



# Proposal to The City of La Crosse

for Subdivision and Zoning Municipal Code Update

September 16, 2024

Tim Acklin, AICP, Planning Manager  
City of La Crosse, WI  
400 La Crosse Street | La Crosse, WI, 54601

**RE: Proposal to The City of La Crosse for Subdivision and Zoning Municipal Code Update**

Dear Mr. Acklin:

The Planning Team of Giffels Webster is pleased to submit this proposal to update, illustrate, and reformat the La Crosse Zoning and Subdivision Code. Our team engages in a full range of planning and zoning projects, as outlined in the attached proposal. We are collaborating with Allyson Brunette Consulting to provide a “boots on the ground” public engagement process that will inform the city’s policy direction while building and strengthening community connections.

Our specialty is creating user-friendly zoning codes. Our Clearzoning® ordinance format, which we developed in 2008, logically organizes a zoning code and presents it in an easy-to-navigate digital format that works online, in print, or as a local file. When users view a Clearzoning® code on a phone, tablet, computer screen or sheet of paper, the formatting remains consistent. Clearzoning® codes help to eliminate the “gray area,” and provide information in a way that is broadly accessible, with graphics and illustrations as needed, achieving a mutual and consistent understanding of the code between city staff, plan commission, and applicants.

In addition to our unique and proprietary Clearzoning® formatting, our firm specializes in zoning ordinance audits, and drafting zoning language and illustrations for adoption, including form-based codes. Recognizing that many existing codes contain outdated or obsolete regulations, our goal is to develop innovative, forward-thinking strategies to modernize regulations, ensuring they align with current land use practices and the evolving priorities of the communities we work with.

Our experienced team will be led by Jill Bahm, AICP, a Partner at Giffels Webster. Senior Planner Julia Upfal, AICP, will be the project manager and principal contact for the project. Additional professionals include Joe Tangari, AICP, Principal Planner; Mariah Modson, Senior GIS Specialist; and Associate Planners Rose Kim and Stephanie Osborn. As necessary, we will include other members of the Giffels Webster professional family, including civil engineers, traffic engineers, surveyors, and landscape architects. In addition, Wisconsin-based Allyson Brunette Consulting will provide assistance with the five public input workshops discussed in our proposal.

Thank you for considering our proposal to complete La Crosse’s Zoning and Subdivision Code rewrite. We appreciate the opportunity to enhance the development process and relationships within the City. We are available to discuss the proposal in more detail and answer any questions you may have.

Respectfully Submitted,

**Giffels Webster**

A handwritten signature in black ink that reads "Jill S. Bahm".

**Jill Bahm, AICP**  
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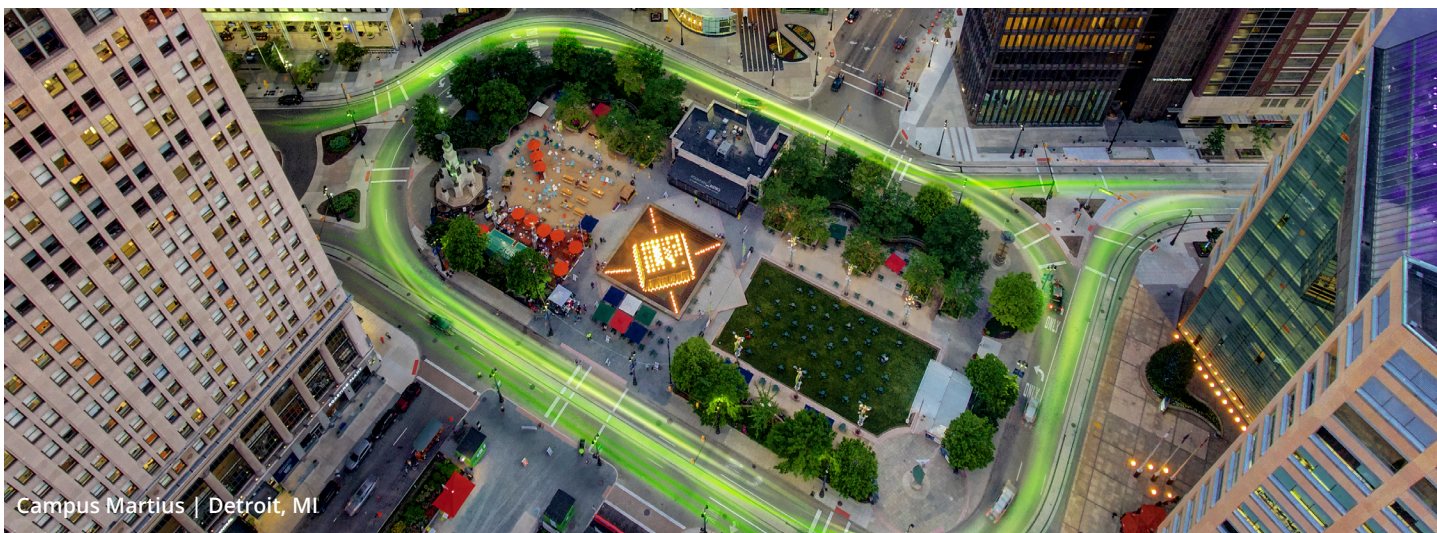
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# Introduction

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## Quick Facts

**Founded**  
1952  
Incorporated 1960

**Headquarters**  
28 West Adams, Suite 1200  
Detroit MI 48226

**Services**  
Civil Engineering  
GIS  
Landscape Architecture  
Planning  
Surveying  
Traffic Engineering

**Markets**  
Public works  
Transportation  
Healthcare  
Education  
Retail  
Office/Industrial  
Facilities Management  
Urban Redevelopment  
Parks/Trails  
ADA Compliance  
Federal

**Professional Staff**  
Administrative - 11  
Civil Engineers - 34  
Construction Inspectors - 7  
GIS Specialists - 2  
Land Surveyors - 15  
Landscape Architects - 4  
Other - 6  
Partners - 10  
Planners - 10  
Senior Project Managers - 5  
Traffic Engineers - 2  
**TOTAL 106 EMPLOYEES**

# Giffels Webster

## Dedicated to Making Communities Better Since 1952

Giffels Webster is a multi-disciplined consulting firm specializing in planning, civil engineering, traffic engineering, land surveying, GIS, and landscape architecture. Our primary business revolves around the natural resources of land and water, along with the infrastructure that is necessary to effectively utilize these resources for human needs. For over 70 years, we have been fortunate to provide professional support to local agencies in Southeast Michigan.

Our community planning services include master plans, park and recreation plans, national and state park general management plans, downtown development plans, corridor studies, and tax increment financing plans. Our municipal code portfolio includes zoning and form-based codes, sign ordinances, wireless facilities regulations, and code formatting. We also offer assistance with development reviews, including site plans, special land uses, variances, and rezonings. Working with planning commissions and other public bodies, our aim is to facilitate productive discussions that result in broad consensus.

To fulfill these community planning services, Giffels Webster employs two proprietary products: Clearzoning® and NextSteps for Downtown® to achieve results. Clearzoning is an industry-leading tool for developing clear and user friendly zoning ordinances, while NextSteps for Downtown is an interactive toolkit for assessing and invigorating downtown vitality. In addition, our team customizes interactive and engaging online tools that enable residents, businesses and other interested stakeholders to provide meaningful input into the planning process.

Collectively, our planning team has over 100 years of experience assisting communities with zoning & form-based codes, traffic & parking studies, economic development plans, and a wide range of long-range planning services, including master plans, recreation plans, downtown development plans, and tax increment financing plans.

# Planning Awards



**2023 American Planning Association Small Town & Rural Planning Division Vernon Deines Honor Award**  
Springfield Township Comprehensive Plan

**2020 American Planning Association Private Practice Division Inspiring Planning Project Award**  
City of New Baltimore Wayfinding Project

**2019 Michigan Association of Planning Project Excellence Award for Public Engagement**  
City of Rochester Hills Master Plan

**2019 American Planning Association Small Town & Rural Planning Division Outstanding Small Town Comprehensive Plan**  
City of Brighton Comprehensive Plan

**2017 American Planning Association Small Town & Rural Planning Division Outstanding Special Project Plan**  
City of Clawson Downtown Master Plan

**2015 Michigan Association of Planning Outstanding Public Outreach Project State of Michigan Department of Natural Resources Wilderness State Park**

**2012 American Planning Association Small Town & Rural Planning Division Outstanding Project**  
City of Lathrup Village Clearzoning Ordinance

**2009 Michigan Association of Planning Daniel Burnham Award for a Comprehensive Plan**  
City of Huntington Woods Master Plan

**2008 Michigan Historic Preservation Network Government/Institution Award**  
City of Huntington Woods Master Plan

**2008 American Society of Landscape Architects Michigan Chapter Merit Award**  
City of Troy Big Beaver Corridor Study

**2007 Michigan Association of Planning Outstanding Planning Project Award**  
City of Troy Big Beaver Corridor Study

**2007 American Planning Association Small Town & Rural Planning Division Vernon Denies Award for a Small Town or Rural Plan**  
City of Adrian Comprehensive Plan

