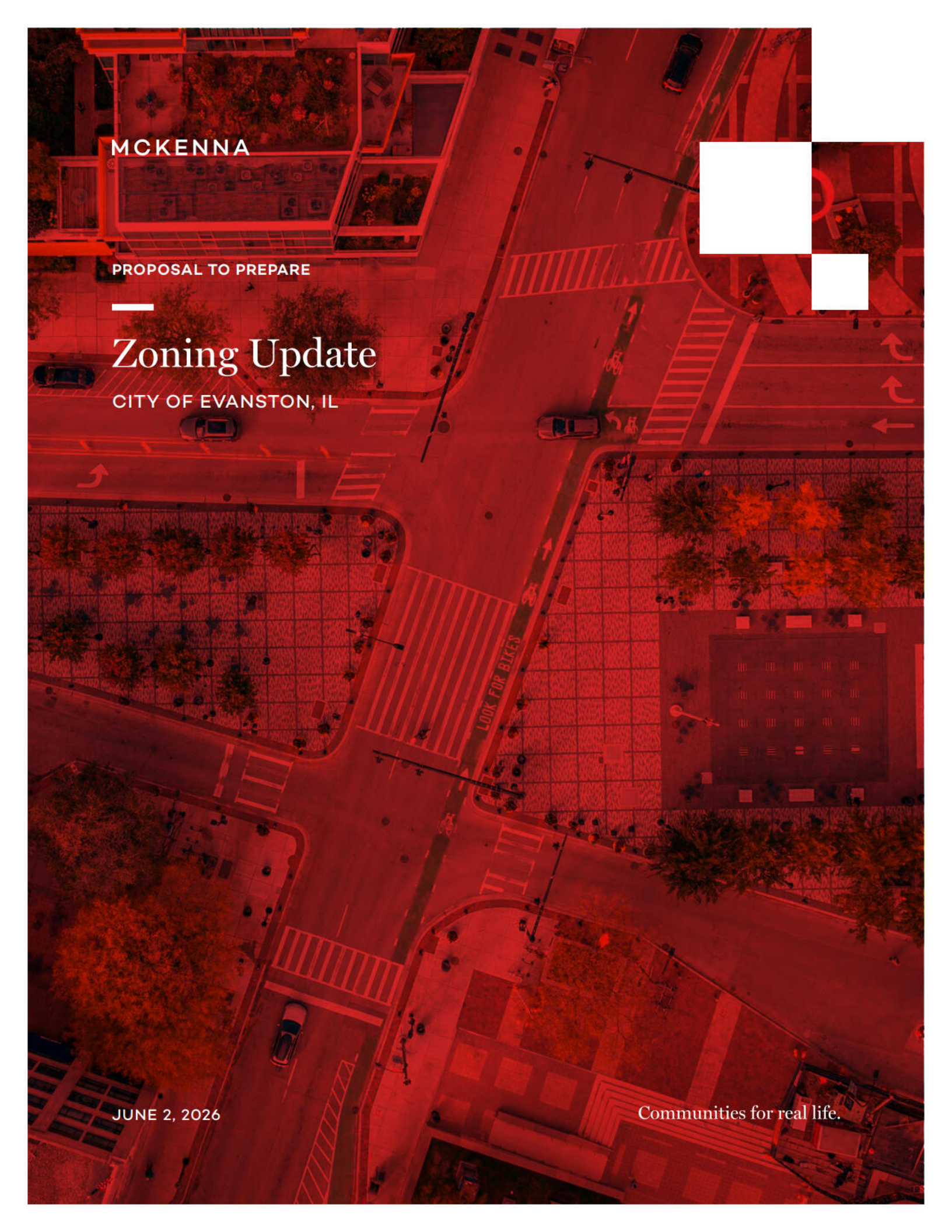




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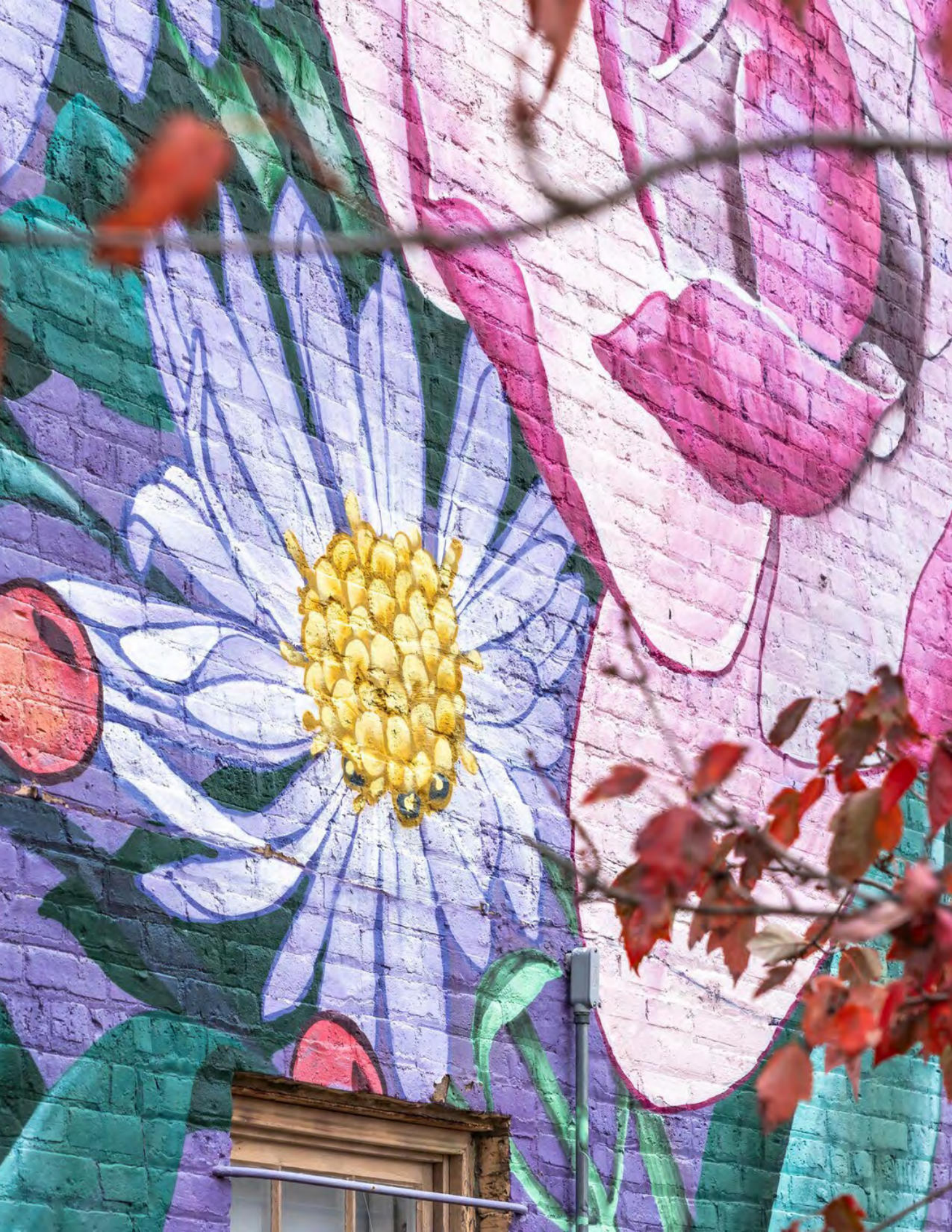
PROPOSAL TO PREPARE

Zoning Update

CITY OF EVANSTON, IL

JUNE 2, 2026

Communities for real life.





MCKENNA

June 2nd, 2026

Sarah Flax
Community Development Director
City of Evanston
2100 Ridge Ave
Evanston, IL 60201

Subject: City of Evanston Zoning Update

Dear Ms. Flax,

The opportunity to rethink and update the Zoning Ordinance is a significant event in any community and is especially so in Evanston, which has a wonderful mix of residential, institutional, and natural amenities. We appreciate the opportunity to partner with the City on this important initiative and are excited by Evanston's commitment to maintaining a zoning framework that supports thoughtful growth, housing diversity, economic vitality, sustainability, and neighborhood character. Evanston is a nationally recognized community with a strong tradition of planning innovation, civic engagement, and urban design excellence. As development patterns, housing needs, market conditions, and state and regional policy priorities continue to evolve, we understand the importance of ensuring that the City's zoning regulations remain clear, legally defensible, user-friendly, and aligned with the community's long-term vision as articulated in the Envision Evanston plan. McKenna has assembled a highly experienced and innovative team of planning, architecture, GIS, and zoning professionals to work with the City on this exciting project.

A TALENTED TEAM OF PROFESSIONALS

Christopher Khorey, AICP, Vice President and West Michigan Manager, will serve as Project Director for the Evanston Zoning Update. Chris has experience all over Michigan and the Midwest, creating innovative plans and ordinances dedicated to sustainability, including form-based codes. He has been the project manager for many successful Zoning Ordinance and UDO projects across the Midwest.

In addition to Chris, our team includes planners with extensive experience in Illinois, and we are very excited to have two partners who have direct experience in Evanston and would play key roles in this project: Katie Ashbaugh, AICP, Founding Principal of DemosPro Strategies, and Suhag Kansara, Founder and CEO of ViewPro. We're excited by the team we've assembled, and we would be thrilled to partner with a community as storied as Evanston!

MCKENNA ADVANTAGES – A MIDWESTERN PLANNING AND DESIGN FIRM

McKenna specializes in serving Midwestern communities. We work with local leaders to instill excellence in planning and design. We have worked with most of our clients for decades. As a company, we have expanded our reach to complete Zoning Ordinance and Unified Development Ordinance projects in other Midwestern communities including New Carlisle, Indiana and Pickerington, Ohio, and we have recently begun other planning projects in Bloomington and North Chicago in Illinois.

Our commitment to community building has clear advantages for undertaking the Zoning Update for Evanston, and helping you realize the vision that has recently been established through the Envision Evanston plan. Our team's familiarity with developing Zoning Ordinances in a large number of diverse communities will allow us to begin work quickly. In today's online environment, our virtual office is literally one-click away. We are available. And in the real world, we will be there, in-person, when you need us.

GRAND RAPIDS
124 East Fulton Street
Suite 6B
Grand Rapids, MI 49503

☎ 616.226.6375
✉ 248.596.0930
MCKA.COM

Communities for real life.

McKenna will leverage our previous experience conducting successful public engagement and writing codes in communities that face opportunities similar to those in Evanston. Equally as important, we will be a strong partner during the approval process, backed by our experience in dozens of communities throughout the Midwest. As a result of our past work and local knowledge, our team is well qualified to assist Evanston in developing a new and refined Zoning Ordinance, and getting it adopted.

We are certain that we are the best team to partner with the City of Evanston in this exciting endeavor. We are eager to work with you, and we look forward to meeting with you soon to review this statement of our qualifications. If you have any questions regarding our response, please do not hesitate to contact us via phone at (248) 596-0920 or via email at jjackson@mcka.com or ckhorey@mcka.com. Thank you.

Sincerely,

McKENNA



John R. Jackson, AICP
President

Cc: Chris Khorey, AICP



Zoning Update



CITY OF EVANSTON, IL
JUNE 2, 2026

Prepared by:

MCKENNA

124 E. Fulton Street, Suite 6B
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Executive Summary



McKenna's team is ready to "hit the ground running" on updating the City of Evanston's zoning regulations into a user-friendly format that the community can be proud of; our team's successful experience in Michigan and other midwestern communities make us a very strong partner for the City of Evanston.

PROJECT TEAM

Project Director

Christopher Khorey, AICP

Project Manager

Donovan Smith, AICP, NCI

Chief Editor / Zoning Specialist

Kevin Garcia, AICP

Zoning Diagnostics / Implementation

Katie Ashbaugh, AICP, DemosPro
Strategies; Remy Clark

Public Engagement

Abbie Emison, AICP, NCI;
Maria Garcia Reyna, AICP

3D & Interactive GIS / Scenario Development

Suhag Kansara, ViewPro

Urban Design / Zoning Graphics

Aayush Patel, AICP; Ethan Senti

Transportation / Complete Streets

Lori Morgan, AICP

GIS Specialist

Lauren Sayre, AICP

Graphic Design / Document Layout

Carrie Leitner

PROJECT SUMMARY

We understand that Evanston wants to update its Zoning Ordinance to effectively implement the Envision Evanston 2045 Comprehensive Plan. McKenna's approach will deliver a code supported by stakeholders with up-to-date, technically sound regulations that address the City's preservation and development objectives. The process will include meaningful opportunities for collaboration. Along the way, we propose:

- 1) A thorough diagnostic review of the entire Zoning Ordinance and other significant codes, as well as separate reviews of the Comprehensive Plan and other Planning Documents.
- 2) Assessment of existing development patterns to calibrate current district bulk standards and align with use and density goals of the Comprehensive Plan and address longstanding nonconformities.
- 3) Review of historical development and zoning approvals to support calibration of district bulk standards and clarification of code language.
- 4) Frequent updates with City staff, the Land Use Commission, Work Group, and City Council.
- 5) Several community participation opportunities, including:
 - a. Online Participation via community surveys and project website
 - b. Walking/Driving Tour
 - c. Focus Groups/ Stakeholder Meetings (2)
 - d. Open Houses (2)
 - e. Neighborhood Pop-ups (2-5)
 - f. Charrette (1)

A user-friendly format, with clickable links, tables, and graphics that support the text.

MCKENNA ADVANTAGE

- 45+ year track record of successfully writing and updating Zoning Ordinances and Codes
- Our team is experienced in writing regulations for sustainable waterfront development and taught MAP's Coastal Communities curriculum
- We are leaders in creating innovative and easy to use codes that spur development and investment while promoting sustainability.

SCHEDULE

Completion within 15 months of contract execution with a proposed budget not to exceed \$369,400.

Project Understanding



STREAMLINED PROCESSES

McKenna's approach to Evanston's Zoning Update is based on our success in modernizing and updating zoning ordinances and unified development ordinances for dozens of communities, many of which wish to streamline their planning and zoning processes while maintaining regulatory excellence. We will help staff collect, organize and include the necessary revisions to your ordinance—to not only **assist the public** (residents, developers, other stakeholders) but to also allow your team to **more effectively administer** the City of Evanston Zoning Ordinance. We have designed the following work plan for the City of Evanston to achieve a well-articulated, detailed and attractive document that addresses each neighborhood's unique characteristics and desired goals as supported by stakeholders, officials, and the community.

As described in the Envision Evanston 2045 Comprehensive Plan, there is a need to develop a Zoning Ordinance that is clear and understandable, and will enhance and expand housing opportunities, implement design standards throughout the community, develop streetscape and landscaping standards, maintain transition zones between Northwestern University and surrounding neighborhoods, ensure best practices in environmental sustainability, transportation, and economic development, and generally ensure that the Zoning Ordinance is consistent with the goals set forth in Envision Evanston. Additionally, the Zoning Ordinance must be user-friendly, incorporating intuitive organization and logical table location and content, minimal cross-references connected through hyperlinks and effective graphics that support the text. It is critical that the end document is navigable for all end users.



IMPLEMENTING ENVISION EVANSTON 2045 & ADDRESSING CURRENT ISSUES

We know how to implement Comprehensive Plan recommendations that will result in development consistent with Evanston's vision for the future—specifically, the policies and recommendations of your Comprehensive Plan. Working with you, our consultant team will review, analyze, select, and prepare impact analyses, an updated Zoning Ordinance, and an updated, interactive Zoning Map in an approach that best fits Evanston and its anticipated phasing program as outlined in the Request for Proposals.

Our approach is based on the following essential elements:

- **Bring the Ordinance Up-to-Date.** Our team will provide a thorough diagnostic review of the current Ordinance with respect to current legislation, State and Federal case law, and state-of-the-art zoning practices. We will present this diagnostic review to the Land Use Commission in a format that clearly communicates existing issues to be addressed.
- **Use the Zoning Ordinance Adoption Process as an Educational Opportunity.** A Zoning Ordinance update provides a good opportunity for community leaders, businesspeople and residents to learn about land use regulation and its impact on the form of the City. Our team proposes a process with you that educates the public and elected and appointed officials about state-of-the-art zoning concepts, regulations, and techniques that will help align the Zoning Ordinance with Envision Evanston.
- **Build on Evanston's Character.** As identified in the Comprehensive Plan, the City of Evanston seeks to be on the cutting edge of sustainability, resiliency, and quality of life. Evanston is already a unique community in many ways. With diverse demographics, well-established neighborhoods, a great mix of uses, access to Lake Michigan, a world-class university, and easy access to city life in Chicago, Evanston has long been—and still is—positioned to be a vibrant city far into the future, especially if the recently-adopted Envision Evanston plan can be realized. Updating the Zoning Ordinance is the most effective way that Evanston can manage infill, meet affordable housing goals, and otherwise implement the plan.

No matter how carefully done, every Zoning Ordinance must be reviewed in its entirety from time to time to connect and fill in gaps and minimize redundancies and conflicts that can be inadvertently created over time. Evanston's Zoning Ordinance is at that stage—it requires a comprehensive update to ensure that it is effective at preserving natural features, managing growth, and promoting sensible development in the community. In partnership with all Evanstonians, business owners, and City officials, we will develop regulations that are character-sensitive to ensure that development can occur in a way the City envisions. We will revise or propose regulations in a way that respects and builds upon Evanston's existing policies and development patterns and reflects the recommendations of the Comprehensive Plan.



