



Plan Commission Meeting Agenda

Thursday, March 13, 2025 at 6:30 PM

Columbus City Hall – 105 N. Dickason Boulevard

Call Meeting to Order

Roll Call

Notice of Open Meeting

Approval of Agenda

Approval of Minutes

1. Discuss and approve meeting minutes from February 13, 2025

Old Business

[Discussion/possible](#) action regarding Zion Lutheran Conditional Use Permit

[Discussion/possible](#) action regarding Zoning and Subdivision Rewrite Proposals

New Business

2. Discussion/possible action regarding parking reduction request for Cardinal Heights– Lamps Landing

Adjourn



Plan Commission Meeting Minutes

Thursday, February 13, 2025 at 6:30 PM

Columbus City Hall – 105 N. Dickason Boulevard

Call Meeting to Order

Meeting called to order by Meyers.

Roll Call

Plan Commission Members: Bright, Hajewski, Meyers, Traxler, Monday, Albright, Finkler

Staff Present: Mike Kornmann

Notice of Open Meeting

Kornmann stated the meeting was properly noticed.

1. Approve minutes from January meeting.

Approval of Agenda

Motion to approve the agenda by Finkler, second by Albright. Motion carried.

Approval of Minutes

Motion to approve the minutes from the January 9th, 2025, meeting by Traxler, second by Albright. Motion carried.

New Business

2. Discussion/possible action regarding the selection of a plan commission member to the RFP review team

Kornmann notified the Plan Commission of Council approving the request for proposal (RFP) for zoning and subdivision code at a previous meeting.

An RFP team was created to forward recommendations to Plan Commission who would then forward its pick(s) to Council for approval. The current membership for the RFP review team consists of Kornmann, David Bennett, City Administrator Matt Amundson, Mayor Joe Hammer and a Plan Commissioner.

The Plan Commission nominated Albright and Bright. The Plan Commission voted for Albright to be on the RFP team. The RFP team will review submissions for recommendation.

Adjourn

Motion to adjourn by Finkler, second by Traxler. Motion carried.

These meeting minutes will be approved at a future meeting and may be amended. These minutes are respectfully submitted by David Bennett, Communications & Economic Development Coordinator



Agenda Item Report

Meeting Type: Plan Commission

Meeting Date: March 13, 2025

Item Title: Zion Lutheran Conditional Use Permit

Submitted By: Michael Kornmann, Director of Community and Economic Development

Detailed Description of Subject Matter: Staff continues to work on review of the site plan and are waiting for additional submittals. The one outstanding issue that needs to be resolved is a recommendation from the Plan Commission regarding the access on Fuller Street. The applicant is requesting the access from Fuller Street be constructed as a driveway access. With future development potentially coming in the future on the currently platted Fuller Street, should the access to the church be constructed to city street standards. Developers typically construct the roads for their development. In this case we do not know when future development will occur or how an extended Fuller Street would impact new development. The following options are for your consideration:

1. Recommend the Fuller Street access be constructed per the applicants request (driveway standards).
2. Recommend that the Fuller Street access be built to city street standards and to include a turn-around area for fire trucks.

List all Supporting Documentation Attached:

- CUP application

Action Requested of Council: Approve CUP with previously recommended conditions and a recommendation regarding the Fuller Street access improvements

Owner Representatives: Chad Grambsch, Matt Huber, Matt Yaroch, and Michael Uttech (920.623.5180)

Dear City of Columbus,

The main purpose of the proposed, phase one, 19,005 square feet, addition at Zion Lutheran School is to provide three classrooms, a gymnasium, and a multi-purpose space. A reconfigured parking lot with additional parking spaces, a new vestibule, and an entry lobby will serve as the addition's primary entrance. This addition will have little to no impact on adjacent properties and is sympathetic to the use, layout, and aesthetics of the existing facilities.

The proposed addition will promote economic growth for the existing church while also further encouraging the inclusion of local youth groups. The structure will promote education, cultural activity, and foster multi-generational social gatherings. This will allow Zion Lutheran School to expand its capacity to provide high quality educational and recreational opportunities. This plan aligns with the intended use and provides additional community amenities.

The calculations indicating the total site size, building floor area, number of parking spaces, amount of impervious surface, and amount of non-impervious green space is as follows:

- Total Site Size: 335,584.8 Sq. Ft. (7.70 AC.)
- Building Floor Area: 54,165 Sq. Ft.
- Number of Parking Spaces: 98
- Amount of Impervious Surface: 124,133 Sq. Ft.
- Amount of pervious green space: 211,451.8 Sq. Ft.

Existing site lighting will remain in place and will be utilized for the reconfigured parking layout. Additional site lighting can be provided if necessary.

The new building addition will operate within the same hours as the adjacent existing buildings: Monday through Friday 7:30am-4pm with occasional weekend use. The number of employees and number of shifts will also remain the same. Currently, there are 12-15 full-time staff. The existing exterior marquee signage is to remain, and no new signage is planned as part of the new construction scope.

The anticipated nontaxable value / construction cost for the proposed addition is approximately 3.5 million dollars.

Sincerely,

The Design Team



City of Columbus
 105 N Dickason Blvd, Columbus, WI 53925
 Phone: (920) 623-5900
 Website: www.cityofcolumbuswi.com

ZONING PERMIT APPLICATION

Fees: \$25.00 plus reimbursement of the City for legal, engineering, drainage or other consultants needed to review any land development proposal.

Proposed Activity - Please select the activity below that applies to your project.

- | | |
|--|--|
| <input type="checkbox"/> New Construction | <input type="checkbox"/> Change of Primary Use |
| <input type="checkbox"/> Building Addition or Expansion | <input type="checkbox"/> Reactivation of Primary Use |
| <input type="checkbox"/> Addition of Primary Use | <input checked="" type="checkbox"/> Other: <u>Conditional Use Permit</u> |
| <input type="checkbox"/> Parking Lot Expansion or Site Alterations | |

Property Information

Property Address: 812 Western Avenue Parcel Number: 1504.01

Zoning District: Institutional Does the Project need a Building Permit? Yes No

Is the Property in the Floodplain? Yes No Does the Project need a Driveway Permit? Yes No

Is the property or building in a historic district or similar designation? Yes No

Proposed Primary Use of Property: Church & School

Is the property within 300 feet of a waterway? Yes No

Applicant Information

Applicant Name/Authorized Agent: Jeffrey Kachon

Applicant Phone: 920 210-2388

Name of Business: ZION LUTHERAN E-mail: office@zioncrusaders.com

Property Owner Name (if other than applicant): Zion Lutheran Church + School

Property Owner Signature: Jeffrey Kachon (president)

I understand that I must comply with all applicable Building and Zoning Codes and obtain any necessary permits from the Columbus Building Inspector and Zoning Administrator; that I must comply with plans and information submitted with this application; and that falsifying information may result in my Permit being revoked. I grant City staff access to the property to inspect the project/property. I agree to pay all fees related to the review of the development proposal according to City Ordinances.

Signature of Applicant: Jeffrey Kachon Date: 20 November 2024

SUBMITTAL REQUIREMENTS FOR ZONING PERMIT APPLICATIONS

New Construction/Building Addition (Includes new commercial buildings and additions, new residential construction and additions, and permanent accessory structures.

- Completed Zoning Permit Application
- Site Plan
- Plan of Operation (for Commercial buildings only)

Parking Expansion or Site Alteration

- Completed Zoning Permit Application
- Site Plan

Addition, Use Change or Reactivation of Prior Use

- Completed Zoning Permit Application
- Site Plan
- Submit a Plan of Operation in accordance with 114-50, the plan of operation includes:
 - 1) The name and address of the applicant.
 - 2) A description of the business, commercial, industrial or other activities that will occur on the property.
 - 3) The name and address of the on-site manager of the business or entity.
 - 4) The proposed hours during which activities will occur on the property.
 - 5) The number of full-time and part-time employees that will be employed on the property, which may be expressed as a range of full-time and part-time employees.

Other

- Completed Zoning Permit Application
- Site Plan
- Submit a Plan of Operation



City of Columbus
105 N Dickason Blvd, Columbus, WI 53925
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Website: www.cityofcolumbuswi.com

ZONING PERMIT APPROVAL/DENIAL

OFFICE USE ONLY:	Property Address/Parcel #:
Project Description:	
Approved/Denied:	Zoning Permit Number:
Permit Conditions/Notes:	
Zoning Administrator Signature and Date: _____	



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Plan of Operation Application

Plan of operation required per 114-50 - No person or entity may use any property for any purpose, without an approved plan of operation issued pursuant to this section. No activity or enterprise may be engaged in or carried on upon any property, except as provided in an approved plan of operation issued pursuant to this section.

Applicant Name: Chad Grambsch

Business Name: ZION LUTHERAN

Business Address: 812 Western Ave

Applicant Phone Number: 812 Western Ave, Columbus, WI 53925

Applicant E-Mail Address: principal@zioncrusaders.com

Onsite Manager: Chad Grambsch

Description of Business Activities that will occur on the premises: The main purpose of the proposed phase one addition, and Zion Campus, is to provide the local area with high quality education, cultural activity, foster multi-generational social gatherings, worship services, and recreational opportunities.

The planned addition will house three classrooms, a gymnasium, and a multi-purpose space; allowing Zion Lutheran School to expand its capacity and better serve the community.

Proposed Business Hours: 7:30 am - 4:00 pm

Full time employees at this location: 12 Part time employees at this location: 3

What is the highest number of employees that would be working at one time (more than 1 hour straight, do not include shift changes)? 15

If the plan of operation is for a multi-tenant building, the application shall include a floor plan for the building, which shows the area they operate their business.

Signature of Applicant: Chad Grambsch Date: 11/15/2024

Additional Information under section 114-50



Temporary plan of operation

A temporary plan of operation is required for seasonal business operations, special events, vendor stalls, and other seasonal or short term nonresidential activities such as holiday tree sales and fruit and vegetable stands. The duration of a temporary plan of operation permit shall be established by the city council.

Exceptions

Approval of a plan of operation is not required for residential uses, city facilities and operations, or public school buildings and operations.

New plan of operation required for changed operations

A new or amended plan of operation is required where:

- (1) The person or entity that owns or leases the property or operates the business on the property changes.
- (2) The number of employees working on the property increases beyond the maximum number specified in the existing plan of operation.
- (3) The hours of operation are changed.
- (4) The business, commercial, industrial or other activities that will occur on the property changes from the activities described in the existing plan of operation.

Existing uses

The lawful use of structures or land existing as of the date of adoption of the ordinance from which this section is derived may be continued without an approved plan of operation. For such uses, a plan of operation shall be required where:

- (1) The person or entity that owns or leases the property or operates the business on the property changes.
- (2) The number of employees working on the property increases beyond the number of employees as of the date of adoption of the ordinance from which this section is derived.
- (3) The hours of operation are changed from the hours of operation that existed as of the date of adoption of the ordinance from which this section is derived.
- (4) The business, commercial, industrial or other activities that will occur on the property changes from the activities that occurred on the property as of the date of adoption of the ordinance from which this section is derived.

Any person who violates the terms of this section 114-50 shall be subject to the penalties set forth in section 1-20 of the Columbus Municipal Code for any violation of this section, provided that the minimum forfeiture for a conviction for a violation of this section shall be \$200.00 plus costs.



OVERALL EXISTING SITE PLAN

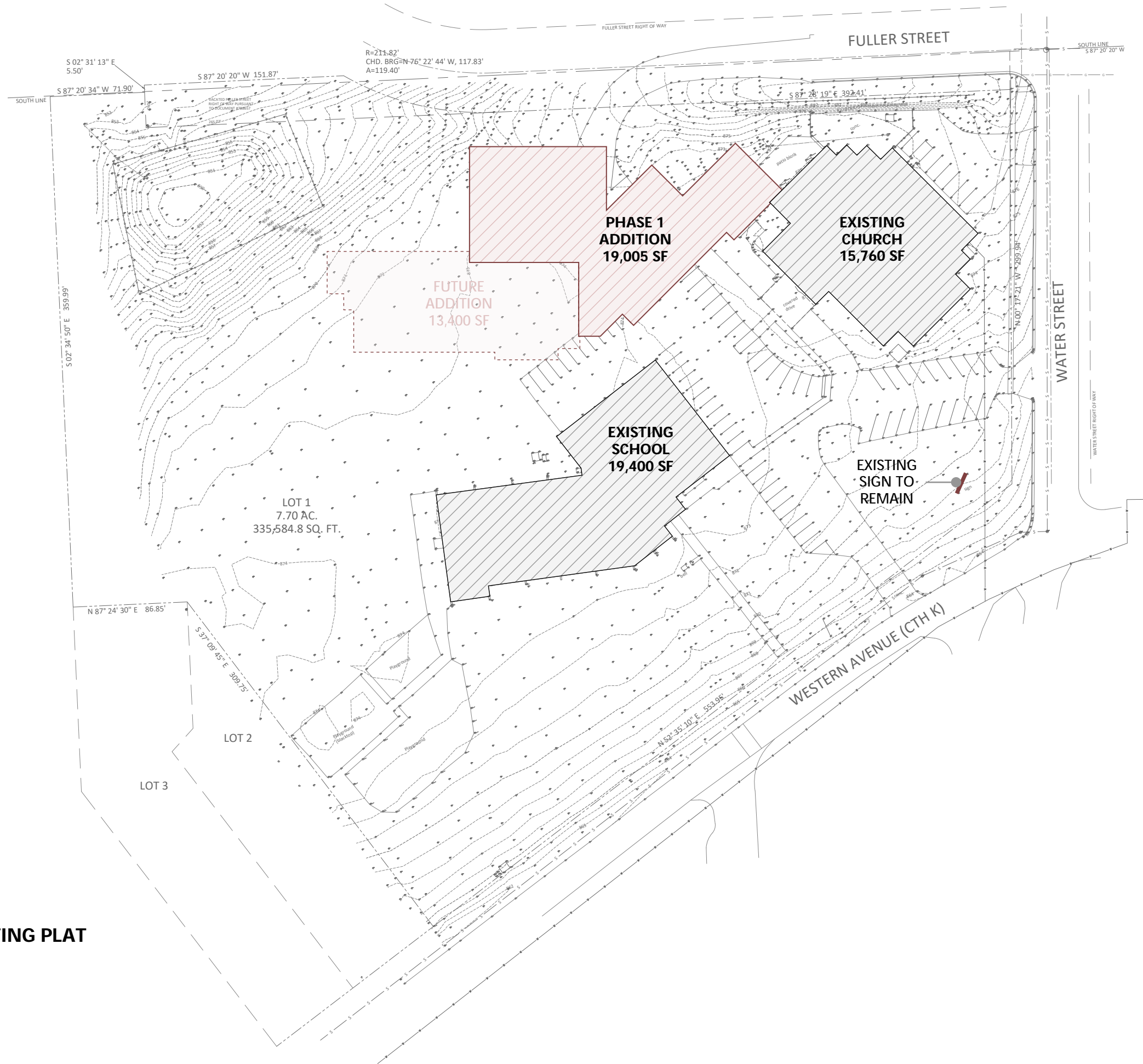
1" = 100'

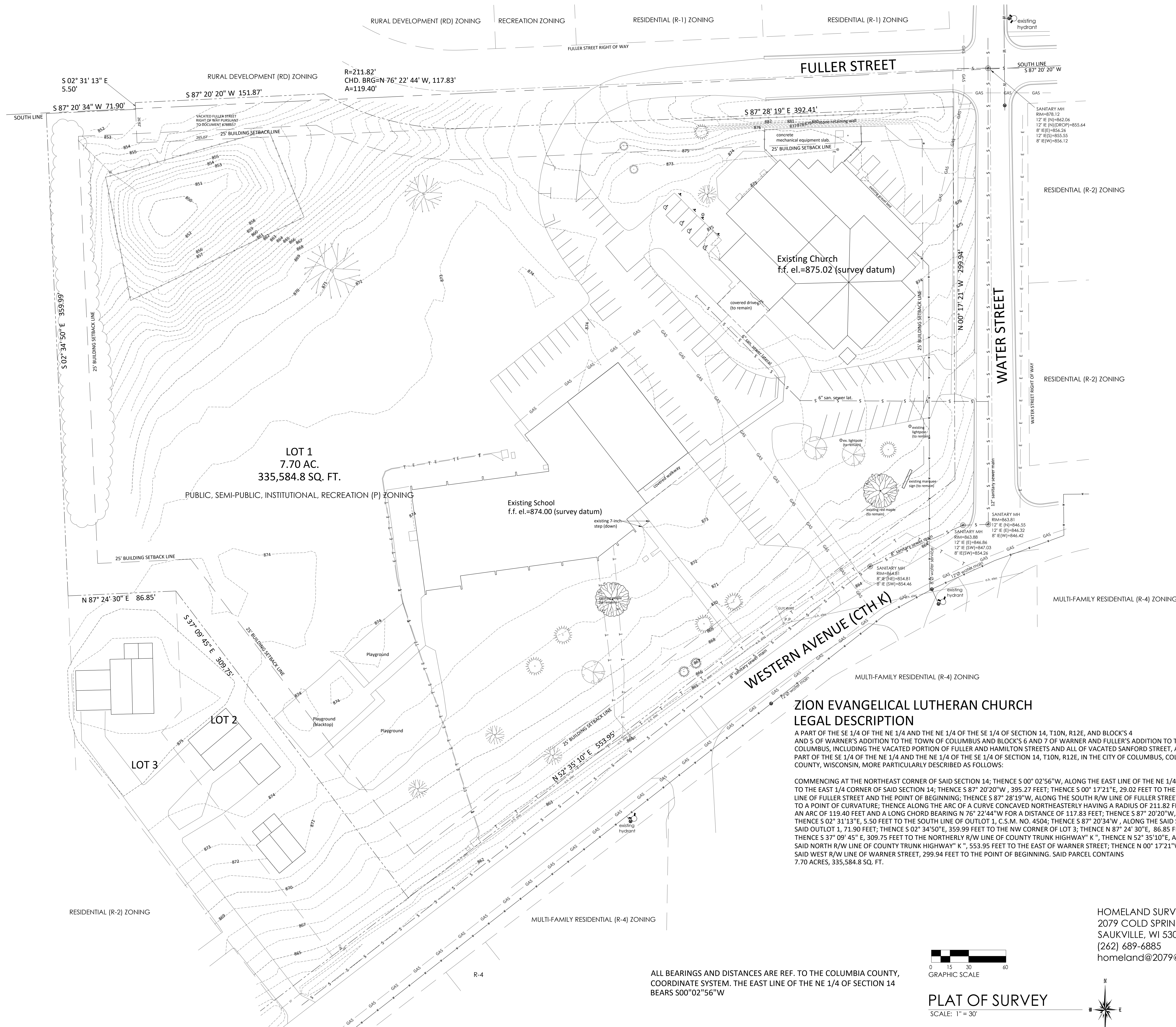
7.7 ACRES



ADDITION FOOTPRINT ON EXISTING PLAT

1" = 80'



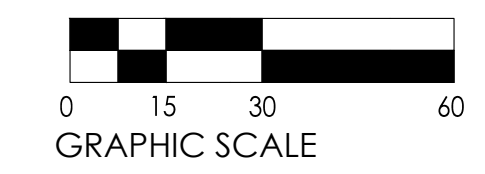


**ZION EVANGELICAL LUTHERAN CHURCH
LEGAL DESCRIPTION**

A PART OF THE SE 1/4 OF THE NE 1/4 AND THE NE 1/4 OF THE SE 1/4 OF SECTION 14, T10N, R12E, AND BLOCK'S 4 AND 5 OF WARNER'S ADDITION TO THE TOWN OF COLUMBUS AND BLOCK'S 6 AND 7 OF WARNER'S ADDITION TO THE TOWN OF COLUMBUS, INCLUDING THE VACATED PORTION OF FULLER AND HAMILTON STREETS AND ALL OF VACATED SANFORD STREET, ALL BEING PART OF THE SE 1/4 OF THE NE 1/4 AND THE NE 1/4 OF THE SE 1/4 OF SECTION 14, T10N, R12E, IN THE CITY OF COLUMBUS, COLUMBIA COUNTY, WISCONSIN, MORE PARTICULARLY DESCRIBED AS FOLLOWS:

COMMENCING AT THE NORTHEAST CORNER OF SAID SECTION 14; THENCE S 00° 02' 56" W, ALONG THE EAST LINE OF THE NE 1/4, 2654.16 FEET TO THE EAST 1/4 CORNER OF SAID SECTION 14; THENCE S 87° 20' 20" W, 395.27 FEET; THENCE S 00° 17' 21" E, 29.02 FEET TO THE SOUTH R/W LINE OF FULLER STREET AND THE POINT OF BEGINNING; THENCE S 87° 28' 19" W, ALONG THE SOUTH R/W LINE OF FULLER STREET, 392.41 FEET TO A POINT OF CURVATURE; THENCE ALONG THE ARC OF A CURVE CONCAVED NORTHEASTERLY HAVING A RADIUS OF 211.82 FEET, AN ARC OF 119.40 FEET AND A LONG CHORD BEARING N 76° 22' 44" W FOR A DISTANCE OF 117.83 FEET; THENCE S 87° 20' 20" W, 151.87 FEET; THENCE S 02° 31' 13" E, 5.50 FEET TO THE SOUTH LINE OF OUTLOT 1, C.S.M. NO. 4504; THENCE S 87° 20' 34" W, ALONG THE SAID SOUTH LINE OF SAID OUTLOT 1, 71.90 FEET; THENCE S 02° 34' 50" E, 359.99 FEET TO THE NW CORNER OF LOT 3; THENCE N 87° 24' 30" E, 86.85 FEET; THENCE S 37° 09' 45" E, 309.75 FEET TO THE NORTHERLY R/W LINE OF COUNTY TRUNK HIGHWAY "K"; THENCE N 52° 35' 10" E, ALONG THE SAID NORTH R/W LINE OF COUNTY TRUNK HIGHWAY "K", 553.95 FEET TO THE EAST OF WARNER STREET; THENCE N 00° 17' 21" W ALONG THE SAID WEST R/W LINE OF WARNER STREET, 299.94 FEET TO THE POINT OF BEGINNING. SAID PARCEL CONTAINS 7.70 ACRES, 335,584.8 SQ. FT.

ALL BEARINGS AND DISTANCES ARE REF. TO THE COLUMBIA COUNTY, COORDINATE SYSTEM. THE EAST LINE OF THE NE 1/4 OF SECTION 14 BEARS S00°02'56"W



PLAT OF SURVEY
SCALE: 1" = 30'

HOMELAND SURVEYING, LLC
2079 COLD SPRINGS ROAD
SAUKVILLE, WI 53080
(262) 689-6885
homeland@2079@gmail.com



58 W6181 COLUMBIA RD.
P.O. BOX 332
CEDARBURG, WISCONSIN 53012
PH. (262) 377-8001
FX. (262) 377-8003
J&B
SITE DESIGN AND ENGINEERING, LLC
715 1st AVENUE, SUITE 5
PO BOX 1007
WOODRUFF, WISCONSIN 54588
(720) 207-8977
jandesign@gmail.com

PROJECT

**ZION LUTHERAN
SCHOOL
EXPANSION**

**812 Western
Avenue
Columbus, WI
53925**

ISSUE

NO. REV. DATE DESCRIPTION

**PROGRESS
DOCUMENTS**

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PROJECT INFO

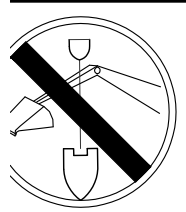
Date: 09.12.2024
Project No. 23.120

SHEET TITLE

PLAT OF SURVEY
SHEET INDEX

C2.0

BID DRAWINGS

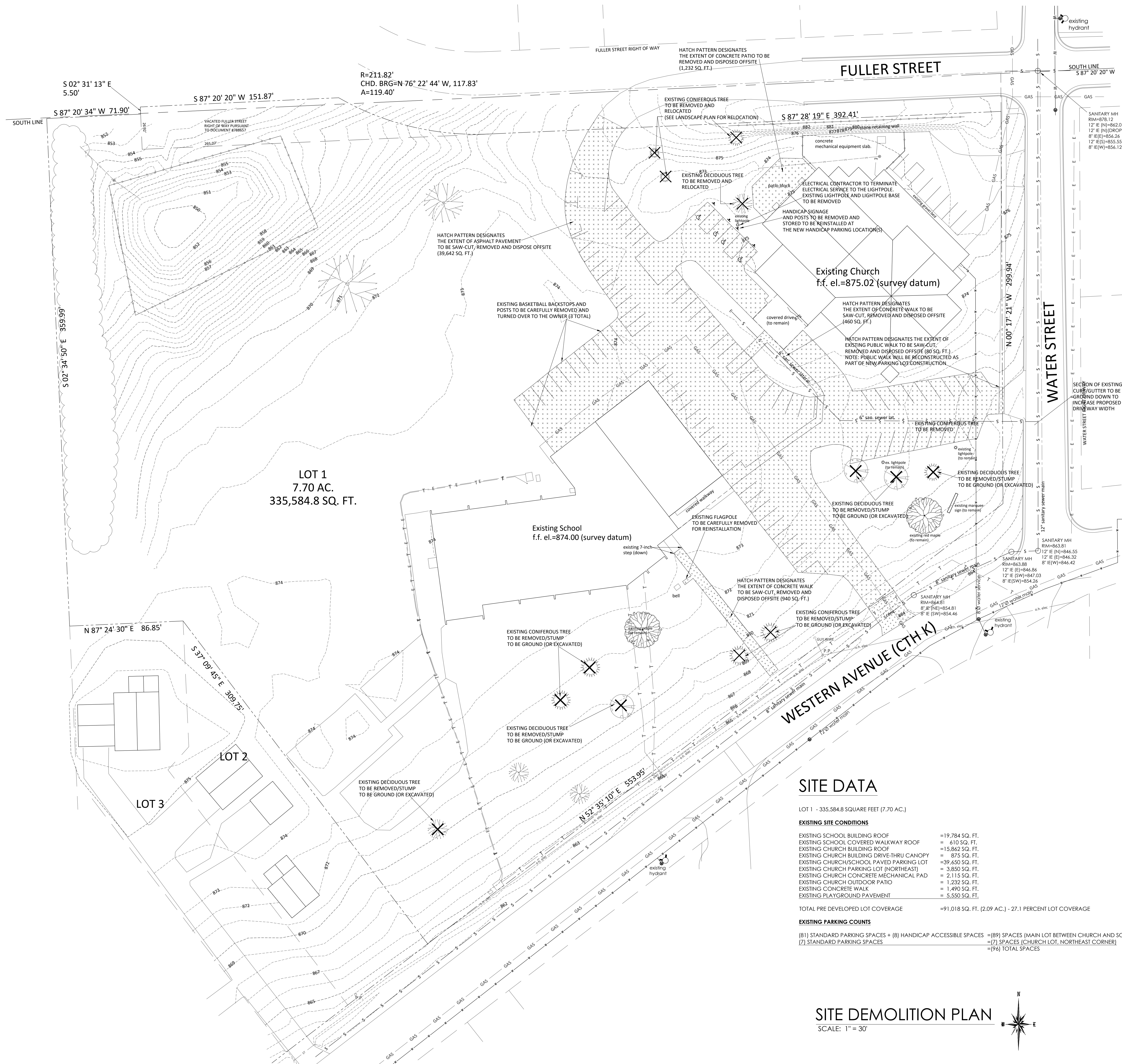


CALL DIGGERS' HOTLINE
1-800-242-8511

TOLL FREE TO OBTAIN LOCATION OF UNDERGROUND BEFORE YOU DIG.
WISCONSIN STATUTE 182.0715 REQUIRES MIN. OF 3 WORK DAYS NOTICE BEFORE YOU EXCAVATE.

NOTE:

THE LOCATION OF UNDERGROUND UTILITIES OR FACILITIES SHOWN ON PLANS ARE BASED ON AVAILABLE RECORDS AT THE TIME OF PREPARATION AND ARE NOT GUARANTEED TO BE COMPLETE OR CORRECT. THE CONTRACTOR IS RESPONSIBLE FOR CONTACTING ALL UTILITIES 72 HOURS PRIOR TO CONSTRUCTION TO DETERMINE THE EXACT LOCATION OF ALL FACILITIES AND TO PROVIDE ADEQUATE PROTECTION DURING THE COURSE OF THE PROJECT. THE CONTRACTOR IS ALSO RESPONSIBLE FOR REPAIR OF ALL DAMAGED UTILITIES DURING CONSTRUCTION TO THE SATISFACTION OF UTILITY OWNER(S).



SITE DATA

LOT 1 - 335,584.8 SQUARE FEET (7.70 AC.)

EXISTING SITE CONDITIONS

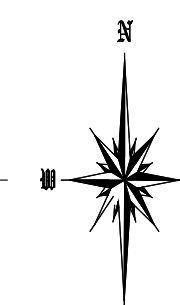
EXISTING SCHOOL BUILDING ROOF	= 19,784 SQ. FT.
EXISTING SCHOOL COVERED WALKWAY ROOF	= 610 SQ. FT.
EXISTING CHURCH BUILDING ROOF	= 15,862 SQ. FT.
EXISTING CHURCH BUILDING DRIVE-THRU CANOPY	= 875 SQ. FT.
EXISTING CHURCH/SCHOOL PAVED PARKING LOT	= 39,650 SQ. FT.
EXISTING CHURCH PARKING LOT (NORTHEAST)	= 3,850 SQ. FT.
EXISTING CHURCH CONCRETE MECHANICAL PAD	= 2,115 SQ. FT.
EXISTING CHURCH OUTDOOR PATIO	= 1,232 SQ. FT.
EXISTING CONCRETE WALK	= 1,490 SQ. FT.
EXISTING PLAYGROUND PAVEMENT	= 5,550 SQ. FT.

TOTAL PRE DEVELOPED LOT COVERAGE = 91,018 SQ. FT. (2.69 AC.) - 27.1 PERCENT LOT COVERAGE

EXISTING PARKING COUNTS

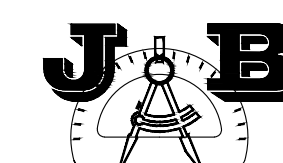
[81] STANDARD PARKING SPACES + [8] HANDICAP ACCESSIBLE SPACES	= [89] SPACES (MAIN LOT BETWEEN CHURCH AND SCHOOL)
[7] STANDARD PARKING SPACES	= [7] SPACES (CHURCH LOT, NORTHEAST CORNER)
	= [96] TOTAL SPACES

SITE DEMOLITION PLAN
SCALE: 1" = 30'



**GROTH
DESIGN
GROUP**

N58 W6181 COLUMBIA RD.
P.O. BOX 332
CEDARBURG, WISCONSIN 53012
PH. (262) 377-8001
FX. (262) 377-8003



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SITE DESIGN AND ENGINEERING, LLC
715 1st AVENUE, SUITE 5
PO BOX 1027
WOODRUFF, WISCONSIN 54588
(920) 207-8977
jandbdesign@gmail.com

Revisions per City of Mukwonago review letter dated September 26, 2024.

PROJECT

**ZION LUTHERAN
SCHOOL
EXPANSION**

**812 Western
Avenue
Columbus, WI
53925**

ISSUE

NO. REV. DATE DESCRIPTION

**PROGRESS
DOCUMENTS**

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PROJECT INFO

Date: 09.12.2024

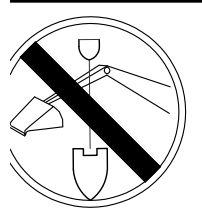
Project No. 23.120

SHEET TITLE

SITE DEMOLITION PLAN

C2.1

BID DRAWINGS



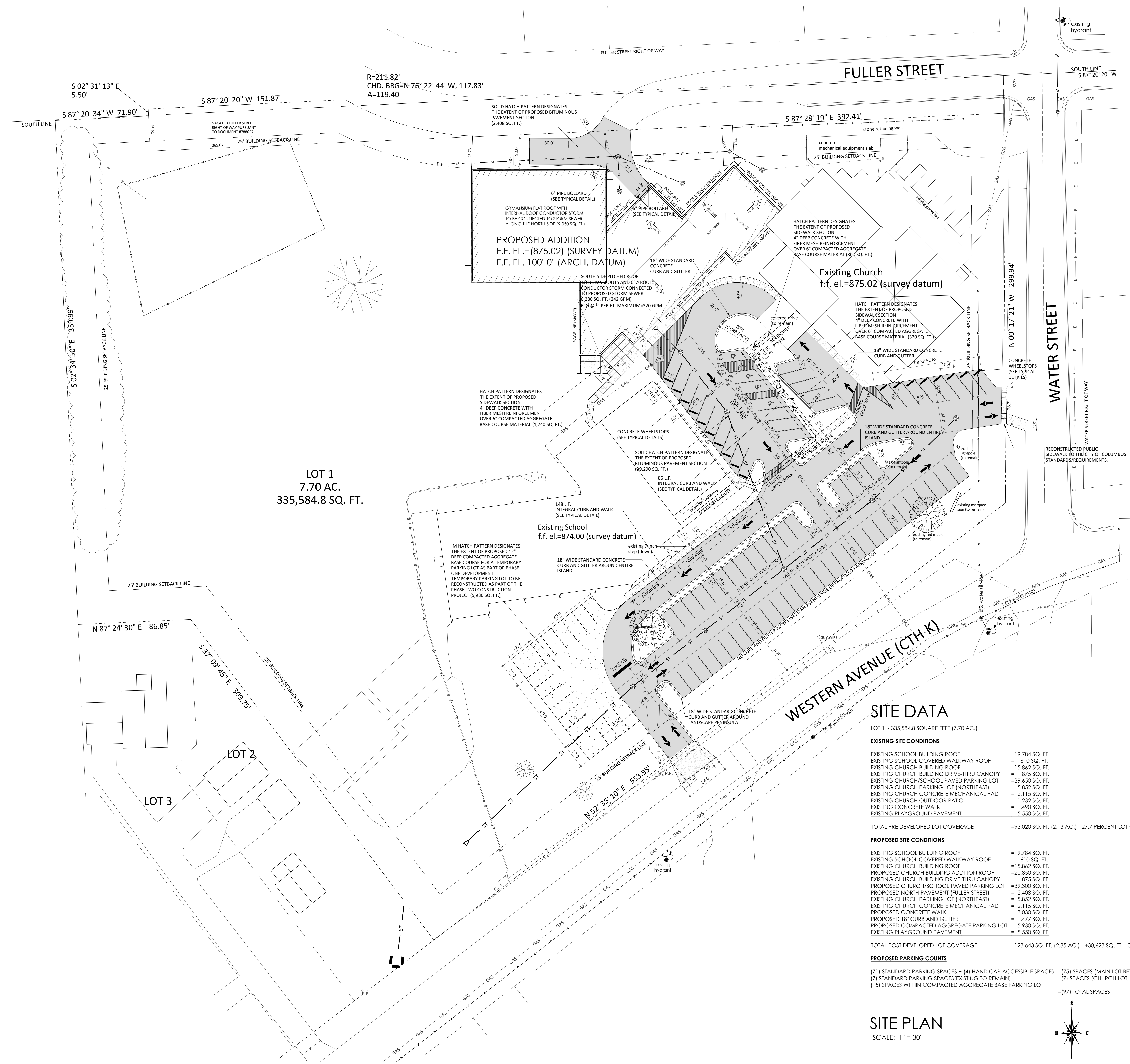
CALL DIGGERS' HOTLINE

1-800-242-8511

TOLL FREE TO OBTAIN LOCATION OF UNDERGROUND BEFORE YOU DIG. WISCONSIN STATUTE 182.0715 REQUIRES MIN. OF 3 WORK DAYS NOTICE BEFORE YOU EXCAVATE.

NOTE:

THE LOCATION OF UNDERGROUND UTILITIES OR FACILITIES SHOWN ON PLANS ARE BASED ON AVAILABLE RECORDS AT THE TIME OF PREPARATION AND ARE NOT GUARANTEED TO BE COMPLETE OR CORRECT. THE CONTRACTOR IS RESPONSIBLE FOR CONTACTING ALL UTILITIES 72 HOURS PRIOR TO CONSTRUCTION TO DETERMINE THE EXACT LOCATION OF ALL FACILITIES AND TO PROVIDE ADEQUATE PROTECTION DURING THE COURSE OF THE PROJECT. THE CONTRACTOR IS ALSO RESPONSIBLE FOR REPAIR OF ALL DAMAGED UTILITIES DURING CONSTRUCTION TO THE SATISFACTION OF UTILITY OWNER(S).



LOT 1
7.70 AC.
335,584.8 SQ. FT.

LOT 3

LOT 2

Existing School
f.f. el.=874.00 (survey datum)

Existing Church
f.f. el.=875.02 (survey datum)

PROPOSED ADDITION
F.F. EL.=875.02 (SURVEY DATUM)
F.F. EL. 100'-0" (ARCH. DATUM)

SITE DATA

LOT 1 - 335,584.8 SQUARE FEET (7.70 AC.)

EXISTING SITE CONDITIONS

EXISTING SCHOOL BUILDING ROOF	=19,784 SQ. FT.
EXISTING SCHOOL COVERED WALKWAY ROOF	= 610 SQ. FT.
EXISTING CHURCH BUILDING ROOF	=15,862 SQ. FT.
EXISTING CHURCH BUILDING DRIVE-THRU CANOPY	= 875 SQ. FT.
EXISTING CHURCH/SCHOOL PAVED PARKING LOT	=39,650 SQ. FT.
EXISTING CHURCH PARKING LOT (NORTHEAST)	= 5,852 SQ. FT.
EXISTING CHURCH CONCRETE MECHANICAL PAD	= 2,115 SQ. FT.
EXISTING CHURCH OUTDOOR PATIO	= 1,232 SQ. FT.
EXISTING CONCRETE WALK	= 1,490 SQ. FT.
EXISTING PLAYGROUND PAVEMENT	= 5,550 SQ. FT.

TOTAL PRE DEVELOPED LOT COVERAGE =93,020 SQ. FT. (2.13 AC.) - 27.7 PERCENT LOT COVERAGE

PROPOSED SITE CONDITIONS

EXISTING SCHOOL BUILDING ROOF	=19,784 SQ. FT.
EXISTING SCHOOL COVERED WALKWAY ROOF	= 610 SQ. FT.
EXISTING CHURCH BUILDING ROOF	=15,862 SQ. FT.
PROPOSED CHURCH BUILDING ADDITION ROOF	=20,850 SQ. FT.
EXISTING CHURCH BUILDING DRIVE-THRU CANOPY	= 875 SQ. FT.
PROPOSED CHURCH/SCHOOL PAVED PARKING LOT	=39,300 SQ. FT.
PROPOSED NORTH PAVEMENT (FULLER STREET)	= 2,408 SQ. FT.
EXISTING CHURCH PARKING LOT (NORTHEAST)	= 5,852 SQ. FT.
EXISTING CHURCH CONCRETE MECHANICAL PAD	= 2,115 SQ. FT.
PROPOSED CONCRETE WALK	= 3,030 SQ. FT.
PROPOSED 18" CURB AND GUTTER	= 1,477 SQ. FT.
PROPOSED COMPACTED AGGREGATE PARKING LOT	= 5,930 SQ. FT.
EXISTING PLAYGROUND PAVEMENT	= 5,550 SQ. FT.

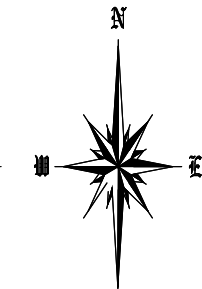
TOTAL POST DEVELOPED LOT COVERAGE =123,643 SQ. FT. (2.85 AC.) - +30.623 SQ. FT. - 37.0 PERCENT LOT COVERAGE

PROPOSED PARKING COUNTS

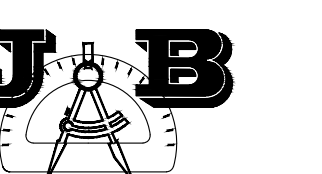
- (7) STANDARD PARKING SPACES + (4) HANDICAP ACCESSIBLE SPACES = (75) SPACES (MAIN LOT BETWEEN CHURCH AND SCHOOL)
- (7) STANDARD PARKING SPACES (EXISTING TO REMAIN) = (7) SPACES (CHURCH LOT, NORTHEAST CORNER)
- (15) SPACES WITHIN COMPACTED AGGREGATE BASE PARKING LOT = (97) TOTAL SPACES

SITE PLAN

SCALE: 1" = 30'



N58 W6181 COLUMBIA RD.
P.O. BOX 332
CEDARBURG, WISCONSIN 53012
PH: (262) 377-8001
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jandesign1@gmail.com

PROJECT

ZION LUTHERAN
SCHOOL
EXPANSION

812 Western
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53925

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NO. REV. DATE DESCRIPTION

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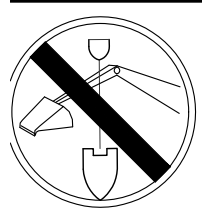
Date: 09.12.2024
Project No.: 23.120

SHEET TITLE

SITE PLAN

C2.2

BID DRAWINGS



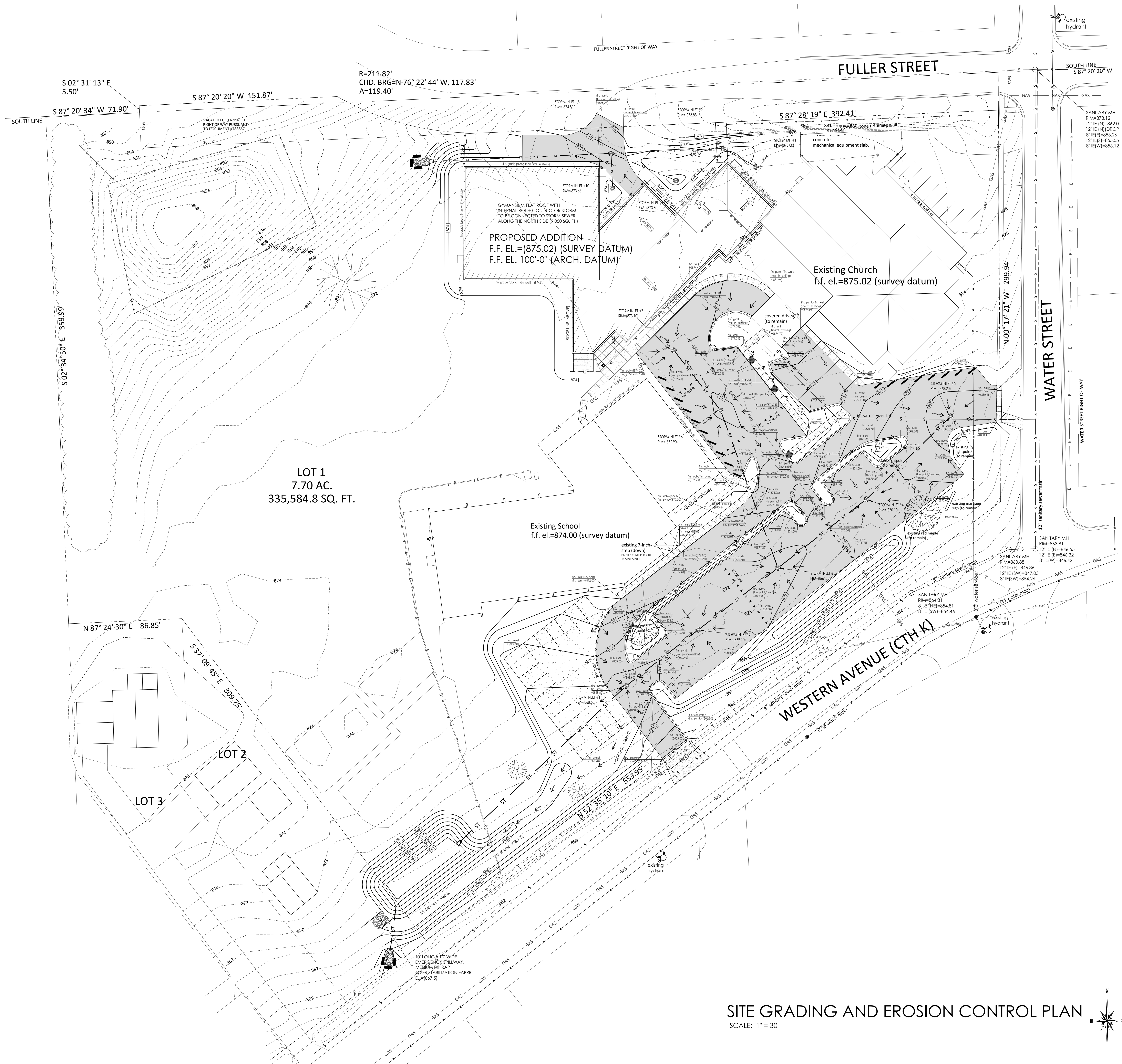
CALL DIGGERS' HOTLINE

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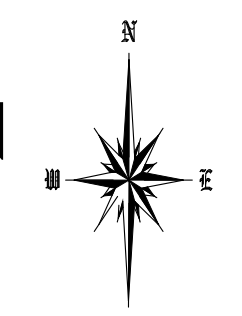
TOLL FREE TO OBTAIN LOCATION OF UNDERGROUND BEFORE YOU DIG. WISCONSIN STATUTE 182.0715 REQUIRES MIN. OF 3 WORK DAYS NOTICE BEFORE YOU EXCAVATE.

NOTE:

THE LOCATION OF UNDERGROUND UTILITIES OR FACILITIES SHOWN ON PLANS ARE BASED ON AVAILABLE RECORDS AT THE TIME OF PREPARATION AND ARE NOT GUARANTEED TO BE COMPLETE OR CORRECT. THE CONTRACTOR IS RESPONSIBLE FOR CONTACTING ALL UTILITIES 72 HOURS PRIOR TO CONSTRUCTION TO DETERMINE THE EXACT LOCATION OF ALL FACILITIES AND TO PROVIDE ADEQUATE PROTECTION DURING THE COURSE OF THE PROJECT. THE CONTRACTOR IS ALSO RESPONSIBLE FOR REPAIR OF ALL DAMAGED UTILITIES DURING CONSTRUCTION TO THE SATISFACTION OF UTILITY OWNER(S).

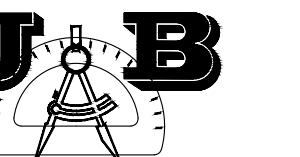


SITE GRADING AND EROSION CONTROL PLAN
SCALE: 1" = 30'



GROTH
DESIGN
GROUP

NSB W6181 COLUMBIA RD.
P.O. BOX 332
CEDARBURG, WISCONSIN 53012
PH. (262) 377-8001
FX. (262) 377-8003



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715 1st AVENUE, SUITE 5
PO BOX 1067
WOODRUFF, WISCONSIN 54588
1/201 207-9977
sitedesign@gmail.com
Revisions per City of Moskego review letter dated September 26, 2024

PROJECT

ZION LUTHERAN
SCHOOL
EXPANSION

812 Western
Avenue
Columbus, WI
53925

ISSUE

NO. REV. DATE DESCRIPTION

PROGRESS
DOCUMENTS

These documents reflect progress and intent and may be subject to change, including additional detail. These are not final construction documents and should not be used for final bidding or construction-related purposes.

PROJECT INFO

Date: 09.12.2024

Project No.: 23.120

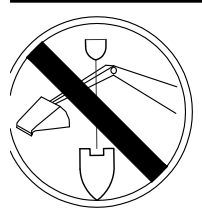
SHEET TITLE

SITE PLAN

C23

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BID DRAWINGS



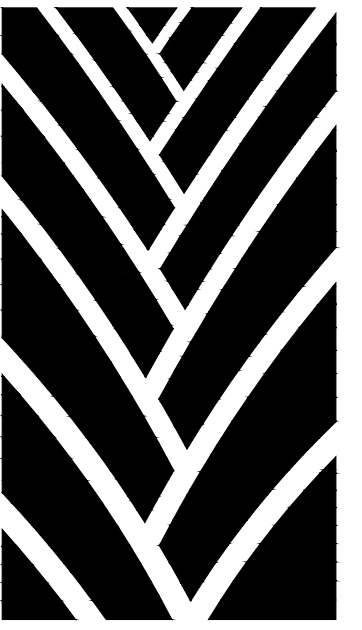
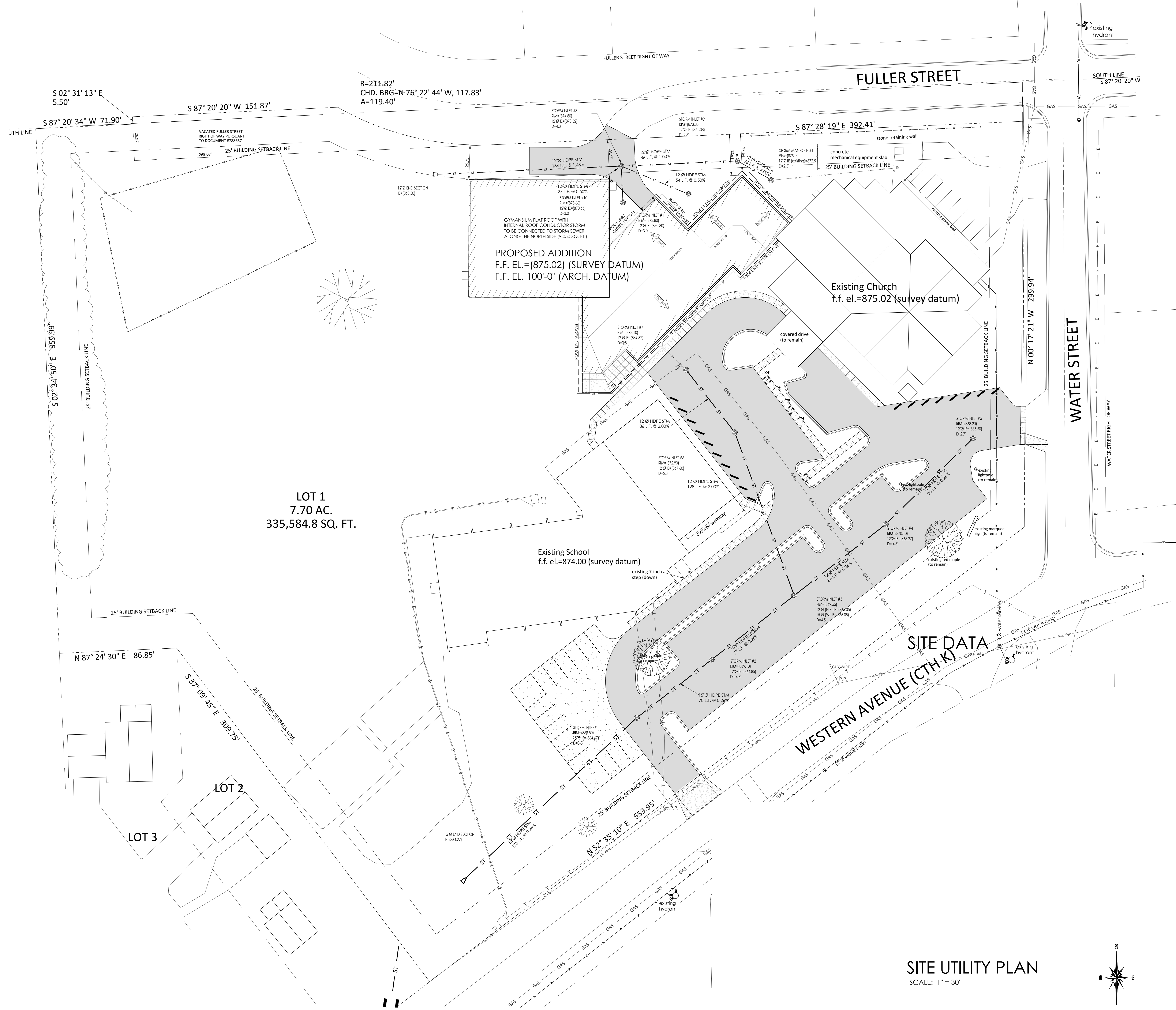
CALL DIGGERS' HOTLINE

1-800-242-8511

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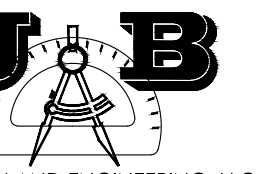
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GROTH DESIGN GROUP

NSB W6181 COLUMBIA RD. P.O. BOX 332 CEDARBURG, WISCONSIN 53012 PH: (262) 377-8001 FX: (262) 377-8003



SITE DESIGN AND ENGINEERING, LLC 715 1st AVENUE, SUITE 5 FOND DU LAC, WI 53407

Revisions per City of Muskego review letter dated September 26, 2024

PROJECT

ZION LUTHERAN SCHOOL EXPANSION

812 Western Avenue Columbus, WI 53925

ISSUE

NO. REV. DATE DESCRIPTION

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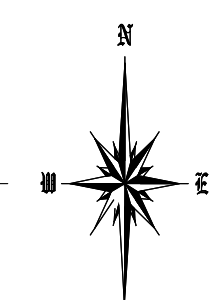
PROJECT INFO

Date: 09.12.2024 Project No: 23.120

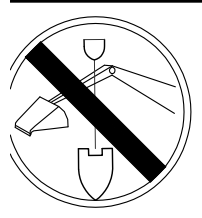
SHEET TITLE

SITE UTILITY PLAN

SITE UTILITY PLAN SCALE: 1" = 30'



C2.4



CALL DIGGERS' HOTLINE

1-800-242-8511

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LANDSCAPE NOTES

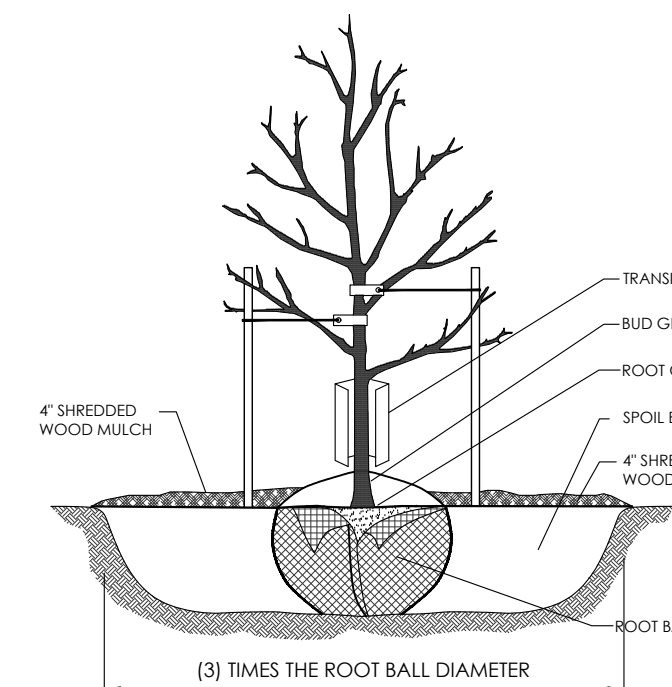
LANDSCAPE INSTALLATION:

- 1. All written dimensions supersede scaled dimensions.
2. The Contractor shall verify location of all underground utilities and additional information prior to commencing construction.
3. Rough grading and drainage construction is to be completed prior to Landscape Contractor's work.
4. All work shall be in conformance with all applicable local codes and ordinances.
5. All areas disturbed by grading or site construction shall be fine graded, planted or seeded.
6. Contractor shall verify plant quantities shown on the Plan and provide a list to the client identifying the species and size to be used throughout the project.
7. All turf grass areas shall receive a blended topsoil mix to a depth of six (6) inches.
8. Soil preparation for perennial or groundcover planting beds shall be as follows:
9. All mixed planting beds with perennials, groundcover, shrubs and trees shall receive a two (2) inch to three (3) inch layer of shredded bark mulch.
10. Unless otherwise shown, all perennials and shrubs to be planted in a triangular arrangement.
11. Plant Bed Edging - install a shovel-cut bed edge to six (6) inch depth at perimeter of bed.
12. Unless otherwise noted, do not stake deciduous trees less than or equal to 2.5 inches caliper diameter.
13. See the Tree Staking Detail on this Plan if tree staking is required.
14. Plant species as defined are general planting types and are subject to modification/adjustment/change.

SEED MIXES:

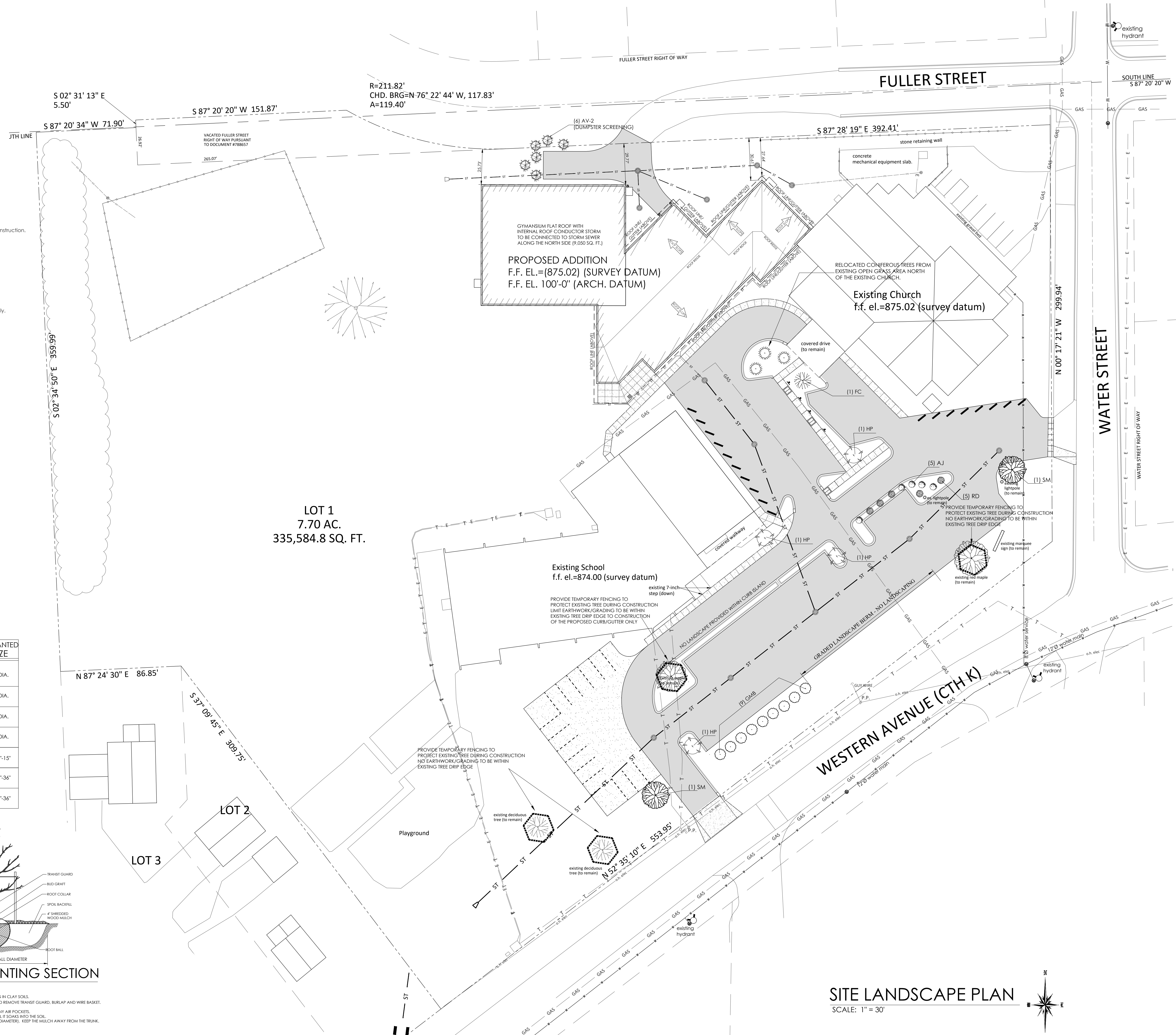
SEEDING TURF FOR LAWN AREAS:
Sow at 5 lbs. / 1,000 sq. ft.
Supreme Lawn Seed Mix
Available from Reinders, Inc. (800) 785-3301, or approved equal
To be installed and maintained per supplier's specifications.
17% Mercury Kentucky Bluegrass 16% America Kentucky Bluegrass
17% SR 2100 Kentucky Bluegrass 25% Garnet Creeping Red Fescue
15% Replicator Perennial Ryegrass 10% TXR Annual Ryegrass

Table with 5 columns: SYMBOL, MARK, QTY., BOTANICAL NAME, COMMON NAME, PLANTED SIZE. Lists plants like ACER TRUNCATUM, THUJA PUCATA, MALUS HYBRID 'PRAIRIEFIRE', etc.



TYPICAL TREE PLANTING SECTION

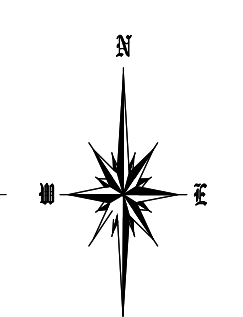
- INSTALLATION SEQUENCING:
1. DIG HOLE 3 TIMES BIGGER THAN ROOT BALL.
2. PLACE TREE IN HOLE, BACKFILL WITH EXISTING SOIL AND REMOVE TRANSIT GUARD, BURLAP AND WIRE BASKET.
3. GENTLY TAMP TO HELP SETTLE THE SOIL AND REMOVE ANY AIR POCKETS.
4. PROVIDE 4" DEEP SHREDDED WOOD MULCH (10 FOOT DIAMETER). KEEP THE MULCH AWAY FROM THE TRUNK. REMOVE ONLY BROKEN OR DAMAGED BRANCHES.



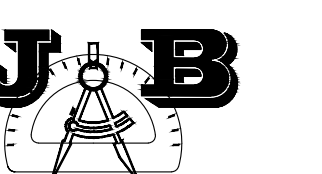
LOT 1
7.70 AC.
335,584.8 SQ. FT.

LOT 2
LOT 3

SITE LANDSCAPE PLAN
SCALE: 1" = 30'



58 W6181 COLUMBIA RD.
P.O. BOX 332
CEDARBURG, WISCONSIN 53012



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715 1st AVENUE, SUITE 5
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WOODRUFF, WISCONSIN 54588

PROJECT

ZION LUTHERAN
SCHOOL
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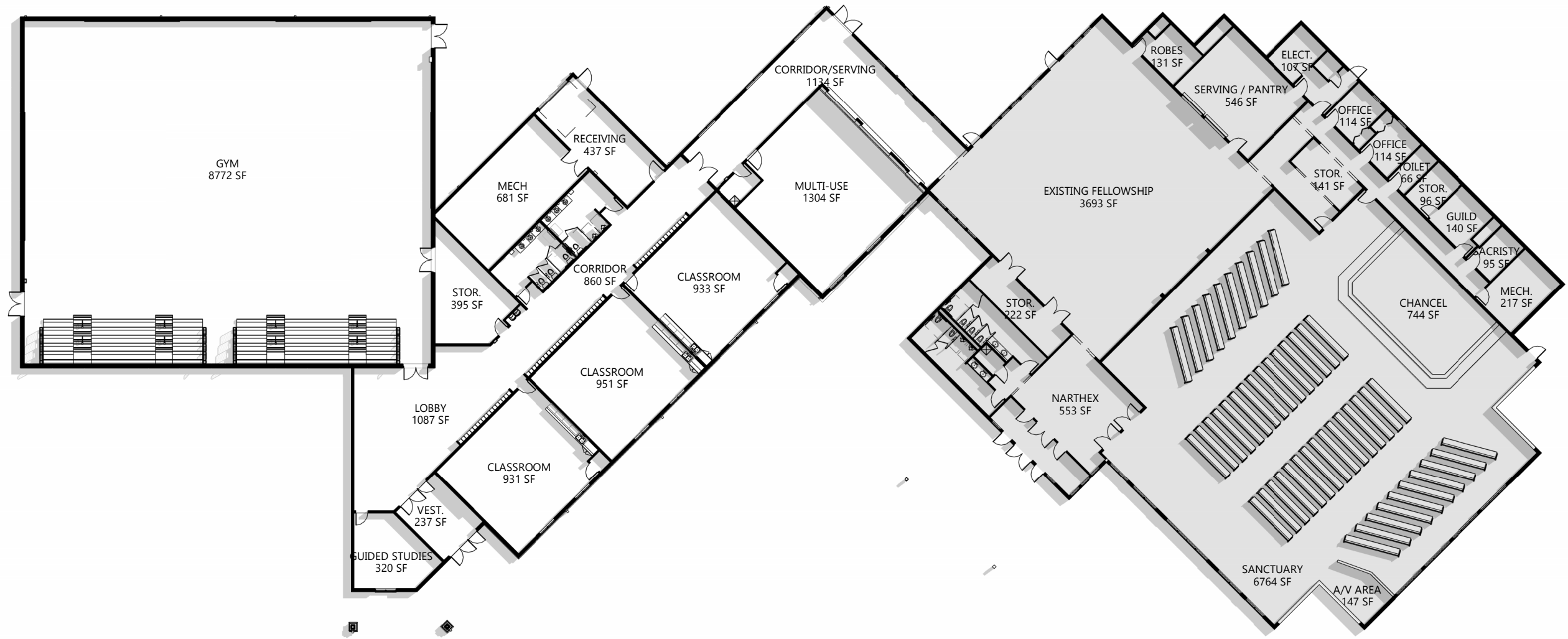
PROJECT INFO

Date: 09.12.2024
Project No.: 23-120

SHEET TITLE

SITE LANDSCAPE PLAN

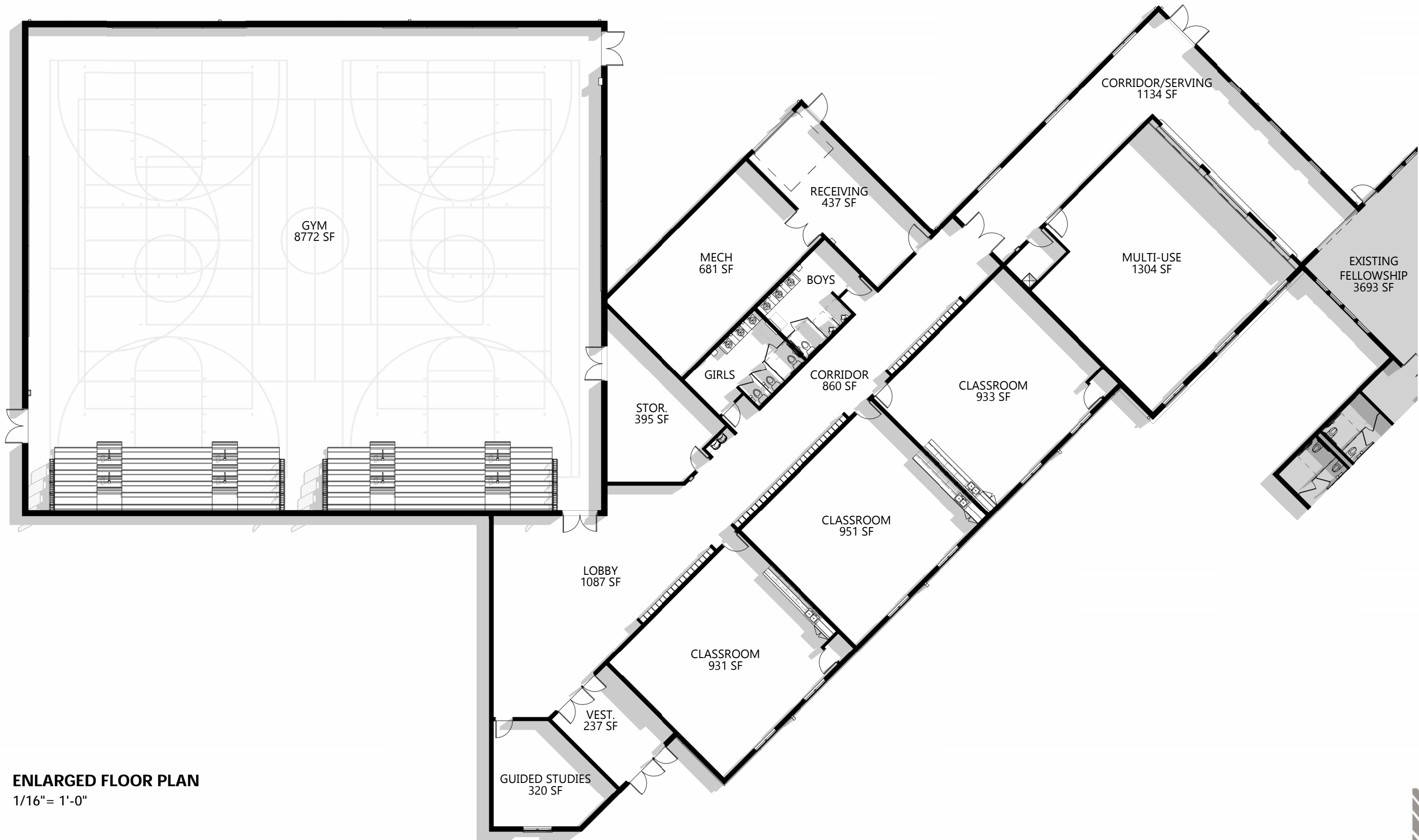
C2.5



OVERALL FLOOR PLAN

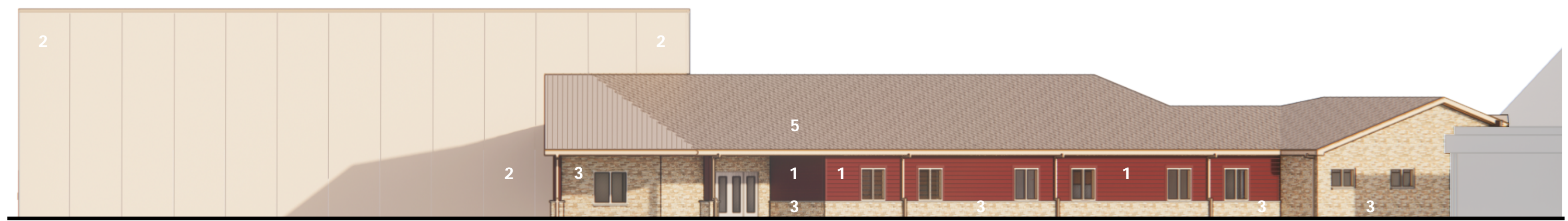
1" = 30'





ENLARGED FLOOR PLAN
 1/16" = 1'-0"





SOUTH ELEVATION
1/16" = 1'-0"



NORTH ELEVATION
1/16" = 1'-0"



WEST ELEVATION
1/16" = 1'-0"

- 1 - SIDING
LP SMARTSIDE REDWOOD
RED 8" LAP SIDING
 - 2 - PRECAST PANEL &
STONE SILLS
PRECAST PANEL
SPECIFICATION TBD
 - 3 - STONE VENEER
BUECHEL 90% FOND DU
LAC RUSTIC 10% MILL
CREEK WITH INDIANA
SILVERBUFF SANDED SILLS
 - 4 - SOFFITS
ALUMINUM SOFFITS
TO MATCH EXISTING
 - 5 - METAL ROOF
METAL ROOF TO MATCH
EXISTING
- ADDITIONAL FASCIA, TRIM,
GUTTER, AND
DOWNSPOUT ACCENT
COLORS





Aerial Phase 1
NTS



Artistic and/or computer renderings are not a contractual representation of the finished product and GROTH Design Group makes no warranties and representations that the depictions of such renderings will be replicated in the finished product. Client acknowledges and agrees that the terms of the contract, not the renderings shall control.



Phase 1 Entry
NTS



Artistic and/or computer renderings are not a contractual representation of the finished product and GROTH Design Group makes no warranties and representations that the depictions of such renderings will be replicated in the finished product. Client acknowledges and agrees that the terms of the contract, not the renderings shall control.



Agenda Item Report

Meeting Type: Plan Commission

Meeting Date: March 13, 2025

Item Title: Zoning and Subdivision Rewrite Proposals

Submitted By: Mike Kornmann, Director of Community and Economic Development

Detailed Description of Subject Matter: The review team of Shelly Albright, Joe Hammer, Matt Amundson, David Bennett, and Mike Kornmann reviewed the proposals and came to a consensus recommendation based on scoring in several categories. Review team members scored the proposals on a five-point scale in the categories of value, scope of work, experience, project staff, time line. The budget for the project is \$150,000 across the 2025 and 2026 fiscal years. The RFP requested that the zoning and subdivision code be updated to reflect the goals of the comprehensive plan, update code to reflect changes in state statutes, modernize code, and stream-line development processes.

Proposals Ranking:

1. **Vandewalle and Associates \$110,750 with optional services outside the RFP scope of services \$129,090** (average score 22.5).
2. S.E.H. \$144,500 (average score 20.75)
3. MSA/ZoneCO \$126,250 plus \$3,000 per form based zoning category (average score 19.5)
4. Codametrics with Duncan Associates \$147,910 (average score 18.5)
5. Vierbicher Associates \$72,000 (average score 16.25)
6. HouseaLavigne \$199,155 (average score 11.25)

Vandewalle and Associates was a consensus pick for the combination of quality and value. They have an experienced and skilled staff with several people working on the project. Their timeline has the council adopting the new code in November of 2026. They emphasized that based on their experience a project of this size and scope requires more than twelve months. At a previous plan commission our discussion included the likelihood that the project would likely take about 18 months.

