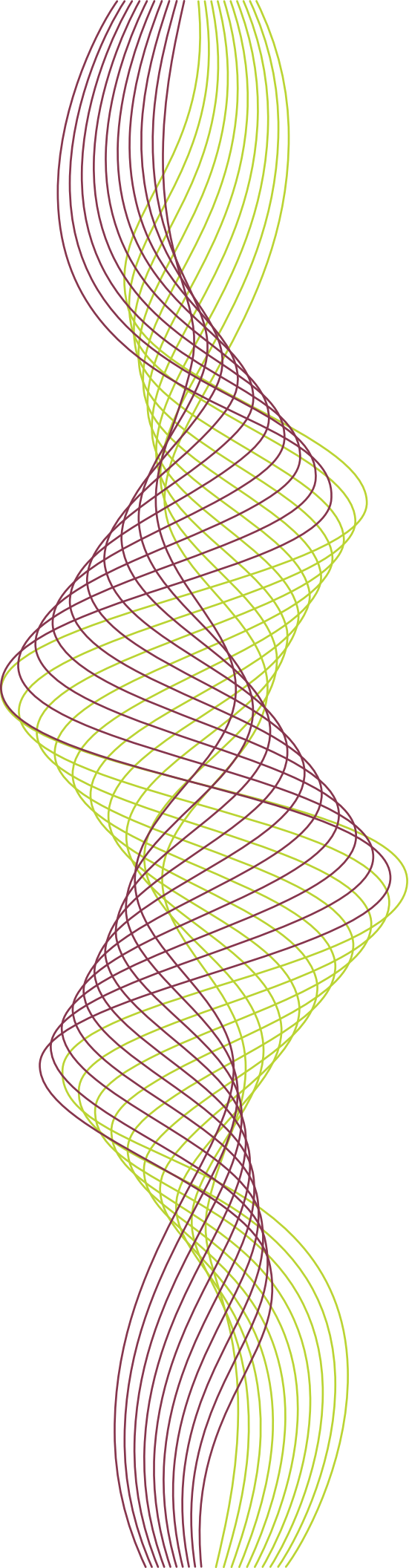




**2022-2023**

**Michigan Association  
of Planning  
ANNUAL REPORT**





# President's Message

December 2023

Michigan Association of Planning Members,

Fiscal year 2022-2023 ended up being a busy year for MAP. With the day-to-day impacts of the Covid pandemic beginning to fade into the background, 2022-2023 seemed like the perfect time to go bigger and push the status and stature of planning forward in our great state. Daniel Burnham's "Make No Little Plans" quote comes to mind as I think back over this past year and the steps MAP is just now beginning to take.

Each year, your MAP Board gathers for two days in January to focus on the state of planning in Michigan, discuss challenges that might lie ahead for our profession, and identify topics for deeper exploration that are important to MAP's membership. Informing this discussion is the feedback received all year long from MAP members, at membership meetings, from membership surveys, and of course from the collective experience of your MAP Board members themselves. With multiple planners in the room, each with their own perspectives and experiences, we often laugh at just how wide-ranging and at times "messy" the initial conversations can be. Having participated in these meetings for the past 6 years, I find these discussions remind me not only of how challenging our jobs as planners can be, but also how valuable an open and respectful discussion of planning ideals can be to each of us as individuals and to our communities. In the end, the Board discussion always finds a way to come together and new directives for MAP and the MAP Board emerge.

This past January, the MAP Board set out a bold new goal and ambitious direction for our organization. We began by talking in depth about specific areas of focus that have driven MAP's board activities and trainings, including topics such as equitable economic development, energy policy, natural resource protection, transportation, and our most recent focus - housing. It is important to the MAP Board that we continue our organizations focus on these matters, but ultimately we decided to go even bigger and established Michigan Communities of the Future as our next policy theme to explore. Anticipating this to be a multi-year exploration, we started with a deep dive into state demographics, talking with experts from SEMCOG, Plante Moran, the Citizens Research Council and LEO. MAP membership saw and explored this with us at our Spring Institute. The Board has since met with state planning authorities in Oregon, Colorado and New Jersey to understand their structures, their strengths and their challenges. We anticipate that these discussions will ultimately lead to policy products, white papers and other deliverables in 2024 and beyond, so watch for opportunities to participate and provide feedback!

In the pages that follow, you will see the tremendous work that your MAP Board, our outstanding professional staff, and our volunteer committees have performed over the past year. It has been my absolute pleasure and honor to serve as your MAP President for 2022-2023 and I look forward in anticipation of the work to come as MAP continues to explore our Communities of the Future!

C. Bradley Kaye, ICMA-CM AICP CFM  
MAP President, 2022-2023



# Executive Director's Message

During the fiscal year that ran from July 1 2022 to June 30, 2023, MAP was presented with so many opportunities to collaborate, develop new programs, offer networking opportunities, influence state legislation, and write policy that, quite frankly, we had a hard time keeping up!