**2007 Michigan Association of Planning Outstanding Planning Project Award - Honorable Mention**  
City of Adrian Comprehensive Plan

**2005 American Planning Association Small Town & Rural Planning Division Award for Excellence**  
Bridgewater & Manchester Townships - Wireless Facilities Master Plan

**2002 American Planning Association Small Town & Rural Planning Division Award for Excellence**  
Bridgewater Township Master Plan

**2000 Michigan Society of Planning Outstanding Planning Project Award**  
City of Detroit Development Manual

**1998 American Planning Association Small Town & Rural Planning Division Award for Excellence**  
Village of New Haven Master Plan

# Services

## Zoning Ordinances

### How to Use This Ordinance

#### 3. READING THE ORDINANCE

Rules have been established to assist with interpreting the ordinance. Below are some rules to keep in mind when reading this document:

- ☑ Sometimes there may be general and specific regulations that pertain to one particular aspect of site design. In such instances, the specific regulations must be followed.
- ☑ Discrepancies between text and an illustration (including its caption) may occur. In the case of such discrepancies, the text is considered the accurate source of information.
- ☑ The use of the word **shall** carries significant meaning. **Shall** regulations must be followed. Requirements that use the word **may** are discretionary, meaning that the requirement is at the discretion of the Planning Commission or Zoning Board of Appeals.
- ☑ Article 2, Definitions, contains over 80 terms. If a term is not listed in this section, it will carry the meaning customarily assigned to it.
- ☑ Conjunctions are often used and must be read accurately:
  - AND indicates that all connected items, conditions, provisions or events shall apply.
  - OR indicates that the connected items, conditions, provisions or events may apply singly or in any combination. (OR may also be read "and/or")
  - EITHER ... OR indicates that the connected items, conditions, provisions or events shall apply singly, but not in combination.

For more rules, see [Section 96-2.1 Construction of Language](#).

**Digital User Note:**

**What is a link?**

A link allows for quick reference to a relevant section. By clicking a link the user is taken directly to a page in the Ordinance or another reference document. The user may return to the original page by clicking the "previous view" button in Adobe Acrobat Reader.

If you do not see the "previous view" button on your Adobe Acrobat Reader screen, you can add it by turning on your "page navigation toolbar". For assistance, refer to the "Help" menu in your version of Acrobat Reader.

**What information is linked?**

All **blue text** is linked to either another page within the Zoning Ordinance, a separate City ordinance or document, or an external website.

In addition, several other features of the document are linked to allow users to navigate through the ordinance. Click on any of the following features to quickly locate another section:

- Article tabs** located on the side of each page are linked to the Contents page of each Article.
- Icons** located at the bottom of each page are linked to the "How to Use This Ordinance" section, the main Table of Contents, and the Zoning Map.
- Use Matrix district headings** are linked to the corresponding district regulations page in Article 3.
- "How do I calculate height" button** located on each district regulations page is linked to the definition of building height in Article 2.
- Zoning Map Legend headings** are linked to the corresponding district regulations page in Article 3.

**Legend:**

- A-1 Class A Residential
- A-2 Single Family Residential
- R-1 Single Family Residential
- SHD Low Density Medium Density

### How to Use This Ordinance

#### 4. USE MATRIX

Below is a reference table that summarizes the uses listed in the Ordinance. Uses below are generalized. Consult [Section 96-3.1](#) as certain conditions and standards may apply. If there are any conflicts between this table and the uses listed in Section 96-3.1, the latter will control.

P = Principal Permitted Use  
S = Special Land Use

**Digital User Note:**  
Click on a district heading below to go directly to the corresponding district regulations.

	A-1	A-2	R-1	R-1-O	R-3	R-4	R-6	R-T	SHD
Accessory buildings or uses	P	P	P	P	P				P
Ancillary services									P
Art galleries									S
Bed and Breakfast and Tourist Homes					P				
Collectors shops, such as stamps and coins									S
Community buildings, public	S	S	S	S					
Craft establishments, public									S
Day care homes, family	P	P	P	P	P				
Day care homes, group	S	S	S	S	S				S
Dwelling, Multiple-family					P	P	P		P
Dwelling, Single-family	P	P	P	P					P
Dwelling, Single-family detached					P	P			
Dwelling, Single-family duplex									S
Golf courses, except miniature courses and driving tees	S	S	S	S					
Home Occupations	P	P	P	P	P	P	P		P
Libraries, private									S
Libraries, public	S	S	S	S					S
Museums, private									
Museums, public	S	S	S	S					
Office, business									S
Offices, municipal									S
Offices, professional									S
Parks and playgrounds, public	S	S	S	S					
Photographic studio									S
Places of worship									S
Places of worship and accessory uses where assembly and / or non-single family housing occurs	S	S	S	S	S	P			
Residential facilities									P
									S

Continued on next page



A clear, concise, and easy to use zoning code helps communities consistently achieve high-quality development. By making regulations easy to understand and apply, a user-friendly zoning code is a key strategy to set your community apart and reduce hurdles in the development process. From zoning amendments that reflect the community vision, land use policy, and current development patterns to a complete reformatting of the ordinance, Giffels Webster can help your community with the zoning transformation needed to foster envisioned growth and development.

# Clearzoning®: It's Your Code, Only Better™

Giffels Webster’s Clearzoning® transforms zoning ordinances into user-friendly, online codes, making it easier for readers to quickly access and understand zoning regulations. Benefits of this transformation include a clear organizational structure that makes sense, more colorful illustrations, and searchable words and terms.

When using an ordinance, most property owners, business owners, and developers are looking to answer one of the following questions:

## 1. What am I allowed to build or use on my property?

The zoning district **two-page** spread is a key overview that clearly presents the permitted uses and dimensional requirements (such as height and setbacks) for each district. Presenting these key zoning regulations clearly with complementary graphics allows users to find basic information and directs them to all places where they may need to dig deeper.

## 2. Where can I locate my building or business?

The ordinance includes a comprehensive use matrix listing all of the land uses in the ordinance and where each land use is permitted (by-right or as a special land use). Once a land use is selected from the matrix, the intuitive linking will quickly navigate the user to the appropriate district “two-page spread.”

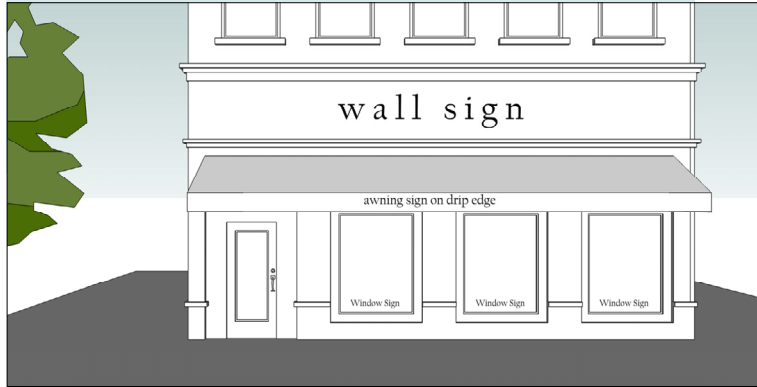
Included with the Clearzoning process is a “health checkup” for your code. Our team of experts will conduct a comprehensive zoning audit before identifying and fixing incorrect cross references, duplicative language, and inconsistent text. Through the audit, inconsistencies between the zoning code and master plan policies, changes in statute and case law, and zoning best practice trends are addressed.

Advances in technology and widespread accessibility of the Internet call for a change in the traditional text-based zoning ordinance format of yesterday. Many communities are choosing to make their zoning ordinance and other codes available online for easier access for the public as well as staff and officials. A Clearzoning Ordinance format is designed to effectively portray zoning regulations with fewer words and more illustrations. Our ordinances are user-friendly and easy to navigate in both printed and digital formats.

Giffels Webster will partner with you to transform your conventional zoning code into an easy-to-read, better organized, digital document that will revolutionize the way your code functions, saving staff time at the counter, and making it easier for officials and citizens to use. Together, we can help guide the development community in a more effective and streamlined way using Clearzoning.



## Sign Ordinances



Sign standards that are clear, concise, and easy to understand make it easier for applicants and staff to understand what is allowed. Giffels Webster can help your community update its sign standards to improve aesthetics, encourage economic development, and reduce visual clutter in the community, while ensuring the ordinance is administered consistent with existing case law and the First Amendment. Giffels Webster can help your community to effectively portray sign standards with fewer words and more illustrations. Our ordinances are user-friendly and easy to navigate in both printed and digital formats.

