

**JOINT ~ COM DEV & FINANCE COMMITTEE MEETING MINUTES**  
**from MONDAY, SEPTEMBER 12<sup>TH</sup>, 2022** [Joint meeting began at 7:32P.M.]

**CD PRESENT:** Vice- Chair Mitchell, Oswald, Schneider, Lipian

**FINANCE PRESENT:** Chair Stewart, Tollett, Cerra, Davis, Schneider

**OTHERS PRESENT:** Law Dir Deery, Safety Svc Dir Brubaker,  
Asst Dir Williams, Asst Dir Calvert, Finance Dir Pileski, Asst Fin Dir Farrell,  
Engineer McKillips, WWPC Supt Korzan, CD Mngr Almobayyed, Councilperson  
Simmons, PW Supervisor Connor, WS Jacob, Police Chief Pelko

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*Community Development previously called to order  
Chair Stewart called Finance to order at 7:32 P.M.*

**1. Approval of the Joint Meeting Minutes ~ August 29<sup>th</sup>, 2022.**

Moved by Mr. Cerra, seconded by Mr. Schneider to approve the meeting minutes as circulated.

**2. The matter of a Downtown Facade Improvement Program applicant.**

Referred by: CD Manager Mona Almobayyed

Ms. Almobayyed provided information for the applicant of the Downtown facade improvement program, Tom Breno. The location is 246 Second Street. The request is for exterior improvements. The application has been approved by the Elyria Economic Development Committee (EEDC), they are requesting approval of the application from the joint committees. The applicant is requesting to powerwash and repaint select areas of the building. The total project cost is \$30,500, the program allows for a 50% match up to \$10,000.

**MOTION CARRIED COMMITTEE REPORT WRITTEN**

**3. The matter of entering into a contract with MS Consultants Inc. for services rendered for the completion of a Comprehensive Plan and Zoning Code update.**

Referred by: ASSD Dawn Calvert

ASSD Calvert provided an update for a comprehensive land use plan and zoning code update provided by MS Consultants. Exhibit "A" attached

Chair Stewart stated that the committee is excited about this project and believes that it is long overdue. He inquired if an ad-hoc committee would be created. Ms. Calvert shared that a steering committee will comprise of community members, department heads, staff and members of council that will monitor the success of the project. Ms. Calvert expressed the plan is the community's plan and will represent the collective vision of community.

**MOTION CARRIED COMMITTEE REPORT WRITTEN**

Mr. Oswald moved and second by Mr. Lipian to adjourn this evening's Community Development portion of the Meeting at 7:47 P.M.

**MOTION CARRIED**

*(Finance Committee Meeting to follow)*

RLP/

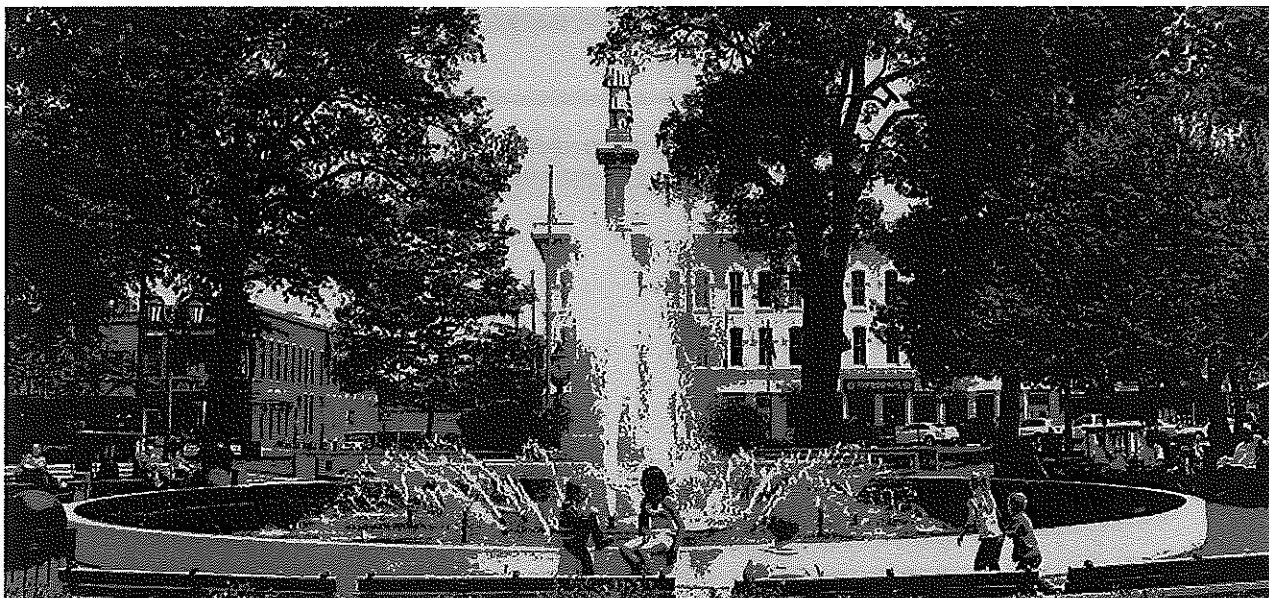


EXHIBIT "A"



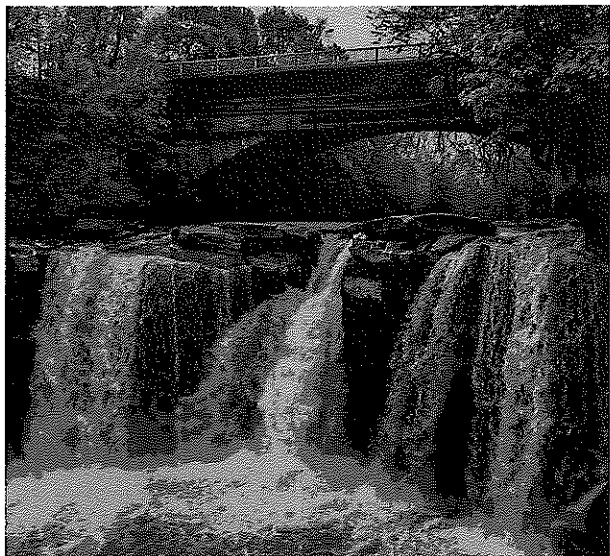
CITY OF ELYRIA

# PROPOSAL FOR A COMPREHENSIVE PLAN AND ZONING CODE UPDATE



**ms consultants, inc.**  
engineers, architects, planners

425 Literary Road, Suite 100  
Cleveland, OH 44113-4506  
216.658.2512 | [www.msconsultants.com](http://www.msconsultants.com)

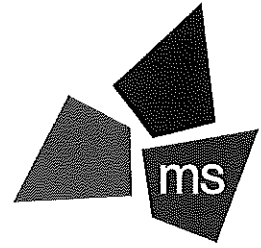


1	<b>Letter of Interest</b>
2	<b>Work Program</b>
9	<b>Timeline &amp; Schedule</b>
10	<b>Experience &amp; Qualifications</b>
27	<b>Estimated Costs</b>

## ms consultants, inc.

engineers, architects, planners

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P: 216.658.2512 F: 330.744.5256  
www.msconsultants.com



July 18, 2022

Dawn Calvert, Assistant City Safety Service Director  
The City of Elyria  
131 Court Street, Suite 301  
Elyria, OH 44035

### RE: Comprehensive Plan and Zoning Code Update

Dear Ms. Calvert,

A well-developed and thoughtful comprehensive plan is vital to the City of Elyria's ability to maintain the lifestyle and environment cherished by its residents, and this anniversary is the perfect time for an update. ms consultants inc., would be proud and honored to be a part of your growth plan for the next ten years.

Our team of enthusiastic planning, engineering, and municipal executive professionals understands how important it is to use wide-reaching community engagement throughout the planning process. We will work with your residents and stakeholders to produce well-constructed, long-term objectives and actionable steps on land use, development, quality of life metrics, and more.

**Tailored to Your Needs.** A successful comprehensive plan needs to be built on the City of Elyria's needs and desires, not on a generic template for similarly-sized communities. To accomplish this, the ms team will examine the community both as a whole and as individual components. This approach allows us to tailor our public engagement efforts—maximizing outreach to residents and stakeholders—so everyone's voice and interests are considered.

**A Partnership that Performs.** Our team will be your partner in working with the community to update the city's comprehensive plan and zoning code. We have engaged **ZoneCo**, a zoning code consulting firm based in the Midwest, to join our team. Their professionals have all held public positions and understand the complexities of administering a zoning code. Zoneco worked with ms consultants on the successful update of the Canfield (OH) Comprehensive Plan. Together, we will make sure your plan and zoning codes recognize present conditions and manage future development. This includes protecting the historical integrity and quality of place that makes the City of Elyria unique.

Our project manager, Katie Sieb, AICP, will be your main point of contact. She has more than ten years of experience managing planning projects throughout Ohio and Michigan and has a strong background in ensuring that community engagement is at the forefront of any planning process.

Please feel free to contact Ms. Sieb directly at our Cleveland office at 216.658.2512 or via email at [ksieb@msconsultants.com](mailto:ksieb@msconsultants.com) if you have any questions or would like additional information. We look forward to the opportunity to be a part of the team helping the City of Elyria achieve its potential.

Sincerely,

A handwritten signature in black ink, appearing to read 'Anthony Urankar', is written over a light gray background.

**Anthony Urankar**

Vice President, Northeast Ohio  
440.759.1146 | [aurankar@msconsultants.com](mailto:aurankar@msconsultants.com)

## Our Planning Approach

### A vision for the future, guided by the community.

We take pride in our approach to community planning.

The ms planning team understands that a community's comprehensive plan is more than just a requirement to be updated only when necessary. Instead, we understand that **the comprehensive planning process is a chance to authentically engage the community** on their priorities for the future. We take these priorities and assist the community in the creation of a vision that will guide the goals and strategies laid out in the plan.

#### Branding the Process

We work with communities to develop branding for the planning process. This branding will be used on all materials, social media posts, etc. to assist the public in clearly identifying and engaging with the planning effort.

#### Engaging the Community

Our team understands that the planning process must be rooted in public involvement. This helps determine the wants and needs of the community and increase implementation of the plan's recommendations. Our approach to community involvement is a balance of digital and in-person participation and events - with the general public and targeted stakeholders -tailored to fit your community.

#### Outreach

To ensure broad and diverse participation we will use diverse methods to encourage participation. We specialize in customizing an outreach strategy for each community. On recent projects, we have mailed postcards to homes and businesses, used community organization and government newsletters, advertised on social and traditional media, and displayed fliers in restaurants, shops, and public buildings.



*We provide a mix of in-person and online engagement to reach as many community members as possible.*

## Goals and strategies formulated with a focus on implementation.

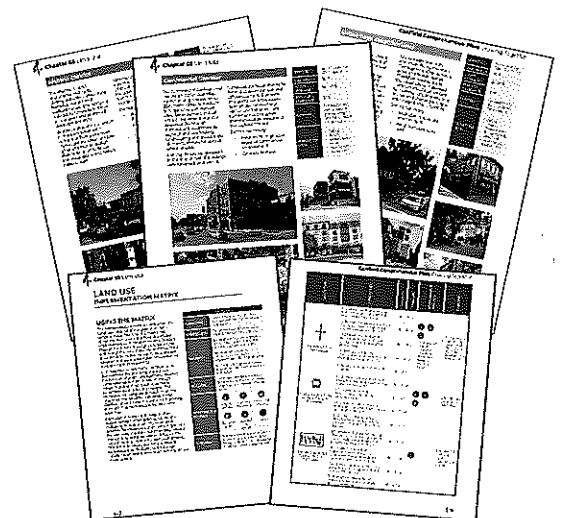
Elyria's Comprehensive Plan will build momentum for implementation.

#### Implementation Plan

Using the guiding vision, goals, and strategies that come out of the planning process, our team creates an implementation plan that identifies the detailed actions needed to achieve each strategy. Each action will have a corresponding responsible party, timeline, cost (high, low, medium), and identified funding source. This allows the implementation plan to act as a guidebook, where anyone can pick it up and not only begin implementation, but track its progress.

#### Implementation Committees

In order to ensure quick action on items within the implementation plan, we work with staff and the Steering Committee to set up implementation committees based on the goals and strategies included in the plan or on interest area. This creates community-wide responsibility and agency, rather than relying solely upon staff to see the plan through.



*A mix of form-based and Euclidean zoning was recommended for the City of Canfield, as well as actionable next steps to achieve this change in zoning.*

# Our Engagement Approach

## Community-Driven Planning

Our team understands that planning must be rooted in public involvement. This helps determine the “wants and needs” of the community and increases implementation success. Our approach to community involvement is a balance of digital and in-person participation and events - with the general public and targeted stakeholders - tailored to fit your community.

## Hands-On Planning

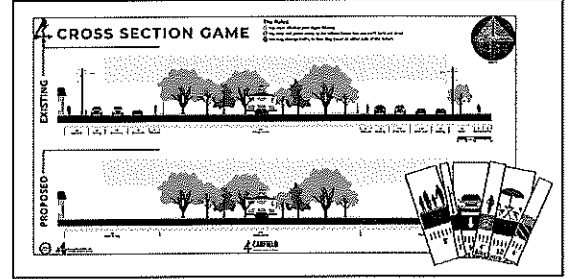
We believe in a hands-on approach to envisioning the future. Our interactive meeting and online activities are specially crafted to serve local planning needs and solicit useful feedback. Whether it's building a streetscape, designing a park, or imagining development styles, we aim to make the process fun and approachable.

## Planning Pop-Ups

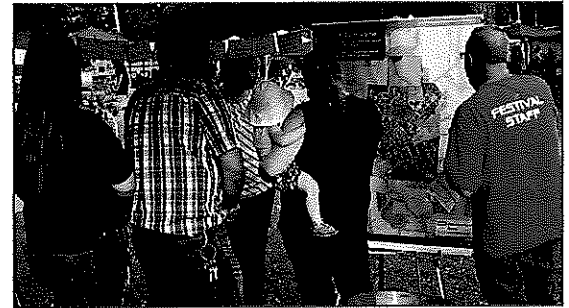
Traditional public meetings are not well-suited for modern, busy lifestyles. Our planning pop-ups bring the plan directly to the community by participating in local events, festivals, and gatherings such as sporting events. By “popping up” at places where residents and stakeholders are already attending, we can educate and engage with a diverse audience. These ongoing opportunities for public involvement feature informational tools, mapping exercises, and thematic activities.

## Digital Engagement

Online involvement provides supplemental feedback to in-person engagement. Whether for health and safety reasons, or to expand the number of community members able to participate, our team is prepared to interact with the community through web-based engagement platforms. We have created surveys, mapping activities, and visual preference questionnaires to determine public opinions and can even facilitate a public meeting completely online if desired. Activities are replicated across platforms, as appropriate, and are housed on the project website which our team creates and hosts to allow for updates, activities, and questions to be posted throughout the planning process.



Hands-on planning activities, such as the streetscape game above, get the audience's attention and encourage creative thinking.



A planning pop-up at a popular festival with activities that gathered feedback from residents and visitors.



