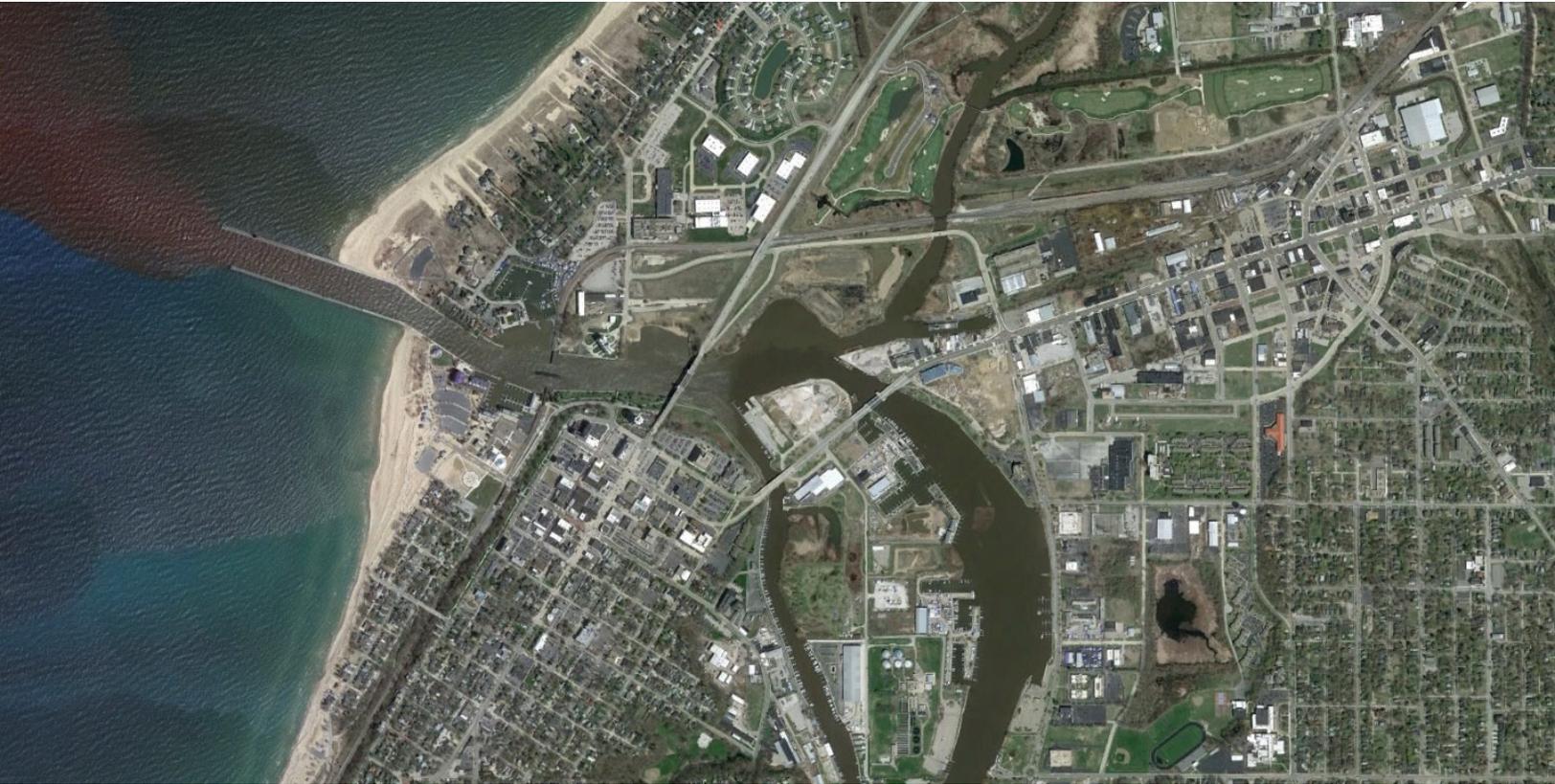


Twin Cities Harbor

DRAFT Proposal for a Planning and Design Study
Benton Harbor and Saint Joseph, Michigan | July 8, 2015 DRAFT



