Response to the
Request for Proposals (RFP) #918-32-08 for a

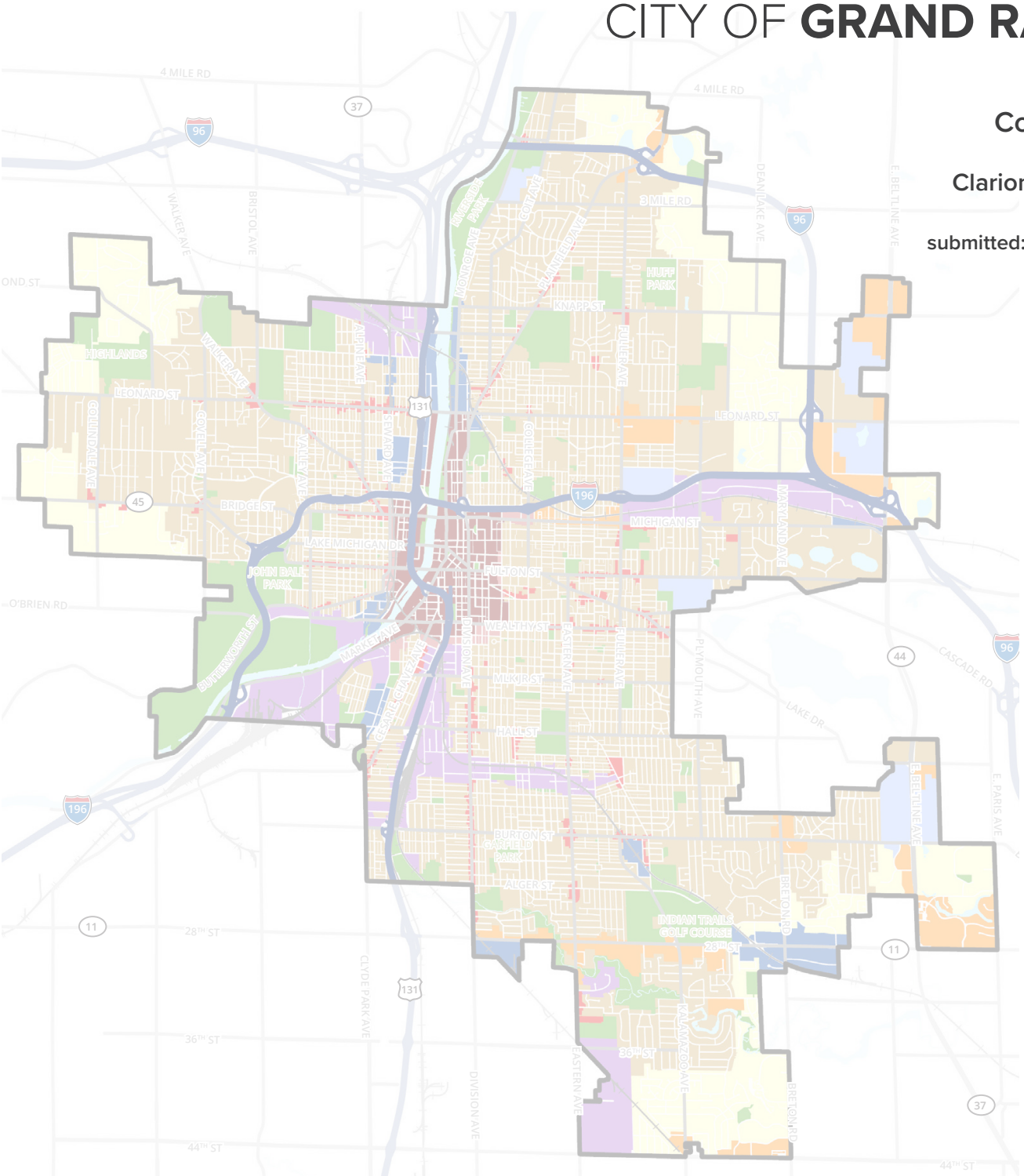
ZONING ORDINANCE UPDATE

for the

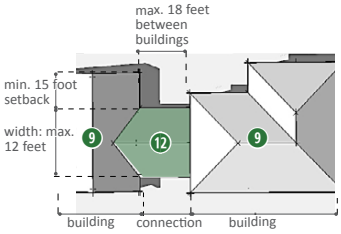
CITY OF **GRAND RAPIDS**

Codametrics
All Together
Clarion Associates

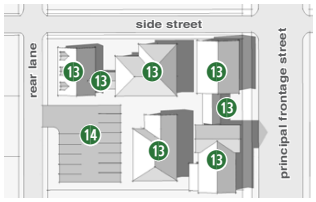
submitted: July 24, 2025



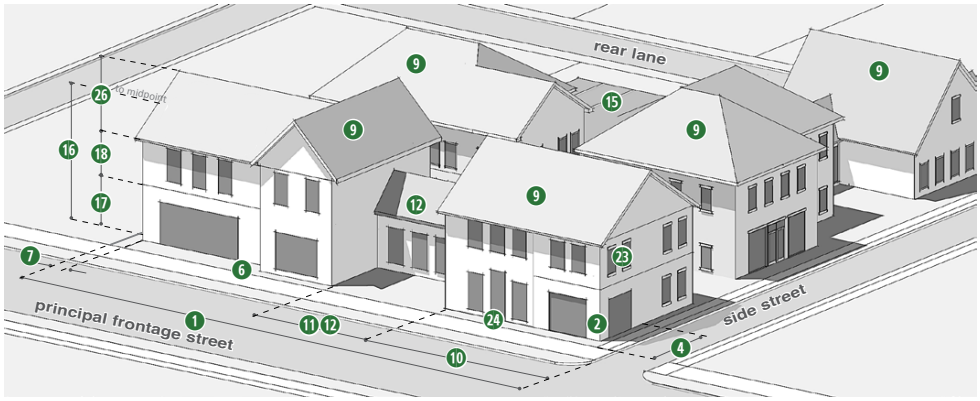
Future Land Use and Character Map in the City of Grand Rapid's ***Bridge to Our Future*** Community Master Plan



Enclosed Connections between Buildings



Building & Impervious Coverage



Example Code Illustrations (Codametrics))

CODAMETRICS
FROM PLANS TO PLACES

July 24, 2025

City of Grand Rapids
Purchasing Department
300 Monroe NW Room 720
Grand Rapids, MI 49503

RE: RESPONSE TO REQUEST FOR PROPOSALS #918-32-08 **ZONING ORDINANCE UPDATE**

On behalf of Codametrics, All Together, Clarion Associates, and General Code, I am pleased to submit this proposal for consultant services to prepare a zoning ordinance update for the City of Grand Rapids. Having read and understood the Request for Proposals, our team is excited about the opportunity to work with the Grand Rapids staff and community, and we believe we are well equipped for the project.

The following proposal outlines our extensive experience in working in small- to medium-sized cities, developing and updating zoning ordinances that reflect the character and vision of those communities. The following highlights a few of our team's strengths:

PLACE-BASED APPROACH

Codametrics consciously aims to work in established cities and towns, writing regulations for infill, redevelopment, and new development meant to enhance the vibrancy, equity, and sustainability of each unique community. Most, if not all, of our code projects are focused on walkable neighborhood and downtown districts, but all include multiple modes of transportation addressing bicyclists, pedestrians, and various forms of transit.

We rely heavily on fieldwork and interaction with residents, business owners, and property owners to understand the community, and will study the current code, the Bridge to Our Future Community Master Plan, and the many corridor and specific area plans in the city to update and create zoning regulations specific to the place. Our award-winning hybrid form-based codes reflect this in-depth process of crafting codes specific to place. Clarion Associates rounds out our team, bringing unprecedented expertise in all forms of zoning regulations, and will assist in studying, researching, and writing procedural and use-specific topics for the ordinance update.

ENGAGEMENT and COMMUNICATIONS

Our team's engagement philosophy is to make it easy for the public to understand the project and provide meaningful insights. We also respect people's time and recognize that workshops and exercises should be engaging, to-the-point, and efficient. All Together, a certified women-owned business, joins our team to lead our engagement and communication strategy, providing an interesting and fun interactive process. We will work with staff to tailor that strategy to reach as much of the Grand Rapids community as possible.

HIGH-QUALITY, WELL ILLUSTRATED CODES

Our team specializes in organizing codes to create a clear path towards development approval and to increase accessibility to the pertinent section of the code. We diagram and illustrate key regulations, making requirements easier to understand for all users, not just attorneys and design professionals. And, we aim for clear, straightforward language to ensure consistency in interpretation and administration, critical traits of a functional and efficient development process.

And finally, among our many strengths, each of our team members has:

- A solid base of directly related experience that we will call upon as needed to ensure timely and successful completion of the project and a seamless transition from planning to the critically important implementation work;
- A commitment to providing our clients a high level of service to achieve the project's goals; and
- A unique focus on sustainable, economically-viable development practices with the goal of implementing the community's vision for the future.

We look forward to the opportunity to further discuss our team's qualifications for this exciting project. Please let us know if we can provide any additional information. Thank you for your consideration.

Sincerely,

Leslie Oberholtzer, AICP, PLA, LEED AP
Principal

email: leslie@codametrics.com
phone: 773.680.7130

ADDITIONAL CONSULTANT REQUIREMENTS:

- Codametrics, Inc. is an Illinois-based S-corporation.
- All Together is a certified WBE and DBE firm.
- Addendum #1 received

1 OVERVIEW OF TEAM FIRMS

CODAMETRICS
FROM PLANS TO PLACES

Plans, visions, and goals are the first steps to creating places that last. Codametrics specializes in the next steps: further definition of your goals and visions through the creation of regulations that put plans into action.

Based in the historic, first-ring suburb of Evanston, Illinois, Codametrics specializes in writing place-based zoning codes that implement principles of walkable urban design and environmental sustainability. Our staff has been writing codes nationwide for over two decades. Codametrics was established in 2013 and incorporated as an S-corporation in 2024 in Illinois.

As both designers and planners, we provide a comprehensive perspective on zoning codes as well as exposure to the most current sustainable design practices. Being constantly immersed in the best ideas of sustainability metrics allows us to understand, apply, and incorporate key metrics into codes that forward the goals of valuable, walkable, complete communities.

While each community is unique, there are patterns everywhere in elements like the size of a block or the width of a sidewalk. Metrics that have been tested over time can become standards that help a community reach its goals more quickly. We believe in the value of metrics and study those we see in the field and those identified through national research for applicability within our codes where appropriate.

Codametrics is a collaborative studio. We are fortunate to work with a series of exceptionally skilled professionals, assembled as a team specific to each project.

codametrics.com | 1129 CLEVELAND STREET | EVANSTON IL 60202 | 773.680.7130

All Together.

is a creative agency focused on community engagement, branding, and placemaking. Our engagement results in joyful experiences for communities and their stakeholders through the built environment, branded communications, and programming that captures the spirit of a place and its people.

COMMUNITY ENGAGEMENT

*From the very beginning of each project, we craft a strategic and fully inclusive **engagement process**—from one-on-one conversations to engaging group conversations to broad-reaching digital platforms.*

BRANDING & COMMUNICATIONS

*We work to instill pride in a sense of place and ensure all project deliverables capture the essence of a place and its people through powerful narrative, **creative messaging and beautiful design.***

PLACEMAKING & STORYTELLING

*We ensure communities **tell their story** through programming and the built environment.*

PRIMARY ADDRESS: 2625 PARK PLACE, EVANSTON, IL 60201

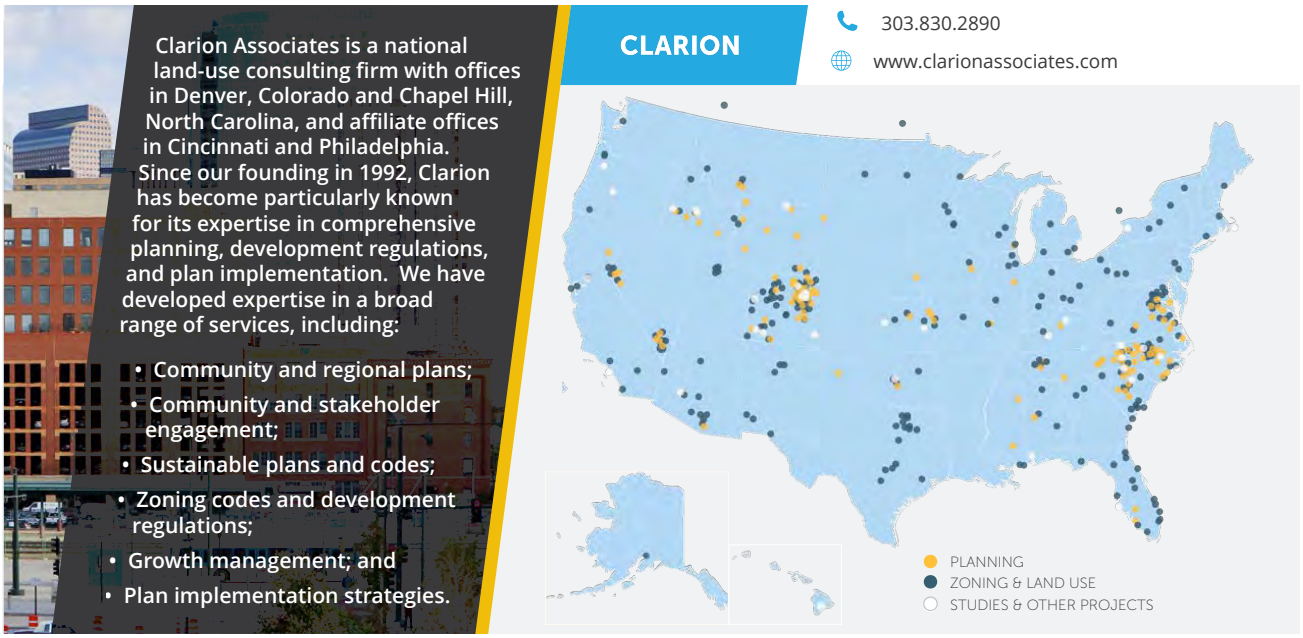
We engaged the Odawa Tribal Nation to create a vision for economic prosperity and housing...