# Zoning Ordinance Audit

01/2024

CITY OF WASSAIC Zoning Assessment



Assessment Summary  
**56% Efficient**

SCORE INDEX		REVIEW CRITERIA								
1: Major revisions 2: Minor revisions 3: No revisions *-: Not rated for this category		Total Score For Each Category	Language & Clarity	Visual Aids	Legal Alignment	Sustainability	Economic Development	Equity	IMDC Best Practices	
Max. Score	CATEGORIES									
3	Master Plan Alignment	1	-	-	-	-	-	-	-	1
3	Organization & Structure	1	-	-	-	-	-	-	-	1
6	Definitions	4	2	2	-	-	-	-	-	-
15	Districts & Uses	9	1	2	2	-	-	-	2	2
18	Use Standards	12	2	3	2	2	2	1	-	-
15	Site Standards	6	1	1	-	2	-	1	1	1
12	Development Procedures	7	1	-	-	-	2	2	2	2
3	Administration	2	2	-	-	-	-	-	-	-
75	<b>TOTAL</b>	<b>42</b>								



As a zoning ordinance ages, it is amended and reshaped repeatedly in response to changing conditions. As amendments accumulate, it is common for an ordinance to become harder to navigate and understand. There are several ways in which the organization of the Clawson Zoning Ordinance could be improved:

- Districts and schedule of regulations. The ordinance groups most of its districts together and includes their basic standards in a schedule of regulations. However, at the end of the ordinance are several more districts, none of which are referenced in the schedule of regulations. This is confusing; applicants have called to inquire about these districts, as they have not been able to easily locate the relevant standards.
- Codification. The Zoning Ordinance is Article X of Chapter 34 of the Clawson Code of Ordinances. It is codified in a generally similar manner to other ordinance articles. However, the codification of the ordinance as present does not aid navigation of the ordinance. Section numbers are not correlated to the division of the ordinance in which they appear. For instance, the first section of Division 4 is Section 34.601, in general, codifying an ordinance such that the first section of Division 4 is Section 34.401, Division 5 begins with Section 34.501 and so on, aids navigation and also simplifies amendments—when a new section is added, its numbering will not conflict with section numbering in a subsequent division. One way to more effectively group districts would be to house them all in a single division, so that when new districts are created, they have a destination that automatically organizes them with the other districts, rather than adding them to a distant part of the ordinance.
- Repetition of content. With stronger organization, site and use standards can be consolidated, making them easier to find and update as needed in the future. At present, the regulations for uses are distributed through the districts, and sometimes repeated. If those regulations are amended in the future, care must be taken to amend them in all places where they appear. Site standards such as lighting regulations in the BRD districts are similarly repeated. A useful structure provides commonly used, basic information first and dives deeper into development regulations later in the document. Content that applies in more than one place can be referenced where necessary, with a link, so that it does not need to be included more than once.
- Visual communication. In addition to an improved organizational structure, tables and diagrams could play a larger role in the Zoning Ordinance to illustrate definitions and standards.

### Ordinance Format Best Practices

**Usability.** Usability in printed and online formats is also an important consideration. Currently, the city uses a code hosting service that allows for the incorporation of graphics; however, these graphics do not always appear when sections of the code are downloaded and/or printed, and are often not well correlated to the relevant provisions when viewing online. This can cause confusion and frustration for users.

The Zoning Ordinance should be in a simple, easy-to-use format that supports search and hyperlinks functions online as well as maintains the integrity of the ordinance when printed or downloaded.

**Editing.** The zoning ordinance contains numerous instances of typos or wording that impede understanding of the provisions in which they appear. See the "General Housekeeping" section of this report for more information.

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## Organization & Format



### LOTS: CORNER, THROUGH AND INTERIOR



The black and white graphic in the current ordinance (top) can be hard to read; this is exacerbated by the fact that it appears to have been copied multiple times and scanned, rather than created as part of a digital document. The ability to use color in graphics and created them as an integral part of a digital document greatly improves their legibility.

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- All definitions should be consolidated into one section for consistency and convenience. For example, the general definitions in do not include terminology related to site condominium development. However, 534-1055 provides numerous definitions within the site condo standards. These terms may have applications outside of this specific section.

### More About Definitions.

Clear and easy-to-understand definitions are critical for all ordinances. They not only help applicants understand regulations, but also aid in the review and enforcement of the regulations.

Generally, terms that are commonly understood do not need to be defined in the ordinance. However, terms that have a direct connection to regulations should be included. Simple, clear graphics help illustrate the text.

Standards should be consolidated and associated with the uses or site elements to which they apply. To aid in this effort, standards should be removed from definitions. For instance, the definition of "dwelling, one-family or single-family detached" includes an entire section of standards for single-family dwellings. This is really a regulatory section that should be grouped with similar content. The definition for "home occupation" is similarly a full regulatory section.

The lists of permitted uses in many districts are long and contain similar items or long lists of example uses. These sections can be cleaned up by defining uses and using the defined terms.

### Definition and terminology updates:

- Church and synagogue.** This term should be updated to the more general "place of worship" or "religious institution."
- Carriageway.** This definition uses "thoroughfare" as a generic term for a road, when it is in fact a road classification with a specific meaning. It should refer to a "right-of-way."
- Fence, natural.** This is defined, but the ability to use a natural fence is not referenced anywhere in the ordinance; it may be useful to explore implementing this as a landscaping option.
- Occupancy change of use.** This definition includes "expansion of a use." It is unclear how expanding an existing use would constitute a change of occupancy.
- Use, conditional.** This refers to "conditional use," a definition that does not exist. This is an obsolete term that should be deleted.
- Illustrations.** Illustrations should be updated and located adjacent to the terms they illustrate.

Finally, the format of the definitions could be improved by typographically differentiating the defined terms from the definitions themselves. The current formatting often requires a user to read the definition more than once to determine the exact term being defined.

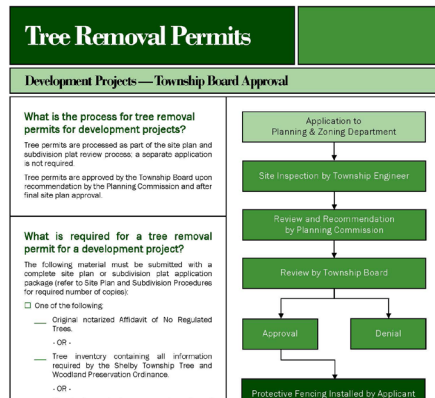
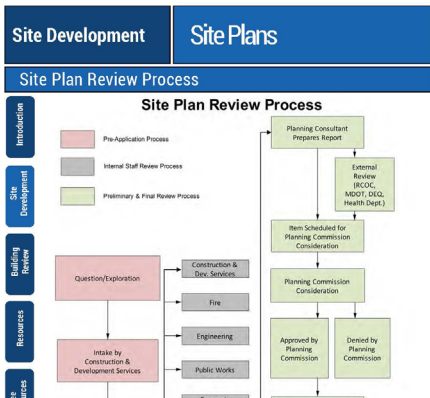
A zoning ordinance health check-up is an audit that assesses regulations impacting community land use planning. Giffels Webster will highlight areas in which zoning could be in better alignment with the community master plan as well as identify zoning regulations that are outdated or out of compliance with state laws. In addition, the audit will recommend strategies for new regulations that promote sustainable efforts.

## Zoning Ordinance Audit

A health check up of a community's zoning ordinance typically includes:

1. Reviewing the definitions to ensure they are current and reflect needs of today's residents and business owners.
2. Reviewing zoning district intent statements to ensure they are descriptive in terms of the types of uses permitted and desired, that they suggest the form and amenities development should include, and that they are consistent with the future land use categories.
3. Reviewing residential and non-residential district regulations in light of the community's master plan to ensure they are in alignment.
4. Reviewing sign provisions (if part of the zoning ordinance), parking, lighting, and other site standards to ensure needs are adequately addressed and regulations are generally presented in a consistent manner.
5. Assessing how the community's Ordinance reflects state law, with special attention to RLUIPA, wireless communications facilities, Reed v. Town of Gilbert, and residential care facilities.
6. Preparation of a report that summarizes strategies for updating the zoning ordinance to better implement the master plan, reflect current zoning trends, and reflect the state of planning practice.

# Development Procedures



Tree Removal Permits	
Common Questions	
<p><b>What type of protective fencing is required?</b></p> <p>Protective fencing shall consist of either 1) orange construction fencing, or 2) soil erosion fencing with the top of the wooden stakes painted orange to distinguish this fencing from soil erosion fencing.</p> <p>Fencing must be maintained throughout the entire construction process. The installation of protective fencing will be inspected by either the Building Department or the Township Engineer.</p>	<p><b>Can I seek a variance from the Tree and Woodland Preservation Ordinance?</b></p> <p>Yes. The Zoning Board of Appeals may grant variances from the provisions of the Ordinance when undue hardship may result from strict compliance.</p> <p>Refer to the Tree and Woodland Preservation Ordinance for variance review standards and the Zoning Board of Appeals Procedures for application requirements.</p>
<p><b>How do I know if a tree is regulated?</b></p> <p>The Shelby Township Tree and Woodland Preservation Ordinance regulates trees located within woodland areas. Refer to the Ordinance for complete definition of a woodland.</p> <p>When located outside of woodland areas, regulated trees are those that are seven (7) inches or greater in diameter measured at 4.5 feet above the existing grade (A.E.G.).</p>	<p><b>What are the penalties for violation?</b></p> <p>Violation of the Shelby Township Tree and Woodland Preservation Ordinance is a misdemeanor and punishable according to State Law.</p> <p><b>Is there an appeal process?</b></p> <p>Any person aggrieved by the grant or denial of a tree removal permit may request an appeal of the decision to the Township Board at the next regularly scheduled Township Board meeting following the original action.</p> <p>The Township Board may act on the appeal at the meeting where it is brought. The Board shall act on the appeal no later than the next regularly scheduled</p>

Clear, user friendly, readily accessible development review procedures and forms can serve as an economic development tool and give your community a competitive advantage. Giffels Webster will work with you to tailor development procedures and forms that will fit your community's codes and processes — making this information available to the public 24 hours a day.

