

CITY OF BELPRE ECONOMIC DEVELOPMENT STRATEGIC PLAN

PROPOSAL | May 31, 2019

PREPARED BY:
Burton Planning Services
252 Electric Ave
Westerville, Ohio 43081
www.burtonplanning.com



PREPARED FOR:
City of Belpre
P.O. Box 160
715 Park Drive
Belpre, Ohio 45714



May 31, 2019

City of Belpre, Ohio
Attn: Joshua I. Campbell, City Councilman
P.O. Box 160
715 Park Drive
Belpre, Ohio 45714

Dear Councilman Campbell:

Burton Planning Services (BPS) is pleased to submit our proposal for preparing the Economic Development Strategic Plan for the City of Belpre. Based on our conversations, we have assembled an experienced team to address the unique challenges and opportunities for this project. Our project team offers a full range of skillsets for preparing these types of plans, including economic development, comprehensive plans, land use plans, corridor studies, market analyses, community plans, transportation studies, and public involvement activities.

BPS proposes to develop an overarching economic development strategy that will provide the City with a tangible action plan in order to help the City create and maintain a strong, vibrant local economy. BPS has in-depth experience with community and economic development, including projects such as the Brandt Pike Corridor Revitalization Plan, the County Road 25-A Special Planning Area Master Plan, Newark City Planning Services, and the Urbana South Main Street Corridor Plan. This experience allows us to apply our professional skills to develop the City of Belpre's Economic Development Strategy.

Thank you for your consideration of our proposal for this project. Please contact us with any questions using the contact information to the right.

Sincerely,



Kimberly Burton, P.E., AICP CTP, LEED AP ND
President



Burton Planning Services

GENERAL INFORMATION

Organization Name:
Burton Planning Services

Office Location:
252 Electric Ave.
Westerville, OH 43081

Contact Person:
Jim Lenner

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614.392.2284

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www.burtonplanning.com

DBE, MBE, WBE, FBE & EDGE
Certified Firm

Licensed Engineering Firm,
State of Ohio

U.S. Green Building Council
Organizational Member

Complete Streets Coalition
Bronze Partner

U.S. EPA Lead-Safe Certified
Firm

Consultant Profile & Qualifications

Burton Planning Services - Firm Overview

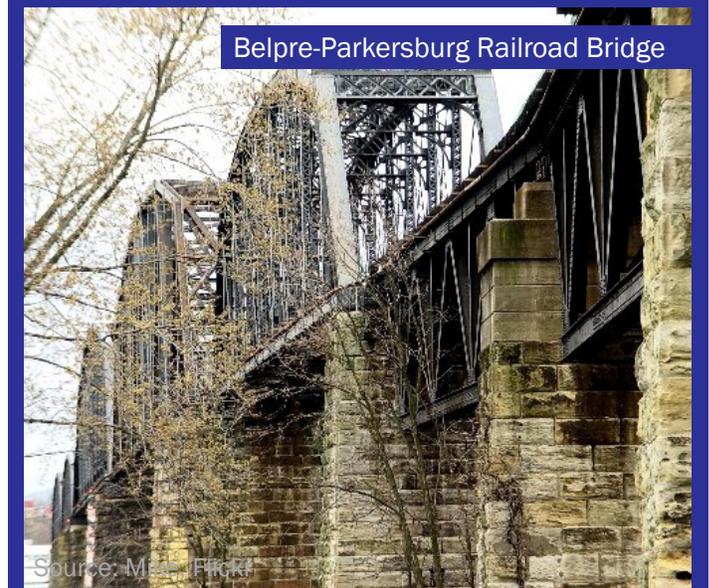
Burton Planning Services LLC (BPS) is a professional consulting firm that was formed in 2008 by Kimberly Burton and is based in Westerville, Ohio. The company's mission is to provide results that are timely, affordable, and customized for the client's specific needs, with a commitment to sustainable planning and environmental solutions.

Since its formation, BPS has completed over 180 planning, engineering, and environmental projects to-date and has grown to a staff of 15 professionals. BPS's multi-disciplinary staff have skillsets in community and economic development, community and transportation planning, civil engineering, environmental and brownfield studies, and public outreach and graphic design. The staff has worked with a wide variety of clients in multiple states. With the staff's extensive expertise, BPS can provide the comprehensive range of customized services of a large company balanced with the flexibility and cost effectiveness of a small firm.

The BPS Small Business Advantage:

- **Flexibility:** We are flexible and quickly adapt to a client's needs
- **Timeliness:** We provide high quality results in a timely manner
- **Expertise:** We have experienced multi-disciplinary people on staff to provide superior solutions
- **Commitment:** We are passionate about what we do and committed to our clients
- **Relationship:** There are no "middle men" or sales people – we work with our clients from start to finish
- **Cost Effectiveness:** A small business operates without a large overhead, so services are performed in a cost effective manner

BPS maintains several licenses and certifications, including DBE/MBE/WBE/FBE and EDGE certifications, U.S. EPA Lead-Safe Certification, and an Ohio engineering license for the firm. In addition, BPS is a National Complete Streets Coalition Bronze Partner, U.S. Green Building Council Organizational Member, and is involved in the Transportation Research Board's Transportation Noise & Vibration Committee. BPS is also prequalified through the Ohio Department of Transportation (ODOT) for seven environmental and engineering services.



COMMUNITY-FOCUSED ECONOMIC DEVELOPMENT

Burton Planning Services is exceptionally qualified to help your community plan for for a strong and resilient local economy.



WHAT WE DO

BPS is adaptable and skilled at working on a variety of programs, projects, strategies, and initiatives with medium and small-sized communities and in rural areas. Our staff can complete a wide range of planning and environmental projects; our core specialties include community and economic development, multi-modal transportation planning, noise and air quality analyses, and hazard mitigation planning.



OUR APPROACH

- ★ **Customized:** all communities are unique, so our work is customized for each community’s specific needs and goals.
- ★ **Implementable:** a disconnect often occurs between planning and implementation, so we address this issue with solutions and tools that are results-focused and performance-based.
- ★ **Visual:** communicating technical information can be challenging, so we utilize a variety of techniques, including data visualization, hand-drawn illustrations, digital 3-D renderings, and infographics.
- ★ **Effective:** it can be difficult to “sell” new ideas and strategies to a community, so we provide best practices with our recommendations to demonstrate real-world examples of what has - and has not - worked for other communities.



ECONOMIC DEVELOPMENT SERVICES & CAPABILITIES

Community-Wide Strategies

- Economic development plans & strategies
- SWOT analyses
- Future visioning – incremental & transformational
- Community identity & branding

Targeted Strategies

- Site-specific strategies
- Medical marijuana strategies
- Opportunity zone micro-plans/prospectus
- Tourism & community attraction strategies

Land Development & Revitalization

- Downtown revitalization & façade improvements
- Brownfield remediation management
- Business/enterprise park development
- Market research studies

Program Formation & Management

- Economic development & retention/expansion
- Land banks
- Community development & housing
- CDBG

Partnership Development

- Public-private partnerships (PPPs)
- Not-for-profit organizations & foundations
- Community development/improvement corps
- Port authorities & other public entities

Funding & Financing

- Grant applications & administration
- Capital Improvement Programs
- Tax incentive programs & PACE financing
- Special Improvement Districts (SID)
- Federal/state environmental clearances

Communication & Engagement

- Meeting facilitation & presentations
- Online surveys, social media & websites
- Data visualization & infographics
- Hand-drawn & digital renderings

Consultant Team Members - Burton Planning Services



Kimberly Burton, P.E., AICP CTP, LEED AP ND, President | Role: Project Executive

Ms. Burton is the President of BPS and has 20 years of experience working in the public, private, and academic sectors. She is a professional engineer, certified planner, and LEED accredited professional with a range of expertise in community and economic development, transportation planning, environmental studies, and sustainability initiatives. In particular, she served as the planner and director of Newark's Community & Economic Development departments for 3 years.