From our usual rotation of workshops and conferences, to specialty events in Detroit, we trained 2,800 professional and citizen planners this fiscal year. The Annual Planning Michigan conference at Mission Point on Mackinac Island registered 422 attendees, and its companion virtual conference came in at almost 100. Our 17th Transportation Bonanza partner event with MDOT and SR2S was virtual in 2022, and we hosted 319 Zoom attendees, a multidisciplinary audience of planners, transportation engineers, planners and policy professionals, health professionals and more. Our targeted official's trainings - Regional Workshops, On Site Programs and BYO - served another 850. Grant funded education delivery included Redevelopment Ready Communities (MEDC), Renewable Energy (UM and EGLE), and Coastal Leadership Academies (EGLE CMP), all of which elevated the knowledge of another 350. Specialty webinars – Housing in 4 Parts and How to write an RFP – touched another 260. Add in Student MAP Conference, and university visits, along with our Metro Detroit Planner's events and meet ups, and you can see that we worked hard to train and educate. Whew.

Other notable activities this fiscal year included an elevated activities with our American Planning Association (see page 20), increased DEI initiatives (see page 22), and strategic partnerships with funding entities that allow us to deliver mission driven resources to our members and other stakeholders (see page 17).

Andrea Brown, AICP  
Executive Director



# MEMBERSHIP

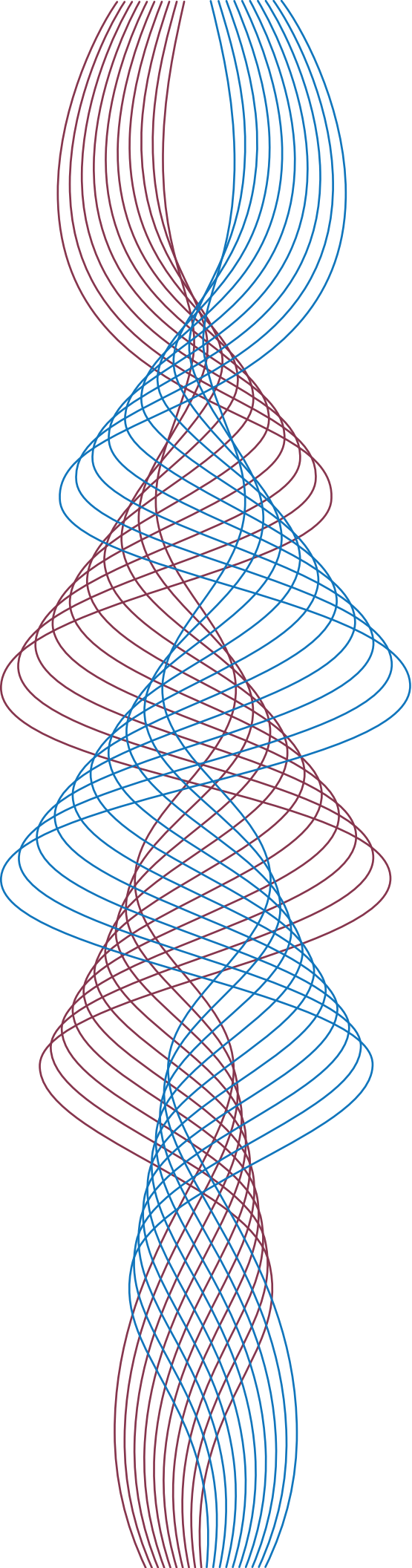
## July 2022 - June 2023

4252	Michigan Chapter Members
700	APA Members
408	AICP Planners in Michigan
335	Student Members
225	Individual Chapter Only Members
204	Community (Group) Members
45	APA Group Planning Board Members
33	APA Life Members
27	APA Faculty Members
16	MAP Life Members
8	Emerging Planning Professionals
6	New Member Communities
6	APA Retiree Members



# CORPORATE MEMBERS

Beckett & Raeder, Inc.  
Carlisle Wortman Associates, Inc.  
CIB Planning  
DTE  
Giffels Webster  
ITC  
Mannik Smith Group  
McKenna  
MKSK  
Michigan Economic Development  
Corporation (MEDC)  
Michigan Safe Routes to School  
Munetrix  
OHM Advisors  
Progressive AE  
Smith Group  
Spalding DeDecker  
Wade Trim



## CONTRIBUTING MEMBERS

Lisa Easterwood, CST  
Christopher Graham, ASLA  
Troy Jeschke  
Bill Reniger  
Robert Widigan

## SUSTAINING MEMBERS

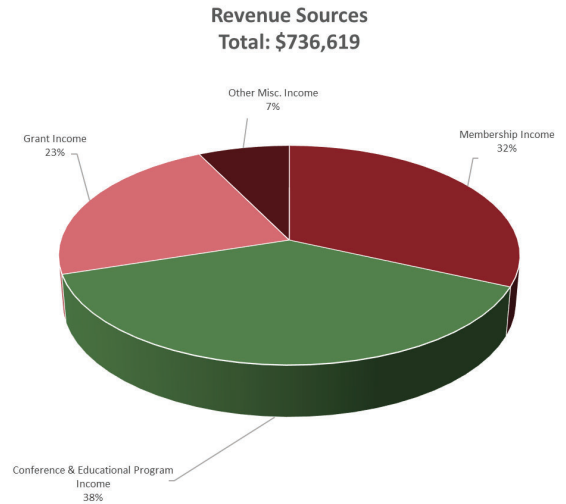
Richard Carlisle, FAICP  
Stephen Cassin, AICP  
Kevin Christiansen, AICP  
Bill Hartwig  
John Jackson, AICP  
Steve Langworthy  
Phillip McKenna, AICP  
Mark F. Miller, AICP  
Gregory Need  
Emily Palacios  
Daniel Reed, AICP  
Gerald Rowe  
Kurt Schindler, AICP  
Andrew Schmidt, AICP  
David Schneider  
David Scurto, AICP  
Norman Tyler, FAICP  
Mark Wyckoff, FAICP

# 2022-2023 FINANCIAL REPORT

The Michigan Association of Planning ended fiscal year 2022 – 23 on solid financial footing, with a “profit” of \$5,758. Our budget is divided into 2 components: General Operations and Grants.

