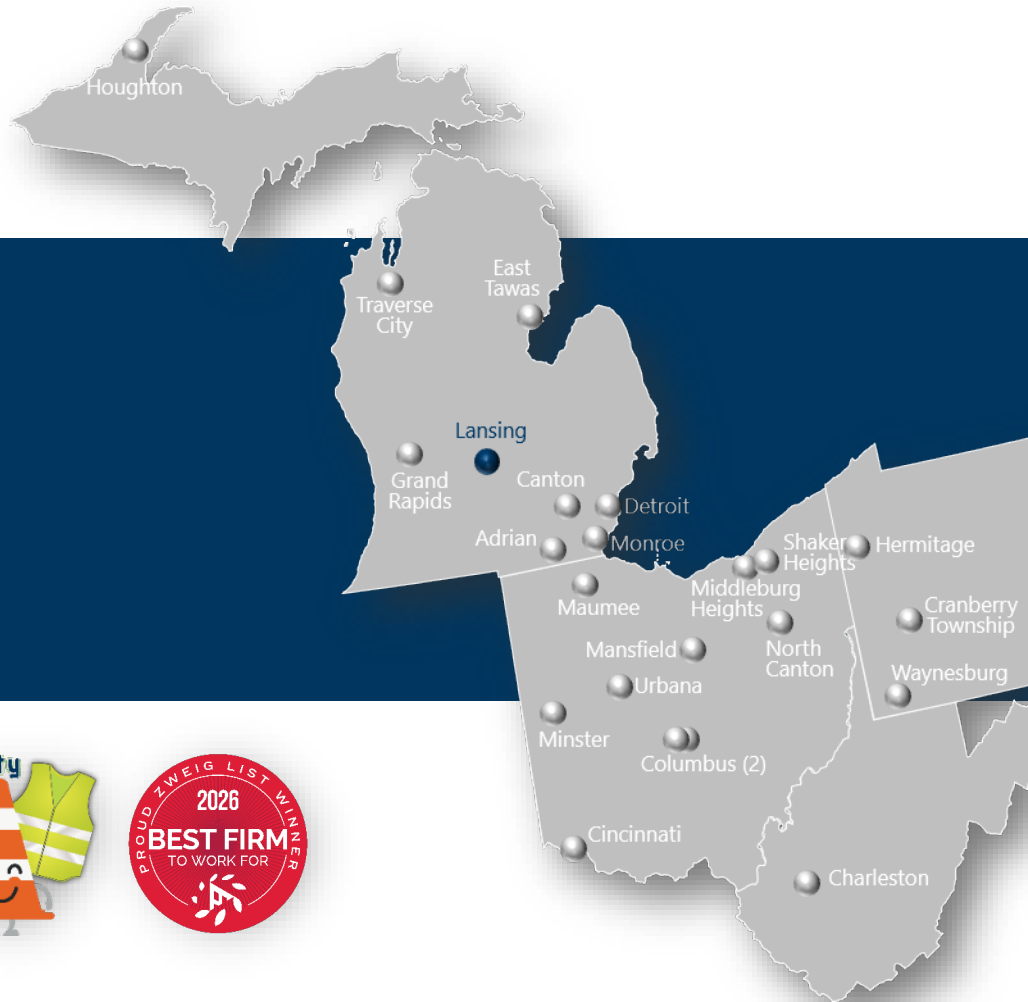
Firm overview



The Mannik & Smith Group, Inc. introduction

The Mannik & Smith Group, Inc. opened its first office in Maumee, Ohio, in 1955. Today, The Mannik & Smith Group, Inc. has more than 650 employees in 25 offices in Ohio, Michigan, West Virginia, Pennsylvania, Alabama, and Florida. Consistently ranked in Engineering-News Record's (ENR) Top 500 Design Firms nationwide, and ENR Midwest's Top Design Firms, The Mannik & Smith Group, Inc. creates a benchmark for area consulting firms. Our people are the heart of our company with our founders setting the enduring company culture, which embraces technical skill and creative spirit. The Mannik & Smith Group, Inc. continuously evolves to meet the changing needs of the industry, implementing innovative ideas to streamline processes and add value to projects. We are a full-service consulting firm specializing in transportation planning, engineering and sustainability. Our experience includes planning and traffic engineering; grant and funding strategies; roadway design, drainage and utilities; bridge inspection and structural engineering; National Environmental Policy Act (NEPA), sustainability and resiliency planning, environmental and ecological services geotechnical engineering, construction engineering and support, civil (site) engineering, agricultural engineering, landscape architecture, surveying, and mechanical/electrical/process services.

The Mannik & Smith Group, Inc.
LANSING OFFICE:
 2193 Association Drive, Suite 200
 Okemos, MI 48864



71 years in business

650+ employees

25 offices



Relevant Experience with Meridian Charter Township



Meridian Charter Township has partnered with The Mannik & Smith Group, Inc. as a professional engineering and planning consultant across multiple Township Boards, Township Managers, and departmental leadership teams. History shows an ongoing relationship in which The Mannik & Smith Group, Inc. has been selected to provide engineering, transportation, utility, development, planning, and capital improvement services in support of the Township's commitment to maintaining high-quality public infrastructure and sustainable community growth.

Continuing Engineering Services

The Mannik & Smith Group, Inc. has provided engineering support for Township infrastructure initiatives. As the relationship matured, assignments expanded to projects including:

- 2020, 2021, 2022 and 2023 Roadway Improvements
- 2019 Local Road Asset Management Plan
- MSU to Lake Lansing Trail Feasibility and Survey
- 2022 Roadway PASER Rating and Report
- Sleepy Hollow Survey and Design Services
- Marsh Road Traffic Study

Recent Planning Services

Most recently, Meridian Township retained The Mannik & Smith Group, Inc. to prepare the Township's Parks & Recreation Five-Year Master Plan, a planning document required to maintain eligibility for Michigan Department of Natural Resources grant funding and provides direction for the Township's parks & recreation system for the next five-years. This planning project is active and will be presented to the Township Parks & Recreation Commission and Board of Trustees in late 2026 and early 2027.

Meridian Charter Township has repeatedly selected The Mannik & Smith Group, Inc. to provide professional engineering and planning services. We believe it's important to demonstrate an enduring professional relationship built on technical experience, responsiveness, and successful project delivery. From transportation and utility improvements to contemporary planning initiatives, The Mannik & Smith Group, Inc. has remained a trusted advisor supporting Meridian Township's infrastructure investments and long-range community planning. The continuity of these engagements across changing Township leadership reflects sustained confidence in The Mannik & Smith Group, Inc.'s ability to deliver high-quality professional services in support of the Township's strategic objectives.



SECTION 2

Relevant experience



Project Details:

Services:
Housing Study



Michigan Economic Development Corporation

The Michigan Economic Development Corporation (MEDC) engaged PMR to conduct housing studies for the cities of Albion and Marshall.

PMR's primary goal was to help stakeholders understand the current housing conditions in Albion and Marshall, identify potential new demand, and effectively plan for the development of new housing to meet this demand. PMR helped the cities answer key questions about the existing residential communities, the anticipated new residents due to the nearby BlueOval Battery Park development, the current supply of housing, and the types of housing that may be missing in the market. Additionally, PMR identified barriers and opportunities related to Albion and Marshall's housing stock and recommended tools, programs, and organizations that may help advance the cities' housing priorities.

PMR's approach involves a comprehensive analysis of the residential market in Albion and Marshall. This includes:

CONTEXTUAL ANALYSIS

Understanding trends and characteristics related to people, policy, place, economy, and housing affordability.

DEMAND ANALYSIS

Assessing the current conditions and opportunities for housing, including traditional residential products and senior housing.

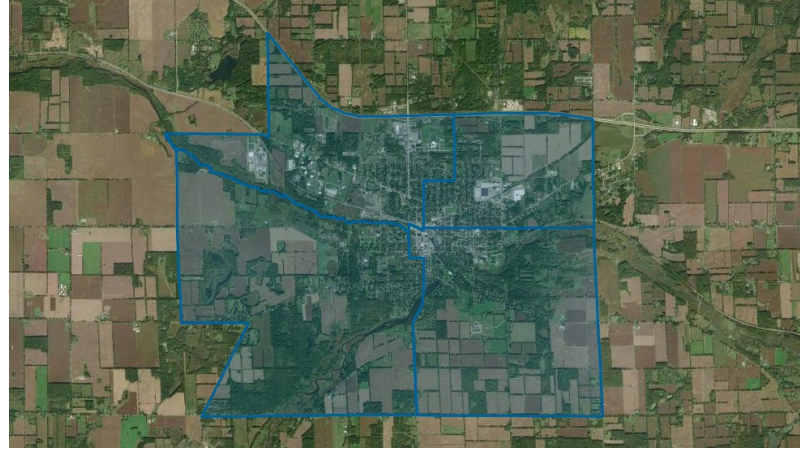
STAKEHOLDER FEEDBACK

Gathering anecdotal feedback from stakeholders, real estate practitioners, and the development community.

STRATEGIC FRAMEWORK

Developing a strategic framework that outlines actions the cities and its partners can take to meet housing needs and coordinate efforts for collaboration.

The next steps for the MEDC involve implementing the strategic framework developed in PMR's report. PMR recommended facilitating development readiness by coordinating efforts of developers and businesses, identifying opportunities for collaboration to advance housing goals in a balanced way, and facilitating infrastructure investments to support new developments. Additionally, PMR identified gaps between construction costs and property values, providing strategies to engage developers effectively.



City of Albion

The City of Albion is located in Calhoun County, Mich. It is approximately 80 miles southeast of Grand Rapids and has a population of around 7,700, and is home to Albion College. The Michigan Economic Development Corporation (MEDC) engaged PMR to conduct a housing study for the city.

PMR's primary goal was to help stakeholders understand the current housing conditions in Albion, identify potential new demand, and effectively plan for the development of new housing to meet this demand. PMR helped the city answer key questions about the existing residential community, the anticipated new residents due to the nearby BlueOval Battery Park development, the current supply of housing, and the types of housing that may be missing in the market. Additionally, PMR identified barriers and opportunities related to Albion's housing stock and recommended tools, programs, and organizations that may help advance the city's housing priorities, including the presence of Albion College.

PMR's approach involves a comprehensive analysis of the residential market in Marshall. This includes:

Contextual Analysis

Understanding trends and characteristics related to people, policy, place, economy, and housing affordability.

Demand Analysis

Assessing the current conditions and opportunities for housing, including traditional residential products and senior housing.

Stakeholder Feedback

Gathering anecdotal feedback from stakeholders, real estate practitioners, and the development community.

Strategic Framework

Developing a strategic framework that outlines actions the city and its partners can take to meet housing needs and coordinate efforts for collaboration.

The next steps for the City of Albion involved implementing the strategic framework developed in PMR's report. PMR recommended facilitating development readiness by coordinating efforts of developers and businesses, identifying opportunities for collaboration to advance housing goals in a balanced way, and facilitating infrastructure investments to support new developments. Additionally, PMR identified gaps between construction costs and property values, providing strategies to effectively engage developers.



Project Details:

Services:
Housing Study



City of Marshall

The City of Marshall is located in Calhoun County, Mich. It is approximately 40 miles southeast of Grand Rapids and has a population of around 8,200. The Michigan Economic Development Corporation (MEDC) engaged Plante Moran Realpoint (PMR) to conduct a housing study for the city.

PMR's primary goal was to help stakeholders understand the current housing conditions in Marshall, identify potential new demand, and effectively plan for the development of new housing to meet this demand. PMR helped the city answer key questions about the existing residential community, the anticipated new residents due to the nearby BlueOval Battery Park development, the current supply of housing, and the types of housing that may be missing in the market. Additionally, PMR identified barriers and opportunities related to Marshall's housing stock and recommended tools, programs, and organizations that may help advance the city's housing priorities.

PMR's approach involves a comprehensive analysis of the residential market in Marshall. This includes:

Context Analysis

Understanding trends and characteristics related to people, policy, place, economy, and housing affordability.

Demand Analysis

Assessing the current conditions and opportunities for housing, including traditional residential products and senior housing.

Stakeholder Feedback

Gathering anecdotal feedback from stakeholders, real estate practitioners, and the development community.

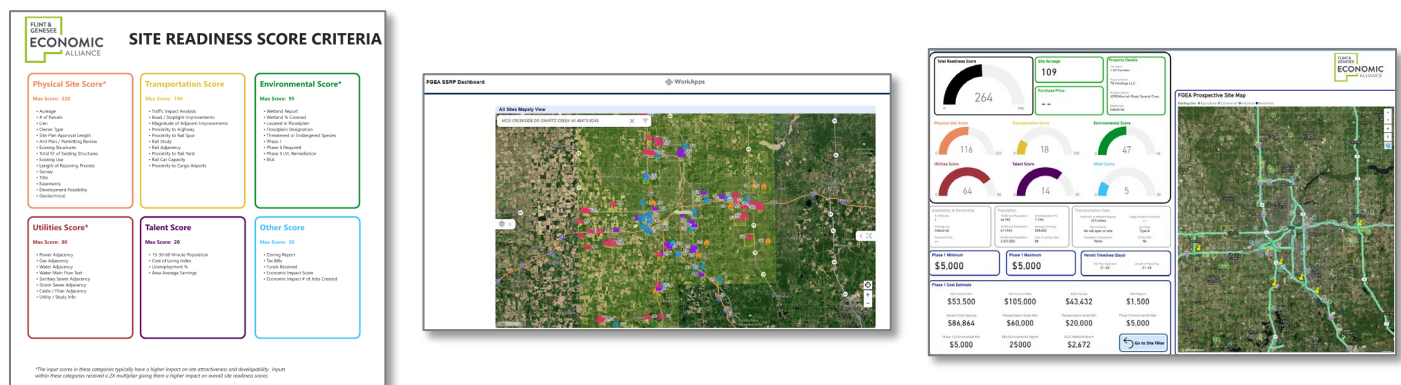
Strategic Framework

Developing a strategic framework that outlines actions the city and its partners can take to meet housing needs and coordinate efforts for collaboration.

The next steps for the City of Marshall involve implementing the strategic framework developed in PMR's report. PMR recommended facilitating development readiness by coordinating efforts of developers and businesses, identifying opportunities for collaboration to advance housing goals in a balanced way, and facilitating infrastructure investments to support new developments. Additionally, PMR identified gaps between construction costs and property values, providing strategies to engage developers effectively.



Through the engagement, PMR has actively worked with FGEA to **evaluate and identify 100+ sites for future development readiness** to prepare to apply for funding from the Michigan Economic Development Corporation for funding.





Relevant experience



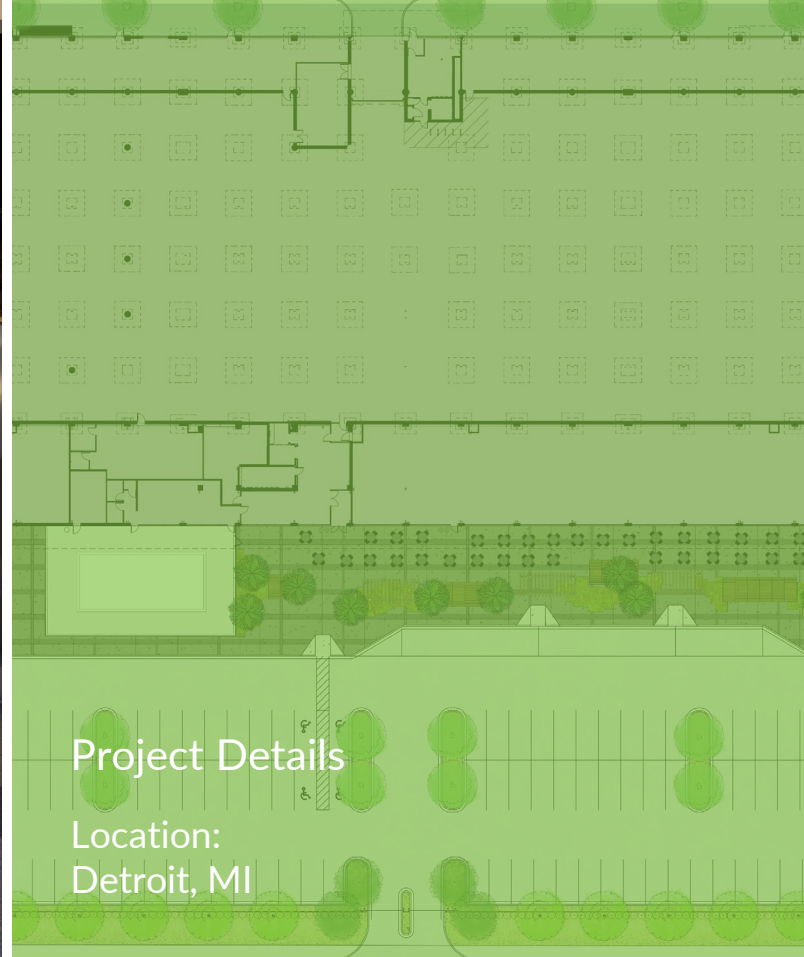
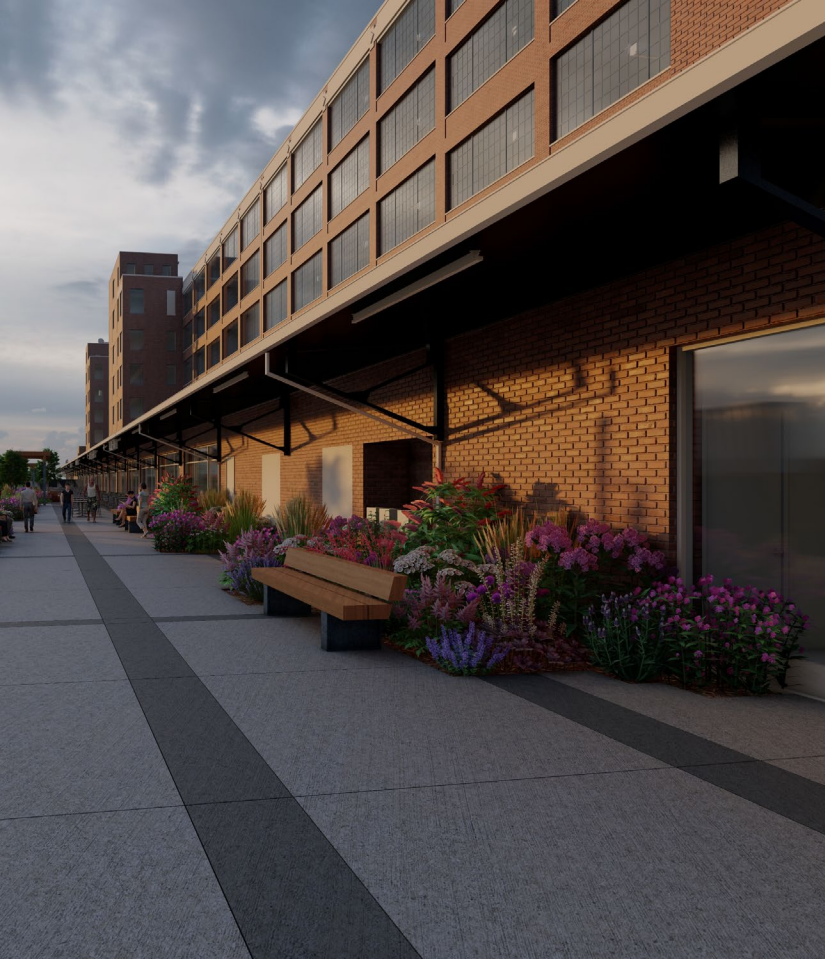
Lightstar Detroit Neighborhood Solar Infill Project

The Mannik & Smith Group, Inc. was retained by Lightstar Renewables to provide Site / Civil Engineering services concerning the Detroit Solar Project. This initiative involved designing and installing new ground-mounted PV systems across neighborhood sites in Detroit, specifically the State Fair and Gratiot Findlay areas, to achieve the City's renewable energy production objectives. The Mannik & Smith Group, Inc.'s scope of work encompasses pre-development services like surveying, environmental assessments, geotechnical investigation, and conceptual site planning, as well as development and design phases covering site plan preparation, site engineering, landscape architecture, and permitting assistance.



Monroe Blocks A & B

The Mannik & Smith Group, Inc. along with Gensler (Block A) and Studios (Block B) provided comprehensive civil design services to Bedrock Detroit for a mixed-use development project. These services include streetscape and landscape design, permitting and utilities, construction inspection, utility study and design, ALTA and field survey, geotechnical engineering, traffic studies and site design.



Fisher 21 Lofts

The Mannik & Smith Group, Inc. entered into a professional services agreement with Fisher 21 Lofts LLC in August 2025, with a total lump sum fee of \$17,700. The project is located in Detroit, Michigan, with work focused on the main building along Piquette and a parking lot parcel at 666 Harper. The Mannik & Smith Group, Inc.'s scope covers storm sewer redesign and sidewalk re-grading at the main building to accommodate 14 new downspouts and updated finished floor elevations at the east and west entrances, along with preparation of an encroachment plan for Piquette. For the 666 Harper parcel, The Mannik & Smith Group, Inc. is providing lot split survey services, including field survey work, metes and bounds exhibits, legal descriptions, and coordination with the City Assessors Office. The parking lot at that parcel is also being fully redesigned to reflect the lot split, with deliverables including site, utility, grading, storm sewer, photometric, SESC, and landscaping plans, as well as an updated Storm Water Report



Project Details

Location:
Wixom, MI

Former Ford Wixom Manufacturing Plant



The Mannik & Smith Group, Inc. prepared applications and obtained appropriate permits in accordance with Part 301 (Inland Lakes and Streams), Part 303 (Wetlands Protection), and the National Pollutant Discharge Elimination System (NPDES) to assist the current property owner redevelop the Site as an industrial/commercial park. The proposed redevelopment activities require the dewatering of two man-made oxidation lagoons, formerly associated with onsite wastewater treatment operations at the former automobile manufacturing plant. The two adjacent lagoons are unlined, span approximately 16 acres, and have been out of use since the early 1990's. Analytical results from surface water samples collected from the lagoons during preparation of permit applications identified concentrations of perfluorooctanoic acid (PFOA) greater than the Drinking Water Maximum Contaminant Level (MCL) established by the Michigan Department of Environment, Great Lakes, and Energy (EGLE). Due to the documented concentrations of PFOA within the lagoons, The Mannik & Smith Group, Inc. designed a treatment system to pretreat the lagoon water prior to discharge to a local surface water tributary in accordance with the NPDES permit. The lagoons will be dewatered in accordance with the Part 301, 303, and NPDES permits utilizing a 4.0-inch diesel engine powered trash pump to a temporary water treatment plant that will be installed near the lagoons. The temporary treatment plant will consist of an initial 2-stage bag filtration unit to remove suspended solids, followed by a bank of four, 3,000-pound granular activated carbon vessels to adsorb the documented organic contaminants present in the lagoon water. The treatment plant is designed to maintain a minimum of 15 minutes empty bed contact time at a flowrate of 200-gallons per minute (GPM) to ensure efficient adsorption of constituents of concern. The dewatering activities include onsite treatment of contaminated surface waters prior to discharge, daily inspection of the treatment system components, and weekly and monthly sample collection and reporting of influent and effluent treatment system water to ensure no water will be discharged to state or federal waterways without adequate pretreatment and monitoring. In addition, the proposed activities will reduce the potential for onsite contamination to leach into surrounding wetlands, surface waters, and/or groundwater.



Project Details

Location:
Livingston County, MI



Hartland Senior Living

The Mannik & Smith Group, Inc. served as the civil engineering and landscape architecture consultant for the Hartland Senior Living project, a 146-unit, three-story senior apartment building located on approximately 17.9 acres in Hartland Township, Livingston County, Michigan. The project was governed by an AIA Document C401-2017 agreement between RDL Architects, Inc. and The Mannik & Smith Group, Inc., executed in April 2020, with The Mannik & Smith Group, Inc. providing professional services in support of Michigan State Housing Development Authority (MSHDA) requirements. The Mannik & Smith Group, Inc.'s scope spanned the full project lifecycle, beginning with site analysis and concept design, including code research with Hartland Township and the Livingston Drain Commission, and coordination with utility providers for sanitary, storm, water, gas, and electrical systems. Through the design development and construction document phases, The Mannik & Smith Group, Inc. prepared a 19-sheet civil plan set covering site, grading, utility, and landscape plans, along with a Stormwater Management Report and landscape designs for the building perimeter, courtyards, and parking areas. The Mannik & Smith Group, Inc. also supported the permit approval process with local authorities and provided construction administration services including shop drawing review and response to contractor Requests for Information. Additional services such as project meeting attendance and general engineering tasks were performed on a time-and-material basis as needed throughout the project.



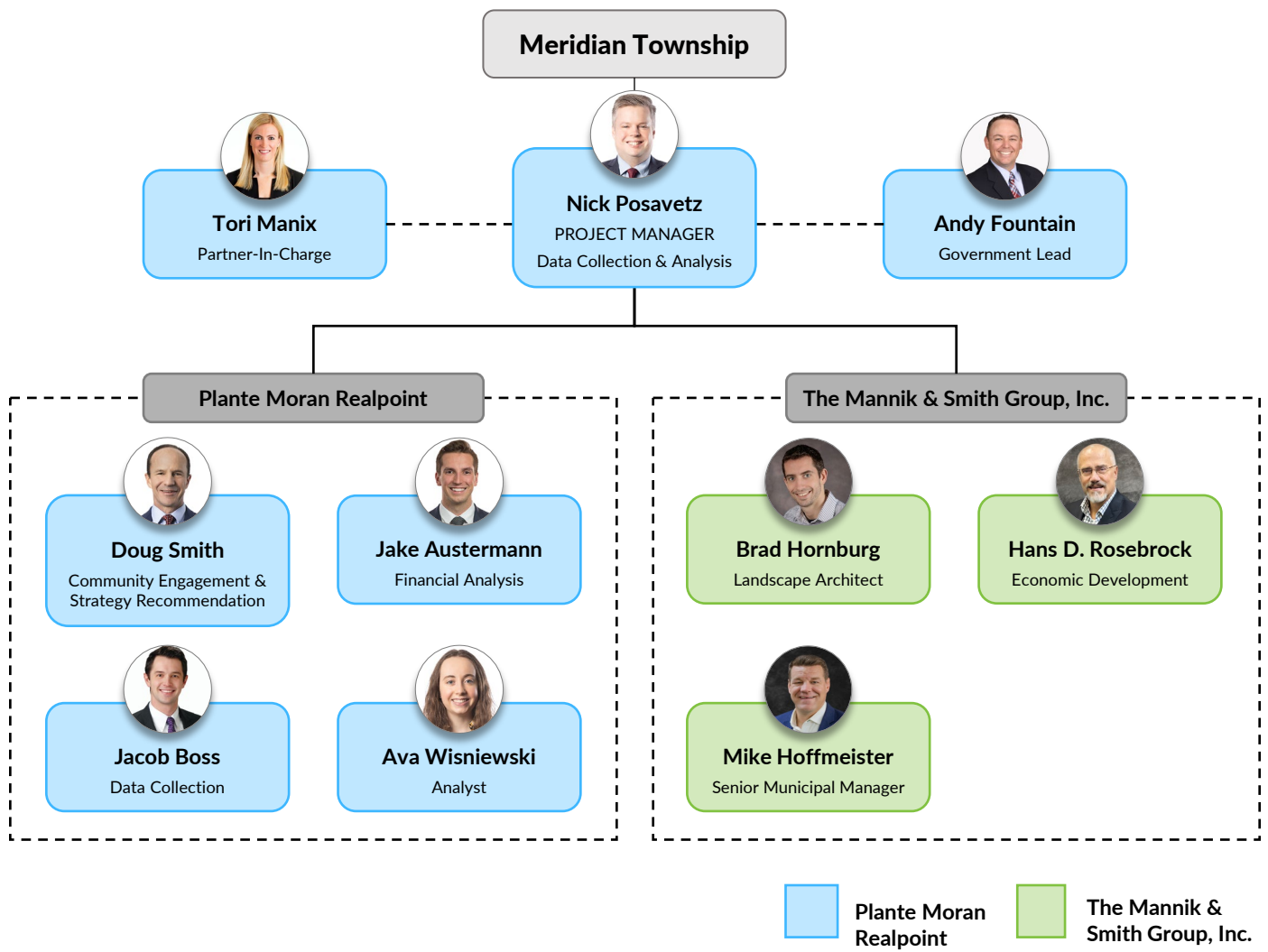
SECTION 3

Our team

Our team

Organization chart

The combined PMR and The Mannik & Smith Group, Inc. teams bring together market analysts, redevelopment strategists, planners, engineers, landscape architects, and design professionals to provide Meridian Township with a comprehensive and integrated approach. Our philosophy is simple: assemble the most qualified professionals with the most relevant experience and balance the team with diverse perspectives that complement one another. We have structured our team to deliver both the analytical rigor and design skill this project requires, so that every recommendation is grounded in market realities and supported by thoughtful, implementable redevelopment concepts.





Tori Manix

PARTNER

Tori.Manix@plantemoran.com | (248) 603-5373

“By understanding each client’s unique needs and objectives, we are able to deliver a broad scope of services and extensive market knowledge to give them the competitive advantage they need to succeed.”

As the real estate consulting service line leader, Tori specializes in development strategy and real estate consulting throughout all stages of a project’s life cycle.

Tori’s experience includes real estate financial feasibility and underwriting, debt procurement, build-to-suits, and the formulation of development and investment strategies for a comprehensive range of ground-up and redevelopment projects. Tori was a key part of the development advisory team overseeing projects for The District Detroit, a progressive development revitalizing downtown Detroit with 50 blocks of mixed-use development centered around the new Little Caesars Arena. Additionally, Tori has assisted in the management of more than \$500 million in assets for high-net-worth and institutional investors, as well as helped clients close over \$750 million in debt financing.

Tori is a licensed salesperson in the state of Michigan. She has a Master of Real Estate from Georgetown University and a Bachelor of Science in economics from the University of Pennsylvania’s Wharton School of Business. As an undergraduate, she was a senior captain of the Women’s Varsity Volleyball Team, winning two Ivy League championships in her four years of membership. In January 2023, Tori attended Harvard Business School’s Leading Professional Services Firms Executive Education Program.

Tori served on the board of CREW Detroit from 2019 to 2021 and is a member of the Urban Land Institute (ULI), where she is a graduate of the 2015–2016 Larson Leadership Program. In 2018, she was honored in Crain’s list of Twenty in Their 20s, a prestigious group of young professionals who are making a difference in the Detroit area.



Andy Fountain

PARTNER

Andy.Fountain@plantemoran.com | (248) 603-5088



"Our proven process starts with comprehensive planning and ends with a successful project and a satisfied client."

With more than 20 years of experience in the construction and real estate market, Andy has the technical skills necessary to lead large capital programs to a successful close-out. He is known for his firm and fair approach to problem-solving, through which he strives to seek the best possible resolution for his clients.

As a partner with Plante Moran Realpoint (PMR), Andy has worked on a variety of multimillion-dollar capital improvement programs. His role as owner's representative is to guide clients through the process as they plan and execute their projects, helping them realize cost savings while meeting the needs of their organization.

Prior to joining PMR, Andy worked primarily in the K-12 and private sectors as both a construction manager and owner's representative. In these roles, Andy provided process refinement, budget development, evaluation and assessment, and project management services.

Andy has a B.A. in business management from Western Michigan University.

**Nick Posavetz**

VICE PRESIDENT

Nick.Posavetz@plantemoran.com | (248) 603-5104

"I'm excited for the opportunity to facilitate our clients' visions into a reality and positively impact the communities we serve along the way."

As a vice president with Plante Moran Realpoint (PMR), Nick brings over 15 years of commercial real estate experience to the firm, having served both public and private sector clients in multiple roles throughout his career. Nick's strategic outlook, backed by best-in-class data and his client-focused approach, adds value to every client engagement. Clients appreciate Nick's determination to advocate passionately on their behalf and offer strategic solutions to get a project done.

Before joining the firm, Nick led the economic development and market research teams at Bedrock, the largest full-service commercial real estate firm in Detroit. Known as the premiere class A office space provider, Nick is proud to have created the vision for Bedrock's \$38.5 million expansion acquisition and the development of the company's Fort Street Industrial Campus, resulting in over 1,000 jobs in the community. Prior to Bedrock, Nick served in the public sector for nearly a decade as an economic development specialist for both Macomb and Wayne Counties, where he provided business retention and expansion services to companies through all stages of development. His work concentrated on high-growth industries such as aerospace, alternative energy, advanced manufacturing, defense and cybersecurity and resulted in hundreds of millions of dollars in private investment. Nick's also served as the press aide for a successful gubernatorial campaign and taught undergraduate classes in geology at the University of Michigan.

Nick attended the University of Michigan, receiving a Bachelor of Science degree in mathematics and economics, a minor in earth sciences, and a master's degree in urban planning. He is an elected board member of the Michigan Economic Developers Association (MEDA) and has moderated conference panel discussions on current topics in economic development.



Doug Smith

PRINCIPAL

Doug.Smith@plantemoran.com | (248) 603-5356

“Our firm’s nontraditional structure combined with the breadth of the team’s experience helps with well-conceived, strategic, and client-focused solutions.”

Doug, principal, brings more than 30 years of real estate development, finance, and management experience to Plante Moran Realpoint (PMR). Our clients gain measurable value from Doug’s knowledge of the real estate industry. Having worked for and represented private development interests as well as the public sector and community stakeholders, Doug is well-suited to represent a broad array of clients with diverse real estate objectives.

Prior to joining PMR, Doug worked for a firm that delivered real estate consulting, development management, and asset management services to public institutions, corporations, and private sector clients with a focus on public-private partnerships (P3s) and economic development. As a vice president, Doug helped clients manage and reposition their existing real estate assets, including raw land, schools, single purpose, multifamily, office, hospitality, and mixed-use developments.

He also led engagements on behalf of public sector clients seeking development knowledge in the planning and implementation of master plans, from feasibility analysis through capital procurement, for unique economic development projects in urban locations.

Doug began his real estate career in the banking industry as an underwriter and real estate loan officer, and subsequently worked ten years for a private real estate development firm. As part of the firm’s development team, Doug first led preconstruction from acquisition and feasibility analysis through procurement of entitlements. Ultimately, Doug played a critical role in strategic planning and oversaw land development on behalf of the firm.

Doug graduated from the University of Michigan with a bachelor’s degree in both economics and English. He has his Michigan builder’s license and is a licensed real estate broker.



Jake Austermann

PRINCIPAL

Jake.Austermann@plantemoran.com | (248) 223-3297

"We provide clients with both the depth and breadth of talent needed to reduce complex real estate projects and investments to first principles and enable our clients to make informed decisions."

As a principal with Plante Moran Realpoint (PMR), Jake leverages 10 years of commercial real estate experience to provide clients with in-depth analysis for highly complex projects. He specializes in real estate development advisory and economic development incentives, providing services such as real estate underwriting, development finance management, and investment and incentive structuring.

Real estate is an excellent crossroads for investment and tangible projects that impact people's day-to-day lives. Clients rely on Jake's ability to articulate complex financial concepts and incentive structures simply and concisely, enabling them to make informed decisions that help them achieve their goals.

Since joining the firm, Jake has helped his clients secure over \$1 billion in various economic development incentives, including helping to establish Ford Motor Company's Renaissance Zone for the rehabilitation of Michigan Central Station and serving as incentives lead on Olympia Development & Related Companies' \$1.5 billion planned investment in the District Detroit and the associated Transformational Brownfield Program approval. Jake has extensive experience working with federal, state, and local programs such as historic tax credits; low-income housing tax credits; tax increment financing (TIF) programs such as Brownfield TIF, Corridor Improvement Authorities, Downtown Development Authorities, and the Transformational Brownfield Program; as well as other property tax abatement programs.

Jake joined the firm from Greatwater Opportunity Capital, a private equity real estate developer focused on multifamily rehabilitations in Detroit's neighborhoods. There, he managed the acquisition, investment, and predevelopment processes on 19 multifamily properties across nine investment funds, totaling over 850 units acquired and \$100 million in capital deployed.

He received his Bachelor of Science degree in finance from Michigan State University's Eli Broad School of Business. As a four-year member and two-year captain of Michigan State's varsity swimming and diving team, Jake was awarded various athletic and academic honors.



Jacob Boss

SENIOR VICE PRESIDENT

Jacob.Boss@plantemoran.com | (312) 928-5376

“Using both traditional and innovative techniques, Plante Moran Living Forward provides direction that allows our clients to move toward their goals with confidence.”

As a senior vice president at Plante Moran Living Forward, Jacob specializes in turning market information into actionable insights and data-driven recommendations that help projects move forward free of uncertainty. Jacob’s experience working for a senior living owner/operator has given him firsthand knowledge of his clients’ needs throughout the development process, from vision to stabilization.

Market feasibility analyses, net demand heat mapping, MSA clustering strategies, price elasticity scenarios, and prototype case studies are just a few of the tools Jacob offers clients to inform where and at what price their product will be able to best serve as many of their target customers as possible.

Prior to joining Plante Moran Living Forward, Jacob was the manager of market research for a healthcare developer’s new senior living platform. His analyses of market trends and competitor portfolios — and his development of strategic underwriting processes and an internal business intelligence tool — helped the opportunistic developer successfully transform into a data-guided senior living owner/operator. Jacob was instrumental in securing a JV partnership agreement with one of the largest banks in America, which represented the developer’s first investment in the senior living industry in the form of \$100 million worth of equity for new assisted living, memory care, and independent living products across the Midwest.