Jim Lenner, Community & Economic Development Director | Role: Project Manager

Mr. Lenner is a Community and Economic Development Director with 15 years of experience working with local governments. He has developed a wide range of skillsets in economic development strategies, community and land use planning, downtown revitalization, zoning and development regulations, park and recreation planning, and public finance and capital improvements. He is also experienced at managing a variety of programs, projects and teams.



Susan Vincent, Senior Planner | Role: Assistant Project Manager

Ms. Vincent is a Senior Planner with over 15 years of experience. She has expertise in implementing successful economic and community development strategies, as well as experience in small business development, neighborhood revitalization, historic preservation, and sustainability planning. Ms. Vincent is committed to utilizing her planning practice to positively impact communities and move plans forward.



Amelia Mansfield, AICP, Planning Manager | Role: Community & Transportation Planning

Ms. Mansfield is a Planning Manager with over ten years of experience in multi-modal transportation, community, sustainability, and environmental planning. She is AICP certified and is adept at working with public and private entities to create and implement successful plans. Additionally, Ms. Mansfield is skilled in the facilitation of public involvement activities and has collaborated with many communities to review draft comprehensive plans.



Don Leonard, Ph.D., Senior Planner | Role: Economic Development Strategies

Dr. Leonard is a Senior Planner in Economic Development and Global Strategies with over 15 years of experience. He is also an Assistant Professor of Practice in City & Regional Planning at The Ohio State University. Dr. Leonard has extensive experience in economic development, particularly focusing on how changes in global markets affect local economies and developing potential strategies to address those effects.



Elvin Pinckney, Senior Environmental Specialist | Role: Community Involvement

Mr. Pinckney is a Senior Environmental Specialist with over 40 years of experience. For 35 years, he served as the Ohio Department of Transportation's Noise and Air Quality Program Manager, where he engaged with federal, state, and local officials and members of the public on programs and projects around the State. Since joining BPS, Mr. Pinckney has continued to conduct public involvement activities, from public and stakeholder meetings to door-to-door surveys, on various types of community, transportation and environmental projects.

Consultant Team Members - Burton Planning Services



Anna van der Zwaag, CTA, Associate Planner | Role: Website Design & Plan Preparation

Ms. van der Zwaag is an Associate Planner with a background in Public Health, Community Planning, and Public Engagement. She has her Masters in City and Regional Planning from the Ohio State University and is a Certified Tourism Ambassador. Ms. van der Zwaag has experience working in both public and private sectors and has extensive community engagement experience. She is also skilled in designing user-friendly project websites, engaging the public through social media, and creating professional planning reports.



Brett Morris, LEED Green Associate, Associate Planner | Role: GIS Data Management

Mr. Morris is an Associate Planner who specializes in Geographic Information Systems (GIS), downtown revitalization, and international development. He received his Masters of City and Regional Planning from the Ohio State University and is certified as an LEED Green Associate. Mr. Morris has worked for both academia and local governments on urban planning and mapping projects that included market analyses, mapping public health information, and developing online interactive dashboards to track performance measures.



Source: Mike, Flickr

Belpre-Parkersburg Railroad Bridge

Project Understanding

The City of Belpre is undertaking the creation of a comprehensive economic development strategy to evaluate the City's potential for business development. The goal of the Economic Development Strategic Plan is to identify strategies for development that further the City's vision for the future while at the same time making fiscal and financial sense for all stakeholders. Through the planning process and implementation, the City of Belpre hopes to ensure that the town is prepared to capitalize on regional growth through attraction and retention of existing companies, diversification of the economy, and improved quality of life for residents.

When planning for economic development, the goal is to create and maintain a strong, vibrant local economy. Local government economic development planning is part of a region's overall economic development strategy and involves intergovernmental coordination. The Economic Development Strategic Plan provides a comprehensive overview of the economy, sets policy direction for economic growth, and identifies strategies, programs, and projects to improve the economy.

A comprehensive economic development strategy (CEDS) is a strategic planning document and planning process that helps guide the economic growth and development of communities and regions. The CEDS is required by the federal Economic Development Administration (EDA) in areas designated as economic development districts and for certain EDA grant funds, including grants for public works and economic development. The preparation of an Economic Development Strategic Plan can also improve access to other federal, state, and private aid programs.

As a smaller Ohio community, the City of Belpre is looking for ways to stabilize its population, diversify its economy, improve quality of life for residents, and maintain the community's vision for development. Currently, the City is a bedroom community for the greater Marietta and Parkersburg metropolitan areas. The City is considering different economic development tools that reflect the desires of existing residents and complements the nature of the community, while still supporting new opportunities to expand the tax base.

In addition to economic development tools, the City of Belpre recognizes the importance that land-use policy, infrastructure, and marketing have on a community's ability to be competitive when businesses are comparing

potential locations. As part of this planning process the City is interested in a review of the existing environment as it relates to key factors that drive and sustain investment. Business decision makers are faced with many challenges and the City of Belpre needs to be able to make the case for their community from the first touch (whether that's the website, referral, internet search, etc.) and throughout the decision process. The outcome of this planning process must provide the City of Belpre with implementable strategies to successfully attract and retain businesses by understanding what makes a location competitive and meeting the needs of the business community.

Scope of Services

Based on our understanding of the City's needs and our experience in the region we have developed the following scope of work. Our approach to economic development strategic planning is deeply rooted in implementation. The following scope is designed to assist Belpre in creating a plan with actionable strategies that, once employed, will leverage the assets of the community and region as a whole to increase economic vitality and opportunity for Belpre's citizens and businesses.

Task 1. Project Start-Up

We will begin the project with a start-up meeting between the BPS Team, Belpre's Mayor, Economic Development Committee, Belpre Chamber of Commerce and other pertinent stakeholders. This meeting will be attended and facilitated by Kim Burton, President/Owner and Jim Lenner, Director of Community and Economic Development. The purpose of the meeting will be to examine the proposal methodology in detail to ensure the approach will meet the needs of the City and to conduct an initial discussion during which we will identify information needs, project timeline, site visit schedule, etc.

More specifically, during this session we will:

1. Introduce the BPS Team and town and/or stakeholder representatives.
2. Provide further project background and identify key stakeholders.
3. Identify and distribute contact information for relevant town staff or others who will be reviewing work related to the project.
4. Review the project approach and modify as needed.
5. Develop a list of contacts and stakeholders with local knowledge to facilitate additional data collection and to begin scheduling on-site interviews.