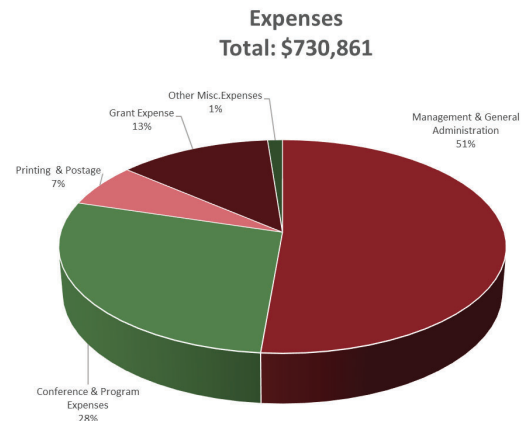
**Revenues**, including both general operations and grants, totaled \$736,619

- About 32% of our revenues are from membership dues \$233, 781, including APA and Chapter Only memberships
- 38% of revenues are from conference and education program income (\$282,265)
- Approximately 23% - or \$166,803 - comes from Grants
- And the remaining 7% comes from sponsorships, book and publications sales, Michigan Planner calling cards, and other misc. income sources.



**Expenses**, including both general operations and grants, were \$730,861

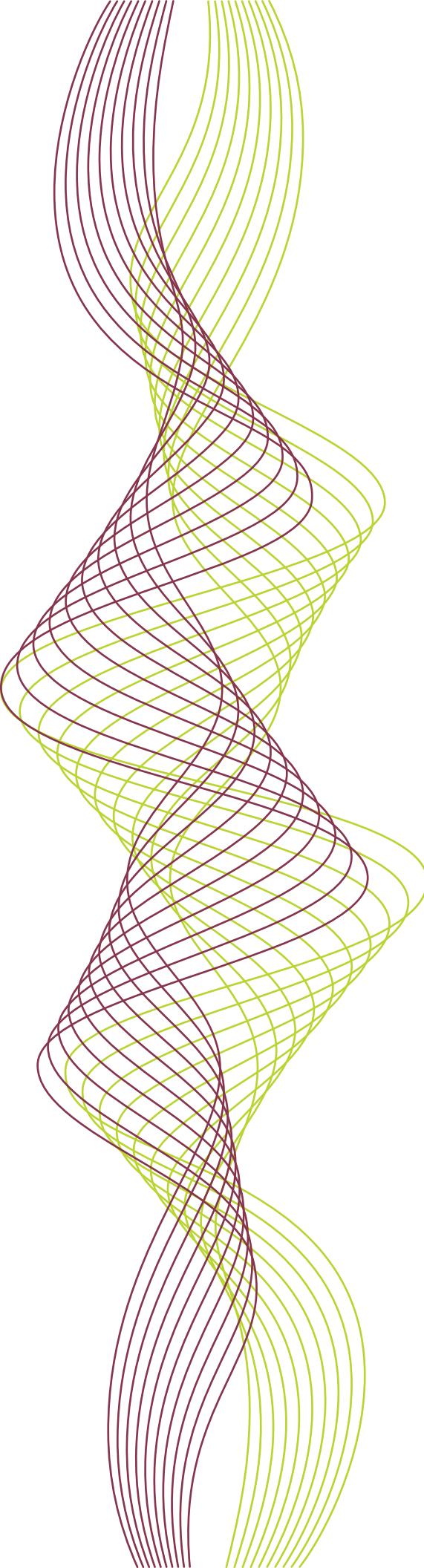
- 51% of our actual expenses go towards management and general administrative costs like wages for general program areas, rent, and technical support (our membership data base, events platform, and communications systems).
- 28% of the budget supports conference and education program expenses, at \$207,036.
- Grant expenses total \$91,785 or 13% of total expenses.
- The balance of expense category includes printing, postage, and other miscellaneous expenses.



**Overall profit across the combined budgets for fiscal year 2022 – 23 was \$5,758.**

## A Word About Grants

Grant revenue is about 1/4 of our overall revenues, and allows us to advance our mission, develop relationships with state agencies and other funding organizations, create tools and resources to provide planners and officials with innovative tools and solutions, and stretches your membership investment.

