



Response to Request for Proposals

Zoning & Subdivision Ordinance Rewrite

La Crosse, Wisconsin

CLARION

RDg...
PLANNING • DESIGN

CLARION

1600 Stout Street, Ste 1700
Denver, CO. 80202
303.830.2890
www.clarionassociates.com

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*Photo Credit:
La Crosse area photos provided by Adobe Creative Commons*

September 16, 2024

Email submission to:

Tim Acklin, AICP, Planning Manager
acklint@cityoflacrosse.org

City of La Crosse Planning, Development, and Assessment
400 La Crosse Street, La Crosse, WI 54601

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Re: Proposal for the Zoning & Subdivision Ordinance Rewrite

Dear Mr. Acklin and Members of the Selection Committee:

On behalf of Clarion Associates and RDG Planning & Design we are pleased to submit this proposal to assist La Crosse with an update of its Zoning and Subdivision Ordinances (Z&SO). Clarion Associates is a national land-use consulting firm with offices in Denver, Colorado and Chapel Hill, North Carolina. We have been in the ordinance drafting business for over 30 years and have had the opportunity and pleasure of writing land use regulations for communities across the country. Our partner RDG is an award-winning community planning, landscape architecture, and urban studio located in Des Moines, Omaha, Denver, Iowa City, and St. Louis.

Our approach to the La Crosse Z&SO is very pragmatic; we help the community choose from the best available regulatory tools to create a comprehensive set of regulations that work for La Crosse. This can include form-based standards for areas that benefit from establishing or reinforcing urban form; traditional zoning that addresses all of the basics, such as parking, outdoor lighting, and application processing; and modern performance standards for places where all uses have some impact, such as heavy commercial or industrial. We believe our team is well-placed to work with La Crosse complete this project successfully for three reasons:

- **Depth of Experience.** Clarion has completed dozens of development code updates and land use regulation projects throughout the Midwest, West, and across the country. Our team for this effort draws from our expertise in drafting codes for both urban areas as well as rural and historic areas. Elizabeth Garvin (a planner and land use attorney) will manage the project, including overseeing the overall process, public engagement, and the implementation of key plan concepts, and Charlie Cowell from RDG will provide outreach expertise and insight from years of experience and recent work in La Crosse.
- **Understanding of La Crosse.** RDG's team has been involved with La Crosse for a number of years and brings the project an understanding of where development is moving. Starting the project already up-to-speed on current priorities and projects helps us create an updated Zoning & Subdivision Ordinance that moves La Crosse closer to its housing and development goals.
- **A Track Record of Innovation.** Unique planning goals, development histories, and political constraints often require unique land use regulations, and Clarion professionals pride themselves on mastering cutting-edge techniques and refining them further to meet local needs. Team members have authored leading books and publications such as The Rules of Urban Form; Aesthetics, Community Character, and the Law; A Better Way to Zone; Nature-Friendly Cities; True West; Wildlife Habitat Protection; and The Citizen's Guide to Planning (Fourth Edition), and Zoning Practice Memos on equity, wind energy, web-based zoning codes, wildfire prevention in urban areas, and zone district consolidation. More importantly, we put the results of our research and publication to work for our clients.

We are extremely excited about this project and would be thrilled to have an opportunity to partner with La Crosse on this important work.

Sincerely,

Elizabeth Garvin, AICP, Director,
egarvin@clarionassociates.com
(303) 830-2890 ext. 4





GENERAL INFORMATION

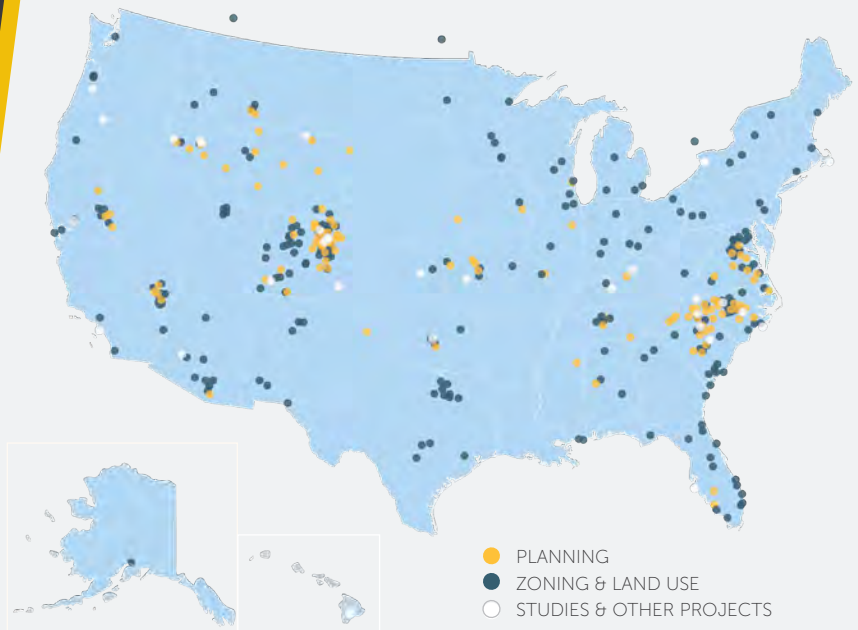
FIRM BACKGROUND

Clarion Associates is a national land-use consulting firm with offices in Denver, Colorado and Chapel Hill, North Carolina, and affiliate offices in Cincinnati and Philadelphia. Since our founding in 1992, Clarion has become particularly known for its expertise in comprehensive planning, development regulations, and plan implementation. We have developed expertise in a broad range of services, including:

- Community and regional plans;
- Community and stakeholder engagement;
- Sustainable plans and codes;
- Zoning codes and development regulations;
- Growth management; and
- Plan implementation strategies.

CLARION

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32
years of
effective land
use solutions



20
staff to meet the
needs of our client
communities



600+
diverse community
partnerships



132
adopted
community plans



244
adopted
development codes

EXPERIENCE Public sector plans and codes have been Clarion’s core focus for more than 20 years. Many of our staff members have experience working on both plans and codes. This “cross-training” enables allows us to not only provide effective plan and policy direction, but to also build in recommendations regarding future code updates that may be needed to implement the plan. We are often hired to implement those recommendations following the adoption of the plan—either through targeted code amendments as an extension of the plan process or as a standalone code rewrite. Clarion has a reputation for preparing plans and codes that are accessible to stakeholders and the community while still being very strong on substance to ensure that they meet the needs of plan administrators and decision-makers. We accomplish this by focusing on organizational structure, the development of clear and concise policy language, legibility of key plan concepts, and use of illustrative graphics and images. We are highly experienced at translating complex concepts and technical data into user-friendly language and graphics.

WHY US Clarion takes a hands-on approach with all of its projects. Our ability to do this is supported by our emphasis on maintaining a relatively small, but highly skilled and efficient staff. We establish strong working relationships with our clients that extend from the first set of meetings through adoption.

CLARION STRENGTHS

We understand that no two code projects are alike because all communities are unique. Our extensive experience provides Clarion with a solid foundation for developing effective code update processes; however, we recognize that the most successful work plans are carefully created with the input of staff, taking into account local circumstances and priorities. Here are some of the unique qualities of our firm that would contribute to a successful partnership with La Crosse staff:

Focus on Plan Implementation. The Clarion Team never forgets that one of the primary goals of zoning and land development regulation is to implement local plans. We have a deep understanding of how key planning documents translate into meaningful regulations, and the need to draft model regulatory language that can be used or tailored to achieve a wide variety of planning goals such as promoting affordable housing and sustainable land use development patterns.

Ability to Regulate the Entire Housing Alphabet. From affordable to zero lot line, we understand that, in 2024, all code updates are about housing. We have experience with reducing regulatory barriers, creating standards for housing options that range from cottage court to tiny house, and coaxing uncertain stakeholders away from future regulations centered on single-unit detached development. We also understand the significant benefits of partnering with the local development community to establish local standards that will actually help find all of that middle housing which has gone missing.

We've Driven the Road to Adoption a Few Times. In our experience, it is really fun to start a code update, pretty interesting to see the community's initial reactions, a bit of a slog through the drafting, and it can be very challenging to drag the whole project through adoption. Our tool-kit isn't limited to understanding a range of regulations, it also includes skills such as listening, facilitating, and as needed, mediating. We understand the different information needs of stakeholders versus elected officials and we pair that understanding with knowledge of the impacts of both word choice and diplomacy. We've worked with fractious steering committees, deeply invested (one-track) subject matter experts, and neighborhood organizations threatening to go rogue. We know that our job is to be honest, treat people with respect, and keep the project on track.

Leaders in Sustainability and Resilience. The Clarion Team members are each recognized as a national leader in creating the concept of sustainable development plans and regulations. We have drafted comprehensive plans and regulations that incorporate ambitious sustainability goals, ranging from reduction of carbon emissions to density bonuses for infill housing. We have drafted new and updated development codes with extensive sustainability sections related to renewable energy, energy efficiency, and low-impact development, among numerous other sustainability topics. Clarion staff were key contributors to APA's Policy Guide on Hazard Mitigation.

Learners in Equity. We are also recognized as emerging leaders at integrating equity analyses into our planning and code drafting procedures. Clarion Associates staff have been key contributors to APA's Equity in Zoning Policy Guide, and Clarion staff are frequent speakers on fair and affordable housing throughout the U.S. We know where facially neutral language will likely have a heavier impact historically disadvantaged and vulnerable communities, such as woman-headed or Black households and those experiencing disabilities. We also know that different communities face very different challenges when it comes to equity, and that land use strategies need to be contextualized within each of these areas.

Procedural Streamlining and User-Friendly Codes. Different members of Clarion have been retained by dozens of communities across the United States to streamline procedures, reorganize and reformat codes, and make them more user-friendly. We use a wide variety of tools, ranging from relatively simple formatting techniques to highly sophisticated, interactive, web-friendly computerized codes. As layers of regulations build up, so do layers of procedures, and over time, that can result in complicated and time-consuming processes. Equally important, we understand that modern codes rely heavily on graphics and illustrations to explain complex concepts and to illustrate how regulations are applied. The ability to find and understand the law is not just a key to good development — it's a key to good governance in general.



ABOUT RDG

From our newest team members to the founding principals who began their practices in the 1960s, RDG Planning & Design is a multifaceted network of design and planning professionals. Diverse in knowledge and experience, we are united in the pursuit of meaning for our clients and ourselves.

Over fifty years of dedication to success have taken us around the world. Today, our commitment to communication and technology allow us to engage our clients anywhere they may be from our offices in Omaha, Nebraska; Des Moines, Iowa; Iowa City, Iowa; St. Louis, Missouri; and Denver, Colorado. We're free from boundaries and able to work on a regional, national or global scale.

Why RDG? Our interdisciplinary approach allows us to integrate our broad areas of expertise and apply the right team members to any given endeavor. We have worked with hundreds of communities, are subject matter experts in comprehensive planning, housing markets, neighborhood and downtown reutilization, and multi-modal planning and will work tirelessly to do what is right for the City of La Crosse.

Create.

Creation is a result of every interaction with our clients and those they serve. Ultimately, we help create lasting relationships between people and the places they live and love.

Meaning.

We find meaning in relationships, and in people and the deep connections they have to their environments. When we find meaning, we achieve a deeper understanding of how to create the very best spaces to work, live and play.

Together.

The most important member of our team is you. You know your needs better than anyone else, and you're the advocate for the effort because you'll love and care for your space long after we celebrate its completion.

Office Location

Des Moines
301 Grand Avenue
Des Moines, IA 50309

Project Contact

Charlie Cowell
Principal in Charge
ccowell@rdgusa.com

Services

- Planning & Urban Design
- Landscape Architecture
- Architecture
- Engineering
- Graphic Design & Multimedia
- Art Studio
- Interior Design
- Lighting Design
- Strategic Facilities
- Planning
- Sustainability

Office Locations

Omaha
Des Moines
Denver
Saint Louis
Iowa City

www.rdgusa.com

PROJECT QUALIFICATIONS



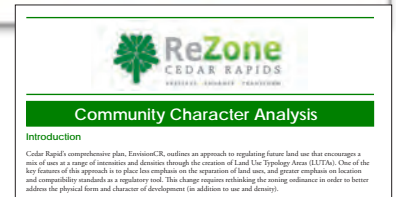
CEDAR RAPIDS, IOWA ReZone Cedar Rapids

*Prior to rejoining Clarion Associates, Elizabeth was the founding principal of Community ReCode LLC.

Community ReCode* worked with Ferrell Madden to update Cedar Rapids' 2006 tradition zoning code into a hybrid form-based and traditional code. Cedar Rapids, pop. 130,000, was implementing their 2015 award-winning EnvisionCR comprehensive plan through the targeted use of form-based regulation in downtown, corridor, and mixed-use neighborhood areas while aligning the traditional zone districts to address transitional development outside of the form-based areas and expand the mix of housing products and densities across the city.

The ReZone Cedar Rapids project incorporated an extensive public outreach process -with a mix of live and online activities - that city staff and the consultant team used to both inform the project content and educate the community about upcoming changes in the zoning process. Outreach for the project can be viewed at: https://www.cedar-rapids.org/local_government/departments_a_-_f/community_development/rezone_cedar_rapids.php

The project was adopted in late 2018.



Cedar Rapids Citywide Character Areas Map & Key
Larger scale map subsections are included at the back of this report.