Back

Front

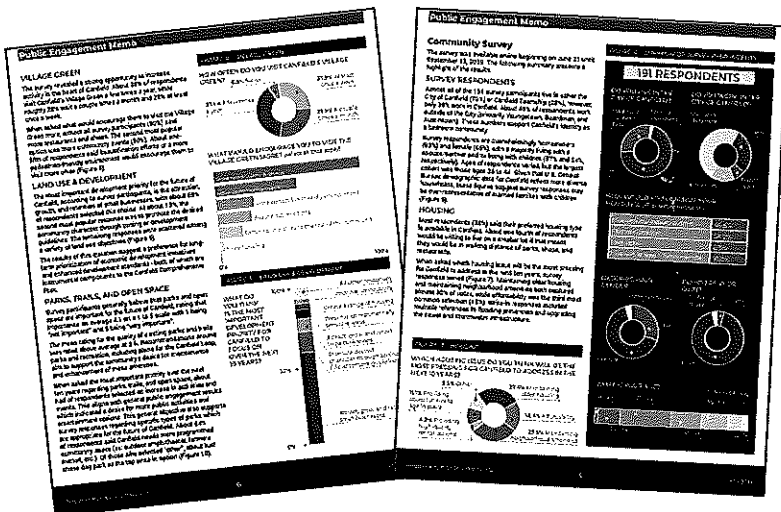
Want to learn more?  
Interested in getting involved?

Visit the Project website:

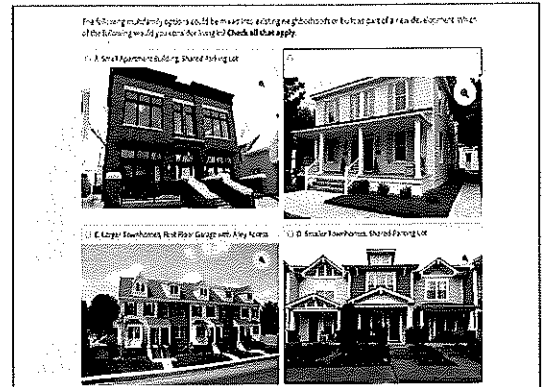
[www.KnoxCoPlans.com](http://www.KnoxCoPlans.com)

KNOX COUNTY  
VILLAGE STRATEGIC PLANS

Business cards directed residents to this project's website.



Effective document layout and data presentation combines the right amount of text and graphics for easy understanding.



Digital engagement brings planning activities, such as surveys and games, directly to the public.

# Scope of Work

Our team envisions a process that completes the Comprehensive Plan and Zoning Code Update in tandem. This allows for efficiencies to be achieved in land use planning, public engagement activities, and the project schedule.

## Phase 1: Preparation

### Task 1.1 Project Kick-off Meeting

The planning team will meet with key staff members (staff) to kick-off the project, set the schedule, solidify the scope of work, establish overall goals, and create a communication strategy to use throughout the planning process.

The team and staff will perform a general map review to discuss future development plans, major corridors, gateways, trail and sidewalk priorities, land use goals, and potential special districts or overlays. A windshield tour is also recommended for staff to show the planning team areas of concern and opportunity and impart any remaining facts prior to the team's research and analysis.

### Task 1.2 Project Website

We propose a project process that balances in-person meetings with digital communications to increase the speed and transparency of information sharing and allow for alternative engagement opportunities in light of public health concerns. Our project websites are designed to go live quickly, be updated frequently, and provide city staff, Commission members, and the general public access to planning resources.

The website will be a key piece of the community outreach strategy offering a general overview of the project, regular updates on the process, meeting invites and reminders, and opportunities for digital engagement and feedback. The planning team will coordinate with city social media and digital assets to link to and increase visitors to the website.

### Task 1.3 Steering Committee Meeting #1

The focus of this meeting will be to introduce the team, review project scope and schedule, discuss general goals of the plan and role of the steering committee, as well as provide a short synopsis of existing conditions. During the meeting, the team will lead committee members through a SWOT Analysis to identify Strengths, Weaknesses, Opportunities, and Threats in the community.

Prior to the meeting, a planning workbook will be shared with the steering committee to prepare them for the meeting and help generate discussion.

#### PHASE 1 SUMMARY

<b>Deliverables</b> <ul style="list-style-type: none"> <li>Project Schedule</li> <li>Project Website</li> <li>Steering Committee Roster</li> <li>Steering Committee Workbook</li> </ul>	<b>Meetings</b> <ul style="list-style-type: none"> <li>Kick Off &amp; Windshield Tour</li> <li>Steering Committee #1</li> <li>Biweekly Calls</li> </ul>
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#### PHASE 2 SUMMARY

<b>Deliverables</b> <ul style="list-style-type: none"> <li>Existing Conditions Report</li> <li>SWOT Analysis</li> </ul>	<b>Meetings</b> <ul style="list-style-type: none"> <li>Steering Committee #2</li> <li>Biweekly Calls</li> </ul>
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## Phase 2: Strategic Analysis

### Task 2.1 Research and Reference

The team will begin a thorough analysis of the community using knowledge gathered from city staff at the project kick-off. Research will include existing land use plans, transportation patterns and projects, environmental constraints, regulatory codes for the community, existing housing, and socioeconomic data. This information will be processed and referenced with regional and national data sources to ensure existing conditions reflect both local values and national statistics.

### Task 2.2 Existing Conditions Analysis

The team will perform a balanced and thorough existing conditions analysis of Green to support and diversify the team's findings from Task 2.1. Analysis of existing conditions will include:

- Community Demographics & Character
- Historic Preservation
- Growth & Future Land Use
- Public Services & Infrastructure
- Housing & Neighborhoods
- Transportation, Mobility, & Safety
- Economic & Community Development
- Parks & Recreation

During this task, the team will also provide general mapping analysis for the above topics. This analysis will include mapping of future growth areas both within and outside existing City boundaries. Any GIS shapefiles created during the process will be made available to city staff at the completion of the plan.

An Existing Conditions Report will be created to encapsulate the team's findings. This report will be shared with the Steering Committee and public and will include key economic statistical data complete with maps of how this data deviates throughout neighborhoods and census blocks.

### Task 2.3 SWOT Analysis

Utilizing the initial SWOT completed with the Steering Committee, as well as information gathered from Tasks 2.1 and 2.2, the team will create a final SWOT analysis for inclusion in the Existing Conditions Report.

### Task 2.4 Steering Committee Meeting #2

The focus of this meeting will be to present the team's existing condition's findings. A robust conversation will be facilitated with the steering committee on these topics. The team will also present the full public engagement strategy to be used throughout the planning process.

The steering committee will participate in activities to test the engagement strategies so that they may provide feedback on the activities. They will also assist the team in identifying organizations and individuals for stakeholder interviews.



## Phase 3: Public Engagement

### Task 3.1 Stakeholder Interviews

The team will conduct meetings in both individual interview format as well as small focus groups with local governmental officials and staff, community advocates, representatives of the business community, economic and community development organizations, local school districts, Metro Parks, regional organizations, and other community members. This ensures various areas of interest that may or may not be represented by the Steering Committee are assessed in the planning process.

### Task 3.2 Community Workshop

The team will plan a public event to garner input from the community in a fun and engaging manner. We propose a workshop consisting of stations with an interactive set of maps, prompts, and facilitated discussions. The activities will be graphically engaging, spur further conversations, and allow for data collection and analysis following the workshop. Each station will represent a topic of strategic importance to the community such as parks and recreation, mobility and safety, and land use and community character. This interaction will allow the team to learn about planning issues and opportunities, assess community attitudes, and share expectations for the planning process. This engagement can be hosted at an existing, well-attended community event to encourage diverse participation.

In addition to advertising for the community workshop on the project website, the team will work with the city to pursue multiple other forms of marketing such as posting fliers, mailing post cards, newspaper ads, and more. Activities from the community workshop will be replicated when possible on the project website to allow those unable to attend the event to participate.

A report of public engagement results will be provided to staff and the Steering Committee.

### Task 3.3 Community Walking Tours

The team will work with staff and the Steering Committee to schedule a series of community walking tours in which the team can meet stakeholders and community members where they live, work, and play to learn about the perceived strengths and weaknesses of neighborhoods in Elyria.

### Task 3.4 Planning Pop-Ups and Displays

Utilizing a calendar of planned community events and festivals, the team will create a schedule of planning pop-ups to be conducted throughout the process. Pop-ups can take place at any point during the project process and can be used to gather additional feedback, promote an event, prompt more survey responses, etc. Planned activities will be developed to respond to the current phase of the planning process. The team can conduct and attend pop-ups, and can also create a "pop-up in a box" kit for staff and steering committee members to host pop-ups of their own. The team will work with staff to decide who will host each pop-up.

The team will also create interactive displays for use in public buildings and popular locations throughout the duration of the project or on a rotational basis. City Hall,

libraries, and schools are convenient locations where people can conveniently give feedback and learn about the plan. The team will replace the posters as the project progresses with new activities, and will use the input received to supplement the Community Workshop and Community Survey. The team will work with staff to decide appropriate locations for each pop-up display.

### Task 3.5 Community Survey

The team will create a community survey to reach a wide range of residents and stakeholders. This survey will be available on the project's website and will be advertised through multiple forms of marketing in the community to attract a high volume of participants. Survey questions may assess issues and opportunities, housing preferences, goals for the future, infrastructure prioritization, streetscape and public space amenities, and any other key factors identified during the planning process. The survey will be hosted in a mobile-friendly format so community members can participate on the go or at home.

### Task 3.6 Steering Committee Meeting #3

The Steering Committee will reconvene following the initial community outreach to discuss the results of the community workshop, any pop-ups and walking tours that have occurred, survey responses, and stakeholder interviews. The team will complete any necessary follow up on existing conditions information and ask the group to brainstorm draft goals for the plan and the strategies to achieve those goals.

## PHASE 3 SUMMARY

Deliverables	Meetings
<ul style="list-style-type: none"> <li>Engagement Marketing Materials</li> <li>Community Survey</li> <li>Pop-up Displays</li> <li>Public Engagement Report</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder Interviews</li> <li>Community Workshop</li> <li>Community Walking Tours</li> <li>Planning Pop-Ups</li> <li>Steering Committee #3</li> <li>Biweekly Calls</li> </ul>

## Planning Pop-Ups

Traditional public meetings are not well-suited for modern busy lifestyles. Our planning pop-ups bring the plan directly to the community by participating in local events, festivals, and gatherings such as sporting events. By "popping up" at places where residents and stakeholders are already attending, we can educate and engage with a diverse audience. These ongoing opportunities feature informational tools, mapping exercises, and thematic activities.



## Phase 4: Idea Generation

### Task 4.1 Future Land Use Analysis and Map

Strategically accommodating any large development plans and feedback from the public, the team will produce a future land use map and associated districts that will encompass the entirety of the city and any areas of potential growth outside the community. The map will be created in a manner that is simplified and provides for a varied and balanced mix of industrial, residential, commercial, and civic uses while preserving historic and cultural heritage, enhancing public green space, and supporting economic development in new or underutilized areas. The map will be incorporated into the final plan and all GIS data will be provided to staff at the completion of the planning process.

### Task 4.2 Complete Streets Guide

The team will create a complete streets guide that prioritizes complete street and active transportation improvements, creates a uniform approach to traffic calming, and communicates this to the community in a clear and consistent manner. This guide will improve trust by helping residents see the inputs and outputs of the decision-making process for roadway changes. Cross sections and recommendations will be created for each thoroughfare classification within Elyria.

### Task 4.3 Public Officials Presentation #1

A presentation will be made to City Council and/or Planning Commission to foster an understanding of the project scope, schedule, and intended deliverables.

An overview of Public Engagement will be presented and the next steps in the planning process explained. This initial presentation allows elected and appointed officials an opportunity to engage with the team, ask questions, and have a meaningful role in the planning process prior to voting on the final product.

### Task 4.4 Priority Area Development Plans

The team will create up to three (3) development scenario concepts for priority areas identified by the team in tandem with staff and the Steering Committee. The end result will be graphic site plans enumerated with building footprints, heights, commercial areas, and dwelling units. This task may also include a design concept for a park or public space amenity including programmable space and landscaping features. Close coordination with transportation planning staff also allows for the feasibility of proposed development scenarios to be reviewed in relation to existing roadways and major corridors.

### Task 4.5 Steering Committee Meeting #4

The Steering Committee will meet to review plan goals and design direction; providing feedback to the team to be incorporated into the final plan. This meeting will involve an in-depth brainstorming activity to strengthen the goals of the plan by identifying the subsequent objectives and actions for each overall goal.

### Task 4.6 Zoning Code Diagnostic

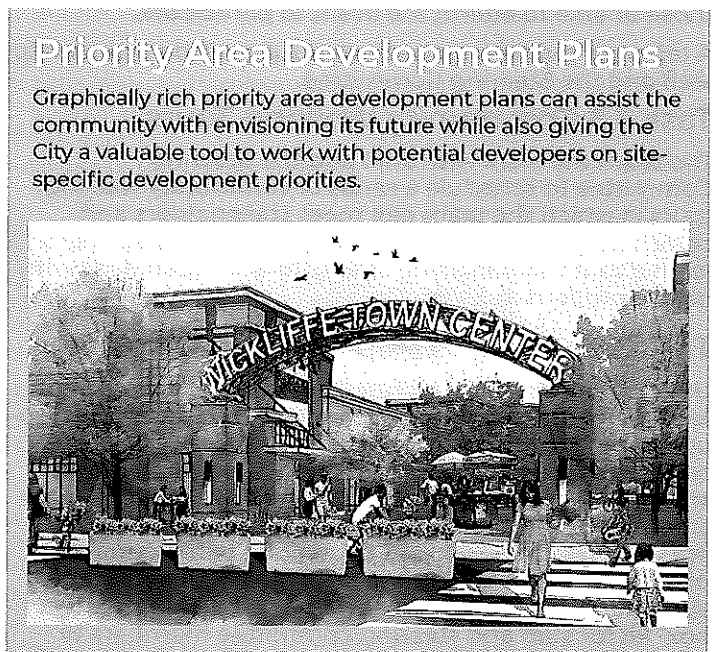
Based on the future land use map and proposed districts, redevelopment strategies, and priority area development plans, the team will review the existing zoning code and create an outline of the misalignments with the current code and future land use objectives. This process will orient the broader zoning code update, provide insights into focus areas, uncover inconsistencies, and create a prioritized list of objectives for the update.

### Task 4.7 Implementation Planning

Following the review of the Steering Committee's ideas and feedback, the team will expand upon the draft goals, objectives, and actions of the Comprehensive Plan; utilizing best practices and regional and national trends to ensure the strategies are implementable, wide-reaching, and relevant to the community. Funding opportunities and strategies will be evaluated and recommended where applicable to aid in implementation.

## PHASE 4 SUMMARY

Deliverables	Meetings
<ul style="list-style-type: none"> <li>• Future Land Use Map &amp; Districts</li> <li>• Complete Streets Guide</li> <li>• Priority Area Development Plans</li> <li>• Zoning Code Diagnostic</li> <li>• Draft Recommendations &amp; Implementation Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Public Officials Presentation</li> <li>• Steering Committee #4</li> <li>• Biweekly Calls</li> </ul>



### Priority Area Development Plans

Graphically rich priority area development plans can assist the community with envisioning its future while also giving the City a valuable tool to work with potential developers on site-specific development priorities.

## Phase 5: Finalize

### Task 5.1 Draft Plan

The team will draft the Elyria Comprehensive Plan in its entirety and include chapters reflecting all work to-date including existing conditions, mapping, public engagement, and implementation strategies.

All graphics and concepts will be supported by explanatory text, images, and graphics and accompanying appendices will host all previously created memos, reports, and other relevant data. This draft document will be shared with staff prior to the final Steering Committee meeting and Public Open House for review and feedback.

### Task 5.2 Public Open House #1

Nearing the completion of the final Comprehensive Plan, an Open House will be hosted for the community to review and comment on the recommendations. This meeting may include an overview of the planning process, key findings, and an explanation of the plan objectives. Graphic posters displaying the relevant information will be created to visualize the final documents.