List all Supporting Documentation Attached:

- Proposals from:
 1. Vandewalle and Associates
 2. S.E.H.
 3. MSA/ZoneCO
 4. Codametrics with Duncan Associates
 5. Vierbicher Associates
 6. HouseaLavigne
- RFP document

Action Requested: Recommend a proposal to City Council

PROPOSAL FOR PROFESSIONAL SERVICES

City of Columbus Zoning and Subdivision Ordinance Rewrite

COLUMBUS, WISCONSIN | FEBRUARY 21, 2025



Building a Better World
for All of Us®

Engineers | Architects | Planners | Scientists

February 21, 2025

Mike Kornmann
Director of Community and Economic Development
mkornmann@columbuswi.gov



RE: City of Columbus Zoning and Subdivision Ordinance Rewrite

Dear Members of the Selection Committee,

The City of Columbus seeks to adopt new zoning and subdivision regulations to implement the policies of the *City of Columbus 2040 Comprehensive Plan*. Columbus has looked at its remaining undeveloped land carefully and has been thoughtful in planning how it should be used for essential recreational, housing, and economic development needs. Zoning and subdivision regulations will play an important role guiding new development while considering important goals for farmland preservation and land conservation.

Besides implementing land use policies, Columbus wants its new codes to be formulated to implement its *strategic priority of Sustainable Growth and Development*. Columbus has expressed its desire to encourage development with modern codes that provide a pathway for projects that deliver economic and quality of life benefits. The City of Columbus communicates its expectations for where and how development occurs through its comprehensive plan. In implementing the plan's ideas, codes should be constructed to yield desired development outcomes through the lightest regulatory touch possible.

For your project, Short Elliott Hendrickson Inc. (SEH®) has assembled team members who are passionate about planning and supporting communities in achieving their vision for the future. Our team offers several advantages:

Zoning and Subdivision Code Experience. The planners on our project team bring decades of experience administering development codes and streamlining processes.

Local Connection. SEH brings a deep understanding of the Columbus community and the City's land use goals. With a local presence and experience, we are ready to hit the ground running on this rewrite of zoning and subdivision codes.

Clear Communication. As practitioners, we have been in the position of applying codes to real life situations, explaining development regulations to citizens, and helping applicants navigate approvals. We understand the advantages of clear regulations that can be navigated by a range of stakeholders, including residents and business owners.

We are eager to put our resources to work on the City's behalf to create new zoning and subdivision codes. If you have any questions or want additional information, please contact Bryce at bhembrook@sehinc.com.

Respectfully submitted,



BRYCE HEMBROOK AICP
PROJECT MANAGER



HENRY ELLING
MUNICIPAL ADVISOR



TURNER PERROW PE (KY, MD, MN, NC, TN, VA, WV)
PRINCIPAL IN CHARGE

Engineers | Architects | Planners | Scientists

Short Elliott Hendrickson Inc., 501 Maple Avenue, Delafield, WI 53018-9351
262.646.6855 | 888.908.8166 fax | sehinc.com

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PROJECT TEAM	10
BUDGET PROPOSAL AND FEE SCHEDULE.....	16

The specific licenses and credentials of the team members are described in the personnel and/or resume section of this document.

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The information contained in this Proposal was prepared specifically for you and contains proprietary information. We would appreciate your discretion in its reproduction and distribution. This information has been tailored to your specific project based on our understanding of your needs. Its aim is to demonstrate our ideas and approach to your project compared to our competition. We respectfully request that distribution be limited to individuals involved in your selection process.

SEH is a registered trademark of Short Elliott Hendrickson Inc.

COLUW 183280



Firm History

At SEH, our 900+ employee-owned collective of engineers, architects, planners, and scientists are united by a shared vision to create positive, lasting change. We are deeply committed to fostering an equitable environment and building safer, more sustainable infrastructure for governments, industries, and businesses across the nation.

ABOUT SEH

SEH was founded in 1927 under the name of P.R. Banister, Consulting Engineer, with an office in North St. Paul, Minnesota. In 1934, the office was moved to St. Paul, Minnesota, and our name changed to Banister Engineering Company. Through a series of partnerships, office expansions, new principal additions, and client growth, the company became Banister, Short, Elliott, Hendrickson, & Associates. In 1971, the company changed its name to Short, Elliott, Hendrickson, & Associates, Inc. As talented professionals continued to join the firm and services and capabilities expanded, the large group of principals, associates, and partners became Short Elliott Hendrickson, Inc. in 1975.

BUILDING A BETTER WORLD

For more than three decades, SEH has assisted municipalities, counties, and towns develop and implement zoning codes, master plans, comprehensive plans, sub area plans, redevelopment frameworks, design guidelines, and more. We work in partnership with our clients and their communities to explore opportunities for renewing existing assets and planning new, sustainable development through a participatory problem-solving process. Our planning experience includes working for large metropolitan communities, as well as smaller communities and counties in the Midwest.

MULTIDISCIPLINARY TEAM

At SEH, we provide a multidisciplinary planning approach to help communities make decisions about shaping their future. Our practice is comprised of community development specialists, landscape architects, urban planners, and engineers licensed in six states throughout the upper Midwest. Our work has been recognized nationally with numerous awards from the American Society of Landscape Architects, American Planning Association, and American Council of Engineering Companies.

SHORT ELLIOTT HENDRICKSON INC.

founded in

1927 

501 Maple Avenue
Delafield, WI 53018
262.646.6855

CONTACT

Bryce Hembrook

414.949.8914

bhembrook@sehinc.com

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in nearly every U.S. state and many Canadian provinces

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 **900+**

planners, engineers, architects, scientists, and talented professionals

WHO WORK TOGETHER TO SERVE

4 market areas: mobility, better places, clean water, and renewing infrastructure



AN IMPRESSIVE 80%



of our clients are repeat customers

MUNICIPAL PLANNING AND ZONING

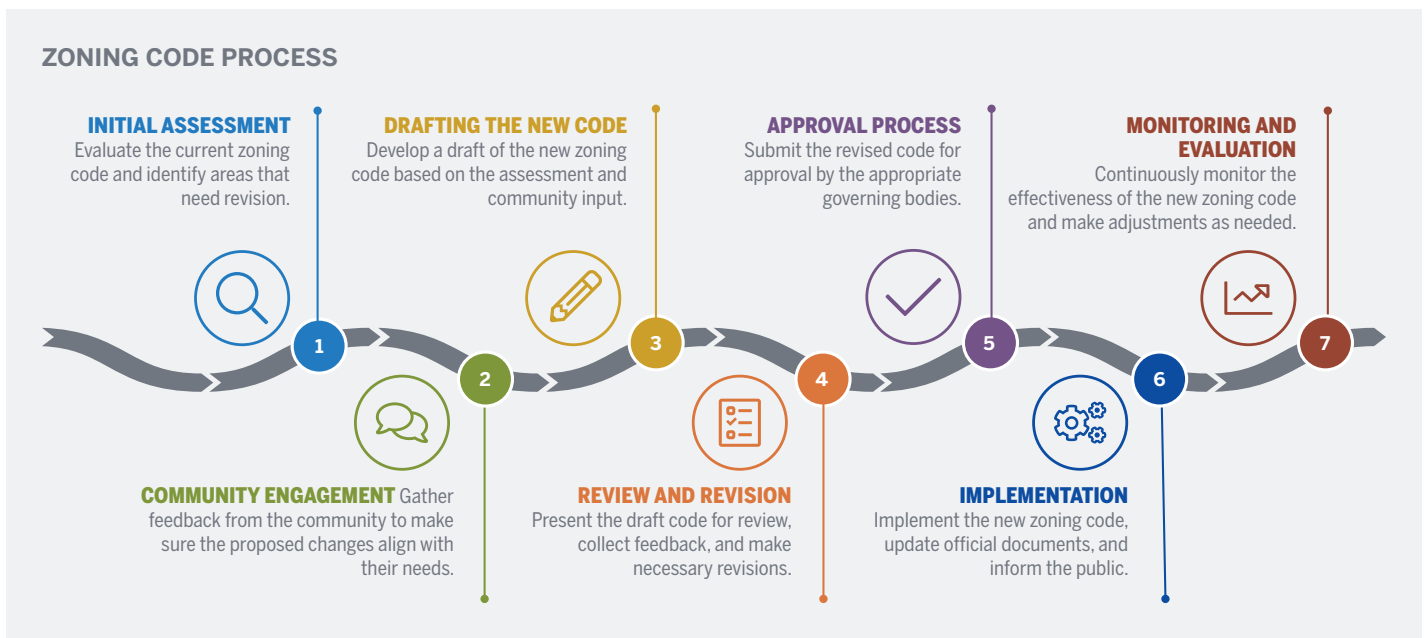
While comprehensive plans communicate a community's challenges and its vision for the future, development codes are the tools that address those challenges and move the community toward its desired future. SEH has created updates and developed all-new codes for localities throughout Wisconsin, Minnesota, Iowa, Indiana, and North Dakota. Our team has a deep understanding of best practices for creating development codes that lead to better results on the ground. Below is a list of some of our clients:

- City of Blair, WI
- Village of Grantsburg, WI
- Village of Osceola, WI
- Town of Genesee, WI
- City of Delafield, WI
- Village of Summit, WI
- Town of Erin, WI
- City of Onalaska, WI
- City of Delafield, WI
- City of Blair, WI
- City of Mondovi, WI
- City of Ashland, WI
- City of Marshfield, WI
- Town of Cedarburg, WI
- Town of Brookfield, WI
- Village of Yorkville, WI
- City of Mason City, IA
- Winneshiek County, IA
- Town of Burns Harbor, IN
- Town of Chesterton, IN
- Hammond Port Authority, IN
- City of Whiting, IN
- Sibley County, MN
- City of Red Wing, MN
- City of Becker, MN
- City of Aurora, MN
- City of Riverton, MN
- City of Virginia, MN
- City of Riverton, MN
- City of Stewartville, MN
- Winona County, MN
- City of Lincoln, ND

We have experience in creating form-based codes, including for Mason City, Iowa, which were incorporated with new zoning and subdivision ordinances, and for Burns Harbor, Indiana, which were incorporated with their new zoning code. We also have worked with the Bois Forte Tribal Council in Minnesota to complete their zoning ordinance rewrite.

PROVEN ENGAGEMENT PROCESS

Aligning your development codes with the goals of your comprehensive plan requires meaningful engagement with stakeholders that include citizens, business owners, builders, developers, and elected officials. Each group brings its unique perspective to the table. We can navigate the process of addressing the different interests expressed by multiple communities. We will work with City of Columbus staff to design an engagement process that provides multiple opportunities for these stakeholder groups to be heard.





Project Statement

The SEH team has reviewed the RFP and proposed scope of work in detail and is excited for the opportunity to work with the City of Columbus on a new zoning code and new subdivision code. The Project Statement describes our approach to delivering a high quality product on time.

PROJECT UNDERSTANDING

Your development codes are incredibly important. Mere words and a map shape the very essence of your community's character. They work in the background, known perhaps only to the planning and zoning staff and the people building in your community.

Many communities are seeing the unintended effects of post WWII development codes: increased commuting times, being stuck in traffic, soaring housing costs, limited mobility options, and unsustainable infrastructure maintenance burdens. Increasing amounts of a community's most precious resource – land – have been consumed by wasteful land development and expanses of parking that are underused and fiscally unproductive.

Columbus is beginning the challenging and vital work of realigning its codes in a way that will yield more sensible development that will create value and endure over

time. Objectives 1 through 4 listed in the RFP tell us you are ready to make a substantive change in direction. You seek to increase housing options, encourage better development patterns that are productive and fiscally sustainable, and increase mobility options available to your citizens.

It is wise to pursue a completely new zoning code and subdivision code rather than trying to repair your existing codes through piecemeal amendments. Starting anew, your codes can be constructed according to today's needs without carrying forward arcane provisions and ideas of the past. A fresh start also enables reorganization for better usability and consistent style and language throughout.



By realigning your development codes, we will help you create sensible, sustainable growth that enhances community character and increases housing and mobility options.

PROJECT APPROACH

Your decision to create new development codes will open up the opportunity for complete restructuring around these principles:



Regulate the right things. Our approach will help steer new development with a different emphasis on which aspects of development need to be managed more and which need to be managed less. For example, to improve development outcomes, more attention needs to be paid to the building location, how it relates to the street, and the arrangement of other uses such as parking and access. Conversely, a lighter touch is needed when it comes to how buildings and sites are used, moving away from old models that micromanage and strictly segregate land uses. A great building abutting the sidewalk, with good transparency, is flexible and can support many different uses, even within the same structure. This is the beloved form of Main Street, USA. We call it historic and protect it, but our codes often make it illegal to duplicate.



Make good development easy. Your 16 project objectives tell us that you have experienced situations where development proposals are well designed and clearly beneficial, but your code forces them to rezone to a planned unit development district. The project becomes subject to a process with an unpredictable outcome, which, in our experience, frustrates developers even more than strict rules. They might walk away rather than even try to navigate the ambiguity. We will seek to restructure your codes in a way that beneficial development characteristics are rewarded with a path of least resistance.



Communicate clearly. Development codes are complex, but they don't have to be complicated. First, we will make your codes easier to comprehend and navigate. We achieve this with strategic thought about overall organization and how content is presented in ways that can be referenced and understood easily, like tables and illustrations. Second, your code should articulate the desired development outcomes of your regulations. Your zoning administrator and the person at the permit counter should be able to explain the "why" of your regulations.

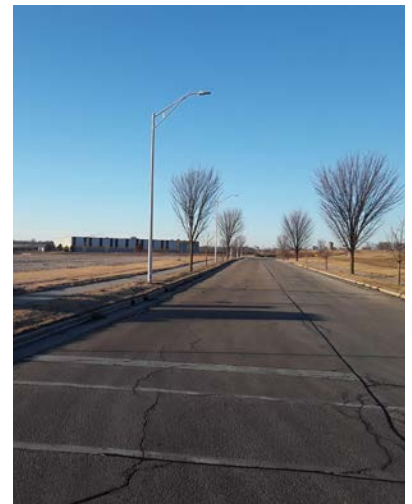


Align requirements. We will create a new code that considers each of these needs:

- Meets state law requirements for zoning and subdivision codes
- Incorporates contemporary planning ideas about mixing uses, increasing community housing and transportation options, and fiscal responsibility
- Implements the community vision expressed in your planning documents
- Makes it easy for developers to work in ways that benefit the overall community

SEH will leverage the team's experience to guide our work on two fronts: First, we know how important it is to make codes easier to navigate and understand, using graphics and tables to present information and convey ideas clearly. Second, experience tells us that processes that are slow and unwieldy for applicants could also be an unnecessary burden on City staff, so there is a mutual interest in creating pathways to approval that are timely and streamlined. In crafting your new codes, we will look at how a new could reshape the applicant experience to be more expedient and predictable.

SEH's team will guide you in creating a new, adaptable code that prioritizes effective regulation, simplifies development processes, and aligns with your community's vision and legal requirements.



This approach helps ensure that your community thrives with sensible, sustainable growth and attracts developers who appreciate clear and predictable guidelines. Together, we can build a better future for your community.

SCOPE OF WORK

SEH will deliver the final zoning and subdivision codes through five general tasks.

TASK 1 PROJECT COORDINATION

This task corresponds to items 4, 5, and 6, of the RFP scope. Coordination work continues throughout the life of the project. The SEH team will work with staff to coordinate meeting dates, times, and locations.

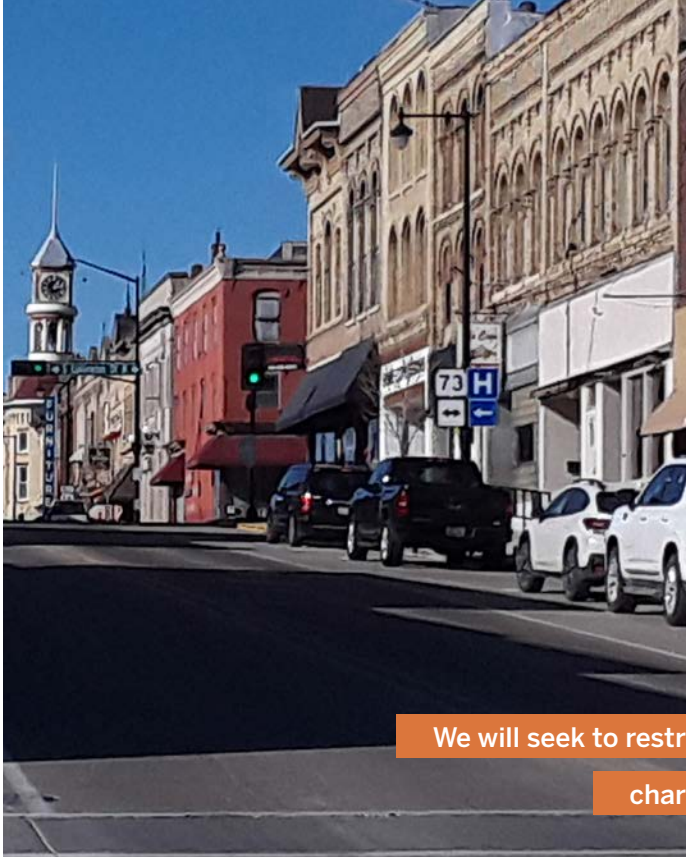
MEETINGS WITH STAFF

We will start with an initial kickoff meeting to finalize project management details like project schedule, milestones, communication plan, and the public engagement plan.

Individual calls and meetings between SEH and staff may be arranged as needed.

PUBLIC PARTICIPATION PLAN

SEH will work City of Columbus staff to develop the Public Participation Plan for this project. As noted in Task 4, we will work with staff to develop details of an overall strategy for stakeholder engagement throughout the project.



We will seek to restructure your codes in a way that beneficial development characteristics are rewarded with a path of least resistance.

TASK 2 NEEDS ASSESSMENT AND RECOMMENDATION REPORT

This task corresponds to Items 1, 2, and 3 in the Scope of Work and Deliverables in your RFP. The Needs Assessment and Recommendation Report will guide us in identifying which aspects of the existing code support community goals and which areas need changes. Leveraging our team's extensive experience in both planning and development, we will create recommendations that balance modern construction challenges with the desire to transform the built environment.

In addition to our professional judgment, recommendations in this report will be informed by other data we consider:

- Public engagement results
- Plan Commission discussion
- Comprehensive plan and other planning documents
- Analysis of development outcomes
- Analysis of decision-making processes
- Wisconsin state code authority and requirements

The 16 objectives you list in the RFP will be valuable in guiding our work toward your success.

TASK 3 DRAFT ZONING AND SUBDIVISION CODE

The SEH team will begin to build the new zoning and subdivision codes soon after the Plan Commission begins its work and confirms direction. This work will run concurrent with the review of the Needs Assessment and Recommendations and public involvement.

This task will also involve developing enhancements like tables, illustrations, and flow charts. Based on a variety of conditions, we will test how well regulations lead to desired development outcomes and identify potential unintended consequences. Additionally, we will recommend the necessary changes to the zoning map to reflect any new naming convention or the elimination, addition, or modification of the districts.

TASK 4 PUBLIC INVOLVEMENT

SEH understands that City of Columbus staff desires to conduct the majority of the community engagement meetings for the project. We will work in partnership with the City to develop a plan that works according to that model. We propose in-person attendance for two or three SEH members for the two workshops listed below:

- Partner with City staff to design an overall engagement strategy (Participation Plan) using techniques such as focus groups, surveys, workshops, pop up events, legacy and social media, and visual preference surveys
- Design and deliver an Initial workshop open to the community to provide information about the purpose of the project and ideas that may be explored
- Design and deliver an open house workshop after the proposed codes are released

If the City needs additional guidance or involvement by SEH, we can make arrangements to provide those services as needed.

TASK 5 ADOPTION AND PROJECT COMPLETION

SEH will guide the new zoning and subdivision ordinances through City Council adoption, including two public hearings. This will involve the following:

- Preparation and delivery of presentation to City Council
- Final versions of these documents in PDF format

- Needs assessment and recommendations
- Summary results of public engagements
- Final version of the zoning code and subdivision code, as adopted
- Content for social media and project website to announce their completion
- Briefing presentations and memos created for the process
- Materials created for workshops

TASK 6 OPTIONAL ADD-ON TASKS

The SEH team is prepared to add the following tasks to our scope of services as time and budget allows:

- Produce applicant and staff guidance documents and checklists
- Update development review applications
- Create educational materials and briefs on features of the new codes
- Provide additional community engagement time and materials rate
- Create how-to-apply and navigation documents for decision-making processes like conditional use permits, rezoning, and site plan review, along with the associated application forms
- Provide a series of social media posts to communicate major changes to residents and the development community

PROJECT SCHEDULE

The SEH team is prepared to take on this project and complete each task in accordance with the schedule the City has provided.

	2025									2026				
	A	M	J	J	A	S	O	N	D	J	F	M	A	M
Selection process and contract approval	█													
Kickoff meeting with staff		█												
Final participation plan, communication plan, and schedule		█												
Community workshop #1			█											
Stakeholder meetings (by City staff)			█	█						█	█			
Plan Commission briefings (by City staff)				█	█	█			█	█	█			
Needs assessment and recommendations		█	█	█	█	█								
Create zoning and subdivision codes					█	█	█	█	█	█	█			
Community workshop #2											█			
Final review and revisions											█	█	█	
Adoption process											█	█	█	
Delivery of completed codes													█	
Monthly reports on progress			█	█	█	█	█	█	█	█	█	█	█	█



Project Examples and References

Our newly expanded planning team at SEH brings together professionals with deep municipal experience and a strong background in zoning and subdivision code updates, enhancing our ability to deliver high-quality planning solutions.

With this strengthened team, SEH is poised to take on more projects that involve comprehensive code updates and municipal planning. We are committed to leveraging our team's unique insights and skills to support communities in achieving their development goals, making sure that each project is tailored to meet the specific needs and regulatory requirements of the area. Our focus on innovation and excellence will drive us to seek out and successfully complete more projects of this nature.

UNIFIED DEVELOPMENT CODE/ZONING ORDINANCE REWRITES

ASHLAND, WI

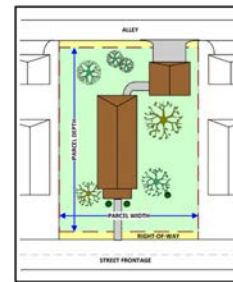
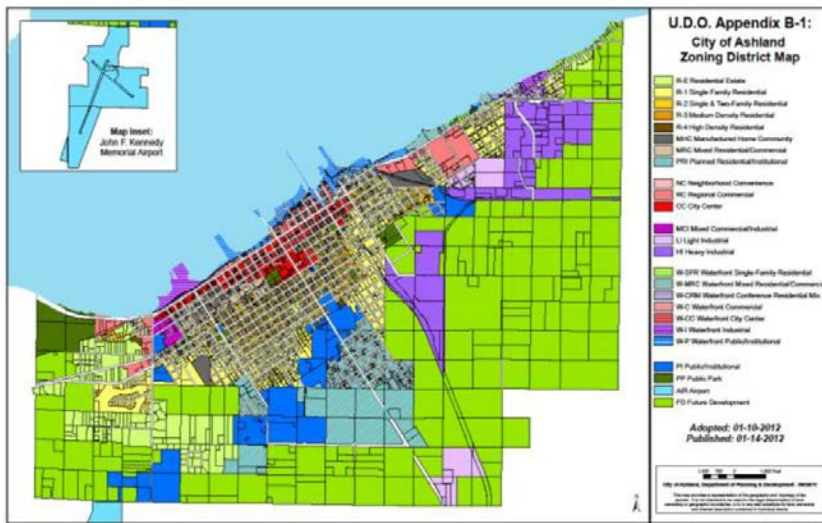


Figure 6.1 A-1b: Parcel Width & Depth (Interior Parcel)



Figure 6.1 A-1a: Parcel Width & Depth (Corner Parcel)

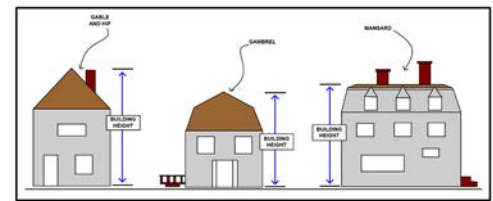


Figure 6.1 C-1: Building Heights for Different Roof Types

Following the adoption of the City of Ashland's 20-year comprehensive plan, the Making an Exceptional City, the City of Ashland began one of its first implementation strategies: a major rewrite of the City's Zoning Ordinance. The rewrite of the zoning ordinance was required to bring the City's regulations into conformance with the comprehensive plan and future land use plan. As the City's ordinances are the means through which the comprehensive plan is implemented, these ordinances needed to be consistent with the goals of the comprehensive plan, as well as understandable to and easy-to-use for those involved with the development.

The new document, the Unified Development Ordinance (UDO), modified the existing zoning ordinance, incorporated 24 additional land use related ordinances, and reorganized, codified, and illustrated these regulations to explain the concepts and recommendations of the comprehensive plan.



CLIENT

City of Ashland



DURATION

April 2022 to November 2022



REFERENCE

Ed Monroe, Former Mayor
601 Main Street West
Ashland, WI 54806
715.682.8592
monrophoto@gmail.com

LAND DIVISION ORDINANCE CREATION – PLANNING, ENGINEERING, AND SURVEYING

FORT ATKINSON, WI



The City of Fort Atkinson sought the services of the multidisciplinary SEH staff to help replace a decades-old land division ordinance. SEH staff managed the project, researched existing provisions from other regulatory City documents, researched best practices from other communities, developed new code language, and facilitated working group meetings



SEH used the model land division ordinance prepared by SEWRPC as a starting point to assist the City of Fort Atkinson with this effort.



CLIENT

City of Fort Atkinson



DURATION

July 2020 to August 2021

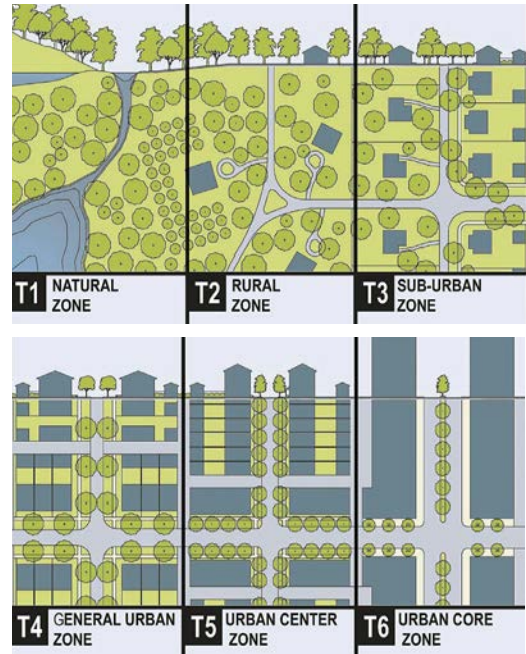


REFERENCE

Andy Selle, City Engineer
101 N. Main Street
Fort Atkinson, WI 53538
920.397.9901
aselle@fortatkinsonwi.net

ZONING ORDINANCE UPDATE

STEWARTVILLE, MN



SEH successfully completed an update of Chapters 12 and 13 of the Town of Stewartville, Minnesota’s town code. This project was a collaborative effort involving the town administrator, town manager, and members of the planning committee. The primary focus was to enhance the code’s aesthetics, consistency, and ease of use.

The updated chapters introduced an entirely new layout, making the document more user-friendly for all readers. Key improvements included a restructured format with a table of contents, clear headings, and enhanced navigation. We also incorporated new graphic elements, such as tables, charts, and illustrations, to clarify regulations and make the code more accessible.

SEH’s site visit to Stewartville helped ensure that the updated code met the specific needs of the community.



CLIENT

City of Stewartville



DURATION

May 2023 to December 2023



REFERENCE

Jimmie-John King, Mayor
PO Box 275
Stewartville, MN 55976-0275
507.533.4745
jking@stewartvillemn.com

PROJECT TEAM SPOTLIGHT



CHRIS CHITUM
LEAD PLANNER

36 YEARS OF EXPERIENCE

ZONING REFORM PROJECT* ROANOKE, VA

Following adoption of City Plan 2040, Chris led a multiple-phase effort to reform the City's zoning code to remove barriers to housing development and neighborhood choice. This project involved an extensive citizen engagement process using deliberative models that helped stakeholders understand our mutual issues. The need for zoning reform was driven largely by the housing cost burdening and neighborhood choice issues that most communities face. The project involved the deep study of the economic and policy forces that created scarcity in sectors of the market.

NEW SUBDIVISION CODE* ROANOKE, VA

Chris developed a new subdivision code to replace a code that was based on a model of suburban sprawl. Goals for the new code had considerable overlap with those of Columbus. There were multiple procedural successes:

- Full assessment to help ensure compliance with state codes and consistency with other development codes
- Use of plain language
- Information presented in tabular form
- Clear content requirements for plats and plans (checklist)
- Straightforward approval processes that are completely administrative

The code established new standards for streets and alleys, many of which are based on traditional development patterns that bear repeating in new development:

- Street interconnectivity required
- Sidewalks and street trees required for all new streets
- Reduced pavement widths
- Maximum crossing distance and caps on curb radius for a pedestrian-friendly neighborhood
- Permit modern alleys for rear access to properties, parking, utilities, services, and enhanced fire access

*Prior to joining SEH



Our work to help communities update their codes is focused on practicality and clarity.

ZONING CODE UPDATE

TOWN OF BROOKFIELD, WI

SEH currently provides municipal planning services to the Town of Brookfield and is in the process of assisting with their zoning code update. The goal of this project is to update their zoning code to be more user-friendly, modernize the code, align with statutory requirements, and provide more clarity regarding the development process.



CLIENT

Town of Brookfield



REFERENCE

Tom Hagie, Town Administrator
645 N. Janacek Road
Brookfield, WI 53045
262.796.3788
administrator@townofbrookfield.com



DURATION

September 2023 to
Spring 2025 (estimated)

ZONING CODE

TOWN OF CEDARBURG, WI

SEH is in the process of assisting the Town of Cedarburg in updating their zoning code to consider new zoning districts tailored to attracting new mixed-use development in their Town Center. SEH is working with a subconsultant to deliver the Town's expected code changes.



CLIENT

Town of Cedarburg



REFERENCE

Eric Ryer, Town Administrator
1293 Washington Avenue
Cedarburg, WI 53012
262.377.4509
eryer@townofcedarburgwi.gov



DURATION

June 2023 to
Summer 2025 (estimated)



Project Team

Led by Project Manager **Bryce Hembrook**, the team of professionals listed below have been selected based on their specific abilities and extensive experience assisting communities similar in size, demographics, natural settings, and economic environment to the City of Columbus.

City of Columbus

MANAGEMENT

Bryce Hembrook AICP
Project Manager, Municipal Planner

Brea Grace AICP, NCI
Senior Planner, QA/QC

Turner Perrow PE
Principal in Charge

PROJECT TEAM

Chris Chittum AICP, ICMA-CM(C), CNU-A
Lead Planner

Henry Elling
Municipal Advisor

Laurie Miller
Public Engagement Specialist, Municipal Planner

Jana Williams AICP
Comprehensive Plan Implementation Specialist

Marty Falk AICP
GIS Analyst

Brian Depies
Development Manager, Acquisition Manager

Nancy Dossdall AICP, LEED GREEN ASSOCIATE
Code Evaluation Specialist

Molly Wagner PLA, CLARB
Landscape Architect

David Walter PE
Civil Advisor

Zach Hochevar
Civil Technician and Planner

Heidi Kennedy
Environmental, Legal Support

The specific licenses and credentials of the team members are described in the following pages.

BRYCE HEMBROOK AICP PROJECT MANAGER, MUNICIPAL PLANNER

Bryce will oversee the entire zoning and subdivision ordinance rewrite project, helping to ensure timely and successful completion.

Bryce is a planning professional with significant municipal experience. As a previous city planner, he is well-versed in zoning, new development and redevelopment, comprehensive planning, master planning, bike and pedestrian planning, and permitting. Bryce works with residents and stakeholders to deliver community-minded results, and he has experience with compiling reports, collecting data, analyzing information, implementing recommended policies and programs, and reporting findings to the public.

EXPERIENCE

- Zoning Code Update – Marshfield*, Brookfield (Town), and Cedarburg (Town), WI
- Comprehensive Plan – Baraboo, Brookfield (Town), Trempealeau, and Medford, WI
- City Planning Services – Delafield and Marshfield, WI
- Town Planning Services – Erin, Hudson, Brookfield, and Cedarburg, WI



8
YEARS OF
EXPERIENCE



EDUCATION

Bachelor of Science
Urban Planning
University of Wisconsin-Oshkosh

Bachelor of Science
Geography
University of Wisconsin-Oshkosh



REGISTRATIONS/CERTIFICATIONS

Certified Planner (AICP), American
Planning Association

*Prior to joining SEH

CHRIS CHITTUM AICP, ICMA-CM(C), CNU-A
LEAD PLANNER

Chris will guide the planning team in developing new zoning and subdivision codes that align with the City's comprehensive plan and improve development outcomes.

Chris is a project planner with experience in city planning, public administration, and community development. During his career, he has led long-range planning, administration of development codes, construction review and inspection, and professional support to boards and commissions. Chris has spearheaded a zoning remapping project, more than two dozen code revision packages, and a major zoning reform initiative. He delivers innovative, community-centered solutions by navigating the interrelationships of land use policies, housing, urban design, capital investments, economic development, and sustainability.

EXPERIENCE

- Zoning Reform for Complete Neighborhoods initiative – Roanoke, VA*
- Aligning Zoning Code with Planning Policy – Roanoke, VA*
- New Subdivision Code – Roanoke, VA*
- Comprehensive Plans and Community Plans – Roanoke, VA*
- Executive Director of Community Development – Roanoke, VA*



36
YEARS OF
EXPERIENCE



EDUCATION

Master of Public Administration
Virginia Tech

Bachelor of Arts
Urban Affairs and Planning
Virginia Tech



REGISTRATIONS/CERTIFICATIONS

Certified Planner, American Institute
of Certified Planners

Credentialed Manager Candidate,
International City/County
Management Association

Accredited by the Congress of
New Urbanism

*Prior to joining SEH

BREA GRACE AICP, NCI
SENIOR PLANNER, QA/QC

Brea will oversee the quality and accuracy of the zoning and subdivision ordinance through rigorous review and quality control processes.

Brea is an experienced urban planner, having worked in both the public and private sectors. This work has involved issues surrounding land use, economic development, the environment, and transportation, as well as engaging the public in decisions about their communities. Brea has facilitated large and small group discussions, as well as public meetings and design charrettes/workshops. Having managed multiple large and small planning and infrastructure improvement projects throughout her career, she is a creative thinker who is passionate about urban and waterfront redevelopment and downtown revitalization creating unique urban places. Brea is an adept problem solver, implementing solutions that are workable for all parties while maintaining the integrity of the original goals.

EXPERIENCE

- Land Division Code – Fort Atkinson, WI
- Planning/Zoning Services – Ashland, WI
- Planning and Zoning Assistance – Marshfield, WI
- City Planner and Zoning Administrator – Blair, WI
- Subdivision Review Services – Kinnickinnic, WI



26
YEARS OF
EXPERIENCE



EDUCATION

Master of Science
Urban and Regional Planning
University of Wisconsin-Madison

Bachelor of Arts
French
University of Wisconsin-Stevens Point



REGISTRATIONS/CERTIFICATIONS

NCI Charrette System Certificate,
National Charrette Institute

Certified Planner, American
Planning Association

HENRY ELLING

MUNICIPAL ADVISOR

Henry will provide guidance on municipal regulations and help ensure compliance with state statutes and local ordinances.

Henry offers a wealth of experience coordinating local government staff and elected officials to deliver economic development projects. His experience includes working in local government as a municipal planner and administrator, along with private sector activities developing local comprehensive plans and economic development programs. His efforts have assisted communities ranging from rural townships to regional economic centers. He has managed installation of neighborhood utility systems, coordinated multi-jurisdictional transportation projects, and maintained regulatory oversight of regional health care facility construction. He has developed, installed, and managed codes in a variety of contexts ranging from historic preservation to shoreland and wetland regulations.

EXPERIENCE

- TID #7 Creation – Rice Lake, WI
- TIF Assistance – Hixton, WI
- Zoning and Shoreland Code Rewrite – Summit, WI*
- Commercial/Industrial Design Guidelines – Summit, WI*
- Zoning/Subdivision Code Update – Germantown, WI*
- Sign Code Creation – Summit, WI*



39
YEARS OF
EXPERIENCE



EDUCATION

Master of Public Administration
Indiana University-Bloomington

Bachelor of Arts
Political Science
Augustana College - Rock Island, IL

*Prior to joining SEH

LAURIE MILLER

PUBLIC ENGAGEMENT SPECIALIST, MUNICIPAL PLANNER

Laurie will facilitate community involvement and gather public input to inform the zoning and subdivision ordinance rewrite.

Laurie is a highly skilled project planner with extensive experience in developing comprehensive plans and other planning documents. With several years of experience in local and regional government as a land use planner, transportation planner, and zoning administrator, Laurie has led public engagement efforts and utilized advanced technologies such as land use modeling, GIS, and AI to enhance planning initiatives. Her proficiency in reviewing site, building, landscaping, and lighting plans, along with her ability to analyze permit applications and conduct field inspections, underscores her comprehensive understanding of zoning and urban planning. Laurie is adept at assisting communities with the implementation of plans by identifying and pursuing funding opportunities, helping to ensure successful project execution and community development.

EXPERIENCE

- Subdivision Review Services – Kinnickinnic, WI
- Zoning Code Update for ADUs – Vadnais Heights, MN
- Medford Comprehensive Plan – Medford, WI
- Comprehensive Plan and Zoning Ordinance Updates – Yorkville, WI
- Zoning Code Update for ADUs – Vadnais Heights, MN



17
YEARS OF
EXPERIENCE



EDUCATION

Bachelor of Science
Geography
University of Wisconsin-Milwaukee

JANA WILLIAMS AICP
 COMPREHENSIVE PLAN IMPLEMENTATION SPECIALIST

Jana will align the new zoning code with the City’s comprehensive plan, prioritizing consistency and coherence.

Jana is a project planner with experience in planning and community development for city, regional, and state government, as well as the private sector. With extensive experience in regional planning, interagency coordination, and policy implementation, she reviews comprehensive plans and amendments to assess impacts on state resources. Jana oversees grant programs and coordinates with agencies on projects impacting critical state areas. She also manages revolving loan funds, manages economic development grants, and serves as a community liaison to support strategic neighborhood projects.

EXPERIENCE

- Brandon Oaks Development of Regional Impact (DRI) Neighborhood Open House – Walton County, FL*
- Comprehensive Plan Amendment and Zoning Amendment – Callaway, FL *
- Comprehensive Plan Update – Carrabelle, FL*
- Evaluation and Appraisal Report (EAR)-Based Comprehensive Plan Amendments – DeFuniak Springs, FL*
- Shoal River Ranch Preliminary Planning Evaluation – Okaloosa County, FL *



22
 YEARS OF
 EXPERIENCE



EDUCATION

Master of Science
 Urban and Regional Planning
 Florida State University

Bachelor of Science
 Media Communication
 Florida State University



REGISTRATIONS/CERTIFICATIONS

Certified Planner (AICP), American Planning Association

*Prior to joining SEH

MARTY FALK AICP
 GIS ANALYST

Marty will utilize Geographic Information Systems to analyze spatial data and support the development of the new zoning code.

Marty is a planner specializing in transportation, environmental planning, and GIS. His work has focused primarily on corridor and land use studies, transportation infrastructure improvement, and regional transportation plans. Marty has experience with environmental documentation and successfully managing sensitive resources and issues, including Section 4(f) and Section 6(f) resources, Environmental Justice populations, wetlands, threatened and endangered species, traffic noise, hazardous materials, agricultural preservation, and archeological and historic resources. He also has experience with agency, local official, and tribal coordination, and he has successfully managed public involvement efforts ranging from public involvement meetings to specialized focus groups.



11
 YEARS OF
 EXPERIENCE



EDUCATION

Master of Urban Planning
 University of Wisconsin-Milwaukee

Bachelor of Science
 Geography (Concentration:
 Environmental Science) (Minors:
 Spanish, Environmental Studies)
 University of Wisconsin-La Crosse



REGISTRATIONS/CERTIFICATIONS

Certified Planner, American Institute of Certified Planners

EXPERIENCE

- Comprehensive Plan – Baraboo, WI
- Comprehensive Plan Update – Trempealeau, WI
- Comprehensive Plan Update – Stewartville, MN
- 2020-2040 Comprehensive Plan – Hudson, WI
- I-94 Corridor and 2050 Comprehensive Plan (Town of Yorkville Sewer/Water Commission) – Yorkville, WI

BRIAN DEPIES

DEVELOPMENT MANAGER, ACQUISITION MANAGER

Brian will advise on development standards and practices to make sure the new ordinances achieve community development goals.

Brian is a project development manager with extensive experience in land use planning, zoning code administration, and development. Having broad-ranging experience with both public and private sectors, Brian offers clients a wide range of expertise, starting from initial conceptual discussions, all the way through to project completion. Brian specializes in regional, county, and local planning as well as code administration for public sector clients. He works with citizens throughout Wisconsin and the Upper Midwest to assess projects, make recommendations, and meet regulatory compliance.

EXPERIENCE

- Town of Erin Zoning Administrator – Erin, WI
- Zoning Ordinance Modifications Incorporating Shoreland Provisions and Floodplain Ordinance – Summit, WI
- Heritage Park North Subdivision Development Manager – Germantown, WI
- Farmstead Creek North Subdivision Development Manager – Slinger, WI
- Farmstead Creek Highlands Subdivision Development Manager – Slinger, WI
- Storage Authority Acquisition and Development Manager – Union Grove, WI
- JXB Performance Acquisition and Development Manager – Saukville, WI



32
YEARS OF
EXPERIENCE



EDUCATION

Bachelor of Science
Geography
University of Wisconsin-Whitewater



PROFESSIONAL ASSOCIATIONS

National Home Builders Association
Wisconsin Builders Association -
Executive Board
Metropolitan Builders Association
(MBA) - Construction /Developers
Advocacy Council)
Wisconsin County Code
Administrators (WCCA)

NANCY DOSDALL

AICP, LEED GREEN ASSOCIATE
CODE EVALUATION SPECIALIST

Nancy will support this process by evaluating the new code.

Nancy brings extensive experience in land use planning and entitlement. She has served as project manager on many high profile and controversial projects that included a concentrated level of public engagement. She is an adept presenter and specializes in finding common ground amongst stakeholders to develop community-supported plans. Her work experience includes comprehensive planning, meeting facilitation, public engagement, development agreements, annexations, and all facets of the entitlement process.

EXPERIENCE

- Zoning Ordinance Update – Stewartville, MN
- Land Use Code Update – Ouray, CO
- Municipal Code Revisions – Ignacio, CO
- Municipal Codes – Center, CO
- Rock Creek Affordable Housing Subdivision – Ignacio, CO
- Minor Exemption Subdivision Permit Applications – La Plata County, CO



41
YEARS OF
EXPERIENCE



EDUCATION

Master of Urban and Regional
Planning
Regional Planning
Washington State University-Pullman

Bachelor of Science
Environmental Studies
University of Vermont-Burlington



REGISTRATIONS/CERTIFICATIONS

Certified Planner, American Institute
of Certified Planners

MOLLY WAGNER PLA, CLARB
LANDSCAPE ARCHITECT

Molly will provide additional project insight regarding landscape planning and design.

Molly is a landscape architect and project designer with experience in educational, medical, cultural, residential, municipal, international, and master planning projects. She provides effective communication with clients and contractors from concept to construction, leveraging the use of graphics such as rendered plans, sections, elevations, plant and material boards, and construction documents to convey design intent. Her time spent working in the Pacific Northwest instilled in her a passion for stormwater and creating sustainable landscapes.

EXPERIENCE

- King Street Greenway – La Crosse, WI
- Cantonment-Wide Stormwater Master Plan (US Army - Fort McCoy) – Fort McCoy, WI
- Comprehensive Safety Action Plan Development (Kenosha County Highway Department) – Kenosha County, WI
- CORP and Downtown Parks Master Plan – Baldwin, WI
- Park and Recreation Plan – Stevens Point, WI



18
YEARS OF
EXPERIENCE



EDUCATION

Master of Landscape Architecture
University of Minnesota-Twin Cities

Bachelor of Arts
Biology
Gustavus Adolphus College - St. Peter, MN



REGISTRATIONS/CERTIFICATIONS

Landscape Architect in WI, CO, IN, and OR

ADDITIONAL PROJECT SUPPORT



DAVID WALTER PE (WI)
CIVIL ADVISOR
28 Years of Experience

David is a project manager and senior professional engineer with extensive experience **designing and managing diverse infrastructure projects**, specializing in roadway and utility systems.



ZACH HOCHAVAR
CIVIL TECHNICIAN AND PLANNER
11 Years of Experience

Zach is an engineering technician with experience **undertaking transportation, civil, and structural engineering projects**. He has a background in building and structural design, route and highway design, and land surveying techniques.



HEIDI KENNEDY
ENVIRONMENTAL, LEGAL SUPPORT
24 Years of Experience

Heidi is a **natural resources scientist** with experience working for the Wisconsin Department of Natural Resources (WDNR) prior to joining SEH. She has extensive experience in water resource policies working with federal, state, and local agencies on natural resources issues.

Budget Proposal and Fee Schedule

On the following pages, we have outlined our anticipated budget based on the services identified throughout this proposal.

	Laurie Miller Public Engagement, Planner	Brian Depies Client Service Manager, Development Advisor	Chris Chittum Project Lead	Bryce Hembrook Project Manager	Jana Williams Comprehensive Plan Implementation	Brea Grace Senior Planner, QA/QC	Nancy Dossall Code Evaluation Specialist	Henry Elling Municipal Advisor	Marty Falk GIS Analyst	Molly Wagner Landscape Architect	David Waiter Civil Advisor	Jill Meskan Graphic Designer	Heidi Kennedy Environmental, Legal Support	Zach Hochevar Civil and Planner	Kim Stanek Accounting	Heather Hinke Administration	Subtask (Hours)	Subtask (Dollars)
Estimated Hourly Rate	\$182.75	\$203.50	\$193.50	\$148.00	\$150.00	\$195.00	\$240.00	\$167.00	\$141.00	\$174.00	\$230.00	\$138.00	\$200.00	\$125.00	\$137.00	\$93.00		
Project Orientation and Administration																		
Project Kickoff Meeting with City Staff and Steering Committee			4.5	3.5				2									10	
Create Public Participation Plan	1		1.5														2.5	
Virtual Presentation and Public Notice for Public Participation Plan and Adoption			1					2									3	
Monthly Reporting			12	4													16	
Project Administration		2	8	30											16	2	58	
Task 1 Total	1	2	27	37.5	0	0	0	4	0	0	0	0	0	0	16	2	89.5	\$16,500
Needs Assessment and Recommendation Report																		
Review of Existing Planning Documents			4														4	
Subdivision Code Analysis			10	2				2									14	
Land Use/Zoning Incompatibility Analysis			8	2					8								18	
Bulk Standards and Zoning District Requirement Analysis			6	2													8	
State and Federal Law Compliance Review			2	2	10			2									16	
Consistency Review			1		8			2									11	
Evaluation of Development Review and Approval Process/Applicant Experience Evaluation	2	1	2	4	2			1						2			14	
Historic Preservation Ordinance			4	1													5	
Develop Needs Assessment and Recommendation Document			16	1	1			1									19	
Task 2 Total	2	1	53	14	21	0	0	8	8	0	0	0	0	2	0	0	109	\$20,000
Creation of Zoning Code and Subdivision Ordinance																		
Re-Organize Base Zoning Districts and Their Permitted/Conditional Uses			36	4				2									42	
Building Form, Siting, and Bulk Standards			20	4				2		20							46	
Shoreland Zoning			4					8					2				14	
Overlay and PUD Districts			8	2													10	
Historic Preservation Ordinance			6	1													7	
Subdivision Ordinance	1		44	6	8						6			2			67	
Sign and Miscellaneous Code Items	2		32	6													40	
Parking Regulations			16	2							2			2			22	
Permits, Development Review, and Approval Process			16	4	3			4									27	
Administration and Enforcement	2		16	2	4			2									26	
Code Performance Evaluation			6	4		4	24	4									42	
GIS – Zoning Map and Analysis			10	2					40								52	

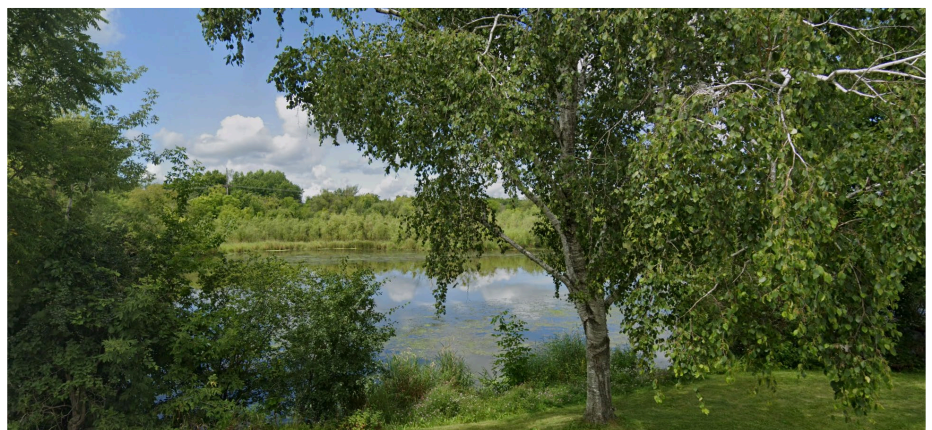
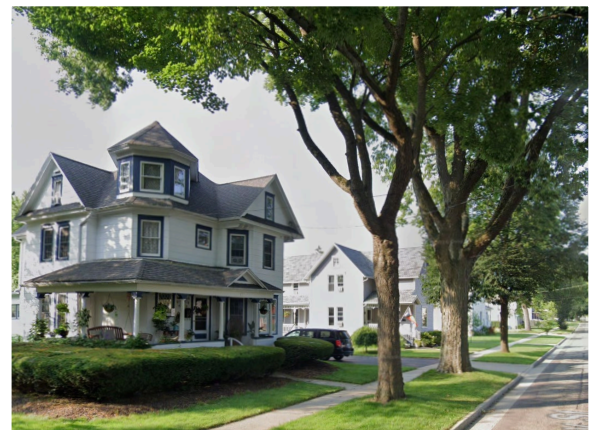
	Laurie Miller Public Engagement, Planner	Brian Depies Client Service Manager, Development Advisor	Chris Chittum Project Lead	Bryce Hembrook Project Manager	Jana Williams Comprehensive Plan Implementation	Brea Grace Senior Planner, QA/QC	Nancy Dosdall Code Evaluation Specialist	Henry Elling Municipal Advisor	Marty Falk GIS Analyst	Molly Wagner Landscape Architect	David Walter Civil Advisor	Jill Meskan Graphic Designer	Heidi Kennedy Environmental, Legal Support	Zach Hochevar Civil and Planner	Kim Stanek Accounting	Heather Hinke Administration	Subtask (Hours)	Subtask (Dollars)	
Estimated Hourly Rate	\$182.75	\$203.50	\$193.50	\$148.00	\$150.00	\$195.00	\$240.00	\$167.00	\$141.00	\$174.00	\$230.00	\$138.00	\$200.00	\$125.00	\$137.00	\$93.00			
Code Document Review and Graphic Development			20	3	3	4		3				24	3				60		
Final Plan Revisions			10	2				2									14		
Final Deliverable (Thumb Drive – PDF Format)								0.5								1	1.5		
Task 3 Total	5	0	244	42	18	8	24	27.5	40	20	8	24	5	4	0	1	470.5	\$89,000	
Public Outreach																			
Community Survey	1		2		11			2									16		
Public Engagement Session 1	1		14	6				2									23		
Assist Client with Community Engagement Strategy	8		8														16		
Project Website			6														6		
Public Engagement Session 2			6	3.5				2									11.5		
Task 4 Total	10	0	36	9.5	11	0	0	6	0	0	0	0	0	0	0	0	72.5	\$16,000	
Adoption and Final Deliverables																			
SEH Staff Member Presentation (Virtual) and Public Notice for Plan Commission and Public Hearing for Adoption of the Plan			3					1.5									4.5		
SEH Staff Member Presentation and Public Notice for City Council Meeting for Adoption of the Plan			4					1.5									5.5		
Task 5 Total	0	0	7	0	0	0	0	3	0	0	0	0	0	0	0	0	10	\$3,000	
Total Hours	18	3	367	103	50	8	24	48.5	48	20	8	24	5	6	16	3	751.5		
																	TOTAL COST NOT TO EXCEED		\$144,500

Direct expenses (mileage, materials, salary increase, computer charges, etc.) are included in the total not to exceed cost.

Response to the
Request for Proposal (RFP) for Professional Services for a

ZONING AND SUBDIVISION ORDINANCE REWRITE

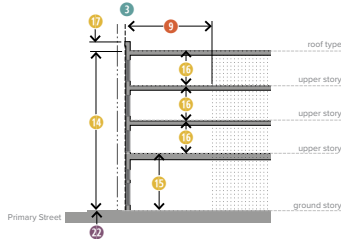
for the
CITY OF COLUMBUS



Codametrics, Inc.
with Duncan Associates
submitted: February 21, 2025

35-3903 Building Types
3903(g) Storefront Building Type

Figure 3903(g)-D. Storefront Building Height



	DISTRICTS		Additional References
	SX-1	SX-2	
3903(g)(06) HEIGHT. See Figure 3903(g)-D.			
14 Height	2 story min. 6 stories max. Up to 8 stories max. with an approved design adjustment	2 story min. 3 stories max.	See 3903(h)(9a) for minimum height of street facades. See 3909(e) for the design adjustment process.
15 Ground-Story Height	Up to 20 ft. max. with an approved design adjustment	12 ft. min. 16 ft. max.	Measured floor to floor. See 3903(h)(9) for measuring height. See 3909(e) for the design adjustment process.
16 Upper-Story Height	9.5 ft. min. 14 ft. max.	9.5 ft. min. 14 ft. max.	
3903(g)(07) ROOFS. See Figure 3903(g)-D and Figure 3903(g)-E.			
17 Roof Types	Flat, parapet	Flat, parapet, pitched	See 3906(i) for roof types and tower regulations
Tower	Allowed	Allowed	

35-3903 Building Types
3903(g) Storefront Building Type

Figure 3903(g)-E. Storefront Building Facade



	DISTRICTS		Additional References
	SX-1	SX-2	
3903(g)(08) PRIMARY & NON-PRIMARY FACADES. See Figure 3903(g)-E.			
18 Transparency: Ground Story on Primary Facades	70% min. Measured between 2 ft. and 10 ft. from sidewalk grade Maximum blank-wall segments apply per 3903(h)(10).c. Ground-story transparency must extend min. 15 ft. around the corner down any street-side facades	65% min.	See 3903(h)(10) for measuring transparency.
19 Transparency: Upper Stories on Primary Facades	20% min. Maximum blank-wall segments apply per 3903(h)(10).c.	18% min.	Measured per story. Includes any half stories, visible basement, or towers with full height stories. See 3903(h)(10) for measuring transparency.
20 Transparency: Non-Primary Facades		20% min.	
20 Building Entrance Location	One per every 60 feet of primary facade, minimum		See 3903(h)(11) for measuring building entrance locations.
21 Entrance Type	Storefront		See 3906(j) for entrance types. See 3906(k)(9) for locations in floodplains requiring elevated entrances.
22 Ground-Story Elevation	Within 24 in. of sidewalk elevation		
23 Horizontal Divisions with Shadow Lines	Within 3 ft. of the top of the first story		Horizontal shadow lines to run a min. 80% of length of facade. See 3903(m) for definition of shadow lines.
24 Vertical Divisions with Shadow Lines	One per every 60 ft. of ground-story street facade		

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

CONTACT INFORMATION

1

February 21, 2025

Mike Kornmann
Director of Community and Economic Development
City of Columbus
email: mkornmann@columbuswi.gov

RE: City of Columbus Zoning and Subdivision Ordinance Rewrite (Chapter 114 and 90)

Dear Mr. Kornmann,

On behalf of Codametrics and Duncan Associates, I am pleased to submit this proposal for consultant services to prepare a new zoning and updated subdivision ordinance for the City of Columbus. Having read and understood the request for proposals, our team is excited about the opportunity to work with the Columbus community and we believe we are well equipped for the project.

The following proposal outlines our extensive experience updating subdivision ordinances and developing zoning codes, including form-based regulations, that reflect the character and vision of those communities. The following highlights a few of our team's other strengths.

PLACE-BASED APPROACH. We consciously aim to work in small to medium municipalities, writing regulations for infill and redevelopment intended to enhance the vibrancy of each unique community. We rely heavily on fieldwork and interaction with staff, officials, and community stakeholders to get to know the community. Further, we will study the current code, the 2040 Comprehensive Plan, previously approved development plans, and other community documents, which combined with the fieldwork and interaction with stakeholders, creates a code specific to Columbus.

HIGH-QUALITY, WELL-ILLUSTRATED CODES. Our team specializes in creating diagrams and using images to illustrate regulations that are written in clear, straightforward language. This ensures consistency in interpretation and equitable administration, critical traits of a functional and efficient development process.

Our team brings a solid base of directly related experience to the project and a commitment to providing our clients a high level of service to achieve the project's goals.

We look forward to the opportunity to further discuss our qualifications for this exciting project. I will serve as the project director and am an authorized agent for our team. Please contact me if you have any questions or additional requests.

Sincerely,



Leslie Oberholtzer, AICP, PLA, LEED AP
Principal, Codametrics

email: leslie@codametrics.com
phone: 773.680.7130

CODAMETRICS
FROM PLANS TO PLACES

2 FIRM HISTORIES

Our team includes Codametrics as the prime consultant with advisement from Kirk Bishop of Duncan Associates. We will work closely with city staff throughout the process, ensuring that the new zoning and updated subdivision ordinance code implements the 2040 Comprehensive Plan.

CODAMETRICS

Codametrics staff has a long history of award-winning code work, employing innovative techniques to help guide and prioritize development. Founded in 2012, our zoning work ranges from geographically focused codes for neighborhoods, transit stations, main streets, and downtowns to city-wide codes.

Our distinctive, place-based approach to writing zoning ensures that the new code will be crafted from the ground up, reflecting the physical character and vision desired for the future. Our process, coupled with our high-level of client service, ensures each code is crafted for the specific needs of the local community.

Further, our studio lead, Leslie Oberholtzer, is both an urban designer and planner with past experience as a local government employee. Our staff also regularly provides development review services for projects, ensuring a real-world perspective on our zoning work as well as exposure to leading edge sustainable site development and design practices.

*Studio principal, **Leslie Oberholtzer**, will serve as the project director and will lead the code drafting process.*

Codametrics, Inc., is an Illinois S Corporation.

DUNCAN ASSOCIATES

From offices in Chicago and Austin, Duncan Associates has provided zoning and planning consulting services to over 120 cities and counties in more than 30 states. The firm was founded in 1977 and is a nationally-recognized leader in the field, as evidenced by numerous awards from the American Planning Association.

Duncan Associates has built its reputation on identifying local issues, exploring alternative approaches and transforming conceptual recommendations into zoning regulations that work...and stand the test of time. The firm is built around a base of former local government planners and code administrators, individuals who have administered and enforced regulations and know about the real-life challenges of code administration that arise on nearly a daily basis.

Duncan Associates will serve as a trusted advisor during the code-drafting process, especially related to review and approval procedures.

PROJECT STATEMENT & WORK PLAN

3

With expertise in both the best practices of sustainable, context-sensitive, conventional zoning and form-based codes, we will develop the zoning code rewrite for the City of Columbus from the ground up, collaboratively with staff and the Plan Commission, using the most appropriate methods determined for each area of the city.

The new zoning and subdivision code will be organized to provide ease of use; written using clear, objective standards; and illustrated with the aim of simplifying the process of development. Objective standards ensure consistency in interpretation and equitable administration, allowing for more administrative reviews and approvals and reducing reliance on discretionary types of approvals, such as planned unit development.

We take great pride in getting to know the communities we work in, both the built and natural environments and the community's vision for the city. Through on-the-ground surveying and aerial photography, analysis of current zoning, review of the comprehensive plan, and support from staff, the new zoning and subdivision code will reflect the community's vision for the future.

PROPOSED WORK PLAN & SCHEDULE

The proposed work plan and schedule on the following pages includes a description of our recommended tasks based upon the project scope outlined in the request for proposal. We will work closely with staff to adjust the tasks to meet the specific needs of the city and to ensure timely completion of all phases and delivery of all products.

STAFF COORDINATION

The draft schedule outlines each task and key project meetings, also to be coordinated with staff to meet the city's goals. We anticipate regular online meeting calls, determined by staff's availability and the need for coordination at different points in the project.

Columbus's new zoning and subdivision codes will, among other things, need to:

- Implement the city's **2040 COMPREHENSIVE PLAN**;
- Protect physical **HISTORIC CHARACTER** and ensure new development reinforces existing development, unifying the city's overall physical form;
- Diversify the city's **HOUSING STOCK** with an appropriate mix of context-sensitive middle housing, accessory dwelling units, and mixed-use developments;
- Organize and **MODERNIZE USES** into simple categories to promote an appropriate level of flexibility;
- Promote **WALKABILITY**, and **BIKE-ABILITY** within the community;
- Be **LEGALLY DEFENSIBLE**, in compliance with all appropriate state regulations;
- Address building and site design to result in **HIGH QUALITY**, durable, and sustainable buildings;
- Utilize **TABLES** and **GRAPHICS** to illustrate the regulations and improved user friendliness, and
- Work towards **STREAMLINING DEVELOPMENT REVIEW** and approval processes.

Project Statement & Work Plan



PHASE 1: DIAGNOSIS & PROJECT DIRECTIONS

1.1: PLAN REVIEW

- Conduct in-depth review of the City’s recent 2040 Comprehensive Plan, the existing zoning and subdivision codes, the Outdoor and Recreation Plan, 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 staff and the Plan Commission at the start of the project to ensure clear direction.
- Discuss the project scope, work plan, schedule, deliverables, and logistics.
- Discuss the City’s general policies and procedures and the goals of the code.
- Consult with the City attorney on format and any content input as directed by staff.
- Discuss and outline the public outreach strategy describing the proposed approach to engaging stakeholders and the general public on the project.

1.3: LISTENING SESSIONS

- As directed by staff, conduct ordinance-user (developers, architects/designers, neighborhood leaders) listening sessions to gain insight into local issues and concerns.

1.4: SURVEY PHYSICAL FORM

- Conduct field surveys and other research to gain a better understanding of built patterns and neighborhood character within the city.
- With staff’s assistance, identify key areas within the city to receive focused design regulations, such as the downtown, commercial corridors, and established neighborhoods.

1.5: EVALUATION OF CURRENT ORDINANCE

- Work with staff to identify key issues and constraints with the current ordinances (Chapters 114 and 90).

- Assess the current ordinance in terms of comprehensive plan implementation/consistency, compliance with state and federal laws, sustainability, and other agreed-upon benchmarks.
- Map current nonconforming lot dimensions and setbacks.

1.6: PREPARE DIAGNOSIS & DIRECTIONS REPORT

- Develop deliverable: diagnosis and directions report, a concise report summarizing the findings from phase 1.
- With staff’s assistance, identify substantive changes to be made, tied to the geographic evaluations conducted in Task 1.4.
- Draft an initial working outline and proposed format for the new code.
- Present draft diagnosis and directions report to staff and the Plan Commission and City Council for review and comment and to serve as basis for initial draft code.

1.7: INITIAL PUBLIC MEETING

Per staff, anticipate an initial public meeting to introduce the project, discuss the proposed project direction, and gain input on any substantive changes proposed.



PHASE 2: INITIAL DRAFT OF ZONING & SUBDIVISION CODES

The draft zoning and subdivision ordinances will fully replace Chapters 114 and 90 of the city’s current code.

We anticipate preparing the initial draft zoning and subdivision code in 3 modules for ease of review and understanding. This initial draft is recommended for internal review by staff prior to public presentation to any boards and commissions.

- Present each draft zoning code module to staff for review and discussion.
- Include changes and new provisions identified in the diagnosis and directions memo, as well as general editing and technical changes.

- Revise based on staff’s review and present to Plan Commission at each module or at the end of phase 2. Provide briefings to other boards and commissions per staff’s direction.

2.1: INITIAL DRAFT ZONING CODE - MODULE 1

Prepare and present module 1 of the draft zoning code to include zoning districts and overlays, building/structure regulations, and uses. Uses will be grouped into clearly defined categories and a consolidated use table will define where (which zoning districts) and how those uses may be implemented (by-right, as a conditional use, and other methods).

2.2: INITIAL DRAFT ZONING MAP - MODULE 1

Prepare initial (internal) review draft of proposed zoning map with districts mapped on a parcel-by-parcel basis. Submit with module 1 zoning code draft outlined in Task 2.1.

2.3: INITIAL DRAFT ZONING CODE - MODULE 2

Prepare and present module 2 of the draft zoning code to include generally applied development standards, such as building design, parking, site and landscape, and sign regulations.

2.4: INITIAL DRAFT ZONING CODE & SUBDIVISION ORDINANCE - MODULE 3

Prepare and present module 3 of the draft zoning code to include administration, procedures, definitions, and measuring regulations. Module 3 will also include the initial draft of updated subdivision regulations, shoreland zoning ordinance, and historic preservation ordinance revisions.

2.5: REVISIONS & PLAN COMMISSION PRESENTATION

- At the end of phase 2, staff comments to the initial draft zoning code, subdivision ordinance, and zoning map will be gathered and a revised initial draft will be prepared.
- On staff’s recommendation, presentations will be prepared for the Plan Commission and City Council, either at the end of module or at the end of phase 2.



PHASE 3: PUBLIC REVIEW PROCESS

3.1: PUBLIC REVIEW DRAFT ORDINANCE & MAP

- Once the initial draft zoning code and any mapping has been well vetted, prepare public review draft of the new codes reflecting the comments and direction received during phase 3 and consolidating the modules into one cohesive draft.
- Prepare public review draft of revised zoning map, reflecting the comments and direction received during phase 3.

3.2: PUBLIC OPEN HOUSE

Prepare materials for public review open house and focused (small group) review sessions called for in public outreach strategy (Task 1.2) to solicit comments for further changes and refinements.



PHASE 4: HEARING DRAFT & ADOPTION

4.1: HEARING DRAFT ZONING & SUBDIVISION CODE, & MAP

Prepare public hearing draft of the ordinances and map reflecting the comments and direction received during phase 3.

4.2: PUBLIC HEARING & ADOPTION

Present as directed by staff for adoption hearings and proceedings.

4.3: FINAL ADOPTED ORDINANCES AND MAP

Prepare and deliver final version of zoning and subdivision codes, and zoning map. Provide documents in digital format and coordinate with Municode for online posting.

4.4: FOLLOW-UP

Upon code adoption, Codametrics provides complimentary phone consultations with staff on development projects submitted during the first year. Project review documentation may be requested on an hourly basis.

4 TIME SCHEDULE

The proposed timeline below is based upon the project scope outlined in the request for proposal and our proposed work plan on the previous pages. Completion of the project within one year is shown as outlined in the RFP, with adoption occurring thereafter. 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.

		Months from Project Start													
		1	2	3	4	5	6	7	8	9	10	11	12	13	14
PHASES		May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1	Diagnosis & Project Direction	①	□	②											
2	Initial Draft				③		④		A	⑤					
3	Public Review Draft										B	□	⑥		
4	Hearing Draft													⑦	⑧
	DELIVERABLES	Diagnosis & Directions Report □ Initial Public Meeting Presentation Materials			Module 1: Initial Draft Zoning Code & Map Module 2: Initial Draft Zoning Code Module 3: Initial Draft Zoning & Subdivision Codes					Public Review Draft of Zoning Code □ Open House Materials			Public Hearing Draft of Zoning Code Presentations		
	KEY MEETINGS	Meeting ①: Kick-off meetings with Staff & Plan Commission, Listening Sessions (virtual &/or in person) Meeting ②: Plan Commission & City Council Meetings			Meeting ③: Module 1 presentation to staff Meeting ④: Module 2 presentation to staff Virtual Meeting A: Module 3 presentation to staff Meeting ⑤: Presentation to Plan Commission/ City Council					Virtual Meeting B: Public Review Draft Presentation to staff Meeting ⑥: Presentation to Plan Commission/ City Council			Meetings ⑦ & ⑧: Adoption Meeting(s), as required		

PROJECT EXAMPLES & REFERENCES 5 & 6

Below is a *sample* list of Codametrics zoning projects. Projects developed with Kirk Bishop of Duncan Associates are noted with an asterisk(*). Descriptions and references for some similar projects are located on the following pages.

- Zoning Ordinance Re-Write (ongoing)
Client: City of Hastings MN*
- Zoning & Subdivision Ordinance Re-Write (ongoing)
Client: City of White Bear Lake MN*
- East Boulder Form-Based Code (ongoing)
Client: City of Boulder CO
- Mixed-Use & Middle Housing Overlay
Client: Village of Warrenville IL*
- Mixed-Use Zones
Client: Village of Shorewood WI*
- Topsham Center Zones (ongoing)
Client: Town of Topsham ME*
- Allentown Zoning & SALDO Rewrite (ongoing)
Client: City of Allentown PA*
- Moline Centre Downtown Zones
Client: City of Moline IL
- Zone Bridgeport
Client: City of Bridgeport CT*
- Alpine Balsam Form-Based Code
Client: City of Boulder CO
- Hopkins Hybrid Zoning Code
Client: City of Hopkins MN*
- Allouez Hybrid Zoning Code
Client: Village of Allouez WI*
- City of DePere Zoning Code
Client: City of DePere WI*
- Hartford City-Wide Zoning Code
Client: City of Hartford CT
- 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 & Sign Ordinance
Client: Town of Clarksville IN
- Ford City Borough Zoning Ordinance
Client: Borough of Ford City PA
- Pittsburgh Greenways
Client: City of Pittsburgh PA
Prime: evolve ea
- 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*
- Boulder Junction Pilot Form-Based Code
Client: City of Boulder CO
- Winthrop Harbor Downtown Zoning Districts
Client: RTA and the Village of Winthrop Harbor IL
- Perimeter Center Specific Zoning
Client: City of Dunwoody GA*
- 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*

Project Examples & References

Development Code Update HOPKINS MINNESOTA

On the heels of a successful comprehensive plan update, Cultivate Hopkins, the City hired Codametrics and Duncan Associates to comprehensively update their development code to align with the new plan. The center of Hopkins is anchored by a well-loved, small-scale downtown surrounded by traditional neighborhoods. Light rail is scheduled to arrive in 2027, and the new development code addresses station area redevelopment already occurring.

A new map was developed with a series of new zoning districts in line with the character areas defined by the comprehensive plan. Use and parking regulations were also modernized.

[LINK](#) to code online

Client Reference

Jason Lindahl, Project Manager (now Community Development Director at White Bear Lake)
(651)429-8562
jlindahl@whitebearlake.org



Downtown Hopkins includes historic 2-3 story storefront buildings with new mixed-use infill buildings.

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 Village's zoning district online and click Commercial and Mixed-Use Zoning Districts



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

Client Reference

Bart Griepentrog, Project Manager, Planning & Development Director
bgriepentrog@shorewoodwi.gov
(414) 847-2647

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.

Codametrics and Duncan Associates worked together on a comprehensive rewrite of the City’s zoning ordinance. The new ordinance combined 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 that legalized older, smaller historic lots; created a series of mixed residential types; and maintained simpler, more conventional suburban zones for recent neighborhoods.

[LINK](#) to the zoning ordinance online

Client Reference

Peter Schlein, Senior Planner
pschlein@deperewi.gov
(920) 339-4043 x 2



Downtown DePere historic building and new mixed-use building.