Our Mission

Shape places that foster whole human health
Explore time-honored and innovative solutions
Seek joy, beauty, and moderation
Serve mankind in accord with our professional and Christian vocation

Andrews University School of Architecture, Art & Design | Berrien Springs, Michigan 49104
Andrew von Maur | Professor | avonmaur@andrews.edu | 269.277.7347



1. Introductory Letter

July 7, 2015

Marja Winters
Assistant City Manager, Community & Economic Development Director
City of Benton Harbor
200 East Wall Street
Benton Harbor, Michigan 49022

Dear Marja Winters,

The Andrews University School of Architecture, Art & Design is pleased to present our qualifications for preparing a *Planning and Design Study* for the area surrounding the harbor of Benton Harbor and Saint Joseph. We are proposing that our graduate Urban Design Studio collaborate with the Southwest Michigan Planning Commission (SWMPC) to prepare a study that analyzes existing conditions and illustrates potential design concepts and guiding principles for 21st century development in the harbor area.

Guided by a steering committee of public and private stakeholders, the proposed study is intended to be preliminary but serious in its scope. First, it will include a succinct analysis of the harbor's history, economic performance, transportation and trail networks, environmental issues, land uses, view sheds, ownership patterns, jurisdiction, and more. Rather than duplicating studies or plans, this study is intended to plug into existing work where possible and bring harbor-related analysis together into one seamless, focused and visually compelling presentation. The purpose of this effort is to promote a constructive public debate about the harbor and its future - a debate informed by the site's complex challenges and potentials as one interconnected whole.

Second, the study will respond to the above analysis by suggesting preliminary design concepts to help illustrate a preferred (and shared) future for the harbor area. Rather than proposing or revising existing plans, this conceptual design work will be illustrative in nature, showcasing an enhanced harbor potential that has been difficult to discuss in the absence of visual images and proposed scenarios. The design component of the study will include various illustrations of suggested development scenarios in the harbor area, as well as illustrated design principles or best practices that should guide future development. The purpose of this work is to inform public debate about the harbor as one that is not just about existing complexities and challenges, but also about compelling potentials and important strategies that may not yet have been considered.

The study will not provide an exhaustive analysis or a specific plan ready for adoption. Instead, this work should be considered as an early study that sets a preferred direction - one which is comprehensive, serious, and compelling enough so that the harbor's highest and best potential can not be ignored in future public debate in either city.

As close neighbors and fellow county residents, we at Andrews University share your community's vision for a prosperous, healthy, and attractive harbor area. We are privileged to be considered for this work and are committed to providing truly meaningful and practical service at the highest possible quality. At the same time, it is important to also remember that the work will proceed within the academic context, which includes the possibility and freedom to make mistakes, and excludes the guarantee for professional service or long-term project administration. I hope that you will find the attached summary of experience to be sufficient evidence for our record of quality service in real community projects. Please contact me if you would like to proceed with this study as proposed.

Best regards,



Andrew von Maur
Professor, Director of the Urban Design Studio
Andrews University School of Architecture, Art & Design

2. Project Approach

The harbor area *Planning and Design Study* will address site analysis and concept design as discussed in the introductory letter. The process will be guided by a stakeholder steering committee representing both public and private parties with an interest in the project. Beginning in September 2015, the project team will periodically meet with the steering committee to present its findings and receive guidance on how to proceed. The project team will also meet with relevant experts and/or special interest representatives in a limited series of focus meetings, designed to inform the process with additional depth and representation.

Initially, the Southwest Michigan Planning Commission (SWMPC) will lead out on analysis and share its findings with the Andrews University team in September 2015. Refinement of this work as well as additional analysis will be conducted collaboratively after this date, as required by the project and mutually agreed to. Subsequently, the Andrews University team will respond to this analysis through concept design, illustration, and the development of guiding principles or best practices. The final analysis and concepts will be summarized in the form of a visually attractive report, both in printed and digital form, and in a format conducive to public display, if desired. The report will be completed by the end of December 2015.



Proposed Harbor Study Area | The shaded area indicates the general area of focus for analysis and concept design. It deliberately considers the harbor as one geographic whole that extends across jurisdictions. Its boundaries include properties that are most immediately affected by the commercial harbor and possible changes to it, although the regional and community context will also be considered when appropriate. This study area is intended to be somewhat loose and flexible and can be adjusted at the discretion of the stakeholder steering committee.