Character Areas

- Traditional Urban Core
- Traditional Urban Core (Suburban)
- Traditional Urban Core (Downtown)
- Traditional Urban Core (Midtown)
- Traditional Urban Core (Westside)
- Traditional Urban Core (Eastside)
- Traditional Urban Core (Southside)
- Traditional Urban Core (Northside)
- Traditional Urban Core (Central Business District)
- Traditional Urban Core (Financial District)
- Traditional Urban Core (Government Center)
- Traditional Urban Core (Historic District)
- Traditional Urban Core (Theater District)
- Traditional Urban Core (Arts District)
- Traditional Urban Core (University District)
- Traditional Urban Core (Medical District)
- Traditional Urban Core (Hospital District)
- Traditional Urban Core (Convention Center District)
- Traditional Urban Core (Convention Center (Suburban))
- Traditional Urban Core (Convention Center (Downtown))
- Traditional Urban Core (Convention Center (Midtown))
- Traditional Urban Core (Convention Center (Westside))
- Traditional Urban Core (Convention Center (Eastside))
- Traditional Urban Core (Convention Center (Southside))
- Traditional Urban Core (Convention Center (Northside))
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- Traditional Urban Core (Convention Center (Theater District))
- Traditional Urban Core (Convention Center (Arts District))
- Traditional Urban Core (Convention Center (University District))
- Traditional Urban Core (Convention Center (Medical District))
- Traditional Urban Core (Convention Center (Hospital District))
- Traditional Urban Core (Convention Center (Convention Center District))

Downtown

Corridor & Block
Downtown is both a character area and a UIC. It is the central, and most intense, character area within Cedar Rapids. Downtown is compact, it draws people from across the region for a range of activities. It is walkable by transit, auto, bicycle, and foot. Street character within downtown varies, with ground floor uses being many blocks. Most streets are pedestrian-oriented and offer blocks characterized by residential, office, or civic and institutional uses.

Downtown is an interconnected network of streets and small blocks (generally less than a half-block) with dedicated bicycle lanes. The street is designed for the movement of multi-modal traffic and typically has wide sidewalks, street trees, and street lighting. There is a secondary network of streets which, although serving a specific purpose, are directly adjacent to the downtown street grid.

Street & Block Pattern
Downtown has an interconnected network of streets and small blocks (generally less than a half-block) with dedicated bicycle lanes. The street is designed for the movement of multi-modal traffic and typically has wide sidewalks, street trees, and street lighting. There is a secondary network of streets which, although serving a specific purpose, are directly adjacent to the downtown street grid.

Site & Lot Configurations
All downtown lots have street frontage. Typically there are multiple loadbearing walls within each block and no side lot setbacks. This creates a street frontage relationship to the pedestrian-oriented street. Complete street frontage is desired, which is balanced by the location of numerous public open spaces within a block walking distance. Downtown site and lot configurations do not accommodate detached lots that have front lot setbacks oriented toward the street.

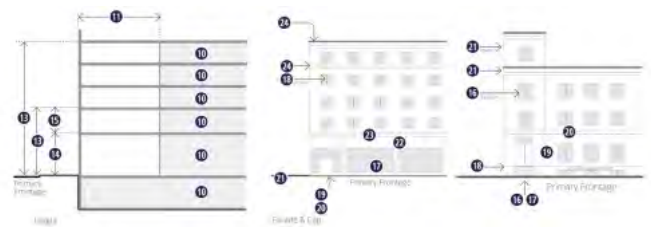
September 2016



BILLINGS & YELLOWSTONE COUNTY, MONTANA

Zoning Code Updates

Elizabeth Garvin, while working with Community ReCode before rejoining Clarion Associates, led a team working with Billings (pop. 110,000) and Yellowstone County, Montana, to update, coordinate, and fully separate the zoning code that both communities have shared for 50 years. This community-led zoning code rewrite has been guided by an ad hoc steering committee of both city and county representatives; four standing working groups that met monthly or twice monthly to address code drafts through the lenses of urban issues, county issues, landscaping, and signs; and numerous individual meetings with specific interest groups such as developers, real estate agents, short-term rental owners, restaurant/bar/casino owners, homebuilders, environmentalists, health care providers, and outdoor recreationalists. The City of Billings opted for the creation of a character-driven, hybrid form-based code while Yellowstone County opted for a more traditional larger lot, agricultural oriented zoning code that takes advantage of the form sections of the Billings zoning code through a process called “planned neighborhood development.” Both communities will be able to use that process to address development at the urban-rural interface, providing infrastructure and density predictability to the City, property owners, and developers. Major updates in the codes include modernized use tables and use-specific standards supported by a streamlined administrative approval process, specific zone district character and pattern regulations designed to ensure quality infill development in the City’s older neighborhoods, new standards for wind and solar installations that support Montana’s clean energy goals, and the consolidation of eight full and partial sets of sign regulations into a single, updated



set of sign standards that is linked to the different sizes and types of development anticipated in the new form-based zone districts. Yellowstone County adopted their new zoning code in November, 2020 and Billings completed the adoption process in January 2021.

View the Code: [Billings Zoning Code](#)



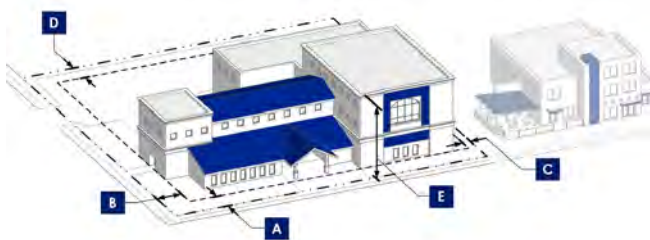
LAWRENCE, KANSAS

Land Development Code Revision/Update

Clarion Associates was retained in 2022 to help the university town of Lawrence, Kansas, with a major revision/update of its Land Development Code. Key priorities for the project are to implement the City's recent comprehensive, downtown, and subarea plans. Substantive areas of focus include improvements to the City's environmental regulations, expanding housing options, and reinforcing the region's commitment to compact growth and sustainability.

Clarion is working closely with a City Council-appointed Steering Committee on this effort. Drafting is underway and the project is scheduled for completion in 2024.

View the project website: lawrenceks.org/lcd

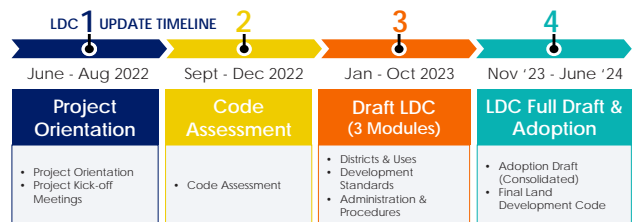
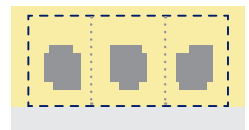


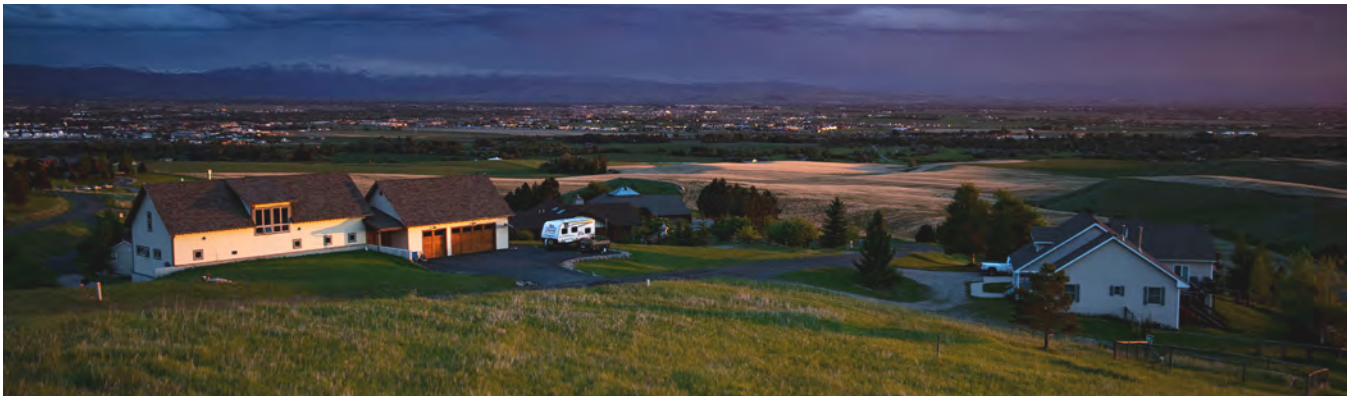
General Overview

The City of Lawrence is updating the Land Development Code (LDC) which includes zoning and subdivision regulations. The Land Development Code (LDC) will be updated in a series of draft documents, called "Modules," that are organized into three distinct topics: Zoning Districts and Use Regulations, Development Standards, and Administration and Procedures.

- **What is zoning?** Zoning establishes the legal framework for what can be built, what types of buildings can be constructed, and what types of businesses and activities can happen on a property in Lawrence. Zoning promotes the responsible and sustainable development and redevelopment of the land within the City in accordance with long-range planning efforts.
- **What is subdivision?** Subdivision is the division of land into two or more lots. Subdivision standards guide future growth and development in the city, ensure that the necessary services and facilities are available, and mitigate potential effects of natural hazards and other site conditions.

Where can I read the current Land Development Code? The LDC and other development regulations are available on the City's website on the Development Codes webpage (<https://lawrenceks.org/pds/codes/>).

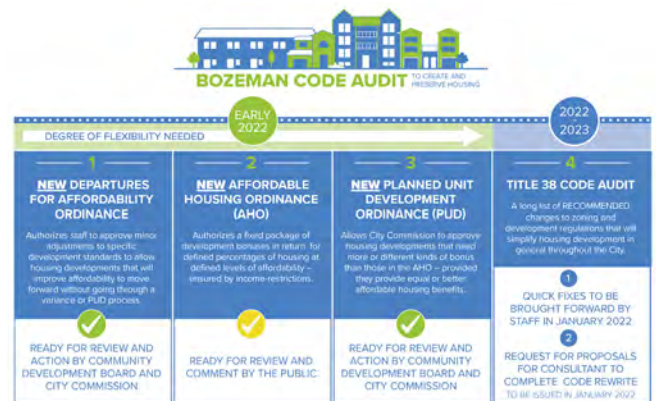
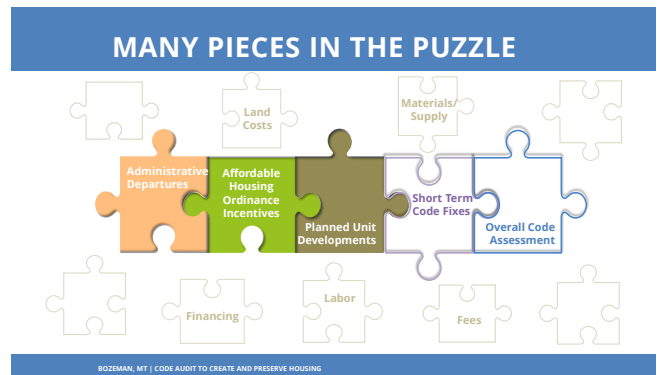




BOZEMAN, MONTANA

Unified Development Code Updates to Support Affordable Housing

With a population of 48,000 in 20.4 square miles, Bozeman, MT is the fourth largest city in the state—and one that is consistently rated as a community with one of the highest qualities of life in the U.S. A thriving local economy grounded in outdoor recreation, camping, skiing, and mountain activities has made the city a magnet for immigrants from all over the country. Unfortunately, those trends have also resulted in rapidly rising housing prices, as new arrivals from California and the west coast have competed with local residents for available housing. In 2021, Clarion Associates was retained to lead a team of consultants to update the city's Affordable Housing Ordinance, zoning ordinance, and Planned Unit Development regulations to identify and remove barriers to affordable housing, and to advise the city on how to improve that supply. Clarion is leading a team including the Denver-based national housing economics firm Root Policy Research and Bozeman-based local planning and engagement firm Groundprint to engage stakeholders and the public in discussions about the strengths and weaknesses of the current housing regulations and make recommendations for improvement to all three regulatory documents. The work is expected to be completed by December 2021. View the project website [here](#).





CENTENNIAL, COLORADO

Housing Study & Policy Development



The City of Centennial initiated an in-depth Housing Study and Policy Development process (Housing Study) to expand the City's prior affordable housing research efforts and engage the community in a discussion about possible policy options that Centennial is considering implementing to increase housing options and address affordability concerns. Over the course of 2022, residents and community members, the Housing Strategies and Policies Working Group, the Planning Commission, and the City Council have studied and discussed a group of innovative housing strategies for applicability to Centennial. The innovative housing strategies were identified by the Colorado Department of Local Affairs (DOLA), based on instruction provided by Colorado House Bill 21-1271, adopted on June 27, 2021. The project is being managed by a project team comprised of City staff from Community Development, Communications, and the City Manager's Office with support from a consultant team, led by Colorado-based Clarion Associates, in partnership with Root Policy Research.

The HSPD project includes three major milestones:

- Preparation of a Community Housing Needs Assessment (completed by Root Policy Research)
- Public Engagement on Housing Strategies and Development of Housing Policy (described in the table below)
- Land Development Code modifications and other policy actions (to be completed in early 2023)

Clarion worked with all of the project participants to gather feedback about the potential implementation of the following innovative housing strategies. Outreach included community meetings, staffing a pop-up booth at community events, rolling surveys, Planning Commission and City Council work sessions and updates, and a monthly meeting with the project Working Group.