Village of Allouez Zoning Ordinance

ALLOUEZ WISCONSIN

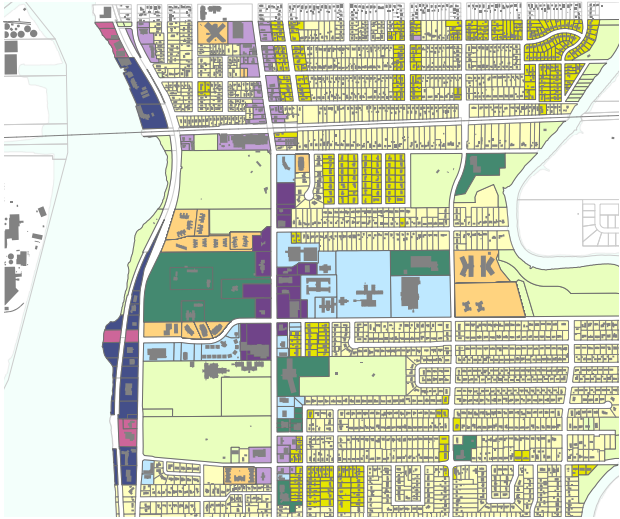
The Village of Allouez is adjacent to the city of Green Bay, along the Fox River, and developed in the early part of the 20th century without a traditional downtown. The new zoning code includes a series of new mixed-use districts addressing redevelopment for a proposed new village center as well as potential redevelopment of an old prison site. Several smaller nodes of neighborhood mixed-use include locations where houses have been converted to charming shops along main corridors.

Codametrics and Duncan Associates worked together to create the new zoning ordinance.

[LINK](#) to zoning code online

Client Reference

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



Mixed-use zones in Allouez shown on the new adopted zoning map, above, in shades of purple, as part of a village-wide zoning update.

Project Examples & References

Boulder Junction Form-Based Code BOULDER COLORADO

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

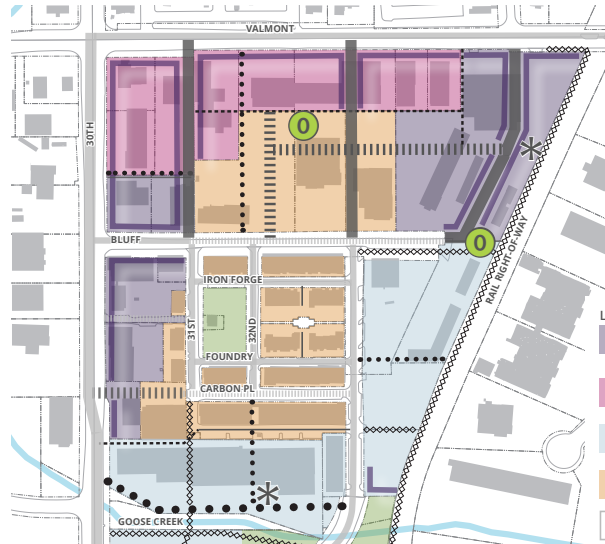
The pilot code is meant to implement a well regarded TOD master plan, resulting in a variety of housing types, a mix of office space and commercial space, and system of public spaces knitting it all together.

Since completing the pilot code, Codametrics amended the code to include the Alpine-Balsam development area and is currently working with the city on adding the East Boulder subarea.

[LINK](#) to code online (municode version)

Client Reference

Karl Guiler, Project Manager, Senior Policy Advisor
(303)441-4236
guilerk@bouldercolorado.gov



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

Zone Hartford HARTFORD CONNECTICUT

Zone Hartford is a 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.

[LINK](#) to City's website to access code online

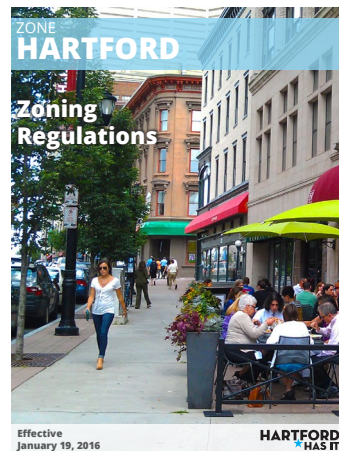
2020 Dreihaus Award Winner, Form-Based Codes Institute

Connecticut Chapter of the APA, Transformative Planning Award

New England Chapter of the CNU, 2016 Urbanism Award

Capital Region Council of Governments (CRCOG) 2016 Sustainability Award

Connecticut Main Street Center Catalyst Award



Client Reference

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

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

MOLINE CENTRE FORM FOR THE FUTURE



ADOPTED April 18, 2023

MOLINE CENTRE DISTRICTS

Zoning and Land Development Code Update

Downtown Clarksville Form-Based Code

CLARKSVILLE INDIANA

Upon completion of the South Clarksville redevelopment plan, the Town of Clarksville hired Codametrics to develop a form-based code for the new downtown area. The process for developing the code included two community workshops and a steering committee of plan commissioners, developers, and residents. The resulting code is organized around a series of allowed building types in support of the redevelopment plan. New projects following the code are administratively approved.

Three new projects have come forward for approvals since the code was adopted and Codametrics assisted the town in the review of the projects. One project is a new mixed-use building on the main street through the site. Two other projects are larger redevelopment areas utilizing the projects "master plan sites" tool, incorporating new streets, open space, and a mix of building types on a larger parcel.

[LINK](#) to code online (municode version)



Rendering of new building designed with the form-based code. (bolt+tie.com)

Client Reference

Jacob Arbutal, Planning Director, Town of Clarksville
jarbutal@townofclarksville.com
(812) 283-1415

7 PROJECT TEAM QUALIFICATIONS



LESLIE OBERHOLTZER

AICP, PLA, LEED AP

CODAMETRICS

With over 35 years experience in site design and planning, Leslie has focused primarily on zoning for the last 20 years, writing dozens of zoning codes during that time. She is an urban designer and planner bringing a real-world perspective on zoning as well as exposure to leading edge sustainable site development and design practices.

Prior to starting Codametrics, Leslie worked as a landscape architect 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 landscape architect, and LEED Accredited Professional with the US Green Building Council, Leslie is also certified with the National Charrette Institute. She currently serves on the Steering Committee for the Center for Zoning Solutions, an organization dedicated to advancing the best practices of zoning.

ROLE: Leslie will manage and direct the project and will be the primary codewriter.



KIRK BISHOP

DUNCAN ASSOCIATES

Kirk is a principal with Duncan Associates. During his 30 years with the firm he has served as a zoning and development code consultant to local governments throughout the U.S.

Kirk's substantial portfolio of work includes development ordinance revisions and code updates for dozens of local governments including several large cities, such as Chicago, Philadelphia, Pittsburgh, Kansas City, Detroit, Tulsa and Toledo. In recognition of his big city experience, he was invited by Harvard University and the Lincoln Institute of Land Policy to serve on a three-member panel of zoning advisors for planning directors of the 25 largest U.S. cities.

Kirk's background also includes code rewrites for many smaller communities and counties, as well as specialized zoning assignments for state and regional agencies.

ROLE: Kirk will advise on specific components of the projects, such as administration and procedures.

FEE QUOTATION

8

Our all-inclusive, not-to-exceed project cost is based upon the work plan detailed in Section D of this proposal and the project scope outlined in the request for proposal. Work will be invoiced monthly.

All deliverables will be supplied in digital PDF format, except the public open house materials and the final map and codes. Up to 10 open house posters will be printed. Once adopted, the GIS layer for the final map and the native file format for the code will be provided. Any additional requested printing will be billed at cost.

Additional services requested by staff and not outlined in the scope of work must be approved by staff in advance and will be billed hourly at the rates indicated below unless a formal proposal is requested.

This cost proposal is negotiable depending on the final scope of services and deliverables.

PHASES	FEES BY TASK	Estimated Hours by Task		
		Leslie Oberholtzer CODAMETRICS	GIS Technician CODAMETRICS	Kirk Bishop DUNCAN ASSOCIATES
1 Diagnosis & Project Directions	\$ 22,640	108	4	12
2 Initial Draft	\$ 93,220	470	60	24
3 Public Review Draft	\$ 20,730	100	4	12
4 Hearing Draft & Adoption	\$ 11,320	56	4	12
TOTAL PROPOSED PROJECT COST	\$ 147,910	696	72	60

FEE SCHEDULE

9

CODAMETRICS	Hourly Rate
Leslie Oberholtzer, Principal	\$ 175
GIS Technician/Planner	\$ 90
Architect/Planner	\$ 120
DUNCAN ASSOCIATES	
Kirk Bishop, Principal	\$ 185

CODAMETRICS
FROM PLANS TO PLACES

PROPOSAL TO PROVIDE

A Zoning and Subdivision Ordinance Rewrite



Prepared for:
City of Columbus
February 21, 2025

- in partnership with -
ZONECO++

WE BELIEVE:

Diverse options are essential to healthy, thriving communities, and we believe that local government plays an important role in planning for and guiding investment.

WE CAN:

Help you understand your market, offer realistic options for local action to meet change in demand, and facilitate discussions on policy and implementation options in your community.

February 21, 2025

Mike Kornman, Director of Community and Economic Development
City of Columbus
105 N Dickason Boulevard
Columbus, WI 53925

- in partnership with -
ZONECO

Re: Proposal for City of Columbus Zoning and Subdivision Ordinance Rewrite (Ch 114 and 90)

Dear Mr. Kornmann,

As the markets and the needs of the community change, you recognize the need to complete a rewrite of the City's zoning and subdivision ordinances. Regulatory tools like design guidelines, codes and zoning ordinances translate planning visions and recommendations into enforceable code language that shapes the physical development of the community. They are essential to develop a community's character, maintain neighborhood livability, encourage sound development, and protect historic and natural resources.

MSA Professional Services, Inc. (MSA) is excited about the opportunity to work with the City to improve these important development regulatory tools in response to and address the goals, policies and implementation of the Columbus Comprehensive Plan. We are committed to creating a zoning ordinance that reflects the unique character of Columbus's neighborhoods, supports diverse housing options, and promotes sustainable development practices. Key elements of our proposal include:

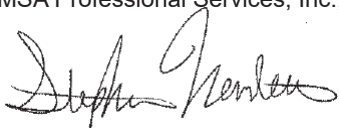
- **Comprehensive Plan and State Statute Alignment:** Making sure that the new zoning and subdivision codes are consistent with the policy direction of the Comprehensive Plan and other relevant plans, as well as following state statutes.
- **Best Practices:** Incorporating modern best practices in zoning and subdivision regulations, including form-based and character-based approaches where appropriate.
- **Removing Barriers:** Reduce barriers to affordable housing and housing diversity to allow for thoughtful and strategic density increases that does not negatively impact the historic development patterns in the City.
- **User-friendly Code:** Enhancing the organization, format and legibility of the code through the use of tables, graphics and clear language to make it accessible to all users.
- **Community Engagement:** Supporting the City will developing a solid outreach and engagement strategy to gather input from a broad range of stakeholders, including residents, business owners and development professionals.

The combined team of MSA and ZoneCo, LLC (ZoneCo) provides both local and national experience to assist the City in rewriting these codes. Our backgrounds provide a full range of expertise that will support you in this endeavor, as further explained below. This same project team is currently working together on zoning rewrite in the City of Sun Prairie.

- **MSA** will lead the engagement process, develop the subdivision ordinance, assist in technical standards review, and support graphic production. As a multidisciplinary firm, we are constantly working with boards, supervisors, officials, councils, commissions, planners, engineers, administrators, public works directors, staff and residents to share and present information clearly and with purpose.
- **ZoneCo's** core service is modernizing and auditing zoning and subdivision codes. They are unique in marriage of law and planning, and our guiding vision is to make zoning codes clear, consistent, usable, equitable and defensible. They will provide legal review, craft the zoning ordinance, and provide peer review of the subdivision ordinance.

We were recently hired by the City to provide building inspection services. We see this as another great opportunity to further assist the City of Columbus. Please do not hesitate to reach out if you have additional questions.

Sincerely,
MSA Professional Services, Inc., Planning + Design Studio



Stephen Tremlett, AICP, CNU-A
Project Manager | Authorized Agent | Contact Person
(608) 242-6621 | stremlett@msa-ps.com



MSA PROFESSIONAL SERVICES, INC.
1702 Pankratz Street, Madison, WI 53704

Contact: Stephen Tremlett, AICP, CNU-A
Phone: (608) 242-6621
Email: stremlett@msa-ps.com
Website: www.msa-ps.com



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OUR PURPOSE:

POSITIVELY IMPACTING THE LIVES OF OTHERS.
IN EVERY PROJECT. IN EVERY PLAN.



FIRM OVERVIEW

WHO WE ARE

MSA Professional Services, Inc. (MSA) specializes in the sustainable development of communities. We achieve this by building honest, open relationships that go beyond the project to become a trusted source of expertise and support for immediate challenges and long-term goals. Big or small, we do whatever it takes to meet each need, working to make communities stronger in the process. **It's more than a project. It's a commitment.**

HISTORY

MSA's roots reach back to 1919. Our firm consists of 450+ engineers, architects, planners, landscape architects, funding experts, surveyors, GIS experts and environmental scientists. MSA excels at helping clients identify grant and funding sources and then delivering high-quality, cost-effective solutions.

OWNERSHIP

Our professionals think like owners because they are owners. When you partner with MSA, your team will be comprised of individuals who are invested in your success and committed to a high standard of performance. We're proud to be 100% employee owned.

TEAM

Our 450+ planners, landscape architects, engineers, architects, surveyors, funding specialists, and environmental professionals are dedicated to your success. While you know the faces behind your projects, we are a team that works as one to support our clients. When you work with MSA, you're not just working with individuals—you're working with all of us.

RECOGNITION

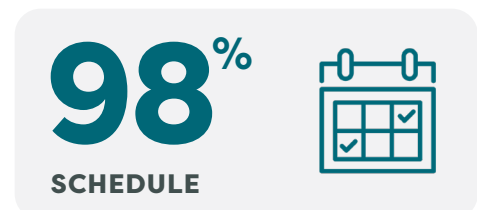
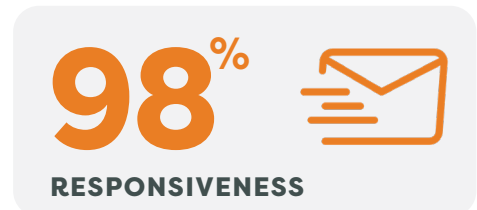
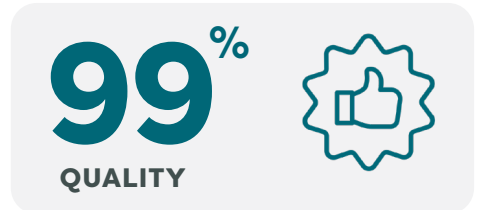
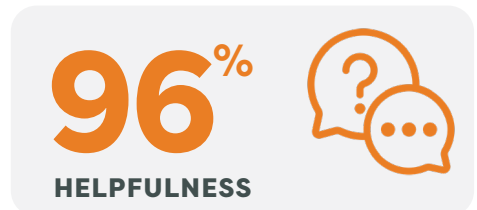
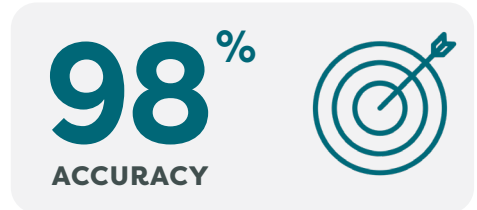
Since 2017, we've been recognized throughout the Midwest with more than 33 industry awards. And, we're just getting started. When you partner with MSA you know you're in good hands.

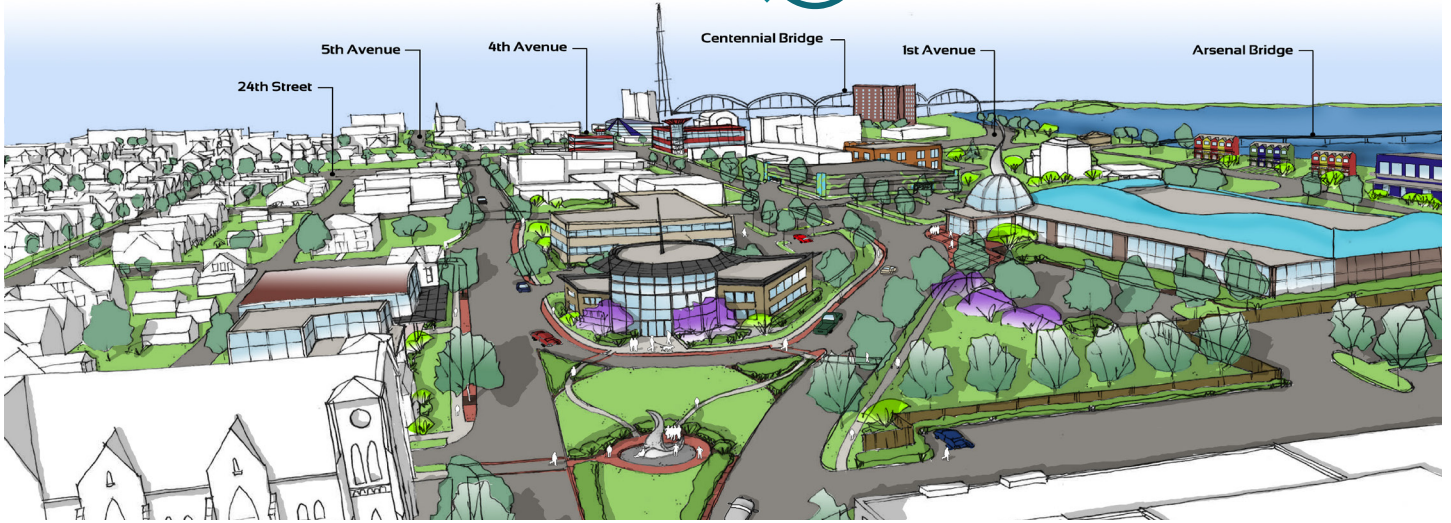
POSITIVE IMPACT

Finding funding for projects is what we do. We know projects and plans are no good to you if they don't work toward implementation. We get creative. And, it's led to securing over \$625 million in grants and low-interest loans to offset costs for our partner communities.

CLIENT EXPERIENCE

The pillar of our success is seeing our clients succeed. The graphic below shows the percentage of clients who say MSA met or exceeded their expectations based on the following categories.





PLANNING AND DESIGN STUDIO

MSA's Planning + Design Studio is our team of dedicated planning experts. At MSA, we know that every project starts with a plan – a clear and consensus-driven vision for the future that can be realistically implemented. Our Planning + Design Studio is 29 strong consisting of:

- 11 Planning & Economic Development Specialists
- 9 American Institute of Certified Planners (AICP)
- 3 Professional Landscape Architects (PLA)
- 3 Landscape/Urban Designers
- 3 Housing Specialists

Members of our studio regularly give presentations on various planning topics at state and national conferences. The professional planners that comprise the Studio have helped hundreds of communities and private organizations define their vision, obtain funding, and implement the improvements they seek. And, because our planners are part of a multi-disciplinary firm, they are able to engage our professional engineers and architects in the planning processes to aid our clients in developing sustainable, implementable plans.

CORE SERVICES

Below is a sample of the services that MSA's Planning and Design Studio can offer.

- Capital Improvement and Strategic Plans
- Comprehensive Plans
- Zoning: Ordinance Creation, Code Rewrites, Development Regulations and Zoning Administration
- Community Blight Studies
- Cooperative Boundary Agreements
- Economic Development: Market Analysis, Tax Increment Financing, Feasibility Studies
- Funding: Grant Writing, Grant Administration, Fundraising
- Housing Studies: Analysis of Impediments to Fair Housing, Market Analysis
- Impact Fee Studies
- Landscape Architecture
- Park and Recreation Planning: Park Master Plans, Comprehensive Outdoor Recreation Plans, ADA Studies
- Public Engagement
- Redevelopment Studies: Downtown, Neighborhood, Corridor, and Site Planning
- Transportation Planning: Bicycle + Pedestrian Plans, Safe Routes to Schools Plans, Access Management Studies
- Urban Design: Wayfinding, Streetscaping, and Design Standards

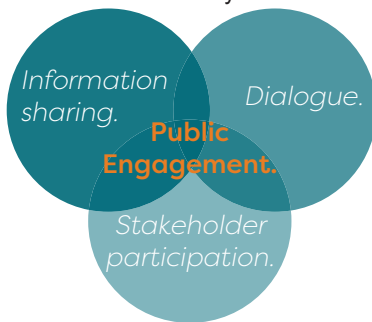
Short case studies of similar projects carried about by the firm are provided in the "Examples" section of our proposal.

PUBLIC ENGAGEMENT EXPERTISE

At MSA, we believe that when planning a public project, it must be done with the public's advice and input. Decisions made by local governments affect the future of all those who live and work in the community. We are committed to helping governments and organizations understand the diverse needs and concerns of the public, non-profit organizations, business interests and local governments. Aside from community support, this process also lends itself to ensuring the final project reflects the community's ethos and vision for its future.

AN INTEGRATED SOLUTION

We specialize in working alongside our clients and selecting the best available methods to hear the voices of many citizens through the process. The type and combinations of methods selected will ensure a balance of informing, consulting, involving, collaborating and empowering the public. Therefore, engagement can and should be accomplished by tapping into a variety of sources, including community and non-profit organizations, public officials, youth, individuals with disabilities, mature citizens and those that have been traditionally underserved. Listed below are a few techniques we use to strengthen public involvement for your community.



- Neighborhood advisory committees
- Open houses
- StoryMaps
- POLCO community engagement polling
- Pop-up booths at community events
- Community surveys
- Media relations
- Project websites
- Project newsletters/direct mailers
- Neighborhood office hours
- Stakeholder interviews/focus groups
- Interactive community mapping tools
- Door hangers/leave behinds
- Translation of materials into other languages

REACH. LISTEN. MEET. INCLUDE. ANALYZE.

MSA is dedicated to helping you improve relationships and build trust with your residents. The goal is to reach more people and simplify the process. One of the ways we do so is through the use of Project Websites.

Project Websites offer an integrated solution that helps engage stakeholders:

- Impact more residents.
- Gather stakeholder input across multiple channels.
- Keep stakeholders informed through project website, email, and social media updates.
- Monitor and manage data and reporting.

To explore a live planning site using project website:



[Waverly Process Engagement Portal](#)

StoryMaps

One of the ways our teams engage the community is through the use of Esri ArcGIS StoryMaps. Click the link below to view the Final Master Plan StoryMap for San Damiano.



ArcGIS StoryMaps



[San Damiano StoryMap](#)

CONSENSUS BUILDING | COMMUNITY RELATIONS | STAKEHOLDER ENGAGEMENT

Our ability to create and implement effective, comprehensive public participation plans is one of the many reasons communities turn to MSA for their public engagement needs.

WE ARE ZONECO

The Intersection of Planning + Design + Law



KEEP IN TOUCH

Contact: Sean Suder
 ssuder@thezoneco.com
 513-694-7501

WWW.THEZONECO.COM

ABOUT ZONECO

The importance and complexity of zoning policy inspired the founding of ZoneCo, LLC. Zoning code consulting is our core service. We are focused and passionate, and we strive to help communities become more vibrant, resilient, equitable, and sustainable places through land use policy.

We believe that zoning should facilitate a community's desired outcomes, not serve as a barrier to development and placemaking.

We craft clear, consistent, user-friendly, equitable, and defensible zoning codes that remove barriers and achieve desired outcomes.

ABOUT OUR TEAM

Our team is multi-disciplinary, which reflects our belief that land use planning and zoning should integrate expertise from various disciplines. Our personable, professional staff collectively have skills in planning, zoning, urban design, historic preservation, environmental science, mapping, architecture, real estate, public finance, public engagement, graphic design, and project management. Several of our staff members have land use law experience.

All ZoneCo professionals have public sector experience. We understand the complexities of administering a zoning code, which helps us to better understand our clients and their challenges.

CONSULTING SERVICES

- Zoning Codes
- Subdivision Codes
- Sign Ordinances
- Historic Ordinances
- Zoning Diagnostics
- Equity Zoning Audits
- Board & Commission Training
- Code Graphics
- Public Engagement
- Coastal Zoning
- Form-Based Codes
- Design Standards
- On-Call Planning & Zoning Services
- Land Use Planning & Long Range Plans
- Planning Approvals

WHERE WE'VE WORKED

- | | | |
|-------------|---------------|----------------|
| Alabama | Maryland | Pennsylvania |
| Connecticut | Massachusetts | South Carolina |
| Florida | Minnesota | Tennessee |
| Georgia | Mississippi | Vermont |
| Illinois | Montana | Virginia |
| Indiana | New York | Wisconsin |
| Kentucky | Ohio | |



1502 Vine Street. 4th Floor. Cincinnati. Ohio 45202



CENTERING EQUITY IN ZONING

OUR COMMITMENT TO EQUITY

HOW WE ARE ENSURING THAT EQUITY PLANNING IS ACTIONABLE

We embrace our duty as law and planning practitioners to ensure that zoning does not perpetuate inequity, but rather advances more equitable development patterns. To this end, ZoneCo has critically assessed our service offerings and we formed an Equitable Zoning Advisory Committee (the “EZAC”) to engage in critical and exploratory discussions with a diverse group of nationally recognized experts on issues of equitable and just planning practice. These have been necessary and important steps toward ensuring that our work promotes more equitable communities.

In addition to our current zoning code diagnostics, which benchmark an existing zoning code against a comprehensive plan, and much like environmental and public health assessments required in many jurisdictions, we developed an equity assessment to uncover the ways that a zoning code is, or may

ZoneCo has taken steps to ensure that our commitment to equity goes beyond words. We want to ensure that the solutions are implementable. We desire a more just and equitable society as do our local government clients, and we look forward to working together to identify and remove the barriers to achieving this vision.

be, perpetuating inequitable outcomes. As a law and planning organization focused on crafting clear, consistent, user-friendly, and defensible zoning regulations, ZoneCo is uniquely positioned to assist communities in establishing, implementing, and conducting equity assessments.



PROJECT UNDERSTANDING

The City is prepared to undertake a comprehensive update of its zoning and subdivision ordinances, which have remained largely unchanged since their original adoption in the 1970s. This significant revision is driven by the recent adoption of the 2040 Comprehensive Plan, which outlines a forward-thinking vision and policy framework to guide the City’s growth and development over the next two decades.

By aligning the zoning and subdivision ordinances with the 2040 Comprehensive Plan, the City aims to create a more cohesive, accessible and effective regulatory framework. This update will make sure that the ordinances are not only legally compliant and easier to navigate but also responsive to the specific needs and characteristics of various parts of the City. The new codes will promote the quality of life for residents, enhance sustainable development, and support the creation of vibrant, well-defined districts and neighborhoods.

Our experience with zoning code rewrites, amendments and administration has shown that it is common for zoning codes to require attention in terms of document arrangement, simplification and content organization. Graphics can greatly enhance readability and understanding for various users. Your code is no different and can greatly benefit from a full update.

This comprehensive update, aligned with the 2040 Comprehensive Plan, will promote sustainable development, improve the quality of life for residents, and support the creation of vibrant, well-defined communities. Our experience with zoning code rewrites underscores the importance of clear document arrangement, simplified content, and the use of graphics to enhance readability and understanding. Columbus’s zoning code will greatly benefit from this holistic update, make sure it meets contemporary needs and fosters a connected, livable city.

PROJECT APPROACH & SCOPE

Our approach is organized into six work items generally outlined in the RFP designed to specifically address the desired objectives. The policy direction provided by the Comprehensive Plan, combined with a detailed understanding of the built environment, will guide the core aspects of the code update, including urban design standards and regulations. A critical component of our approach is to better understand and define the character areas of the city’s built environment.

Our approach is structured around the following principles:

- **Policy Alignment:** Working from a clear understanding of the policy direction of the Comprehensive Plan, as well as other plans and policies referenced in the RFP.
- **Consistent Communication:** Maintaining regular communication with staff, the Steering Committee, and a broad range of community stakeholders.
- **Character and Built Form:** Recognizing the unique character and built form of the City.
- **Curated Outreach and Engagement:** Implementing a structured outreach and engagement process with multiple levels of activities, tools and techniques.
- **Timeline:** Following an approximate 12-month schedule (to be reviewed and approved by the City) that revolves around key milestones with the Plan Commission and public meeting events.

WORK ITEM 1 – PLANS & BACKGROUND REVIEW

We will review all applicable plans and policies that may influence the code considerations, including the Comprehensive Plan and Outdoor Recreation Plan. Outline relevant law changes that have impacted codes over the last decade.

Deliverables

- **Memo 1:** Summarizing the review of the comprehensive plan and related plans and policies, as well as changes in law.



WORK ITEM 2 – DIAGNOSE

The project team will prepare a thorough review of the existing code, including sign and subdivision regulations, to identify options for the code update. This will be split into two parts: 1) code review and 2) existing context review.

Part 1 includes reviewing for inconsistencies and conflicts in current zoning and development regulations and standards.

- **Gaps in the Code:** The project team will review variances and Planned Urban Development districts to determine common requested exemptions to the current code.
- **Common Conditions Identification:** Review of recent conditional use permits will help identify if there are conditions consistently used that may allow these uses to become permitted with conditions in an updated code.
- **Barriers:** Identify components that could provide barriers to achieving mixed uses, affording housing and housing diversity.

Part 2 focuses on reviewing the current code and gaining a thorough understanding of the existing physical development of the City's neighborhoods, districts and corridors (NDC). This includes identifying any mismatches between the City's current regulations and the actual physical development. Key tasks include:

- **GIS Analysis:** Performing a mapping analysis to identify significant areas of nonconformity based on current regulations (e.g., lot size, use).
- **Character & Built Form Documentation:** Conducting site visits and walking area surveys to document existing development patterns relative to the City's existing built form.

Deliverables

- **Memo 2:** Summarizing existing zoning code, subdivision regulations and zoning map. Documenting critical conditions, physical character, and built form, inclusive of maps analyzing nonconforming lots, uses and issue areas.

WORK ITEM 3 – BEST PRACTICES & OUTLINE

Recognizing that a one-size-fits-all approach is not suitable for every neighborhood or business corridor, we will clearly outline options to select a clear direction before moving forward with targeted code updates. This includes providing a summary of best practices that may benefit the City, including potential for form-forward, character-based, and form-based district in specific areas within the City. We will review the current use of tables, graphics and visual methods to best represent development regulations and standards.

Key tasks include:

- **Specific Code Approaches:** Using information from Part 1 and the code review to identify likely approaches for specific neighborhoods, districts or key corridors. Options may include form-forward, form-based, and a mix of conventional use-based regulations and overlays/special areas needing additional attention.
- **Annotated Outline:** Developing an Annotated Outline to address the organization, format and legibility of the code. The annotated outline will highlight the solutions and potential direction for each zoning district as well as all the other sections of the code. This outline will be detailed and reviewed by City Staff and stakeholders before full code development begins.

Deliverables

- **Memo 3:** Best Practices Summary.
- **Memo 4:** Annotated Outline and Targeted Update Recommendations.

WORK ITEM 4 – WORKING MEETINGS & MANAGEMENT

Our Project Management approach will focus on clear and consistent communication. We will conduct a range of meetings with internal staff, the Plan Commission and Common Council.

Key meetings include:

- **Staff Coordination:** Regular coordination with staff leadership during key milestones. We can hold monthly check-in meetings remotely and in-person for key milestones.
- **Departmental Work Group:** Collaborating with an internal group of departments to gather review, direction and feedback. We anticipate two (2) meetings through the process as outlined in the timeline.
- **Plan Commission Meetings:** As outlined in the timeline, the project team will attend up to five (5) meetings to review, discuss and refine the codes.
- **Common Council Meetings:** The project team will attend two (2) meetings inclusive of draft updates and adoption. Additional meetings can be added for an additional fee or handled by City staff.

Staff Responsibilities

Planning staff will assist with gathering local data, coordinating with owners and stakeholders, arranging meeting venues, advertising/public notices, refreshments, and conducting local stakeholder group meetings.

WORK ITEM 5 – OUTREACH & ENGAGEMENT

The project team will work with staff to develop a fully inclusive engagement and communications strategy to build trust, understand issues and chart a course for engagement throughout the project. We envision a range of public engagement activities organized around in-person, virtual, and social media opportunities, including:

- **Design Preference Survey** providing acceptance of a variety of design elements inclusive of buildings by type, parking, landscaping, etc.
- **Focus Groups / Roundtables** discussing key topics in the community. Typically, these activities bring together developers, builders, housing specialists and others knowledgeable on development and zoning issues.
- **Workshop(s)** for development of district standards and regulations.
- **Pop Up Event(s)** to gain support and provide promotional opportunities.
- **Draft Plan Open House** to share and review draft materials prior to finalize the codes.

As part of supporting City Staff during the development of public engagement strategies and materials, MSA will facilitate the following:

- **Prepare Engagement Information/Materials:** Identifying target audiences and crafting promotional materials that speak to them, using a communications and marketing lens.

- **Develop Outreach Materials for Stakeholder Meetings:** Assisting with identifying key stakeholders and preparing materials for meetings throughout the process, focusing on specific sections of the code.
- **Available to attend:** Our understanding is the City will facilitate the public engagement activities; however, MSA is available to support if desired with close proximity to the City.

WORK ITEM 6 – DOCUMENT & ADOPT

This part includes the development of the full draft code. We will work closely with City staff and Plan Commission to maintain a consistent review and discussion schedule. Key tasks include:

- **Agree on the Annotated Outline:** Making sure there is agreement on the outline from policymakers, advisory bodies, and city staff before preparing the code.
- **Draft Zoning Code & Subdivision Regulations:** Preparing a full draft of the code based on the vision, goals, priorities and annotated outline as approved. Submitting the draft for review by staff, the Plan Commission and the Common Council to gather comments and edits.
 - The project team will present options to include form-based or context sensitive districts, creating design and infill standards for development (specifically in the downtown and business / industrial parks, and growth areas, as identified in the City's Comprehensive Plan). Should it be determined form-based districts are preferred, the production time will increase to provide the necessary graphics required for each unique district. **The budget for the project identifies an additional \$3,000 for each form-based district.**
- **Code & Subdivision Regulations Refinement:** Working with City staff through the QA/QC process, making modifications and edits before submitting the draft for review by the Planning Commission. Presenting the draft to the Common Council and a public open house.
- **Final Code, Regulations, and Adoption:** Developing a final draft of the code and subdivision regulations, incorporating feedback from policymakers. Following statutory requirements, including a formal public hearing, followed by final adoption by the Common Council.



TIME SCHEDULE

The full draft plan will be developed in 12 months per the proposed schedule outlined below. The adoption process will extend beyond this timeframe.

	2025								2026						
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL
Plans + Background Review															
Review & Analysis	■	■													
Memo 1		■													
Diagnose															
Diagnose Zoning & Subdivision Code		■	■	■											
Memo 2				■											
Best Practices															
Document Practices				■	■										
Memo 3					■										
Meetings & Management															
Staff Check-Ins	■	■	■	■	■	■	■	■	■	■	■	■	■		
Dept. Work Group				■			■								
Outreach & Engagement															
Strategy	■														
Public Events		■		■		■				■					
Official Meetings															
Plan Commission (Meeting)			■			■		■			■		■		■
Common Council										■				■	
Document & Adopt															
Annotates Outline					■										
Review Draft Zoning Code				■	■	■	■								
Review Draft Subdivision Regulations					■	■	■	■							
Final Draft Zoning Code						■	■	■	■	■					
Final Draft Subdivision Regulations										■	■	■			
Adopt													■	■	

WISCONSIN ZONING & DESIGN STANDARDS EXPERIENCE OVERVIEW

MSA's Planning and Design Studio is an award-winning team with expertise in market analysis, stakeholder engagement and urban design. We help our clients identify opportunities and resolve barriers to positive change — this includes large to small communities and private developers.

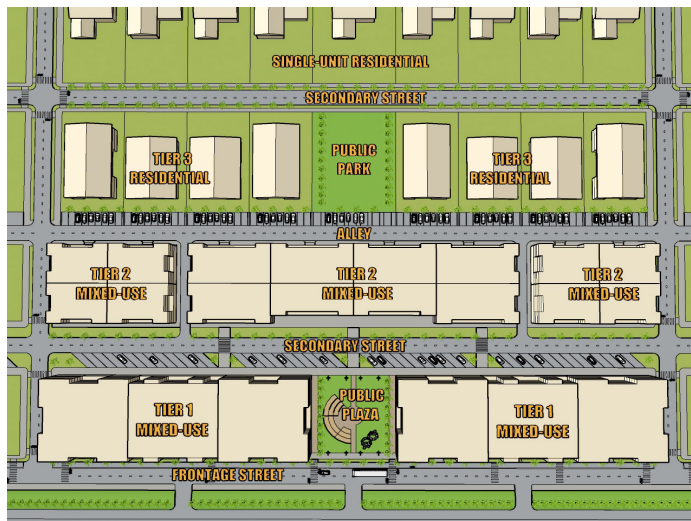


ZONING CODE UPDATES

- Eau Claire County
- St. Croix County
- City of Elroy
- City of Fond du Lac
- City of Greenfield
- City of Lodi
- Village of Footville
- Village of Palmyra
- Village of Sauk City
- Village of Waunakee
- Town of Fulton
- Town of Lowell

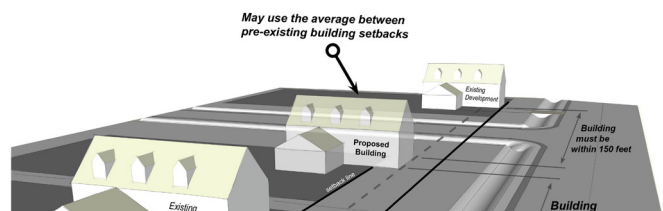
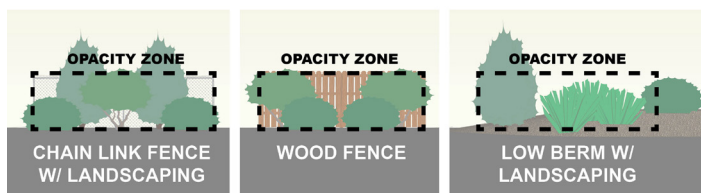
ZONING ADMINISTRATION ASSISTANCE

- City of Lodi
- Village of Hales Corners
- Village of Palmyra
- Village of West Baraboo
- Town of Fulton



DESIGN STANDARDS

- City of Amery
- City of La Crosse
- City of Mauston
- City of Sun Prairie
- City of Tomah
- Village of Belleville
- Village of Holmen
- Village of McFarland
- Village of Sauk City



RELEVANT EXPERIENCE

MSA's and ZoneCo's partnership has been successful in our recent work with the Greenfield zoning code rewrite, and beginning efforts for a zoning rewrite in the City of Sun Prairie, WI.

ZONING REWRITE

Sun Prairie, WI

The City of Sun Prairie recognizes that many of the challenges faced by local governments are intricately related to the built environment and the choices made in how to regulate the form and use of property through development regulations such as zoning. The City recognizes that zoning has been and continues to be a significant barrier to achieving many community goals, and to governing consistent with our vision and values.

The City hired MSA and ZoneCo to provide a different approach to managing community change, and a dynamic reimagining of how and why we regulate development are needed. The project includes an extensive public engagement effort to gain support of the zoning changes desired by the City. Through this initial phase, we have participated in several pop up events, conducted an online survey, facilitated several focus groups and interviews and held a couple steering committee meetings. The project is beginning the calibration phase, establishing the framework for the new code.



ZONING ORDINANCE REWRITE

Greenfield, WI

Like many communities, the City of Greenfield's Zoning Ordinance was in need of updating to reflect changes in technology, industry standards, construction and social needs. The City's zoning code dated from 1998 and did not always reflect best zoning and planning practices. Many of the requirements didn't reflect existing conditions, creating a large number of nonconforming properties. This led to frequent variance requests and zoning code amendments. With an updated Comprehensive Plan in hand, Greenfield turned to the team of MSA and ZoneCo to lead the necessary zoning ordinance rewrite.

Working closely with City staff, Plan Commission, relevant boards and committees, the Common Council and the general public, our team analyzed the City's existing code and are delivering a resulting user-friendly rewrite that will be used to facilitate an efficient and predictable development review process.

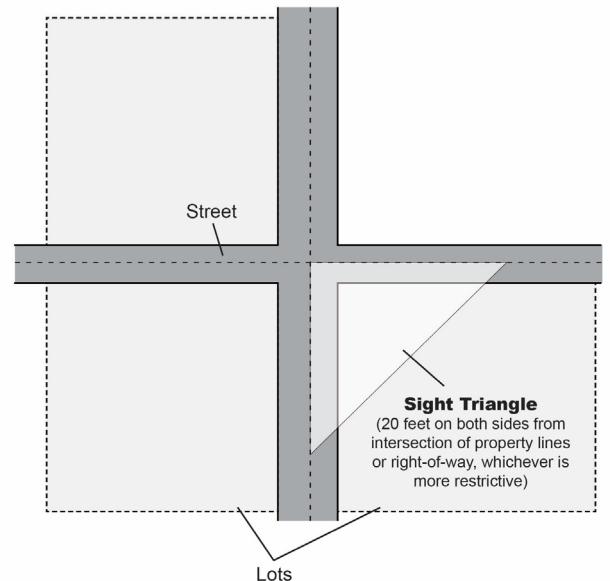
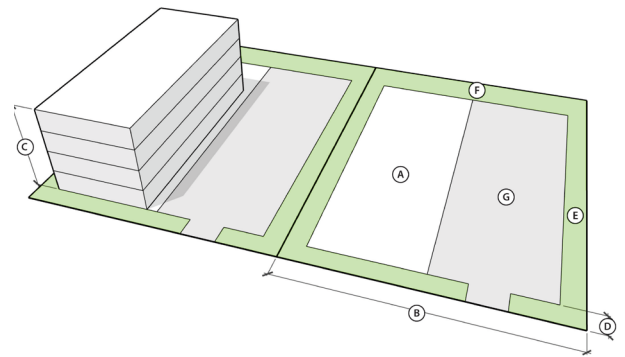
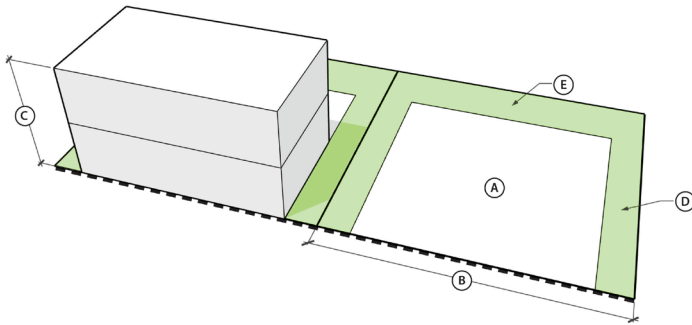
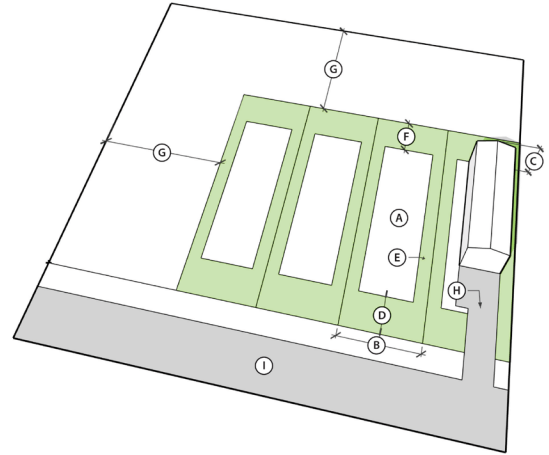


RELEVANT EXPERIENCE

UNIFIED DEVELOPMENT CODE

Becker, MN

MSA with sub-consultant Mike Lamb Consulting, LLC were chosen to join with the City in developing new land use, development, subdivision, and zoning regulations for the City of Becker. The new code will replace the current zoning and subdivision codes with a UDO (Unified Development Ordinance). The purpose of this document is to combine land use, zoning, development, and subdivision regulations into one place. The goal is to create a code that is innovative, illustrative, adaptive, development friendly, and user-friendly that can be used by professional staff, property owners, businesses, developers, and contractors. The project is anticipated to wrap up sometime first quarter of 2025.



PROJECTS

We are very proud of our mission-driven, innovative, and award-winning work in communities of all sizes in 20 states and counting.

Full Zoning Code Re-Write

Barberton, OH
 Belgrade, MT
 Bowling Green, OH
 Charles County, MD
 Cincinnati, OH
 Clayton, OH
 Colerain Township, OH
 Crafton, PA
 Dormont, PA
 Elyria, OH
 Fairborn, OH
 Gaithersburg, MD
 Gahanna, OH
 Garfield Heights, OH
 Greenfield, IN
 Greenfield, WI
 Greenwood, IN
 Huntsville, AL
 Ingram, PA
 Kent County, MD
 Lafayette, CO
 Litchfield, CT
 Orange Township, OH
 Palm Beach, FL
 Plain City, OH
 Plattsburgh, NY
 Portsmouth, OH
 Prince William County, VA
 Purcellville, VA
 Reynoldsburg, OH
 Rockville, MD
 Sidney, OH
 South Bend, IN
 Southold, NY
 Springfield, OH
 Statesboro, GA
 Sun Prairie, WI
 Tallmadge, OH
 Twinsburg, OH
 University Heights, OH
 Vienna, VA
 Westerville, OH
 Whitehall, OH
 Winchester, CT

Zoning Diagnostic Only

Avondale Estates, GA
 Canfield Township, OH
 Covington, KY
 Evanston, IL
 Germantown, TN
 Hilton Head Island, SC
 Minnetonka, MN
 Monroe County, IN
 Stow, OH
 Sun Prairie, WI
 Sycamore Township, OH

Sign Code Re-Write

Dunwoody, GA
 Hilton Head Island, SC
 Marysville, OH
 Murfreesboro, TN

Historic Preservation Ordinances

Burlington, VT
 Canfield, OH
 Cincinnati, OH

Corridor Zoning

Batavia Township, OH
 Florence, KY
 Hattiesburg, MS
 Lexington, KY
 North Canton, OH
 Pierce Township, OH
 Warrenton, VA
 Wickliffe, OH

Administration and Procedures Revisions

Boston, MA
 Cincinnati, OH
 Danville, KY
 Vandalia, OH
 Wooster, OH

Redevelopment Site Zoning Strategy

Athens, OH
 Harrison Township, OH
 Lexington, KY

Subdivision Ordinances

Litchfield, CT
 Vienna, VA
 Wadsworth, OH
 Wayne County, OH
 Winchester, CT

Urban Agriculture Ordinance

Columbus, OH

Zone Coastal

Charles County, MD
 Hilton Head Island, SC
 Kent County, MD
 Palm Beach, FL
 Southold, NY

Speaking Engagements

Athens, OH
 Cincinnati, OH
 Cleveland, OH
 College Park, MD
 Conneaut, OH
 Detroit, MI
 Hamilton, OH
 Indianapolis, IN
 Lafayette, IN
 Louisville, KY
 Memphis, TN
 Muncie, IN
 New Orleans, LA
 New York, NY
 Oklahoma, OK
 Petoskey, MI
 Pittsburgh, PA
 San Diego, CA
 Washington, DC
 Winchester, VA

Form Based Code

South Bend, IN

On-Call Zoning Services


Hilton Head Island, SC
 Onondaga County, NY
 St. Louis, Missouri

ZONECO⁺⁺

REYNOLDSBURG, OHIO ZONING ORDINANCE UPDATE

REYNOLDSBURG ZONING CODE

SECTION 1103.15 BRICE & EAST MAIN STREET AND EAST MAIN STREET INSIGHT DISTRICTS



Example Development Pattern in Brice & East Main Street District


Example Development Pattern in East Main Street District

1 Purpose and Intent
Brice and East Main Street and the East Main Street Insight Districts are intended to create compact, vibrant areas, which accommodate diverse regulatory barriers, and encourage the establishment of local enterprises (e.g., Main Street businesses, startup studios, community hubs, and makers). By creating this type of physical environment and including regulatory barriers in these two Insight Districts, business and start-up businesses will be more likely to flourish. This will, in turn, enhance community character and allow existing businesses and residents to remain along with newer ones.
The Brice and East Main Street Insight Districts is intended to be more of an urban, mixed-use area or Transit-oriented Development (TOD) that centers around a transportation hub or multi-modal transportation and brings the main proximity to major public transportation routes.
The East Main Street Insight Districts is intended to create a transportation-oriented transit-oriented compact, mixed-use development and which standards to address the transition area where each corridor across adjacent neighborhoods.

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REYNOLDSBURG ZONING CODE

SECTION 1103.11 OLDE REYNOLDSBURG COMMERCIAL DISTRICT (ORD-C)



A. INTENT
The primary intent of this district is to strengthen the historic character and sense of place of the existing Olde Reynoldsburg Commercial District by providing a regulatory framework for the continued development and preservation of historic resources and to encourage the development of new, historic-style buildings and structures that are compatible with the historic character of the district. The district is intended to be a high-quality, walkable neighborhood that is highly encouraged to be fully integrated with public transit and other transportation modes. The district is intended to be a high-quality, walkable neighborhood that is highly encouraged to be fully integrated with public transit and other transportation modes. The district is intended to be a high-quality, walkable neighborhood that is highly encouraged to be fully integrated with public transit and other transportation modes.

B. ALLOWED BUILDING TYPES

Building Type	Max. Height	Max. Area	Max. Volume
Large First Floor Building	40 feet	100,000 sq. ft.	4,000,000 cu. ft.
Medium First Floor Building	35 feet	75,000 sq. ft.	3,000,000 cu. ft.
Small First Floor Building	30 feet	50,000 sq. ft.	2,000,000 cu. ft.

C. BUILDING PLACEMENT

Setback	Min. Setback	Max. Setback
Front	15 feet	100 feet
Side	5 feet	100 feet
Rear	5 feet	100 feet

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1103 DISTRICTS AND ZONES

Districts and Zones

SECTION 1103.01 INTENT
The following districts and zones are hereby established for the regulation of land in the City of Reynoldsburg, Ohio. The districts and zones have been forwarded to the general public for comment and are hereby adopted as provided in Ordinance No. 18-000 of the Comprehensive Plan, as may be amended from time to time. The specific purpose of each district and zone shall serve the regulatory basis for existing and future development within each district and zone.

SECTION 1103.03 COMPLIANCE WITH REGULATIONS

- The regulations for each district and zone in this Code shall be minimum regulations and shall apply uniformly to each class or kind of structure or land, except as hereinafter provided or as otherwise granted by the Board of Zoning and Building Appeals.
- No building, structure or land shall be used or occupied and no building or structure or part thereof shall be erected, reconstructed, altered or structurally altered except in conformity with all of the regulations herein specified for the district in which it is located.
- No building or other structure shall be erected or altered:
 - To provide a greater height or bulk,
 - To accommodate or house a greater number of families,
 - To occupy a greater percentage of lot area, or
 - To have encroachment on another lot from a park, side yard or other open space other than that required, or to any other matter be contrary to the provisions of this Code.
- No yard or lot remaining at the time of passage of this Code shall be reduced in dimension or area below the minimum requirements set forth herein. Yards or lots created after the effective date of this Code shall meet or have the minimum requirements set forth herein.

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PROJECT SCOPE

A modernized, streamlined, and updated zoning code.

GEOGRAPHY

Columbus Metropolitan Area

SKILLS AND TECHNIQUES

- Full Code Diagnostic
- Calibration of all Regulations and Standards
- Old Towne District Infill Analysis
- Development Pattern Districting
- Form-Based Coding
- Recommendations and Considerations for Suburban Retrofit

- Presentations at all Adoption Meetings
- ## PROJECT OVERVIEW

In 2018, Reynoldsburg, Ohio retained ZoneCo and OHM Advisors to re-write the City's Planning and Zoning Code. Prior to this, OHM Advisors completed an update of the Comprehensive Plan which sets new goals for the City for the next 10 to 20 years. The land use goals of the plan relate strongly to the East Main Street Corridor, strengthening Olde Reynoldsburg, and promoting economic diversity and economic development.

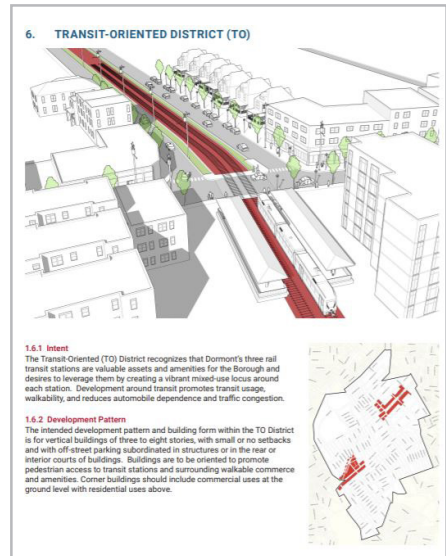
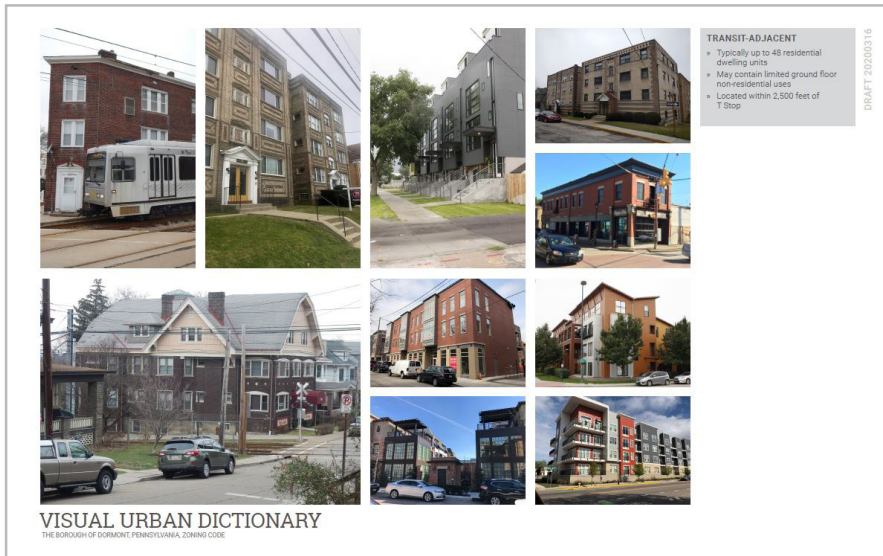
In the Diagnostic Module, ZoneCo compared each section of the existing

Zoning Code against the specific objectives and land use goals of the Comprehensive Plan. The calibration of the code's regulations included a thoughtful and exhaustive evaluation of the desired development patterns in Olde Reynoldsburg.

MUNICIPAL PROJECT MANAGER REFERENCE

Andrew Bowsher
Former Development Director now City Manager in Sidney, Ohio where ZoneCo also did a code update
201 W Poplar Street
Sidney, OH 45365
(937) 498-8110
abowsher@sidneyoh.com

DORMONT, PENNSYLVANIA ZONING ORDINANCE UPDATE



PROJECT SCOPE

A modern, streamlined, and updated Zoning Ordinance, with transit-oriented and form-based elements.

GEOGRAPHY

Pittsburgh Metropolitan Area

SKILLS AND TECHNIQUES

- Transit-Oriented Standards
- Full Code Diagnostic
- Calibration of Development Standards and Regulations
- Form-Based Standards
- Mixed-Use Standards
- Design Standards
- Development Pattern Districting
- Floodplain Standards
- Visual Urban Dictionary

PROJECT OVERVIEW

The Borough of Dormont, Pennsylvania, has engaged the team of ZoneCo and YARD & Company to help modernize its zoning ordinance. As one of Pittsburgh's several transit-oriented inner ring suburbs, Dormont seeks to build on the momentum created by recent regional transit-oriented development planning efforts. The team crafted a development code that not only allows for context sensitive infill development and adaptive reuse but enables the Borough to capitalize on several light rail stations and bus stops. The process includes active engagement and education; the testing of new ideas and zoning concepts to determine the most appropriate content; and a user-friendly tool to guide growth.

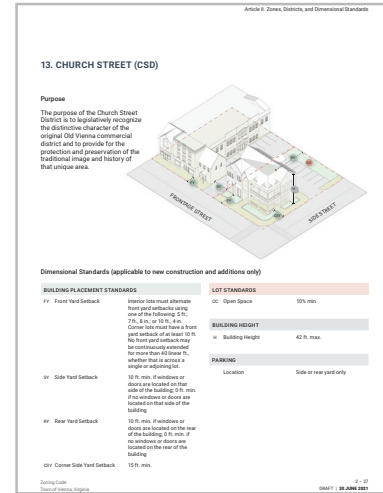
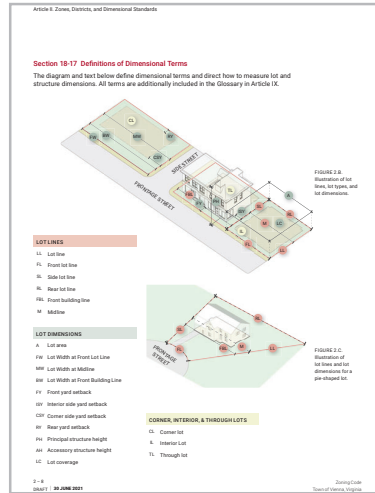
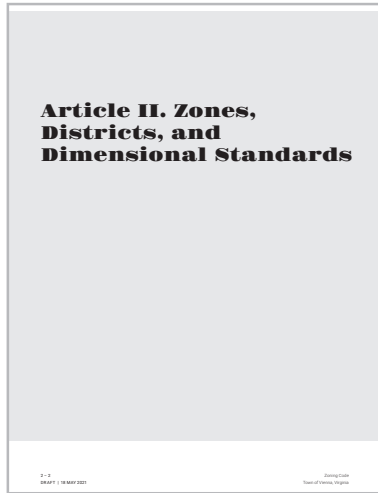
MUNICIPAL PROJECT MANAGER REFERENCE

Benjamin Estell
Borough Manager
1444 Hillsdale Avenue,
Pittsburgh, PA 15216
(412) 561-8900
bestell@boro.dormont.pa.us

Key Staff: Sean Suder, Nolan Nicaise

ZONECO 

VIENNA, VIRGINIA ZONING & SUBDIVISION ORDINANCES



PROJECT SCOPE

ZoneCo was chosen to re-write Vienna, Virginia's subdivision and zoning ordinances as the lead consultant joined by Venable LLP, Nelson Nygaard, and YARD & Company.

GEOGRAPHY

Washington D.C. Metropolitan Area

SKILLS AND TECHNIQUES

- Land Use Assessment
- Calibration of Development Standards and Regulations
- Transportation-Land Use Coordination
- Mixed-Use Standards
- Design Standards
- Main Street Standards

PROJECT OVERVIEW

ZoneCo will clarify, simplify, and reorganize its subdivision and zoning ordinances so the regulations are logically organized and easy to understand through the use of plain language, charts, tables, and illustrations.

In addition, the subdivision and zoning ordinances will be updated so they are in compliance with State statutes, recent Supreme Court decisions with regards to sign regulations, and consistent with the Town's Comprehensive Plan.

The update will address areas where the Code is silent and zoning determinations have been

made over the years by the Town's zoning administrator, and where regulations are currently lacking, like for parking standards and definitions for all uses.

MUNICIPAL PROJECT MANAGER REFERENCE

David Levy, AICP
Director of Planning & Zoning
127 Center St S
Vienna, VA 22180
(703) 255-6341
david.levy@viennava.gov



STOW, OHIO

ZONING DIAGNOSTIC REPORT

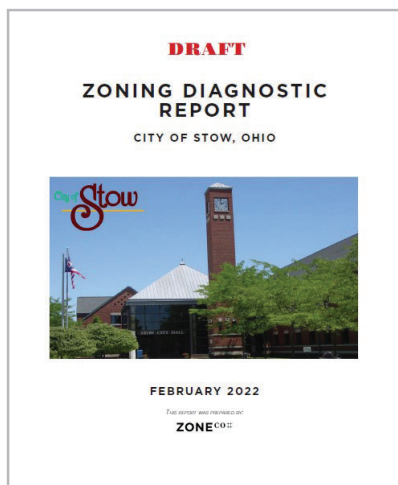


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Authors: Steve Suda, Lisa Pinchick, and Nolan Noyes, Consultant, at ZoneCo

Published Date: February 2022

City of Stow Ohio Zoning Diagnostic Report Page 1

CONSISTENCY MATRIX

Code	Objective A	Objective B	Objective C	Objective D	Objective E	Objective F	Objective G
Office Professional	1	1	1	1	1	1	1
Office Professional - Medium Density	1	1	1	1	1	1	1
Office Professional - High Density	1	1	1	1	1	1	1
Office Professional - Very High Density	1	1	1	1	1	1	1
Office Professional - Ultra High Density	1	1	1	1	1	1	1
Office Professional - Ultra High Density - Medium Density	1	1	1	1	1	1	1
Office Professional - Ultra High Density - High Density	1	1	1	1	1	1	1
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Office Professional - Ultra High Density - Ultra High Density - Ultra High Density - Ultra High Density - Ultra High Density	1	1	1	1	1	1	1

PROJECT SCOPE

ZoneCo was hired to complete a Diagnostic Report for the Stow, Ohio Zoning Code.

GEOGRAPHY

Akron Metropolitan Area

SKILLS AND TECHNIQUES

- Full Code Diagnostic
- Prioritization of Code Updates
- Presentation of Findings to Staff and Officials

PROJECT OVERVIEW

In late 2021, ZoneCo was contracted to conduct a Diagnostic Report of the Stow Zoning Code to ensure consistency with the Comprehensive Plan, to rectify inconsistencies in language, to identify conflicts with the Ohio Revised Code, and to make recommendations for streamlined procedures.

ZoneCo's environmental planner made in-depth recommendations assessing how the code can further the goals of resiliency and sustainability.

The final report provided recommendations for uses, development standards, and administration of the code.

MUNICIPAL PROJECT MANAGER REFERENCE

Nathan Leppo
 Director of Planning & Development
 City of Stow
 3760 Darrow Road
 Stow, Ohio 44224
 (330) 689-2811
 nleppo@stow.oh.us

REFERENCES



ST. CROIX COUNTY

John Hilgers, Senior Planner, St. Croix County

1101 Carmichael Road, Hudson, WI 54016

Zoning Ordinance Comprehensive Update

P: (715) 386-4672

E: john.hilgers@sccwi.gov



CITY OF SUN PRAIRIE

Joshua Clements, Planning Director

300 E Main Street, Sun Prairie, WI 53590

Zoning Rewrite

P: (608) 622-3411

E: jclements@cityofsunprairie.com

ZONECO⁺⁺

CITY OF REYNOLDSBURG

Andrew Bowsher, Former Development Director now City Manager in Sidney, Ohio where ZoneCo also did a code update

201 W Poplar Street, Sidney, OH 45365

Zoning Ordinance Update

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BOROUGH OF DORMONT

Benjamin Estell, Borough Manager

1444 Hillsdale Avenue, Pittsburgh, PA 15216

Zoning Ordinance Update

P: (412) 561-8900

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TOWN OF VIENNA

David Levy, Director of Planning & Zoning

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Zoning and Subdivision Ordinances

P: (703) 255-6341

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CITY OF STOW

Nathan Leppo, Director of Planning & Development

3760 Darrow Road, Stow, Ohio 44224

Zoning Diagnostic Report

P: (330) 689-2811

E: nleppo@stow.oh.us

ORGANIZATIONAL CHART

Our team is staffed to handle the needs of your project. We are a group of experienced planners backed by more than 450 other technical specialists who are accustomed to working together on similar projects. Our familiarity with each other will enable us to meet your workload and timeline requirements.



Stephen Tremlett, AICP, CNU-A
Project Manager



Brad Vowels-Katter
Project Planner



Vanessa Abou Harb
Urban Designer



Jenna Gilliam
Project Planner

ZONE CO^{##}



SEAN SUDER
LEAD
PRINCIPAL



NOLAN NICAISE, AICP
URBAN &
ENVIRONMENTAL
PLANNER,
DIRECTOR OF
INNOVATION



RHYS WILSON
SENIOR CITY
PLANNER, PROJECT
MANAGER



Stephen Tremlett, AICP, CNU-A

PROJECT MANAGER

Steve is the overall project manager, client contact, lead content editor for subdivision regulation, support on zoning, code and lead support on public engagement.

With more than 17 years of consulting experience, Steve has taken on primary roles in downtown planning and design projects, commercial/residential development concept plans, bike/pedestrian plans, and the development of comprehensive plans and design standards. His architectural and planning background includes emphases in site planning, urban redevelopment, zoning administration and urban design using a variety of applications, including AutoCAD, Photoshop, InDesign, Illustrator, GIS, SketchUp, Lumion and Microsoft Office applications.

EDUCATION

M.S., Architecture & Urban Planning
University of Wisconsin-Milwaukee

B.S., Architecture
University of Wisconsin-Milwaukee

CERTIFICATIONS

American Institute of Certified Planners

Congress of New Urbanism - Accredited

AFFILIATIONS

American Planning Association

AREAS OF EXPERTISE

- Urban Design and Redevelopment
- Comprehensive Planning
- Park Planning
- Streetscape Planning
- 3-D Modeling

SELECTED PROJECT EXPERTISE

ZONING CODE AMENDMENTS,

UPDATES & REWRITE

- Eau Claire County, WI
- St. Croix County, WI
- Whiteside County, WI
- City of Fond du Lac, WI
- City of Lodi, WI
- City of Tomah, WI
- City of Sun Prairie, WI

DESIGN STANDARDS

- City of Amery, WI
- City of La Crosse, WI
- City of Mauston, WI
- Village of Holmen, WI
- Village of Sauk City, WI
- Village of Belleville, WI
- Village of McFarland, WI

ZONING ADMINISTRATION

- City of Lodi, WI
- City of Tomah, WI

PRIVATE DEVELOPMENT

- Senior Housing Concept, Cambridge, WI
- Woodstone Subdivision Entitlements & Engineering, Madison, WI
- Mixed Residential Neighborhood Concept, Sussex, WI
- Residential Subdivision Concept & Engineering, Evansville, WI
- Bridgewood Square Commercial District Concept, Richfield, WI
- Neighborhood Concept, Abbotsford, WI
- Mixed Residential Subdivision Concept, Sun Prairie, WI
- Mixed Residential Entitlements & Engineering, Sun Prairie, WI
- 51 North Mixed Use District Concept, Stoughton, WI
- Pumpkin Farms Commercial District Entitlements & Engineering, Sun Prairie, WI



Brad Vowels-Katter
PROJECT PLANNER

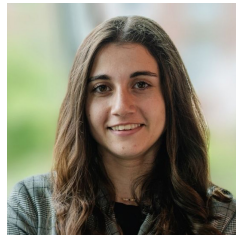
Brad specializes in spatial analysis, community planning and landscape design with experience across a variety of project types and scales. Brad combines his experience of landscape architecture, planning and social science into an interdisciplinary approach toward planning, design and research projects. Brad has worked as a landscape designer at small private design firms, coordinated community grant programs and managed park development for a rural municipality.

Education

M.S., Water Resources Management, University of Wisconsin-Madison
M.S., Landscape Architecture, University of Wisconsin-Madison
B.S., Landscape Architecture, University of Kentucky

Selected Project Experience

- Zoning Administration and Planning Services, Lodi, WI
- Zoning Administration, Fulton, WI
- East Side Neighborhood Plan, McFarland, WI
- Comprehensive Plan Update, Somerset, WI
- Comprehensive Plan Update, Sharon, WI
- North Main Street Redevelopment Plan, Fond du Lac, WI
- LaFollette Street Area Development, Pardeeville, WI
- Stockbridge Munsee Community Civil Engineering for New Subdivision, Red Springs, WI
- Junction Road Conceptual Design, Jefferson, WI



Vanessa Abou Harb
URBAN DESIGNER

Vanessa specializes in the intersection of urban design, environmental sustainability and community development. She is skilled in data visualization, maps digitization, framework plans, design proposals, and community engagement. She is a Fulbright Scholar, and a firm believer in the power of cultural exchange. Prior to her planning career, Vanessa worked as an architect and project manager in a consultancy firm in Beirut, leading several architectural projects in the UAE and Thailand.

Education

M.S., Urban and Regional Planning, University of Wisconsin-Madison
Bachelor of Architecture, Lebanese American University - Byblos, Lebanon

Affiliations

American Planning Association

Selected Project Experience

- Comprehensive Plan, West Baraboo, WI
- Comprehensive Plan, Holmen, WI
- Comprehensive Plan, Eden, WI
- Comprehensive Plan, Tigerton, WI
- Comprehensive Plan, Waunakee, WI
- Land Use Planning for Redevelopment, Districts 1 & 2, McFarland, WI
- Greenfield Neighborhood Plan, Fitchburg, WI
- South Stoner Prairie Neighborhood Plan, Fitchburg, WI
- Impediment to Fair Housing Plan, La Crosse, WI
- Sustainability Plan, Waunakee, WI



Jenna Gilliam
PROJECT PLANNER

Jenna’s experience extends across both public and private sectors, with a strong emphasis on land use and zoning policy and administration. She has ample experience with comprehensive planning, and is committed to assisting clients with equitable, inclusive public engagement and community visioning.

Education

M.C.R.P., Community and Regional Planning, Iowa State University
B.S., Community and Regional Planning, Iowa State University

Affiliations

American Planning Association

Selected Project Experience

- Zoning and Subdivision Update, Fairmont, MN
- Comprehensive Plan and Zoning and Subdivision Updates, Warren County, IA
- Comprehensive Plan, Corridor Plan, and Zoning Updates, Webster County, IA
- Comprehensive Plan, Oelwein, IA
- Comprehensive Plan Update, Prairie City, IA
- CDBG Neighborhood Revitalization Plan, La Porte City, IA
- Comprehensive Plan Update, Jo Daviess County, IL
- Comprehensive Plan Update, New Prague, MN



ABOUT

As a city planner and lawyer who has worked in both the private and public sectors, Sean combines his technical and practical knowledge and experience with innovative zoning methodologies. In his role as the City of Cincinnati's chief land use counsel, Sean served as lead counsel for the award-winning Cincinnati form-based code and historic preservation ordinances. He is a national authority on innovative zoning methods and practices, including Development Pattern Districting (DPD), our widely-acclaimed intuitive zoning approach.

EDUCATION

JURIS DOCTOR
UNIVERSITY OF VIRGINIA SCHOOL OF LAW

BACHELOR OF URBAN AND ENVIRONMENTAL PLANNING
UNIVERSITY OF VIRGINIA

CREDENTIALS

Leadership in Energy and Environmental Design Accredited Professional (LEED@AP)

Admitted to practice law in OH, KY, IN, and D.C.

PROFESSIONAL ASSOCIATIONS

- ▶ Congress for the New Urbanism
- ▶ Form-Based Code Institute
- ▶ Heritage Ohio
- ▶ Urban Land Institute
- ▶ American Planning Association

SEAN SUDER

LEAD PRINCIPAL

ssuder@thezoneco.com

www.thezoneco.com

513.694.7501

1502 Vine Street, 4th Floor

Cincinnati, OH 45202

PAST EXPERIENCE

ZoneCo

Lead Principal and Founder (2016 - Present)

(Prior: Calfee Zoning, 2016-2020; Graydon Land Use Strategies, 2014-2016)
Sean consults with communities of all sizes on crafting zoning regulations that are consistent, clear, usable and defensible. As an experienced private sector land use lawyer with extensive local government experience, Sean brings a unique perspective and experience to zoning codes.

City of Cincinnati

Chief Counsel, Land Use and Planning (2010-2014)

As Chief Counsel for Land Use and Planning for the City of Cincinnati, Sean worked with a team of city staff, consultants, elected officials, and citizens to develop legally defensible zoning and land use regulations that reduced regulatory risk to property owners, increased certainty for the community, and reduced litigation risk and expense for the city. Sean served as lead counsel for Cincinnati's Historic Preservation Code (Winner of the 2012 Cincinnati Preservation Award), Cincinnati Land Development Code, which includes the City's first stream corridor protection overlay district, and Cincinnati Form-Based Code (Winner of CNU 22 Award), all of which was funded by a 2010 HUD Sustainable Communities Challenge Grant.

Adjunct Professor/Speaker/Author

Sean has served as an Adjunct Professor of Land Use Law at the University of Cincinnati College of Law and has spoken at planning conferences across the country.

RELEVANT PROJECT EXPERIENCE

PROJECT MANAGER Sean served as project manager for the following comparable projects:

- Reynoldsburg, OH: Zoning Code Update
- Gahanna, OH: Zoning Code Update
- Dormont, PA: Zoning Code Update
- Sidney, OH: Zoning Code Update
- Bowling Green, OH: Gateway District / Code Re-write
- Germantown, TN: Zoning Code Audit
- South Bend, IN: Zoning Code Peer Review Services
- Avondale Estates, Ga: Zoning Code Audit
- North Canton, OH: Main Street Districts Development and Full Zoning Code Re-Write
- Westerville, OH: Legal Counsel And Subsequently Retained As Project Manager
- Vienna, VA: Zoning And Subdivision Code Update
- Winchester/Winsted, CT: Zoning Ordinance Update
- Kent County, MD: Land Use Ordinance Update
- Litchfield, CT: Zoning Ordinance Update



NOLAN NICAISE

URBAN & ENVIRONMENTAL PLANNER,
DIRECTOR OF INNOVATION, AICP

ABOUT

Nolan is an urban planning, environmental science, and policy professional. He has worked as a planner, scientist, environmental policy specialist, higher education program administrator, lecturer, consultant, research assistant, and leader.