6. Discuss an approach to project messaging and public relations, as needed.
7. Discuss approaches to public involvement including tools, techniques, schedules, and anticipated outcomes.
8. Schedule multi-day site visits, presentations and project timeline.
9. Review the BPS internal project management plan
10. Establish bi-weekly project management conference calls.

We will also take this opportunity to have a facilitated discussion with the project team to identify any major issues, opportunities, and challenges (real or perceived), and any key steps needed for successfully preparing and implementing the City’s Economic Development Strategic Plan.

Deliverables: Burton Planning Services will summarize the results of this meeting and incorporate them into a detailed project management plan, which will guide the work process, deliverables, and schedule. BPS will also identify any major themes that emerge from the facilitated process.

Task 2. Existing Capacity, Prior Plans, Relevant Documents and Reports

The BPS Team will conduct a review of existing documents related to economic development in Belpre, the Greater Southeast Ohio region, and State of Ohio. These documents, along with our prior knowledge of the economic conditions in Southeast Ohio, North West Virginia and the State, will be used to create an understanding and context for the vision, goals, issues, opportunities, and challenges for economic and business development. The objective of this task is to ensure that the results of this economic development process and the final Economic Development Strategic Plan contains strategies that are consistent with, and build upon, efforts already underway.

Additionally, BPS will review the existing organizational capacity of the City. The goal is to assess the economic development system to gauge the existing and future capacity the City has to undertake strategic initiatives. We will seek to understand what is currently being performed in terms of core economic development programs and services, existing and planned future capacity, and perceived gaps. We will gather this information by providing a worksheet to be completed by designated

lead staff and then follow up with phone interviews for further clarification and details. This effort will enable us to develop a plan that is “right-sized” for Belpre.

Task 3. Economic Development Exercise

Economic development today is in the midst of a revolution. It used to be thought that for regions and nations to grow all that was required was to influence business location decisions. Communities that attracted businesses grew and those that did not declined. The state of the art was to try and lure companies with tax or other business incentives. Those days are over.

Today we know that in order to grow and prosper, communities and regions need to do much more.

This 8-hour exercise will help stakeholders discover the characteristics you will need to be a successful community in this rapidly evolving environment. It is designed to provide you with a framework for understanding local and regional economic growth and prosperity, and to give you the tools to conduct realistic analyses that can help decision-makers, clients and constituents make better, more informed decisions.

The first section will involve an overview of the key components of a successful economic development program. BPS staff will explain each component, review real life scenarios of each key component and discuss what opportunities exist in the City of Belpre to utilize the key component.

- | | |
|----------------------------------------------|---------------------------------------|
| 1. What is Economic Development | 10. Incentives |
| 2. Business Retention and Expansion | 11. Infrastructure |
| 3. Brownfields | 12. Neighborhood Economic Development |
| 4. Business Climate | 13. Public-Private Partnerships |
| 5. Clusters | 14. Quality of Life |
| 6. Downtown Development | 15. Real Estate Redevelopment |
| 7. Entrepreneurship | 16. Site Selection |
| 8. Empowerment Zones/ Enterprise Communities | 17. Smart Growth |
| 9. Economic Development Finance | 18. Transportation |
| | 19. Workforce Development |

The next section will involve a table top exercise of the process to attract a manufacturing facility from lead generation to ground breaking. BPS staff will act as a site selector looking to select a 30 acre site to build a new

facility that will create 45 new jobs. The stake holders in the room will be asked to respond to the various requests and determine the correct individuals to handle the requests.

Task 4. Stakeholder and Business/Industry Interviews

In our experience, targeted economic strengths and opportunities can best be identified by using the data analysis in concert with research gained through interviews and conversations with industry and economic development stakeholders. This “on the ground” perspective reveals the strengths of relationships between firms, service providers and other stakeholders involved in a local and regional economy and identifies opportunities for private and public investment that cannot be seen solely through data analysis. Moreover, stakeholder and public involvement can help to create community buy-in for the strategies developed in the plan which will enable effective implementation.

The BPS Team will spend one full day on-site conducting interviews with key City staff, area professionals, industry and business leaders, elected officials, and commercial real estate professionals, and stakeholders. The majority of these interviews will be conducted in person; those that cannot be easily scheduled will be conducted by phone. BPS, will work with the representative of the City to develop and refine an interview contact list. Belpre will provide an initial key contact list and assist with refining the list based on our observations and suggestions as to the type of stakeholders whose input is needed. Belpre will have a final review and sign-off on the list of individuals to be interviewed. Moreover, BPS will look to the Belpre representative to introduce our team to the interviewees via email or phone contact and to schedule the on-site interviews.

These interviews will provide both internal and external perspectives of the community’s strengths, challenges, and opportunities and will also be used to solicit information for various components of the plan. The interviews will be structured to provide first-hand insight related to each of the tasks identified in this Scope of Services including issues around development, land use laws, TIF areas, zoning and site plan review, and other key questions. The knowledge gained from these interviews will be crucial to the development of targeted strategies and action plan. Interviews will be conducted one-on-one or in small working groups depending on what is deemed most effective.

Deliverables: Findings from the interviews will be incorporated into the City of Belpre Economic Development Strategic Plan.

Task 5. Committee Meeting - Findings, SWOT & Visioning

Based on the research conducted in all previous tasks, BPS will facilitate a meeting with the City to present the findings from the background research and lead the group in a SWOT (Strengths, Weaknesses, Opportunities, and Threats) and visioning session. The SWOT will focus on issues related to economic development but will be inclusive of all quality of life and other related issues. During this exercise, BPS will also work with the committee to begin drafting a vision and key goal areas for the future of the town.

Deliverables: Draft SWOT and vision statement with key goal areas for City review.

Task 6. Action Plan Matrix

Based on all of the previous tasks, BPS will draft an Action Plan Matrix for review and consideration by the City. The plan will include steps for implementing priority projects and be presented in an easy to follow matrix, including:

1. Guiding principles
2. Goals
3. Actions/tasks
4. Roles, responsibilities, and partners
5. Priority (high/low)
6. Time frame for start and completion (short term/long term)
7. Estimated cost range
8. Resources needed
9. Barriers to implementation and success
10. Measures for progress and success (benchmarks such as jobs created, dollars invested, etc.).

We will work closely with project stakeholders to develop the matrix using a format and layout that best meets your needs, whether it be a collaborative tool accessible by multiple stakeholders or a file used in-house to facilitate and track implementation of the strategy.

As part of the Action Plan Matrix, BPS will develop performance measures that can be used to measure implementation of the plan, both for individual projects and for the plan as a whole. We will specify measures for each goal area and explain a process for gathering, tracking and reporting results.

Deliverable: Action Plan Matrix in table or spreadsheet format to be used as an implementation tool.

Task 7. Draft Economic Development Strategic Plan

BPS will assemble all of the deliverables from the tasks above into a draft Economic Development Strategic Plan. In our experience, the best economic development strategies are brief and get straight to the point: implementation. Therefore, we propose organizing Belpre's Economic Development Strategic Plan in an executive summary style, with lengthy data and reports attached as appendices for reference.

Deliverable Part I: Draft Economic Development Strategic Plan for review and comment by steering committee.