The proposed study area has also been considered in terms of pedestrian-oriented design and development: each of the three circles represents an average five-minute walk (1/4 mile) from center to edge and can be considered as distinct neighborhoods or districts.

The area is roughly defined by the railroad tracks to the north and includes the general corridor of Benton Harbor's West Main Street and the Benton Harbor Canal, including the northern portion of Riverview Drive. In Saint Joseph, the study area includes the northern half of Marina Island, the area surrounding the Berrien County courthouse, as well as the commercial harbor west of the M-63 bridge.

PROJECT ASSUMPTIONS

Based on preliminary discussions with the City of Benton Harbor and the SWMPC, the study is assumed to include the following strategic goals:

- + To honor and celebrate the essence of Benton Harbor and Saint Joseph, both in their distinct and shared identities.
- + To study the existing working, industrial harbor and conceptual changes to its location, operations, and site design.
- + To study how the harbor area can support recreational boating.
- + To study how the harbor area can shape an attractive gateway to the cities of Benton Harbor and Saint Joseph.
- + To study how the harbor can be embraced by both the community and tourism, including water and trail users.
- + To study how the harbor can support increased real estate values for residential property in and around the area.
- + To study how the harbor can be an aesthetic asset Benton Harbor and Saint Joseph.
- + To study how the harbor can help to support human and environmental health.
- + To study development concepts that are economically sustainable.

DELIVERABLES

- + **Series of stakeholder steering committee meetings** to present progress, analysis, and concept proposals. Scheduled dates and times to be mutually agreed to. Specific stakeholder steering committee membership and meeting locations to be organized by the City of Benton Harbor. Each meeting will be scheduled for at least two hours:
 - + Mid-September meeting to present initial in-process analysis by SWMPC and to provide initial direction for the Andrews University team.
 - + Early- to mid-October meeting to present and discuss initial design concepts and refined/additional analysis prepared by the Andrews University team. SWMPC participates in an advisory capacity.
 - + Late-October or early-November meeting to present and discuss design concept development and refined/additional analysis prepared by the Andrews University team. SWMPC participates in an advisory capacity.
 - + Early-December meeting to present summary analysis and final design concept work. While the bulk of the work will be completed by then, small refinements will still be possible before the final report is completed.

Additional meetings may be possible pending schedule availability, if requested.

- + **Series of focus meetings** to discuss specific areas of expertise or special interest, such as environment, transportation, economic viability, arts and recreation, county property interests, public schools, adjacent neighborhood interests, etc. These meetings will be limited in number and only as needed. Their scope and participants have yet to be determined in collaboration with SWMPC and the stakeholder steering committee.
- + **Planning and Design Study Report**, with chapters formatted to stand alone or work in concert, including:
 - + Clear, seamless, and visually attractive presentation of analysis, including the analysis prepared by SWMPC and by Andrews University.
 - + Photo-realistic illustrations of suggested design concepts in their actual settings, including selected before-and-after views of the harbor and surrounding areas. Includes descriptive/explanatory text.
 - + Illustrative site plan of a preferred potential long-term vision for the harbor study area. Includes descriptive text, diagrams, and illustrations to explain individual plan components as separate entities which are not necessarily linked through a linear implementation process.
 - + Guiding framework for design and implementation in the harbor area, including illustrated and explained design principles, best practices, or similar approach. Will also include basic recommendations regarding implementation mechanisms and/or strategies for the diverse project components and stakeholders.

PROCESS PARTICIPANTS

The City of Benton Harbor will lead in assembling a focused and representative group of stakeholders for the steering committee, to include both public and private stakeholders. The SWMPC and the stakeholder steering committee will recommend possible focus meeting participants, which may include representatives of private business, marinas and commercial ports, public schools, government officials, the Army Corps of Engineers, non-government organizations (i.e.: watershed, fishing, art, and trail groups), neighborhood groups (i.e.: Edgewater, Ridgeway), and/or others.