Jacob earned his Bachelor of Science in economics from Michigan State University.



“Deep industry experience and creative thinking allow our team to bring clients’ projects to fruition.”

Ava Wisniewski

SENIOR CONSULTANT

Ava.Wisniewski@plantemoran.com | (248) 223-3998

As a senior consultant with Plante Moran Realpoint (PMR), Ava works on various projects across the firm’s real estate investment service groups, aiding with highest and best use reports, financial feasibility analysis, and transaction management.

Ava is a detail-oriented individual who enjoys the complex intricacies of the real estate market. Clients appreciate Ava’s work ethic, optimistic demeanor, and ability to see potential in a project. She believes that the right real estate initiative can completely change the landscape of a community and hopes to help revitalize the city of Detroit through such efforts.

Ava brings experience from several internships to PMR, previously with The Farbman Group, a full-service commercial real estate firm in Southfield, Mich., where she was an investment sales intern. Most recently, she was an intern with PMR before she joined the firm full-time. Through these internships, Ava gained experience in investment sales, development feasibility, market analysis, and brokerage.

Ava has a Bachelor of Business Administration from the University of Wisconsin-Madison, where she obtained her degree in real estate and urban land economics and Finance from the Wisconsin School of Business. While there, Ava was president of the Women in Real Estate (WIRE) group, an active member of the Real Estate Club, and an active member of the Business Connect Learning Community, a networking and volunteer group through the Wisconsin School of Business.



Brad Hornburg, PLA, ASLA
LANDSCAPE ARCHITECT

Professional Background

Brad serves as a Landscape Architect, bringing client concepts to life through graphic representation and developing construction documents. He has worked across Michigan, working communities and stakeholders to create places that best meet the needs and desires that fit the site.

Specializations

Site Design
Ecological Design
Graphic Design
3D Modeling

Education

Bachelor of Landscape
Architecture, Michigan State
University, 2017

Certifications / Affiliations

Registered Landscape
Architect, Michigan
#3901047043

Years of Experience

With The Mannik & Smith
Group, Inc.: 2020 -Present

Specializations

Graphic Communications: Brad's experience is in developing compelling two- and three-dimensional, detailed graphic representation of project designs using SketchUp, Lumion and Adobe Photoshop. His grasp of design and his ability to work well with others allows him to move easily from concept to final site design.

Ecological Design: Many of Brad's designs focus on consideration for the environmental impact of development. He has worked on several projects that take stormwater management into account with the placement of rain gardens and large areas of greenspace for filtration. Brad also puts sustainability at the heart of many of his designs, ensuring developed land is used as efficiently as possible throughout the changing seasons.

Experience

- Fisher 21 Lofts
- Monroe Block
- Orchard Supportive Housing
- Trowbridge Dam Park
- Third and Charlotte
- Monroe Greenway
- Hartland Senior Living
- Bees in the D
- Toyota Motor North America R&D
- Detroit Solar



Hans D. Rosebrock
ECONOMIC DEVELOPMENT



Professional Background

Hans has over 35 years of experience in economic development and local government outreach. He has served in two different regions of Ohio. His experience includes providing economic development and external affairs services for one of the largest electric utility companies in the U.S. and in organizations devoted to improving economic and employment conditions within local communities.

Specializations

Utility: Hans has diverse experience working with utilities including tariffs, interconnect process & procedures, distribution & transmission capacity understanding, net-metering configurations, and energy efficiency.

Economic Development: Hans economic development experience includes project site development, financial incentives, and real property tax.

Experience

Since joining The Mannik & Smith Group, Inc., Hans has been involved in project management responsibilities for several renewable energy projects in Ohio and Michigan. Most recently, he finished a 70-acre brownfield solar development in the City of Detroit. He has also assisted with industrial development efforts in the Toledo and Detroit areas. This has included coordinating civil and environmental physical site studies for 15 different properties. Hans has also provided consultation services to developers and realtors regarding potential sites for both renewable energy installations and data center activity. This has included electric infrastructure mapping, capacity data, and utility net-metering document preparation and coordination.

Experience Prior to The Mannik & Smith Group, Inc.

- Advisor, Economic Development, FirstEnergy Corp. – Toledo, Ohio
- Economic Development Representative, Toledo-Lucas County Port Authority – Toledo, Ohio
- Extension Agent, Community Economic Development, The Ohio State University – Columbus, Ohio

Specializations

Economic/Business
Development
Strategic Planning
Communications
Relationship Building
Group Facilitation

Education

Economic Development
Institute, University of
Oklahoma, 1997
MA, Geography and Urban
Planning, University of
Toledo, 1991
BA, Geography and Urban
Planning, University of
Toledo, 1988

Certifications / Affiliations

United Way Campaign Chair,
2014-2023

Years of Experience

The Mannik & Smith Group,
Inc. 2023 – Present
FirstEnergy Corp. 1995-2023
Toledo-Lucas County Port
Authority 1993-1995
The Ohio State University
1990-1993



Mike Hoffmeister, CPRP
SENIOR MUNICIPAL MANAGER



Specializations

Municipal Government
Operations & Administration
Parks & Recreation
Operations & Administration
Parks Master Plans & Site
Development Plans
CAPRA Accreditation

Education

BS, Sport Management,
Bowling Green State
University, 2008

Certifications / Affiliations

Certified Parks & Recreation
Professional (CPRP)

Years of Experience

With The Mannik & Smith
Group, Inc. 2024 – Present
Other Firms 2009 – 2024

Professional Background

Mike has over 17 years of experience in municipal government operations and administration. He has specialized skills in municipal government administration, parks & recreation and has worked as a Department Head and Village Manager in the past. His primary focus in the parks and recreation field include CAPRA accreditation, parks & recreation master plans, park and trail development, maintenance operations, golf, recreation programming and overall administration. Additionally, as a Village Manager, he became knowledgeable in general government administration including public works, finance, planning and zoning, economic development and more. He is a Certified Parks & Recreation Professional (CPRP) through the National Recreation and Parks Association (NRPA). Mike has also gained invaluable experience through his extracurricular experience with professional membership organizations. Mike currently serves as the mParks Foundation Chair and as a CAPRA Accreditation Lead, Visitor and Mentor for the National Recreation and Parks Association. Mike previously served as the president of the Indiana Parks & Recreation Association (IPRA) two times, was on the NRPA local host committee for the 2018 annual conference in Indianapolis and served four (4) years on the NRPA Annual Conference Program Committee.

Specializations

Municipal Government Operations & Administration: Brad's experience is in developing compelling two- and three-dimensional, detailed graphic representation of project designs using SketchUp, Lumion and Adobe Photoshop. His grasp of design and his ability to work well with others allows him to move easily from concept to final site design.

Parks & Recreation Planning: Many of Brad's designs focus on consideration for the environmental impact of development. He has worked on several projects that take stormwater management into account with the placement of rain gardens and large areas of greenspace for filtration. Brad also puts sustainability at the heart of many of his designs, ensuring developed land is used as efficiently as possible throughout the changing seasons

Public Engagement: Mike specializes in public engagement for local governments and municipalities by supporting community outreach, stakeholder engagement, and public involvement initiatives. Skilled in facilitating public meetings, Mike clearly communicates technical information, and builds trust between agencies, project teams, and the communities they serve.

Experience

- Village Manager – Dundee, Michigan
- Residential Services Director – Charter Township of Ypsilanti, Michigan
- Assistant Director of Parks & Recreation – City of Noblesville, Indiana
- Recreation Program Coordinator – City of Fishers, Indiana



SECTION 4

Project scope and outline

Project scope and outline

Meridian Township Market Analysis: Infill Redevelopment Analysis and Conceptual Design

OUR UNDERSTANDING: Understanding Meridian Township's objectives is critical to developing recommendations that are both market-supported and implementation-ready. Based on our review of the RFP, we understand the primary goal of this study is to identify realistic redevelopment and infill opportunities that align with market demand, community character, and the Township's long-term economic development objectives.

As part of this study, Meridian Township seeks to:

- Determine what residential and mixed-use development types are supported by current and projected market conditions over the next five to ten years.
- Evaluate housing demand, affordability trends, and opportunities for attainable and missing-middle housing.
- Assess redevelopment feasibility for the Township's priority infill and redevelopment sites.
- Understand how major demand drivers, including Michigan State University, State of Michigan employment, and regional economic trends, influence future development opportunities.
- Develop realistic, site-specific redevelopment concepts that reflect local context and complement adjacent neighborhoods.
- Identify opportunities to enhance walkability, non-motorized connectivity, placemaking, and overall community character.
- Create redevelopment concepts that thoughtfully transition to surrounding residential areas and preserve neighborhood compatibility.
- Develop concepts for the Hamilton & Okemos area, Meridian Mall, Coral Gables Complex, Carriage Hills PICA, and other priority infill sites identified in the RFP.
- Gather input from residents, property owners, business owners, developers, and other stakeholders to inform recommendations.
- Provide practical implementation strategies that connect market findings to future development actions, policies, and investment priorities.
- Deliver a clear, data-driven roadmap that Township staff, elected officials, residents, and development partners can use to guide future redevelopment discussions and decision-making.

OUTCOME: A market-supported redevelopment strategy that identifies what can be built, where it can be built, how it can fit within the community, and what actions are needed to move redevelopment opportunities forward.

Project Scope & Deliverables

Creating a data-driven foundation for future redevelopment decisions

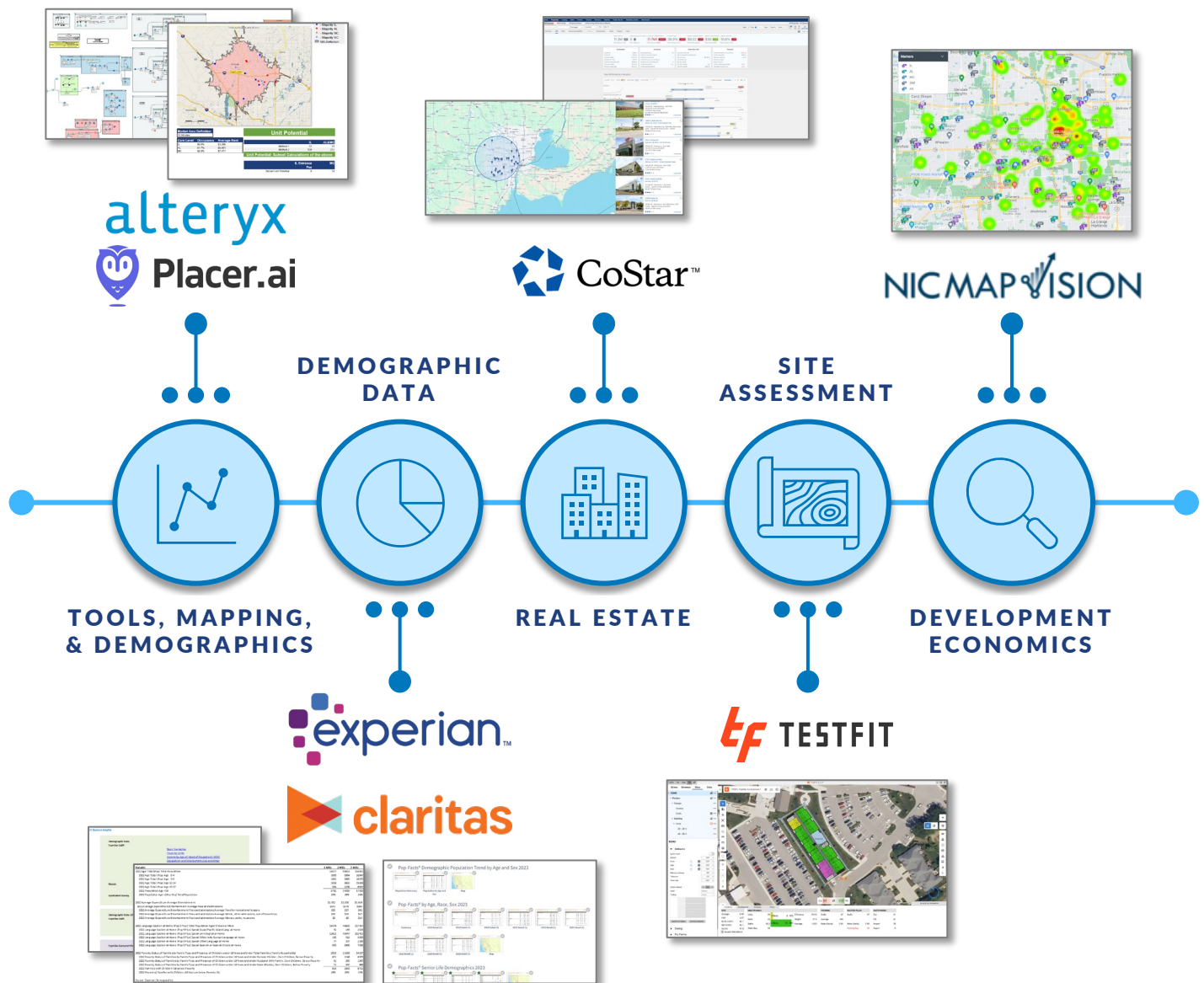
Meridian Township has identified several priority infill and redevelopment sites that require a deeper understanding of market potential, housing demand, redevelopment feasibility, and design opportunities. PMR and The Mannik & Smith Group, Inc. will provide an analysis and conceptual planning process that evaluates each site individually while also considering broader Township-wide growth trends, ultimately delivering a practical roadmap for future development, investment, and implementation.

A coordinated vision and comprehensive approach for Meridian Township:

1. TOWNSHIP-WIDE MARKET ANALYSIS		2. HOUSING ANALYSIS	
A market assessment with a 5- to 10-year outlook examining: • Development trends • Housing demand • Pricing and affordability • Residential and mixed-use feasibility • Recently permitted housing units • Housing type mix • Influence of Michigan State University • Influence of State of Michigan employment • Target market segments and population trends		Integrated with the market study, including: • Current housing conditions • Demand forecasts • Affordability analysis • Missing-middle housing opportunities • Residential development potential • Supportable housing product types	
3. SITE-SPECIFIC REDEVELOPMENT ANALYSIS			
Analysis for each priority site: • Hamilton & Okemos (NW and SW blocks) • Meridian Mall • Coral Gables Complex • 6365 Newton Road • 1522 & 1530 Haslett Road • 5010 Park Lake Road • Carriage Hills PICA		For each site: • Existing conditions • Opportunities and constraints • Market-supported development types • Redevelopment feasibility • Target users/residents	
4. CONCEPTUAL DESIGN ALTERNATIVES		5. COMMUNITY ENGAGEMENT	
For each study site: • Conceptual site plans • Land use recommendations • Development scenarios • Building placement concepts • Neighborhood transition strategies • Walkability improvements • Non-motorized connections • Affordable/attainable housing concepts • Landscaping concepts • Stormwater considerations • Natural feature integration		•Property owners •Developers •Residents •Businesses •Tenants Deliverables may include: • Meeting/workshop materials • Summary of feedback • How feedback informed recommendations	
6. IMPLEMENTATION STRATEGY		7. FINAL REPORT & PRESENTATION	
• Recommended actions • Development strategies • Potential implementation tools • Priorities and next steps • Connection between market findings and redevelopment concepts		• Executive summary • Market findings • Housing findings • Site analyses • Concept plans/renderings • Community engagement results • Recommendations • Implementation roadmap	

Technology capabilities to serve Meridian Township

PMR has extensive investment, implementation, and access to cutting-edge technologies for housing market analysis. Our team is constantly evaluating the latest technologies and data sources to deliver better data and insights to our clients efficiently, allowing you to reap the benefits.



Additional Relevant Software:



1. TOWNSHIP-WIDE MARKET ANALYSIS

2. HOUSING ANALYSIS

3. SITE-SPECIFIC REDEVELOPMENT ANALYSIS

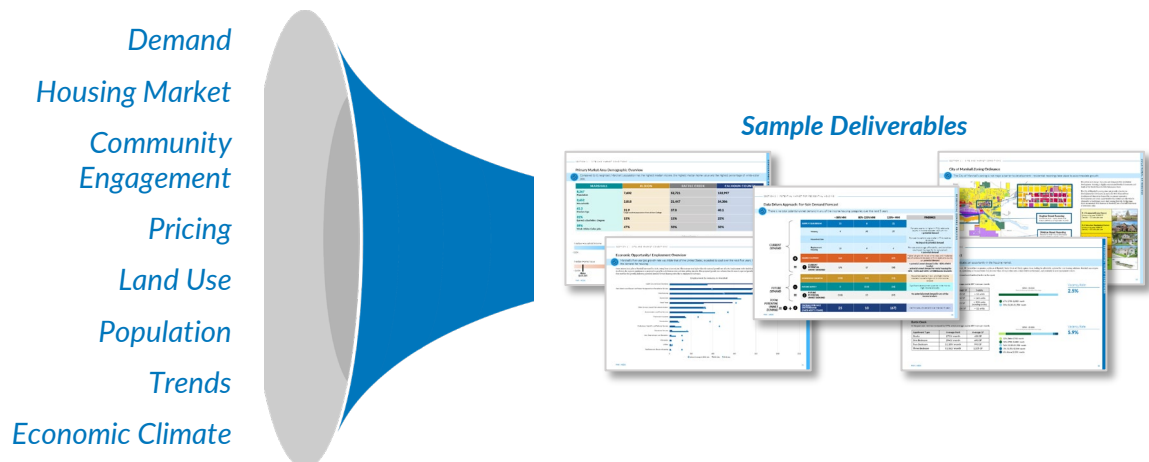
Converting market findings into redevelopment opportunities

PMR and The Mannik & Smith Group, Inc. will integrate market data, housing demand, stakeholder input, and site-specific conditions to identify redevelopment opportunities that are both market-supported and implementable. Our analysis will connect Township-wide trends to each priority study area, so that redevelopment concepts reflect realistic market demand, community character, and long-term development objectives.

- ✓ *Based on a housing market analysis, what are the current housing needs, demand, and supply?*
- ✓ *What are the current housing characteristics?*
- ✓ *Where do gaps exist in terms of types and/or price range?*
- ✓ *Where should the needed housing types be located?*
- ✓ *Is there the right balance between owner-occupied and rental housing?*

Together, we will:

- Evaluate Township-wide economic, demographic, housing, and development trends.
- Assess redevelopment feasibility for each study site.
- Identify market-supported residential, mixed-use, and commercial development opportunities.
- Determine supportable housing product types, densities, and target market segments.
- Evaluate pricing, affordability, and attainable housing opportunities.
- Analyze neighborhood context, compatibility, and transition considerations.
- Assess opportunities for enhanced walkability, connectivity, and placemaking.
- Identify implementation challenges, opportunities, and next-step actions.
- Develop conceptual redevelopment programs that align with market realities and Township goals.



4. CONCEPTUAL DESIGN ALTERNATIVES

Upon completion of the market and site analyses, The Mannik & Smith Group (MSG) will prepare conceptual redevelopment plans for each of Meridian Township's priority infill sites. Each concept will be informed by market analysis and designed to support realistic redevelopment opportunities that complement surrounding neighborhoods while advancing the Township's long-term economic development goals.

Each conceptual design will evaluate existing site conditions and incorporate planning and design elements such as:

- ✓ *Existing site opportunities and constraints*
- ✓ *Market-supported land use and development recommendations*
- ✓ *Building placement and site organization*
- ✓ *Walkability and non-motorized connectivity improvements*
- ✓ *Attainable and missing-middle housing opportunities*
- ✓ *Streetscape, landscaping, and placemaking enhancements*
- ✓ *Stormwater management and integration of natural features*
- ✓ *Neighborhood transition strategies and buffering*

Working closely with Plante Moran Realpoint and Township staff, MSG will refine each concept using market findings and stakeholder input. Final deliverables will include presentation-quality conceptual site plans and supporting graphics that clearly communicate redevelopment opportunities and provide Meridian Township with an implementation-ready vision for future investment and development.

5. COMMUNITY ENGAGEMENT

Listening to residents and members of the community

PMR's approach to public engagement will aid in our ability to answer the following questions:

- ✓ *How are workforce and historically and socially marginalized populations housing needs impact in terms of price and community livability?*
- ✓ *What steps can be taken to remedy that?*
- ✓ *What methodology can be used to examine in-commuting from surrounding counties, including economic and environmental impacts of commuting patterns?*

We help engage your community and keep them educated and informed

Large government run projects don't just impact municipal leadership; they also have an impact on the community as a whole. As such, the community should be involved every step of the way from inspiration to implementation.

PMR engages, informs, and listens to your community by instituting the following best practices across multiple engagement methods:



Timely, thoughtful surveys that connect PMR with the community



Ability to facilitate open forums to learn more about needs, vision, and priorities



Site visits and in-person meetings to build relationships with your team

Web-based communications can streamline the data collection and public engagement process. Allowing PMR and your teams to connect and share information in real time.

- Community presentations
- Forums, surveys, reports, and presentations
- Virtual Q&A sessions utilized through platforms such as Teams, Zoom, etc.

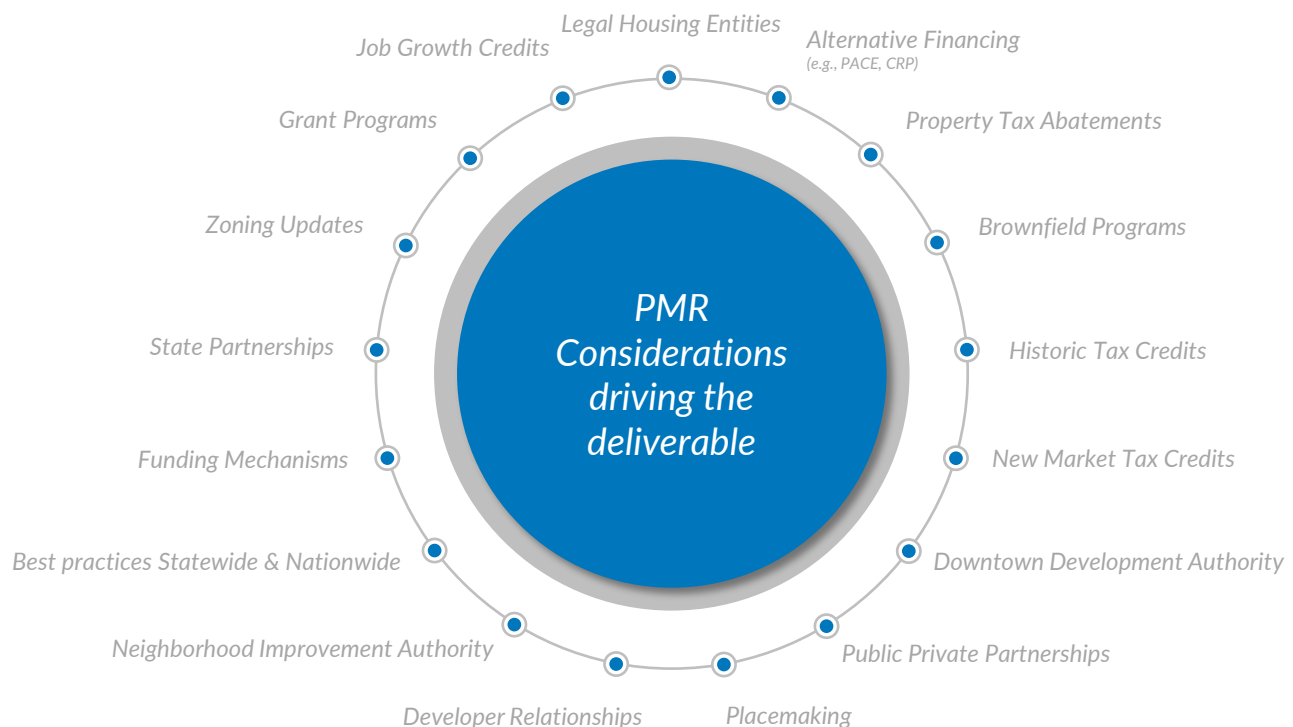
6. IMPLEMENTATION STRATEGY

7. FINAL REPORT & PRESENTATION

Developing & delivering an implementation-ready redevelopment strategy

PMR and The Mannik & Smith Group, Inc. will provide Meridian Township with a clear, actionable roadmap intend to connect market realities to site-specific redevelopment opportunities. Our final report will translate market and housing analysis into recommendations, conceptual redevelopment plans, and implementation strategies that can inform future decision-making by Township staff, elected officials, property owners, residents, and development partners.

- ✓ *What types of residential, mixed-use, and redevelopment projects can the Meridian Township market realistically support over the next five to ten years?*
- ✓ *Which redevelopment opportunities offer the greatest potential to advance Township goals related to housing, walkability, placemaking, and economic development?*
- ✓ *How should each priority redevelopment site be positioned to attract future private investment?*
- ✓ *What missing-middle, attainable, and affordable housing opportunities are most appropriate for Meridian Township?*
- ✓ *How can redevelopment projects be integrated with surrounding neighborhoods while preserving community character?*
- ✓ *What public investments, policy changes, incentives, or partnerships would help move priority projects forward?*
- ✓ *How can redevelopment strengthen non-motorized connections, streetscapes, natural features, and overall quality of place?*
- ✓ *What are the recommended next steps, priorities, and implementation actions for each study area?*





SECTION 5

Project schedule & budget

Project schedule

Timeline

PMR anticipates completing the analysis over a six-month period following project initiation in September 2026. Our approach balances efficient project delivery, resulting in a final deliverable and presentations to Meridian Township in February of 2027.

Schedule (Months)	1	2	3	4	5	6
PROJECT MANAGEMENT						
MARKET & HOUSING ANALYSIS						
SITE ANALYSIS						
COMMUNITY ENGAGEMENT						
CONCEPTUAL DESIGN						
IMPLEMENTATION STRATEGY						
FINAL REPORT & PRESENTATION						

REPORTING

Throughout the project, PMR will provide progress updates, milestone tracking, and deliverable status reports consistent with the Meridian Township's requirements.

Project budget

Fee proposal

We feel very strongly that using an “open book” mentality in all transactions gives the greatest likelihood for success for PMR and our clients. In our experience, transparency and an open line of communication are the best and most effective tools for cost management throughout the engagement.

If any assumptions or fee structures are not materially aligned with the Township’s expectations, PMR is always open to discussions to gain mutual understanding and alignment before work commences. The advisory services fee proposal consists of a time and materials estimated fee broken out into the requested sections below:

Task	Fee
PROJECT MANAGEMENT	\$8,000
MARKET & HOUSING ANALYSIS	\$8,000
SITE ANALYSIS	\$9,000
COMMUNITY ENGAGEMENT	\$8,000
CONCEPTUAL DESIGN	\$30,000
IMPLEMENTATION STRATEGY	\$13,000
FINAL REPORT & PRESENTATION	\$9,000
TOTAL	\$85,000

Based on the information contained in the RFP, PMR anticipates a not-to-exceed fee of \$85,000.

REIMBURSABLE COSTS

Reimbursable expenses such as travel expenses (mileage, airfare, overnight accommodations), use of licenses, printing, overnight courier services, etc., will be invoiced at actual cost, without mark-up, and invoiced monthly.

PMR has successfully worked together with its clients to arrive at mutually agreeable contract scope and terms to assist in overseeing billions of dollars of ongoing work. PMR conditions its proposal upon working with Meridian Township to understand their needs further and arrive at a mutually agreeable contract form and refined scope of services consistent with industry norms and insurable under industry standard insurance policies.



pmrealpoint.com

3000 Town Center, Suite 100
Southfield, MI 48075



PROPOSAL FOR PROFESSIONAL SERVICES

INFILL REDEVELOPMENT ANALYSIS AND CONCEPTUAL DESIGN

PREPARED FOR
MERIDIAN TOWNSHIP

July 16, 2026

Submitted by
DEVELOPMENT STRATEGIES

Teaming with
PIPER & GOLD
PUBLIC RELATIONS

PRIME CONTACT
Development Strategies
10 South Broadway, Suite 1500
St. Louis, Missouri 63102

Matt Wetli, Principal
mwetli@development-strategies.com
(314) 398-2868

July 16, 2026

Amber Clark
Neighborhood and Economic Development Director
Charter Township of Meridian
5151 Marsh Road
Okemos, MI 48864

Re: Infill Redevelopment Analysis and Conceptual Design RFP

Dear Amber,

Development Strategies is pleased to submit this proposal to assist Meridian Township with its Infill Redevelopment Analysis and Conceptual Design Study. We greatly appreciated the opportunity to have a thoughtful conversation about the Township's goals, which enabled us to create an approach that is practical, market-grounded, and tailored to how Meridian expects to use the work.

What we know about this assignment is this: it needs to be more than a market study and more than a set of redevelopment images. Meridian is a largely built-out community entering a more complex phase of growth, where future investment will increasingly occur through infill, redevelopment, reuse, and repositioning of existing sites. That shift creates opportunity, but it also places new development closer to established neighborhoods, commercial corridors, and residents who care deeply about traffic, scale, design character, and community fit.

The Township also needs a clearer way to explain market realities. Questions such as why certain commercial uses keep appearing, why some desired retailers or restaurants may be difficult to attract, and what kinds of housing or mixed-use development are realistically feasible are not simply technical questions. They are public communication questions, development review questions, and long-term planning questions.

Our approach is designed around this reality. We would help Meridian create a focused technical foundation that connects market and housing analysis, commercial and retail realities, site-specific redevelopment readiness, concept-level design direction, and practical implementation guidance. The work would provide the bridge between near-term development conversations and the Township's planned 2028 Master Plan update.

This is the work that our firm is designed to do. Our practice integrates market analysis, real estate economics, redevelopment strategy, land-use planning, urban design, and visualization within one team. We do not separate market conclusions from physical design thinking. Instead, we use market evidence to shape realistic development programs, test how those programs can fit on the ground, and create visual tools that help staff, residents, property owners, and developers understand what successful infill can look like.

Our team brings directly relevant experience with mall and large-site repositioning, suburban infill, corridor redevelopment, housing market analysis, retail and tenancing strategy, public finance, implementation planning, and visual communication. Recent work includes the Dearborn Mall Vision and Eastland Mall / Neighborhood Plan in Columbus, Ohio; housing-focused work such as our Housing Drives Tri-County effort; suburban retail strategies in Olde Palos in northeast Illinois and New Albany in Central Ohio; exurban conservation design for Tom's Creek Basin in Blacksburg, Virginia and Southwest Topeka, Kansas; and corridor revitalization along 10th Street in Greeley, Colorado. These projects and others demonstrate our ability to connect market realities with practical development and design direction.

We are also pleased to include Piper & Gold as a local partner. Their knowledge of Meridian, experience with local-government communications, and understanding of the Township's institutional and community context will help ensure the work is not only technically sound, but also well calibrated to the people and conversations it is intended to support.

We have calibrated our proposed scope to deliver an excellent product within the Township's stated budget of \$85,000. That means keeping the effort intentionally focused: not a full master planning process and not polished master plans for every site, but a disciplined technical foundation that includes a high-level Data + Analysis assessment, a preliminary site assessment matrix, a focused in-market redevelopment strategy charrette, concept-level design tools and images, a light public-facing touchpoint, and a concise Technical Foundation Report / Infill Redevelopment Playbook. Optional enhancements are also provided if the Township wishes to extend the work into deeper analysis, expanded engagement, or more refined developer-facing materials.

We are confident this approach will give Meridian a practical, credible, and visually useful tool for making better infill redevelopment decisions, guiding future development conversations, and helping the community understand what is feasible, what is desirable, and how new investment can better fit the Township.

Thank you for your consideration. We would welcome the opportunity to work with Meridian Township on this important effort.

Sincerely,



Matt Wetli
Principal
Development Strategies



TABLE OF CONTENTS

5	UNDERSTANDING: A TECHNICAL FOUNDATION FOR BETTER INFILL DECISIONS
6	WHY DEVELOPMENT STRATEGIES: INTEGRATED MARKET STRATEGY, REDEVELOPMENT PLANNING, AND URBAN DESIGN
7	PROPOSED APPROACH: A FOCUSED TECHNICAL STUDY ORGANIZED AROUND MARKET REALITY, SITE STRATEGY, AND PRACTICAL DESIGN TOOLS
13	RELEVANT EXPERIENCE AT A GLANCE
18	PROJECT TEAM AND ORGANIZATIONAL STRUCTURE
21	PROPOSED TIMELINE
22	PROPOSED FEE AND SCOPE ASSUMPTIONS
24	APPENDIX A Resumes of Key Personnel
34	APPENDIX B Project Experience

UNDERSTANDING: A TECHNICAL FOUNDATION FOR BETTER INFILL DECISIONS

Meridian Township is entering a more complex phase of community development. As a largely built-out community with limited greenfield growth remaining, future investment will increasingly occur through infill, redevelopment, reuse, and repositioning of existing sites. That shift creates new opportunities, but it also places development pressure closer to established neighborhoods, commercial corridors, and places where residents already have strong expectations about scale, traffic, design character, and community fit.

The Township is already seeing this dynamic play out. Development proposals are coming forward, but residents are raising concerns about density, traffic, commercial uses, neighborhood transitions, and the perceived mismatch between what the community wants and what the market appears to be producing. Questions such as “Why are we seeing more commercial uses we don’t want?”, or “Why can’t we attract a particular retailer or restaurant?” are not just complaints about individual projects. They are signs that the community needs a clearer, more accessible explanation of market realities and development feasibility.

This study should help Meridian answer those questions in a practical and credible way.

Development Strategies understands this assignment as a technical foundation for near-term redevelopment decision-making and for the Township’s upcoming 2028 Master Plan update. The work should help staff, decision-makers, residents, property owners, and developers understand what the market can realistically support, what types of development are most appropriate for specific sites, and how new investment can be shaped to better fit Meridian’s established community fabric.

The study must therefore do more than document demand. It must connect market findings to development program, physical design, implementation strategy, and public communication. On the housing side, the fact that Meridian is receiving development proposals is itself an important market signal. The more important question is what forms of housing are supportable, at what rent or price levels, under what feasibility constraints, and with what implications for neighborhood compatibility, attainability, and design quality.

On the retail and commercial side, the work must recognize that the traditional regional retail environment is changing. Many communities are navigating an oversupply of conventional retail space, the decline or repositioning of regional malls, and the growth of smaller-format, service-oriented, convenience, and fast-casual uses. For Meridian, the opportunity is not simply to chase more retail space, but to understand where retail can be sustainable, what formats are realistic, and how high-quality retail, public space, housing, and mixed-use development can be organized to create stronger places.

This is especially important for sites such as Meridian Mall and other corridor redevelopment opportunities. Large commercial sites may no longer function according to their original retail model, but they can create opportunities for more durable mixed-use environments if market strategy, land use, design, public space, and implementation are aligned. The same is true at a smaller scale for infill sites where commercial corridors meet residential neighborhoods. In those locations, the question is not only what use is feasible, but how building placement, access, buffering, landscape, architecture, walkability, and public realm design can make development more acceptable and more successful.

For this reason, visual materials should be treated as decision tools, not as disconnected images. Concept plans, site diagrams, transition studies, character illustrations, and selected renderings can help the Township communicate what acceptable redevelopment might look like before a fully formed private proposal arrives. These tools can also help developers understand the Township’s expectations and help residents see how infill can be integrated into Meridian rather than imposed upon it.

The final product should be concise, practical, and usable. We do not understand this assignment as a full master planning process or a comprehensive public engagement effort. Instead, we see it as a focused technical study that can inform future master planning, support staff in development conversations, provide a common factual basis for public discussion, and establish a clearer bridge between market feasibility and community expectations.

WHY DEVELOPMENT STRATEGIES: INTEGRATED MARKET STRATEGY, REDEVELOPMENT PLANNING, AND URBAN DESIGN

Meridian's assignment sits at the intersection of market feasibility, development strategy, community expectations, and physical design. That is where Development Strategies does its best work. Many redevelopment studies separate the analytical and physical sides of the work. A market consultant may identify demand, a planner may translate that demand into land use, and a designer may then create concepts or renderings. Development Strategies works differently. Our practice integrates market analysis, housing strategy, real estate economics, land-use planning, urban design, and visual communication within one team.

That integration matters for Meridian because the Township's questions are not purely analytical and not purely design-oriented. The central challenge is connecting what the market can support with what the community can accept, what developers can finance, and what staff can use to guide better outcomes.

Our team can move directly from questions such as:

- What types of housing or commercial uses are supportable?
- Why are certain uses appearing repeatedly in the market?
- What development programs are financially realistic?
- Which sites are most ready for redevelopment?
- Where are neighborhood transitions most sensitive?
- What site-planning and design principles can make infill more compatible?
- What tools can staff use when communicating with residents and developers?

to practical recommendations, concept diagrams, site strategies, and implementation guidance.

This integrated approach is especially valuable for built-out communities where future growth depends on infill and redevelopment rather than greenfield expansion. In those places, successful development is rarely just a matter of proving demand. It requires understanding feasibility, political acceptability, design quality, public realm, access, neighborhood fit, and implementation capacity together.

Development Strategies brings direct experience with the types of issues Meridian is facing: mall and large-site repositioning, suburban redevelopment, housing market analysis, retail and tenanting strategy, corridor transformation, missing-middle and attainable housing, neighborhood transitions, public finance, and development implementation. Our work helps communities move from broad aspirations to practical choices about what to pursue, what to discourage, and how to communicate those choices clearly.