With a completed draft, BPS will conduct a Go-To-Meeting online strategic planning session with Belpre staff. The goal of this session will be for the participants to take a close review of the draft plan as prepared by BPS and offer suggestions and comments on how to revise it by prioritizing, editing, adding and deleting items. This meeting will help BPS to eliminate any action items that are not necessary, unlikely to be achieved due to fiscal or political constraints, or are undesirable for the region, as well as to provide for the addition of any major items that warrant inclusion.

Deliverable Part II: Revised Economic Development Strategic Plan transmitted in electronic format.

Task 8. Final Document and Presentation

Based on the feedback from the staff on the draft resulting from the strategic planning session, BPS will revise the plan into a final draft for review and consideration. Once comments have been provided, BPS will make final edits and present the plan at an appointed meeting/venue.

Deliverable: Final Economic Development Strategic Plan based on input received.

Task 9. Implementation Support

BPS will also conduct a follow-up meeting one month after the transmittal of the final document. This meeting will focus on implementation, and BPS will provide further advisement and troubleshooting to help ensure that the City is able to hit the ground running with the economic diversification and growth strategy by incorporating it into its comprehensive planning efforts.

Following the creation of the Final Economic Development Strategic Plan, BPS will be available to the City of Belpre to assist with implementation and other services on an as-needed basis. In this way, BPS can provide additional community and economic development services in an hourly on-call contract to assist the City in maintaining a strong, vibrant local economy.

Project Timeline

Burton Planning Services will work with the City of Belpre to establish a project schedule that meets the needs of the City. Burton Planning Services is prepared to begin work on the City of Belpre’s Economic Development Strategic Plan immediately.

Project Budget

Total project costs, including labor and direct costs, will not exceed \$27,600. The BPS average labor cost for this project is \$135/hour, which will be applied to any additional work, if requested. Direct costs attributed to Tasks 1-9 mostly include travel (mileage) expenses to and from the City of Belpre for monthly staff progress meetings, Steering Committee Stakeholder focus group meetings, meetings with public officials, and public meetings. Other direct costs include printing and mounting of public display boards and document printing costs. Travel (mileage) expenses will follow standard federal rates of \$0.58 per mile.

| Task | Hours | Labor Costs | Direct Costs | Total |
|------------------------------------------------------------------------|------------|-----------------|--------------|-----------------|
| Task 1. Project Start-Up | 16 | \$2,160 | \$120 | \$2,280 |
| Task 2. Existing Capacity, Prior Plans, Relevant Documents and Reports | 24 | \$3,240 | \$0 | \$3,240 |
| Task 3. Demographic and Economic Base Analysis | 16 | \$2,160 | \$0 | \$2,160 |
| Task 4. Stakeholder and Business/Industry Interviews | 24 | \$3,240 | \$240 | \$3,480 |
| Task 5. Committee Meeting - Findings, SWOT and Visioning | 16 | \$2,160 | \$0 | \$2,160 |
| Task 6. Action Plan Matrix | 24 | \$3,240 | \$0 | \$3,240 |
| Task 7. Draft Economic Development Strategic Plan | 40 | \$5,400 | \$0 | \$5,400 |
| Task 8. Final Document and Presentation | 32 | \$4,320 | \$240 | \$4,560 |
| Task 9. Implementation Support | 8 | \$1,080 | \$0 | \$1,080 |
| Total | 200 | \$27,000 | \$600 | \$27,600 |



PROJECT PORTFOLIO SAMPLING



Brandt Pike Corridor
Revitalization Plan,
City of Huber Heights, Ohio



City Planning Services
City of Newark, Ohio



County Road 25-A Special
Planning Area Master Plan
Miami County, Ohio



Urbana S. Main Street
Corridor Plan
City of Urbana, Ohio
[In Progress]

Brandt Pike Corridor Revitalization Plan

City of Huber Heights, Ohio



PROJECT DESCRIPTION

Like many post-World War II suburbs in Ohio, Huber Heights lacks a downtown. It had no central gathering place suitable for civic events that defined its character, and instead was dominated by major arterials and auto-oriented, sprawl development. So the City of Huber Heights hired BPS to develop a corridor revitalization plan for its main thoroughfare, Brandt Pike.

This plan aimed to transform the high speed and congested roadway that was lined with vacant shopping centers and fast food restaurants into a thriving, multi-modal corridor that could act as the economic, civic, and cultural hub of the City. BPS worked with a diverse coalition of stakeholders, including business owners, residents, the Dayton Metro Library Huber Heights branch, and various city departments, to develop a balanced, realistic, and inspiring vision for the corridor.

This plan included recommendations for:

- The Public Realm (transportation improvements)
- The Private Realm (built environment improvements)
- The Economy (commercial and housing markets)

LOCATION

City of Huber Heights, Ohio

HIGHLIGHTS

- Multi-day Charrettes
- Online Surveys
- Walk Audits
- Phased Urban Design Plan
- Public-private collaboration

MAJOR TASKS

- Community Planning & Revitalization
- Land Use Planning & Zoning Codes
- Economic Development
- Corridor Planning
- Multi-Modal Transportation Planning
- Public Involvement
- Website Design
- Graphic Design & Renderings



County Road 25-A Special Planning Area Master Plan

Miami County Commissioners



PROJECT DESCRIPTION

BPS prepared a Master Development Plan for the County Route 25-A Special Planning Area, located between the cities of Piqua and Troy, Ohio. The purpose of this project was to prepare an implementable plan for the undeveloped lands and infrastructure in the corridor by evaluating the unique characteristics of the study area, engaging the public, determining necessary infrastructure improvements, designing development concepts and plans, and detailing compatible zoning and development regulation updates.

Given the recent development interest in the Miami County area, it is important to strategically build upon the County's current plans, as well as address changes that have occurred since previous planning efforts. The County Road 25-A Plan also served as an update to the County's 2006 Comprehensive Plan. The planning process included a robust public participation plan. BPS created a project website to augment the project's online presence and marketing potential, as well as an online survey. The online survey included visual preference questions and focused on the community's concerns and aspirations for the study area. BPS staff also hosted meetings with a Vision and Implementation Group, which included representatives of local governments, businesses, and other organizations; and the firm held four public participation meetings.