... and help shaped the future of Chicago with the City's first master plan since the 1960s.

We engaged an entire County to address affordability for a resort destination...

... and are bringing electeds, municipal staff, nonprofits, developers, and philantrophists together to tackle Lake County's housing challenges.

CLARION ASSOCIATES



33 years of effective land use solutions

20 staff to meet the needs of our client communities

600+ diverse community partnerships

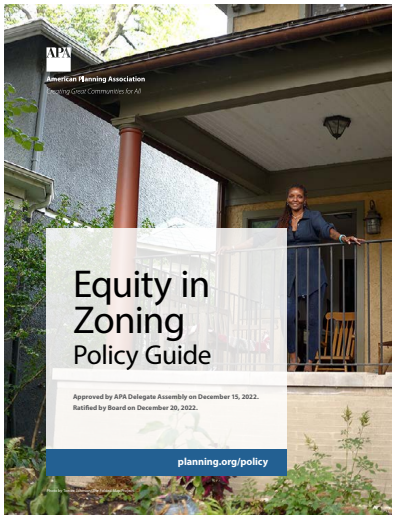
136 adopted community plans

249 adopted development codes

EXPERIENCE Public sector plans and codes have been Clarion's core focus for more than 30 years. Many of our staff members have experience working on both plans and codes. This "cross-training" 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.

2 EQUITY STATEMENT

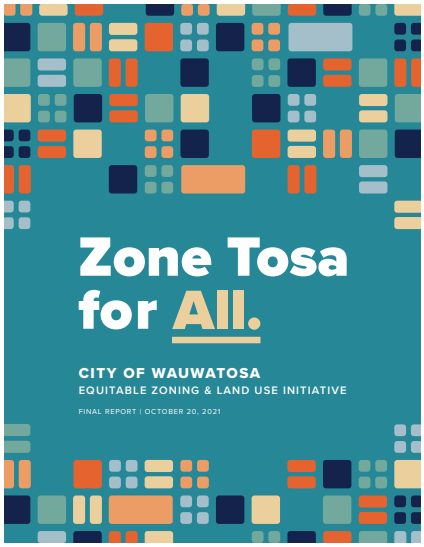


Gabby Hart with Clarion, a member of our team, was a contributor of the Equity in Zoning Policy Guide, produced by APA.

Our team has a deep commitment in creating both an inclusive process for everyone and a zoning ordinance that works for everyone.

Engagement for zoning updates can perpetuate existing inequities when traditional approaches fail to reach historically marginalized voices. Our team recognizes that effective zoning reform requires dismantling barriers to participation and centering the voices of those most impacted by land use decisions.

Our team works to create zoning codes that are accessible to the general public, well-organized and graphically rich; reflect the community's identity, historical context, and goals for the future; and provide a framework for stability and growth that will benefit those who live, work, and invest in the community.



All Together's engagement strategy for zoning is unique, well-informed, and focused on reaching marginalized populations.

"Equity in zoning means that those who write, administer, or enforce zoning regulations take clear steps to avoid or 'undo' unfair outcomes and mitigate the unequal ability to participate in or influence all parts of the zoning process."

--Equity in Zoning Policy Guide

3 PROJECT UNDERSTANDING

With expertise in both the best practices of sustainable, context-sensitive, conventional zoning and form-based codes, our team will coordinate the zoning ordinance rewrite for the City of Grand Rapids collaboratively with staff, the Technical Advisory Committee, the community, the Planning Commission, and City Commission.

The City's recently adopted Community Master Plan, Bridge to Our Future, along with to multiple area specific and corridor plans, has created an excellent roadmap for updating the city's current zoning ordinance. The Future Land Use and Character Map is particularly helpful for providing clear guidance and supporting the use of a hybrid zoning ordinance.

The original structure of the City's zoning ordinance is solid -- we anticipate cleaning up the revisions that have occurred over time, revisiting the zones and map to ensure plan implementation works seamlessly, reorganizing the code for user-friendliness, and illustrating the key regulations.

COMMUNITY ENGAGEMENT

Our approach to community engagement centers equity as the foundation of all engagement activities, ensuring that historically underrepresented communities—particularly Black, Latino, and low-income residents—have meaningful influence in shaping zoning policies that will impact their neighborhoods for generations.

OUR APPROACH

Community engagement efforts fall short when many stakeholders don't know that the process is happening, eyes glaze over when they see the word "zoning," and schedules get busy...the result? Not enough meaningful input from the community. To counter this, our team looks at community engagement through a communications and marketing lens—who are the target audiences, and how are we crafting engagement and promotional materials that relate to them?

The new zoning ordinance should work to:

- Protect physical **HISTORIC CHARACTER** and ensure **NEW DEVELOPMENT** reinforces existing development, unifying the city's overall physical form;
- Support a **VARIETY OF HOUSING TYPES** in all neighborhoods, locations for higher density housing, and transitioning and design standards;
- Conserve **MANUFACTURING** spaces and allowing **LIFE SCIENCES** uses in appropriate locations;
- Allow **ENTREPRENEURIAL** and maker spaces throughout the community;
- Incorporate infill and taller mixed-use buildings within **COMPACT CENTERS**, including downtown;
- Support future development and **ECONOMIC GROWTH**, to the best of our ability;
- Promote **EQUITABLE** administration among all users;
- Be **LEGALLY DEFENSIBLE**, in compliance with all appropriate state regulations;
- Promote **CONNECTIVITY, MOBILITY, WALKABILITY,** and **BIKE-ABILITY** within the community;
- Address building and site design to result in **HIGH QUALITY**, durable, and sustainable buildings;
- Utilize **TABLES** and **GRAPHICS** to quickly illustrate the regulations, and
- Be organized to provide **EASE OF USE** with the aim to simplify the process of development.

Engagement around zoning often perpetuates existing inequities when traditional approaches fail to reach historically marginalized voices. In Grand Rapids—a city with a complex history of racial segregation and ongoing disparities—this challenge is particularly acute. Our team recognizes that effective zoning reform requires dismantling barriers to participation and centering the voices of those most impacted by land use decisions.

Here's how we do it:

Variety of Scales & Styles

From the very beginning of a project, our team designs an inclusive engagement strategy to build trust, understand the issues, and chart a course forward. This means creating spaces and opportunities that are accessible, culturally relevant, and welcoming, so every resident can participate meaningfully and influence decisions shaping their neighborhoods.

Gone are the days of only relying on evening community events over the dinner hour and hearing from the same thirty people. People are busy, and there's a lot of content out there, so we want to ensure that residents can engage with the project on their timelines.

Multilingual and Culturally Responsive Engagement

All materials will be provided in English and Spanish, with Spanish interpretation at relevant Ward meetings. We'll work with community cultural liaisons to ensure messaging resonates across Grand Rapids' diverse communities. We program both pop-ups and workshops to be fun and engaging, gamifying activities for families and that often leads to kids making their parents stop and participate because there are prizes, candy, and swag. These interactive exercises help break down barriers and encourage initial participation, but serve as entry points to much deeper conversations.

Connecting Past to Present

We recognize that many Grand Rapids residents may not immediately see the connection between "zoning" and their daily experiences with rising housing costs, business opportunities, or neighborhood disinvestment. Our educational approach will connect today's zoning challenges to their historical roots:

- *Redlining's Lasting Impact:* How federal redlining maps from the 1930s-1960s that labeled Black and immigrant neighborhoods as "hazardous" led to decades of disinvestment, and how new zoning can help repair these harms.
- *Exclusionary Zoning Legacy:* How policies like large minimum lot sizes, restrictions on multifamily housing, and limitations on small businesses were designed to keep certain communities out—and how zoning reform can create more inclusive neighborhoods.
- *From Exclusion to Opportunity*: Visual storytelling showing how updated zoning policies can support community wealth-building, homeownership pathways, and local entrepreneurship in historically disinvested areas.

Breaking Down the Complexity

To make complex planning topics more approachable, we draw from creative methods—like in Boise, where we developed a graphic novel to convey zoning regulations into a compelling, easy-to-understand story. Our process humanizes issues to connect the dots between the process and people. This fosters a sense of empowerment, encourages engagement, and helps the City tell the stories of the stakeholders who also need to see themselves within this process.

Our engagement strategy will be organized around the five Value Threads established in the Bridge to Our Future plan: Equity, Safety,

Vibrancy, Culture, and Sustainability. Each engagement activity will be designed to advance these values, and all materials will clearly identify how proposed zoning changes support these community priorities. We recognize the importance of connecting all engagement activities to the CMP's implementation priorities, helping residents understand how zoning changes will support the plan's capital projects, economic development initiatives, and policy changes already underway.

CODAMETRICS
FROM PLANS TO PLACES

October 6, 2025

City of Grand Rapids
Purchasing Department
300 Monroe NW Room 720
Grand Rapids, MI 49503

RE: REVISED RESPONSE TO REQUEST FOR PROPOSALS #918-32-08 **ZONING ORDINANCE UPDATE**

On behalf of Codametrics, All Together, and Clarion Associates, I am pleased to submit our best and final offer for consultant services to prepare a zoning ordinance update for the City of Grand Rapids. As requested, references to General Code's maplink system have been removed from our scope and fee proposal. Additional minor edits were made to coordinate an online map with City staff to be available to the community during the public review phase.

Please let us know if we can provide any additional information. Thank you for your consideration.

Sincerely,

Leslie Oberholtzer, AICP, PLA, LEED AP
Principal

email: leslie@codametrics.com
phone: 773.680.7130

4 PROPOSED SCOPE OF SERVICES

The following proposed scope and draft schedule includes a description of our recommended tasks and deliverables based upon the scope outlined and timeline in the Request for Proposals. Our team will work closely with staff to adjust the tasks to meet the specific needs of the city and to ensure timely completion of all tasks and delivery of all products.

Task 1: Orientation

1.1: DATA GATHERING & REVIEW

- Conduct in-depth review of the City's recent community master plan, *Bridge to Our Future*.
- Review existing zoning ordinance, area specific plans, corridor plans, and any other plans and documents recommended by staff.
- Review recent (approved and denied) development plans and proposals.
- Work with staff to identify and collect necessary GIS data.

1.2: KICK-OFF SESSION

- Hold kick-off meetings with the Technical Advisory Committee (TAC) and other recommended staff at the start of the project to ensure clear direction.
- Discuss the project scope, work plan, schedule, deliverables, and logistics.
- Generally discuss the current zoning code, specific revisions outlined in the master plan, other items to address, and general usability of the map and ordinance.
- Consult with the City attorney on format and content as directed by staff.
- Attend in-person meeting with Planning Commission and City Commission to preview Phase II of zoning code rewrite work.

1.3: ENGAGEMENT STRATEGY ✱

- With assistance from staff, design an **equity-centered engagement framework** that prioritizes historically underrepresented voices throughout the process, including:
  - Barrier Assessment: Analyze obstacles to participation and develop targeted solutions.
  - Community Connector Enhancement: Build upon Grand Rapids' existing program with specialized zoning equity training.
  - Youth Engagement Integration: Partner with schools and youth organizations to engage 18-24 year-olds through creative, relevant programming.
  - Equity Analysis: Develop a framework to assess engagement effectiveness in reaching underrepresented voices.
- Create a recognizable **project brand** tied to the City's brand, that includes an easy-to-understand project name (non-jargony), visual identity with colors, typefaces, and graphics for continuity tied to City's brand; and templates for presentations and memos.
- Develop **messaging** that communicates zoning impacts in approachable, inspiring, and accessible ways, specifically identifying key stakeholder groups and crafting promotional, multilingual (English and Spanish) materials through a communications and marketing lens.