Our urban design and visualization capabilities are part of that same practice. We use concept plans, diagrams, massing studies, illustrations, and renderings to test and communicate development direction. These tools are not created separately from the market work; they are shaped by it. That allows the final product to be both realistic and visual—grounded enough for staff and decision-makers, clear enough for residents, and useful enough for conversations with developers and property owners.

For Meridian, we would bring a senior team capable of integrating these disciplines from the beginning of the process. Matt Wetli would provide principal leadership and redevelopment strategy. Anu Samarajiva would serve as Project Director and Senior Urban Designer, leading the design integration and day-to-day project direction. Richa Singh would support market, housing, and economic strategy. Katie Medlin would support real estate, public finance, and implementation strategy. Priyanka Adhikari and Wei Hui would support site planning, urban design, illustration, and visualization. Cat Kazmierczak would support planning analysis, site research, and documentation.

We would also include our local partner Piper & Gold to support Meridian context, communications, engagement strategy, and stakeholder understanding. Their relationships and local perspective would help ensure the work is not only technically sound, but also well calibrated to the Township's institutional and community context. We also worked together on Housing Drives Tri-County and have a great relationship.

The result would be a focused, practical, and visually useful study that helps Meridian understand what is feasible, shape what is desirable, and communicate more clearly about what successful infill and redevelopment can look like.

PROPOSED APPROACH: A FOCUSED TECHNICAL STUDY ORGANIZED AROUND MARKET REALITY, SITE STRATEGY, AND PRACTICAL DESIGN TOOLS

Development Strategies proposes a focused, integrated process that gives Meridian Township a clear technical foundation for evaluating redevelopment opportunities, communicating with residents and developers, and preparing for the 2028 Master Plan update.

The approach is organized around a simple premise: the study should begin with market reality, translate that reality into site-specific redevelopment direction, and then use design tools to make the recommendations understandable, actionable, and useful in future development conversations.

We do not recommend treating each identified site as a separate master planning exercise. The Township's budget and purpose point toward a more disciplined approach: establishing a Township-wide market and housing foundation, evaluating each site through a common redevelopment framework, and then developing more detailed concept direction for the sites and conditions where visual testing will be most useful.

This structure allows the study to answer several related questions:

- What types of housing, retail, commercial, and mixed-use development are realistically supportable in Meridian over the next five to ten years?
- Why are certain uses appearing in the market, and why are other desired uses more difficult to attract?
- Which redevelopment sites are best positioned for near-term or longer-term action?
- What development types are both publicly supportable and privately financeable?
- How can infill development better transition to adjacent neighborhoods?
- What design, access, frontage, landscape, and architectural principles can help new development fit Meridian's character?
- What can Township staff point to when working with residents, developers, property owners, and decision-makers?

The proposed work is intentionally technical, but not abstract. It will combine market analysis, site assessment, development strategy, urban design, and implementation guidance. It will also include a focused in-market work session / charrette that allows the consultant team, Township staff, developers, property owners, and selected stakeholders to test the findings against real sites and real development constraints.

The result will be a concise Infill Redevelopment Playbook / Technical Foundation Report supported by maps, matrices, concept diagrams, site strategies, and selected visual materials. The final product will be designed to help Meridian explain market realities, guide better redevelopment proposals, support future planning efforts, and create a stronger bridge between private development interest and public expectations.

OVERVIEW

- **Task 1 – Project Initiation, Data Review, and Work Plan Confirmation:** Confirm project priorities, review available background information, and establish a consistent framework for evaluating sites and guiding the in-market work session.
- **Task 2 – Township-Wide Market and Housing Foundation:** Evaluate market, housing, retail, and development conditions to identify realistically supportable development types and clarify their implications for Meridian's redevelopment opportunities.
- **Task 3 – Site-Specific Redevelopment Readiness and Market Fit:** Assess each redevelopment and infill site through a common framework to identify market fit, development readiness, key constraints, and priorities for more detailed concept testing.
- **Task 4 – In-Market Redevelopment Strategy Charrette and Concept Development:** Bring market findings, site analysis, local knowledge, stakeholder input, and design thinking together to test redevelopment strategies and develop initial concept direction for priority sites.
- **Task 5 – Technical Foundation Report / Infill Redevelopment Playbook:** Synthesize the study findings, concept materials, and implementation guidance into a concise, practical resource for redevelopment decisions, public communication, and future planning efforts.

TASK 1 — PROJECT INITIATION, DATA REVIEW, AND WORK PLAN CONFIRMATION

The project will begin with a focused initiation phase to confirm priorities, gather available information, and establish the evaluation framework that will guide the study. Development Strategies will facilitate a virtual kickoff meeting with Meridian Township staff to review the project purpose, confirm communication protocols, discuss the intended use of the final product, and identify any near-term redevelopment proposals, property-owner conversations, or policy questions that should inform the work.

Following the kickoff, the consultant team will review available background materials, including relevant Master Plan materials, zoning and development standards, DDA / TIF / brownfield district information, prior studies, site data, GIS information, development pipeline information, and available property-owner or development proposal materials. This review will help the team understand the policy, regulatory, physical, and market context before beginning site-specific analysis.

A key outcome of this task will be a shared site evaluation framework. The framework will allow the Township and consultant team to evaluate the portfolio of sites through consistent criteria, including market fit, redevelopment readiness, access and visibility, neighborhood adjacency, ownership / control considerations, infrastructure or site constraints, public sensitivity, and potential implementation pathways. This task will also confirm the structure of the in-market work session / charrette.

Key Activities

- Virtual kickoff meeting with Township staff.
- Data request and review of available background materials.
- Confirmation of final site list and relative priority levels.
- Review of prior plans, zoning, TIF district materials, development pipeline information, and available site data.
- Development of a common site evaluation framework.
- Confirmation of engagement and charrette structure.

Deliverables

- Refined project work plan and schedule.
- Data and background materials inventory.
- Site evaluation framework.
- Confirmed approach for the in-market work session / charrette.

(left) 10th Street Greeley
(right) Eastland For Everyone
Renderings by Development Strategies



TASK 2 — TOWNSHIP-WIDE MARKET AND HOUSING FOUNDATION

Development Strategies will prepare a focused market and housing foundation assessment to help Meridian Township understand what forms of development are realistically supportable over the next five to ten years and how those conditions should shape redevelopment expectations for the identified sites.

This task is intended as a market scan and technical foundation, not a standalone comprehensive market study. Development Strategies will use a high-level Data + Analysis (DNA) assessment to evaluate selected economic, demographic, housing, retail, and development indicators that help explain Meridian's market position and near-term redevelopment potential. The purpose is to provide a clear, usable explanation of current and near-term market conditions, likely feasible development products, and implications for housing, retail, mixed-use development, and large-site repositioning.

The analysis will review selected housing indicators such as recent development trends, pricing and rent patterns, ownership and rental conditions, housing type mix, and regional influences including Michigan State University, State of Michigan employment, and household demand. On the commercial side, the work will assess changing retail formats, corridor and mall positioning, service and convenience-oriented uses, restaurant formats, and the shifting role of traditional retail centers. The findings will be written for both technical and public-facing use so Township staff can clearly explain market realities to residents, developers, property owners, and decision-makers.

Key Activities

- Prepare a high-level Data + Analysis (DNA) assessment using selected demographic, economic, housing, retail, and development indicators.
- Review demographic, employment, household, income, and development trend data.
- Evaluate recent housing development trends, pricing, rents, and housing type mix.
- Assess the high-level potential for multifamily, missing-middle, attainable, ownership, and rental housing products.
- Review retail and commercial market conditions, including corridor, mall, restaurant, service, and convenience-use dynamics.
- Consider the influence of Michigan State University, State of Michigan employment, and regional growth patterns.
- Identify market-supported development products and likely feasibility implications.
- Prepare public-facing explanations of key market realities, including why certain commercial uses are appearing and why other desired uses may be difficult to attract.
- Prepare online survey to elicit resident feedback on infill site redevelopment regarding visual preferences around new buildings, thoughts and concerns around retail, etc. Final focus and questions to be determined based on initial analysis and staff input.

Deliverables

- Market and housing findings memorandum / playbook section.
- High-level DNA assessment summary.
- Summary of supportable development types and market implications.
- Public-facing explanation of major housing and commercial market realities.
- Initial implications for site-specific redevelopment potential.
- Supporting data summary tables for inclusion in a technical appendix.
- Survey launch

TASK 3 — SITE-SPECIFIC REDEVELOPMENT READINESS AND MARKET FIT

Development Strategies will prepare a preliminary site assessment matrix for the identified redevelopment and infill sites to help organize the Township's opportunities and set up the in-market charrette. Because the sites vary significantly in size, context, ownership, corridor role, and redevelopment complexity, the matrix will provide a consistent way to understand what each site may be able to support, what issues should be explored further, and where more detailed concept development will be most useful.

This task will rely on available data, Township-provided information, GIS resources, aerial imagery, prior plans, market findings, and development context. The goal is not to complete a final site diagnosis before the team is in Meridian, but to prepare an informed working framework that can guide field review, staff discussion, developer / property-owner conversations, and charrette work.

The preliminary matrix will be reviewed with Township staff in a virtual work session before the in-market charrette. This will allow the team to confirm assumptions, identify missing information, understand local priorities, and focus the charrette on the sites and questions where in-person observation, stakeholder discussion, and concept testing will add the most value. The matrix will then be tested and refined while the consultant team is on the ground in Meridian, and reviewed against the survey results.

Key Activities

- Prepare a preliminary site assessment matrix for the identified redevelopment and infill sites.
- Review available site data, GIS information, aerial imagery, prior plans, and Township-provided materials.
- Evaluate site size, parcel configuration, visibility, access, corridor role, and surrounding land-use context.
- Identify likely supportable use types and development programs based on the market foundation.
- Assess neighborhood adjacency, transition issues, public sensitivity, and potential compatibility concerns.
- Review the preliminary matrix with Township staff in a virtual work session before the in-market charrette.
- Identify near-term, medium-term, and longer-term redevelopment opportunities.
- Distinguish between sites requiring more detailed concept testing and sites better suited to higher-level redevelopment guidance.
- Consider mall and large-site repositioning opportunities separately from smaller infill and neighborhood-edge sites.
- Identify key implementation issues, including ownership, infrastructure, policy, public finance, or development-readiness considerations where information is available.
- Review and synthesize survey results

Deliverables

- Preliminary site assessment matrix.
- Virtual staff review of preliminary site findings.
- Redevelopment readiness and market-fit summary.
- Identification of priority sites or conditions for deeper concept testing during the in-market charrette.
- Initial site-specific implications for land use, design, implementation, and public communication.

TASK 4 — IN-MARKET REDEVELOPMENT STRATEGY CHARRETTE AND CONCEPT DEVELOPMENT

Development Strategies will conduct one focused in-market redevelopment strategy charrette to test the preliminary findings, engage key participants, and develop initial concept direction for Meridian's priority redevelopment and infill sites. This is where the market analysis, preliminary site assessment matrix, local knowledge, field observations, survey synthesis, developer input, and design thinking come together.

The charrette is envisioned as a three- to four-day in-market work session. The exact structure will be confirmed with Township staff, but the process may include a staff-led site tour, field review of priority locations, developer / broker / property-owner conversations, focused staff work sessions, internal consultant team production time, and an end-of-week technical briefing with staff and selected decision-makers.

A light public-facing touchpoint may also be included early in the charrette week. This could function as an open house, informational session, or survey-supported engagement effort to explain the purpose of the study, describe the market and redevelopment questions being explored, share broad context about retail change and infill redevelopment, and clarify how the technical study will help inform future planning efforts, including the 2028 Master Plan update.

During the charrette, the consultant team will develop initial concept-level tools for priority sites and conditions. These may include plan-view concept diagrams, development typologies, site organization concepts, frontage and access diagrams, neighborhood transition strategies, walkability and public realm ideas, and selected character illustrations. Following the charrette, Development Strategies will refine the concepts at an appropriate level for inclusion in the final technical report / playbook.

Key Activities

- Conduct one three- to four-day in-market redevelopment strategy charrette.
- Participate in a staff-led site tour and field review of priority redevelopment and infill sites.
- Meet with selected developers, brokers, property owners, institutional stakeholders, or other market participants.
- Facilitate staff work sessions to test the preliminary site assessment matrix and market findings.
- Conduct internal consultant team work sessions to generate initial concept direction.
- Prepare concept-level site diagrams, redevelopment typologies, transition strategies, and design principles for priority sites or recurring conditions.
- Hold a light public-facing open house / informational session, if desired, to explain the study purpose and broader redevelopment issues.
- Present emerging findings and preliminary concept direction in an end-of-week technical briefing with staff and selected decision-makers.
- Refine charrette-generated concepts for inclusion in the final playbook / technical report.

Deliverables

- In-market redevelopment strategy charrette.
- Developer / property-owner / stakeholder discussion summary.
- Light public-facing informational session, if included.
- Initial concept diagrams and redevelopment typologies developed during the charrette.
- End-of-week technical briefing with staff and selected decision-makers.
- Refined concept materials for inclusion in the final playbook / technical report.

TASK 5 — TECHNICAL FOUNDATION REPORT / INFILL REDEVELOPMENT PLAYBOOK

Development Strategies will prepare a concise Technical Foundation Report / Infill Redevelopment Playbook that summarizes the study findings and provides Meridian Township with practical guidance for future redevelopment decisions, developer conversations, public communication, and the 2028 Master Plan update.

The final document will be designed as a usable staff and decision-maker tool rather than a full master plan. It will synthesize the market and housing foundation, site assessment matrix, charrette findings, concept direction, and implementation recommendations into a clear and accessible format, with supporting data and technical materials included in appendices where appropriate.

The report will help the Township explain what the market can realistically support, why certain commercial or housing products are appearing, where redevelopment may be most appropriate, and how new infill development can better respond to surrounding neighborhoods and community expectations. It will also include concept-level visual materials generated through the charrette and refined after the in-market work session, along with implementation guidance and recommended next steps.

Key Activities

- Synthesize market, housing, retail, and commercial findings.
- Summarize the site assessment matrix and redevelopment readiness findings.
- Refine charrette-generated concept diagrams, redevelopment typologies, and design principles.
- Prepare practical guidance for neighborhood transitions, frontage, access, walkability, public realm, and architectural character.
- Identify implementation considerations and recommended next steps.
- Organize supporting data and technical materials for appendix use.
- Prepare draft and final report / playbook.
- Facilitate one virtual review meeting with Township staff.

Deliverables

- Draft Technical Foundation Report / Infill Redevelopment Playbook.
- Supporting technical appendices, including selected data summary tables and site assessment materials.
- Refined concept diagrams, redevelopment typologies, and design principles for inclusion in the report.
- Implementation recommendations and next-step guidance.
- One virtual staff review meeting.
- Final Technical Foundation Report / Infill Redevelopment Playbook.



RELEVANT EXPERIENCE AT A GLANCE

Development Strategies' relevant work is strongest where market realities, redevelopment strategy, land-use planning, urban design, and implementation must be considered together. The following projects demonstrate experience directly relevant to Meridian Township's need for a practical, market-grounded infill redevelopment study supported by clear design and communication tools.

Projects marked with an asterisk include full project credentials in Appendix B.

SUBURBAN AND CONTEXT-SENSITIVE LAND USE STRATEGY



OUR TCB — TOM'S CREEK BASIN LAND USE STRATEGY*

Blacksburg, Virginia

Development Strategies helped Blacksburg evaluate development strategies for a 4,000-acre basin below Brush Mountain that is highly valued for its natural, rural, and agrarian character. The strategy explored economically viable cluster development and hamlet concepts that could accommodate growth while preserving open space, agricultural land, vistas, and community character.

- **Relevance to Meridian:** Greeley demonstrates Development Strategies' ability to connect housing strategy, bilingual engagement, mixed-income development, urban design, transit access, retail and services, and partnership-based implementation in a predominantly Latino community.
- **Reference provided in Appendix B.**



10TH STREET GREELEY*

Greeley, Colorado

Following our citywide housing strategy, Development Strategies supported redevelopment strategy for a commercial corridor where land use, access, public realm, market conditions, and redevelopment potential needed to be considered together. The project is relevant to Meridian's corridors because it demonstrates how corridor redevelopment can be shaped through practical, market-supported design direction

- **Relevance to Meridian:** Corridor redevelopment, public realm, access, market-supported urban design
- **Reference provided in Appendix B.**



SOUTHEAST TOPEKA ECONOMIC AND LAND USE STRATEGY*

Topeka, Kansas

Following a citywide housing strategy, Development Strategies helped evaluate land-use and development opportunities in a suburban context, including how larger sites and emerging development areas could be organized for long-term community benefit. The project demonstrates our ability to connect land use, market potential, infrastructure, and community character.

- **Relevance to Meridian:** Suburban land-use strategy, development framework, growth and transition areas

SUBURBAN AND CONTEXT-SENSITIVE LAND USE STRATEGY (CONT.)

NORTH MAIN BLACKSBURG CORRIDOR STRATEGY

Blacksburg, Virginia

Development Strategies assisted Blacksburg with a compact corridor redevelopment process that combined baseline market and site analysis, stakeholder conversations, an in-market work session, design alternatives, and strategic recommendations. This project is a strong process precedent for Meridian's proposed charrette-based approach.

- **Relevance to Meridian:** Compact market/design/stakeholder process, corridor redevelopment, in-market work session

MALL AND LARGE SITE REPOSITIONING

DEARBORN MALL*

Dearborn, Michigan

Development Strategies is supporting work related to the future of the Dearborn Mall, helping translate planning direction into a more actionable redevelopment and implementation framework. The work is directly relevant to Meridian Mall because it focuses on ownership, site control, market support, public-sector role, risk, phasing, and implementation sequencing.

- **Relevance to Meridian:** Michigan mall redevelopment, implementation strategy, redevelopment readiness

EASTLAND FOR EVERYONE PLAN*

Columbus, Ohio

Development Strategies helped create an economic and redevelopment strategy for the Hamilton Road corridor, with the struggling Eastland Mall site serving as a central catalyst. The work considered not only the mall itself, but also the surrounding commercial environment, identifying opportunities for housing, mixed-use development, public space, retail repositioning, and broader corridor reinvestment.

- **Relevance to Meridian:** Mall-centered redevelopment, corridor strategy, mixed-use repositioning

LAFAYETTE MALL

Indianapolis, Indiana

Development Strategies' Lafayette Mall work adds to the firm's experience with older mall properties and large-format retail sites facing changing market conditions. The project involved private-sector redevelopment considerations and coordination with public-sector interests around reuse, repositioning, and long-term site potential.

- **Relevance to Meridian:** Private-sector mall repositioning, city/developer coordination, reuse potential

MALL AND LARGE SITE REPOSITIONING (CONT.)



STREETS OF ST. CHARLES

St. Charles, Missouri

Streets of St. Charles demonstrates the type of suburban mixed-use environment many communities seek when repositioning aging commercial sites or auto-oriented development patterns. Development Strategies' related work illustrates the importance of combining market support, development economics, public realm, and implementation tools.

- **Relevance to Meridian:** Suburban mixed-use development, repositioning, public-private implementation



CITY FOUNDRY

St. Louis, Missouri

City Foundry is a more urban redevelopment example, but it demonstrates Development Strategies' experience with repositioning underutilized sites around experiential uses, destination identity, public finance, and implementation strategy. Its relevance to Meridian is in understanding how changing retail and consumer behavior can reshape redevelopment opportunities.

- **Relevance to Meridian:** Site repositioning, experiential retail, public finance, implementation

HOUSING AND RETAIL MARKET ANALYSIS AND STRATEGY



HOUSING DRIVES TRI-COUNTY*

Lansing Region, Michigan

Development Strategies led Housing Drives Tri-County, a regional housing effort focused on housing needs, market conditions, development trends, and the role of housing in community and economic development across the Lansing region. This experience is directly relevant to Meridian's position within the same broader regional housing system.

- **Relevance to Meridian:** Regional housing analysis, Michigan context, attainable housing, development trends
- **References provided in Appendix B.**



NEW ALBANY RETAIL STRATEGY*

New Albany, Ohio

Development Strategies helped evaluate retail and commercial market opportunities in a high-quality suburban context with strong expectations for design, character, and community-serving development. The work is relevant to Meridian because it addresses the gap between community aspirations and what the market can realistically support.

- **Relevance to Meridian:** Suburban retail strategy, business attraction, quality development standards

A map of the Palmdale area in California. The map shows the Palmdale Transit Center (PTC) in the center, with the Palmdale Airport to its north. Surrounding areas include Palmdale Heights to the west, Palmdale Trails to the east, and Palmdale to the south. The map also shows the Palmdale River and the Palmdale Dam. Key locations marked include the Palmdale Transit Center, Palmdale Airport, Palmdale Heights, Palmdale Trails, Palmdale, and Palmdale Dam. The map is color-coded with various shades of blue, green, and yellow to represent different areas and features.

Palos area, Illinois

- **Relevance to Meridian:** Suburban tenanting strategy, retail attraction, public-facing market explanation

In addition to the directly relevant projects above, the following examples demonstrate Development Strategies' broader urban design, illustration, and visual communication capabilities. These projects show how our team translates market and land-use strategy into clear, compelling graphics that help communities, decision-makers, and development partners understand future possibilities.



Clemson, South Carolina

- **Relevance to Meridian:** University-adjacent development, mixed-use district strategy, land-use transition



Charleston, South Carolina

- **Relevance to Meridian:** Catalyst site planning, feasible design alternatives, transit-adjacent infill

URBAN DESIGN PORTFOLIO (CONT.)



GRAND FORKS WTP REDEVELOPMENT PLAN

Grand Forks, North Dakota

Development Strategies completed a comprehensive redevelopment and planning effort that integrated market analysis, land-use strategy, urban design, public realm planning, stakeholder engagement, and implementation direction. The project demonstrates our ability to connect market findings to physical concepts, visual communication, and practical next steps.

- **Relevance to Meridian:** Integrated market, land-use, public realm, and implementation strategy

COMMUNITY ENGAGEMENT AND STAKEHOLDER COMMUNICATION



CITY OF MASON — OUR PLAN, OUR FUTURE*

Mason, Michigan

Piper & Gold supported community engagement for Mason's master plan update in partnership with SmithGroup. The process combined a community survey, stakeholder meetings, workshops, social media engagement, and targeted outreach designed to reach residents of different ages and backgrounds. More than 1,400 people completed the survey, including 927 Mason residents, and the team held 32 meetings with community members. Findings helped shape the plan around the guiding principles of being welcoming, charming, and safe while grounding future land-use, infrastructure, parks, and public-service decisions in community values and lived experiences.

- **Relevance to Meridian:** Michigan community engagement, inclusive outreach, master planning, public-facing communication



IMAGINE THE AVENUE*

Lansing, Michigan

Piper & Gold designed and facilitated a community-centered engagement process for the City of Lansing and Capital Area Transportation Authority focused on the future of Michigan and Grand River avenues. Nine tailored events reached neighborhood residents, business owners, developers, downtown stakeholders, public officials, young professionals, and people employed along the corridor. Interactive activities translated technical concepts—including form-based code, street design, building scale, and streetscape improvements—into accessible visual and hands-on exercises. The process helped build informed support for corridor improvements, strengthened trust between residents and decision-makers, and grounded regulatory and design recommendations in community experience.

- **Relevance to Meridian:** Corridor planning, community education, accessible communication, interactive engagement

PROJECT TEAM AND ORGANIZATIONAL STRUCTURE

Development Strategies will lead the Meridian Township Infill Redevelopment Analysis and Conceptual Design Study with a senior, interdisciplinary team that integrates market analysis, redevelopment strategy, housing and retail insight, urban design, visualization, and implementation planning.

The project will be structured to ensure that market findings, site assessment, design concepts, engagement, and implementation recommendations are developed together rather than as separate workstreams. This is especially important for Meridian, where the Township's key questions sit at the intersection of feasibility, community expectations, development review, and physical design.

Resumes are available in Appendix A.

DEVELOPMENT STRATEGIES

The project will be structured to ensure that market findings, site assessment, design concepts, engagement, and implementation recommendations are developed together rather than as separate workstreams. This is especially important for Meridian, where the Township's key questions sit at the intersection of feasibility, community expectations, development review, and physical design.

Matt Wetli — Principal-in-Charge / Redevelopment Strategy

Matt will provide principal leadership, client guidance, redevelopment strategy, and overall direction for the study. He will lead the connection between market findings, site-specific redevelopment opportunities, implementation strategy, and the Township's broader policy and planning objectives.

Anu Samarajiva — Project Director / Senior Urban Designer

Anu will serve as Project Director and lead the project's design integration. She will guide the translation of market and redevelopment findings into site concepts, development typologies, neighborhood transition strategies, visual tools, and practical design direction. Anu will also help manage the day-to-day work plan and coordinate the design team. Based in Ann Arbor, she also provides a strong local presence.

Richa Singh — Market and Housing Strategy

Richa will support the market and housing foundation, including review of housing trends, development patterns, attainability considerations, and the relationship between regional housing demand and site-specific redevelopment opportunities.

Katie Medlin — Real Estate, Public Finance, and Implementation Strategy

Katie will support the evaluation of implementation tools, public finance considerations, TIF / brownfield implications, and public-sector roles that may help Meridian move from analysis to action.

Priyanka Adhikari — Urban Design and Site Planning

Priyanka will support site planning, land-use testing, design concepts, neighborhood transition strategies, and graphic communication for priority redevelopment and infill sites.

Wei Hui — Visualization, Illustration, and Rendering Support

Wei will support the project's visual communication, including concept illustrations, rendering support, diagrams, and other graphics that help communicate redevelopment possibilities clearly and effectively.

Cat Kazmierczak — Planning Analysis and Project Support

Cat will support planning analysis, site research, data organization, documentation, and preparation of study materials.

PIPER & GOLD

Development Strategies will be joined by Piper & Gold as a local partner supporting Meridian context, communications, engagement strategy, and stakeholder understanding. Piper & Gold's local knowledge and existing relationships will help ensure that the work is well calibrated to the Township's institutional and community context.

Piper & Gold Public Relations (P&G) is a communications agency that blends strategic thinking, creative innovation and compelling storytelling to drive social impact. Based in Michigan and with a national client presence, our work supports communities, businesses, nonprofits and change-makers, fostering progress and driving meaningful change across Michigan and beyond.

Our team is 100% new majority (women, nonbinary, LGBTQ+, persons with disabilities, or nonwhite individuals). P&G is Disadvantaged Business Enterprise Certification and SBA 8(a) eligible. The Michigan Small Business Development Center recognized P&G as a 2017 Best Small Business, one of only 12 recognized of more than 6,000 served in the state, and has won more than 150 communication, public relations, marketing, and design awards since its inception.

We serve our clients virtually from our homes around the country and in our office in a Michigan HubZone, which we've also established as Lansing's first inclusive coworking space, Amp Coworking, to support underrepresented entrepreneurs and remote workers facing disparities, who value open, accepting, and respectful workplaces.

Since 2012, P&G has provided comprehensive, ongoing public relations, communications, design, and marketing consultancy services. We've been the force behind the development of award-winning campaigns for a variety of clients throughout the Midwest and across the U.S.

Kate Snyder, CEO & Founder

Kate is a savvy PR practitioner and veteran strategist who inspires and empowers her clients to connect with their audiences and customers in new, dynamic ways. Community is at the heart and soul of the agency, and she makes it her mission to be involved at every level to support the empowerment, change and sustainability of the programs and people within it.

Expertise: Municipal communications, inclusive workplaces, addressing disparities, community engagement and feedback, strategic communications and planning, research, public speaking, fundraising support, and media relations.

Lauren Bishop, Content Marketing Manager

Lauren thrives in developing authentic and imaginative content strategies for P&G and the clients she works with. She's eager to offer actionable counsel, structure for a project, or even an extra pair of eyes to ensure perfection, all through the lens of compelling storytelling.

Expertise: Content strategy, storytelling, copywriting, copy editing, and integrated marketing strategies and communications.

Morgan van den Berg, Public Relations Specialist

Morgan sees storytelling as a powerful catalyst for empathy, human connection, and lasting social change. A second-year master's student in Advertising and Public Relations at Michigan State University, her research focuses on social impact and the ethical implications of artificial intelligence for PR practice. Morgan is passionate about bridging the gap between academia and industry to ensure research insights lead to real-world impact and innovation for clients.

Expertise: Media relations, social media, content development, event coordination and outreach, and research and audience insights.

TEAM MANAGEMENT

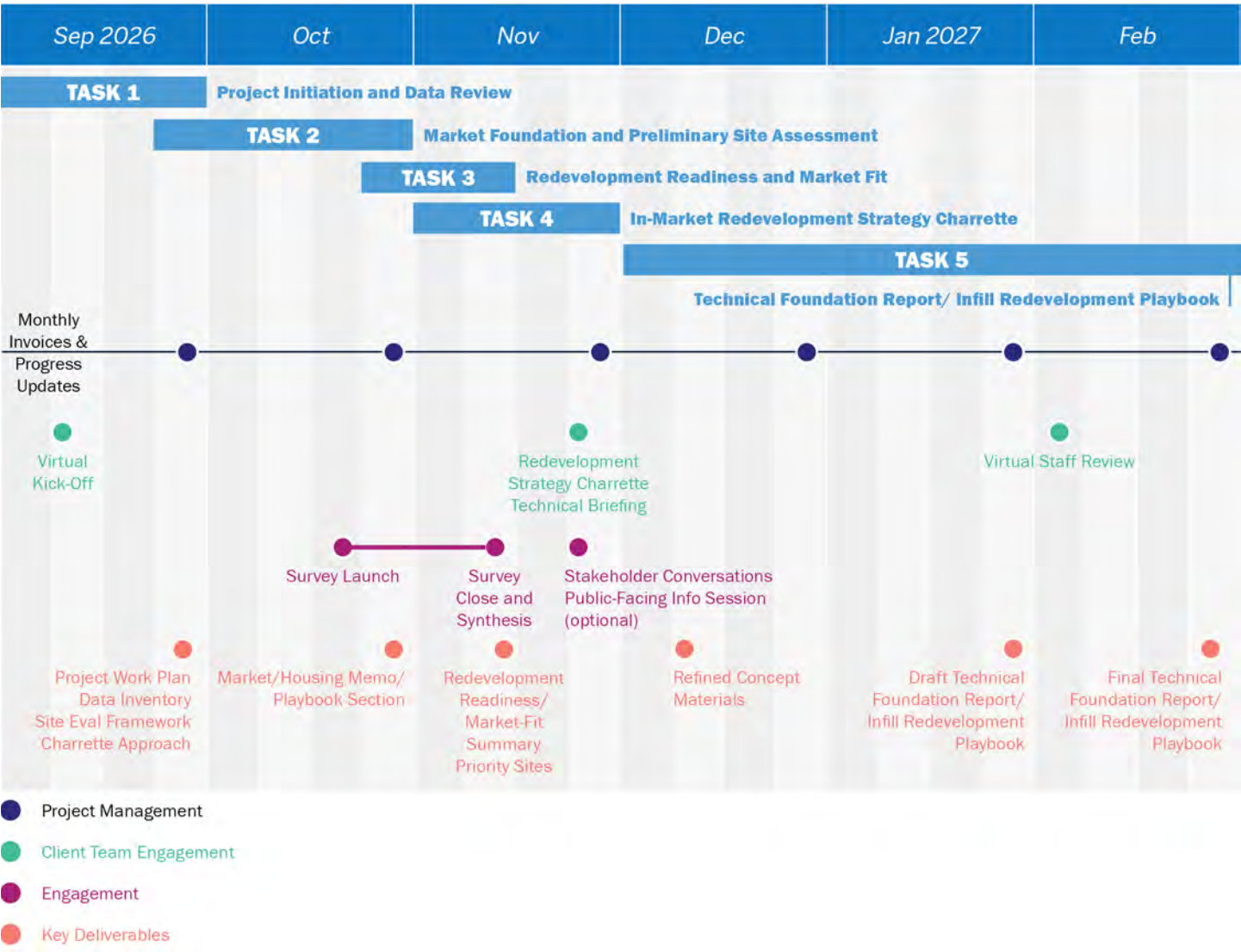
Development Strategies will serve as prime consultant and primary point of contact for Meridian Township. Matt Wetli and Anu Samarajiva will provide senior leadership throughout the project, with Matt focused on redevelopment strategy and client direction and Anu focused on project delivery, design integration, and consultant team coordination.

The team will use regular coordination meetings, clear task assignments, and focused review points to keep the work aligned with the Township's budget, timeline, and intended use. Key review points will include the kickoff meeting, virtual review of the preliminary site assessment matrix, preparation for the in-market charrette, review of charrette findings, and review of the draft Technical Foundation Report / Infill Redevelopment Playbook.

PROPOSED TIMELINE

Development Strategies proposes a focused project schedule that allows the Township and consultant team to complete the technical foundation work, conduct the in-market charrette, and prepare the final Technical Foundation Report / Infill Redevelopment Playbook in advance of the Township’s broader 2028 Master Plan update process.

The schedule assumes a September 2026 project start following Township selection, MEDC / TAB coordination, and contract execution. The final schedule will be refined with Meridian Township during project initiation.



An in-person final presentation, expanded community engagement, enhanced renderings, Placer.ai / mobility analysis, and additional developer-recruitment materials may be provided as optional enhancements.

PROPOSED FEE AND SCOPE ASSUMPTIONS

Development Strategies proposes to complete the base scope of services for a total fee of \$85,000, inclusive of professional services, ordinary project expenses, and one in-market redevelopment strategy charrette.

The fee is structured to provide Meridian Township with a focused technical foundation, preliminary site assessment matrix, market and housing assessment, charrette-based concept development, and a concise Technical Foundation Report / Infill Redevelopment Playbook. The scope is intentionally calibrated to the Township's stated budget and intended use: a practical, staff-usable study that can inform near-term redevelopment conversations and the future 2028 Master Plan update.

Scope of Service	Fee
Task 1: Project Initiation, Data Review, and Work Plan Confirmation	\$7,500
Task 2: Township-Wide Market and Housing Foundation / DNA Assessment	\$18,500
Task 3: Site-Specific Redevelopment Readiness and Market Fit	\$12,500
Task 4: In-Market Redevelopment Strategy Charrette and Concept Development	\$28,500
Task 5: Technical Foundation Report / Infill Redevelopment Playbook	\$18,000
Total	\$85,000

SCOPE ASSUMPTIONS

The assumptions below describe the proposed base scope. This structure is intended to keep the work focused, useful, and aligned with the Township's stated budget. The following Optional Enhancements identify additional services that can be added if Meridian would like to expand the work beyond the base technical foundation. The base scope assumes:

- One virtual kickoff meeting with Township staff.
- One high-level Data + Analysis / DNA assessment using selected demographic, economic, housing, retail, and development indicators.
- Evaluation of the identified redevelopment and infill sites through a preliminary site assessment matrix.
- One virtual staff review meeting of preliminary site findings prior to the in-market charrette.
- One three- to four-day in-market redevelopment strategy charrette.
- A focused set of developer, property-owner, stakeholder, and staff conversations during the charrette week.
- One light public-facing informational session or open house during the charrette week, if desired.
- A focused Township resident survey to gather input on infill, redevelopment, commercial uses, and community priorities.
- Concept-level diagrams, redevelopment typologies, relevant precedent imagery, and design direction for priority sites and recurring infill conditions.
- A concise Technical Foundation Report / Infill Redevelopment Playbook with supporting technical appendices.
- One virtual staff review meeting on the draft report.
- One final virtual presentation to Township staff and / or selected boards or committees.

OPTIONAL ENHANCEMENTS

The base scope is designed to provide Meridian Township with a focused technical foundation, market and housing assessment, preliminary site assessment matrix, charrette-based concept development, and a concise Infill Redevelopment Playbook. The base scope will include concept-level diagrams, redevelopment typologies, design direction, and relevant precedent imagery where useful.

If the Township would like to extend the work into more detailed analysis, expanded engagement, developer-facing materials, or more refined visual / architectural guidance, the following optional enhancements can be added to the base scope.