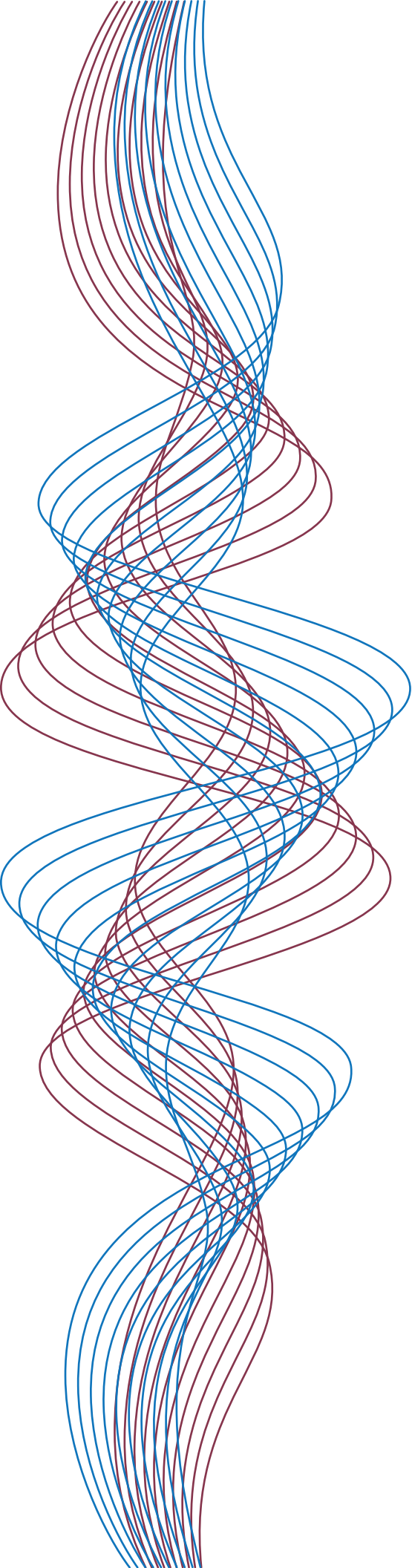


# REGISTRANTS FOR MAP EDUCATION PROGRAMS

(July 2022 to June 2023)

2769	Total number of registrants for all events
533	March regional workshop registrants
433	Officials trained in their own communities
422	Attended Planning Michigan 2022 Conference at Mission Point
297	Attendees at Meet Ups, MAP Reads, Planners' Night Out, and Tours
108	Student Conference registrants
98	Planning Michigan 2022 Virtual Conference attendees





# EDUCATION PROGRAMS, EVENTS, AWARDS

(July 2022 to June 2023)

- 21 On Site Workshops held for Michigan communities
- 11 EPP events
- 11 Mobile Tours, Walking Tours, Meet Ups, and Gatherings
- 9 Scholarships Awarded
- 8 Regional Workshops held in March  
(4 in person and 4 via Zoom)
- 5 Planning Excellence Awards Bestowed
- 4 Leadership Awards Bestowed
- 3 Specialty Topic Webinars Held
- 1 3- Day In Person Conference at Mission Point on Mackinac Island



# 2023 AWARD RECIPIENTS

## **Daniel Burnham Award for a Comprehensive Plan**

- City of Albion Comprehensive Plan: City of Albion and Beckett and Raeder, Inc.
- Plan Ferndale: City of Ferndale and SmithGroup
- City of Rockford Master Plan: City of Rockford and Williams & Works

## **Outstanding Planning Project: Best Practice**

- The Barry County 2040 “Live Better” Master Plan: Barry County, McKenna, Harvey Consulting
- Eastpointe Zoning Ordinance Update and Steering Committee Workbooks: City of Eastpointe and McKenna

## **Outstanding Planning Project: Implementation**

- Viva La Avenida Area Specific Plan: City of Grand Rapids, Williams & Works, Aligned Planning, Nederveld
- Greater Corktown Neighborhood Planning Framework Plan: City of Detroit and Perkins & Will

## **Outstanding Planning Project: Resiliency and Sustainability**

- MEDC Redevelopment Ready Communities Resilience Toolkit: Michigan Economic Development Corporation (MEDC) and SmithGroup

## **Outstanding Planning Project: Urban Design**

- Greenmead Historical Park Master Plan: City of Livonia and Wade Trim

## **Outstanding Graduate Student Award**

- Preserving Naturally Occurring Affordable Housing in Detroit: A Case Study of Oakman Boulevard Community along the Joe Louis Greenway: University of Michigan’s Urban and Regional Planning Program



# LEADERSHIP AWARDS

**Life Member Award,** Phillip McKenna, AICP, McKenna

**Planning Advocate Award,** Ryan Kilpatrick, AICP,  
Owner of Flywheel Community Development Consul-  
tant

**Planning Champion Award.** Michelle Aniol, Commu-  
nity Development Manager, City of Dexter

**Planning Champion Award,** Denise Cline, Chief Plan-  
ner/Deputy Director, Northeast Michigan Council of  
Governments

**Helen S. Willis Outstanding Commissioner Award**  
Donna Tinberg, Planning Commission Chair, City of  
Northville

**Outstanding Community Administrator Award**  
Bill Bamber, Supervisor, Oceola Township

**Outstanding Community Administrator Award**  
Peter Psarouthakis, Supervisor, Sharon Township

**President's Award,** Cynthia Winland, FAICP



# MAP POLICY AND LEGISLATIVE ADVOCACY

MAP conducts its policy and legislative work through board priorities, identified at the annual retreat in January. The Government Relations Committee, a board committee, through board directives, conducts research on the identified policy theme, and develops organizational policies that are ultimately adopted by the MAP Board. These adopted policies drive the programmatic work implemented by MAP staff, and also the legislative priorities that are the responsibility of the law committee.

The Board and its Government Relations Committee, together with the Law Committee and MAP staff, advance MAP's policy and legislative priorities. It is truly an integrated and connected approach to advancing both planning policy ideas and legislative bills.

## MAP 2023 Policy Priority | Creating Michigan Communities of the Future

At their annual retreat in January 2023, the board identified “Creating Michigan Communities of the Future” as a theme, and focused their early discovery, or linkage meetings, on learning more about state population demographics. The topics to study included overall population trends, immigration, aging population, retaining and attracting talent, and climate migrants. The 2023 Spring Institute, traditionally the vehicle to introduce board priorities to our members and partners, provided additional resources for the GR Committee to guide their research.