He holds an MA degree in Urban and Environmental Policy and Planning from Tufts University and a BS degree in Biology from the University of Dayton, where he focused on water science.

EDUCATION

MA, URBAN AND ENVIRONMENTAL POLICY
TUFTS UNIVERSITY

BS, BIOLOGY, SUMMA CUM LAUDE
UNIVERSITY OF DAYTON

PROFESSIONAL ASSOCIATIONS

- ▶ Congress for the New Urbanism
- ▶ Indiana Sustainability Development Network
- ▶ Urban Land Institute

PAST EXPERIENCE

ZoneCo, Urban & Environmental Planner (2020-Present)

Nolan combines real-world planning experience with a depth of knowledge about environmental policy. Additionally, Nolan has excellent composition, mapping, and long-range planning acumen. He has a range of experience across the Midwest, including public sector experience, which means he understands the complexity of administering a zoning code.

Planning and Development Services of Kenton County, Planner, (2020)

Prior to joining ZoneCo, Nolan received public sector experience in Kenton County, Kentucky. He was engaged in a variety of planning activities for smaller municipalities within Kenton County, including zoning administration, mapping, and long-range planning.

Parsons Corporation

Planner & Environmental Scientist, (2017-2019)

Nolan evaluated environmental impacts of proposed pipeline construction projects, coordinate with local, state, and federal officials to determine environmental permitting requirements, prepare and submit permit applications to governmental agencies, and inspect construction sites to ensure compliance.

He specialized in stormwater regulations and site design (stormwater pollution prevention plans, as part of the National Pollutant Discharge Elimination System), threatened and endangered species protections, and dredge and fill activity permitting (Clean Water Act Section 404).

Nolan Provided scientific monitoring support for environmental remediation sites, such as oil terminals and industrial landfills. He regularly coordinated with state environmental protection agencies, state departments of natural resources, local soil and water conservation districts, and the US Army Corps of Engineers.

RELEVANT PROJECT EXPERIENCE

- Portsmouth, OH: Full Zoning Code Re-write
- Barberton, OH: Full Zoning Code Re-write
- Purcellville, VA: Full Zoning Code Re-write
- Huntsville, AL: Full Zoning Code Re-write
- Springfield, OH: Full Zoning Code Re-write
- Lafayette, CO: Full Zoning Code Re-write
- Garfield Heights, OH: Full Zoning Code Re-write
- Charles County, MD: Full Zoning Code Re-write
- Stow, OH: Zoning Diagnostic Report
- Bowling Green, OH: Zoning Code Re-Write
- Sidney, Ohio: Full Code Re-write
- Vienna, VA: Zoning And Subdivision Code Update
- Kent County, MD: Land Use Ordinance Update
- Plain City, OH: Zoning Code Update
- Gahanna, OH: Zoning Code Update



RHYS WILSON

SENIOR CITY PLANNER, PROJECT MANAGER

About

Rhys is an experience drafter of zoning codes, having focused on this vocation from both the public and private sectors. He has a depth of zoning code consulting experience and he is adept at navigating multi-faceted zoning issues with knowledge, attentiveness, and creativity. Rhys has managed dozens of zoning code update projects and excels at organized, transparent, and client-oriented project management. Rhys is passionate about zoning as a means to create walkable, livable, well-designed, equitable, healthy communities.

Education

Master of City and Regional Planning
University of Oklahoma

Bachelor of Arts: Political Science and Geography
University of Oklahoma

Professional Associations

American Planning Association
Urban Land Institute

Past Experience

Freese and Nichols, Inc.
Planning Consultant | Urban Planner (2022 - 2024)

Freese and Nichols, Inc. is an engineering and land development firm, including an urban planning and design group responsible for long-range and special area planning, land use regulation drafting, and on-call planning services.

Rhys was an urban planner and code drafter, focused on preparing zoning, subdivision, and development regulations, serving as a lead project planner, and assistant project manager.

White and Smith, LLC
Urban Planner, (2019 - 2022)

Served as a city planner, code drafter, and urban designer for the firm’s clients, specializing in development regulations (with a specific concentration in preparing use standards and parking regulations), code graphics (two- and three-dimensional graphics in Adobe Creative Cloud and SketchUp), special research reports, and facilitation skills. Rhys’ services were used in more than 22 jurisdictions in 13 states, including 4 Texas cities (Amarillo, Lubbock, San Antonio, and Laredo).

City of McKinney, TX
City Planner, (2018 - 2019)

The Planning Department is located within the City of McKinney’s Development Services Division, which houses more than 14 full-time staff members. This department provides current, long-term, and infrastructure planning and development services to a rapidly growing community of 190,000 residents. Rhys worked within the Department’s Development Review Division, which is responsible for aligning new development with the City’s Comprehensive Plan goals.

Zoning Code Project Experience

- Plano, TX
- Shawnee, OK
- Edmond, OK
- Georgetown, TX
- Anna, TX
- Hunt County, TX
- Cleburne, TX
- McAllen, TX
- Fairview, TX
- Abilene, TX
- Newcastle, OK
- Stillwater, OK
- Bella Vista, AR
- Hunt County, TX
- Victoria, TX
- Tomball, TX
- Hutto, TX
- Grapevine, TX
- Prosper, TX
- Allen, TX
- Las Cruces, NM

BUDGET PROPOSAL | FEE SCHEDULE

The cost to complete the scope as outlined in this proposal is **\$126,250**. Should it be determined form-based code is desired for a specific district, we would request an additional **\$3,000** to provide the graphic production for each unique district.

The cost breakdown and hours by team member is provided below. We welcome review and revision to the scope and budget as necessary to achieve a successful project.

WORK ITEM	HOURS	COST
Plans & Background Review	9	\$1,400
Diagnose	62	\$11,120
Best Practices & Outline	23	\$5,350
Working Meetings & Management	185	\$36,360
Outreach & Engagement	40	\$5,000
Document & Adopt	357	\$67,020
PROJECT TOTAL	676	\$126,250

TEAM MEMBER ROLE	HOURS	HOURLY RATE
Stephen Tremlett (MSA)	142	\$200/Hour
Brad Vowels-Katter (MSA)	50	\$120/Hour
Vanessa Abou Harb (MSA)	85	\$120/Hour
Jenna Gilliam (MSA)	35	\$105/Hour
Sean Suder (ZoneCo)	25	\$275/Hour
Nolan Nicaise (ZoneCo)	84	\$175/Hour
Rhys Wilson (ZoneCo)	255	\$200/Hour

WHY OUR TEAM?

It is important that zoning professionals recognize the interdisciplinary nature of land use policy, in addition to the profound effects that zoning has on a community over time. We are a diverse field of experts with a range of skills and policy expertise, in addition to zoning acumen. It takes tenacity and passion to overcome roadblocks and pursue innovation in a policy area plagued by misunderstanding, lack of information, and NIMBY-ism. We have the experience, knowledge and passion to create an innovative, thoughtful Zoning and Subdivision Ordinance Rewrite for the City of Columbus.

IT'S MORE THAN A PROJECT. IT'S A COMMITMENT.
ZONING AND SUBDIVISION ORDINANCE REWRITE | COLUMBUS, WI | FEBRUARY 21, 2025



ZONE CO⁺⁺



vierbicher

planners | engineers | advisors



City of Columbus Zoning and Subdivision Ordinance Rewrite



Prepared For

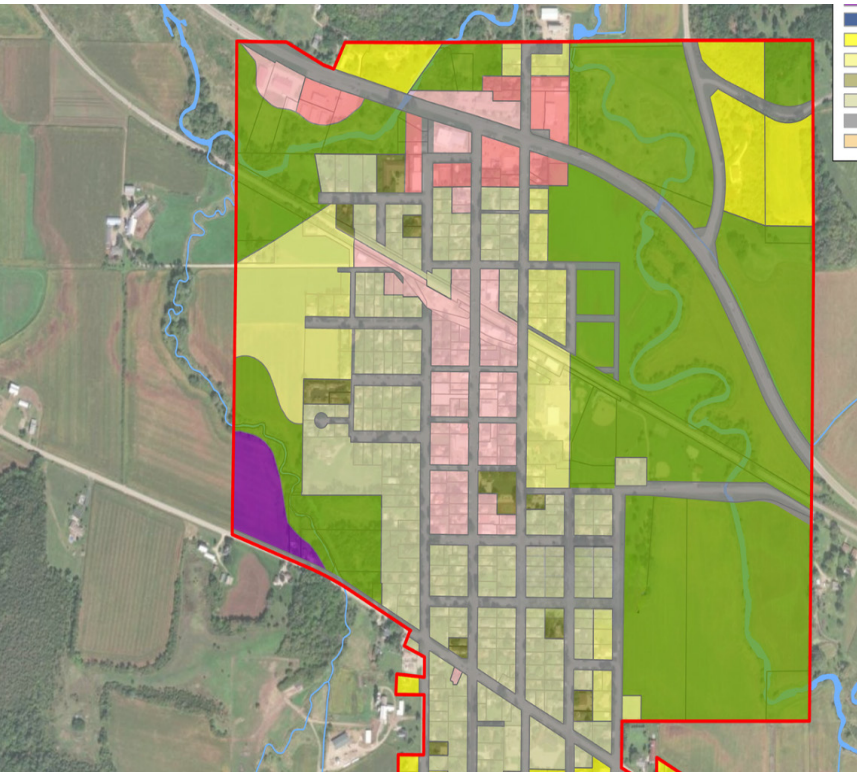
Mike Kornmann
Director of Community and Economic Dev
City of Columbus
105 N. Dickason Boulevard
Columbus, WI 53925

Prepared By

Vierbicher
201 E Main Street, Suite 100
Reedsburg, Wisconsin 53959
(608) 524-6468

Contact

Andrew Kurtz
Vierbicher
201 E Main Street, Suite 100
Reedsburg, Wisconsin 53959
(608) 402-6387
akur@vierbicher.com



Authorized Corporate Officer

Craig Mathews, PE, Principal

Submitted on

February 21, 2025

© Vierbicher Associates, Inc.



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Reedsburg, Wisconsin 53959
(608) 524-6468 phone
www.vierbicher.com

February 21, 2025

Mike Kornmann
Director of Community and Economic Development
City of Columbus
105 N. Dickason Boulevard
Columbus, WI 53925

Re: Proposal for Zoning and Subdivision Ordinance Rewrite
City of Columbus

Dear Mr. Kornmann,

Vierbicher is pleased to submit this proposal to rewrite the zoning and subdivision ordinance of the City of Columbus. As a full-service planning and civil engineering firm with deep expertise in zoning and community development, we understand the challenges of working with an out-of-date ordinance.

Vierbicher has a proven track record of success in developing zoning codes for communities of all sizes. Our team of experts brings a diverse range of skills and perspectives, including zoning, urban planning, economic development, and public engagement.

Our approach emphasizes collaboration and community engagement, ensuring that stakeholder voices are heard and reflected in the final plan. We will work closely with your staff, elected & appointed officials, and residents throughout the entire process.

The following proposal details our understanding of and our approach to your project. We look forward to working with you to meet your objectives resulting in new zoning and subdivision ordinance that is easy to follow and implement.

We are excited about the opportunity to partner with the City of Columbus and look forward to speaking with you regarding our proposal for this important initiative.

Thank you for your consideration.

Sincerely,

Andrew R. Kurtz
Planning & Community Development Manager
(608) 402-6387
akur@vierbicher.com

FIRM SNAPSHOT

VIERBICHER

201 E Main Street, Suite 100
Reedsburg, WI 53959
Phone: (608) 524-0532
Fax: (608) 524-0530
www.vierbicher.com

Contact: **Andy Kurtz**

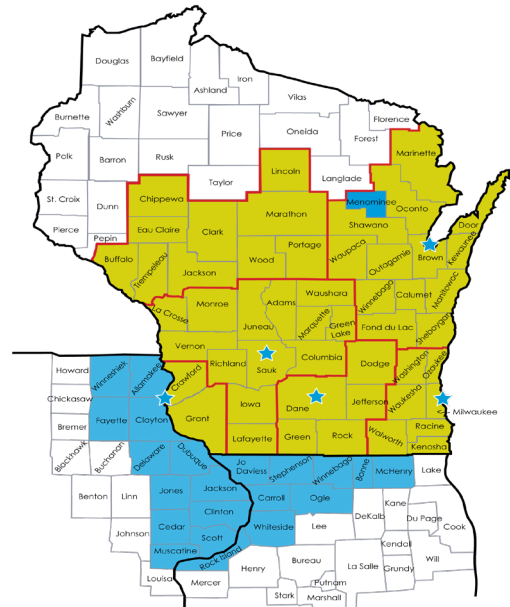


LICENSED AND CERTIFIED PROFESSIONALS

53

(PE, EIT, PLS, PH, CST, PLA, CFM,
LEED AP, AICP, CNU-A)
WI LIC # 1326-11

GEOGRAPHIC SERVICE AREA



FOUNDED 1976



5 OFFICE LOCATIONS

85% of our work is from REPEAT CLIENTS

PLANNING

ECONOMIC DEVELOPMENT

COMMUNITY DEVELOPMENT

PUBLIC FUNDING

ENGINEERING

LANDSCAPE ARCHITECTURE

SURVEYING

120 TEAM MEMBERS



#1 VIERBICHER GOAL:

PROVIDE A CULTURE THAT INSPIRES PEOPLE TO DELIVER EXCEPTIONAL RESULTS



Firm History

Vierbicher: A History of Community-Focused Planning and Engineering

Vierbicher is a leading consulting firm providing comprehensive planning, engineering, and surveying services to communities throughout Wisconsin and the Upper Midwest. Founded in 1976 by James Vierbicher, PE, in Reedsburg, Wisconsin, the firm has grown from its small-town roots to become a trusted partner for over 100 communities across the state.

Driven by a commitment to excellence and community development, Vierbicher has consistently expanded its reach and expertise. Key milestones in the firm's history include the acquisition of Lakeland Engineering, which led to the establishment of our office in Madison (1987); opening a Prairie du Chien office (1999); opening an office in Milwaukee (2016); acquiring Mau & Associates to create our Green Bay office (2023); and acquiring KD Engineering to expand our reach into southwest Wisconsin (2024). This strategic expansion has enabled Vierbicher to better serve its clients and contribute to the growth and prosperity in diverse regions within Wisconsin.

At the heart of Vierbicher's success is its multi-disciplined, team-based approach. By bringing together planners, community development professionals, funding specialists, engineers, landscape architects, and surveyors the firm provides innovative and cost-effective solutions tailored to each client's unique needs. This collaborative philosophy has been instrumental in navigating significant challenges and achieving notable successes throughout the company's history.

Vierbicher's dedication to its employees is reflected in its structure as an employee-owned corporation. This ownership model fosters a strong sense of shared purpose and commitment among the firm's 120+ person team. A seven-person Board of Directors, elected by the shareholders, provides oversight and guidance, ensuring the company remains true to its founding principles while adapting to the evolving needs of the communities it serves.

Today, Vierbicher stands as a testament to the vision of its founder and the dedication of its employee-owners. The firm's unwavering commitment to quality, innovation, and community partnership has solidified its position as a leader in the consulting industry. As Vierbicher looks to the future, it remains dedicated to building stronger, more vibrant communities across Wisconsin and beyond.

Expertise and Key Services

With a team of over 120 professionals, including planners, community development specialists, funding specialists, licensed engineers, surveyors, and landscape architects, Vierbicher has the expertise to manage complex projects from concept to completion. Core service areas include:

- Community Development: zoning, comprehensive planning, grant writing, and economic development initiatives for municipalities throughout the state.
- Public Funding: Securing over \$100 million in grants for clients, participating in the creation and amendment of numerous TIF districts, and providing guidance on various public funding programs.
- Municipal Engineering: Road reconstructions, utility expansions and upgrades, municipal consulting services, park development, and ongoing road maintenance for various municipalities across Wisconsin.



Industry Leadership

Vierbicher is an active participant in various industry associations, including the American Planning Association, the League of Wisconsin Municipalities, the Wisconsin Economic Development Association, American Public Works Association, and Wisconsin Rural Water Association. This involvement allows the firm to stay at the forefront of industry trends and best practices. Vierbicher's professionals regularly share their expertise through presentations and publications, contributing to the advancement of the engineering profession.

Client-Focused Approach

Vierbicher prides itself on its client-focused approach providing the highest level of customer service. The firm's professionals take the time to understand each client's unique needs and develop tailored solutions that meet those needs. Vierbicher's commitment to clear communication, prompt responsiveness, and consistent staffing ensures that clients receive the highest level of service. We pride ourselves on being an extension of your staff.

The brief case studies below illustrate our client-focused approach and samples of projects similar in scope to the Columbus Zoning and Subdivision Ordinance Rewrite.

The City of Mauston was challenged with growing development pressure and a complex outdated zoning code. Vierbicher was contracted to update the code, ensure consistency with the code & with state statutes, improve usability, consolidate the number of zoning districts and update the conditional use process. Vierbicher also worked with the City to implement a clear and concise review process to streamline zoning entitlement and approvals.

The City of Richland Center needed assistance in updating their zoning code and administering their zoning process. They contracted with Vierbicher to update their zoning code integrating changes in state statute and incorporating case law. Vierbicher also streamlined the code to improve usability and implemented forms & processes to assure consistency within the zoning review.

The Village of DeForest has experienced significant development over the past decade. To support this growth, the Village has pursued frequent zoning code updates to actively manage their zoning code and processes. Vierbicher has provided services to the Village for over 30 years and was selected to assist in the zoning ordinance updates. The zoning updates to ensure compliance with state statutes, integrate case law, and implement zoning best practices. Vierbicher also provides site review services and zoning entitlement reviews to Village.



Project Statement

The City of Columbus is seeking assistance in rewriting the current zoning & subdivision code of the City. The original code dates back to the 1970's with a minor update in 2008. The current code is described in the RFP as “no longer consistent with or follow state statutes”. Additionally, the current code creates challenge in completing efficient code reviews and is discouraging to developers seeking quick and efficient reviews.

The new zoning & subdivision code must be easy to administer, easy to interpret by residents and developers, and provide defensible enforcement authority to the City. Additionally, a review of the Comprehensive and other City plans will be required to ensure the new codes are in line with the identified priorities of the community.

The updated zoning code must provide standards for design that are compatible with the historic downtown, business / industrial parks, residential areas, subdivisions and identified growth areas while allowing flexibility. This is achieved by evaluating the existing structures and properties to form a generalized set of standards that encompass a variety of compatible & complimentary uses and designs. Integration of reduced transportation facilities requirements (narrower streets) and implementing a Complete Streets philosophy will improve non-motorized facilities while enabling a reduction of development costs. Considerations for traditional neighborhood design will be considered to link new development with the historic feel of mature residential districts of the City.

Vierbicher will work closely with City Staff to generate new zoning and subdivision ordinances that provide flexibility, promote higher density opportunities, increase housing unit diversity within zoning districts, provide for in-fill development, maintain the character of the community and are compatible with the desired development of the City of Columbus. A review of existing zoning districts and alignment with current best practices for entitlement will be completed resulting in more by uses by right and a reduction in conditional use permits and /or Planned Unit Developments (PUD).

The City is seeking a zoning code that facilitates a streamlined review process enabling administrative review and approval of projects under a defined threshold and expedites the review and approval process for projects over a defined threshold. The City has identified a need to simplify the zoning and subdivision codes to make them easier to interpret by residents, developers and staff through graphical representations where appropriate. The new codes must include intuitive maps that can be accessed by stakeholders via GIS or delivered as a PDF. Simplification of the codes must reduce or eliminate the need to reference other elements of the code, eliminate conflicting definitions and significantly reduce the need to interpret definitions.

The new zoning and subdivision codes must incorporate modern approaches and best practices for parking, lighting and landscaping standards. The new codes should be crafted in a manner to address challenges related to multiple overlay districts of the current code.

While stormwater and erosion control ordinances have been removed from the Columbus zoning code, shoreline and floodplain zoning should be included in the new codes to address the presence of Crawfish River, FEMA designated floodways, and DNR designated wetlands

Vierbicher will employ a public engagement process that enables a broad group of stakeholders to participate in the ordinance rewrite process. This group of stakeholders includes City governing body, commissions, City staff, residents, property, business owners, real estate and development professionals. The engagement plan will include the use of Vierbicher Community Engagement Platform for public communications and surveys. The plan will also include public meetings and focus groups with stakeholders throughout the process.



The new zoning and subdivision codes must be consistent with the latest changes to the Wisconsin State Statutes related to zoning, conditional use, property owner notification, and public hearings to enable enforcement and to provide defense if challenged.

The deliverables from the zoning and subdivision code rewrite will be provided to the City of Columbus in electronic format. The City of Columbus hosts its ordinances on the Municode platform which provides a level of accessibility to the public and staff. Vierbicher will work with City Staff and Municode to deliver the new ordinances in a compatible format and assure that the usability desired by the City can be attained via the current hosting platform. All maps created as part of the code rewrite process will be provided in a PDF format and as GIS shapefiles compatible with the ESRI platform.

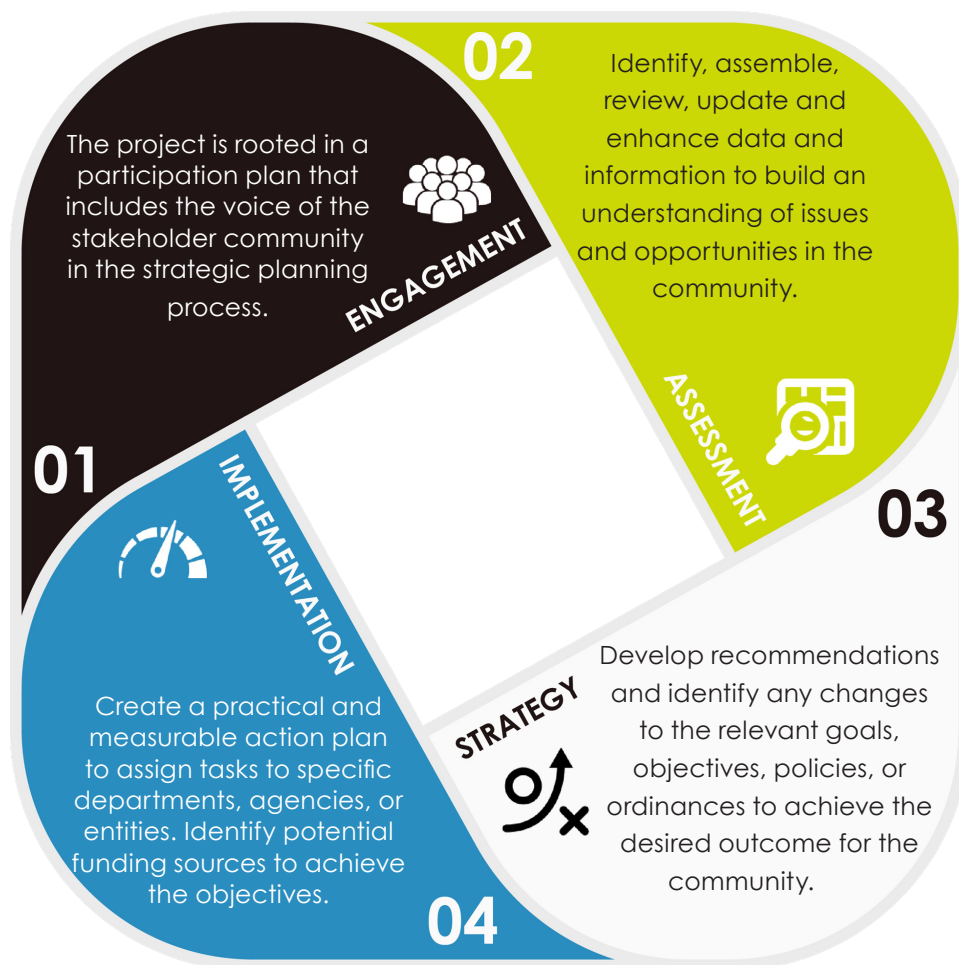
Due to the scope of the project, it is anticipated that the project will span 2025 and 2026. Vierbicher's target for completion is the end of Q3 2026. The City of Columbus is seeking a "not to exceed" price for the project. Vierbicher has generated a scope of work based on its project understanding which will be a fixed bid proposal. The final scope of work and contract will be based on the proposal and any modifications requested by the City. Scope changes after the contract is executed will be addressed via addendum and may result in a change of price.



Project Approach

Our team's goal is to be a partner with the City of Columbus to develop new zoning and subdivision ordinances that are consistent with state statutes and current best practices. Our focus will be the delivery of user-friendly zoning and subdivision codes that are clear to the public and enforceable by the City. The new codes will be consistent with the goals and objectives defined by the City within the current comprehensive plan, comprehensive outdoor recreation plan and through stakeholder input. We provide a coordinated project experience, building on previous community successes and engaging the community throughout the process.

Vierbicher staff will guide the process of developing new zoning and subdivision ordinances, as well as reviewing and revising the historic preservation ordinance, shoreland and watercourse ordinance, and floodplain regulations using our proven **EASI** model for planning. The model is based on four components **E**ngagement, **A**ssessment, **S**trategy, and **I**mplementation enabling a collaborative and thorough approach to developing zoning ordinances. The **EASI** Model phases overlap and often run concurrently to enable the optimal flow of information, the maximum level of engagement and the flexibility to focus resources and time where it is needed during the project.





PROJECT
APPROACH

01 ENGAGEMENT

Vierbicher views community engagement as a critical component of successful Planning & Community Development. One element of that engagement is communication and Vierbicher hosts a public Engagement Web Portal during the project. This page contains valuable information that is readily available to stakeholders and the public throughout the project. Examples of information include multi-media content, project overview, and a project calendar. A second element of engagement is a community survey. Vierbicher works with the local government representatives to develop a project focused community survey. Vierbicher utilizes an Enhanced Community Engagement platform with which integrates robust survey capabilities with a powerful GIS platform. The platform enables survey questions to be linked to interactive community mapping to add spatial context to the survey.



The City of Columbus has begun the process of rewriting its municipal zoning code and has generated this survey to obtain public input.

All responses to the survey are anonymous and confidential.

I confirm that I am only responding to this survey once

I consent to my responses being published as part of the results





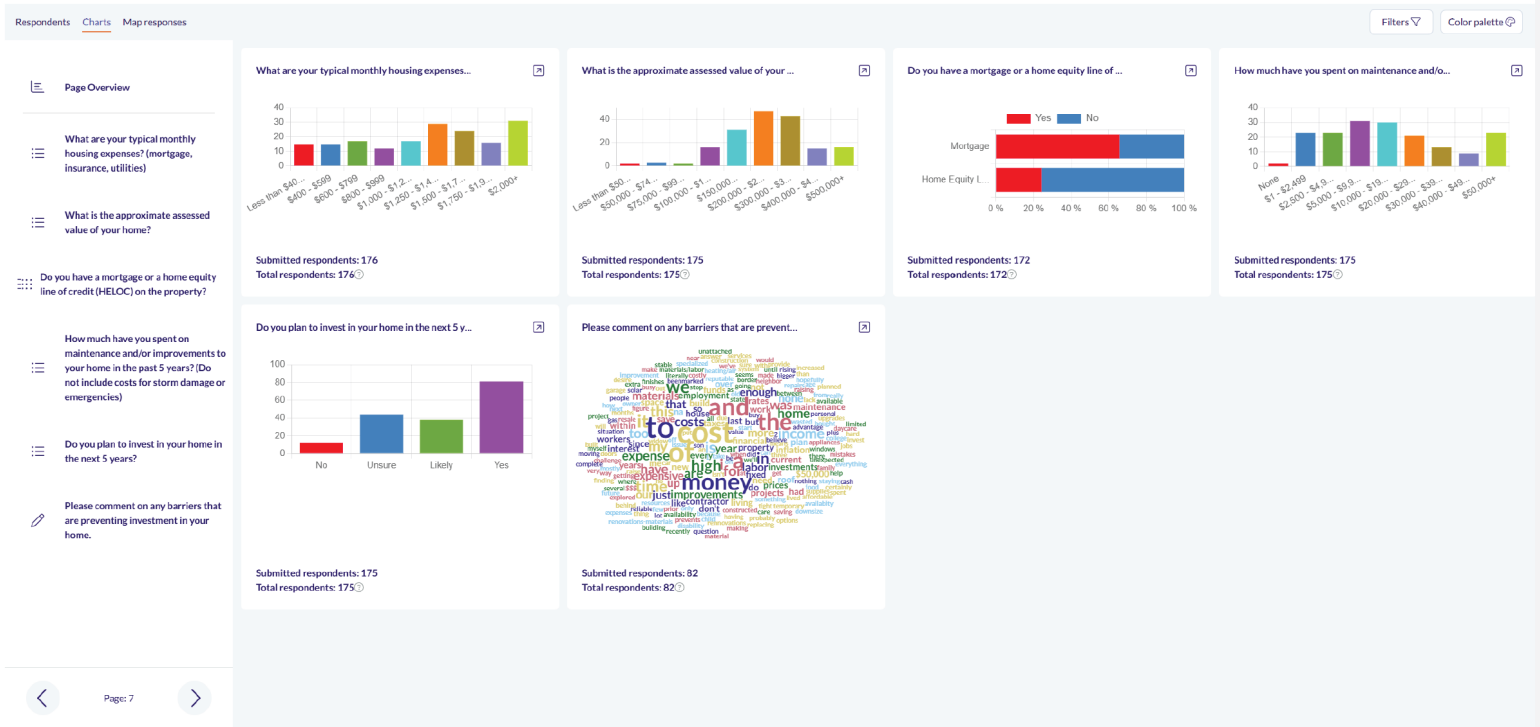
PROJECT APPROACH

02 ASSESSMENT

A full review of the current zoning code Chapters 114 & 90 and a SWOT analysis with the project stakeholders is facilitated to identify specific concerns and challenges with the current code. The perspectives of the City staff and members of the governing body on these additional planning documents will be collected and integrated into the zoning code and subdivision ordinance updates. In addition, Vierbicher will review the Columbus Comprehensive Plan and the Comprehensive Outdoor Recreation Plan (CORP) to identify zoning specific items or requirements in those plans.

The Community Survey provides data from the residents & local stakeholders. This data is collected throughout the survey period to provide “in process” perspective to the governing body during the initial Direct Engagement sessions. The results of the Community Survey are integrated with data collected from other sources. The Community Survey data provides local perspectives and priorities to stakeholders for consideration when developing the new zoning and subdivision code.

Example of Community Survey Analysis Tool





03 STRATEGY

Information collected during the Engagement and Assessment phases is compiled for review with the stakeholder. Vierbicher staff facilitate discussions with City staff, governing body, and community stakeholders to review the information assembled. We draw on the expertise of our personnel, industry best practices, stakeholder perspectives and state statutes to develop the zoning strategies that will be employed for the City of Columbus. The recommended strategies and approaches encompassed in the new zoning and subdivision codes will embody the history and character of the community, reflect the community's needs for a modern and usable code and support the future vision of the community.

04 IMPLEMENTATION

The final phase of the EASI model is Implementation. The Implementation phase is a critical phase in determining the success of the project. It is where the work completed in the previous phases come together in a new zoning and subdivision code. Vierbicher staff drafts the new codes leveraging the information gathered in the Engagement and Analysis phases. As the codes are developed, we continue to engage with City staff, the municipal attorney, the governing body and stakeholders to review what is being developed assuring that the end product meets and exceeds expectations.

The final zoning and subdivision code is not only deliverable of the Implementation phase. A successful zoning cost must be accompanied by the forms, exhibits, and processes that enable City staff and stakeholders to utilize the new codes. Vierbicher staff work with City staff to develop these materials and to deliver form and exhibits in formats that facilitate electronic or analog delivery. Jointly developed processes are drafted with a focus on efficiency, ease-of-use, and user experience.

The Scope of Services and Deliverables below provide details on how Vierbicher will **E**ngage stakeholders, **A**ssess the current code, develop a **S**trategy to fulfill stakeholder needs while eliminating current challenges, and creating new zoning & subdivision ordinances for Implementation by City staff.



Scope of Services

I. SCOPE OF SERVICES

A. General

The Consultant shall review the current zoning code and generate an analysis report detailing recommended modifications. Based on stakeholder approval of the analysis and recommendations, the Consultant shall develop updated, user-friendly zoning and subdivision codes that are clear to the public and enforceable by the City. The new zoning code will include provisions for lighting, parking, landscaping, and design standards. Consultant shall also review and revise the historic preservation ordinance (maintaining National Park Service Certified Local Government status), shoreland and watercourse ordinance, and the floodplain regulations. The new and revised codes will ensure fairness, consistency and a streamlined permitting process while engaging stakeholders throughout the process.

B. Specific Services Provided by Consultant

1. Engagement and Assessment

a. City Staff Meeting #1: Project Kick-Off Meeting:

1. Vierbicher will conduct a Kick-Off meeting with City staff to establish a shared understanding of the project goals and objectives.
2. This meeting will include a detailed review of existing ordinances to identify implementation challenges and areas of concern.
3. Discussions will cover current zoning districts, including potential eliminations or consolidations, along with a review of the Official Zoning Map.
4. An initial review of zoning, subdivision, historic preservation district, shoreland and floodplain applications will be conducted.
5. Vierbicher staff will facilitate a review of current zoning forms and processes with Client staff.
6. The project timeline will be reviewed, and a project meeting schedule will be developed with City staff. The meeting schedule will cover Vierbicher and City Staff meetings, as well as relevant boards, commissions, and committees required throughout the project.
7. Vierbicher will discuss public engagement strategies and demonstrate the Enhanced Community Engagement platform. A public participation plan outlining methods to collect input from stakeholders and residents via survey, focus groups and public meetings will be generated.

b. Follow-Up to the Kick-Off Meeting

1. Vierbicher will create a Public Participation Plan for the City of Columbus Zoning and Subdivision Rewrite.



2. Vierbicher will develop engagement surveys using the Enhanced Community Engagement platform. One survey will gather input from City departments and elected officials, while another will target stakeholders such as developers, surveyors, and the general public. These surveys will help address concerns from various perspectives, including NIMBY's (Not in my backyard), CAVE's (Citizens Against Virtually Everything) and LULU's (Locally Unwanted Land Use).
- c. **City Staff Meeting #2: Review Ordinance Templates**
1. Vierbicher will provide & present two ordinance examples from other communities for City staff to evaluate.
 2. City staff will review the provided ordinances and offer input on elements they would like to incorporate into the City of Columbus' ordinances.
- d. **City Staff Meeting #3: Analysis and Assessment**
1. Vierbicher will conduct a site visit to areas identified by City staff to assess zoning and subdivision regulations, as well as the Historic Preservation District identifying non-conforming properties and to gauge zoning elements that work and/or create challenges. This will provide insights into ordinance recommendations.
 2. Vierbicher we will review shoreland and floodplain maps to understand their impact on development.
- e. **Review and Documentation:**
1. Vierbicher will review ordinances to identify barriers to mixed-use developments, redevelopments, affordable housing, a diverse mix of housing options, and outdated requirements for parking, lot size, setbacks, etc.
 2. Vierbicher will review current street design standards will be reviewed and analyzed to identify alternative approaches that facilitate development and improve cost-effectiveness.
 3. Vierbicher will, utilizing GIS, review the lots will be evaluated based on lot size, lot widths, lot depths, floor area ratios, and setbacks. Existing lots will be categorized to assess the current built environment and guide ordinance revisions.
 4. Vierbicher will, utilizing GIS and information from City staff, review non-conforming lots, uses and structures will be analyzed, assessed and reported.
 5. Vierbicher will review existing conditional uses will be evaluated to determine whether they would be better suited as permitted use or remain as conditional uses in the ordinance rewrite.
 6. Vierbicher will review and annotate the Zoning Ordinance, Subdivision Ordinance, Historic Preservation Ordinance, Shoreland and Watercourse Zoning Ordinance, and Floodplain Regulations to highlight potential changes and inconsistencies.



7. Related planning documents will be examined by Vierbicher staff to incorporate relevant recommendations into the ordinance assessment. These include the City's Comprehensive Plan and Outdoor Recreation Plan. Review and incorporation of other plans identified by the City can be accommodated via amendment to the scope of services.
8. Ordinance amendments passed by the Common Council over the last 10 years will be reviewed and integrated as appropriate to ensure consistency with the rewrite by Vierbicher staff.
9. Wisconsin State Statutes regarding land use, zoning, subdivision, conditional uses, historic preservation, shoreland and floodplain will be reviewed by Vierbicher staff, with necessary updates incorporated into the revised ordinances, and this includes the conditional use, substandard lot, nonconforming language from 2017 Wisconsin Act 67.
10. Relevant rulings from the US Supreme Court, US Court of Appeals, and Wisconsin Supreme Court that impact land use, zoning, subdivisions, historic preservation, shoreland and floodplain will be analyzed, and ordinance adjustments will be made accordingly by Vierbicher staff.
11. Vierbicher staff will complete an analysis of the Official Zoning Map, and up to two (2) conceptual maps will be prepared to illustrate potential zoning district changes. These maps will serve as examples of proposed modifications

2. Strategy and Implementation

a. City Staff Meeting #4: Final Report and Review Meetings:

1. A Zoning Assessment and Recommendation Report will be developed based on meetings, communications, and data analysis, with dedicated sections for zoning, subdivision, historic preservation, shoreland and watercourse zoning and floodplain ordinances. This report will highlight the strengths and limitations of the current ordinances and will provide a review of the best practices in land use planning and zoning and how those may be incorporated into the revision.
2. A second meeting will be organized with City staff to review the Ordinance Assessment and Direction Report.
3. This will be followed by meetings with the Planning Commission and the Historic Landmarks & Preservation Commission to review the Ordinance Assessment and Direction Report.

b. Ordinance Rewrite:

Once comments are received from City staff and from the Commission meetings, Consultant shall implement approved changes based on feedback, discussions and the contents of the Zoning Assessment and Direction Report.

1. Recent changes to state law regarding conditional use permits and impact fees will be incorporated.



2. New tables and select graphics will be created to illustrate elements in the five (5) ordinances including permitted and conditional uses, development standards, and lot layouts.
 3. New forms will be developed to assist City staff in streamlining the permitting and subdivision review process.
 4. A revised Zoning Map will be prepared to reflect any changes in zoning or historic preservation district boundaries.
 5. Coordination with the City Attorney will take place for a legal review of the draft ordinances.
- c. **City Staff Meetings 5 – 9:** Coordination with City Staff:

We will coordinate with City staff on proposed changes to the draft sections and schedule a meeting to review the draft ordinances. This will involve five (5) separate staff meetings, each focusing on a different draft ordinance:

1. Historic Preservation Ordinance
2. Subdivision Ordinance
3. Shoreland and Watercourse Ordinance and Floodplain Regulations
4. Zoning Ordinance
5. Forms, Exhibits, and Processes

The purpose of this order is to ensure the ordinances work together, culminating in the Zoning Ordinance.

d. **Stakeholder Focus Group**

Consultant will facilitate a zoning stakeholder focus group meeting to discuss zoning issues from the developer, realtor, and general public. Data collected will be reviewed with City staff and incorporated into the zoning rewrite as appropriate.

e. **Historic Landmarks & Preservation Commission Meeting #1:**

Historic Preservation Ordinance Review:

We will present the draft historic preservation ordinance to the Historic Landmarks & Preservation Commission for final feedback prior to the public hearing.

f. **Plan Commission Meeting #2:** Comprehensive Ordinance Review:

The draft zoning, subdivision, historic preservation, shoreland and watercourse ordinances and floodplain regulations will be presented to the Plan Commission for final feedback before proceeding to the Common Council and ultimately the public hearing.



g. **Common Council Meeting #2:** Common Council Review:

The final draft ordinances will be presented to the Common Council for review of the process and the changes incorporated into the ordinances. Once approved, the Common Council will authorize a public hearing, which can be held either at the Planning Commission or Common Council meeting.

h. **Public Hearing:**

During the public hearing, Vierbicher staff will present the changes to the public. Once the ordinances are approved, Vierbicher will finalize them.

C. **Deliverables**

The final adopted ordinances will be provided to the City in Microsoft Word and Adobe PDF formats, both featuring bookmarks and searchable capabilities. Vierbicher will collaborate with Municode to ensure the ordinances are delivered in a compatible format, incorporating imagery, sketches, and graphics for proper display on the hosting platform.

1. Zoning Forms
2. Zoning Exhibits (zoning process and review flowchart)
3. Zoning Processes (application, review requirements, timing, review, communication, appeals)

II. **INFORMATION PROVIDED BY OTHERS**

To complete our scope of services, the following information shall be provided by others:

- A. City staff will provide a list and copies of all ordinance amendments adopted since the most recent zoning amendment in 2008.
- B. City staff will provide a list and details on identified non-conforming properties within the City.
- C. City staff will provide a list of approved conditional use permits as well as conditional use applications from the past 12 months.
- D. City Staff will identify vacant areas and sites with development potential.
- E. City Staff will provide electronic copies of current zoning forms, zoning approval process documents, and zoning notices.



Time Schedule

The following Schedule section provides the proposed scheduled and high-level tasks that Vierbicher has identified to complete the zoning code rewrite requested by the City of Columbus. This schedule / workplan is based on a project time from March of 2025 through January of 2026. Vierbicher will work cooperatively with the City of Columbus to finalize the project schedule / workplan as the Statement of Work and contracts are completed. Adjustments to the schedule / workplan are anticipated over the course of the project and will be mutually agreed upon as needed.

CITY OF COLUMBUS, COLUMBIA & DODGE COUNTY, WI

ZONING CODE REWRITE

Anticipated Summary of Activities and Timetable

(Subject to Revisions)

Action	Responsible Party	Date Range
Common Council Meeting #1: Selection of Consultant. Authorization to proceed with Zoning Code update.	City Common Council	April 8, 2025
Vierbicher Internal Kick-Off Meeting Assessment Phase Begins: Data Collection and Consolidation	Vierbicher	April 10, 2025
Draft Public Participation Plan Sent to City Staff	Vierbicher / City Staff	April 10, 2025
Staff/Vierbicher communication	City Staff/ Vierbicher	Throughout Process
City Staff Meeting #1: Project Kick-off REVIEW: Project Goals & Objectives, Challenges & Concerns with current code, current forms & processes, and project timeline & schedule. REVIEW: Zoning, Subdivision, Historic Preservation District, Shoreland, and Floodplain code. Review current official zoning map. PERFORM Zoning SWOT Analysis w/ Plan Commission DISCUSS: Vierbicher Engagement Platform & Community Survey goals /objectives RECOMMEND: Public Participation Plan forward to City Council	City Staff/ Vierbicher	April 15, 2025
Vierbicher to review zoning ordinance amendments, non-conforming properties, approved conditional uses, and vacant / underutilized sites REVIEW & APPROVE: Zoning Survey	City Staff/ Vierbicher	April 16 – May 1, 2025



Common Council Meeting #1: Approval of Public Participation Plan via Resolution. REVIEW & APPROVE: Zoning Survey	City Common Council / Vierbicher	May 6, 2025
Launch Community Public Survey – Open for ~seven (7) weeks	Vierbicher	May 7 – June 27, 2025
City Staff Meeting #2: Work session REVIEW: Two Zoning ordinance examples DISCUSS: Elements to be included in new code.	City Staff/ Vierbicher	May 13, 2025
City Staff Meeting #3: Work session CONDUCT: Historic Preservation District and areas of concern identified by City Staff REVIEW: Infrastructure design standards, and development barriers.	City Staff/ Vierbicher	May 27, 2025
Prepare Zoning Assessment & Recommendations Reports	Vierbicher	June 2025
Stakeholder Focus Group #1: Work session DISCUSS: Zoning Perceptions and Issues	City Staff/ Vierbicher	TBD June
Compile Zoning Survey Response Data	Vierbicher	July 11, 2025
City Staff Meeting #4: Work session REVIEW: Zoning Assessment & Recommendations Report RECOMMEND: Approval of Report to Plan Commission and City Council	City Staff/ Vierbicher	July 22, 2025
Prepare Draft #1 the Zone Ordinance and generate updated maps.	Vierbicher	August 1 – November 21, 2025
City Staff Meeting #5: Work session REVIEW: Historic Preservation Ordinance	City Staff/ Vierbicher	December 9, 2025
City Staff Meeting #6: Work session REVIEW: Subdivision Ordinance	City Staff/ Vierbicher	Jan 13, 2026
City Staff Meeting #7: Work session REVIEW: Shoreland, Watercourse and Floodplain Regulations	City Staff/ Vierbicher	February 10, 2026
City Staff Meeting #8: Work session REVIEW: Zoning Ordinance	City Staff/ Vierbicher	March 10, 2026
City Staff Meeting #9: Work session REVIEW: Zoning Forms, Exhibits and Processes	City Staff/ Vierbicher	April 14, 2026
Historic Landmarks & Preservation Commission Meeting #1: Working session REVIEW: Historic Preservation Ordinance DISCUSS: Potential Revisions	Landmarks & Preservation Commission / Vierbicher	May 12, 2026



<p>Plan Commission Meeting #2: Working session REVIEW: Zoning, Subdivision, Historic Preservation, Shoreland, Watercourse, and Floodplain</p> <p>DISCUSS: Potential Revisions and submission to Common Council</p>	Plan Commission / Vierbicher	June 9, 2026
Prepare Final Zoning Ordinance	Vierbicher	June 26, 2026
Final Draft of Zoning Ordinance sent to City for Common Council Packets	Vierbicher	June 29, 2026
Public notice sent to eligible newspaper	City Clerk	July 1 or July 2, 2026
Public notice published in eligible newspaper (required 30 days before hearing) – and Draft Comprehensive Plan available for viewing on website and at City Hall.	Newspaper	(thirty days before August 4, 2026)
<p>Common Council Meeting #2: Public Hearing Adoption of Updated Zoning Code CONDUCT: Public Hearing on City of Columbus Zoning Ordinance</p> <p>ADOPT: City of Columbus Zoning by Ordinance</p>	City Common Council / Vierbicher	August 4, 2026

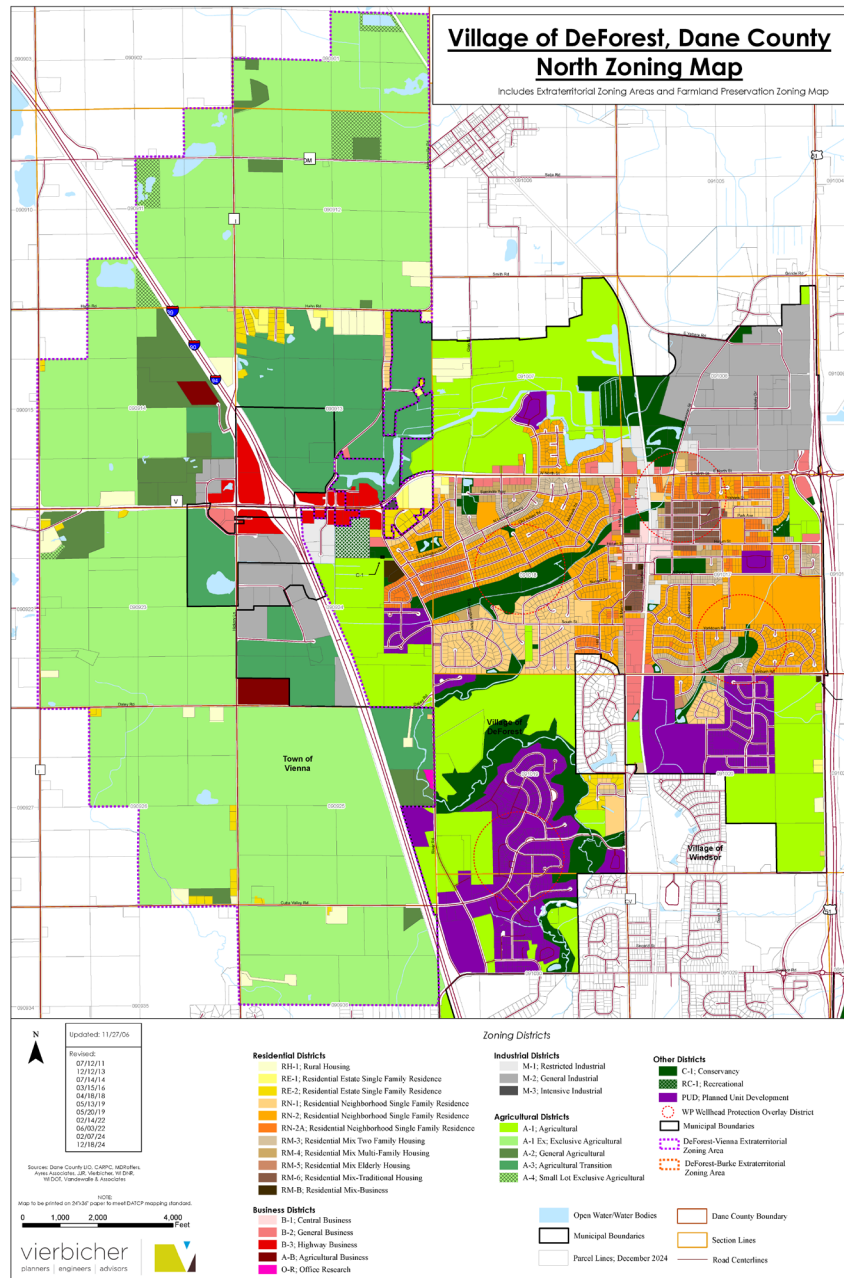
City Council meets 1st Tuesday of the month @ 6:00 PM in City Hall.

Plan Commission meets 2nd Thursday of the month @ 4:00 PM in City Hall.



Examples

Vierbicher understands the importance of clear, concise, and user-friendly zoning ordinances. We also recognize the value of incorporating visual aids to enhance comprehension and accessibility for all stakeholders. The following examples demonstrate our commitment to these principles, showcasing projects where we have successfully integrated graphics and imagery into zoning ordinances for communities similar to the City of Columbus. These examples illustrate our ability to not only modernize and streamline zoning regulations but also to present them in an engaging and informative manner.





City of Richland Center Zoning



CLIENT
City of Richland Center

LOCATION
Richland Center, WI

- PROJECT SERVICES**
- Zoning Administration
 - Zoning Ordinance Rewrite
 - Annexation

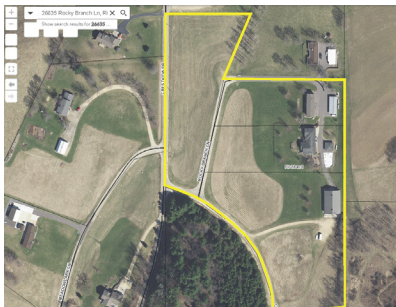
Situated along US Highway 14, in the driftless region of Wisconsin and along the Pine River, the City of Richland Center is the cultural, governmental and economic hub of Richland County.

Due to housing and commercial development pressures, a zoning ordinance amendment was needed in order to clearly depict the development process for residential and commercial projects and to be more user-friendly for the applicant as well as the appointed and elected officials. A number of changes in Wisconsin State Statutes, particularly conditional use permitting, also created a need to update the zoning ordinance to be compliant with state law.

Vierbicher was contracted to manage zoning administration for the community and update the zoning ordinance to ensure consistency in review language and permit processes. As part of this update, the conditional use permit code was revised to include a completeness review, clear review criteria, and a defined amendment process.

To enhance clarity and usability, allowable uses within each zoning district were consolidated into a use table, providing a streamlined reference. Additionally, the definitions section was updated to align terminology across all relevant sections of the ordinance.

The updated zoning ordinance establishes a clear and consistent process for reviewing and amending large-scale development plans. These improvements provide greater transparency for review staff, governing bodies, and applicants, ensuring a shared understanding of expectations, procedures, and outcomes.





City of Mauston Zoning



CLIENT

City of Mauston

LOCATION

Mauston, WI

PROJECT SERVICES

- Zoning Ordinance Rewrite
- Economic Development Planning
- Housing Study

The City of Mauston, the county seat of Juneau County, is located along Interstate Highway 90/94. Mauston is the gateway to the driftless region of Wisconsin and sits along the Lemonweir River.

Due to development pressures, and too many zoning districts a zoning ordinance amendment was needed in order to clearly depict the development process for residential and commercial projects and to be more user-friendly for the applicant and the decision-makers. A number of changes in Wisconsin State Statutes, particularly conditional use permitting, created a need to update the zoning ordinance to be consistent with state law.

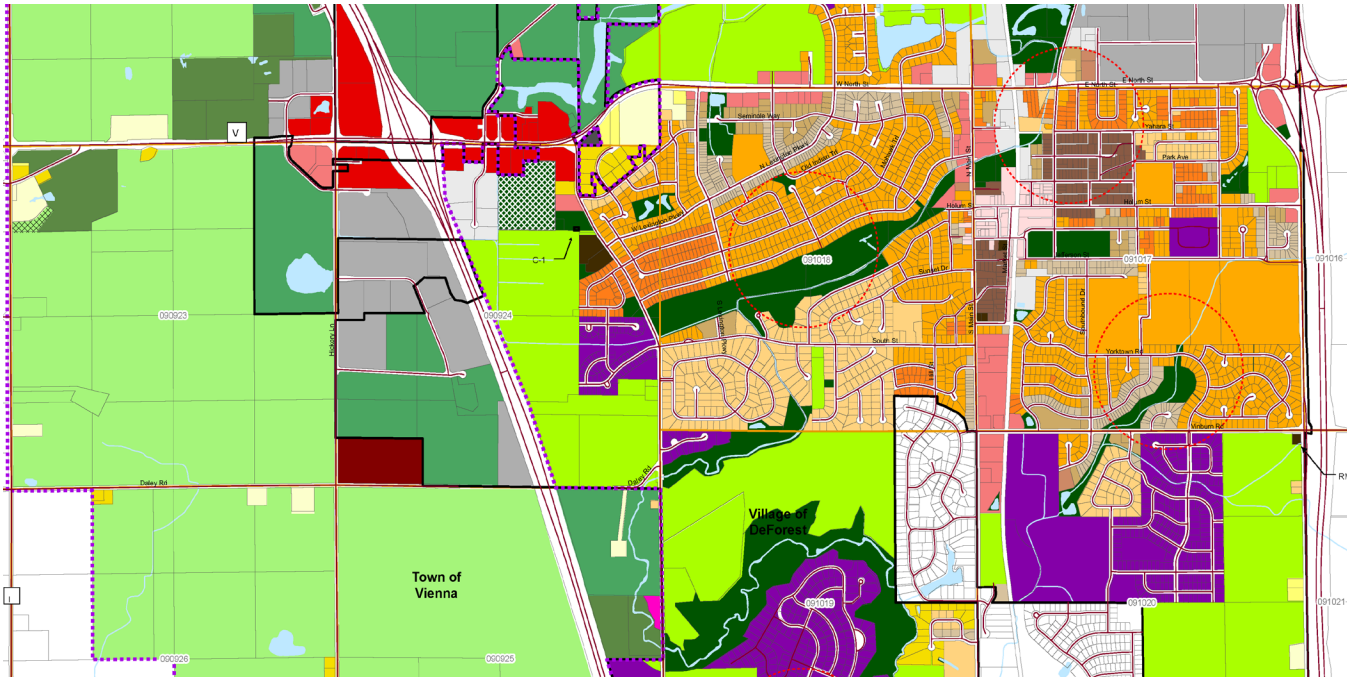
Vierbicher was contracted to update the zoning ordinance to ensure consistency with the language and permitting process. As part of this update, the conditional use permit code included clear review criteria, and a defined amendment process.

To enhance clarity and usability, allowable uses within each zoning district were consolidated into a use table, providing a streamlined reference. Additionally, the definitions section was updated to align terminology across all relevant sections of the ordinance.

The updated zoning ordinance establishes a clear and consistent process for reviewing and amending development plans. These improvements provide greater transparency for staff review, governing bodies, and applicants, ensuring a shared understanding of expectations, procedures, and outcomes.



Village of DeForest Zoning



CLIENT

Village of DeForest

LOCATION

DeForest, WI

PROJECT SERVICES

- Zoning Ordinance Rewrite

Vierbicher has maintained a long-standing partnership with the Village of DeForest, Wisconsin, providing comprehensive consulting services for decades. This enduring relationship has allowed us to develop a deep understanding of the Village's unique needs and priorities, particularly concerning its municipal code of ordinances. Our expertise has been instrumental in helping DeForest adapt and refine its local regulations to meet evolving community standards, statutory requirements, and development pressures.

Over the years, Vierbicher has collaborated with the Village of DeForest to rewrite and update numerous sections of its municipal code. These updates have encompassed a wide range of critical areas, including zoning, subdivision regulations, fire protection, stormwater management, stormwater utility establishment, shoreland zoning, conditional use permits, and floodplain management. Beyond these comprehensive rewrites, Vierbicher provides ongoing support to the Village, offering regular feedback and modifications to their Zoning and Subdivision codes based on changes in state statutes and practical experience gained during project implementation. This continuous improvement process ensures that DeForest's ordinances remain current, effective, and aligned with best practices. Furthermore, Vierbicher plays a crucial role in the administration and enforcement of these codes, conducting thorough reviews of 15-20 development and land division projects annually. This ongoing involvement provides valuable consistency and ensures that all projects adhere to the Village's established regulations.



Client References

City of Richland Center

Ashley Oliphant, City Administrator
City of Richland Center Municipal Building
450 South Main Street
Richland Center, WI 53581
(608) 647-6428
ashley.oliphant@richlandcenterwi.gov

City of Mauston

Daron Haugh, City Administrator
City of Mauston
303 Mansion Street
Mauston, WI 53948
(608) 747-2704
dhaugh@mauston.com

Village of DeForest

Brandi Cooper, Zoning Administrator
Village of DeForest
120 South Stevenson Street
DeForest, WI 53532
(608) 846-6751
cooperb@deforestwi.gov



Project Manager Qualifications

The Vierbicher team is proud to offer the services of Mark Steward, AICP, as Project Manager for the City of Columbus zoning ordinance rewrite project. Mark has over 20 years of experience in planning and zoning, and he is a certified planner with the American Institute of Certified Planners. Mark has worked on a variety of projects similar in scope to the City of Columbus's needs, including several zoning ordinance rewrites and updates.

Mark's responsibilities as Project Manager will include:

- Leading the project team and ensuring that all project objectives are met on time and within budget.
- Working with City staff to develop the new zoning ordinance.
- Conducting public outreach to gather community input on the project.
- Drafting the new zoning ordinance and ensuring that it is consistent with state law and the City's comprehensive plan.
- Presenting the new zoning ordinance to the Plan Commission and City Council for adoption.

Mark is committed to providing the City of Columbus with a high-quality zoning ordinance that meets the needs of the community. He is confident that his experience and expertise will be a valuable asset to the project. Mark's full resume experience follows on the next page.



SENIOR COMMUNITY
DEVELOPMENT
CONSULTANT

Mark Steward, AICP



BACKGROUND & ROLE

With over 20 years of experience in Planning & Zoning and as a Municipal Administrator, Mark has developed a wide range of skills in both the public and private sectors. Mark's expertise is in economic development, grant writing, administration, writing and interpreting ordinances, codes and laws, polices, and administering and enforcing zoning. He is also a master with budgeting financials and project management.

RECENT PROJECT EXPERIENCE

Planning & Zoning

- Sauk County Comprehensive Plan
- Highway 12 Corridor Study, Sauk Co.
- Elroy Downtown Revitalization Plan
- Elroy Zoning Ordinance Update
- Sauk County Zoning Ordinance Update
- Rusk County Zoning Ordinance Rewrite
- City of Richland Center Zoning Administration
- City of Richland Center Ordinance Rewrite
- City of Mauston Ordinance Rewrite

Community Development

- Development Agreements
- Memorandums of Understanding
- Business Recruitment & Retention
- Blight Remediation

Public Funding Services

- Capital Improvements Planning
- Funding Research & Analysis
- Grant & Loan Applications
- Grant & Loan Administration
- Tax Incremental Financing
- Low to Moderate Income Surveys
- FEMA Firefighter Grants

Floodplain Management & Floodplain Mitigation

- CDBG-EAP Grant Application & Administration, Elroy
- WDNR Municipal Flood Control Grant, Elroy
- Powerhouse Flood Mitigation Project, Elroy
- FEMA Flood Buyout Application & Administration
- Sauk County Floodplain Ordinance
- Rusk County Floodplain Ordinance
- Elroy Floodplain Ordinance
- Viola Economic Recovery Plan
- La Farge Economic Recovery Plan

Flood Recovery & Mitigation Experience

- Village of Rock Springs Municipal Buildings
- Village of Viola Resettlement Project
- Village of Rock Springs Resettlement Project
- Village of La Farge Substation Relocation Project

EDUCATION

Bachelor of Science Degree
(1994)
University of Minnesota,
Minneapolis, MN

PROFESSIONAL EXPERIENCE

Vierbicher
Senior Community
Development Consultant (2020)

Kalahari Development
Facilities Director (2017-2020)

City of Elroy
City Administrator (2011-2017)

Sauk County
Planning and Zoning Director
(2007-2011)

Rusk County
Zoning Administrator (2003-
2007)

Ayres Associates
Project Manager (1999-2003)

PROFESSIONAL AFFILIATIONS

American Institute of Certified
Planners (AICP)

American Planning Association
- Wisconsin Chapter

Wisconsin City/County
Management Association



Budget Proposal

FEES

The total Planning Services proposed cost for the City of Columbus is \$72,500. The following section contains a breakdown of the proposed pricing.

The fixed fee to provide the scope of services described herein is:

Engagement		
Meetings		\$12,500
Community Survey		\$5,500
Public Engagement Events		\$7,500
Assessment		
Review & Analysis		\$8,500
Strategy		
Zoning Assessment & Recommendations Report		\$8,500
Implementation		
Zoning Ordinance		\$15,000
Subdivision Ordinance		\$10,000
Forms, Exhibits & Processes		\$5,000
	Total	\$72,500

REIMBURSABLES

Most reimbursable items, such as mileage, copies, survey equipment, are included in the fees above. Anything that might become a reimbursable cost will be discussed in advance and billed at the actual cost.



Fee Schedule



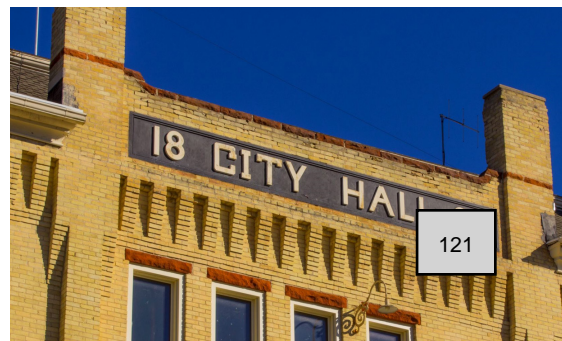
Classification	Labor Rate
Planning & Community Development Manager	\$190.00/hr
Engineering Manger / Floodplain & Watercourse Specialist	\$190.00/hr
Senior Community Development Specialist/Project Manager	\$175.00/hr
Community Development Specialist	\$165.00/hr
Administrative Staff	\$130.00/hr

City of Columbus, Wisconsin

Zoning and Subdivision Ordinance Rewrite

Proposal

February 21, 2025



Birchline Planning LLC
Great Waters + Great Communities



February 21, 2025

Mike Kornman
Director of Community and Economic Development

CHICAGO

188 W Randolph St Suite 200
Chicago, IL 60601
312-372-1008

LOS ANGELES

360 E 2nd St Suite 800
Los Angeles, CA 90012
213-259-1008

HELENA

317 Cruse Ave Suite 202
Helena, MT 59601
406-944-1008

SEATTLE

999 3rd Ave Suite 700
Seattle, WA 98104
206-828-1008

MILWAUKEE

313 North Plankinton Ave Suite 207
Milwaukee, WI 53203
414-392-1008

Dear Mr. Kornman:

Houseal Lavigne and **Birchline Planning** are pleased to submit our proposal for the Zoning and Subdivision Ordinance Rewrite for the City of Columbus. Our experience with the preparation of zoning, subdivision, and sign ordinance rewrites and updates for communities throughout the country and in Wisconsin makes us uniquely qualified to assist the City with this important project.

Houseal Lavigne is an award-winning, innovation-based consulting firm. Founded in 2004, Houseal Lavigne has distinguished itself as an industry leader in technology and innovation and is recognized nationally for its, outreach, plans, ordinances, and graphics. Houseal Lavigne has worked with more than 400 communities across the country and has unparalleled experience in a wide variety of zoning, planning, and design projects. In addition, our experience working in Wisconsin with communities such as Oak Creek, Franklin, Verona, Eau Claire, Oshkosh, Fond du Lac, Milwaukee, Waukesha, Wauwatosa, Green Bay, and Altoona provide our firm with the experience needed to navigate and be responsive to regional and state specific trends and requirements.

Birchline Planning is a woman-owned small business that provides public and private sector clients with the tools to create healthy waters and thriving communities through expertise in authoring regulations for water resources. Working in partnership with other outstanding professionals, firms and organizations, Birchline Planning has helped clients throughout the US and eastern Canada with zoning code and design manual updates including both comprehensive overhauls or specific topic or issue efforts. Birchline Planning's experience working with other Wisconsin communities and institutions including Franklin, Bayfield, Superior, Green Bay, Madison, Eau Claire, Waukesha, the Milwaukee Metropolitan Sewerage District, and University of Wisconsin-Madison makes the firm uniquely qualified to assist the City of Columbus in updating its code to reach its environmental goals.

Through Houseal Lavigne's award-winning graphic communication, we develop community-driven processes and regulations that are clear, concise, user-friendly, effective, easy to administer, and responsive to community issues and aspirations. Our illustrations, tables, flowcharts, diagrams, and 3D visualizations have the ability to clearly detail every aspect of a code, including bulk and site standards, development standards, use provisions, administrative procedures, and definitions, so that residents, builders, and developers can understand the intent of regulations, and staff, appointed officials, and elected leaders can interpret and administer the ordinance consistently.

Our project team consists of planning professionals with extensive experience in rewriting, updating, and administering land development regulations. Our team has the experience needed to ensure that Columbus's updated ordinance effectively balances the desires and vision of the community with the realities of the market and what it takes to get good development done.

We appreciate the opportunity to submit our approach for this important project and look forward to the prospect of working with you and the entire Columbus team. If you have any questions regarding this submittal, please do not hesitate to contact me.

Sincerely,

John Houseal, FAICP
Partner | Co-Founder

Houseal Lavigne
(312) 372-1008 ext. 101
jhouseal@hplanning.com



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3	Understanding and Approach	25
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5	Cost	55

SECTION 1

TEAM OVERVIEW

Team Overview

Our team for the City of Columbus Zoning and Subdivision Ordinance Rewrite is made up of professionals with specialized expertise in all areas of community planning, transportation and mobility planning, neighborhood and special area planning, zoning, economic development and market analysis, community outreach and engagement, and implementation. Our team has been specifically assembled to provide the City of Columbus with a responsive, effective, creative, and unique Zoning and Subdivision Ordinance Rewrite. We will approach this project by leveraging our collective expertise and diversity of experience, working closely and collaboratively with City staff.



Houseal Lavigne (Lead Consultant)

At Houseal Lavigne, we believe that urban planning is essential for communities to realize their vision and potential. Our team of experts works closely with community stakeholders to build a foundation of engagement and accurate assessment of influences and opportunities. We deliver vision-driven, responsive, creative, and viable plans for everything from entire regions and city-wide initiatives to individual neighborhoods and priority infill sites. Our approach to planning enables communities to take action, make a difference, and bring their vision to life.

We offer an extensive range of planning and urban design services to help our clients achieve their goals. Our services include comprehensive planning, downtown planning, neighborhood and subarea planning, corridor planning, site planning, transit-oriented development planning, housing planning, strategic planning, parks and recreation master planning, and many others. No matter the scope or complexity of your project, our team has the expertise and experience to deliver a visionary, innovative and effective plan that exceeds your expectations.



Birchline Planning LLC
Great Waters + Great Communities

Birchline Planning LLC (Subconsultant)

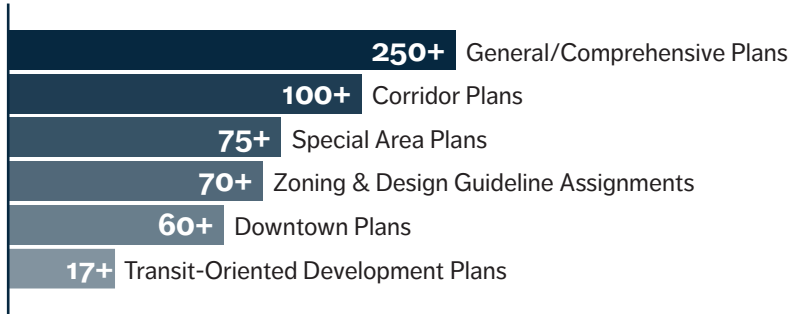
Birchline Planning LLC, founded in 2012 and based in Waterbury, Vermont, is a woman-owned small business led by Juli Beth Hinds, AICP, who has 25 years of experience in land use planning, water resources, program development, financial management, and public communications. The firm helps communities and agencies create healthy waters and thriving communities using tools like program and policy development, financing plans, public engagement, and regulations. Birchline specializes in zoning updates, integrating watershed modeling with planning, code and process audits, realistic financing strategies for water infrastructure, stakeholder engagement and training, and expert witness and private development services.



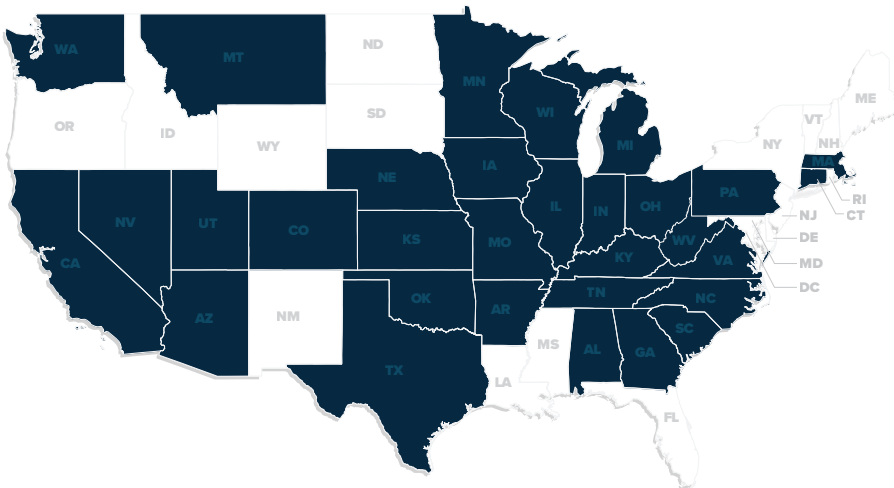


Houseal Lavigne is an urban planning, design, zoning, and geospatial services firm focused on powering the art of planning with science and technology. We focus on leveraging new technologies to deliver evidence-based decision-making along with graphically compelling and effective storytelling. We pride ourselves on creativity, collaboration, and critical thinking. Our team is built on strong relationships, the exchange of ideas, and a commitment to innovation. Our priorities are to do good, work smart, have fun, and provide visionary, responsive, and viable solutions to our clients and partners.

OVER THE LAST 20 YEARS, WE HAVE WORKED ON MORE THAN **450 PLANS** ACROSS MORE THAN **450 COMMUNITIES** NATIONWIDE. WE HAVE DIRECTED...



OUR NATIONAL EXPERIENCE INCLUDES PLANNING, DESIGN, ECONOMIC, AND ZONING ASSIGNMENTS IN...