Optional Enhancement	Description	Added Fee
Enhanced Mobility and Visitation Analysis (Location Analytics / Placer.ai)	Incorporates visitation, customer-origin, trip-pattern, and competitive-destination data to support retail strategy, mall positioning, and public explanations of commercial market realities. This could be especially useful for understanding Meridian Mall, Grand River Avenue, restaurant / service-use patterns, and regional commercial competition.	\$20,000 (including a \$10,000 data package)
Enhanced Developer-Recruitment Visual Package	Provides additional rendered perspectives, refined illustrative site plans, and / or priority-site graphics beyond the concept-level visual materials included in the base package. These materials would be suitable for use in conversations with developers, property owners, and prospective investment partners.	TBD
Expanded Developer and / or Property-Owner Engagement	Adds additional interviews, roundtables, or working sessions with developers, brokers, property owners, institutional stakeholders, and potential implementation partners to test feasibility, identify partnership opportunities, and refine priority redevelopment concepts.	TBD
Expanded Community Engagement	Adds an additional public meeting, open house, or community workshop beyond the light public-facing touchpoint and resident survey included in the base scope. This could help broaden community input and help residents better understand infill, density, neighborhood transitions, and commercial market realities.	\$20,000 per public meeting
Architectural Pattern Book / Building Typology Supplement	Provides a more detailed architectural and building-form supplement, potentially with an architecture partner, to illustrate approvable building typologies, frontage conditions, massing, materials, transitions, and character principles. This could include single-family, missing-middle, townhome, walk-up multifamily, and mixed-use building examples that go beyond the base scope's concept-level diagrams and precedent imagery.	TBD
Developer Prospectus Sheets for Priority Sites	Creates concise, visually compelling opportunity sheets for selected redevelopment sites, combining market positioning, development concept, site considerations, implementation issues, and next-step guidance for developer recruitment.	TBD
In-Person Final Presentation	Adds an in-person final presentation to Township staff, boards, committees, or selected decision-makers. The base scope assumes a virtual final presentation.	\$15,000



Grand Forks WTP Redevelopment Plan
Rendering by Development Strategies

APPENDIX A

RESUMES FOR KEY PERSONNEL



EDUCATION

Master of City and Regional Planning
Knowlton School of Architecture
The Ohio State University
Columbus, OH 2001

Bachelor of Arts, Geography and Planning
University of Toledo
Toledo, OH 1999

CIVIC LEADERSHIP

Advisory Board Member, Urban Land Institute
(ULI), St. Louis Chapter

TEACHING AND SPEAKING ENGAGEMENTS

University of Missouri at St. Louis

- 2016-Present: Instructor
- Chancellor's Certificate in the Fundamentals of Economic Development
- Chancellor's Certificate in the Fundamentals of Planning and Zoning

The Ohio State University

- 2014-2015: Lecturer, "Real Estate Development for Planners"

"Bridging the Ideological Divide"

- 2019 National IEDC Conference
- 2018 Bi State Missouri APA Conference
- 2018 Whetmore Speaker Series, University of Illinois

"The Benefits of TOD: Northside Southside Corridor"

- St. Louis Regional Chamber 2017

"Planning in 4D"

- Kansas State Distinguished Lecture Series 2016
- Dresden-Columbus International Lecture Series 2015
- Quad State Conference 2015
- MO APA 2014 OKI Conference 2014

CAREER SUMMARY AND BACKGROUND

As an urban planner and development strategist, Matt leads the firm in creating strategies for more vibrant, inclusive, and livable cities—with an emphasis on urban revitalization. His passion is helping people better understand how cities actually work, through a combination of education, storytelling, and dialogue—with the goal of empowering decision makers. His process of four-dimensional planning brings together economic, community, real estate, and design to carefully shape investments in people, places, buildings, and jobs in cities and neighborhoods across the country.

Throughout his 20-year career, Matt keeps one foot planted in community wide planning to frame up-front issues and opportunities, while staying involved with clients to advise and strategize on the detailed work of realizing tangible investments and built projects that stem from those initial plans.

Matt is an active member of the American Planning Association, a frequent speaker at conferences, and holds master's degree in City and Regional Planning from The Ohio State University.

EXPERIENCE

Planning, Land Use, and Real Estate Development: Downtown, District, and Corridor

- Downtown Blacksburg Strategic Plan (VA)
- Louisville Downtown Master Plan (KY)
- Toledo Downtown Master Plan (OH)
- Akron Downtown Master Plan (OH)
- Topeka Downtown Development Strategy (KS)
- Evansville CDC Downtown Strategic Plan (IN)
- Downtown Decatur Town Center (Plan) 2.0 (GA)
- Gainesville Downtown Strategic Plan (GA)
- Knoxville South Waterfront Master Plan (IN)
- OurTCB: Planning Study and Vision (Blacksburg, VA)
- East West Gateway North-South Alignment TOD Study (St. Louis, MO)
- Bevo Great Streets Corridor Master Plan (St. Louis, MO)
- City of Clemson Citywide Strategic Plan (SC)
- Louisville Downtown Business Development Strategy (KY)
- Asheville Comprehensive Plan (NC)
- SciTech Strategic Plan (The Ohio State University)
- Frenchtown Great Streets Corridor Plan (St. Charles, MO)

Economic Development, Urban Design, and Real Estate

- 995 Morrison Pre-Development Services (Charleston, SC)
- South Clarksville, Riverfront Master Plan (IN)
- At Home Greeley/10th Street TOD Area Plan (CO)
- Highway 9/Windward Master Plan (Alpharetta/Milton GA)
- Bonanza Master Plan (Park City, UT)
- Euclid and Limestone Corridor Strategy (Lexington, KY & University of Kentucky)
- Downtown Plan and WTP Site Pre-Development (Grand Forks, ND)
- Olive Corridor Economic Enhancement Strategy (Olivette, MO)
- Troost Corridor Revitalization Strategy (Kansas City, KS)

Community Development and Housing

- Eastland for Everyone Community Plan (Columbus, OH)
- OneFerguson 2040 Comprehensive Plan (Ferguson, MO)
- Downtown Tulsa Housing & Equity Strategy (OK)
- Omaha Housing & Equity Strategy (NE)
- Hilltop Neighborhood Housing Stabilization Strategy (Columbus, OH)
- Walnut Hills Reinvestment Plan (Cincinnati, OH)
- West Florissant Great Streets Corridor Study (Ferguson, MO)
- Linden Community Master Plan (Columbus, OH)



CAREER SUMMARY AND BACKGROUND

Anu has a background in design, economics, community engagement and teaching, and is passionate about the power of the built environment to engage and sustain communities. She's skilled in using visualizations and storytelling to make complex and interrelated planning and economic ideas clear, create appealing and forward-thinking renderings of future development, and make the case for more connected, sustainable and equitable cities. She loves working with diverse communities and a broad range of collaborators to bring planning and development processes to life.

Before joining the Development Strategies team, Anu worked as a project manager and designer at Arbolope Studio, a St. Louis based landscape and urban design firm focusing on design-forward, catalytic public realm projects. Prior to entering the architecture and urban design world, she worked as a research consultant in Washington D.C., working with local community partners to implement and assess federally funded asset-building programs, and as an AmeriCorps VISTA member in Portland, OR implementing education programs for low-income entrepreneurs.

EDUCATION

Master of Architecture
Washington University in St. Louis
St. Louis, MO 2017

Master of Urban Design
Washington University in St. Louis
St. Louis, MO 2017

Bachelor of Arts, Economics,
Reed College,
Portland, OR 2009

REGISTRATIONS

US Green Building Council
• SITES AP 2020 - 2024

PROFESSIONAL MEMBERSHIPS

American Society of Landscape Architects
(ASLA), St. Louis Chapter
• Member at Large 2020-2021

AWARDS

Washington University in St. Louis 2017
• Alpha Rho Chi Medal for leadership,
service and merit
• Urban Design Book Award

St. Louis ASLA
• Emerging Professionals Award 2020

EXPERIENCE

*Denotes experience with a previous employer

Land Use and Development Planning & Policy

- WTP Redevelopment Vision and District Strategy (Grand Forks, ND)
- Toms Creek Basin Planning Study (Blacksburg, VA)
- 995 Morrison Drive Pre-Development Planning Services (Charleston, SC)
- Windward Highway 9 Strategic Master Plan (Alpharetta and Milton, GA)
- Southeast Topeka Development Plan (Topeka, KS)

Housing Plans & Strategy

- At Home in Greeley/10th Street TOD Area Plan (Greeley, CO)

Market Studies and Feasibility

- Bonanza Area Plan and Feasibility Study (Park City, UT)
- Downtown Decatur Market Analysis and Strategy (Decatur, GA)
- Downtown Akron Market Analysis and Strategy Update (Akron, OH)

Real Estate Development

- Tulsa Community College Property Evaluation and Redevelopment Study (Tulsa, OK)
- PEC Campus Master Plan (Wichita, KS)

Mixed-Use, Affordable and Workforce Housing, and Multi-Family Housing

- Doorways Campus (St Louis, MO)*
- Mill Creek Flats (St Louis, MO)*
- Butler Building (St Louis, MO)*
- Creve Coeur Pavilion (Creve Coeur, MO)*

Catalytic Projects

- East End Transformation, Washington University in St Louis (St Louis, MO)*
- Cervantes Convention Center Expansion (St Louis, MO)*
- St Ferdinand Homes II Landscape (St Louis, MO)*
- Jefferson City Botanical Garden Master Plan (Jefferson City, MO)*
- Carillon Park Master Plan (Centralia, IL)*



EDUCATION

Master of Urban Planning,
University of Illinois at Urbana-Champaign,
Champaign, IL 2018

Bachelor of Architecture,
Sushant School of Art and Architecture, 2014

AWARDS

APA Smart City Design Competition,
• 2017—Winning Team

PROFESSIONAL MEMBERSHIPS

American Planning Association
• Member

Council of Architecture, India

PUBLICATIONS

Singh, Richa. (2016). Factors Affecting Walkability of Neighborhoods. Procedia - Social and Behavioral Sciences. 216. 10.1016/j.sbspro.2015.12.048.

CAREER SUMMARY AND BACKGROUND

Richa is steered by her passion for understanding the relationship between people and their built environment. She is motivated by finding solutions to planning problems that tackle physical, social, economic and environmental context of today's cities. She is an advocate for well-connected, people-friendly urban spaces and considers multimodal mobility a vital component for addressing imbalances in access to opportunities. Her design philosophy revolves around adaptability and inclusiveness and her ambition is to contribute towards creating sustainable, equitable and diverse urban spaces.

Richa has degrees in urban planning and architecture. She contributed as a Transportation Planner at the City of Jackson, working to address mobility challenges in a sprawling city. Before returning to school to earn her Master's degree in urban planning, she served as an Architect at Urban Architecture Works, contributing to urban design and master planning projects with diverse programming—residential, commercial, institutional and educational design projects.

Richa's interests include urban design, architecture, community development, community engagement and social policy—as it relates to ensuring access to quality affordable housing, transportation and livelihood opportunities.

EXPERIENCE

*Denotes experience with a previous employer

Neighborhood and Community Plans

- Ferguson Comprehensive Master Plan Update (Ferguson, MO)
- Eastland Neighborhood Technical Study (Columbus, OH)
- Hilltop and Linden Neighborhood Market Updates (Columbus, OH)

Housing Plans and Strategies

- Fort Worth Community Land Trust 5-year Investment Strategy (Fort Worth, TX)
- Cherokee Nation Housing Needs Assessment (Cherokee County, OK)
- Greeley Housing Needs Assessment (Greeley, CO)
- Housing Drives Needs Assessment and Strategy (Lansing, MI)
- Omaha-Council Bluffs Comprehensive Housing Assessment (Omaha, NE)
- Topeka Comprehensive Housing Strategy (Topeka, KS)
- Citywide Housing Needs Assessment (Tulsa, OK)
- Hilltop Neighborhood Housing Strategy (Columbus, OH)

Corridor Plans

- Mascoutah Great Streets Initiative (Mascoutah, IL)
- Alton Great Streets (Alton, IL)
- I-35 Santa Fe Corridor Study (Olathe, KS)

Community Engagement and Placemaking

- ONELINE—Multimodal BRT corridor plan (Jackson, MS)*

Urban Design and Masterplan

- Indian Institute of Management Kozhikode (Kerala, India)*
- Residential Township Shewalwadi (Maharashtra, India)*
- Retail High Street, Pioneer Urban Gurgaon (Haryana, India)*

Transportation Planning

- Transit Oriented Development, Marymoor Village (Redmond, WA)*



CAREER SUMMARY AND BACKGROUND

Katie brings a background of real estate development, project management, and financial analysis to Development Strategies. Her diverse background includes managing multiple development projects of various types in the northeast and Midwest, providing real estate advisory and project management services in the New York City region, and working as a consultant for the analysis and implementation plans for multiple proposed developments across the country. Her goal is to find ways to maximize real estate potential while building strong, sustainable communities. At Development Strategies, she focuses her practice on real estate development implantation planning, working with clients to build alternative financing solutions, and analyzing the financial performance of potential assets.

EDUCATION

Master of Business Administration,
Washington University in St. Louis,
St. Louis, MO 2020

Master of Architecture,
Tulane University.
New Orleans, LA 2005

Bachelor of Architecture,
Tulane University.
New Orleans, LA 2005

PROFESSIONAL MEMBERSHIPS

CREW (Commercial Real Estate Women)

EXPERIENCE

*Denotes experience with a previous employer

Real Estate Advisory

- Knoxville TOD Planning (Knoxville, TN)
- 995 Morrison (Charleston, SC)
- Bonanza Area Plan and Feasibility Study (Park City, UT)
- Clemson Uptown (Clemson, SC)
- Downtown North (Blacksburg, VA)
- Concordia Seminary (St. Louis, MO)
- Mascoutah Great Streets (Mascoutah, IL)
- Clemson Development Planning (Clemson, SC)
- Ronkonkoma Vision Project*
- DoNo Hartford Development*

Market & Feasibility Analysis

- Centerra Market, Assessment, & Retail Sales Tax Study (Loveland, CO)
- Market & Assessed Value Study for Pinon Pines Metropolitan District #3 (Monument, CO)
- Cost-Benefit Analysis, Blight Analysis, and Redevelopment Plan for the Boulevard South Tax Increment Financing District (Richmond Heights, MO)
- GO NoCO Regional Tourism Zone, Central Colorado
- Paragon Star (Lee's Summit, KS)
- Country Club Plaza Market & Revenue Study (Kansas City, MO)
- Sante Fe Corridor Fiscal Impact Study (Olathe, KS)
- Ballpark Village (St. Louis, MO)
- Cortex Mixed-Use Development (St. Louis, MO)
- Various Low-Income Housing Market Studies across the Midwest

Economic Impact Analysis

- Louisiana Film Tax Credit Analysis*
- Grain Belt Express Wind Energy Transmission Line
- City-Arch-River DOT Grant

Owner's Representative

- Belmont Park Racetrack*
- Pirate Studios (New York City, New York)*
- Korean Cultural Center (New York City, New York)*

Real Estate Development

- Self-Storage Development and Disposition (Brooklyn, NY; Chicago, IL; Stamford, CT)*
- Site Selection and Market Analysis, multiple markets*
- Proposed Mixed-Use Luxury Housing Development (Farmington, CT)*
- College & Crown Mixed-Use Development (New Haven, CT)*
- Proposed Single-Family Development (Waterford, CT)*



EDUCATION

Master of Science in Urban Design
Georgia Institute of Technology
Atlanta, GA 2022

Bachelor of Architecture
Dr BN College of Architecture
University of Pune
Pune, India 2019

AWARDS

ULI Hines Student Urban Design Competition
2022 Finalist Team representing Georgia
Institute of Technology

CAREER SUMMARY AND BACKGROUND

Priyanka brings her interests in affordable housing, equitable economic development, placemaking, and sustainable land use to bear on analysis and design projects with Development Strategies. She is passionate about equitable architecture, urban design, and participatory planning. Priyanka is goal- and detail-oriented and focuses her work on developing creative solutions that cater to the needs of those being served while simultaneously addressing pressing environmental, economic, and social challenges.

Prior to joining Development Strategies, Priyanka worked with CannonDesign in Boston as a Designer 1B/Planner, where she collaborated with different disciplines and consultants on conducting feasibility studies for higher education institutions across the country. As a licensed architect in India, Priyanka served with Roy Design Studio in Kolkata and Vastu Shilpa Consultants (Sangath) in Ahmedabad. Her work there focused on designing affordable and sustainable housing for low-income communities, questioning inequality and housing movement rights and policies across the country. Priyanka's undergraduate thesis assessed the current rehabilitation status of Rohingya refugees and provided solutions to allow for improved activity, participation, and cohesive support from host countries. This research exposed Priyanka to the ways in which the policies, economies, and cultures of host countries inform and influence the design process, insights she now brings to her work with Development Strategies.

EXPERIENCE

*Denotes experience with a previous employer

Neighborhood and Community Plans

- Eastland Neighborhood Technical Study (Columbus, OH)
- Hilltop and Linden Neighborhood Market Updates (Columbus, OH)
- Southeast Topeka Development Plan (Topeka, KS)

Housing and Retail Studies

- Elevation Parkway Market Study and Land Use Potential (Topeka, KS)
- Missing Middle Housing Study for Tulsa Greater Association of Realtors (Tulsa, OK)
- New Albany US-62 Interchange Retail Market Study (New Albany, OH)

Market Analysis and Strategy

- Moline Riverfront Plan Market Scan (IL)

Community Assessment and Economic Enhancement Strategy

- Knox College (Galesburg, IL)

Campus Planning/Student Housing Assessment Study

- University of Rochester, NY*
- Florida State University, Tallahassee, FL*
- University of Rhode Island, South Kingston, RI*
- Nalanda University, Rajgir, Bihar, India*
- Indian Institute of Management, Udaipur, India*
- Amity University, Ranchi, India*
- State Institute of Hotel Management, Durgapur, India*

Urban Design/Masterplan

- Revitalization Plan for Rabindra Sadan-Nandan Art and Cultural Center, West Bengal, India*
- Tourist Facility Development, Dakshin Dinajpur*



EDUCATION

Master of Landscape Architecture
Washington University
St. Louis, MO 2023

Master of Urban Design
Washington University
St. Louis, MO 2023

Bachelor of Landscape Architecture
Shanghai Institute of Technology
Shanghai, China 2020

PUBLICATIONS

2023 Summer Edition Studies in the History
of Gardens and Designed Landscapes

AWARDS

2023 St. Louis ASLA Student Merit Award

CAREER SUMMARY AND BACKGROUND

Wei is deeply passionate about using design to create urban spaces that benefit both people and the environment. With a rich toolkit of visualization techniques, Wei uses graphics as a medium for storytelling. From intricate renderings to illustrative diagrams, he is skilled at expressing not only the experiential quality of spaces and places, but also the complex conceptual underpinnings and research framework behind a design proposal. Wei aims to transform perceptions of urban development by advocating for sustainable, equitable solutions that prioritize the well-being of all.

With an academic background in landscape architecture and urban design, he learned how harmful development can negatively impact not only human but also non-human species, sparking his interest in finding better solutions for both people and the environment. Before joining the Development Strategies team, Wei worked on projects to tell the untold stories of local communities as both an intern and a research assistant for multiple local St. Louis organizations.

EXPERIENCE

*Denotes experience with a previous employer

Neighborhood and Community Plans

- Eastland Neighborhood Technical Study (Columbus, OH)
- Hilltop and Linden Neighborhood Market Updates (Columbus, OH)

Community Engagement and Placemaking

- The Griot Museum, Black HerStory Memorial Proposal (St. Louis, MO)*

Market Analysis and Strategy

- Bonanza Area Plan and Feasibility Study (Park City, UT)

Campus Planning/Student Housing Assessment Study

- Knox College Community Assessment and Economic Enhancement Strategy (Galesburg, IL)

Urban Design/Masterplan

- 995 Morrison Pre-Development Planning Services (Charleston, SC)
- Toms Creek Basin Planning Study (Blacksburg, VA)
- Grand Forks Water Treatment Plan Site and District Strategy (Grand Forks, ND)

Kate Snyder, APR

517-214-8621

kate@piperandgold.com

linkedin.com/in/pipergoldkate/

PROFESSIONAL EXPERIENCE

PIPER & GOLD PUBLIC RELATIONS

CEO | January 2012 – Present

- Manage award-winning boutique public relations agency and associated staff.
- Develop communications and social media strategies and provide public relations counsel for economic development, nonprofit, higher education, government, corporate and startup clients.
- Central Michigan Public Relations Society of America's 2019 PACE Maker of the Year.
- "10 Over the Next Ten" by the Lansing Regional Chamber and Grand River Connection.
- Recognized by the Michigan Small Business Development Center as a Best Small Business.

CIESA DESIGN

VICE PRESIDENT OF COMMUNICATIONS | August 2011 – January 2012

- Working with clients on appropriate social media and digital marketing strategies, as well as web integration for corporations, nonprofits, major events and government agencies.
- Launched CiesaDesign Bloggle and managed editorial content, calendars and contributors.
- Represented CiesaDesign on board and networked throughout Michigan to foster positive communication and strategic partnerships.

CAPITAL AREA MICHIGAN WORKS!

CHIEF COMMUNICATIONS OFFICER | January 2004 – July 2011

- Developed and managed a comprehensive communication strategy and team that established organization as an expert in workforce development, affordable housing and neighborhood revitalization, resulting in local, regional, national and international media placements.
- Extensive writing, project management and web strategy including leading launch of new website, revamp of biannual Job Expos and writing and release of 10+ labor market information and economic impact studies.
- Developed and managed an integrated comprehensive communications strategy for Keep Learning... Our Future Depends On It, coordinating 70+ volunteers and raising more than \$200,000 in grants.

TEACHING EXPERIENCE

- Michigan State University
- Lansing Community College
- Siena Heights University

EDUCATION

EASTERN MICHIGAN UNIVERSITY

Master of science in integrated marketing communications

MICHIGAN STATE UNIVERSITY

Bachelor of arts in interdisciplinary humanities

Lauren Bishop

586-610-4738

laurenb@piperandgold.com

linkedin.com/in/laurenbishop38

PROFESSIONAL EXPERIENCE

PIPER & GOLD PUBLIC RELATIONS

CONTENT MARKETING MANAGER | July 2024 – Present

- Develop and implement content strategies that enhance the agency's and clients' market presence that align with identified goals and target audiences.
- Provide clients with strategic communication counsel, ensuring clarity and impact across all materials.
- Serve as the agency's editor, ensuring quality, consistency and adherence to brand voice across all formats.

COMMUNICATIONS SPECIALIST & PROJECT MANAGER | November 2022 - July 2024

- Oversee and execute communication tactics, including articles, social media content, key messages and other materials designed to help reach client goals.
- Identify and pursue storytelling opportunities for clients, including blogs, podcasts, thought leadership, contributed content and other unique visibility opportunities.
- Plan, oversee and document all aspects of client projects.

WRAY WARD

PROJECT MANAGER | October 2021 - November 2022

- Managed multi-faceted social media, digital and web projects and campaigns while ensuring that proper budget and resource forecasting was completed.
- Defined project scopes and developed project briefs.
- Maintained weekly status reports and reported resource utilization rates and profitability

JOURNALBOOKS

PROJECT MANAGER | August 2017 - May 2021

- Managed custom promotional product projects from inception to completion.
- Oversaw the schedule throughout the life of each project while ensuring product stock was available and maintaining quality and accuracy

EDUCATION

SOUTHERN NEW HAMPSHIRE UNIVERSITY

Bachelor of arts in English & creative writing

MICHIGAN STATE UNIVERSITY

Bachelor of arts in apparel & textile design and studio art

Morgan van den Berg

989-450-6491

morgan@piperandgold.com

linkedin.com/in/morgan-vandenberg2024

PROFESSIONAL EXPERIENCE

PIPER & GOLD PUBLIC RELATIONS

PUBLIC RELATIONS SPECIALIST | May 2025 – Present

- Develop media strategies for client accounts, secure earned coverage, and cultivate ongoing relationships with journalists across Michigan and national outlets.
- Coordinate media events, from pre-event outreach and press kit development to day-of logistics and post-event follow-up.
- Develop content across channels, including social media, strategic messaging, and long-form storytelling to elevate client visibility and mission impact.
- Manage day-to-day social media strategy and execution for client accounts, using data-driven insights to optimize content performance, increase engagement, and strengthen community presence.
- Conduct research to inform strategic decision-making, including media monitoring, trend and audience insights, and evaluation of message resonance.

MICHIGAN STATE UNIVERSITY

PROFESSIONAL ASSISTANT, GRADUATE AND UNDERGRADUATE LEARNING ASSISTANT | July 2022 - June 2026

- Conduct qualitative studies of strategic communicators across the U.S. regarding Artificial Intelligence and Public Relations.
- Apply ethical frameworks to provide suggestions for updated Public Relations Society of America code provisions.
- Analyze risks and benefits associated with incorporating AI in PR practices.
- Present findings at conferences such as the 27th International Public Relations Research Conference in Florida and BledCom 2025 in Bled, Slovenia.
- Liaison between instructor and students in theory, ethics, and PR writing courses.

BIG VALLEY MARKETING

RESEARCH CONSULTANT INTERN | May 2024 - September 2024

- Collaborated within a network of academic and industry-oriented professionals to develop comprehensive reports surrounding AI ethics, sustainability, and governance supplying guidance and expertise to companies impacted by AI growth.

AWARDS

- MSU's 2024 Outstanding Senior in Public Relations Award
- Baylor University's April 2024 Public Relations & New Media Top Ethics Paper Award
- MSU's 2025 Outstanding Graduate Student in Advertising and Public Relations Award

EDUCATION

MICHIGAN STATE UNIVERSITY

Master of arts in advertising and public relations, thesis track

MICHIGAN STATE UNIVERSITY

Bachelor of arts in public relations, minors in graphic design and sociology



Our TCB — Tom's Creek Basin Land Use Strategy
Rendering by Development Strategies

APPENDIX B

PROJECT EXPERIENCE

DEVELOPMENT STRATEGIES



FIRM PROFILE

Bringing clients creative solutions and strategies that are tailored to the unique characteristics of their projects and communities.

Development Strategies provides economic and market research, strategic and land use planning, counseling, and valuation services.

We apply market analysis as the foundation for a vision of greater future prosperity, resulting in strategic investment of our clients' resources. The depth and breadth of our collective knowledge and experience provides value to clients in realizing their aspirations.

HISTORY

Development Strategies was founded in 1988 and is a privately held, for-profit corporation registered in Missouri with good business standing in Missouri and Illinois. Our experts retain professional certifications that allow them to provide services nationally.

LOCATION

Development Strategies is a national practice with a presence in St. Louis, Michigan and the United Kingdom.

CAPACITY

We have assembled a team of experts that work collaboratively to find the best solution. The firm is led by three managing principals and seven associates, with a total staff of 14. Our professionals hold various graduate degrees in business administration, urban and regional planning, architecture, urban affairs, community planning, economics, geography, real estate development, and urban design.

ADVISORY SERVICES

Economic Development

- Strategic Planning
- Innovation & Entrepreneurship
- Economic Impacts
- Regional Sectors Analysis
- Recruitment & Retention Strategies

Community Development

- Housing Strategies
- Affordable Housing Studies
- Community Investment Strategies

Planning & Real Estate

- Market Analysis & Strategies
- Appraisal & Valuation
- Land Use Plans
- Corridor Studies
- Downtown Plans
- Placemaking
- Urban Revitalization
- Feasibility Testing

Implementation Strategies

- Public Finance
- Funding Strategy
- Incentives Toolkit
- Development Planning



TOMS CREEK BASIN PLANNING STUDY

LOCATION

Blacksburg, Virginia

CLIENT

Town of Blacksburg, Virginia

PROJECT OVERVIEW

12-month process to develop guiding principles, land use scenarios, and strategic recommendations to guide development in an ecologically and culturally important area of Blacksburg

SERVICES

Open Space Preservation
Environmental Stewardship
Mixed Income Development
Public Engagement
Zoning Overlay Recommendations
Land Acquisition
Placer.ai Visitation Analysis
Illustrations

REFERENCE

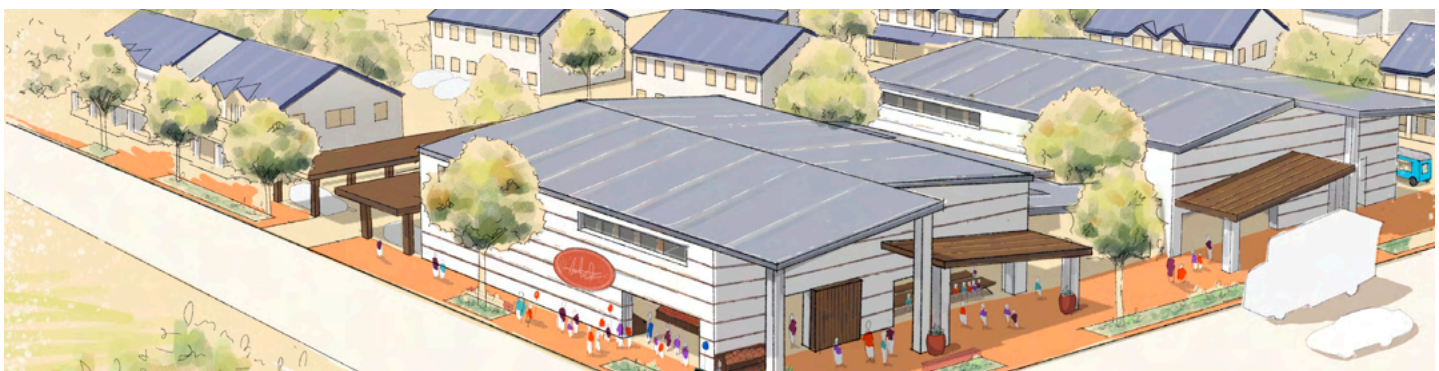
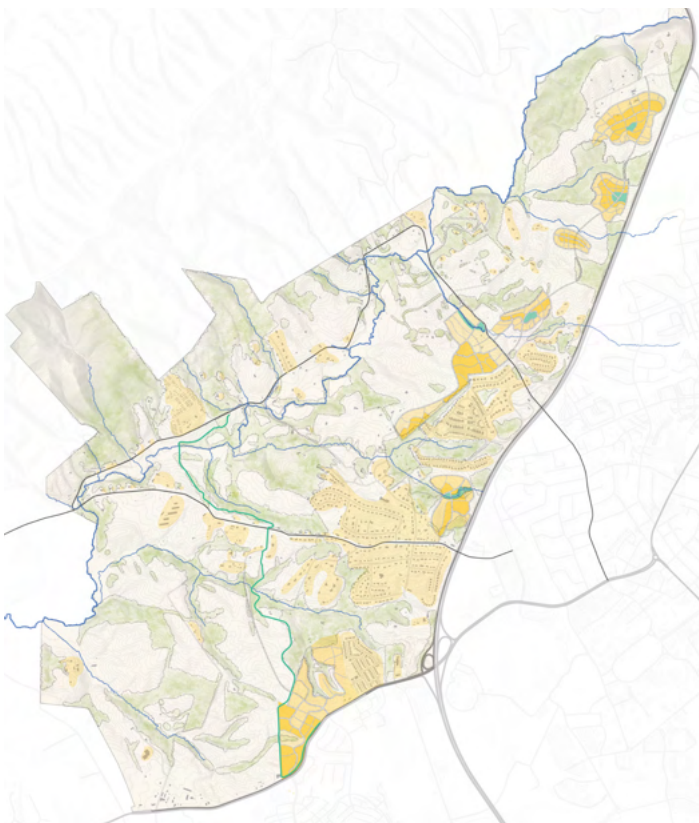
Matthew T. Hanratty
Deputy Town Manager
Town of Blacksburg
300 South Main Street
(540) 443-1005
mhanratty@blacksburg.gov

Development Strategies was selected to develop a guiding vision for Toms Creek Basin, a 4,000-acre valley in Blacksburg, Virginia that includes environmentally sensitive areas, farmland, trails, park space, businesses, and housing. As the Town continues to face development pressure in this area, the community's need for workforce housing, recreation, and jobs must be balanced with environmental stewardship, open space management, and infrastructure demands. Development Strategies was brought in for our expertise in identifying and articulating trade-offs among multiple interconnected systems to develop a shared vision for development in the Basin.

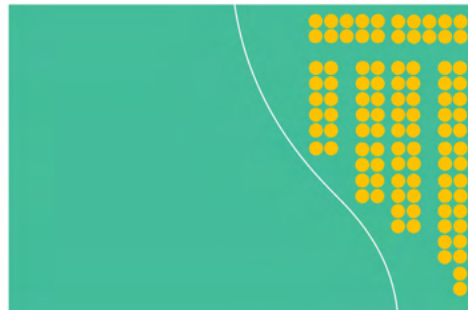
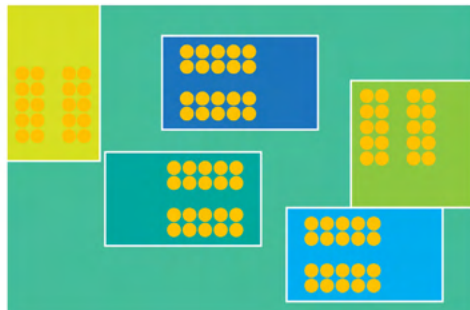
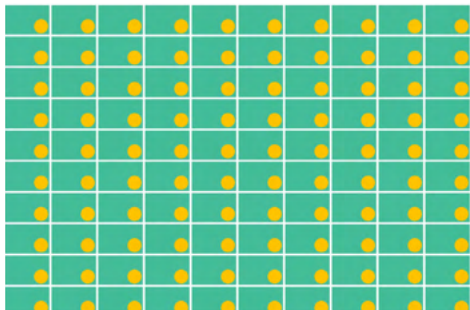
We worked with community members, Town staff, policymakers, and subject matter experts to analyze the site first through the lens of environmental stewardship, including preservation of prized viewpoints and important environmental issues like creek water quality and riparian corridor restoration. We then layered on research about development, housing, and economics using physical mapping, data analysis, and plan review, as well as community engagement that incorporated public meetings, surveys, and the development of educational videos.

This analysis helped shape six guiding principles that informed land use and development scenarios for the Basin. These scenarios explored trade-offs for open space preservation, housing units, and economic development. Our designers worked to clearly visualize different potential futures for the site that preserve open spaces while accommodating mixed-income development. Our analysts also researched potential legal and zoning impacts for proposed changes.

The final outcome for the project, which was completed in spring 2025, was a community-supported vision that provides strategic direction. Recommendations and phasing were provided for a set of actions that could include changes, actions, or further study for zoning and land use regulations, housing policy, environmental preservation, infrastructure investment, capital improvements, and strategic partnerships. The culmination of the effort was the production and delivery of a final strategic document that summarizes the next steps needed, as well as the community-, data-, and process-driven foundation that supports them.



DEVELOPMENT STRATEGIES



Missing Middle Housing



Townhomes

Cottage Court

Duplex

Small Apartments



DEVELOPMENT STRATEGIES



AT HOME IN GREELEY HOUSING NEEDS ASSESSMENT AND SUBAREA/TOD PLAN

LOCATION

Greeley, Colorado

CLIENT

City of Greeley, Colorado

PROJECT OVERVIEW

Citywide Housing Assessment and site-specific Area Plan for more focused design work that integrates mixed-use, attainable, and transit oriented (TOD) infill development

SERVICES

Community Engagement
Stakeholder Engagement
Housing Market Analysis
Housing Strategy
Feasibility Analysis
District/Corridor Planning
Urban Design
Illustrations

REFERENCE

Don Threewitt, AICP
Planning Manager
1100 10th Street
Greeley, CO 80631
970-350-9802
don.threewitt@greeleygov.com

AWARD

American Planning Association - Colorado Chapter
2024 Merit Award: Planning Excellence

The City of Greeley, Colorado, an hour north of Denver, had long been one of the most affordable communities within northern Colorado. However, high growth has led to strong market pressures, with home prices nearly tripling in the past decade alongside rising rents.

In response to this issue, the City of Greeley received a state-funded grant to conduct a two-part project: a citywide housing needs assessment and Area Plan to guide future development of affordable housing.

With extensive experience in both housing policy and urban design, Development Strategies was brought on to lead both tasks. Project support was provided by Culture Journey LLC, who spearheaded engagement with a focus on the Hispanic/Latino community, and WORKSHOP8, a Colorado-based architecture firm with a strong affordable housing focus.

Over nine months, the DS Team:

- Conducted a housing demand study to quantify demand, both current and future, for all types of housing.
- Determined an area of the City best-suited for a catalytic redevelopment with a focus on affordable housing and transit-oriented development (TOD).
- Engaged the public, Steering Committee, and other stakeholders to better understand citywide housing needs as well as ideas and priorities in the chosen subarea, using bilingual materials and outreach.
- Visualized land use alternatives incorporate additional community priorities, including economic development, public space amenities, and connections to transit and open space. Using community and stakeholder input to develop a subarea plan with design guidelines and concept illustration.
- Used community and stakeholder input to develop a subarea plan with design guidelines and concept illustration.
- Conducted a feasibility analysis to ground the development framework in real numbers that shape implementation.

In 2024, Greeley City Council formally approved both documents, and the entire effort received a Merit Award for Planning Excellence from the Colorado State American Planning Association.