- **Include Diagrams, Tables, and Illustrations.**

Evanston's current Zoning Ordinance is 380 pages long and only includes a handful of illustrations. We will ensure that the updated Zoning Ordinance includes an array of graphics to clarify regulations and make the document as user-friendly as possible. The use of diagrams, tables, and illustrations throughout the code will reduce the need for lengthy sections of text and result in a document that can be understood and applied by everyone who uses it. The most effective code is clear, concise, and easy to interpret and use in practice.

- **Create a Predictable Process.** We will include clear, detailed processes and procedures in the Zoning Ordinance. Having a clear and predictable regulatory process is essential to promoting continued investment and sensible development in the City. From residential property owners to local businesses, developers, and City staff responsible for the code's day-to-day administration, each procedure should allow for reasonable legislative oversight as determined by the public and City officials, while minimizing burdensome steps for common residential and commercial property improvements.

- **Build In Flexibility.** The Zoning Ordinance needs to be flexible enough to encourage and permit a wide range of "next generation" uses in a manner that fulfills the policies of the Comprehensive Plan. If Evanston leaders wish, the Zoning Ordinance could include easy and straightforward processes to permit minor modifications to certain design standards of the code, for example. Also, the Zoning Ordinance could allow limited modifications to standards that will result in an equal or superior project without requiring a trip to the Land Use Commission.

FORM-BASED CODING

Envision Evanston describes a desire for thoughtful, quality design for the City, which is something that traditional zoning ordinances fail to deliver. Design- and form-based planning and zoning have the potential to better meet Evanston's goals for a well-designed City. The fundamental premise underlying form-based codes is that the regulation of the form of physical development is the key to producing a better built environment and more people-friendly cities than by focusing so intently on how buildings are used.

Form-based codes use prescriptive standards that clearly establish in advance how new development should look, where it should be located, and how it should relate to neighboring streets and buildings. In contrast to the uncertainty of conventional zoning approaches, form-based codes offer a high degree of predictability. The community knows what new development will look like, while developers know what is expected of them.

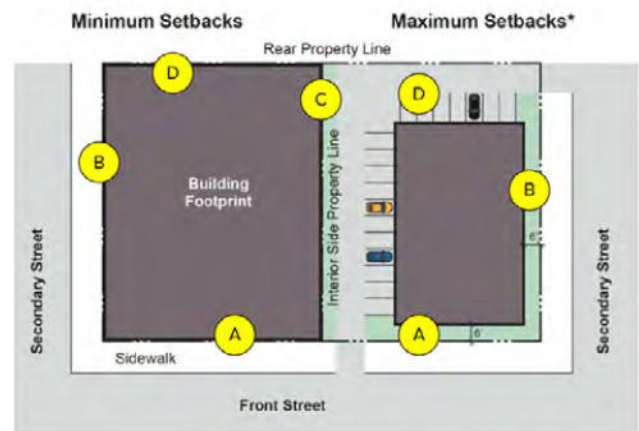
One of the key elements of the early part of our proposed process is the determination of whether form-based codes are appropriate for Evanston, and which parts of the City would benefit from form based-zoning.

Our approach to writing form-based codes has been proven by our record of success, and is based on the following key tenets:

- **Regulate Design, not Density.** Most zoning ordinances primarily regulate density while neglecting design. We propose to regulate design first and density second. Density itself is not ugly or onerous when it is properly designed, and higher-density development is the greenest kind of development. (This is probably not news to you in Evanston, where density and good design often go hand in hand.)

By taking a design-first approach, we will be able to incorporate the goals and strategies from Envision Evanston, missing middle housing, and environmental and economic sustainability, for example. Achieving these ends in a use-based ordinance is difficult and will result in zoning standards that are not much different, and probably no more functional, than your existing zoning ordinance!

- **Allow Mixed Uses.** When the first and second generations of zoning ordinances were written, strict separation of uses in the name of efficiency and the protection of residential neighborhoods against any other use were the paramount concerns. We have learned in the intervening years that a heavy focus on use and a lack of attention to design (form) leads to unpredictable and often ugly results. Protecting property values and quality of life in residential areas will still be a primary objective of the updated Zoning Ordinance, but we will also add detailed design standards for residential and non-residential uses. These new standards will ensure that new development is appropriately sited and designed. If designed properly, certain non-residential uses in residential areas can actually increase property values and quality of life for City residents.
- **Be Sustainable.** The revised ordinance will focus on sustainability at a number of levels. The ordinance standards will require sustainable design, addressing storm water management, minimizing the urban heat island effect, preserving existing natural features, and promoting multi-modal transportation access. The ordinance will foster the development of complete neighborhoods: walkable neighborhoods that offer a variety of commercial and public services and a range of housing options, in accordance with Envision Evanston.



*No side setback is permitted between 18th and 19th Streets

ROBUST, AUTHENTIC PUBLIC ENGAGEMENT

Our team proposes to take an interactive approach to updating the Evanston Zoning Ordinance.

The chart below contains the International Association for Public Participation's (IAP2) Public Participation Spectrum, which shows various levels of public impact organized by participation goal and corresponding promises to the public and example techniques. Using these guiding principles, our team has developed a public input strategy to gain valuable insight into the desires of Evanston residents for how their zoning should function. Our approach, which will be refined with the guidance of the City's administration, is based on the following philosophies:

Engage the public in ways that are convenient and easy for them—go where they are, speak their language (literally), and show them that their voice matters.

- Ensure team members are familiar with the local community and understand the concerns and aspirations of residents.
- Prioritize action items based, first and foremost, on the needs of the public. Use the planning process to translate their needs into concrete actions that improve quality of life.
- Food, door prizes, and/or childcare will also be provided as appropriate to encourage participation.



	Increasing Level of Public Impact				
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Public Participation Goal	Provide information for understanding the problem, alternatives, and solutions	Obtain feedback from public	Work directly with public throughout to understand and consider public concerns	Partner with public in each aspect of decision	Final decision made by public
Promise to the Public	• Keep you informed	• Keep you informed • Listen and acknowledge concerns • Tell you how public input influenced the decision	• Work with you to ensure that your concerns and aspirations are directly reflected in alternatives • Tell you how public input influenced the decision	• Ask you for advice in formulating solutions • Incorporate your advice in decisions to the max extent possible	• Implement what you decide
Example Techniques	• Fact sheets • Websites • Open houses	• Public comment • Focus groups • Surveys • Public meetings	• Workshops • Deliberative polling	• Citizen advisory committees • Consensus building • Participatory decision making	• Citizen juries • Ballots • Delegated decision

© 2007 International Association for Public Participation



McKenna is a corporation formed under the laws of Michigan on May 2, 1978 with headquarters in Northville, Michigan and branches in Detroit, Grand Rapids and Kalamazoo, Michigan and Columbus, Ohio.

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

McKenna's team of talented planning, design and building professionals help municipal leaders develop and maintain communities for real life. From street festivals, neighborhood parks, and storefronts, to parking spots, coffee shops, and farmers' markets, we want your community to thrive. McKenna provides planning, zoning, building, landscape architecture, community and economic development, and urban design assistance to cities, villages, townships, counties, and regional agencies, as well as select private clients, based on skilled and effective public engagement. Our success can be measured by the built improvements to hundreds of McKenna client communities, and by our 48-year record of client satisfaction and on-time, on-budget delivery.

McKenna currently provides project services to more than 100 communities and private land investors in the Midwest. Anticipating and responding to change is a major distinction of McKenna's practice. Our innovation and depth of experience is a resource for public and private decision-makers; we are a corporation of 30-plus planners, building code experts, urban designers, and landscape architects formed under the laws of Michigan on May 2, 1978.

HEADQUARTERS

235 E. Main Street
Suite 105
Northville, MI 48167

DETROIT

211 W. Fort Street
Suite 1310
Detroit, MI 48226

GRAND RAPIDS

124 E. Fulton Street
Suite 6B
Grand Rapids, MI 49503

KALAMAZOO

151 S. Rose Street
Suite 920
Kalamazoo, MI 49007

COLUMBUS, OH

1223 Main Street
Suite 307
Columbus, OH 43205

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Areas of Service



Community Planning

- Master Plans (Cities, Villages, Townships, Counties and Regions)
- Strategic Planning Facilitation
- Neighborhood Preservation Plans
- Redevelopment Plans
- Corridor Plans
- Downtown Plans
- Growth Management Plans
- Park and Recreation Plans
- Capital Improvements Programs
- Community and Fiscal Impact Analysis
- Waterfront Planning
- Open Space Planning
- Historic Preservation Plans
- Transportation and Parking Plans
- GIS Analysis and Alternative Testing
- Access Management

Economic Development

- Public/Private Partnerships
- Brownfield Redevelopment Planning
- Downtown Redevelopment Action Plans
- Corridor Redevelopment
- Tax Increment Finance Plans
- Grant Applications
- Redevelopment Project Management
- Market Studies: Retail, Commercial, Residential, Industrial, Institutional
- Redevelopment Financing Assistance
- Land Assembly/Eminent Domain Assistance

Building Department Administration

- Zoning Administration
- Building Code and Zoning Enforcement
- Building Inspection
- Electrical, Mechanical and Plumbing Inspections
- Property Maintenance and Housing Inspection
- Landscape Construction Observation
- Code Enforcement
- Compliance with State
- Department Management Plans

Parks and Recreation

- Parks and Recreation Master Plans
- Park Design (neighborhood, community, regional)
- Ball Field Planning and Design
- Park and Recreation Facilities Design
- Bikeway and Trail Planning and Design
- Grant Applications
- Public Participation
- Universal and ADA Accessibility
- Park and Recreation Furnishings



On-Site Management Services

- Zoning and Planning Administration
- Tax Increment Finance Authority Management
- Downtown Development Authority Administration
- CDBG Administration
- Housing Rehabilitation
- Project Management – Capital Improvement Projects
- Redevelopment Project Administration
- Community Development Administration
- Economic Development Administration

Development Codes

- Zoning Ordinance
- Zoning Ordinance and Resolution Review and Preparation
- Continuing Advisory Services to Elected and Appointed Officials, Planning and Zoning Commissions, and Boards of Appeal
- Subdivision and Condominium Regulations
- Form-Based Codes
- Environmental Regulation—Wetlands, Woodlands
- Expert Witnessing and Court Testimony on Zoning
- Sign Regulations
- Annexation Advisory Assistance
- Sex-Oriented Business Regulations and GIS Testing
- Open Space Regulations
- Planning and Zoning Code Training Seminars
- On-Site Zoning Administration



Complete Streets and Transportation Planning

- Complete Streets Policy Development
- Complete Streets Design Guidelines
- Complete Streets Procedure and Implementation
- Corridor Plans
- Streetscape Plans
- Bicycle and Pedestrian Plans
- Bicycle Parking Plans
- Bicycle Sign Plans
- Bike Share Feasibility Studies
- Intersection Design and Crossing Plans
- Zoning and Regulatory Review
- User Maps and Wayfinding Studies
- Transportation Master Plans
- Site Plan Review of Transportation Facilities
- Circulation Studies Vehicles and Pedestrian
- TOD Studies
- Education and Training
- Transportation and Parking Plans
- Access Management
- Parking Studies

Public Participation (NCI Certified)

- Charrettes
- Hands-on Workshops
- Focus Groups
- Roundtable Discussions
- Surveys (telephone, online, direct mail)
- Public Hearings
- Open Houses
- Interactive Citizen Advisory Committees
- Youth Outreach
- Community Walks and Bike Rides
- Pop-Up / Storefront Workshops
- Consensus Building
- Participatory Decision-Making
- Interviews (one-on-one, intercept)
- Community Preference Surveys

Community Development

- HUD CDBG Administration
- Analysis of Impediments to Fair Housing
- Environmental Review Records
- Consolidated Plans
- Elderly Housing Assistance
- Five Year and Annual Action Plans
- CDBG Program Planning and Applications
- Housing Rehabilitation Administration
- Market Studies (market rate, elderly and assisted housing)
- Housing Market Studies (MSHDA approved)

Urban Design

- Community Design Plans
- Placemaking Strategies
- Parks, Greens, Commons and Plaza Design
- Streetscape Design
- Site Planning
- Community Character Planning
- Historic Park Design
- Computer Visualization (before/after)
- Design Review
- Site Evaluation and Selection
- Design Manuals
- Neo-Traditional Design (TND)
- Urban Form Pattern Books
- Mixed-Use (residential, retail, office, public, institutional) Design
- Public Art

Sustainability Plans

- Sustainability Indicators Analysis, Evaluation Criteria, and Program Improvements
- Develop Neighborhood Stabilization Plans
- Green Infrastructure Plan for Community's Public Property
- Walkable/Bikeable Audits and Implementation Plans
- Master Plan, Strategic Plan, or Capital Improvement Plan
- Plan for Low Impact Development (LID) Components
- Local Planning and Zoning
- Access Management Plans for Transportation Corridors

Landscape Architecture

- Residential Development Plans (single family detached/attached; multi-family, elderly, mixed use, townhouses) Conventional and Cluster
- Site Analysis and Design
- Site Layout and Planning
- Construction Drawings and Construction Observation
- Landscape Architecture (MSHDA-approved)
- Arborist Services (tree surveys and maintenance plans)
- Greenways and Trail Planning and Design
- Native Plant Landscapes
- Wayfinding, Signs, and Interpretive Stations
- Environmental Performance Standards
- Public Art Development
- Public Space Design—Greenways, Bikeways, Streetscapes
- Wetlands, Woodlands, Groundwater, Aesthetic, and Vista Protection Regulations
- Sustainable Landscape Design

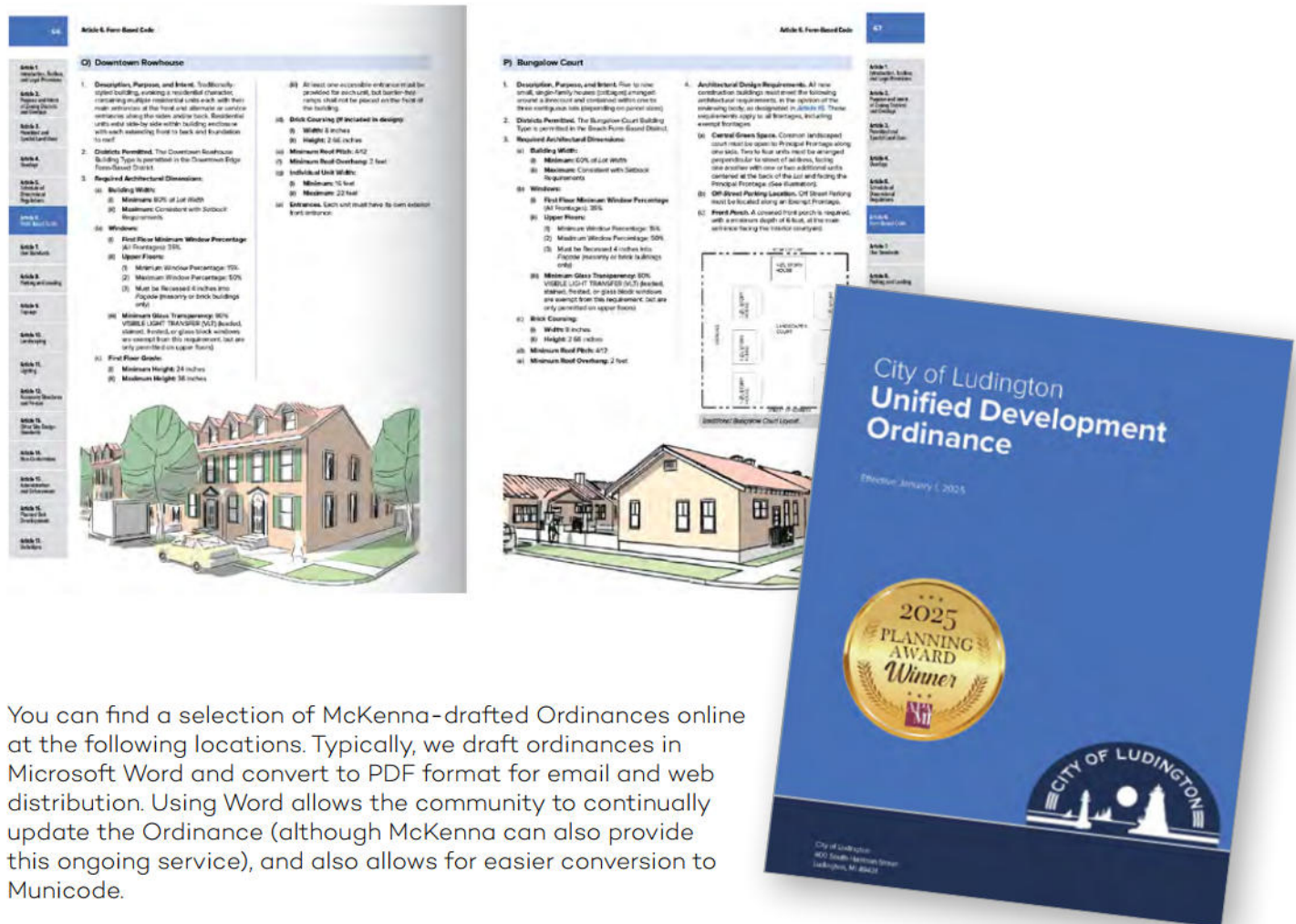
Client References



McKenna has a long working history in communities large and small throughout the Midwest. On the following pages, we present some of our most relevant experience. Our track record of success in smaller communities as well as larger communities in the region gives us the confidence that we are the best, most qualified firm to partner with you on carrying out this Zoning Ordinance Update. We hope that you will contact our references.