The team will be available throughout the open house for questions and comments. Public comments and suggestions will be collected via written feedback to be reviewed and incorporated into the final document by the team with approval of staff.

This meeting will celebrate the plan and increase interest and excitement for the ideas, goals, and strategies presented. Community members are encouraged to not only attend, but also become engaged in the plan's implementation.

### Task 5.3 Final Plan & Executive Summary

The team will incorporate the Steering Committee, public, and staff comments into the final plan and provide a detailed memo to staff enumerating all final updates.

An Executive Summary will be created for the Comprehensive Plan highlighting key findings, graphic visualizations, and priority objectives.

### Task 5.4 Zoning Code Calibration

The Zoning Code Calibration will finalize recommendations for changes within the future land use map and associated districts.

An updated zoning map will created and a calibration table will be created that lays out all proposed regulations and recommendations for the new zoning code.

### Task 5.5 Steering Committee #5

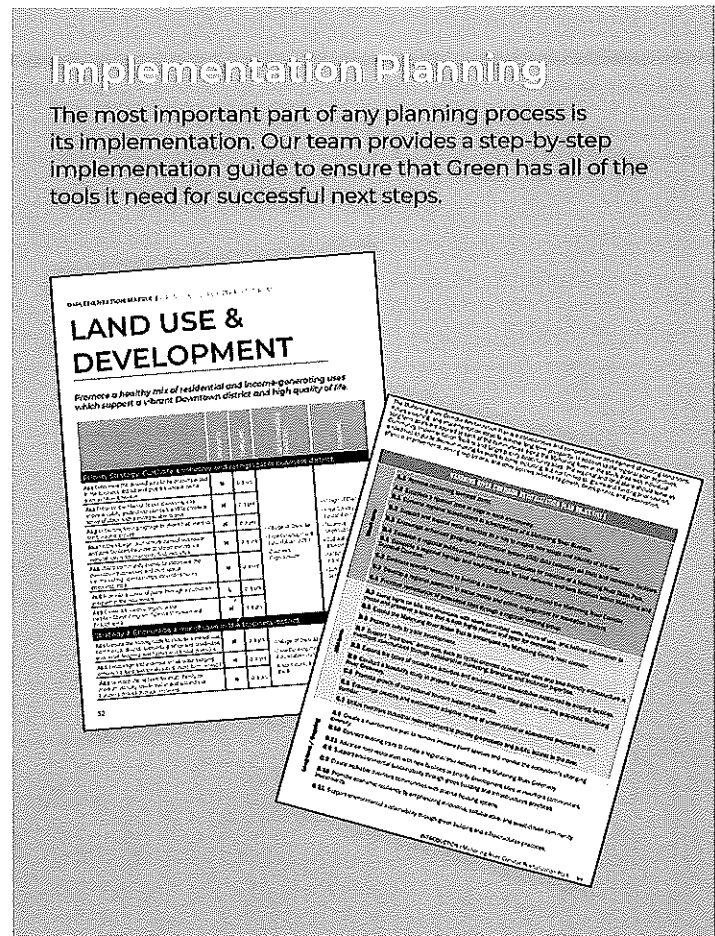
The team present the Final Plan, Executive Summary, and Zoning Code Calibration. The steering committee will review feedback from the Public Open House, and finalize the implementation strategy. Plans for implementation work groups or ad hoc committees should be discussed at this meeting to ensure the quick progression and implementation of the plan.

### Task 5.6 Public Officials Presentation #2

Working with staff to identify the most appropriate meeting to attend, the team will present the final plan to the Planning Commission and/or City Council using a short presentation based on the Executive Summary and be available for questions.

#### PHASE 5 SUMMARY

Deliverables	Meetings
<ul style="list-style-type: none"> <li>• Draft Plan</li> <li>• Final Plan &amp; Executive Summary</li> <li>• Zoning Code Calibration</li> </ul>	<ul style="list-style-type: none"> <li>• Public Open House #1</li> <li>• Public Officials Presentation</li> <li>• Steering Committee #5</li> <li>• Biweekly Calls</li> </ul>



## Phase 6: Codify

### 6.1 Draft Zoning Code & Design Guidelines

Utilizing the calibration table, our team will produce the first full draft of the updated zoning code and design guidelines.

These drafts will be accompanied with an updated zoning map incorporating the new districts as well as a map identifying districts in which design guidelines will be implemented.

### 6.2 Public Open House #2

The team will hold a public meeting for the draft code, and guide attendees on how to find zoning districts (usually based on their own property or an area of interest) and have them review applicable regulations. All input given will be recorded.

The team will also make the draft code available on the project website, with space for the public to submit comment directly to the team via the website.

### 6.3 Steering Committee Meeting #6

The team will present the draft code and design guidelines and conduct activities to gain feedback on both items. This feedback will be incorporated into the draft documents prior to Public Open House #2.

### 6.4 Adoption Drafts

The adoption drafts will serve as the final draft of the updated zoning code and design guidelines and will incorporate all recommended changes presented to the team by staff and the steering committee.

### 6.5 Adoption Hearings

Our team will attend and present at a public hearing conducted in conjunction with the adoption of the Code and Design Guidelines. Our team has substantial experience training staff and boards on zoning codes, procedures, and administration, and we will discuss the most effective way to execute staff/board training subsequent to the code adoption.

#### PHASE 6 SUMMARY

##### Deliverables

- Draft Zoning Code
- Draft Design Guidelines
- Adoption Drafts

##### Meetings

- Public Open House #2
- Steering Committee #6
- Adoption Hearings
- Biweekly Calls

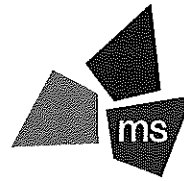
# Proposed Schedule

PHASE AND TASK	2022			2023												2024		
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
<b>PHASE 1: PREPARATION</b>																		
Task 1.1 Project Kick-off Meeting	●																	
Task 1.2 Project Website	●																	
Task 1.3 Steering Committee Meeting #1		●																
<b>PHASE 2: STRATEGIC ANALYSIS</b>																		
Task 2.1 Research & Reference		■	■	■														
Task 2.2 Existing Conditions Analysis				■	■	■												
Task 2.2 SWOT Analysis				■	■	■												
Task 2.3 Steering Committee Meeting #2					●													
<b>PHASE 3: PUBLIC ENGAGEMENT</b>																		
Task 3.1 Stakeholder Interviews						●												
Task 3.2 Community Workshop							●											
Task 3.3 Community Walking Tours							■	■	■									
Task 3.4 Planning Pop-Ups and Displays							■	■	■									
Task 3.5 Community Survey							■	■	■									
Task 3.6 Steering Committee Meeting #3										●								
<b>PHASE 4: IDEA GENERATION</b>																		
Task 4.1 Future Land Use Analysis & Mapping										■	■							
Task 4.2 Complete Streets Guide										■	■							
Task 4.3 Public Officials Presentation #1										●								
Task 4.4 Priority Area Development Plans										■	■	■						
Task 4.5 Steering Committee Meeting #4												●						
Task 4.6 Zoning Code Diagnostic											■	■	■					
Task 4.7 Implementation Planning											■	■						
<b>PHASE 5: FINALIZE</b>																		
Task 5.1 Draft Plan												■	■					
Task 5.2 Public Open House #1													●					
Task 5.3 Final Plan & Executive Summary													■	■	■			
Task 5.4 Zoning Code Calibration												■	■					
Task 5.5 Steering Committee Meeting #5														●				
Task 5.6 Public Officials Presentation #2														●				
<b>PHASE 6: CODIFY</b>																		
Task 6.1 Draft Zoning Code & Design Guidelines															■	■		
Task 6.2 Public Open House #2																●		
Task 6.3 Steering Committee Meeting #5																●		
Task 6.4 Adoption Drafts																■	■	
Task 6.5 Adoption and Hearings																	●	

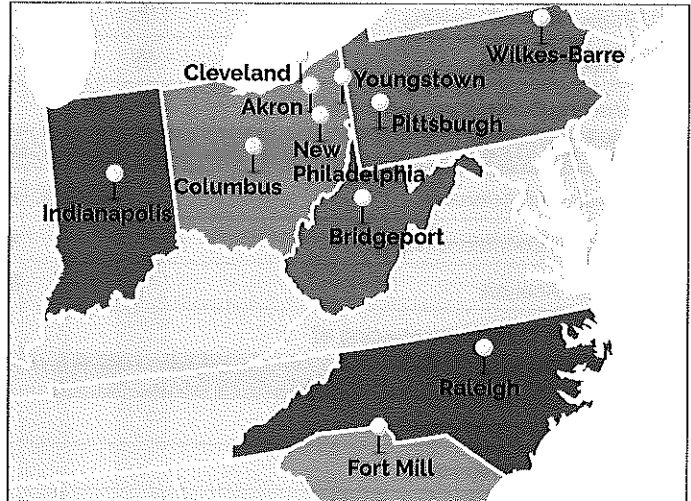
## Firm Profile

Since opening our first office in 1963, we have been on the cutting edge of built and natural environment planning and design. Always a step ahead, we have developed our services and delivery methods so we consistently provide innovative solutions for all clients.

As an award-winning engineering, architecture, planning, and environmental consulting firm, we offer comprehensive and innovative solutions for public and private clients. Our 11 offices located within Ohio, Pennsylvania, Indiana, North Carolina, South Carolina and West Virginia meet local and national needs with teams of experts in their respective fields.



**ms consultants, inc.**  
engineers, architects, planners



## Planning Communities for the Future

Concerned about regulations and the community impact of your next project? We've got you covered. Our planning experts work in tandem with our multidisciplinary technical service teams to help shape your community effectively and sustainably. Whether you're developing a comprehensive plan, improving aesthetics with signage and placemaking, or updating your zoning code and subdivision regulations, we are your partner in successful planning. Our team improves communities and boosts economic growth, while also maintaining the community character you love. From small rural towns to urban city centers, we can help you plan for the future.

We are registered throughout the continental 48 states.



**59**  
years in business

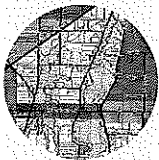
**\$5.6B+**  
construction costs in the past decade

**5,500+**  
number of projects in the past decade

**400+**  
total number of services offered

**340+**  
employees in 11 offices

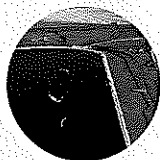
### Service Categories



Planning



Architecture + Building Systems



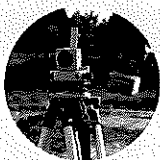
Water



Environmental



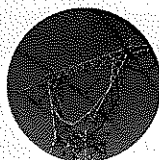
Transportation



Survey



Construction



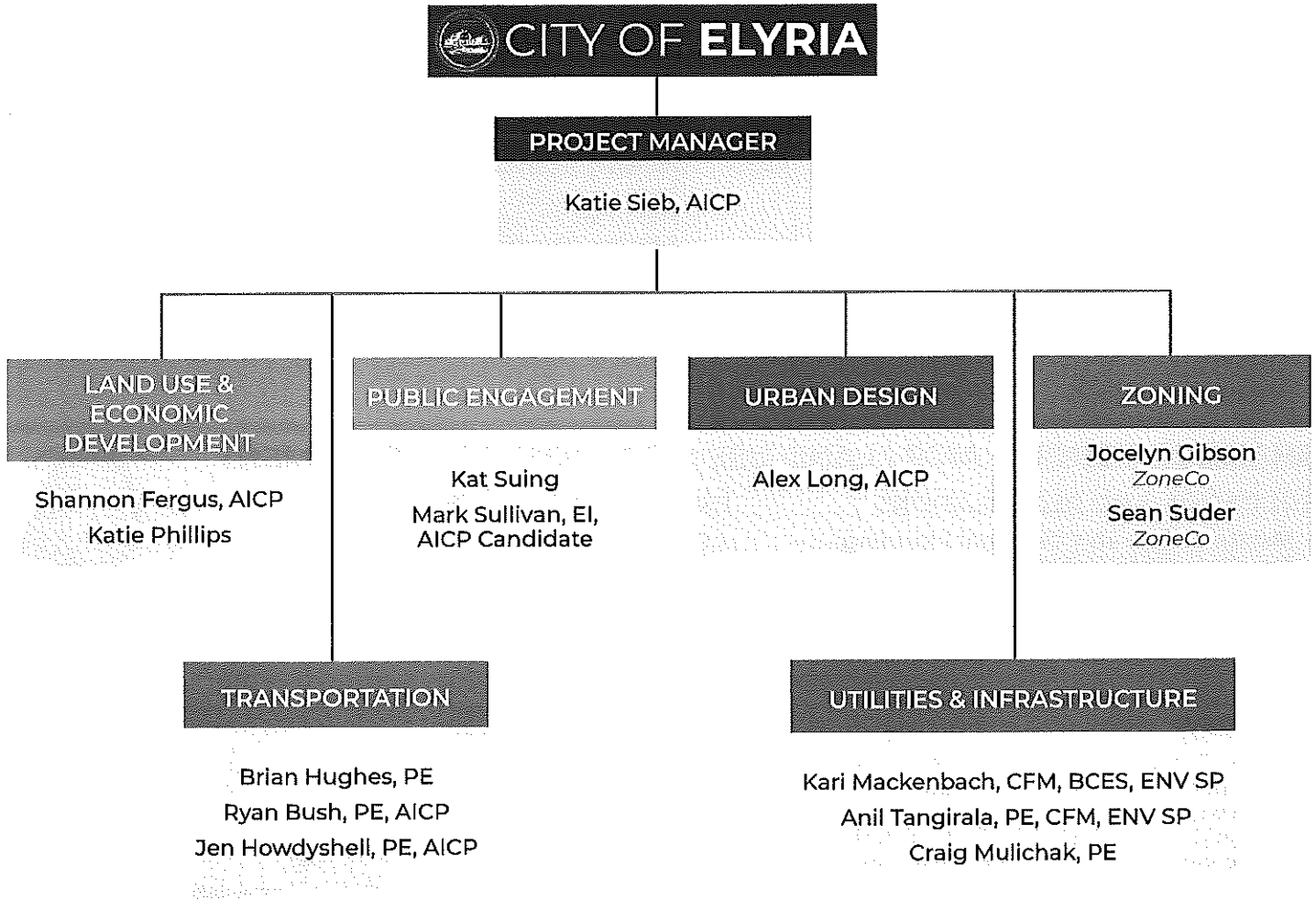
Energy

### Core Competencies

- Planning & Development
- Transportation Planning
- Environmental Planning
- Geographic Information System (GIS)
- Funding Assistance & Administration
- Site Civil Engineering
- Roadway/Highway Engineering
- Traffic Engineering
- Structural & Foundations Engineering
- Bridge & Structural Design
- Real Estate Acquisition & Right-of-Way (ROW) Services
- Surveying (includes GPS)
- Facility Management
- Field Testing

# Project Team Organization

The ms team has sufficient resources and the capacity to staff the needs of the City of Elyria without issue. Your team stands ready to begin work upon notice of selection and is prepared to commit the necessary technical personnel to fulfill all project requirements and complete all assignments within given timeline. The organizational chart below portrays the principal staff assigned to this project.



## Proximity to the City of Elyria

In addition to the Columbus office, ms consultants currently operates four other offices in Ohio – Akron, Cleveland, New Philadelphia, and Youngstown. Our closest location to the City of Elyria is our Cleveland office, which is less than a 30 minute drive. Together, our Ohio offices have 265 local professional and technical personnel available to provide services to the City of Elyria.