PHASE 1 : ANALYSIS - before mid-September 2015

Project initiation will begin with preliminary analysis conducted by the Southwest Michigan Planning Commission (SWMPC), to be completed by mid-September 2015. This analysis will be prepared to be presented to the stakeholder steering committee and the Andrews University team in an in-process format - it will not yet be formatted to be publicly presented or published and may require further refinement and graphic design. This analysis is intended to cover:

- + Historical context
- + Economic assessment (current and historical)
- + Transportation existing conditions
- + Environmental existing conditions (including topographic, drainage, and flood issues)
- + Dredging obligations
- + Government obligations (fees, licensing, permitting, reporting, etc.)
- + Distribution of authority (Harbor Authority, Army Corps, zoning, etc.)
- + Jurisdictional boundaries
- + Annual special events (yacht race, festivals, competition fishing events, etc.)
- + Non-motorized land based trail linkages, water trail linkages
- + River (Paw Paw and Saint Joseph) attributes (see all of the above)
- + Special interests that dovetail with the harbor

Beginning in late August 2015, the Andrews University team will begin to prepare additional preliminary analysis, some of which will also be presented at the mid-September meeting in an in-process format. This may include additional layers to the analysis above and/or the following:

- + Land use (existing vs. zoning)
- + Basic property inventory and assessment (ownership patterns, building age, vacancy, parking, etc.)
- + Tax base per acre (using public records)
- + Basic infrastructure inventory and assessment (street conditions, stormwater and sewer, utilities, etc.)
- + Walkability assessment
- + View sheds, visual landmarks, and historic features
- + Limited case studies of relevant harbor areas in other communities (Lake Michigan and elsewhere).

Phase 1 will also be an opportunity to review existing literature, plans, and processes that are relevant to the study, including:

- + Masterplans for the cities of Benton Harbor and Saint Joseph
- + Watershed Planning
- + Water trails (trail towns) planning
- + Terrestrial trail planning
- + Metropolitan transportation planning (Twin Cities Area Planning Study - TwinCATS)
- + Berrien County plans for county courthouse and jail properties
- + Tri-state Regatta
- + River Action Plan
- + Ferry Study
- + Harbor Village Plans
- + History of the Twin Cities

PHASE 2 - CONCEPT DESIGN

Concept design and the development of basic implementation strategies will begin after the mid-September meeting. The previously completed analysis will be refined as needed and on an on-going basis.

Concept design will be pursued by identifying important design principles and best practices, and by advancing preliminary concept solutions for various parts of the harbor area. These solutions will be in response to identified challenges and opportunities discovered during Phase 1. It is important to recognize that this phase is a design-driven process, during which specific concept solutions will be proposed and illustrated on specific private and public sites. Among others, this may include:

- + Illustrative proposals for the existing commercial port properties within the inner harbor and around the existing port west of M-63.
- + Illustrative proposals within the existing West Main Street corridor in Benton Harbor, in particular near the existing and former Benton Harbor Canal.
- + Illustrative proposals for county, city, and private properties surrounding the county courthouse.
- + Illustrative proposals for strategic nearby properties, including near Riverview Drive and on Marina Island.

Progressively improved drafts of guiding principles, design strategies, and illustrative views will be presented at the October, November, and December meetings, as described on page 5. The steering committee will guide the project team by reviewing the proposals and suggesting course corrections appropriate to the process stage.

All design and illustrative work will be completed at Andrews University. Focus meetings that are found to be necessary during the process can be scheduled in the offices of the SWMPC or in space provided by the City of Benton Harbor.

PHASE 3 - REPORT PRODUCTION

Report production will begin at Andrews University in November, with final publication production occurring primarily in December 2015. All final production will be completed by the Andrews University team. All preliminary analysis prepared by the SWMPC will be graphically adjusted and refined by the Andrews University team to match the final format of the publication. Towards this effort, Andrews University and SWMPC will collaborate to ensure that the final content is accurate and aesthetically integrated.

The December stakeholder steering committee meeting will provide a final opportunity for minor adjustments, but the bulk of the work will have been completed by then.

The final report will be submitted as a PDF document and via printed copies. The cost of printing and binding twenty (20) copies is included in the proposed project fee. Additional prints can be requested at cost from Andrews University or printed and bound elsewhere, at the discretion and expense of the requesting party.