COMMUNITY / CONTACT	DETAILS
CITY OF HOLLAND, MI	
Mr. Steve Peterson Senior Planner City of Holland 270 S. River Avenue Holland, Michigan 49423 (616) 355-1300 s.peterson@cityofholland.com	» 2020 Unified Development Ordinance and Form-Based Code » 2023 Master Plan Update
CHIKAMING TOWNSHIP (BERRIEN COUNTY), MI	
Hon. David Bunte Supervisor 13535 Red Arrow Highway Harbert, MI 49115 (269) 469-4416	» Zoning Ordinance
CITY OF LIVONIA, MI	
Mr. Mark Taormina Planning Department Head 33000 Civic Center Drive · 3 rd Floor Livonia, MI 48154 (734) 466-2290	» 2020 Unified Development Ordinance and Form-Based Code » 2023 Master Plan Update
CITY OF PICKERINGTON, OH	
Dave Gulden Development Director 100 Lockville Road Pickerington, Oh 43147 (614) 837-3974	» 2020 Unified Development Ordinance and Form-Based Code » 2023 Master Plan Update
CITY OF GRANDVILLE, MI	
Griffin Graham City Manager City of Grandville 3195 Wilson SW Grandville, MI 49418 (616) 530-4980 grahamg@cityofgrandville.com	» 2020 Parks and Recreation Plan » 2022 MDNR Trust Fund Grant » 2022 Zoning Ordinance » 2023 DDA Action Plan » 2023 Master Plan » Planned Unit Development Review

Example Codes



You can find a selection of McKenna-drafted Ordinances online at the following locations. Typically, we draft ordinances in Microsoft Word and convert to PDF format for email and web distribution. Using Word allows the community to continually update the Ordinance (although McKenna can also provide this ongoing service), and also allows for easier conversion to Municode.

We can also use Adobe InDesign for the ordinance, which allows us to create even more robust and visually appealing documents.

Grand Haven Charter Township, MI:

<https://ghtmi.gov/resources/ordinance/>

City of Holland, MI:

<http://www.cityofholland.com/868/Unified-Development-Ordinance-UDO>

Chikaming Township, MI:

www.chikamingtownship.org/building-zoning

City of Ludington, MI:

www.ludington.mi.us/DocumentCenter/View/2131/Ludington-UDO-Adopted-10-27-2025?bidld

City of Grandville, MI:

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

City of Livonia, MI:

library.municode.com/mi/livonia/ordinances/zoning?nodeId=1102586

The table below illustrates our use of innovative techniques in each community highlighted in this proposal.

ZONING TECHNIQUE	COMMUNITY							
	GRAND HAVEN TWP	HOLLAND	CHIKAMING TWP	LUDINGTON	GRANDVILLE	WALKER	LIVONIA	FRENCHTOWN TWP
Unified Development Ordinance								
Combining different ordinances into a single one-stop document.	x	x		x		x	x	
Form Based Code								
Coding for the design of the built environment, more than the use of the building interior.		x		x	x		x	
Lean Zoning								
Reducing the number and complexity of regulations to only those that achieve specific community goals.			x		x	x		x
Innovative Zoning Districts and Overlays								
Districts for specific character areas, districts with few requirements to spur redevelopment, consolidation of districts, districts for unusual situations – zoning for real life!		x	x	x	x	x	x	
Sustainability and Resiliency								
Protecting natural resources, promoting environmental justice, preventing sprawl, and ensuring high quality of life.	x	x	x	x	x	x	x	x
Modern Organization and Usability								
Organized with the end user in mind, including hyperlinks, tables, charts, and making sure the most used portions of the ordinance are in the front of the book.	x	x	x	x	x	x	x	x



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Communities for real life.

What we did:

PLANNING

Zoning/Lean Zoning
Growth Management
Rural Preservation

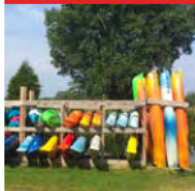
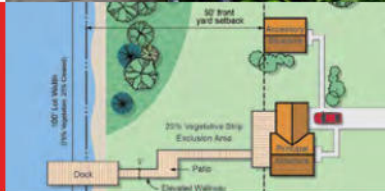
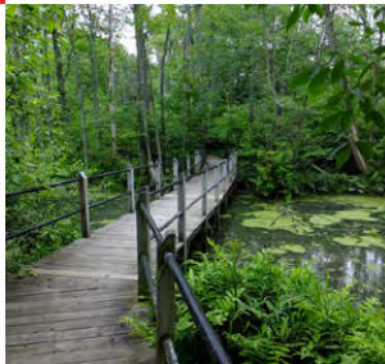
Zoning Ordinance

GRAND HAVEN CHARTER TOWNSHIP,
OTTAWA COUNTY, MICHIGAN

Due to its proximity to the world class beaches of Ottawa County, Grand Haven Township is a fast-growing community but struggled with an unwieldy zoning ordinance. The Ordinance, which included eight different residential categories and a very strict overlay covering most of the Township's businesses, had become a disincentive to investment.

McKenna developed a more streamlined ordinance, focused on growth management, rural preservation, and promoting investment in existing properties. The McKenna team even developed a new, easier to read color scheme for the Township's zoning map.

The Ordinance also include a stand-alone Sustainability chapter, focusing on green energy, native plantings, stormwater management, and coastal erosion protection.





MCKENNA

Communities for real life.

What we did:

DESIGN

Form-Based Code

PLANNING

Public Engagement
Zoning

Unified Development Ordinance

CITY OF HOLLAND, MICHIGAN

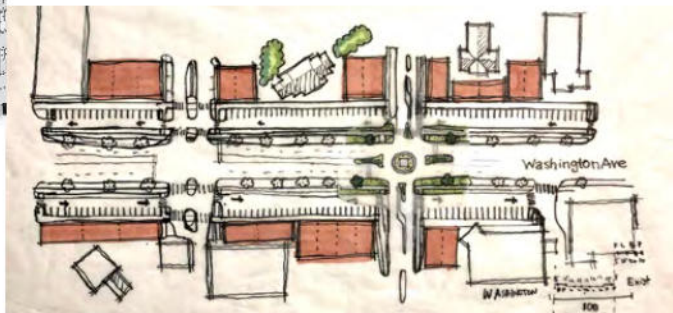
The City of Holland is a historic and beautiful community, with waterfront, neighborhood business districts, legacy industrial areas, and one of Michigan's most successful downtowns.

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

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

The ordinance included a number of innovative elements, including:

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





MCKENNA

Communities for real life.

What we did:

DESIGN

Form-Based Code

PLANNING

Zoning Ordinance

Housing

Unified Development Ordinance

CITY OF LUDINGTON, MICHIGAN

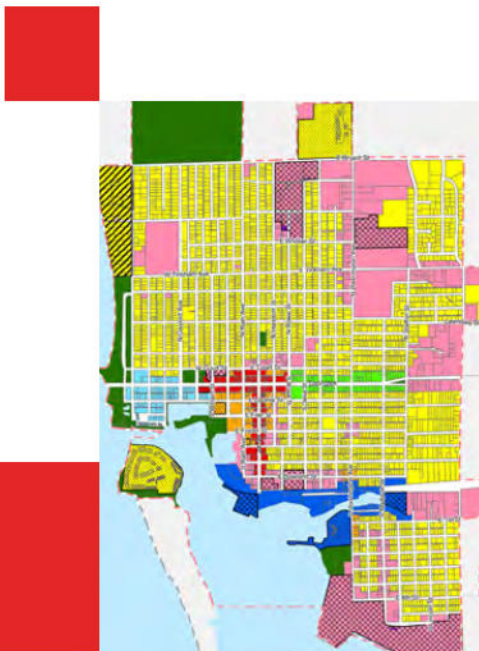
The historic coastal City of Ludington faced intense development pressure, with people and businesses drawn to its pristine beaches, working harbor, and high quality of life. But the City's confusing and dated Zoning Ordinance was slowing the pace of investment without protecting the community's character.

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

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

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

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





Communities for real life.

What we did:

DESIGN

Placemaking and Public Spaces
Urban Design

DESIGN

Master Planning
Economic Development
Neighborhood Planning
Public Engagement

Livonia Vision 21, the City's Comprehensive Master Plan

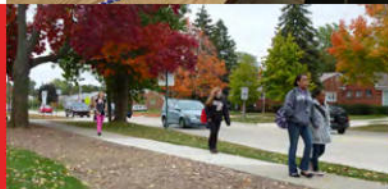
CITY OF LIVONIA, MICHIGAN

McKenna partnered with the City of Livonia to develop a truly action-oriented, community driven plan that would build on years of progressive municipal planning. The primary focus for this comprehensive master plan, *Livonia Vision 21*, was to identify priority steps for the next three (3) years that would continue to secure Livonia for the next 100-years.

Livonia Vision 21 is not only the City's comprehensive policy document directing future decisions for land use, transportation, neighborhoods, infrastructure and open space, among other topics. It is also a community plan that resulted from McKenna's robust public engagement program and was strengthened by the involvement of community members throughout 2018.

Throughout the planning process, there were numerous opportunities for stakeholders to offer ideas and reactions with the 16 member appointed steering committee, administration and elected officials. Community engagement opportunities included online surveys, public meetings, presentations, and workshops. Exercises with the public focused on future land use, mobility, visual preference surveys, and missing middle housing and were designed to facilitate conversation about the most important aspects of the community. Outreach efforts also included an intense, two-day charrette in which three special planning areas for the City were creatively redesigned.

With significant public input, the *Livonia Vision 21* Plan positions Livonia for continued success and confirms the aspirations of residents, businesses and stakeholders.



LIVONIA V21
STARTS NOW



City of Rocky Mount, NC

Reference
Gregory Cotten, (Chief Technology Officer)

Turnaround Time
60 Days

Technical Challenge
High

Prime Consultant
ViewPro

Background

Rocky Mount, North Carolina faces significant development pressure as a result of several economic factors. Housing demand exceeds supply, particularly at a price point affordable to the middle class. City officials identified an updated development code and related ordinances as one (of many) solutions for addressing its housing affordability pressures.

Problem

Advanced GIS analytical tools were necessary for analyzing and communicating how a potential code change or new development impacts neighborhoods. Rocky Mount needed both a technical and communication solution that enabled better analysis and storytelling.

Solutions

Rocky Mount identified ViewPro's proprietary technology as its technical and communication solution. To begin, officials filled out ViewPro's needs assessment to identify specific problems ArcGIS Urban can help solve. The next step was to produce an ArcGIS Urban model. This required converting traditional 2D data, such as land-use designations, floor-to-area ratios, and building heights into 3D data. Staff at ViewPro incorporated other Esri software, including ArcGIS Pro, CityEngine, and 3D Analyst to achieve the desired model.

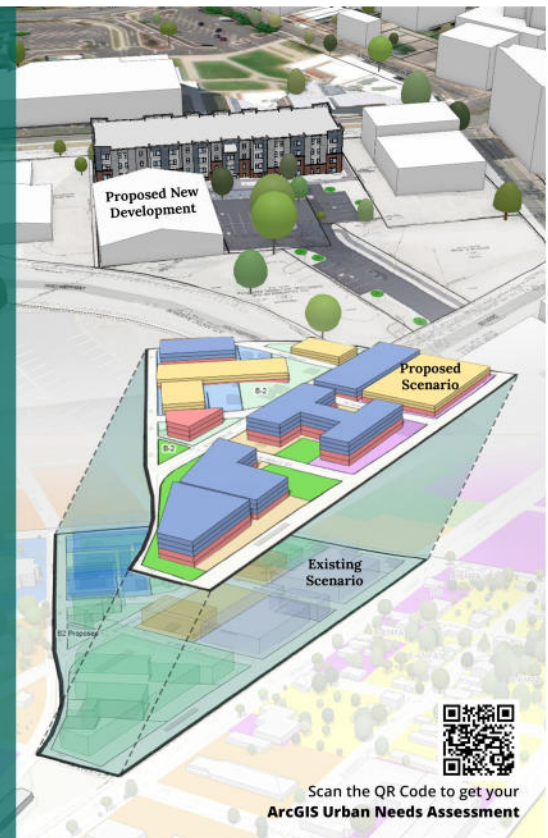
Rocky Mount's new tool simulates code changes, demonstrating how a zoning variance to reduce a building's setback and floor-area ratio will affect a proposed

Evaluate New Project Proposals

Study Area	
Population	877
Households	474
Jobs	2,548
Parking spots	2,810

Build Development Scenarios

Space use in scenario	
GreenSpace	97,532 sqft
OFF	768,633 sqft
RES_LMP	418,079 sqft
RET	694,276 sqft

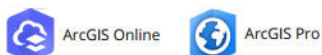


development project and neighboring parcels. An uproar from residents against a new development – no matter how much it can address Rocky Mount's housing affordability problem – will doom a project.

Thanks to their new ArcGIS Urban model, Rocky Mount officials can now demonstrate – through high quality visualizations – how a proposed building, like an apartment building, fits within the surrounding neighborhood. It is now possible to see how increased densities impact an existing neighborhood full of single-family homes. This accuracy of predictive analytics leads to a more informed discussion and decision-making process.

Testimonial

"Rocky Mount leverages the ViewPro team to better position the city en route to becoming a smarter city by using Esri based cutting-edge technology toolsets with ArcGIS Urban," said Gregory Cotten, the city's chief technology officer.



Esri Software Used



Esri Technical Specialties



GEOZONE

ViewPro Product Used

City of Rocky Mount, NC

Reference
Joeth BoCook
(Director of Development Services)

Turnaround Time
90 Days

Technical Challenge
High

Prime Consultant
ViewPro

Background

Communities of all sizes face housing supply and affordability challenges. Rocky Mount, North Carolina — home to about 55,000 people — faces significant pressure to grow. Housing development is not keeping up with the demand at Rocky Mount, and the cost of housing is slowly becoming more unaffordable for current and would-be residents. City leadership wanted to solve the affordable housing puzzle and check the feasibility of its current housing density bonus initiative, and knew that leveraging the right technology would be key.

Solutions

The goal of Rocky Mount's Affordable Housing Plan is to increase the availability of safe, sustainable, and affordable housing options for low- and moderate-income households in the city.

Using ArcGIS Urban software's suitability analysis tool, city staff and the ViewPro team put together a model with eight different variables for identifying suitable parcels for affordable housing development. These variables included civic facility access, transit, preferential zoning regulations, parcel structure, and sites that have a potential for purchase agreements. The suitability analysis results identified six potential areas, which Rocky Mount officials termed Catalytic Sites.

ArcGIS Urban utilized the city's digital twin to apply the existing housing policy to Catalytic Site 1 and validate and understand its development potential. The model built a typical scenario with an injected housing

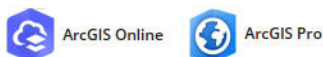


Modifying the city's affordable housing density bonus could increase the number of affordable units. Likewise, so could changing floor-area ratios and other building code requirements. Officials used ArcGIS Urban to test a change to the density bonus that allowed for units of two different sizes: 750 square feet with one bedroom and 1,200 square feet with two bedrooms. With the one-bedroom option, more housing can be created, potentially up to 32 affordable units (13 percent of the city's goal). Even with that development, to reach 250 affordable housing units, Rocky Mount would need 7-10 potential development sites that may prove to be challenging to follow through, which is more than had been identified.

The use of technology in urban planning is allowing Rocky Mount officials to make data-driven decisions to change affordable housing policy in order to create a thriving, sustainable community.

Recognition

The affordable housing analysis earned Esri's Special Achievement in GIS (SAG) award in the year 2024. This award recognizes their outstanding use of GIS technology, and the leadership who led this journey from the front.



Esri Software Used



Esri Technical Specialties

GEOZONE

ViewPro Product Used

City of Littleton, CO

Reference
Kathleen D. Osher, (Director of Community Service)

Turnaround Time
45 Days

Technical Challenge
High

Prime Consultant
enCodePlus

Background

Too often, zoning ordinances are written without knowing the true effects of the regulations. Only after “bad” development occurs is there a stark realisation that they were ineffective. This has led to ever-changing ordinances and more demanding standards and processes and a host of other confusing acronyms. The recently released ArcGIS Urban came to the rescue.

Problem

Like many growing cities, City of Littleton, CO was facing one of the long-standing problems about how to translate large area proposals with land uses, zoning ordinances, and population requirements into localized, site-specific scenarios.

- **Accurate Visualisation and Analysis**
With ongoing growth pressure and need for structured development, the City of Littleton needs faster, reliable, and more accurate visualisation and analysis tools.
- **Implement 3D Tools**
The City recognises how the power of 3D visualisations, web-based tools, and spatial analysis tools would integrate all into a single digital platform.

Summary

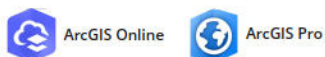
ArcGIS Urban is a comprehensive GIS tool servicing the needs of Planners. Esri's flagship tool for Zoning and Scenario Planning, Urban provides a 3D immersive experience so Planners can instantly visualise projects in the local context, utilise location intelligence to connect visual and to make better decisions and quantitative concepts for a detailed zoning analysis.



Solutions

As a certified Esri ArcGIS Urban Deployment partner, ViewPro helped the City of Littleton with ArcGIS Urban solution that could keep any city official or resident aware of the changing cityscape.