- Create and maintain a custom **website** providing a platform for educational campaigns and resources, surveys and feedback collection tools, and plan documents and meeting materials.

Task 2: Project Direction

2.1: EVALUATION OF CURRENT ZONING CODE

- Review the current zoning ordinance (Chapter 61) in relation to revisions outlined in the master plan and other recommended revisions.
- Assess the current zoning districts and how they are mapped in relationship to the Future Land Use and Character Map.
- Review current development projects, approvals/disapprovals, and variance requests to understand how the current regulations are functioning.

2.2: SURVEY PHYSICAL FORM

- Conduct general field surveys and other research to gain a better understanding of built patterns and neighborhood character within the city in relation to the regulations of the current code.
- With staff's assistance, identify areas within the city of mismatches between zoning regulations and desired character and form. Resurvey those locations to verify dimensional and design standards.
- Identify existing middle housing forms within the city and survey their dimensional and design standards.
- Identify locations of higher density housing and its relationship to neighboring lower density buildings. Survey their dimensional and design standards; identify opportunities for improvement.

2.3: RESEARCH BEST PRACTICES

Conduct research to identify best practices in areas of recommended zoning updates identified in the master plan and by staff and the TAC. For example:

- Topics include, as listed in the master plan, self-storage facilities, fulfillment centers, gas stations and other auto-centric uses (car washes, drive-throughs), home occupations, micro-businesses, live-work situations.
- Explore temporary use practices for under-utilized land, such as community gardens, urban agriculture, temporary housing, food truck plazas, as appropriate for different locations.
- Study zoning methods of holding industrial land for uses that employ more people and make products, and appropriate methods for allowing crafting, manufacturing, and maker spaces within neighborhoods and business districts.

2.4: ZONING DIRECTIONS REPORT

- Develop a concise report summarizing the findings from tasks 1 & 2, outlining the direction for revisions to the zoning ordinance.
- Draft an initial working outline and proposed format for the new code.
- Discuss method of delivering the zoning code to the community online via a mapping tool and graphically rich code.
- Outline key revisions anticipated based upon the master plan, direction from the Technical Advisory Committee, the assessment of the current code, and best practices research.
- Outline recommendations for revisions to the zoning districts and map.
- Identify the initial 10-12 recommendations that need additional engagement with the community through the outreach process.

2.5: INITIAL OUTREACH *

Hold an initial public information and education meeting to introduce the project, discuss the proposed project direction, and gain input on any substantive changes proposed.

- Develop graphics paired with educational content to help the community understand:
  - Historical Context: How Grand Rapids' zoning history connects to current housing and economic disparities
  - Community Impact: Clear explanations of how proposed changes could affect housing costs, business opportunities, and neighborhood character
  - Housing Impact: Visual guides showing how diverse housing types can support community goals
  - Small Business & Entrepreneurship Impact: Materials on how zoning changes can support local economic development
- Create a **Grand Rapids Zoning Update Video**: What You Need to Know, a professional 15-minute presentation covering current zoning challenges and opportunities, proposed directions for reform, how residents can get involved, and Q&A addressing common concerns.
- Provide support on **specialized training to Community Connectors** on zoning basics and equity implications, facilitation techniques for sensitive topics, and how to connect zoning policies to community concerns like housing costs and business development.
- Present to Planning Commission and City Commission.

Task 3: Initial Draft

The draft zoning ordinance will replace Chapter 61 of the city's current code.

We anticipate preparing the initial draft zoning ordinance in 3 modules for ease of review and understanding. This initial draft is recommended for internal review by the Technical Advisory Committee (TAC) prior to presentation to the boards and commissions and the public.

- Each module will be copy-edited by a professional copy editor prior to delivery.
- Present each draft zoning code module to staff and the TAC for review and discussion.
- Revise per staff's review and present to Plan Commission at each module or at the end of phase 3. Provide briefings to other boards and commissions per staff's direction.

3.1: INITIAL DRAFT ZONING CODE - MODULE 1

Prepare and present module 1 of the draft zoning ordinance to include zoning districts, building/structure regulations, and uses. Module 1 will specifically address zoning recommendations within the Community Master Plan appropriate to districts and uses.

3.2: INITIAL DRAFT ZONING CODE - MODULE 2

Prepare and present module 2 of the draft zoning ordinance to include generally applied development standards, such as building design standards, transportation and mobility, and landscape and site design standards.

3.3: INITIAL DRAFT ZONING CODE - MODULE 3

Prepare and present module 3 of the draft zoning ordinance to include sign regulations, special districts, overlays, and administration and procedures as well as measuring regulations and definitions.

3.4: INITIAL DRAFT ZONING MAP

- Prepare new, updated zoning map in ArcGIS Pro with new zoning districts and highlighting any remapping.

3.5: SPECIFIC-TOPIC SURVEYS *

During the initial drafting process, coordinate with staff to identify up to 12 CMP recommendations that require additional community input.

- Create cut-sheets related for each topic outlining the recommendation, supporting information, questions and input needed.
- Create short on-line surveys on the website to initially ask these topical questions, generate input, start people thinking.

Task 4: Public Review

4.1: PUBLIC REVIEW DRAFT CODE & MAP

- Prepare public review draft of the new zoning ordinance and map reflecting the comments and direction received during phase 3 from staff and the TAC, and consolidating the modules into one cohesive draft.
- Work with City staff to create online map viewer with comparisons between draft map and current map.

4.2: GENERAL WARD MEETINGS *

- Post a recorded orientation presentation on the project website highlighting the general code reorganization and areas of significant revision to sections of the code generally applicable to the community as a whole.
- Host drop-in open houses located in each of the 3 city wards, discussing the general reorganization and revisions made to the code. Deliverables include educational components on zoning, presentation boards on the key revisions to the code, and feedback mechanisms.

4.3: SPECIFIC TOPIC WARD MEETINGS *

Host engagement meetings in each of the 3 city wards on specific topics identified in Task 3.5 and related to the specific ward.

- Customize an interactive format for each ward meeting to gain specific input.
- Community connectors to attend their ward meeting and shadow the consultants.

4.4: COMMUNITY CONNECTORS MEETING & POP-UP EVENTS *

Develop strategic outreach materials for use at Community Connector-organized events.

- Potentially use materials at other pop-up locations, such as farmers markets, community festivals, transit stops and hubs, grocery stores and community centers in neighborhoods with high percentages of residents of color, cultural events and faith community gatherings.
- Materials to include Interactive, family-friendly activities with incentives and materials in multiple languages

4.5: PLANNING COMMISSION AND CITY COMMISSION MEETINGS

- Conduct joint in-person Planning Commission and City Commission meeting to present the draft zoning ordinance and map, highlighting key revisions.
- Conduct up to 4 Planning Commission meetings to discuss the revisions.
- Conduct up to 4 City Commission meetings to discuss the revisions.

Task 5: Adoption

5.1: HEARING DRAFT ZONING CODE & MAP

Prepare consolidated public hearing draft of the new zoning code and map reflecting the comments and direction received during phase 3.

- Copy edit the consolidated document to ensure clarity, accuracy, and consistency prior to posting online.

5.2: OUTREACH MEETINGS *

- Post a revised recorded presentation on the project website highlighting the ward meeting discussion topics and revisions made in response.
- Host a second round of drop-in open houses located in each of the 3 city wards, discussing revisions made to the code. Deliverables include educational components on zoning, presentation boards on the key revisions to the code, and feedback mechanisms.
- Present and discuss the hearing draft of the zoning ordinance and map at the City's Design Team in a virtual meeting.
- Meet with staff and the Technical Advisory Committee to review the final draft code and map.

5.3: PUBLIC HEARINGS & ADOPTION *

- Revise hearing draft zoning ordinance and map based on outreach meetings in Task 5.2.
- Provide updated zoning ordinance hearing draft on the project website, along with a memo outlining the key changes, and information on how to provide comments to the Planning Commission.
- Present final draft zoning ordinance to the Planning Commission for public hearing and recommendation to City Commission.
- Present final draft zoning ordinance to the Planning Commission in order to set public hearing.
- Attend City Commission in-person public hearing meeting.
- Attend City Commission in-person adoption meeting.

5.4: FINAL ADOPTED ORDINANCE AND MAP

- Prepare and deliver final version of zoning ordinance and map. Provide documents in digital format, including an Internet-ready, hyper-linked version of the new zoning ordinance; InDesign root documents and links; and ArcGIS project file.

PROPOSED PROJECT SCHEDULE

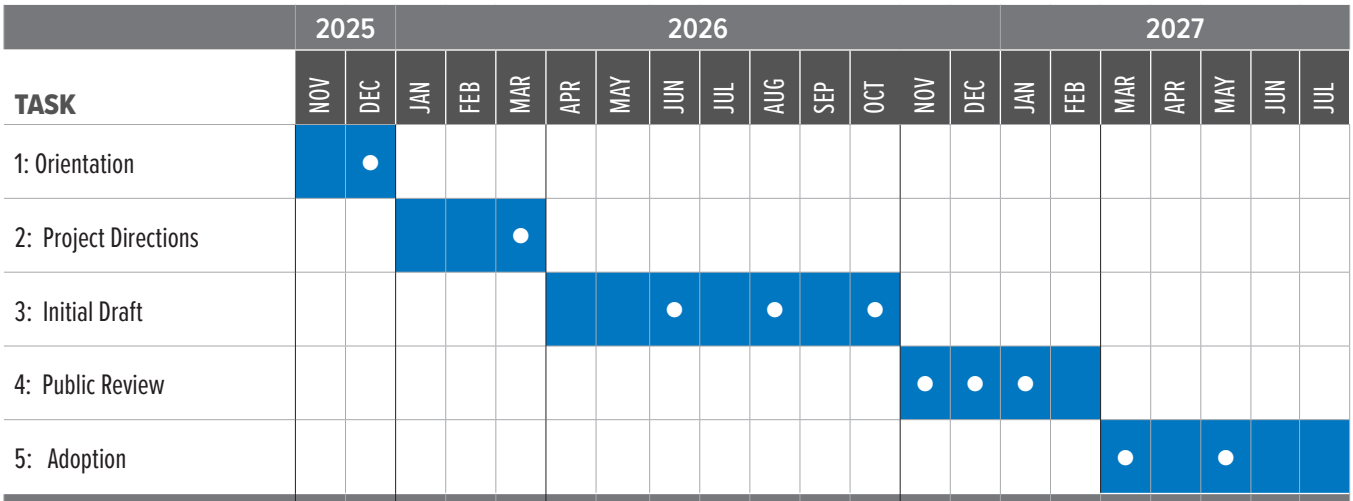
The proposed schedule below is based upon the project scope outlined in the request for proposal and our proposed scope on the previous pages. Completion of the project by summer 2027 is shown as outlined in the RFP. We will work closely with staff to adjust the schedule to meet the specific needs of the city and to ensure timely completion of all tasks and delivery of all products.

STAFF COORDINATION

The draft schedule outlines each task and key engagement meetings. We anticipate bi-weekly online meeting calls, determined by staff's availability and are prepared for monthly meetings with the Technical Advisory Committee as needed.

DELIVERABLES

Deliverables are outlined in the proposed schedule, anticipated to be digital PDFs sent via email. Hard paper copies of drafts may be requested, but will be billed separately at cost. Final zoning code and map deliverables will be provided in their root form to staff upon adoption, including any GIS layer data.



ENGAGEMENT ACTIVITIES ✱	Website Development Educational Materials Recorded Directions Presentation Community Connectors Training PC & CC Meetings	Website Surveys	Website & Pop-Up Materials 2 sets pf Ward Meetings Community Connectors Meetings PC & CC Meetings	Website Materials Ward Meetings Public Hearings
DELIVERABLES ○	Engagement Strategy Directions Report Branding & Website	Module 1: Initial Draft Code & Map Module 2: Initial Draft Code Module 3: Initial Draft Code	Public Review Draft of Zoning Ordinance & Map Meeting Materials (Ward Meetings, Community Connectors-Pop-Ups)	Public Hearing Draft of Zoning Ordinance & Map Presentation Materials

5 PROJECT TEAM

Our team has been carefully assembled to respond specifically to this project. Resumes for all key members are included on the following pages and hours by task are included in the fee proposal.

Codametrics will direct the project, and lead the code drafting. All Together staff will lead the community engagement and communications strategy. Clarion staff will draft code related to procedures, overlays, uses, and parking, and will ensure the code is consistent with Michigan state enabling laws.