Large format presentation posters of the report (or parts thereof) can also be made available, if desired, at cost.

The final report will be completed and submitted by the end of December 2015.

3. Team Profile

The combined project team will include the Southwest Michigan Planning Commission (SWMPC) and Andrews University. The following is a summary of the Andrews University team:

ANDREWS UNIVERSITY TEAM



Andrew von Maur

Andrew is a Professor of Architecture at Andrews University and has extensive professional experience in building design, urban design, form-based codes, resort design, and illustration, both for municipal planning and private development. He has been recognized for his work in the national profession and academia, maintaining ongoing collaborative relationships with renown town planning firms such as PlaceMakers, Duany Plater-Zyberk & Company (DPZ), and Studio Sky. Since 2004, Andrew has directed the School of Architecture's Urban Design Studio, which has been recognized nationally for its excellence in urban design and has a good record of projects leading to implementation. He has studied at Andrews University (B.Arch), the American University of Paris, and the University of Notre Dame (Master of Architectural Design and Urbanism).

Select Recognition

- 2015 John Nevins Andrews Medal - Highest faculty award at Andrews University for combined humanitarian service, scholarship, and spiritual leadership at Andrews University.
- 2015 Siegfried H. Horn Award for Excellence in Research and Creative Scholarship - Andrews University
- 2013 Michael Barranco Award - National award by the New Urban Guild in recognition of a mastery of traditional architecture, understanding of the role of place, and for building enduring relationships "Beyond Architecture."
- 2010 American Institute of Building Design, First Place: Chicago Traditional Building Design Challenge

Select Professional Experience in Municipal Planning

Las Cruces, New Mexico	Neighborhood masterplan for Amador Proximo mixed-use industrial area
Doña Ana County, New Mexico	Form-based Unified Development Code and illustrative urban design
Fuquay-Varina, North Carolina	Form-based SmartCode and illustrative urban design
Leland, North Carolina	Form-based FlexCode and illustrative urban design
Woodstock, Georgia	Form-based SmartCode and illustrative urban design
Ranson, West Virginia	Corridor design, form-based SmartCode, and commuter station design (with U.S. HUD-EPA-DOT Partnership for Sustainable Communities)
Fitchburg, Wisconsin	Form-based SmartCode and illustrative urban design
Kentwood/Wyoming, Michigan	Masterplan and urban design for new transit-oriented neighborhood (with Grand Valley Metropolitan Planning Organization)

Select Professional Experience in Private Development and Architecture

East Grand Rapids, Michigan	Croswell Mews - courtyard-based infill project including live-work units and ten row houses (substantially completed)
Albuquerque, New Mexico	Masterplan and architectural design for historic Los Poblanos inn, new boutique hotel, restaurant, and organic farm (plans recently approved)
Grand Rapids Township, Michigan	Urban design for parts of Celadon New Town (substantially completed)
Schooner Bay, The Bahamas	Design of sustainable, mixed-use new town with resort and marina for Lindroth Development Co. (under construction)
Midtown, Bryant, Arkansas	Design of new neighborhood (under construction)
Bocas del Toro, Panama	Design of new resort town with marina (in planning)



Troy Homenchuk

Troy Homenchuk is a professional digital illustrator based in Niles, Michigan, and an Adjunct Professor at the Andrews University School of Architecture. Through his company IO Viz, Troy has extensive experience in preparing professional photo-realistic illustrations using various digital software such as SketchUp, 3ds Max, Adobe Photoshop, Autodesk Revit and associated media. More information on his company and experience can be found online at ioviz.com. His background also includes professional practice in the fields of architecture and urban design, including with nationally renown firms such as Pittsburgh-based Urban Design Associates.