- Urban with its 3D technology has been highly effective in helping lay citizens – and staff - to visualise how new regulations and standards apply and will affect the intended outcomes.
- Redevelopment scenarios were tested to solicit input as to the appropriateness of height and scale, massing and placement, as well as the application of building and district transitions.
- Urban allowed realistic buildings generated in Sketch Up to be imported to the model, which helped not only as a visualisation tool but also helped the City staff planners in crafting new regulations.
- Urban application is simple to interact where users can explore where these proposed developments/changes are located in a 3D rendered map and can also see what this project will look like – procedurally generating game-like views of scenarios that show how the city will look if the project comes to fruition.
- City Planners have more control over the level of detail of the project visualisations, structure massing, shaped facades, structure setbacks, and true representation of zoning setbacks.



Esri Software Used



Esri Technical Specialties



GEOZONE

ViewPro Product Used

Kansas City, KS

Reference
Bret C. Keast, AICP (Founder & CEO)

Turnaround Time
30 Days

Technical Challenge
Medium to High

Prime Consultant
enCodePlus

Background

Zoning is a vital tool to ensure that growing cities are headed in the right direction when planning for quality of life, and organised development. The city staff has a dire need to consume, share and analyze the zoning data in an efficient manner.

Problem

Kansas City, KS Planning Department were faced with a problem common to many cities regardless of its population size.

- **Simplify**
Zoning ordinances are complicated and difficult to comprehend in its current form. The city staff was expected to communicate its complexities in a simplified manner to other city departments, stakeholders, developers, and their citizens.
- **Visual Communication**
Managing zoning boundaries to accommodate the changing landscape of the city and communicate the zoning changes effectively and visually.
- **Share**
There is an inherent need to disseminate zoning information in a simplified and easy to use method that allows everyone to access precise information.

Summary

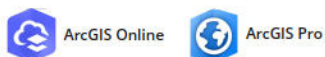
As Esri's business partner and GIS innovators, ViewPro provided the Kansas City Planning Department with a last-mile solution to solve their everyday need for zoning data exploration, site analysis, and sharing in a single interactive platform for easy, fast, and usable zoning information.



Solutions

GeoZone is more than a map. It is inherently 3D tool that performs zone exploration and site analysis in a modern web-based browsers and tablets. Here are some of the benefits achieved.

- City administrators, planners, developers, or citizens can all access the same map interface using their preferred web browser or any device. Users can click any zone down to the parcel level, and immediately get zoning codes, acreage, property ownership, and addresses in one click.
- GeoZone implemented its proprietary smart web urls technology referencing the applicable zones such as development control regulations, land-use requirements and any additional applicable requirements without having to shift through pages of complicated zoning ordinances saving time and bringing more efficiency.
- Now, expanding business owners and developers can place a pin, or directly select parcel(s) on the map and get all the useful information in easy to use spreadsheet format within minutes.
- GeoZone implemented a proprietary tool called Land Use Lookup (LULU) that is based on enCodePlus' proprietary technology. With this tool, all current and planned land uses, available commercial properties for sale/lease, and land banking sites can be extracted in a DIY format without having to call the Planning Department.



Esri Software Used



Esri Technical Specialties



GEOZONE

ViewPro Product Used

Ordinance Development Process



TASK 1. PROJECT INITIATION

Project orientation consists of tasks and processes necessary to get the project up and running and to get the project team. These include:

Kick-Off and Strategic Issues Meetings. We will meet with City staff and the Land Use Commission to review the work plan and finalize a structure for review and management of the engagement process to:

- Establish a working relationship.
- Answer questions.
- Make mutually agreed upon adjustments to the work plan.
- Identify preferred methods of communication (i.e. email, mail, telephone, etc.).
- Gather additional background data from the City staff, if required.
- Identify, along with the City staff, key members of a “technical steering committee” made up of important stakeholders to provide direction and review specific ordinance language and proceed with its creation.
- Establish a method (Teams, Zoom, etc.) and schedule for monthly virtual Work Group meetings

Preliminary Stakeholder Interviews. We understand the importance of frequent, meaningful stakeholder engagement for such an intricate process. Our Team's community engagement specialists will work with City staff to execute an equitable and intentional strategy which will include all or some of the following, as desired:

- 1) **Walking/Driving Tour.** Ideas and visions best come to life in conversations that take place on-site. We propose hosting a walking/driving tour of specific character areas within the City with a group of 10 to 20 participants. As part of the real-time conversation that takes place, our team members can begin ideating design standards, identifying precedents (both good and bad) from existing development, and gaining an understanding of the City's built fabric at an intimate level. We will work with City staff to determine which option would be best.
- 2) **Commission/Council Working Session.** Our Team will facilitate a working session with the Land Use Commission on issues and opportunities, project progress, and feedback provided by the public.
- 3) **Stakeholder Meeting.** Stakeholder Meeting: Our Team's engagement specialists will conduct a stakeholder meeting with local and other stakeholders who have vested interests in the community who may not be able to attend some of the public engagement events and activities listed under Task 3 below. We understand Evanston has an engaged public and intends to include opportunities for targeted engagement across all stakeholder groups, including neighborhood and community organizations, businesses and chambers of commerce, and local builders and contractors, to name a few. We also understand City staff's role in administering procedures and applying the code to various zoning approval applications, and where certain steps or requirements impede or delay projects. We plan to identify initial pain points in review processes through stakeholder focus groups and develop solutions with the aforementioned stakeholders. Our goal is to gain a deep understanding of the community's priority issues from those who live and work there and how the current code helps or hinders reinvestment and if the code supports the vision for their community.



MEETINGS

- 1 Introductory meeting with Land Use Commission/City Council.
- 1 tour of the City with Staff and other representatives
- 1 Stakeholder meeting with the Land Use Commission, City Council, DDA, and/or other key stakeholders.

RESULTS

- Project meeting schedule
- Work group monthly meeting schedule
- Agreement on review process
- Strategic goals for process

ESTIMATED FEE:

\$19,100

TASK 2.

COMMUNITY ASSESSMENT AND DIAGNOSTIC REVIEW



Our Team will complete a community assessment and diagnostic review summarizing existing conditions. We will review adopted plans, policy documents, and zoning-related regulations relevant to land use, housing, sustainability, development review, and zoning implementation, including: the Envision Evanston 2045 Comprehensive Plan, Climate Action and Resilience Plan, Housing4All Strategic Housing Plan, building regulations, and the Inclusionary Housing Ordinance. Based on this analysis, our Team will prepare a diagnostic review of the existing Zoning Ordinance and other land development ordinances (e.g., Subdivision, Stormwater, Streets/Sidewalks, etc.). The purpose is to determine the strengths and weaknesses of the current regulations, where they align or conflict with other city requirements, and arrive at a plan of action (literally a “to do” list) for creating the Zoning Ordinance. It is important to take a fresh approach so that all issues are explored.

We will also gain a deep understanding of the Comprehensive Plan during this process and will incorporate recommendations from the aspirations of the plan and other zoning-related goals into the Diagnostic Review.

During this task, our Team will examine the existing ordinances in light of current state-of-the-art regulatory methods, current legislation and court decisions, and in consideration of goals and objectives expressed in the Comprehensive Plan. In a written report, we will advise the City on the impact of laws and court decisions on the Zoning Ordinance.

Our Team’s comprehensive diagnostic report will include an inventory of land use patterns, building typologies, transportation networks, infrastructure capacity, and similar data. We will identify prime locations for infill development, transit-oriented development, adaptive reuse, and housing opportunities. We will assess the impact of City policies, plans, and regulations on the built environment of Evanston as well as the natural resources and parks that define the City.

Also, in the process of completing the diagnostic review, our Team will review Land Use Commission decisions for the past few years to identify recurring problems. We will perform a review of staff reports, text amendments, special uses, variances, and related zoning applications. We will consult with the City Attorney about

any relevant zoning litigation. With assistance from DemosPro-Strategies, we will review City records, zoning applications, codified entitlement procedures, development review processes, and related materials to identify recurring zoning patterns, interpretive issues, procedural delays, and implementation considerations. The review will also evaluate recurring requests for zoning relief, including variations, special uses, planned developments, and text amendments, to identify where existing standards may be creating unintended barriers or inconsistencies. Findings will help inform recommendations regarding district calibration, administrative procedures, and opportunities to reduce future nonconformities. The diagnostic review will determine whether the Zoning Ordinance and other land development ordinances are consistent with current law, administrative rules, procedures, and regulations, and federal and state pre-emptions (such as laws regarding child and adult care, telecommunications towers, etc.). Additionally, the capacity of the Community Development Department and other supporting staff teams, and existing technological systems to administer these procedures and resulting requirements will be considered. We understand that codes are effective only when the systems responsible for their application can do so, and we will work with the City to draft a code that integrates with the City's current operating systems.

Our Consulting Team will complete an evaluation of existing zoning districts in relation to existing and planned future land use. The purpose of this survey will be to collect necessary data to simplify and streamline zoning designations in the City. Determining whether the zoning districts themselves need to be altered is a key step early in the zoning process. Our Team will review residential zoning and neighborhood standards as well as commercial corridors, mixed-use districts, and use standards. We will use this analysis to identify opportunities to better align zoning standards with existing development patterns, neighborhood context, housing goals, community identity, and affordability objectives. This analysis will include the identification of existing nonconforming lots, structures, and

site conditions, as well as an evaluation of how potential zoning concepts may create, reduce, or eliminate nonconformities. Where these nonconformities exist, and variation requests are frequent, districts can be calibrated to aid in incorporating existing development while ensuring new development can easily comply.

The Diagnostic Review is a key determinant of how intensive the Zoning Ordinance update process will be. The Review may determine that large portions of the Zoning Ordinance (or other Ordinances) do not need to be revised, thus shortening the process. Alternatively, the Review may determine that the Ordinance needs substantial alterations, necessitating a more intricate process. We will gather initial community feedback to provide direction regarding resident concerns. This feedback will be consolidated, analyzed, and provided to the Land Use Commission to spark discussion and define priority areas. We will work with the Land Use Commission to create a "To Do List" and map out the pathway to adoption of the updated Ordinance.

MEETINGS

- *1 Meeting to Review the Community Assessment and Diagnostic Review*
- *1-2 Technical Committee Meetings to Finalize the "To Do List", the Table of Contents for the Ordinance, and the list of Zoning Districts.*
- *1-2 Meetings to assess the Built Environment Model*
- *1 Meeting with the Land Use Commission to present the To Do List, Table of Contents, and Zoning Districts.*

RESULTS

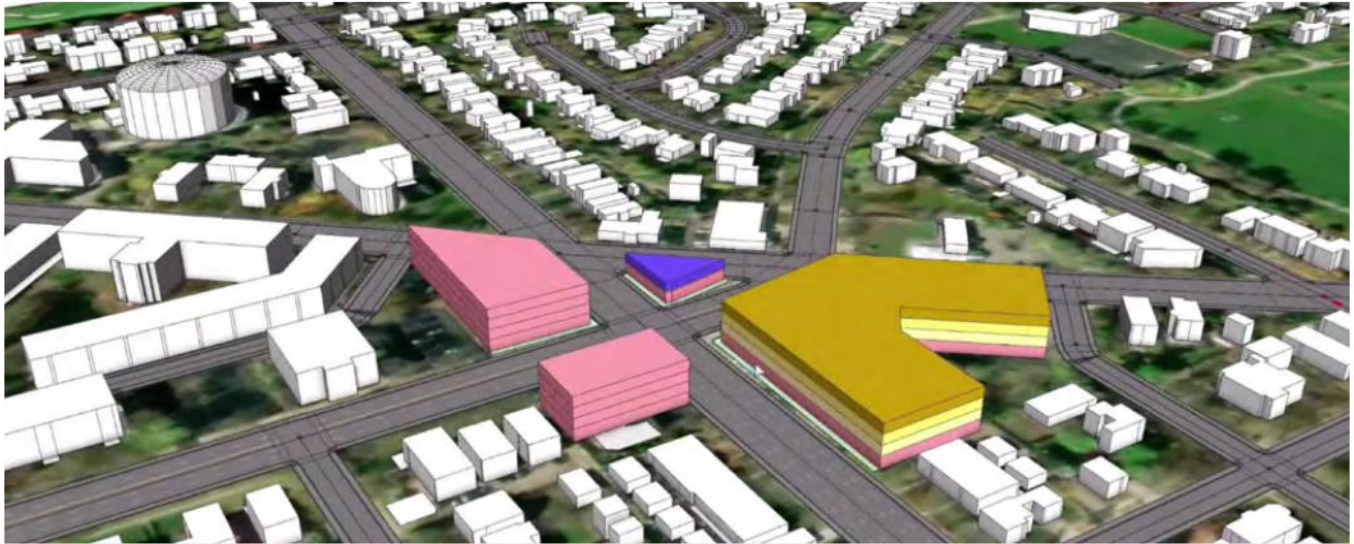
- *Community Assessment and Diagnostic Review Report*
- *Built environment Model*
- *To Do List*
- *Table of Contents*
- *Zoning Districts*

ESTIMATED FEE:

\$76,700

TASK 3.

BUILT ENVIRONMENT/SUITABILITY ANALYSIS MODELING



Using ArcGIS Urban, ViewPro will develop a 3-D Built Environment/Suitability Analysis Model using the City's existing datasets (LIDAR, building footprints, zoning, land use, transit, streets, parks, schools, etc.) to visualize existing conditions and serve as a base to enable scenario planning to aid in the development of the Zoning Ordinance. As we progress through the Zoning Update process, ViewPro will use this model to clearly explain existing regulations and the potential impacts of changes to the Ordinance to the public and will serve as a tool to guide discussion and policy direction for Staff, the Work Group, Land Use Committee, and City Council.

The main work for this Task includes:

- **Build a Suitability Analysis using ArcGIS Urban.**
Use datasets such as access to transit, parks, community services, hospitals, schools to build a suitability analysis that identifies areas suited for specific development types (i.e. MF, mixed use, TOD etc.)
- **Build a scenario using an existing Land Use.** ViewPro will develop two Small Area Plans (Usually a 2-4 sq mi area) and create CityEngine supported rule files (CGA) to generate scenarios. The City Engine scenarios will be built with flexibility to change and test various scenarios on the fly. [\[link to example\]](#)
- **Build a scenario using a future Land Use.** ViewPro will develop two Small Area Plans (Usually a 2-4 sq mi area) and create CityEngine supported rule files (CGA) to generate scenarios. The City Engine scenarios will be built with flexibility to change and test various scenarios on the fly. [\[link to example\]](#)

MEETINGS

- *Technical meetings with staff to develop models*
- *Deliverables to be used in Community Engagement tasks (e.g. Open House, Charrette) and Land Use Commission meetings to demonstrate potential regulatory changes in real time*

RESULTS

- *3D webscene showcasing the result of the suitability analysis*
- *CityEngine Scenario for existing Land Use*
- *CityEngine Scenario for future Land Use*
- *Dashboards within ArcGIS Urban to track all current and future land uses*
- *Track major demographic variables available through ArcGIS Urban*
- *Two Unreal Engine and/or Twinmotion-led 3D walkthroughs*

ESTIMATED FEE:

\$92,000

TASK 4. COMMUNITY ENGAGEMENT



Community Engagement is a key component of any planning or zoning process. Below are some options for Community Engagement that we plan to use during the Zoning Update process. Our Team can execute some or all of the following, as well as doing multiple versions of the same option at different points in the process.

Community Open House (2). Our Team will conduct an Open House for community members to come give ideas in an open-ended format, where team members will come in with few preconceptions and allow the public to speak their mind on zoning issues in the City. A second Open House will be managed at the end of the drafting of the Zoning Ordinance to allow the public a chance to review the document prior to the Public Hearing. Our Team will provide visuals (such as boards, charts, slide decks, etc.) for the review.

Online Outreach (Website, Survey, Social Media, and Crowd-Sourced Discussion). Our Team will create surveys, interactive maps, and even an online discussion forum where residents can discuss zoning issues amongst themselves, with our team members providing discussion topics and guidance. We will drive traffic to these pages through a project website, where draft plans, maps, and interactive materials will be hosted in addition to the engagement, and also through the City's social media accounts. Using all of these tools together, we will enhance community empowerment through 21st century technology.

Focus Group/Stakeholder Meetings. The purpose of holding the focus group meetings is to focus on the key important issues, and to address the unique needs of the community. They can be neighborhood based, topic based, or based on the needs of a specific group (like business leaders, seniors, or children). Facilitators take steps to make certain each person around a table gets a chance to say what is most important to them or the organization they represent. His or her role is to ask open-ended questions, like "Why do people choose to live in this neighborhood?" A common open-ended question is "What the single most important issue we must address for this to be a successful project?"

Neighborhood Pop-Ups. Rather than expecting residents to come to us, we will go to them. Our team will hold two (2) to five (5) pop-up engagement booths at community events or high traffic locations such as farmers markets, school events, or even busy retail centers. At these pop-ups, we will have interactive exercises (for example, quick voting with stickers on display boards, idea cards, or map marking activities) to gather input on community needs and preferences. Branded project materials will be distributed to boost awareness. By meeting residents in their everyday environments, we aim to engage a broad cross section of the population, including those who would not typically attend public meetings.

Charrette (1, 3, or 5 Days). A charrette is a resource intensive design workshop that requires not only extensive preparation but also expert execution. Effective charrette facilitators must possess a varied set of skills, ranging from the ability to facilitate challenging public meetings, to managing talented, eclectic workshop or charrette design teams, to orchestrating report production.