LOCATION

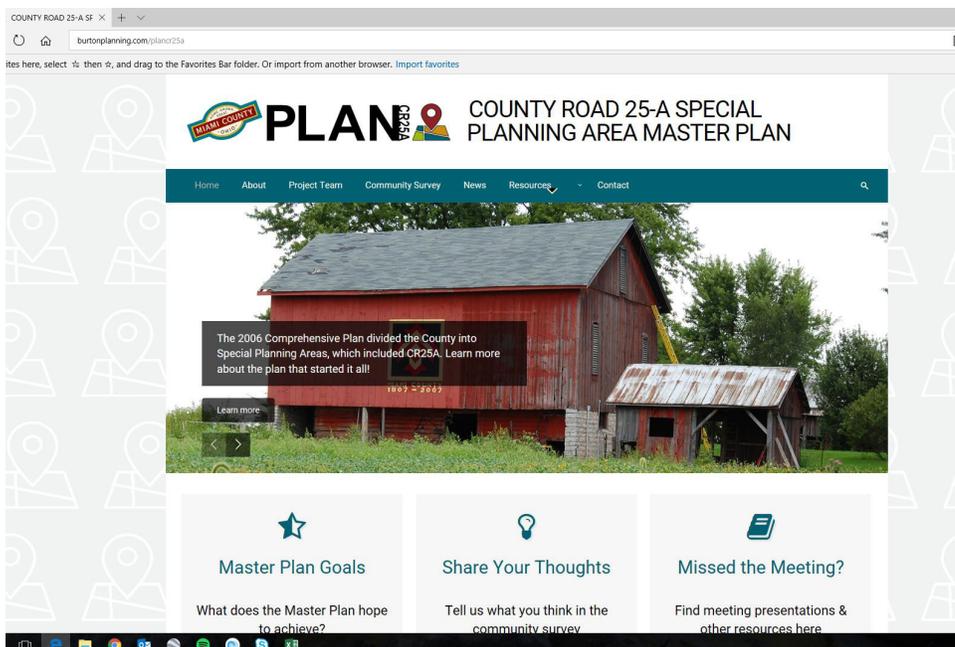
Miami County, Ohio

HIGHLIGHTS

- Provided workable action steps for focus areas and goals that emerged from the planning process
- Created a forum for open public discussion, including a project website

MAJOR TASKS

- Corridor Planning
- Community Planning
- Public Involvement
- Website
- Zoning Code
- Renderings & Graphic Design
- Funding & Grants
- Social Media
- Outreach & Promotions



City Planning Services

City of Newark, Ohio



PROJECT DESCRIPTION

Located just east of Central Ohio, the City of Newark is a municipality of approximately 50,000 residents and serves as the county seat for Licking County. BPS provided City Planning services to the City of Newark over a 15-month contract, after which time Ms. Burton, the BPS President, served as the Development Director of the Economic and Community Development Departments. Burton was involved in a variety of activities, including planning, zoning, community and economic development programs, and grant writing and administration.

Activity highlights include:

- City-Wide and Downtown-Focused Planning & Development Efforts — Downtown Bicycle Connector Project, brownfield planning and remediation project management, Comprehensive Plan audit and update outline, Complete Streets Policy & Legislation, Downtown Wayfinding Signage Plan, Downtown 4th Street Streetscape Plan, Downtown Canal District Re-Visioning, City Development Guide
- City Website — new redesigned website that is modern, informative and easy-to-use
- Sustainability Initiatives — Healthy, Green & Growing Initiative that was branded and marketed; targeted catalytic projects and private sector partnerships, including converting a brownfield to a solar energy site
- Grant writing and administration — for various state and federal agencies
- Community engagement efforts — prepared newsletters; gave presentations on downtown revitalization, multi-modal transportation, sustainability; held numerous public information meetings for grants and programs

LOCATION

City of Newark, Ohio

MAJOR TASKS

- Comprehensive Plan & Community Planning
- Community & Economic Development Programs
- Brownfield Planning
- Zoning & Form-Based Codes
- Site Plan Reviews
- Bicycle & Pedestrian Planning
- Transit Planning
- Complete Streets Policy & Plan
- Safe Routes to School Program Wayfinding
- Health, Green & Growing Sustainability Initiative
- Alternative Energy Guide
- Environmental Documents
- Noise Studies
- Funding & Grants
- Communication Strategies
- Public Involvement
- Outreach & Promotions
- Website Design



Urbana South Main Street Corridor Plan

Development Strategic Plan Proposal

City of Urbana, Ohio



PROJECT DESCRIPTION

The Urbana South Main Street Corridor Plan provides a blueprint for development in the southern portion of the City of Urbana, resulting in a land use, circulation, and access management plan for the corridor. The plan examines the built, natural, and economic environment and makes specific action-oriented recommendations. The plan is based on input from the City, its residents, and other stakeholders with an investment in the City's future and will be used to guide future land use and zoning decisions.

For this project, BPS conducted an existing conditions assessment of the natural and built environments, as well as the market and economic environment of Urbana. Additionally, BPS facilitated several stakeholder interviews and public meetings to gather feedback on the study area. The stakeholder and public involvement process was complemented by the generation of an online project survey, which could be accessed through the BPS-designed project website.

The project website (http://burtonplanning.com/urbana_mainplan/) highlighted significant aspects of the planning process and invited residents to share their ideas on the future of the South Main Street Corridor by attending meetings, completing the online survey, or commenting on the draft plan.

LOCATION

Urbana, Ohio

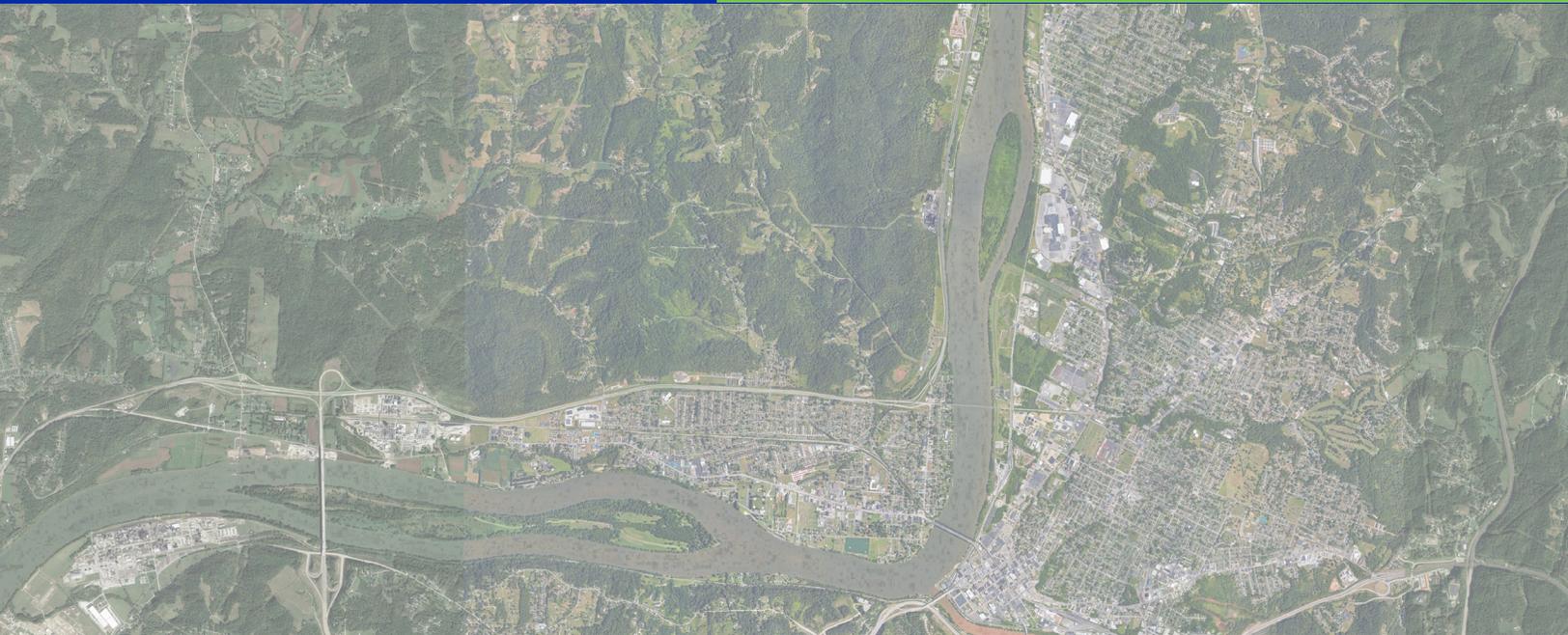
HIGHLIGHTS

- Existing Conditions Assessment
- Stakeholder & Public Engagement
- Website Design
- Online Survey Design & Promotion