[View the Centennial Housing Study Project Website](#)

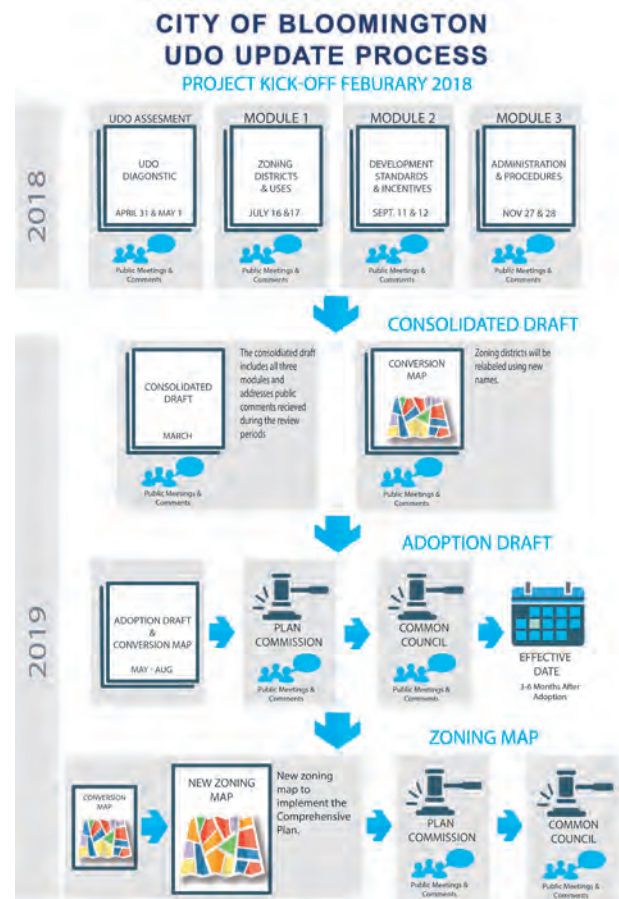


BLOOMINGTON, INDIANA

Unified Development Ordinance

With a population of almost 85,000, Bloomington is the seventh largest city in Indiana and the seat of Monroe County. It also serves as home to Indiana University, world renowned for its academics, swimming, music, and basketball programs. In late 2017, Clarion Associates was retained to lead a team including our Cincinnati affiliate McBride Dale Clarion to complete significant updates to Bloomington’s Unified Development Code. The primary purpose of the updates is to ensure that the UDO is aligned with and promotes the implementation of the new Bloomington Comprehensive Plan. The project began with an Diagnosis of the existing Unified Development Code and a detailed annotated outline of the new UDC structure. Key challenges addressed in that Diagnosis included the need for market-based regulations and incentives to promote affordable housing, new tools to encourage additional student housing, ensuring protection of existing neighborhood character, and the advantages and disadvantages of form-based zoning approaches for some portions of the city. The UDO updates were successfully adopted and implemented in late 2019, with additional amendments in the summer of 2021.

View the Bloomington UDO at <https://bloomington.in.gov/planning/udo>





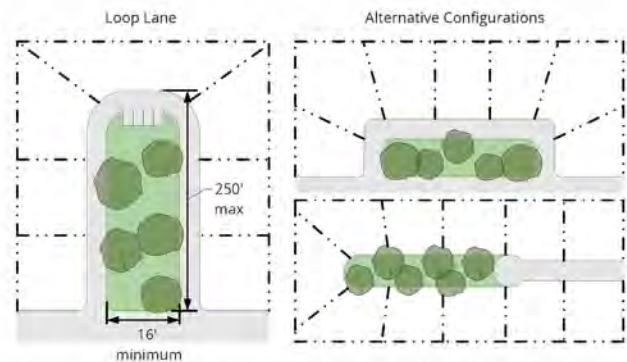
GRAND JUNCTION, COLORADO

Zoning & Development Code Update



Grand Junction, Colorado is a fast growing mid-sized city of approximately 65,000 residents located about 20 miles from Colorado's western border with Utah, commonly referred to as the "Western Slope." Though Grand Junction is one of the largest municipalities along the Western Slope, it maintains and takes pride in its "small-town" feel while providing regional shopping, employment, and outdoor recreation amenities, healthcare services, a successful university, an activated riverfront, and an increasingly popular Downtown. After the adoption of a new One Grand Junction Comprehensive Plan in 2020, Clarion Associates was selected to draft a new Zoning and Development Code to help implement the plan. Additionally, a portion of the funding for the project was provided through an Innovative Housing Strategies Planning Grant from the Colorado Department of Local Affairs (DOLA) that required the consideration of several targeted strategies to updating the Code to promote the development of affordable housing.

Throughout the drafting process, staff, stakeholders, and residents frequently highlighted the desire to see not only more housing, but more housing types throughout the city, the need for increased multi-modal connectivity and less dependence and design around vehicles, and regulations that protected the city's defining natural resources including parks and open space, the river, and dark skies. Finding the balance between ensuring high quality, resilient, and affordable development while keeping construction and administrative costs down resulted in, not surprisingly, some challenging conversations. The keys to keeping those conversations successful and productive were: (1) purposeful relationship building, (2) clearly and jointly identifying issues, (3) providing a range of options to addressing those



issues, (4) leaving time for consideration, and (5) working through the benefits and/or shortcomings of each option. Fundamentally this came from doing the intentional listening that accompanies change. The new Zoning and Development Code was adopted in the winter of 2023.

[View the One Grand Junction Zoning & Development Code Update](#)

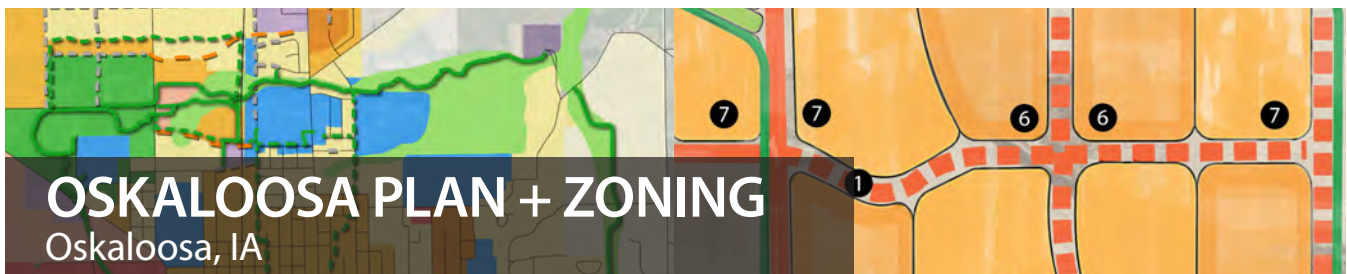
ZONING ORDINANCE, CODE REVISION, AND GUIDELINES

Projects include development of new zoning or subdivision ordinances:

- . Bettendorf, IA Zoning Ordinance (pop. 39,000)
- . Gillette, WY Unified Development Ordinance (pop. 30,000)
- . Plattsmouth, NE Zoning and Subdivision Ordinance (pop. 6,500)
- . Kermit, TX Zoning Ordinance (pop. 6,500)
- . Manchester, IA Zoning Ordinance (pop. 5,000)
- . Dyersville, IA Zoning and Subdivision Ordinance (pop. 4,400)
- . Kearney, NE Unified Development Ordinance (pop. 30,000)
- . Seward, NE Unified Development Ordinance (pop. 6,500)
- . Papillion, NE Zoning and Subdivision Ordinance (pop. 21,000)
- . Schuyler, NE Zoning and Subdivision Ordinance (pop. 5,200)
- . Oskaloosa, IA Zoning Ordinance (pop. 11,500)

Ordinance and Graphics Revisions

- . Douglas County, NE Stormwater Management Regulations (pop. 571,000)
- . Grimes, IA Visual Design Standards (pop. 14,000)
- . Pella, IA Zoning Administration, site plan review and code updates (pop. 10,000)
- . Marion, IA: Neighborhood at Indian Creek Form-based code (pop. 38,000)
- . Grand Forks, ND Downtown Design Standards (pop. 59,000)
- . Land Use and Development Standards for Sioux Falls, IA (pop. 142,000)



RDG prepared Oskaloosa’s previous Comprehensive Plan in 2000. While that plan served the City well through numerous administrations and beyond 20 years, the community retained RDG again to complete a rewrite in 2022.

The new Plan strives to grow Oskaloosa in a way that respects the natural environment and revitalizes its central neighborhoods. It seeks to prepare for expanding its industrial base, a new

regional airport, and highways, all while increasing mixed-use development and economic diversity. The Plan includes high-quality parks being readily accessible to all neighborhoods, incorporation of emerging technology (like electric vehicles), more arts, and further embracing William Penn University.

The Plan received the 2023 Iowa APA Daniel Burnham Award for a Comprehensive Plan.



THE NEIGHBORHOOD AT INDIAN CREEK STANDARDS Marion, IA

The Neighborhood at Indian Creek captures the emerging vision of this mixed use development with its Midwestern architectural character and a neighborhood feel through neo-traditional planning. The integration of the large, centrally-located Vaughn Family Park provides gathering space for passive recreation and community events, encouraging neighbors to interact on a regular basis. Neighborhood Square, a small commercial center located in close proximity to the park and major thoroughfares, creates a

sense of community as a public gathering and events space at the center of The Neighborhood's commercial services. The primary feature of The Neighborhood is walkability with uninterrupted walkways on most streets. Driveways and typical residential services are located at the back of houses. Community open space, pedestrian corridors, limited travel distances and centrally located amenities all encourage neighbors to travel by foot and interact with their neighbors.

Standard	Storefront	Civic	Row	Residential
Parking				
1. Parking Location ¹	Under building, rear or side yard ²	Under building, rear or side yard ²	Under building, rear or side yard ²	Garage or 24' wide driveway
2. Access Location ¹	Improved alley, if no alley exists, open driveway from a city-designated or minor street frontage.	Improved alley, if no alley exists, open driveway from a minor street frontage.	Improved alley, if no alley exists, open driveway from a minor street frontage.	Near Alley, Side Street
Parking Lot Buffering (Minimum)				
3. Front Setback	Parking not allowed	Parking not allowed	Parking not allowed	N/A
4. Side Setback	0'	0'	5'	N/A
5. Side Street Setback	10'	10'	10'	N/A
6. Rear Setback	0'	0'	5'	N/A
7. Building wall setback ¹	0'	0'	0'	N/A

Lot Landscaping

GRAND FORKS DOWNTOWN DESIGN STANDARDS

Grand Forks, ND

1. For all setbacks, the minimum parking lot width is 10 feet. 2. For all setbacks, the minimum parking lot width is 10 feet. 3. For all setbacks, the minimum parking lot width is 10 feet. 4. For all setbacks, the minimum parking lot width is 10 feet. 5. For all setbacks, the minimum parking lot width is 10 feet. 6. For all setbacks, the minimum parking lot width is 10 feet. 7. For all setbacks, the minimum parking lot width is 10 feet.



The City of Grand Forks initiated the Downtown Action Plan following the mayor's Vibrancy Initiative, which focused on making downtown a greater destination for people to visit, work, and live. RDG completed the Action Plan in early 2020. Implementation immediately began and RDG was brought on to help develop form-based design standards to be adopted as ordinance. The zoning approach includes a hybrid of form-based standards with traditional existing district

standards. Density is allowed and encouraged while prominent surface parking and significant impervious areas are discouraged. The two contexts for regulating these standards are the downtown core historic district and downtown fringe areas.



CLIENT REFERENCES

CLARION ASSOCIATES

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PROJECT PLAN



PROJECT UNDERSTANDING

There comes a point when a body of regulations benefits far more from an overall update than piece-meal amendments. La Crosse's Zoning and Subdivision Codes have reached this point and should be updated to include the many features and modernized standards provided in more current regulations. Based on our initial review and as described in the RFP, the City needs regulations that:

- Implement the 2040 Comprehensive Plan by incorporating standards for new and emerging development patterns and uses and eliminating inadvertent barriers to allowing changes in development;
- Communicate City expectations and requirements clearly for the benefit of both applicants and Planning staff;
- Establish different, appropriate standards for urban development and suburban development, rather than one-size-fits-all suburban standards;
- Incorporate both consistency and flexibility in a way to establish generally applicable regulations that can be reasonably adjusted in a site-specific manner, especially for infill and redevelopment;
- Create options for mixed-use development;
- Are drafted to eliminate code-created nonconformities so property owners aren't burdened with extra steps such as variances or PUD rezoning;
- Incorporate revisions that reflect all recent state and federal legal requirements; and

- Provide all of the features of a modern code, including user-friendly organization, graphics, searchability, use of plain language, and a complete set of definitions and measurements.

The following proposed Scope of Work is intended to help the City move to updated, forward-looking regulations that work well (with all required maintenance) for the next 20 plus years.

SCOPE OF WORK

This section summarizes the scope of work and deliverables we propose for the La Crosse Zoning and Subdivision Codes.

It takes the whole community to draft a new code. We reference different participant groups throughout this Project Approach. They include:

La Crosse Z&SO Project Team (Project Team) – City Project Manager and core staff project leadership; responsible for project management.

Technical Advisory Committee (TAC) – group including representatives from all code-using departments; will review and vet the Z&SO Technical Draft.

Community Stakeholders – a range of individuals and groups from across the community convened to provide input about the impact of potential Z&SO changes on future development patterns.

Community Meetings – meetings that are open to all members of the community for input and feedback about the new Z&SO.

PHASE 1: PROJECT STARTUP

This task is designed to establish and set in motion the processes and conversations that will lay the foundation for the success of the project.