Charrettes are normally the result of a “desire” to solve a complicated design problem or series of problems while involving a diverse set of stakeholders and interested parties. They are a necessary precursor to developing an inclusive and comprehensive Ordinance, and they can be used to evaluate public perception of new code prior to implementation into the new Zoning Ordinance. A skillfully led charrette is the process that has the highest probability of effectively resolving contentious planning or otherwise challenging problems. The success of the charrette is due to its orientation toward the stakeholders who call the area home, such as property owners, business owners, residents, students, community leaders, motorists, pedestrians, bicyclists, and school staff.

The charrette would incorporate feedback from focus groups and stakeholder meetings, as well.

MEETINGS

- 1 3-day Charette
- 2 Community Open Houses
- 2 Focus Group Meetings
- 2 Neighborhood Pop-Ups
- 2 meetings with the Land Use Commission to review the results of the meetings and to define the ordinance priorities

RESULTS

- Engagement Summary
- Empowerment of the Public to Influence the New Zoning Ordinance

ESTIMATED FEE:

\$100,600

(As presented; can be adjusted depending on City's desired engagement approach.)



EXAMPLE 3-DAY CHARRETTE SCHEDULE

TIME	DAY 1	DAY 2	DAY 3
8:00 AM – 12:00 PM	Steering Committee Workshop	Field Inventory / Site Analysis	Team Synthesis: Preferred Plans
1:00 PM – 3:00 PM	Break Out I: Future Land Use, Mobility, Housing, Civic Center, Special Planning areas, Design / Community Character	Team Synthesis: Alternatives	Break Out II: Future Land Use, Mobility, Housing, Civic Center, Special Planning areas, Design / Community Character
3:00 PM – 5:00 PM	Team Synthesis: Alternatives	Steering Committee Synthesis: Alternatives	Team Synthesis: Preferred Plans
6:00 PM – 10:00 PM	Public Education Panel: State of Livonia - Goals and Community Profile	Public: Assess Alternatives	Public: Present Preferred Plans

The above example schedule provides an outline for the public engagement Charrette event.

TASK 5. ANNOTATED OUTLINE AND FORMAT FOR ZONING ORDINANCE

Our Team will next prepare a detailed outline of the new ordinance, with cross-references to comparable sections of the existing ordinances. We will also prepare a format for typical pages, including headers and footers, font type and size related to the hierarchy of the Zoning Ordinance, margins, graphics and indexing.

Our Team will present the results of the outline and format to the Land Use Commission for comment and to obtain general agreement about the scope and nature of the proposed changes for the Unified Development Ordinance.

This portion of the process is less subject to fluctuations in timeline and budget than other portions of the process.

MEETINGS

- 1 meeting with the Land Use Commission

RESULTS

- Detailed outline of the updated ordinance, annotated with the current sections of Ordinance text that will be used as a base (or the word "NEW" for new text to be written).
- Formatted pages for review and approval

ESTIMATED FEE:

\$10,300

G. ROWHOUSE

TABLE 4.G.1: ROWHOUSE - SPECIFIC REQUIREMENTS

- Residential units existing side-by-side within building enclosure with each unit extending from foundation to roof.
- Parking at rear or within building at ground floor with parking entrance at rear of building.
- Side parking lots prohibited.
- Opaque exterior walls through which window and door openings appear to have been "punched" as through paper in a ring binder.
- Pattern of solids and voids generated by the vertical and horizontal alignment of windows and doors in variously repeating sizes.
- Window groupings encouraged, with groups of up to 3 allowable.
- Ground floor (finished floor) 24" to 30" above grade.
- Min. 6'-6" deep required front porch maximum 30" above grade with decorative rail 28" - 36" above porch floor (porches may be individual or shared and continuous across front of building).
- Individual main entrance articulation. Porch may be shared (entrances may have separate doors or share a vestibule).
- Window screens to be made of wood or, if non-masonry structure, windows to have 3 1/2" ft. painted wood aprons added beneath sills to width of casid openings.
- Floor to floor heights limited to 10'-8".

TABLE 4.G.2: ROWHOUSE - NUMERICAL PARAMETERS

	Width	Height	Weight to Width Ratio	Depth	Lateral Spacing	Depth of Recess	Extent of Projection
Building Size	32' to 36'	34' (a)	2 to 1.5	≤ 16'	(b)	n/a	n/a
Window Units - Rectangular	32" to 36" (c)	56" to 72" (d)	1 to 2.75 (e)	n/a	(f)	n/a	n/a
Individual Window Units within Window Groups	20" to 32"	54" to 72" (d)	2 to 3	n/a	3.5" to 4" (a)	4" (g)	n/a
Eills	1" to 4" (h)	(i)	n/a	(j)	n/a	(k)	1" to 1.5"
Exterior Doors	32" to 36"	80" to 84"	n/a	n/a	≤ 15" (l)	n/a	n/a
Window Casings (non-masonry structure)	(a)	(a)	n/a	1" to 1.25"	n/a	n/a	n/a
Building Trim (non-masonry structure)	(a)	(a)	n/a	1" to 1.25"	n/a	n/a	n/a

(a) Refer to Definitions, Article 1.
(b) Refer to Subsection of Regulations, Section 4.05.
(c) If value is 1/2, window must be single unit.
(d) Space between units shall either be double the overall (d) or the width of the exterior wall masonry unit, or 4".
(e) Parameter refers to the casing between window units; windows must not be factory grouped.
(f) Applies only to all masonry (or buildings, see window section).
(g) Reflects windows on masonry clad buildings, occupied.
(h) Parameter refers to the extent of all protection beyond either the side of the window casing or the masonry opening.
(i) Depth to masonry unit.
(j) For any one building wall.
(k) Refer to Figure 3.15.
(l) Windows and bathroom windows may be narrow.
(m) Kitchen, bathroom, alcove, and half-bath single unit window occupied.
(n) Same as concrete, unless 5'-2" or height of less than concrete, 28" to 4". Wood 1.5" to 2".

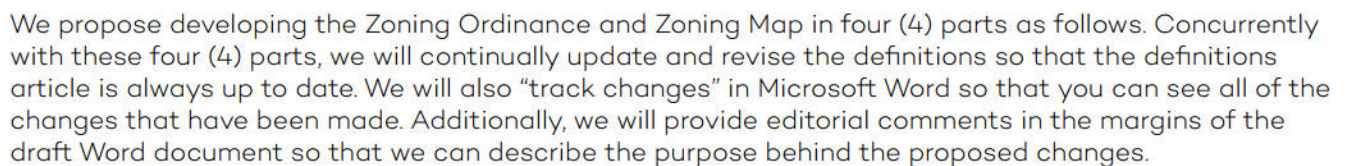
TABLE 4.G.3: ROWHOUSE - ALLOWABLE MATERIALS

	Brick	Terra Cotta	Sandstone	Limestone	Formed Concrete	Bonded Cedar Siding	Other
Building Wall	X		X			X	Portland cement block, Cement board (a)
Accents	X	X	X	X	X		Painted Wood
Window and Door Trim (a)	(b)	X	X	X	X		Cedar
Window Sills (a)	(b)	X	X	X	X		Cedar
Columns	X	X	X	X	X		Wood

(a) Current siding and wood trim shall be installed with the ground-side facing outward. Double woodwork emphasizing or rough cast surfaces are prohibited.
(b) Another name.

TABLE 4.G.4: ROWHOUSE - ALLOWABLE USES

Use	Residential	Office
Residential		
Office		



- changes to the Zoning Map that will be required by the new Zoning Ordinance and will make revisions in GIS in color. The updated Zoning Map will be adopted at the same time as the new Zoning Ordinance.

The primary driver of timeline and budget in this portion of the process is gaining consensus, both on key policy items from the Land Use Commission and City Council, and also on Ordinance language and approaches with the Work Group. Generally, we like to keep this portion of the project flexible and iterative to ensure an efficient ordinance development process.

- 6 Policy Development Meetings with the Land Use Commission and/or City Council to obtain consensus on key issues.

- Full draft of Zoning Ordinance
- Draft revised Zoning Map

\$40,300

TASK 7. FULL DRAFT REVIEW

At this point in the process, our team will present the full draft Zoning Ordinance to the Land Use Commission and City Council for feedback. This may take multiple meetings, depending on the number and complexity of specific issues to discuss—though ideally the meetings during Task 6 will have created consensus.

We also recommend incorporating community engagement at this step in the process.

MEETINGS

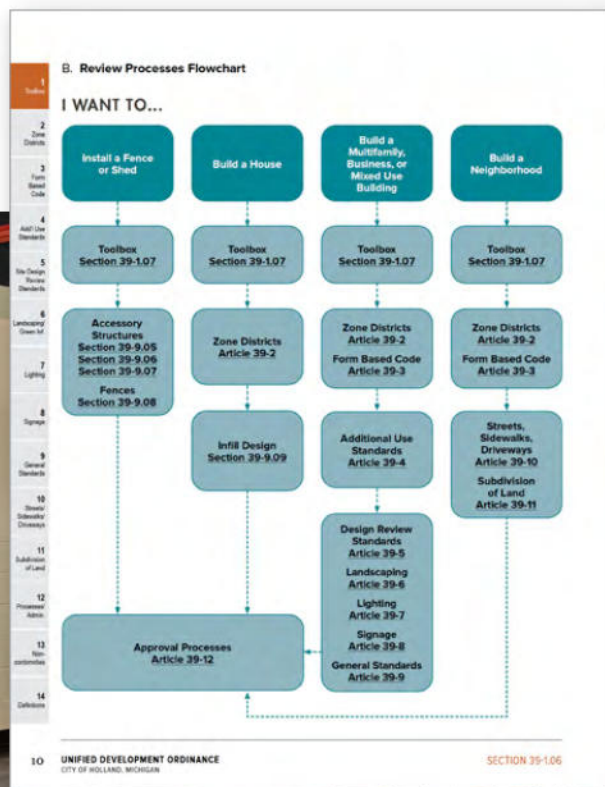
- 2-4 Meetings with the Land Use Commission and City Council to review key elements of the full draft.

RESULTS

- Final Draft Zoning Ordinance

ESTIMATED FEE:

\$16,100



TASK 8. PUBLIC HEARINGS AND ADOPTION



- 1) **Public Hearing Presentations.** Our Team will prepare for and present the new Zoning Ordinance at a Public Hearing before the Land Use Commission and at an Adoption meeting with City Council. We will be prepared to answer questions and explain the reasoning behind the regulations.
- 2) **Revised Drafts.** Following the public hearing, our Team will revise the Zoning Ordinance and Map as directed by the City. We will maintain a list of changes throughout the public hearing process to track the revisions and provide a record for decision makers as they consider approval of the Ordinance.
- 3) **Adoption Copy of Zoning Ordinance, Map, and Interactive Map.** Following adoption, our Team will provide nine (9) bound copies of the adopted Zoning Ordinance and Zoning Map in hard copy as well as all project materials in a digital format. In addition, All collected data, GIS shapefiles, and other project materials will be provided to the City for its records in whichever format(s) is most preferable.

MEETINGS

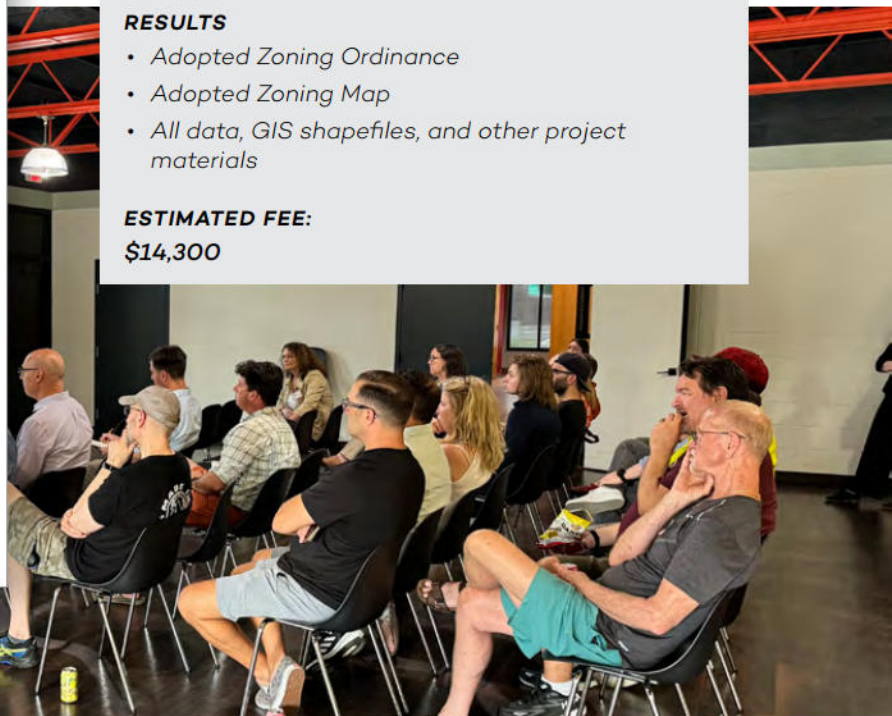
- 1-2 public hearing presentations attended by the Consulting Team.

RESULTS

- Adopted Zoning Ordinance
- Adopted Zoning Map
- All data, GIS shapefiles, and other project materials

ESTIMATED FEE:

\$14,300



Project Schedule



We propose a maximum of a 15-month process, to ensure sufficient time to develop consensus. Of course, we can adjust the schedule to best meet your needs.

TASKS	2026					2027									
	JUL	AUG	SEP	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT
Community Engagement															
Strategy 1.1 - Online Outreach															
Strategy 1.2 - Community Open House					x					x					
Strategy 1.3 - Focus Groups/Stakeholder Meetings		x				x									
Strategy 1.4 - Neighborhood Pop-Ups			x		x		x*		x*		x*				
Strategy 1.5 - 1-, 3-, or 5-Day Charrette								x							
Ordinance Development Process															
Task 1 - Project Initiation	x														
Task 2 - Community Assessment and Diagnostic Review				x											
Task 3 - Built Environment/Sustainability Analysis Modeling						x									
Task 4 - Community Engagement											x				
Task 5 - Annotated Outline and Format for Zoning Ordinance							x								
Task 6 - Zoning Ordinance Drafting								x	x	x	x				
Task 7 - Full Draft Review												x	x	x	
Task 8 - Public Hearings and Adoption														x	x

x = in-person meeting

x* = optional in-person meeting

Budget Proposal

McKenna proposes the following not-to-exceed lump sum professional fee for the City of Evanston Zoning Update. This includes all expenses related to the project. We are happy to adjust our scope and fees to meet your specific needs.

SERVICE	Fee
Zoning Update	\$369,400

The following is an itemized breakdown of the fees to complete the Zoning Update, as described in the proposal.

KEY TASKS	Itemized Fee
Task 1 - Project Initiation	\$19,100
Task 2 - Community Assessment and Diagnostic Review	\$76,700
Task 3 - Built Environment/Sustainability Analysis	\$92,000
Task 4 - Community Engagement	\$100,600
Task 5 - Annotated Outline and Formatting	\$10,300
Task 6 - Zoning Ordinance Drafting	\$40,300
Task 7 - Draft Review	\$16,100
Task 8 - Public Hearings and Adoption	\$14,300
TOTAL	\$369,400

MCKENNA PROFESSIONAL FEE SCHEDULE

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

PROFESSIONAL CLASSIFICATION	Rate Per Hour*
President	\$250
Executive or Senior Vice President	\$225
Vice President	\$220
Director	\$210
Senior Principal or Manager	\$200
Principal	\$150
Senior	\$135
Associate	\$115
Assistant	\$105
Administrative Assistant	\$75
Consultation, preparation for, and sitting as expert witness in legal matters.	\$220

* Rates include the following overhead: Accounting, Advertising and Promotion, Books, Publications and Maps, Business Entertainment, Charitable Contributions, Computers, Furniture and Fixtures, Graphics Supplies and General Insurance, Interest, Legal, Licenses, Meals, Memberships and Subscriptions, Office Equipment, Office Space and Parking, Office Supplies, Postage (Except Overnight), Professional Dues, Software, Taxes and Telephone.

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

Hourly rates are valid through December 31, 2026. Annually thereafter, they will be adjusted by a percentage equal to any increase in the Consumer Price Index for the prior 12 months per U.S. Department of Labor, Bureau of Labor Statistics.

Proposed Project Team



We propose an experienced team, familiar with and ideally matched to Evanston's needs, to efficiently update the City's Zoning Ordinance. Our combined expertise with Zoning Ordinance updates, community master planning, parks and recreation, community and economic development, and our dedication to address the issues facing communities today will allow us to provide Evanston with a complete and reflective Zoning Ordinance that meets your desires.

Members of our team are industry leaders in organizing an efficient and effective public process leading to effective and innovative zoning and coding. Our professionals embrace or have expertise in the following areas:

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

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

- Highly effective public processes;
- Housing diversity and aging-in-place strategies;
- Place-making;
- Parks and open space;
- Economic development;
- Livable communities;
- Environmental preservation;
- Land use and conservation;
- Walkability, bicycling facilities, greenways, trails, complete streets, and healthy streets;
- Active living, active transportation;
- Open space and farmland preservation;
- Public/public and public/private partnerships; and
- Implementation.



PROJECT DIRECTOR

Christopher Khorey, AICP – Vice President

Chris will serve as the Project Director. He will be responsible for overall quality control and project direction. Chris has provided high level direction and project management for a multitude of new zoning and unified development ordinances.