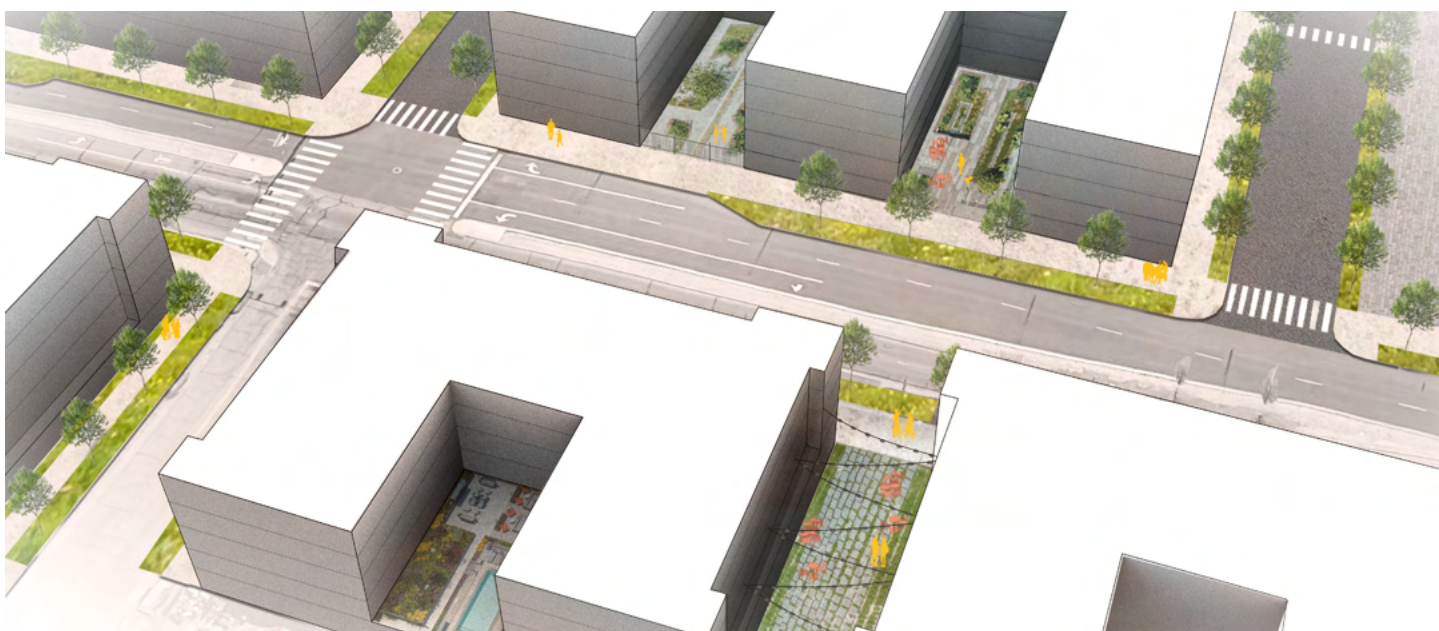
HOUSING NEEDS ASSESSMENT AND SUBAREA PLAN



DEVELOPMENT STRATEGIES



HOUSING NEEDS ASSESSMENT AND SUBAREA PLAN



DEVELOPMENT STRATEGIES



DEVELOPMENT STRATEGIES

AT HOME IN GREELEY: HOUSING NEEDS ASSESSMENT



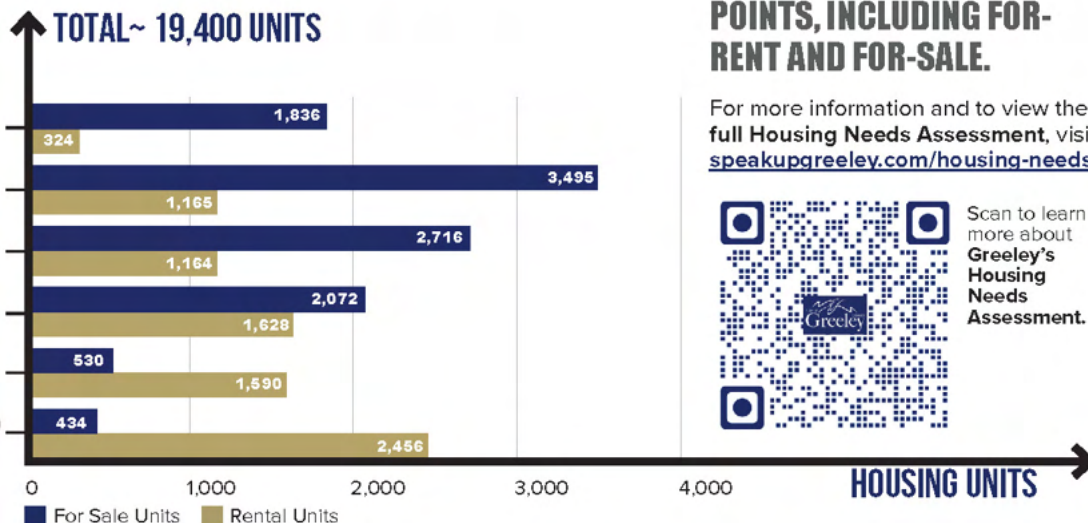
GREELEY'S PRESSING HOUSING NEEDS

GREELEY NEEDS 19,400 HOUSING UNITS BY 2042.

*19,400 housing units are in addition to already approved units.

INCOME CATEGORIES

- High Income (> 200% AMI)
\$\$\$\$\$\$
- High Income (120-200% AMI)
\$\$\$\$\$
- Moderate Income (80-120% AMI)
\$\$\$\$
- Low- Income (50-80% AMI)
\$\$\$
- Very Low- Income (30-50% AMI)
\$\$
- Extremely Low- Income (0-30% AMI)
\$



GREELEY NEEDS ALL TYPES OF HOUSING AT ALL PRICE POINTS, INCLUDING FOR-RENT AND FOR-SALE.

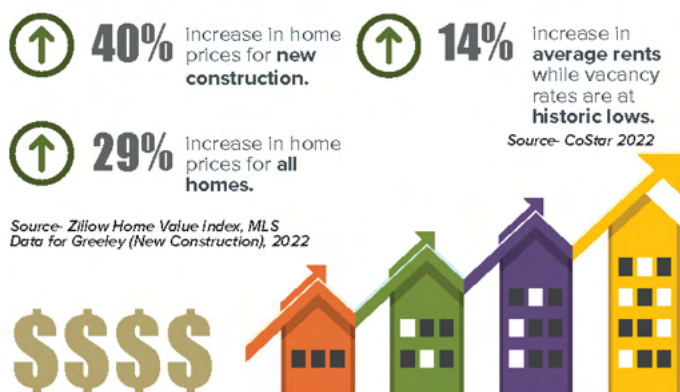
For more information and to view the full Housing Needs Assessment, visit: speakupgreeley.com/housing-needs



Scan to learn more about Greeley's Housing Needs Assessment.

GREELEY'S EXISTING HOME PRICES HAVE NEARLY TRIPLED SINCE 2011

Since 2019:



GREELEY'S POPULATION AND HOUSING NEEDS ARE CHANGING

The supply of housing needs to change to reflect changing households by providing a broader range of choices.

CITY OF GREELEY PROJECTED POPULATION (2022-2027)



OUT-OF-STATE OWNERS IMPACT AFFORDABILITY

40% OF APARTMENT PROPERTIES HAVE OUT-OF-STATE OWNERS



To maximize value and operating efficiency, investors may increase rents.

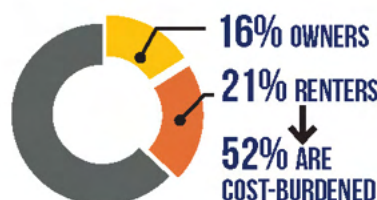
This leads to:

- reduced affordability
- decreased supply of naturally occurring affordable housing

Source- CoStar 2022

MORE THAN A THIRD OF GREELEY'S HOUSEHOLDS ARE COST-BURDENED

A household is cost-burdened if it is paying more than 30% of its income towards housing costs.



Source- Esri 2022

\$481K → **85%**
avg sale price for a new home in Greeley in 2022. cannot afford this purchase price.

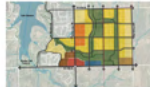
\$1,500 → **\$31.50/hr**
per month to rent a safe, well-equipped 2-bedroom apartment with utilities. minimum to afford a safe, well-equipped 2-bedroom unit with utilities.

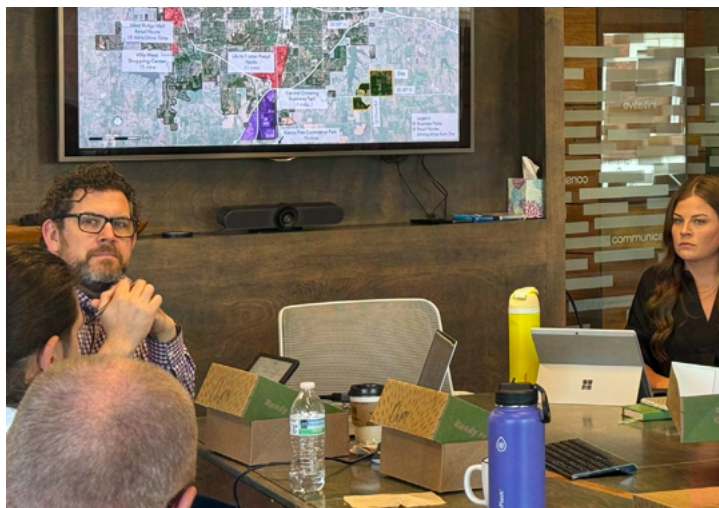
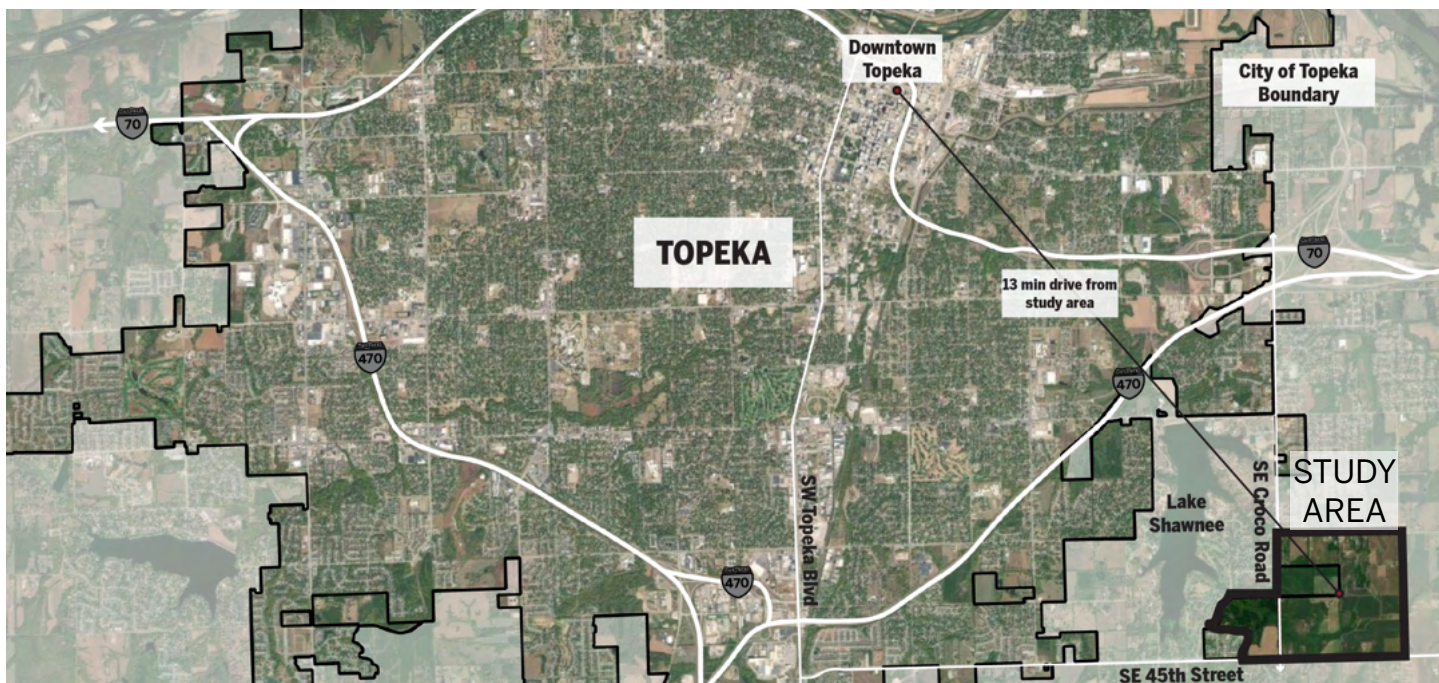
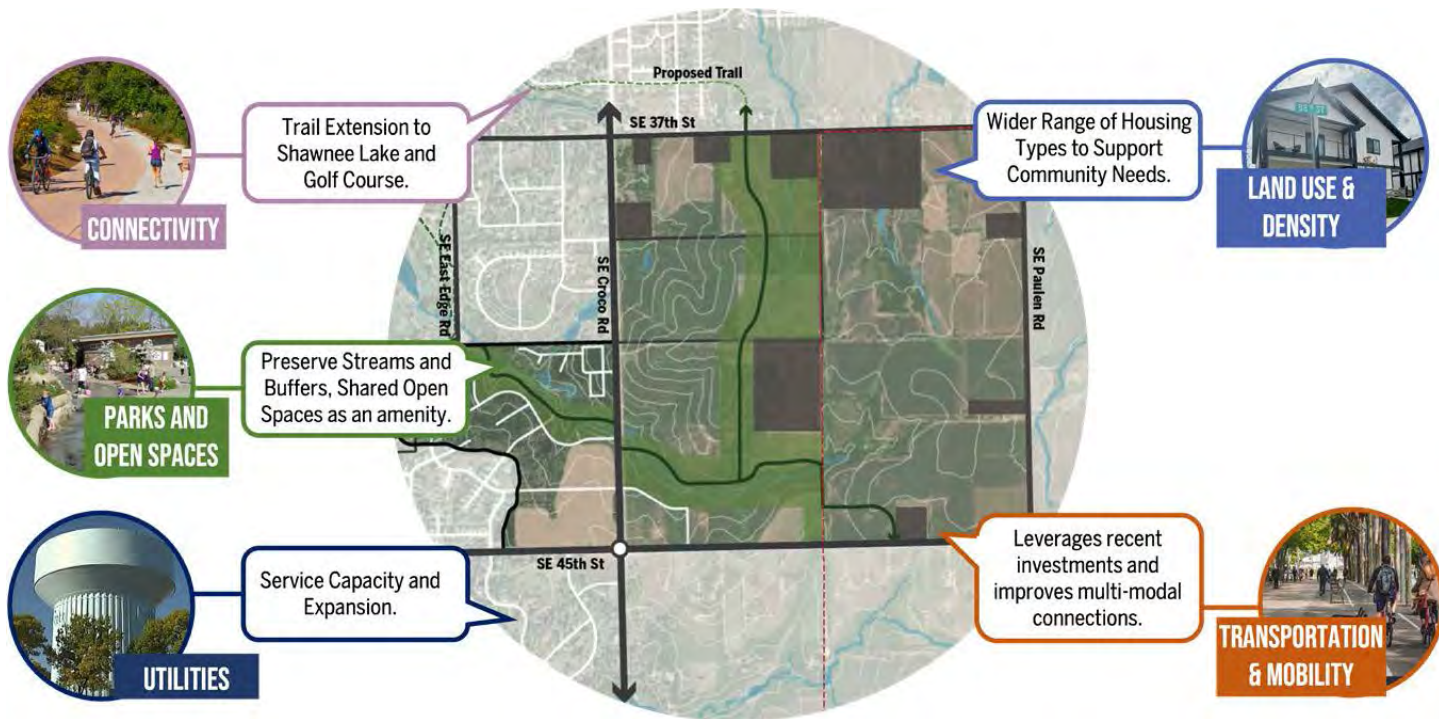
Source- HUD, Redfin, ACS, Esri 2022

DEVELOPMENT STRATEGIES



DEVELOPMENT STRATEGIES

Conservative Planning Scenario	Traditional Neighborhood Design	Conservative Planning Scenario	Traditional Neighborhood Design
Phase 1	Phase 1	Full Build-Out	Full Build-Out
			
 26% 27.5% 21%	 55% 17% 28%	 73.5% 26.5%	 64.5% 35.5%
\$475.8 M	\$789.0 M	\$782.5 M	\$1.1 B
\$203,600/acre	\$239,200/acre	\$182,800/acre	\$273,000/acre
\$12.6 M	\$16.0 M	\$15.9 M	\$21.9 B



DEVELOPMENT STRATEGIES



DEARBORN MIDTOWN DISTRICT PRE-DEVELOPMENT STUDY

LOCATION

Dearborn, Michigan

CLIENT

City of Dearborn, Michigan

PROJECT OVERVIEW

A 12-month-long plan process to re-imagine the future of a traditional shopping mall and the surrounding district

SERVICES

Market Analysis
Market Strategy
Feasibility Analysis
District Framework
Stakeholder Engagement

Dearborn is an inner-ring suburb of Detroit that is known for its history as the hometown of auto manufacturer, Henry Ford, and the location of the Ford Motor Company headquarters. Located directly across from the Henry Ford Museum of American Innovation, Fairlane Town Center is a traditional enclosed mall that serves as the city's primary retail destination. Built in 1976, the mall continues to operate today; however, three out of four of its anchors have vacated within the past two decades, coupled with additional store closures. Consequently, the nearly 1.6-million square foot mall complex is only half occupied, with the over 11,000 parking spaces surrounding it largely unused.

Seeing the mounting challenges facing Fairlane Town Center, the City of Dearborn commissioned Development Strategies as a subconsultant to landscape design firm, MKSK, to study market conditions, review prior strategy documents, and identify (re) development opportunities for the site.

The market analysis included review of new commercial and residential development in the Detroit region to serve as precedents. Dearborn's two downtown centers were analyzed to assess retail development trajectories and trends in the local market. Additionally, Development Strategies researched strategic planning efforts undertaken by nearby institutions to establish shared priorities and potential partnerships for future development.

Findings from the market analysis and case studies will guide creation of three development concepts and alternatives for the site, to be developed by the Project Team in collaboration with local stakeholders. Once finalized, Development Strategies will conduct financial feasibility analysis for the three development alternative scenarios to determine need for gap financing.

The final Midtown District Pre-Development Study will detail the preferred development scenarios, complete with a more detailed financial and cost analysis, outline of funding and implementation strategies, and visualizations of the concept to inform stakeholders and the public.

This planning process is currently ongoing and is anticipated to be complete in 2025.

Primary Market Area (PMA)	Secondary Market Area (SMA)	Detroit-Warren-Dearborn MSA
183,000 Population	104,000	4,364,300
\$52,000 Median Household Income	\$39,000	\$71,000
\$173,000 Median Housing Value	\$97,000	\$271,000
+4.5% Population Change 2010-2024	-11.3%	+1.9%
33.9 Median Age	32.1	40.5
-1.9% Projected Population Change 2024-2029	-2.2%	-0.8%



EAST Dearborn Downtown



638,455 SF inventory
3% vacant
4,057 SF delivered since 2018
\$16.71 PSF average rent (direct)

WEST Dearborn Downtown



480,476 SF inventory
13% vacant (down from 16% in 2020-21)
4,000 SF delivered since 2018
\$30.55 PSF average rent (direct)

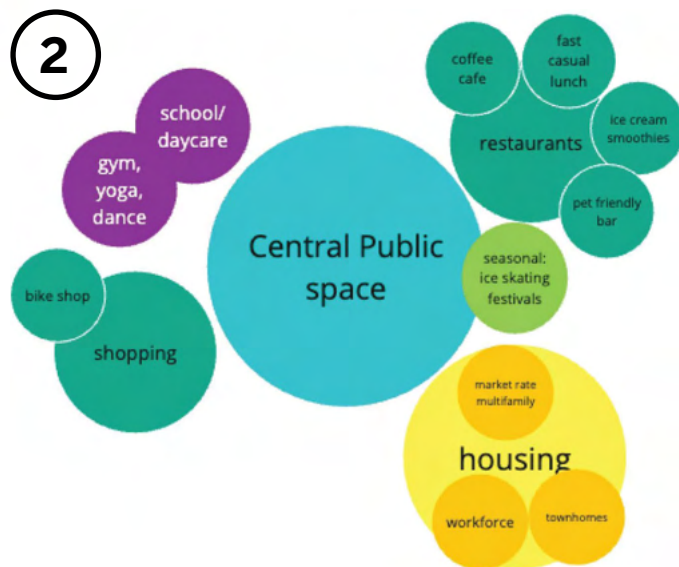
	OFFICE	RETAIL	MULTIFAMILY	HOTEL
REGIONAL MARKET CONDITIONS	LIMITED	MODERATE	VERY STRONG	MODERATE
STUDY AREA MARKET CONDITIONS	VERY LIMITED ↘	MODERATE ↗	STRONG ↗	LIMITED →
STUDY AREA OVERVIEW	Total inventory has declined since 2010 in both the PMA and SMA, as demolitions outpaced deliveries Older large single-tenant properties in the PMA tend to struggle with marketability - Newly-delivered space in the PMA was mainly in multi-tenant and mixed-use medical offices developments Slow growth in office-focused industries will likely reduce demand	- Vacancy rates in both the PMA and SMA are below pre-COVID rates - The PMA has a deep development pipeline of over 215k square feet proposed or under construction, including the 75k sf Regent Court redevelopment) - Future retail will depend on growth in residents and visitors in the PMA	- Almost all new construction has been rent-restricted; there is currently a lack of new high-quality market rate development - The PMA's population grew more rapidly than the MSA's, suggesting pent-up demand - Average asking rent PSF is currently higher in the PMA than in the MSA - New deliveries are in or near Dearborn's Downtowns, suggesting demand for walkability and access	Five new hotels (from economy to upscale) added in the PMA since 2010 Robust development pipeline with over 300 rooms (16% of inventory) proposed or under construction in the PMA Business travel continues to lag behind pre-COVID rates, so hotel demand would depend on increasing leisure travel (though UMD and other anchors could provide alternative sources of future demand)

DEVELOPMENT STRATEGIES

1



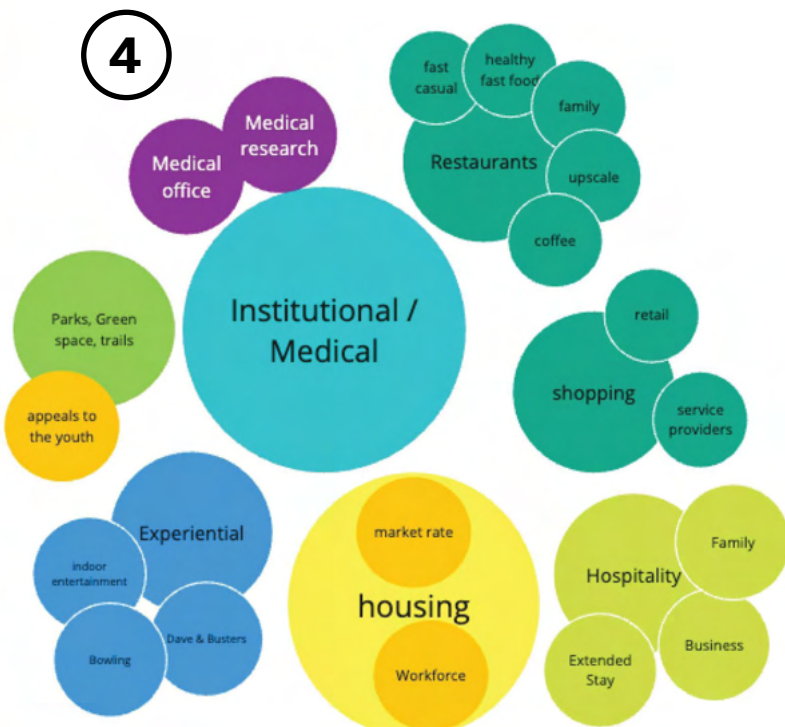
2



3



4





EASTLAND COMMUNITY PLAN

LOCATION

Columbus, Ohio

CLIENT

City of Columbus Department of
Neighborhoods

PROJECT OVERVIEW

16-month-long planning process to reprogram use of a closed shopping mall, strengthen the retail environment, and increase housing investment in a suburban neighborhood of Columbus

SERVICES

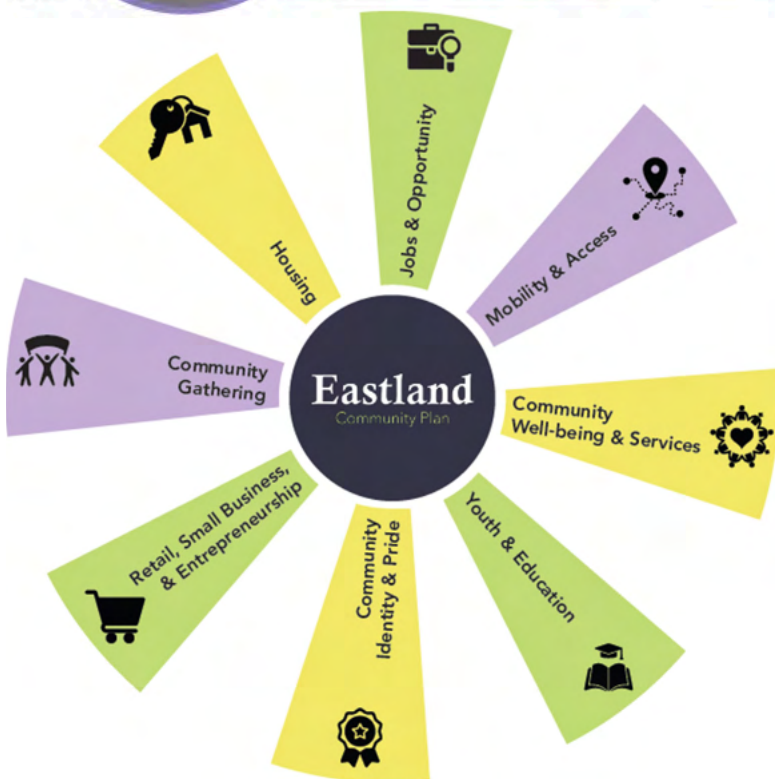
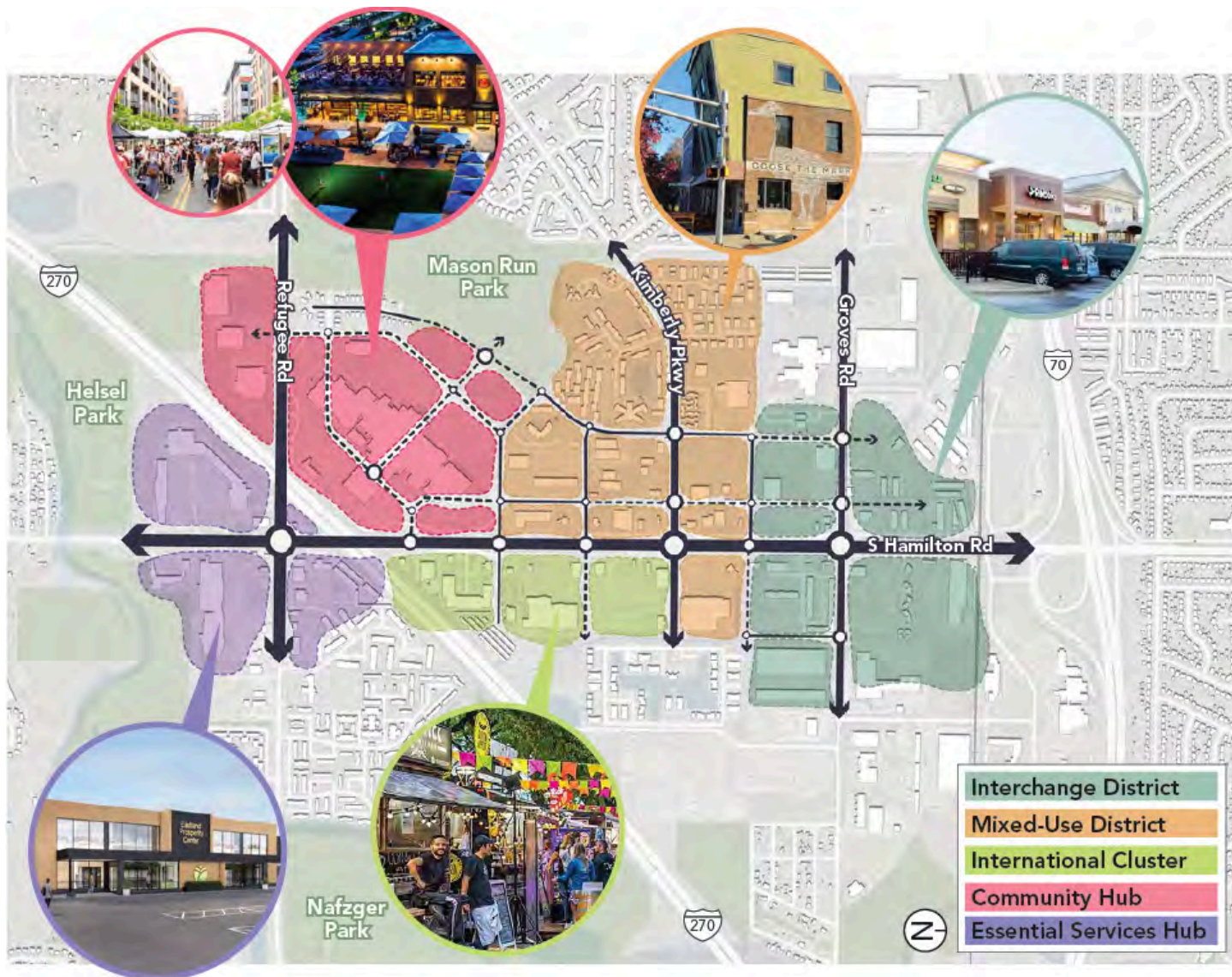
Market Analysis
Market Strategy
Community Engagement
District Framework
Urban Design

Columbus is among one the fastest-growing cities in the Midwest, accounting for 95 percent of Ohio's population growth since 2010. In the midst of this growth, housing affordability has become a key issue, while the city's retail environment continues its slow recovery from the COVID-19 Pandemic. Eastland, a historically-disinvested suburban neighborhood in southeast Columbus, has seen both trends materialize. Housing costs have skyrocketed in recent years and the community's once-bustling central shopping destination—The Eastland Mall—shuttered permanently in 2022.

In 2023, the City of Columbus commissioned Development Strategies as a subconsultant to MKSK to analyze housing and retail conditions in a 6-mile neighborhood study area. This technical analysis, completed in Spring 2024, identified need for proactive investment in the area's existing housing stock and the development of new mixed-income rental units. It also identified the need for expanded access to living-wage employment and strategy to connect existing residents with opportunities in growing industry sectors like manufacturing and healthcare. The retail analysis focused on the significant gaps in the neighborhood's aging supply, particularly the lack of full-service grocery stores and pharmacies, but also highlighted the community's small business ecosystem as an asset.

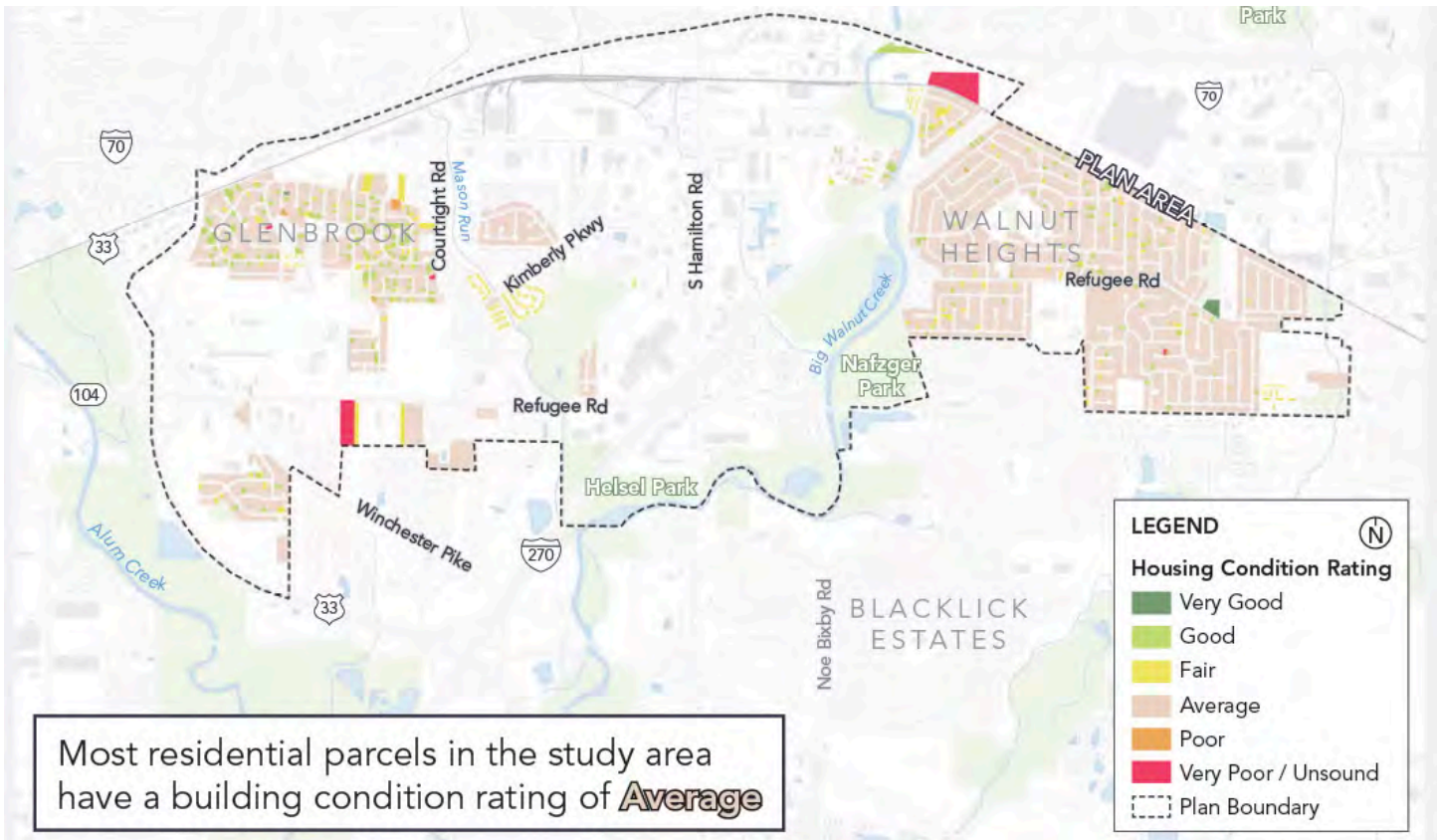
In Fall 2024, Development Strategies worked with a steering committee, Neighborhood Design Center, and MKSK to develop a master plan for the neighborhood's future development. The plan includes strategies to redevelop the Mall site as a new neighborhood, designed to support needed small-scale, but high-impact retail offerings centered on an international small-business node. Building on Columbus' equitable economic development framework, authored by Development Strategies in 2019, the plan entails the creation of city policies to support small-business development in the corridor.

The final plan was presented in Summer 2025.



Welcoming	Housing BIG IDEA Shape a community of defined, equitable neighborhoods	Community Well-being & Services BIG IDEA Improve health and wellness outcomes among Eastland community members
	Youth & Education BIG IDEA Support student success and positive youth development	Jobs & Opportunity BIG IDEA Support pathways to opportunity and prosperity
Prosperous	Community Gathering BIG IDEA Cultivate spaces for recreation, gathering, and connection	Mobility & Access BIG IDEA Enable safe and efficient mobility for all
Connected		

DEVELOPMENT STRATEGIES

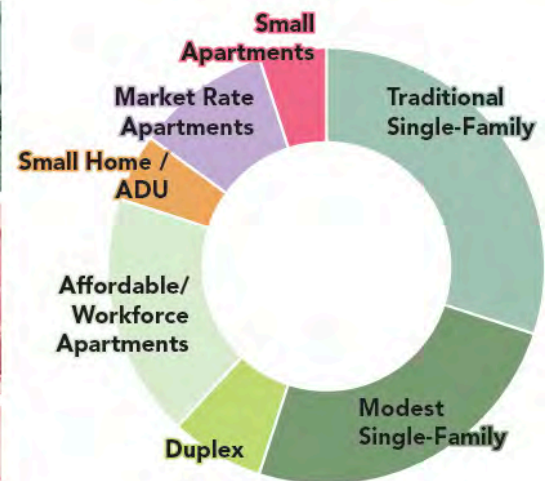


A MORE BALANCED SUPPLY OF HOUSING FOR EASTLAND SHOULD INCLUDE...