	CLARION TEAM RESPONSIBILITIES	CITY STAFF RESPONSIBILITIES	OUTREACH PARTICIPANTS
Task 1 Summary: Project Startup			
Task 1.1: Project Kickoff and Management	<ul style="list-style-type: none"> • Draft initial and detailed Public Engagement Plan (iterative document) • Draft and maintain project schedule • Organize project management calls • Project branding and website 	<ul style="list-style-type: none"> • Provide background materials • Comment on Public Engagement Plan • Provide public schedule updates • Participate in project management calls 	<ul style="list-style-type: none"> • Consultant and Project Team identify Community Stakeholders
Task 1.2: Orientation Meetings (virtual)	<ul style="list-style-type: none"> • Draft invitations and agenda(s) • Facilitate meetings • Initial and wrap-up meetings with Project Team 	<ul style="list-style-type: none"> • Schedule meetings with City staff and officials • Participate in meetings 	<ul style="list-style-type: none"> • All Planning, Development & Assessment services • CPC/CC members or representatives • Legal • Engineering • Police/Fire • GIS

TASK 1.1: PROJECT MANAGEMENT MEETING

An initial kick-off meeting will be held with La Crosse staff and leadership to confirm project roles and responsibilities, gather background data and information, and establish an agenda and dates for the initial round of orientation meetings. Specific topics will include:

PUBLIC INVOLVEMENT PLAN

Public participation related to the drafting of land use codes is unique. In contrast to comprehensive planning projects, code updates often involve detailed technical discussions. It takes skill and timing to present such complex materials in an engaging and understandable way, and to avoid “technical topic burnout.”

Each public involvement plan is created specifically for the target community, based on an assessment of prior successful (and unsuccessful) engagement activities from prior projects. To provide an example

of how we approach public participation, we’ve attached a PIP from Bismarck, North Dakota, where we are doing a current code update project, in the appendix.

ONGOING PROJECT MANAGEMENT

Effective project management is an essential component of getting to adoption. Clarion has an enviable record of completing projects on time and within budget. Our success is due in part to our communication with our clients throughout the project and our ability to make scheduling and drafting adjustments when necessary. We will schedule a twice-monthly status call with the La Crosse Project Team. The agenda for our first project management call will include: (1) creating a detailed drafting schedule that identifies product delivery dates as well as internal review and comment periods, (2) finalizing the public involvement plan, and (3) organizing the project orientation meetings.

PROJECT BRANDING AND WEBSITE

Clarion team members will work with staff to develop the project branding and marketing standards, which includes project logo development, color and font selection, deliverable templates, and style guide. This task also includes the preparation of a one- to two-page handout that provides an overview of the Z&SO project and outlines/responds to questions that are likely to emerge regarding the relationship between the La Crosse 2040 Comprehensive Plan process and the Z&SO update process.

We will also work with the City to establish a dedicated project webpage on the City's website, with a framework for subsequent updates during the Z&SO update process. Once the project webpage is established, Clarion team members will provide periodic content updates to Planning staff for incorporation at key points during the process. This task includes the creation of the initial page, with up to three supporting pages, and content for one round of updates per project task.

TASK 1.2: ORIENTATION MEETINGS

The Clarion team will start the project content work with a series of virtual project orientation meetings with City staff from all departments that interact with the Z&SO and La Crosse's elected and appointed officials. Topics will include overall project goals, scope and schedule, ongoing City activities that may impact the Zoning and Subdivision Code rewrite, initial strategies for public involvement, and key issues for the new Z&SO. These meetings can be scheduled over a two-to three-week period to accommodate the schedules of the various participants. We will also assemble the orientation call questions into an initial staff survey to provide an opportunity for individuals who could not make the meetings to offer their thoughts and feedback on the new Z&SO.

In-person meeting and survey responses will be summarized into an orientation meeting summary that highlights common themes as well as more detailed issues and opportunities that emerged from the conversations and feedback.

PHASE 2: Z&SO ISSUE ASSESSMENT AND ANNOTATED OUTLINE

Building on information gathered during the project startup tasks, the Clarion team will prepare a detailed assessment of the current Zoning and Subdivision Code covering three topics:

1. Current Z&SO content analysis and recommendations,
2. Community character analysis for the purposes of both form-based regulations and tailored development standards, and
3. Options and recommendations for the new Z&SO's organizing concept.

	CLARION TEAM RESPONSIBILITIES	CITY STAFF RESPONSIBILITIES	OUTREACH PARTICIPANTS
Task 2 Summary: Z&SO Issues Assessment and Annotated Outline			
Task 2.1, Draft Z&SO Issues Assessment	<ul style="list-style-type: none"> • Staff draft Z&SO Issues Assessment • Revised Z&SO Issues Assessment • Presentation to Steering Committee 	<ul style="list-style-type: none"> • Provide consolidated written staff comments • Coordinate Technical Advisory Committee (TAC) meeting • Identify and invite Community Stakeholders 	<ul style="list-style-type: none"> • TAC • General Public via project informational/ educational materials • City Departments (as needed)
Task 2.2: Z&SO Issues Assessment Rollout (Trip 1)	<ul style="list-style-type: none"> • Presentation materials as necessary (PowerPoints, handouts, boards) • Post Z&SO Issues Assessment to website for additional comment 	<ul style="list-style-type: none"> • Coordinate meeting logistics (scheduling, meeting space, food) • Comment on presentation materials • Post-outreach comments (any edits will be reflected during drafting) 	<ul style="list-style-type: none"> • CPC and CC • Community Stakeholders • General Public

The Z&SO Issues Assessment will include three components that address the following:

Current Z&SO Analysis. The Current Z&SO Analysis will address:

- (1) How the current regulations respond to the community objectives identified in The 2040 Comprehensive Plan and other relevant plans as well as the issues raised in the Task 1 orientation meetings,
- (2) Conceptual options for updates to the standards or procedures to better meet the City's development goals; and
- (3) Where one or more approaches may work for a particular regulatory issue in La Crosse, identification of which options the City should consider and what rationale supports any recommended approach(es).

Character Analysis. The Clarion team will prepare an initial community character analysis that we will use to help ground the new Z&SO in existing conditions and start a conversation about future transformations to development patterns. Exploring and identifying the range of community character types (e.g., early plats and historic areas, post-war development, and the urban/rural interface) is important to drafting form-based code and tailoring development standards such as landscaping or infill standards to match surrounding or proposed development.

We will incorporate the Character Analysis into the Z&SO Issues Assessment to use as a framework for discussing areas of the city where tailored regulations could best address future development. We anticipate this will include exploration of areas where form-based or form-oriented standards can help the community achieve specific development scale and form goals.

Organizing Concept. There are multiple organizing concepts or platforms to use for basic code organization (e.g., Euclidean (conventional), form-based, performance standards, negotiated), some of which come with their own advocates. We think that the purpose of the Z&SO's organization is to be of service to the City and Z&SO users – a concept we collect into the idea of creating a user-friendly code. Following the RFP request, the Clarion team will create a visually oriented summary of the various ways of organizing a code and drafting different segments of content. We will include this summary in the Z&SO Issue Assessment for staff review and discussion. While we are in La Crosse for project outreach meetings, we'll participate in City discussions about how

to organize and draft the new Z&SO to create consensus around the chosen approach. With this information in place, we will create a summary of the formatting, styles, and graphics types that will be used in the drafting process.

Annotated Outline. The Annotated Outline will be the first step toward overall Z&SO reorganization. Part outline, part disposition table, and part of the bread crumb trail of every code update, the Annotated Outline will show where current sections (most of which will be revised and updated) will be housed in the reorganized ordinance, where new sections are anticipated to be added, and how content will be organized to make the regulations more user-friendly and easier to amend in the future.

Staff Review Draft. The purpose of Z&SO Issues Assessment first draft is to allow staff to review and provide substantive feedback on the report. Following staff preparation of one round of written comments, the Clarion team will revise the Z&SO Issues Assessment and prepare for the Z&SO Issues Assessment outreach meetings.

TASK 2.1: Z&SO ISSUES ASSESSMENT – PUBLIC REVIEW AND ELECTED OFFICIAL UPDATE

In this task, the Clarion team will work with the Z&SO Project Team to schedule general public meetings (according to the Public Involvement Plan) to discuss the Z&SO Issues Assessment and collect comments. The objectives of these meetings will be to invite the public into the Z&SO update conversation, share the general scope and parameters of the issues that the project will address, and identify critical issues where more extensive community-based conversation will be needed to move toward shared resolution. We will summarize the feedback from the public outreach meetings and give project update presentations to the City Plan Commission and Common Council.

We prepare only one version of an issues assessment. Spending time "perfecting" the issues assessment delays the start of substantive drafting, where additional issues arise despite any extra work on the issues assessment. We will continue to document community comments as we move into the drafting process.

PHASE 3: PREPARE DRAFT ZONING AND SUBDIVISION ORDINANCE

With the Z&SO Issues Assessment and comment process completed, the Clarion team will draft the new Z&SO. Over our 30 years of code drafting, we've typically drafted a new code in three installments and collected City and public review with each installment. This works well when the process primarily involves people who are familiar with both the existing code and the development process. Over the past few years, however, we've noticed an increase in general public and interest

group (e.g., bicyclists, neighborhood organizations, and sustainability advocates) involvement, and find that these project participants can experience frustration waiting for their topic to come up in a long drafting process. To keep the process accessible to all, we are evolving our drafting approach. For the new La Crosse Z&SO, we propose creating a full technical draft during the first half of the project and doing outreach for a full public review draft during the second half of the project.

	CLARION TEAM RESPONSIBILITIES	CITY STAFF RESPONSIBILITIES	OUTREACH PARTICIPANTS
Task 3 Summary: Prepare Draft Zoning and Subdivision Ordinance			
Task 3.1: Technical Draft Z&SO	<ul style="list-style-type: none"> • Staff draft Installments 1, 2, 3, and full code • Facilitate TAC meetings • Share comments from Task 3.2 outreach • Revisions per Z&SO Team instructions • Post consolidated draft to website 	<ul style="list-style-type: none"> • Distribute drafts and coordinate internal review • Schedule TAC meetings • Provide one round of consolidated written staff comments per installment 	<ul style="list-style-type: none"> • TAC • City Departments (as needed)
Task 3.2: Public Outreach (Trips 2 and 3)	<ul style="list-style-type: none"> • Prepare outreach activities • Present project overview to CPC and CC • Public meetings per the PIP • Collect and catalogue comments 	<ul style="list-style-type: none"> • Coordinate meeting logistics (scheduling, meeting space, food, etc.) • Review and comment on activities • Answer questions as needed 	<ul style="list-style-type: none"> • Community Stakeholders • CPC/CC • General Public

TASK 3.1: TECHNICAL DRAFT ZONING AND SUBDIVISION CODE

Following completion of the Z&SO Issues Assessment, Clarion will begin working on the new draft Zoning and Subdivision Ordinance according to the content, sequencing, and formatting identified through the Z&SO Issues Assessment process. The updated Z&SO will include the agreed-upon substantive elements and emphasize the use of graphics, tables, and charts to explain zoning and land use concepts, instead of voluminous text. Areas that will benefit from illustrations will be noted (though actual illustrations may not be finalized until language is refined in later drafts).

The updated Z&SO will likely include a substantial amount of new information, presented in a new format. To make the review process more manageable for staff we will divide the drafting into three manageable installments based on related material. Each installment will include commentary and footnotes to explain changes in regulations and practice and the rationale behind each new provision. The commentary and footnotes will also demonstrate how the revised ordinance addresses the issues noted in the Z&SO Issues Assessment.

DRAFTING ORGANIZATION

Installment 1 – Districts and Uses. This installment focuses on updating the current lineup of zoning districts to align with relevant City plans and policies. Clarion will work closely

with City staff to ensure that zoning district line-up implements the City's growth and development goals and policies. Based on the Issues Assessment conversations, the new La Crosse zoning district line-up may include form-based districts as well as traditional zoning districts. Updates to the use regulations will also be included in this installment. This work includes revisiting the categories, specific use types, review type (e.g., permitted use, special use) and use-specific standards for clarity, relevance (do the standards reflect how this use is developed now?), and potential for approval streamlining.

Installment 2 – Development Standards.

This installment focuses on the development quality standards, such as parking, landscaping, sustainability/resilience, access and circulation, sensitive area protection, building and site design, and exterior lighting. Context-sensitive design standards will be considered with the development standards and will be integrated and reconciled with any standards drafted during the zoning districts installment. The development standards are often the most complex part of a Zoning and Subdivision Ordinance because of the breadth of standards and their relationship to standards that often live outside the code (such as street standards and other engineering standards). We will work with staff to identify the appropriate location for and potential integration of standards within and outside the Z&SO.

Installment 3 – Administration and Procedures.

This installment focuses on streamlining the current procedures for development review applications. Clarion's expert code drafters are experienced in establishing procedures that are easy to understand, are based on a consistent and predictable foundation, and apply objective approval criteria--while offering flexibility where appropriate. This installment will also include the general provisions of the Z&SO, which contain important elements to ensure the new code functions effectively (e.g., Wisconsin legal authority to regulate land development, relationship to other codes, nonconformities, and enforcement of the code).

DRAFTING SEQUENCE

We will prepare the technical draft iteratively, first sharing all of the content for the current installment with the TAC and Z&SO Project Team. We will schedule 90-minute to two-hour monthly TAC

meetings to discuss the proposed content. When a full installment has been reviewed by the TAC, we will work with the Z&SO Project Team to identify appropriate updates and keep a list of issues for community or policy-maker discussion. As we move into the second and third installments, we will maintain this review schedule and add the new installments to a consolidated draft that includes the content from the earlier installments. We will also incorporate notes or comments from Task 3.2, Community Engagement.

TASK 3.2: TECHNICAL DRAFT ZONING AND SUBDIVISION CODE – COMMUNITY ENGAGEMENT

While the Clarion team is working with the TAC and Z&SO Project Team to prepare the full public draft of the new Z&SO, we will also be reaching out to the community to gather information to help us draft a new Z&SO that is unique to La Crosse, not an adjusted version of a code from a different community. We have had success with community-based outreach using some of the following exercises:

- Meeting-in-a-Box activity (live and online) to explore how neighborhoods and individuals see what is important to keep or change;
- StoryMap to explain existing zoning and to gather feedback about potential zoning changes; and
- Project fact sheets and surveys to educate about density and housing choices and start a community-wide discussion about anticipating change.