CODAMETRICS

Leslie Oberholtzer, AICP, PLA
PROJECT DIRECTOR
Level of Effort: approx. 844 hours

Abigail Rose
Senior Planner/
Designer

Tina Figueroa
Bilingual Planner

Kristian Gist
Brand Strategist/
Storyteller

Brandon James Rosas
Professional Copy Editor

All Together.

Engagement Lead
Level of Effort: approx. 767 hours

Elizabeth Garvin, Esq., AICP
Principal

Gabby Hart, AICP
Senior Planner

Geoff Green, Esq., AICP
Principal

CLARION

Zoning Expertise
Level of Effort: approx. 318 hours

CODAMETRICS
FROM PLANS TO PLACES

Leslie Oberholtzer AICP, PLA, LEED AP
PRINCIPAL

Founder and studio principal of Codametrics, Leslie Oberholtzer is a national zoning expert and form-based code leader, writing form-based zoning codes for municipalities across the country. Over the last decade her clients have included, among others, Hartford CT, Bridgeport CT, Boulder CO, Des Moines IA, the Chicago Regional Transportation Authority (RTA), and the Chicago Metropolitan Agency for Planning (CMAP).

Leslie has a long history of creating zoning codes, employing innovative, form-based coding techniques to help guide and prioritize development. Founded in 2013, Codametrics' zoning work ranges from geographically focused codes for neighborhoods, transit stations, main streets, and downtowns to city-wide zoning codes. Using a place-based approach to writing zoning ensures that each new code is crafted from the ground up, reflecting the physical character and vision desired for the future.

Prior to starting Codametrics, Leslie worked as a landscape architect, planner, and designer at architecture and landscape architecture firms. She also served as an urban designer for the City of Austin and subsequently served as a member of the City's downtown design commission.

A certified planner, registered professional landscape architect, LEED Accredited Professional with the US Green Building Council, and EcoDistricts accredited professional, Leslie is also certified with the National Charrette Institute. She currently serves on the Steering Committee for the Center for Zoning Solutions (formerly the Form-Based Codes Institute), an organization dedicated to advancing the best practices in zoning and form-based coding. She developed the sustainable urbanist modules for the Smart Code and was a contributor to the EPA Essential Smart Growth Fixes for Urban and Suburban Zoning Codes.

Past Employment

Farr Associates, Principal and Director of the Planning Studio

City of Austin, Urban Designer

TBG Partners, Landscape Architect, Project Manager

Group Two Architecture, Designer, Landscape Architect

Education

University of Texas at Austin, Master of Science in Community Planning

University of Texas at Arlington, Bachelor of Science in Landscape Architecture

All Together.

MARISA SCHULZ LEED NCI

PRINCIPAL • *STRATEGY*

Contact

847.261.4047

mschulz@alltogetherstudio.com

/marisaschulz

alltogetherstudio.com

Education

University of Texas - Austin
Master of Community and Regional Planning

University of Michigan - Ann Arbor
Bachelor of Arts in English
Minor in Spanish

Affiliations

- Adjunct Faculty Member — DePaul University, Sustainable Urban Development Program
- Lambda Alpha International – Ely Chapter
- Congress for New Urbanism
- American Planning Association
- Urban Land Institute
- CNU Central Texas – Former Board Member

About

Marisa is an urban planner and writer with 16 years of experience working on a broad range of community outreach, planning, and branding projects within the public, private, and political sectors. From Detroit to Austin to Santiago, Chile, Marisa has worked closely with communities to ensure the public plays a vital role in shaping planning and policy initiatives. She has successfully written and branded studies that have been covered by such outlets as Bloomberg, the New York Times, USA Today, and Next City. Marisa has taught both undergraduate and graduate courses in sustainability, planning, and design in Chicago. She is a certified facilitator through the National Charrette Institute.

Project Experience

PLANNING + ENGAGEMENT

- **Zone Tosa for All** | City of Wauwatosa, WI *2021*
- **Northeast Kansas City Heritage Trail** | MARC, Kansas City, KS *2021*
- **We Will Chicago Master Plan Facilitation** | Metropolitan Planning Council and City of Chicago | Chicago, IL *2020*
- **YMCA Master Facilities Plan*** |Chicago, IL *2019*
- **Western Racine County Target Development Study*** | Racine County, WI *2019*
- **Vision Clark Street Master Plan*** | Rogers Park Business Alliance | Chicago, IL *2018*
- **Airport Redevelopment Initiative**** | The City of Austin | Texas *2011*

COMMUNICATIONS + BRANDING

- **Historic Pullman Foundation Brand** | Pullman National Monument | Chicago, IL *2021*
- **Rogers Park Corridor Development Initiative Communications** | Metropolitan Planning Council | Chicago, IL *2020*
- **Fountain Square Brand + Communications Plan** | GVAC EID | Indianapolis, IN *2021*
- **Clark Street Brand Guide*** | Rogers Park Business Alliance | Chicago, IL *2019*
- **Calumet Heritage Area Brand + Communications Strategy*** | Calumet Collaborative | Southeast Chicago + Northwest Indiana *2019*

PLACEMAKING

- **Winter Games Activations + Programming** | City of Evanston | Evanston, IL *2021*
- **Joy on Central Activation** | Central Street Corridor | Evanston, IL *2020*
- **Make Lemonade Activations + Programming** | Downtown Evanston | Evanston, IL *2020*
  Lunar New Year Activation | Uptown United | Chicago, IL *2021*
- **Winter Warmth on Wilson** | Uptown United | Chicago, IL *2020*

**Completed while at the Lakota Group | **Completed while at the City of Austin, Texas*

All Together.

ABIGAIL ROSE

SENIOR PLANNER/DESIGNER

Contact

515.822.4333

arose@alltogetherstudio.com

/abigailrose

alltogetherstudio.com

Education

Iowa State University
Master of Community and Regional Planning

Iowa State University
Master of Urban Design

Iowa State University
Bachelor of Design

Affiliations

- Vice President, Women in Planning & Development - Chicago, Illinois
- Guest Lecturer and Mentor — DePaul University, Sustainable Urban Development Program
- Guest Lecturer and Mentor — Iowa State University, Community and Regional Planning Program
- American Planning Association

About

Abigail is a designer/planner who masterfully communicates the big picture by distilling complex issues into simple messaging and clean visuals. Her experience in graphic design, urban planning, and community engagement drives her passion to better inform policy and create authentic, viable places and solutions. As a painter and muralist, Abigail loves creatively capturing the history and energy of a place through placemaking. As a planner, she works side-by-side with communities on zoning initiatives of all scales and sizes.

Relevant Project Experience

- **Lake County Housing Coalition** | Lake County, IL *Ongoing*
  Housing Facilitation, Engagement, Branding + Communications
- **Sun Prairie Zoning Update** | City of Sun Prairie | Sun Prairie, WI *Ongoing*
  Multicultural/Bilingual Engagement, Branding + Communications
- **La Crosse Zoning Code Update** | City of La Crosse | La Crosse, WI *Ongoing*
  Community Engagement, Educational Campaigns, Branding + Communications
- **Uplift Cook Consolidated Plan & Comp ED Strategy** | Cook County, IL *Ongoing*
  Vision-based Strategy, Multi-jurisdictional Planning, Countywide Engagement
- **Nassau Florida Vision 2050** | Nassau County | Nassau, FL *Ongoing*
  Vision-based Strategy, Multi-jurisdictional Planning, Countywide Engagement
- **Green Bay Comprehensive Plan** | City of Green Bay | Green Bay, WI *Ongoing*
  Multicultural/Bilingual Engagement, Neighborhood Brands + Communications
- **Moline Riverfront Plan** | City of Moline | Moline, IL *Ongoing*
  Downtown Planning, Multicultural/Bilingual Engagement, Adaptive Reuse
- **Hoffman in Motion Transportation Plan** | Village of Hoffman Estates, IL *Ongoing*
  Multimodal Planning, Multicultural/Bilingual Engagement, Branding + Communications
- **Central Area Plan (Phase 1+2)** | City of Chicago | Chicago, IL *Ongoing*
  Downtown Planning, Multicultural/Bilingual Engagement
- **Boise Illustrated Zoning Guide** | City of Boise, ID *2025*
  Stakeholder Interviews, Storyboarding & Graphic Novel Creation
- **Madison Sustainability Plan** | City of Madison | Madison, WI *2024*
  Graphic Design, Communications, Sustainability Planning, Multicultural/Bilingual Engagement
- **East Boulder Subcommunity Zoning Update** | City of Boulder, CO | Boulder, CO *2024*
  Branding + Communications, Stakeholder Coordination
- **Dane County Regional Housing Strategy** | Dane County Department of Planning and Development | Dane County, Wisconsin *2024*
  Multi-jurisdictional Planning, Affordable/Workforce Housing, Multicultural/Bilingual Engagement
- **Madison Parks & Open Space Plan** | City of Madison | Madison, WI *2024*
  Multicultural/Bilingual Engagement, Branding + Communications
- **Evanston Thrives Retail Action Strategy** | Evanston, IL *2023*
  Branding + Placemaking, Marketing Strategy, Engagement
- **We Will Chicago Master Plan** | City of Chicago | Chicago, IL *2022*
  Citywide Planning, Multicultural/Bilingual Engagement
- **Wauwatosa Equity Plan - Zoning For All** | City of Wauwatosa, WI 2021
  Storytelling, Branding + Communications, Engagement

All Together.

TINA FIGUEROA

BILINGUAL PLANNER

Contact

787.467.6005

tfigueroa@alltogetherstudio.com

/juliet-tina-figueroa

alltogetherstudio.com

Chicago, Illinois

Education

University of Illinois Chicago
Master of Urban Planning & Policy
Ongoing

Loyola University
Master of Arts in Digital Humanities

Seton Hall
Bachelor of Arts in History

Affiliations

- **Spanish Fluency**
- **Proficient in HTML/CSS, XML/TEI**
- **Career Development Committee for Shirley Ryan AbilityLab's Diversity Council**

About

Tina is a digital specialist and urban planner whose interests focus on accessibility and equity. She believes in community-centered decision making to design physical and digital spaces beneficial to all. She enjoys playing volleyball, using public transit, and petting every dog or cat she meets.

Relevant Project Experience

- **Lake County Housing Coalition** | Lake County, IL *Ongoing*
  Housing Facilitation, Engagement, Branding + Communications
- **Central Area Plan (Phase 1-2)** | City of Chicago | Chicago, IL *Ongoing*
  Downtown Planning, Multicultural/Bilingual Engagement
- **Downtown Durham Blueprint 2035** | Downtown Durham, Inc. | Durham, NC *Ongoing*
  Downtown Planning, Multicultural/Bilingual Engagement, Storytelling
- **Sun Prairie Zoning Update** | City of Sun Prairie | Sun Prairie, WI *Ongoing*
  Multicultural/Bilingual Engagement, Branding + Communications
- **Green Bay Comprehensive Plan** | City of Green Bay | Green Bay, WI *Ongoing*
  Multicultural/Bilingual Engagement, Neighborhood Brands + Communications
- **Our Way Forward 2050 Long-Range Transportation Plan** | Will County, IL *Ongoing*
  Multimodal Planning, Multicultural/Bilingual Engagement, Branding + Communications
- **Downtown Lemont Communications** | Village of Lemont | Lemont, IL *Ongoing*
  Branding + Communications, Collateral Design, Signage + Wayfinding
- **Madison Sustainability Plan** | City of Madison | Madison, WI *2024*
  Graphic Design, Communications, Sustainability Planning, Multicultural/Bilingual Engagement
- **WEDC Racine Placemaking** | Wisconsin Economic Development Corp | Racine, WI *2024*
  Placemaking, Public Realm Installations, Storytelling, Training Workshops
- **Moline Riverfront Plan** | City of Moline | Moline, IL *2024*
  Downtown Planning, Multicultural/Bilingual Engagement, Adaptive Reuse
- **Cabrini NOW** | Chicago Housing Authority | Chicago, IL *2024*
  Multicultural/Bilingual Engagement, Branding + Communications
- **LaSalle Reimagined** | City of Chicago | Chicago, IL *2024*
  Downtown & Corridor Planning, Multicultural/Bilingual Engagement, Adaptive Reuse
- **Dane County Regional Housing Strategy** | Dane County Department of Planning and Development | Dane County, Wisconsin *2023*
  Multi-jurisdictional Planning, Affordable/Workforce Housing, Multicultural/Bilingual Engagement
- **Beck Park Redesign** | City of Evanston | Evanston, IL *2023*
  Storytelling, Multicultural/Bilingual Engagement
- **Adventures in Stockton** | Village of Stockton + Galena Country Tourism | Stockton, IL *2023*
  Marketing Strategy, Storytelling, Placemaking, Branding + Communications, Collateral Design
- **Moline Centre Form-Based Code** | Moline Centre + City of Moline | Moline, IL *2023*
  Downtown Planning, Multicultural/Bilingual Engagement, Communications
- **We Will Chicago Master Plan** | City of Chicago | Chicago, IL *2022*
  Citywide Planning, Multicultural/Bilingual Engagement

KRISTIAN GIST

BRAND STRATEGIST | STORYTELLER

Contact

kristian@kristiangistcreative.com

/linkedin.com/in/kristiangist

www.kristiangistcreative.com

Education

DePaul University
Bachelor of Science in Business Management and Entrepreneurship

About

Kristian is a brand strategist and copywriter focused on bringing the authentic story of brands to life. After a decade years of working in marketing, sales, and strategic planning across industries, Kristian took her passion for connecting people with the things they love and merged it with helping businesses go from an idea to a million dollar brand.