Services

- Comprehensive Planning
- Downtown Planning
- Neighborhood & Subarea Planning
- Transit-Oriented Development
- Corridor Planning
- Land Planning & Site Design
- Zoning/Regulatory Controls
- Design Guidelines
- Digital Twins
- 3D Visualization/Immersive Environments
- GIS/Geospatial Services

Office and Studio Locations

Primary Office

Chicago
188 West Randolph Street, Suite 200
Chicago, IL 60601

Studios

Los Angeles
360 E 2nd Street, Suite 800
Los Angeles, CA 90012

Seattle

999 3rd Avenue, Suite 700
Seattle, WA 98104

Helena

317 Cruse Avenue, Suite 202
Helena, MT 59601

Milwaukee

313 North Plankinton Avenue, Suite 207
Milwaukee, WI 53203

Recent Awards

2024

APA County Planning Division - Award of Excellence -
Clarksville Montgomery County Comprehensive Plan;
Clarksville and Montgomery County, TN

Kane County Plan of the Year -
Batavia Downtown Plan

IN APA - All in Allen Comprehensive Plan
2024 Hoosier Planning Award

Outstanding Comprehensive Planning
Allen County and Fort Wayne, IN Comprehensive Plan

TAPA Outstanding Plan for Large Jurisdiction - Clarksville
Montgomery County Comprehensive Plan

2023

NC APA - Marvin Collins Award (Honorable Mention)
Small Area Plan Category
Holly Springs Northeast Gateway Master Plan

ESRI - Innovation Award
Use of ArcGIS system in an innovative or disruptive way

ESRI SAG Award
Riverside, CA RHNA Housing Opportunity Finder

2022

CO APA - General Planning Award (Honors)
Your El Paso Master Plan

CO APA - General Planning Award (Merit)
Picture Cañon City Comprehensive Plan

CA APA - Inland Empire Section Excellence Award
Large Jurisdiction Comprehensive Plan Category
Riverside Housing Element

MO APA - Outstanding Public Outreach Award
Springfield Forward SGF Comprehensive Plan

2021

CO APA - General Planning Award
Gunnison Comprehensive Plan

NC APA - Marvin Collins Award for a Comprehensive Plan
Morrisville Land Use Plan/Town Center

2020

APA National - Smart Cities Award: Technology Division
Morrisville Town Center/Land Use Plan

Esri - Special Achievement in GIS Award
Morrisville Town Center/Land Use Plan

2019

CO APA - General Planning Award
Aurora Places Comprehensive Plan

2018

IL APA - Healthy Active Community Award
Healthy Chicago 2.0

Special Achievement in GIS Award (Esri)
Oshkosh Corporation World Headquarters / Lakeshore
Redevelopment

VA APA - Commonwealth Plan of the Year Award
Bristol Comprehensive Plan

2017

IL APA - Outreach Award
Envision Oak Park Comprehensive Plan

2016

MN APA - Innovation Award
St. Cloud Comprehensive Plan

Founding Principles

Houseal Lavigne began with a set of founding principles that still guide every project we undertake. By continually honoring these principles, we have reliably and repeatedly served our clients, established trust and strong professional relationships, and produced results that exceed expectations, and developed plans that have served as points of pride for communities. By adhering to our founding principles, we have emerged as one of the most respected, trusted, innovative, and effective firms in the industry. Our founding principles are:

Better Community Outreach. We believe strongly in fostering a sense of “community stewardship” by using an inclusive approach to stakeholder engagement as a foundation for all our projects.

Commitment to Creativity. We believe vision and creativity are among the most important components of good planning and design, and we pledge to provide fresh, responsive, and intriguing ideas for local consideration.

Graphic Communication. We believe all planning processes and documents should utilize a highly illustrative and graphic approach to better communicate planning and development concepts in a user-friendly, easy to understand, and attractive manner.

Technology Integration. We believe the integration of emerging technologies should be used to improve the planning process and product - improving public engagement and involvement, fostering evidence-based decision-making, and producing more effective documents and recommendations.

Client Satisfaction. We believe meeting the needs of our clients is a top priority and we strive to achieve it by developing and maintaining strong professional relationships, being responsive to clients’ concerns and aspirations, and always aiming to exceed expectations.

Award-Winning Planning

As a testament to our firm’s overall approach and project methodologies, Houseal Lavigne has frequently been recognized across the country by our peers and honored with awards and special recognition. Houseal Lavigne has received multiple awards for “Best Plan” from several state chapters of the American Planning Association (APA) in categories including comprehensive plan, strategic plan, community outreach, innovation, healthy communities, and best tool or practice. In addition, Houseal Lavigne has received multiple national awards, including the APA’s National Planning Excellence Award for an Emerging Planning and Design Firm and the Smart Cities Award from the APA’s Technology Division. Upon receiving the Excellence Award, the APA recognized our innovative planning approach, targeted implementation strategies, creative and effective outreach, integration of emergent technologies, industry-leading graphic communication, and our firm’s overall influence on the planning profession across the United States.

Houseal Lavigne’s use of technology has been consistently recognized over the years and has resulted in the firm receiving multiple Special Achievement in GIS (SAG) Awards (2018, 2020, 2021, 2023) and Esri’s Innovation Award in 2023.

Firm History

Houseal Lavigne was founded in 2004 by John Houseal and Devin Lavigne. Despite a sluggish national economy beginning just years after our founding, Houseal Lavigne has flourished—growing from the two founders working in a small room to a diverse staff in a collaborative Downtown Chicago design studio with additional offices in Los Angeles and Seattle. Today, Houseal Lavigne has established itself as one of the top planning firms in the United States, working to strengthen communities through creative and dynamic approaches to planning, design, and development.

Community Engagement

Houseal Lavigne has always had a strong commitment to community outreach and engagement, which serves as one of the cornerstones upon which our firm was created. When engagement tools did not exist, we created them. When tools were created by others, we became the experts in using them. Since its founding, Houseal Lavigne has led the way in identifying new ways to engage residents, new ways to visualize data, and new ways to communicate plans, designs, and concepts. Creating and embracing innovative methods to engage communities has become a hallmark of our firm and we can pivot as needed between face-to-face and online engagement platforms at any point in a planning process without impacting the project timeline, budget or quality of deliverable.

Visualization & Immersive 3D Environments

Houseal Lavigne is nationally recognized for our visualizations and immersive 3D environments. We have successfully integrated procedural modeling softwares such as CityEngine, Unreal Engine, and 3D GIS to model alternative growth patterns, development scenarios, and even interactive first person video game style environments that clients can navigate and explore using a standard game controller. These environments have helped communities make tough decisions about density and height regulations and desired development alternatives. Our work with the Town of Morrisville earned us the National APA Smart Cities 2020 Award as well as a Special Achievement in GIS 2020 Award.

Geospatial (GIS)

Houseal Lavigne understands the vital role GIS and geospatial technologies play in community planning, economic development, land planning, site design, visualization, and community engagement efforts. Our team of experts is committed to fully leveraging the power of GIS and related technologies to develop, test, model, and explore solutions to address the challenges and opportunities now facing communities across the globe. When properly implemented, GIS and geospatial technologies provide the foundation for data-driven processes that result in evidence-based outcomes to support actionable and informed decisions.



Partnership with ESRI

Houseal Lavigne is an Esri Gold Business Partner, giving our team access to a variety of cutting-edge technologies and programs. This relationship has allowed us to explore how technology can support a data-driven and visually compelling approach to planning. Additionally, it has provided us the opportunity to collaborate with Esri in shaping best practices and enhancing the integration of their services within the planning profession.

GIS and geospatial technologies are integral to all our service areas, including Comprehensive Planning, Land Planning & Site Design, Visualization, and Community Engagement efforts. Houseal Lavigne has been earned the ArcGIS Online, ArcGIS Urban, and Release Ready Specialty Certifications from Esri, recognizing our expertise in implementing and utilizing the ArcGIS Platform.

It should be noted that Houseal Lavigne is only one of a two urban planning firms in the United States to have been awarded the ArcGIS Urban Specialty Designation, further exemplifying our commitment to being at the forefront of GIS technology for urban planning.

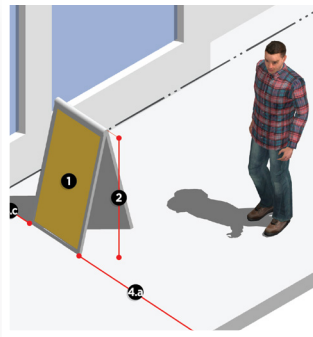
Approach to Zoning

Good development regulations are among the most powerful implementation tools available to communities. When effectively prepared, zoning and development regulations set the table for success, fully leveraging private investment and development in a manner that moves a community forward. Good land use regulations help create more livable, equitable, and economically robust communities, helping to achieve a long-term vision and short-term objectives. Houseal Lavigne is a seasoned professional services firm with unparalleled experience and expertise assisting communities with implementing plans and policies through inclusive and data-driven zoning solutions. Rather than applying a “one size fits all” approach, we bring the expertise necessary to effectively balance Euclidean zoning, form-based regulations, and incentive-based standards into a process that is reflective of local character, sense of place, and community opportunities and priorities.



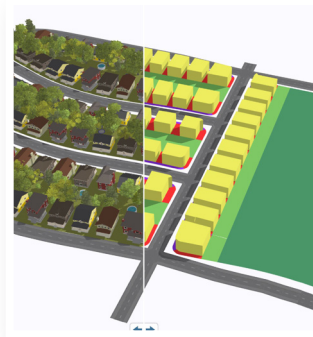
GIS and Data-Driven Analysis

Houseal Lavigne takes a data-driven approach to assessing existing development regulations and testing proposed amendments to ensure a full understanding of the pros and cons of all considered revisions.



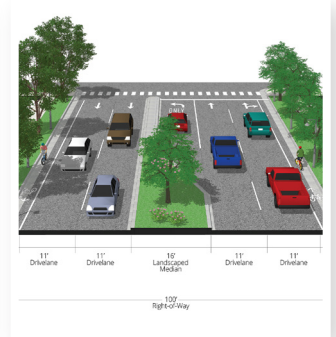
Graphics & Diagrams

Our engaging and clear diagrams, tables, and flowcharts help clarify standards, increase accessibility, illustrate the intended outcome of development, and minimize the likelihood of inconsistent interpretation.



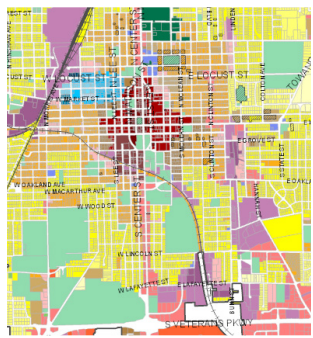
Regulations Testing & Visualization

We use 3D visualizations and procedural modeling to test and compare different regulatory approaches, providing for more informed context sensitive ordinance amendments.



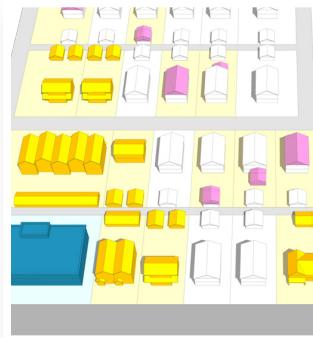
User-Friendly

To ensure ordinances are user-friendly Houseal Lavigne focuses on ordinance structure and organization, writing in plain English, and integrating illustrations, diagrams, tables, matrices, and flowcharts.



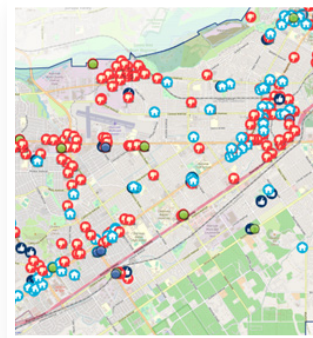
Reality-Based Best Practice

Houseal Lavigne can bring to bear what has and has not worked in other communities to develop unique, responsive, and reality based zoning solutions specific to each client community's needs.



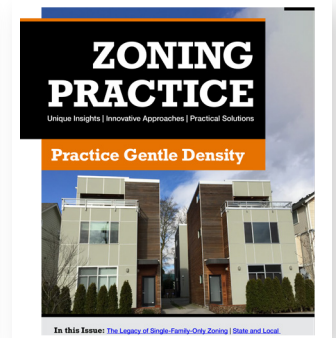
Tackling the Housing Crisis

Zoning can be one of the largest barriers or most helpful tools to ensure housing access, availability, and affordability. The right approach is essential to combating the housing challenges communities are facing.



Effective and Equitable Engagement

Houseal Lavigne utilizes a suite of engagement activities to educate and inform residents as well as to receive meaningful input, helping to build stewardship and reach consensus on zoning.



Recognized Experts

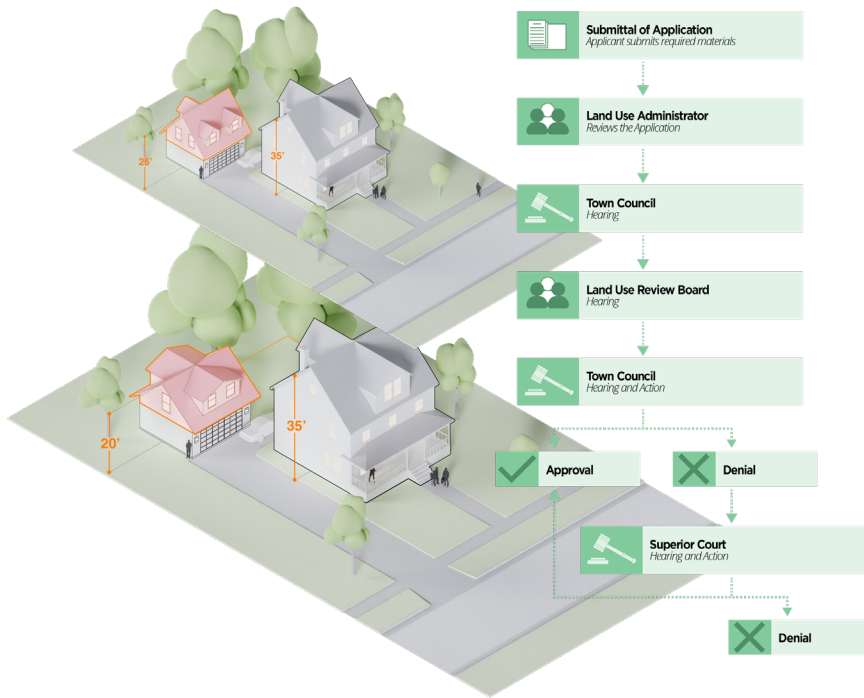
Our team has presented on zoning related topics at numerous national and state chapter American Planning Association (APA) conferences, authored technical articles featured in APA's Zoning Practice publication, are widely recognized for our expertise in tech integration.



Community Engagement

A Zoning and Subdivision Ordinance Rewrite project requires a unique approach to community outreach. Outreach for a planning process should encourage ambitious thinking and broad community input. For Zoning and Subdivision Ordinance Rewrite projects, outreach must first inform residents and stakeholders of the role of zoning in the community then consider the impact of ordinance changes on property owners, development rights, and investment in current development. Zoning and Subdivision Ordinance Rewrite engagement also must bring community members to the table who can shed light on local market realities, the level of tolerance for increased regulation, first-hand experience with development review and entitlement, and gauge public response to the introduction of new standards and regulations. This helps to ensure the long-term goals of the Columbus community as established in the City's plans and policy documents, can be achieved.

We design engagement processes to ensure that the input we receive reflects the diversity of the community— there is no one-size-fits-all approach. It takes commitment from the City and our team to identify diverse voices, ensure they know about the process, and then work to create safe spaces that foster honest and important dialogue about existing conditions, opportunities and challenges, and the vision for the future. This process often needs refinement and recalibration to ensure we are meeting the mark.



Distilling Complex Concepts into Engaging, Educational Collateral

Houseal Lavigne are experts at distilling complex concepts into engaging and educational project collateral. We utilize online and in-person collateral to educate the community about the important role zoning plays, including educational open houses, videos, blog and social media posts, email blasts, intercept signs, and press releases. We also utilize interactive web-based tools like Esri StoryMaps and Dashboards, to provide a user-friendly way for community members to test standards themselves and easily understand proposed changes. Our engaging and clear diagrams, tables, and flowcharts help clarify standards, increase accessibility, illustrate the intended outcome of development, and minimize the likelihood of inconsistent interpretation. Further, we use 3D visualizations and procedural modeling to test and compare different regulatory approaches, allowing residents better understand the impacts of regulations on the built environment.



Choice 1

Choice 2

Choice 3

Birchline Planning LLC



Birchline Planning LLC
Great Waters + Great Communities

Birchline Planning LLC FIRM PROFILE

Program and policy development; financing plans and budgets; public engagement and communications; regulations: These are the tools communities and agencies can use to create healthy waters and thriving communities. Founded in 2012 to provide clients with flexible, efficient consultant support, **Birchline Planning LLC** is a woman-owned small business based in Waterbury, Vermont. For 25 years **Juli Beth Hinds**, AICP, Birchline Planning’s founder and Principal, has provided public and private-sector clients with unique and effective leadership and expertise in land use planning, water resources, program development, financial management, and public communications. Working in partnership with other outstanding professionals, firms and organizations, Birchline Planning has helped clients throughout the US and eastern Canada with projects focused on:

- ❖ **Zoning, code and design manual updates**, whether comprehensive overhauls of regulations and plans or an effort focused on specific topics or issues such as barriers to housing types, stormwater standards or area plans.
- ❖ **Integrating watershed modeling and engineering with planning, zoning and capital budget processes**, bridging the gaps between engineering, regulation, real estate analysis and land use planning through effective communication and technical analysis.
- ❖ **Code and process audits**, helping communities and stakeholders understand where and how regulations, market conditions, and ‘people issues’ are interacting to shape outcomes – and what can be done to re-orient a community or organization towards its desired future.
- ❖ Realistic **planning and financing strategies** for water infrastructure, open space conservation, and new public facilities using available financing techniques, such as TIF and special purpose districts, stormwater enterprise funds, CDBG and US EPA grant programs, or impact fee programs.
- ❖ Engagement and training through **innovative workshops, training sessions, and presentations** that help agencies, professionals, and interests work together on challenging water resource and land use issues, ranging from homeowner association financial responsibility for storm water systems to complex state-wide policy issues.
- ❖ **Expert witness and private development services**, helping select clients navigate the permitting and legal process with competent and ethical consultant support.

BirchlinePlanningLLC@gmail.com
802.324.5760

NEW ENGLAND
46 South Main Street, Suite 3A
Waterbury, VT 05676

GREAT LAKES
2127 Tartan Court
Wheaton, IL 60187

CALIFORNIA
3522 Udall Street
San Diego, CA 92106

Core Services & Skills

- ❖ Zoning & regulations
- ❖ Program, strategic & financial plans
- ❖ Water resources planning
- ❖ Code & process audits
- ❖ Public communications, engagement & outreach
- ❖ Policy development facilitation & mediation
- ❖ Water resources planning, education & training
- ❖ Expert witness & entitlements

Representative Clients

Great Lakes

- ❖ City of Bayfield, WI
- ❖ City of Superior, WI
- ❖ City of Green Bay, WI
- ❖ City of Madison, WI
- ❖ Milwaukee Metropolitan Sewerage District
- ❖ Ohio Environmental Protection Agency
- ❖ DuPage County (IL) Department of Public Works
- ❖ University of Wisconsin-Madison
- ❖ Upper White River Watershed Alliance (IN)

California & Pacific

- ❖ City & County of Honolulu
- ❖ Maui County
- ❖ Hawaii County
- ❖ Western Riverside Council of Governments
- ❖ Unified Port of San Diego
- ❖ San Diego Regional Airport Authority
- ❖ San Diego County Department of Public Works

New England & Canada

- ❖ Mad River Valley Planning District
- ❖ Gulf of Maine Council on the Marine Environment
- ❖ SP Land Company, Killington
- ❖ Burlington, Westford, Middlesex, Duxbury, South Burlington, St. Albans City & Town, Rutland City & Town, Manchester & Waitsfield, Vermont

SECTION 2

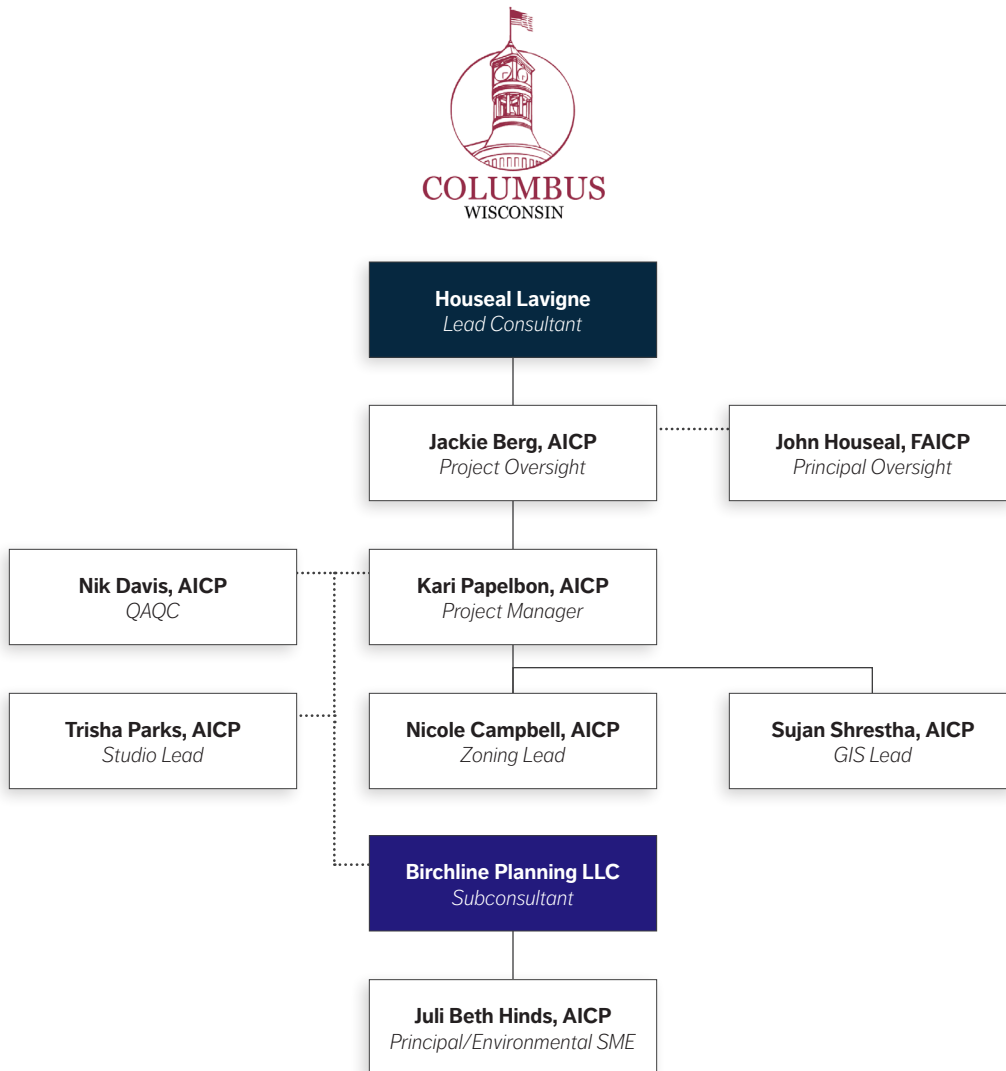
PROJECT TEAM

Project Team

Planning consultants play a key role in offering a fresh, outside perspective and knowledge of cutting-edge best practices from throughout the country, however there will be no substitute for the on-the-ground knowledge of Columbus staff in creating meaningful and impactful recommendations. With that in mind, Houseal Lavigne strives to develop strong relationships with our clients and to be considered an extension of staff. Our team will coordinate with staff throughout the process to ensure that the final product reflects this spirit of collaboration.

Project Manager Qualifications and Experience

Kari Papelbon (Senior Planner, Houseal Lavigne) will serve as the Project Manager for this project. With 20 years of public sector experience, Kari has honed her expertise in managing complex initiatives, and administering planning, zoning, and floodplain management for the Town of Underhill, Vermont and the City of Oak Creek, Wisconsin. Between 2013 and 2024, Kari worked as Planner and Senior Planner for the City of Oak Creek, where she guided staff on development proposals, parks, streetscapes, landscapes, and municipal projects, showcasing her strong project management skills in a range of urban planning and infrastructure projects. She provided lead City staff management for the City of Oak Creek Comprehensive Plan and Zoning Code updates, and has authored zoning, subdivision, and floodplain regulations in multiple municipalities.





John Houseal FAICP Partner

Education

Master of Environmental Planning,
Arizona State University

Bachelor of Environmental Sciences,
University of Michigan

Memberships

American Planning Association (APA)

Certifications

American Institute of Certified Planners
Inducted Fellow (FAICP)

Awards

2023 Esri Innovation Award,
Use of ArcGIS in an Innovative Way

2022 APA-CO General Planning Award,
Your El Paso Master Plan

2022 APA-CO General Planning Award,
Picture Cañon City Comprehensive Plan

2022 APA-MO Outstanding Public Outreach,
Springfield Comprehensive Plan

2021 APA-CO General Planning Award,
Gunnison Comprehensive Plan

2019 APA-CO General Planning Award,
Aurora Places Comprehensive Plan

2017 APA-IL Outreach Award,
Envision Oak Park Comprehensive Plan

2016 APA-MN Innovation Award,
St. Cloud Comprehensive Plan

2015 APA-MI Daniel Burnham Award
(Best Plan), Imagine Flint Master Plan

2014 APA National Award for Excellence,
Emerging Planning and Design Firm

2014 APA-MI Public Outreach Award,
Imagine Flint Master Plan

2014 APA-IA Daniel Burnham Award,
Coralville Community Plan

2014 Congress for New Urbanism
Mackinac Award for Outstanding Plan,
Imagine Flint Master Plan

2012 APA-IL Daniel Burnham Award,
Downers Grove Comprehensive Plan

2010 APA-IL Strategic Plan Award,
River Forest Corridors Plan

2009 APA-IL Implementation Award,
Ogden Avenue Enhancement Initiative

2007 APA-IL Daniel Burnham Award,
Carpentersville Comprehensive Plan

AICP Certification Instructor

APA National and APA State Chapters
(2005 to Present)

www.planningprep.com
(site's co-creator)

John Houseal is recognized as one of the most innovative and effective practitioners in the field of urban planning. Described as a “true champion for cities,” John has worked with hundreds of cities across the globe providing solutions and leadership to help tackle increasingly complex challenges. His work has made a significant difference in communities worldwide.

As partner and co-founder of Houseal Lavigne, John’s engaging style, creative approach, and commitment to innovation have earned multiple prestigious awards, including the National Excellence Award from the American Planning Association, Esri’s Most Innovative Partner Award, and more than thirty APA Chapter awards from states throughout the country. John’s work has been recognized in categories ranging from innovation and strategic planning to community health and implementation.

The American Institute of Certified Planners has elected John to the College of Fellows, the profession’s highest distinction, in recognition of his contributions and influence on the planning profession. He has been a featured speaker at several national events for issues related to urban innovation, graphic communication, context sensitive design, environmental responsibility, and the changing global culture of mobility, and his work has been featured in several publications.

In addition to his professional work, John is deeply committed to education and community. John taught urban planning at the graduate level at the University of Illinois at Chicago and helped develop a highly effective AICP training program, instructing thousands of planners over the past twenty years. In his own community he developed and taught a community leadership program and co-created a local entrepreneurial philanthropy organization to serve as an innovation engine for community improvement.

Project Experience

Zoning & Design Guidelines

60+ Zoning & Design Guidelines Assignments, including:

- Ardmore, OK
- Benton Harbor, MI
- Bentonville, AR
- Bloomington, IL
- Cañon City, CO
- Cary, IL
- Carol Stream, IL
- Chicago, IL
- Dunwoody, GA
- Flint, MI
- Geneva, IL
- Hinsdale, IL
- Jenks, OK
- Jackson, TN
- Kenilworth, IL
- Marion, IA
- Muskogee, OK
- Northbrook, IL
- Oak Brook, IL
- Oak Creek, WI
- Verona, WI

Downtown Plans

40+ Downtown Plans, including:

- Bentonville, AR
- Downers Grove, IL
- Forest Park, IL
- Geneva, IL
- Oshkosh, WI
- Round Lake, IL
- St. Joseph, MI

Comprehensive Plans

130+ Comprehensive Plans, including:

- Aurora, CO
- Benton Harbor, MI
- Bentonville, AR
- Brownsburg, IN
- Cañon City, CO
- Coralville, IA
- Council Bluffs, IA
- Downers Grove, IL
- Dublin, OH
- Eden Prairie, MN
- Edinburgh, IN
- El Paso County, CO
- Flint, MI
- Frederick, CO
- Geneva, IL
- Greater Bridgeport Region, CT
- Hudson, OH
- Jackson, MO
- Jackson, TN
- Jenks, OK
- Marion, IA
- McHenry County, IL
- Oak Park, IL
- Palos Park, IL
- Prairie Grove, IL
- River Forest, IL
- Springfield, MO
- St. Cloud, MN
- Tipton, IN
- Urbandale, IA
- Windsor, CO

Special Area Plans

60+ Special Area Plans, including:

- Bellwood, IL, TOD master Development Plan
- Countryside, IL, Dansher Industrial Park Subarea Plan
- Glenview, IL, The Glen Parcel 24 Master Plan
- Montgomery Preserve Subarea Master Plan
- Naperville, IL, Martin Mitchell Campus Master Plan
- Oak Brook, IL, Commercial Areas Master Plan
- Palos Park, IL, Commercial Areas Master Plan

Corridor Plans

70+ Corridor Plans, including:

- Hinsdale, IL, - Odgen Avenue Corridor Plan
- IL 47 Corridor Study
- Naperville, IL, - Ogden Avenue Enhancement Study
- Oak Brook, IL, - 22nd Street Corridor Plan
- Portage, IN, - Highway 20 Corridor Plan
- Pace TOD Guidelines Manual
- Prairie Grove, IL
- Richton Park, IL
- River Forest, IL
- Sunset Hills, MO
- Traverse City, MI
- Wilmette, IL



Nik Davis AICP Principal

Education

Bachelor of Science in Landscape Architecture,
Purdue University

Memberships

American Planning Association (APA)

APA-IL (Illinois Division)

American Institute of Certified Planners

ASLA Positions

ILASLA Allied Professionals Liaison

ILASLA Legacy Project Co-Chair

APA-IL Positions

Co-Chair for the Marketing Committee

Presentations

Trimble Dimensions + 3D Basecamp,
November, 2024

USD and SketchUp to Omniverse Workflows

APA-IL September, 2024
Better Diagrams Better Codes

2024 North Carolina CityVision Conference,
Planning Partnerships: How Client-Consultant
Relationships Lead to Successful Planning

2015 National APA Planning Conference,
New Tools for Zoning &
Development Visualization

2013 National APA Planning Conference,
Putting Zoning on the Map

APA-CMS January, 2012
Integrating Sustainability
Into Development Regulations

Awards

2024 Kane County Plan of the Year,
Batavia Downtown Plan

NC APA, Marvin Collins Award,
Wake Forest Community Plan

2023 APA-NC, Marvin Collins Award
Small Area Plan Honorable Mention,
Holly Springs Northeast Gateway Master Plan

2020 Special Achievement in GIS Award,
Morrisville Land Use Plan

2020 APA Smart Cities Award,
Morrisville Land Use Plan

2019 APA-CO General Planning Award,
Aurora Places Comprehensive Plan

2018 APA-VA Plan of the Year,
Bristol Virginia Comprehensive Plan

2018 Special Achievement in GIS Award,
Oshkosh Lakeshore Development

2016 APA-MN Innovation Award,
St. Cloud Comprehensive Plan

2014 APA-MI Public Outreach Award,
Imagine Flint Master Plan

2009 ILASLA Honor Award,
Environmental Stewardship Winnebago County
2030 Land Resource Management Plan

Nik Davis is a Principal at Houseal Lavigne, bringing 20 years of experience in planning, urban design, and zoning. Nik oversees Houseal Lavigne’s professional services team and internal operations. He manages project workflows, guides strategic plan directions, and encourages collaboration across each service line to foster innovation and maintain efficiency. His oversight extends to quality control protocols, allocating staff resources, refining methodologies, and integrating emerging technologies to ensure deliverables meet client expectations and align with community needs. Nik embraces a problem-solving approach, leveraging a diverse range of techniques and software to deliver innovative and actionable planning solutions. Specializing in conceptual design, mapping, and 3D visualization, Nik bridges the gap between planning policy and real-world development, delivering planning documents that effectively communicate a community’s vision and goals. Nik earned a Bachelor of Science in Landscape Architecture from Purdue University and is an AICP-certified planner.

Project Experience

Zoning & Development Regulations

30+ Zoning & Development Regulations, including:

- Baltimore, MD *
- Bentonville, AR
- Buffalo, NY *
- Cleveland Heights, OH *
- Council Bluffs, IA *
- Dunwoody, GA
- Flint, MI
- Fort Dodge, IA *
- Hinsdale, IL *
- Mundelein, IL *
- Muskogee, OK
- New Orleans, LA *
- Park Ridge, IL *
- Riverside, IL *
- Wilmette, IL *
- Winnebago County, IL *

Design Guidelines & Standards

25+ Design Guidelines & Standards, including:

- Chicago, IL - Archer & Halsted
- Council Bluffs, IA *
- Fort Dodge, IA *
- Kenilworth, IL
- Mundelein, IL *
- Pace TOD Guidelines Manual

Comprehensive Plans

30+ Comprehensive Plans, including:

- Aurora, CO
- Bentonville, AR
- Bristol, TN
- Buffalo, NY *
- Cary, IL
- Centerton, AR
- Council Bluffs, IA
- Elgin, IL
- Flint Master Plan, MI
- Frederick, CO
- Hudson, OH
- Maywood, IL
- St. Charles, IL
- St. Cloud, MN
- Westmont, IL
- Windsor, CO

Downtown/TOD Plans

30+ Downtown/TOD Plans, including:

- Bentonville, AR
- Carbondale, IL
- Carson City, NV
- Clarendon Hills, IL *
- Elmhurst, IL
- Fort Dodge, IA
- Geneva, IL
- Hinsdale, IL *
- Hudson, OH
- Rolling Meadows, IL

Corridor Plans

40+ Corridors, including:

- Ames, IA
- Bentonville, AR
- Des Plaines, IL *
- Elmhurst, IL
- Homer Glen, IL
- Island Lake, IL
- Kenilworth, IL
- New Lenox, IL
- Park Ridge, IL *
- Peoria Heights, IL
- Portage, IN
- Rolling Meadows, IL
- Traverse City, MI

Streetscape Designs

25+ Streetscape Designs, including:

- Bourbonnais, IL *
- Bradely, IL
Broadway Street
- Chicago, IL - 87th & Stony,
Lake Street, Uptown-
Broadway Avenue, Auburn
Gresham-79th Street
- Des Plaines, IL *
- Elmhurst, IL - North York
- Glen Ellyn, IL
- Grayslake, IL *
- Huntley, IL
- New Buffalo, MI
- Richton Park, IL *

* Work conducted at another firm.



Jackie Berg AICP Practice Lead

Education

Master of Urban Planning,
University of Kansas

Bachelor of Arts in Architecture,
University of Kansas

Memberships

American Planning Association (APA)

APA-IL (Illinois Division)

Rotary International

Certifications

American Institute of Certified
Planners (AICP)

Presentations & Publications

APA-WI, Leveraging GIS in Zoning to Address
Housing Density, Diversity, and Development

APA-IL, Sequencing Planning and Zoning

APA-IL, CMS - Finding the Middle,
Inclusive by Design

APA-IL, A Tale of Two Neighborhoods

APA-IL, Zoning to Balance Gentrification,
Preservation, and Investment

APA National, Leveraging Technology to
Combat the Housing Crisis

APA National, Data Driven Approach to
Meeting Community Housing Needs

APA Zoning Practice, Practice Gentle Density

Awards

2023 APA-NC Marvin Collins Award,
Small Area Plan Honorable Mention
Holly Springs Northeast Gateway Master Plan

2022 APA-CO General Planning Award,
Picture Cañon City Comprehensive Plan

2022 CA APA Inland Empire
Section Excellence Award,
Large Jurisdiction
Comprehensive Plan Category,
Riverside Housing Element

Jackie is the zoning Practice Lead at Houseal Lavigne. She and her team work with municipalities to develop actionable plans that reflect the vision and goals of the community and to update their zoning, sign, and subdivision ordinances to ensure they are useful tools in plan implementation. In recent years, her work has focused on helping municipalities identify and remove regulatory barriers to housing production through effective and equitable community engagement, GIS and data driven analysis, graphics and visualizations, and reality-based best practices. Her experience with both planning and zoning grounds all her work in the realities of the market and effectively balances community aspirations with what it takes to get good development done.

Jackie received her Bachelor's degree in architectural studies and Master's degree in Urban Planning from the University of Kansas. While in school her passion for community engagement was ignited, leading to her award of a research grant to further study the geospatial impacts of public engagement preferences.

Prior to joining Houseal Lavigne, Jackie was the Housing and Development Planning Specialist for a community of approximately 45,000. There she developed, implemented, and monitored the City's five-year Consolidated Plan and Annual Plans; applied for, received, and administered local, state and federal grant funding; acted as a liaison between the City and local community groups; and spearheaded the City's targeted efforts in two historically disadvantaged neighborhoods.

Project Experience

Land Development Regulations

- Ardmore, OK - UDC
- Berwyn, IL - TOD Zoning
- Bloomington, IL - Zoning Ordinance
- Bloomington, IL - R-3B Zoning District Analysis
- Bloomington, IL - Sign Ordinance
- Cañon City, CO - UDO
- Carol Stream, IL - UDO
- Cary, IL - UDO
- Centerton, AR - Zoning Audit
- Eau Claire, WI - UDO
- Hainesville, IL - Zoning Ordinance Update and Retainer Services
- Homewood, IL - Zoning Ordinance Update
- Jackson, TN - UDO
- Jenks, OK - UDO
- Kenilworth, IL - Retainer Planning Services
- Knightdale, NC - UDO
- Marion, IA - Zoning Code Update
- Maywood, IL - TOD Zoning
- Morrisville, NC - TOD Zoning
- New Buffalo, MI - Zoning Ordinance
- Oak Creek, WI - Zoning and Sign Ordinance
- River Forest, IL - Sign Ordinance

- Roscoe, IL - Zoning / Regulatory Controls
- Savoy, IL - UDO
- Springfield, MO - Corridor Overlay District
- Sunset Hills, MO - Zoning / Regulatory Controls
- Verona, WI - Zoning and Sign Ordinance
- Wake Forest, NC - UDO
- Willowbrook, IL - UDO
- Yorkville, IL - UDO

- Northfield, IL - Comprehensive Plan
- Oak Creek, WI - Comprehensive Plan
- Riverside, CA - Housing Element
- San Anselmo, CA - Housing Element
- Sioux City, IA - Comprehensive Plan
- South Barrington, IL - Comprehensive Plan
- Willowbrook, IL - Comprehensive Plan

Comprehensive and Master Planning

- Bensenville, IL - Parks & Recreation Master Plan
- Cañon City, CO - Comprehensive Plan
- Eden Prairie, MN - Comprehensive Plan
- Elk River, MN - Comprehensive Plan
- Fairfield, CT - Strategic Plan
- Greenwich, CT - Comprehensive Plan
- Hillsborough, CA - Housing Element
- Jenks, OK - Comprehensive Plan
- Lenexa, KS - Comprehensive Plan
- Marion, IA - Comprehensive Plan Update

Corridor, Downtown & Small Area Planning

- Batavia, IL - Downtown Plan
- Hasting, MN - Vermilion Street Corridor Plan
- Holly Springs, NC - Gateway Master Plan
- Lawrence, KS - Downtown Master Plan
- Morrisville, NC - TOD Plan
- Plainfield/Joliet, IL - Boulevard Place PUD
- Design Guidelines
- Springfield, MO - Grant Avenue Parkway Corridor Plan



Trisha Parks AICP

Studio Lead

Education

Masters of Urban Planning and Policy, Certificate in Geospatial Analysis & Visualization, University of Illinois at Chicago

Bachelor of Science in Architecture, University of Illinois at Champaign-Urbana

Memberships

American Planning Association (APA)

APA-IL (Illinois Division)

IL GIS Association

Certifications

American Institute of Certified Planners (AICP)

ArcGIS Desktop Professional, Issued by Esri

ArcGIS Desktop Associate, Issued by Esri

Presentations

Wisconsin Land Information Association, Persuading Citizens & Corporations with Visualization

Esri User Conference, Using GIS for Regional Land Use Decision Making

Esri Webinar Series, The Geospatial Advantage: Transforming Planning Workflows Through GIS

Awards

APA County Planning Division - Award of Excellence - Clarksville Montgomery County Comprehensive Plan; Clarksville and Montgomery County, TN

2024 Kane County Plan of the Year, Batavia Downtown Plan

2024 TAPA Outstanding Plan for Large Jurisdiction, Clarksville-Montgomery County Comprehensive Plan

2024 APA-IN Hoosier Planning Award, Outstanding Comprehensive Planning, Fort Wayne-Allen County Comprehensive Plan

2023 APA-NC Marvin Collins Award, Small Area Plan Honorable Mention, Holly Springs Northeast Gateway Master Plan

2022 APA-CO General Planning Award, Your El Paso Master Plan

2022 APA-CO General Planning Award, Picture Cañon City Comprehensive Plan

2021 APA-CO General Planning Award, Gunnison 2030 Comprehensive Plan

2018 Special Achievement in GIS Award, Oshkosh Lakeshore Development

Trisha is a Studio Lead at Houseal Lavigne, playing a pivotal role in shaping and advancing the firm's distinct visual style and cutting-edge 3D and GIS-based visualizations. With a focus on visual communication, she specializes in crafting illustrative maps, graphics, 3D renderings, plan branding collateral, and plan document layouts.

With expertise spanning various planning and design platforms such as ArcGIS, ArcGIS Pro, Adobe, SketchUp, and CityEngine, Trisha bridges the gap between the planning process and final deliverables, ensuring seamless integration and exceptional quality. With an eye for design, Trisha specializes in creating planning documents that are not only easy to understand but also compelling, engaging, and effectively communicate key information.

In her capacity as Studio Lead, Trisha upholds Houseal Lavigne's commitment to excellence, overseeing projects to ensure they meet the firm's rigorous standards. Her contributions have been instrumental in numerous award-winning projects, including those for Cañon City, Colorado; El Paso County, Colorado; Holly Springs, North Carolina; Fort Wayne and Allen County, Indiana; and Oshkosh, Wisconsin.

Trisha holds certification as a planner with the American Institute of Certified Planners, underscoring her dedication to professional excellence in the field. Additionally, she has earned the ArcGIS professional certification from Esri, attesting to her mastery of the program and her continuous pursuit of expertise.

Project Experience

Zoning Ordinances

- Bentonville, AR
- Bloomington, IL
- Cary, IL
- Marion, IA
- Roscoe, IL
- Sunset Hills, MO

- Morrisville, NC
- Naperville, IL
- Northfield, IL
- Oak Creek, WI
- Opelika, AL
- Peoria Heights, IL
- River Forest, IL
- Schaumburg, IL

Subarea Plans

- Elmhurst, IL
- Holly Springs, NC
- Huntley, IL
- Gunnison County, CO
- Oshkosh, WI
- Peoria Heights, IL

Comprehensive Plans

- Algonquin, IL
- Aurora, CO
- Ardmore, OK
- Battle Creek, MI
- Bentonville, AR
- Brentwood, MO
- Brownsburg, IN
- Cañon City, CO
- Cape Cod, MA
- Channahon, IL
- Clarksville-Montgomery County, TN
- Downers Grove, IL
- Eden Prairie, MN
- El Paso County, CO
- Fayette County, WV
- Fort Lupton, CO
- Galesburg, IL
- Glen Ellyn, IL
- Grand Junction, CO
- Gunnison, CO
- Huntley, IL
- Jenks, OK
- Lake Barrington, IL
- Lisle, IL
- Marion, IA
- McHenry County, IL
- Minooka, IL

Plan Branding

- Springfield, MO
- Summerville, SC
- Urbandale, IA
- Westmoreland County, PA
- Woodstock, IL
- Wyoming, MI
- Aurora, CO
- Brentwood, MO
- Cañon City, CO
- Clarksville-Montgomery County, TN
- Fayette County, WV
- Fort Lupton, CO
- Fort Wayne, IN
- Jenks, OK
- New Buffalo, MI
- Westmoreland County, PA

Site Visualizations

- Ames, IA
- Battle Creek, MI
- Bentonville, AR
- Channahon, IL
- Diamond Willow Property, Sioux City, IA
- Elmhurst, IL
- Fort Lupton, CO
- Frederick, CO
- Gunnison, CO
- Hastings, MN
- Norwegian American Hospital Health District Master Plan
- Oshkosh, WI
- Peoria Heights, IL
- Savoy, IL
- St. Cloud, MN

Downtown Plans

- Batavia, IL
- Lisle, IL
- Oshkosh, WI
- Springfield, MO
- St. Joseph, MI
- Wake Forest, NC

Parks & Recreation Plans

- Bensenville, IL
- Fort Lupton, CO
- St. Cloud, MN
- Corridor Plans
- Ames, IA
- Bradley, IL
- Hastings, MN
- Oak Brook, IL



Kari Papelbon CFM, AICP

Senior Planner

Education

Master of Public Administration,
University of Texas, San Antonio

Bachelor of Arts in Urban Studies,
Trinity University

Memberships

American Planning Association (APA)

Association of State Floodplain
Managers (ASFPM)

APA-WI (Wisconsin Chapter - APA)

Certifications

American Institute of Certified
Planners (AICP)

Certified Floodplain Manager,
ASFPM (CFM)

Awards

Wisconsin Chapter of the American
Society of Landscape Architects Honor
Award - Lake Vista Park (2020)

Milwaukee Business Journal
Real Estate Best Public Project
Award - Lake Vista Park (2019)

Kari is a Senior Planner with Houseal Lavigne, where her planning philosophy emphasizes communication, collaboration, and relationship-building to help communities achieve their development goals.

Before joining Houseal Lavigne, Kari spent over 20 years in the public sector, working on water and wastewater utility training along the U.S.-Mexico border, managing water resources for the City of San Antonio, and overseeing planning, zoning, and floodplain administration in Vermont and Wisconsin. From 2013 to 2024, she served as Planner and Senior Planner for the City of Oak Creek, guiding development proposals, parks, streetscapes, and municipal projects, including the award-winning Drexel Town Square. She has extensive experience coordinating outreach with the public, Boards, Commissions, and State agencies.

Kari is a Certified Planner with the American Institute of Certified Planners and a Certified Floodplain Manager with the Association of State Floodplain Managers. She has also served as Secretary for the Boards of the Wisconsin Chapter of the American Planning Association and the Wisconsin Association for Floodplain, Stormwater, and Coastal Management.

Project Experience

Zoning Ordinances

- Altoona, WI
- East Hazel Crest, IL
- Oak Creek, WI *
- Underhill, VT *
- Waukesha, WI

Parks & Recreation Plans

- Oak Creek, WI - Drexel Town Square Pocket Park (In-Progress)
- Oak Creek, WI - Lake Vista Park

Comprehensive Plans

- Anderson, SC
- Dixon, IL
- Galena, IL
- Green Bay, WI
- Oak Creek, WI *
- Underhill, VT *
- Wauwatosa, WI

Corridor Plans

- Oak Creek, WI - Drexel Avenue Streetscape

Grant Writing

- Underhill, Vermont - Zoning Redistricting
- Underhill, Vermont - AARP Active Living Workshop

* Work conducted as municipal staff



Sujan Shrestha AICP

Senior Planner

Education

Master of Urban Design,
Carnegie Mellon University

Bachelor of Architecture,
Purbhanchal University

Memberships

American Planning Association (APA)

Certifications

American Institute of Certified
Planners (AICP)

Presentations/Exhibitions

Esri User Conference
Regional Geospatial Analysis
and Scenario Modeling, 2024

Esri Webinar Series,
Navigating the Future: Integrating GIS and
Digital Twins for Effective Planning, 2023

"An Atlas of Commoning",
Miller Institute of Contemporary Art,
Carnegie Mellon University, 2019

ICEE PDRP, "Urban Regeneration of
Taulachlon Tole, Bhaktapur", 2016

ICEE PDRP, "Perception of Residents
on Housing Alternatives in the 2015
Gorkha Earthquake Post-Disaster Recon-
struction", 2016

Awards

APA County Planning Division - Award of
Excellence - Clarksville Montgomery County
Comprehensive Plan; Clarksville and Mont-
gomery County, TN

2024 TAPA Outstanding Plan for Large
Jurisdiction - Clarksville-Montgomery County
Comprehensive Plan

2024 APA-IN Hoosier Planning Award
Outstanding Comprehensive Planning
Fort Wayne - Allen County
Comprehensive Plan

2022 APA-CA Inland Empire Excellence
Award, Riverside Housing Element Update

2023 Special Achievement in GIS Award,
Riverside Housing Element Update

Sujan joined Houseal Lavigne in 2019 after receiving his Master of Urban Design from Carnegie Mellon University. As a Planner with the firm, Sujan collaborates with associate planners and project managers to develop meaningful illustrations and visualize data and urban policies across a range of community plans and project scales. Sujan's proficiency in the latest GIS and graphic tools available to planners allows him to incorporate compelling visualizations and efficient workflows into the planning process.

While at Carnegie Mellon University, Sujan worked as a Data Visualization Research Assistant for the School of Architecture's Remaking Cities Institute, which conducts research in placemaking, public participation processes, and sustainable development. His work included participation on the study "3D/ Data Visualization for Urban Design and Planning." A collaborative research with the City of Pittsburgh's Department of City Planning. His primary role focused on developing comprehensive workflows that would aid planners and designers adopt the appropriate tools to perform a range of tasks valuable to city planning, urban design, and community engagement.

Prior to his studies at Carnegie Mellon, Sujan worked as an architectural designer and project lead for over 4 years on public and private sector projects in Nepal. His professional practice includes building design, site planning and landscape design for various residential, institutional, healthcare and pharmaceutical projects. He also held an adjunct faculty position at Khwopa Engineering College's Department of Architecture, where he helped students research and document historic built environments. Other past experiences includes extensive research and presentations on post-disaster reconstruction of historic cities in Nepal.

Project Experience

Zoning Ordinances

- Bloomington, IL
- Carol Stream, IL
- Eau Claire, WI
- Franklin, WI
- Knightdale, NC
- New Buffalo, MI
- Oak Creek, WI
- Sunset Hills, MO
- Thornton, CO
- Verona, WI
- Yorkville, IL

Subarea Plans

- Chicago, IL - Norwegian American Hospital
- Naperville, IL Entitlement Fee Study
- Palos Park, IL - Western Growth Area Plan Development Services
- River Forest, IL - Madison Street Development Concepts
- St. Joseph, MI - Berrien Hills Development Master Plan

Comprehensive Plans

- Claremont, CA - Housing Element
- Clarksville-Montgomery County, TN
- Dallas, TX
- Fayette County, WV
- Fremont, NE
- Fort Wayne/Allen County, IN
- Glen Ellyn, IL
- Grand Junction, CO
- Gunnison, CO
- Hillsborough, CA - Housing Element
- Jenks, OK
- Lenexa, KS
- Naperville, IL
- Northfield, IL
- Oak Creek, WI
- Portage, MI
- Riverside, CA - Housing Element
- San Anselmo - Housing Element
- Springfield, MO
- Summerville, SC
- Wyoming, MI
- Dublin, OH
- Clemson, SC
- Kershaw County, SC
- Harvey, IL
- Wauwatosa, WI

Development Services

- Chicago, IL - Norwegian American Hospital
- Naperville, IL Entitlement Fee Study
- River Forest, IL - Madison Street Development Concepts
- St. Joseph, MI - Berrien Hills Development Master Plan

Corridor Plans

- Aurora, IL - Farnsworth Corridor Plan
- Detroit, MI - Jefferson Chalmers Mainstreet Master Plan



Nicole Campbell AICP

Planner II

Education

Bachelor of Science in Political Science,
Minor in Public Administration,
Northern Arizona University

Memberships

American Planning Association (APA)

Certifications

American Institute of Certified Planners
(AICP)

Nicole is a Planner II on the zoning team at Houseal Lavigne with four years of experience in policy analysis and urban planning. With a solid foundation in zoning regulations and state law compliance, Nicole has worked as a policy analyst for the State of Arizona and as a planner in development services for two municipalities in California. This experience has provided Nicole with the knowledge and skills necessary to navigate complex zoning codes and adapt them to meet evolving legal and community needs. In addition to municipal planning, Nicole has hands-on experience in the entitlement process, contributing to drafting and conceptual design for a small entitlement firm. This work has enhanced Nicole's understanding of land use regulations, site planning, and the development process.

While in college, Nicole worked with a local community center to interview long-time residents, documenting their stories and incorporating findings into educational modules for the center. This project highlighted Nicole's ability to blend community engagement with planning efforts, making history and community perspectives an integral part of the planning process.

Nicole holds a degree in Political Science and is an active member of the American Planning Association, continually engaging with her community and engaging with best practices in planning and policy.

Project Experience

Comprehensive Plans

- Fontana, CA - Local Hazard Mitigation Plan*
- Loma Linda, CA - Environmental Justice Element*

Housing Plans

- Loma Linda, CA - Environmental Justice Element*

Land Development Regulations

- Aiken, SC - UDO
- Clarksville Montgomery County, TN - Zoning
- Jefferson County, MO - UDO
- Thornton, CO - Development Code

* Work conducted at another firm.



Birchline Planning LLC
Great Waters + Great Communities

JULI BETH HINDS, AICP

Principal

Birchline Planning’s founding Principal, **Juli Beth Hinds, AICP**, provides public and private-sector clients with unique and effective leadership and expertise in land use planning, water resources, program development, financial management, and public communications. With over a decade of experience as a municipal planning and stormwater services director, she has proven experience managing complex municipal planning, finance, and water resource programs. A sought-after speaker, she develops and leads innovative workshops that engage and empower citizens, public-sector leaders, and professionals.

JB is a passionate teacher in UC San Diego’s Urban Studies and Planning Program and leads research teams working on local and global water resource, land use and resilience issues. She and her husband love fishing, gardening, and trying to keep up with their 4 adult children and 2 dogs.



Education

- ❖ MCRP, City and Regional Planning, Rutgers University
- ❖ BA, Economics, Hollins College; *Phi Beta Kappa*

Teaching

- ❖ University of California San Diego Urban Studies & Planning Program (Instructor) and School of Global Policy & Strategy (Guest Lecturer), 2015 – Present
- ❖ National University School of Engineering, Technology & Media (Adjunct Professor), 2012-2017
- ❖ Northern Vermont University Department of Environmental Science (Adjunct Professor), 2004-2010

Professional Service

- ❖ Stormwater Symposium, Water Environment Federation (2013-2016)
- ❖ Chair, Environment Natural Resources & Energy Division, American Planning Association (2010-2013)
- ❖ Decentralized Research Advisory Committee, Water Environment Research Foundation (2004-2010)

Work Experience

- ❖ Senior Planner, Tetra Tech Inc. (San Diego, CA); 2010-2012
- ❖ Senior Planner, VHB Inc. (South Burlington, VT); 2008-2010
- ❖ Director of Planning & Zoning, City of South Burlington, VT; 2001-2008
- ❖ Executive Director, Mad River Valley Planning District, Waitsfield VT; 1997-2001
- ❖ Planner, BFJ Planning, New York NY; 1994-1997

Research Initiatives

- ❖ Co-PI with Dr. Keith Pezzoli, Planning for Alternative Non-Potable Water Reuse in Disadvantaged Communities; UC San Diego Bioregional Center (2017-present)
- ❖ Innovations in Planning and Public Engagement for Community Resilience; UC San Diego Urban Studies & Planning Program with American Planning Association; 2017-present
- ❖ Urban Agriculture Suitability Analysis; UC San Diego Superfund Research Center (2015-2016)
- ❖ “Redesigning the American Neighborhood” Public Engagement in Water Quality Restoration; US EPA Region 1 Grant to School of Natural Resources, University of Vermont (2002-2008)

Recent Publications

- ❖ Regional Water Resource Planning. 2017. In *Emerging Trends in Regional Planning*, American Planning Association Planning Advisory Service
- ❖ Evaluating the Real Estate Development and Financial Impacts of the San Diego Region’s Post-Construction Standards and Alternative Compliance Program. *2016 International Low Impact Development Conference*

Recognition

- ❖ Council for Advancement and Support of Education Circle of Excellence Silver Award for Public and Community Relations (with University of Wisconsin-Madison, 2018)
- ❖ Professional Planner of the Year, Vermont Planners Association (2008)
- ❖ US EPA Region 1 Environmental Excellence Award (2008)
- ❖ Vermont Governor’s Award for Excellence in Pollution Prevention (2005)

SECTION 3

UNDERSTANDING AND APPROACH

Project Statement and Understanding

Align With Recent Planning Efforts

Columbus' 2040 Comprehensive Plan engaged a wide constituency to provide a unified vision for the City's future growth and development over the next 20 years. The Plan provides a roadmap for balanced growth, supported public facilities, and maintaining the "small town feel" of the City that makes it a desirable place for current and future residents. The Comprehensive Plan emphasizes the need to spur investment in Downtown Columbus and near the 151 Highway interchanges, create recreational opportunities for the community, preserve historic assets, enhance the bicycle and pedestrian network, and provide a variety of housing types to serve both the existing community's needs and provide options that meet the future needs of diverse households.

As part of our proposed scope of work, Houseal Lavigne will conduct a thorough analysis of the Comprehensive Plan to determine how its recommendations can be addressed through changes to the Zoning and Subdivision Ordinance. Objectives and Policies in the Comprehensive Plan that could be addressed through the Zoning and Subdivision Ordinance include:

- Protect the agricultural, environmental, and cultural assets in the City of Columbus.
- Require that all new residential developments dedicate land for public parks or pay a fee-in-lieu of land dedication.
- Create attractive and safe neighborhoods that reinforce the existing architectural character of the City and provide a stable tax base.
- Create mixed neighborhoods that provide a range of housing types, densities, and costs.
- The City will continue to allow for the development of single-family, two-family, and multifamily structures within the City limits.
- The City encourages the integration of varied housing types and lot sizes within the community.
- The City encourages high quality development that will attract professionals, entrepreneurs and families.
- The City prohibits the accumulation of "junk" materials in public view anywhere in the community, and especially in residential areas.
- Promote renovation of residential uses in the upper stories of Downtown buildings in an effort to increase affordability and enhance the vitality of the Downtown area.
- Provide a connected system of sidewalks and trails that makes the City walkable and accessible to all users, especially around schools and shopping areas.
- Encourage new development that support of range of transportation options, including biking and walking.
- Require all new residential, commercial, institutional, and mixed-use developments to be served with sidewalks or pedestrian/bicycle paths.
- Where feasible develop coordinated off-street parking lots in the downtown.
- The City will encourage projects that incorporate both commercial and residential uses.
- New residential neighborhoods should incorporate a mix of lot sizes and types, preferably including both single-family detached and multi-family configurations, and including both owner-occupied and rental units.
- In new development areas, higher-density housing (5 or more units per acre) should generally be located in close proximity to major roads, commercial uses, and parks. A gradation of densities is appropriate; from high-density near these features to lower-density further away.
- New neighborhood areas should have park and open space areas that are sized and located to meet the needs of all neighborhood residents.
- Natural areas, including wetlands, wildlife habitats, woodland and unique open spaces, will be protected to the greatest extent possible when new development is proposed.
- Infill, redevelopment, and rehabilitation of existing, under-utilized properties in the downtown area is strongly encouraged.
- New development will complement and reinforce the existing downtown development format, with emphasis on multistory buildings located close to the street and side lot lines.
- The development and/or restoration of downtown residential units is encouraged, however street-level spaces should feature non-residential uses, especially facing James and Ludington Streets.
- Large, private off-street parking lots are discouraged. The City may consider the establishment of public parking lots to accommodate parking concerns associated with new downtown development.
- The development (Downtown Mixed-Use, Gateway Business, Highway 16 Commercial) will consider design elements that will enhance the small town feel of Columbus.
- When located adjacent to residential uses, new commercial development should be designed to minimize negative impacts on those residential uses to excessive light, noise, or traffic.
- New commercial development areas should be designed with a coordinated system of vehicular and pedestrian access.
- The city will require high quality and coordinated site design, landscaping, signage and building materials and design are required within [Highway Commercial, Gateway Business, Highway 16 Commercial] areas.
- Promote the use of Infill development or redevelopment (Highway 16 Commercial) where appropriate.
- Preserve and enhance the historic character of the downtown by encouraging compatible new development and redevelopment.

Increase User-Friendliness

Every Columbus resident, business owner, or developer should be able to navigate and understand the Zoning and Subdivision Ordinance without the assistance of an attorney or member of City staff. One factor that detracts from the user-friendliness of Eau Claire's Zoning Code is the lack of visual representations, diagrams, tables, and matrices. For example, Section 114-15 defines the requirements for average front setbacks in instances where neighboring parcels do not meet required front yard setbacks based on street frontage, specified distance from intersecting streets, specified distance from buildings, but no visual depictions that demonstrate how the requirements apply to a site exist. Houseal Lavigne is recognized as a national leader in graphic communication and document design. Every land development regulation that the firm develops includes engaging and clear charts, tables, and graphics that demonstrate the intended outcome of development and minimize the likelihood of inconsistent interpretation.

Enhance Development Standards

Columbus' existing Code dates back to the 1970s, with a minor update in 2008. The patchwork of old standards with a limited update on new items has resulted in a Zoning and Subdivision Ordinance that does not reflect today's standards and best practices.

Development standards include regulations that are relevant for all uses throughout all districts. These include off-street parking and loading, landscaping, tree preservation, fences, screening, and outdoor lighting. Use provisions are detailed standards applicable to specific uses such as manufactured housing, mixed-use developments, drive-throughs, or outdoor storage, regardless of the district in which they are located. Development standards and use provisions are essential tools to ensure quality by-right development by ensuring that applicants understand the applicable requirements for their proposed plan up-front in the development process; however, many of the City's current regulations do not reflect modern best practices.

For example, Section 114-126 establishes overly large off-street parking requirements for several types of residential and nonresidential development when compared to national best practice standards. For example, the existing ordinance requires three parking spaces for each 1,000 square feet for both business and personal service uses, while many modern codes only require only one space per every 250 square feet or 300 square feet of gross floor area. Further many of the Zoning Ordinance's existing off-street parking requirements depend on variables that are difficult to measure or may change over time. For example, the off-street parking standards for restaurants specify that one off street parking space be provided for every three seats in a restaurant plus one space per employee. Many modern zoning ordinances establish off-street parking quantities that depend on variables that are easy to determine compliance with based on a site plan to ensure that the standards are easy for City staff to administer and for applicants to understand. Section 114-97 of the Zoning Code establishes screening requirements for outdoor storage and refuse containers and landscaping for all but the CBD-1 zoning districts; however, the standards are not as comprehensive or thorough as many modern zoning codes. Additionally, screening for other districts or specific uses, such as drive-in theaters, parking lots, and some signs, are located in other Sections of the Zoning Code. For example, Section 114-62(2) requires any commercially-zoned lot abutting a residential district to incorporate screening in the form of a wall or solid fence at least six feet in height and of such density to completely block the view from an adjacent residential property; however, many modern zoning codes contain stronger buffering standards. The quantity and intensity of landscape required typically depends on the intensity of the adjacent use rather than the zoning district. For instance, a wider buffer and greater quantity of landscape elements such as shrubs and trees would be required for a new industrial use adjacent to an existing single-family residential use than for a commercial office use adjacent to a single-family residential use. These requirements ensure that the quantity of buffering provided is tailored to match the impact of each individual use. The City could consider these standards to address land use incompatibilities over time and as new developments emerge in growth areas along Highway 16 and Highway 151.

Many of the City's use-specific standards do not reflect the modern best practices employed in modern zoning ordinances. For example, detached accessory dwelling units (ADUs) are expressly prohibited and ADUs are not specifically mentioned as allowed uses in any zoning district. Many modern zoning codes specify allowances for ADUs to provide housing diversity and provide more use-specific standards for accessory dwelling units to ensure that they blend visually within the neighborhood. The City can consider establishing such standards as an approach to encourage infill development and provide a range of housing types while respecting neighborhood character as recommended in the 2040 Comprehensive Plan.

Signs remain a challenge for municipal regulation following the Supreme Court's ruling in *Reed v. Town of Gilbert* (2015). The current standards in Section 114-133 retain content-driven language that require updates for compliance with legislation, but also for alignment with modern best practices. For instance, Section 114-136(1)(b) limits the general sign area allowed based on frontage. Many modern zoning codes establish limits on the allowed area of an individual sign in square feet, such as a maximum sign face of 70 square feet on a monument sign. Including example diagrams and tables to further articulate permitted, allowed, and temporary signs by district, their dimensional and siting requirements, and examples for calculating square footage can provide needed clarity.

Zone for Housing Choice

Cities, towns, and counties across the country are facing a housing availability and affordability crisis. To address the issue many are developing plans and policies that promote housing stock diversification in both new and infill development scenarios. However, when such development proposals are presented for review and approval, neighbors often fiercely oppose them, citing concern over a perceived change in the character of their neighborhoods and loss in property value and quality of life.

Houseal Lavigne has worked with communities across the country, to update land development codes to increase housing choice in a manner that is supported by residents, feasible for the market, and sensitive to surrounding context. Our approach includes extensive community education and outreach, recognizing that time spent at the beginning of the update process to build community consensus often pays dividends in project adoption and implementation.

To learn more about Houseal Lavigne's approach to updating development codes to increase housing choice, read the February 2023 article of the American Planning Association's Zoning Practice publication, authored by John Houseal and Jackie Berg, titled Practice Gentle Density. The article is included in the Additional Experience section of our proposal.

Remove Procedural Barriers

Often, the development approval process is as much a factor in capturing local investment as the development regulations. Houseal Lavigne's approach includes a thorough review of current procedures to identify barriers that create time delay or unpredictability in the process. Are there additional, straightforward approvals that can be handled administratively by staff rather than the City's Boards and Commissions? Do developers and applicants have a clear process to follow for each type of development procedure? For instance, Article II defines the application requirements for Conditional Use Permits, the review procedures and application requirements for Appeals and Variances, and the application and review procedures for Certificates of Zoning Compliance. Section 114-74 defines the review procedures and application requirements for Planned Unit Developments, while Section 114-98 defines the review procedures for temporary uses. These sections establish discretionary processes that include review by both the Plan Commission, Zoning Board of Appeals, and Common Council; however, clear and specific review criteria for certain applications are either not established or are established in other Sections of the Zoning Code. Such procedures often complicate development by allowing subjectivity in how elected and appointed officials judge the merits of one application to the next over time. Many modern zoning ordinances establish clear, objective review procedures that are consolidated and easy for applicants to understand without subjective judgement by City staff or elected and appointed officials.

Houseal Lavigne not only has experience revising and refining development approval processes for more than 40 communities, but key Project Team members also have direct experience administering zoning ordinances and other land development regulations, providing the firm with a down-to-earth, practical understanding of what it takes to get good development done. Additionally, Houseal Lavigne integrates procedural flowcharts that allow residents, developers, architects, and other users to easily understand the expectations at each point in the development review process.



Scope of Work

Task 1: Project Initiation

To “kick-off” the update process on the right foot, meetings will be conducted with City Staff and the Zoning Policy Advisory Committee before undertaking other community outreach activities. This approach allows Houseal Lavigne and the various City-designated individuals to discuss roles, responsibilities, scope, and issues and opportunities with existing regulations, to ensure the project gets off to a good start.

1a: City Staff Coordination Call

Houseal Lavigne will host a web meeting/conference call with the City’s Planning and Zoning Department, and other key City staff, to confirm dates and times for the official staff kickoff and department head meetings and joint City Council and Plan Commission roundtable. On this call, we will also discuss data needs and clarify any outstanding matters. To ensure consistent communication and coordination, the Project Manager will conduct regular and “as-needed” conference calls and/or web meetings with City Staff throughout the Zoning and Subdivision Ordinance Rewrite process.

1b: Zoning Policy Advisory Committee (ZPAC) Formation

Houseal Lavigne recommends establishing a Zoning Policy Advisory Committee to provide direction throughout the rewrite process. The ZPAC should include City Council members, Plan Commissioners, as well as representatives of other City of Columbus boards, commissions, and committees as is appropriate.

1c: Community Communications – Branding, Messaging, and Collateral

This step will run through the course of the project and play a significant role in garnering support for the Zoning and Subdivision Ordinance Rewrite process and piquing public interest in the Zoning and Subdivision Ordinance. Houseal Lavigne’s graphic design and communications experts will use their expertise in community-based marketing to create an “identity” for the project as well as related outreach collateral and documents. Additionally, communications campaigns will be implemented at key points throughout the project including before public open houses, when online engagement materials are made available, and when draft and final memos, Zoning and Subdivision Ordinance sections, and other material are available for public review, to ensure the community becomes and remains aware of and engaged in the process.

1d: Staff Kick-off Meeting and Orientation “Tour” of the City

A kick-off meeting will be held with the Planning Department and other key City staff. This first face-to-face meeting will allow us to: 1) review the project scope of work; 2) discuss project goals, timeline, and key deliverables; 3) share information about potential issues and areas of concern; 4) review administrative procedures; and 5) clarify any outstanding matters. This meeting will conclude with a staff-led tour of the community to better understand the existing conditions and context of the various areas of Columbus. We intend to function as a unified and integrated team alongside City staff and officials.

1e: Department Heads Meeting

Immediately following the staff kick-off meeting, Houseal Lavigne will host a meeting with the Department head and/or representatives from all the different City Departments. Since many City departments are responsible for the administration and/or enforcement of various portions of zoning it is essential to receive feedback from these users on what is working and what needs to be updated.

1f: ZPAC Meeting #1 (in-person)

Houseal Lavigne will facilitate a meeting with the ZPAC to introduce Houseal Lavigne and the project and solicit their concerns and aspirations for the Zoning and Subdivision Ordinance Rewrite. As the advisory committee for the project, it is important that the ZPAC have a chance to communicate and discuss their issues and concerns with existing regulations with Houseal Lavigne, as well as each other, at the beginning of the process.

Task 2: Community Engagement

A Zoning and Subdivision Ordinance Rewrite requires a unique approach to community outreach. Outreach for a planning process should encourage ambitious thinking and broad community input. For Zoning and Subdivision Ordinance Rewrites, outreach must consider the impact of ordinance changes on property owners, development rights, and investment in current development in the community. Zoning and Subdivision Ordinance Rewrite engagement will also bring community members to the table who can shed light on local market realities, the level of tolerance for increased regulation, first-hand experience with development review and entitlement, and gauge public response to the introduction of new standards and regulations, in order to accomplish the long-term goals of the City of Columbus community as established in the comprehensive plan.

2a: Project Webpage

At the onset of the project, Houseal Lavigne recommends that the City establish a dedicated page on the City of Columbus's website to host information and documents related to the Zoning and Subdivision Ordinance rewrite. Houseal Lavigne will develop web page content including a description of the project process, a timeline, information clarifying the relationship between the City's Comprehensive Plan and zoning, as well as educational resources. Throughout the project, information about meetings, draft documents, and other project related materials can be posted on the project webpage to keep the community informed and engaged.

2b: Online Community Questionnaire

To provide another means for community participation, we will prepare an online questionnaire for City of Columbus's residents and business owners to offer community-wide opinions on the City's current Zoning and Subdivision Ordinance. The online community questionnaire will be easily accessible on the project webpage.

2c: Focus Group Discussion (up to 5)

Focus group discussion allow us to gain insight into the community that we might otherwise not be able to obtain. Up to five confidential focus groups will be conducted to obtain additional information regarding issues with the existing zoning and subdivision ordinance. Houseal Lavigne will work with City of Columbus staff to identify those to involve. We recommend a broad sampling of participants who have experience going through a zoning or subdivision approval process in the community. Focus groups should include 3-10 individuals with a similar background such as City committees, commissions, and boards; City staff; and selected property owners, residents, business owners, and real estate and development professionals. The focus groups will be conducted in-person during scheduled visits related to other outreach events or via telephone/teleconference as needed.

2d: Communications Campaign #1

Communications campaigns are integrated throughout the scope of work and are timed with outreach efforts and major project milestones. This ensures that the community understands the project and is continually engaged and informed throughout the project process. The first campaign will focus on public education and introducing the project, its goals, and process to the community. It will work to build support for the initiative and counter perceptions and misinformation identified in the early stages of the project and include a call-to-action to provide feedback at the upcoming open house and via the online questionnaire. Materials will include social media and website posts, flyers, intercept signs at key locations with a QR code to the project website, and a press release. Communications will be pushed to community leaders and others identified as a part Step 1a to help engage hard-to-reach populations.

2e: Open House #1 – Project Kick Off

The purpose of the Project Kick Off Open House is to move from the general vision and ideas of the City's Comprehensive Plan, and into the primary objectives of the Zoning and Subdivision Ordinance Rewrite. The goal of the workshop will be to form a consensus among participants concerning the primary objectives of the Zoning and Subdivision Ordinance Rewrite as identified in the RFP and by City of Columbus staff.

Task 3: Existing Conditions Analysis and Preliminary Recommendations

This task will include the preparation of an Existing Conditions Analysis and Preliminary Recommendations Report that will provide a detailed assessment of the City's current Zoning and Subdivision Ordinance and Houseal Lavigne's recommendations for the rewrite. It will be based on issues and opportunities identified in outreach, alignment with Comprehensive Plan, information provided by the City and partner agencies, and the experience and expertise of Houseal Lavigne.

3a: Assessment of Current Zoning and Subdivision Ordinance and Recent Development Proposals

The review and assessment of the current Zoning and Subdivision Ordinance will entail a detailed chapter-by-chapter, section-by-section review of the City's current Zoning and Subdivision Ordinance. The assessment will highlight areas where the existing regulations, standards, procedures, processes, and other requirements are problematic, when measured against national best practices and effectively accommodating property investment while safeguarding and ensuring community character and sense of place. During this step, the City will provide a summary of recent history of development proposals and applications for zoning relief, identifying "pain points" in bringing forward development.