Small Homes/ADUs



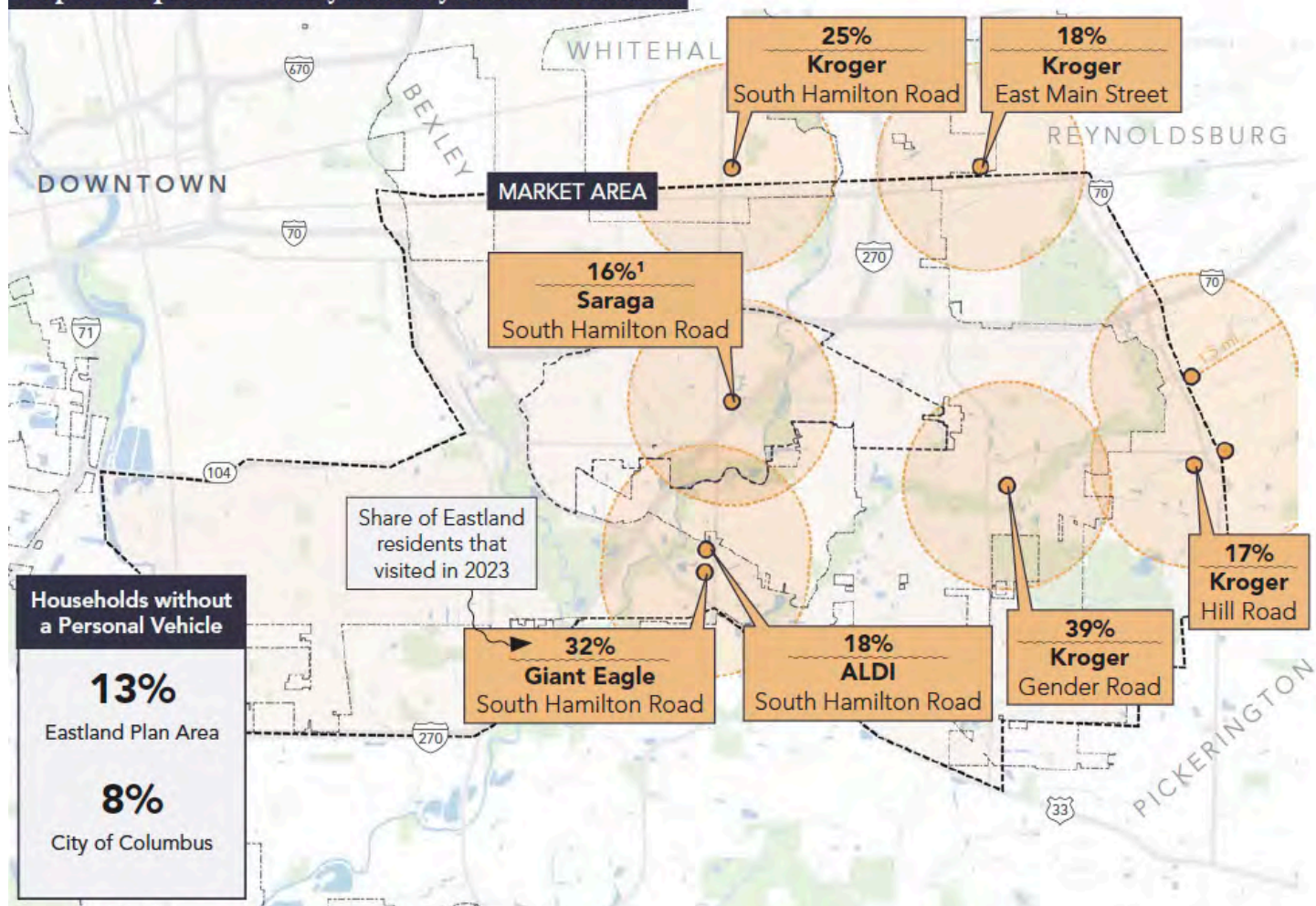
Traditional Single-Family



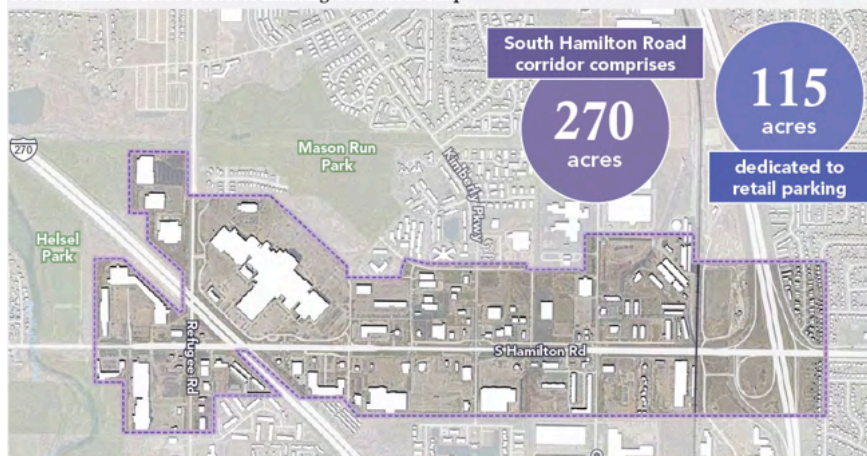
Market Rate Apartments Small Apartments



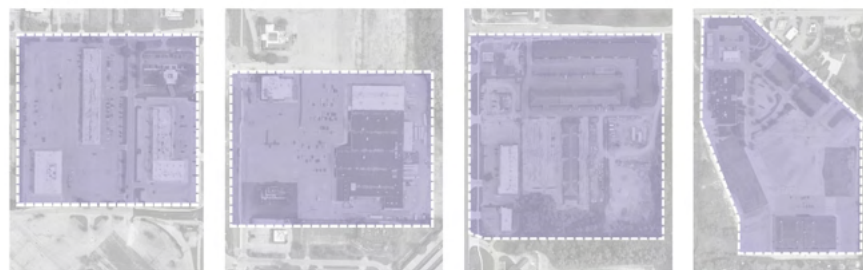
DEVELOPMENT STRATEGIES



South Hamilton Road Corridor Existing Conditions Map



Existing low-density uses provide opportunity for **redeveloping**, **repurposing**, and **repositioning** space within under-utilized parcels, while **reinvesting** in performing and well-kept space.



REINVEST

REPOSITION

REPURPOSE

REDEVELOP

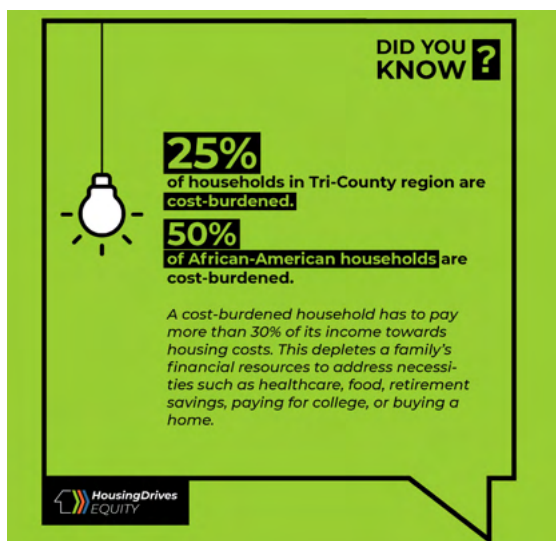
DEVELOPMENT STRATEGIES

Retail-oriented Node

Revitalization Strategies:

- + Complementary and active uses and tenants
- + Outdoor dining
- + Business coordination
- + Landscaping, signage, and beautification
- + Pop-up events and markets





HOUSING DRIVES: GREATER LANSING TRI-COUNTY HOUSING ASSESSMENT & STRATEGY

LOCATION

Greater Lansing MSA, Michigan

CLIENT

Tri-County Regional Planning Commission

PROJECT OVERVIEW

Housing Needs Assessment
Housing Strategy

SERVICES

Housing Market Analysis
Housing Strategy
Implementation Recommendations
Stakeholder Engagement
Web Survey
Project Videos

REFERENCES

James Snell
Executive Director
Tri-County Regional Planning Commission
(517) 999-8906
jsnell@mitcrpc.org

Nicole Baumer
Deputy Director
Tri-County Regional Planning Commission
(517) 99-8900
nbaumer@mitcrpc.org

Tri-County Regional Planning Commission ("Tri-County") and its partners heard from community leaders and businesses that the Greater Lansing tri-county region (Clinton, Eaton, and Ingham counties) did not have enough attainable housing for current and future residents. Yet, they had no assessment or documentation of the specific needs.

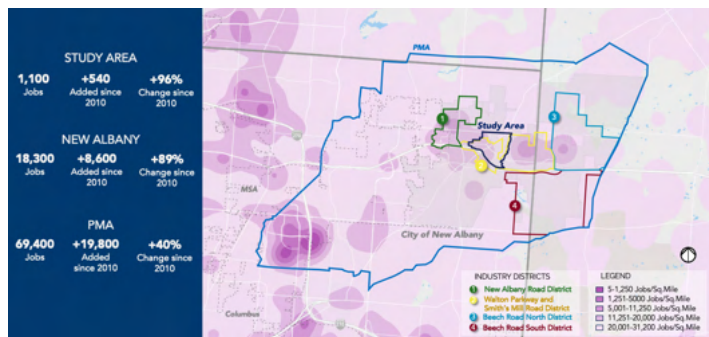
Tri-County received an Economic Development Administration (EDA) grant to study the region's housing needs and hired Development Strategies to complete a housing needs assessment and strategy. Key aspects of the study include:

- Provide a data-driven assessment of housing market, housing stock, and housing needs in detail;
- Quantify housing needs/demand across various price points and types, as well as for various submarkets within the region;
- Engage the community in dialogue about their housing experiences, policy options, and their priorities for the future; and,
- Create a strategy, with specific policies that address the region's housing needs.

The study was branded HousingDrives because housing impacts so many aspects of our daily lives: our quality of life, our financial health, our economy, and the wellbeing of our families and neighbors. Understanding this, an important aspect of the study is the outreach strategy. Development Strategies partnered with Piper&Gold, a public relations firm, to craft engagement and outreach through social media with the goal of expanding the conversation around housing, and building support for the future implementation of recommended strategies.

An innovative element of the project is the in-house production of strategic videos designed to get the word out about the project, and to get stakeholders thinking about how housing challenges impact them. The videos are accessible at any time via the project website and through social media postings and allow the community to engage the material at their leisure.

Since the project was completed in July 2022, Tri-County and its partners are actively working on a five-year housing action plan that addresses local and regional housing needs, building on the priorities, goals, and strategies identified in the Housing Drives study. Additional information, including videos and the final data book are available on the project website: <https://www.mtcrpc.org/housingdrives>



US-62 INTERCHANGE STUDY

LOCATION

New Albany, Ohio

CLIENT

City of New Albany

PROJECT OVERVIEW

Interchange Retail Study and Strategy

SERVICES

Market Analysis

Market Strategy

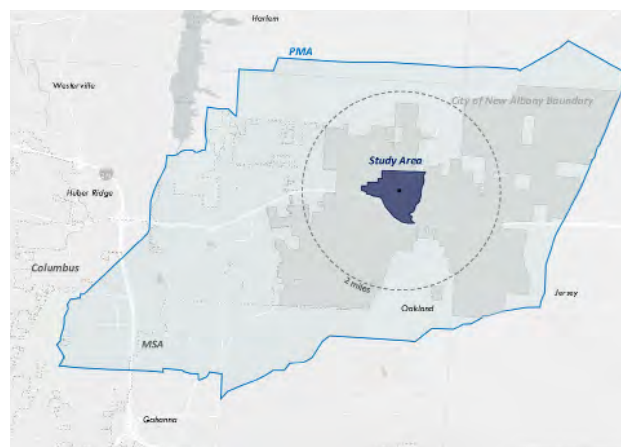
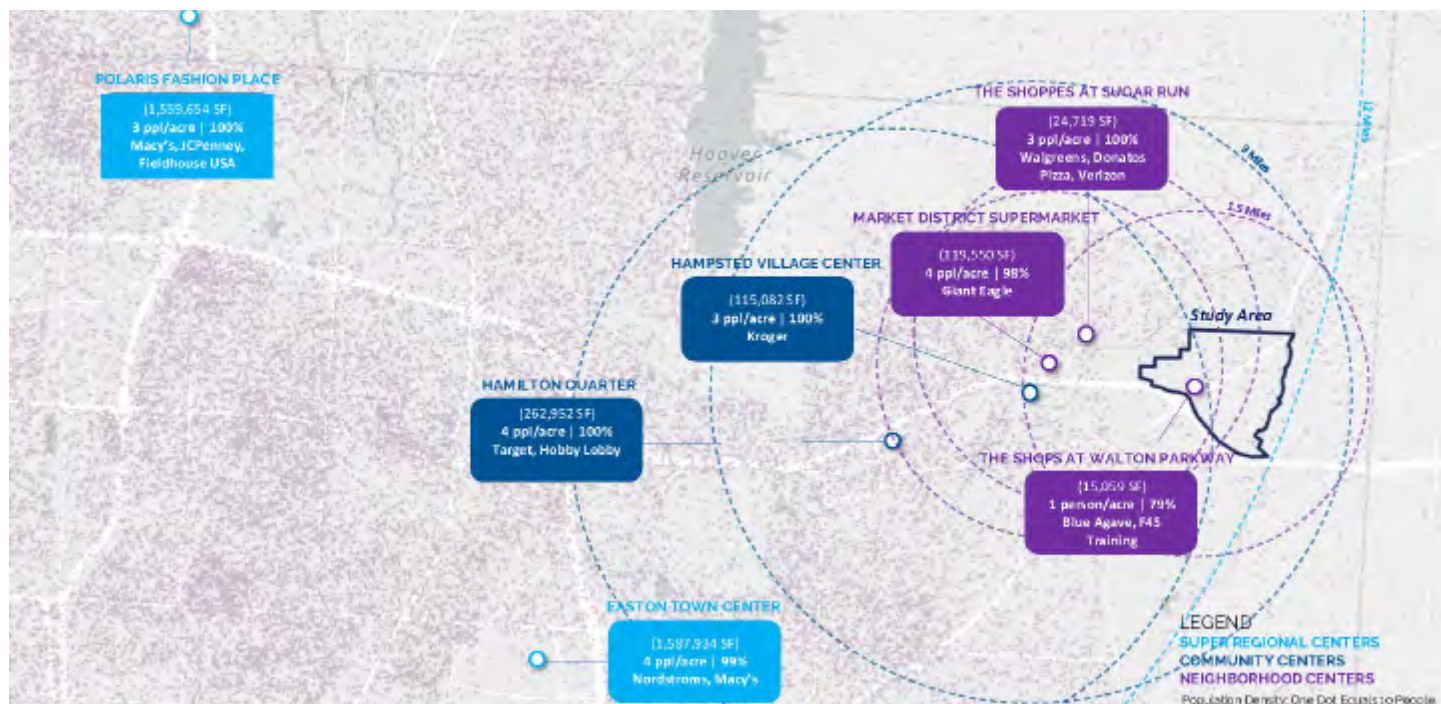
Development Planning

The City of New Albany, Ohio, is a rapidly growing suburb of Columbus and emerging job center, hosting the headquarters of Abercrombie & Fitch, multiple new data centers, and pharmaceutical manufacturing. In 2022, the community was selected as the site for “Silicon Heartland”—Intel’s \$28 billion investment in two new semiconductor manufacturing plants. The largest economic development project in Ohio’s history, the manufacturing center is poised to add over 3,000 high-paying jobs and nearly \$3 billion annually to the state’s economy.

As part of a broader planning effort led by MKSK, New Albany hired Development Strategies to prepare a retail study and strategy to better understand the potential for commercial uses at the US-62 Interchange, which will provide access to the Intel facility. Currently, the site is improved with offices, a small industrial park, New Albany Surgical Hospital, and recently-added hotels and auto-oriented, freestanding retail development. The City seeks to develop a mix of high-quality uses at the site that will serve the community and its expanding workforce.

Development Strategies assessed current land use and market conditions to determine support and opportunity for new retail development. This analysis included use of novel location analytics data to quantify demand from residents, workers, and visitors to forecast future support as New Albany grows. Case studies of community-centered retail and civic anchors we also researched to inform a future retail strategy.

The planning process kicked-off in May 2024 and the plan is scheduled for an adoption hearing in August 2025.



Business Tenanting Profile

OLDE PALOS

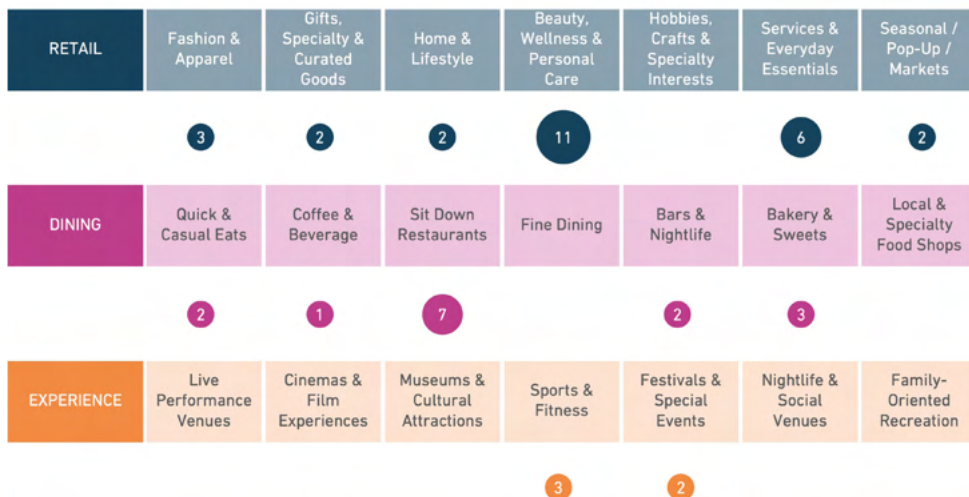
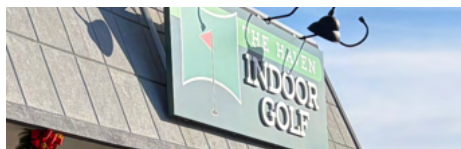
140k

Retail
SF

\$18

Avg.
Retail Rent

100%

Retail
Occupancy

OLDE PALOS DEVELOPMENT PLAN

LOCATION

Palos Heights, Illinois

CLIENT

City of Palos Heights

PROJECT OVERVIEW

Retail-focused market scan and visitation analysis to inform a branding and tenanting strategy

SERVICES

Market Scan
Visitation Analysis
Competitive Differentiation
Tenanting Strategy
Market Strategy

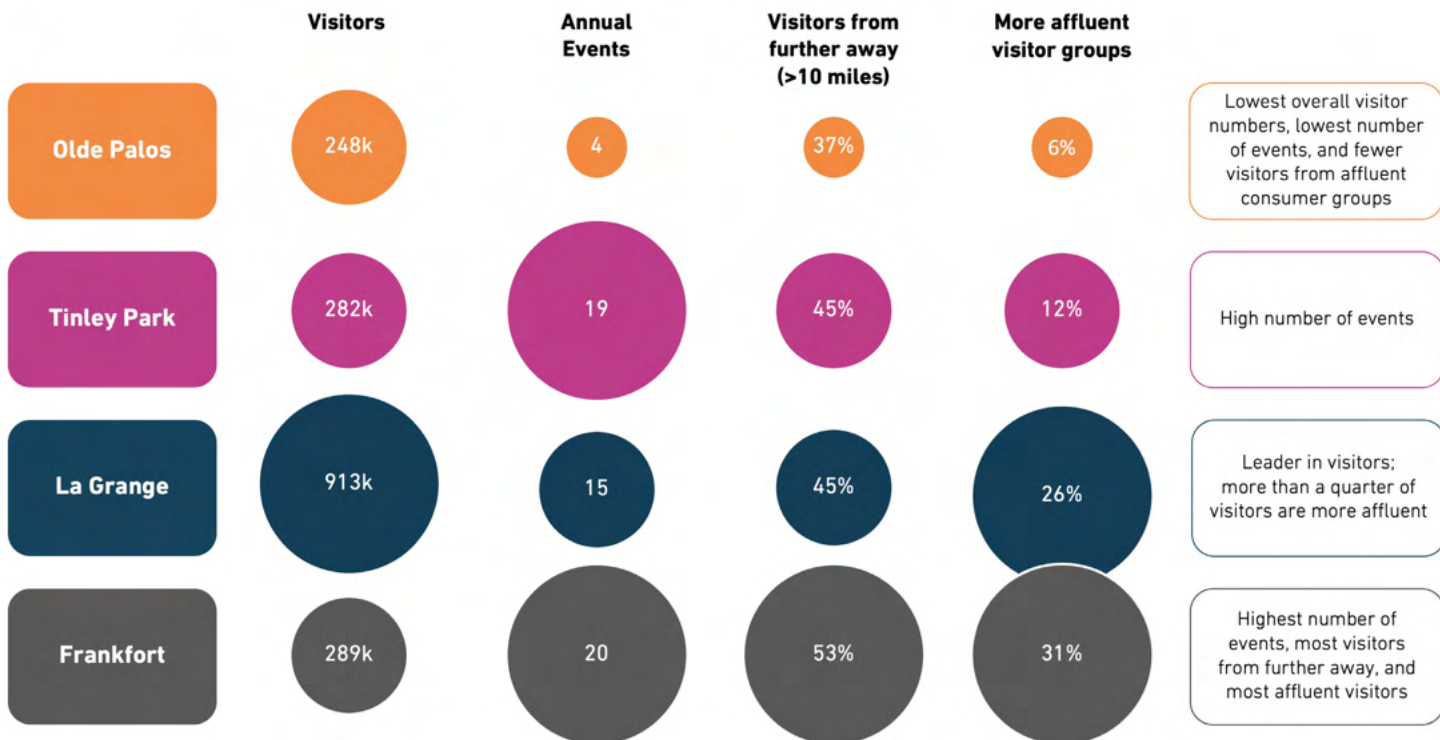
The City of Palos Heights' downtown, Olde Palos, lies at the center of this residential community 25 miles from Chicago. The mid-century main street contains many popular local businesses, but its building stock is dated and its layout is highly automobile-focused. The Olde Palos Development Plan seeks to define the downtown's identity within a regional retail landscape and to determine a long-term vision for the area, including public realm improvements and strategic redevelopment.

Development Strategies is providing a market scan and retail demand analysis to understand existing real estate supply, competitors, and consumer spending patterns for Olde Palos. This review is paired with a detailed visitation and tenanting exploration using place-based analytics data for the downtown area as well as select nearby retail main streets.

The analysis determined that while Olde Palos has a solid local base for retail, there are many retail shopping centers within a 15-minute drive with higher rents, suggesting that Olde Palos is not drawing the place-based rent premiums typically associated with walkable main street environments. The visitation analysis indicated that Olde Palos is drawing local residents and has many resident-serving businesses, but other main streets have more visitors from further away as well as higher weekend and event visitation.

These analyses help illustrate the area's current strengths, weaknesses, and potential paths forward. In order to distinguish itself from the many nearby retail competitors, Olde Palos needs to improve its walkability, cultivate a distinct identity, and pursue a curated tenant mix that can attract both visitors and residents. In addition, building mixed-use development in the area could help grow what is already a loyal local customer base.

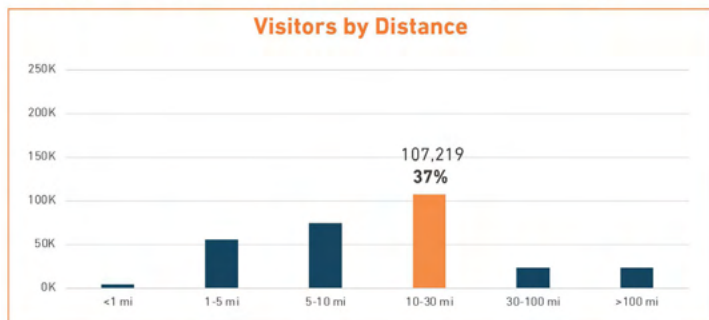
These insights are being used to inform and make the case for streetscape, parking and development concepts, and to develop a distinctive brand and tenanting approach for Olde Palos. This project is still ongoing and projected to be completed in Summer 2026.



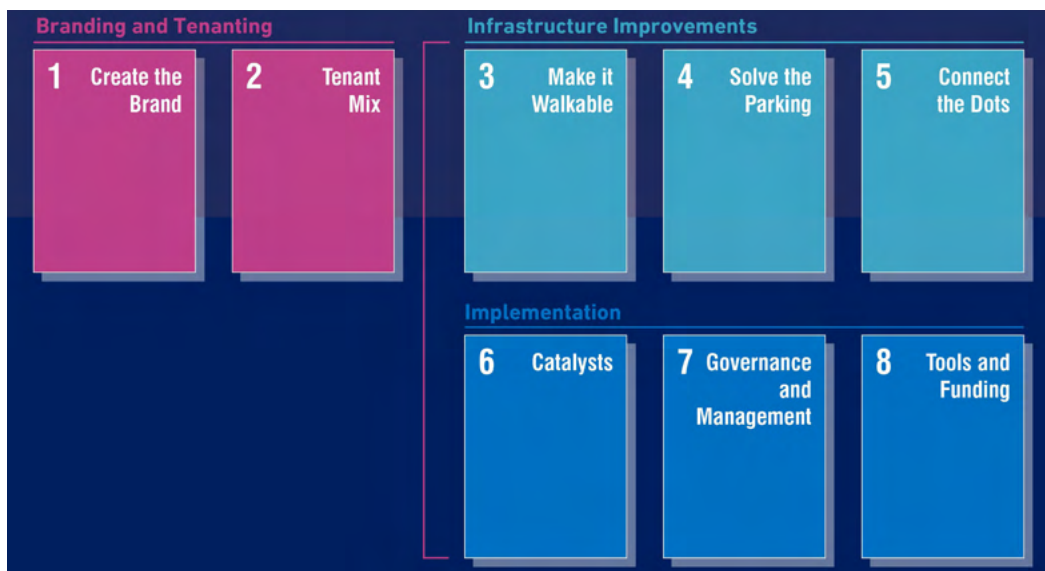
1.1m Visits
289k Visitors
3.6 Visit Frequency
4k (0.4%) visits from 60463 (Palos Heights)

Top Destinations

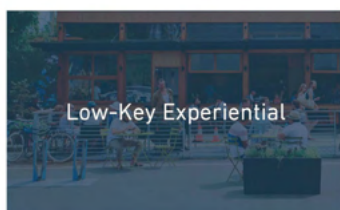
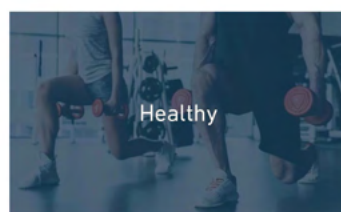
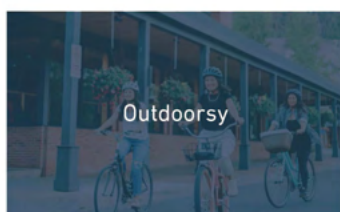
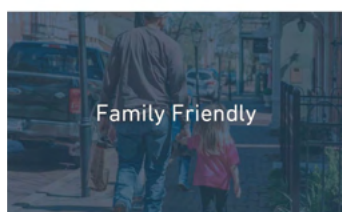
Leisure	Old Plank Trail Tavern	3k monthly visits
Restaurant	Fat Rosie's Taco & Tequila Bar	
Restaurant	Trails Edge Brewing Company	
Restaurant	Nautical Bowls	
Restaurant	Francesca's Restaurant	



DEVELOPMENT STRATEGIES



An Active, Healthy, Small Town Main Street District



A place where people can spend part of their Saturday



DEVELOPMENT STRATEGIES



WATER TREATMENT PLANT REDEVELOPMENT PLAN

LOCATION

Grand Forks, North Dakota

CLIENT

City of Grand Forks, North Dakota

PROJECT OVERVIEW

A ten-month-long plan process to re-imagine the future of a City-owned former water treatment plant and the district that surrounds it

Grand Forks is the third-largest city in North Dakota, home to the University of North Dakota and a historic downtown core that has experienced a recent building boom. Development Strategies was selected to conduct a concept design and visioning process for a City-owned water treatment plant (WTP) just south of downtown. This large, publicly owned site adjacent to both a greenway district and a district experiencing significant investment and growth represents a unique opportunity for the City.

Development Strategies is working with a steering committee and City administration and staff to lead this effort. The project team is talking with local stakeholders and the public, conducting research on market and development dynamics, and creating a district strategy and site concepts that will guide future redevelopment of the site.

SERVICES

Community Engagement
Stakeholder Engagement
Market Analysis
Feasibility Analysis
District Framework
Urban Design
Illustrations

The final WTP Redevelopment Strategy will propose a plan for the redevelopment of the WTP site itself after evaluating several alternatives and a variety of uses, including recreation, retail, office space, and housing. The final strategy will integrate key goals for the City and nearby neighborhoods.

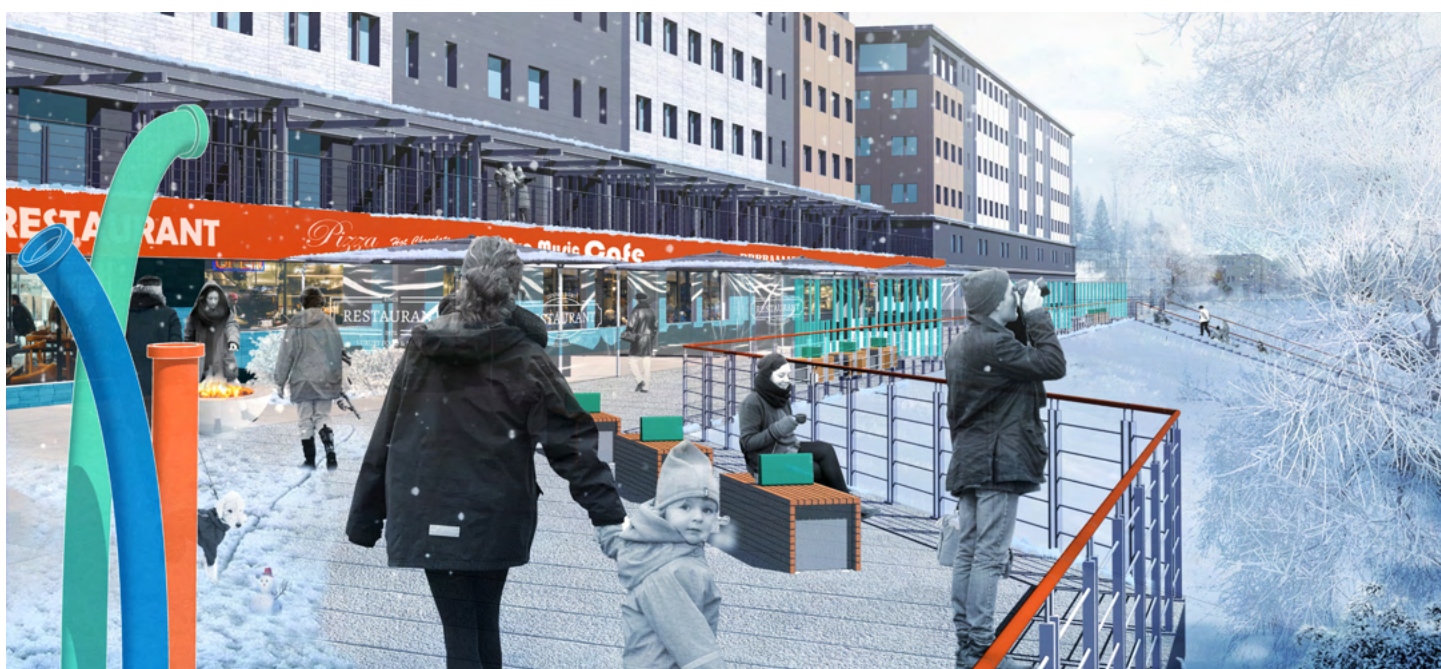
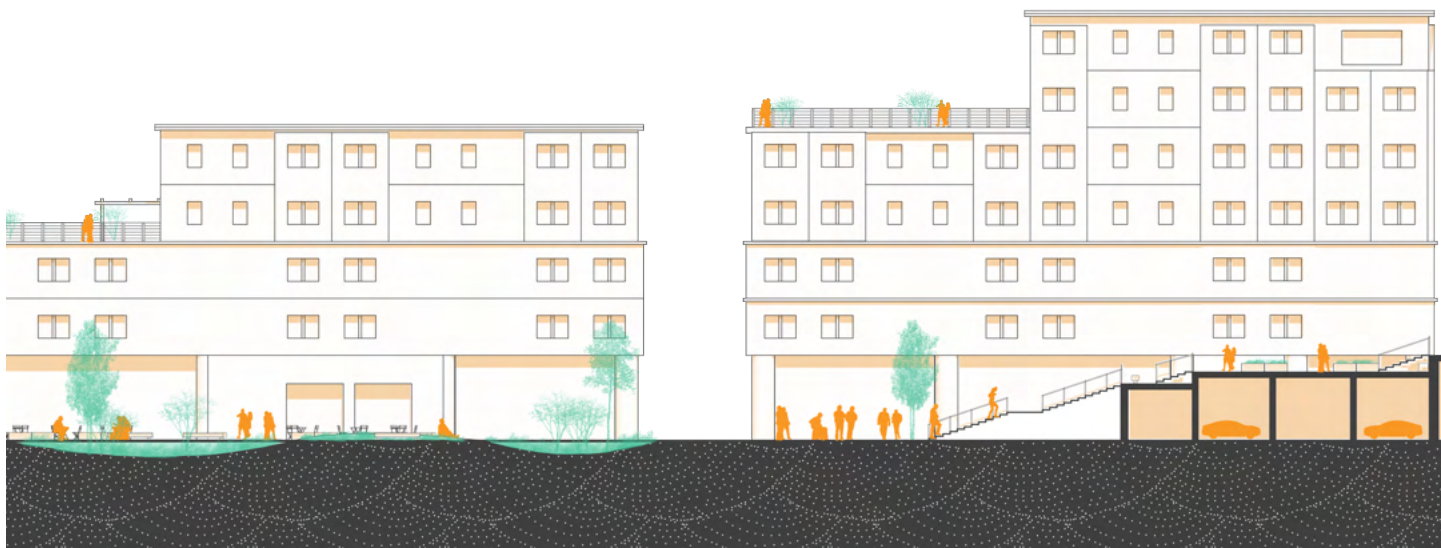
The District Strategy Plan will ensure that the Redevelopment Strategy fits the context of broader goals for the surrounding area: we will not only explore uses and design that reflect and complement the site's context, but that also inspire other investments and future development opportunities nearby.

This comprehensive strategy will leverage the plant site as a catalyst to anchor a broader, more connected vision for a larger district. Potential elements include distinctive public space opportunities and better connections to the greenway, unique experiential and retail options, and more housing opportunities.

The team is currently developing site concepts that explore a range of options from the site and their associated trade-offs. They will be backed by an economic and feasibility analysis conducted by our team's economic strategists. In our process, the benefits and economics of different concepts and alternatives are assessed to determine what tools and gap financing resources would be needed for implementation, and which best meet policy goals. Scenario testing, cost estimates, pro forma development, site capacity analysis, and related efforts will secure a practical understanding of project feasibility.

Final recommendations for the redevelopment of the City's Water Treatment Plant were presented in Spring 2025. Development Strategies continues to assist the City in 2026 on implementation and project refinements in anticipation of a developer solicitation.

DEVELOPMENT STRATEGIES



DEVELOPMENT STRATEGIES

GRAND FORKS WATER TREATMENT PLANT (WTP) REDEVELOPMENT



3
\$109M

4
\$95M

5
\$162M

	3					4					5				
Apartments															
Townhomes															
Retail															
Podium Parking															
Underground Parking															
Mixed-Use Gap (w/ land donation)	326 units					437 units					659 units				
Ratio	28 units					17,700 sf					17,700 sf				
Annualized Fiscal Impact*	288 spots					459 spots					458 spots				
25-Year TIF**	40 spots					205 spots					205 spots				
TIF Remainder	-14M					-10M					-29M				
% to Public	-13%					-10%					-18%				
	1.6M					1.4M					2.4M				
	24M					18M					36M				
	10M					8M					7M				
	42%					46%					20%				

ECONOMICS															
MARKET/RISK															
DESIGN															
POLICY															

DEVELOPMENT STRATEGIES



Community Engagement: 20228

City of Mason Our Plan, Our Future

BACKGROUND AND RESEARCH

The City of Mason is a proud small town, steeped in history and located at the heart of Michigan. At approximately five square miles in area, the city's relatively central location within Ingham County has allowed it to serve as the county seat since 1840. It is home to the historic Ingham County Courthouse, the beacon and cornerstone of the downtown historic district. The Mason community continues to grow within its borders, maintaining the character that is a large part of its identity.

With it time to update its master plan, the City of Mason wanted to approach the project with the community needs in mind. Because of P&G's unique experiences with community engagement and municipalities, a partnership formed with SmithGroup, who was tasked with updating the Master Plan.

Planning is a process, arriving at a land use and policy document through rounds of analysis and engagement. Each planning effort builds on previous plans and an understanding of the community. And that's where this partnership was formed – leveraging community engagement as an integral phase of the planning process that helps inform the plan's vision and ensures recommendations contained in this plan reflect the needs and wants of the community.

IMPACT:

With initial chapters of the Master Plan focused around three key guiding principles (welcoming, charming and safe), strategies and targets were formed to support authentic integration of those ideas over the course of time. Framing engagement to support this process allowed for more informed decisions to be made with context that supports emotions, motivations and decisions made by those who make up the region.

STRATEGY: CONNECTING WITH COMMUNITY

The City of Mason was all about shaping a shared vision for the city's future and keeping it a great place to live, work, and visit. This project brings the community together to support thoughtful growth, protect the character and natural beauty of Mason, and plan for things like infrastructure, parks, and public services.

P&G approached this project wanting to take away the rose colored glasses of small communities, seeking to understand the experiences of many and expose opportunities for greater accessibility and inclusivity. This might mean hard conversations about understanding current perceptions and decisions about how to be intention in the future.

Extensive outreach was done to ensure feedback was received from at least 10% of City of Mason residents age 10 and older. Of the 1,442 survey respondents, 927 were from Mason residents. These 927 responses were analyzed to identify key community values and opportunities. While the survey was not statistically significant, it was compared to city demographic counts from the United States Census to ensure as many residents were represented as possible through the process. Overall, 9.57% of the Mason population took the Mason Master Plan survey, while another 32 meetings were held with a wide variety of community members.



Engagement Activities

ACTIVITIES OUTLINE

JOINT CITY COUNCIL/PLANNING COMMISSION MASTER PLAN WORKSHOP
NOVEMBER 16, 2021

Activity #1: Defining small town charm.

FOCUS AND GOALS

How do citizens of Mason describe what small town charm means to them?

To highlight small town charm in our communications work, the entire group will vote on which phrases and photos best represent their definitions of small town charm.

MATERIALS NEEDED (to be provided by Piper & Gold)

- 5-7 giant Post-It Notes with phrases from survey responses written on them.
 - Example: "Small town charm" and "welcoming community."
- 20 sets of printed out photos from photo activity.
 - Note: Participants will have multiple copies of each photo.
- 20 rolls of double-sided tape with dispensers.
- 20 sets of stickers in two different colors.