Working with the Z&SO Project Team, we will make some preliminary choices about this round of outreach as we finalize the Public Involvement Plan.

Members of the Clarion team will gather in La Crosse to initiate each of the community outreach activities and to help facilitate focus group discussions about both the outreach exercise and the draft Z&SO status. We will also provide project updates to the CPC and Common Council and discuss the role of community outreach activities. We will organize the comments received from the CPC, Common Council, and the public to review with the Z&SO Project Team. Our goal will be to identify any additional edits that need to be made to the Technical draft.

PHASE 4: PUBLIC REVIEW DRAFT Z&SO

When the Technical Draft review process and editing is complete, the Clarion team will move into the Public Review Draft phase of the project.

	CLARION TEAM RESPONSIBILITIES	CITY STAFF RESPONSIBILITIES	OUTREACH PARTICIPANTS
Task 4 Summary: Public Review Draft Z&SO			
Task 4.1, Public Review Draft Z&SO	<ul style="list-style-type: none"> Public Review Draft Z&SO Collect and categorize comments 	<ul style="list-style-type: none"> Review and comment Reconcile comments 	<ul style="list-style-type: none"> TAC
Task 4.2, Community Outreach (Trips 4,5, and 6)	<ul style="list-style-type: none"> Facilitate community engagement 	<ul style="list-style-type: none"> Coordinate meeting logistics (scheduling, meeting space, food, etc.) Review and comment on meeting materials Participate in meetings and presentations Review final draft and start adoption process 	<ul style="list-style-type: none"> Community Stakeholders General Public City Plan Commission/ Common Council

TASK 4.1: PREPARE PUBLIC REVIEW DRAFT Z&SO

As we complete our updates to the consolidated Technical Draft, we will work with the TAC and Z&SO Project Team to determine whether any additional review or editing is needed before sharing the Public Review Draft with the community.

TASK 4.2: PUBLIC REVIEW DRAFT Z&SO COMMUNITY OUTREACH

The Clarion team will post the Public Review Draft on the project website for comment. We use a document engagement tool from Konveio (www.konveio.com) that allows review and interactive comment on a PDF version of the document. A current draft in review for Lawrence, Kansas, can be viewed here: <https://lawrenceldc.konveio.com/>

While the Public Review Draft is open for review, the Clarion team will facilitate three live and online learning sessions about the various contents of the Z&SO. Each of the learning sessions will be recorded and posted on the project website for later viewing. Concurrently with the live learning sessions, we will facilitate a public discussion of those chapters of the draft to help identify issues and potential revisions.

During this task, we will also schedule a series of four monthly workshops with the City Plan Commission and Common Council to help familiarize them with the new regulations before the start of the adoption process. We find this approach is helpful to identify issues that may be raised during adoption and also help estimate how many adoption hearing dates may be needed.

TASK 4.3: ADOPTION DRAFT ZONING AND SUBDIVISION CODE

At the conclusion of the public outreach activities, we will work with the Z&SO Project Team to sort the comments and suggestions into two groups: (1) changes to the draft, and (2) no change but response to the community. We will incorporate the identified changes into the Z&SO and provide a public response to comments made but not incorporated.

PHASE 5: ADOPTION PROCESS AND NEW Z&SO IMPLEMENTATION

TASK 5.1: ADOPTION HEARING SUPPORT AND PRESENTATIONS

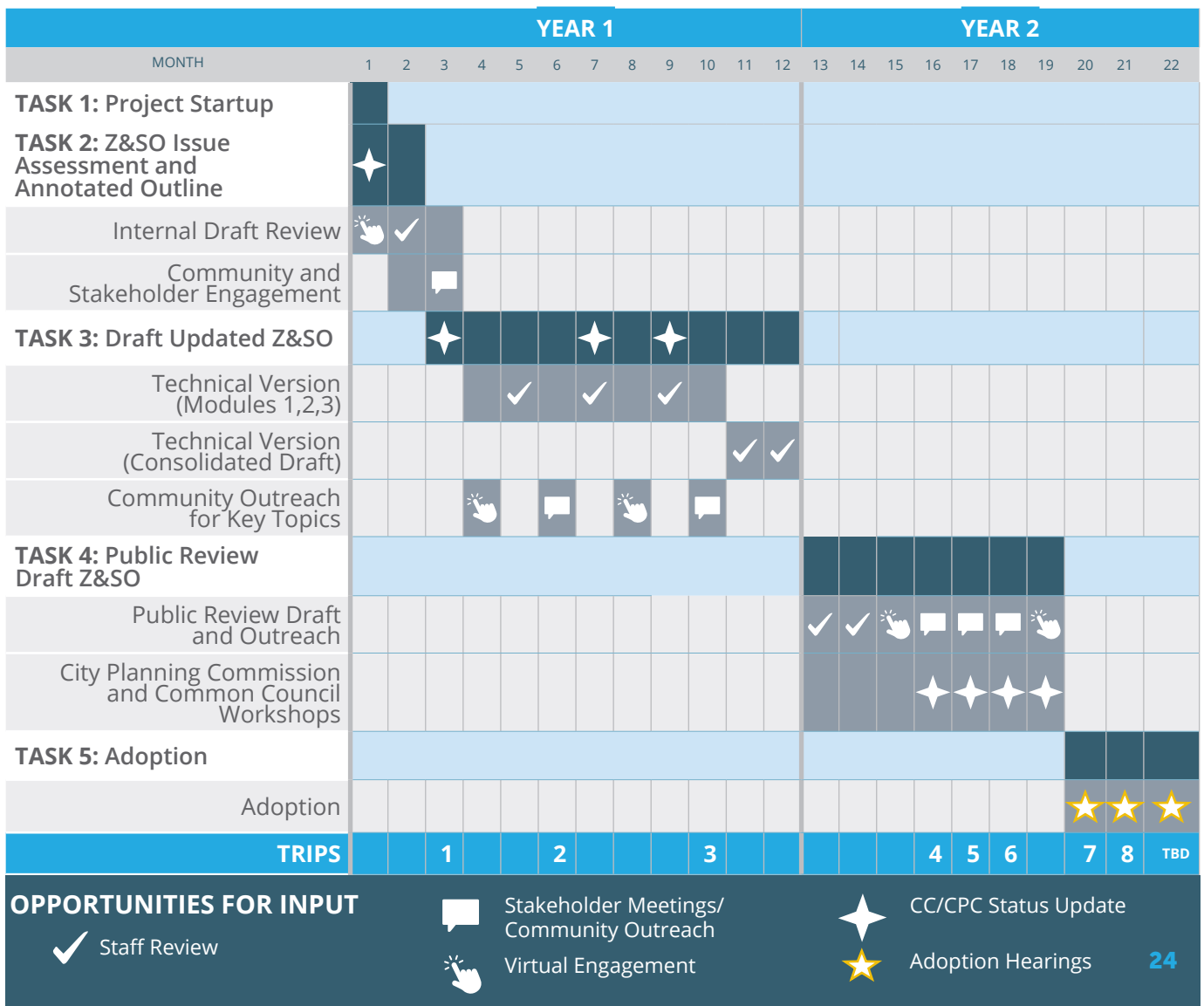
The Clarion team will organize the comments received from the public, City Plan Commission, and Common Council for a discussion with the Z&SO Project Team about which revisions to incorporate in the Adoption Draft Z&SO. As with the Technical Draft, we will first prepare a Z&SO Project Team review draft of the Adoption Draft Zoning and Subdivision Code. After one round of consolidated feedback on the Z&SO Team draft, we will prepare the Adoption Draft to be carried forward into the adoption process. This draft will include final versions of illustrations, charts, tables, and revised text and will address any outstanding issues noted in earlier tasks.

We will work with La Crosse staff to present the Adoption Draft to the City Plan Commission and Common Council for the number of meetings specified in the final budget. As needed, we will also support the Z&SO Project Team with supplementary materials or revised ordinance language.

TASK 5.2: LA CROSSE ZONING AND SUBDIVISION CODE

Clarion will prepare a final adopted version of the new La Crosse Zoning and Subdivision Ordinance based on Common Council comments and direction from the public hearings on the adoption draft. This version will be shared with the City in a Word format to share with the City's codification service.

PROPOSED TIMELINE





BUDGET

La Crosse, Wisconsin Zoning & Subdivision Code Update							
Task	Clarion				RDG		Total
Team Member	E. Garvin	G. Hart	M. Squyer	H.White	C. Cowell	L. Peters	
	PM	DPM	Associate	Graphics	Sub. Lead	Outreach	
Billable Rate \$/Hour	\$220	\$130	\$90	\$100	\$140	\$140	
Task 1: Project Orientation and Public Engagement Plan							
1.1 Project Kickoff and Management	2	4	2	10	2	0	20
1.2 Orientation Meetings	4	8	8	0	2	1	23
Phase 1: Total Hours	6	12	10	10	4	1	43
Phase 1: Total Labor	\$1,320	\$1,560	\$900	\$1,000	\$560	\$140	\$5,480
Person trip days	0	0	0	0	0	0	0
Phase 1: Total Travel	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Phase 1: TOTAL	\$1,320	\$1,560	\$900	\$1,000	\$560	\$140	\$5,480
Task 2: Z&SC Audit and Annotated Outline							
2.1 Z&SC Issues Assessment, Internal Draft	16	30	50	8	16	16	136
2.2 Z&SC Issues Assessment, Public Review	8	24	24	0	16	16	88
Phase 2: Total Hours	24	54	74	8	32	32	224
Phase 2: Total Labor	\$5,280	\$7,020	\$6,660	\$800	\$4,480	\$4,480	\$28,720
Person trip days	1	1	1	0	1	1	5
Phase 2: Total Travel	\$670	\$670	\$670	\$0	\$670	\$670	\$3,350
Phase 2: TOTAL	\$5,950	\$7,690	\$7,330	\$800	\$5,150	\$5,150	\$32,070
Task 3: Draft Updated Z&SC							
3.1 Draft Z&SC Modules: Technical Draft	80	300	450	50	40	24	944
3.2 Technical Draft, Targeted Public Outreach	16	30	30	10	40	32	158
Phase 3: Total Hours	96	330	480	60	80	56	1102
Phase 3: Total Labor	\$21,120	\$42,900	\$43,200	\$6,000	\$11,200	\$7,840	\$132,260
Person trip days	1	1	1	0	2	2	7
Phase 3: Total Travel	\$670	\$670	\$670	\$0	\$1,340	\$1,340	\$4,690
Phase 3: TOTAL	\$21,790	\$43,570	\$43,870	\$6,000	\$12,540	\$9,180	\$136,950
Task 4: Public Review Draft Z&SR							
4.1 Z&SC Public Review Draft and Outreach	32	60	88	20	40	40	280
4.2 Revisions to Public Review Draft Z&SC	20	30	30	10	6	2	98
Phase 4: Total Hours	52	90	118	30	46	42	378
Phase 4: Total Labor	\$11,440	\$11,700	\$10,620	\$3,000	\$6,440	\$5,880	\$49,080
Person trip days	1	2	2	0	1	1	7
Phase 4: Total Travel	\$670	\$1,340	\$1,340	\$0	\$670	\$670	\$4,690
Phase 4: Total	\$12,110	\$13,040	\$11,960	\$3,000	\$7,110	\$6,550	\$53,770
Task 5: Adoption Hearing Support							
5.1 Adoption Hearing Support and Presentations	30	30	10	10	8	8	96
5.2 La Crosse Zoning & Subdivision Code, Final	10	20	40	6	0	0	76
Phase 5: Total Hours	40	50	50	16	8	8	172
Phase 5: Total Labor	\$8,800	\$6,500	\$4,500	\$1,600	\$1,120	\$1,120	\$23,640
Person trips	2	2	0	0	0	0	4
Phase 5: Total Travel	\$1,340	\$1,340	\$0	\$0	\$0	\$0	\$2,680
Phase 5: Total	\$10,140	\$7,840	\$4,500	\$1,600	\$1,120	\$1,120	\$26,320
Project Total Hours	218	536	732	124	170	139	1919
Project Total Labor	\$47,960	\$69,680	\$65,880	\$12,400	\$23,800	\$19,460	\$239,180
Project Total Person Trip Days	5	6	4	0	4	4	23
Total Travel Expenses	\$3,350	\$4,020	\$2,680	\$0	\$2,680	\$2,680	\$15,410
Online Engagement (Konveio license - 2 years)							\$5,000
Total Fees: Labor and Expenses	\$51,310	\$73,700	\$68,560	\$12,400	\$26,480	\$22,140	\$259,590



**PROJECT
MANAGEMENT &
DEVELOPMENT TEAM**

TEAM ORGANIZATION

This section provides an overview of each team member's role, qualifications, and experience. Clarion team members assigned are all based in both our Denver and Chapel Hill offices.

Our team brings a range of technical and project management experience to the Z&SO project. Each team member's full resume with project experience is provided on the following pages.

The RDG team, based in Des Moines, Iowa, extends past Charlie and Laura to include architects, historic preservationists, water resource engineers (who wrote the Iowa Stormwater Management Manual),

and landscape architects. RDG staff support includes many who understand how codes get implemented. RDG also has recent experience in La Crosse and knows its stakeholders. Recent projects include the Imagine 2040 La Crosse Downtown Plan and La Crosse Housing Study (both of which included a review of the zoning code). RDG will provide context for implementing the regulations and lead education and engagement during the process.