## KATIE SIEB, AICP | PROJECT MANAGER

### EDUCATION AND REGISTRATIONS

- Master of Urban Planning - University of Michigan
- Bachelor of Arts, Urban Studies - Cleveland State University
- American Institute of Certified Planners



### OVERVIEW

Ms. Sieb is an AICP-certified planner with over 12 years of experience developing and managing community planning projects, focusing on projects ranging from master plans to regional studies in major metro areas. Now in ms' Cleveland office, Ms. Sieb previously served as a planner for NOACA in Greater Cleveland, where her projects resulted in millions of dollars in implementation funding for local communities. Her expertise includes comprehensive planning, complete streets and active transportation studies, recreational water trail planning, and coastal management.

**Montreat Comprehensive Plan Update**  
Montreat, NC

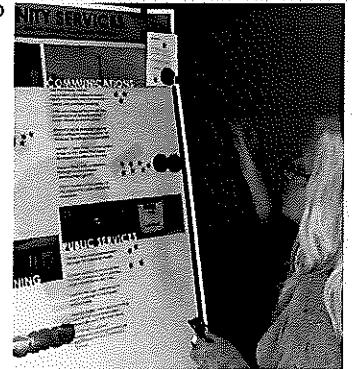
**Taylor Road Corridor Study**  
NOACA, Cleveland Heights, OH

**Euclid Avenue Redevelopment Plan**  
Wickliffe, OH

### FEATURED PROJECT

**Beaver Island Master Plan**  
Beaver Island, MI

For a previous employer, Ms. Sieb led the development of a Master Plan for Beaver Island, Michigan. The appropriate balance of rural character and community services was a paramount concern during the planning effort, as an aging population required better access to health systems, transportation services, and more. The end result was a Master Plan that included a comprehensive overview of the Island's network of non-profits and other organizations willing to assist in providing new community services and programs.



## SHANNON FERGUS, AICP | LAND USE & ECONOMIC DEVELOPMENT

### EDUCATION AND REGISTRATIONS

- Master of City and Regional Planning - The Ohio State University
- Bachelor of Arts, Political Science - The Ohio State University
- American Institute of Certified Planners

### PROFESSIONAL ASSOCIATIONS

- Commissioner, Italian Village Commission, Columbus, Ohio
- Treasurer, Central Ohio Chapter, American Planning Association



### OVERVIEW

Shannon Fergus is an accomplished planner and economic development specialist with extensive experience shepherding plans, and their communities, to successful implementation. She works to keep communications clear, concise, and consistent to allow team members and clients alike to stay informed during long and in-depth processes. Shannon understands the different facets of this important project and will ensure all team members are working collaboratively towards complete and timely deliverables.

**Regional Lakefront Connectivity Study**  
Greater Cleveland, OH

**U.S. Route 6 Corridor & Development Study**  
Lorain County, OH

**Village Strategic Plans Area Development**  
Knox County, OH

**Chagrin River Access Plan**  
Willoughby, OH

### FEATURED PROJECT

**Canfield Comprehensive Plan**  
Canfield, OH

Ms. Fergus served as the lead planner for this Comprehensive Plan for the City of Canfield. This plan evaluated all aspects of the community including business attraction efforts, land use changes and possible annexation, parks and public space, utility service infrastructure, and the existing housing stock. Looking to the future, the final plan included strategies for revitalizing the downtown district, supporting non-motorized transportation options, and marketing available development areas in the region. Recommendations were grounded in significant public engagement to ensure the community supports the vision for the future.





## KATIE PHILLIPS | LAND USE & ECONOMIC DEVELOPMENT



### EDUCATION AND REGISTRATIONS

- Master of Arts, Geography - Urban Planning - The University of Akron
- Bachelor of Arts, Environmental Policy - Bowling Green State University

### OVERVIEW

Ms. Phillips has experience utilizing comprehensive plans, zoning resolutions, and the Ohio Revised Code to review proposed township zoning text amendments and parcel rezones for conformance. She coordinates and leads meetings with multiple stakeholders to instruct navigate governmental processes for subdividing property.

#### 2020 CDBG Administration

Youngstown, OH

#### 2022 General Engineering Services

Hubbard, OH

#### Orange Township Zoning Update

Orange Township, OH

### FEATURED PROJECT

#### Grants + Funding Implementation Plan

Various Clients

As large amounts of funding are beginning to be distributed from the federal government through the recent Infrastructure Investment and Jobs Act (IIJA) and Bipartisan Infrastructure Law (BIL), communities are tasked with navigating complicated governmental processes in order to receive funding. Therefore, the Grants + Funding Implementation Plan was developed by the team to help find funding opportunities as well as choose projects that are most fundable for our clients.

We have developed a guide that systematically prioritizes projects and prepares them to receive the highest score possible within the particular funding opportunities' scoring rubric.

## KAT SUING | PUBLIC ENGAGEMENT



### EDUCATION AND REGISTRATIONS

- Master of Science, Urban Planning and Development - Cleveland State University
- Bachelor of Arts, Architectural Studies, Minor: Arch History, Pol Sci - Kent State University

### OVERVIEW

Ms. Suing organizes and guides community engagement in a way that establishes community-informed priorities and strategies, which build upon the community's unique set of existing and future assets and opportunities. This is achieved through robust planning, the utilization of innovative geospatial tools and analysis, and the formulation of a creative and meaningful public engagement campaign. The result is always a thorough, custom roadmap that ensures long-term success for the community's planning efforts.

#### Montreat Comprehensive Plan Update

Montreat, NC

#### Regional Lakefront Connectivity Study

Greater Cleveland, OH

#### Euclid Avenue Redevelopment Plan

Wickliffe, OH

### FEATURED PROJECT

#### Chagrin River Access Plan

Willoughby, OH

The Chagrin River Access Plan will create a comprehensive regional trail and public access plan starting at Lake Erie and following along the Chagrin River in Lake County. Our team is determining priority sites for future waterfront access opportunities, and improvements for existing sites. Responsible development must account for environmental areas of concern, and in this study, that means protecting high risk erosion areas which impact water quality, public access, and private properties along the riverfront.



## MARK SULLIVAN, EI, AICP CANDIDATE | LAND USE/ZONING



### EDUCATION AND REGISTRATIONS

- Master of Science, Transportation Engineering - The Ohio State University
- Master of City and Regional Planning - The Ohio State University

- Bachelor of Science, Civil Engineering - Ohio University
- Engineer-in-Training

### OVERVIEW

Mr. Sullivan has three years of experience in transportation engineering and urban planning. He has worked with state, regional, and local agencies to compare transportation project alternatives using quantitative and qualitative measures, catalogue regional transportation assets using computer software, and develop recommendations to improve motorized and non-motorized access to existing and future attractions. Working with experienced ms teams, Mr. Sullivan approaches planning with a community's growth needs and desires in mind, making sure that all land-use decisions reflect future development goals.

**Cardinal Connector Trail Study**  
Canfield, OH

**Mahoning River Corridor Revitalization Plan**  
Trumbull and Mahoning Counties, OH

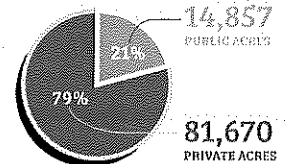
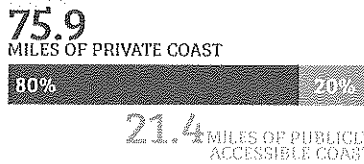
**Regional Lakefront Connectivity Study**  
Greater Cleveland, OH

### FEATURED PROJECTS

**Mahoning River Corridor Revitalization Plan**  
Trumbull and Mahoning Counties, OH

**Regional Lakefront Connectivity Study**  
Greater Cleveland, OH

Mark leverages industry leading analysis software to create new understandings for existing and future land use across communities, counties, and regions. For the Mahoning River Revitalization Plan, Mark summarized existing land use within the River's riparian zone, highlighting how community character changed along the corridor and which sections were the best candidates for conservation or development. In the Lake Erie Connect Study, Mark identified public land along Lake Erie that could be connected and improved to enhance the lakefront experience in each community.



## ALEX LONG, AICP | URBAN DESIGN



### EDUCATION AND REGISTRATIONS

- American Institute of Certified Planners
- Master of Urban Planning and Development - Cleveland State University

- Master of Architecture - Kent State University
- Bachelor of Science, Architecture - Kent State University

### OVERVIEW

A multifaceted professional, Ms. Long brings to the table substantial experience in architecture, urban design, urban planning, and real estate development. Multidisciplinary efforts are well-suited to her expertise and skill set, as she excels in coordinating complex combination projects between professionals of all backgrounds. Her extensive knowledge of each individual discipline and how they interact with one another provides a backdrop of cohesive understanding to every project. With technical skills in design, site analysis, construction, mapping, and graphic representation, as well as social skills enabling her to connect with and engage clients and communities, Alex truly enjoys the challenge of any new project.

**Canfield Comprehensive Plan**  
Canfield, OH

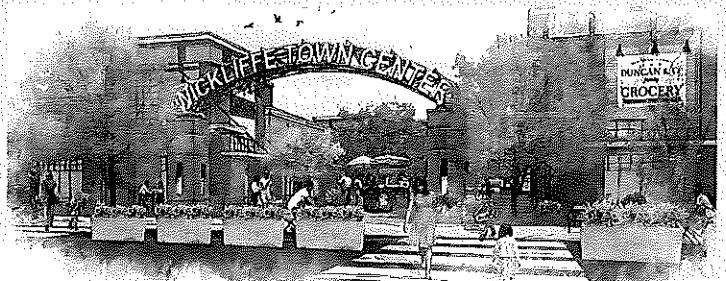
**US Route 6 Corridor & Development Study**  
Lorain County, OH

**Regional Lakefront Connectivity Study**  
Greater Cleveland, OH

### FEATURED PROJECT

**Euclid Avenue Redevelopment Plan**  
Wickliffe, OH

Ms. Long evaluated potential priority redevelopment areas along Euclid Avenue using vacancy, site, and building analyses and community engagement feedback. Following site analysis, she developed conceptual plans for the three final site selections. To supplement the site plans, Ms. Long produced a conceptual rendering of one redevelopment area to illustrate the site's potential.



## BRIAN HUGHES, PE | TRANSPORTATION



### EDUCATION AND REGISTRATIONS

- Master of Science, Engineering - Youngstown State University
- Bachelor of Engineering, Civil Engineering - Youngstown State University
- Professional Engineer - OH

### OVERVIEW

Mr. Hughes is senior project manager in northeastern Ohio, whose career in transportation engineering has been shaped by a background of diverse technical skills. He directs preliminary studies, design development and construction document completion for a variety of project types – including traffic signals, roadway and intersection widening, highway and trail design. He also has experience with Design-Build and Value Engineering projects.

Plain Township Park and Trail Improvements  
Canton, OH

Brier Hill Industrial Park Improvements  
Youngstown, OH

I-271 Cuyahoga Valley National Park Bridge Replacements Wetland and Stream Mitigation  
Akron, OH

### FEATURED PROJECT

Deer Creek and Mahoning Connector Trail  
Canton, OH

Mr. Hughes provided project oversight and design support for extending the Deer Creek Connector Trail beneath the SR 225 Bridge over Mahoning River. Several options were proposed, but ultimately a 10 foot wide timber boardwalk

pedestrian structure was constructed to pass through the south end span of the structure without disturbing the spill through slope. The remainder of the 880 foot trail has an aggregate finish. Drainage and railing improvements were also part of the work.



## RYAN BUSH, PE, AICP | TRANSPORTATION



### EDUCATION AND REGISTRATIONS

- BS, Civil Engineering - The Ohio State University
- Professional Engineer OH, IN, KY, NC, FL
- American Institute of Certified Planners

### OVERVIEW

Ryan Bush's experience includes corridor planning studies, interchange studies, traffic impact studies, safety studies, conceptual geometric design of roadway and intersection improvements, including access management. He also has experience with environmental planning activities, such as Purpose and Need documents and leadership of public involvement meetings. He has assisted in the development of thoroughfare plans for multiple jurisdictions, including the City of Marysville and Delaware County, Ohio.

Canfield Comprehensive Plan  
Canfield, OH

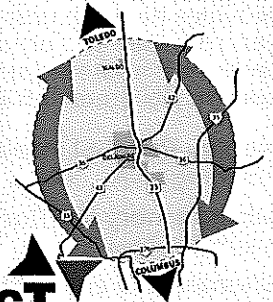
US Route 6 Corridor & Development Study  
Lorain County, OH

Regional Lakefront Connectivity Study  
Greater Cleveland, OH

### FEATURED PROJECT

Route 23 Connect  
Delaware, OH

Project manager for US 23 Corridor Study, which includes 23 miles of US 23 between the Village of Waldo and I-270. Primary author of the Purpose & Need statement, incorporating traffic capacity, origin-destination, safety and other analyses. Led preparation of a Draft Preliminary Feasibility Study to evaluate multiple Build condition concepts, including upgrade of US 23 to a full freeway facility, plus new-terrain freeway concepts west to US 33 and new-terrain freeway concepts east to I-71. Helped coordinate a widespread public engagement effort, including dozens of stakeholder and public meetings, and assisted in the preparation of public engagement materials such as surveys, presentations and handouts.



## JEN HOWDYSHELL, PE, AICP | TRANSPORTATION

### EDUCATION AND REGISTRATIONS

- Master of Science, Civil Engineering - The Ohio State University
- Master of City and Regional Planning - The Ohio State University

- Bachelor of Science, Civil Engineering, Transportation - The Ohio State University
- Professional Engineer - OH



### OVERVIEW

Ms. HowdysHELL is proficient with a number of capacity analysis software packages, including Highway Capacity Software (HCS2010), Synchro, TransModeler, and VISSIM. She has worked on various traffic studies, including traffic impact studies, signal coordination, and safety studies. She has also prepared materials for numerous public meetings. Using her background in planning, she has assisted with the preparation of access management plans and corridor studies. Additionally, Ms. HowdysHELL has designed both corridor and interchange lighting system, including performing Visual analysis, voltage drop calculations, and plan development.

**Cardinal Connector Trail Study**  
Canfield, OH

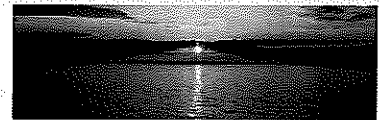
**US Route 6 Corridor & Development Study**  
Lorain County, OH

**Mahoning River Corridor Revitalization Plan**  
Trumbull and Mahoning Counties, OH

### FEATURED PROJECT

**Regional Lakefront Connectivity Study**  
Greater Cleveland, OH

Traffic Engineer for The Lakefront Connectivity Study is a regional transportation plan focused not just connecting people to the Lake Erie lakefront, but engaging them once they get there. The lakefront is occupied by thousands of property owners across three counties, and already offers over 70 locations where the public can access the lakefront. ms consultants, inc., is the prime consultant leading this multi-year planning effort, which will provide a robust plan to make it easier to walk, bike, and drive to lakefront destinations. The plan will also provide support for economic development and placemaking strategies in lakefront communities.



## KARI MACKENBACH, CFM, BCES, ENV SP | UTILITIES & INFRASTRUCTURE

### EDUCATION AND REGISTRATIONS

- Bachelor of Science, Natural Resources - The Ohio State University



### OVERVIEW

Ms. Mackenbach is the Vice President of Strategic Pursuits for ms consultants. She has more than 28 years of experience in many facets of sustainability. Ms. Mackenbach's background as a Board Certified Environmental Scientist (BCES), Certified Floodplain Manager (CFM), Envision Sustainability Professional (ENV SP) and as an American Rainwater Catchment Systems Association (ARCSA) accredited professional provides her with unique capabilities to work with communities and other professionals on multiple levels as it relates to sustainability and more specifically green infrastructure initiatives.