## 2023 Government Relations Committee Activities

Throughout 2023, the Government Relations Committee continued its work updating the MAP housing policy, and also conducted initial research on population demographics, with a particular emphasis on aging populations, immigration, retaining and attracting talent, and climate migration. This demographics analysis would be used to tee up an exploration of the various elements of a comprehensive overview of Michigan's readiness for the future. What themes must be considered at the state level that planning can and should influence. Ultimately, an objective of this board policy initiative is to advance a series of white papers or reports that connect the common themes of planning: housing, transportation, economic development, environmental and natural resource protection, fresh water and coasts, recreation and active living, public facilities and infrastructure, land use, and more.

The board would also begin to analyze other states planning offices to ascertain possible models for Michigan. In 2023, planners from state planning agencies in Oregon, Colorado and New Jersey joined the board and its government relations committee to share how their state offices were structured, agency responsibilities, and impacts of the offices.

The GR Committee developed a spread sheet to collect and organize information about other state's planning offices, and began to build out a summary document. This will help us both identify additional linkage guests if the board identifies that as a priority in 2024, and will also help us see how other state planning agencies are formed and administered.



## Government Relations Housing Subcommittee

A subcommittee was formed to explore the board directive to update the MAP Housing Policy. Rather than focusing on the existing housing policy, the subcommittee used the APA Housing Action Agenda, a shift to a more simplified and direct approach. An extensive, open source, excel “data base” of housing resources was built out during the year. It remains the GR Committees primary resource for discovery on housing research. The Housing Subcommittee vetted a draft MAP Housing Policy Update at the annual MAP Conference (Thursday October 5, 2023 at 11:15), and again on November 16, in a virtually meeting that was open to MAP membership.

## 2023 Law Committee Legislative Activities

### Alternative Energy Siting

Alternative Energy siting was a major priority of the law committee in 2023. While the Governor’s office worked with the legislature to craft and advance alternative energy siting bills, a MAP subcommittee was formed to develop alternative approaches to the industry drafted, pre-emption heavy bills that emerged from the Michigan House and Senate. We were unable to influence a better outcome, but we do have at the ready a response for 2024, once the problems and challenges inherent in the bills signed by the governor emerge. MAP does wholly support climate action planning, but the bills had too many problems to support as introduced and adopted.



## **MZEA**

In addition, continued progress was made on the Michigan Zoning Enabling Act B and C changes. A draft bill is written, we worked with MML and MTA in early 2023 to advance, but work on Sand and Gravel and Alternative Energy Siting bills consumed committee capacity.

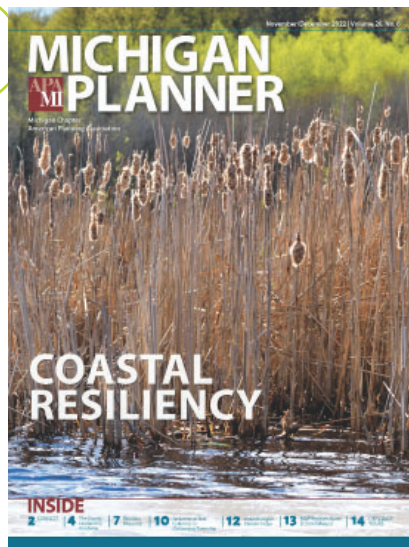
## **Short Term Rentals**

With a Democrat majority in the state house and senate, these bills did not re-emerge in 2023.

## **2023 - 2024 Legislative Platform**

The Law Committee developed a Legislative Platform which the MAP Board adopted on January 29, 2023. The platform is for 2023 – 2024. The law committee will consider updates in December 2023.

# 2022-23 Michigan Planner Magazine







# 2022 – 2023 Grants Leveraging Partnerships for Collective Success

We successfully advance our mission by supplementing general operating revenues – principally with membership dues, along with education program income from the Annual Planning Michigan Conference, Spring Institute, and our Regional Workshop series – with grant funds. We have a long history of successfully securing and administering grants to advance our mission.

In 2022 – 2023 our grant partnerships were primarily with State agencies. Strategic partnerships allow MAP to integrate best planning practices into state policies and programs. Our participation on various state steering committees, councils and boards also positions MAP to secure grants that benefit state agencies AND our members and communities across Michigan.

The following grants were conceived, planned, and implemented this fiscal year.