3b: Conformity Analysis

Houseal Lavigne will conduct a conformity analysis using ArcGIS Pro to evaluate existing development conditions against the lot area and width standards of the City's zoning districts. This level of analysis is important, not only to determine if existing development is consistent with the existing Zoning and Subdivision Ordinance, but to fully understand the impact of new regulations on existing development, so as not to inadvertently create an excessive amount of legal non-conforming structures. The updated Zoning and Subdivision Ordinance will need to not only appropriately guide and regulate new development going forward but must also work with the existing building stock and development pattern in established and historic areas of the City.

3c: Comprehensive Plan Alignment

Houseal Lavigne will assess the City's Comprehensive Plan to determine where goals, policies and recommendations of the plans could be implemented through the updated Zoning and Subdivision Ordinance. A future land use map and zoning map alignment analysis will also be conducted to identify opportunities to consolidate existing zoning districts, reduce the need for Planned Unit Development requests and Conditional Use Permit requirements, and proactive rezoning opportunities to better implement the land use focused recommendations of the Comprehensive Plan.

3d: Best Practices and Comparative Community Research

Houseal Lavigne will conduct best practices and comparative community research on key topics to inform the City about approaches other communities have taken to address similar issues.

3e: Existing Conditions Analysis and Preliminary Recommendations Report

Finally, these findings will be packaged into an Existing Conditions Analysis and Preliminary Recommendations Report. The Existing Conditions Analysis portion of the report will describe the issues with current regulations based on City feedback, community outreach, alignment with past plans, and our expertise and analysis. The Preliminary Recommendations portion of the report will include an overall organization of the updated Zoning and Subdivision Ordinance as well as identify strategies for how to proceed, what to prioritize, and case studies and best practice approaches to be considered in order to resolve the identified issues.

3f: City Staff Review Calls (up to 3)

Houseal Lavigne will facilitate up to three review calls with City Staff before meeting with the ZPAC. Appropriate revisions will be made based on City Staff feedback.

3g: ZPAC Meeting #2 (in-person)

Houseal Lavigne will meet with and present the Existing Conditions Analysis and Preliminary Recommendations Report to the ZPAC to gather feedback and input.

3h: Communications Campaign #2

To keep the community engaged and informed throughout the Zoning and Subdivision Ordinance Rewrite process, the Existing Conditions Analysis and Preliminary Recommendations Report will be posted on the project website. A series of 3-5 social media posts will be developed to market the availability of the documents for public review. Communications will be pushed to community leaders, residents, focus group participants, and others identified as a part Step 1a to help engage hard-to-reach populations.

Task 4: District and Use Standards

This task will entail the preparation of the first third of the updated Zoning and Subdivision Ordinance including base and overlay district specific standards and use standards.

4a. District Standards

This task will include revisions to district purpose and intent statements to align with the City's Comprehensive Plan. Bulk and dimensional standards will also be revised during this step based on the results of the conformity analysis conducted as a part of Task 3, incorporating gentle density reforms that maintain compatibility with historic development patterns such as reducing lot area, lot width, setbacks, and street width requirements; right-sizing and modernizing parking requirements; and identifying opportunities to increase allowed dwelling units by right and through conditional use approval. A new official zoning map with overlay districts will be developed based on the analysis conducted in this step.

4b. Use Standards

This task will include the drafting of a consolidated use table with modernized uses aligned to the updated districts, ensuring clarity for all users and reducing the need for City staff interpretation. Each use will be clearly identified as to whether permitted by right or whether it will require additional reviews or approvals. Opportunities for context-sensitive missing middle housing, affordable rental and homeowner units, accessory dwelling units, and mixed-use developments will be included where aligned with district standards. Supplemental use regulations that incorporate design principles relevant to specific uses will also be developed at this stage.

4c. City Staff Review Calls (up to 3)

Houseal Lavigne will facilitate up to three review calls with City Staff before meeting with the ZPAC. Appropriate revisions will be made based on City Staff feedback.

4d: StoryMap #1 – Proposed Zoning Map Changes Overview

Houseal Lavigne will develop a user-friendly Esri StoryMap to walk people through proposed changes to the zoning districts and map. The StoryMap will allow users to zoom in and out, search for a property, click on a parcel, learn about parcel specific proposed changes, and send feedback to the project team. The StoryMap will be embedded on the project hub site and shared with the public as a part of the next communications campaign.

4e. ZPAC Meeting #3 (in-person)

Houseal Lavigne will present the draft district and use standards to the ZPAC. The intent will be to review and discuss major proposed changes in sufficient detail to provide Houseal Lavigne with the necessary direction for regulation refinement and the development of supporting graphics and diagrams.

4f. Communications Campaign #3

To keep the community engaged and informed throughout the Zoning and Subdivision Ordinance Rewrite process, the draft District and Use Standards will be posted on the project website. A series of 3-5 social media posts will be developed to market the availability of the documents for public review. Communications will be pushed to community leaders, residents, focus group participants, and others identified as a part Step 1a to help engage hard-to-reach populations.

Task 5: Development and Sign Standards

This task will entail the preparation of the heart of the new Zoning and Subdivision Ordinance including general development standards and sign standards.

5a. General Development Standards

This task will include objective, understandable standards and regulations for development throughout the City, including parking and loading standards, bicycle parking standards, sidewalk and pedestrian walkway standards, outdoor lighting standards, and site and building design standards. Consolidated, user-friendly standards and regulations will be compliant with Wisconsin requirements, facilitate and encourage development of mixed-use and diverse housing options within the City, and further the City's goals for improving walkability and non-motorized modes of transportation and reducing the need for multiple design overlay districts.

5b. Sign Standards

This task will modernize the City's sign ordinance, ensuring it complies with relevant case law, is content neutral, and supports downtown revitalization.

5c. City Staff Review Calls (up to 3)

Houseal Lavigne will facilitate up to three review calls with City Staff before meeting with the ZPAC. Appropriate revisions will be made based on City Staff feedback.

5d. ZPAC Meeting #4 (in-person)

Houseal Lavigne will present the draft development and sign standards to the ZPAC. The intent will be to review and discuss major proposed changes in sufficient detail to provide Houseal Lavigne with the necessary direction for regulation refinement and the development of supporting graphics and diagrams.

5e. Communications Campaign #4

To keep the community engaged and informed throughout the Zoning and Subdivision Ordinance Rewrite process, the draft Development and Sign Standards will be posted on the project website. A series of 3-5 social media posts will be developed to market the availability of the documents for public review. Communications will be pushed to community leaders, residents, focus group participants, and others identified as a part Step 1a to help engage hard-to-reach populations.

Task 6: Landscape and Natural Resources Standards

This task will entail the preparation of landscape and natural resources standards as part of the main portion of the new Zoning and Subdivision Ordinance including general landscape standards, buffers, and natural resources protection standards.

6a. Landscape Standards

This task will entail an update to the City's landscape, screening, and buffering standards.

6b. Natural Resources Protection Standards

This task will entail an update to the City's shoreland and wetlands protection standards, green infrastructure standards, and natural resource protection standards to ensure they are user-friendly and compliant with Wisconsin requirements.

6c. City Staff Review Calls (up to 3)

Houseal Lavigne will facilitate up to three review calls with City Staff before meeting with the ZPAC. Appropriate revisions will be made based on City Staff feedback.

6d. ZPAC Meeting #5 (in-person)

Houseal Lavigne will present the draft development and sign standards to the ZPAC. The intent will be to review and discuss major proposed changes in sufficient detail to provide Houseal Lavigne with the necessary direction for regulation refinement and the development of supporting graphics and diagrams.

6e. Communications Campaign #5

To keep the community engaged and informed throughout the Zoning and Subdivision Ordinance Rewrite process, the draft Development and Sign Standards will be posted on the project website. A series of 3-5 social media posts will be developed to market the availability of the documents for public review. Communications will be pushed to community leaders, residents, focus group participants, and others identified as a part Step 1a to help engage hard-to-reach populations.

Task 7: Subdivision Standards, Zoning Procedures, and Definitions

This task will entail the preparation of the latter third of the updated Zoning and Subdivision Ordinance including subdivision standards and procedures, zoning procedures, and definitions.

7a: Subdivision Standards and Procedures

This task will modernize the City's subdivision standards and simplify and streamline subdivision approval procedures. Note: this task will not include revisions to engineering or construction standards or specifications.

7b: Zoning Procedures

This task will establish user-friendly, efficient, and flexible review and approval procedures that increase transparency between City staff, elected and appointed officials, applicants, and the public. Development review processes will be streamlined and clearly identify when a proposal qualifies for administrative review and approval, such as for smaller site or building projects, or when legislative review and approval is required, such as for conditional or special uses. Historic preservation processes and procedures will be reviewed and streamlined where appropriate to ensure efficiency, consistency, and alignment with national and State requirements. This task will update the City's nonconformities standards and conditional use process to be consistent with Wisconsin Statute.

7c: Definitions

This task will include a thorough update to all definitions to eliminate unnecessary or conflicting definitions, modernize outdated definitions, and add new definitions as necessary to ensure clarity and user-friendliness.

7d. City Staff Review Calls (up to 3)

Houseal Lavigne will facilitate up to three review calls with City Staff before meeting with the ZPAC. Appropriate revisions will be made based on City Staff feedback.

7e. ZPAC Meeting #6 (in-person)

Houseal Lavigne will present the draft subdivision and zoning procedures to the ZPAC. The intent will be to review and discuss major proposed changes in sufficient detail to provide Houseal Lavigne with the necessary direction for regulation refinement and the development of supporting graphics and diagrams.

7f. Communications Campaign #6

To keep the community engaged and informed throughout the Zoning and Subdivision Ordinance Rewrite process, the draft Zoning Procedures and Definitions will be posted on the project website. A series of 3-5 social media posts will be developed to market the availability of the documents for public review. Communications will be pushed to community leaders, residents, focus group participants, and others identified as a part Step 1a to help engage hard-to-reach populations.

Task 8: Draft and Final Zoning and Subdivision Ordinance

Based on the previous tasks in the update process, the draft and final Zoning and Subdivision Ordinance will be prepared and presented for review.

8a: Draft Zoning and Subdivision Ordinance Document

Houseal Lavigne will prepare the draft Zoning and Subdivision Ordinance document incorporating feedback received from City Staff, City Council, and Plan Commission, and the public. Graphics, diagrams, and flowcharts will be embedded in the document at this stage.

8b. City Staff Review Calls (up to 5)

Houseal Lavigne will facilitate up to 5 review calls with City Staff before meeting with the ZPAC. Appropriate revisions will be made based on City Staff feedback.

8c: StoryMap #2 – Major Changes Overview

To summarize the proposed changes to the City's Zoning and Subdivision Ordinance clearly and concisely, an Major Changes Overview StoryMap will be developed. The StoryMap will include answers to frequently asked questions, provide an overview of the Zoning and Subdivision Ordinance Rewrite process, highlight and provide the reasoning behind major proposed changes, and include parcel specific information and an opportunity to provide feedback. The StoryMap will be embedded on the project website and can be emailed to key community members engaged throughout the process.

8d. Communications Campaign #7

This final communications campaign will share the Major Changes Overview StoryMap and include a call-to-action to provide feedback at upcoming open houses. Language for press releases and social media posts will highlight the importance of the process for the future of City of Columbus. Communications will be pushed to community leaders, residents, focus group participants, and others identified as a part Step 1a to help engage hard-to-reach populations.

8e: ZPAC Meeting #7 (in-person)

A final meeting will be conducted with the ZPAC to review and reach agreement on the draft Zoning And Subdivision Ordinance document before proceeding with the public review and adoption process. Appropriate revisions to the draft Zoning and Subdivision Ordinance will be made based on feedback received and the revised draft Zoning and Subdivision Ordinance will be prepared for public consideration.

8f: Open House #2 and #3 – Pre-Adoption

Members of Houseal Lavigne, along with City staff, will be present for up to two community open houses to allow residents and community stakeholders the opportunity to examine, discuss, and comment on the contents of the draft Zoning and Subdivision Ordinance document. Houseal Lavigne will be available throughout the community open houses to present material, answer questions, and get feedback before initiating the approval process. Appropriate revisions to the draft Zoning and Subdivision Ordinance will be made based on feedback received and the final draft Zoning and Subdivision Ordinance will be prepared for final legal review.

8g: Final Legal Review

The final draft Zoning and Subdivision Ordinance will be brought for final legal review to the City Attorney. Although the City Attorney may be involved throughout the process of developing the updated Zoning and Subdivision Ordinance, final legal review is necessary before the final document is brought through the adoption process. Appropriate revisions to the final draft Zoning and Subdivision Ordinance will be made based on feedback received and the final Zoning and Subdivision Ordinance will be prepared for public notice.

8h: Plan Commission Public Hearing (in-person)

Houseal Lavigne will present the final Zoning and Subdivision Ordinance at the Plan Commission public hearing.

8i: City Council Adoption (in-person)

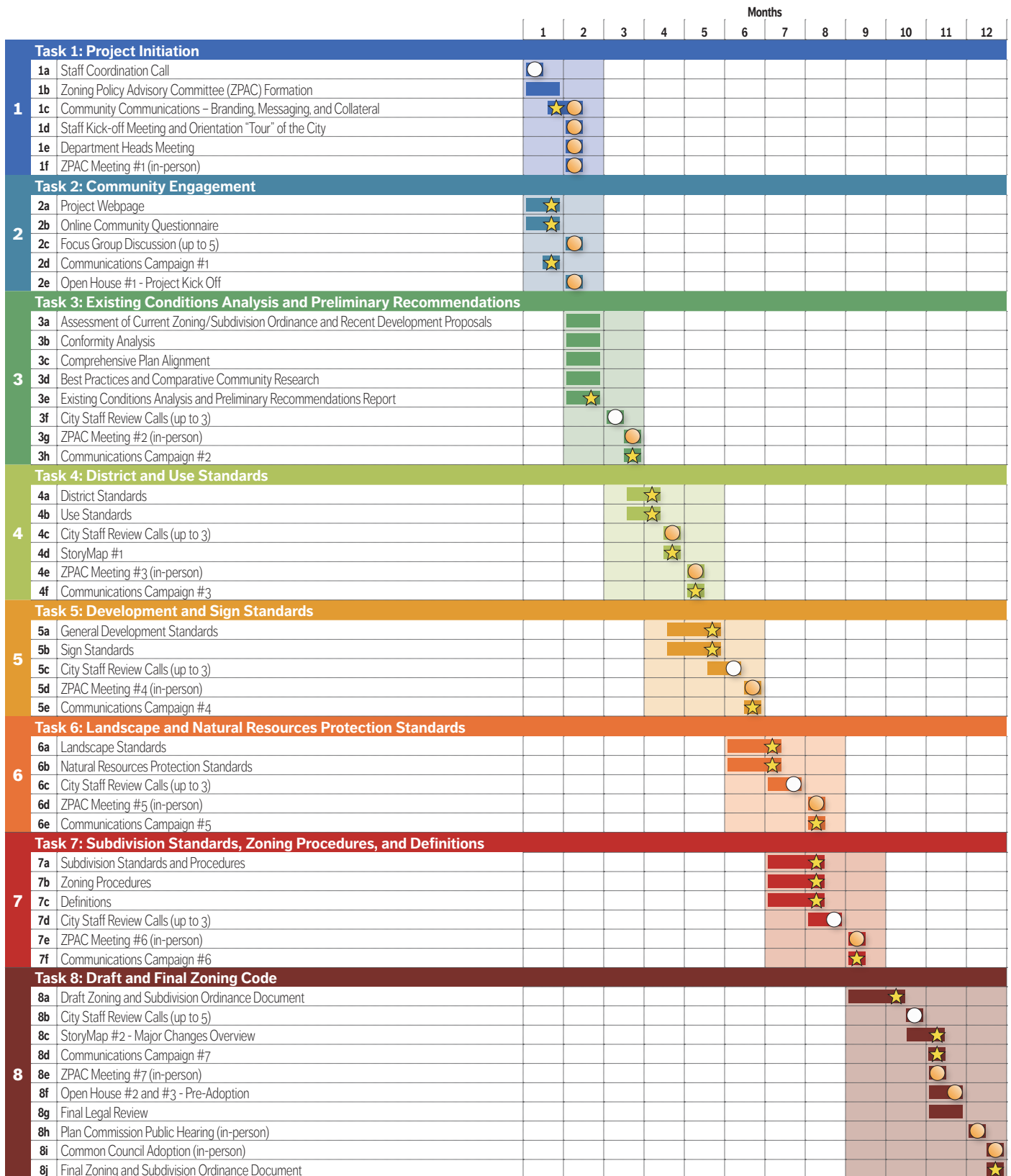
Houseal Lavigne will present the final Zoning and Subdivision Ordinance to City Council for consideration and adoption.

8j: Final Zoning and Subdivision Ordinance Document

Following the adoption of the Zoning and Subdivision Ordinance, Houseal Lavigne will share the final document and components with the City in fully editable documents including word document, pdf, jpeg, and png files.

Project Schedule

The project schedule below provides an overall framework to complete the proposed project approach. Should the City of Columbus favor our basic approach, we will work with staff to refine the process and anticipated project schedule in a manner that is most advantageous to the project.



○ Meeting/Event ○ Virtual/Call ★ Deliverable

SECTION 4

PROJECT EXPERIENCE

Zoning Experience

Houseal Lavigne has in-depth expertise and experience updating municipal zoning, sign, and subdivision ordinances, including amendments; complete re-writes of entire code sections; developing entirely new ordinances; creating unified development ordinances, planned-unit development ordinances; landscape ordinances; sign ordinances; Zoning Board of Appeals and Plan Commission support and training; administrative and procedural components; and more. Our experience with zoning and development regulations, coupled with our extensive expertise in several other areas of planning (comprehensive planning, downtown planning, neighborhood planning, site planning and development review, corridor planning, and more) allows us to create a responsive, appropriate, modernized, and user-friendly zoning code that both implements and reflects the City's vision, desires, and past planning efforts.

Traditional and Form-Based Codes

Houseal Lavigne's staff has extensive experience in assisting communities throughout the country in developing traditional and form-based development regulations. Our balanced approach of local character assessment, standards development and testing, stakeholder outreach, and analysis of appropriate procedures and review commissions takes into account the complete process of drafting and implementing locally appropriate regulations. Communities in which Houseal Lavigne has developed traditional or form-based codes within the past five years include, but are not limited to:

- Ardmore, OK
- Benton Harbor, MI
- Bentonville, AR
- Bloomington, IL
- Cañon City, CO
- Carol Stream, IL
- Carpentersville, IL
- Cary, IL
- Centerton, AR
- Chicago, IL
- Dunwoody, GA
- Elmhurst, IL
- Ferguson, MO
- Flint, MI
- Franklin, WI
- Fremont, NE
- Hainesville, IL
- Harwood Heights, IL
- Homewood, IL
- Jackson, MO
- Jenks, OK
- Kenilworth, IL
- Knightdale, NC
- Marion, IA
- Melrose Park, IL
- Muskogee, OK
- New Buffalo, MI
- Northbrook, IL
- Oak Brook, IL
- Oak Brook Terrace, IL
- Oak Creek, WI
- Palos Heights, IL
- Palos Park, IL
- Richton Park, IL
- River Forest, IL
- Riverside, CA
- Roscoe, IL
- Springfield, MO
- Sunset Hills, MO
- Verona, WI
- Wake Forest, NC
- Willowbrook, IL
- Winnetka, IL
- Yorkville, IL

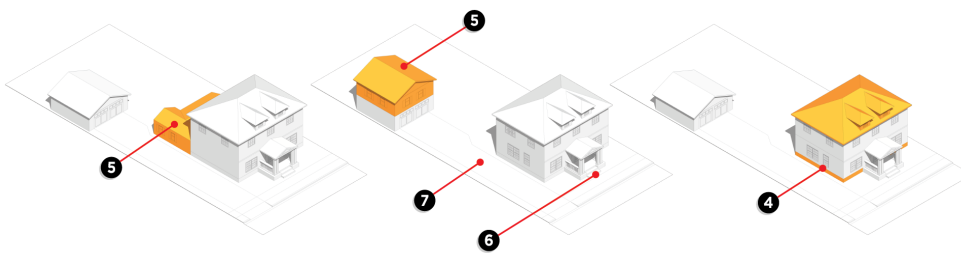
Plan & Regulation Alignment

Houseal Lavigne has unmatched experience working with communities to translate recent planning efforts into actionable regulation. Often, communities will adopt plans with a clear vision, only to "pull the reins back" on the regulations needed to achieve their objectives. The common rationale for this being stakeholders often feel that such regulations will drive development elsewhere. We are sensitive to this and understand that community and economic development is a competitive venture. However, our experience also shows that properly drafted codes can remove unnecessary barriers to investment by providing flexibility for potential developments, offsetting the requirements related to design. In this way, the zoning and land development ordinances offer an opportunity to make good development easy. Our team will focus on the overall usability and "friendliness" of the ordinances, from their clarity to the efficiency of review and approval procedures. This will maximize the likelihood of continued investment that leads to desirable development.

Subject Matter Experts

Houseal Lavigne has authored technical articles featured in the American Planning Association's Zoning Practice publication. Topics of articles drafted by Houseal Lavigne staff include the integration of clear and user-friendly graphics in zoning ordinances, and the development of locally contextual and appropriate design guidelines and form-based codes.

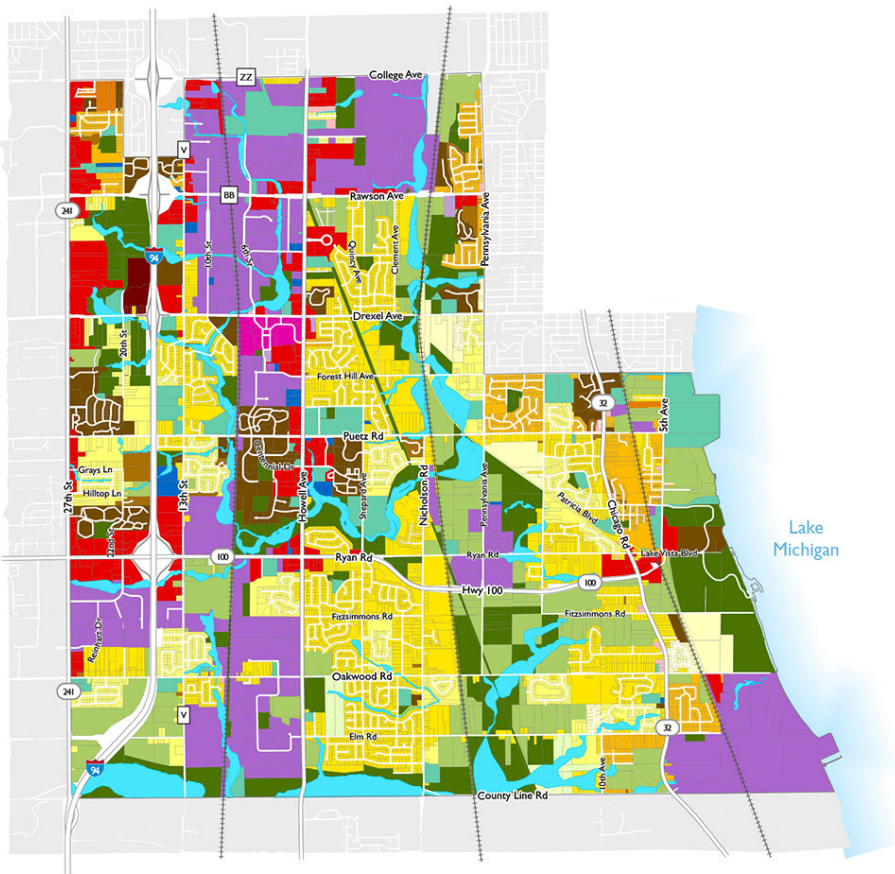
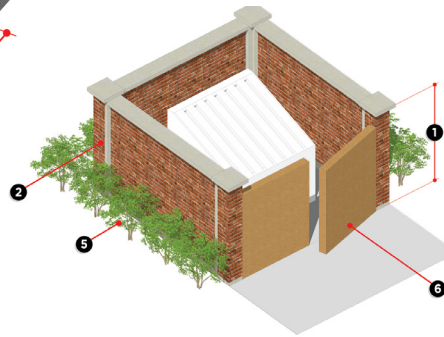
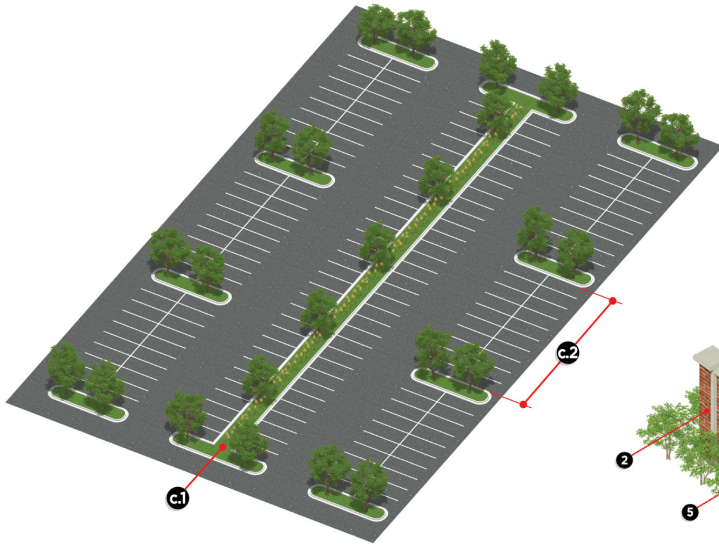




Conventional Sprawl
 This example shows 32 homes
 Gross Density = 1 Dwelling Units/Acre
 Net Density = 1 Dwelling Units/Acre



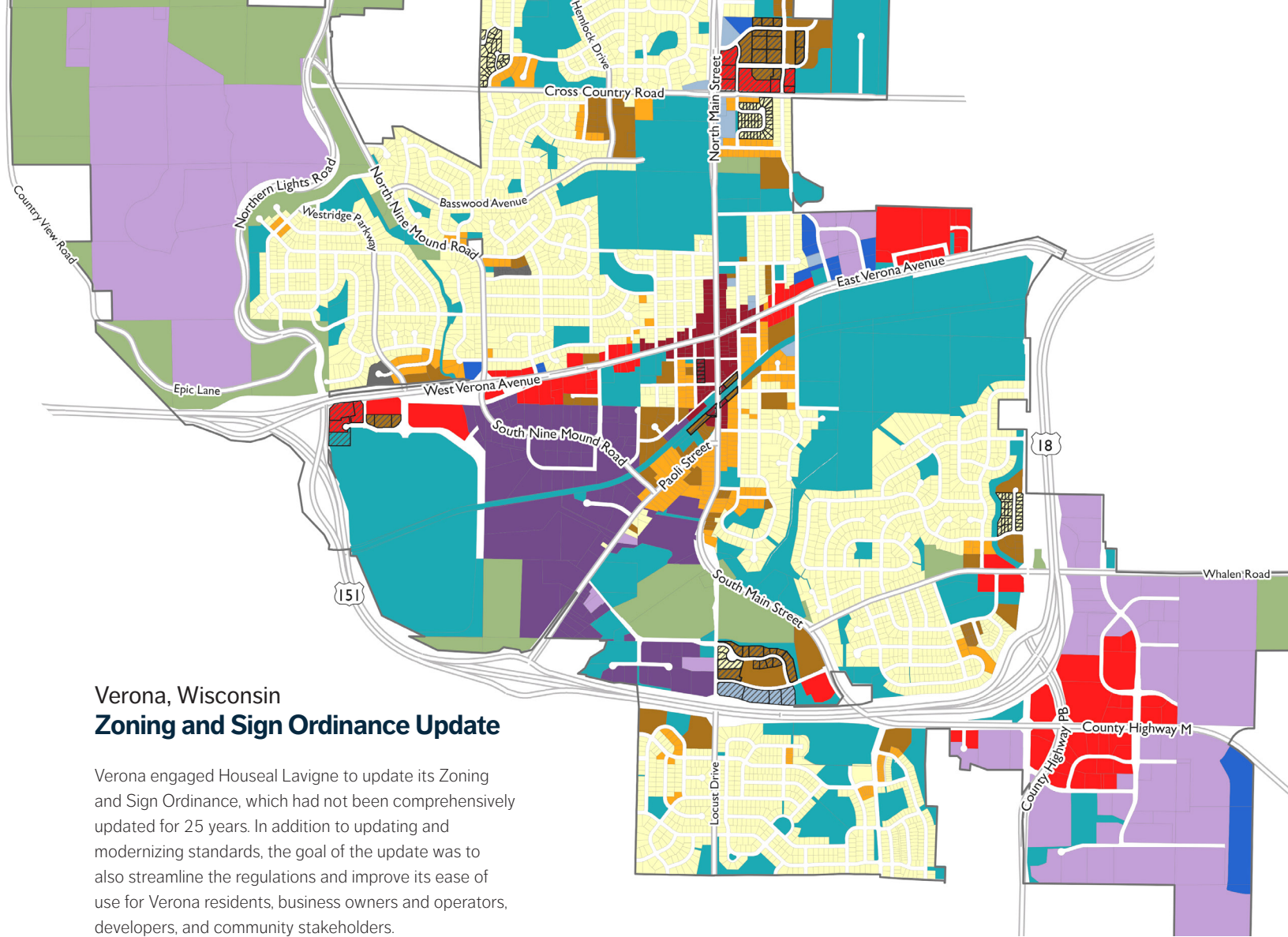
Conservation Development
 This example shows 32 homes
 Gross Density = 1 Dwelling Units/Acre
 Net Density = 4 Dwelling Units/Acre



Oak Creek, Wisconsin Zoning and Sign Ordinance Update

Located just south of Milwaukee on the shores of Lake Michigan, Oak Creek is a growing suburb that has transitioned from a semi-rural community of under 5,000 residents, to a diverse city of over 36,000. The new zoning ordinance was prepared to help better regulate development as the landlocked City transitioned to a fully built-out community. The new zoning ordinance was undertaken directly after adoption of a new Comprehensive Plan, both directed and prepared by Houseal Lavigne.

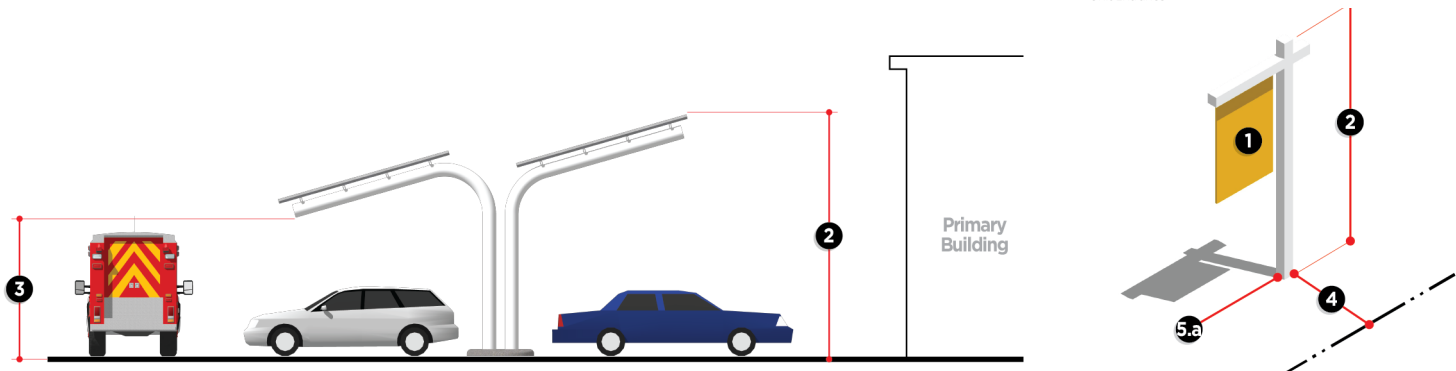
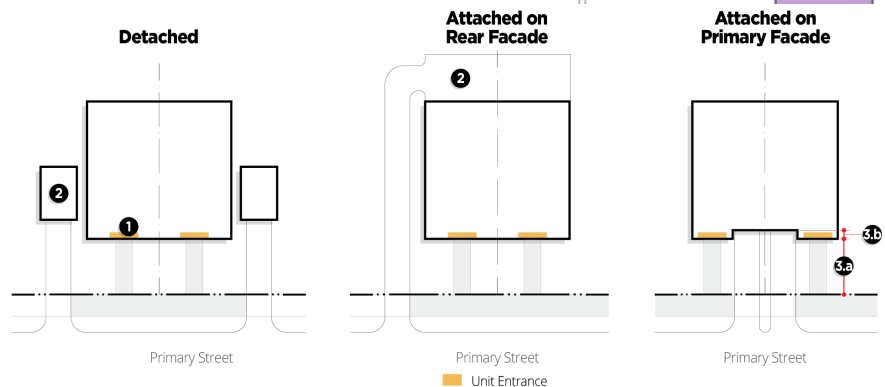
The zoning ordinance was updated to allow a greater variety of housing types in the City's traditional single-family districts, including accessory dwelling units, incentives for universal design to accommodate aging in place, and increasing the development potential of residential and commercial areas. The new zoning also establishes a conservation subdivision process, by "right-sizing" parking requirements and eliminating unnecessary bulk and dimensional requirements. The City's landscape, sign, fence, and other development standards were also updated to enhance the appearance of the community over time.



Verona, Wisconsin Zoning and Sign Ordinance Update

Verona engaged Houseal Lavigne to update its Zoning and Sign Ordinance, which had not been comprehensively updated for 25 years. In addition to updating and modernizing standards, the goal of the update was to also streamline the regulations and improve its ease of use for Verona residents, business owners and operators, developers, and community stakeholders.

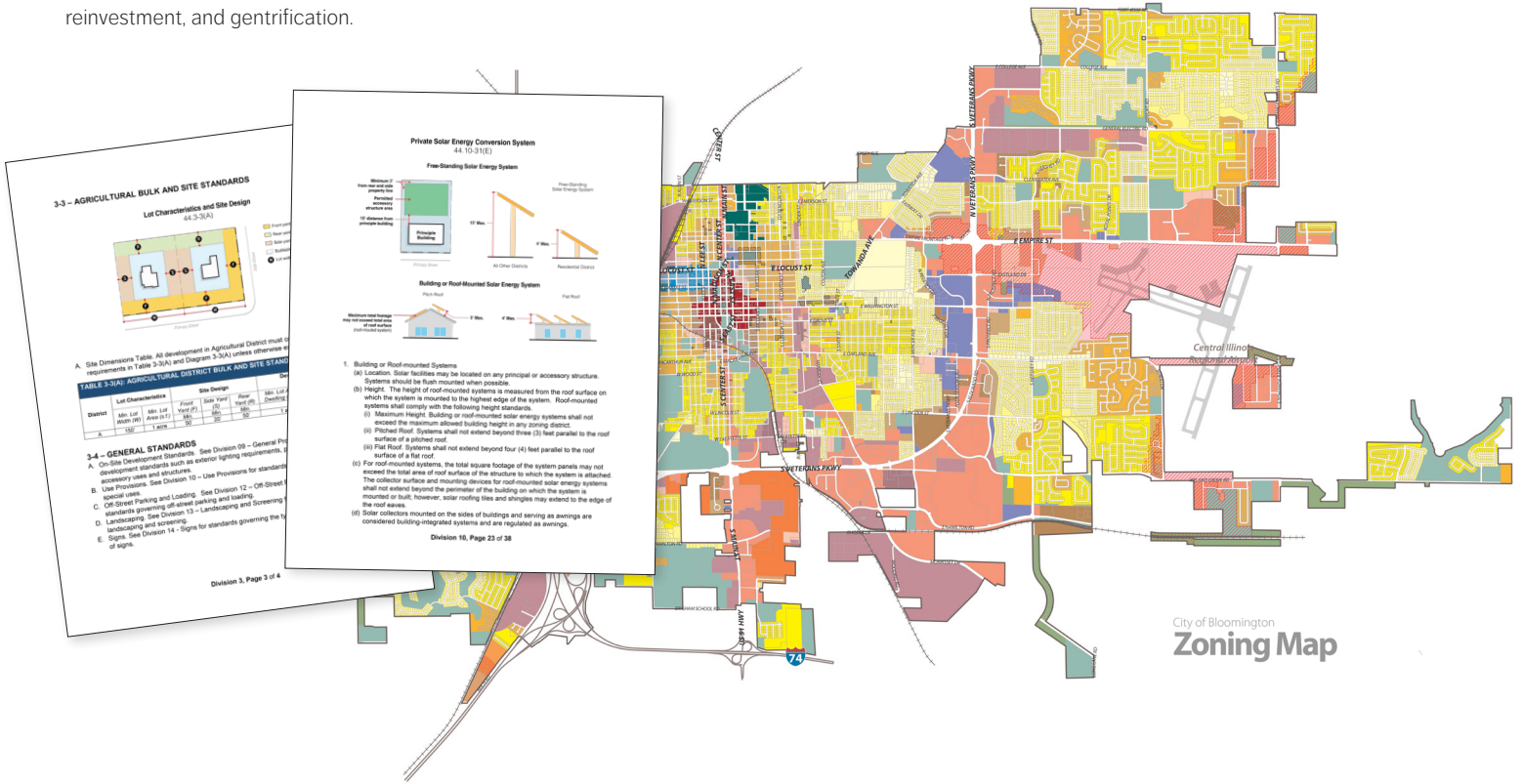
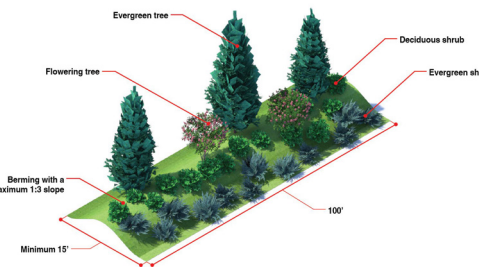
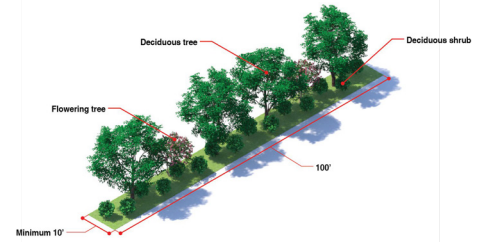
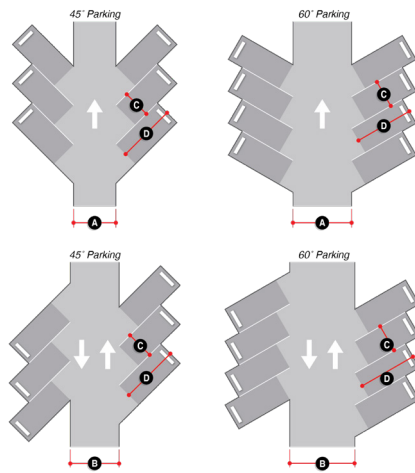
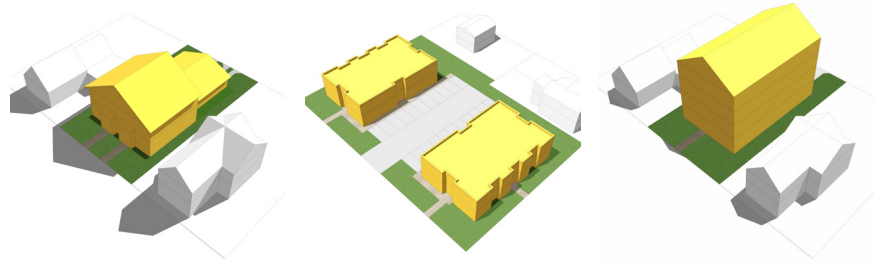
Prior to the update, nearly all development was approved through the City's planned unit development (PUD) process. Although a PUD ordinance can be a useful tool that allows flexibility for creative and innovative development, when nearly all development seeks approval as a PUD, it can dilute the original intent and overall effectiveness of the code. The PUD ordinance was completely revised to ensure modifications in underlying zoning regulations accrue tangible benefits to the City and work to conform with the general planning policies of the City's Comprehensive Plan and other policy documents.



Bloomington, Illinois Zoning Ordinance and Downtown Neighborhoods Study

The City of Bloomington, with the assistance of Houseal Lavigne, underwent the process of creating an entirely new zoning ordinance and map to better align City ordinances with their recently adopted Comprehensive Plan. The new ordinance aims to foster the use and development of land in an orderly manner with consideration given to the City's social, environmental, economic, and physical development goals and objectives. Through targeted amendments, the City amended district standards and eliminated the majority of nonconforming properties, streamlined district and use standards, enhanced design standards, clarified and modernized administrative procedures, established a new planned development process, and brought the ordinance into compliance with all relevant state and federal regulations.

After the adoption of the zoning ordinance, Houseal Lavigne was retained by the City once again to perform an analysis of the residential areas surrounding their Downtown, develop policy direction for how the neighborhoods should redevelop going forward, and create a new zoning district that balances historic preservation, reinvestment, and gentrification.



City of Bloomington
Zoning Map

Cañon City, Colorado

Picture Cañon City 2040

Cañon City is the county seat for Fremont County and is known as the center of Colorado's Royal Gorge Region. As the City approached its 150th birthday, it selected Houseal Lavigne to create a new Comprehensive Plan and Unified Development Code (UDC).

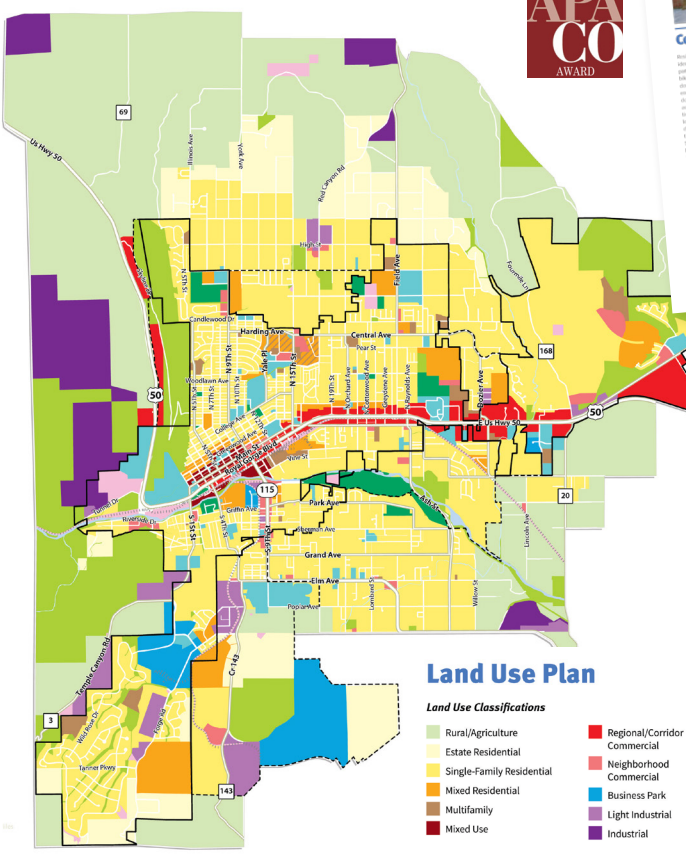
Picture Cañon City 2040 provides a vision for the community that embraces the City's historic Main Street and emphasizes its abundance of natural assets, including the Arkansas River that flows through the City center and the Hogback Open Space Recreation Area.

Actionable recommendations throughout the plan are anchored by guiding principles, including prioritizing compact and contiguous development, building a livable community, celebrating unique identity, ensuring a stable economy, and becoming the nexus of recreational opportunities.

Picture Cañon City 2040 sets the stage for cohesive implementation of the plan in alignment with clear regulations in the UDC. The City's tandem of new planning and development regulation is up to the challenge of helping Cañon City prepare as it kicks off the next 150 years.



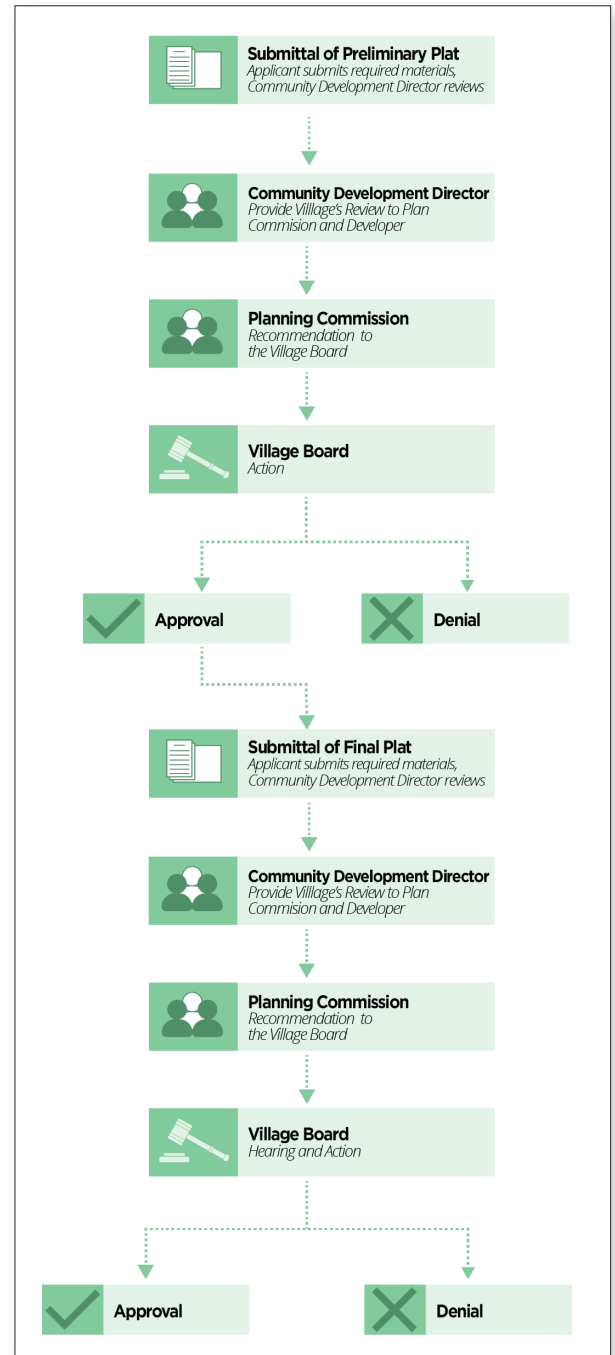
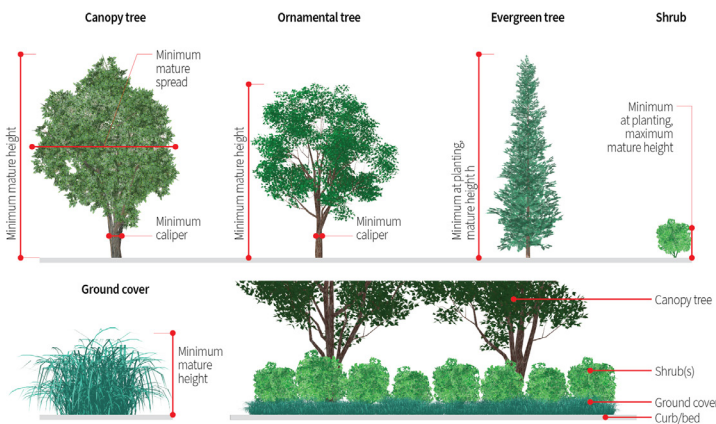
Framework Area Policies and Recommendations



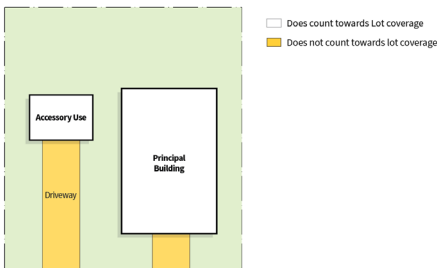
Carol Stream, Illinois Unified Development Ordinance

The Village of Carol Stream retained Houseal Lavigne to update and consolidate its zoning, subdivision, and sign regulations into a new Unified Development Ordinance (UDO) with the goal of aligning regulations with the Village's Comprehensive Plan, modernizing standards that were originally adopted nearly three decades ago, and improving the overall organization and function of all land development regulations. To accomplish the comprehensive plan's goal of the continued development of the Ross Ferraro Town Center as a community focal point, a new zoning district was developed to better regulate the unique area.

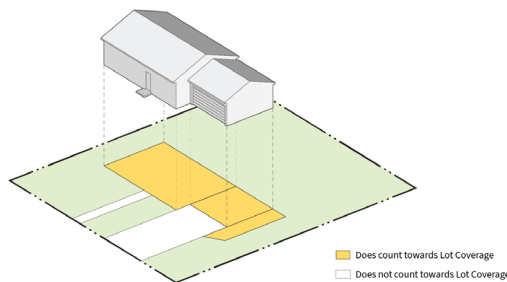
The Village's other zoning districts were all examined and repositioned to better accommodate existing development and development identified as desirable in the Comprehensive Plan. For example, two existing districts were consolidated into a new Office and Service District to support the types of employment generating uses recommended in the Comprehensive Plan. Additionally, to improve compatibility of adjacent dissimilar land uses, new landscape and screening standards were established.



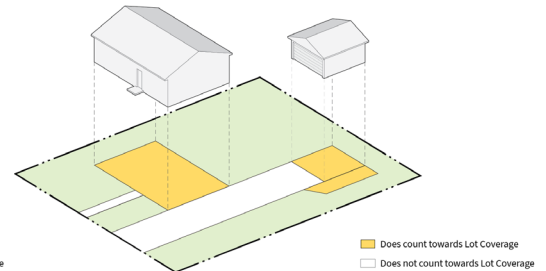
Calculating Dimensions, Lot Coverage
3-8 (F)(3)



Calculating Dimensions, Lot Coverage
3-8 (F)(3)



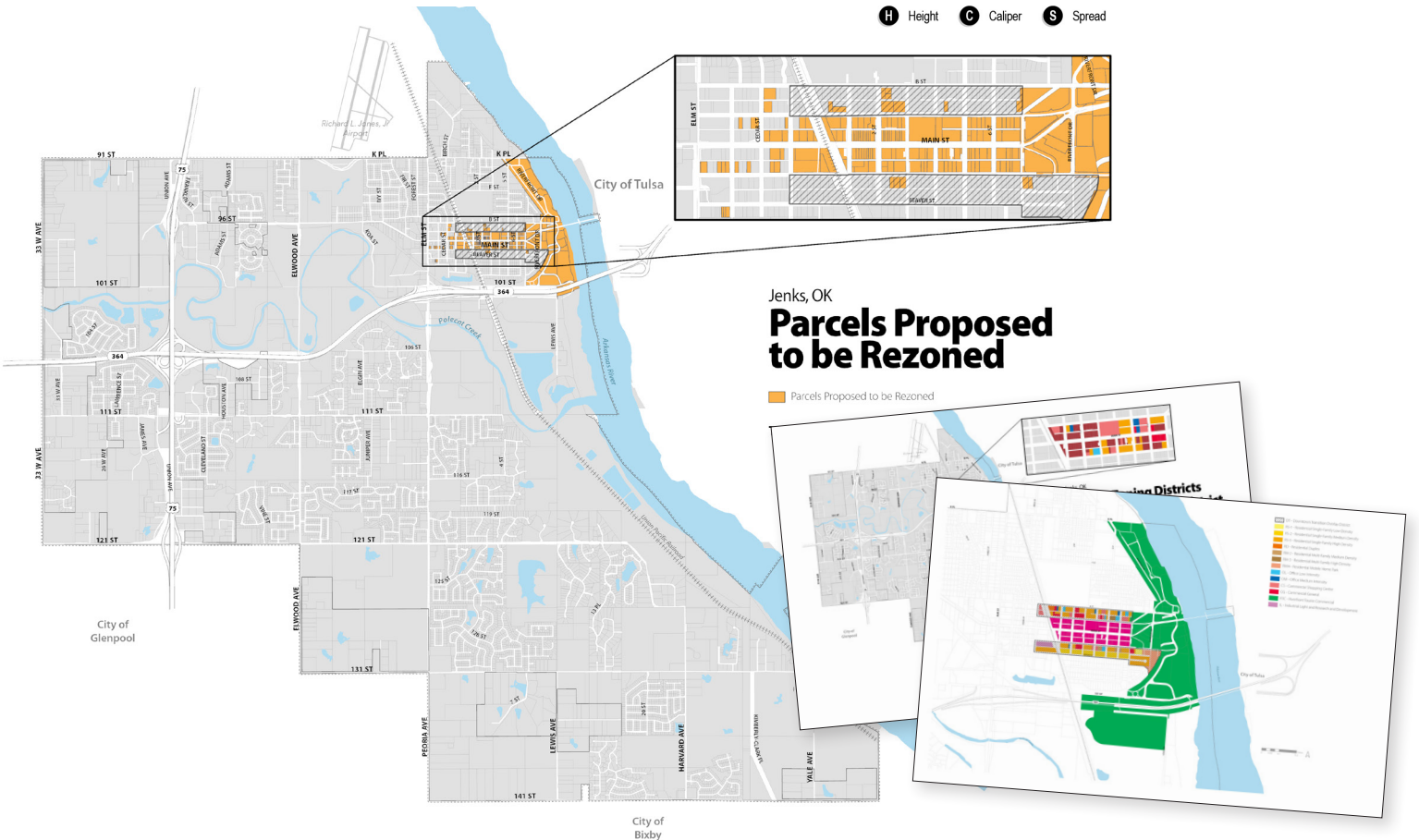
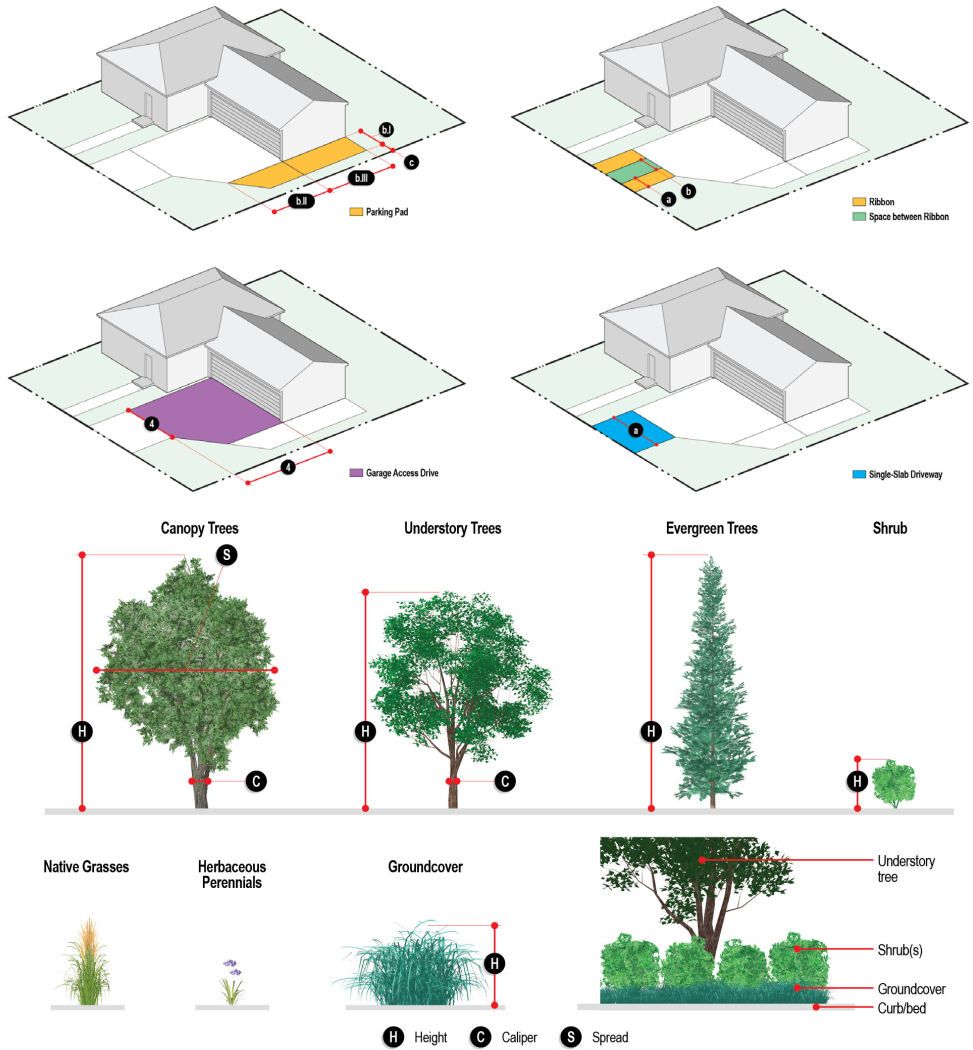
Calculating Dimensions, Lot Coverage
3-8 (F)(3)



Jenks, Oklahoma

Comprehensive Plan and Unified Development Ordinance

Needing a new plan to guide the community through the evolution from a small suburban town to a fully built-out and vibrant city, the city of Jenks engaged Houseal Lavigne to prepare a new comprehensive plan to manage and guide the rapid growth while preserving and enhancing the community's beloved small town charm and sense of place. Building upon a robust community outreach campaign, the new plan focuses on guiding growth in targeted areas, prioritizing investment in the Riverfront and Downtown, improving connectivity and pedestrian mobility within and between key areas, and strategically enhancing park and open space amenities to bolster quality of life for residents. The Horizon Jenks Comprehensive Plan was followed up by the development of a new Unified Development Code by Houseal Lavigne, to ensure plan recommendations are supported by the regulations needed to help realize the community's vision.



Jenks, OK

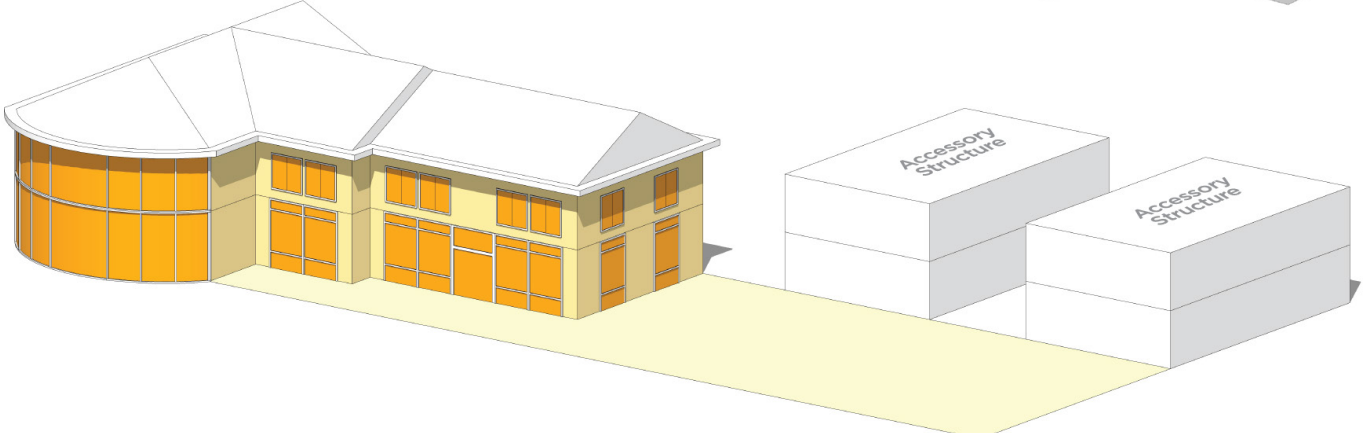
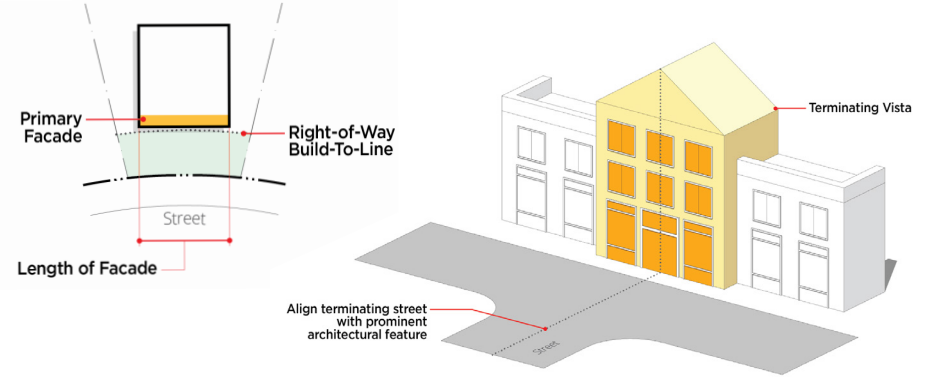
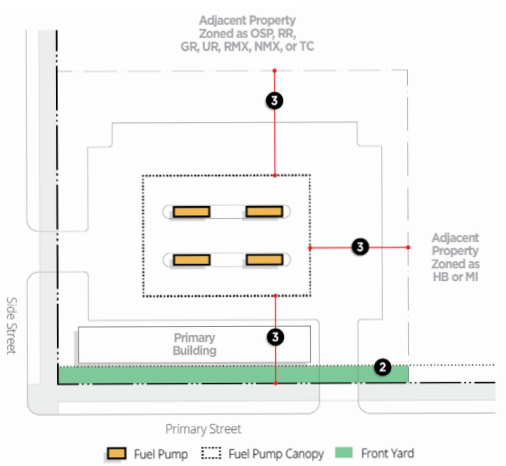
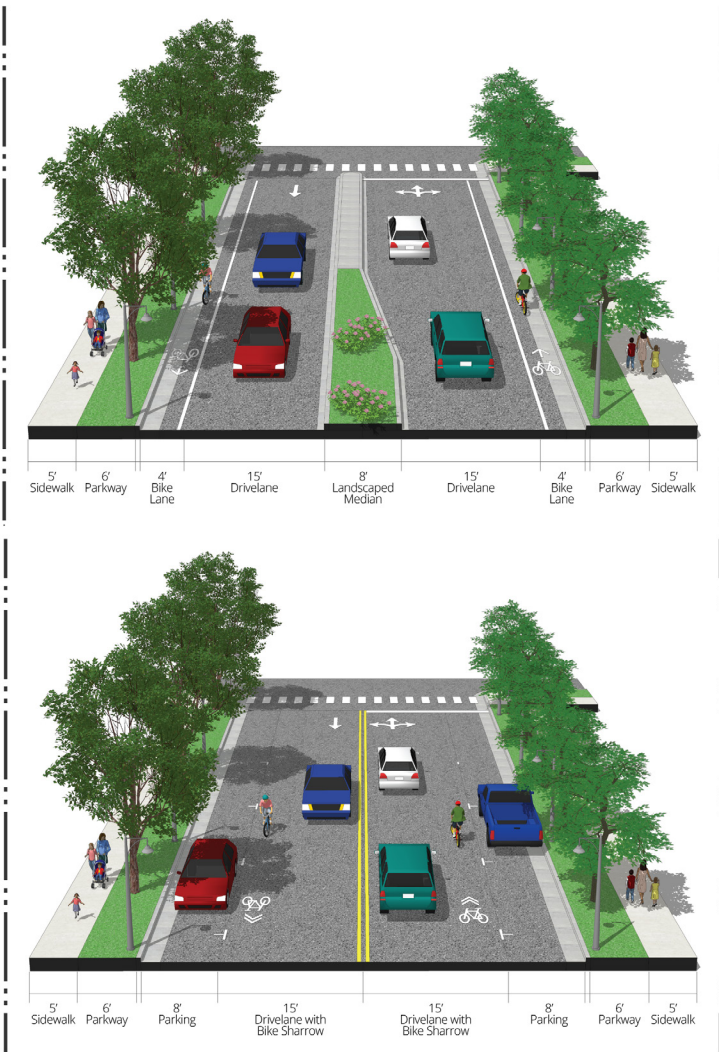
Parcels Proposed to be Rezoned

Parcels Proposed to be Rezoned

Knightsdale, North Carolina

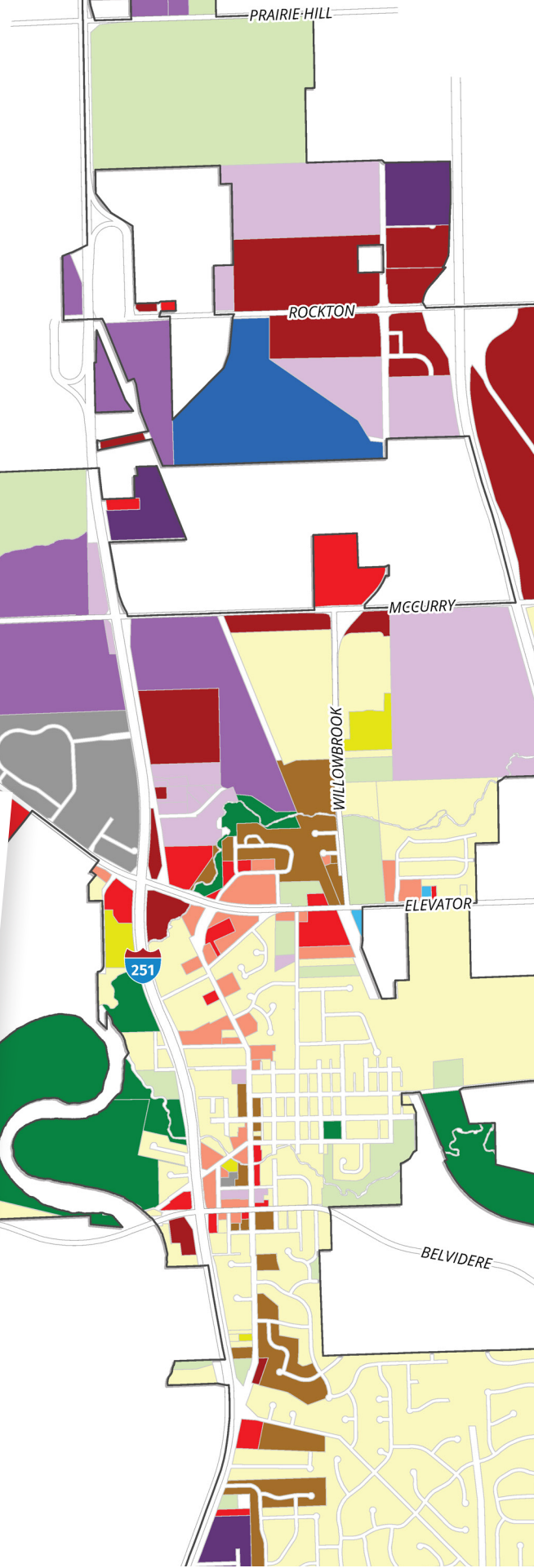
Unified Development Ordinance Update

In 2019, the Town of Knightsdale engaged Houseal Lavigne to update their form-based Unified Development Ordinance (UDO) to align with their recently adopted KnightsdaleNext 2035 Comprehensive Plan and to comply with changes to state statute (160D). KnightsdaleNext 2035 establishes a vision for the community as it transitions from a suburb of Raleigh to an urban community. To realize this transition, the UDO was updated to accommodate the retrofit of auto-oriented commercial corridors into walkable, mixed use centers through the introduction of standards for new building types including outlot/liner commercial buildings, requirements for public gathering space as a part of all new nonresidential and multifamily development, and the establishment of multi-building development standards. The updated UDO also works to implement the Town's goal of providing a wider variety of housing options through expanding allowances for accessory dwellings and requiring a mix of housing types in new residential subdivisions.



Roscoe, Illinois Zoning Ordinance Update

The Village of Roscoe is a growing community along the Rock River, approximately 80 miles northwest of Chicago. Prior to the update, Roscoe's Zoning Ordinance had not been comprehensively updated since its adoption in the 1970s, and for decades had not been an effective tool for achieving desirable development. The Ordinance lacked definitions, guidance regarding the applicability of various standards, and was inconsistent with case law and state legislation. The structure of the document was inefficient and confusing to both Village staff and users. To modernize and improve the user-friendliness of the Ordinance, Roscoe engaged Houseal Lavigne to update it in accordance with current planning standards and best practices, and to align with and support the Village's Comprehensive Plan. The new Zoning Ordinance and Map include an easy-to-use chapter structure that guides users through the development process by minimizing cross referencing and utilizing graphics, diagrams, charts, and tables to convey regulations and clarify interpretations.

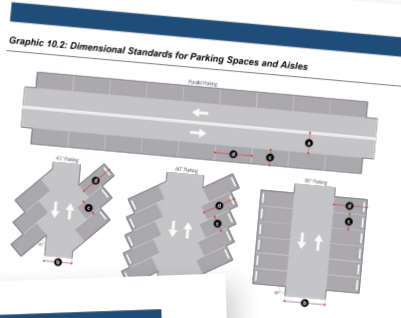


- (G) **Maintenance.** Upon completion, all parking areas shall be properly maintained at all times, without potholes, broken curbing, or other irregularities.
- (H) **Drainage.** Parking and loading areas shall be graded and surface water accumulated within the area. The method of public facilities shall be subject to approval of the Village Engineer.
- (I) **Surfacing.** All required parking and loading spaces and ramps and RM districts shall be paved with concrete, bituminous equivalent material as approved by the Village Engineer. Loading spaces and access drives for all commercial use shall be paved with concrete or bituminous pavement.

155.10.9 – STACKING SPACES FOR DRIVE-THROUGH

- (A) **Required Stacking Spaces.** Every drive-through facility shall have a minimum number of stacking spaces as detailed in Table 155.10.9(A).

Use	Minimum Stack
Automated Teller Machine	2 per machine
Bank Teller Lane	2 per lane
Restaurant	6 per order box
Carwash Stall, Automatic	5 per stall
Carwash Stall, Manual	2 per stall
Oil Change Shop	2 per service bay
Pharmacy	4 per lane
Other	at the discretion of the Village Engineer



- lots that are typical of the development that predominates the Village's single-family neighborhoods.
- (D) **R2 – Two-Family Residential District.** The R2 – Two-Family Residential District is intended to accommodate increased population density compared to the R-1 District, including detached single-family homes, duplexes, and townhomes.
 - (E) **RM – Multi-Family Residential District.** The RM – Multi-Family Residential District is intended to accommodate more compact and dense residential development compared to the R1 and R2 Districts, consisting of duplexes, townhomes, and multi-family residential development.

155.3.2 – RESIDENTIAL BULK STANDARDS

- (A) All development in Residential Districts must comply with the requirements in Table 155.3(A). Residential Districts – Bulk and Yard Standards unless otherwise expressly stated.

District	Area	Width Interior Lot	Min. Depth	Max. Height	Max. Lot Coverage	Min. Side Area per DU	Front (1)	Side	Rear
RE	22,000 sf	110 ft	150 ft	35 ft	25%	22,000 sf	30 ft	30 ft	30 ft
R1	9,500 sf	75 ft	125 ft	35 ft	30%	9,500 sf	30 ft	15 ft	30 ft
R2	15,000 sf	100 ft	125 ft	35 ft	30%	7,500 sf	30 ft	15 ft	30 ft
RM	19,500 sf	100 ft	125 ft	35 ft	30%	3,300 sf	30 ft	15 ft	30 ft

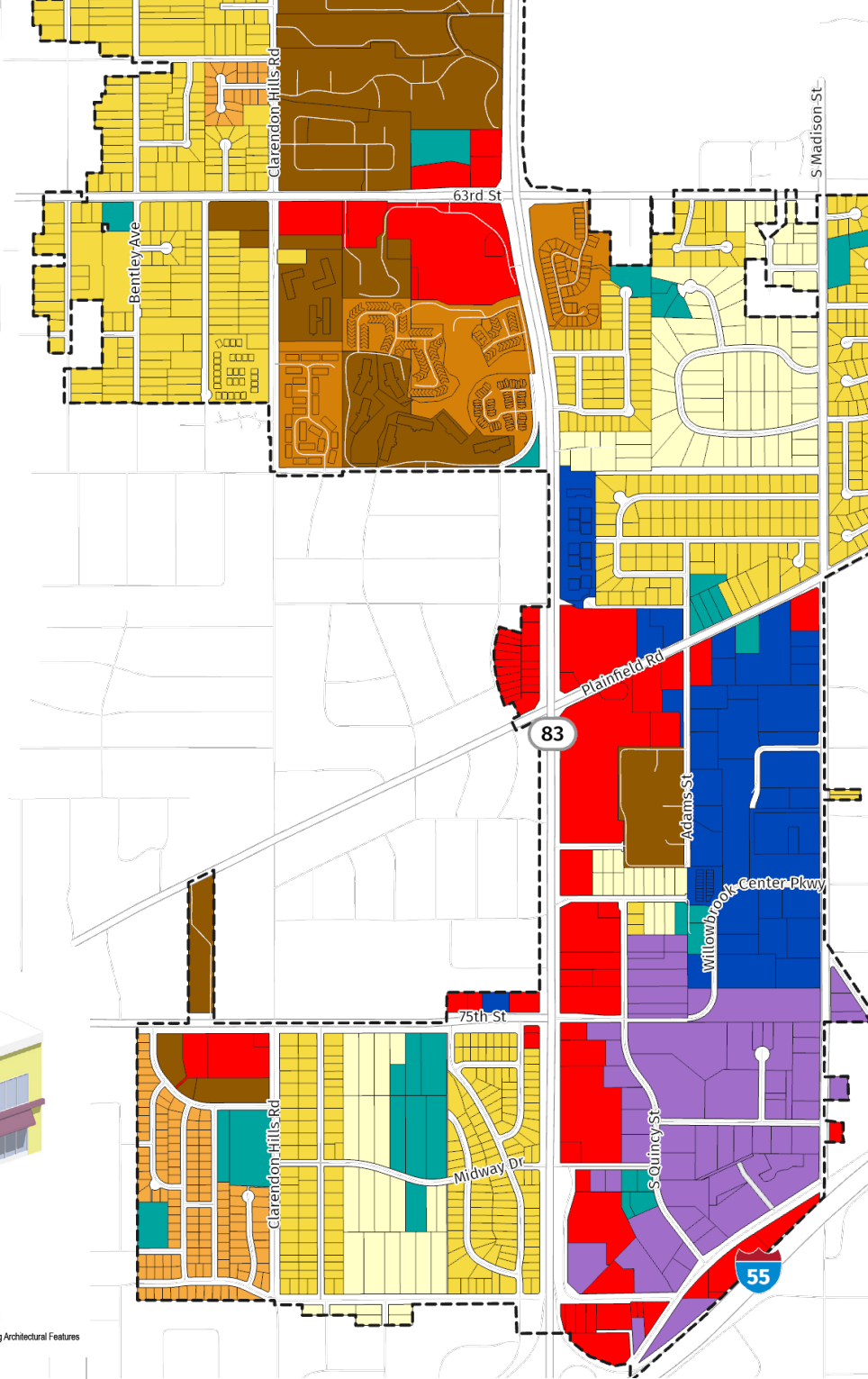
(1) The required front yard setback of lots fronting Main Street between Grove Street and Elevator Street or fronting Elevator Street between Highway 251 and Pease Street shall be a minimum of ten (10) feet and a maximum of twenty (20) feet.