PROJECT MANAGER

Donovan Smith, AICP, NCI – Senior Principal Planner

Donovan will serve as the Project Manager. He will be responsible for management of work tasks, public meeting and workshop facilitation, and day-to-day project guidance and management. Donovan's extensive experience in planning, community engagement, public relations, and housing and fiscal analysis will serve to ensure the project is developed to Evanston's standards.



CHIEF EDITOR / ZONING SPECIALIST

Kevin Garcia, AICP, CNU-A – Principal Planner

Kevin will serve as the Chief Editor and Zoning Specialist, ensuring that all deliverables have a common style and are error-free, and bringing his deep zoning experience to the Diagnostic Review, regulatory text, and other aspects of the updated Zoning Ordinance.



ZONING DIAGNOSTICS / CODE WRITING & IMPLEMENTATION

Katie Ashbaugh, AICP – Founding Principal, DemosPro Strategies

Katie will serve as the Zoning Specialist. She will be responsible for management and drafting of the Zoning Diagnostic and will lead the drafting of the new Zoning Ordinance, with a focus on zoning procedures and their day-to-day operations, and residential form and commercial use regulations. As a former member of the City of Evanston's Community Development Department on the Planning & Zoning Division team, she has firsthand experience in the impacts of zoning regulation in the City. She is also a former staff co-liaison to the Land Use Commission and will assist in stakeholder focus group and public meeting format development and engagement. Katie will also support evaluation of zoning procedures, recurring entitlement requests, and implementation challenges to ensure the updated ordinance aligns with both policy objectives and day-to-day administration.



Remy Clark – Senior Planner

Remy will serve as a Project Planner, supporting Katie in the Zoning Diagnostic and drafting of the Zoning Ordinance. He will be responsible for providing support across the project as needed, but his background in Zoning Administration and Zoning Ordinance development will be most directly applied to these tasks.



3D & INTERACTIVE GIS / SCENARIO DEVELOPMENT

Suhag Kansara – Principal, ViewPro

Suhag will lead the development of the 3D GIS, modeling, and scenario planning aspects of the project. He brings more than 15 years of experience in designing, documenting, and executing GIS data conversion workflows under time constraints and meeting client expectations. His company, ViewPro, is approved as a certified ArcGIS Urban specialty firm with Esri and is the only organization that extends the use of ArcGIS Urban with proprietary GIS solutions.



TRANSPORTATION AND LAND USE PLANNER

Lori Morgan, AICP – Senior Planner

Lori will serve as the Transportation Specialist, bringing her experience in urban transportation, including the interaction between transit, biking, streets, and land use, and how those interactions can be coded in the Zoning Ordinance.



URBAN DESIGNERS

Aayush Patel, AICP – Associate Planner

Aayush Patel will bring his architectural design skills and deep experience in urban design, especially in crafting regulatory graphics and form-based code elements of the Zoning Ordinance.



Ethan Senti – Associate Planner

Ethan will support and assist Aayush in the development of regulatory graphics and form-based code elements of the Zoning Ordinance. Ethan's background in architecture and urban design position him to provide unique insights to those aspects of the project.



GIS SPECIALIST

Lauren Sayre, AICP – Senior Planner and GIS Manager

Lauren Sayre will bring technical expertise with GIS software and zoning ordinances to the creation of the Zoning Map and other aspects of the Ordinance, such as housing analysis and quantitative land use modeling.



PUBLIC ENGAGEMENT

Abbie Emison, AICP, NCI – Senior Principal Planner

Maria Garcia Reyna, AICP – Associate Planner

Ethan Senti – Assistant Planner

Abbie is a certified charette specialist and will focus on developing and managing the charette, open house, and other engagement activities. Abbie also brings extensive urban economic development experience to the team and will assist in the Community Assessment and ordinance drafting phases of this project.



Maria and Ethan will assist with all of the public engagement including the management and maintenance of the website. Maria is bilingual in English and Spanish and will serve as the Spanish-language engagement and translation specialist.



GRAPHIC DESIGN / DOCUMENT LAYOUT

Carrie Leitner – Senior Art Director

Carrie transforms complex planning and zoning information into clear, inviting visuals that keep community members informed and inspired to take part. As Senior Art Director, she ensures every McKenna deliverable blends creativity with purpose—resulting in polished, meaningful materials that capture the vision and pride of the communities we serve.

Resumes for all professionals are included on the following pages.

Christopher Khorey, AICP

VICE PRESIDENT



GRAND RAPIDS, MI

“I love getting to know places and people. Every community has a unique culture, and consulting allows me to be a part of it while helping places become their best. It’s rewarding to apply tools to achieve goals and to see ideas move from paper to reality.”

EDUCATION

Master of City Planning,
University of Pennsylvania

Bachelor of Arts, History,
University of Notre Dame

CERTIFICATIONS

American Institute of
Certified Planners (AICP)

PROFESSIONAL AFFILIATIONS

American Planning
Association (APA)

Michigan Association
of Planning (MAP)

Congress of New Urbanism
(CNU)

AWARDS

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

EXPERIENCE

15+ Years

RELEVANT PROJECTS

 **Unified Development Ordinance** | City of Ludington, MI
Project Manager

 **“Live Better” Master Plan** | Barry County, MI
Project Director

 **Unified Development Ordinance** | City of Holland, MI
Project Manager

Master Plan and Zoning Ordinance | City of Hudsonville, MI
Project Manager

Walker 2040 Master Plan with Updates | City of Walker, MI
Project Manager

Master Plan | City of Grandville, MI
Project Manager

THOUGHT LEADERSHIP & SPEAKING ENGAGEMENTS

“Beyond the Master Plan: Vision, Process, and Projects for Small Geographies”
Michigan Association of Planning Conference, 2025

“Who Put This Land Use in My Transportation Policy?”
Michigan Transportation Planners Association Conference, 2025

“Transit Oriented Development: Yes, It Can Happen in the Midwest”
Wisconsin Chapter of the American Planning Association Conference, 2025

“Finding Housing in Unexpected Places”
Michigan Association of Planning Conference, 2024

Donovan Smith, AICP, NCI

SENIOR PRINCIPAL PLANNER



DETROIT, MI

“Working with residents to strengthen places and expand opportunity is deeply meaningful to me, and I’m driven by the potential to help communities turn their vision into real change. I’m committed to equitable community development where everyone can share in the growth we create together.”

EDUCATION

Master of Public Administration,
University of Michigan

**Bachelor of Science,
Urban and Regional
Planning**, Eastern Michigan
University

CERTIFICATIONS

American Institute of
Certified Planners (AICP)

National Charrette Institute
(NCI)

PROFESSIONAL AFFILIATIONS

American Planning
Association (APA)

Michigan Association
of Planning (MAP)

Michigan Black Professional
Planners (MBPP) Section of
the Michigan Association of
Planning—Chair

Detroit City Planning
Commission—Chair

EXPERIENCE

10+ Years

RELEVANT PROJECTS

Unified Development Ordinance | City of New Carlisle, IN
Project Manager

Master Plan | City of Livonia, MI
Project Manager

Downtown & South Franklin Street Corridor Market Analysis | City of Michigan City, IN
Project Manager

Indiana State Prison Reimagination Plan | City of Michigan City, IN
Project Planner

Kelly Road Complete Street Corridor Improvement Plan | Cities of Eastpointe, Detroit,
and Harper Woods, MI
Project Planner

THOUGHT LEADERSHIP & SPEAKING ENGAGEMENTS

“State of the Market”
Bisnow Detroit State of the Market, 2025

“Market Spotlight Forecast”
Michigan City, Indiana, 2025

Kevin Garcia, AICP, CNU-A

PRINCIPAL PLANNER



GRAND RAPIDS, MI

“Growing up, I saw cities weren’t planned for people, and I believed we could do better. That drives my work today: creating communities that serve everyone with humility. Whether shaping master plans or zoning amendments, I focus how decisions impact people for years and long decades.”

EDUCATION

Master of Urban Planning and Policy, University of Illinois Chicago

Bachelor of Arts, Economics, University of Illinois

CERTIFICATIONS

American Institute of Certified Planners (AICP)

Congress for New Urbanism (CNU-A)

PROFESSIONAL AFFILIATIONS

American Planning Association (APA)

Michigan Association of Planning (MAP)

Congress for the New Urbanism (CNU)

EXPERIENCE

15+ Years

RELEVANT PROJECTS

Economic Development and Marketing Plan | Village of Middleville, MI
Project Manager

Sign Code Update | City of Bloomington, IL
Project Manager

PRIOR TO MCKENNA

Comprehensive Plan | City of Urbana, IL
Project Co-Manager and Project Planner

Downtown Public Realm Study | City of Urbana, IL
Project Planner

2040 Comprehensive Regional Plan | Northwestern Indiana Regional Planning Commission
Data Analyst, GIS Specialist, and Project Planner

KATIE ASHBAUGH, AICP

Chicago, IL, 60613 | (708) 365-9727 | kashbaugh@demosprostrategies.com

PROFESSIONAL SUMMARY

Planner and Project Manager with over ten years of municipal planning and community development experience specializing in zoning modernization, development review procedures, process improvement, and implementation-focused code drafting. Experienced in zoning diagnostics, standards calibration, entitlement review, ordinance drafting, and operational analysis across multiple Chicagoland communities. Former member of the City of Evanston's Community Development Department with direct experience administering zoning regulations, staffing public bodies, and coordinating complex development review processes.

PROFESSIONAL EXPERIENCE

DemosPro Strategies, LLC | 08/2025 – Present | Founding Principal

- Provides zoning modernization, development review, and process improvement consulting services to municipalities and consultant teams throughout the Chicago region.
- Conducted zoning diagnostic and variation-pattern analysis for the Village of Glen Ellyn, focused on residential bulk standards, recurring zoning relief requests, and standards calibration opportunities.
- Conducted zoning analysis and drafted residential bulk standard text amendments for the City of Lockport, including existing conditions review and evaluation of development patterns and nonconformities.

City of Chicago – Chicago, IL | 06/2023 – 03/2025 | Project Manager - Department of Planning & Development

- Managed a \$600,000 consultant contract to evaluate Chicago Plan Commission procedures and identify process improvement opportunities related to application requirements and public review coordination.
- Led development of the City's first SOP for real estate disposition and acquisition processes.
- Directed improvements to public-facing development process communications tools and user experience materials related to city-owned property disposition.

City of Evanston – Evanston, IL | 04/2021 – 06/2023 | Planner - Community Development Department

- Administered zoning entitlement reviews and coordinated development review processes for residential, commercial, and mixed-use projects.
- Served as staff liaison to the Land Use Commission, including agenda management, staff reports, meeting coordination, and public presentations.
- Developed the department's first standard operating procedure for Land Use Commission staff liaison responsibilities and supported improvements to public-facing zoning and development process materials.

Village of Glen Ellyn – Glen Ellyn, IL | 04/2019 – 04/2021 | Planner - Community Development Department

- Managed zoning entitlement review for a \$30 million mixed-use downtown development and the Village's first municipally owned parking garage.
- Designed and conducted zoning diagnostic and variation-pattern analysis focused on recurring residential zoning relief requests, dimensional standards, and nonconforming conditions.
- Served as staff liaison to the Zoning Board of Appeals and coordinated public hearing processes.

City of Oak Forest – Oak Forest, IL | 05/2016 – 04/2019 | Community Planner - C & ED Department

- Led the complete rewrite of codified zoning procedures, including discrepancy analysis, ordinance drafting, process evaluation, stakeholder coordination, and public adoption support.
- Developed commercial use standards and operational regulations for vehicle dealerships, including standards calibration and peer community analysis.
- Implemented the City's first standardized development review process to improve transparency, coordination, and operational efficiency.

Additional Municipal Planning Experience

City of Dublin, Ohio • Village of Orland Park, Illinois • City of Naperville, Illinois

EDUCATION & CREDENTIALS

Certified Planner | 11/2019 – Present | American Institute of Certified Planners (AICP)

Master of Public Administration (MPA) | 09/2016 – 12/2019 | The University of Illinois at Chicago

Bachelor of Science (BS), City & Regional Planning | 09/2011 – 05/2015 | The Ohio State University

Remy Clark

SENIOR PLANNER



GRAND RAPIDS, MI

“What I love most about planning as a profession is the opportunity it presents to have a tangible, positive impact on a community's character and quality of life. Collaborating with local authorities and passionate community members to bring their goals to fruition is a rewarding and engaging process.”

EDUCATION

**Bachelor of Arts,
Urban Studies,**
College of Charleston

PROFESSIONAL AFFILIATIONS

American Planning
Association (APA)
Michigan Association
of Planning (MAP)

EXPERIENCE

4+ Years

RELEVANT PROJECTS

Sign Code | City of Bloomington, IL
Project Planner

Zoning Ordinance | Ferry Township, MI
Project Planner

Zoning Ordinance | Benona Township, MI
Project Manager

Planning Department Operations and Development Direction | Village of Edmore, MI
Project Manager

Zoning Ordinance | Lake Township, MI
Project Planner



Suhag Kansara

Principal

Urban Planning & GIS

With a Planners-first approach, Suhag Kansara is committed governments with an array of GIS tools that support to solve your Planning challenges through the right visualization and collaboration providing City Planners use of GIS technology. Mr. Kansara has helped developed map based GIS software products that equip cities and local governments with an enhanced visibility into their GIS data and help identify patterns that are otherwise difficult to infer.

15+ years of Project Management and Team Lead experience in designing, documenting, and executing GIS data conversion workflows under time constraints and meeting client expectations. Create, update and maintain geodatabases, data modeling and database visualization.

Mr. Kansara has a proven track record working on deciphering zoning ordinances for more than 45 municipalities across the North America. His zoning expertise is extended with the use of ArcGIS Urban based technological tools. Under his supervision, ViewPro is approved as a certified ArcGIS Urban specialty firm with Esri and the only organization that extends the use of ArcGIS Urban with proprietary GIS solutions.

EDUCATION

Bachelor of Architecture: APIED, India

Master in Urban Planning, Texas A&M University, 2004

RESEARCH & PUBLICATIONS

Speaker at National APA Convention on Transit Oriented Development (TOD)

Speaker at National APA Convention on Evacuation Planning Simulation Techniques

Speaker at Texas APA Convention on Digital Age of Planning: Applications, Lessons and Information Sharing

Speaker at SWTXAPA Mini Conference on Use of GIS Technology in City Planning

Speaker at Texas APA Convention on ArcGIS Urban – Future of City Planning and 3D Zoning

Speaker at NEARC on Building Economic Resiliency with ArcGIS Urban

Lightning Talk at Esri on linking the use of ArcGIS Urban and City Planning

WORK EXPERIENCE

Envision Littleton – Unified Land Use Code - Littleton, CO, extensive use of ArcGIS Urban to identify shortcomings in the current zoning ordinances and propose new zoning changes using scenario planning techniques.

City of Evanston UDO Rewrite Project, Worked on a zoning rewrite project with an analytical approach based on ArcGIS Urban and CityEngine scenario planning capabilities to create useful what if scenarios to test, visualize and analyze different density and development patterns throughout the city. The scenario analysis were shared with the community for enhanced communication and using the community feedback to further validate scenarios that proved to be a foundational piece for the city's future Unified Development Ordinances.

City of Hempstead Livable Center Project, provided transportation planning and GIS support to identify and create a rationale planning model of defining goals and objectives, identifying problems, generating alternatives, evaluating alternatives, and developing sustainable plan for the city residents. Identified a tool to identify areas within the city limits that are more likely to redevelop based on proximity to downtown, major roads, local businesses, and proximity to parks and open spaces, bike trails and sustainable land use practices.

League City Livable Center Project, worked on the analysis of existing conditions, identifying physical linkages within the urban cluster, feasibility report and implementation initiative for League City. Looked into the parking challenges that are presented identify how to mitigate its effect on the surrounding built environment.

Independence Heights - Northline Livable Center Project, worked on the needs assessment, creating development pattern analysis, public open spaces and creating matrix of performance assessment with identified goals and objectives. Developed the transportation linkages plan and its connectivity with the surrounding land use.

Regional Plan for Sustainable Development (13 County H-GAC Region), led a coordinated public outreach effort with a partnership of 25 organizations, including non-profit organizations and academic institutions, Phase I of the engagement process focused on the visioning and goal setting steps in the plan process and culminate with the Community Engagement Report synthesized with feedback received through public/community meetings, surveys, and online engagement tools.

Lori Morgan, AICP

SENIOR PLANNER



 NORTHVILLE, MI

“A belief in the power of planning to improve daily life drives my work. By working closely with residents and partners, I strive to help shape vibrant, resilient places that support local well-being and expand access to opportunities for everyone in the community.”