**Negley Run GSI Implementation**  
Pittsburgh, PA

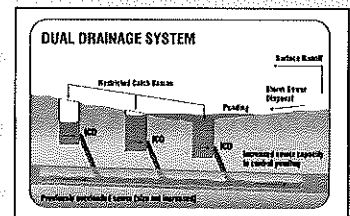
**Montgomery Inn Pond Remediation**  
Miami Beach, FL

**Shenzhen Green Infrastructure Services**  
Chicago, IL

### FEATURED PROJECT

**4-Mile Run Stormwater Improvement**  
Pittsburgh, PA

Project Director for the 4-Mile Run Stormwater Improvement project. ms consultants is currently working on evaluating the existing proposed alternatives for mitigating Naylor Run area street and basement flooding. In addition, ms is developing a dual-drainage model and revised alternatives analysis to better define the level of service for the watershed.



## ANIL TANGIRALA, PE, CFM, ENV SP | UTILITIES & INFRASTRUCTURE



### EDUCATION AND REGISTRATIONS

- Master of Science, Civil Engineering - University of Kentucky
- Bachelor of Science in Technology, Civil Engineering - S.K. University, AP, India
- Professional Engineer - OH, NC, PA

### OVERVIEW

Mr. Tangirala is a professional engineer and Certified Floodplain Manager with more than 20 years of experience in water resources engineering with an emphasis on sustainable stormwater management, flood mitigation, hydrologic, hydraulic and water quality modeling of riverine, combined and separate stormwater systems. Mr. Tangirala is very proficient in green infrastructure planning and providing sustainable solutions for communities affected by flooding.

**Muskingum Watershed Conservancy District Master Plan Implementation**  
New Philadelphia, OH

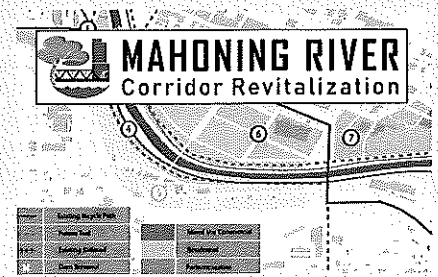
**Research Assessment and Post Construction Stormwater Management**  
Columbus, OH

**4-Mile Run Stormwater Improvement**  
Pittsburgh, PA

### FEATURED PROJECT

**Mahoning River Corridor Revitalization Plan**  
Trumbull and Mahoning Counties, OH

Mr. Tangirala provided technical oversight on the H&H analysis of the development of master plan for Mahoning River. This master plan is coordinating the creation of a corridor revitalization plan that will bring collective economic opportunities and shared prosperity to the Mahoning Valley for 13 diverse communities. This will come to fruition through: connecting the communities; protecting wild spaces; and preserving the Valley's legacy.



## CRAIG MULICHAK, PE | UTILITIES & INFRASTRUCTURE



### EDUCATION AND REGISTRATIONS

- Master of Science, Engineering, Management Specialization - University of Akron
- Bachelor of Engineering, Civil & Environmental Engineering - Youngstown State University
- Professional Engineer - OH

### OVERVIEW

Mr. Mulichak serves as the Regional Operations Leader for ms consultants' Water group in Northeast Ohio, as well as senior project manager for ms consultants. In his role as Operations Leader, Mr. Mulichak oversees water-related personnel and projects throughout the region, including technical performance, staffing, and quality assurance, and coordinates strategic planning with other regional leaders across ms consultants.

**Green Infrastructure Feasibility Study**  
Philadelphia, PA

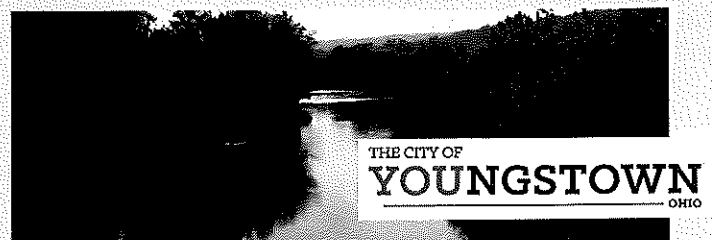
**Emergency Response Plan**  
Youngstown, OH

**Mahoning River Master Plan**  
Youngstown, OH

### FEATURED PROJECT

**Dam Removal Program Management**  
Youngstown, OH

Mr. Mulichak provided Project Management of dam removal project for City of Youngstown. This project included three locations for dam removals with 6-9 parcels, and all R/W acquisitions on this 1 parcel project, to include Project Management, titles, appraisals, negotiations, and closings. ms provided C/A services, site visits, and stakeholder interaction during the construction phase.



**JOCELYN GIBSON (ZONECO) | ZONING + HISTORIC PRESERVATION**



**ZONECO**

**EDUCATION AND REGISTRATIONS**

- Masters of Community Planning, University of Cincinnati
- BA, International Affairs, University of Cincinnati

**OVERVIEW**

Jocelyn has always been passionate about zoning as a vehicle for bringing about change in the built environment. As a City Planner in the public sector, she took special interest in Zoning Hearings and the every day development decisions that lead to profound change over time. She has both public and private sector code writing and planning experience, supplemented by private sector real estate experience.

**Gateway District Development and Subsequent Full Zoning Code Re-Write**  
Bowling Green, OH

**Main Street Districts Development and Subsequent Full Zoning Code Re-Write**  
North Canton, OH

**Land Use Ordinance Update**  
Kent County, MD

**Zoning Code Update**  
Sidney, OH

**Legal Counsel and Subsequently Retained as Project Manager**  
Westerville, OH

**City of Cincinnati Land Development Code**  
(while working in city government)

**City of Cincinnati Form-Based Code**  
(while working in city government)

**SEAN SUDER (ZONECO) | ZONING + HISTORIC PRESERVATION**



**ZONECO**

**EDUCATION AND REGISTRATIONS**

- Juris Doctor, University of Virginia School of Law
- Bachelor of Urban and Environmental Planning, University Of Virginia

- LEED AP
- Admitted to practice law in OH, KY, IN, and D.C.

**OVERVIEW**

As a city planner and lawyer who has worked in both the private and public sectors, Sean combines his technical and practical knowledge and experience with innovative zoning methodologies. In his role as the City of Cincinnati's chief land use counsel, Sean served as lead counsel for the award-winning Cincinnati form-based code and historic preservation ordinances. He is a national authority on innovative zoning methods and practices, including Development Pattern Districting (DPD), our widely-acclaimed intuitive zoning approach.

**Main Street Districts Development and Subsequent Full Zoning Code Re-Write**  
North Canton, OH

**Gateway District Development and Subsequent Full Zoning Code Re-Write**  
Bowling Green, OH

**Zoning Code Update**  
Marysville, OH

**Zoning Code Update**  
Gahanna, OH

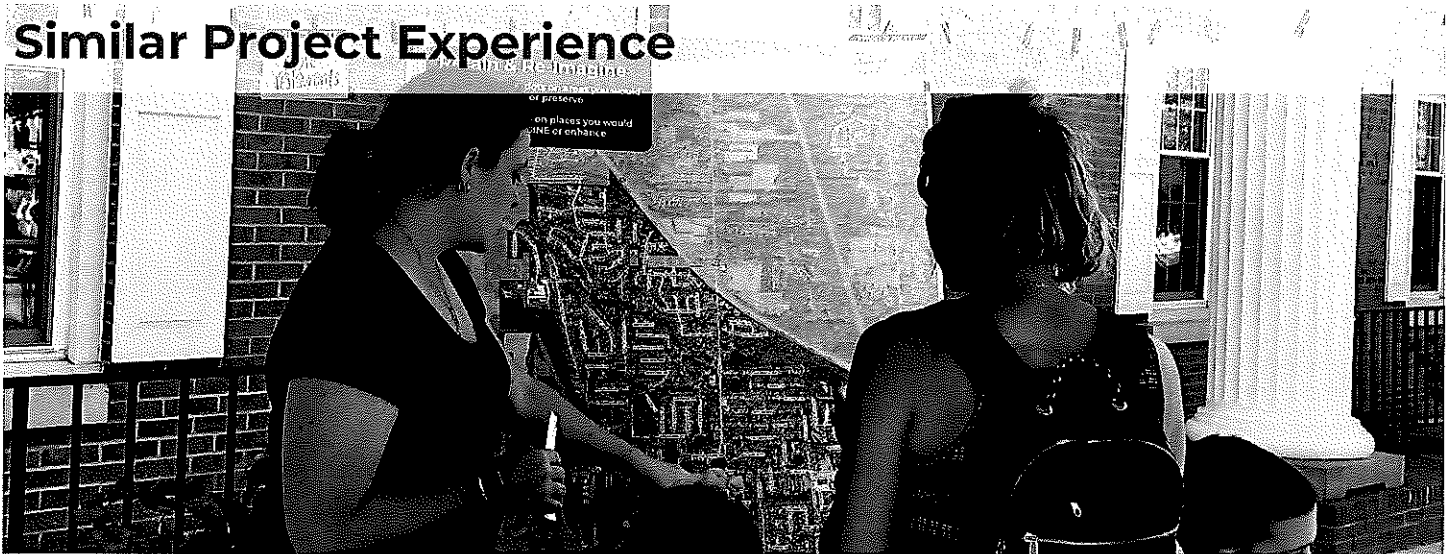
**Zoning Code Update**  
Sidney, OH

**Zoning Code Update**  
Reynoldsburg, OH

**Zoning Code Peer Review Services**  
South Bend, IN

**Zoning Code Update**  
Dormont, PA

## Similar Project Experience



# Canfield Comprehensive Plan

## Canfield, Ohio

Located less than ten miles from Youngstown, Ohio, the City of Canfield, is undertaking a multi-pronged approach to prepare for the future. To better serve its residents and increase activity in the community, the City of Canfield looked to ms consultants to formulate a strategic plan which would address a myriad of physical, economic, and environmental issues.

### CANFIELD COMPREHENSIVE PLAN

Canfield Comprehensive Plan is a process to envision the future of growth, development, and quality of life for the Canfield community for the next five to ten years. The Plan, rooted in community aspirations and implementable goals, provides an honest evaluation of present and future needs.

It established long-term goals around several topics including: economic development, land use, community character, parks and public space, utility service infrastructure, and housing. Final recommendations include strategies for revitalizing the downtown district, supporting multi-modal transportation options, and marketing available development areas in the region. The Plan takes special attention to address the

relationship between the City and the Township to ensure the region's growth is managed in a balanced and strategic way. The Plan is grounded in significant public engagement to ensure recommendations reflect community-wide aspirations and garner broad, long-term support.

### MAIN STREET CORRIDOR PLAN

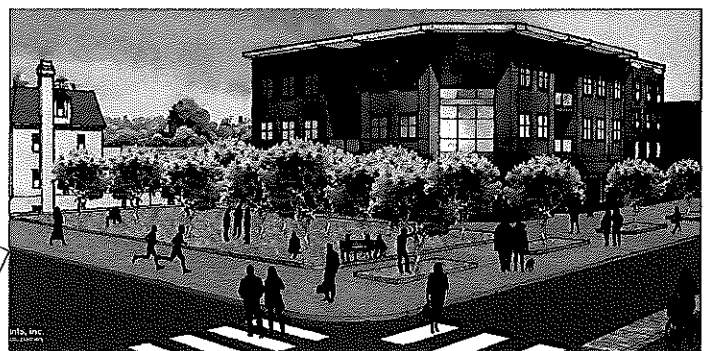
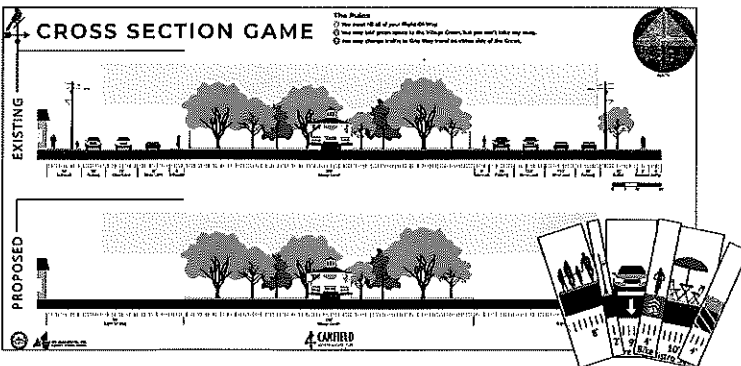
Conducted concurrently with the comprehensive planning process, the Main Street Corridor Plan evaluated congestion, safety, aesthetics, and land use along the primary commercial corridor and gateway in Canfield. A complete traffic study is aligned with wide-ranging planning objectives of the Comprehensive Plan to ensure a thorough and inclusive analysis of the corridor's function within the City and the region.

#### Reference

Wade Calhoun, City Manager

City of Canfield  
104 Lisbon Street  
Canfield, OH 44406

330.533.1101  
wcalhoun@canfield.gov





# Euclid Avenue Redevelopment Plan Wickliffe, Ohio

Located in western Lake County, Wickliffe is a suburban community undergoing a process to envision its main gateway and commercial corridor, Euclid Avenue, as a place of community pride and economic investment. The Euclid Avenue Redevelopment Plan is weaving economic development, zoning, and transportation strategies into a unified vision to spark new development and investment.

## DEVELOPMENT AREAS

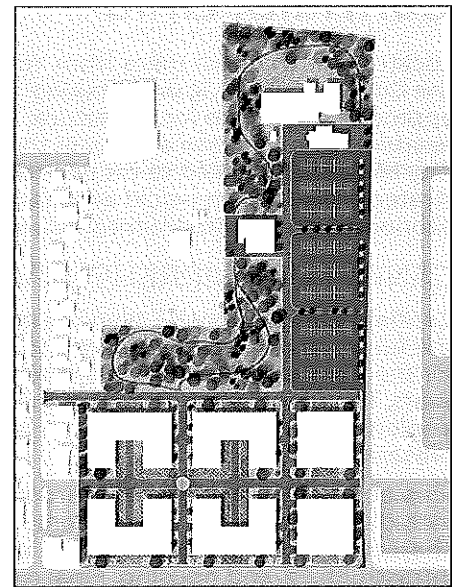
Once completed, the plan will provide a series of strategic recommendations and possible future site plans for the three redevelopment areas. A steering committee of business and civic leaders is guiding providing input to

ensure the plan is realistic and aligns with other community goals.

## DESIGN STANDARDS

ms consultants inc. has pulled together a team of zoning experts who, along with our own urban designers and planners, are offering a comprehensive review of existing design standards and zoning and identifying room for improvement. These tools will enhance existing historic buildings, improve the character and walkability of the area, and provide a realistic path forward as the City sets the stage for a new wave of investment along the corridor.