Giffels Webster believes that a clear, concise, predictable review process is essential for every community. A procedures manual that outlines the site plan review process and includes:

- Contact information for staff
- Meeting dates
- Timeline for review/Workflow chart
- Checklist of required items
- List of Frequently Asked Questions
- Regulations appropriate for type of development
- Application forms (with online capability)
- A guide that facilitates efficient communication between staff/consultants/outside agencies

Using guides that are full of clear and colorful graphics and illustrations, communities can make the development review process effective and efficient for not only the developer, but municipal staff and officials.

# Work Program

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# Proposed Work Program

## INTRODUCTION

The Giffels Webster Planning Team has a wealth of experience developing zoning regulations to modernize language and implement the goals of a comprehensive plan. We are also specialists in user-friendly zoning codes that utilize clear illustrations, logical organization, internal hyperlinking, and well-written language to make using the ordinance as simple as possible. La Crosse's recent Request for Proposal seeks a qualified team to transform their subdivision and zoning codes in accordance with the City's goals and long-term vision. Our proven expertise is perfectly suited to meet these objectives.

Our recent experience crafting zoning code amendments includes everything from minor text amendments for clarity and compliance with state and federal statutes to the development of new districts, and comprehensive overhauls of full ordinances. For example, after we helped the City of Brighton, Michigan prepare their 2018 Comprehensive Plan, we continued working with the city to increase housing opportunities, a top implementation strategy. As a part of their zoning ordinance update, we created the new R-5 zoning district that allows a variety of housing types in a walkable layout close to downtown. Now, the city is seeing new development that fits the vision in the plan.

Using our tested approach, we will work with the City to achieve local development goals through a modern, accessible, and innovative update to the City's zoning and subdivision code.

## PROCESS

Our team's proposed process for the code updates will include seven steps:

1. Kickoff
2. Zoning and Subdivision Code Audit
3. Clearzoning® Formatting
4. Public Engagement
5. Zoning Text Update and Illustrations
6. Zoning Map (as needed and/or if City opts for interactive zoning map)
7. Public Hearing and Adoption

Our team believes that this proven method to implementing code updates offers the greatest opportunity to gather an understanding of the strengths and weaknesses of the current zoning code, implement the vision of the Comprehensive Plan, reflect local and national zoning trends and best practices, develop a new zoning code that provides a grounded regulatory structure for new development, and transform the code into a user-friendly document.

We will attend meetings with the Plan Commission virtually throughout the course of the project to ensure that each section of the update aligns with the City's desired policy vision. In addition, our community engagement plan seeks to incorporate the input of key stakeholders, including groups that are not frequently engaged. We have partnered with Allyson Brunette Consulting to help facilitate and guide community workshops at key project milestones, ensuring that the code update remains consistent with local priorities.

The timeline presented in this proposal includes a combination of in-person, virtual, and staff-supported engagements to maintain continuity and regular communication between the public, the Plan Commission, staff, and the project consultants. During the kick-off phase, we will discuss the meeting schedule and attendance options and agree on the approach that works best for the City. If desired, additional meetings or community engagement may be added as outlined in the attached fee proposal.

Key elements of each step in the work scope are summarized in the following pages, including deliverables and meetings. Virtual attendance at monthly meetings of the Plan Commission will occur throughout the duration of the project.

### **STEP 1 | KICKOFF**

The kickoff sets the stage for a meaningful outcome that meets or exceeds expectations. It is also a great opportunity to provide some education about zoning and how it can be used to realize the City's vision for the future.

- Attend kickoff meeting with officials
- Discuss scheduling of meetings and deadlines for work products
- Launch online questionnaire for staff and officials related to zoning regulations
- Provide a "Zoning 101" presentation to the Plan commission with educational materials highlighting the importance of rewriting zoning codes, the different types of zoning codes (Euclidean, Form-Based, and Hybrid) and their benefits.

**Meeting #1 Kickoff** – Attend kickoff meeting with officials during the City's regular hours, and a meeting with the Plan Commission in the evening.

### **STEP 2 | ZONING & SUBDIVISION CODE AUDIT**

To gain an understanding of the full scope of the amendments, we will conduct a zoning audit to explore what works and what needs work in the current zoning code and subdivision code. The audit will include a review of the Forward Lacrosse- 2040 Comprehensive Plan to determine all zoning amendments necessary to implement the plan. The Code Audit report will be delivered in pdf format so that it can be shared on the City's website.

The audit will:

- Analyze the alignment of the zoning map and regulations with the City's new comprehensive plan
- Describe alignment or non-alignment of existing zoning language with best practices
- Evaluate barriers to development that include off-street parking requirements, minimum lot size and setbacks, design standards, and permitting of ADU's
- Review current organization, format, and definitions
- Review existing zoning districts and permitted uses
- Review clarity, ease-of-use, and accessibility of information
- Review development review process for all types of approvals required in the Zoning Code
- Review code in relation to best practices, established legal precedent, and state and federal statutes for zoning and subdivisions
- Compare the Zoning Map and Future Land Use categories to determine any needed modifications, potential for consolidation of districts, and creation of new districts
- Provide a checklist for amendments to be undertaken in Step 4

Upon completion of the audit, we will review findings and recommendations with the Plan commission and the broader community.

**Workshop #1:** We will conduct the first Zoning Code Workshop. This workshop will include an overview of key findings from the audit and seek community input on prioritization. The results of this workshop will help focus the Plan commission's policy discussions throughout the duration of the project. Following this meeting, additional input and information will be distributed in an online format.

### STEP 3 | CLEARZONING® CONVERSION

During this step, the City's existing zoning code and subdivision code will be converted to the Clearzoning® format, and illustrations will be added to this version of the document. This sets the stage for the amendments to come, and allows us to easily locate the new text within the code. Links to several Clearzoning codes are included in this proposal.

The final product will be an interactive pdf file that can be used with Adobe Acrobat Reader, a free program, and the code will be hyperlinked in a manner similar to other Clearzoning codes. Once the code is complete and adopted, the City will host the file on its website. Giffels Webster does not charge any annual fees once the code is converted. When the City makes future amendments to the code, the information will be sent to Giffels Webster to place in proper Clearzoning form, and a new, updated file will be provided to the City, with a separate electronic file that documents the pages that were changed. This work will be done based on a "per page amended" fee, as described in the attached fee proposal. This is similar to the way other code companies charge for updated codes; however, as noted, there is no annual fee associated with a Clearzoning code. With each amendment, replacement pages are provided to enable easy replacement of pages in any printed copies of the code that may be in use around the City.

Following completion of the Clearzoning conversion, we will provide an in-depth overview of the new document to the Plan commission. This will help introduce them to the navigation and format before discussing changes to content.

### STEP 4 | PUBLIC ENGAGEMENT

Steps 4 and 5 (Text Amendments and Illustrations) will be done concurrently. Our public engagement plan involves a combination of in-person and virtual engagement opportunities to gather input on the new code, while informing and educating community stakeholders, staff, and the public of the process. We will work with the Plan Commission during their monthly meetings to refine a list of key topic areas for further discussion and identify potential stakeholders that may have important insight relevant to identified priorities. The public engagement plan will include the following components:

1. **Zoning Survey.** We will work with staff to draft a short zoning survey for broad distribution throughout the community. The survey will include questions relevant to community members with varying levels of experience in zoning.
2. **Meeting Toolkits.** Review and discussion of the code will require feedback from key stakeholder groups. Our team will work with staff to prepare up to ten meeting toolkits with materials to facilitate stakeholder discussions with groups identified by the Plan Commission. Each toolkit will be specifically tailored to gather input relevant to the unique interests of the targeted groups. City staff will lead the meeting toolkits with each of the groups, and our team will provide instructions for gathering data and how to report back findings.
3. **Workshops #2- #4 (Focus area workshops).** Throughout the course of the update, we will host up to three focus-area workshops. Each workshop will feature different corridors or districts identified for further study as well as topics that require additional consideration. Participants will explore the various topics/districts through an open and engaging self-paced format. The content will include a combination of educational information, as well as opportunities to share input.
4. **Workshop #5.** Upon completion of the draft text, we will convene a final workshop to present the draft language to the community and gather final input. This workshop will be facilitated by the full project team in advance of the public hearing.
5. Additional engagement opportunities may be identified throughout the course of the project. The attached fee proposal includes options for additional meeting toolkits and workshops as needed.