With a focus of working on minority-owned and women-owned businesses, her work has formed first-time deals for clients with major retailers, gained media spotlights for clients on the Today Show and People Mag, and positioned brands to secure millions of dollars in grants and fundraising.

Throughout her work, Kristian has had the opportunity to manage media relations, crisis management, and marketing talent to rewrite the narrative of any brand.

Relevant Project Experience

- **Lake County Housing Coalition** | Lake County, IL *Ongoing*
  Housing Facilitation, Engagement, Branding + Communications
- **Downtown Evanston Communications** | Downtown Evanston | Evanston, IL *Ongoing*
  Branding + Communications, Collateral Design, Signage + Wayfinding, Downtown Placemaking
- **Lemont Downtown Social Media + Blog + Newsletter** | Lemont, IL *Ongoing*
  Branding + Communications
- **Park Ridge Rebrand** | City of Park Ridge | Park Ridge, IL *2024*
  Branding + Communications
- **WEDC Racine Placemaking** | Wisconsin Economic Development Corp | Racine, WI *2024*
  Placemaking, Public Realm Installations, Storytelling, Training Workshops
- **Beck Park Redesign** | City of Evanston | Evanston, IL *2023*
  Storytelling, Multicultural/Bilingual Engagement
- **We Rise Together** | Chicago Community Trust | Chicago, IL *2022-2025*
  Event Management | Branding + Communications
- **Adventures in Stockton** | Village of Stockton + Galena Country Tourism | Stockton, IL *2023*
  Engagement, Branding + Communications
- **Relentless Achiever Branding + Product Dev.** | Relentless Achiever | London, UK *2022*
  Storytelling, Branding + Communications
- **Global Girls Foundation, + Christina Nairobi Branding + Website** | NYC, NY *2023*
  Storytelling, Branding + Communications
- **SPACE Branding + Creative Direction** | Miki Clayton Talent | Washington, DC | *2024*
  Storytelling, Branding + Communications
- **High Impact Moments Branding + Product Dev.** | New York, NY *2022*
  Storytelling, Branding + Communications
- **Today I Did It Right Branding + Product Development** | T/D/R | Lund, Sweden *March 2021*
  Storytelling, Branding + Communications
- **Play Like a Girl Rebrand + Email Marketing + Lead Generation** | Nashville, TN *2021*
  Storytelling, Branding + Communications

CLARION

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.

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

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

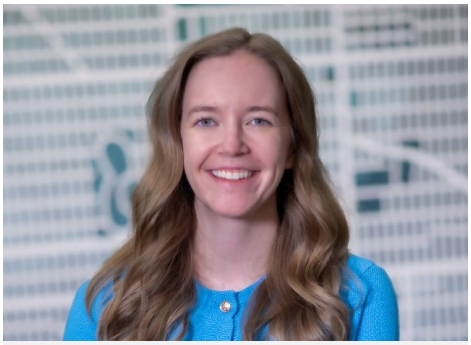
PUBLICATIONS

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

Planning | Zoning & Land Use | Sustainability & Resiliency



CLARION

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.

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
- **El Paso County, CO** Land Development Code Update
- **Grand Junction, CO** Land Use and Development Code Update
- **Lafayette, CO** Land Use 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
- **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

Planning | Zoning & Land Use | Sustainability & Resiliency

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

Associate & Senior Associate
Clarion Associates, **5 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

PUBLICATIONS

Equity in Zoning Policy Guide, APA

SPEECHES

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

It Takes a (Suburban) Village: Raising Affordable Housing – APA National 2024

Navigating the Interim: Temporary Housing Solutions – APA CO 2024

CLARION

Geoff Green, Esq., AICP

PRINCIPAL

Geoff Green, AICP, is a Principal in Clarion's Chapel Hill office. A planner and attorney, he has worked closely with communities throughout the nation on comprehensive updates to their development regulations. He has updated codes for cities, towns, and counties in Pennsylvania, Virginia, North Carolina, South Carolina, Georgia, Florida, Tennessee, Alabama, and Colorado. Geoff received his Master of City and Regional Planning degree from the University of North Carolina at Chapel Hill, a law degree from New York University, and an undergraduate degree from Duke University.

REPRESENTATIVE PROJECTS

Development Codes & Ordinances

- **Charleston, SC** | Zoning Ordinance Rewrite
- **Chatham County, NC** | Unified Development Ordinance
- **Clemmons, NC** | Unified Development Ordinance
- **Cobb County, GA** | Unified Development Code
- **Colorado Springs, CO** | Unified Development Code
- **Estero, FL** | Land Development Code
- **Henrico County, VA** | Zoning Ordinance and Subdivision Regulations
- **Kannapolis, NC** | Unified Development Ordinance
- **Maitland, FL** | Land Development Code
- **Maury County, TN** | Zoning Ordinance and Subdivision Regulations
- **Montgomery, AL** | Zoning Ordinance and Subdivision Regulations
- **Mooresville, NC** | Unified Development Ordinance
- **Tampa, FL** | Land Development Code Update
- **Tuscaloosa, AL** | Zoning Ordinance and Subdivision Regulations
- **Warrenton, VA** | Zoning Ordinance Update

Additional Projects

- **Beaufort County, SC** | Impact Fee Ordinance, Intergovernmental Agreements
- **Prince George's County, MD** | Adequate Public Facilities Ordinance
- **Boulder, CO** | Curbside Management Policies
- **Research Triangle Foundation, NC** | Zoning and Regulatory Strategy

EDUCATION

Master of City and Regional Planning
Univ. of North Carolina, Chapel Hill, NC

Juris Doctor
New York University School of Law

Bachelor of Arts, History
Duke University, Durham, NC

AFFILIATIONS

American Institute of Certified Planners
Member

American Planning Association
North Carolina Chapter

EXPERIENCE

Clarion Associates, LLC
Principal, **2023-present**
Senior Associate, **2022-2023**
Associate, **2019-2022**

GoTriangle, Raleigh/Durham, NC
Transit Planner/Senior Planner
2012 - 2019

COMMUNITY & PROFESSIONAL INVOLVEMENT

Town of Chapel Hill Planning Commission
Member
2023 - present

Town of Chapel Hill Board of Adjustment
Member **2020 - 2021**
Chair **2021 - 2023**

Town of Chapel Hill Bicycle and Pedestrian Advisory Committee
2010 – 2014

Planning | Zoning & Land Use | Sustainability & Resiliency

6 PROJECT EXPERIENCE

As project lead and principal code-writers for the project, Codametrics brings a long history of award-winning hybrid and form-based codes. Below is a short list of code projects, several of which were developed with our team members. Instances where team members have worked together are denoted with ●.

CODAMETRICS' STAFF SAMPLE PROJECT LIST

Unified Development Code (ongoing) ●
Client: City of Woodstock IL

Zoning Ordinance Re-Write (ongoing)
Client: City of Hastings MN

Zoning Ordinance Re-Write
Client: City of White Bear Lake MN

East Boulder Form-Based Code ●
Client: City of Boulder CO

Mixed-Use & Middle Housing Overlay ●
Client: City of Warrenville IL

Mixed-Use Zones ●
Client: Village of Shorewood WI

Allentown Zoning & SALDO Rewrite (ongoing) ●
Client: City of Allentown PA

Westmont TOD and Downtown Districts
Client: Village of Westmont IL

Moline Centre Downtown Form-Based Code ●
Client: City of Moline IL

Zone Bridgeport
Client: City of Bridgeport CT

Boulder Junction - Alpine Balsam Form-Based Code
Client: City of Boulder CO

Hopkins Hybrid Zoning Code
Client: City of Hopkins MN

Station Area Zoning Overlay
Client: RTA and Village of Hanover Park IL

Allouez Hybrid Zoning Code
Client: Village of Allouez WI

City of DePere Zoning Code
Client: City of DePere WI

Downtown Bartlett TOD Overlay
Client: RTA and Village of Bartlett IL

Billings-Yellowstone County Zoning Codes ●
Client: City of Billings MT

South Clarksville Form-Based Code
Client: Town of Clarksville IN

Ford City Borough Zoning Ordinance
Client: Borough of Ford City PA

Chicago Heights Mixed-Use Districts, Signs, & Uses
Client: CMAP and the City of Chicago Hts IL

Brookfield Downtown & Station Areas Zoning
Client: RTA and the Village of Brookfield IL

Villa Park Zoning Ordinance
Client: CMAP and the Village of Villa Park IL

Highwood Downtown Zoning & Code Review
Client: RTA and the City of Highwood IL

Des Moines City-Wide Zoning Rewrite
Client: City of Des Moines IA

University Park Zoning Ordinance
Client: City of University Park TX

Hartford City-Wide Zoning Code
Client: City of Hartford CT

St Louis Park Station Area Form-Based Codes
Client: City of St Louis Park MN

Perimeter Center Specific Zoning
Client: City of Dunwoody GA

Hamilton Downtown and Main Street FBC ●
Client: City of Hamilton OH

TOD Template Code for the Wasatch Front
Client: Salt Lake County UT

East Billings Urban Revitalization District (EBURD) Code
Client: City of Billings MT*

Youngstown Form-Based Districts ●
Client: City of Youngstown OH

Bridge Street Corridor Form-Based Code ●
Client: City of Dublin OH

Duluth Form-Based Code Districts ●
Client: City of Duluth MN

West Evanston Master Plan & Zoning Overlay
Client: City of Evanston IL

City of Chicago Zoning Reform
Client: Zoning Reform Commission, Chicago IL*

Grand Valley Form-Based Code Study
Client: Grand Valley Metro Council*

Boulder Form-Based Code
BOULDER COLORADO

The City of Boulder initially hired Codametrics and their team to develop a pilot form-based code for a unique location in Boulder. Boulder Junction is slated to be a distinctive, complete neighborhood retaining some of its roots in small scale industrial activity and a multi-modal hub.

The code was meant to implement a well regarded TOD master plan, resulting in a variety of housing types, a mix of office space and commercial space, and system of public spaces knitting it all together. Several buildings have been built under the Boulder Junction code.

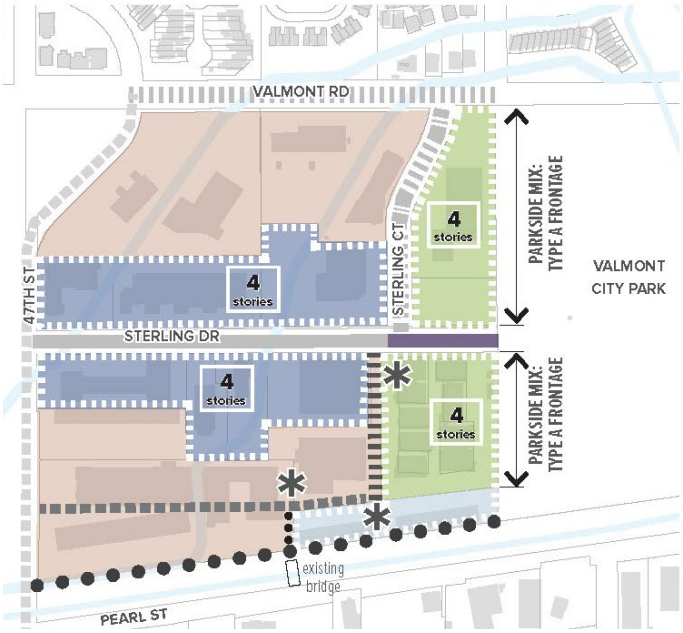
Codametrics recently worked with the City to add two new neighborhoods to the form-based code: Alpine-Balsam and East Boulder. The code for each of these areas implements plans for walkable, mixed-use neighborhoods.

LINK to code online (Municode)

Client Reference
Karl Guiler
Project Manager
(303)441-4236
guilerk@bouldercolorado.gov

Status
Boulder Junction - adopted 2016
Alpine-Balsam - adopted 2021
East Boulder - adopted 2025

Regulating plans located building types and define requirements that are geographically specific.