To learn more, visit [www.weplanickliffe.com](http://www.weplanickliffe.com)



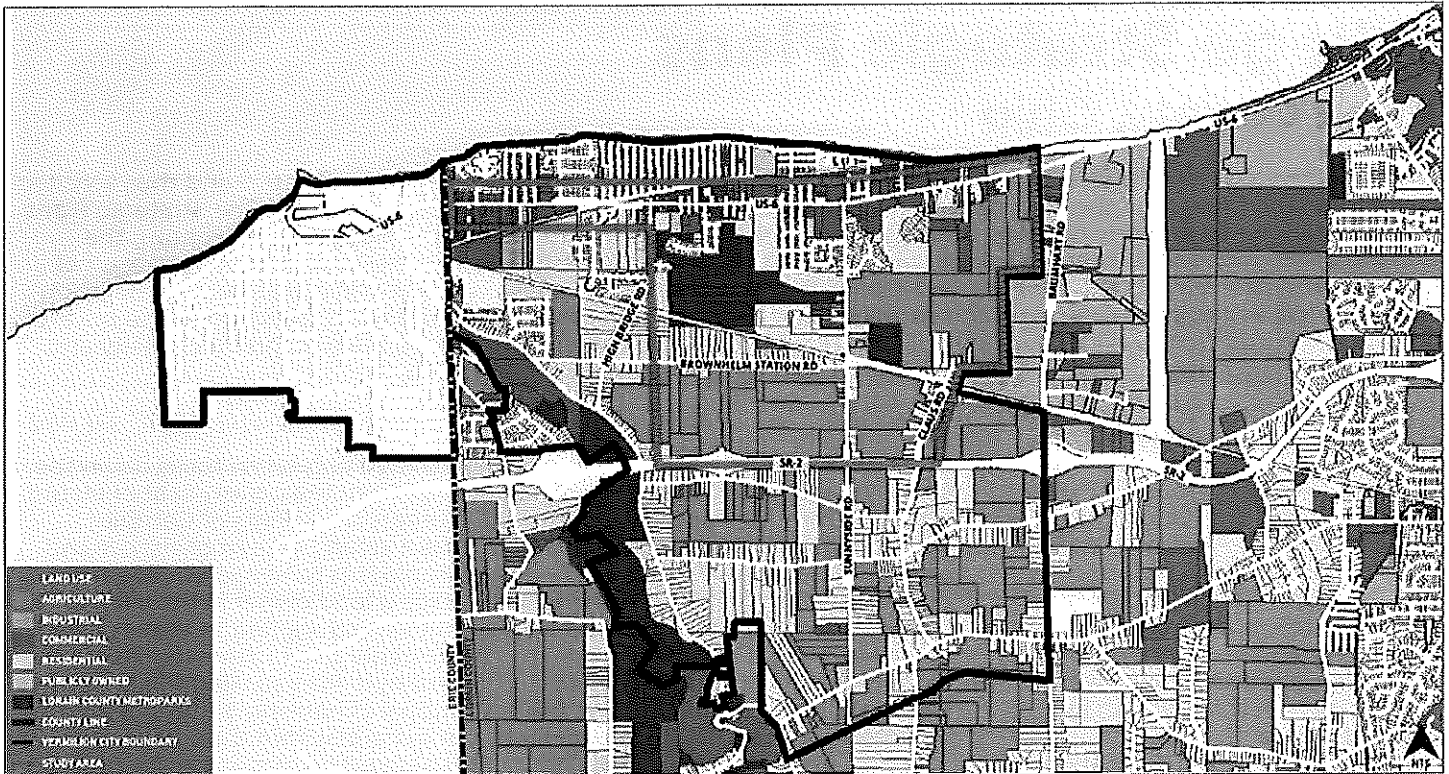
Under Development
  Proposed Priority
  Proposed Future



## Reference

Monica L. Drake, Economic Development Manager  
 City of Wickliffe  
 28730 Ridge Road  
 Wickliffe, OH 44092  
 419.345.0242  
[mdrake@cityofickliffe.com](mailto:mdrake@cityofickliffe.com)





## US Route 6 Corridor & Development Study Vermilion, Ohio

The Lorain County U.S. 6 Corridor Study, building off the data and concepts developed as part of the Lakefront Connectivity TLCI Plan, serves as a strategic plan for implementation of improvements to attract and stimulate additional investment in the region. It also complements the IRG Lorain LLC redevelopment site selected by Vermilion that transformed the automobile salvage yard into green infrastructure with parkland and educational features.

The approximately 3.5 miles corridor runs from the west Lorain County line at Salem Drive to Baumhart Road in the City of Vermilion. This eastern section of the corridor is ripe for development that can increase Vermilion's tax base. Working with Lorain County and Vermilion, finalized a plan that identifies parcels of land along the corridor that can become "development ready." The team has recommended zoning changes, utility extensions, and site-specific remediation. Our team also utilized the concept plan from the Lakefront Connectivity

TLCI Plan and determine a fit for multimodal amenities along the corridor to further promote and complement economic development. The multimodal improvements included a shared use path, sidewalk, and bike lanes. The location of major intersections were identified. There is an "ala cart" option for street furniture, decorative lighting and signals, and enhanced crosswalks.

The project improved the aesthetics of the corridor, attracted investments, and provided the County and its partner the City of Vermilion with an implementable set of recommendations that has achieved measurable results—ensuring its citizens and visitors continue experiencing the high quality of life this small lakeside community provides.



*Potential median upgrades:  
Landscaped Bioswales*

### Reference

Donald Romancak, Director  
226 Middle Avenue  
Elyria, OH 44035  
440.328.2323  
romancakd@loraincounty.us

# Village Strategic Plans

## Knox County, Ohio

The Area Development Foundation, Inc. has a keen interest in seeing Knox County grow and thrive and thus solicited Strategic Plans for each of the four villages of Centerburg, Danville, Fredericktown, and Gambier. The Strategic Plans act as guidelines to properly manage existing and future land uses in and around the villages by evaluating the existing conditions and leveraging the growing population trends of the greater Central Ohio region. The result of this planning process is four priority-ordered plans to guide continued redevelopment and investment within each village. Public engagement involved community thought-leaders, city staff, philanthropic organizations and private developers in addition to village residents to create a plan detailing where and how to build planning capacity and setting strategies for growth and development for the next ten years within each village.

### CENTERBURG STRATEGIC PLAN

The Village of Centerburg is preparing for a dramatic increase in development pressure in the next 10-15 years. With tensions high between village leadership and the surrounding township, identifying areas for annexation or joint development plans were a top priority in this Plan. An in-depth review of the Village's Zoning Code revealed regulations that discouraged housing developments at the density level needed to maintain affordability. Recommendations for the future included updates to the Village's Zoning Code to allow denser multifamily housing and encourage infill development throughout the Village. Additionally, facade improvement and landscaping funding options were explored to revitalize the historic downtown area of Centerburg.

### DANVILLE STRATEGIC PLAN

As the Gateway to the Amish, the Village of Danville is surrounded on all sides by scenic countryside, a setting that is beloved by the local residents. This Strategic Plan highlights specific focus areas to be marketed for development or redevelopment as part of a larger preservation strategy. To ensure the community charm and rural character are maintained, certain areas will need to monopolize on revenue-producing land uses, providing the area with restaurants, retail, and job opportunities. Evaluating land owned by public entities, areas for new development were identified and marketing materials for these development-ready sites were created for high quality housing and public space.

### FREDERICKTOWN STRATEGIC PLAN

This Strategic Plan evaluates existing assets, community priorities, and available grants and funding opportunities to leverage the community's strengths and expedite implementation. Residents and business owners were surveyed to discover where they imagined change to occur in and around the Village, the results of which indicated a strong preference for increasing recreational opportunities on the nearby Kokosing River and Owl Creek Bike Trail. Canoe and kayak liveries, boat ramps, and wildlife education efforts were highlighted as desired improvements along with an extension of the local bikeway into the regional trail system. Future phases of implementation will prioritize linking these recreational assets to Fredericktown's historic downtown core for visitors and residents alike.

To learn more, visit  
[www.knoxcoplans.com](http://www.knoxcoplans.com)

### GAMBIER STRATEGIC PLAN

Situated only a few miles down the road from the county seat of Mount Vernon, the Village of Gambier has a steady stream of visitors and employees to Kenyon College, the largest land owner in the village, but was struggling to attract new residents and businesses. This Strategic Plan studied the limited supply of housing and real estate in general within the village and evaluated opportunities for growth into the surrounding township. Finally, new business opportunities and potential partnerships with Kenyon College were explored to further market the village to surrounding communities including an increase in public art, area recreational trails, and incentives for new lodging facilities to house visitors.

#### Reference

Jeffrey Gottke, Vice President  
Knox County Area Development  
Foundation  
110 East High Street  
Mount Vernon, OH 43050

740.393.3806  
jeff@knoxadf.com



Public Engagement for  
Centerburg Village Strategic Plan

# Chagrin River Access Plan

## Willoughby, Ohio

The Chagrin River Watershed Partners is leading the way in securing a sustainable, resilient future for the Chagrin River while encouraging responsible development. This planning project will create a comprehensive regional trail and public access plan starting at Lake Erie and following along the Chagrin River in Lake County.

### COHESIVE VISION

Engaged, diverse stakeholders are crucial partners in any planning process. With ten municipalities to engage, each with different needs and contexts, the team began the planning process by forming a diverse steering committee and visiting the sites in-person with the members. This fun, interactive day gave the project a cohesive vision from the start, and set the stage for more creativity and collaboration as the project progresses.

### PRIORITY OPPORTUNITIES

Our team is determining priority sites for future waterfront access opportunities, and improvements for existing sites. Responsible development must account for environmental areas of concern, and in this study, that means protecting high risk erosion areas which impact water quality, public access, and private properties along the riverfront.

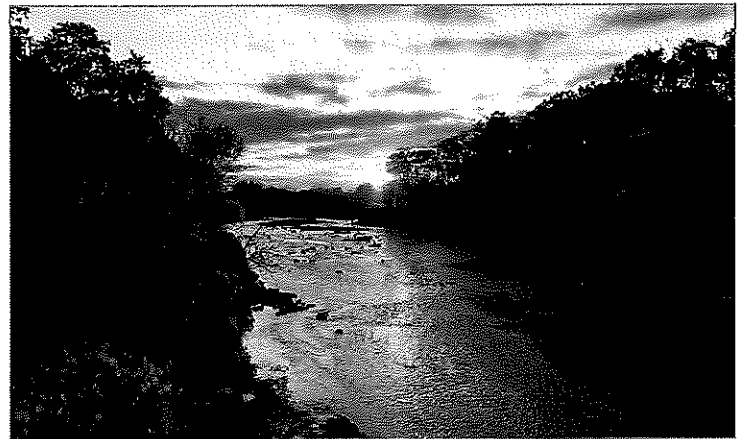
### ECONOMIC POTENTIAL

Economic potential abounds for Lake County's Chagrin Riverfront communities. This plan lays the groundwork for Lake County to capitalize on recreational tourism by creating continuous recreational trail connections (both water and bike/pedestrian) that connect riverfront communities to each other as well as to the River. Priority areas will be assessed on not just how they can serve community members, but how they can also be a regional and international draw for recreational boaters and Steelhead fishermen.

### MAPPING AND DATA VISUALIZATION

Rivers meander across communities, roads, and can go unseen in the daily experience of residents. One simple way to improve public awareness of the river and build support for the planning process is to provide new maps and data to the public in a visually-pleasing, easy to understand format. With our highly-skilled team, we are providing new maps and resources that will spur discussions for years to come.

To learn more, visit  
[www.lakeerieconnect.com/chagrin-connect](http://www.lakeerieconnect.com/chagrin-connect)



### Reference

Josh Myers, Senior Project Manager  
Chagrin River Watershed Partners  
P.O. Box 229  
Willoughby, OH 44096  
440.975.3870  
jmyers@crwp.org

# Regional Lakefront Connectivity Study Greater Cleveland, OH

The Lakefront Connectivity Study is a regional transportation plan focused not just connecting people to the Lake Erie lakefront, but engaging them once they get there. The lakefront is occupied by thousands of property owners across three counties, and already offers over 70 locations where the public can access the lakefront. But surely, there is room for more: more access, more engagement, more connections.

ms consultants, inc., is the prime consultant leading this multi-year planning effort, which will provide a robust plan to make it easier to walk, bike, and drive to lakefront destinations. The plan will also provide support for economic development and placemaking strategies in lakefront communities.

## REGIONAL, BUT LOCAL

Even in regional planning, we believe that the details matter. So, whether the plan recommends a new cross-county trail connection or addresses a 30-foot gap in sidewalk connectivity, our team is providing a realistic plan that aligns as much as possible with funding eligibility. Each lakefront location is being studied for potential improvements in coordination with local leaders and stakeholders.

To learn more, visit  
[www.lakeerieconnect.com](http://www.lakeerieconnect.com)



*Transportation analysis to assess park visitation*

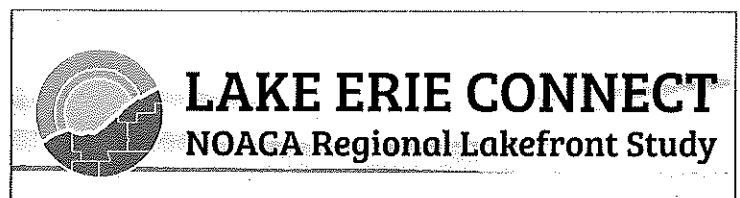


*Site visits with community leaders*

## GUIDING PRINCIPLES

The project team's approach revolves around three guiding principles, each equally important in the creation of a connected, equitable, and sustainable final plan:

- **Planning by the People;** by engaging with residents and business owners who call the region home and building a complete understanding of the region's needs and priorities
- **User-Centered Transportation;** focusing on how people currently access and use the lakefront will result in equitable solutions for all travel modes
- **Many Plans, One Lakefront;** aligning with past and concurrent planning efforts is crucial to the success of the plan's implementation



## Reference

Kelley Britt, Planning Manager  
Northeast Ohio Areawide Coordinating Agency  
1299 Superior Avenue  
Cleveland, OH 44114  
216.241.2414 ext. 211  
[KBritt@mpo.noaca.org](mailto:KBritt@mpo.noaca.org)

# Mahoning River Corridor Revitalization Plan

Eastgate Regional Council of Governments, Ohio

The Eastgate Regional Council of Governments is leading the effort in the Mahoning Valley to revitalize its River Corridor by removing industrialization-era low-head dams and planning for the region's future.

As industry in the area declined, it burdened the region with a polluted river and weakened economy—resulting in the underutilization of the river as a regional asset and prosperity driver. Dam removal has begun, along with planning for how the river corridor can be better used in the future.

ms consultants, inc. is coordinated the creation of a corridor revitalization plan that will bring collective economic opportunities and shared prosperity to the Mahoning Valley through:

- Connecting its communities.
- Protecting its wild spaces.
- Preserving its legacy.

## REGIONAL VISION

The plan seeks to rebrand the Mahoning River as the “River of Opportunity,” setting the stage for economic prosperity through regional connection and environmental protection. It relies on these three principles:

- Connect
- Protect
- Prosper

These three principles create a unified regional vision inclusive of each community's varying needs and strengths. The regional plan will serve as a guide for these communities as they work together to enhance local quality of life.