*Project communications.* To ensure an equitable and inclusive process, we recognize the importance of using plain language as well as creating a communication strategy that targets input from community members often left out of the public input process and those who are impacted by proposed zoning changes most. To promote and highlight engagement opportunities and keep the public up to date on our efforts, we will work with a local media company (selected by City Staff) for marketing, social media presence, and managing the project website. The website will host our project survey, as well as ongoing polls, project information, maps, or other materials for public distribution. Working with the media company, we will develop strategies to advertise meetings and input opportunities.

#### **STEP 5 | ZONING TEXT UPDATE AND ILLUSTRATION**

This step will involve regular communication with the Plan Commission as the draft code amendments come together. Each meeting will focus on key policy topics of the ordinance with subsequent discussions of draft text. Text will be developed based on the specific recommendations of the zoning audit, findings from public engagement, and the Comprehensive Plan and tailored to meet the needs of the City. The consultants will meet and discuss text with City Staff on a weekly or bi-weekly basis throughout the course of this step of the project.

#### **STEP 6 | ZONING MAP**

A draft zoning map will be developed for review by the Plan Commission. At a minimum, a zoning map will be created for inclusion in the Clearzoning document. Giffels Webster can also create an interactive zoning map for the City, which links back to the district pages in the code; the optional cost for this additional service is included in this proposal. If the City opts to include an interactive zoning map in the project, this version of the map will also be developed during this step. An interactive map can be hosted either on our GIS server or on a GIS server controlled by the City.

#### **STEP 7 | PUBLIC HEARING, FINAL DOCUMENT, AND ADOPTION**

Giffels Webster will help facilitate the public hearing for the Zoning Code, including any needed assistance drafting notices of public hearing and adoption, and resolutions of adoption. Our staff will be available on-site to answer any questions by the Plan Commission or City Council. After adoption, Giffels Webster will finalize the document and activate the interactive zoning map.



## Experience and References

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# Project Experience

## Zoning Ordinance Horace, North Dakota

CITY OF HORACE, ND Title IV Effective: Month Day, Year

4-3.1.8 17/76



1. General Character/Intent  
A vibrant, walkable mixed use area that accommodates commercial activity and higher-density residential in a small-town urban environment.

2. Intent  
The intent of the 17/76 district is to provide for a vibrant, walkable mixed use area that accommodates commercial activity and higher-density residential in a small-town urban environment. Development will include well-planned public amenities and spaces. The district will provide shopping, dining, employment opportunities for people living in the district as well as in the wider region. See Section 4-3.10 for the remainder of the Intent section.

3. Building Types



1. Purpose & Intent

2. Definitions

3. Zoning Districts

4. Use Standards

5. Site Standards

Subdivision regulations



Giffels Webster developed a new Zoning and Subdivision Ordinance for the City of Horace, North Dakota. Horace is a fast-growing city south of Fargo, North Dakota. The city's existing zoning ordinance was not adequate to the task of accommodating the volume of new development that is anticipated over the next twenty years.

The process began with an on-the-ground survey of existing conditions, review of the city's recently adopted Master Plan and Future Land Use Map, a stakeholder survey, and focus groups with local developers. Our team also worked to gain a thorough understanding of the legal framework for zoning in North Dakota.

The information gathered from this initial phase was then used to map out a plan of action. Our team working with a project steering committee to develop new districts, including a set of mixed-use, form-based districts designed to foment walkable, compact development in the city's heart. Use lists and intent statements for each district were developed based on the Master Plan's future land use categories.

The project also fully reviewed and streamlined the city's development review processes and submission requirements, defined dozens of terms, established updated administrative provisions, and put in place a new zoning map. The new ordinance positions the City of Horace to absorb its future growth in a manner that supports community, walkability, and well-planned development.

**CLIENT**  
The City of Horace, North Dakota

**SERVICES**  
Planning  
Zoning

**COMPLETION DATE**  
2023

**CONTACT INFORMATION**  
Brenton Holper  
bholper@cityofhorace.com  
701.492.2972

# Zoning Ordinance

## Brighton, Michigan



In 2015, our team assisted the City of Brighton with a “health checkup,” or audit, of its Zoning Ordinance. This audit highlighted the strengths of the existing document as well as its deficiencies. We also identified areas in which the Zoning Ordinance could be more congruent with the Master Plan. Recommendations included a reorganization of the ordinance and amendments to several key sections.

The city moved forward with the amendment and reformatting of the Zoning Ordinance in 2016. The ordinance was reformatted into seven main articles intended to make the ordinance easier to use and understand. A Use Matrix was created that identifies all uses permitted by right and by special land use in each district. Key amendments included an update to the wireless communications facilities standards (per state and federal law), clarification of industrial uses, revised access management and waste management standards, and a change to dimensional standards for residential dwellings that is intended to encourage redevelopment and expansion of homes near the downtown area. In addition, the development review process was updated to make it more efficient and effective.

In 2018, our team assisted the city with the creation of a new R5 uptown multiple family residential zoning district. This form-based district provides a regulatory framework for “missing middle” housing types including quadplexes, courtyard, attached residential, and townhouses. This district implements the master plan policy of encouraging more housing types and supporting downtown businesses.

**CLIENT**  
City of Brighton

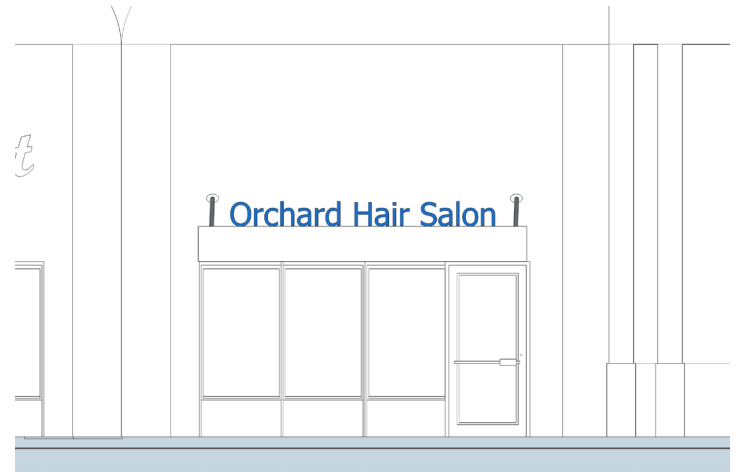
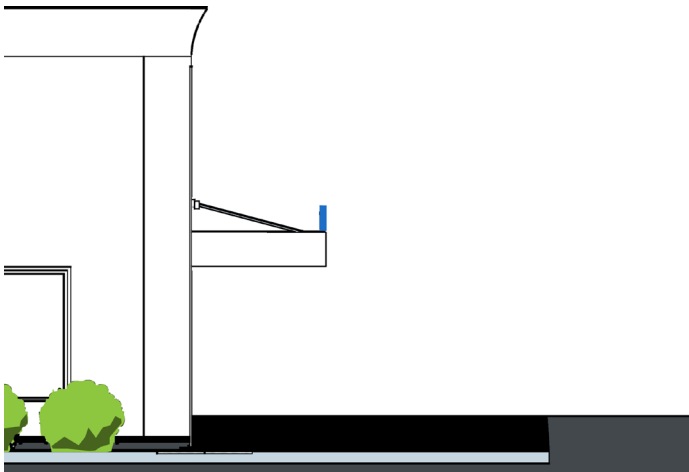
**SERVICES**  
Planning  
Code Services  
Form-based Codes

**COMPLETION DATE**  
2017-2018

**CONTACT INFORMATION**  
Michael Caruso  
Community Development  
Manager  
p. 810.844.5149

# Farmington Hills Sign Ordinance

## Farmington Hills, Michigan



Giffels Webster assisted the City of Farmington Hills with a comprehensive update to its sign regulations, which are found within the City's Zoning Ordinance. Changes in sign categories, sign lighting techniques, planning practice, and case law, including the U.S. Supreme Court's Reed vs. Town of Gilbert ruling, are all factors that can warrant a review and update to sign law.

The new adopted sign code follows a content-neutral approach to both temporary and permanent signs. The focus is on time, place, and manner regulations, including duration of display, size of display, and materials and placement. The sign code includes many new and updated graphics that help to portray the sign ordinance standards in a manner that is clear. These graphics also assist the reader in determining how to measure sign area.

Giffels Webster worked closely with City staff, City attorney, Planning Commission, and City Council to develop the framework for the changes as well as the final ordinance language. Study sessions were a useful means to explore solutions in a less formal setting.