BUILDINGS

- General Building Type (9-14-18)
- Flex Mix: General Building Type (9-14-18) or Workshop Building Type (9-14-20)
- Workshop Building Type (9-14-20)
- Parkside Mix: General Building Type (9-14-18) or Row Building Type (9-14-19))
- 3 stories — Location-Based Maximum Building Height per Block
- * Terminated Vista (9-14-14(i))

STREETS & FRONTAGE TYPES

- Type A Frontage with Required

CODAMETRICS

Commercial and Mixed-Use Zoning Districts
SHOREWOOD WISCONSIN

A suburb of Milwaukee, the Village of Shorewood is located just north of the city along Lake Michigan. Shorewood's two intersecting commercial corridors include many well-loved, older buildings and businesses. New multi-story mixed-use developments were being negotiated as planned unit developments in public forums.

Codametrics was hired to create a series of new mixed-use zoning districts with the goal of codifying the village's discretionary design guidelines, while creating a more predictable development approval process.

A series of community workshops were held to engage the community in order to ensure the appropriate scale for new development was documented. A working group of village commissioners, board members, and residents served as the sounding board for drafts of the forward-thinking code.

LINK to code online (eCode360)

Client Reference
Bart Griepentrog, Project Manager
bgriepentrog@shorewoodwi.gov
(414) 847-2647

Status
Adopted February 2023

New mixed-use building in Shorewood that served as model for the new code.

CODAMETRICS

Mixed-Use & Middle Housing Overlay
WARRENVILLE ILLINOIS

The City of Warrenville hired Codametrics' team to create a new village-scaled, mixed-use overlay to address their civic center area and a traditional neighborhood commercial area. Additionally, a set of middle housing zones was added to their code for use on the edges of these centers as well as to be mapped in future locations.

The project was branded "Warrenville by Design" and a specific website was created. A series of community workshops were held to identify the building characteristics desired for both of these types of development. The result is a series of form-based zones using a set of building types with design standards intended to evoke the scale and village-feel of the City.

LINK to the zoning overlay online

Client Reference
Consuelo Arguilles, (now) Assistant Director of Community Development with the Village of Addison)
carguilles@addison-il.org
(630) 693-7525

Status
Adopted

MIXED-USE & MIDDLE HOUSING OVERLAY

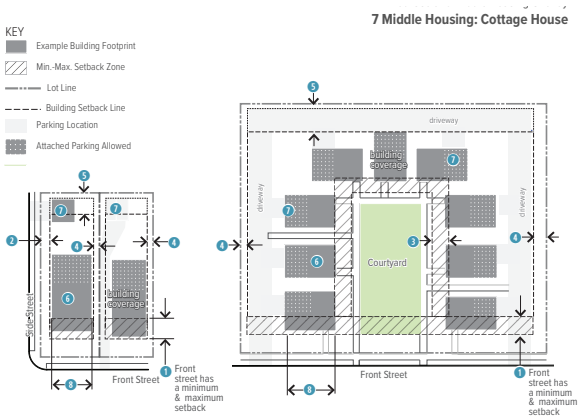


Figure 16. Cottage House Diagrammatic Plan

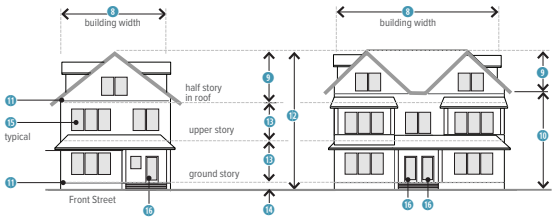


Figure 17. Cottage House Diagrammatic Elevation

Regulations are keyed to diagrammatic illustrations, addressing both small and large lot development at a village-like scale.

CODAMETRICS

Development Code
HOPKINS MINNESOTA

On the heels of their award-winning comprehensive plan, the City of Hopkins hired Codametrics and Duncan Associates to develop a hybrid form-based code for the city. The METRO Green Line southwest light rail extension will connect Hopkins to Minneapolis by 2027, creating 3 new stations in the city and opportunities for new transit-oriented development.

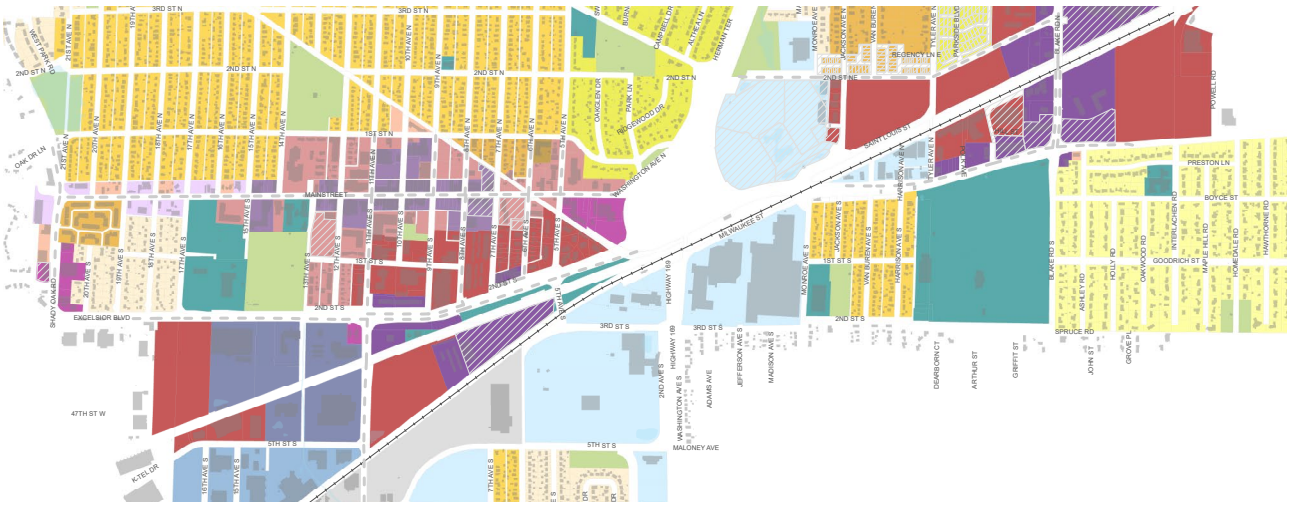
The new zoning code creates distinct zones for the downtown, station areas, employment centers, neighborhoods, and other commercial nodes. It is organized around a series of allowed building types with a modern set of use categories allowed in each zone.

While working to implement the vision for the newly redeveloping station areas, the new code also protects the existing physical character in Hopkins' downtown and existing neighborhoods. With simple, clear design standards in neighborhoods, new multi-unit infill housing and accessory dwelling units fit the existing neighborhood form.

LINK to code online, located as a pdf on the City's zoning page of their website

Client Reference
Jason Lindahl, (now) Community Development Director, City of White Bear Lake
jlindahl@whitebearlake.org
(651) 429-8562

Status
Adopted, July 2022



Rendering of the first project approved, currently under construction (image: Bolt+Tie.com)

CODAMETRICS

City of DePere Zoning Ordinance Rewrite
DEPERE WISCONSIN

The City of DePere has a unique, historic downtown split down the middle by the Fox River and surrounded by traditional neighborhoods. New downtown development was being negotiated on a case-by-case basis and lot standards did not reflect the historic structure of the neighborhoods.

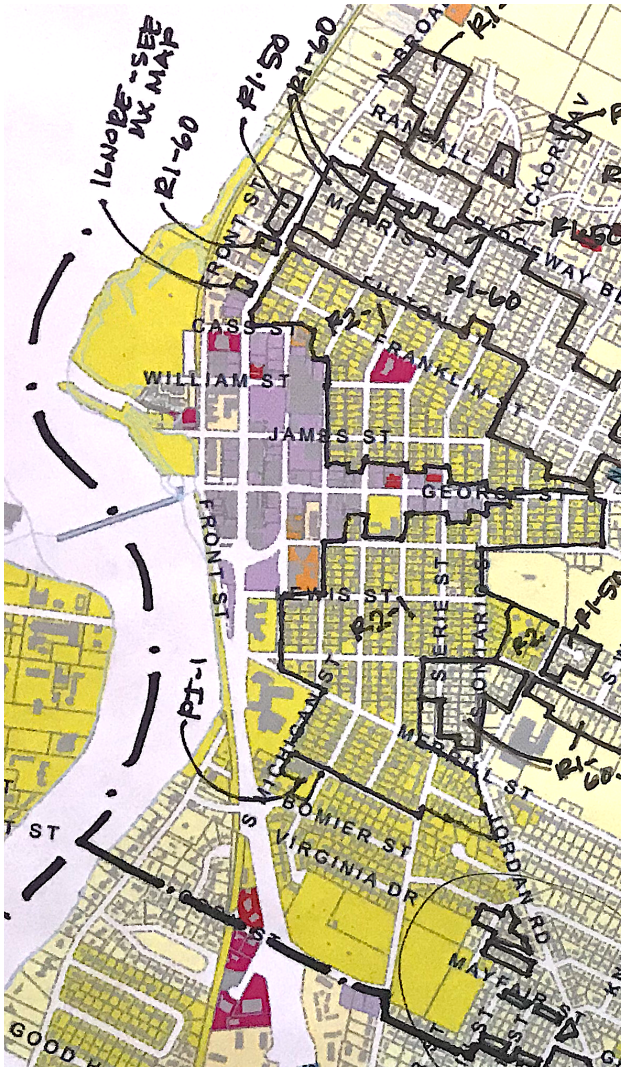
The new, comprehensively rewritten zoning ordinance combines new mixed-use zones addressing both the downtown and other commercial corridors with design standards for more predictable development processes. A mix of residential standards legalizes older, smaller historic lots; creates a series of mixed residential types; and maintains simpler, more conventional suburban zones for recent neighborhoods.

LINK to the zoning ordinance online

Client Reference
Peter Schleinz, Senior Planner
pschleinz@deperewi.gov
(920) 339-4043 x 2

Status
Adopted, December 2023

Downtown DePere historic building and new mixed-use building.



Detailed studies analyzed lot sizes, housing types, and era of development within residential districts.

CODAMETRICS

Moline Centre
MOLINE ILLINOIS

With the new bridge over the Mississippi River, a series of new opportunity sites became available in downtown Moline. Further, the city's zoning ordinance included one zoning district for the entire downtown, even though multiple subareas exist.

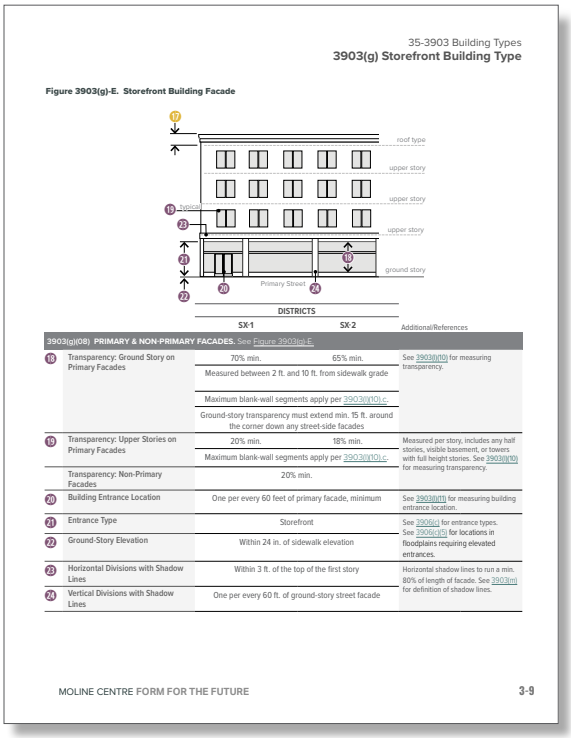
A set of new mixed-use, downtown districts were crafted to address both preservation of the historic downtown core and infill and redevelopment both within the historic core and on the edges of the downtown. The new code is a form-based code, so the project was branded "Form for the Future" to encourage engagement from the community.