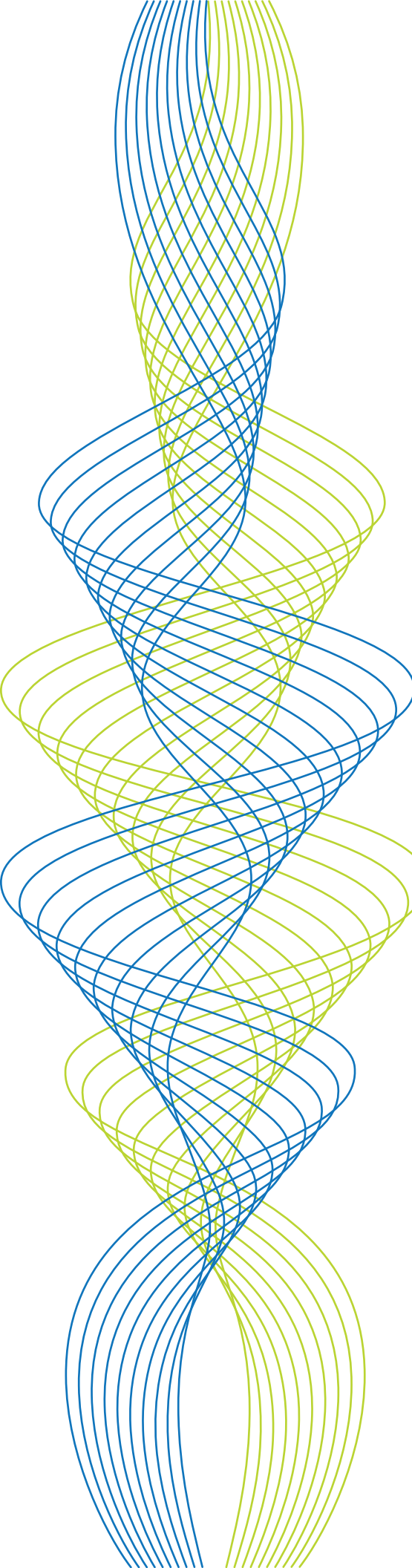
## MDOT & SRTS

### Transportation Bonanza

In its 17th year of a collaborative partnership, MDOT SR2S continues to invest in MAP to develop and manage an annual one-day conference that attracts up to 300 professional planners; transportation planners, engineers and policy leaders; public health professionals; and others to learn about cutting edge best transportation planning practice. We received a \$40,750 grant to deliver the program in February 2023.

## MEDC Technical Assistance

This continuation grant provided an authorization of \$50,000 as of July 1, 2022 to provide on demand training for RRC Communities, and to develop new topic curriculums as identified by the communities. This year we directly served 6 RRC Communities



with workshops in their communities, reprinted and disseminated our Zoning Reform Toolkit, created two brand new curriculums – ADU’s and Stand By Your Plan - and developed and launched the Housing in Four Parts webinar series. MEDC and its RRC program are acutely aware of the value of informed and educated local officials, and MAP’s long-standing relationship with this state agency has elevated the acumen of scores of local leaders.

## Renewable Energy I and II

MAP’s partnership with the University of Michigan and Michigan State University provided grant funding that allowed us to support solar and wind bus tours and to provide technical assistance for webinars / workshops. We are continuing this work in 2024.

## EGLE Coastal Leadership Academy III

This \$89,000 grant was to have been completed in mid-2023, but delays in contract execution pushed activity off until the beginning of this fiscal year. The grant covers development of 5 webinars to increase understanding of coastal protection planning; a Resilience Summit (May 2024), and an issue of the Michigan Planner magazine.

We were recently asked by our program manager to scope additional tasks, including three new webinar topics, surveying coastal municipalities and RRC Communities to identify barriers to implementing best practices for coastal preservation, and an audit of LIAA developed master plan elements for resilience products. This will extend our grant though December 2024. The increased scope and budget will be included in the 2024-25 MAP annual budget. Our long standing relationship with EGLE and its Coastal Management Program, and resulting grant funds, have positively impacted coastal communities for more than 15 years.



## MEDC Grand Rapids Area Zoning Atlas Pilot

A grant for \$36,855 was secured in June, 2023, to pilot a Zoning Atlas in the tri-county area of Kent, Ottawa and Muskegon Counties. Additional funding was secured from Taubman Foundation and Kent County ARPA money. MAP is partnering with University of Michigan faculty Rob Goodspeed and Sarah Mills to establish the zoning atlas base. While the bulk of the project is being conducted in the 2023 – 2024 Fiscal Year, planning, scoping, and grant application occurred at the end of this fiscal year. A Zoning Atlas was a Next Step activity identified in the Zoning Reform Toolkit.

## MSHDA Bridge

The purpose of this \$36,447 grant is to evaluate the efficacy of the Zoning Reform Toolkit through surveys and analysis, which will in turn inform the creation of the statewide zoning atlas. The Zoning Atlas was also a Next Step project identified in the Zoning Reform Toolkit. While the bulk of the project is being conducted in the 2023 – 2024 Fiscal Year, planning, scoping, and grant application occurred at the end of this fiscal year.

## Community Health

MAP has included the Michigan Department of Health and Human Services in our Transportation Bonanza initiative for about 5 years now, creating a separate track for health professionals, and lifting up the connection between health and the built environment, particularly transportation. As a result of this intentional partnership building through the SRTS grant, MDHHS recognized the value of the intersection between health, planning and transportation and offered MAP \$20,000 a year for the next 5 years to continue and deepen this relationship. Seeding the partnership in 2022 – 23 resulted in a serious financial commitment to MAP for the next 5 years.