CLARION

ELIZABETH GARVIN, ESQ, AICP
DIRECTOR

PROJECT ROLE: PROJECT MANAGER

CLARION



GABBY HART, AICP
SENIOR ASSOCIATE

PROJECT ROLE: DEPUTY
PROJECT MANAGER



MAGGIE SQUYER, AICP
ASSOCIATE PLANNER

PROJECT ROLE: CODE
DRAFTING



CHARLIE COWELL, AICP
PARTNER, URBAN PLANNER

PROJECT ROLE: COMMUNITY
ENGAGEMENT LEAD



HOLLY WHITE
DESIGN LEAD

PROJECT ROLE: GRAPHICS &
MARKETING



GORDY MOORE
ASSOCIATE PLANNER

PROJECT ROLE: CODE
DRAFTING



LAURA PETERS, PLA
URBAN PLANNER

PROJECT ROLE: COMMUNITY
ENGAGEMENT SUPPORT



Elizabeth Garvin, Esq., AICP

DIRECTOR

Elizabeth Garvin is Director with Clarion, based in the Denver office. She is both an attorney and a planner and she has practiced in both disciplines. She has prepared both traditional and FBC/hybrid code update projects for cities, towns, and counties across Colorado and the country; drafted topic-specific code provisions covering issues such as ADUs, sustainability, and signs; served as an expert witness on land use issues; and organized and undertaken numerous code-related public participation processes. Prior to working with Clarion, Elizabeth founded Community ReCode, was the Planning Director for SAFEbuilt Studio, and practiced law with Spencer Fane.

Ms. Garvin is a frequent speaker and author on planning and regulatory topics, including serving as an advisory board member for the Rocky Mountain Land Use Institute as well as RMLUI's legal columnist to the Western Planner.

EDUCATION

Juris Doctor
University of Kansas

Master of Urban Planning
University of Kansas

Bachelor of Environmental Studies
University of Kansas

Coursework for LL.M. in Dispute
Resolution
University of Missouri

CERTIFICATIONS

Licensed Attorney in Missouri and Kansas

Charrette Certified
National Charette Institute

PUBLICATIONS

Practice Adaptive Reuse, Zoning Practice,
American Planning Association
Feb 2022

Legal Challenges to Short-Term Rental
Rules: There's a Test for That, The
Western Planner, RMLUI Legal Corner
March 2020

Homeless in Public, American Planning
Association, Planning Magazine
Feb 2020

KEY PROJECTS

- **Pueblo County, Colorado** Unified Development Code
- **Lawrence, Kansas** Land Development Code
- **Town of Eagle, Colorado** Land Use and Development Code Update
- **Bozeman, Montana** Code Audit for Affordable Housing
- **Billings and Yellowstone County, Montana** Zoning Code Updates
- **Riley County, Kansas** Zoning and Subdivision Regulations Update
- **Cedar Falls, Iowa** Downtown Vision Plan and Zoning Code Update
- **Larimer County, Colorado** Land Use Code update
2023 Colorado APA Merit Award
- **King County, Washington** Department of Permitting and Environmental Review, Best Practices in Code Enforcement
- **Branson, Missouri** Unified Development Code and Sign Code
2019 Missouri APA Outstanding Implementation Project
- **Mancos, Colorado** Land Use Code Update
- **Cedar Rapids, Iowa** Unified Development Code and User's Guide
2019 Iowa APA Outstanding Project





Gabby Hart, AICP

SENIOR ASSOCIATE

Gabby is a Senior Associate in Clarion's Denver office. After working in the public sector for the first several years of her career, Gabby embraces her self-appointed role as the "voice of development review," ensuring high-quality work products that are both innovative and functional to administer. She is passionate about finding the unique solutions that best serve each community and strives to produce equitable outcomes. Gabby enjoys making zoning accessible, relevant, and fun (yes, fun!) to staff, community members, and local/elected officials. She enjoys speaking at local and national conferences where she embraces the opportunity to combine her sense of humor with her planning knowledge.

EDUCATION

Master of Urban and Regional Planning
University of Colorado-Denver

Graduate Certificate in Geographic Information Systems
University of Denver

Bachelor of Science in Sociology
Creighton University

EXPERIENCE

Senior Associate
 Clarion Associates, **4 years**

Planner I & Associate Planner
 City of Boulder, **2.5 years**

Planning Intern
 City of Centennial, **1 year**

CERTIFICATIONS/ AFFILIATIONS

American Institute of Certified Planners
 American Planning Association Colorado

SPEECHES

Codifying Vibrant – APA CO 2019

It's Not the Years, It's the Miles – APA CO 2020

An Ode to Planners – APA National 2021

Other Duties as Assigned - APA CO 2021

Women in Planning: Fresh Takes from the First Five Years - APA CO 2021

What is Equity in Commercial Zoning – RMLUI 2022

The Trials and Tribulations of Sign Permit Review – APA National 2022

Time for a Rebrand: Selling the Most Contentious Planning Topics – APA CO 2022/APA National 2023

KEY PROJECTS

Development Codes

- **Addison, TX** Unified Development Code Update
- **Boise, ID** Zoning Code Rewrite
- **Department of Local Affairs, CO** Model Land Use Code Update
- **Grand Junction, CO** Land Use and Development Code Update
- **Larimer County, CO** Land Use Code Update
- **Lawrence, KS** Land Development Code Update
- **Parker, CO** Land Development Ordinance Modernization
- **Pueblo County, CO** Unified Development Code
- **Racine, WI** Unified Development Code
- **Silverton, CO** Land Use Code Update

Development Code Amendments

- **Arapahoe County, CO** Land Development Code Updates
- **Berkeley, CA** Residential Objective Standards Code Updates
- **Ketchum, ID** Zoning Code Updates

Comprehensive Plans

- **Shawnee, KS** Achieve Shawnee: Comprehensive Plan Update

Reports & Studies

- **Centennial, CO** Housing Study and Policy Development
- **Sugar Land, TX** Regional and Neighborhood Activity Center Mixed-Use Redevelopment Implementation



Maggie Squyer, AICP

ASSOCIATE

Maggie is an Associate in Clarion's Denver office who is passionate about neighborhood-level planning and design. Her time spent reviewing development plans, processing entitlements, and responding to land use inquiries solidified her belief that zoning is an extremely powerful- and largely misunderstood- tool that can be leveraged to improve the look and feel of the built environment. Maggie believes that everyone deserves access to safe housing, nutritious food, and well-maintained outdoor spaces.

EDUCATION

Master of Urban and Regional Planning
University of Colorado - Denver

Bachelor of Science in Sustainability
University of South Dakota

EXPERIENCE

Associate
Clarion Associates, 1.5 years

Assistant Planner
City of Fargo, 2.5 years

Development Assistance Intern
City of Lakewood, 1 year

AFFILIATIONS

American Planning Association Member
WTS Colorado

PUBLICATIONS

Using Faith-Based Land for Affordable Housing, American Planning Association

CERTIFICATIONS

American Institute of Certified Planners
American Planning Association

KEY PROJECTS

Development Codes

- **Pueblo County, CO** Unified Development Code
- **Bismarck, ND** Land Development Code
- **Racine, WI** Zoning Code Update
- **West Fargo, ND** Targeted Code Updates
- **Fort Collins, CO** Land Use Code Audit
- **Clark County, NV** Unified Development Code Update
- **Winnipeg, MB, CA** Zoning By-law Assessment

Comprehensive Plans

- **Carson City, NV** Master Plan Update
- **Ketchum, ID** Comprehensive Plan and Zoning Code Update
- **Gallatin County, MT** Land Use Plan and Housing Strategy
- **Lyons, CO** Lyons Thrive Comprehensive Plan Update
- **Park County, WY** Plan Park County Land Use Plan Update

Reports and Studies

- **Colorado Department of Local Affairs** Land Use Consultation
- **Lakewood, CO** Alternatives to Zoning Study
- **Fort Wayne/Allen-County, IN** FHAA Compliance Review
- **Centennial, CO** Housing Study and Policy Development Project



Gordy Moore

ASSOCIATE

Gordy Moore has been an Associate in Clarion’s Chapel Hill Office since 2022. Prior to joining Clarion, he earned his Master of Urban and Regional Planning degree from the University of Minnesota’s Humphrey School of Public Affairs and worked in the government and non-profit sectors. Whether in graduate school or the professional world, Gordy’s work has been multidisciplinary. He has conducted research on autonomous vehicle policy and microtransit, employed GIS mapping and analysis to support sustainability and environmental initiatives, and helped develop corridor studies for future arterial Bus Rapid Transit (BRT) lines. At Clarion, Gordy has contributed to comprehensive plan and zoning code updates across the Southeast, and has enjoyed planning at the intersection of transportation, land use, and the environment to benefit communities and help them solve complex challenges. He received a Bachelor of Arts degree in geography, with a concentration in urban studies, from Macalester College.

EDUCATION

Master of Urban and Regional Planning
Univ. of Minnesota, Minneapolis, MN

Bachelor of Arts, Geography, Urban Studies concentration (Magna Cum Laude)
Macalester College, St. Paul, MN

AFFILIATIONS

American Planning Association
North Carolina Chapter
Minnesota Chapter

EXPERIENCE

Associate
 Clarion Associates, LLC
2022 - present

Bus Rapid Transit Planning Intern
 Metro Transit
2021 - 2022

Graduate Research Assistant
 Office of Assoc. Dean Catherine Squires
2021

Research Assistant
 BlueGreen Alliance Foundation
2017 - 2020

RECENT PRESENTATIONS

APA National Planning Conference
 (2023)
Complex Problems Aren't Easy

KEY PROJECTS

In his time at Clarion, Gordy has been involved with the following projects in the Southeast and Midwest:

Development Codes

- **Charleston, SC** | Zoning Ordinance Rewrite
- **Cobb County, GA** | Unified Development Code
- **Montgomery, AL** | Zoning and Subdivision Regulations Update
- **Maury County, TN** | Zoning Ordinance and Subdivision Regulations Update
- **Richland County, SC** | Land Development Code Update
- **Warrenton, VA** | Zoning Ordinance Update
- **Tampa, FL** | Zoning Ordinance Update

Comprehensive Plans

- **Henrico County, VA** | Comprehensive Plan
- **Orange County, NC** | Comprehensive Land Use Plan Update
- **Iredell County, NC** | Horizons Comprehensive Plan 2045
- **Overland Park, KS** | Comprehensive Plan
- **Wilson, NC** | Comprehensive Plan
- **Pender County, NC** | Comprehensive Plan





Holly White

DESIGN LEAD

Holly is the Design Lead in Clarion's Denver office. With her expertise in 3D visualization and Graphic Design skillset, she works to support a wide range of planning and regulatory projects. Her passion for designing illustrative logos, clean infographics, and overall project branding help Clarion to deliver clear and beautifully designed graphics. Holly has a diverse background in Urban, Landscape, and Web Design. Above all, she is enthusiastic about helping cities and towns preserve their character while enhancing public spaces and encouraging public engagement.

EDUCATION

B.A. Urban Design
University of Colorado, Boulder

Con't. Ed. Advanced Architectural
 Graphics **Art Institute of Colorado**

PUBLICATIONS

Change, Here, Now, North Atlantic
 Publishers 2018, Illustrator

CERTIFICATIONS

Permaculture Design Certificate
Denver Permaculture Guild

Graphic Recorder Certificate
Graphic Change UK

EXPERIENCE

Design Lead, **2022-present**
 Graphics and Marketing,
 Clarion Associates

Graphic Designer,
 United Airlines **2016-2018**

Creative Services,
 The Aquaponic Source **2012-2016**

PROJECT SKILLS

Project Management
 Document Design
 Website Development
 3D Visualization
 Graphic Design
 Graphic Recording & Illustration

KEY PROJECTS

Comprehensive Plans

- **Clark County, NV** Transform Clark County Comprehensive Plan
- **Lyons, CO** Lyons Thrive Comprehensive Plan
- **Park County, WY** Plan Park County Land Use Plan
- **Pueblo County, CO** Pueblo Regional Comprehensive Plan

Development Codes

- **Colorado Springs, CO** ReTool COS Development Code Graphics
- **Larimer County, CO** Land Development Code
- **Lawrence, KS** Land Development Code
- **Pueblo County, CO** Unified Development Code
- **Reno, NV** Zoning Code RENOvation
- **Santa Fe, NM** Land Development Code

Document Design

- **Clark County, NV** Transform Clark County Comprehensive Plan
- **History Colorado** Economic Benefits of Archaeology
- **Fort Collins, CO** Air Quality Report – City Plan
- **Superior, CO** Marshall Fire Recovery ULI Briefing Book
- **Syracuse, NY** ReZone Syracuse Administrative Manual

Branding & Websites

- **History Colorado** [The Economic Benefits of Archaeology](#)
- **Carson City, NV** [Envision Carson City](#)
- **Lyons, CO** [Lyons Thrive Comprehensive Plan](#)
- **Pueblo County, CO** [Unified Development Code](#)
- **Bozeman, MT** Affordable Housing Code Audit





CHARLIE COWELL AICP

EDUCATION

2013, University of Iowa, Master of Urban and Regional Planning

2011, University of Northern Iowa, Bachelor of Economics

REGISTRATIONS

American Institute of Certified Planners

AFFILIATIONS

American Planning Association, National and Iowa Chapter - Board Member

Engagement and Implementation

Charlie has experience across many fields of urban planning and implementation, including a focus on housing market studies, development regulations, and comprehensive planning. He was formerly a planner for Sioux City, IA and understands how to navigate limited resources to make plans and policies that can be implemented.

Development Ordinance and Guidelines

Charlie provides ordinance review on all planning projects and specializes in ordinance drafting and development.