LINK to code online

Client Reference
Ryan Hvitløk, AICP, CFM, Assistant Director of Planning & Development Services

ryan.hvitlok@baytown.org
(281) 420-5397

Status
Adopted April 2023



Examples of code pages for downtown Moline City Centre. (Codametrics)

CODAMETRICS

Village of Allouez Zoning Ordinance
ALLOUEZ WISCONSIN

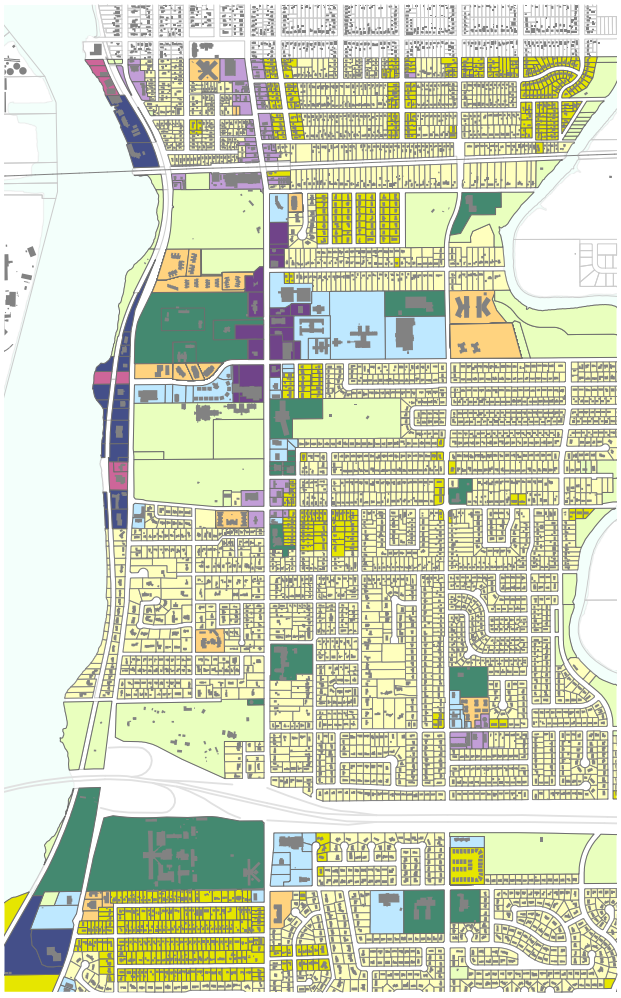
The Village of Allouez is adjacent to Green Bay and developed in the early part of the 20th century without a traditional downtown. As part of a village-wide zoning code overhaul, Codametrics developed a series of mixed-use districts to apply to several key areas of the village, including a new village center proposed by multiple planning projects.

Codametrics developed a set of small scale, mixed-use districts to address redevelopment in the new center as well as potential redevelopment of an old prison site. Several smaller nodes of neighborhood mixed-use were also addressed, including locations where houses have been converted to charming shops along main corridors. A second set of districts address multifamily developments, especially along the village's river frontage.

LINK to zoning code online (eCode360)

Client Reference
Trevor Fuller, AICP
Planning and Zoning Administrator
(920) 448-2800, ext. 134
trevor@villageofallouez.com

Status
Adopted August 2020



Mixed-use zones in Allouez shown on the new adopted zoning map, above, in shades of purple. Village center is zoned at the intersection of Webster and St. Joseph; commercial cottages are allowed in the lighter purple locations outside the village center. Examples of small-scale mixed-use buildings for Allouez project, below.

CODAMETRICS

Zoning, Planning, and Design Ordinance
DES MOINES IOWA

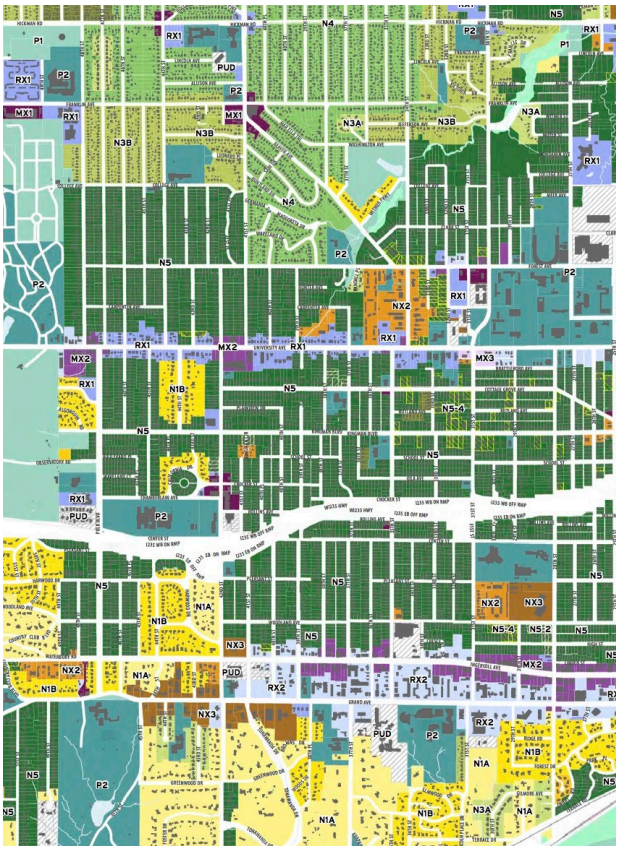
The City of Des Moines's recently adopted comprehensive plan called for creation of a new zoning ordinance to guide new infill construction, preserve the character of established neighborhoods, and allow new housing types and mixed-use development along corridors and key nodes.

The new place-based ordinance takes a fine-grained approach towards achieving these goals. It includes 14 new neighborhood zoning districts with building types modeled after existing residential buildings; 12 new mixed-use and industrial districts guiding development in the downtown, at neighborhood nodes, and along transit corridors; and 3 new public and institutional districts that preserve open space, address flood areas, and regulate public and institutional buildings more flexibly.

LINK to Zoning Ordinance and Planning and Design Ordinance online

Client Reference
Michael Ludwig, AICP, Planning Director, City of Des Moines
mludwig@dmgov.org
(515) 283-4810

Status
Adopted 2019



New zoning map illustrates the variety of neighborhood districts ranging from green to yellow and the different mixed-use corridor districts.

Downtown mixed-use new construction.

CODAMETRICS

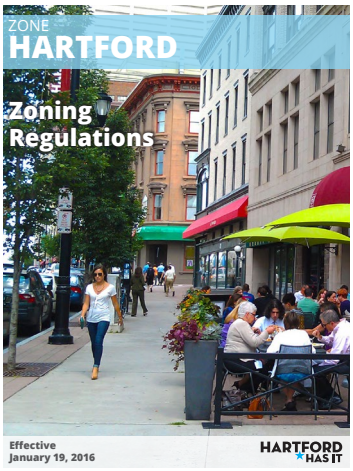
Zone Hartford
HARTFORD CONNECTICUT

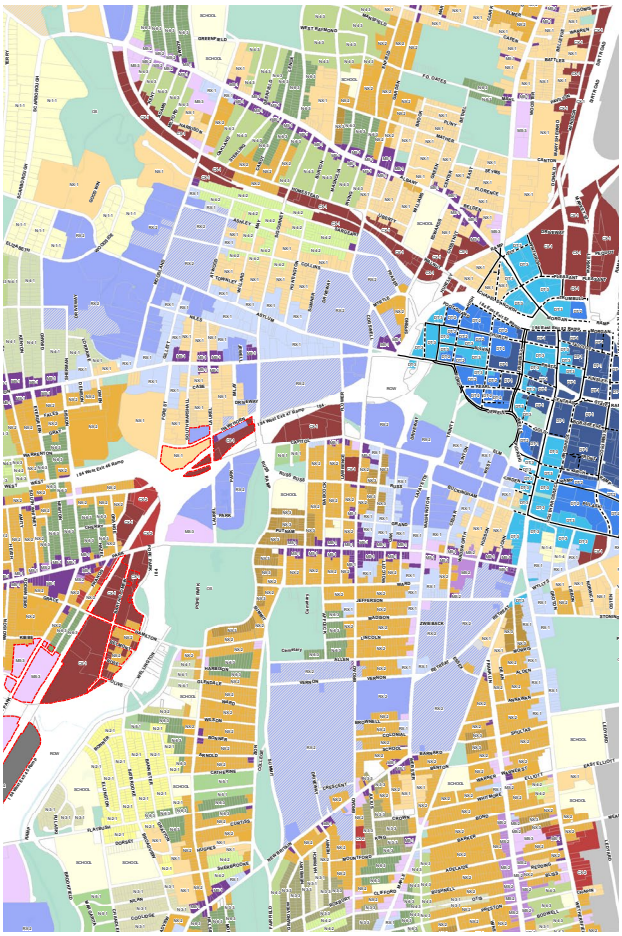
Zone Hartford is an award-winning, city-wide form-based code, developed closely with staff and the plan commission. Hartford has a high percentage of historic building stock, and new form-based regulations reinforce this traditional pattern of development. The new code focuses on creating detailed, context-based standards for the whole city, while also addressing concerning use issues associated with the commercial corridors and nodes within the neighborhoods.

An extensive analysis of the city's existing uses and urban form was completed including cataloging and categorizing the historic and contemporary building forms present within the city and conducting a comprehensive existing use survey. Historic building forms were then consolidated into building types to be used as the basis of a new set of districts for the new code.

LINK to City's website to access code online

The new zoning map, below illustrates the different context areas within each neighborhood, studied during the initial analysis phase of the project.





Client Reference
Caitlin Palmer, Project Manager: Zone Hartford
caitlin.palmer@crcog.org
(860) 522-2217 x4435

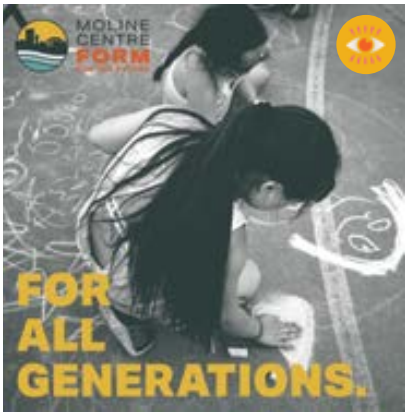
Status
Adopted January 2016

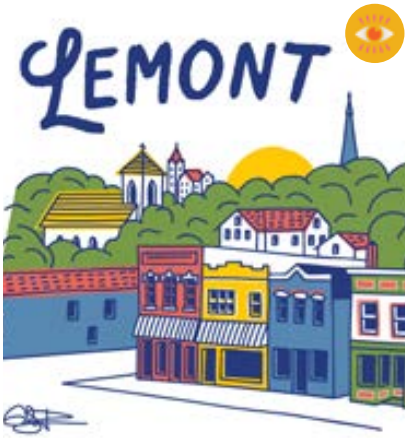
CODAMETRICS

Click on this icon for case study projects to learn more about our work and results!

Communications

TELLING THE STORY THAT RESONATES





All Together.

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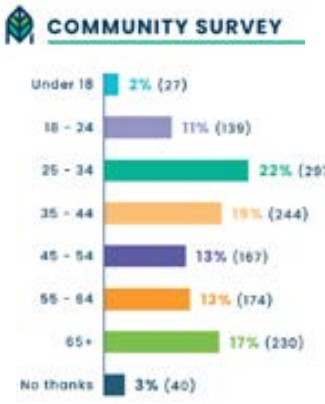
Engagement

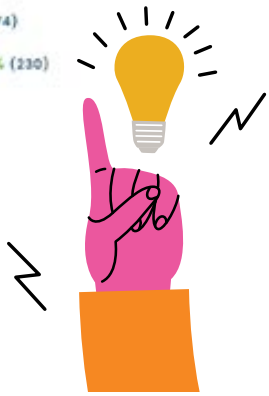
STRUCTURING A PUBLIC PROCESS AROUND OUTCOMES

GAMIFYING ENGAGEMENT TO GET TO VALUES

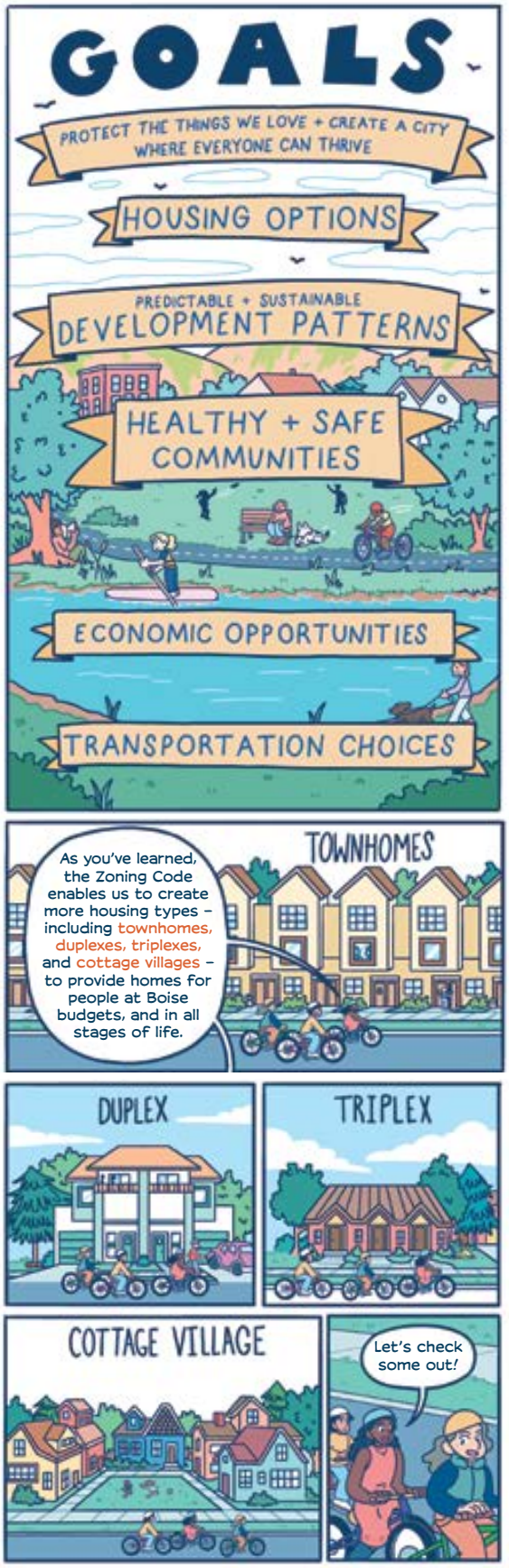
DEFININING SUCCESS AND ENSURING TRANSPARENCY



ENGAGING ALL AGES, BACKGROUNDS, AND INTERESTS



All Together.