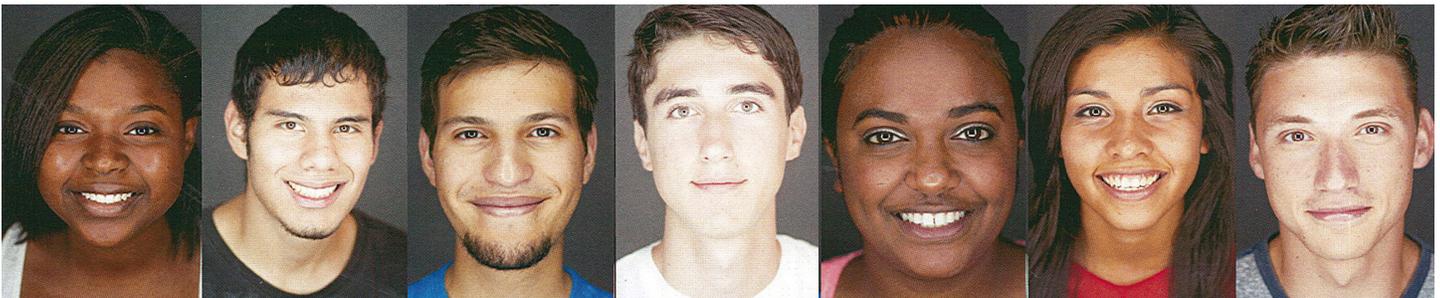
Troy has co-taught and assisted the Andrews University Urban Design Studio in many past years and brings expert knowledge about the studio process and work to this project. For this study, Troy will serve as an essential digital media sub-consultant to assist the Andrews University team in the production of photo-realistic illustrations and Photoshop generated maps and diagrams.

The 2015 Urban Design Studio

The Andrews University School of Architecture has pursued an annual Urban Design Studio to serve real client communities since 1998. The studio is conducted with graduate architecture students with a specific emphasis on urban design and town planning and has been directed by Andrew von Maur since 2004. The studio has been nationally recognized for excellence in urban and architectural design. Considering its academic status, it has a notable record of projects leading to implementation. Please see next pages for more information - reference are available upon request.

This specific **2015 team** of international graduate architecture students is well prepared. While some have worked for professionals in the field of urban design, through Andrews University all of them have had experience in serving real clients through concept urban design proposals. This includes the following:

- + Downtown block redevelopment in Niles, Michigan, for the city's Community Development Department
- + Residential block development in Grand Rapids, Michigan, for Mountain Ridge Shelter LLC



Cecelia Cameron
New York

Christian Campos
California

Cesar Rojas
Colombia

Steven Davidovas
Maryland

Britney Thomas
Trinidad & Tobago

Edith Garcia
Colorado

Ryan Jacobson
Maryland



Orean Joseph
Antigua

YoungEun Joung
South Korea

Roxy Torres-Colon
Puerto Rico

Byung Goo Lee
South Korea

Neo Lehoko
South Africa

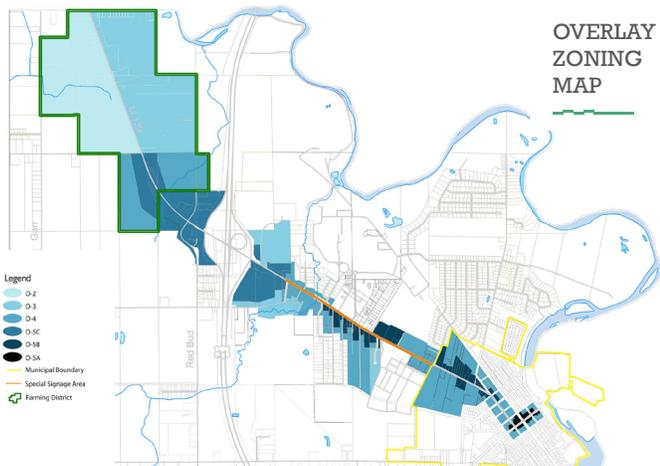
Jimmy Owino
Kenya

Gian Penaredondo
Philippines

Berrien Springs + Oronoko Charter Township, Michigan | “M-139 Corridor Improvement Plan”, prepared in 2014 through a public stakeholder process and adopted in 2015, with a recommended form-based code recently recommended for adoption by the respective Planning Commissions. This is the first example of a cross-jurisdictional form-based code in the state of Michigan and a testament to our team’s ability to navigate complex planning issues.