EDUCATION

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

**Bachelor of Science, Urban
and Regional Planning,**
Michigan State University

CERTIFICATIONS

American Institute of
Certified Planners (AICP)

PROFESSIONAL AFFILIATIONS

American Planning
Association (APA)

Michigan Association of
Planning (MAP)

American Planning
Association Pennsylvania
Chapter (APA PA)

EXPERIENCE

10+ Years

RELEVANT PROJECTS

Planning Department Operations and Development Direction | City of Rochester, MI
Project Manager and Zoning Administrator

Planning Department Operations and Development Direction | City of Flatrock, MI
Project Manager and Zoning Administrator

PRIOR TO MCKENNA

Greenways and Active Transportation Planning | Pennsylvania Clients
Project Manager and Transportation Planner

Comprehensive Planning and Special Area Planning | Pennsylvania Clients
Project Manager and Project Planner

Zoning and Subdivision and Land Development Ordinance (SALDO) Updates |
Pennsylvania Clients
Project Manager and Project Planner

Regional Scenario Planning Tools Development | Champaign County Planning
Commission, IL
Project Manager and Transportation Planner

Curtis Road Corridor Study | Champaign County Planning Commission, IL
Project Planner

Urbana Pedestrian Plan | Champaign County Regional Planning Commission
Project Planner

Right-of-Way Ordinance | Village of Rantoul, IL
Project Planner

Aayush Patel, AICP

ASSOCIATE PLANNER



GRAND RAPIDS, MI

“I find the most meaning in working alongside communities to turn shared ideas into real places. When planning and design align, they create functional, enduring places that support daily life, reflect local identity, and enhance quality of life for all.”

EDUCATION

Master of City Design,
University of Illinois
Chicago

Bachelor of Architecture,
Architecture, Mumbai
University

CERTIFICATIONS

American Institute of
Certified Planners (AICP)
Licensed Architect (India)
LEED Green Associate
(Pursuing)

PROFESSIONAL AFFILIATIONS

American Planning
Association (APA)
American Institute
of Architects (AIA)
Council of Architecture
(India)

EXPERIENCE

3+ Years

RELEVANT PROJECTS

Master Plan | City of Hudsonville, MI
Urban Designer

Master Plan | Village of Lake Odessa, MI
Project Manager

North Evans Street Corridor Plan | City of Tecumseh, MI
Urban Designer

Walker 2040 Master Plan with Updates | City of Walker, MI
Project Planner and Urban Design

Lake Center Drive Commercial Rezoning Study | City of Portage, MI
Project Planner

Ethan Senti

ASSISTANT PLANNER



GRAND RAPIDS, MI

“The most rewarding part of planning is helping communities move from vision to action. At McKenna, I close that gap by asking the right questions, listening to residents, and applying planning and design expertise to create tailored strategies that advance community goals.”

EDUCATION

**Bachelor of Science,
Architectural Studies,**
Southern Illinois University

**Bachelor of Arts,
Spanish Language Studies,**
Southern Illinois University

PROFESSIONAL AFFILIATIONS

American Planning
Association (APA)

Michigan Association
of Planning (MAP)

EXPERIENCE

1+ Years

RELEVANT PROJECTS

Commercial Design Guidelines | City of Bexley, OH
Urban Designer

Master Plan and Parks and Recreation Plan | City of St. Johns, MI
Urban Designer

Master Plan | City of Hudsonville, MI
Project Planner and Urban Designer

Master Plan | City of Roosevelt Park, MI
Project Planner

Lauren Sayre, AICP

SENIOR PLANNER | GIS MANAGER



 NORTHVILLE, MI

“As a planner, I’m most motivated by the opportunity to advocate for underrepresented communities in planning processes to help create more sustainable, equitable, and enjoyable places where everyone can thrive.”

EDUCATION

Master of Urban Planning,
Wayne State University

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

CERTIFICATIONS

American Institute of
Certified Planners (AICP)

PROFESSIONAL AFFILIATIONS

American Planning
Association (APA)

Michigan Association
of Planning (MAP)

EXPERIENCE

7+ Years

RELEVANT PROJECTS

Lansing Active Transportation Plan | City of Lansing, MI
Project Manager

Strategic Recreation Plan | Rochester Avon Recreation Authority, MI
Project Manager

Redevelopment Ready Communities—Child Care Readiness Toolkit |
Michigan Economic Development Corporation
Project Manager

Zoning Ordinance Update | City of Fraser, MI
Project Manager

Master Plan Update | Milford Township, MI
Project Manager

THOUGHT LEADERSHIP & SPEAKING ENGAGEMENTS

“Creating a Childcare-Friendly Community”
Zoning Practice, American Planning Association, June 2025

“Who Put This Land Use in My Transportation Policy?”
Michigan Transportation Planning Association Annual Conference, 2025

“Building Blocks for Child Care: Planning Tools for Stronger Communities”
American Planning Association Ohio Annual Conference, 2025

Abbie Emison, AICP, NCI

SENIOR PRINCIPAL PLANNER



“My work is about weaving community values into the fabric of planning and design. When done well, the result is not just a plan, but a place that endures and truly belongs to the people it serves.”

COLUMBUS, OH

EDUCATION

Master of City Planning,
Massachusetts Institute
of Technology

**Bachelor of Arts,
Economics,**
Wellesley College

**Bachelor of Arts, Political
Science,** Wellesley College

CERTIFICATIONS

American Institute of
Certified Planners (AICP)

National Charrette
Institute (NCI)

PROFESSIONAL AFFILIATIONS

American Planning
Association (APA)

American Planning
Association Ohio Chapter
(APAOH)

Congress for New
Urbanism (CNU)—Midwest
Chapter, Board Member

EXPERIENCE

20+ Years

RELEVANT PROJECTS

Commercial Design Guidelines | City of Bexley, OH
Project Manager

Elevate District Downtown Strategy | City of Pickerington, OH
Project Manager

Historic Preservation Plan and Historic Design Guidelines | City of Oxford, OH
Project Manager

PRIOR TO MCKENNA

Lorain Harbor Area-Wide Planning Project | U.S. Environmental Protection Agency
Brownfields and Land Revitalization | City of Lorain, OH
Project Manager

Lakefront District Revitalization Strategy | U.S. Environmental Protection Agency
Brownfields and Land Revitalization | City of Gary, IN
Project Manager

Area-Wide Planning Project Strategy | City of Toledo, OH
Project Manager

THOUGHT LEADERSHIP & SPEAKING ENGAGEMENTS

“Are You My New Best Friend: Cross-Departmental Collaboration for Better Placemaking”
APA Cincinnati Planning and Zoning Workshop, 2025

“The Housing Trifecta: Policy, Planning, & Progress”
APA Ohio Annual Conference, 2025

“Building Blocks for Child Care: Planning Tools for Stronger Communities”
APA Ohio Annual Conference, 2025

“Planning in Primetime: Lessons from TV Land”
APA Central Ohio Planning and Zoning Workshop, 2025
APA National Planning Conference, Detroit, 2026

Maria Garcia Reyna, AICP

ASSOCIATE PLANNER



DETROIT, MI

“When providing translation, analysis, or design work, I find it deeply rewarding to have the opportunity to make a meaningful impact, whether big or small. I approach my work with curiosity and empathy, striving to build trust and foster community, not only with the municipalities I work with, but in every aspect of my life.”

EDUCATION

Master of Urban and Regional Planning,
University of Michigan

Bachelor of Science, Architecture,
University of Michigan

CERTIFICATIONS

American Institute of
Certified Planners (AICP)

PROFESSIONAL AFFILIATIONS

American Planning
Association (APA)
Michigan Association
of Planning (MAP)
American Planning
Association Ohio Chapter
(APAOH)

EXPERIENCE

4+ Years

RELEVANT PROJECTS

Strategic Recreation Plan | Rochester Avon Recreation Authority, MI
Project Planner

Commercial Design Guidelines | City of Bexley, OH
Project Planner

PRIOR TO MCKENNA

Plan Chattanooga Comprehensive Plan and Area Plans | City of Chattanooga, TN
Project Planner

Bridge to Our Future Community Master Plan | City of Grand Rapids, MI
Project Planner

Selma NOW Strategic Action Plan | City of Selma, AL
Project Planner

Carrie Leitner

SENIOR ART DIRECTOR



📍 NORTHVILLE, MI

“I’m passionate about transforming complex planning and zoning information into visual experiences that people understand and connect with. Through design and storytelling, I turn dense data into clear narratives that inspire curiosity, build trust, and empower communities to shape and take pride in their future.”

EDUCATION

**Bachelor of Fine Arts,
Graphic Design,**
University of Michigan

**Internet Professional
Curriculum Courses,**
Washtenaw Community
College

EXPERIENCE

25+ Years

RELEVANT PROJECTS

🏆 **Unified Development Ordinance** | City of Ludington, MI
Senior Art Director

🏆 **“Live Better” Master Plan** | Barry County, MI
Senior Art Director

🏆 **Unified Development Ordinance** | City of Holland, MI
Project Manager

ZONE Ferndale Zoning Ordinance | City of Ferndale, MI
Senior Art Director

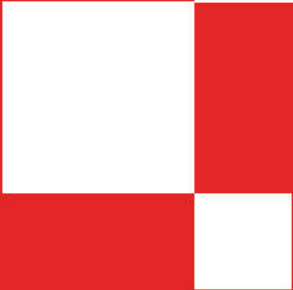
Parks and Recreation Plan | City of Birmingham, MI
Senior Art Director

Commercial Design Guidelines | City of Bexley, OH
Senior Art Director

Historic Preservation Plan and Historic Design Guidelines | City of Oxford, OH
Senior Art Director

Master Plan and Housing Study and Needs Assessment | City of Pontiac, MI
Senior Art Director

Huron Valley Trail Improvement Planning and Safety Audit | Milford Township,
Lyon Township, and City of South Lyon, MI
Senior Art Director



Attachments

PRICE/COST FORM

Task	Consultant/Subconsultant	Cost
Draft & Final Work Plan	McKenna/ViewPro/DemosPro	\$19,100
Engagement & Outreach Materials	McKenna	\$2,832
Public Engagement Events	McKenna/ViewPro	\$66,291
City Council and Land Use Commission Meetings	McKenna/DemosPro	\$33,000
Community Assessment	McKenna/DemosPro	\$56,700
Graphic Comparison of Current Conditions and Proposed Regulations	McKenna/ViewPro	\$68,000
Initial & Subsequent Draft Zoning Codes & Maps	McKenna/Demos Pro	\$10,300
Interactive Zoning Map	McKenna	\$4,080
Impact Analysis	McKenna	\$11,715
Engagement Summary	McKenna	\$14,307
Land Use Commission Draft Code, Map, and Amendment Tracking	McKenna/DemosPro	\$8,050
City Council Draft Code, Map, and Amendment Tracking	McKenna/DemosPro	\$8,050
Final Zoning Code and Map	McKenna/Demos Pro	\$22,350
Monthly Work Group Meetings	McKenna	\$6,600
Monthly Consultant Progress Report	McKenna/ViewPro/DemosPro	Included within other tasks
All other project materials, data, GIS Shapefiles, in all formats	McKenna/ViewPro/DemosPro	Included within other tasks
(Optional) Built	ViewPro	\$80,240

Environment Model		
Other (please list additional tasks based on the proposed approach)	All scope items and deliverables included above	

The pricing table above is considered to be a high-level summary. Consultant shall provide in their proposal a detailed cost breakdown showing the number of hours and cost per person for each task needed to complete the project. The anticipated number and cost of each meeting or engagement event, based on type, should also be included in the proposal.

Exhibit A

DISCLOSURE OF OWNERSHIP INTERESTS

The City of Evanston Code Section 1-18-1 *et seq.* requires all persons (APPLICANT) seeking to do business with the City to provide the following information with their proposal. Every question must be answered. If the question is not applicable, answer with "NA".

APPLICANT NAME: McKenna Associates, Inc.

APPLICANT ADDRESS: 124 E. Fulton St., 6th Floor, Suite B, Grand Rapids, MI 49503

TELEPHONE NUMBER: 616.226.6375

FAX NUMBER: 248.596.0930

APPLICANT is (**Check One**)

- ☒ Corporation
- ☐ Partnership
- ☐ Sole Owner
- ☐ Association

Other () _____

Please answer the following questions on a separate attached sheet if necessary.

SECTION I - CORPORATION

1a. Names and addresses of all Officers and Directors of Corporation.

John R. Jackson, President

1b. **(Answer only if corporation has 33 or more shareholders.)**

Names and addresses of all those shareholders owning shares equal to or in excess of 3% of the proportionate ownership interest and the percentage of shareholder interest. (Note: Corporations which submit S.E.C. form 10K may substitute that statement for the material required herein.)

- 1c. **(Answer only if corporation has fewer than 33 shareholders.)**
Names and addresses of all shareholders and percentage of interest of each herein.
(Note: Corporations which submit S.E.C. form 10K may substitute that statement for the material requested herein.)

John R. Jackson, [REDACTED]

Kathleen Jackson [REDACTED]

SECTION 2 - PARTNERSHIP/ASSOCIATION/JOINT VENTURE

- 2a. The name, address, and percentage of interest of each partner whose interests therein, whether limited or general, is equal to or in excess of 3%.

N/A

- 2b. Associations: The name and address of all officers, directors, and other members with 3% or greater interest.

N/A

SECTION 3 - TRUSTS

- 3a. Trust number and institution.

N/A

- 3b. Name and address of trustee or estate administrator.

- 3c. Trust or estate beneficiaries: Name, address, and percentage of interest in total entity.

SECTION 4 - ALL APPLICANTS - ADDITIONAL DISCLOSURE

- 4a. Specify which, if any, interests disclosed in Section 1, 2, or 3 are being held by an agent or nominee, and give the name and address of principal.

N/A

- 4b. If any interest named in Section 1, 2, or 3 is being held by a "holding" corporation or other "holding" entity not an individual, state the names and addresses of all parties holding more than a 3% interest in that "holding" corporation or entity as required in 1(a), 1(b), 1(c), 2(a), and 2(b).

- 4c. If "constructive control" of any interest named in Sections 1, 2, 3, or 4 is held by another party, give name and address of party with constructive control. ("Constructive control" refers to control established through voting trusts, proxies, or special terms of venture of partnership agreements.)

I have not withheld disclosure of any interest known to me. Information provided is accurate and current.

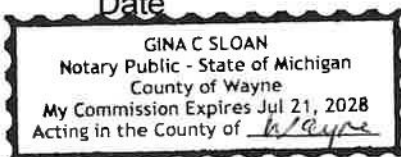
June 1, 2026

Date

Signature of Person Preparing Statement

President

Title



ATTEST:

Notary Public

(Notary Seal)

Commission Expires: 7/21/2028

EXHIBIT B

ADDITIONAL INFORMATION SHEET

Proposal Name: City of Evanston Zoning Update

Proposal Number #: 26-28

Company Name: McKenna Associates, Inc.

Contact Name: Kevin Garcia, AICP, CNU-A, Principal Planner

Address: 124 E. Fulton St., 6th Floor, Suite B

City, State, Zip: Grand Rapids, MI 49503

Telephone/FAX: # 616.226.6375

E-mail: info@mcka.com and kgracia@mcka.com

Comments: _____

Exhibit C

CONFLICT OF INTEREST FORM

McKenna Associates, Inc., hereby certifies that it has conducted an investigation into whether an actual or potential conflict of interest exists between the bidder, its owners and employees and any official or employee of the City of Evanston.

Proposer further certifies that it has disclosed any such actual or potential conflict of interest and acknowledges if bidder/Proposer has not disclosed any actual or potential conflict of interest, the City of Evanston may disqualify the bid/proposal.

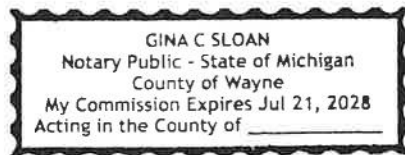
John R. Jackson

(Name of Bidder/Proposer if the Bidder/Proposer is an Individual)

(Name of Partner if the Bidder/Proposer is a Partnership)

(Name of Officer if the Bidder/Proposer is a Corporation)

The above statements must be subscribed and sworn to before a notary public. Subscribed and Sworn to this 1 day of June, 2026



[Redacted Signature]
Notary Public

Failure to complete and return this form may be considered sufficient reason for rejection of the bid / proposal.

Exhibit D

ACKNOWLEDGMENT OF UNDERSTANDING

THE SECTION BELOW MUST BE COMPLETED IN FULL AND SIGNED

The undersigned hereby certifies that they have read and understand the contents of this solicitation and attached service agreements, and agree to furnish at the prices shown any or all of the items above, subject to all instructions, conditions, specifications and attachments hereto. Failure to have read all the provisions of this solicitation shall not be cause to alter any resulting contract or to accept any request for additional compensation. By signing this document, the Proposer hereby certifies that they are not barred from bidding on this contract as a result of bid rigging or bid rotating or any similar offense (720 ILCS S/33E-3, 33E-4).

**Authorized
Signature:**



**Company
Name:**

McKenna Associates, Inc.

**Typed/Printed
Name:**

John R. Jackson

Date: June 1, 2026

Title: President

**Telephone
Number:**

616.226.6375

Email: info@mcka.com

Fax

Number: 248.596.0930

Exhibit E

ANTI-COLLUSION AFFIDAVIT AND PROPOSER'S CERTIFICATION

John R. Jackson, being first duly sworn,
deposes and says that he is President
(Partner, Officer, Owner, Etc.)
of McKenna Associates, Inc.
(Proposer)

The party making the foregoing proposal or bid, that such bid is genuine and not collusive, or sham; that said bidder has not colluded, conspired, connived or agreed, directly or indirectly, with any bidder or person, to put in a sham bid or to refrain from bidding, and has not in any manner, directly or indirectly, sought by agreement or collusion, or communication or conference with any person; to fix the bid price element of said bid, or of that of any other bidder, or to secure any advantage against any other bidder or any person interested in the proposed contract.