To learn more, visit [www.mymahoningriver.com](http://www.mymahoningriver.com)

## Reference

James Kinnick, Executive Director  
 Eastgate Regional Council of Governments  
 100 East Federal Street, Suite 1000  
 Youngstown, OH 44503  
 330.779.3800  
 jkinnick@eastgatecog.org



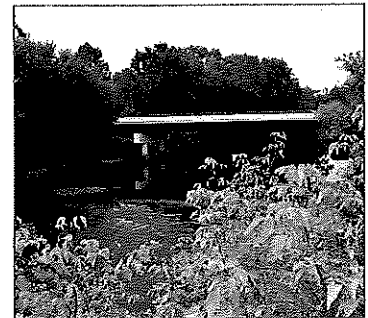
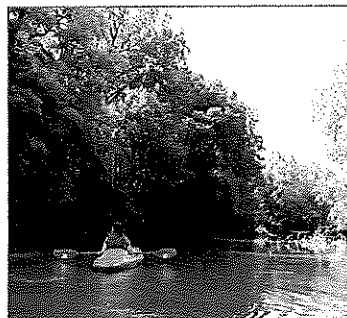
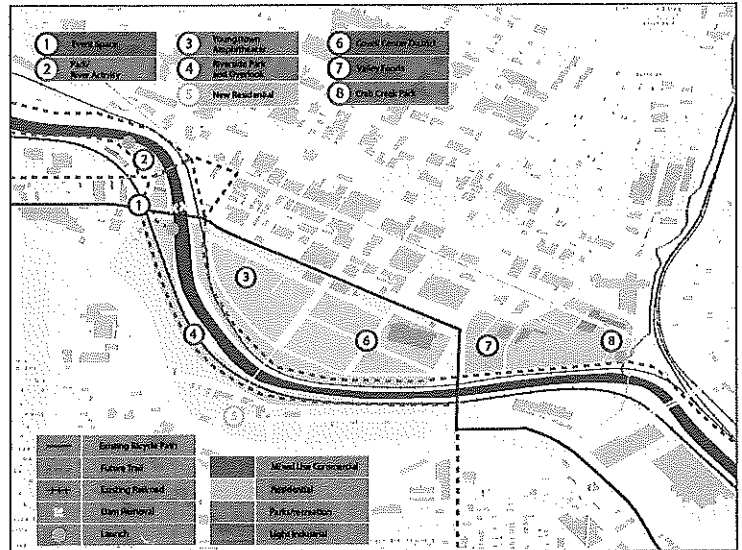
Steering Committee Public Engagement

## COMMUNITY DRIVEN

Thirteen diverse communities are included in the study area, ranging from rural farmland to downtown urban cores and active industrial complexes.

Each riverfront community has not only a unique character and identity but specific wants and needs. To accommodate this, the project strategy included working with each community to create individualized implementation plans.

These community-specific plans gave each locale concrete action steps and funding recommendations for projects and initiatives to implement as part of the regional vision.



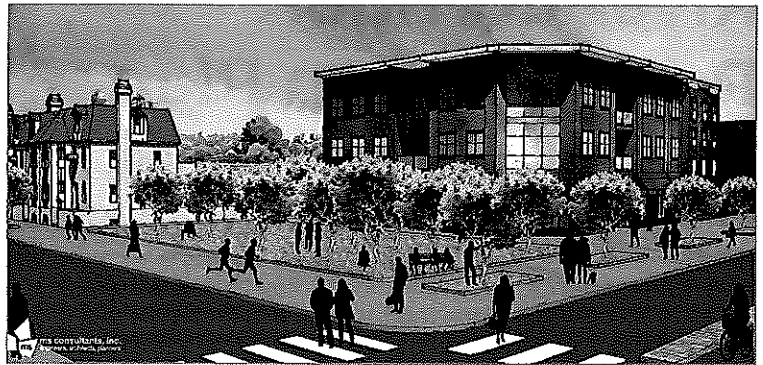
# References + Website Links

1

**Canfield Comprehensive Plan**  
Canfield, Ohio

Wade Calhoun, City Manager  
City of Canfield  
104 Lisbon Street  
Canfield, OH 44406  
330.533.1101  
wcalhoun@canfield.gov

To learn more, visit  
[www.canfieldcompplan.com](http://www.canfieldcompplan.com)

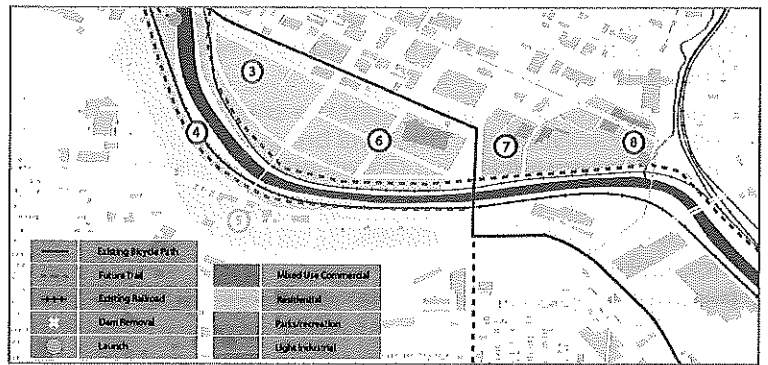


2

**Mahoning River Corridor Revitalization Plan**  
Trumbull and Mahoning Counties, Ohio

James Kinnick, Executive Director  
Eastgate Regional Council of Governments  
100 East Federal Street, Suite 1000  
Youngstown, OH 44503  
330.779.3800  
jkinnick@eastgatecog.org

To learn more, visit  
[www.mymahoningriver.com](http://www.mymahoningriver.com)

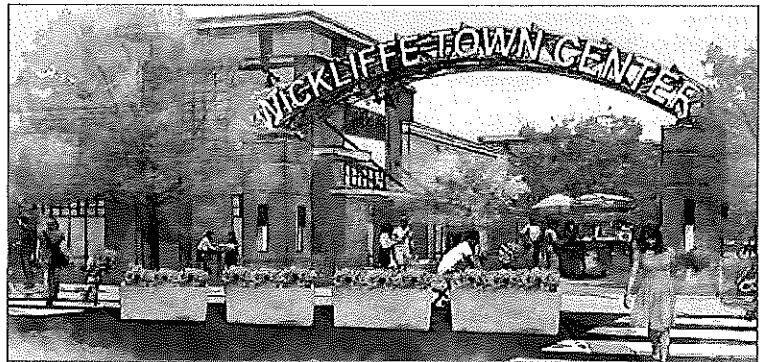


3

**Euclid Avenue Redevelopment Plan**  
Wickliffe, Ohio

Monica L. Drake, Economic Development Manager  
City of Wickliffe  
28730 Ridge Road  
Wickliffe, OH 44092  
419.345.0242  
mdrake@cityofwickliffe.com

To learn more, visit  
[www.wepplanwickliffe.com](http://www.wepplanwickliffe.com)



4

**Village Strategic Plans**  
Knox County, Ohio

Jeffrey Gottke, Vice President  
Knox County Area Development Foundation  
110 East High Street  
Mount Vernon, OH 43050  
740.393.3806  
jeff@knoxadf.com

To learn more, visit  
[www.knoxcoplans.com](http://www.knoxcoplans.com)



# Our Fee

TASK 1: PREPARATION		MS	ZONECO		
	Total Labor	Total Labor	Directs	Total Cost	
	\$8,090.00	\$4,070.00	\$500.00	\$12,660.00	
TASK 2: STRATEGIC ANALYSIS					
	Total Labor	Total Labor	Directs	Total Cost	
	\$11,795.00	\$4,995.00	\$500.00	\$17,290.00	
TASK 3: PUBLIC ENGAGEMENT					
	Total Labor	Total Labor	Directs	Total Cost	
	\$24,290.00	\$3,700.00	\$2,000.00	\$29,990.00	
TASK 4: IDEA GENERATION					
	Total Labor	Total Labor	Directs	Total Cost	
	\$28,370.00	\$12,580.00	\$500.00	\$41,450.00	
TASK 5: FINALIZE					
	Total Labor	Total Labor	Directs	Total Cost	
	\$17,890.00	\$21,270.00	\$1,000.00	\$40,165.00	
TASK 6: CODIFY					
	Total Labor	Total Labor	Directs	Total Cost	
	\$15,290.00	\$49,950.00	\$1,000.00	\$66,240.00	
<b>TOTAL LABOR: \$105,725.00</b>		<b>\$96,570.00</b>		<b>\$202,295.00</b>	
<b>\$5,500.00</b>			<b>TOTAL DIRECTS:</b>	<b>\$5,500.00</b>	
				<b>TOTAL COST</b>	<b>\$207,795.00</b>
STAFF MEMBER	Director	Project Manager	Planner	Engineer	ZoneCo Consultant
	\$180.00	\$130.00	\$85.00	\$150.00	\$185.00
TASK 1: PREPARATION	8 hrs	25 hrs	40 hrs	0	22 hrs
TASK 2: STRATEGIC ANALYSIS	4 hrs	40 hrs	55 hrs	8 hrs	27 hrs
TASK 3: PUBLIC ENGAGEMENT	8 hrs	75 hrs	140 hrs	8 hrs	20 hrs
TASK 4: IDEA GENERATION	4 hrs	75 hrs	140 hrs	40 hrs	68 hrs
TASK 5: FINALIZE	8 hrs	65 hrs	80 hrs	8 hrs	115 hrs
TASK 6: CODIFY	8 hrs	45 hrs	80 hrs	8 hrs	270 hrs
TOTAL HOURS	<b>40 hrs</b>	<b>325 hrs</b>	<b>535 hrs</b>	<b>72 hrs</b>	<b>522 hrs</b>
TOTAL FEE BY TEAM MEMBER	<b>\$7,200.00</b>	<b>\$42,250.00</b>	<b>\$45,475.00</b>	<b>\$10,800.00</b>	<b>\$96,570.00</b>



**THANK YOU**  
FOR YOUR TIME & CONSIDERATION

WE LOOK FORWARD  
TO PARTNERING WITH  
YOU ON THIS PROJECT!



## PROFESSIONAL SERVICES AGREEMENT

This Agreement (the "Agreement") is entered into and made effective as of the \_\_\_\_ day of September 20\_\_, by and between **ms consultants, inc.**, 425 Literary Road, Suite 100, Cleveland, Ohio 44113 ("Consultant") and **City of Elyria**, 131 Court Street, Elyria, Ohio 44035 ("Client"). The Consultant and Client are referred to collectively as the "Parties" and individually as a "Party."

In consideration of the mutual promises, covenants, and agreements contained herein, which the Parties acknowledge are good, valuable and sufficient consideration for this Agreement, the Parties, intending to be legally bound, promise, covenant and agree as follows:

1. Scope of Services. Consultant shall perform professional planning services related to the creation of the Elyria Comprehensive Plan and Zoning Code Update (the "Services") and such additional services as may be assigned to Consultant from time to time by the Client, either verbally or in writing. Such Services are further described in the document attached as Exhibit A.

If the Services includes the preparation of construction cost estimates, such estimates are to be made on the basis of Consultant's experience, qualifications, and general familiarity with the construction industry. However, because Consultant has no control over the cost of labor, materials, equipment, or services furnished by others, or over contractors' methods of determining prices, or over competitive bidding or market conditions, Consultant cannot and does not guarantee that proposals, bids, or actual construction cost will not vary from the construction cost estimates prepared by Consultant.

Consultant shall not be required to sign any document, no matter by whom requested, that would result in the Consultant having to certify, guarantee, or warrant the existence of conditions whose existence the Consultant cannot ascertain. Client agrees not to make resolution of any dispute with the Consultant or payment of any amount due to the Consultant in any way contingent upon the Consultant signing any such document.

Consultant's Services do not include providing legal advice or representation.

Consultant's Services do not include (1) serving as a "municipal advisor" for purposes of the registration requirements of Section 975 of the Dodd-Frank Wall Street Reform and Consumer Protection Act (2010) or the municipal advisor registration rules issued by the Securities and Exchange Commission, or (2) advising Client, or any municipal entity or other person or entity, regarding municipal financial products or the issuance of municipal securities, including advice with respect to the structure, timing, terms, or other similar matters concerning such products or issuances.

2. Client Responsibilities. Client shall provide Consultant with all criteria and full information as to Client's requirements for the Services. Client shall furnish to Consultant all existing studies, reports, and other available information pertinent to the Consultant's performance of the Services, including reports and data relative to previous investigations (if any).

Client shall be responsible for all requirements and instructions that it furnishes to Consultant pursuant to this Agreement, and for the accuracy and completeness of all programs, reports, data, and other information furnished by Client to Consultant pursuant to this Agreement. Consultant may use and rely upon such requirements, programs, instructions, reports, data, and information in

performing or furnishing services under this Agreement, subject to any express limitations or reservations applicable to the furnished items.

Client shall examine all documents submitted by Consultant and render in writing timely decisions pertaining to such Document submittals.

Client shall pay Consultant as set forth in this Agreement.

3. Standard of Care. Consultant shall perform the Services under this Agreement with the care and skill ordinarily used by members of the profession practicing under similar conditions at the same time and in the same or a similar locality.
4. Term. Consultant is authorized to begin rendering the Services as of the date set forth in the recitals above. Consultant shall complete its obligations within a reasonable time and, in any event, no later than the dates set forth in any exhibit or amendment to this Agreement.

If, through no fault of Consultant, such periods of time or dates are changed, or the orderly and continuous progress of Consultant's Services is impaired, or Consultant's Services are delayed or suspended, then the time for completion of Consultant's Services, and the rates and amounts of Consultant's compensation, shall be adjusted equitably.

If Client authorizes changes in the scope, extent, or character of the project or Consultant's Services, then the time for completion of Consultant's Services, and the rates and amounts of Consultant's compensation, shall be adjusted equitably.

Client shall make decisions and carry out its other responsibilities in a timely manner so as not to delay the Consultant's performance of its Services.

5. Compensation & Payment. For the Services described in Paragraph No. 1, Client agrees to compensate Consultant the lump sum fee of Two Hundred Thousand Dollars and Zero Cents (\$200,000.00) ("Compensation").

Consultant shall prepare invoices in accordance with its standard invoicing practices and the terms of this Agreement. Consultant shall invoice Client on a monthly basis for the Services and shall include supporting documentation as may be requested by Client. Payments are due and payable upon presentation of the Consultant's monthly statement. Amounts unpaid thirty days after the invoice date shall bear interest at the rate of 2.0% per month on the unpaid balance.

If Client disputes an invoice, either as to amount or entitlement, then Client shall promptly advise Consultant in writing of the specific basis for doing so, may withhold only that portion so disputed, and must pay the undisputed portion.

6. Independent Contractor. The Services of the Consultant will be provided as an independent contractor and Consultant will not be entitled to compensation as an employee, including but not limited to employee retirement benefits, vacation and sick leave and Consultant is not an employee of the Client.
7. Reuse of Documents. All Documents prepared by Consultant are instruments of service, and Consultant shall retain an ownership and property interest therein (including the copyright and the

right of reuse at the discretion of the Consultant) whether or not the project is completed. Consultant grants Client a limited license to use the documents prepared by the Consultant for the project, extensions of the project, and for related uses of the Client, subject to receipt by Consultant of full payment due and owing for all services relating to preparation of the documents and subject to the additional restrictions included in this Paragraph No. 7. Documents prepared by Consultant are not intended or represented to be suitable for reuse by the Client for any other project outside the description provided of the project in this Agreement and any exhibits to it. Any reuse by Client of such documents without specific written verification and consent of the Consultant will be at the Client's sole risk without liability or legal exposure to Consultant. Client agrees to hold harmless the Consultant for any breach of this provision.