ACTIVITY STRUCTURE

The Post-It notes with phrases that describe what it is like to live in a small town will be set up around the room. Participants will be asked to walk around the room and tape photos from their stack that represent the different phrases on to the Post-Its. They can choose to stick any number of photos on each board.

After they've finished, each participant will select the quote and imagery that resonates most with them by adding a specific color sticker on it.

Next, we will facilitate a conversation about why they chose the photos they did, and why the board they placed a sticker on resonated most with them.



Lastly, the participants will vote again on the board that resonates the most with them with their second sticker to see if the discussion changed their minds.

Activity #2: Translating qualitative data into planning-specific elements.

FOCUS AND GOALS

To determine visually what people want to see from a planning perspective.

MATERIALS NEEDED (to be provided by Piper & Gold)

- 20 sets of mood boards.
 - These will include stock images of planning-specific elements (such as sidewalks, curbs, landscaping, facades, housing, architecture, fences, playgrounds, bus stops, etc.) paired with words and phrases pulled from the survey responses.
 - Each person will receive the same 3-4 mood boards.
- 20 sets of stickers.
- Pens.

ACTIVITY STRUCTURE

The participants will be asked to place a sticker on their favorite mood board. On the back, they will write a few sentences explaining what they specifically like about it, visually and conceptually.

Next, we will facilitate a conversation about why they chose the mood board they did.

Activity #3: Identifying Engagement Plan audiences.

FOCUS AND GOALS

How would citizens of Mason engage with one another?

MATERIALS NEEDED (to be provided by Piper & Gold)

- 22 Giant Post-It Notes (one per participant).
- 22 markers.



ACTIVITY STRUCTURE

NOTE: Piper & Gold and SmithGroup members will participate in this activity.

Each participant starts in front of a Post-It. They will brainstorm a list of who we need to reach and engage with the Master Plan and write it on the Post-It.

After one minute, everyone will rotate to the next Post-It. They'll add to that list of people we need to reach. We'll rotate and repeat this process three more times.

On the final rotation, each person will circle which audience they would deem to be the most important. If they don't think the most important audience is listed, they can add it. Then, write specific ways to reach that audience. We'll repeat this two more times (at the same Post-It) so each person is identifying three key audiences.

Final Step: Asking for commitment.

Each participant will be given a worksheet with spots for contact information and questions, including:

- How do you communicate with the community?
- What will you commit to doing to reach people for the Master Plan?
- How can and will you help in reaching them?





Community Engagement 2017-2018

Imagine the Avenue: Transforming Community Feedback into an Immersive Experience

Imagine the Avenue was a community-centered planning initiative in the heart of Lansing focused on shaping the future of Michigan and Grand River avenues. Sponsored by the City of Lansing and the Capital Area Transportation Authority, the project aimed to implement community-driven plans through updated land use and street design regulations that would enhance economic growth, preserve neighborhood character and improve safety for all travelers.

The vision stemmed from the Capital Corridor Study and was piloted in fall 2017. The goal was ambitious: translate technical planning concepts — including form-based code — into accessible, actionable ideas that residents and stakeholders could understand, shape and support.

Strategy: Engagement that Educates + Empowers

Piper & Gold designed and facilitated a robust community engagement process centered on education, inclusivity and meaningful dialogue. We organized nine tailored community events, each crafted to reach a distinct audience segment and held in welcoming, neighborhood-based venues to encourage authentic participation.

Because the corridor touches diverse communities, our outreach strategy varied by event. Target audiences included:

- Neighborhood residents
- Business owners and developers
- Downtown stakeholders
- City officials and local media
- Young professionals (including a dedicated Shaping the Avenue – Young Pros Edition)
- Individuals employed within the corridor

Each session combined education with hands-on interaction. Participants:

- Explored alternative street design concepts
- Reacted to building mock-ups and visual renderings
- Engaged directly with planners and city officials
- Shared lived experiences and priorities for the corridor's future

To foster inclusivity and reduce participation barriers, events incorporated catered meals and a listening-focused facilitation style that prioritized dialogue over presentation. The format ensured participants felt heard while also building a shared understanding of how form-based code could influence building scale, streetscapes and economic development.

Impact

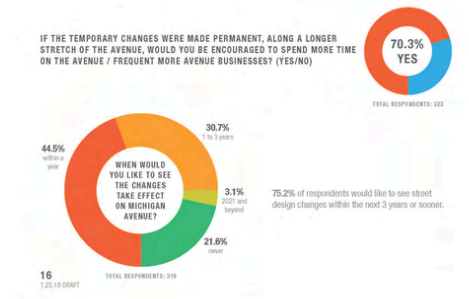
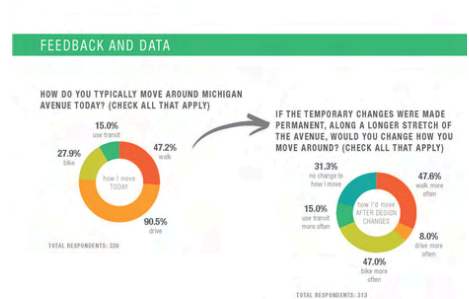
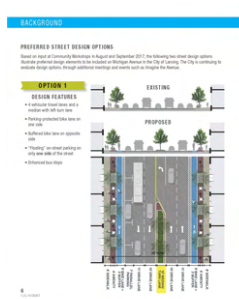
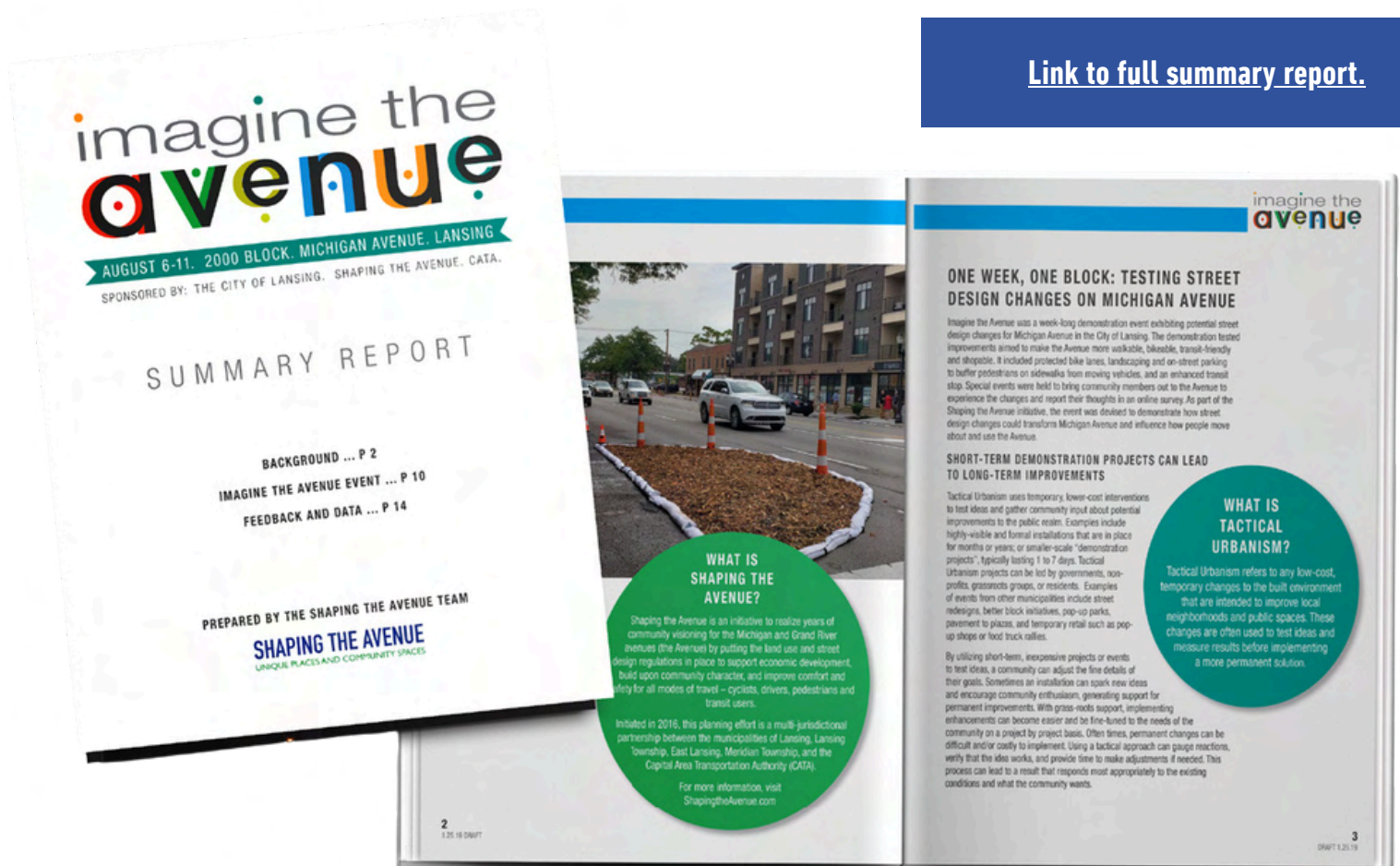
By translating complex zoning and design policy into interactive, community-accessible experiences, Piper & Gold helped build informed support for corridor improvements. The engagement process strengthened trust between residents and decision-makers, grounded regulatory updates in lived experience and advanced a shared vision for safer, more vibrant and economically resilient avenues in Lansing.





Summary Report (Sample Pages)

[Link to full summary report.](#)





REQUEST FOR PROPOSAL



Infill Redevelopment Analysis and Conceptual Design

JULY 16, 2026





July 16, 2026

Ms. Amber Clark
Neighborhoods & Economic Development Director
Charter Township of Meridian
5151 Marsh Road
Okemos, MI 48864



407 E. Fort Street
Suite 501
Detroit, MI 48226

Dear Ms. Clark:

We are very pleased to present our response to the Request for Proposal for Infill Redevelopment Analysis and Conceptual Design. Meridian Township is poised to benefit from its good location, physical character and economic strength to proactively plan for redevelopment of several catalytic sites along its major corridors. Our nation's aging retail corridors and commercial sites represent a unique, but common challenge as they face a choice of further decline or proactive reinvestment. We applaud the progressive steps being taken to provide a realistic and market-driven plan to catalyze redevelopment in concert with development interests and surrounding neighborhoods.

Our team specializes in the "strip recovery" work being contemplated. Our firm, Lord Aeck Sargent, includes architects, urban designers and landscape architects who work for both the public and private sectors in urban contexts. We are nationally-recognized designers for mixed use development and specialists in public/private partnerships that lay the groundwork for private investment. Our partner, KB Advisory Group, is our collaborator across the country, with a focus on overall market analysis of potential land uses, but more importantly the project-specific pro forma modeling for individual development projects.

A successful plan must:

- Engage property owners and development interests as well as local stakeholders.
- Communicate development concepts through rich graphic communication tools of maps, site plans and renderings.
- Understand the underlying overall market conditions and the site-specific financial parameters.
- Integrate with the surrounding neighborhoods and districts through design guidelines.
- Explore mixed use that can provide diversity and activity as well as housing choice.
- Define usable public spaces of parks, plazas and streetscapes.
- Promote multi-modal circulation networks, with a focus on pedestrian experience.

More information on our Michigan-based team, experience and approach to this exciting work can be found on the following pages. We would welcome the opportunity to collaborate with you and area stakeholders to create a visionary, but actionable plan!

Sincerely,

LORD AECK SARGENT

Tom Butler, AIA
Detroit Office Director
404-253-1448 | Tom.Butler@lordaecksargent.com
Lord Aeck Sargent Planning & Design, Inc.
www.lordaecksargent.com

Soumi Basu, AICP
Senior Associate
513-377-0380 | Soumi.Basu@lordaecksargent.com



01

Team Organization

Firm Introductions

Lord Aeck Sargent
KB Group

Resumes

Lord Aeck Sargent
KB Group



Office Location
407 E. Fort Street, Suite 501
Detroit, MI 48226

Architecture | Planning | Landscape Architecture

Lord Aeck Sargent Planning & Design is a full-service, award-winning, 145 person design firm. The name "Lord Aeck Sargent" has been associated with architectural and planning practice for more than three decades. Counting the work of our predecessor firms - Lord, Aeck & Sargent, Lord & Sargent, Urban Collage, Aeck Associates and Richard L Aeck, Architect - our rich history extends back over 75 years encompassing almost 4,000 completed projects.

As a multidisciplinary design firm, LAS integrates multiple areas of expertise within each project. Multiple disciplines and in-house areas of expertise and is dedicated to designing places that enrich communities and stand the test of time. Our mission is to deliver responsive design solutions, harnessing technological expertise and a commitment to exceptional service. We strive to create places that not only meet our clients' immediate requirements but also adapt to future challenges, ensuring lasting value and impact.

Primary Contact:

Soumi Basu AICP
Senior Associate
P: 513-377-0380
Soumi.Basu@lordaecksargent.com

Other Offices

Atlanta, GA
Austin, TX
Chapel Hill, NC
Lexington, KY
Washington, DC

Length of Time in Business

75+ years

Number of Staff Members

145 people





AREAS OF EXPERTISE

Collectively, these collaborative areas of expertise will be integrated and woven together to create a comprehensive, thoughtful, and realistic plan.

Urban Design & Planning

Our community planning studio (formerly Urban Collage) focuses on the design of walkable, livable communities. We approach the built environment of each community as a “collage” of its unique people, politics and place. We believe in the principles of good community planning – diversity, connectivity, sustainability.

Downtown Master Planning

Our community planning studio has almost 30 years of experience creating thoughtful master plans in downtown settings. Our work includes extensive experience with Livable Center Initiative (LCI) plans and downtown plans throughout the Southeast and covers a range of city sizes, population, demographics, historic contexts and physical attributes.

Mobility & Connectivity

LAS has extensive experience assessing, planning, designing and helping implement mobility systems. From analyzing potential street connections to implementing multi-use trails, streetscapes, bike lanes and traffic-calming measures, our LAS team seeks to create more functional and better-connected communities for all modes of travel.

Urban Mixed-Use Development

Our team of architects has decades of experience with designing and building mixed-use development in urban settings. From commercial, to housing, to cultural facilities, we understand how private development works. These skills will be critical in that we will seek to define compatible types, scale and character of new development in a way that is realistic, achievable and compatible with Elizabethtown.

Historic Preservation

Our team of preservation architects are experts in researching, understanding and conveying the histories of communities. This will be a critical overlay for our community planners as we strive to ensure that new development, land use and transportation improvements are compatible with the unique history and culture of Elizabethtown.

Landscape & Architecture Placemaking

Our communities are shaped by both the architectural quality of their buildings as well as the shared public spaces between those buildings. As part of our holistic practice for the built environment, Lord Aeck Sargent provides expertise in the design and construction of dynamic public spaces, community resource areas and natural amenities.

Federally Assisted Projects

Our team of landscape architects, planners and architects have extensive experience working with Federally assisted projects including affordable housing (LIHTC, CNI, HOPE VI), transportation (FTA, FHWA, LCI), open space (EPA) and cultural facilities (National Park Service).

Principals of Collaboration

Lord Aeck Sargent has conducted hundreds of fun, interactive and meaningful engagement forums, charrettes and work sessions. We believe in six fundamental outreach principles:

1. Clearly enunciate the process from the outset and throughout the duration of the plan
2. Involve a diversity of stakeholders
3. Use both open and closed forums
4. Understand & respect varying stakeholder agendas
5. Don't waste people's time, be interactive and proactive, don't preach
6. Have fun!



Design & Graphic Tools



AutoCAD & SketchUp: Development Vision



Hand Rendering: Conceptual Development



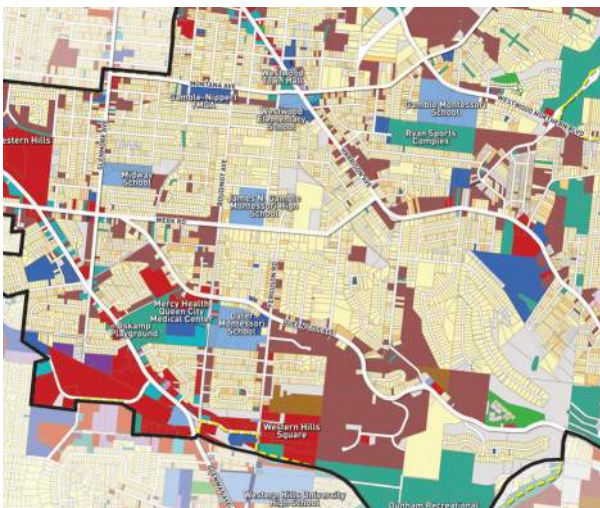
SketchUp, Enscape, and Rhino: Development Vision and Community Park



SketchUp: 3D Street Section



Hand Drawing: Development Concept



ArcGIS & Affinity - Existing Conditions Assessments



Adobe Photoshop: Digital Photo Simulation


KB | ADVISORY GROUP

Office Location

999 Peachtree Street N,
Suite 400, Atlanta, GA
30309
www.kbagroup.com

Since its founding in 2001, KB Advisory Group, (previously known as Bleakly Advisory Group) has focused on helping public and private sector clients understand how market forces impact their real estate and economic development aspirations.

The firm provides real estate and economic development consulting services to cities, counties, developers, community districts, nonprofits, and design firms across Georgia and the Southeast in all commercial real estate sectors, economic development, market analysis for urban planning, and public-private partnership creation.



KB Group Team Members

Bleakly Advisory Group, Inc. is a Georgia S-Corp incorporated in 2001. Founder Ken Bleakly sold the firm to Geoff Koski in 2017. Since 2021 the firm has officially been recognized by Fulton County as “doing business as” KB Advisory Group and is currently certified by the City of Atlanta as a Small Business Enterprise (SBE).

KB employs seven full-time staff members and numerous interns who work out of its only office in Midtown Atlanta, GA. Approximately half the KB staff members are certified AICP by the American Planning Association (APA). While the others are not AICP certified, each is a real estate and economic development planning expert.

- **KB’s** experience analyzing real estate development for a vast spectrum of clients gives it a unique perspective on the trends and a well-earned acumen in determining how to act successfully in the context of those trends.
- **KB** understands the powerful connection between planning, real estate, and economic development and leverages unique community assets while building consensus around community goals for growth and progress.
- **KB** plans are based on decades of experience among staff members, combined with the client and public expertise, to ensure “buy-in” from all the necessary partners responsible for the action.

Primary Contact

Geoff Koski

President

geoff@kbagroup.com

404.845.3550

- **KB's** experience analyzing real estate development for a vast spectrum of clients gives it a unique perspective on the trends and a well-earned acumen in determining how to act successfully in the context of those trends.
- **KB** understands the powerful connection between planning, real estate, and economic development and leverages unique community assets while building consensus around community goals for growth and progress.
- **KB** plans are based on decades of experience among staff members, combined with the client and public expertise, to ensure "buy-in" from all the necessary partners responsible for the action.

KB's goal is to help clients maximize the benefits of their economic development and real estate activities within six core capability areas:

**Real Estate
Market
Analysis**



**Development
Economics**



**Economic
Impacts**



**Economic
Development
Strategy**



**Public
Financing
and Tax
Increment
Financing**



**Local
Housing
Analysis
and Policy**



Proposed Team



LORD AECK SARGENT

Thomas W. Butler
AIA, LEED AP
Principal-in-Charge

Tom brings more than 30 years of experience in residential planning, design, and construction, spanning new construction and renovation of single-family homes, neighborhood-scale development, and large mixed-use projects. His project experience includes the redevelopment of public housing communities, adaptive reuse of vacant industrial sites for residential, retail, and entertainment districts, infill pocket neighborhoods of new construction single family homes, and commercial district redevelopment feasibility studies. This work involved zoning analysis, site planning, community engagement, test fits for potential new tenants, and developing presentation graphics to communicate project goals and aspirations.

Credentials

- Registered Architect: MI
- Master of Architecture, Georgia Institute of Technology, 2008
- Bachelor of Arts, Visual Art, Antioch College, 1994
- LEED Accredited Professional, 2007
- NCARB Certificate Holder

Project Experience

Village Green

LEED Certified Townhomes for Northwest Georgia Housing Authority, Rome, GA

LaFayette Sustainable Housing

LEED Certified Duplexes for Lafayette Housing Authority

Trinity Walk, Gateway Development

Multifamily Residential Development, Decatur Housing Authority

The Lamar (552-580 Cherry Street)

Historic Adaptive Re-use Apartments in Macon, GA, Millworks Development

Lafrance Walk**

Pocket Community Development, Atlanta GA, Kronberg Wall Associates

* previous firm experience



LORD AECK SARGENT

Soumi Basu
AICP
Project Manager

Soumi, a Senior Urban Designer in the Urban Design & Planning practice area, has a strong background in urban design, physical planning and architecture, with expertise in computer graphics and illustrations, GIS analysis, and community workshops coordination and facilitation. Her key areas of expertise includes affordable housing and neighborhood revitalization efforts. She has managed and supported various Choice Neighborhood Initiatives and other HUD programs, and has provided services for multiple housing authorities and local government organizations.

Credentials

- Master of Community Planning, University of Cincinnati, 2008
- Bachelor of Architecture, Maharaja Sayajirao University, Vadodara, Gujarat, India 2004
- American Institute of Certified Planners, 2015

Project Experience

Northeast Flint Community Choice Neighborhood Plan

Flint, MI

West Rosemary Street Development Guidelines

Chapel Hill, NC

Westwood Neighborhood Plan

Cincinnati, OH

Arbor South Development

Crawford Hoving, Ann Arbor, MI

Forest Park/Diggs Community CNI Plan

Detroit, MI

North Huntsville Greenway Plan

City of Huntsville, AL



LORD AECK SARGENT

Stanford Harvey

FAICP

Senior Urban Planner

Stan has over twenty-five years of experience, building upon both his background in architecture and city planning. He has worked with a series of public sector and non for profit clients to develop downtown master plans, town centers and activity centers. Stan has managed the development of physical plans to foster economic development, preservation and consensus-building among large, disparate groups of constituents. Plans also generated broader public policy strategies for long-term implementation.

Credentials

- Master of Architecture, Georgia Institute of Technology, 1994
- Bachelor of Science, Architecture, University of Michigan, 1991
- Fellow, American Institute of Certified Planners

Project Experience

North Huntsville Greenway Plan

Huntsville, AL

Lexington Distillery District

Lexington, KY

Forest Park/Diggs Community CN Plan

Detroit, MI

Planning and Environmental Services for Germantown / Shelby Park Brownfields Area

Louisville, KY

Northeast Flint Community Choice Neighborhood Plan

Flint, MI

Westwood Neighborhood Plan

Cincinnati, OH



LORD AECK SARGENT

Meredith Magin

NCARB

Project Architect

Meredith has over 15 years of experience in various sectors including mixed-use residential, healthcare, and mission critical. She has worked in Michigan as well as up and down the east coast. As a Project Architect, she coordinates complex projects through all phases of design and construction.

Credentials

- Registered Architect: MD, MI
- Bachelor of Architecture, Carnegie Mellon University, 2008
- NCARB Certificate Holder
- Lean Six Sigma Yellow Belt Certification

Project Experience

Developing K.I.D.S. Education Center

Developing K.I.D.S. | Flint, MI

Jefferson North Ranch

JPI Companies | McKinney, TX

Newberry Customer Service Center

Michigan Department of Natural Resources | Newberry, MI

School of Medicine Laboratory Renovations

University of Michigan | Ann Arbor, MI



LORD AECK SARGENT

Naomi Bailey
ASLA
Urban Designer

Naomi is an emerging landscape and urban designer with a passion for re-imagining underutilized urban spaces through sustainable, community-driven design. Her experience spans landscape architecture and urban planning projects, where she supports research, site analysis, conceptual design, 3D visualization, and public engagement to develop meaningful, place-based solutions. Committed to creating resilient and inclusive communities, Naomi believes that thoughtful design can foster social connection, enhance environmental health, and catalyze long-term neighborhood revitalization. She brings a collaborative mindset, strong technical expertise, and a genuine enthusiasm for designing public spaces that improve quality of life.

Credentials

- Master of Urban and Regional Planning, University of Michigan, 2025
- Bachelor of Landscape Architecture, Michigan State University, 2022

Project Experience

Northeast Flint Community Choice Neighborhood Plan
Flint, MI

Herndon Square Mixed-Use Development Phase III
Atlanta Housing & Penrose | Atlanta, GA

Westwood Neighborhood Plan
City of Cincinnati, OH

Druid Hills High School Modernization Phase I
DeKalb County Board of Education | Atlanta, GA

Campus Historic Preservation Plan
Florida A&M University | Tallahassee, FL

Forest Park/Diggs Community CNI Plan
Detroit, MI



KB ADVISORY GROUP

Geoff Koski
President

Geoff has 25 years of experience researching, analyzing, and reporting real estate and community development trends across the country. Geoff and his team typically focus on work assessing local housing markets, economic and fiscal impacts of her real estate projects, and developing strategies for their implementations.

Project Experience

Decide DeKalb Strategic Economic Development Plan
DeKalb County, GA

GA City-wide Housing Study
City of Tucker, GA

Atlanta Beltline,
Atlanta, GA

Tax Allocation District #6 The Exchange
Gwinnett County, GA

PartnerTulsa (OK) Moton District Market Opportunity Analysis (2025)
Tulsa, OK

Atlanta Beltline, Inc. 356 University Ave. Redevelopment Market and Financial Feasibility Analysis (2024)
Atlanta, GA

SRSCRO Regional Housing Study– Aiken (SC) 8-County Region (2024)
Augusta, GA

Alabama Downtown Master Plan Market Analysis and Opportunity Assessment (2025)
Gadsden, AL

Alabama Comprehensive Plan (2023)
Northport, AL



KB ADVISORY GROUP

Tate Wilson

AICP

Director

Tate applies her urban planning experience and interest in developing healthier cities as a senior contributor. In addition to her past real estate market analysis work her experience includes promoting balanced and responsible growth through policy analysis, public engagement, and membership input at the Council for quality Growth, where she engaged with regulatory issues related to land use, planning, development, and growth throughout metro Atlanta. Tate has managed projects including city-wide housing studies, Livable Centers Initiative (LCI) community redeveloping planning, real estate market analyses for private and public-sector clients, economic impact and development strategies for numerous community improvement districts (CIDs) in the Atlanta metro area.

Project Experience

Downtown Mixed Use Real Estate Market Analysis

City of Dracula, GA

Park Place, Gwinnett, Small Area Plan

Gwinnett County, GA

Tucker-Northlake Community Improvement District (CID), Economic Development Strategic Plan

City of Tucker, GA

Livable Centers Initiative (LCI) Market Analysis

Atlanta, GA

Comprehensive Plan

Perry, Ga

Comprehensive Plan

Fairburn, Ga



KB ADVISORY GROUP

Gabby Oliverio

AICP

Senior Manager

Gabby manages multiple projects and uses her experience to construct analysis models, create visualizations for data-driven storytelling, and developing short-term and long-term strategies for communities in across Georgia. Her other experience includes federal procurement in Washington, DC, with the General Services Administration and various roles with the Georgia Department of Economic Development.

Project Experience

Decide DeKalb Strategic Economic Development Plan

DeKalb County, GA

Economic Development Plan

Cobb County, GA

District-wide Economic Impact Analyses and Strategies

Cobb county, GA

Livable Centers Initiative (LCI) Market Analysis

Fairburn, GA

Livable Centers Initiative (LCI) Market Analysis

Powder Springs, GA

Comprehensive Plan

Roswell, GA

Comprehensive Plan

Fairburn, GA



02

Relevant Experience

Lord Aeck Sargent

Northeast Flint Community (Choice Neighborhood) Plan | [Flint, MI](#)
Highway 92 Development Standards LCI Plan | [Woodstock, GA](#)
North Huntsville Greenway Plan | [Huntsville, AL](#)
West Rosemary Street Development Guidelines | [Chapel Hill, NC](#)
Cardinal Valley/Oxford Circle Neighborhood Small Area Plan | [Lexington, KY](#)

KB Advisory Group

Dacula city core | [City of Dacula, GA](#)
Park Place Master Plan Market Study | [Gwinnett County, GA](#)
Downtown Greensboro Economic Assesment | [Greensboro, NC](#)
Moton Health Center Site | [Tulsa, OK](#)

Northeast Flint Community (Choice Neighborhood) Plan

Flint Housing Commission & City of Flint | Flint, MI



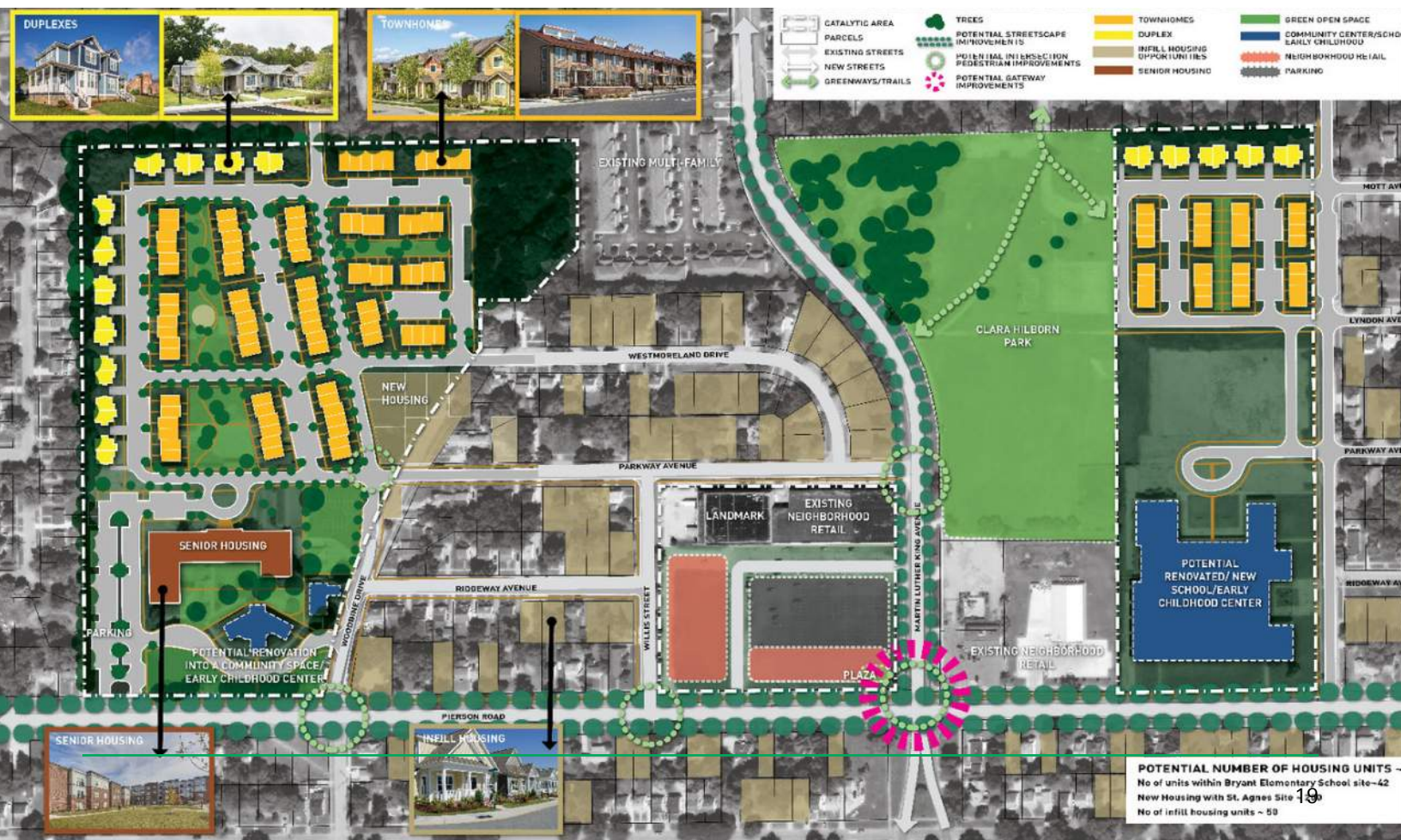
The Flint Housing Commission and the City of Flint received a \$500,000 Choice Neighborhoods (CNI) Planning Grant from the U.S. Department of Housing and Urban Development in December 2022 for developing a revitalization plan for the River Park Apartments and the northeast Flint neighborhood. Lord Aeck Sargent (LAS) was engaged to lead this transformation process, with COLLABO Planning + Design and ROWE.

The two-year, community-driven process aimed to create actionable strategies for northeast Flint's revitalization, targeting the core CNI areas of People, Neighborhood, and Housing. Facing years of disinvestment, this area has benefited from local organizations' dedicated redevelopment efforts in the recent years.

The LAS Planning Team collaborated closely with these groups, fostering a process that included all community members and aligned with ongoing neighborhood efforts. Residents played an integral part in the decision-making.

Equipped with valuable information and viable opportunities, they were empowered to contribute to the vision and help shape the future of their community themselves. The plan creates a comprehensive strategy of investment in Northeast Flint through multiple "catalytic housing sites" that total almost 400 new, mixed income units.





Highway 92 Development Standards LCI Plan

City of Woodstock | Woodstock, GA



The City of Woodstock, as part of the Livable Centers, Initiative engaged Lord Aeck Sargent to study the suburban corridor along Highway 92. The study intent was to look at key development opportunities and to develop guidelines to shape the quality of private development and the character and function of multi-modal transportation. Work included community and stakeholder involvement, illustration of potential development projects and graphically-oriented design guidelines.

KB Advisory Group, building on their work on the city-wide housing study, detailed the real estate economics related to the catalytic development sites and a feasible rate of return based on property value, development costs and potential revenue.

The process included 3 interactive community workshops to gather input. The resultant plan seeks to transform the primarily car-centric corridor into a multi-modal street that supports continued economic development and helps reinforce the physical identity of the City.

The study acknowledges that the most significant opportunities for placemaking - new walkable streets, public gathering spaces, expanded housing options, and a more urban development pattern - will likely occur not directly along Highway 92, but just beyond it. These areas offer more flexibility and greater potential for creating vibrant, pedestrian-oriented environments.

EXISTING



POTENTIAL SCENARIO



*FAR = Floor Area Ratio (Ratio of Building Area to Lot Area)

EXISTING METRICS

TOTAL SITE ACRES: 10.18 Acres
 STAND-ALONE RETAIL: +/- 5,500 Sq.Ft.
 MIXED-USE RETAIL: N/A
 BIG BOX/ IN-LINE RETAIL: +/- 92,000 Sq.Ft.
 MIXED-USE OFFICE: N/A
 RESIDENTIAL: N/A
 BUILD-OUT DENSITY:
 RESIDENTIAL: N/A
 COMMERCIAL: 0.22 FAR*

SCENARIO METRICS

TOTAL SITE ACRES: 10.18 Acres
 STAND-ALONE RETAIL: +/- 6,500 Sq.Ft.
 MIXED-USE RETAIL: +/- 9,500 Sq.Ft.
 MIXED-USE BIG BOX: +/- 45,000 Sq.Ft.
 MIXED-USE OFFICE: +/- 8,000 Sq.Ft.
 RESIDENTIAL: 430 UNITS
 BUILD-OUT DENSITY:
 RESIDENTIAL: 40-45 Units/Acre
 COMMERCIAL: 0.12 - 0.17 FAR*

"SEVEN BIG IDEAS" APPLICATION

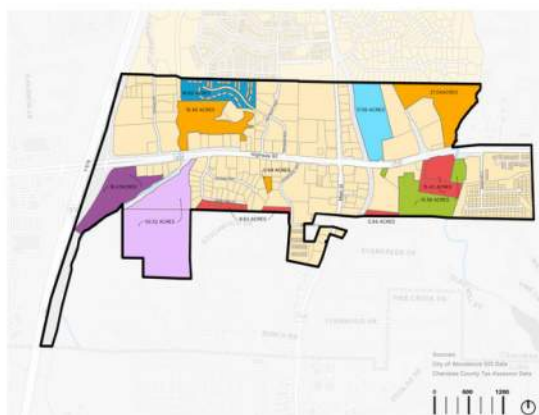
For full description of Seven Big Ideas and associated recommendations, see 2021 "Town Center & Highway 92 LCI Update" plan (<https://www.woodstockga.gov/your-government/departments/community-development/lci/2021.php>).



SCENARIO	FEASIBILITY	JUSTIFICATION
A	Not Feasible	The Rule of Three is not satisfied until future rents are 2.5x that of the existing retail rates. The ability to achieve these rents in today's market is unlikely.
B	Not Feasible	Additional infill office which achieves market rate rents for the City of Woodstock could support new development. This also assumes a 20% rent increase of existing retail.
C	Feasible	Considering market rent rates are achieved, both residential redevelopment scenarios exceed the Rule of Three threshold. Given that both scenarios include structured parking, higher revenues are needed to support construction costs.
D	Feasible	

OWNERSHIP

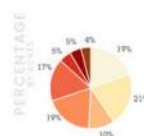
The map highlights the top seven property owners within the study area by acres owned. Although there are some larger property holders, there does not appear to be any one significant holder within the corridor.



TOTAL VALUE

Property value analysis was conducted using Cherokee County Tax Assessor information. This analysis is intended to be a snapshot as tax assessor value is not always equivalent to true market value.

This map shows total property value, including land and structures.