PROPOSED OVERLAY ZONING DISTRICT MAP
AN OVERLAY TO REINFORCE EXISTING PLACES

15



OVERLAY ZONING Above is the proposed Overlay Zoning District Map. The map is only colored within the overlay district. Instead of a rainbow of colors, the map uses a range of intensities to help communicate the code’s intent. All zones benefit from a certain range of land use entitlements, but dimensional and land use restrictions are geared for higher intensities in those areas colored dark, while areas colored light are zoned for lower intensities. The map also highlights a Farming District, where higher development entitlements are balanced by special land conservation requirements. Finally, a Special Signage Area enables signage placement in coordination with the unplatted M-139 ROW.

FAIRGROUNDS AREA

53



BAGUETTE DE FRANCE

The case study for Baguette de France shows an increase in flexibility. A western addition enables a new entrance, improved outdoor seating, and an updated parapet design. To the far right the image shows the corner of a new office/studio apartment.



Santa Fe, New Mexico | “Barrio Capital de Anasco” state capital district plan, recognized with a 2010 CNU Charter Award of Excellence by The Congress for the New Urbanism. “The Plan was very impressive and reflects the vision we hope to work toward here in Santa Fe.” ~ Reed Liming, Long Range Planning Division Director, City of Santa Fe



Andrews University, Michigan | 2013 Andrews University Masterplan and Design Guidelines. This plan was prepared through a campus-wide participatory process, adopted by the Board of Trustees and awarded a 2013 AIA Honor Award by the American Institute of Architects Michigan Chapter.

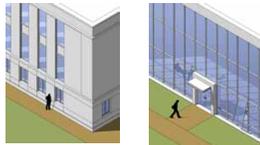
Frontage Guidelines

Building frontages provide an interface between interior and outdoor life. Their design can enable regular and convenient access to the outdoors, fresh air, and natural light. They can also promote outdoor life by making buildings more interesting, by revealing a human presence within buildings, and by offering shelter from the weather at the edge of outdoor spaces. A great campus requires permeable frontages on all sides.



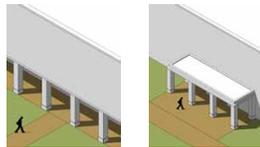
Windows for Views, Light, and Air

In general, a minimum of 30% of each frontage should be dedicated to openings, which corresponds roughly to Buller Hall. Windows should be operable when possible, including in curtain walls, and glazing should be transparent from both sides. The pedestrian level should feature openings, and windows should generally be tall to allow sunlight to penetrate deeply. Durable and adjustable interior shading devices are encouraged.



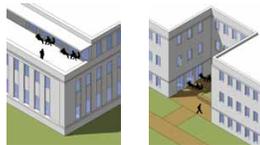
Sheltered Walkways and Entries

Colonnades, arcades, and porches are encouraged as part of new buildings and additions, provided that they are of sufficient dimension to encourage broad pedestrian use (10 ft min) and plenty of natural light on the interior. The ground adjacent to these covered areas should be sufficiently paved to enable convenient pedestrian access. Long sheltered walkways should include frequent windows and doors to activate them.



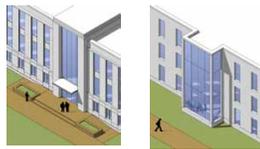
Spaces to Step Out

Buildings are encouraged to include terraces and courtyards to promote convenient outdoor life. Frontages here should include doors for easy access and courts should be at least partially paved to enable a range of uses. In some cases, it may be appropriate to provide relief from the cold using outdoor heat lamps. Places like this can be used for informal rest and activities or as outdoor classrooms on pleasant days.



Bays for Entering and for Viewing

Frontages may include bays for entrances. Andrews University has a long tradition of using modest towers at entrances to collect light and improve the staircase experience. The area outside of entrances should be sufficiently paved to enable outdoor rest and movement, including places to sit. Bays can also be used to shape special interior spaces, such as informal study or common areas, from which one can view the outdoors.



This example illustrates how a new frontage design can promote outdoor life and social contact in an addition to the Campus Center. The existing view is to the right.

Frontages that Connect

Frontages can also help to connect us socially with other people. Great frontages invite people to rest and spend time at the perimeter of buildings, which is where other people are walking. This type of environment promotes informal and unplanned meetings between strangers and acquaintances, which helps to promote stronger social bonds with our campus community.