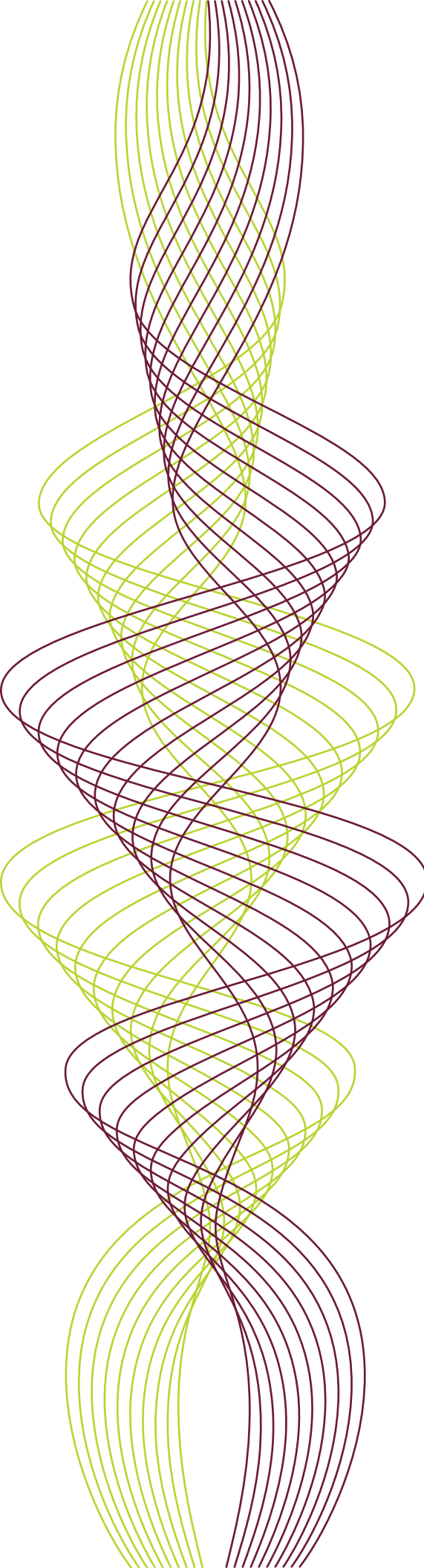
# The American Planning Association and the Michigan Chapter (MAP)

As the Michigan Chapter, APA, MAP serves both professional members who belong to APA (who also belong to the Chapter) as well as Chapter Only members. The majority of our Chapter Only members are municipal groups like planning commissioners and zoning board members, along with elected leaders like township boards and city councils.

As an APA Chapter, we benefit from all of the resources APA has to offer, and we have contributed to their success as well. These contributions in 2022 – 2023 included:

Executive Director Andrea Brown was appointed to the Housing Supply Accelerator (HSA) Steering Committee. The HSA is a partner initiative between the American Planning Association and the National League of Cities (NLC). This is a national campaign to improve local capacity, identify critical solutions, and speed reforms that enable communities and developers to work together to produce, preserve and provide a diverse range of quality housing by realigning the efforts of public and private stakeholders in the housing sector to meet housing needs at the local level. The intuitive brings together local governments, community planners, builders, financial institutions, housing policy associations and state and federal partners to develop, align and advance solutions for housing supply challenges at the local level. Brown participated in several meetings and contributed to the effort throughout 2023, participating in training and meetings that will inform a Guide for Action.

Director Brown also was appointed to the AICP Commission Nominating Committee in spring 2023, and assisted a national team of planners to identify potential candidates, consider nominations, interview selected candidates, and recommend a slate for the summer 2023 APA election.



MAP contributes to monthly APA hosted State Chapter’s Legislative and Advocacy meetings, where chapter legislative liaisons from across the county convene virtually to learn and share about state legislative efforts. Brown will participate in the annual convening in December 2023 in Des Moines, Iowa. Michigan hosted the annual convening in Lansing in 2021.

Brown conceived and launched the APA Chapter Administrators and Executives Section of APA in 2008, and it has been meeting steadily ever since. The purpose of the group is to share best practices in Chapter administration, and to inform APA about Chapter issues. The group met 6 times this fiscal year.

The Chapter is represented in leadership roles at APA through our Chapter President’s Council representative, held in 2022 – 2023 by Mohamed Ayoub, and our Professional Development Officer (PDO), where Christina Anderson, AICP, served for this fiscal year. The MAP Zoning Reform Toolkit received the Karen B Smith Chapter Achievement Award in 2022, and we’ve generously shared the product with other APA Chapters. The Toolkit was a springboard for myriad additional programs and initiatives launched by MAP this fiscal year, see page 17, grants, for more details.

Suzanne Schulz, FAICP, former MAP Board member and Chapter president, was elected to the AICP Commission, where she will serve a 4 year term. This is only the third time Michigan Chapter has had a member on the APA Board or the AICP Commission.