MAJOR TASKS

- Market & Economic Environment Assessment
- Corridor Planning
- Land Use & Circulation
- Access Management
- Project Website Design





APPENDIX: CONSULTING TEAM RESUMES



Kimberly Burton, P.E., AICP CTP, LEED AP ND
BPS



Jim Lenner
BPS



Amelia Mansfield, AICP
BPS



Susan Vincent
BPS



Don Leonard, Ph.D.
BPS



Elvin Pinckney
BPS



Brett Morris, LEED Green Associate
BPS



Anna van der Zwaag, CTA
BPS



KIMBERLY BURTON, P.E., AICP CTP, LEED AP ND PRESIDENT

EDUCATION

Masters of City and Regional Planning, The Ohio State University, 2002

Bachelors of Science in Civil Engineering, The Ohio State University, 1999

LICENSES

AICP Certified Transportation Planner, 2014

LEED Accredited Professional in Neighborhood Development, 2014

Professional Engineer, State of Ohio, 2005

AICP Certified Planner, 2002

PRESENTATIONS

“Planning for Complete Streets: Dayton Transportation Plan 2040,” Miami Valley Planning & Zoning Workshop, 2016

“Adapting Effective Access Management Across Multiple Jurisdictions,” Ohio Transportation Engineers Conference, & Planning Conference, 2016

“Flood Resilience Planning,” 2015 APA National Conference

“Planning for Funding,” 2013 Miami Valley Planning & Zoning Workshop

“Importance of Resiliency Planning for Communities,” 2013 Northwest Ohio Planning & Zoning Workshop

“Green Streetscapes,” 2008 OKI Regional Planning Conference

“Incorporating Multi-Modality in Corridor Revitalization,” 2008 Ohio Transportation

Ms. Burton is a professional engineer, certified planner with a transportation planning specialty, and LEED accredited professional in neighborhood development. She has over 20 years of experience working in the public and private sectors and is also an Associate Professor of Practice in City and Regional Planning at The Ohio State University where she brings planning practice experiences into the classroom. She has broad professional experience, spanning transportation planning and roadway design, community planning, economic development activities, environmental documents, noise and air quality analyses, and public involvement. Additionally, she has managed numerous corridor and transportation plans for Burton Planning Services.

Ms. Burton has been a leader in planning practice. Some highlights include receiving the OSU Distinguished International Engagement Award for the Ghana Sustainable Change Program (2016) and the American Planning Association Division Council Award for Contribution to the Planning Profession for “State of Transportation Planning: Ahead of the Curve” (Burton wrote a chapter in this publication). She is currently an active member of the American Planning Association/American Institute of Certified Planners, Complete Streets Coalition, Green Energy Ohio, and U.S. Green Building Council. In particular, she developed the AICP Certified Transportation Planner Course for Planetizen, and serves as a participating member of the APA’s Community Planning Assistance Team, providing pro-bono planning services.

REPRESENTATIVE EXPERIENCE

Brandt Pike Corridor Revitalization Plan | City of Huber Heights, Ohio
County Road 25-A Special Planning Area Master Plan | Miami County, Ohio
City Planning Services | City of Newark, Ohio
Urbana South Main Street Corridor Plan | City of Urbana, Ohio
Dayton Transportation Plan 2040 | City of Dayton, Ohio
Dayton Sustainability Plan | City of Dayton, Ohio
Downtown Toledo Transportation Plan | City of Toledo, Ohio
Active Transportation Academy | Ohio DOT
Ravenna to Rootstown Corridor Planning Study | AMATS
Eastern Union County Thoroughfare Plan | Union County, Ohio
US-42 Access Management Study | Ohio DOT
Statewide Traffic Counts | Ohio DOT
Johnstown Online Comprehensive Plan | Village of Johnstown, Ohio



JIM LENNER
 COMMUNITY & ECONOMIC DEVELOPMENT DIRECTOR

EDUCATION

Master of Arts in Public Affairs,
 Park University, 2011

Graduate Certificate in Geographic
 Information Systems, Penn State
 University, 2007

Bachelor of Arts in Political Sci-
 ence, Muskingum University, 2003

EXPERTISE

- Economic Development
- Community Development Policy
- Capital Infrastructure Planning & Management
- Zoning Ordinance Creation & Updates
- Grant Writing & Administration
- Comprehensive Community Planning
- Park and Recreation Planning
- Target Area Planning
- Medical Marijuana Policy
- Economic Development Program-
 ming & Incentive Negotiation
- Local Government Management
- Downtown Revitalization
- Commercial & Residential Site Plan
 Review

COMMUNITY INVOLVEMENT

- Licking County Tax Incentive Review
 Council
- Member, Downtown Johnstown, Inc.
- Newark Advocate's 20 under 40 (2015)

Jim Lenner is a Community and Economic Development Director with over 15 years of experience working with local governments focusing on sustainable community planning and economic development. Mr. Lenner has developed a wide range of skillsets in economic development planning, capital infrastructure planning and management, comprehensive community planning, downtown revitalization, zoning and development regulations, and parks and recreation planning. He received his B.A. from Muskingum University and has an M.A. in Public Affairs from Park University. Mr. Lenner also received a Graduate Certificate in Geographic Information Systems from Penn State University.

Mr. Lenner is passionate about local government, and he has worked on a variety of community and economic development plans over the course of his career. Community planning policy has been his main focus over the past decade while developing seven comprehensive plans, numerous zoning amendments, a downtown redevelopment plan and an economic development plan. Prior to working in Central Ohio, Jim was a planner for Warrenton, Virginia for 18 months. He has served on numerous boards overseeing economic and community development, transportation planning and local philanthropic needs. He currently serves as an adjunct professor at Muskingum University in the political science department.