Designers should coordinate the design of exterior paving and landscaping, facades and openings, as well as interior space programming in order to activate frontages as much as possible. Common areas, study rooms, and informal study nooks are well located along active frontages, especially at ground level. In rare cases when programming limits the use of openings in a given area, pilasters, built-in benches, and similar devices can be used to enliven the facade. All frontages should carefully consider lighting to promote evening campus life. Primary frontages should always be accessible to the physically disabled and devices such as ramps should be seamlessly integrated into the design.



Cold Weather Frontages

Sheltered walkways can help to protect from the sun and the rain, but frontage design can also help to promote outdoor life in some of our colder months. The two-story porch added to the Campus Center illustrated at top includes heat lamps so that the porches are usable when it rains and in the late fall and early spring. This frontage also benefits from its elevated position, which places seated guests comfortably above the moving pedestrians. A true terrace for the Terrace Café.



Berrien Springs + Oronoko Charter Township, Michigan | “Vision for Growth & Conservation in Berrien Springs and Oronoko Charter Township, Michigan”, was recognized with the Grand Prize and 2012 CNU Charter Award of Excellence by The Congress for the New Urbanism. This project helped to trigger efforts to prepare the M-139 Corridor Improvement Plan and demonstrate the power that preliminary studies can have in community planning efforts.



Michigan City, Indiana | “The North End Plan”, sponsored by the Mayor’s office with extensive stakeholder support, led to significant implementation, including the ultimate preservation of the existing South Shore rail alignment and a new transit-oriented development concept, form-based design guidelines, and various public space implementation (boulevard and park). Recognized with a 2008 CNU Charter Award of Excellence by The Congress for the New Urbanism.



Great Abaco Island, The Bahamas | “Planning Abaco” plan. Extensive public process sponsored by the Bahamian Ministry for the Environment in collaboration with environmental NGOs and private developers. The project was characterized by complex environmental, marina, and sustainable tourism challenges. Partly adopted and implemented, the document has become a standby reference for sustainable developers in The Bahamas. It was recognized with a 2009 CNU Charter Award of Excellence by The Congress for the New Urbanism.



PLANNING ABACO

A PROPOSAL TO RESTORE A SUSTAINABLE SETTLEMENT TRADITION ON
GREAT ABACO ISLAND, THE BAHAMAS

BY

THE 2008 URBAN DESIGN STUDIO
THE SCHOOL OF ARCHITECTURE
ANDREWS UNIVERSITY

Saucier, Mississippi | The Saucier Plan was prepared for a southern Mississippi inland community affected by THE devastation of Hurricane Katrina. In collaboration with local county government, church groups, and neighborhood NGOs, the plan enabled the formal adoption of the form-based SmartCode within Harrison County for the first time. The plan was recognized with a 2007 CNU Charter Award for Excellence by The Congress for the New Urbanism.



4. Cost

Andrews University requires full financial support for the following proposed cost:

Graduate scholarships for fourteen students to secure availability	\$14,000.00
Digital Media sub-consulting contract (Troy Homenchuk)	\$4,320.00
Professional sub-consultant fees and expenses:	\$12,000.00
Suggested design consulting collaborators:	
+ Environment and stormwater (delafleur LLC, Chicago, IL)	
+ Retail and restaurant analysis (Gibbs Planning Group, Birmingham, MI)	
+ Civil, traffic, and water engineering (Swift & Associates, Longmont, CO)	
“Perishable” drawing and production supplies for design team	\$1,000.00
Printing costs and digital file procurement costs*	\$2,500.00
* Limited to in-process printing and the final deliverable listed on page 7	

TOTAL Proposed Cost **\$33,820.00**

Note 1: This cost does not include any costs associated with the portions of this study pursued by the Southwest Michigan Planning Commission.

Note 2: All design team travel expenses pertaining to this study will be paid by Andrews University, including all travel to the study area, consultant travel, and travel to various case study harbors in Michigan and elsewhere.

The total cost will be billed as a lump sum subsequent to project completion.

Andrews University is committed to pursuing the project and delivering useful planning work with local support. Through a *Service Proposal and Agreement*, interested parties can secure Andrews University’s commencement of this project for the fall academic semester of 2015.

Please contact Andrew von Maur at avonmaur@andrews.edu | (269) 277-7347 on how to secure an agreement.