CITY OF BOISE ILLUSTRATED ZONING GUIDE

BOISE, IDAHO

Making zoning not just accessible, but actually engaging for everyday people.

We all know Zoning Codes are highly technical documents and can be very tough for people unfamiliar with development or law to navigate.

The City of Boise modernized their zoning code and anticipate increased interest from neighborhood residents, first-time developers, and even educators who are looking to wrap their heads around the physical design of their city and how these new regulations will contribute to that design.

All Together is designing a graphic novel that:

+ tells the story of zoning.
+ helps ground critical elements of the code in the reality of the city's built environment.
+ utilize storytelling and illustration to communicate key planning concepts.
+ bring more people into planning efforts.
+ create an educational tool for City staff and developers to use when communicating with the public.

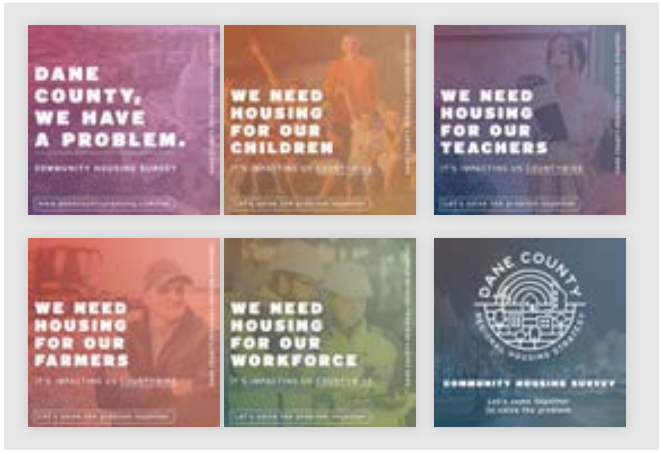
Details:

Start Date: August 2024
Completed: July 2025

Reference:

Lena Walker
City of Boise Planning & Development Services
lwalker@cityofboise.org

All Together.



DANE COUNTY REGIONAL HOUSING STRATEGY

DANE COUNTY, WISCONSIN

Coming together to take the next step in affordable and workforce housing.

Dane County is home to Madison and a number of other cities, towns, and villages ranging in size and character. All Together, SB Friedman, and partners were engaged to help the County lead communities through a strategic planning process to address the affordable housing crisis. The Dane County Regional Housing Strategy (RHS) is bringing together over 70 partners from across the region, including elected officials; municipal staff; and housing, transportation, and social service organizations for a year of visioning and implementation planning to take the next steps to expedite the development and preservation of affordable and workforce housing.

From creating a custom playing card game to an interactive voting paddle exercise, All Together is fostering an engaging environment for community leaders to build on local and regional efforts, strengthen collaboration, and create a vision for the future of housing in Dane County for the next 10-20 years. We are also leading project communications, creating education campaigns around the housing crisis and why this initiative is so important.

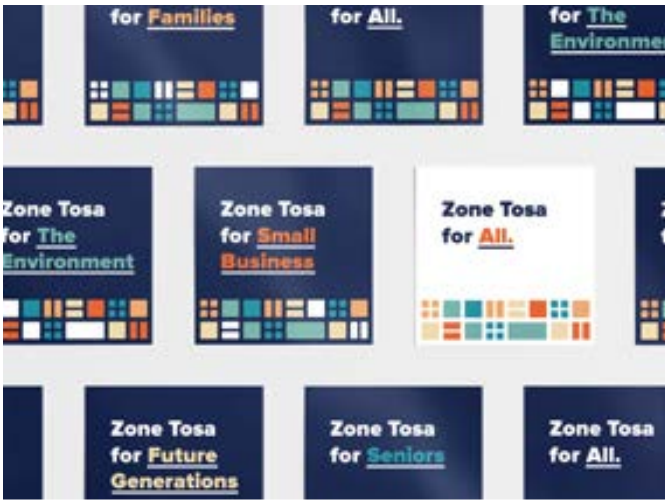
Details:

Start Date: August 2022
Completed: April 2024

Reference:

Olivia Parry
Senior Planner
Dane County Planning & Development Department
Parry@countyofdane.com
608.266.4270

All Together.



ZONE TOSA FOR ALL

WAUWATOSA, WISCONSIN

Structuring a process to facilitate community conversations around equitable zoning and land use policies.

Zone Tosa for All is a planning project, led by the City of Wauwatosa and community partners, to identify possible changes to the city's zoning ordinance and development approval processes that would: support and encourage local business growth; create policies that allow for a range of housing options and ensure discrimination is not a barrier; ensure all residents have equal access to housing, parks, and transportation; increase accessibility for people with disabilities; and create a structure to review zoning and land use decisions through an equity framework

Through this process, All Together and our partners at Duncan Associates and P3 Development led a series of interactive community conversations and Steering Committee meetings around topics of housing options, business growth, accessibility and transparency. These conversations, along with research and analysis on existing policies and national best practices, led to a set of recommendations for zoning, land use, and communications changes to make both the processes and outcomes more equitable.

Details:

Start Date: March 2021
Completed: October 2022

Reference:

Paulette Enders
Development Director
City of Wauwatosa
penders@wauwatosa.net
(414) 479-3531

All Together.

Zoning Code Update

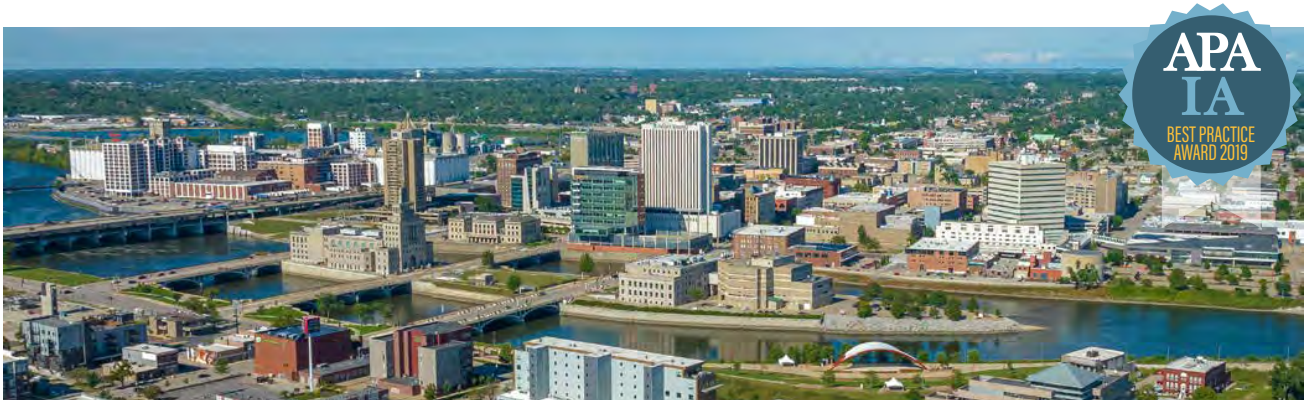
BILLINGS, MONTANA

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

Community ReCode* 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 2021.

LINK to the Billings, MT Zoning code



ReZone Cedar Rapids

CEDAR RAPIDS, IOWA

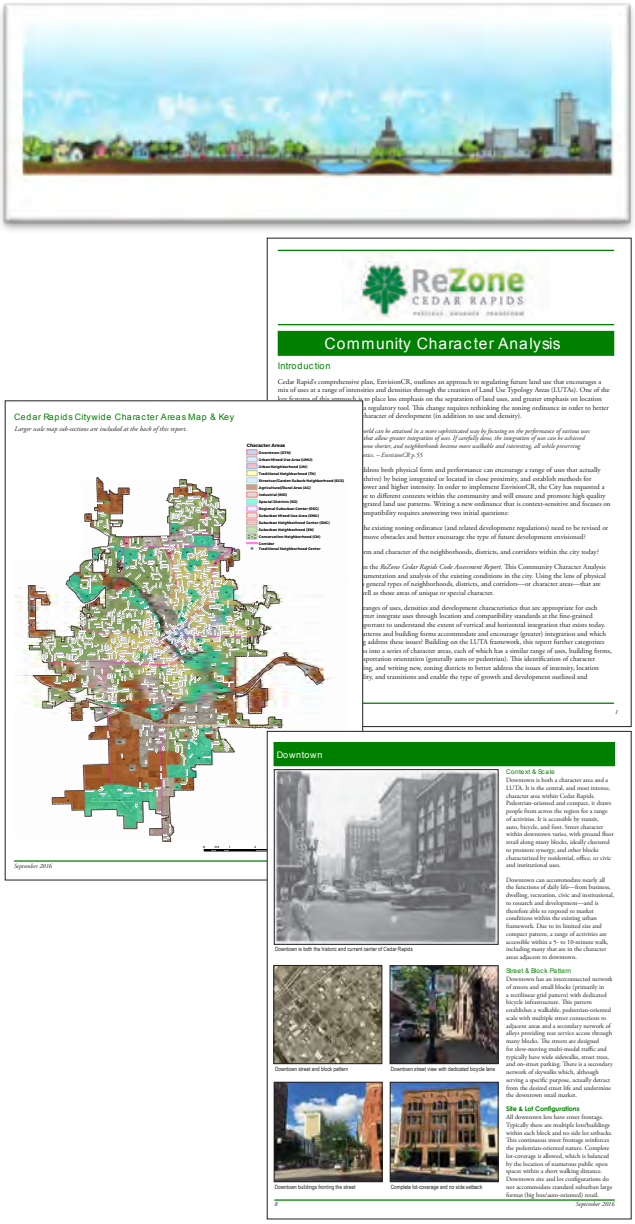
**Prior to rejoining Clarion Associates, Elizabeth was the founding principal of Community ReCode LLC.*

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.

The project was adopted in late 2018.

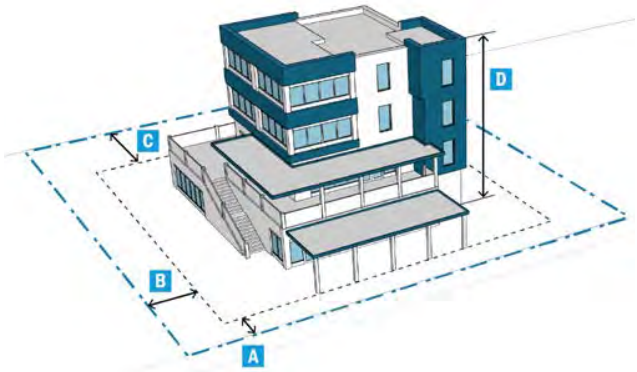
LINK to the outreach for the project



Land Development Regulation Updates

ROCHESTER, MINNESOTA

Rochester, Minnesota, is the third largest city in that state, home to more than 110,000 residents and the world-renowned Mayo Clinic. Following Clarion Associates' successful drafting and implementation of new zoning tools to implement transit-oriented development and residential infill strategies from 2018-2019, the firm was retained to prepare a complete rewrite of all of the City's zoning and subdivision regulations. This work will involve significant focus on implementing key goals of the City's 2018 Plan2Succeed comprehensive plan – including affordable housing, updated incentives, improved design standards, new zone districts, and modernized use regulations. The project focus on the creation of new by-right mixed-use zone district, objective design and development standards, objective incentive packages, and streamlined administration to significantly reduce reliance on negotiated zoning approaches. The work also included updates to the city's historic preservation standards and procedures, as well as alignment of its shoreland, floodplain, and environmental standards to align with revised state mandates. Clarion worked closely with neighborhood, business, and Mayo Clinic-related stakeholder groups. The new Unified Development Code was adopted unanimously by the Rochester City Council in September 2022 and became effective January 1, 2023.



CODAMETRICS

FROM PLANS TO PLACES