- Oskaloosa Zoning Ordinance Rewrite - Oskaloosa, IA
- College + Metcalf Overlay District Standards - Overland Park, KS
- Grand Forks Downtown Form Based Code - Grand Forks, ND
- Dyersville Zoning and Subdivision Ordinance Rewrite - Dyersville, IA
- Bettendorf Zoning Rewrite - Bettendorf, IA
- Pella Planning Services - Pella, IA
- Kalona Zoning Services - Kalona, IA
- Highway 141 Overlay Design Manual - Grimes, IA
- The Neighborhood at Indian Creek Design Standards - Marion, IA
- Camdenton Zoning Updates - Camdenton, MO
- Seward Zoning Updates - Seward, NE
- Douglas County Stormwater Ordinance - NE

Special District & Comprehensive Plans (selected)

- Jackson Street Corridor Plan - Oshkosh, WI
- Derby Walkable Development Plan - Derby, KS
- Pella Downtown Streetscape - Pella, IA
- Academy Arts District Plan - Maize, KS
- Dyersville Downtown Plan - Dyersville, IA
- Corridor of Commerce Plan - Carroll, IA
- MidTown Tosa Plan - Wauwatosa, WI
- Waupaca Downtown Plan - Waupaca, WI
- West Lake Drive Corridor Plan - Detroit Lakes, MN

Code Development - Enforcement and Site Plan Review

- Sioux City, IA



LAURA PETERS PLA

EDUCATION

2021, Iowa State University, Master of Real Estate Development
1998, Iowa State University, Bachelor of Landscape Architecture

REGISTRATIONS

State of Iowa, Professional Licensed Landscape Architect, No. 00836
State of Iowa, Professional Real Estate Salesperson, No. 97038

Quality Control and Review

Laura is an urban planner and licensed landscape architect. She has a decade of experience in the non-profit and public sector, where she specialized in stakeholder engagement and facilitation of community meetings. In her role as a planner with the City of Des Moines Neighborhood Development Division, Laura led outreach to residents, neighborhood associations, business owners, nonprofit partners, and other stakeholder groups while also reviewing site and development plans. With her experience in local government, Laura understands the realities of project budgets, timelines, and challenges to implementation.

Professional Work (selected)

- Merrillville Comprehensive Master Plan - Merrillville, IN
- Riverside Comprehensive Plan - Riverside, MO
- Wichita College Hill Neighborhood Plan - Wichita, KS
- Belton Downtown Plan Pro Formas - Belton, MO
- Forward 50: Great Streets Initiative - O'Fallon, IL
- Development Services Department, City of Des Moines - Des Moines, IA*
- Community Development Department, City of Des Moines - Des Moines, IA*
- 6th Avenue Corridor - Des Moines, IA*
- University Avenue Streetscape Project - Des Moines, IA*
- Franklin Area Special Investment District Neighborhood Revitalization Plan - Des Moines, IA*
- Drake Area Special Investment Viva East Bank Neighborhood Initiative - Des Moines, IA
- SW 9th Corridor Plan - Des Moines, IA*

*Prior work from previous firm.



OPERATIONS & MANAGEMENT STRATEGY

We take a “hands on” approach with all of our projects. Our ability to do this is supported by our emphasis on maintaining a relatively small but highly skilled and efficient staff and having the firm’s Directors deeply involved in each project. We pride ourselves on the level of responsiveness we are able to provide to our clients. Depending on the urgency of the issue, we are generally able to schedule an initial call with the City’s project within 24 hours, if not on the same day, and work collaboratively with our clients to determine the best course of action. Project managers will review all interim and final work products before they are provided to La Crosse to ensure they meet our quality standards and will reflect well on the competence, judgment, and accuracy of the Clarion team and the La Crosse staff.

We have found that scheduling standing project management calls (generally bi-monthly, or as needed), in addition to regular meetings with the larger team are essential to keep the overall process on track, while also ensuring that work products and public input opportunities are aligned where they need to be. We typically host virtual coordination calls and set up a centralized data-sharing portal to streamline the transfer of documents and data among the team.

Clarion will provide monthly progress reports organized by phase or task to allow the client’s project manager(s) to quickly ascertain not just what activities have taken place in a given month and by which team member, but what activities we anticipate completing over the coming month. We also carefully manage our budgets and billings to ensure each team member’s progress and invoices are tracking with the overall project budget for the duration of the process and actively respond to questions as they arise.



ADDENDA

LETTERS OF RECOMMENDATION

SAMPLE SERVICES AGREEMENT

EXAMPLE PUBLIC PARTICIPATION PLAN



November 28, 2023

RE: City of Colorado Springs Letter of Recommendation for Clarion Associates

To whom it may concern,

It is with great confidence that the City of Colorado Springs Planning + Neighborhood Services Department recommends the services of Clarion Associates for the drafting of code regulations. In December 2019, the City of Colorado Springs contracted Clarion Associates for the RetoolCOS project, the rewrite of the City's zoning and subdivision regulations resulting in a new Unified Development Code (UDC), which was adopted by the City Council on February 14, 2023.

As the existing Code had not been comprehensively updated in several decades, project staff saw this as the opportunity to collaborate with Clarion to draft modern language that not only furthered the Council-adopted PlanCOS, Colorado Springs' comprehensive plan, but to incorporate current planning policies and best practices. The Clarion project team was originally established with Don Elliott, Darcie White, and Geoff Greene. Due to several changes in project direction, including timeline and goals, the team was condensed to Mr. Elliott and Mr. Greene to be mindful and respectful of the approved budget, thus allowing for more flexibility in the event additional time would be needed. Timeline adjustments were largely attributed to experiencing not only a global pandemic and an approach to public engagement that was somewhat learned along the way but a City Council election with three seats turning.

We are grateful to the Clarion team for their patience and flexibility in concepts and scheduling. Their open-communication style, insight, and perspectives as land use attorneys proved to be invaluable in vetting new concepts and walking through pros and cons of ideas that had never been considered in the Pikes Peak Region. This included innovative approaches to housing and residential zoning including the creation of R-Flex zone districts and more flexibility in commercial zone districts by converting all to mixed-use districts. Two APA Colorado Honor awards were received for the RetoolCOS project in 2023; one of which was awarded for the efforts in providing additional housing opportunities and flexibility.

The City's project manager, Morgan Hester, became reliant on Clarion's expertise in advising on best practices thanks to their experience in hundreds of communities. Mr. Elliott and Mr. Greene became trusted confidants in not only working to establish the best resolve in a situation but acting as advisors as unanticipated situations arose.

For additional information or questions, please reach out to me at 719-385-5347 or Peter.Wysocki@coloradosprings.gov or to Morgan Hester, the RetoolCOS project manager, at 719-385-5177 or Morgan.Hester@coloradosprings.gov.

Sincerely,

Peter Wysocki, AICP
Planning + Neighborhood Services Director



City of Bloomington
Planning and Transportation Department

Mr. Don Elliott, FAICP
Clarion Associates
1600 Stout Street, #1700
Denver, CO 80202

September 24, 2020

Dear Don,

I am pleased to offer this letter of highest recommendation for you and Clarion Associates. I am the director of the Planning & Transportation Department for the City of Bloomington, IN. Bloomington is home to the main campus of Indiana University and faces the challenges of many college towns, including a shortage of affordable housing stock.

When Mayor Hamilton was elected in 2016 he established increasing the number of affordable housing units as one of his top priorities. The City engaged Clarion Associates to assist us in updating our municipal code to reflect the new community vision established in our 2018 Comprehensive Plan. The Plan had not been updated since 2002 and our code had not received a full revision since 2007. Bloomington is a growing community and the outdated policies and codes made development, particularly housing development, a very long and unpredictable process. The mismatch of the old plan with the old policies was also difficult for the public to navigate.

You and your team channeled the community's energy into laying out a clear and streamlined code that aligned with Bloomington's vision for the future. You established community sectors for feedback and worked closely with me and my team to incorporate best practices into our operations. The new code, or Unified Development Ordinance (UDO), was adopted by the Council and became effective in April 2020. It has already proven to shave weeks, if not months, off of the development review process through clear and transparent language, tables and processes.

My team and I are grateful to you, Don, for your high level of expertise and superior communication skills that you and your team brought to Bloomington to enable the community to come together and produce an extraordinary product and outcome. Thank you so much!

Sincerely

Terri Porter, AICP

DRAFT AGREEMENT FOR PROFESSIONAL SERVICES

THIS AGREEMENT, effective as of the _____ day of _____, 20<>, by and between _____ [client name], a Municipal Corporation (“City”), and Clarion Associates LLC, a Colorado Limited Liability Company doing business at 621 17th Street, Suite 2250, Denver, Colorado (“Clarion”).

WHEREAS, the City is undertaking certain activities necessary for the planning execution of a project referred to in this Agreement as _____ [project name]; and

WHEREAS, the City desires to engage Clarion to render certain professional advice and assistance in connection with the City’s project:

NOW, THEREFORE, the parties listed above mutually agree as follows:

1. **Scope of Services.** Clarion agrees to provide services as described in Exhibit A attached to and incorporated into this agreement. The City agrees to provide supporting services to Clarion as described in Exhibit A.
2. **Time of Performance.** Clarion’s services shall begin on _____, 20<> and shall be expeditiously completed as shown in the Project Schedule attached as Exhibit A, but in any event all services required under this Agreement shall be completed on or before _____, 20<>. The time of performance may be extended by mutual agreement of the parties.
3. **Method of Payment and Total Project Amount.** The City shall compensate Clarion for its services in accordance with the Project Budget and Schedule set out in Exhibit A. It is expressly understood and agreed that in no event will the total compensation and reimbursement to be paid under this Agreement exceed the sum of _____ [total contract fee] for all services rendered. By mutual agreement, the City and Clarion may reallocate the budget among project tasks if the total budget amount remains unchanged.
4. **General Terms and Conditions.**
 - A. **Termination of Agreement.** Either party shall have the right to terminate this Agreement, with or without cause, by providing at least 30 days’ written notice of termination to the other and specifying the effective date of the termination. If the City terminates the Agreement, all finished or unfinished documents, data, studies, and reports prepared by Clarion pursuant to this Agreement shall become the City’s property. Clarion shall be entitled to receive compensation in accordance with the Agreement for any satisfactory work completed pursuant to the terms of this Agreement prior to the date of termination.
 - B. **Changes.** The City may, from time to time, request changes in the scope of services of Clarion to be performed under this Agreement. Such changes, including the increase or decrease in the amount of Clarion’s compensation,

that are mutually agreed upon between the City and Clarion, shall be in writing and upon execution shall become part of the Agreement.

- C. Assignability. Written permission from the City is required prior to any assignment of Clarion's duties under this Agreement; provided, however, that claims for money due or to become due Clarion from the City under this Agreement may be assigned to a bank, or other financial institution, without such approval. Notice of any such assignment or transfer shall be furnished to the City.
- D. Audit. The City or any of its duly authorized representatives shall have access to any books, documents, papers, and records of Clarion that are pertinent to Clarion's performance under this Agreement, for the purposes of making an audit, examination, or excerpts. Clarion shall maintain records for 3 years after contract ends.
- E. Ownership of Documents. Drawings, specifications, guidelines, and other documents prepared by Clarion in connection with this Agreement shall be the property of the City. However, Clarion shall have the right to use those documents for its marketing, professional presentations, and for other business purposes.
- F. Assignment of Copyrights. To the extent that any work is copyrighted for this Project, Clarion assigns to City the copyrights to all work prepared, developed, or created pursuant to this Agreement, including the right to: 1) reproduce the work; 2) prepare derivative works; 3) distribute copies to the public; 4) perform the works publicly; and 5) to display the work publicly. Clarion shall have right to use materials produced for this Agreement for marketing purposes and professional presentations, articles, speeches, and other business purposes.
- G. Governing Law. This Agreement shall be governed by the laws of the State of _____ [state where project is located]. Clarion shall also comply with all applicable state and federal laws and regulations and resolutions of the City and shall commit no trespass on any public or private property in the performance of any of the work under this Agreement.
- H. Subconsultants. Clarion shall have the right to use the firms listed as Subconsultants in Exhibit A to complete the approved scope of work. Other Subconsultants may be used if approved by the City.
- I. Notices. Any notice concerning the terms and conditions of this Agreement from Clarion to the City shall be in writing and delivered, either personally, by mail (postage prepaid), or via electronic transmission and shall be addressed as follows:

Contact name
City company name
Street address

City, State and Zip Code
Phone number
Email

Notices to Clarion from City shall be in writing and delivered, either personally, by mail (postage prepaid), or via electronic transmission and shall be addressed to:

Elizabeth Garvin, Director
Clarion Associates
621 17th Street, Suite 2250
Denver, CO 80293
Telephone number: (303) 830-2890
Cell number: (720) 601-7929
egarvin@clarionassociates.com

Notices shall be deemed effective upon delivery in the event of personal delivery, and after three days when mailed, postage prepaid; if transmitted by electronic transmission, upon verified receipt of the electronic transmission. Either party may change its address in reference to notices by written notification to the other party.

5. **Indemnification.** Clarion shall indemnify and hold City harmless from and against and all claims, suits, or action made or asserted for any damage to person or property caused by the negligent errors or omissions by Clarion in connection with performance of Clarion's obligation under this Agreement.
6. **Independent Consultant.** Clarion is an independent consultant. Notwithstanding any provision appearing in this Agreement, all personnel assigned by Clarion to perform work under the terms of the Agreement shall be and remain at all times, employees of Clarion for all purposes. Clarion, its agents and employees, in the performance of this Agreement, shall act in an independent capacity and not as officers or employees of City. It is acknowledged by Clarion that the City has no responsibility for any of the following:
 - A. Withholding of income taxes;
 - B. Provision of insurance coverage;
 - C. Accumulation of sick or vacation leave; or
 - D. Unemployment compensation coverage.
7. **Extent of Agreement.** This Agreement represents the entire and integrated agreement between the City and Clarion and supersedes all prior negotiations, representations, or agreement, either written or oral. This Agreement may be amended only by written agreement signed by both the City and Clarion.
8. **Mediation and Arbitration.** Any disputes arising out of this Agreement shall be subject to arbitration. As a pre-condition to the filing of any such arbitration, all claims, disputes, and other matters in question between the parties to this Agreement arising out of or relating to this Agreement concerning a breach thereof, shall first be submitted

to non-binding mediation prior to initiation of any arbitration unless the parties mutually agree otherwise. The cost of mediation shall be split equally between the parties. The parties agree that any disputes concerning the terms and conditions of this Agreement that cannot be resolved after consultation and discussion between the parties or by mediation shall be submitted and finally settled by arbitration. Any arbitration shall be conducted under the rules of the American Arbitration Association. This agreement to mediate then arbitrate if needed shall be specifically enforceable under the prevailing laws of the State of _____ [state where project is located].