18 BACKGROUND & EXISTING CONDITIONS

BACKGROUND & EXISTING CONDITIONS 1

North Huntsville Greenway Plan

City of Huntsville | Huntsville, AL

The vision for the North Huntsville Greenways includes four overarching components:



Multi-use Trail



Parks & Open Spaces



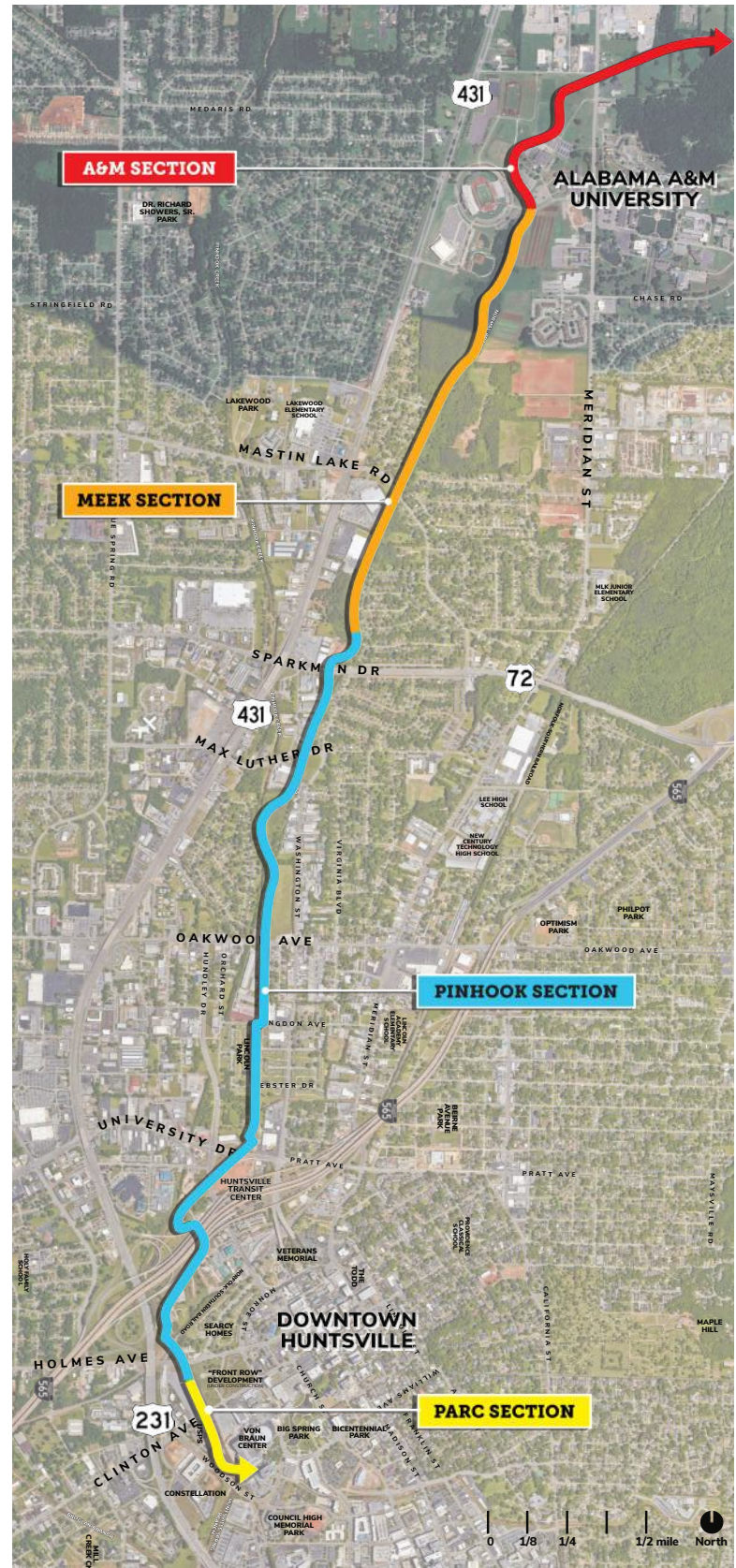
Economic Development

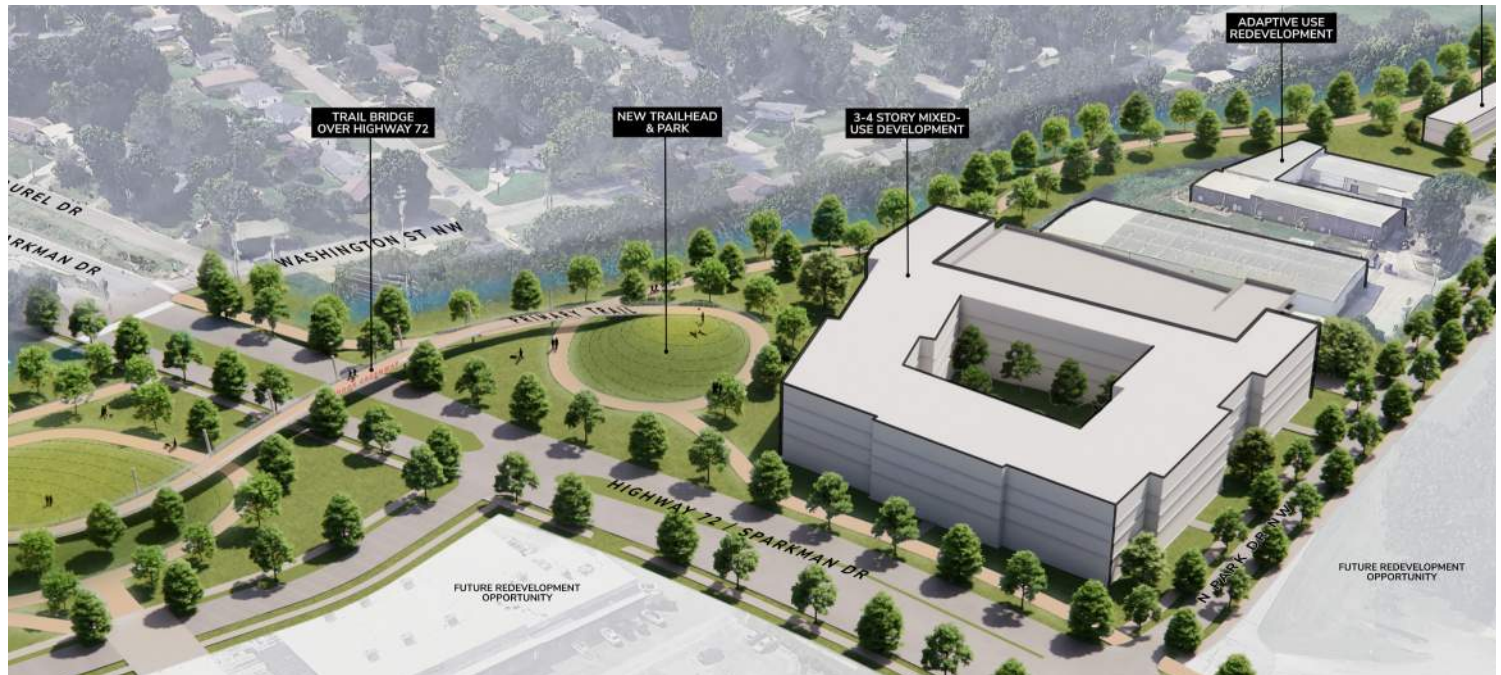


Ecology

LAS, in collaboration with Sixpitch and Alta Planning, prepared a plan for the North Huntsville Greenway connecting Downtown with Alabama A&M University. The visionary plan defined potential trail alignments alongside Pinhook Creek that would add to user comfort and experience, promoted new neighborhood open space and parks and defined catalytic development/redevelopment opportunities that could leverage the investment in public space.

Through corridor analysis, public engagement, environmental studies, mobility planning, and phased implementation, the project transforms underutilized land, creek edges, and transportation barriers into resilient public infrastructure. Design emphasizes equitable access, ecological restoration, floodplain sensitivity, multimodal connectivity, and economic revitalization.





Credits: Alta



Credits: Alta

West Rosemary Street Development Guidelines

Town of Chapel Hill | Chapel Hill, NC

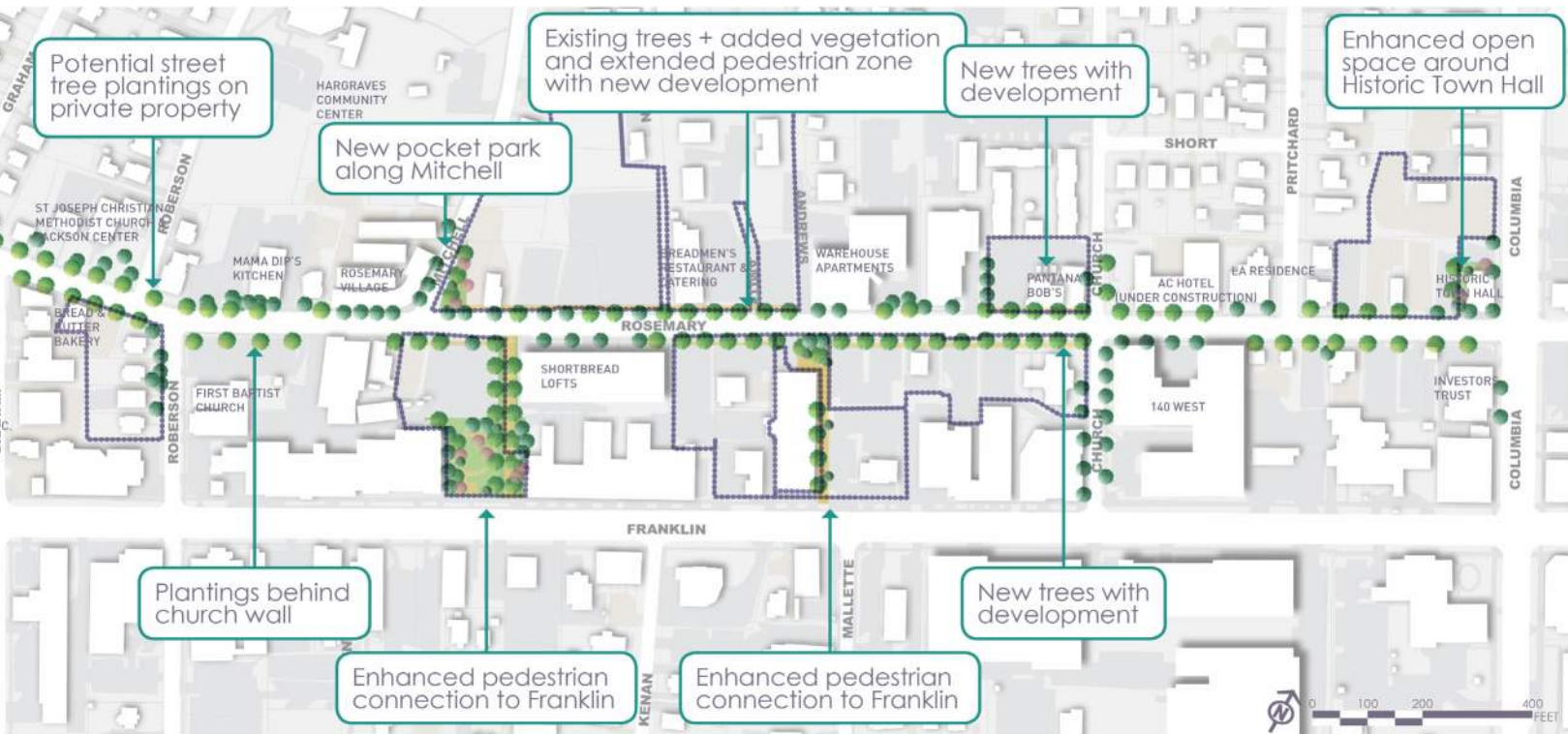


The West Rosemary Street Development Guide sets forth a commercial and economic development vision for the West Rosemary Street corridor that is feasible from a market perspective and is consistent with the vision statements of the Northside Neighborhood Conservation District (NCD). The project sought to resolve the tension between the goals of neighborhood conservation and economic development that are associated with the zoning overlays along the West Rosemary Street corridor by asking the question, “is it possible to develop a vibrant commercial and economic development corridor along West Rosemary Street that is consistent with the Vision Statements of the Northside NCD?”

The Guide sets out to provide guidance for public, private, and nonprofit groups to make future decisions about this key Downtown corridor. Recommendations for all new development along the corridor require that four key areas are addressed:

1. Community benefits (local and minority-owned business, affordable housing, homeownership, and cultural identity)
2. Development framework (development opportunities, traffic and safety, open space, green overlay, parking, and transit)
3. Public realm (pedestrian experience, inviting public spaces, circulation, and hiding service)
4. Building design (defining and activating the ground floor, facade articulation, screening infrastructure, and neighborhood transitions)

The Guide will also provide a foundation for ongoing collaboration between the Town and the Northside community to address economic development and commercial development issues and opportunities, and provide guidance to Town staff, Town Advisory Boards/Commissions, and project applicants on expectations for the future economic growth of the area.



Cardinal Valley & Oxford Circle Neighborhood Small Area Plan

Lexington - Fayette Urban County Government | Lexington, KY



The Cardinal Valley and Oxford Circle Neighborhood Small Area Plan defines the existing conditions and provides a framework to improve existing neighborhood centers that are accessible by walking, bicycling, and transit. This will include revitalization of existing residential and commercial uses; increased access to quality food and to transportation; appropriate adaptive re-use and redevelopment efforts; affordable and market-rate housing; appropriate design; identification of historic resources and similar special interests of the area.

The Cardinal Valley and Oxford Circle Neighborhood Small Area Plan defines the existing conditions and provides a framework to improve existing neighborhood centers that are accessible by walking, bicycling, and transit. This will include revitalization of existing residential and commercial uses; increased access to quality food and to transportation; appropriate adaptive re-use and redevelopment efforts; affordable and market-rate housing; appropriate design;

identification of historic resources and similar special interests of the area.



Awards

- Outstanding Small Area Plan, American Planning Association - Kentucky Chapter, 2016



OPEN SPACE
NETWORK

NEIGHBORHOOD
CONSERVATION

OXFORD CIRCLE
REDEVELOPMENT

VERSAILLES ROAD
CORRIDOR IMPROVEMENTS

ALEXANDRIA DRIVE
INTERNATIONAL DISTRICT

Wolf Run Park

Preston's
Springs Park

Valley Park

Cardinal Valley
Elementary School

Lexington Public
Library Village Branch

Cardinal Hill
Rehabilitation Hospital

Pine Meadows
Park

PINE MEADOW
NEIGHBORHOOD

Dacula City Core Market Analysis

City of Dacula | GA

Supply Analysis

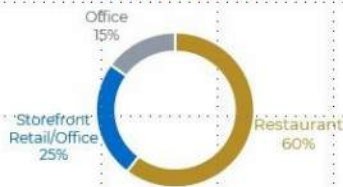
Comparative Mixed-Use

The Railyard - Grayson, GA

Unlike the Case Studies in the subsequent portion of this study, The Railyard was executed by a private developer and is representative of a purely market driven, mixed-use district around a greenspace. The Railyard is representative of new, mixed-use supply recently delivered within the primary Market Area (PMA).

The majority of the 66,000 SF space is dedicated to food & beverage. Traditional office makes up 15%, and a two-story building hosts a mix of office and retail.

Commercial Mix at Full Build-out



2019 : THE RAILYARD

10,000 SF

Office

16,200 SF

Storefront

Retail/Medical

Office

10,000 SF

Restaurant

21 Townhomes

30,000 SF

Restaurant

2024 : THE STATION AT THE RAILYARD

In 2025, the City of Dacula retained KB Advisory Group to evaluate market demand and development potential for Phase II of the City Core project. The analysis was designed to inform decisions regarding retail, office, medical office, and potential residential components within a new civic-centered mixed-use district. This strategic market study examined demographic trends, economic conditions, retail gap, commercial supply, commuting patterns, and competitive downtown case studies across Metro Atlanta. The work assessed demand across three geographies: the City of Dacula, a 30-minute Primary Market Area (PMA), and a broader Tri-County region. KB also evaluated retail and office vacancy, rent trends, and absorption patterns, providing a realistic assessment of supportable square footage by use.

Recommended programming included:

- 25,000–45,000 SF of curated retail.
- 50,000–80,000 SF of medical office (if aligned with project goals).
- Limited traditional office space, potentially in coworking formats.
- Consideration of residential to support long-term downtown vitality.
- The study incorporated comparative case studies of Sugar Hill, Snellville, and Milton to highlight the role of public-private partnerships, placemaking, and residential density in sustaining successful civic cores.
- The framework emphasized human-scale design, internal connectivity, activation of public spaces, and careful calibration of use mix to support long-term vibrancy.

The analysis now serves as the market foundation for advancing Phase II of the Dacula City Core development.

Park Place Master Plan Market Study

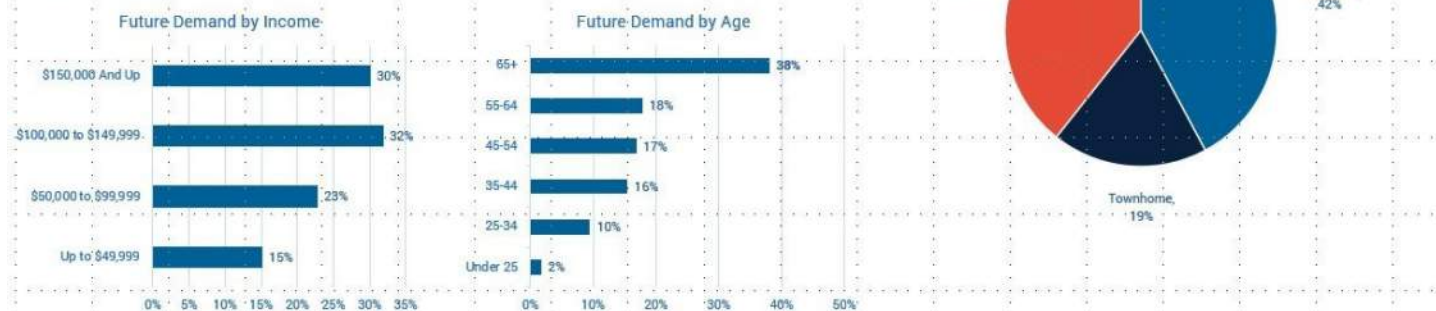
Gwinnett County | GA

KB | ADVISORY GROUP

Residential Opportunity

10-Year Demand Potential

Without assuming major shifts in demand within the next ten years, 62% of demand for Park Place exists within households earning over \$100,000. Demand from households earning less than \$50,000 is not likely to be met with new, market rate housing. Over half (58%) of demand exists within attached housing with significant demand within households aged over 65 years old. Long term, demand projections will likely change following investments in new retail and an enhanced sense of place within the district.



In 2024, KB Advisory Group was engaged as part of the Sizemore Group team to conduct a comprehensive market feasibility study for the 1,464-acre Park Place Study Area in Gwinnett County. The analysis evaluated demographic trends, economic conditions, commercial real estate supply, and 10-year demand potential to inform the long-term redevelopment strategy for a mixed-use district anchored along the I-78 corridor. The Park Place Study Area includes approximately 3,200 residents and over 3,800 jobs, with strong regional connectivity but limited local density. While median household income approaches \$69,000, the area's small population base constrains total spending power. As a result, existing retail relies heavily on commuter and regional visitation rather than local demand.

Key findings included:

- \$166 million in annual retail leakage within the Study Area.
- Over 1.7 million average annual visits to surrounding retail centers.
- More than 35,000 vehicles per day along Highway 78.
- Nearly 30% of housing inventory in large multifamily formats.
- 411 new multifamily units delivered in 2023–2024 after two decades of no new supply.

The commercial inventory skews heavily toward industrial and retail uses, with limited office and no Class A product. A 2.6 million SF industrial delivery in 2020 reshaped the employment base, while retail square footage exceeds what local spending alone can support.

KB developed 10-year demand scenarios across residential, retail, and office uses, identifying supportable development ranges of:

- 330–1,500 new housing units.
- 25,000–100,000 SF of additional retail (under higher growth conditions)
- Approximately 13,000 SF of office space.

The study emphasized that long-term viability will depend on increasing residential density, improving placemaking, diversifying employment opportunities, and shifting from an auto-oriented strip retail pattern toward a more connected, mixed-use environment.

The Park Place market analysis now serves as the economic foundation for Gwinnett County's Park Place Master Plan and future implementation strategy.

Downtown Greensboro Economic Assessment

Greensboro, NC

Baseline: Commercial Real Estate

Development Pipeline

- The development pipeline in Downtown Greensboro over the next 5 years is robust.
- There is an estimated **\$800 million** in planned or proposed projects in Downtown Greensboro's development pipeline. The planned projects include 1.35 million square feet of new development – this equates to 900 new units of housing, 341 hotel keys, and 350,000 square feet of new commercial and flex space.

Over the next 5 years, that construction and development activity is expected to generate significant economic impacts.

- **\$16.7 million** in total sales taxes
- **\$3.1 million** in permits and fees to Guilford County
- **\$256 million** in local spending on materials & supplies.



KB Advisory Group prepared a comprehensive economic and real estate assessment of Downtown Greensboro to benchmark the district's demographic, employment, commercial real estate, and fiscal performance. The study provided a data-driven foundation for future planning, investment strategy, and policy discussions.

The purpose of the engagement was to quantify Downtown's current market position, evaluate development trends, and communicate its economic importance to local and state partners.

The analysis demonstrated how Downtown Greensboro's evolving real estate mix, employment base, and residential growth patterns support long-term vitality. Key themes included:

- Diversification beyond traditional office uses.
- Expansion of multifamily development as a driver of retail and street-level activity.
- Concentration of public sector and professional employment.
- Strong recurring public revenue generation tied to compact urban form.

The final assessment equipped Greensboro leadership with an understanding of market positioning, asset performance, and fiscal contribution.

By grounding future planning discussions in measurable economic fundamentals, the study strengthened the district's ability to pursue targeted reinvestment and growth strategies.

Moton Health Center Site Disposition Strategy and Developer Solicitation Support Tulsa, OK

KB Advisory Group was selected by PartnerTulsa to lead a site disposition strategy for the Moton Health Center site, a publicly controlled redevelopment opportunity with a focus on aligning financial return with community impact.

The assignment is designed to move the site from an initial planning framework into an implementation phase focused on market alignment, development feasibility, and preparation for a competitive developer solicitation process.

KB Advisory Group is leading a structured effort to evaluate redevelopment potential, engage with stakeholders and the development community, and define a clear path toward disposition and partner selection.

Outcome to Date

Market analysis, stakeholder engagement, and site evaluation are underway, and the team is working toward defining a clear development framework and disposition strategy.

The process has established a strong analytical and strategic foundation for redevelopment, with early findings helping to clarify market opportunities, constraints, and potential development pathways. The work is positioning PartnerTulsa to move forward with a structured and market-informed developer solicitation process.

Subject Site



References

LORD AECK SARGENT

DENNIS MADSEN, AICP

Manager of Urban and Long-Range Planning
City of Huntsville AL
256-427-5100
dennis.madsen@huntsvilleal.gov

MELANIE BATKE, AICP, CNU-A

Planner III- Central Region,
Project Manager-CNI
Planning & Development | City of Detroit, MI
313-224-5594
melanie.batke@detroitmi.gov

NIWANA RAY

Planning Manager
City of Woodstock, GA
404-787-7216
nray@woodstockga.gov

KB | ADVISORY GROUP

PAUL D. RADFORD

City of Sugar Hill, GA
City Manager
P: 770-945-6716
C: 770-605-4073
pradford@cityofsugarhill.com
www.cityofsugarhill.com

NIA S. JAMES

Vice President, Real Estate and Asset Management
PartnerTulsa
100 S Cincinnati Ave, Ste 6 | Tulsa, OK 74103
918.576.5565 | nia@partnertulsa.org
PartnerTulsa.org

H. HAYES TAYLOR JR - MPA

City Planner | City of Dacula
442 Harbins Rd., PO Box 400
Dacula, GA 30019
O: 770-963-7451 | F: 770-513-2187
www.daculaga.gov



RST Charlottesville



Hendley Homes Master Plan



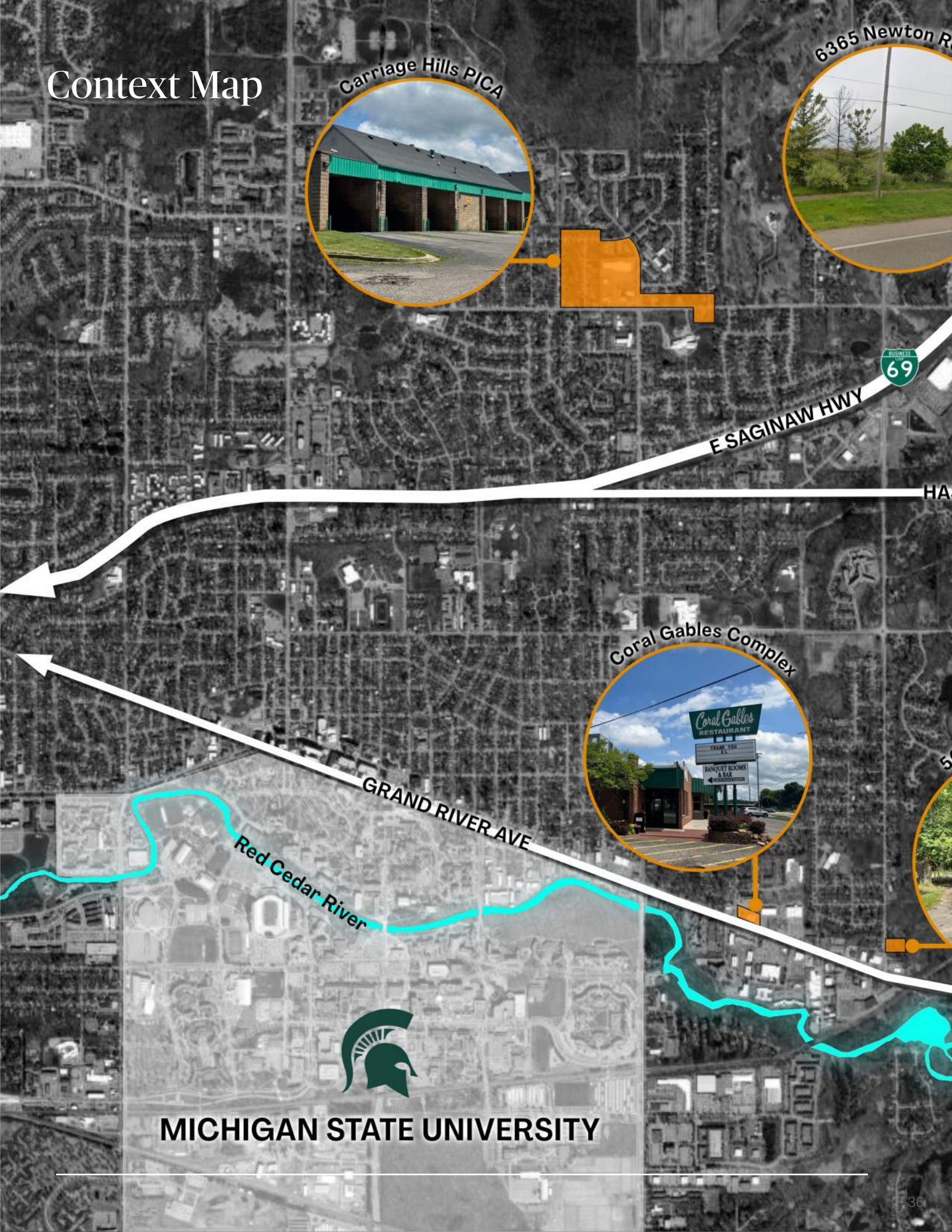
03

To ensure an efficient yet thorough process within the project's scope and budget, we propose the following three phases of work, each building directly on the one before it, from analysis to design to refined, actionable recommendations.

Project Approach



Context Map



MICHIGAN STATE UNIVERSITY

Urban Service
Boundary

Lake Lansing

1522 Haslett Road



HASLETT RD

1530 Haslett Road



1010 Park Lane Road



MARSH RD

Meridian Mall



Urban Service
Boundary

Downtown
Development
Area



Project Understanding

Meridian Township's built form reflects a classic suburban growth model, shaped first by early settlement patterns and later by auto-oriented corridors, subdivisions, and dispersed commercial centers as the Lansing region expanded. That growth built a functional network of neighborhoods, activity nodes, and arterial roadways. But it also left many destinations connected more by parking lots and traffic lanes than by any real pedestrian framework, built for cars first, people second.

Meridian is not the same place when that pattern took hold. The presence of Michigan State University and state government has led to growing and evolving housing demand. In addition, there is increased interest in walkable, mixed-use environments, more pressure on affordability and diversity of housing choice, and less appetite for growth that simply extends outward. At the same time, sites along Grand River Avenue and other established corridors sit underused relative to their location and infrastructure. They are close to jobs, transit, and established neighborhoods, but are perhaps not performing at their potential.

Redevelopment opportunities across the Township vary considerably in scale and character. While several sites are well positioned for new housing and mixed-use development, others such as Meridian Mall, the Coral Gables Complex, and portions of Grand River Avenue require a broader evaluation of commercial market conditions, repositioning strategies, and long-term economic viability.

The Township has demonstrated that it's not content to be a passive bystander. Its willingness to use public financing tools, incentives, and redevelopment partnerships shows Meridian is willing to be an active player in shaping its growth by investing directly in the kind of change this moment calls for. That commitment matters.

That is the opportunity this study is built to meet. Through market analysis and conceptual design for a set of priority sites, this work can translate Meridian's redevelopment ambitions into something specific and buildable, grounded in what the market will actually support and shaped by the character of the neighborhoods it will sit alongside. Design here should draw its cues from what is already working in Meridian's best residential fabric, not from a generic infill playbook. The result should be a framework Meridian can use with confidence: realistic in market terms, ambitious in its public purpose, and built to strengthen housing diversity, design quality, affordability, and connection across the community. Not growth for growth's sake, but reinvestment that builds places people choose to live, work, and gather in.



6356 Newton Rd



Carriage Hills



Coral Gables Complex



Meridian Mall

Phase 1: Context & Market Foundation (+/- 2 months)

To ensure an efficient yet thorough process within the project's scope and budget, we propose the following three phases of work, each building directly on the one before it, from analysis to design to refined, actionable recommendations.

PROJECT KICK-OFF AND ASSESSMENTS

- Township-wide context analysis: settlement pattern, corridor character, land use, natural features, and review of existing Township plans.
- Review of the Township's master plan, corridor plans, prior market and economic studies, and related planning documents
- Evaluation of prior growth projections, development assumptions, and redevelopment strategies, and identification of gaps requiring updated analysis
- Site visits to and site-level analysis of all target sites including: physical conditions, ownership, zoning and entitlement constraints, connectivity opportunities, visibility, and character of adjacent neighborhoods
- Engagement: stakeholder interviews with a targeted set of Township officials, Downtown Development Authority representatives, property owners of target sites, and private sector contacts with direct knowledge of the Meridian Township market.
- Client Coordination Meetings (2): Kick-off meeting to refine project parameters; check-in at end of phase to review Phase 1 findings.

TOWNSHIP-WIDE COMMERCIAL REAL ESTATE MARKET AND HOUSING ANALYSIS

- Economic and Demographic Analysis to evaluate, quantify, and summarize the demographic and economic trends that influence development demand including population, household, incomes, employment and commuting patterns
- Housing Market Analysis including recent development/permitted units, mix of housing types and tenures, pricing patterns, occupancy, absorption, and affordability
- Statistical Demand Analysis to ascertain supportable range of demand by type, target populations based on income and ages, achievable rents/price points, affordability demand for Missing Middle housing, and absorption pace.
- Commercial Market Analysis to assess conditions for commercial properties and shape what these sites can become. Details include leasing rates, occupancy and absorption for The Township and surrounding Lansing-area trade area with a focus on resident, work, and student retail spending potential. Meridian Mall will be analyzed for the realistic opportunities for repositioning or redevelopment along with the potential for ground floor retail in mixed-use formats

SITE-SPECIFIC MARKET OPPORTUNITIES AND DEVELOPMENT PROGRAMS

- Assess development types the market can realistically support, with supporting demand rationale
- Recommend development program range: unit counts, product types, commercial square footage where supported, and price and rent positioning
- Site-specific considerations for the Grand River Avenue corridor sites, including Missing Middle housing options affordable to residents based on market data
- Programming guidance for the larger and more complex opportunities, including the Meridian Mall site and the Hamilton and Okemos Road blocks in the downtown district, with explicit conclusions on supportable retail and commercial space, the balance of uses in a mixed-use format, and the repositioning potential of existing commercial assets
- Phasing implications and the market conditions that should trigger each phase.

DELIVERABLES

- Existing conditions and market findings summary.



Design Guidelines



AD.1 AD.2

Example of a row of townhouses in existing neighborhood
Campbell Terrace Phase 1 Fayetteville, SC Lord Aeck Sargent

AD.1 Promote housing variety with varying mass, building form, and roof shapes. Housing typologies such as duplex, triplex, fourplex/quadplex, or townhouses can help to transition into higher density areas.

AD.2 Relate the overall height, size, and character of the development to that of adjacent structures and those of the immediate neighborhood. Sensitively scaled development reinforces pedestrian-oriented character and neighborhood appeal.

AD.3 Break up building mass with facade articulation on all sides by using varying roof shapes, exterior wall setback, material, color, building height, and landscaping.



AD.1 AD.3

Old Washington Road Redevelopment Plan, Campbell Terrace Phase 1 Fayetteville, SC Lord Aeck Sargent



AD.3 AD.4

Old Washington Road Redevelopment Plan, Campbell Terrace Phase 1 Fayetteville, SC Lord Aeck Sargent



AD.3

Example of varying materials, details, and features
Balford Village, Raleigh, NC

Phase 2: Concept Design & Feasibility Testing (+/-3 months)

SCOPE OF WORK

- Test-fit concepts for each of the target sites: massing, site plan and framework diagrams, and development character studies
- Concepts responsive to site-specific requirements, including Grand River Avenue frontage standards (setbacks, shared access, stormwater strategies, Missing Middle housing, etc.), and neighborhood transition and buffer strategies townshipwide
- Conceptual economic feasibility review of each site concept, using high-level pro forma logic to reality-check development viability:
 - Development cost: land, hard construction by component, soft costs, financing, and carry costs
 - Stabilized revenue: achievable rents and prices by unit type, projected occupancy, and gross potential income
 - Operating expenses and net operating income at stabilization
 - Return on cost and comparison to market hurdle rates for comparable products in the greater Lansing market
- Gap Analysis
 - What the market will support versus what the development economics require at current construction costs and financing rates
 - The funding gap, including for affordable and attainable housing scenarios
 - How feasibility varies with changes in density, product type, parking approach, and commercial mix
 - Sensitivity of the results to changes in construction cost, interest rates, and absorption assumptions.
- Engagement: a signature all-day public workshop, including a daytime open house and drop-in session with an interactive visual-preference exercise, followed by an evening presentation and facilitated input stations
- Client Coordination Meetings (2): Review concepts and engagement exercises prior to public workshop; debrief following workshop to align on direction for refinement of concepts

DELIVERABLES:

- Draft concepts and feasibility analysis for all sites, shaped by public input.

Phase 3: Implementation Strategy & Final Reporting (+/-1 month)

This phase takes all the input received and refines the work into a final report. Concepts are refined based on what was learned in Phase 2, translated into final materials the Township can use directly, and paired with guidance that extends the study's value beyond the target sites identified today.

SCOPE OF WORK

- Refinement of concepts based on Phase 2 engagement and feasibility findings
- Conceptual design guidelines addressing neighborhood context and transition principles
- Final concept package for each of the target sites including: framework diagram, illustrative site plan, unit counts, simplified massing model, and 3D rendering
- Implementation strategies tied directly to market findings
 - Site-by-site implementation strategies identifying the sequence of public actions most likely to attract private investment
 - Identification of the public tools available to close feasibility gaps, drawing on Michigan's economic development toolkit, including Brownfield Tax Increment Financing, Meridian Township Downtown Development Authority resources for the Downtown Okemos sites, and applicable Michigan Economic Development Corporation (MEDC) programs, Michigan State Housing Development Authority (MSHDA) programs supporting redevelopment and attainable housing
 - Guidance on public-private partnership approaches and deal structures appropriate to the Township's role as facilitator, including land assembly, disposition, and developer solicitation strategies
 - Recommendations for positioning and marketing the priority sites to the development community
 - An economic development narrative connecting the study's findings to the Township's long-term planning and economic development goals, suitable for use with staff, elected officials, developers, and residents.
- Final report summarizing key findings, market data, site concepts, guidelines, and recommendations connected to existing Township plans
- Engagement: Final public presentation
- Client Coordination Meetings (1-2): Draft report review with Township staff prior to final public presentation; follow-on check-in meeting to review final changes, if needed

DELIVERABLES:

- Implementation Strategies, Final report and presentation package.



04



+/- 2 Months	+/- 3 Months	+/- 1 Month
PHASE 1 • Kickoff • Existing Assessment • Township-wide Market • Site Specific Market Opportunity and Development Programs • Team Collaboration	PHASE 2 • Conceptual Studies • Financial and Gap • Team Collaboration	PHASE 3 • Refined Plan and Design Guidelines • Implementation • Deliverables/ Report • Team Collaboration
\$35,000	\$34,000	\$17,500
Proposed Overall Fee		\$85,000



Thank You!

 LORD AECK SARGENT