# MAP's Diversity, Equity and Inclusion Initiatives

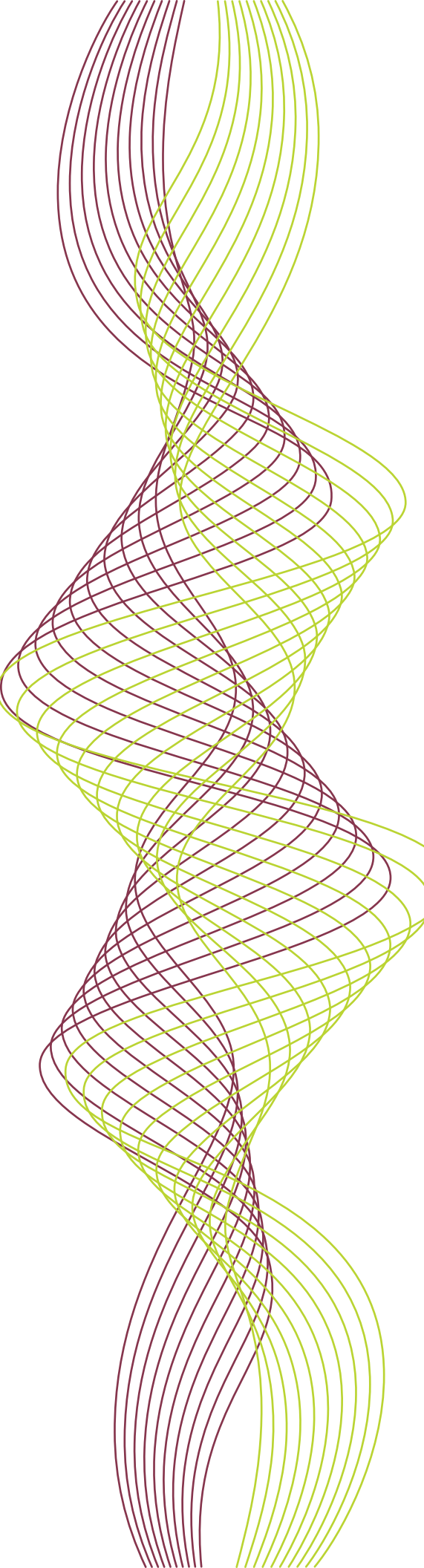
MAP has been committed to advancing DEI outcomes for longer perhaps than DEI has had a name! Today, Diversity, Equity and Inclusion are pillars of our work, and we've been at it since 2001 when we (unsuccessfully!) attempted to publish an article in the Michigan Planner on the topic. Not to be deterred, by 2008 we were consistently and intentionally delivering iconic equity leaders like Norm Krumholz, FAICP, Manuel Pastor, and Mark Brenman to MAP events; offering dozens of CM credits with equity topics under the mandatory Ethics credit; and securing grant funding for projects like the Language of Equity project and the Zoning Reform Toolkit.

We take great care to ensure that our event speakers and panelists represent a wide range of viewpoints across a variety of metrics including gender, race, sexual orientation/LGBTQ, and culture. Note that this priority can be challenging to achieve, given that the pipelines into the planning profession are limited, particularly for planners of color. Recognizing this, we remain determined to do our part to remedy the situation and have established new programming, primarily in Detroit, and other legacy cities, to create an environment that is inclusive and welcoming to all planners, but with a specific goal of increasing membership and connection to MAP by planners of color.

In 2012, we initiated the Breakfast, Beverages and Bright Ideas program in Detroit. The objective was many-fold: increase awareness of MAP, and the benefits of membership; to find ways for MAP to contribute our planning expertise in the wake of the City's bankruptcy and reorganization; and perhaps most importantly to increase membership of Black planners and planners of color in our Chapter. This early work in Detroit has resulted in programming and outreach that achieved just that.

## Metro Detroit Planners (MDP)

Seeded in 2012 as our BBB programming, by 2017 the MDP was an official MAP Section, with branding and a working steering committee to guide its work. Originally focused on neighbor-



hood and development project tours and informal meet ups, its mission expanded to include career development with a focus on including and elevating Black planners within the Chapter.

## Black Student Conference Scholarship Program

In 2022 – 23, we piloted the Black Student Conference Scholarship program. The MDP Committee raised funds and successfully sent 5 Black students studying planning to the Planning Michigan 2022 conference at Mission Point on Mackinac Island. By spring 2023, we were raising funds that would institutionalize the scholarship, and fund a second year. We also created a support program that would be implemented at the 2023 conference to create many more touch points throughout the conference to better engage the students while they were at the conference.

## Diversifying the Field

Our MDP efforts have successfully attracted more planners of color to our events in Detroit, and MAP staff and the MDP Committee members have worked hard to provide spaces where all participants feel safe and included.

## Diversifying our Board and Committee Structure

The MAP board nominating committee has worked hard to ensure that our board of directors represents all of our members, and have taken great care to recruit planners of color. Our 2022 – 2023 13-member Board was composed of 3 Black planners, 1 Arab American, and 2 Indian Americans, and gender diversity was strong with 8 women represented. MAP Committees are more diverse than ever before, with many POC planners represented across a range of committee.

Our organizational diversity is not an accident. We work hard to ensure all voices are represented on the board, and on our committees. We don't talk enough about this work, and our commitment to it, but we are proud of the successes and remain committed to continuing the work.



# MAP BOARD

## October 2022- September 2023

Brad Kaye, AICP, CFM, President  
City of Midland | [bkaye@midland-mi.org](mailto:bkaye@midland-mi.org)

Mohamed Ayoub, Vice President  
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Shari Williams, Secretary / Treasurer  
Detroit Future City | [swilliams@detroitfuturecity.com](mailto:swilliams@detroitfuturecity.com)

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Carmine Avantini, AICP, Past President  
CIB Planning Group | [avantini@cibplanning.com](mailto:avantini@cibplanning.com)

Jill Bahm, AICP  
Giffels Webster | [jbahm@giffelswebster.com](mailto:jbahm@giffelswebster.com)

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Mandy Grewal, PhD  
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Scott Kree  
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### Ex Officio Members:

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Kevin Martin, Elected Official  
Van Buren Township | [martinkevin34@yahoo.com](mailto:martinkevin34@yahoo.com)

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Andy Larsen  
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# MAP STAFF

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*abrown@planningmi.org*

## Deputy Director

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## Director of Operations

Rachel Goldstein  
*rgoldstein@planningmi.org*

## Director of Programs and Outreach

Wendy Rampson, AICP  
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## Director of Information and Programs

Amy M. Vansen, AICP  
*avansen@planningmi.org*