Farmington Hills sign regulations are part to the City of Farmington Hills Zoning Ordinance, which uses Giffels Webster's Clearzoning® formatting. This makes it easy to search for terms and link from other key sections of the code.

### CLIENT

City of Farmington Hills

### SERVICES

Zoning Ordinance  
Sign Ordinance  
Codification

### CONTACT INFORMATION

Steven P. Joppich  
City Attorney  
248.489.4100  
sjoppich@rsjalaw.com

# Ruston Zoning Ordinance

## Ruston, Louisiana



Giffels Webster assisted the City of Ruston to clarify confusing zoning language, update code provisions, and streamline the development review process. New form-based provisions identify specific building forms and uses that make the City's "Core" districts more pedestrian friendly as well as encourage connectivity between downtown and Louisiana Tech University's developing Tech Village area. The resulting ordinance is filled with graphics, hyperlinked, and available around-the-clock and around-the-world.

Our team worked with the City of Ruston and provided planning & zoning services, including:

- Health check-up (zoning audit) of the Zoning Ordinance.
- Promoting place making through form-based code districts and regulations.
- Reorganizing the current Zoning Ordinance into seven articles for better organization and understanding.
- Clarifying, adding, and modifying definitions, use and site standards, and review processes to further the goals of the Ruston 21 Plan and current planning and zoning standards.
- Adding minimum standards for appearance.
- Changing many conditional uses to uses "by right"—reducing time for zoning approval.
- Providing the City with an electronic and hard-copy Zoning Ordinance that is easier to read and understand.

**CLIENT**  
City of Ruston

**SERVICES**  
Zoning  
Codification

**CONTACT INFORMATION**  
Pat Doane  
Former Planning Director  
Erwin Law Office  
318.670.4110

## Flint Zoning Ordinance Audit

### Flint, Michigan



In 2015, our team assisted the City of Flint, Michigan with an evaluation of their newly drafted Zoning Ordinance. This ordinance, which was a complete rewrite of the code, was intended to provide tools for guiding growth and development as envisioned in the recent Master Plan. Our team was hired by the Michigan Economic Development Corporation (MEDC) to review the draft Zoning Ordinance to check for consistency and clarity, as well as to assess whether goals and objectives of the Master Plan would be achieved through the proposed regulatory language. Our final report identified confusing, redundant, and incompatible language, as well as raised questions about the application and enforcement of certain provisions, particularly in relation to the goals of the Master Plan. Our team provided the city with resources and examples of straightforward regulatory language that focused on producing consistent results within a flexible framework.

**CLIENT**  
City of Flint

**SERVICES**  
Zoning Services

**COMPLETION DATE**  
2015

**CONTACT INFORMATION**  
Adam Moore  
Lead Planner/Planner III  
810.766.7426

# MEDC Best Practices Training Michigan



## Development Review Process

- 3.1 Site Plan Review Policy
- 3.2 Site Plan Review Procedures



## Site Plan Review Policy

### Why is this important?

- Streamlined, well documented site plan policies ensure a smooth and predictable experience.
- Clear, transparent, and efficient processes create an inviting redevelopment climate.
- Unnecessary steps and layers or unclear instructions increases time and expense.



Recognizing the value of an effective and efficient review process on economic development in the State of Michigan, the Michigan Economic Development Corporation (MEDC) is working throughout the state to help communities be Redevelopment Ready®. This program is comprised of six “best practices” that all communities should incorporate into policies and action strategies for planning and development review.

These six best practices are:

1. Community Plans and Public Outreach
2. Zoning Regulations
3. Development Review Process
4. Recruitment and Education
5. Redevelopment Ready Sites®
6. Community Prosperity

Giffels Webster is a leader in development review practices, training, and creation of award-winning development manuals and zoning codes. As part of this project, the Giffels Webster staff combined its hands-on experience with research conducted in other communities across the State and across the country to establish benchmarks and best practices for zoning and development review.

Giffels Webster’s work with the MEDC has taken us around the State of Michigan to train staff and officials on the Redevelopment Ready Communities® Best Practices. The firm developed and trained module 2 (Zoning Best Practices and module 3 (Development Review Best Practices) in 2013 and in 2014.

**CLIENT**  
Michigan Economic  
Development Corporation

**SERVICES**  
Planning

**COMPLETION DATE**  
July 2014

**CONTACT INFORMATION**  
Michelle Parkkonen,  
Manager Redevelopment Ready  
Communities Program, MEDC -  
Community Development  
& Marketing  
517.599.8796

# References

## City of Brighton

Mr. Mike Caruso, Community Development Manager  
200 N 1st Street | Brighton, MI 48116  
p. 810.227.1911  
e. carusom@brightoncity.org

## City of Clawson

Mr. Nik Stepnitz, Assistant City Manager/Director of Building & Planning  
425 N Main St #1 | Clawson, MI 48017  
p. 248.435.4500 ext. 115  
e. nstepnitz@cityofclawson.com

## City of Horace, North Dakota

Jace Hellman, Community Development Director  
PO Box 99 | Horace, ND 58047  
p. 701 492-2972  
e. jhellman@cityofhorace.com

## City of Ruston, Louisiana

Ms. Pat Doane, Former Planning Director for Ruston  
p. 318.469.7511  
e. pat.doane@neilerwinlaw.com



## Our Team

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# Our Team

Giffels Websters team includes highly skilled planners with extensive experience with Zoning and Subdivision Ordinances, from small amendments to full re-writes in communities of all sizes. Partner, Jill Bahm, AICP, is heavily involved in the Michigan Association of Planning and serves as a board member. Her involvement includes work on the Zoning Reform Advisory Committee, which aimed to facilitate new housing across the state. Jill and Principal Planner Joe Tangari, AICP, have experience providing training on the Michigan Economic Development Corporation's Zoning Best Practices, and Jill helped develop the original best practice document. Recently, Jill and Joe led a complete re-write of the Horace, North Dakota, zoning ordinance including several innovative approaches to housing and district regulations.

Senior Planners Julia Upfal and Andy Aamodt AICP, have both spent many years working in the public sector, offering a municipal staff perspective to this project as we work to create efficient review processes and pragmatic regulations. They are currently working with Saginaw, Michigan, on a Zoning Ordinance re-write, including new form-based regulations and redevelopment strategies. Associate Planner Rose Kim specializes in zoning ordinance formatting, organization, and linguistic clarity, and she and Julia are leaders on our wider planning team in developing public engagement opportunities. Mariah Modson is our Senior GIS Specialist and will be working on the zoning map.

Joining our team is Allyson Brunette, a community engagement consultant and experienced facilitator, to help facilitate and guide community workshops at key project milestones.



# Jill Bahm AICP Partner

Jill Bahm, AICP, has been a partner at Giffels Webster since 2019 and leads the planning, landscape architecture and GIS teams. Jill has worked in both the public and private sector, as a Downtown Development Authority director, and municipal city planner. Jill currently serves on the Michigan Association of Planning’s Board of Directors and is the Professional Development Officer. She was one of the co-authors of the American Planning Association’s 2014 *Aging in Community Policy Guide*. Jill recently served as an adjunct professor in the graduate urban planning program at Wayne State University and provides local training on planning and zoning issues.

## YEARS OF EXPERIENCE

29

## EDUCATION

Master of Urban  
and Regional Planning  
University of Michigan

Bachelor of Arts in  
Communications | English  
University of Michigan

Form-based Code Institute  
Alumnus

National Charrette Institute  
Core Level Certificate

## CERTIFICATIONS

American Institute of Certified  
Planners  
American Planning Association

Michigan Association of  
Planners

## SPECIAL EXPERTISE

Downtown Development  
Land Use/Planning  
Zoning  
Review Process  
Public Engagement  
Design  
Placemaking  
Training/Education

## Land Use Planning

Master Plan (2023), Commerce Township  
Master Plan (2022), City of Sylvan Lake  
Comprehensive Plan (2021), City of Lathrup Village  
Master Plan (2020), City of Madison Heights  
Strategic Plan (2020), City of Charlotte  
Master Plan Update (2019), Rochester Hills  
Comprehensive Plan (2018), Brighton (Master Plan,  
Downtown Plan, Rec Plan & Complete Streets Plan)  
Capital Improvement Plan (2019), Brighton  
Capital Improvement Plan (2018, 2019, 2020,  
2021,2022), Lathrup Village  
Tech Village Master Plan / Framework Study (2016),  
Grand Blanc Twp.