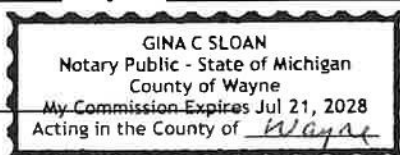
The undersigned certifies that he is not barred from bidding on this contract as a result of a conviction for the violation of State laws prohibiting bid-rigging or bid-rotating.

John R. Jackson
(Name of Bidder if the Bidder is an Individual)
(Name of Partner if the Bidder is a Partnership)
(Name of Officer if the Bidder is a Corporation)

The above statements must be subscribed a sworn to before a notary public.

Subscribed and Sworn to this 1st day of June, 20 26

Notary Public



Commission Expires: 7/21/2028

Failure to complete and return this form may be considered sufficient reason for rejection of the bid.

EXHIBIT G

M/W/D/EBE PARTICIPATION COMPLIANCE FORM

I do hereby certify that

Demos Pro Strategies, LLC (Name of firm) intends to participate as a Subcontractor or General Contractor on the project referenced above.

This firm is a (check only one):

- ☐ Minority Business Enterprise (MBE), a firm that is at least 51% managed and controlled by a minority, certified by a certifying agency within Illinois.
- ☐ Women's Business Enterprise (WBE), a firm that is at least 51% managed and controlled by a woman, certified by a certifying agency within Illinois.
- ☐ Disadvantaged Business Enterprise (DBE), a firm that is at least 51% managed and controlled by a disadvantaged, certified by a certifying agency within Illinois.
- ☐ Evanston Based Enterprise (EBE), a firm located in Evanston for a minimum of one year and which performs a "commercially useful function".

Total proposed price of response \$ See Price/
Amount to be performed by a M/W/D/EBE \$ Cost Sheet
Percentage of work to be performed by a M/W/D/EBE _____ %

Information on the M/W/D/EBE Utilized:

Name Katie Ashbaugh, AICP - Demos Pro Strategies, LLC
Address Virtual - kashbaugh@demosprostrategies.com
Phone Number 708.365.9727
Signature of firm attesting to participation _____
Title and Date Founding Principal 6/1/2026
Type of work to be performed Public Management Consulting

Please attach:

1. Proper certification documentation if applying as a M/W/D/EBE and check the appropriate box below. This M/W/D/EBE will be applying with documentation from:

- | | |
|--|--|
| ☐ Cook County | ☒ State of Illinois Certification |
| ☐ Federal Certification | ☐ Women's Business Enterprise National Council |
| ☐ City of Chicago | ☐ Chicago Minority Supplier Development Council |

2. Attach business license if applying as an EBE

EXHIBIT G

M/W/D/EBE UTILIZATION SUMMARY REPORT

The following Schedule accurately reflects the value of each MBE/WBE/DBE/EBE sub-agreement, the amounts of money paid to each to date, and this Pay Request. The total proposed price of response submitted is _____.

MBE/WBE/DBE/EBE FIRM NAME	FIRM TYPE (MBE/WBE/ DBE/EBE)	SERVICES PERFORMED	AMOUNT OF SUB- CONTRACT	PERCENT OF TOTAL CONTRACT AMOUNT
Demo Pro Strategies	WBE	Community Engagement, Community Assessment, Zoning Ordinance Drafting	\$ 39,825 no formal contract, but approximately per budget	10.7%
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	
TOTAL			\$ 39,825	10.7%

Exhibit H

M/W/D/EBE PARTICIPATION WAIVER REQUEST

I am Founding Principal of Demos Pro Strategies, LLC, and I have authority to
(Title) (Name of Firm)

execute this certification on behalf of the firm. I Katie Ashbaugh, AICP do
(Name)

hereby certify that this firm seeks to waive all or part of this M/W/D/EBE participation goal
for the following reason(s):

(CHECK ALL THAT APPLY. SPECIFIC SUPPORTING DOCUMENTATION MUST BE ATTACHED.)

- ☐ 1. No M/W/D/EBEs responded to our invitation to bid.
☐ 2. An insufficient number of firms responded to our invitation to bid.

For #1 & 2, please provide a narrative describing the outreach efforts from your firm and proof of contacting at least 15 qualified M/W/D/EBEs prior to the bid opening. Also, please attach the accompanying form with notes regarding contacting the Assist Agencies.

- ☐ 3. No sub-contracting opportunities exist.
Please attach a written explanation of why sub-contracting is not feasible. Please provide details supporting your request.

- ☒ 4. M/W/D/EBE participation is impracticable.

**See Addendum
Letter**

Please attach a written explanation of why M/W/D/EBE participation is impracticable. Please provide details supporting your request.

Therefore, we request to waive _____ of the 25% utilization goal for a revised goal of _____%.

Signature: _____
(Signature)

Date: June 1, 2026

EXHIBIT G

M/W/D/EBE PARTICIPATION COMPLIANCE FORM

I do hereby certify that

ViewPro (Name of firm) intends to participate as a Subcontractor or General Contractor on the project referenced above.

This firm is a (check only one):

- _____ Minority Business Enterprise (MBE), a firm that is at least 51% managed and controlled by a minority, certified by a certifying agency within Illinois.
- _____ Women's Business Enterprise (WBE), a firm that is at least 51% managed and controlled by a woman, certified by a certifying agency within Illinois.
- _____ Disadvantaged Business Enterprise (DBE), a firm that is at least 51% managed and controlled by a disadvantaged, certified by a certifying agency within Illinois.
- _____ Evanston Based Enterprise (EBE), a firm located in Evanston for a minimum of one year and which performs a "commercially useful function".

Total proposed price of response \$ See Price/
Amount to be performed by a M/W/D/EBE \$ Cost Sheet
Percentage of work to be performed by a M/W/D/EBE _____ %

Information on the M/W/D/EBE Utilized:

Name Suhag Kansara
Address suhag@viewprogis.com
Phone Number [REDACTED]
Signature of firm attesting to participation _____
Title and Date Principal 6/1/2026
Type of work to be performed Urban Planning & GIS

Please attach:

1. Proper certification documentation if applying as a M/W/D/EBE and check the appropriate box below. This M/W/D/EBE will be applying with documentation from:

- | | |
|--|--|
| ☐ Cook County | ☐ State of Illinois Certification |
| ☐ Federal Certification | ☐ Women's Business Enterprise National Council |
| ☐ City of Chicago | ☐ Chicago Minority Supplier Development Council |

2. Attach business license if applying as an EBE

EXHIBIT G

M/W/D/EBE UTILIZATION SUMMARY REPORT

The following Schedule accurately reflects the value of each MBE/WBE/DBE/EBE sub-agreement, the amounts of money paid to each to date, and this Pay Request. The total proposed price of response submitted is _____.

MBE/WBE/DBE/EBE FIRM NAME	FIRM TYPE (MBE/WBE/ DBE/EBE)	SERVICES PERFORMED	AMOUNT OF SUB- CONTRACT	PERCENT OF TOTAL CONTRACT AMOUNT
ViewPro	MBE	Impact Scenarios/Built Environment Model	\$ 115,000	31.1%
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	
TOTAL			\$ 115,000	31.1%

Exhibit H

M/W/D/EBE PARTICIPATION WAIVER REQUEST

I am Principal of ViewPro, and I have authority to
(Title) (Name of Firm)
execute this certification on behalf of the firm. I Suhag Kansara do
(Name)

hereby certify that this firm seeks to waive all or part of this M/W/D/EBE participation goal
for the following reason(s):

(CHECK ALL THAT APPLY. SPECIFIC SUPPORTING DOCUMENTATION MUST BE ATTACHED.)

1. No M/W/D/EBEs responded to our invitation to bid.
 2. An insufficient number of firms responded to our invitation to bid.

For #1 & 2, please provide a narrative describing the outreach efforts from your firm and proof of contacting at least 15 qualified M/W/D/EBEs prior to the bid opening. Also, please attach the accompanying form with notes regarding contacting the Assist Agencies.

3. No sub-contracting opportunities exist.
Please attach a written explanation of why sub-contracting is not feasible. Please provide details supporting your request.

- X 4. M/W/D/EBE participation is impracticable.

See Addendum Letter **Please attach a written explanation of why M/W/D/EBE participation is impracticable. Please provide details supporting your request.**

Therefore, we request to waive _____ of the 25% utilization goal for a revised goal of _____%.

Signature: _____
(Signature)

Date: June 1, 2026



CITY OF HOUSTON
OFFICE
of
BUSINESS OPPORTUNITY

John Whitmire

Mayor

Cylenthia Hoyrd
Director
P.O. Box 1562
Houston, Texas 77251-1562

T. 832.393.0600
F. 832.393.0647
www.houstontx.gov

January 13, 2026

Suhag Kansara
UrbanCore Collaborative, Inc. DBA ViewPro
6910 Champion Trl
Katy, TX 77493

Certification # 26-01-11646

Dear SuhagKansara:

CONGRATULATIONS! Your application for certification as a City of Houston Minority Business Enterprise (MBE) is approved for a three-year period thru January 31, 2029. The approval is contingent upon your firm maintaining certification eligibility throughout the three year period. Your firm will be required to complete a three year cycle review form to be considered for certification eligibility beyond the three year period. We will provide you with notification to submit the three year cycle review form prior to your firm's three year expiration date.

We have certified **UrbanCore Collaborative, Inc. DBA ViewPro**, only for **Urban Planning Consultants**. You are being listed in the Directory of certified M/W/S/DBE, in the following Directory Capability listing:

NAICS 541320: URBAN PLANNING SERVICES

The certification covers only the company, that is listed in this letter and not any other company with which you may be associated, and only for those specific functions mentioned herein.

Now that you are certified, the adventure begins. You will also receive emails on upcoming contracting opportunities, networking events, and free training. Check our website at www.houstontx.gov/obo/index.html for valuable resource information.

Here is important information that you need to know:

Two months prior to the expiration date of your certification, you will receive instructions on how to complete the Three year cycle Update Form and Affidavit. This form must be completed and returned along with signed copies of your Business Income Tax (Form 1120, 1065 or 1040 All Schedules including Schedule C) for the past three years. Please note that for Tax Returns not yet filed under an extension of time to file, a copy of the extension will suffice. If you do not complete and return the above items, your certification may be revoked.

Also, failure to report company changes to us such as (ownership changes, address, phone number, business structure changes, etc.), or any subsequently discovered material misrepresentation in the certification application or in the execution of a contract, will be reason for revocation of certification for up to a five-year period.

It is your responsibility to periodically monitor the online M/W/S/DBE Directory at <https://houston.mwdb.com/VendorSearch.asp> to ensure the accuracy of your contact information and profile. Attached is a copy of your firm's certification profile. If there are any changes to your firm's contact information (name, address, phone, fax, email), please contact our office immediately at (832) 393-0600 so that the appropriate adjustments can be made.

I want to emphasize several important facts for your consideration:

First, we are here to assist you with any question or problems about how the City's M/W/S/DBE program works, and also provide you with assistance with any challenges you may have on a City contract.

Second, never allow a company to submit your name unless you will, through your own efforts, be doing the work. The following practices are violations of the City's M/W/S/DBE program and will result in the revocation of certification for a five-year period.

1. Allowing your company's name to be submitted toward satisfying the MWBE goal for a scope of work for which you are not certified;
2. Serving as a pass-through by allowing your company's name to be submitted toward satisfying the M/W/S/DBE goal, but not actually performing, with your own workforce, the exact scope of work represented in the prime's contract documents;

3. Hiring members of the prime contractor's workforce;
4. Requesting or allowing the prime contractor to "advance" dollars or otherwise meet payroll for your employees.
5. OBO discovers that the firm provided false or misleading information for the purpose of certification during the original application process or as part of the certification update.

Third, after you sign a Letter of Intent or contract with a prime contractor to provide services or supplies on a City contract, should you experience ANY problems with actually getting or completing the contract, or being paid, please call us immediately to file a complaint. We cannot know whether you have actually been given the contract, or working on a project as reported to City Council, unless you tell us.

Fourth, the M/W/S/DBE Directory is available online at www.houstontx.gov. It is used internally by City procurement staff and externally by prime contractors and vendors to identify certified firms as they attempt to meet M/W/S/DBE goals assigned to City contracts. Our directory is also used by several other agencies and corporations in their search for confirmed M/W/S/DBE companies. You must maintain an accurate mailing address, a working telephone number with means to leave a message, and a valid email address. It is essential that you return solicitation calls immediately. The accomplishment of the spirit and intent of our program is seriously affected when MWBE's cannot be reached. Those interested in contracting with you must be able to reach you quickly and consistently.

Fifth, please notify us immediately if you are ever, by action or inaction, discouraged from bidding on any City project, by a prime contractor or subcontractor, or any employee of the City. Our program requires that all information on a contract be given to you in a time frame, which will give you an opportunity to develop your bid.

Sixth, your certification has value, so your Certification Number should be guarded carefully. We suggest that you not give your Certification Number to people who call and those who express an interest in doing business with you. Rather, we suggest you wait until your bid is accepted and you have a contract or signed Letter of Intent before releasing your Certification Number. OBO may be called to verify the validity of your certification.

Seventh, be advised that the percentage of M/W/S/DBE goal credit for Material Supply will depend on whether your company meets the commercially useful function requirements for material supplier credit.

Eighth, the expiration date, which appears on this Certification letter, approval certificate, or other related documentation will be superseded by a graduation date, should your firm be designated as an Established Business. Approval letters and certificates are available on demand for use via <https://houston.mwdbe.com> after logging into your firm's account.

The City M/W/S/DBE program's focus is to open the competitive process, and to afford you an opportunity to actually perform work or provide services/goods related to City taxpayers' projects. This program is working! Our FY 2015 figures are among the highest in the nation - \$288.0 million earned by minority and women owned companies. We hope that in next year's figures we can count contracts you have received.

Finally, be sure to register as a vendor. All suppliers and contractors interested in registering with the City of Houston and/or bidding on products and services procured by the City of Houston, must first register with the City's Strategic Procurement Division for an online web account by accessing the following web-link: http://purchasing.houstontx.gov/registration_form.aspx.

Once a user name and a password are obtained, you may then proceed to place bids, update your company profile and complete and submit a Supplier Registration Form to enroll on the City of Houston's registered supplier list. New supplier registration is incomplete until an IRS W-9 form is sent via email to houstonpurchasing@houstontx.gov. The information on this form must be the same as listed on the request for Taxpayer Identification Number as required by the Internal Revenue Service.

Again, congratulations. We welcome your participation, and wish you every success.

Very truly yours,


Cylenchia Hoyrd
Director
The Office of Business Opportunity



MCKENNA

June 2nd, 2026

Sarah Flax
Community Development Director
City of Evanston
2100 Ridge Ave
Evanston, IL 60201

Subject: City of Evanston Zoning Update

Ms. Flax,

While our proposal team does not currently include firms certified as Minority-Owned Business Enterprises (MBE), Women-Owned Business Enterprises (WBE), Disadvantaged Business Enterprises (DBE), or Emerging Business Enterprises (EBE) through the State of Illinois certification program, we have intentionally assembled a diverse consultant team that includes firms meeting these ownership criteria. ViewPro is a minority-owned business certified as an MBE by the State of Texas. Their certification has been attached for your consideration. Demos Pro is a woman-owned business that meets WBE ownership standards but has not yet obtained formal certification. Although these firms are not presently certified through Illinois-recognized programs, they are participating members of the project team and contribute to the diversity of business ownership represented within the consultant team.

Sincerely,

McKENNA ASSOCIATES



John R. Jackson, AICP
President

Cc: Chris Khorey, AICP

GRAND RAPIDS
124 East Fulton Street
6th Floor, Suite B
Grand Rapids, Michigan 49503

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F 248.596.0930
MCKA.COM

Communities for real life.

Exhibit J

Professional Services Agreement Acknowledgment Page

The City has attached its standard professional services agreement as an exhibit to this RFP. Identify all exceptions to the agreement that would prevent your firm from executing it. **The City shall not consider or negotiate regarding exceptions submitted at any time after the submission of the Proposer's response.** Please check one of the following statements:

☐ I have read the professional services agreement and plan on executing the agreement without any exceptions.

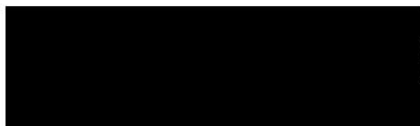
☒ My firm cannot execute the City's standard professional service agreement unless the exceptions noted below or in the attached sample professional services agreement are made.

*****Please be aware that submitting exceptions to the contract may impact the likelihood of your firm being selected to perform this work.**

List exceptions in the area below:

We respectfully request upon project award, a mutually acceptable Indemnity clause be developed that will indemnify and hold harmless for our negligence, errors or omissions. As a company, we fully stand behind our work and are committed to accepting responsibility for our own acts while ensuring alignment with insurance coverage requirements.

**Authorized
Signature:**



**Company
Name:**

McKenna Associates, Inc.

**Typed/Printed
Name and Title:**

John R. Jackson, AICP
President

Date: June 1, 2026

Exhibit J

Consultant Certification and Verification

I certify in accordance with the Professional Services Agreement, the agents, employees and subcontractors of [CONSULTANT FIRM] are in compliance and will comply with City work rules and policies applicable to City employees while they are on City property, including the City's Workplace Harassment Policy; COVID-19 Vaccination Policy; and Sexual Harassment Policy. I further certify that the agents, employees and subcontractors of [CONSULTANT FIRM] are in compliance with OSHA emergency temporary standard to protect workers from coronavirus.

CONSULTANT:

By John R. Jackson

Its: President

FEIN Number: 38-2213603

Date: June 1, 2026