RELEVANT EXPERIENCE

BPS Experience

- Urbana South Main Street Corridor Plan | City of Urbana, Ohio
- Bradford Y-Yard Plan | Village of Bradford, Ohio

Previous Experience

- Enterprice Center - Creation of a new business park including formulation of finance and real estate incentives through a partnership with the Heath-Newark-Licking County Port Authority. | Village of Johnstown, Ohio
- Economic Development Plan - Creation of first community Economic Development Plan addressing workforce, infrastructure, and financial needs of the client. | Village of Johnstown, Ohio
- Special Projects Manager - Liason between client and developer regarding construction of commercial property and incentive negotiation. | Village of New Concord, Ohio
- Downtown Redevelopment District - Creation of the first DRD for reinvestment including future use of funds and financing mechanisms. | City of Zanesville, Ohio



SUSAN VINCENT
SENIOR PLANNER
Community & Economic Development

EDUCATION

Masters of Urban Planning,
Development and Design,
Cleveland State University, 2016

Certificate in Nonprofit
Management, Case Western
Reserve University, 2012

Bachelors of Fine Arts,
Kent State University, 2005

SKILLSETS & EXPERTISE

- Economic Development
- Community Planning
- Sustainability Planning
- Equity Planning
- Historic Preservation
- Small Business Support
- Non-Profit Organizations
- Real Estate Development
- Community Engagement
- Research
- Graphic Design
- Fundraising
- Teaching

MEMBERSHIPS

- American Planning Association
- Congress for New Urbanism
- Urban Land Institute

PRESENTATIONS

“Simon’s Supermarket,” Miami
Valley Planning & Zoning
Workshop, 2018

Ms. Vincent is a Senior Planner with a passion for implementing community and economic development strategies. She has over 15 years of experience working with and for public and nonprofit organizations. She has successfully facilitated complex city projects including re-tenanting a full-service inner-city grocery store, a \$65 million targeted neighborhood reinvestment program, and the mixed-use redevelopment of a full city block. A diverse professional background allows Ms. Vincent to explore situations from multiple perspectives. She has led projects in sustainability and equity planning, historic preservation, small business support, real estate development, and community engagement.

Ms. Vincent is committed to utilizing her planning practice to positively impact communities and move plans forward. She is a current member of the American Planning Association, the Congress for the New Urbanism, and the Urban Land Institute and an active community volunteer. Ms. Vincent acts as a member of the Pilot Curriculum Committee for *UpDayton*’s newly launched Project Incubator and the *Historic South Park* Parks Committee.

PREVIOUS EXPERIENCE

FHAct50 Building Opportunity Fund Target Area Plan | Famicos Foundation, Cleveland, Ohio

W. 117th Street and Lake Avenue Redevelopment Coordination | City of Cleveland, Ohio

Simon’s Supermarket Project Manager | City of Cleveland, Ohio

Irishtown Bend Consortium Funding and Homeless Support Coordination | City of Cleveland, Ohio

Geographic analysis of Heritage Home Loan Program | Cleveland Restoration Society, Cleveland, Ohio

AWARDS & HONORS

1st Place, Marketing & Development Tournament, 2015, Cleveland State University

1st Place, Historic Preservation Survey Competition, 2015, Cleveland State University

Jack, Joseph and Morton Mandel Fellowship, 2015, Cleveland State University



AMELIA (COSTANZO) MANSFIELD, AICP PLANNING MANAGER

EDUCATION

Masters of City and Regional Planning, The Ohio State University, 2006

Bachelors of Science in Environmental Geography, Ohio University, 2003

LICENSES

AICP Certified Planner, 2014

EXPERTISE

Community Planning
Active Transportation
Transportation Safety
Lifelong Communities
Sustainable Water Resources

ADDITIONAL SKILLS

Communications
Grant Writing
Public Involvement
Program & Project Management
Research & Analysis
Strategic Planning

Ms. Mansfield is a Planning Manager with over 10 years of experience in multi-modal transportation, community, sustainability, and environmental planning. She is an AICP certified planner and is adept at developing and managing programs and projects. Ms. Mansfield has extensive experience working with public and private entities to create and implement successful transportation and corridor plans.

Prior to joining BPS, Ms. Mansfield served as a Planning Manager for the Mid-Ohio Regional Planning Commission (MORPC) where she developed and guided a variety of programs and projects related to transportation, active transportation, transportation safety, sustainable water resources, and lifelong communities for the Central Ohio region. In her time at MORPC, Ms. Mansfield fostered collaboration across jurisdictions and brought a regional planning perspective to Central Ohio's growth and development.

In particular, Ms. Mansfield spearheaded Central Ohio's first Active Transportation Plan and also managed MORPC's Complete Streets Program, which included a wide range of education and outreach activities. Since joining BPS, Ms. Mansfield has managed numerous corridor and transportation plans.

RELEVANT EXPERIENCE

BPS Experience

Urbana South Main Street Corridor Plan | City of Urbana, Ohio
Downtown Toledo Transportation Plan | City of Toledo, Ohio
Bradford Y-Yard Plan | Village of Bradford, Ohio
Active Transportation Academy | Ohio DOT
US-23 and Monroe Street Interchange Study | City of Sylvania, Ohio
US-52 Interchange Study | KYOVA Planning Commission

Previous MORPC Experience

- Developed the **insight2050 Technical Assistance Program** pilot
- Established the **Age-Friendly Columbus** initiative
- Developed and coordinated the **Sustainable2050 Program** pilot
- Researched and developed **Fairfield County's Active Transportation and Open Space Plan**
- Created the first **Central Ohio Active Transportation Plan**
- Managed **MORPC's Complete Streets Program**



DON LEONARD, PhD

SENIOR PLANNER

EDUCATION

PhD in Government, Cornell University, 2014

Master of Arts in Government, Cornell University, 2011

Master of Arts in Regional Economic and Social Development, University of Massachusetts, 2004

Bachelors of Arts in Political Science, University of Massachusetts, 2002

SKILLSETS

Public Involvement
Presentations
Economic Development
International Development
Political Science

PUBLICATIONS

2013. "Review of *Creative Destruction? Economic Crises and Democracy in Latin America*, by Francisco E. Gonzales." *Latin American Politics and Society* 55(4), 182-211.

2006. "Water is Life! Utility de-privatization and the search for alternatives in Cochabamba, Bolivia." *Professive Planning*, no. 169.

Don Leonard, PhD, is a Senior Planner in Economic Development and International Development. He is also an Assistant Professor of Practice at The Ohio State University in the Knowlton School, where he offers classes on international development planning and economic development. Previously, Dr. Leonard held postdoctoral fellowships at Princeton University and Tulane. He received his doctorate in Government from Cornell University in 2014.

Dr. Leonard's research focuses on the politics of inequality and its consequences for economic development. He has presented this research at annual meetings of the International Studies Association, the American Political Science Association, and the Latin American Studies Association. Dr. Leonard has also served as a reviewer for the journal publications *World Politics*, *Comparative Politics*, and *Comparative Political Studies*. Additionally, he has experience working in regional economic development planning.

Since joining BPS, Dr. Leonard has facilitated numerous public engagement events. He is skilled at presenting to a wide variety of audiences, as

RELEVANT EXPERIENCE

BPS Experience

Urbana South Main Street Corridor Plan | City of Urbana, Ohio
Active Transportation Academy | Ohio DOT

Other Relevant Experience

- Consultant to the Inter-American Development Bank on regional-level project evaluation and impact assessment related to the *Bienes Publicos Regionales* initiative (2018).
- Consultant to the UK Department for International Development (DFID), training researchers in Africa and Latin America on current social science research methods (2014-2017).
- Academic Advisor and Administrative Coordinator for the undergraduate International Relations minor, Cornell University (2010, 2012).
- Municipal Planning Volunteer (micro-enterprise development), U.S. Peace Corps, Cochabamba, Bolivia (2004-2006).