## Recreation Planning

Recreation Plan (2023 – 2027), Chesterfield Twp.  
Recreation Plan (2021-2025), City of Lathrup Village  
Recreation Plan (2021-2025), City of Madison Heights  
Recreation Plan (2021-2025), City of White Cloud  
Recreation Plan (2021-2025), Genoa Twp.  
Recreation Plan (2020-2024), Paint Creek Trailways  
Commission  
General Management Plans (2008-2016), State of  
Michigan DNR  
Michigan Natural Resources Trust Fund Grant Assistance  
(2018), White Lake Twp. (\$1.4M Awarded), (2021) Genoa  
Township (\$300,000)

## Zoning

Clearzoning and Zoning Ordinance Audit (2021) Milford  
Village  
Zoning Ordinance Updates (2018-2023), City of  
Rochester Hills  
Clearzoning and Zoning Ordinance Audit (2020), Village  
of Cass City  
Zoning Ordinance Audit, Zoning Amendments, Sign  
Ordinance (2019-2021), City of Clare  
Clearzoning and Zoning Ordinance Audit (2019-2020),  
City of Coldwater  
Zoning Ordinance Audit (2019), City of Clawson  
Sign Ordinance (2019), City of Ann Arbor  
Clearzoning, Zoning Code Update and Form-based  
districts (2017-2020), City of Brighton  
Tech Village Form-based Code (2017), Grand Blanc Twp.  
Downtown Zoning Updates (2017), City of Clawson  
Zoning Ordinance Audit (2015), City of Flint  
Clearzoning and Clear Code (2014-2015), Watertown  
Twp.

## Economic Development

Economic Development Strategy (2021), Village of  
Sparta  
Tax Increment Finance Plan (2020), Clawson  
Downtown Development Authority Pre-Development  
Services (2020), City of Laingsburg  
Pre-Development Services (2020), City of Hillsdale  
Pre-Development Services (2019), Meridian Twp.  
Technology Village Marketing Materials (2017), Grand  
Blanc Twp.  
Economic Development Strategy (2014), City of Wixom  
Tax Increment Finance Plan (2012), Ferndale Downtown  
Development Authority

## Ongoing Planning Services

Chesterfield Township  
City of Bloomfield Hills  
City of Brighton  
City of Clawson  
City of Lathrup Village  
City of Ruston, Louisiana  
City of Sylvan Lake  
Village of Milford





## Joe Tangari AICP Principal Planner

Joe Tangari is a Principal Planner at Giffels Webster. He received a Master of Urban Planning degree from Wayne State University with a concentration in Managing Metropolitan Growth, and a B.A. in Music Business from Berklee College of Music

Joe is dedicated to improving opportunities for public input, achieving clarity in zoning ordinance language and illustrations, pursuing innovative planning concepts, advancing community sustainability and resiliency, and providing informative development reviews to guide planning commission decision-making. He enjoys the day-to-day challenges of community planning and economic development.

At Giffels Webster, Joe has conducted development reviews, drafted form-based zoning districts, created master plan and zoning graphics using SketchUp, developed historic district design standards, participated in master plan and recreation plan updates, helped build municipal websites, worked to improve development processes and forms, and facilitated public input via community meetings and surveys. Communities he has served include small towns, rural townships, inner ring cities, and suburbs. He has also served as an instructor for the Michigan Economic Development Corporation's workshops on improving review processes and amending zoning ordinances.

### YEARS OF EXPERIENCE

12

### EDUCATION

Master of Urban Planning  
Wayne State University

Bachelor of Arts  
Music Business  
Berklee College of Music

### Plans and Special Studies

2015 Master Plan Updates: Marshall, Gladstone, Armada Twp., and Bingham Farms  
Downtown Master Plan, Clawson, 2016\*  
NextSteps for Downtown Assessment, Mount Clemens, 2016  
Master Plan Update: Implementation Guide, Lexington, 2016-2021 Recreation Plan, Ira Twp., 2016  
Corridor Zoning Study, Ruston, LA, 2016  
Master Plan Update, Novi, 2016  
River Raisin National Battlefield 2017 Cooperative Land Management Plan  
Comprehensive Plan, Brighton, 2018\*\*  
Master Plan Update, Madison Heights, 2021  
Comprehensive Plan, Adrian, 2022  
Sustainability Framework, Clawson, 2023

### Ongoing Planning Services

Bloomfield Hills (2017-present)  
Bruce Twp., (2018-present)  
Clawson, (2019-present)  
Columbus Twp., (2014-present)  
Farmington Hills, (2015-present)  
Ruston, LA (2016-present)

### Zoning & Other Ordinance Work

Technology Village Form-based Zoning Districts: Grand Blanc Twp  
Sign Ordinances: Farmington Hills, Columbus Twp., Bruce Twp.  
Zoning Ordinance Audits: Manistee, Brighton, Clawson, East Bay Twp.  
Clearzoning Ordinances & Zoning Ordinance Audits: Ira Twp. and Columbus Twp. Clearzoning  
Codebooks: Columbus Twp. and Bruce Twp.  
Zoning Ordinance: New Format & Amendments, Steamboat Springs, CO  
Zoning Audit, Clearzoning, and Comprehensive Amendments: Springfield, MI  
Zoning Audit, Comprehensive Zoning Amendments, Clearzoning: Horace, ND, 2024

### Other Planning Work

Instructor, MEDC Best Practices 2 & 3  
Website Design Consulting: Columbus Twp. and Casco Twp.  
Historic District Design Guidelines, Fairmont, WV

\* Winner, Vernon Deines Honor Award, Outstanding Small Town Special Project Plan (APA STAR Division)

\*\* Winner, Vernon Deines Merit Award, Outstanding Small Town Comprehensive Plan (APA STAR Division)



# Julia Upfal AICP

## Senior Planner

Julia Upfal, AICP, is a senior planner at Giffels Webster with over a decade of community development experience. Julia earned a BA in Urban Studies from Wayne State University in 2012 and a Master of Urban Planning degree from the University of Michigan in 2015.

Julia has worked in both the public and private sector, positioning her to navigate the complexities of urban development with a comprehensive understanding of local government and market dynamics. Julia's experience includes master planning, zoning, economic development, community engagement and grant writing; since 2015, Julia has been awarded over \$1,000,000 in public sector grant funding for local communities.

Julia's technical expertise in planning coupled with her passion for public engagement enables her to provide prescriptive guidance that strategically aligns development with established community goals.

Julia's experience reflected below was gained while working at other organizations and with Giffels Webster.

### YEARS OF EXPERIENCE

10

### EDUCATION

Master of Urban Planning  
The University of Michigan

Bachelor of Art

Urban Studies

Economics Minor

Wayne State University

### LICENSES | REGISTRATION

American Institute of  
Certified Planners

American Planning Association  
Michigan Association  
of Planning

APA Economic Development  
Division Professional

### SPECIAL EXPERTISE

Ordinance Review Land Use  
Planning

Economic Development  
Community Engagement Site  
Plan Review

Parks and Recreation

Housing Strategies

Downtown Development

Consensus Building

Conflict Resolution

Grant Writing

Education and Training

### Long Term Planning and Special Studies

Legends District Master Plan (2016), City of Green Bay

Benchmarking Study (2017), Livingston County

Master Plan Audit (2022), Village of Milford

Master Plan (2023), Springfield Twp.\*

Master Plan (2023), Commerce Twp.

Master Plan Audit (2023), City of Brighton

### Ordinance Review

Zoning Ordinance (2021), City of Chelsea

Sign Ordinance (2022), Village of Milford

Lighting Ordinance (2023), Village of Milford

Short Term Rental Ordinance (2023), Springfield Twp.

Nonconforming Uses Ordinance (2023), Springfield Twp.

Zoning Ordinance Audit (2023), Comstock Twp.

Zoning Ordinance Audit (2023), City of Saginaw

Sign Ordinance Update (2023), City of Ypsilanti

### Economic Development

WEDC Idle Sites Grant (2017), \$425,000, City of Green Bay

Site Readiness Grant (2019), \$75,000, Handy Twp.

Marketing Strategy (2019), City of Chelsea

Commercial Rehabilitation District Review Guidelines (2020), City of Chelsea

EGLE Brownfield Grant (2021), \$475,000, City of Chelsea

Southside Redevelopment Study (2022), Port Huron

### Ongoing Professional Services

Springfield Twp. Planning Services (2022- Present)

Village of Milford Planning Services (2022- Present)

Ypsilanti Planning Services (2023- Present)

Lincoln Park Planning Services (2024- Present)

\*Recipient of Vernon Deines Merit Award for Comprehensive Plan or Special Project Plan from the American Planning Association Small Town and Rural Planning Division





## Andy Aamodt Senior Planner

Andy Aamodt is a Senior Planner at Giffels Webster with over six years of experience specializing in community planning, where he worked as a planner and zoning coordinator for multiple communities in Southeast Michigan. In those roles, he organized master plan and zoning ordinance updates. He also managed several site development reviews, including planned unit developments, special land uses, and rezonings.

Andy enjoys analyzing how our built and natural environment is shaped by laws and policies. He embraces the fact that many planning and zoning cases are unique and sometimes challenging. He strives to help improve communities by making development processes and ordinances more readable and efficient.

Andy's experience listed below reflects his background with other organizations and Giffels Webster.