8. Confidentiality. The Client agrees to keep confidential and not to disclose any data or information provided by Consultant which is not otherwise in the public domain or required to be disclosed by order of a court or as required by law.
9. Insurance. Consultant shall procure and maintain insurance for protection from claims under workers' compensation acts, claims for damages because of bodily injury including personal injury, sickness or death of any and all employees or of any person other than such employees, and from claims for damages because of injury to or destruction of property including loss of use resulting therefrom, and any other insurance prescribed by law or as set forth herein. Commercial general liability and automobile insurance in an amount not less than Two Million Dollars (\$2,000,000.00) for injuries, including those resulting in death, to any one person, and in an amount not less than Two Million Dollars (\$2,000,000.00) on account of any one accident or occurrence; non-owned and hired auto coverage combined single limit of \$1,000,000 per occurrence; uninsured motorist coverage in the amount of \$1,000,000 per occurrence. Professional Liability Insurance in the amount of Two Million Dollars (\$2,000,000) per occurrence. All policies of insurance relating to the project shall contain provisions to the effect that in the event of payment of any loss or damage the insurers will have no rights of recovery against the Parties, or any insureds, additional insureds, or loss payees thereunder.
10. Indemnification. To the fullest extent permitted by law Consultant shall indemnify and hold harmless Client from and against claims, damages, losses and expenses, including but not limited to attorneys' fees, arising out of or resulting from performance of the Services, provided that such claim, damage, loss or expense is attributable to bodily injury, sickness, disease or death, or to injury to or destruction of tangible property (other than the project itself), but only to the extent caused by the negligent acts or omissions of the Consultant, its subconsultant, anyone directly or indirectly employed by them or anyone for whose acts the Consultant may be liable.
11. Consequential Damages. To the fullest extent permitted by law, the Parties waive against each other, and the other's employees, officers, directors, members, agents, insurers, partners, and consultants, any and all claims for or entitlement to special, incidental, indirect, or consequential damages arising out of, resulting from, or in any way related to this Agreement or the project, from any cause or causes.
12. Successors. All provisions herein contained shall be binding upon and inure to the benefit of the respective heirs, personal representatives, successors and assigns of the Client and of Consultant.
13. Severability. If any term or provision of this Agreement is found to be illegal, unenforceable, or in violation of any laws, statutes, ordinances, or regulations of any public authority having

jurisdiction, then, notwithstanding such term or provision, this Agreement will remain in full force and effect and such term will be deemed stricken; provided this Agreement will be interpreted, when possible, so as to reflect the intentions of the Parties as indicated by any such stricken term or provision.

14. Entire Agreement. This Agreement constitutes the entire agreement among the Parties with respect to their subject matter and will supersede all prior and contemporaneous, oral or written, agreements, negotiations, communications, representations, and understandings with respect to such subject matter, and no person is justified in relying on such agreements, negotiations, communications, representations, or understandings.
15. Modification. No modification or waiver of any of the terms of this Agreement will be effective against a Party unless set forth in writing and signed by or on behalf of a Party. Under no circumstances will forbearance, including the failure or repeated failure to insist upon compliance with the terms of the Agreement, constitute the waiver or modification of any such terms. The Parties acknowledge that no person has authority to modify this Agreement or to waive any of its terms, except as expressly provided in this paragraph.
16. Termination. This Agreement may be terminated by either Party upon written notification to the other party and effective as of the date set forth in such notification. In the event the Client terminates the Agreement, the Consultant shall immediately cease all Services and Client shall immediately compensate Consultant for Services rendered.
17. Applicable Law; Rights Cumulative. This Agreement shall be construed in accordance with the laws of the State of Ohio, without reference to a state's conflict of law rules. All rights of the Parties hereunder shall be cumulative with all rights which the Parties hereto may have at law or in equity.
18. Third Party Beneficiaries. There are not third party beneficiaries to this Agreement.
19. Construction. The Parties acknowledge that each Party has reviewed this Agreement and voluntarily entered into this Agreement. Accordingly, the normal rule of construction to the effect that any ambiguities are to be resolved against the drafting party will not be employed in the interpretation of this Agreement, or any amendments or exhibits to it.
20. Dispute Resolution. All disputes arising out of this Agreement shall be subject to mediation as a condition precedent to arbitration as administered in accordance with the then current rules for arbitration as established by the American Arbitration Association.
21. Counterparts. This Agreement may be executed in one or more counterparts, all of which when taken together shall comprise one and the same document. The Parties shall accept facsimile or other electronic signatures to this Agreement and the same shall be valid as though it were an original.

IN WITNESS WHEREOF, the Parties hereto have executed this Agreement, effective as of the date set forth in the recitals above:

\_\_\_\_\_  
Consultant: **ms consultants, inc.**

\_\_\_\_\_  
Client: **City of Elyria**

**EXHIBIT A: SCOPE OF WORK**  
**City of Elyria Comprehensive Plan & Zoning Code Update**  
**ms consultants, inc.**  
**8/31/22**

**Phase 1: Preparation**

**Task 1.1 Project Kick-off Meeting**

1. Meet with key staff members (staff) to kick-off the project, set the schedule, solidify the scope of work, establish overall goals, and create a communication strategy to use throughout the engagement process.
2. Conduct a community tour and map review with staff.
3. Work with staff to help select steering committee members and create a schedule of five (5) steering committee meetings to occur throughout the planning process.
4. Create a schedule of biweekly conference calls with the staff and in-person meetings at larger deliverables or check points.
5. Create a project brand to be used throughout the duration of the project on deliverables, marketing materials, and website. Branding will include:
  - a. Font and color palette
  - b. Two project logo options, with up to two revisions per logo
  - c. Web domain, hashtag and/or other digital marketing initiatives

**Task 1.2 Project Website**

1. Create, update, and host a project website for one year, reflective of project branding. Website will include:
  - a. General project overview
  - b. Regular process updates on the planning process
  - c. Meeting invites and reminders
  - d. Opportunities for digital engagement/surveys
  - e. Final document review

**Task 1.3 Steering Committee Meeting #1**

1. Introduce the team, review engagement scope and schedule, discuss general goals of the planning process, and the role of the steering committee in the engagement and planning process.
2. Lead committee members through a SWOT Analysis to identify Strengths, Weaknesses, Opportunities, and Threats.
3. Prepare a planning workbook that will be shared with committee members to prepare them for the meeting and help generate thoughtful discussion.

***Deliverables***

- *Project Schedule*
- *Project Brand*
- *Project Website*
- *Steering Committee Roster*
- *Steering Committee Workbook*

***Meetings***

- *Kick-off & Tour*
- *Steering Committee #1*
- *Biweekly Calls*



**EXHIBIT A: SCOPE OF WORK**  
**City of Elyria Comprehensive Plan & Zoning Code Update**  
**ms consultants, inc.**  
**8/31/22**

**Phase 2: Strategic Analysis**

**Task 2.1 Research & Reference**

1. Gather and review the following:
  - a. Existing plans for the community
  - b. Environmental constraints
  - c. Regulatory codes
  - d. Housing and socioeconomic data
2. Compare data with regional, statewide, and national trends

**Task 2.2 Existing Conditions Analysis**

1. Perform an existing conditions analysis that will include:
  - a. Community Demographics & Character
  - b. Historic Preservation
  - c. Growth & Future Land Use
  - d. Public Services & Infrastructure
  - e. Housing & Neighborhoods
  - f. Transportation, Mobility, & Safety
  - g. Economic & Community Development
  - h. Parks & Recreation
2. Prepare an existing conditions report with key findings from the analysis.
  - a. Report preparation will include up to one round of edits from staff.
3. Provide all GIS shapefiles created to the City.

**Task 2.3 SWOT Analysis**

1. Create a SWOT Analysis for inclusion in Existing Conditions Report

**Task 2.4 Steering Committee #2**

1. Present Existing Conditions findings
2. Present and discuss public engagement strategy

***Deliverables***

- *Existing Conditions Report*
- *SWOT Analysis*

***Meetings***

- *Steering Committee #2*
- *Biweekly Calls*



## **EXHIBIT A: SCOPE OF WORK**

### **City of Elyria Comprehensive Plan & Zoning Code Update**

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#### **Phase 3: Public Engagement**

##### **Task 3.1 Stakeholder Interviews**

1. Conduct up to eight meetings in small focus groups or individual interview format.

##### **Task 3.2 Community Workshop**

1. Plan a public event to garner input from the community in a fun and engaging manner.
2. Work with staff to pursue multiple other forms of marketing such as fliers, post cards, newspaper ads, and more.
3. Prepare public engagement report
  - a. Report will include one round of edits by staff

##### **Task 3.3 Community Walking Tours**

1. Schedule and facilitate a series of walking tours.
  - a. Walking tours may be combined or conducted simultaneously with planning pop-ups

##### **Task 3.4 Planning Pop-Ups and Displays**

1. Create a schedule of planning pop-ups to be conducted throughout the process.
2. Conduct and attend up to two pop-ups.
3. Create a “Pop-Up in a Box” kit for staff and steering committee members to host pop-ups of their own.
4. Create up to three interactive community display boards

##### **Task 3.5 Community Survey**

1. Create a community survey to reach a diverse and wide range of residents and stakeholders.
2. Host community survey on project website.
3. Create digital and print marketing materials for the survey.
4. Provide hard copies of the survey in public locations to ensure those without reliable internet access are able to complete the survey.

##### **Task 3.6 Steering Committee Meeting #3**

1. Present and discuss results of the community workshop, any pop-ups that have occurred, survey responses, and stakeholder interviews.
2. Begin to brainstorm draft goals for the plan

#### ***Deliverables***

- *Engagement Marketing Materials*
- *Community Survey*
- *Pop-up Displays*
- *Public Engagement Report*

#### ***Meetings***

- *Stakeholder Interviews*
- *Community Workshop*
- *Community Walking Tours*
- *Planning Pop-ups & Displays*
- *Steering Committee #3*
- *Biweekly Calls*





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**Phase 4: Idea Generation**

**Task 4.1: Future Land Use Analysis and Map**

1. Develop a future land use map that will encompass the entirety of the city and any areas of potential growth outside the city
2. Develop associated land use districts

**Task 4.2 Complete Streets Guide**

1. Create complete streets guide that prioritizes improvements and creates a uniform approach to traffic calming
2. Provide cross sections and recommendations for each thoroughfare classification within Elyria

**Task 4.3 Public Officials Presentation #1**

1. Summarize the purpose of the comprehensive plan and update members on the development process to date.
2. Provide a summary of engagement efforts, outcome of stakeholder interviews, and the community survey.
3. Present draft plan framework.

**Task 4.4 Priority Development Areas (PDAs)**

1. Review potential PDAs with staff
2. Identify three final PDAs for further analysis.
3. Create concepts for each PDA (3 total) that include:
  - a. Graphic site plan
  - b. Building footprints
  - c. Commercial areas
  - d. Dwelling units

**Task 4.5 Steering Committee #4**

1. Review future land use map, draft PDAs, and final plan goals
2. Develop priorities and actions for plan goals

**Task 4.6 Zoning Code Diagnostic**

1. Review existing ordinances
2. Review variance requests and approvals
3. Interview staff to understand code challenges
4. Undertake analysis/diagnostic of existing code
5. Make recommendations for a code update

**Task 4.7 Implementation Planning**

1. Finalize plan goals, objectives, and actions
2. Identify associated funding strategies and partners

***Deliverables***

- *Future Land Use Map & Districts*
- *Complete Streets Guide*
- *Priority Area Development Plans*
- *Zoning Code Diagnostic*
- *Draft Recommendations & Implementation Strategy*

***Meetings***

- *Public Officials Presentation #1*
- *Steering Committee #4*
- *Biweekly Calls*



## **EXHIBIT A: SCOPE OF WORK**

### **City of Elyria Comprehensive Plan & Zoning Code Update**

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#### **Phase 5: Finalization**

##### **Task 5.1 Draft Plan**

1. Draft the comprehensive plan in its entirety. All graphics and concepts will be supported by explanatory text, images, and charts and accompanying appendices will host all previously created memos, reports, and other relevant data.
  - a. Report preparation will include up to one round of edits from staff.

##### **Task 5.2 Public Open House #1**

1. Plan an open house to present the draft plan to the public and gain final input from the community in a fun and engaging manner.
2. Work with staff to pursue multiple other forms of marketing such as fliers, post cards, newspaper ads, and more.

##### **Task 5.3 Final Plan and Executive Summary**

1. Finalize report; incorporate steering committee, public, and staff comments.
2. Prepare an executive summary highlighting key findings.
  - a. Executive summary preparation will include up to one round of edits from staff.

##### **Task 5.4 Zoning Code Calibration**

1. Begin drafting sections of code that do not require public engagement
2. Calibrate what the zoning standards for each land use district will look like
3. Create a conceptual land use standards table that outlines standards and the intent of each land use district for inclusion in the plan
4. Finalize conceptual land use standards

##### **Task 5.5 Steering Committee Meeting #5**

1. Present draft plan
2. Review zoning code calibration
3. Develop implementation committees

##### **Task 5.6 Public Officials Presentation #2**

1. Present final plan and zoning code calibration to City Council and Planning Commission

#### ***Deliverables***

- *Draft Plan*
- *Final Plan & Executive Summary*
- *Zoning Code Calibration*

#### ***Meetings***

- *Public Open House #1*
- *Public Officials Presentation #2*
- *Steering Committee #5*
- *Biweekly Calls*



**EXHIBIT A: SCOPE OF WORK**

**City of Elyria Comprehensive Plan & Zoning Code Update**

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**Phase 6: Codify**

**Task 6.1 Draft Zoning Code & Design Guidelines**

1. Draft land use districts and zones section of the zoning code
2. Complete glossary and any outstanding code sections
3. Draft design guidelines
4. Provide full administrative review draft of the new zoning code and design guidelines for staff review

**Task 6.2 Public Open House #2**

1. Plan an open house to present the draft zoning code and design guidelines to the public and gain final input from the community in a fun and engaging manner.
2. Work with staff to pursue multiple other forms of marketing such as fliers, post cards, newspaper ads, and more.

**Task 6.3 Steering Committee Meeting #6**

1. Present the draft zoning code and design guidelines to gain feedback

**Task 6.4 Adoption Drafts**

1. Integrate all final feedback on the zoning code and design guidelines from the public, steering committee, and staff
2. Provide final adoption drafts of the zoning code and design guidelines

**Task 6.5 Adoption Hearings**

1. Attend three (3) adoption hearings for the updated zoning code and design guidelines

***Deliverables***

- *Draft Zoning Code*
- *Draft Design Guidelines*
- *Adoption Drafts*

***Meetings***

- *Public Open House #2*
- *Steering Committee #6*
- *Adoption Hearings*
- *Biweekly Calls*





ms consultants, inc.

Elyria Comprehensive Plan Fee Proposal

8/31/22

	ms consultants, inc.				ZoneCo		Total ms Labor	Total ZoneCo Labor	Directs	Total Cost
	Director	Project Manager	Planner	Engineer	Consultant					
	\$ 180.00	\$ 130.00	\$ 85.00	\$ 150.00	\$ 185.00					
Phase 1: Preparation	6	25	40	0	22	\$ 7,730.00	\$ 4,070.00	\$ 500.00	\$ 12,300.00	
Phase 2: Strategic Analysis	4	40	55	8	26	\$ 11,795.00	\$ 4,810.00	\$ 500.00	\$ 17,105.00	
Phase 3: Public Engagement	6	75	140	8	20	\$ 23,930.00	\$ 3,700.00	\$ 2,000.00	\$ 29,630.00	
Phase 4: Idea Generation	4	75	140	30	60	\$ 26,870.00	\$ 11,100.00	\$ 500.00	\$ 38,470.00	
Phase 5: Finalize	6	65	80	8	115	\$ 17,530.00	\$ 21,275.00	\$ 1,000.00	\$ 39,805.00	
Phase 6: Codify	6	40	70	8	260	\$ 13,430.00	\$ 48,100.00	\$ 1,000.00	\$ 62,530.00	
<b>Total Hours</b>	<b>32</b>	<b>320</b>	<b>525</b>	<b>62</b>	<b>503</b>					
<b>Fee by Team Member</b>	<b>\$5,760.00</b>	<b>\$ 41,600.00</b>	<b>\$44,625.00</b>	<b>\$9,300.00</b>	<b>\$93,055.00</b>					
					<b>Total Fee</b>	<b>\$ 101,285.00</b>	<b>\$ 93,055.00</b>	<b>\$5,500.00</b>	<b>\$199,840.00</b>	