Graphic 3.1: Residential Required Yards

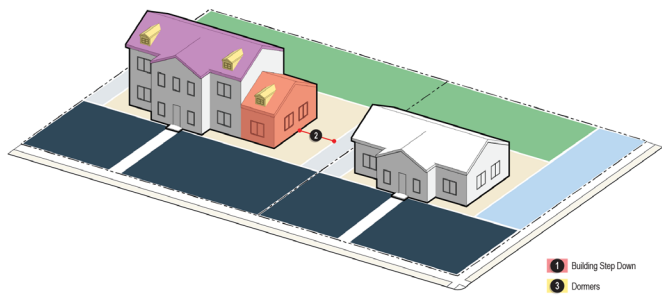


Willowbrook, Illinois Unified Development Ordinance

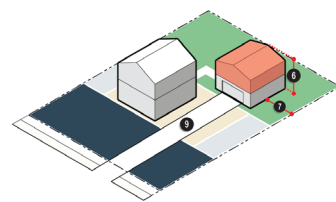
Houseal Lavigne worked with the Village of Willowbrook to conduct a comprehensive review and update to the Village's land development regulations in order to adopt a new Unified Development Ordinance (UDO). The UDO consolidates all of the Village's development regulations (i.e. Sign, Zoning, and Subdivision Codes) into a single easy-to-use document. The Village of Willowbrook had not comprehensively updated its zoning ordinance since the community was originally incorporated in the early 1960s when meaning a thorough update and modernization was required. The review of the Village's existing regulations was coordinated through a series of public workshops led by Houseal Lavigne with the Village Board, the Planning and Zoning Commission, and Village staff. The new UDO and Zoning Map is a culmination of discussions during these workshops. The new UDO is a user-friendly and streamlined document that better addresses the needs of Willowbrook as a built out community by consolidating zoning districts, rightsizing standards to reflect existing conditions, enhancing the planned unit development process, and incorporating diagrams, flowcharts, and visualizations to clarify interpretation and other policy documents.



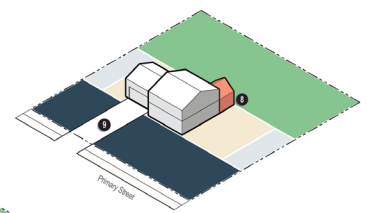
- Articulation
- Establishing Architectural Features



- 1 Building Step Down
- 2 Dormers
- 3 Sloping Roof
- Front Yard
- Exterior Side Yard
- Interior Side Yard
- Rear Yard



- 1 Accessory Dwelling Unit
- Front Setback
- Rear Setback
- Interior Side Setback
- Buildable Area



References

We are proud of our work and the long-term relationships we maintain with clients. We believe each of these references demonstrate our ability to satisfy clients through an approach that meets the technical and financial needs of client communities. Below are the reference names and contact information as requested in the RFP.

Firm	Client	Project	Client Contact
Houseal Lavigne & Birchline Planning	Eau Claire, WI	Land Development Ordinance	Ned Noel, Planning Manager ned.noel@eauclairewi.gov (715) 839-8488
Houseal Lavigne	Verona, WI	Zoning and Sign Ordinance Update	Adam Sayre, Former Community Development Director adam.sayre@fitchburgwi.gov (608) 270-4209
Houseal Lavigne & Birchline Planning	Franklin, WI	Unified Development Ordinance Update	Regulo Martinez-Montilva, Principal Planner rmartinez-montilva@franklinwi.gov (414) 427-7564





Zoning Updates for Water Quality and Green Infrastructure Enhancement: Cities of Green Bay, Superior, and Bayfield

Client Contact: Ms. Celestine Jeffries, Chief of Staff; Celestine.Jeffreys@greenbaywi.gov and Ms. Ada Tse, Water Resources Specialist; tsea@ci.superior.wi.us; 715-394-0392

2018 – present  Client: Cities of Green Bay, Superior & Bayfield

As part of their coastal resilience initiatives, the cities of Green Bay, Superior and Bayfield each retained Birchline Planning LLC to review and audit local codes, policies, plans and ordinances for opportunities to improve water quality, flood resilience, and the use of green infrastructure. In each community, Birchline conducted internal and external stakeholder interviews to assess opportunities and challenges, and then developed recommended amendments, policies, and program strategies best suited to each community’s capacity and needs. In Green Bay, extensive changes are in the works to the City’s landscape and site plan standards to support greater “greening” and the use of green infrastructure. Superior has adopted several of the recommended zoning and code amendments, notably new stream corridor protection language. For the City of Bayfield, Birchline developed a native lawn ordinance, and also worked with Hey & Associates and Bayfield County to develop a flow path map and assessment tool that the Sustainability Task force will use to identify pilot locations for green infrastructure.

Metropolitan Milwaukee Green Infrastructure Code & Ordinance Implementation Support

Client Contact : Ms. Breanne Plier, Director of Sustainability ; bplier@mmsd.com

2012-2020  Client: Milwaukee Metropolitan Sewerage District

Birchline Planning LLC served as the planning and zoning consultant for a multi-year, comprehensive process of evaluating and addressing code and ordinance-related water quality issues in 27 Milwaukee-area municipalities. Birchline has worked with municipal planning and engineering staff, local consultants, and Milwaukee-area landscape professionals to provide specific and practical strategies for updating zoning codes (particularly landscape standards) to enable the use of green infrastructure techniques that satisfy MMSD Chapter 13 and Wisconsin DNR permitting requirements. In the most recent phase, Birchline led a series of detailed interviews with municipal staff from planning and zoning, engineering, and municipal managers’ offices to assess their specific challenges, such as perceptions about the viability of permeable materials, that must be addressed to meet permitting and green infrastructure requirements. For cities including Bayside, Oak Creek, Wauwatosa, West Allis, and West Milwaukee, Birchline Planning LLC drafted, targeted zoning amendments, such as bioretention landscaping standards for parking lot edges and special overlay districts where additional stormwater management standards apply.

Milwaukee MSD Green Infrastructure Cost & Incentives Study

Client Contact: Ms. Breanne Plier, Director of Sustainability ; bplier@mmsd.com

2018-2019  Client: Milwaukee Metropolitan Sewerage District

To respond to ongoing challenges around the cost and cost variability of green infrastructure in metropolitan Milwaukee, the Milwaukee Metropolitan Sewerage District retained Birchline Planning LLC to prepare an evaluation of the cost climate around green infrastructure. To understand unit costs and price variability, Birchline led a team with staff from MMSD and Clean Wisconsin to evaluate ten years of data from MMSD-supported green infrastructure projects and bid tabulations and invoices from municipal projects to establish costs for key green infrastructure components including labor, mobilization, materials, and plantings. Working with Clean Wisconsin and the NAIOP-Wisconsin, representing commercial developers and property managers, Birchline convened two workshops with developers, municipal engineers, designers, property managers, and materials suppliers to discuss the cost findings and provide context and input on how GI costs can be controlled and made more predictable. The final report has led, among other recommendations, to important changes in the MMSD Green Infrastructure Partnership Program’s reporting and grant administration structure, as well as changes to recommended bid specifications to eliminate sources of cost variability.



City of Dublin Stormwater Manual for Form-Based Coding

2012-13 ☞ Client: City of Dublin, Ohio ☞ Project Partner: Tetra Tech, Inc.

Following a multi-year process to develop a vision, plan and form-based code to guide development of the historic Bridge Street Corridor district, the City of Dublin, Ohio recognized the need to update its Stormwater Design Manual to ensure that stormwater systems built in the City supported its urban design and environmental goals – and to ensure that stormwater standards are fully compatible with the language and approach of form-based coding. Working as an integrated team with engineering, planning and zoning, and green infrastructure design skills, Tetra Tech, Inc. and Birchline Planning LLC prepared a complete overhaul of the City’s stormwater design standards and treatment specifications, along with recommended changes to the City’s zoning regulations to further its objectives for implementing rain gardens, protecting important soils, and creating a more efficient review process for projects with LID stormwater features. The Bridge Street Corridor’s stormwater standards provide specific design and placement guidance for different types of stormwater treatment based on their compatibility with the defined street families, building types, and open space types in the form-based code. Other components developed included new provisions for shared stormwater systems to support infill development and better site design, and a process for evaluating the feasibility of different LID stormwater practices on redevelopment sites. The new Stormwater Design Manual represents a substantial advance in the field of integrating LID with form-based code principles and will be a model for communities nation-wide.

Town of Duxbury, VT Comprehensive Zoning Update

2017 ☞ Client: Town of Duxbury ☞ Project Partner: Bob Barber, FAICP, Orion Planning + Design

In the wake of a successful Town Plan update, the Town of Duxbury enlisted the team of Birchline Planning and Orion Planning + Design to redraft the Town’s zoning regulations. At the outset a matrix linking Town Plan goals to specific action steps and potential zoning changes was prepared so that all involved clearly understood the linkages between Town Plan policies and zoning - as well as what zoning amendments could not accomplish, and where other policy steps were required. The team completed a full re-draft through a structured process of Planning Commission and joint Board meetings, one-on-one work sessions with the DRB chairman and Zoning Administrator, and detailed work to integrate road and curb cut policy with the new zoning regulations. A mobile workshop was held in Duxbury Village to help visualize how setback and coverage changes, along with new allowances for accessory dwelling and home occupations in detached structures, would strengthen the desired character of the Village.

City of Rutland, VT Zoning Bylaw Development

Client Contact: Ms. Tara Kelly, Zoning Administrator; tarak@rutlandcity.org

2017-2018 ☞ Client: City of Rutland

As the City of Rutland works to revitalize its neighborhoods and downtown, Birchline Planning LLC is helping the City of Rutland’s Zoning Bylaw Advisory Group evaluate where and how the City’s zoning and historic preservation standards can be updated to achieve several different and challenging objectives: Protecting the character and quality of single-family neighborhoods; enhancing the visual quality and transportation function of properties along Routes 4 and 7 as redevelopment occurs; overhauling the administrative process and responsibilities for architectural and design review; and providing a stronger basis for effective enforcement of permit conditions. Birchline is acting as a facilitator to Town staff and has provided an array of services including stakeholder and ZBAG meeting facilitation, drafting, research, and education on design standards. The City and Birchline completed the draft ordinance in December 2018, and will present the draft for hearings in early 2019.

SP Land Company - Killington (VT) Village Land Entitlements

Client Contact: Mr. Steve Selbo, Steven.Selbo@e2mpartners.com

2013-2019 ☞ Client: SP Land Company LLC/Killington-Pico Ski Resort Partners

Birchline Planning LLC has completed the municipal entitlements process on behalf of SP Land Company, the real estate developer for Vermont’s Killington Resort, and Killington-Pico Ski Resort Partners. The project, planned over 30 years, includes major reconstruction and relocation of the Killington Mountain Road, implementation of a phased Water Quality Remediation Plan (WQRP) for restoration of Roaring Brook, construction of roughly 2,000 housing units, coordination with new wells and water distribution networks, and a complete re-working of the Resort’s transportation and parking network. Birchline Planning LLC’s assistance has included preparation of Planned Unit Development and Site Plan applications, coordination with consultants, attorneys, Town staff, and State permitting agencies, public presentations, and Findings of Fact.

SECTION 5

COST

Proposed Project Cost

Houseal Lavigne proposes a not-to-exceed fee of **\$199,155** for the City of Columbus Zoning and Subdivision Ordinance Rewrite, including all professional fees (\$192,655) and directly related project expenses (\$6,500). If the City of Columbus favors our basic approach, we will work with staff to amend our scope of work as necessary to meet any budgetary constraints.

Hourly Rates

Houseal Lavigne Hourly Rates	Fee
Partner	\$ 295
Principal	\$ 285
Practice Lead	\$ 235
Studio Lead	\$ 215
New Market Lead	\$ 200
Senior Planner	\$ 185-190
Planner II	\$ 135-155
Planner I	\$ 115-125
Clerical/Technical	\$ 100

Direct expenses attributable to the project include per diem, printing, lodging, and transportation. Each step is inclusive of direct expenses. The only not-to-exceed cost is the total sum of professional fees. If optional steps and subtasks are desired, Houseal Lavigne will work with staff to outline an approach and identify a budget.





Proposal for:
CITY OF COLUMBUS
ZONING &
SUBDIVISION
ORDINANCE REWRITE

February 21, 2025



VANDEWALLE & ASSOCIATES, INC.
Madison: 120 East Lakeside Street | Madison, WI 53715 | www.vandewalle.com
Milwaukee: 247 Freshwater Way | Milwaukee, WI 53204
Contact: Sonja Kruesel, AICP | C. (920) 988-2327 | skruesel@vandewalle.com

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CONTACT INFORMATION

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Principal-in-Charge

Brian Munson | bmunson@vandewalle.com

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Milwaukee, WI 53715
(414) 988-8654
www.vandewalle.com

LETTER OF TRANSMITTAL

Dear Mr. Kornmann:

On behalf of the Vandewalle & Associates' team, we are pleased to present our proposal for the Zoning and Subdivision Ordinance Rewrite project. We have thoroughly reviewed the RFP and have prepared a detailed proposal to address all of the City's requirements to deliver a comprehensive rewrite of the Zoning and Subdivision Code that enables Columbus to implement the goals, recommendations, and vision laid out in its Comprehensive Plan and which reflects the stated goals of the Request for Proposal.

While our proposed scope of work, approach, and project timeline are specific to Columbus, they are based on a successful approach that we have used in crafting hybrid use-based/form-based development codes for more than 40 years throughout Wisconsin. We will provide a Code update process that offers meaningful input from staff, elected officials, businesses, neighborhoods, property owners, and interested residents. The result will be a new Zoning Code that is thoroughly customized to forward the City's plans and facilitate the type of development that Columbus desires.

Our Project Team offers an unmatched wealth of experience in rewriting and administering Zoning Ordinances across Wisconsin, coupled with decades of local and regional knowledge to provide:

- A deep knowledge of the connections between planning, zoning, land division, economic development, and redevelopment. We will leverage Vandewalle & Associate's experience in revitalizing central downtown areas, older neighborhoods, and aging commercial corridors to craft zoning provisions that respond to market conditions, stimulate reinvestment, and encourage high quality, well-designed development.
- The ability to craft zoning standards and procedures that not only serve to protect and enhance existing community character and neighborhoods, but also provide flexibility and encourage well-planned new development, infill development, and redevelopment in appropriate locations.
- Dynamic public participation strategies and processes integrated into all elements of the project that are designed to build consensus and deliver a practical product for the City to implement and administer.
- User-friendly documents with graphics, tables, and figures that explain zoning regulations. Our Zoning Codes also provide long-term consistency and flexibility in both application and administration.
- A product that increases opportunities for diversity in housing formats and densities, redevelopment and infill projects, dynamic multi-modal transportation and mixed-use development, and the protection and enhancement of neighborhood, corridor, and gateway character, utilizing context-sensitive design standards.
- Protection of valuable natural features and integration of sustainable development components.
- Enhancement and preservation of historic development character.
- A team of planning professionals with a long history of addressing the practicalities of developing and administering zoning regulations, with expertise in the unique statutes and case law governing land use controls in the state of Wisconsin.

Beyond our expertise in Zoning Ordinance rewrites, we also have an existing working relationship with staff that we value and would like to continue through this work. We hope that our detailed proposal clearly demonstrates how our team's experience and expertise qualify us for this project. Thank you for your consideration of our services. Please do not hesitate to contact us with any questions.

Sincerely,



Sonja Kruesel, AICP
Project Manager



Brian Munson
Principal-in-Charge



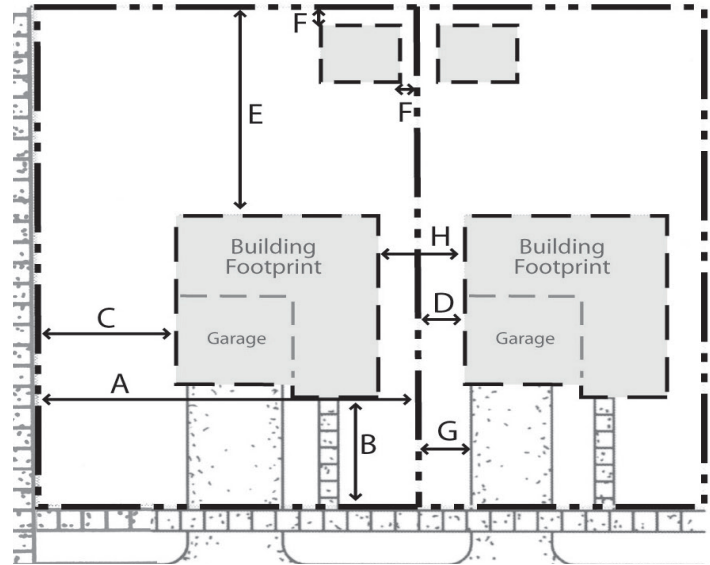
PROJECT STATEMENT

PROJECT APPROACH

Vandewalle & Associates' extensive experience working in similar communities throughout Wisconsin provides us with an unparalleled perspective on the issues, concerns, and opportunities that will drive this process to comprehensively rewrite the City's Zoning and Subdivision Code. We will draft requirements that are context-sensitive and physically appropriate for the community, and which reflect Columbus's people and culture. Following a thorough review of the City's Comprehensive Plan, current Zoning Code and Land Division regulations, we will have an even greater understanding of the City's goals, objectives, and priorities. We will put this knowledge to work in modernizing Columbus's land use regulations to best implement the City's vision and nation-wide best practices.

The City's Comprehensive Plan includes several recommendations specific to the Zoning Code update, including several of the items listed in the RFP and other areas of the plan as shown below:

- Create mixed neighborhoods that provide a range of housing types, densities, and costs.
- Encourage new development that supports a range of transportation options, including biking and walking.
- Reserve areas along key transportation corridors for high-quality economic development.
- In the downtown, new development will complement and reinforce the existing downtown development format, with emphasis on multistory buildings located close to the street and side lot lines.
- Consider other design elements in the downtown area that will enhance the small town feel of Columbus.
- Require high quality and coordinated site design, landscaping, signage, and building materials within neighborhood commercial districts.
- Update and monitor the city's zoning and sign code to enhance the design of future development.

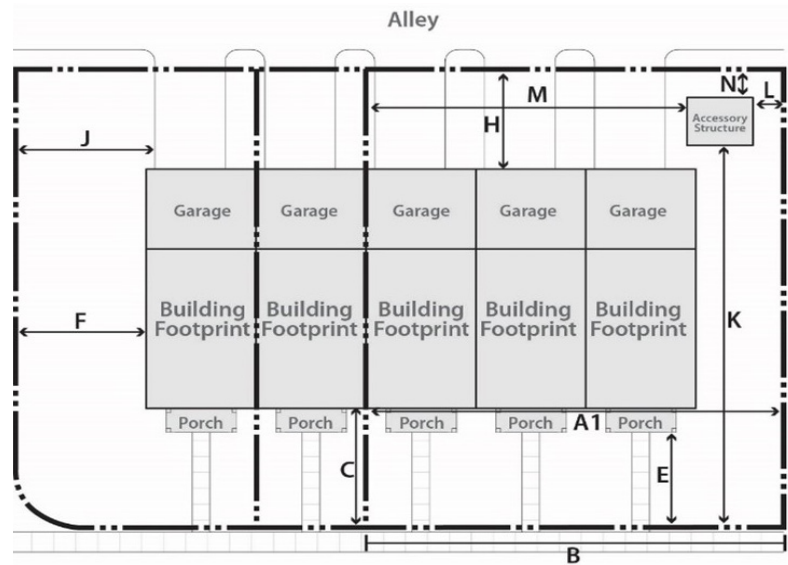


Based on the objectives in the City's Request for Proposals, we understand Columbus seeks a consultant team to prepare a complete rewrite of its current Zoning and Subdivision Code that better reflects the City's development, preservation, and community character objectives. More specifically, we understand the City is interested in preparing a Zoning Ordinance that:

- Implements the goals and objectives of the Comprehensive Plan and the Future Land Use Map through enforceable regulations.
- Addresses zoning reform opportunities that improve diversity and availability of housing stock, including changes in bulk requirements like lot size and required open space, as well as incorporation of allowance for missing middle housing types.
- Includes mixed use districts that accommodate a complementary mix of neighborhood-scale retail, office, service, multi-family residential, institutional, and open space uses.
- Create flexible yet predictable standards that match modern development expectations which can contribute to reducing the need for Planned Development zoning.
- Crafts zoning districts tailored to Columbus's unique areas, neighborhoods, gateways, and corridors, such as the historic downtown, strategic infill and redevelopment sites, and new greenfield development opportunities.
- Create an ideal mix of zoning districts that works for Columbus, including consolidation of zoning districts and avoidance of excessive overlay districts.

PROJECT APPROACH

- Integrates updated urban design standards into the Zoning Code in a way that is easy to administer and flexible enough to ensure high-quality development while still allowing for and promoting creativity.
- Creates a zoning code that carefully blends traditional zoning regulations with strategic form-based elements to achieve the development recommendations in the Comprehensive Plan. See the call out box for more information.
- Incorporates principles of multi-modal development that supports bicyclists and pedestrians and acknowledges the connection between land use and transportation throughout Columbus.
- Facilitates historic preservation and rehabilitation of old structures including production of an ordinance that retains the City's Certified Local Government status.
- Clearly spells out the steps, review criteria, and approvals for administrative procedures to ensure complete applications and predictable steps for all zoning-related processes, particularly in response to recent Statutory changes, such as 2017 Wisconsin Act 67 and its impact on conditional use permits.
- A refreshed sign code in response to the 2015 Reed v. Gilbert case and which is also modern and creative to allow revitalization of key areas like the City's downtown.
- Eliminate guess work for city staff, the public, and developers by making the code easier to use through incorporation of user-friendly graphics and tables, while also reducing the need to make interpretations of code language.
- Coordinates revisions to the City's subdivision ordinance with the new zoning regulations.
- Reviews and corrects any existing inconsistencies within the City's Zoning Code.
- Research, review, and integrate zoning best practices and innovative ideas that have proven successful in Wisconsin and around the country.



Zoning codes tend to follow one of four strategies to define and arrange zoning districts:

- 1. Zoning Districts based on Land Use (Euclidean Zoning).** This oldest form of zoning is primarily designed to segregate different land uses and to arrange them based on a rigid set of dimension requirements for lot area, setbacks, and lot coverage. Euclidean zoning began with the New York City zoning code of 1916, and zoning districts using a letter-number format such as “R-1”, “B-2”, and “M-3” are a *field mark* of such codes. The high levels of noise, waste, odor, and air and water pollution associated with development in the first half of the 20th Century were at the root of this desire to segregate residential, commercial, and industrial land uses from one-another. In establishing residential districts, Euclidean zoning was also used to segregate people based on wealth, and thus the racial and ethnicity characteristics associated with differences in wealth.

In the second half of the 20th Century, Euclidean zoning expanded its scope to require development to accommodate (and ultimately perpetuate) the growing dependence of the automobile and on-site parking requirements, which peaked in the 1980s. The City’s current zoning code is comprised mainly of Euclidean districts, as are most zoning codes around the country.

- 2. Zoning Districts based on Community Character (Performance Zoning).** Performance Zoning arose in high growth metropolitan fringe counties around Philadelphia, New York, Montreal, and Chicago in the 1970s and 1980s. Zoning districts are arranged along a “Community Character Continuum” focused on the density of residential development and the intensity (lot coverage or floor area ratio) of nonresidential development. A *field mark* is the resulting zoning district names incorporate characters along a continuum ranging from “Wilderness”, “Rural”, and “Countryside”, to “Exurban”, “Estate”, and “Suburban” and “Transition”, to “Urban”, “Central”, and “Core”. The districts focus on segregating densities and intensities, with a few narrow zoning districts for high impact industrial and large-scale commercial uses. Diverse land uses are permitted within each district, so long as multi-family and nonresidential development is of a consistent intensity with the residential development in the same district.

Performance zoning introduced the practice of landscape point systems, formula-based sign area requirements, and infrastructure capacity analysis as common development analysis practice – which have often been retrofitted into older Euclidean codes.

- 3. Zoning Districts based on Building and Public Realm Design (Form Based Zoning).** Form Based Zoning originated in resort community development in the 1980s but found a second home in gentrifying suburbs in high growth metropolitan areas often transitioning from highway-oriented suburban and transition development areas to a more urban level of intensity. Zoning Districts are also arranged along a community character continuum (called a “Transect”), but the focus of the ordinance is on exterior building form, streetscape, and public space design rather than density, intensity, or building height. A *field mark* is the resulting district names T1 (most rural) through T6 (most urban). Diverse land uses are permitted within each district, so long as the development is consistent with the design standards of the district.

Although many Euclidean and Performance zoning codes included form-based standards for downtown development and basic requirements prohibiting low-quality building exterior materials, Form Based Zoning introduced detailed exterior building and public space design requirements for development throughout a community. Many components of Form Based zoning codes have often been retrofitted into older Euclidean and Performance zoning codes.

- 4. Hybrid Zoning.** Hybrid Zoning incorporates elements of Euclidean, Performance, and Form Based codes, recognizing that each of the three systems has its own strengths and weaknesses. For example, in our experience in the Upper Midwest, communities increasingly support mixed use development. Additionally, most also want to retain essential Plan Commission and Elected Body controls over land use – particularly in Wisconsin in the post Act 67 era where the ability to deny conditional uses has been severely restrained, while the power to determine the most appropriate zoning district and the timing of zoning map amendments are still at the discretion of the Elected Body as advised by the Plan Commission.

However, at the same time, communities want their new zoning code to result in predictable community character, and in more humane building, streetscape, and public space designs.

Hybrid codes offer the strongest ability to customize a code to the realities and aspirations of a community because they are not subject to the more rigid constraints of a Euclidean, Performance, or Form Based zoning system, and thus can capture the best aspects of each, while avoiding the most troubling weaknesses.

Vandewalle & Associates strongly recommends using the more flexible and more responsive Hybrid Zoning approach.

PROJECT APPROACH

As zoning best practices evolve and change, we continue to adapt, modernize, and integrate new ideas and policy approaches into each Zoning Ordinance rewrite process we complete. One of the most prevalent topics at the top of mind today across Wisconsin is - how zoning can impact housing affordability and availability.

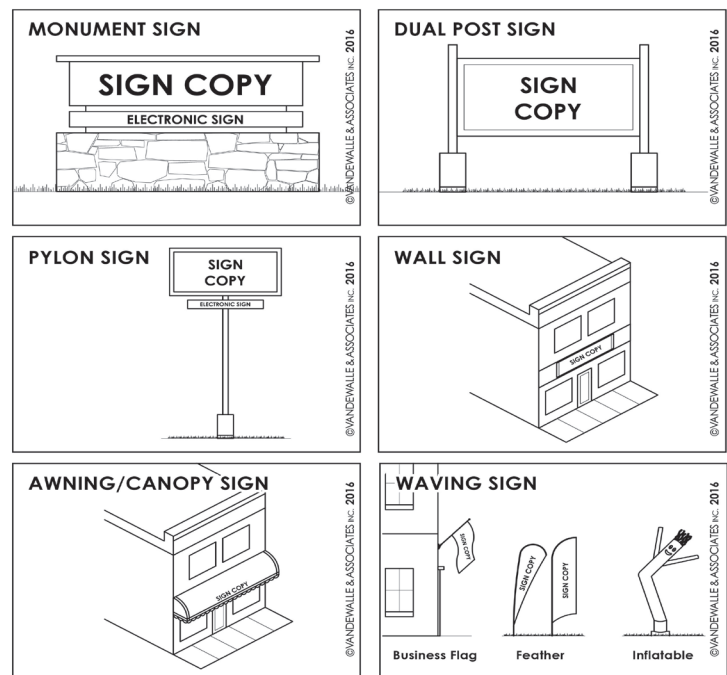
Wisconsin is projected to need 140,000 more housing units between 2020-2030 to keep up with current demand (Source: Forward Analytics, A Housing Hurdle: Demographics Drive Need for More Homes, 2022).

In response, the Wisconsin League of Municipalities published, “A User’s Guide to Wisconsin Neighborhood Affordability.” Several of the reports key recommendations included zoning reform ideas such as allowing missing middle housing, removing density maximums and instead using a form-based approach, reducing or eliminating parking minimums, and streamlining development review processes.

Further, the Wisconsin League of Municipalities has been publishing monthly summary document guides and videos over the past year called “More Housing”. Many of the recommendations reflected in these publications are reflective of our zoning rewrite approach and will be explored and integrated into the City’s new Zoning Code.

We aim to provide a collection of strategic zoning approaches aimed at providing the community with new opportunities for diverse housing formats. These include:

- Allowing residential land uses to be integrated within commercial zoning districts through mixed-use opportunities.
- Utilizing form-based principles for residential zoning districts where there are no unit or density maximums. Instead, the setbacks, height, impervious surface, and lot dimensions dictate density and allow for developments to be well-integrated into neighborhood context.
- Reduction or elimination of parking standards, which reduces development costs, reduces surface parking, and promotes multi-modal transportation options.
- Allow accessory dwelling units and in-family suites in all residential districts by-right with defined site requirements to enable alternative housing formats within existing neighborhoods.
- Develop bulk dimensional standards that promote traditional neighborhood design principles such as reduced front setbacks for structures that integrate front porches, reduction in minimum lot sizes, front-loaded garage setback and percentage requirements, and impervious surface standards in replacement of building lot coverages to promote greater use of lots within existing developed neighborhoods.
- Create zoning districts specifically to enable missing middle housing formats including small-lot and alley-loaded single-family, different forms of two-family unit configurations, small and mid-scale multi-family units, condominium or rental opportunities through options for zero lot lines or multiple units on the same lot, and higher-density multi-family in appropriate locations.



PROJECT APPROACH

Beyond housing, the City has several other defined goals it seeks to accomplish through this process. We have developed several new Zoning Ordinances which utilize the following strategies to further advance those ideas in helping the community move toward its goals. These include:

- Create new zoning districts and land uses that allow diversity in building configurations, mixing of uses by-right, and combine common land use types together into overarching land use categories.
- Incentivize green infrastructure and sustainable development through alternative energy production permitted in all zoning districts, raingarden and landscaping standards that integrate native plantings, inclusion of on-site recreational space in new multi-family development, EV charging opportunities, bicycle parking standards, and the use of maximum impervious surface standards.
- Address “hot button” topics head on leveraging our experience writing and administering Zoning Ordinances across Southern Wisconsin. This provides our team with the ability to figure out what works for each community and develop models that address community needs and align with all statutory requirements. Topics often include: short-term rentals, accessory dwelling units, parking, upzoning, and more.
- Promote active transportation options through bicycle and pedestrian access standards, allowing increased height, density, and mixed-use options in appropriate locations and along community corridors, reducing setbacks or creating maximum front setbacks to create a pedestrian-oriented experience, and reducing or eliminating minimum parking standards and integrating maximum parking standards.
- Protecting and promoting reinvestment in community assets such as downtown and the riverfront utilizing unique design standards and bulk dimensional standards for key areas.
- Staying up to date and current with land use case law and statutory changes. Because we complete so many zoning code rewrites across the state and administer many of them following adoption through development review, we are always tracking law changes and addressing them within our client community’s codes. This unmatched level of expertise and continuing knowledge base can be vital to the long-term success of the code and the community avoiding future legal challenges post-adoption.

The City’s RFP makes clear that the City is committed to supporting quality development that respects the past and strategically positions itself as it transitions into the future. With Vandewalle & Associates, we offer a team of professionals with a depth of experience in designing for community character, progressive neighborhood design, and strategic development, along with the ability to craft development regulations that advance these community goals.

DATA NEEDS

We would anticipate there would be data requested from the City as part of this project. In order to complete several of the upfront steps in respect to changes that have occurred recently to resolve particular issues, identify areas of the existing code that need to be retained, and complete an analysis of where there are existing code deficiencies, we would request recent data (as available) related to the following (last 10 years):

- Variances
- Zoning Text and Map Amendments
- Planned Developments
- Project-Specific Data/Plans (good development examples that we want to enable within the new code)

As part of the Zoning Map process, we will be requesting available GIS data that can assist us with this effort. V&A already has some of this data from our past work with the City, but we would foresee needing other GIS data too, including:

- Existing Zoning
- Parcels
- Land Use

There may be additional data requested through this process and this list may not be exhaustive. We would also encourage any other ideas City staff may have related to data you have already collected or have access to that may be beneficial to this process.

SCOPE OF SERVICES

In response to the RFP's Outlined Scope of Services, the following pages feature a summary of how each of those elements identified by the City within the RFP are proposed to be incorporated, addressed, and reflected within our Team's proposed Scope of Work. The Scope of Work below is a process and approach V&A has successfully employed in six different Zoning Ordinance Rewrite projects over the past seven years.

Work Element 1: Project Management and Communication

Virtual Monthly Staff Meetings (18): Established at the forefront of the process, regularly scheduled virtual update meetings throughout the process with City staff.

In-Person City Staff Working Sessions (4): In-Person 2-hour working sessions throughout the project to review and discuss key draft deliverables as they are produced.

Deliverables: Facilitated discussions, meeting agendas and review materials, and follow up materials

Work Element 2: Public Participation and Outreach

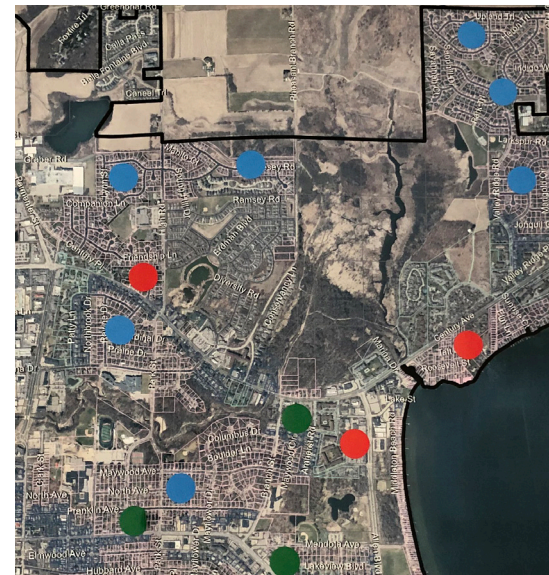
In-Person Steering Committee Review and Input Meetings (8): Regular updates and milestone project deliverables review meetings in a workshop format with the Plan Commission. This will occur throughout each Work Element.

In-Person City Council Review and Input Meetings (3): Regular updates and milestone project deliverables review meetings with the City Council. This will occur throughout each Work Element.

Deliverables: Facilitated discussions, meeting agendas, review materials, and presentations, and follow up materials

Work Element 3: Issues Identification and Existing Zoning Code Evaluation

Research, Data Gathering, and Best Practice Evaluation: Review existing plans, ordinances, and City data to identify and understand areas where recommended changes are needed in the new Zoning Ordinance. This will include the City's current Zoning Code, Subdivision Ordinance, Comprehensive Plan, and relevant planning document. It will also include zoning data related to past Variances, Planned Developments, Zoning Amendments, and GIS data. City staff will assist in providing all relevant plans and data, as available. Finally, it will include research and data gathering related to zoning best practices to be integrated into the new code's development related to key topic areas and existing issues the City is looking to resolve (ex. housing, mixed use, etc.).



Middleton Zoning Issues and Opportunities Workshop

SCOPE OF SERVICES

Issues Identification Report and Code Evaluation Report:

Using the feedback gathered throughout Work Element 2, an Issues Identification and Existing Code Evaluation Report will be produced to detail the performance of the code and map today, in addition to best practice ways to resolve these issues through the new Zoning Code and Map and Subdivision Code.

Deliverables: Summary of research and data collection, issues identification report, and existing zoning ordinance evaluation report

Work Element 4: Draft Zoning Districts, Land Uses, and Bulk Dimensions

Prepare Draft #1 Zoning Districts and Land Use Tables: Creation of draft new

Zoning Districts, their associated bulk dimensions, land uses, and permitted and conditional land uses within each district.

Prepare Draft #2 Zoning Districts and Land Use Tables: Revisions to the Draft Zoning Districts and Land Use Tables based on the feedback provided by City staff and the Plan Commission.

Deliverables: Draft zoning district translation table (existing vs. proposed), draft zoning district details breakdown, draft bulk dimension and land use tables (2 iterations), facilitated discussion, and meeting materials

Work Element 5: Draft Zoning Map

Testing Draft Zoning Districts on Initial Draft Zoning Map:

Vandewalle & Associates will work with City staff in testing the draft Zoning Districts on a preliminary draft Zoning Map. V&A will produce the preliminary draft Zoning Map, develop questions and potential text revisions needed based on the map, provide it to staff for review, and work with staff to go through key questions areas and identify potential zoning district, land use, or bulk dimensional changes needed. Vandewalle & Associates will facilitate a meeting with City staff to review the preliminary Draft Zoning Map and discuss the changes needed.

Prepare Draft(s) and Adopted Zoning Map: Consultant-led development and creation of the new Zoning Map utilizing our time-tested approach in association with the preparation of the draft Zoning Code. This will include multiple iterations of the map to be reviewed and revised based on City staff, Plan Commission, City Council, and public feedback gathered throughout the process. Data will be provided for use in updating the City's existing online interactive zoning map.

Deliverables: Initial test draft zoning map, draft zoning ordinance translation map (existing vs. proposed), draft zoning maps (3 iterations), adopted zoning map (1)

Figure 1: Existing Allowed Residential Uses, Mount Horeb

	Single Family	Two-Family	Attached Single-Family Townhouse	Small Multi-Unit (max 8 units)	Medium Multi-Unit (max 12 units)	Large multi-unit (over 12 units)
R-1 Single Family Residential	Allowed	Not allowed	Not allowed	Not allowed	Not allowed	Not allowed
R-2 Two-Family Residential	Allowed	Allowed	Not allowed	Not allowed	Not allowed	Not allowed
R-3 Multifamily Residential	Allowed	Conditional	Allowed	Allowed	Allowed	Not allowed
R-4 Elderly Housing Residential	Not allowed	Not allowed	Not allowed	Allowed	Allowed	Allowed (up to 24 units)
NB Neighborhood Business	Allowed	Conditional	Not allowed	Conditional	Not allowed	Not allowed
PB Planned Business	Not allowed	Not allowed	Not allowed	Conditional	Not allowed	Not allowed
CB Central Business	Not allowed	Not allowed	Not allowed	Conditional	Not allowed	Not allowed
MSB Main Street Business	Allowed	Conditional	Not allowed	Conditional	Not allowed	Not allowed

Village of Mount Horeb Allowed Residential Units by District



City of Jefferson, Parcel by Parcel Analysis

SCOPE OF SERVICES

Work Element 6: Draft Zoning Code Development

Prepare Part 1 of Draft Zoning Code: Using our recently completed codes as a starting point (which are current with statutory and case law directives), a highly customized Draft Zoning Code text will be prepared including:

- Definitions
- Zoning Districts (purpose of each district and overlay districts)
- Land Use Regulations (land use table by zoning district, all land use definitions and standards)
- Bulk Regulations (bulk dimensions table by zoning district, unique bulk standards situations)
- Nonconforming Situations (uses, lots, structures, etc.)

Part 1 Policy Decision Guide: Key policy questions will be identified, and a policy decision guide will be produced for use during City staff working sessions and Plan Commission review and input meetings.

Revised Part 1 of Draft Zoning Code: Based on feedback from City staff and the Plan Commission, Part 1 will be revised to reflect policy decision guide determinations.

Prepare Part 2 of Draft Zoning Code: Using our recently completed codes as a starting point (which are current with statutory and case law directives), a highly customized Draft Zoning Code text will be prepared including:

- Performance Standards (access, visibility, parking, parking lots, noise, lighting, etc.)
- Points-based Landscaping and Bufferyard Regulations (lots, buildings, parking, etc.)
- Exterior Building Design Requirements (design standards for new development, additions, etc.)
- Sign Code (all sign regulations)
- Procedures and Administration (notices, amendments, CUPs/PUDs, site plan review, etc.)

Part 2 Policy Decision Guide: Key policy questions will be identified, and a policy decision guide will be produced for use during City staff working sessions and Plan Commission review and input meetings.

Revised Part 2 of Draft Zoning Code: Based on feedback from City staff and the Plan Commission, Part 2 will be revised to reflect policy decision guide determinations.

Deliverables: Draft zoning code part 1 and 2 (2 iterations), policy decision guides, internal review documents and guides

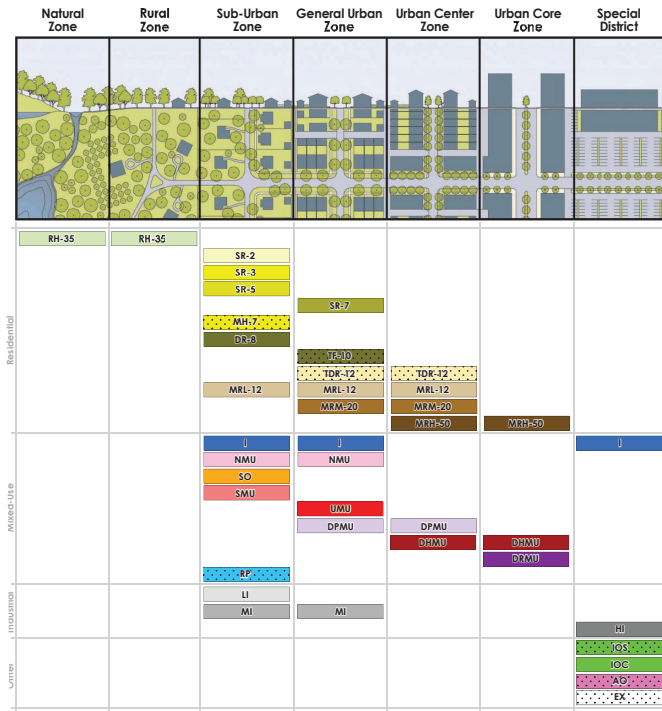
Work Element 7: Draft Subdivision Code Development

Prepare Draft Subdivision Code: Using our recently completed codes as a starting point (which are current with statutory and case law directives), a customized Draft Subdivision Code text will be prepared.

Subdivision Code Policy Decision Guide: Key policy questions will be identified, and a policy decision guide will be produced for use during City staff working sessions and Plan Commission review and input meetings.

Revised Subdivision Code: Based on feedback from City staff and the Plan Commission, prepare a revised Draft 2 of the Subdivision Code to reflect policy decision guide determinations.

Deliverables: Draft subdivision code (2 iterations), policy decision guides



City of Wausau Zoning District Transect Example

SCOPE OF SERVICES

Work Element 8: Zoning Code, Map, and Subdivision Code Review and Adoption

Prepare Public Draft of Zoning Code: Combining the revised versions of Part 1 and 2, the Public Draft Zoning Code will be produced. This draft will be reviewed by City staff, other City Committees, the public, Plan Commission, and City Council.

Prepare Executive Summary of the Draft Zoning Code and Map: Create an Executive Summary document to explain and illustrate a simplified and easy to digest list of key changes and overall user-guide for the Draft New Zoning Ordinance and Map.

Prepare Public Draft of Subdivision Code: Prepare the Public Draft Subdivision Code based on revisions and feedback received on Draft 1. This draft will be reviewed by City staff, other City Committees, the public, Plan Commission, and City Council.

Prepare Executive Summary of the Draft Subdivision Code: Create an Executive Summary document to explain and illustrate a simplified and easy to digest list of key changes and overall user-guide for the Draft Subdivision Code.

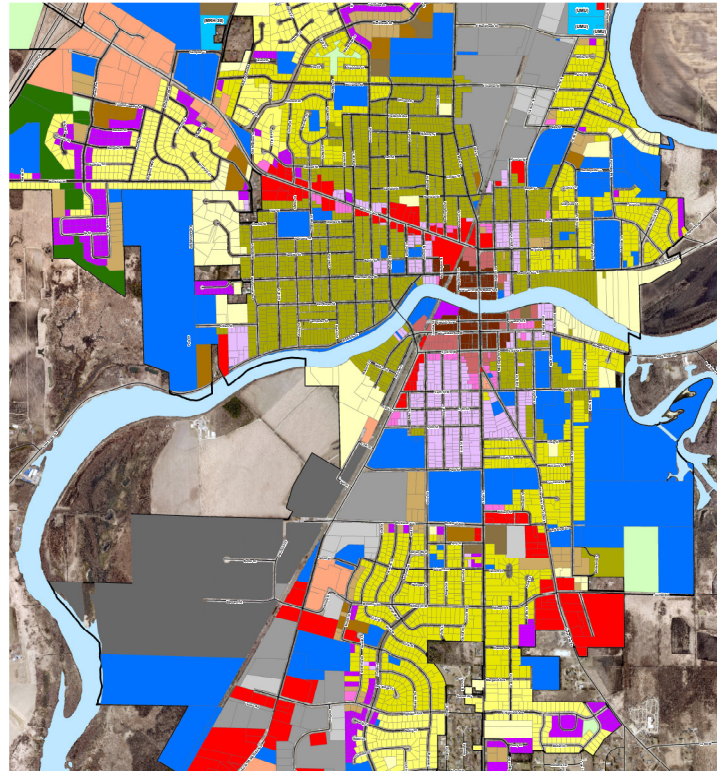
In-Person Plan Commission Public Hearing and Recommend

Meeting: Presentation and attendance at the Plan Commission public hearing to gather public feedback on the Final Draft Zoning Code and seek a recommendation for adoption.

In-Person City Council Adoption Meeting: Presentation and attendance at a City Council meeting to seek formal adoption of the Final Draft Zoning Code.

Prepare Adopted Zoning Code, Map, and Subdivision Code: Provide City staff with the adopted version of the Zoning Code and Map in all required City formats requested and any associated data from the process.

Deliverables: Public and final draft zoning codes (2 iterations), public and final draft subdivision code, executive summary of new zoning code, map and subdivision code, facilitated discussions, meeting agendas, review materials, and presentations, and follow up materials



Fort Atkinson Zoning Map

SCOPE OF SERVICES

Public Input Optional Tasks

In further customizing this Scope of Services to best fit Columbus, Vandewalle & Associates is willing and open to make strategic changes to best fit desired roles, responsibilities, and budgetary constraints. The following optional tasks can be added to the proposed baseline scope of services included above, at the discretion of City staff. The optional tasks may be selected on an a la carte basis.

Stakeholder Listening Sessions (2): We use listening sessions to gather insights directly from the subject matter experts in the community. Participants in stakeholder focus groups will be selected in consultation with staff, but are likely to include key stakeholders and interest groups such as local developers, City Department Heads, neighborhood or area associations, local businesses, etc.

Public Zoning Workshop and Online Follow Up Survey: Featuring both virtual and in-person input opportunities, this event will generate the feedback needed to understand key issues, opportunities, and locations that require special attention as part of the project. The Workshop will be facilitated by V&A's experienced team members and will be highly interactive with numerous activities to solicit a wide variety of input. Workshop materials will also be posted to the project website for individuals unable to attend in person to contribute feedback. Directly following the in-person event, an online survey will be hosted on the Project Website in both text and interactive map-formats that mirror the questions asked during the in-person event. This will provide an opportunity for interested individuals who were unable to attend the event to give feedback.

Prepare Zoning Map Mailing Notices: Create and mail notice letters to individual property owners where a substantial zoning change is proposed (downzoning or upzoning). In addition to preparing the mailers, V&A can also field questions and comments from property owners in response to the notices to inform changes to the Draft Zoning Map prior to seeking adoption.

Prepare Post-Adoption Summary Guides and Applications: Around the time of adoption, V&A will develop a set of summary guide materials that explain and summarize the most common and standard components of the Zoning Code such as requirements for fences, certain signs, ADUs, landscaping, etc. Additionally, model application materials for the processes associated with the new Zoning Code will be developed and provided to City staff for use directly following the adoption process.

Deliverables: Public meeting advertising materials, facilitated discussions, meeting agendas, meeting materials, review materials, presentations, online surveys using Survey Monkey, follow up materials, zoning change mailing notice letters and mailing list, fielding calls and emails in response to notice letters, summary of mailing notice feedback received, summary guide materials, and application process templates



Community-Based Public Engagement Strategies

- **Pop-Up Outreach at Community Events/Locations**
 - Farmer's Markets
 - School Events
 - Music Events and Festivals
 - Grocery Stores
 - Parks
 - Local Businesses
- **Public Vision Workshop**
- **Community Art / Self-Expression** for residents to freely communicate what they love and what is important to them
- **Youth Engagement**
- **Brown Bag Discussion Events**
- **Pitches and Updates at Existing Community Meetings**
- **Empowering Plan Champions** including Working Group Members, Plan Commission Members, Municipal Staff, Business Owners and Community Leaders
- **Meetings in a Box**



Pop-Up Event



Community Art/Expression

Online and Alternative Media Public Engagement Strategies

Online Public Engagement. Vandewalle & Associates provides a wide variety of interactive virtual nonparticipating options. We use tools like:

- **Project websites with sign-ups for project updates** ([example](#))
- **Social Media Engagement with a Plan Update Hashtag**
- **Online Surveys / Questions of the Week** on the Client Website and Social Media utilizing SurveyMonkey or Polco
 - Interactive map-based online surveys ([example](#))
 - Interactive online workshops/visual preference surveys ([virtual polling](#))
- **PowerPoint presentations recorded with full audio or as videos** and the option to auto advance, which can be distributed electronically
- **Idea Boards** posted on the community website to generate feedback on key topics in an interactive format ([example](#))
- **Email blast announcements**

For virtual meetings of all kinds we have the following technologies available: Microsoft Teams, GoToMeeting, Zoom, Zoom Webinars, Webex, Adobe Connect



Project Website

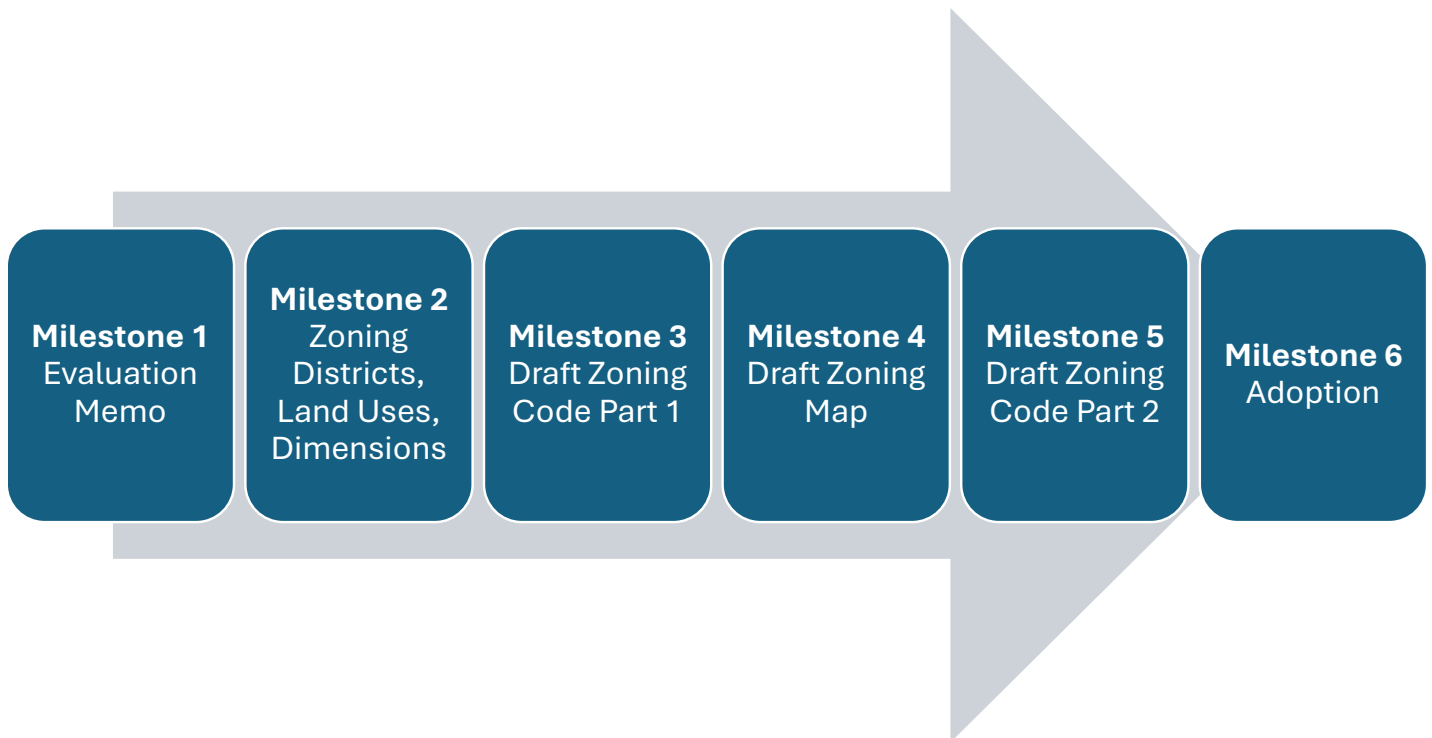


Online Survey

PROJECT TIME SCHEDULE

We appreciate the City's desire for this project to be done quickly and efficiently. That is also our goal with a project like this. However, in completing Zoning Ordinance Rewrite projects for the past several decades, we have found that it typically takes a minimum of 12-18 months to complete. This provides adequate time for City staff, the public, committee members, and elected officials to feel comfortable with the new ordinance prior to seeking and completing adoption. It's not prudent to rush this type of process because it is very detailed-oriented and mistakes must be avoided to the extent possible. We believe that our project time schedule builds in the adequate time needed to complete each of the tasks outlined within our Scope of Work.

Overall, we feel that we can deliver the intended outcomes as desired by the City within the timeframes indicated on the following page.



City of Columbus Zoning Code Rewrite Recommended Project Schedule

2026

2025

	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December
1. Project Management and Communication																				
Task 1-1	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Task 1-2	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
2. Public Participation and Outreach																				
Task 2-1		●					●					●								●
Task 2-2						●								●						
3. Issues Identification and Existing Code Analysis																				
Task 3-1																				
Task 3-2																				
4. Draft Zoning Districts, Land Uses, and Bulk Dimensions																				
Task 4-1																				
Task 4-2																				
5. Zoning Map																				
Task 5-1																				
Task 5-2																				
6. Draft Zoning Code Development																				
Task 6-1																				
Task 6-2																				
Task 6-3																				
Task 6-4																				
Task 6-5																				
Task 6-6																				
7. Draft Subdivision Code Development																				
Task 7-1																				
Task 7-2																				
Task 7-3																				
8. Zoning Code, Map, and Subdivision Code Review and Adoption																				
Task 8-1																				
Task 8-2																				
Task 8-3																				
Task 8-4																				
Task 8-5																				
Task 8-6																				
Task 8-7																				
Optional Tasks (a la carte)																				
Optional 1		●																		
Optional 2		●																		
Optional 3			●																	
Optional 4																				●

● Milestone Meeting Dates (estimated)



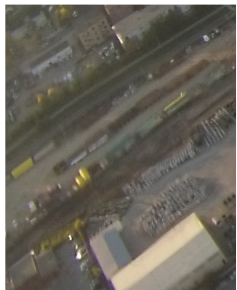
Capital East District Eye-Level Perspective



FIRM PROFILE & QUALIFICATIONS

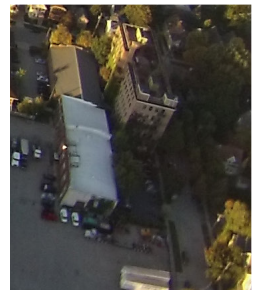


VANDEWALLE & ASSOCIATES



WHO WE ARE

Top-level teams turning assets into economic opportunities, transformational projects, and impactful solutions



Vandewalle & Associates is a collection of passionate professionals with expertise in disciplines that converge to best impact change and make places work better for people:

- **Community planning and zoning**
- **Sign regulations**
- **Comprehensive planning**
- **Intergovernmental relations**
- **Development review**
- **Multi-layered asset analysis**
- **Economic strategy**
- **Market analysis**
- **Redevelopment**
- **Design and Architecture**
- **Marketing**
- **Real estate**
- **Public-private partnerships**



**2 offices
40+ years**



Established in 1976, V&A has been a Midwest leader in community planning, zoning, public participation, place-based analysis, economic strategies, visioning, planning, and implementation for more than 40 years. We work in partnership with our clients to identify core, place-based opportunities and translate them into strategic plans, innovative projects, and custom regulations.

V&A AREAS OF EXPERTISE

Vandewalle & Associates is a Wisconsin leader in providing outstanding and cost-effective community planning services.

Our objective with our municipal planning services practice is to provide our municipal clients with carefully customized personnel and services to best meet their needs.

Municipal Planning. Our approach for municipal planning services has several components:

- Working in many communities as their on-call planner for years and even decades has provided our firm with unparalleled consistency in service, institutional knowledge, and a true connection to the community.
- Ongoing work is allocated between the local team to be as cost-effective as possible – providing a best-fit or blend between experience and billing rates.
- When specialized assignments arise, our local team is able to call on Vandewalle & Associates' team of more than twenty professional planners and designers. These include our company core of eight principals and president – each of whom has been with us for more than twenty years, and have a combination of almost 200 years of professional experience. This approach gives our municipal clients immediate access to the most experienced and diversely-skilled planning firm in the Midwest.

Our service model works well. We have been serving many of our municipal clients for more than 15 to 25 years. These clients include Fontana, Lake Geneva, Delavan, Edgerton, Cross Plains, Jefferson, Johnson Creek, Watertown, Oregon, Mount Horeb, Fort Atkinson, Franklin, Middleton, Monroe, and Shawano. In growing communities where planning needs are expanding, we are often the last on-call planning consultant before a community hires in-house planning staff.

Recognized for Excellence. Vandewalle & Associates has received both state and national recognition for developing a system of planning and development for small and mid-sized communities. In 2004, the firm was recognized by the Wisconsin Chapter of the American Planning Association (APA-WI) for Outstanding Contribution to Planning in Wisconsin. Vandewalle & Associates' approach to community planning services is based on this award-winning approach. In 2017, Vandewalle & Associates was recognized by APA-WI for two projects – the Village of Oregon Sign Code and the Madison Metropolitan School District Enrollment Projections Study – that both received the Excellence in Planning Award from the Wisconsin Chapter of the American Planning Association. In 2020, Vandewalle & Associates received the Excellence in Planning Award from APA-Wisconsin for the City of Wausau Zoning Code and Zoning Map. In 2024, Vandewalle & Associates received the Excellence in Planning Award from APA-WI for the City of Middleton Zoning Code rewrite. We also regularly present at the APA-Wisconsin Planning Conference - which we did twice in 2022 and twice again in 2024.



V&A PLANNING EFFORTS AND AREAS OF EXPERTISE

Development Review. We provide outstanding on-call development review services. Typically, these services include attending monthly development review staff meetings and plan commission meetings, preparing and presenting reports and recommendations on development proposals, and site inspections to ensure compliance with approved site plans, architectural details, landscaping, lighting, signage, and conditions of operation. Where development activity is sporadic, we reserve dates for all the above, and then attend as requested by the municipality.

Our firm prides itself on a tradition of building and sustaining the confidence of the plan commission, elected officials, zoning board of appeals, and other municipal bodies to review development in an effective and predictable manner, with an efficient process that yields improved results for the community, nearby properties, and the applicant.

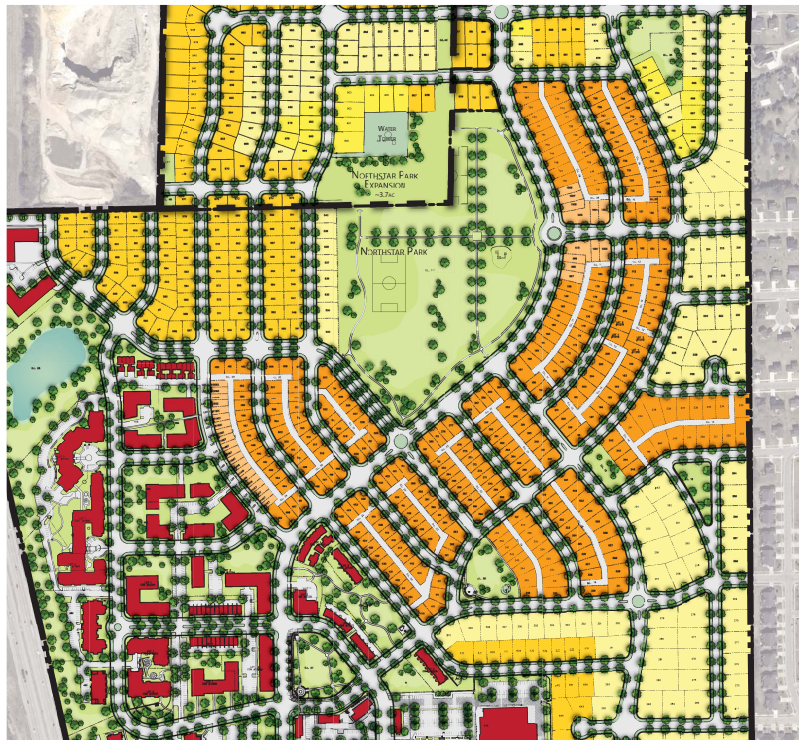
Our experience is particularly deep in communities where redevelopment is predominant, and projects must achieve a win-win balance on tight sites with challenging economics and where the preservation and enhancement of community and neighborhood character is a high priority.

Local Regulations. Vandewalle & Associates is Wisconsin's leader in customizing zoning, subdivision, official mapping, urban design, landscaping, and sign regulations to effectively implement local objectives.

Our ordinances are carefully designed to work in communities that have limited staff resources by providing:

- Regulations that are crafted to attain community objectives while responding to the economics of development specific to the municipality
- Zoning districts that are fully customized for each community, with clear relationship to municipal plans
- Complete descriptions of all procedures
- Detailed application checklists
- Complete code definitions, including effective land use descriptions which can accommodate evolving and new forms of development and commerce, and specific examples of such uses
- Effective graphics to convey information
- Tables to enable quick reference
- Clear cross-relationships between zoning, subdivision, and official mapping requirements.

See our proposed Zoning and Sign Ordinance Rewrite Scope of Work for more details below.



Grandview Commons Compiled Plan - Madison, WI

V&A PLANNING EFFORTS AND AREAS OF EXPERTISE

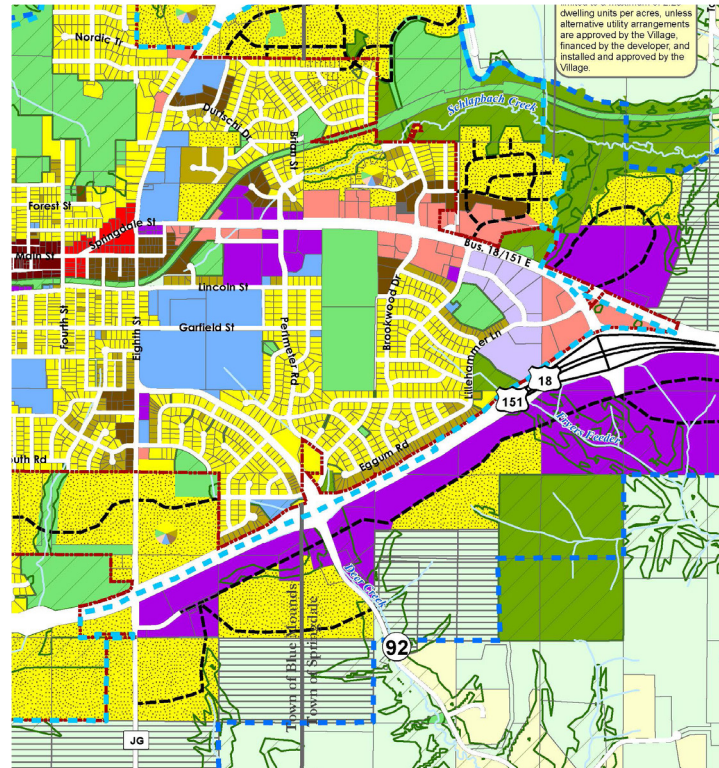
Comprehensive & Neighborhood Plans. Vandewalle & Associates has more than 40 years of experience in preparing comprehensive plans that are designed to become a reality.

Because of our broad range of expertise, our comprehensive and neighborhood plans are firmly grounded in the specific economic realities of the community, and seek to leverage each community's unique assets to accomplish municipal priorities and community benefits. We firmly believe that a strong vision for the planning area is essential to enhance community character, economic development, environmental protection, and the quality of life.

Our plans guide future growth and redevelopment to create vibrant neighborhoods and downtowns, expand the mix of community services and housing choices, address long-term public safety and environmental objectives, and enhance the community's ability to attract a more diverse and sustainable tax base.

Our plans are committed to meaningful public participation. Our planning processes use diverse cost-effective participation techniques to prioritize public input at the beginning of the planning effort, and clear communication to shepherd the plan through adoption.

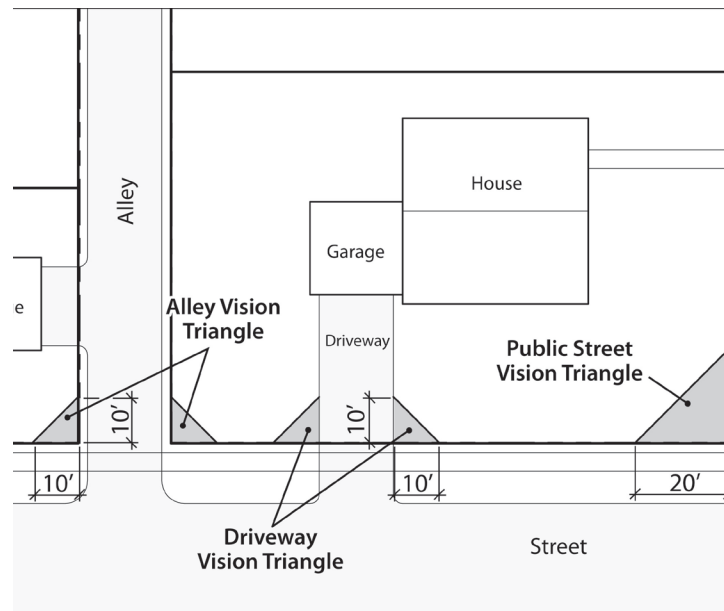
Finally, our plans are often designed to assist with subsequent grant applications and fundraising efforts by communicating key concepts with visually-compelling graphics and maps.



Mount Horeb Comprehensive Plan Future Land Use Map

Zoning & Subdivision Ordinance Preparation.

Vandewalle & Associates staff takes great pride in our ability to implement our client communities' goals and objectives through ordinance preparation. More directly, our firm includes regionally recognized experts in zoning and subdivision regulations. Our expertise and knowledge in both time-tested and cutting edge regulatory techniques enables us to create ordinances to both be easily administered and match changing development trends. Zoning and subdivision regulation can be complicated and controversial. Without proper project management, a sound working strategy, and ongoing local involvement, regulatory rewrites by consultants often fail and local officials are left to deal with the mess. Our experience has taught us that the most effective approach arranges the process in a series of steps, organized around working sessions with local officials and other interested parties. Our proven approach builds strong working relationships with key local staff and officials who have been and will be on the "front lines" of zoning and subdivision decisions. See our Project Approach section below for more details.



V&A PLANNING EFFORTS AND AREAS OF EXPERTISE

Redevelopment & Revitalization Planning.

Vandewalle & Associates prides itself on getting projects built. Our success in the field has been our ability to balance creative and visionary planning with pragmatic attention to project execution. Our projects are designed to be ‘market driven’ and based on an in-depth understanding of the local economic as well as physical landscape. Most of our principal staff, in addition to having solid city planning and design credentials, have additional training in urban economics, economic-geography, or real estate.

Most of our large redevelopment projects have involved upfront market analysis to determine the depth and direction of the local real estate market, and the absorption potential of various types of space. This work provides an early “reality check” to help provide direction to the planning process, and can help identify any unfulfilled market niches within the locality or region. Vandewalle & Associates’ success in the redevelopment arena is also attributed to our ability to identify specialized niches for urban sites for which no historic market may be known to exist. In real estate parlance, this is known as “making the market” or “positioning” a site through a careful selection of mutually supporting land uses or economic activities that have the potential to take advantage of unusual land use synergies and/or local/regional economic development initiatives. In all of our projects we seek to leverage local economic development opportunities to capitalize on a community’s unique assets.



South River Loop Revitalization - Racine, WI

Zoning & Subdivision Ordinance Preparation. Vandewalle & Associates staff takes great pride in our ability to implement our client communities’ goals and objectives through ordinance preparation. More directly, our firm includes regionally recognized experts in zoning and subdivision regulations. Our expertise and knowledge in both time-tested and cutting edge regulatory techniques enables us to create ordinances to both be easily administered and match changing development trends. Zoning and subdivision regulation can be complicated and controversial. Without proper project management, a sound working strategy, and ongoing local involvement, regulatory rewrites by consultants often fail and local officials are left to deal with the mess. Our experience has taught us that the most effective approach arranges the process in a series of steps, organized around working sessions with local officials and other interested parties. Our proven approach builds strong working relationships with key local staff and officials who have been and will be on the “front lines” of zoning and subdivision decisions. See our Project Approach section below for more details.

Housing. Planning and building cities and townscapes that are both functional and exciting lies at the heart of Vandewalle & Associates’ professional practice. We excel in designing timeless and memorable urban environments that are tailored to local conditions and are rich in local character. We bring our skills to a variety of complex challenges, including comprehensive planning; downtowns, special districts, transit-oriented, mixed-use developments; urban corridor redevelopment plans; brownfield site reuse planning; neighborhood redevelopment projects; market and economic impact analysis; and architectural design guidelines. Within all of this work, housing is often a cornerstone component. We utilize the following practices, on a regular basis, for client communities across Wisconsin. See below for more details.

BE PROACTIVE ABOUT YOUR COMMUNITY'S HOUSING SUPPLY.

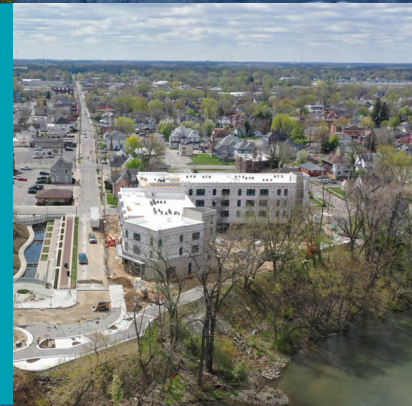


VANDEWALLE & ASSOCIATES INC.
Shaping places, shaping change

A COMPREHENSIVE APPROACH TO HOUSING AFFORDABILITY, SUSTAINABILITY, EQUITY, AND MIX



IN THE 1950S THE AVERAGE NEW HOME IN WISCONSIN WAS 2X THE AVERAGE INCOME. TODAY A NEW HOME COSTS NEARLY 9X THE AVERAGE INCOME.