### YEARS OF EXPERIENCE

6

### EDUCATION

Master of Urban &  
Regional Planning  
University of Michigan

Bachelor of Arts  
Geography  
Calvin College

### SPECIAL EXPERTISE

Zoning  
Land Use/Planning  
Development Review  
ArcGIS  
Adobe Illustrator  
Google SketchUp

### Planning Projects

Master Plan Update (2021), City of Ypsilanti  
Non-Motorized Transportation Plan Update (2021), City of Ypsilanti

### Zoning Projects

Zoning Ordinance Updates (2019-2022), City of Ypsilanti  
Draft Zoning Ordinance Workshops and Presentations (2019), City of Flint

### Ongoing Planning Services

City of Sterling Heights (2022-2023)  
City of Clawson (2023-present)  
Grand Blanc Twp. (2023-present)  
City of Ypsilanti (2023-present)  
City of Lincoln Park (2024-present)



# Rose Kim

## Associate Planner

Rose is a graduate from Wayne State University’s Master of Urban Planning program with experience in planning research. She earned her undergraduate degree from NYU’s Leonard N. Stern School of Business in Information Systems and Marketing. Rose is passionate about community and economic development and helping to achieve greater equity in planning.

### YEARS OF EXPERIENCE

4

### EDUCATION

Master of Urban Planning  
Wayne State University

Bachelor of Science  
Information Systems and  
Marketing  
New York University

### Plans

- Master Plan Update, Genoa Twp. (2023)
- Master Plan Review and Update, Commerce Twp. (2023)
- Master Plan Update, Watertown Twp. (2024)
- Master Plan Update, Village of Suttons Bay (2023)
- Master Plan Update, Farmington Hills (ongoing)
- Master Plan Update, Grosse Pointe Woods (ongoing)

### Ongoing Planning Services

Bloomfield Hills (2023 - Present)

### Clearzoning® Ordinance Conversion

#### Zoning Ordinances:

- Clawson
- Clinton County
- Grosse Pointe Woods
- Horace, ND

#### Other Ordinances:

- Soil Erosion and Sediment Control (SESC) Ordinance - Clinton County
- East Bay Twp. (ongoing)

### Additional Experience

- Collaborator, East Warren Community Development Corporation COVID-19 and Business Development Plan
- Research Assistant, Wayne State University
- Co-writer, “Are We Planning for Equity?” (Journal of the American Planning Association)
- Co-writer, “Planners as Researchers: Can a Community Science Approach Benefit Planning Research and Practice?” (Journal of Planning Education and Research)
- Co-writer, “Placemaking in Practice: Municipal Arts and Cultural Plans’ Approaches to Placemaking and Creative Placemaking” (Journal of Planning Education and Research)
- Co-writer, “Identifying Plan Perceptions: Higher Education Institutions as Arts and Cultural Anchors”



# Mariah Modson

## Senior GIS Specialist

Mariah is a Senior GIS Specialist with over six years of experience in both the private and public sectors. With her studies in environmental science, her work has been geared towards making sure nature is considered in development projects by way of mapping ecological features. She brings to the team her attention to detail and strives to create meaningful visual aids for decision makers.

### YEARS OF EXPERIENCE

6

### EDUCATION

Bachelor of Science  
Natural Resources Management  
Grand Valley State University

### SPECIAL EXPERTISE

ArcGIS Online  
ArcGIS Desktop  
ArcGIS Pro

### Experience

Utility Network Mapping  
Environmental Constraints Mapping  
Reading Metes & Bounds Descriptions  
Aerial Imagery Land Use Classification  
ArcGIS Online Hub Page Design  
ArcGIS Online StoryMaps Creation  
Spatial Analysis  
Statewide Open Data Portal Support  
Management of statewide open data portal for cross communication between public and private  
NHD flowline analysis





# Allyson Brunette, Community Engagement Consultant

Allyson Brunette is a community engagement consultant and experienced facilitator. Her company, Allyson Brunette Consulting, was born out of over a decade of experience in urban planning and community development, and three years in community engagement and organizational development consulting for local governments. Allyson holds a MPA in Public Administration from Marist College (NY) in 2013 and a BA in economics and political science from Rider University (NJ) in 2010.

## YEARS OF EXPERIENCE

12

## EDUCATION

Master of Public Administration  
Marist College

Bachelor of Art in Economics  
Political Science  
Rider University

## SPECIAL EXPERTISE

Strategic Planning  
Local Government  
Organizational Leadership  
Group Facilitation  
Consensus Building  
Community Engagement

Allyson’s work emphasizes building stronger community connections between local government organizations and their residents. Her organizational development work incorporates community focus groups, workshops, and use of online interactive platforms for digital engagement. Allyson works across the Midwest, but is based in Green Bay, Wisconsin.

Allyson’s experience reflected below was gained while working in partnership with other consulting entities and within her own firm.

### Local Government Strategic Planning Initiatives

Strategic Plan 2021; City of Baraboo, WI  
Economic Development Strategic Plan 2021; City of Grandview Heights, OH  
Strategic Plan(s) 2015, 2018, 2022; Town of Ledgeview, WI  
Downtown Development Authority Strategic Plan 2022; City of Petoskey, MI  
Strategic Plan 2022; Village of Kimberly, WI  
Community Branding and Engagement Initiative 2022; City of Keene, NH  
Strategic Plan 2023; Village of DeForest, WI  
Strategic Plan 2024; City of Omro, WI  
Strategic Plan 2024; City of Ludington, MI  
Strategic Plan 2024; Kalamazoo County, MI  
Strategic Plan 2024; City of Sandersville, GA

### Local Government Staffing and Management Analysis

10-year Staffing Analysis and Forecasting 2022; Town of Ledgeview, WI  
County Administration Management Model Analysis 2023; Oneida County, WI  
Community Development Department Process Mapping, Position Restructuring, Recruitment 2022-2024; Town of Ledgeview, WI

### Civic Health Check Organizational Analysis

City of Ripon, WI (2023)  
Ripon Area Chamber of Commerce (2023)  
Village of Harrison, WI (2024)

### Non-Profit Strategic Planning Initiatives

Strategic Plan 2023; St. Paul Elder Services, Inc. (Assisted Living and Skilled Nursing Facilities)  
Strategic Plan 2024; Northeast Wisconsin Mental Health Connection



# Cost Proposal and Timeline

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# Cost Proposal

Step		Estimated Hours	Estimated Cost per Step
1	Kickoff	84	\$11,340
2	Zoning Ordinance Audit	70	\$9,450
3	Communications	15	\$2,025
	Survey and Meeting Toolkits	50	\$6,750
	Workshops 1-4 (Flat Rate)	-	\$20,000
	Workshop 5 (Flat Rate, GW Team On-Site)	-	\$6,000
4	Text Amendments and Illustrations	400	\$54,000
5	Clearzoning Formatting	200	\$27,000
6	Zoning Map	45	\$6,075
7	Public Hearing, Final Draft, and Adoption	60	\$8,100
	Travel Costs for Kickoff and Final Workshop and Adoption for GW Team (Two Staff Members) (Flat Rate)	-	\$3,500
	<b>Subtotal</b>		<b>\$154,240</b>
	<b>Expenses and Contingency (5%)</b>		<b>\$7,712</b>
	<b>Total Fee</b>		<b>\$161,952</b>
<i>Additional Services (Optional)</i>			
	Additional Workshops		\$5,000.00
	Additional Meeting Toolkits		\$1,200.00
	Interpretation Services		\$410.00 (per workshop)
	Additional on-site visit from GW staff		\$3,500.00
	If an interactive zoning map is desired, fees will be determined based on available data and GIS protocols		TBD

# Timeline

Zoning and Subdivision Code Re-write Timeline																			
	Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1	Kickoff	GW																	
2	Zoning Ordinance Audit																		
3	Clearzoning Conversion																		
4	Public Outreach and Engagement				W#1			W#2		W#3		W#4							W#5
5	Text Amendments and Illustrations																		
6	Zoning Map																		
7	Public Hearing, Final Draft, and Adoption																		GW

**KEY**

GW = GW team on site  
W = public workshop

Note: We will meet virtually with the Plan Commission at all regularly scheduled meetings throughout the duration of the project.

\* Virtual check-ins with the City Staff will take place as needed throughout the course of the project.

## Attachments

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement.

PRODUCER: Executive Strategies, Inc. 1246 Berkshire Road, Grosse Pointe Park, MI 48230
CONTACT NAME: jimfarber@esi-us.com
INSURER(S) AFFORDING COVERAGE: American Casualty Company of Reading, PA, Continental Casualty Company, Transportation Insurance Company, Ironshore Specialty Insurance Company, Torus National Insurance Company - StarStone - U.S.

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER: THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED.

Table with columns: INSR LTR, TYPE OF INSURANCE, POLICY NUMBER, POLICY EFF (MM/DD/YYYY), POLICY EXP (MM/DD/YYYY), LIMITS. Includes rows for Commercial General Liability, Automobile Liability, Umbrella Liab, Workers Compensation, Professional Liabili, and Excess Policy.

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER: For Proposal Purposes Only
CANCELLATION: SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.



**Jill Bahm, AICP**  
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