ELVIN PINCKNEY
SENIOR ENVIRONMENTAL SPECIALIST

EDUCATION

Bachelor of Science, Business Management, Indiana State University, 1973

ADDITIONAL TRAINING

Lead Based Paint Renovation, Repair, and Painting (RRP) Certification, including Ohio Lead-Safe Renovator/Essential Maintenance Practices, Lead Inspector Initial Course, & Lead Risk Assessor Initial Course

Federal Highway Administration, Transportation Noise Model Training

Continuing education in noise & air quality modeling, construction plan reading, and the Environmental and Transportation Development Process

ODOT Noise Analyses & Abatement Design

ODOT Air Quality Analyses

SKILLSETS

- Public Involvement Activities
- Ecological Field Work
- Program Management
- Technical and Policy Development
- Field Team Management
- Safety Studies & Traffic Counts
- NEPA Environmental Regulations
- FHWA/ODOT Noise & Air Quality Policies

Mr. Pinckney has over 40 years of experience in the public and private sectors. He previously served as the Program Manager of ODOT’s Noise & Air Quality Program, and he is a nationally-recognized noise and air quality professional. During his time at ODOT, he was involved in every major traffic noise study and noise barrier constructed in Ohio for over 3 decades. In addition, he provided technical and policy assistance to federal and state departments of transportation, legislators, researchers, other governmental agencies, consultants, and the public; and he authored the original ODOT noise policy and subsequent updates. While at BPS, Mr. Pinckney has gained additional experience in safety studies, traffic counts, existing conditions evaluations, speed and delay studies, public involvement activities and ecological fieldwork. He also has ODOT prequalifications for noise analyses and abatement design and air quality analyses.



REPRESENTATIVE EXPERIENCE

- Brandt Pike Corridor Revitalization Plan | City of Huber Heights, Ohio
- Dayton Transportation Plan 2040 | City of Dayton, Ohio
- Dayton Sustainability Plan | City of Dayton, Ohio
- Active Transportation Academy | Ohio DOT
- Urbana South Main Street Corridor Plan | City of Urbana, Ohio
- US-42 Access Management Study | Ohio DOT
- Statewide Traffic Counts | Ohio DOT
- US-52 Interchange Feasibility Study | KYOVA
- US-23/Monroe Street Interchange Study | City of Sylvania, Ohio
- Statewide Safety Services | Ohio DOT, Central Office
- Hybrid Zoning Code | City of Westerville, Ohio
- Unsewered Communities Feasibility Study | MVRPC



ANNA VAN DER ZWAAG, CTA
ASSOCIATE PLANNER

EDUCATION

Masters of City and Regional Planning, The Ohio State University, 2019
Concentration in Sustainability Planning

Bachelors of Arts in Molecular Biology/Biochemistry, Goshen College, 2015
Minor in International Studies

CERTIFICATION & PROFESSIONAL AFFILIATIONS

AICP Candidate Pilot Program, 2019

Certified Tourism Ambassador, 2018

Member, American Planning Association, 2017 - Present

SKILLSETS

- Graphic Design
- Adobe Suite
- Website Design & Social Media
- Profession Plan Preparation
- Technical Writing
- Data Analysis
- Hazard Mitigation
- Public Health
- Branding
- Reseach
- Public Engagement

Ms. van der Zwaag is an Associate Planner with a background in Public Health, Community Planning, and Public Engagement; she is also a Certified Tourism Ambassador. She received her Master’s degree in City and Regional Planning from The Ohio State University.

Ms. van der Zwaag has experience working in both public and private sectors and has extensive experience in utilizing a variety of community engagement techniques, from participating in public meetings to coordinating social media outreach. During her time with BPS, she has had the opportunity to assist with transportation planning best practices research, public engagement activities, online information-sharing activities, and comprehensive and hazard mitigation planning.

Prior to joining Burton Planning Services, Ms. van der Zwaag worked for Columbus Public Health to assist the City with their active transportation efforts and Safe Routes to School programming.

RELEVANT EXPERIENCE

- County Road 25-A Special Planning Area Master Plan | Miami County, Ohio
- Urbana South Main Street Corridor Plan | City of Urbana, Ohio
- Dayton Sustainability Plan | City of Dayton, Ohio
- Downtown Toledo Transportation Plan | City of Toledo, Ohio
- Active Transportation Academy | Ohio DOT
- Bradford Y-Yard Plan | Village of Bradford, Ohio
- Johnstown Online Comprehensive Plan | Village of Johnstown, Ohio
- Clermont County Hazard Mitigation Plan | Clermont County, Ohio
- Marion County Hazard Mitigation Plan | Marion County, Ohio

AWARDS & HONORS

- 2019 Masters in City and Regional Planning, Graduating with Distinction
- 2018 Austin E. Knowlton Studio MVP Award, Sustainability Studio
- 2018 Austin E. Knowlton Faculty Prize in City and Regional Planning
- 2018 Austin E. Knowlton Outstanding Graduate Student in City and Regional Planning



BRETT MORRIS, LEED Green Associate
ASSOCIATE PLANNER

EDUCATION

Masters of City and Regional Planning, The Ohio State University, 2017

Focus areas: Sustainability Planning, International Development, Climate Action Planning, GIS, Cultural Anthropology

Bachelors of Arts in Anthropology, The Ohio State University, 2015
Minors in Linguistics and Geographic Information Systems

CERTIFICATION & PROFESSIONAL AFFILIATIONS

LEED Green Associate

SKILLSETS

- ArcGIS
- Hazus
- AutoCAD
- Adobe Photoshop,
- Adobe Illustrator
- Adobe InDesign
- Microsoft Office
- SketchUp

Mr. Morris is an Associate Planner who specializes in sustainability planning, international development, and geographic information systems (GIS). He received his Masters of City and Regional Planning and Bachelors in Anthropology and Geography from the Ohio State University.

Before joining Burton Planning Services, Mr. Morris worked for The Ohio State University's Center for Urban and Regional Analysis (CURA). At CURA, he worked on various urban planning and mapping research projects for both academia and local government bodies, including market analyses, mapping public health information, and parking studies. He also has experience in downtown revitalization and form-based code.

Mr. Morris' role on these projects was to perform data research and analyses and to translate the results into GIS Mapping and other easy-to-understand visual displays, such as interactive, web-based interfaces.

RELEVANT EXPERIENCE

BPS Experience

- Urbana South Main Street Corridor Plan | City of Urbana, Ohio
- Downtown Toledo Transportation Plan | City of Toledo, Ohio
- Active Transportation Academy | Ohio DOT
- Johnstown Online Comprehensive Plan | Village of Johnstown, Ohio
- Lawrence Co. US-52 Interchange Study | KYOVA
- LUC-475-0.56/Dorr Street Interchange Noise Studies | Ohio DOT
- Clermont County Hazard Mitigation Plan | Clermont County, Ohio
- Statewide Environmental Site Assessments | Ohio DOT

Other Relevant Experience (OSU & CURA)

- Demographic & Health Data Analysis | Ohio COM Govt Resource Center
- Market Data Analysis | City of Lancaster, Ohio
- Neighborhood Lifestyle Survey & Data Analysis | German Village Society
- Fayette County Comprehensive Plan | Fayette County Commissioners
- Ghana Sustainable Change Program | Ghana, Africa