9. **Severability.** If any provision of this Agreement shall be held to be invalid or unenforceable, the remaining provisions of this agreement shall remain valid and binding upon the parties hereto.

[Add City signature block]

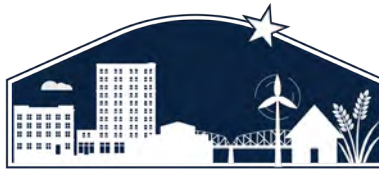
CLARION ASSOCIATES LLC

BY: _____

Title: Director

Date: _____

Exhibit A: _____ **[project name] Scope, Schedule, and Budget**



BISMARCK

Land Development Code

Public Involvement Plan

July 2024

1. INTRODUCTION

About the Project

Following the adoption of the Together 2045 Comprehensive Plan in December 2022, Bismarck launched an effort to overhaul Title 14, the City's current zoning and subdivision ordinance, to create a Land Development Code (LDC). Although portions of the ordinance were substantially revised in recent years, including Title 14.1 Stormwater Management, Chapter 14-03.1 Signs, and Section 14-03-10 Off-Street Parking and Loading; a comprehensive update of Title 14 has not occurred since 1982. This effort represents the first major overhaul of the City's zoning and subdivision regulations in over 40 years. Key objectives for the process are to:

- Implement the Together 2045 Comprehensive Plan
- Overhaul and update the zoning and subdivision regulations into a user-friendly LDC
- Tailor regulations to reflect Bismarck's diverse neighborhoods

Bismarck is home to a diverse set of neighborhoods spanning from rural to historic, each with a unique set of challenges and opportunities. The new LDC will apply to all incorporated areas of Bismarck and its extraterritorial area (ETA). The ETA is an area approximately two miles from Bismarck city limits that is negotiated with Burleigh County and the Townships.

Role of the Public Involvement Plan

Stakeholder and community input is critical to the success of the LDC process. This Public Involvement Plan (PIP) outlines a detailed strategy to:

- Solicit input from those who regularly use the LDC regarding the strengths and weaknesses of its structure, format, and organization and how it might be improved.
- Ensure the public is kept informed, understands the purpose and scope of the LDC update, their role in the decision-making process, and how their input influences the LDC project.
- Listen to and acknowledge concerns and aspirations expressed by participants and collaborate with the community on ways to address them.
- Solicit input from those who may be affected by potential modernization and streamlining of the LDC, including those who may be less familiar with how zoning works.
- Inform and educate stakeholders about emerging practices in zoning regulations and procedures that may improve the City's ability to advance community priorities.
- Make LDC concepts accessible to all.

- Offer a variety of ways for the community to provide input.

Information contained in this PIP will be used as a reference during the course of the process and may evolve. Meeting dates and times will be finalized and publicized in advance of each round of community and stakeholder engagement.

Process Overview

An overview of the LDC process and the expected timelines for each project phase are provided below. Community engagement strategies will be tailored to fit these objectives and will therefore vary by project phase. Additional detail is provided in the sections that follow.



2. GROUPS IN THE PROCESS

The entire community will be invited to participate in the LDC update at key points during the process, as outlined in Section 4. This section outlines the groups that will be tasked with providing more day-to-day guidance for the LDC update. Representation in these groups includes individuals that are familiar with and use the City's land use and subdivision regulations regularly and those that may be less familiar, but may have an interest in the implementation of Together 2045 and growth and development issues generally. An overview of each group's composition and role in the LDC process is provided below.

Stakeholders

In addition to the community-at-large, the LDC process relies on the input and feedback of a diverse array of stakeholders and community groups, especially those who use the City's land use and subdivision regulations regularly. Engagement will occur both formally and informally, as outlined in this PIP.

- Developers, builders, surveyors, engineers, and architects
- Bismarck Public Works Department
- Bismarck Mandan Chamber EDC
- Bismarck-Mandan Area Metropolitan Planning Organization (MPO)
- Bismarck Parks and Recreation District
- Bismarck-Mandan Homebuilders Association
- Bismarck-Mandan Board of Realtors
- Others as identified through the LDC process

Additionally, community groups engaged in the Together 2045 Comprehensive Plan process may be further engaged during the LDC update, potentially including:

- Agriculture and ranching community
- Business owners
- Environmental advocates
- Housing organizations
- Infrastructure and service providers
- Transportation agencies and advocates

Core Team

The project management team will work closely with a core team of planning division staff from the City of Bismarck to assist with overall project coordination and scheduling, review and input on interim drafts, and identification of issues and solutions raised throughout the process. The core project management team will meet bi-weekly, or as needed, throughout the process.

Elected and Appointed Officials

The project team will provide regular updates to the City Commission (BCC) and the Planning and Zoning Commission (PZC) to keep elected and appointed officials informed about overall progress on the LDC, share input received, and seek direction on potential standards as the LDC takes shape. Updates are anticipated to occur every other month. Work sessions with the PZC may be scheduled at key points in the process to allow time for more in-depth discussion and input on individual modules of the LDC.

Project Steering Committee

An LDC Steering Committee will be assembled to provide input and guidance to the project team, PZC, and BCC throughout the process. The Steering Committee will include developers, private land use consultants, business owners, and other stakeholders with experience using Title 14. Steering Committee meetings will generally correlate to the review of interim drafts and major project milestones (e.g., the code assessment and each LDC module draft) to ensure that updates to the LDC will work in practice. We anticipate the Steering Committee may need to meet eight to ten times over the course of the project. Throughout the project, the Steering Committee role will be advisory in nature and the committee will not have veto power over proposed LDC revisions.

3. COMMUNICATIONS STRATEGY

Objectives

Establishing and maintaining open lines of communication about the LDC drafting process is a central component of this PIP. Generally, announcements will be made each time a major deliverable becomes available for public review and approximately two weeks in advance of public meetings, events, or input opportunities. Where possible, communications will rely on established connections to various social media networks, newsletters/blogs, local news outlets, and distribution lists the City of Bismarck has access to. Tapping into these established networks is one of the most efficient and effective ways to get the word out about the LDC process. Primary methods of communicating with the public about LDC update are anticipated to include, but not be limited to:

Primary Communication Channels

TOOL	OBJECTIVES	RESPONSIBILITY	TIMING
Web			
<ul style="list-style-type: none"> Dedicated project website City website 	<ul style="list-style-type: none"> Provide general project information Advertise upcoming meetings and events Provide access to online input opportunities Provide access to project deliverables and other project-related materials 	<ul style="list-style-type: none"> Clarion will be responsible for managing materials and information posted to the project website City Communications Strategies (CS) to provide a link/feature on the City's website that directs people to the project website: https://www.bismarckldc.org/ 	<ul style="list-style-type: none"> Launch project website in June 2024 and update as needed throughout the process Major updates will generally coincide with the completion of a project phase or publication of a major deliverable (e.g., each interim draft)
Social Media			
<ul style="list-style-type: none"> Facebook Instagram LinkedIn 	<ul style="list-style-type: none"> Expand awareness of public meetings and events Direct community to online engagement activities Highlight participation in community events and activities 	<ul style="list-style-type: none"> Clarion will prepare a series of suggested posts for distribution City CS will incorporate content as part of scheduled posts on respective sites, as applicable 	<ul style="list-style-type: none"> Post periodically throughout the process Begin advertising for community meetings and events two weeks in advance Periodic updates to announce and drive

TOOL	OBJECTIVES	RESPONSIBILITY	TIMING
			participation to online input opportunities
E-mail Blasts			
<ul style="list-style-type: none"> Multiple listservs Bismarck Civic Alerts 	<ul style="list-style-type: none"> Provide brief updates on the project Advertise upcoming meetings and engagement activities 	<ul style="list-style-type: none"> Clarion will draft content for staff review Clarion will send email blast from project listserv and staff may distribute through other existing listservs as appropriate 	<ul style="list-style-type: none"> Approximately two weeks prior to each community meeting, or to announce the release of interim drafts for review
Print/Online Media			
<ul style="list-style-type: none"> <i>The Bismarck Tribune</i> <i>Inforum Bismarck</i> 	<ul style="list-style-type: none"> Build awareness of LDC process Expand reach of advertising for community meetings and online input opportunities 	<ul style="list-style-type: none"> Clarion will prepare draft press releases for review and distribution City CS will distribute to news outlets as appropriate 	<ul style="list-style-type: none"> Press releases will be issued at least one week prior to a community meetings and public adoption hearings
Radio			
<ul style="list-style-type: none"> KCND Prairie Public KLXX (1270 AM) KFYR (550 AM) 	<ul style="list-style-type: none"> Expand reach of advertising for community meetings and online input opportunities 	<ul style="list-style-type: none"> City CS will distribute press releases to radio outlets as appropriate 	<ul style="list-style-type: none"> Press releases will be issued at least one week prior to a community meetings and public adoption hearings
Television			
<ul style="list-style-type: none"> Bismarck Media Access KFYR TV KXMB TV 	<ul style="list-style-type: none"> Expand reach of advertising for community meetings and online input opportunities 	<ul style="list-style-type: none"> City CS will distribute press releases to radio outlets as appropriate 	<ul style="list-style-type: none"> Press releases will be issued at least one week prior to a community meetings and public adoption hearings
Flyers			
<ul style="list-style-type: none"> Community message boards City-owned buildings, as well as schools, libraries, community 	<ul style="list-style-type: none"> Build awareness of LDC process, community meetings, and online input opportunities 	<ul style="list-style-type: none"> Clarion will develop flyers for distribution Staff will print and distribute flyers as appropriate 	<ul style="list-style-type: none"> Approximately two weeks prior to community meetings and public adoption hearings

TOOL	OBJECTIVES	RESPONSIBILITY	TIMING
centers, and other buildings with message boards			

4. OPPORTUNITIES FOR INPUT

Overview

Unless it impacts them directly, zoning is not a topic most residents get excited about. Helping the community understand how topics they care about—housing affordability, protecting agricultural lands, and others—will be addressed as part of the LDC process (and why their input matters) will be essential. Each round of public engagement will be tailored to fit the types of input needed at each stage in the process and will include a variety of opportunities for input. Regardless of whether meetings are conducted virtually or in-person, information presented at the meetings will be made available on the project website.

This section outlines specific opportunities for community and stakeholder input as part of the LDC process. An initial list of opportunities for input are listed below by phase. Details for each event will be refined based on discussions with staff, elected and appointed officials, and other stakeholders as the process moves forward.

DATE	OPPORTUNITIES FOR INPUT	ENGAGEMENT OBJECTIVES
1. Project Orientation (May 2024)		
May 20-22, 2024	Project kick-off meetings & stakeholder interviews	<ul style="list-style-type: none"> Develop awareness in the community about the LDC process Identify strengths and weaknesses of the format, structure, and organization of current Title 14, as well as issues related to the implementation of Together 2045
May 20, 2024	Steering Committee kick-off meeting	
2. Code Assessment (June- mid-September 2024)		
Sept. 13/14	General public – booth at Bismarck Street Fair	<ul style="list-style-type: none"> Gather input about current and future preferences for character area types Present and confirm key themes that will be used to inform next steps in the LDC process
Sept. 24/25, 2024	PZC and BCC update	
Sept. 23, 2024	Steering Committee meeting	
Before and after SC	Community and stakeholder meetings	
Week of Sept. 30	Code Assessment online survey	
3. Draft LDC (late September 2024 –August 2025)		
Early November: Module 1: Districts & Uses Early February:	<ul style="list-style-type: none"> PZC and BCC updates (1 per module) Steering Committee meeting to review draft modules (every other month) Community and stakeholder meetings to discuss key issues (1 per module) 	<ul style="list-style-type: none"> Engage key stakeholders in a specific issues discussion for each draft module of the LDC, potentially including

DATE	OPPORTUNITIES FOR INPUT	ENGAGEMENT OBJECTIVES	
Module 2: Development Standards	<ul style="list-style-type: none"> Konveio online document review (posted following Steering Committee review) 	<ul style="list-style-type: none"> Update the public on project status, opportunities to participate, information on notable changes from the current regulations Engage the community on a targeted set of issues/questions to help inform the drafting of each module of the LDC 	
Early May: Module 3: Administration & Procedures			
Mid-June Consolidated Draft			
4. LDC Full Draft Adoption (late-August– December 2025)			
Late-August	Konveio online document review and/or online survey	<ul style="list-style-type: none"> Seek input on the adoption draft LDC (highlighting notable changes based on public input received) before the draft is finalized for consideration by the PZC and BCC Provide an opportunity for public comment on the adoption draft of the LDC 	
Late-August	Adoption draft community outreach		
Concurrent	PZC and BCC update(s) and workshops		
Mid-September	Steering Committee meeting		
tbd	Public hearings		

5. COMMUNITY INPUT SUMMARY

Clarion will maintain a running list and an short-form summary on the project website that includes the following information for each outreach event:

- Event date(s) and description
- Activities/media outlets used to share event schedule and information
- Number of community members who participated or invited stakeholders who attended
- Copies of handouts, comments received, final boards, survey results



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