FROM SMALL TOWNS TO MAJOR METROPOLITAN CITIES, housing challenges consistently rank as one of the top concerns of Midwestern communities today. The housing crisis may not look quite the same everywhere, but the crunch poses very real challenges in varying proportion and order of urgency:

- Shortage of attainable housing for workforce attraction
- Lack of affordable single-family homes for first-time buyers
- Gentrification and displacement of low-income residents
- Lack of housing options from rental to single family to senior housing
- Zoning code restrictions
- Balancing rural character with need for new development



A SUCCESSFUL STRATEGY FOR THE COMPLEX HOUSING PROBLEM REQUIRES A FIVE-SIDED APPROACH.

1. COMPREHENSIVE PLANNING AND ZONING
2. NEEDS ANALYSIS
3. SUBDIVISION AND LAND PLANNING
4. FINANCING STRATEGY
5. DEVELOPMENT MANAGEMENT

A STRATEGIC PLAN TAILORED FOR EACH COMMUNITY. Consider that Vandewalle & Associates is the only Midwest planning partner with deep experience assisting with all five angles on housing success. V&A offers the most comprehensive package of housing planning tools and services available. From urban centers to rural communities, we can help assess and address a complex set of issues with a strategic housing plan that answers your community's unique needs, helps bring needed development and financing, and minimizes development risks.

1. COMPREHENSIVE PLANNING AND ZONING:

- Comprehensive Planning Framework
 - Setting up housing goals and needs
 - Development of flexible land use policies
 - Planning for public facilities and infrastructure
- Aligning zoning and subdivision standards
 - Ensuring zoning regulations align with housing needs and that it can facilitate development in areas most appropriate
 - Facilitating housing diversity and encouraging an appropriate mix of unit types
 - Boundary agreements, urban service area amendments

2. HOUSING NEEDS ANALYSIS

- Market studies and detailed needs analysis of number of housing units and households served
- Updating the comprehensive plan to establish housing needs and goals and identify sites
- Site opportunity identification to fill housing gaps and needs

3. SUBDIVISION AND LAND PLANNING:

- Site identification and acquisition
 - Proactively talking to landowners within or adjacent to municipal boundary to understand site availability
 - Evaluate existing needs including utilities and infrastructure capacity
 - Identify fiscal gaps, needs, and constraints
- Concept planning for greenfield, infill, or redevelopment site with cost estimating
- Rehab and neighborhood improvement and infill

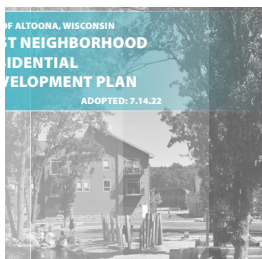
4. FINANCING STRATEGIES:

- Tax Incremental Financing (TIF)
 - Creation of mixed-use TID
 - Affordable housing TIF extension
- Identify funding sources to alleviate burden for creating new units
- Tax credits
- Bipartisan Infrastructure Legislation (BIL) funds and programs
- Private/corporate partnerships and contributions
- CDIs and non-profits
- Federal and state grants
- Special assessments

5. DEVELOPMENT MANAGEMENT:

- Developer RFPs and recruitment
- Project review and negotiations
 - Zoning and design
 - Financial assistance
- Project management
 - Phasing and coordinating public improvements with private development
 - Ongoing housing implementation and monitoring
 - Regional collaboration

THREE MORE REASONS OUR HOUSING APPROACH BUILDS POSITIVE IMPACT



PROVEN RESULTS CREATING A MIX OF HOUSING OPTIONS WHERE MARKET FORCES ARE NOT. Our expertise has been hard at work shaping

a new wave of welcome neighborhood development in communities such as Eau Claire, Waupaca, and Altoona.



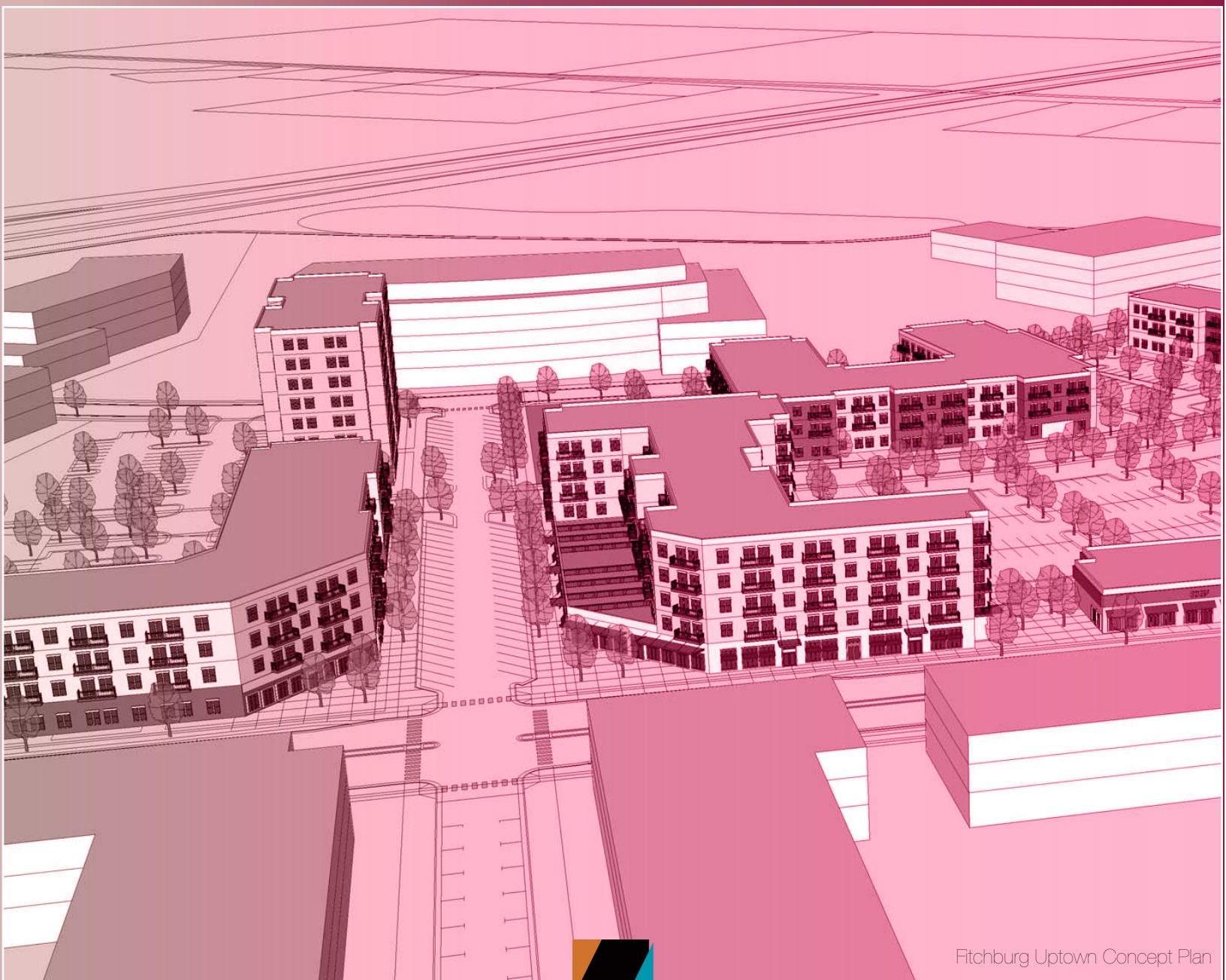
THE ORIGINAL ZONING EXPERTS. We work throughout Wisconsin and the Midwest on comprehensive zoning rewrites

that help add needed flexibility and address housing challenges. We have created zoning codes like these for places like Middleton, Wisconsin utilize some of the most progressive zoning codes in the state.



PARTNERS WITH ONE OF WISCONSIN'S MAJOR HOME-BUILDERS. With decades of experience designing housing

developments for some of Wisconsin's most successful and innovative home builders, we can help bring the right developer for the project. This includes traditional neighborhood designs with features like small lots, alleys, front porches, wetlands, trails, and walkable mixed-use hubs.



Fitchburg Uptown Concept Plan



PREVIOUS WORK AND REFERENCES

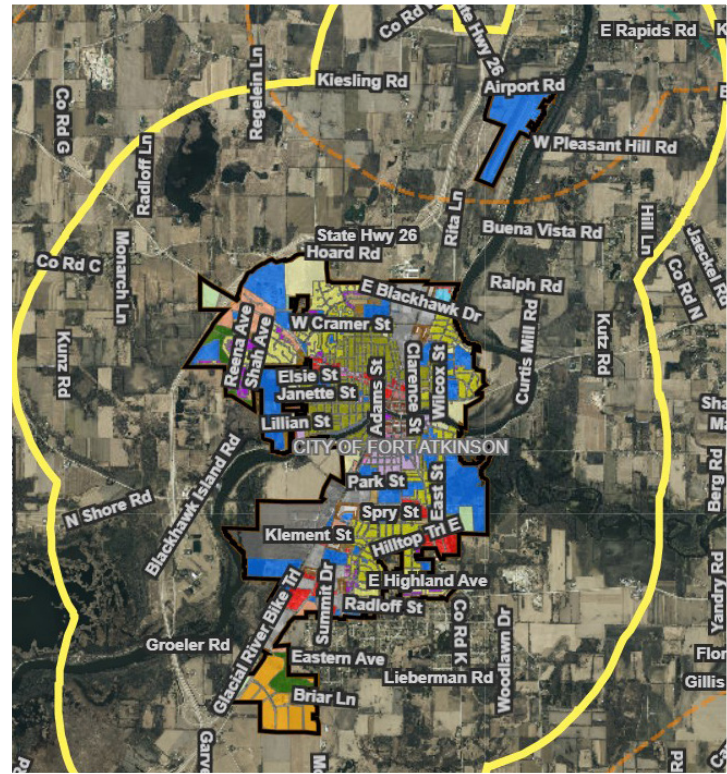
ZONING EXPERIENCE

Vandewalle & Associates' staff takes great pride in its ability to implement our client communities' goals and objectives through ordinance preparation. Our team includes nationally recognized experts in zoning and subdivision regulations. Our expertise and knowledge in both time-tested and cutting edge regulatory techniques enable us to craft ordinances that are easy to administer and match changing development trends. Since Vandewalle & Associates' founding more than 40 years ago, we have consistently been leaders in providing codes that are designed to implement local plans by carefully responding to local economies, local resources, and local leadership. Vandewalle & Associates typically works on one or two of these major projects each year. Our efforts focus extensively on exploring the latest national best practices in form-based codes and sustainability.

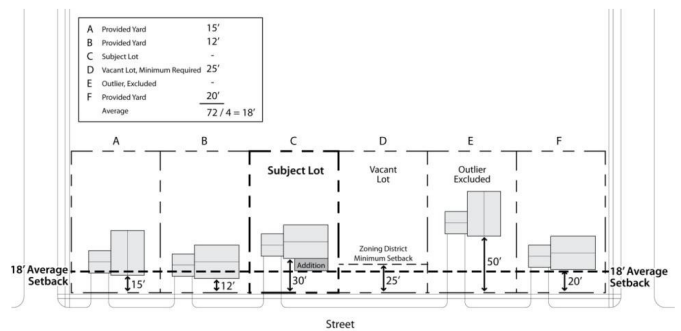
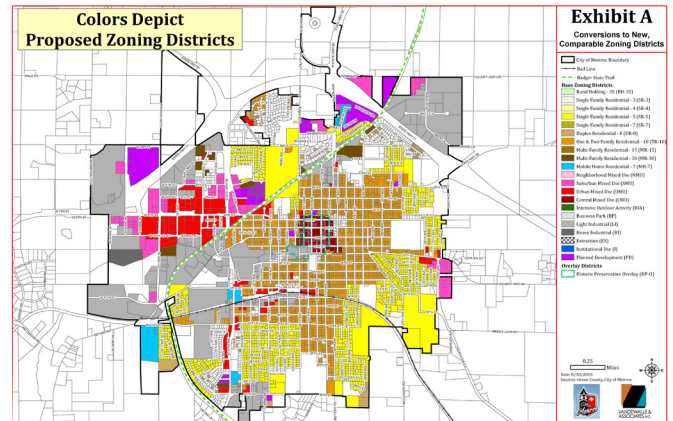
The table below shows a sampling of the ordinances that we have completed.

Zoning Ordinances

Village of Cross Plains, WI	City of New London, WI
Village of Darien, WI	City of Oconomowoc, WI
City of Darlington, WI	Village of Oregon, WI
City of Delavan, WI	City of Oshkosh, WI
Village of East Troy, WI	City of Portage, WI
City of Edgerton, WI	City of Prairie du Chien, WI
City of Evansville, WI	Town of Rib Mountain, WI
Village of Fontana, WI	City of Shawano, WI
City of Fort Atkinson, WI	City of Sheboygan, WI
Town of Germantown, WI	Village of Spring Green, WI
City of Janesville, WI	City of Stoughton, WI
City of Jefferson, WI	City of Sun Prairie, WI
Village of Johnson Creek, WI	City of Verona, WI
Village of Kohler, WI	Village of Walworth, WI
City of Lake Geneva, WI	City of Watertown, WI
Lincoln County, WI	City of Wausau, WI
Village of Maple Bluff, WI	Town of West Bend, WI
City of Marshfield, WI	City of Whitewater, WI
City of Middleton, WI	Village of Williams Bay, WI
City of Milton, WI	City of Belvidere, IL
City of Monroe, WI	Lee County, IL
Village of Mount Horeb, WI	City of Moline, IL
	Village of Rockton, IL



Fort Atkinson Interactive Zoning Map, 2023



PREVIOUS WORK SAMPLES AND REFERENCES

Vandewalle & Associates has been a leader in Zoning Ordinance rewrites and updates throughout the Midwest. Below are just a few of our recent municipal clients for whom we have completed full Zoning Ordinance rewrites.

ZONING ORDINANCE PROJECTS.

City of Middleton, Wisconsin

Type of Project: Zoning Code Rewrite and Zoning Map

Duration of Scope: 2022 - 2024

Abby Attoun, Director of Planning & Community Development

7426 Hubbard Ave | Middleton, WI 53562

P: 608.821.8343 | E: aattoun@cityofmiddleton.us

Digital Copy: [City of Middleton Zoning Ordinance](#)

City of Fort Atkinson, Wisconsin

Type of Project: Zoning Ordinance Rewrite and Zoning Map

Duration of Scope: 2018 - 2020

Rebecca Houseman, City Manager

101 N Main Street | Fort Atkinson, WI 53538

P: 920.397.9901 | E: rhouseman@fortatkinsonwi.net

Digital Copy: [City of Fort Atkinson Zoning Ordinance](#)

City of Wausau, Wisconsin

Type of Project: Zoning Code Rewrite and Zoning Map

Duration of Scope: 2018 - 2019

Brad Lenz, Director of Planning, Community & Economic Development

407 Grant Street | Wausau, WI 54403

P: 715.261.6753 | E: brad.lenz@ci.wausau.wi.us

Digital Copy: [City of Wausau Zoning Ordinance](#)

City of Jefferson, Wisconsin

Type of Project: Zoning Ordinance Rewrite, Zoning Map, and Interactive Zoning Map

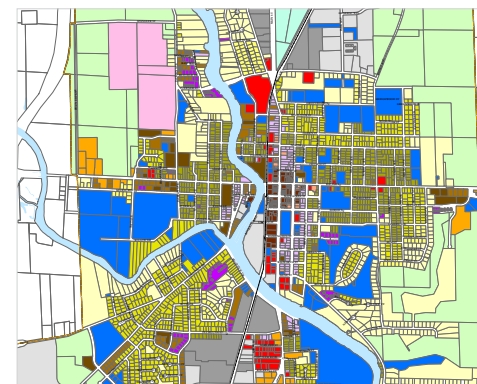
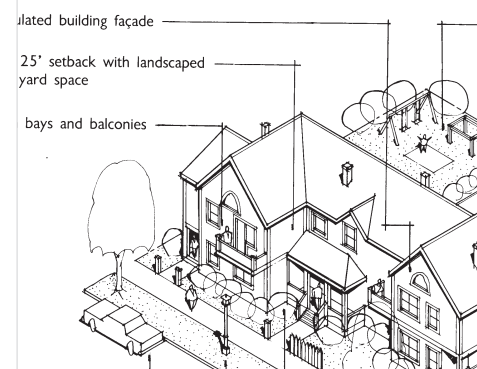
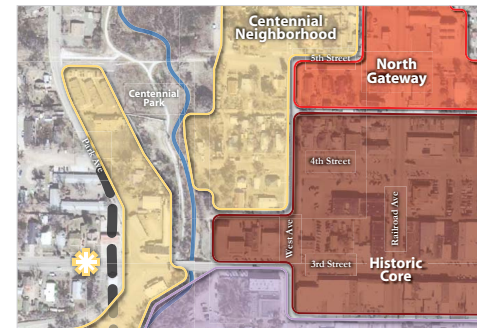
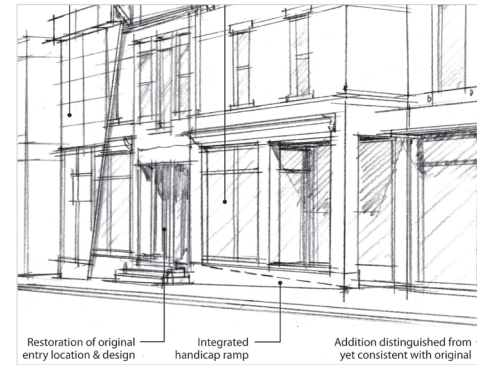
Duration of Scope: 2020 - 2021

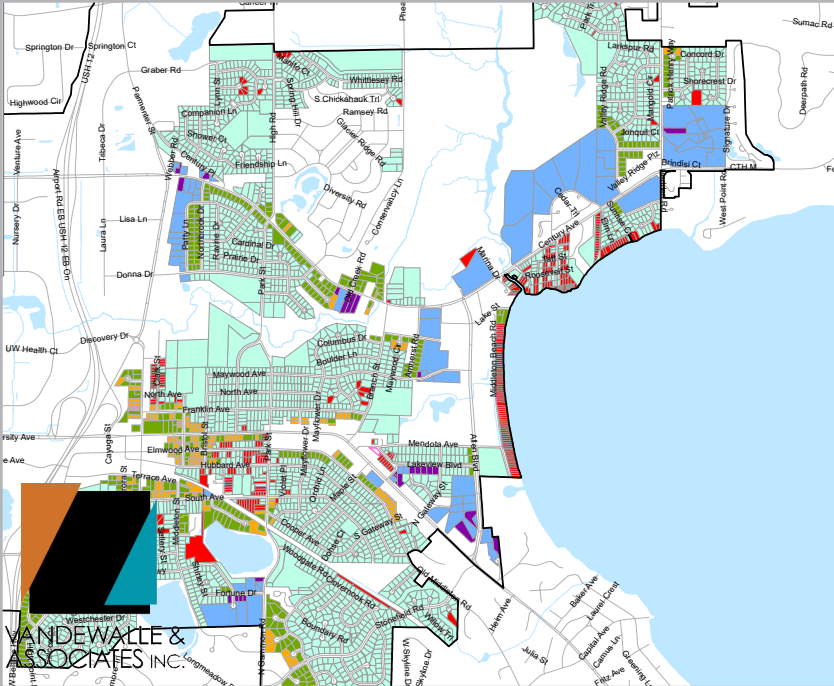
Tim Freitag, City Administrator

317 South Main Street | Jefferson, WI 53549-1772

P: 920.674.7700 | E: TFreitag@jeffersonwis.com

Digital Copy: [City of Jefferson Zoning Ordinance](#)





Zoning Code and Map - City of Middleton, WI

Population: 22,328

Dates: Adoption - January 2024

Building on a strong existing relationship, the City of Middleton hired Vandewalle & Associates to complete a full rewrite of the City's Zoning Ordinance starting in the fall of 2021. Middleton has grown, evolved, and changed dramatically over the past 20 years, leveraging its strategic location adjacent to Madison and the Beltline within Dane County. However, the City's Zoning Ordinance hadn't been rewritten in over 40 years. This led to 20 years' worth of all new development and redevelopment projects having to use a customized Planned Development each time a new project was proposed.

Realizing the long-term administrative issues this approach presents, Middleton identified a full rewrite of the City's Zoning Ordinance within its 2021 Comprehensive Plan. The plan also identified several strategic objectives of the rewrite process including:

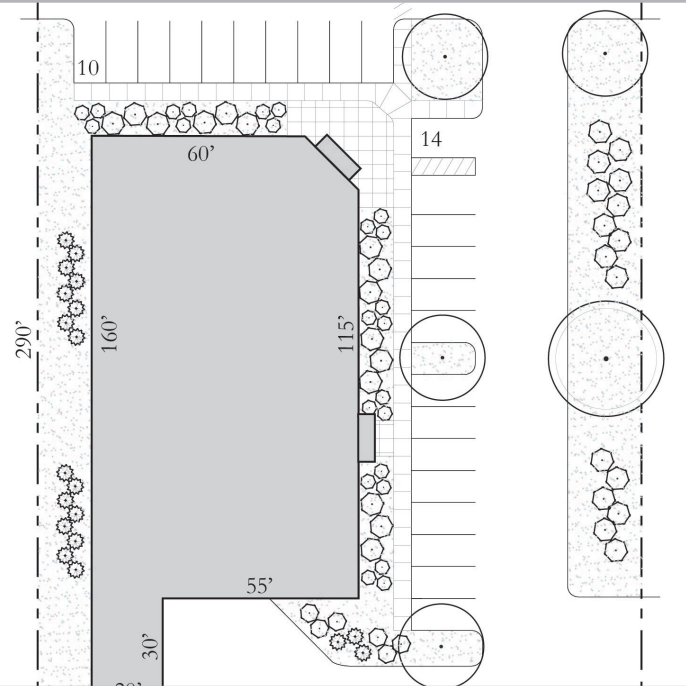
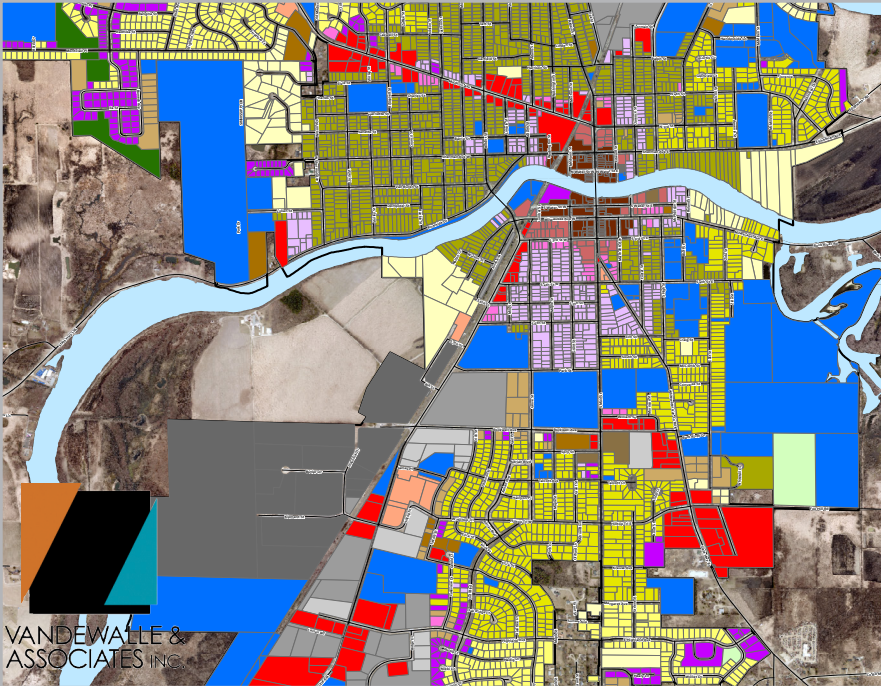
- Enabling diverse, attainable, and affordable housing types
- Integrating sustainability best practices
- Addressing state and federal law changes
- Incorporating context-sensitive design principles
- Increasing predictability and user-friendliness through modernized standards and procedures

The new Zoning Ordinance and Map accomplish these objectives and more by:

- Establishing new zoning districts that allow diversity in modern building formats, reduced setbacks and lot sizes, and mixing of land uses
- Providing opportunities for missing middle housing
- Increasing height and density along major community corridors
- Reducing parking standards and establishing bicycle parking standards
- Utilizing a form-based approach to provide flexibility for infill and redevelopment lots
- Establishing design standards by land use type
- Integrating sustainable best practices such as the use of native plantings, rain gardens, impervious surface standards, alternative energy production land uses, EV charging, and incentives for stormwater management and affordable housing

The new Zoning Ordinance and Map were adopted in 2024 and awarded Excellence in Planning from APA-WI in 2024.





Zoning Code and Map - City of Fort Atkinson, WI

Population: 12,412

Dates: Adopted - 10/20/2020 | Effective - 11/1/2020

Since the Great Recession, Fort Atkinson has struggled to attract any kind of new construction, however the community has seen recent signs of recovery over the past few years. The City is only a 40-minute commute to the fastest growing metro area in state, Dane County. As the cost of living continues to increase in Dane County, communities like Fort Atkinson have significant growth potential as the cost of living is much lower.

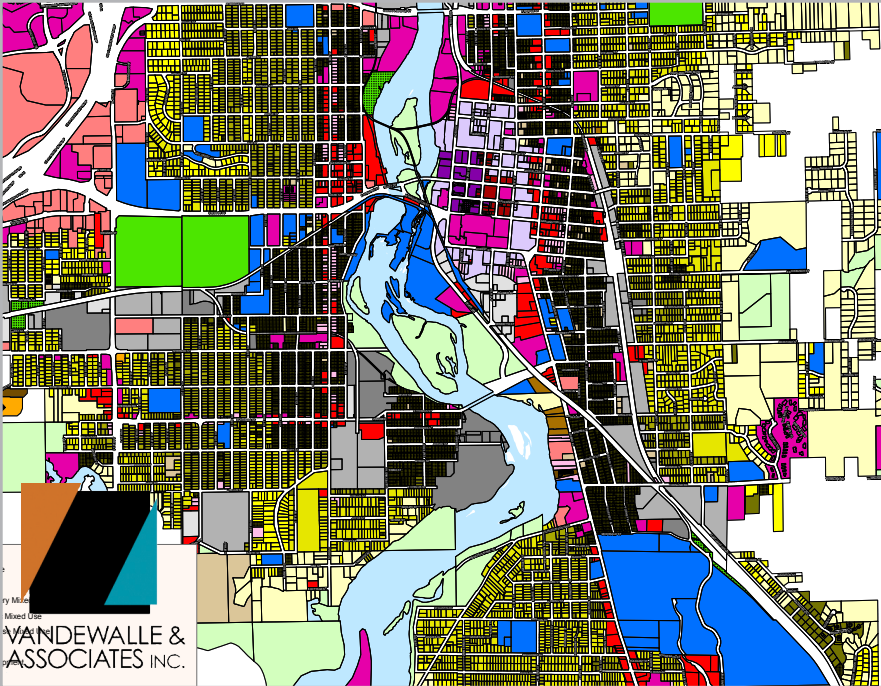
Building on the recommendations of the 2019 Comprehensive Plan and 2018 TID Feasibility Study, Vandewalle & Associates began the full rewrite of the Zoning Code in late 2018. The rewrite addresses several key community priorities and issues identified through these two planning processes, including generating new commercial and industrial development, redeveloping key corridors, increasing residential opportunities, and retaining community character, especially in and around downtown.

The new Zoning Code directly addresses these issues by:

- Codifying the community's historic downtown Main Street corridor design standards
- Offering increased opportunities for mixed-use development throughout the City
- Establishing density-based tiers of single-family, two-family, and multi-family zoning districts to provide options for a wide-variety of building types and price points
- Facilitating high-quality new development at the STH 26 Bypass interchange through new building design guidelines for commercial, industrial, and institutional development
- Providing flexibility for infill and redevelopment through new form-based regulations



In 2019, Vandewalle & Associates worked with City Staff and the project working group to complete a new draft Zoning Code and Map. In 2020, Vandewalle & Associates facilitated a series of public participation events to gather community input and foster resident, Plan Commission, and elected official buy-in prior to the public hearings. The process was completed in Summer of 2020 with the successfully adoption of a new Zoning Code and Map.



Zoning Code and Map - City of Wausau, WI

Population: 39,833

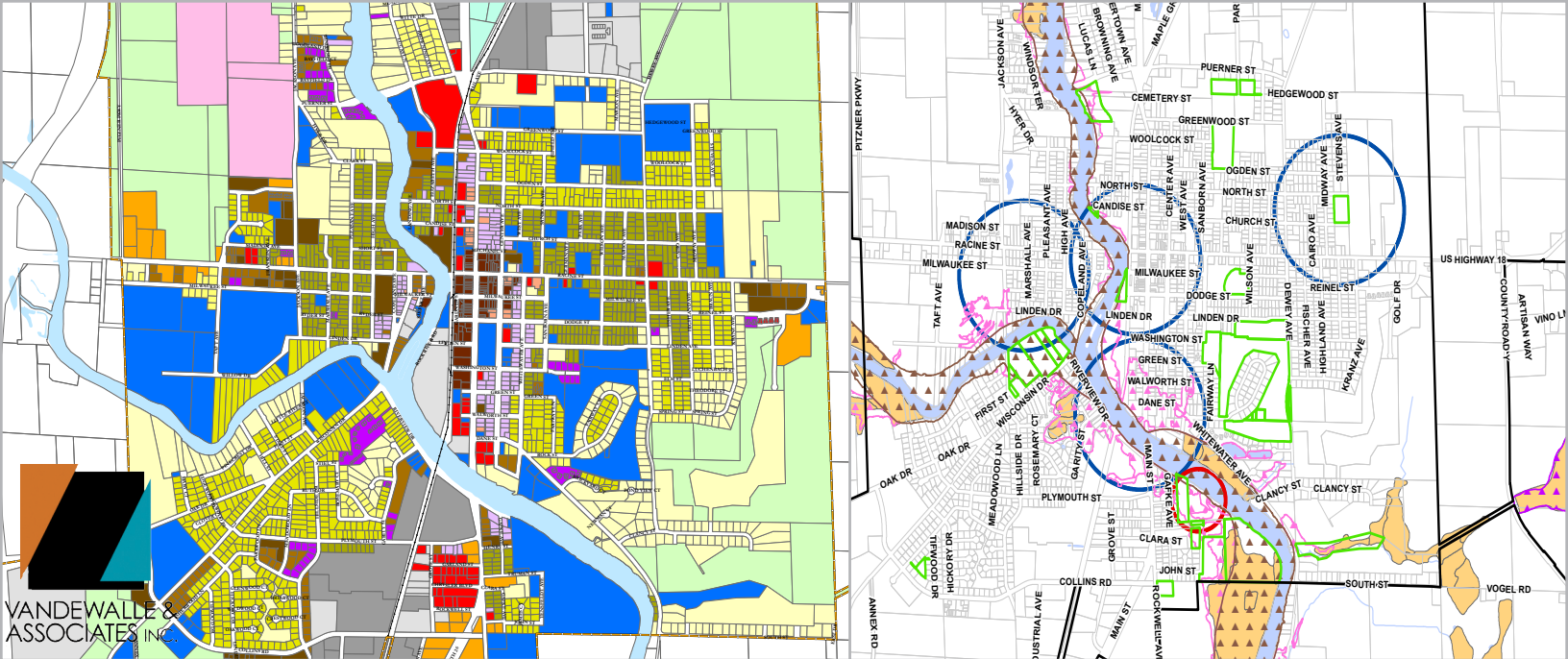
Dates: Adopted - 1/26/2019 | Effective - 1/1/2020

The City of Wausau is limited in its ability to physically grow. Boxed-in due to town incorporation over the past 20 years, the City of Wausau worked with Vandewalle & Associates to capitalize on the Zoning Code as a tool for growing tax base without substantial annexation. The City of Wausau's hybrid zoning ordinance – adopted in 2019 – incorporates zoning districts tailored to Wausau's unique neighborhoods and corridors. The highly customized ordinance includes multiple “missing middle” districts designed for small-scale multi-family and townhomes. These districts blend well with both single-family neighborhoods and higher-density residential areas. The ordinance promotes new infill housing by enabling varied unit types and tenure in existing neighborhoods, while protecting neighborhood character. The ordinance also introduces three distinct downtown districts tailored to specific development forms, character, and uses, including a high-rise development district, a historic Main Street district, and a downtown-fringe district.

Once the new zoning districts were drafted, V&A led multiple work sessions with City staff to “test drive” the new districts. This helped the project team confirm the correct mix of districts on the ground, identify opportunities to combine, refine, or add new districts, and allowed a draft zoning map to be presented to the public early in the process. This approach helped City staff, public officials, and the public recognize the significance of the new zoning map changes early on, which led to better input all around.

The rewrite featured extensive public involvement through stakeholder interviews, a public workshop, meetings with the Plan Commission and City Council, and a public review open house. Together, this input helped shape the initiative, implement and address strategies outlined in the City's Comprehensive Plan, and provide a smooth transition from draft to adoption.

The Zoning Ordinance and Map won the Wisconsin APA Excellence in Planning Award in 2020 for the innovative approaches taken and the direct implementation of the Comprehensive Plan's core community goals.



Zoning Code and Map - City of Jefferson, WI

Population: 7,649

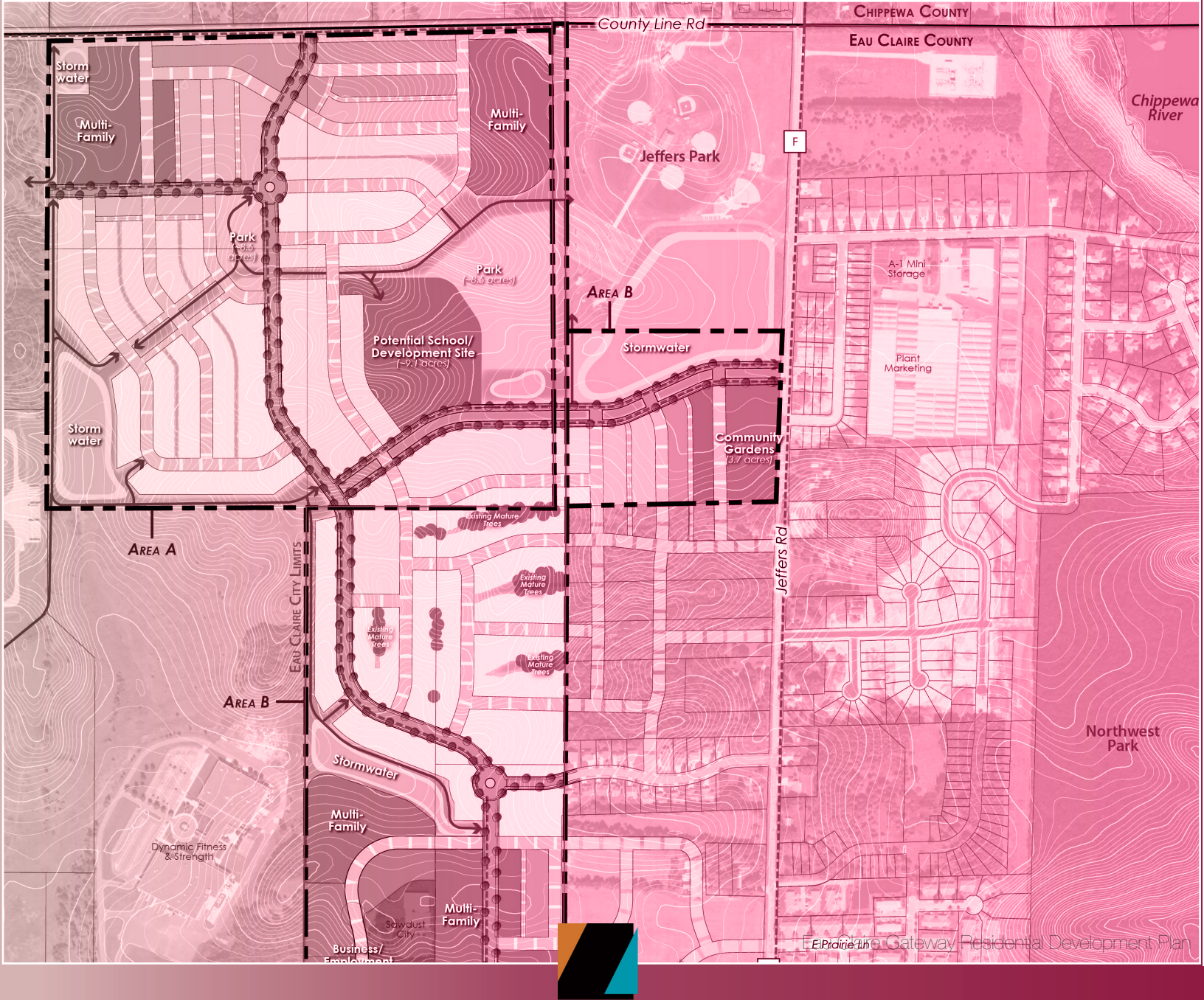
Dates: Adopted - 7/20/2021 | Effective - 8/1/2021

Directly following the completion of 2020 Comprehensive Plan, Vandewalle & Associates began the City's first full Zoning Ordinance rewrite in over 30 years. Not only was the existing ordinance out of date in terms of modern development formats, but it also presented inconsistencies that led to issues in interpretation and administration. Building on the community's goals and recommendations outlined in the new Comprehensive Plan, Jefferson aimed to establish a contemporary Zoning Ordinance and Map that increased user-friendliness, provided consistent application procedures, matched modern building practices, and promoted diverse housing formats, economic development opportunities, and flexibility in redevelopment scenarios.

The rewrite process featured six different Plan Commission working sessions, a public open house review, and several City Council meetings. Additionally, Jefferson's direct neighbor to the south, the City of Fort Atkinson, also adopted a new Zoning Ordinance in 2020 that was led by Vandewalle & Associates. Several local builders, developers, and businesses overlap between the two communities and now have the ability to understand and utilize the same Zoning Ordinance format, procedures, and general approach in each.

Since the adoption of the new Zoning Ordinance and Map, the City has experienced several new housing, commercial, and industrial projects that were permitted by-right and provided a streamlined development review process. This offered the community a competitive edge over other more lengthy processes that may have occurred with the past ordinance or in other Jefferson County communities.





KEY PERSONNEL QUALIFICATIONS

STAFFING PLAN

Vandewalle & Associates. With offices in Madison and Milwaukee, our firm is comprised of over 20 talented professionals including community and regional planners; urban designers; TIF and financial analysts; housing, economic development, zoning, land use, and real estate specialists; and redevelopment experts. Our team brings a depth and breadth of experience, knowledge, skills, and perspective to the Zoning Ordinance Update project. We pride ourselves on our ability to provide cost effective, just-in-time solutions that are responsive to constantly evolving project needs and deadlines, which may arise on a moment's notice.

Our firm's approach to overall management and integration of all activities in our scope of services is guided through the designation of a project manager to oversee all aspects of the project - within the firm and directly with the client. Sonja Kruesel will serve as Project Manager for project and be the face of the project.

Project Manager Expertise. Vandewalle & Associates includes a collection of experienced staff in zoning. The proposed project manager for the Columbus Zoning & Subdivision Ordinance Rewrite is Sonja Kruesel. Sonja completes minor and substantial zoning and subdivision ordinance amendments for more than 10 client cities and villages on a regular basis. Her approach applies a blend of technical expertise in zoning best practices, along with the art of developing and communicating a customized policy best suited for the client's needs.

Project Team Capacity. All Project Team members will be available and have the capacity to complete the Zoning and Subdivision Ordinance Rewrite.

PROJECT TEAM MEMBERS & ROLES



SONJA KRUESEL

ROLE: Project Manager, Primary Contact, Zoning Expertise, Document Author



BRIAN MUNSON

ROLE: Housing and Neighborhood Planning Expertise, Project Facilitation and Development Expertise



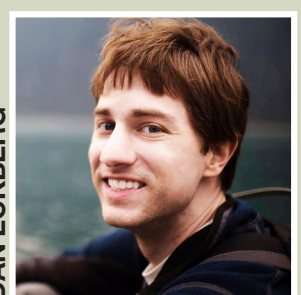
SCOTT HEACOCK

ROLE: Project Assistant, Data Analysis & Research



ELONA BARTNICK

ROLE: Design Associate, Graphic Management and Coordination



DAN ECKBERG

ROLE: GIS Data Analysis, Graphic Coordination



PROJECT TEAM

Sonja brings 10 years of professional leadership in municipal planning and zoning, along with a passion for community development and Midwest places. Having served previously as City Planner / Planning Director for both the cities of Monona and Fitchburg, WI, she has experience in comprehensive planning, project leadership and management, and strategic planning across a variety of geographies and socio-economic contexts. She also brings technical expertise in TIF, environmental issues, municipal zoning, subdivision regulations, housing, real estate, greenfield development, urban redevelopment/ revitalization, and form-based regulation, and farmland preservation zoning. **Sonja has firsthand experience implementing and administering Form-Based Codes through her work with the Fitchburg SmartCode, using the transect-based model developed by Andrés Duany.**

Working as Planning Director for both cities, Sonja served alongside the Vandewalle & Associates team on Comprehensive Plans and key projects such as the catalytic Monona Waterfront Redevelopment.

In her current role as an Associate Planner at Vandewalle & Associates she enjoys guiding projects from concept to occupancy and facilitating communication with developers, elected officials, and the public. She currently serves as the on-call planner for over 5 communities across Southern Wisconsin administering Zoning Codes and working with applicants on development review.

AWARDS AND RECOGNITION

- Plenary Panel Speaker “Forwarding Equity” APA Upper Midwest Planning Conference (2019)
- Speaker “Strategies for Market-Ready Redevelopment” APA Upper Midwest Planning Conf (2015)
- Fitchburg Mayoral Award for Outstanding City Department (2020)
- Wisconsin County Code Administrators Scholarship Recipient (2012)



Sonja Kruesel, AICP
Associate Planner

Phone: 608.255.3988
skruesel@vandewalle.com

EDUCATION

- M.S. Urban and Regional Planning
University of Wisconsin - Madison,
Wisconsin
- B.A. Geography, History, Environmental
Studies
University of Wisconsin - Madison,
Wisconsin

PROFESSIONAL LICENSES & MEMBERSHIPS

- Member, American Institute of Certified Planners
- Member, American Planning Association (APA) & Wisconsin Chapter (APA-WI)
- Secretary, Market Leadership Advisory Board - WI United States Green Building Council



PROJECT TEAM

Brian Munson leads the Neighborhood Design, Project Facilitation, and Bicycle/Pedestrian Planning initiatives for Vandewalle & Associates. Focused on building strong sustainable communities, this team specializes in creating vibrant and unique projects from concept through construction. Brian has led multi-disciplinary design teams on projects ranging from mixed-use infill/redevelopment projects to large-scale traditional neighborhoods and small-scale village downtowns to community wide bicycle & pedestrian networks. These projects feature a unique blend of land uses, residential options, open spaces, and people focused environments; all of which, are combined to create projects that are grounded in sustainable smart growth principles that balance community character with development potential and enhanced mobility.

Brian's experience in neighborhood design, entitlement and implementation enables him to facilitate the creation of a wide range of diverse projects from greenfield sites to Main Street. He is currently engaged in the implementation and project management of The Grandview Commons Neighborhood and Smith's Crossing on behalf of Veridian Homes, a 2016 National Housing Quality Award Gold Standard developer. Brian is leading the Gateway Master Residential Development Plan for the City of Eau Claire and recently completed the Downtown Area Master Plan for the City of Stevens Point. He is also involved with implementing several redevelopment projects within Madison, Wisconsin, Cedar Falls, Iowa, and Seattle, Washington with challenges ranging from brownfields and levees to multi-jurisdictional review and approvals.



Brian Munson

Principal Planner

Phone: 608.255.3988

bmunson@vandewalle.com

EDUCATION

- B.S. Landscape Architecture
University of Wisconsin -
Madison, Wisconsin

PROFESSIONAL LICENSES & MEMBERSHIPS

- Associate, American Society of
Landscape Architects
- Member, Congress for New
Urbanism
- Licensed Realtor



PROJECT TEAM

Assistant Planner Scott Heacock has developed some key passions and interests early in his career. He has put a lot of energy into advancing issues of housing equality, as well as equity inclusion through his work.

He is also passionate about helping local governments identify unique opportunities to make their community a better place for everyone.

Scott has a range of work experience that aligns well with the client needs at Vandewalle & Associates. During his graduate degree studies, Scott worked as a Teaching Assistant with the UW-Madison Department of Political Science and as a Summer Planning Assistant with the City of Middleton. He also worked as a Housing & Resident Relations Specialist at Commonwealth Development, a Madison based non-profit, where he assisted residents with recertification applications to qualify for affordable housing.

Prior to graduate school, he worked as Legislative Aide for the Wisconsin State Legislature Assembly Minority Caucus Chair. He regularly met with constituents and interest groups to listen to their thoughts on how state level issues affected them locally. In that role he also managed criminal justice and LGBTQ+ policy portfolios, developed press strategies, and reviewed bill proposals for co-sponsorship.

Additionally, he has worked on many political campaigns that gave him the opportunity to travel across Wisconsin and meet with local elected officials and community members. His favorite part of that time was hearing about what made their community unique and the challenges they've overcome.



Scott Heacock
Assistant Planner

Phone: 608.255.3988
sheacock@vandewalle.com

EDUCATION

- M.S. Urban and Regional Planning
University of Wisconsin - Madison,
Wisconsin
Specialization: Community
Development and Affordable
Housing
- B.S. Political Science, Certificate
Environmental Studies
University of Wisconsin - Madison,
Wisconsin

PROFESSIONAL LICENSES & MEMBERSHIPS

- Member, American Planning
Association National
and Wisconsin Chapters

PROJECT TEAM

Elona Bartnick is an Associate Urban Designer involved in a broad range of projects at Vandewalle & Associates. She is skilled in the areas of site analysis, site planning and design, neighborhood design, landscape architecture, and graphic communication. These skills are utilized and communicated through computer graphics, CAD design, SketchUp modeling, GIS analysis, and hand illustration.

In her time at Vandewalle & Associates, Elona has contributed to a diverse range of projects, including assisting in land and development plans for mixed-use and traditional neighborhood projects. She has worked on a number of redevelopment and downtown master plans identifying areas that would benefit from reinvestment and revitalization and developing guidelines and site design for future redevelopment. Her involvement in comprehensive plan development includes creating regional and local asset and opportunity analysis, future growth or redevelopment scenarios and site designs, and additional graphics specific to each plan. Elona's landscape architecture experience focuses on design and construction documents for hardscape and planting plans for parks, streetscapes, naturalized areas, roadway planting schemes, riverfronts, and urban design elements.

Projects that Elona has been and continues to be involved in include: Grandview Commons Neighborhood in Madison, Wisconsin; Fitchburg Technology Campus in Fitchburg, Wisconsin; Brookfield, Wisconsin and Lake Geneva, Wisconsin Comprehensive Plans; Marshfield Zoning Ordinance; Harwood Heights, Illinois Streetscape; Ripon, Wisconsin Downtown Master Plan; Thrive-Madison Region and Quad Cities Region Assets and Opportunities Analysis; and Middleton, Racine, and Sturgeon Bay, Wisconsin; and Waterloo, Iowa Redevelopment and Implementation.



Elona Bartnick:
Lead Associate Designer
Phone: 608.255.3988
ebartnick@vandewalle.com

EDUCATION

- B.S. Landscape Architecture
University of Wisconsin -
Madison, Wisconsin

PROFESSIONAL LICENSES & MEMBERSHIPS

- Associate, American Society of
Landscape Architects National
and State Chapters

PROJECT TEAM

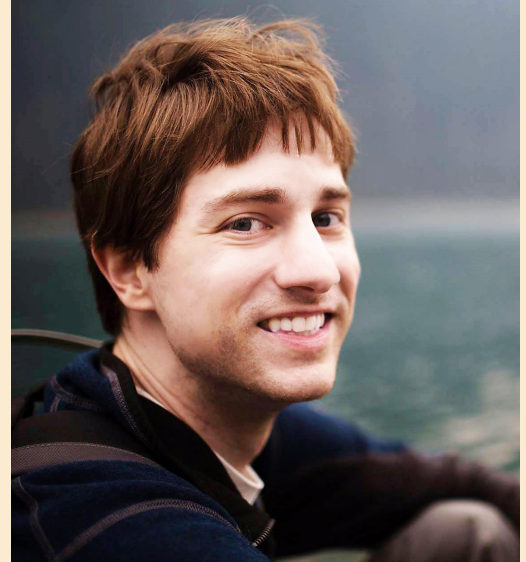
Dan Eckberg is a GIS Planner whose primary responsibilities include map creation and spatial data acquisition, organization, manipulation, and analysis.

Dan utilizes extensive experience with ESRI's ArcDesktop GIS software, including Python scripting, to apply cartographic techniques to a range of planning projects. These include conducting and writing a formal analysis of potential Fire Station sites for the City of Watertown, mapping Environmental Justice populations and developing novel approaches for ensuring NEPA compliance for WisDOT highway studies, evaluating bike trail routes for the Village of Oregon, analyzing demographics of food deserts in Freeport, IL, geo-coding survey results for city development projects, designing and creating a database of possible Brownfield sites for the City of Janesville, managing Urban Service Area applications, producing numerous Comprehensive Plan maps, and preparing Official Zoning Maps for nearly a dozen Wisconsin communities.

Dan has also worked on several large-scale highway corridor impact analysis studies with Vandewalle & Associates. These include the US 14 project in Rock County, the Wis 23 project in Fond du Lac County, the Wis 29 project in Marathon County, the US 51 project in Dane County, and the US 41 Interstate conversion between Green Bay and Milwaukee. Dan's work on these projects has focused on preparing mosaics of local and regional maps from a broad variety of sources into corridor-wide maps which compile data depicting soils, natural resources, existing land use and adopted land use plans from towns, villages, cities, counties, and regional and federal agencies. These maps are the focus of the Expert Panel analysis of highway alternatives for the Indirect and Cumulative Effects portion of the DEIS and EIS phases of WisDOT's analysis under NEPA and WEPA.

Dan is a licensed commercial Unmanned Aircraft System (drone) pilot registered with the FAA and is able to provide clients with high quality aerial video footage.

Previously Dan held an internship with U-PLAN, a community planning group for the Frogtown/Rondo neighborhood of St. Paul, MN where he helped design a traffic impact analysis for the neighborhood using the CommunityViz extension of ArcGIS.



**Dan Eckberg, AICP:
GIS Planner**

Phone: 608.255.3988

deckberg@vandewalle.com

EDUCATION

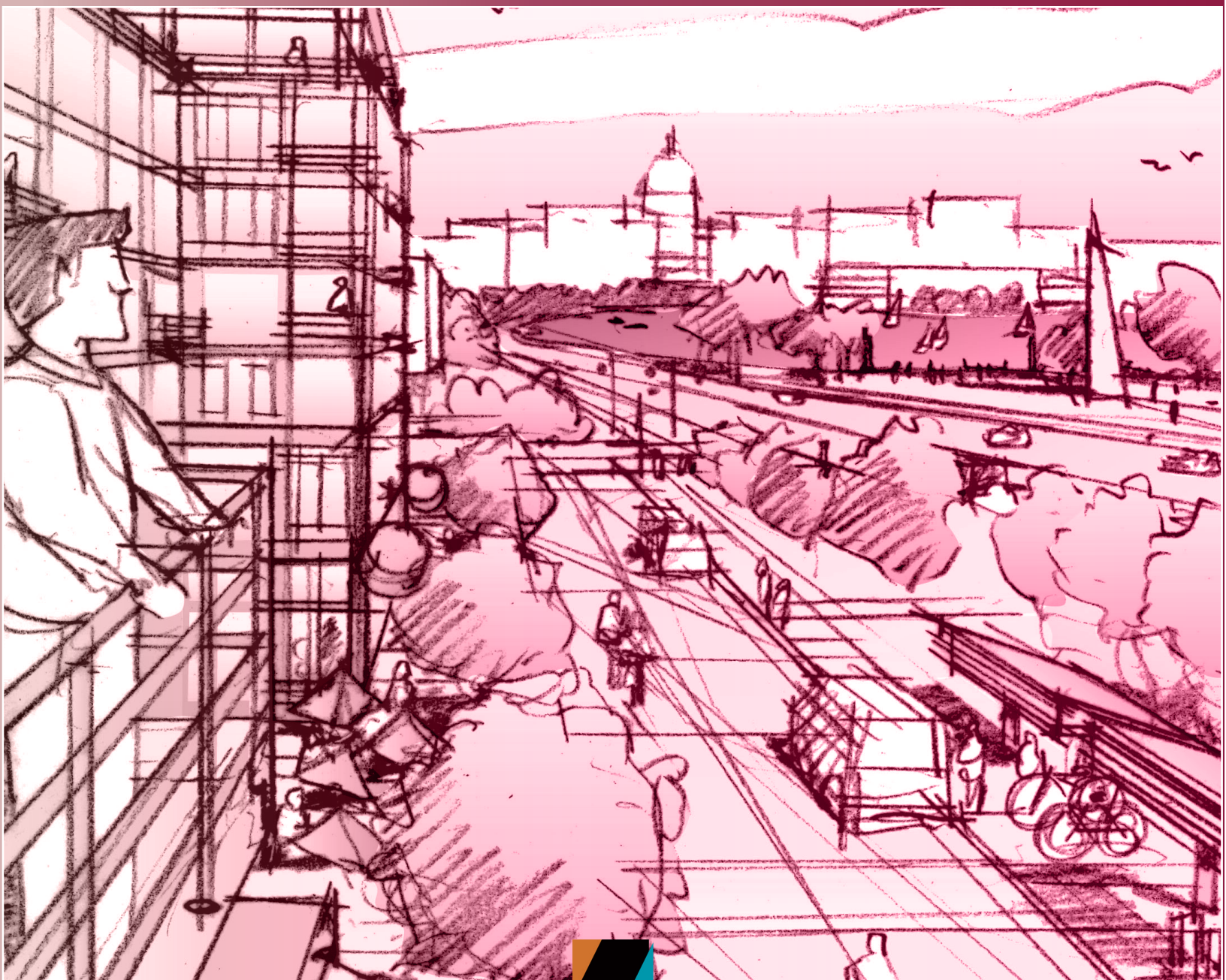
- B.A. Geography (City Systems)
Minor - Geographic Information
Systems
University of Minnesota -
Minneapolis, Minnesota

PROFESSIONAL LICENSES & MEMBERSHIPS

- Member, American Institute of
Certified Planners

AWARDS AND RECOGNITION

- Excellence in Planning Award,
"Madison Metropolitan School
District Enrollment Projections:
2017-2037 - APA-WI Chapter,
2017
- Guest Lecturer (Applications of
GIS in Planning) – University of
Wisconsin-Madison, 2012



PROPOSED COST OF SERVICES

PROPOSED COST OF SERVICES

Vandewalle & Associates is focused on providing the City of Columbus with a project that provides excellent value and clear direction. This will be accomplished through expert project management and reliance on City staff to complete certain tasks as described in the RFP.

Vandewalle & Associates has a consistent track record of completing projects on time and in budget. As much as we enjoy putting plans together and the excitement they can generate, our real passion is in getting things built and helping our clients reach their goals. In fact, it's the only measure of success that we use in evaluating our own work and the one we urge our clients to use as well in determining the level of value we provide to them. This is perhaps best exemplified by the fact that two-thirds of our current clients are repeat customers and one-third are long-term clients of more than ten years and have had more than one project within a year. In the last twenty years, we have never failed to complete a project nor have we been in litigation with a client.

The table below provides a breakdown of proposed cost by Work Element. A cost breakdown by Work Element and Scope Tasks is outlined on the following page with estimated budget for each. **Time and materials for completing the work described in the Scope of Services for a not-to-exceed fee of \$110,750 (not including any optional tasks).**

Costs quoted in this proposal will be honored for a minimum of 90 days from the date of submission. Tasks beyond those identified in the final contract will be completed through a Work Order and billed on a time and materials basis.

Zoning Code Rewrite Project Cost Breakdown.

Tasks from Scope of Services	Hours by Task	Total Cost by Task
Work Element 1: Project Management and Communication	54	\$7,970
Work Element 2: Public Participation and Outreach	78	\$11,610
Work Element 3: Issues Identification and Existing Code Analysis	78	\$10,650
Work Element 4: Draft Zoning Districts, Land Uses, and Bulk Dimensions	49	\$6,765
Work Element 5: Draft Zoning Map	142	\$10,570
Work Element 6: Draft Zoning Code Development	216	\$30,620
Work Element 7: Draft Subdivision Code Development	113	\$15,790
Work Element 8: Zoning Code, Map, & Subdivision Ordinance Review and Adoption	111	\$15,475
Total All-Inclusive Cost, including fees and reimbursable expenses		\$110,750
Total Cost, including all optional tasks		\$129,090

V&A 2025 Fee Schedule.

Principal	\$200 to \$300	Other Charges: Invoice charges to the client consist of (1) Professional fees rendered at current billing rates (2) Reimbursable expenses billed at cost multiplied by 1.1 (3) Technology/Software expenses billed at \$50/month	
Associate	\$115 to \$175		
Assistant	\$105 to \$115		
GIS Technician/Specialist	\$105 to \$125	Expense	Cost
Communications Specialist	\$70 to \$190	Mileage	IRS Rate
Project Assistant	\$65 to \$90	Printing and Postage	Cost plus 10%

PROPOSED COST OF SERVICES

City of Columbus Zoning & Subdivision Ordinance Rewrite Project Cost Estimate		Team Members and Billing Rates						Expenses	Total
		\$225	\$160	\$110	\$125	\$160	\$75		
		Brian Munson Development Expert	Sonja Kruesel Project Manager	Scott Heacock Assistant Planner	Dan Eckberg GIS Planner	Elona Bartnick Associate Designer	Administration/ Communication		
1. Project Management and Communication									\$7,970
Task 1.1	Virtual Monthly Staff Meetings (18)		22	10				\$4,620	
Task 1.2	In-Person City Staff Working Sessions (4)		12	8			2 \$ 400	\$3,350	
2. Public Participation and Outreach									\$11,610
Task 2.1	In-Person Plan Commission Review and Input Meetings (8)	2	28	24			\$ 400	\$7,970	
Task 2.2	In-Person City Council Review and Input Meetings (3)		14	10			\$ 300	\$3,640	
3. Issues Identification and Existing Code Analysis									\$10,650
Task 3.1	Research, Data Gathering, and Best Practice Evaluation		16	14	16			\$6,100	
Task 3.3	Issues Identification and Code Evaluation Report	2	16	14				\$4,550	
4. Draft Zoning Districts, Land Uses, and Bulk Dimensions									\$6,765
Task 4.1	Prepare Draft #1 Zoning Districts and Land Use Tables	1	18	16	4			\$5,365	
Task 4.2	Prepare Draft #2 Zoning Districts and Land Use Tables		6	4				\$1,400	
5. Zoning Map									\$10,570
Task 5.1	Testing Draft Zoning Districts on Initial Draft Zoning Map		20	20	20			\$7,900	
Task 5.2	Prepare Draft(s) and Adopted Zoning Map		16	16	50			\$10,570	
6. Draft Zoning Code Development									\$30,620
Task 6.1	Prepare Part 1 of Draft Zoning Code	2	40	24		6		\$10,450	
Task 6.2	Part 1 Policy Decision Guide		4	8				\$1,520	
Task 6.3	Revised Part 1 of Draft Zoning Code		14	10				\$3,340	
Task 6.4	Prepare Part 2 of Draft Zoning Code	2	40	24		6		\$10,450	
Task 6.5	Part 2 Policy Decision Guide		4	8				\$1,520	
Task 6.6	Revised Part 2 of Draft Zoning Code		14	10				\$3,340	
7. Draft Subdivision Code Development									\$15,790
Task 7.1	Prepare Draft Subdivision Code	2	40	25		6		\$10,560	
Task 7.2	Subdivision Code Policy Decision Guide	2	8	10				\$2,830	
Task 7.3	Revised Draft Subdivision Code		4	16				\$2,400	
8. Zoning Code, Map, and Subdivision Code Review and Adoption									\$15,475
Task 8.1	Prepare Public Draft of Zoning Code		10	8				\$2,480	
Task 8.2	Prepare Executive Summary of the Draft Zoning Code and Map	1	8	10			4	\$2,905	
Task 8.3	Prepare Public Draft of Subdivision Code		10	8				\$2,480	
Task 8.4	Prepare Executive Summary of the Draft Subdivision Code	1	8	10			4	\$2,905	
Task 8.5	In-Person Plan Commission Public Hearing to Recommend Adoption	1	8				\$ 100	\$1,605	
Task 8.6	In-Person City Council Adoption Meeting		8				\$ 100	\$1,380	
Task 8.7	Prepare and Provide Adopted New Zoning Ordinance and Map, and Subdivision Code		8	4				\$1,720	
Optional Tasks (a la carte)									\$15,940
Optional 1	Stakeholder Listening Sessions (2)		8	10			\$ 100	\$2,480	
Optional 2	Public Zoning Workshop and Online Follow Up Survey (1)		14	14			\$ 800	\$4,580	
Optional 3	Prepare Zoning Map Mailing Notices		12	12		6	\$ 200	\$3,890	
Optional 4	Prepare Post-Adoption Summary Guides and Applications		8	18		8	6	\$4,990	
Total Estimated Project Cost (No Optional Tasks)		16	376	291	70	18	10 \$ 1,300	\$110,750	
Total Estimated Project Cost (All Optional Tasks)		16	418	345	70	26	22 \$ 2,400	\$129,090	



Agenda Item Report

Meeting Type: Plan Commission

Meeting Date: March 13, 2025

Item Title: Parking Reduction Request for Cardinal Heights– Lamps Landing

Submitted By: Mike Kornmann, Director of Community and Economic Development

Detailed Description of Subject Matter: Our parking code has been outdated and requires too high of stalls for many uses. The application is requesting a parking reduction of 1.5 spaces per apartment unit for a total of 68 total spaces. Most of the parking will be provided underground with 23 spaces on site above ground.

The parking code requires for multi-family units, “two garaged spaces per dwelling plus one additional space”. The apartment building will have 45 units made up of 24 one bedroom, 3 studio, and 18 two-bedroom apartments. By following the code the required parking would be 135 spaces. Reviewing other community codes, their parking spaces requirements are in alignment with the requested 1.5 spaces per apartment. On Street parking will be allowed adding additional parking capacity.

The City Council takes your recommendation into advisement and makes the final decision.

List all Supporting Documentation Attached:

- Underground parking layout
- On site parking layout
- Parking reduction request

Action Requested: Recommend approval of parking reduction to require 68 parking stalls.

From: Ron Klaas <rklaas@donofrio.cc>
Sent: Thursday, February 13, 2025 11:28 AM
To: Mike Kornmann <MKornmann@columbuswi.gov>
Cc: Josh Lamp <lampsells@gmail.com>; Shane Fry <sfry@brownhousedesigns.com>; Samer Mikhaeil <smikhaeil@brownhousedesigns.com>; Tom Fahl <tfahl@donofrio.cc>
Subject: multi-family site, lot 1 of Cardinal Heights Plat

Good Morning Mike,

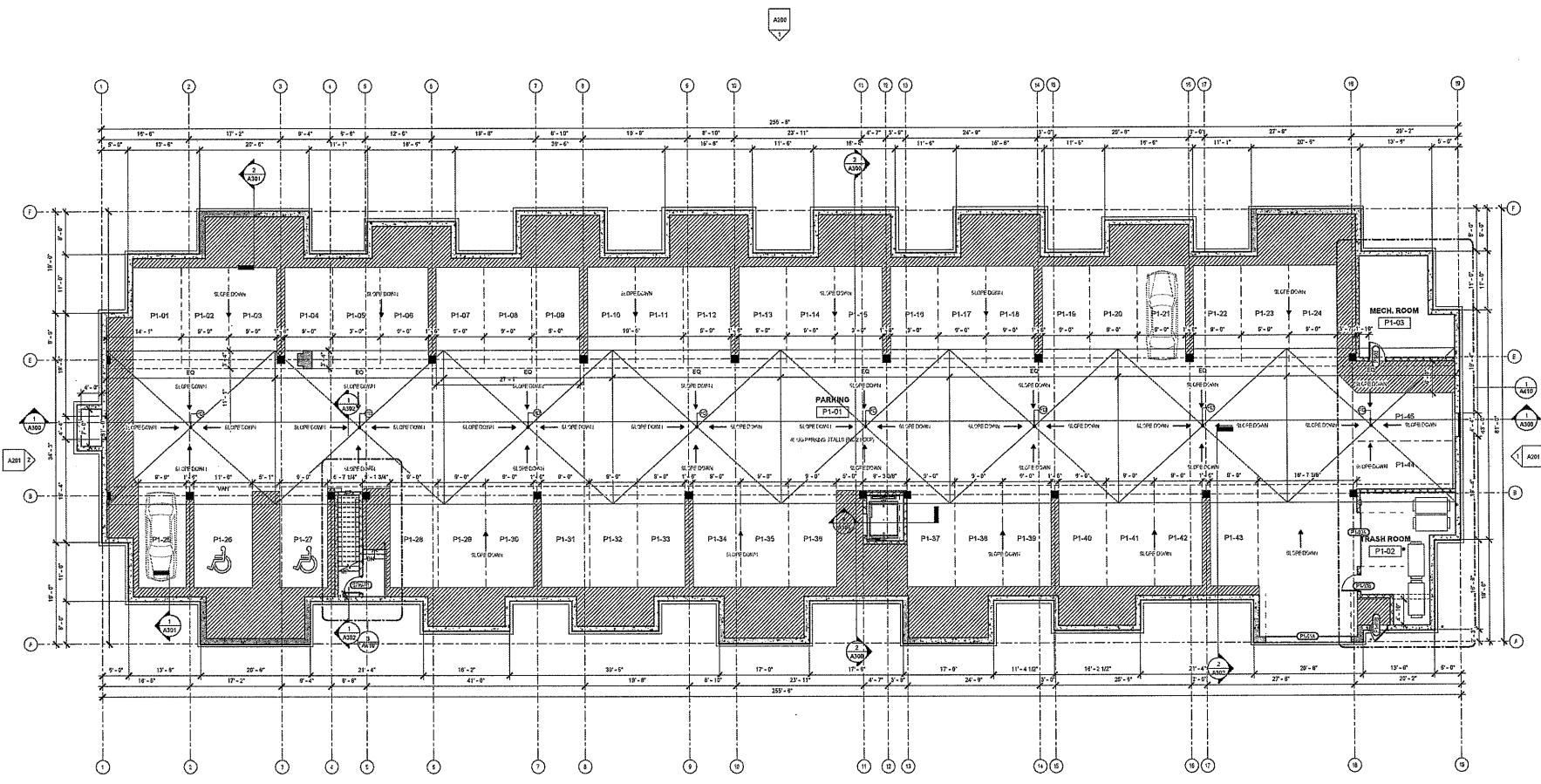
Now that the plat and zoning have been approved by the City, we are submitting the multi-family site to the City for review and approval. Included in this submittal are the following:

1. Site Plan
2. Grading Plan
3. Building plans (see link below)

As part of this submittal, we are asking the City to grant a waiver on the parking requirements. Because the majority of the units are single bedroom, and because many of the anticipated renters will likely own just 1 vehicle, we are asking for a ratio of 1.5 parking stalls for each dwelling unit. The breakdown of units is shown on the Site Plan: there are 24 one-bedroom units, 3 studio units, and 18 two-bedroom units.

Since there are 45 apartments, the total number of stalls to be provided is 68. Of that total, 45 stalls will be provided underground, one for each unit.

Thanks,
rrk



1 P1 LEVEL FLOOR PLAN
 1/8" = 1'-0"

Consultant

No. Date Description

I hereby verify that this plan, specification or report was prepared by me or under my direct supervision and that I am a duly licensed architect under the laws of the State of Wisconsin.

Title:	
Drawn:	SPINE FRY
Checked:	A-1034
Date:	07/13/2025
Drawn by:	BROWNHOUSE
Checked by:	SPINE FRY
Customer Name:	PARKING SET

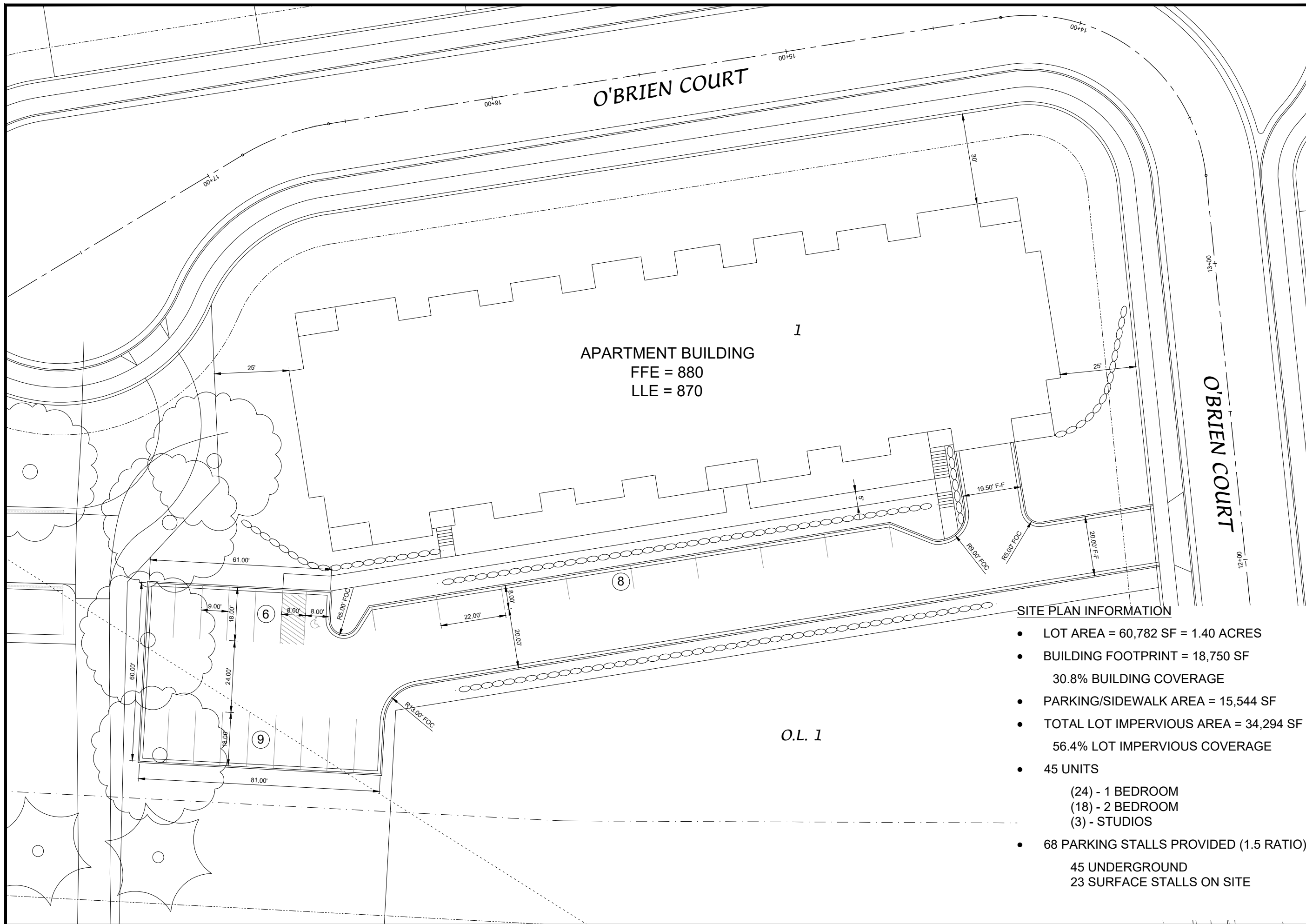
Project Site:
 1400 PARK APARTMENTS

Address:
 1400 PARK AVE.
 COLUMBUS, WI 53925

Release:
 2/13/2025 9:37:49 AM

Sheet Title:
 LL PARKING (P1) FLOOR PLAN

Sheet Number



SITE PLAN INFORMATION

- LOT AREA = 60,782 SF = 1.40 ACRES
- BUILDING FOOTPRINT = 18,750 SF
30.8% BUILDING COVERAGE
- PARKING/SIDEWALK AREA = 15,544 SF
- TOTAL LOT IMPERVIOUS AREA = 34,294 SF
56.4% LOT IMPERVIOUS COVERAGE
- 45 UNITS
(24) - 1 BEDROOM
(18) - 2 BEDROOM
(3) - STUDIOS
- 68 PARKING STALLS PROVIDED (1.5 RATIO)
45 UNDERGROUND
23 SURFACE STALLS ON SITE



SCALE: 1" = 30'
(PAGE SIZE: 11x17)

DATE: 02/28/2025
REVISED:

DRAWN BY: TCF

FN: 24-05-128

Sheet Number: