

BRAINERD PLANNING COMMISSION

Wednesday, August 19, 2020

6:00 p.m.

City Council Chambers

Brainerd City Hall

1. Call to Order
2. Roll Call
3. Approval/Change of Agenda
4. Approval of minutes of the regular meeting held on July 15, 2020, and workshop on August 12, 2020.
5. NEW BUSINESS
 - 4.a Variance - Eric Stangler has submitted a request on behalf of Stangler Properties, LLC (7384 Lone Oak Road, Brainerd, MN 56401) for a variance at 515 S. 9th St., Brainerd, MN 56401. The requested variance is from *Section 515-57-7.B Principal Building Setbacks*. The applicant is requesting a reduced side setback from 5 feet to 3 feet for the development of a duplex.
 - 4.b Text Amendment - Steven Zelinske of 15965 County Road 25, Brainerd, MN 56401, and owner of Yesterday's Gone Bar and Grill has submitted a request for a text amendment to Section 515-62-3 of the Code of Ordinances to allow greenhouses as an accessory use in the B-3 (Central Business) District.
 - 4.c Review of Section 515-66, Transient Food Unit Overlay District
6. PUBLIC FORUM – Time allocated for citizens to bring matters not on the agenda to the attention of the Planning Commission – time limits may be imposed.
7. OLD BUSINESS
 - 6a. Zoning Code Update RFP Review Process
7. Commissioners' Questions/Comments
8. Community Development Director's Report
9. Adjourn

Any individual needing special accommodations or that desires more information about the above items, please call 218/828-2307.

PLANNING COMMISSION
Wednesday, July 15, 2020

#1 Call to Order

Planning Commission Chair Gorham called the meeting of the Brainerd Planning Commission to order at 6:00 p.m. via WebEx Teleconferencing.

Community Development Director Chanski explained the procedures to be followed to the Commission and callers regarding the process of conducting electronic meetings.

Noted present were Commissioners Yeager, Foley, Lambert, Duval, Woodward, Gorham, and Council Liaison Lambert. Commissioner Kallroos was noted as absent. Community Development Director Chanski was also noted as present.

Due to conducting the meeting electronically, all motions will be voted on by a roll call vote for accuracy.

#2 Approval/Amendment of Agenda

MOTION AND SECONDED BY COMMISSIONERS LAMBERT AND WOODWARD TO AMEND THE TITLE OF THE MEETING FROM A WORKSHOP TO A REGULAR MEETING AND ADD TO THE AGENDA ITEM 4C. REQUEST FOR PROPOSALS AND QUALIFICATIONS FOR ZONING CODE UPDATE SERVICES.

Upon roll call, members Yeager, Foley, Lambert, Duval, Woodward, and Gorham voted "aye". No member voted "nay". The Chair declared the motion carried.

#3 Approval of Minutes

MOTION AND SECONDED BY COMMISSIONERS DUVAL AND LAMBERT TO APPROVE THE MINUTES OF THE REGULAR MEETING HELD ON APRIL 15, 2020, THE WORKSHOP HELD ON MAY 6, 2020 AND THE WORKSHOP HELD ON JUNE 15, 2020.

Upon roll call, members Yeager, Foley, Lambert, Duval, Woodward, and Gorham voted "aye". No member voted "nay". The Chair declared the motion carried.

#4 New Business

4a. Conditional Use Permit Application – Submitted by Joel & Grace Jacobson on behalf of Jacobson Excavating & Landscaping – Outdoor Storage at 3424 Oak St., Brainerd

Community Development Director Chanski explained the details on the application and the property the applicant would like to have outdoor storage for their landscaping company.

The Chair opened the public hearing at 6:15 p.m.

The Chair recognized Mr. Joel Jacobson, the owner of the excavating company who gave a brief overview of his plan to eventually have a retail greenhouse and office, but at this time is only requesting the ability for outdoor storage.

The Chair closed the public hearing at 6:17 p.m.

Commissioners asked questions that were answered by the applicant.

MOVED AND SECONDED BY COMMISSIONERS DUVAL AND LAMBERT TO APPROVE THE CONDITIONAL USE PERMIT FOR 3424 OAK STREET BASED ON THE FINDINGS OF FACT AS PRESENTED.

Upon roll call, members Yeager, Foley, Lambert, Duval, Woodward, and Gorham voted "aye". No member voted "nay". The Chair declared the motion carried.

4b. Conditional Use Permit Amendment – Submitted by Reid Theisse, ISD181 Director of Buildings and Grounds on behalf of ISD181 – Required Boulevard Trees at 1515 Oak St., Brainerd

Community Development Director Chanski indicated the purpose of the amendment request from ISD181 would be to eliminate the requirement of boulevard trees in the sidewalk in front of the original building and allow the boulevard trees in front of the new parking lot be moved onto the school's property on the inside of the sidewalk. He said it was determined that the existing mature trees currently in front will not be removed and a CTC fiber optic line was found to be shallowly buried in the right-of-way.

The Chair opened the public hearing at 6:34 p.m.

The Chair recognized Mr. Reid Theisse, ISD181 director of buildings and grounds gave a brief update to the situation that has been discovered and the request to amend the current Conditional Use Permit.

The Chair recognized Mr. Tim Ramerth, architect with WSN, spoke about the difficulty to maintain trees in that boulevard.

Commissioners asked questions which were answered by the applicant.

The Chair closed the public hearing at 6:39 p.m.

Commission discussion took place.

MOVED AND SECONDED BY COMMISSIONERS LAMBERT AND WOODWARD TO APPROVE THE CONDITIONAL USE PERMIT FOR ISD181 WITH THE CONDITION THAT IF A TREE IS DAMAGED, BECOME ILL OR OTHERWISE BE REMOVED, SHALL BE REPLACED IN AN ESTHETICALLY PLEASING AND COMPATIBLE MANNER.

Upon roll call, members Foley, Lambert, Duval, Woodward, and Gorham voted "aye". Member Yeager voted "nay". The Chair declared the motion carried.

4c. (Added Item) Request for Proposals and Qualifications for Zoning Code Update Services

Community Development Director Chanski explained that the City needs to submit a request for proposals for services from a qualified entity to proceed with the zoning code update and to plan for the 2021 budget. He gave a brief review of the RFP that will be published.

Commission discussion took place.

It has been determined the Commission supports moving forward with the Request for Proposals.

#5 Public Forum

The Chair opened the public forum at 7:17 p.m.

No one came forward.

The Chair closed the public forum at 7:17 p.m.

#6 Old Business

6a. Ratify the Appointment of Don Gorham as the Representative to the Region 5 Children's Museum Master Plan Task Force

MOVED AND SECONDED BY COMMISSIONERS LAMBERT AND YEAGER TO APPOINT DON GORHAM AS A REPRESENTATIVE TO THE REGION 5 CHILDREN'S MUSEUM MASTER PLAN TASK FORCE.

Upon roll call, members Yeager, Foley, Lambert, Duval, Woodward, and Gorham voted "aye". No member voted "nay". The Chair declared the motion carried.

6b. Schedule Workshop for the Continuation of the Future Land Use Map Development

The Commission has agreed to hold a workshop to continue discussion of the future land use map on Wednesday, August 12, 2020 at 6:00 p.m.

#7 Commissioner's Questions/Comments

Commissioner Duval stated he receives a publication for housing updates and the most recent edition mentions tiny home developments that were recently approved in Duluth. He looks forward to how tiny homes play a part in the ordinance revision for Brainerd. He also indicated he was challenged by the issue of a fiber optic line being a hinderance regarding the CUP amendment for Harrison School, as this should be the responsibility of the contractor and questioned the role of the Planning Commission in these situations.

#8 Community Development Director's Report

Community Development Director Chanski stated the City Council held a workshop on July 13th to discuss goals and priorities based on the 2035 Comprehensive Plan which should be adopted in August. He also informed the Commission Starbucks will be breaking ground soon next to Jimmy John's on Washington Street. He announced that City Hall is nearing completion and will be allowing public access through a controlled system starting on July 27th.

#9 Adjourn

The Chair adjourned at 7:36 p.m.

DRAFT

PLANNING COMMISSION WORKSHOP

Wednesday, August 12, 2020

6:00 p.m.

#1 Call to Order

Planning Commission Chair Gorham called the Planning Commission Workshop to order at 6:00 p.m. in the Fire Department Training Room.

Noted present were Commissioners Gorham, Duval, Kallroos, Woodward, Yeager, and Council Liaison Lambert. Commissioner Foley was noted as absent. Community Development Director Chanski, and Ashley Kaisershot from Sourcewell were also noted as present.

#2 Approval/Amendment of Agenda

MOVED AND SECONDED BY COMMISSIONER DUVAL AND LAMBERT, DULY CARRIED, TO APPROVE THE AGENDA.

#3 Continuation of Future Land Use Map Development

Community Development Director Chanski stated Ashley Kaisershot went through the highlights and discussion from the previous land use map activity. She indicated three things will be discussed and decided tonight; growth areas, priority growth areas and future land uses within those areas. She distributed a map that included all the proposed development areas that were mapped at the recent workshop. She also created a spreadsheet with future land use classifications based on the comprehensive plan.

Ms. Kaisershot and the Commission engaged in conversation regarding the various areas and density levels. She will take the comments and ideas that were discussed tonight and amend the map to reflect the changes for the next time the Commission meets.

Commissioner Duval requested a brief discussion take place to address the Council's decision to deny a previous CUP amendment for Harrison School. He said he does agree with the denial and wants the Commission to feel comfortable discussing future topics even if they do not agree with the motion.

#5 Adjourn

The Chair adjourned at 8:00 p.m.

Don Gorham, Planning Commission Chair



City Planning Department

City Hall – 501 Laurel Street

Brainerd, MN 56401

218-828-2309/Fax 218-828-2316

www.ci.brainerd.mn.us

Receipt # _____

Check # _____

Date Paid: _____

CONDITIONAL USE/REZONING/VARIANCE APPLICATION

	RESIDENTIAL	COMMERCIAL
CONDITIONAL USE PERMIT	☐ (\$250.00)	☐ (\$400.00 + \$500.00 escrow deposit)
REZONING	☐ (\$300.00)	☐ (\$500.00)
VARIANCE	☒ (\$250.00)	☐ (\$400.00 + \$500.00 escrow deposit)

PROPERTY ADDRESS: 515 South 9th Street

LEGAL DESCRIPTION: Lot(s): 20/21 Block: 135 Addition: Town of Brainerd 1st Addition To Brainerd
(attach description if lengthy)

Property Owner Name: Stangler Properties LLC

Street Address: 1384 Lone Oak Rd City: Brainerd State: MN Zip Code: 56401

Phone Number: 2188203309 Fax: _____ E-mail: eric.stangler@gmail.com

Applicant Name: (If different than Property Owner) Eric Stangler

Street Address: SAA City: _____ State: _____ Zip Code: _____

Phone Number: _____ Fax: _____

Description of Request: Adjust setback on North & South Border of property from 5 feet to 3 feet

E. Stangler
Property Owner Signature

Eric Stangler
(Please print name)

E. Stangler
Applicant Signature

Eric Stangler
(Please print name)

8-6-2020
Date

8-6-2020
Date

Legal: Town of Brainerd & First Addition to Brainerd
Stangler
7384 Lone Oak Rd
Brainerd, MN 56401
Parcel ID: 091961350202009
Lot 20 Block 135 and N 1/2 Lot 21 Block 135



City of Brainerd

Community Development Department

TO: Planning Commission

FROM: David Chanski, Community Development Director

DATE: August 19, 2020

RE: 515 S. 9th St. Setback Variance

Eric Stangler has submitted a request on behalf of Stangler Properties, LLC (7384 Lone Oak Road, Brainerd, MN 56401) for a variance at 515 S. 9th St., Brainerd, MN 56401.

The requested variance is from *Section 515-57-7.B Principal Building Setbacks*. The applicant is requesting a reduced side setback from 5 feet to 3 feet for the development of a duplex.

Findings of Fact

1. [Section 515-7-2](#), Subdivision 3A – Variances shall only be permitted:
 - a. When they are in harmony with the general purposes and intent of the ordinance
 - i. The purpose of a R-3 (High Density Residential) District is to provide for areas of high-density residential housing including senior housing
 - b. When the variances are consistent with the Comprehensive Plan
 - i. Staff believes this variance request is supported by Goal 1 of Chapter 3 of the Comprehensive plan which states, “provide a diverse mix of housing choices for all stages of life, income ranges, and ownership/rental preferences.”
 1. Policy 2 under Goal 1 states, “expand home ownership and rental opportunities through rehabilitation of new construction.”
 2. Policy 5 under Goal 1 states, “ensure an adequate supply of quality and affordable housing units for current and future residents.
2. Section 515-7-2, Subdivision 3B & Subdivision 4 – Variances may be granted when the applicant for the variances establishes that there are practical difficulties in complying with the Zoning Ordinance.
 - a. The property owner proposes to use the property in a reasonable manner not permitted by the Zoning Ordinance.
 - i. Two family attached dwellings are a permitted use within R-3 districts as regulated by [Section 515-57](#) of the Code of Ordinances.
 - b. The plight of the landowner is due to circumstances unique to the property not created by the landowner.
 - i. Section 515-57-7 of the Code of Ordinances, requires two-family dwellings to have a minimum lot size of 6,000 square feet with a minimum lot width of 100 feet.

1. 515 S. 9th St. is a legal nonconforming lot as it is only approximately 38 feet wide and 5,700 square feet.
- c. The variance, if granted, will not alter the essential character of the locality.
 - i. The property is currently vacant, and there are numerous two-family and multi-family structures in the near vicinity.
3. Section 515-57-7.B requires a side setback of 5 feet for principle structures.
 - a. The applicant is requesting a reduced setback requirement of 3 feet due to the narrowness of the lot.
4. The 2020 Crow Wing County HRA Workforce Housing Study identified an increasing need for new housing options within Crow Wing County of which Brainerd is the largest community.

At the time of this writing, no parties have come forward to express objections to this variance request.

Staff Opinion

Staff recommends approval of this variance request as staff believes the requested variance meets the requirements as outlined in Section 515-7 of the Code of Ordinances and the development of new housing is supported by the Comprehensive Plan as well as the 2020 Crow Wing County HRA Workforce Housing Study.

NOTICE OF HEARING

TO WHOM IT MAY CONCERN:

Notice is hereby given that Eric Stangler has submitted a request on behalf of Stangler Properties, LLC (7384 Lone Oak Road, Brainerd, MN 56401) for a variance at 515 S. 9th St., Brainerd, MN 56401. The requested variance is from *Section 515-57-7.B Principal Building Setbacks*. The applicant is requesting a reduced side setback from 5 feet to 3 feet for the development of a duplex.

The property is legally described as:

Lot 20 Block 135 and N ½ Lot 21 Block 135, TOWN OF BRAINERD and FIRST ADDITION TO BRAINERD

P.I.N. 41240988

Section 24, Township 45, Range 31

The property is zoned R-3 (High Density Residential) District. A copy of the proposed site plan is on file for review with the Community Development Department.

A Public Hearing to consider this variance request will be conducted by the Brainerd Planning Commission at 6:00 p.m. on Wednesday, August 19, 2020. The location of the public hearing has not yet been determined. The location will be made available on the City's website at www.ci.brainerd.mn.us no later than 4:30pm on Friday, August 14.

Any individual needing special accommodations or would like more information about this request, please call (218) 828-2307.

Dated this 7th day of August 2020

Publication Date: August 9, 2020

David C. Chanski, MPA
Community Development Director



City Planning Department

City Hall – 501 Laurel Street
Brainerd, MN 56401
218-828-2309/Fax 218-828-2316
www.ci.brainerd.mn.us

Receipt # _____

Check # _____

Date Paid: _____

CONDITIONAL USE/REZONING/VARIANCE APPLICATION

	RESIDENTIAL	COMMERCIAL
CONDITIONAL USE PERMIT	☐ (\$250.00)	☐ (\$400.00 + \$500.00 escrow deposit)
REZONING	☐ (\$300.00)	☐ (\$500.00)
VARIANCE	☐ (\$250.00)	☐ (\$400.00 + \$500.00 escrow deposit)

PROPERTY ADDRESS: 219 SOUTH 9TH STREET

LEGAL DESCRIPTION: Lot(s): 3-4 Block: 37 Addition: FIRST
(attach description if lengthy)

Property Owner Name: STEVEN G. ZELINSKE

Street Address: 15965 COUNTY RD 25 City: BRainerd State: MN Zip Code 56401

Phone Number: 218-270-0365 Fax: _____ E-mail: ygone@brainerd.net

Applicant Name: (If different than Property Owner) _____

Street Address: _____ City: _____ State: _____ Zip Code: _____

Phone Number: _____ Fax: _____ E-mail: _____

Description of Request: _____

TEXT AMENDMENT REQUEST TO MAKE
GREENHOUSES A PERMITTED ACCESSORY USE.

Steven G. Zelinske
Property Owner Signature

8-10-20
Date

STEVEN G. ZELINSKE
(Please print name)

Steven G. Zelinske
Applicant Signature

8-10-20
Date

STEVEN G. ZELINSKE
(Please print name)

City of Brainerd Community Development Department

TO: Planning Commission

FROM: David Chanski, Community Development Director

DATE: August 19, 2020

RE: B-3 Text Amendment Request - Greenhouse

Steven Zelinske of 15965 County Road 25, Brainerd, MN 56401, and owner of Yesterday's Gone Bar and Grill has submitted a request for a text amendment to [Section 515-62-3](#) of the Code of Ordinances to allow greenhouses as an accessory use in the B-3 (Central Business) District.

On July 27, 2020, Mr. Zelinske submitted a request to construct a greenhouse for the purpose of enhancing the quality of food served at Yesterday's Gone. Upon review, Community Development Director Chanski denied the request for three primary reasons:

- 1) Section 515-62 does not list greenhouses as a permitted, administrative, interim, or conditional use within the B-3 District in which Yesterday's Gone is located.
- 2) [Section 515-17-8.C](#) states that "accessory buildings shall be constructed of building materials to match the principal structure and comply with the building material requirements within this Section of Ordinance." Therefore, even if a greenhouse were allowed by ordinance, it would have to match the building materials of the Yesterday's Gone building.
- 3) An accessory structure must be located on the same property as the primary structure to which it is accessory is located. Therefore, it could not be located on the separate property across the alley from the Yesterday's Gone building.

Mr. Zelinske was informed that his options moving forward were to either appeal Community Development Director Chanski's administrative decision to the Board of Zoning Appeals, which is the City Council, or submit a request for a text amendment to the Planning Commission. Mr. Zelinske formally submitted his request for a text amendment to Section 515-62 on Monday, August 10.

The Planning Commission must now decide whether to grant Mr. Zelinske's request a draft an amendment to Section 515-62 of the Code of Ordinances for consideration by the City Council or make the recommendation to the City Council to deny this request.

7/26/20

To whom it may concern

We are seeking permission from the City of Brainerd, to erect a 24'x74' Hoop House.

Our wish is to create a garden to provide produce and enhance the quality of our kitchen food.

We would be happy to answer any questions that you may have concerning this.

Steve Zelinske 218-270-0365

Thank You

Steve & Paula Zelinske

Dimensions

24' W x 72' L x 12' 10" H

Sidewall 6' high (3' 6" available)

Frame Galvanized Steel - 18 Gauge

Covering Included

Arches (2) piece arch, 9 1/2" rollform galvanized steel. 6' center to center.

Columns Not required

Purlins (1) run 5" rollform galvanized steel under peak. (2 or 4) runs 5" rollform under arch.

Warranty Frame - Lifetime

Manual Included

Durability

The success of this Cold Frame greenhouse can be found in it's unique roll-form components offering superior strength, reduced cost, and simplified installation. The 1200 Series features a 9" roll form (approx. 3" hat). The galvanized steel frame insures maximum strength and life.

Stronger than the Competition



Roll-Formed Hat Design

vs.



Square Tube



Round Tube

YG

GDR



BMB



DONT LISTEN

BLM

Find Peace within you
Save the planet
Protect the land

SAVE THE











10th Street

NEIGHBOR

NEIGHBOR
EXISTING
BUILDING

ALLEY

INSTALL
FENCE

INSTALL
FENCE

INSTALL
FENCE

21' x 22'
Hoop
House

NEIGHBOR
EXISTING
BUILDING

ALLEY

10th
Street



www.ci.brainerd.mn.us

August 3, 2020

Steve and Paula Zelinske
219 S. 9th St.
Brainerd, MN 56401

Dear Mr. and Mrs. Zelinske,

I regret to inform you that I am denying your request to construct a greenhouse on the unaddressed lot adjacent to Yesterday's Gone (PID 41241525).

As I discussed with Mrs. Zelinski over the phone on July 23rd, the reasoning behind my decision is that the operation of greenhouses is not supported by the Zoning Code in that:

- 1) Section 515-62 does not list greenhouses as a permitted, administrative, interim, or conditional use with the B-3 District in which Yesterday's Gone is located.
- 2) Section 515-17-8.C states that "accessory buildings shall be constructed of building materials to match the principal structure and comply with the building material requirements within this Section of Ordinance." Therefore, even if a greenhouse were allowed by ordinance, it would have to match the building materials of the Yesterday's Gone building.
- 3) An accessory structure must be located on the same property as the primary structure to which it is accessory is located. Therefore, it could not be located on the separate property across the alley from the Yesterday's Gone building.

For these reasons, I must deny your request. If you disagree with my interpretation of the ordinance, you may appeal my decision *in writing* to the Board of Zoning Appeals, which is the City Council. Otherwise, you may submit a request for text amendment to the Planning Commission.

Sincerely,

David C. Chanski, MPA
Community Development Director

City of Brainerd Community Development Department

TO: Planning Commission

FROM: David Chanski, Community Development Director

DATE: August 19, 2020

RE: Review of Section 515-66, Transient Food Unit Overlay District

With the cancellation of the Minnesota State Fair and almost every county and local fair in the state due to COVID-19, staff has experienced an increase in food truck activity and inquires regarding the City's regulations regarding food trucks. Currently, food trucks are regulated by [Section 515-66](#) of the Code of Ordinances and are subject to a \$300 annual permit.

Section 515-66 is, in staff's opinion, a relative restrictive ordinance when it comes to food trucks. With the increased activity around food trucks, staff brought Section 515-66 to the City Council for possible amendment. The City Council voted unanimously during their regular meeting on August 3rd to send the ordinance to the Planning Commission for review and revision if deemed necessary.

While staff believes this may become an intensive discussion with much public input being given, staff requests that the Planning Commission begin to discuss the issue and set a desired direction for moving forward.

City of Brainerd Community Development Department

TO: Planning Commission

FROM: David Chanski, Community Development Director

DATE: August 19, 2020

RE: Zoning Code Update RFP Review Process

Zoning Code Update RFP responses were due by 4:30pm on Friday, August 14. Responses were received from the following eight firms:

- Calfee Zoning
- MSA Professional Services, Inc.
- Geoffrey Ferrell Associates
- HKGi
- Landform Professional Services, LLC
- WSB
- KLJ Engineering, LLC
- Swanson Haskamp Consulting, LLC

Staff would like to discuss the process for evaluating these RFP responses and making a recommendation to the City Council. Staff would like to present the Council with a recommendation regarding which consultant with whom to contract at the September 21 city council meeting.



BRAINERD, MN ZONING CODE UPDATE SERVICES

Calfee Zoning

AUGUST 14, 2020



CALFEE ZONING | 255 EAST FIFTH STREET, SUITE 2800 | CINCINNATI, OHIO 45202

PROJECT LEAD CONTACT: SEAN SUDER

SSUDER@CALFEEZONING.COM | 513.693.4883

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2 | Introduction

Calfee Zoning is excited about the opportunity to provide Zoning Update Services to the City of Brainerd.

Imagine Brainerd, the city's visionary 2019 comprehensive plan, places land use as a "central element of the Comprehensive Plan." Infill, adaptive reuse, and walkable development that follow smart growth principles are concepts that we translate into our codes throughout the country. Furthermore, we work in urban, suburban and rural settings, but most frequently in Midwestern communities with populations between 10,000 to 50,000. We understand the unique issues of zoning in communities the size of Brainerd.

When Imagine Brainerd was adopted just last year, we could not have anticipated the significant events of 2020. The COVID-19 pandemic spread to all corners of the globe, impacting communities large and small, followed by a reignited movement for racial equity that touched most corners of the United States and inspired similar movements across the world. Our team has been thinking critically about how planning and zoning is evolving in a post-COVID-19 world, and our firms have made a commitment to prioritize racial and economic equity and justice through our work. Calfee Zoning is pioneering the Equitable Zoning Initiative and has convened a nationally-recognized group of planning professionals for a first-of-its-kind Equitable Zoning Advisory Committee. This commitment to creating assessments and solutions for racial and economic equity and justice is core to our planning and law mission and is focused on helping our client communities build more just and equitable places. Our team has worked on codes throughout the country, utilizing various methodologies like form-based codes, character-based codes, and transportation/land use coordination. Calfee Zoning has developed flexible and adaptable methodologies based on unique context of place called Development Pattern Districting (DPD). We have adaptive to socially distant and COVID-19 adaptive public engagement that is conscious of the digital divide.

The following proposal outlines our team's qualifications, skills, and philosophies, and passions, sets forth our approach to the project, and demonstrates our relevant work experience. Our team members have worked locally, regionally, nationally, and globally on the very issues that Brainerd is looking to get right. We hope you will agree that our team is tailored to and well suited for this impactful project.

We look forward to an opportunity to discuss our proposal with you further.

Sincerely,



Sean S. Suder, Esq., LEED AP
Lead Principal/Founder
Calfee Zoning

***Important Notice**

Although some of our professionals are also attorneys who may be separately engaged to provide legal representation in states where we are licensed to practice law, we are not a law firm and Calfee Zoning does not provide legal representation or services and is not engaged in the practice of law in any jurisdiction. Engaging Calfee Zoning does not form an attorney-client relationship and, as such, the protections of the attorney-client relationship do not apply. If you wish to create an attorney-client relationship, you are encouraged to contact counsel of your choosing.

3 | Qualifications



CALFEE ZONING'S CORE BELIEFS

Zoning Should Respect Existing and Reflect Desired Development Patterns

Zoning Should Regulate Only What Actually Needs to Be Regulated and Focus on Desired Outcomes

Zoning Should Be the Implementation of a Plan, not a Barrier to Achieving the Vision

Zoning Should Promote Equity and the Health of the Environment



Zoning Codes and Ordinance Modernization

Calfee Zoning is a zoning code consulting firm based in the Midwest. Our professionals have all held public positions, and we understand the complexities of administering a zoning code. Public sector experience has also enabled us to effectively facilitate and foster public engagement. Our work has spanned the Eastern United States, and we are passionate about being part of positive change in the communities we serve.



Zoning Diagnostics and Audits

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



Historic Preservation Ordinances and Guidelines

Calfee Zoning has developed a unique method of code development called Development Pattern Districting (DPD) that is outcome-focused, and brings together elements of character-based, form-based, and Euclidean zoning. DPD is flexible and adaptable, and ensures that communities have all the tools at their disposal to realize their vision.



Staff and Board Training

Calfee Zoning professionals are thought leaders, and have presented on zoning, planning, equity, placemaking, and economic development issues at national and regional conferences.

Learn more about us at:
www.calfeezoning.com



Adaptive Reuse Consulting





SEAN SUDER, LEED® AP, PROJECT LEAD

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

- Bachelor of Urban and Environmental Planning (BUEP), University of Virginia School of Architecture, with honors
- Juris Doctor, University of Virginia School of Law

LICENSES AND CERTIFICATIONS

- Leadership in Energy and Environmental Design Accredited Professional (LEED®AP)
- Admitted to practice law in OH, KY, IN, and D.C.

PROFESSIONAL AFFILIATIONS

- Congress for New Urbanism (CNU) (Member)
- American Planning Association (APA) (Member & Amicus Committee)
- National Trust for Historic Preservation (Member)
- Over-the-Rhine Foundation (Trustee & Preservation)
- Urban Land Institute (ULI) (Member/Regional Leader)

Calfee Zoning

Lead Principal and Founder (2016 - Present)
(Prior: Graydon Land Use Strategies, LLC, 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 a guest lecturer in land use law and historic preservation at the University of Cincinnati College of Design, Art, Architecture and Planning. Sean is a frequent speaker on zoning topics at planning and historic preservation conferences across the country, including at the 2017 APA National Conference in New York City and numerous APA state and regional conferences. He is also a frequent contributor to planning and zoning periodicals, blogs and newspapers.



JOCELYN GIBSON

SENIOR CONSULTANT

Calfee Zoning, Senior Consultant and Planner (2018-Present)

Jocelyn brings both private and public sector experience in the areas of urban planning and corporate real estate. Jocelyn is a perfect fit with Calfee Zoning due to her passion for zoning as a way to bring long-range planning visions into reality. Her cross-section of urban planning with real estate experience ensures that she is attentive to the needs of both the community, its people and their quality of life, and also the needs of businesses and institutions.

CBRE Group Senior Client Strategy & Consulting Analyst (2015-2018)

In her role with CBRE, Jocelyn evaluated the real estate portfolios of large corporate clients in an effort to optimize their real estate expenditure across the globe. She helped clients visualize portfolios, expenditure and potential savings in unique and accessible ways. Jocelyn has worked with industrial, commercial and office real estate portfolios. She utilized mapping and analytics tools to evaluate locations, consolidations, and workspace planning. Her clients included several Fortune 500 companies.

City of Cincinnati City Planner (2013-2015)

Jocelyn served as a City Planner with the City of Cincinnati during the final stages of completion of the award-winning Comprehensive Plan, the creation of the City's award-winning Form-Based Code, and the creation of the City's Land Development Code. Jocelyn participated in all of these efforts, in addition to regular recommendations and presentations to the City Planning Commission and City Council. Jocelyn also gave zoning recommendations to the City's Zoning Hearing Examiner.

ABOUT

Jocelyn has always been passionate about zoning as a vehicle for bringing about change in the built environment. As a City Planner in the public sector, she took special interest in Zoning Hearings and the every day development decisions that lead to profound change over time. She has both public and private sector code writing and planning experience, supplemented by private sector real estate experience.

EDUCATION

- Bachelor of Arts in International Affairs, University of Cincinnati
- Master of Community Planning, DAAP, University of Cincinnati

PROFESSIONAL AFFILIATIONS

- Congress for New Urbanism (CNU) (Current Chair & Co-Founder of Midwest Chapter)
- President of the North College Hill Board of Zoning Appeals
- Urban Land Institute (ULI)



DONALD WARNER

SENIOR CONSULTANT

Calfee Zoning, Senior Assistant Project Manager (2017-Present)

Donnie brings his perspective on the intersection between land use and economic development to the Calfee Zoning team. When working with communities to identify barriers to achieving their desired development outcomes, Donnie takes a holistic approach that incorporates his experience helping to foster a burgeoning downtown district through leveraging its historic assets. Understanding and recognizing the common areas within land use regulations that can leave a City vulnerable to contentious and time-consuming challenges, Donnie looks forward to assisting communities with reconstructing their regulations to promote a more seamless development process.

City of Covington, Development Manager/Assistant City Solicitor (2014-2017)

In his role with the City of Covington, Donnie served as lead counsel for the City for the 20 million-dollar Duveneck Square multi-family development from the inducement of City-issued industrial revenue bonds through final review of all bond closing documents, including trust indenture, lease agreement, home office payment agreement, and related documents.

He also served as project lead and general counsel for the City for the 30 million-dollar 501 Main mixed use development, including providing guidance and advisement with regards to all phases of development from the execution of agreements through the issuance of permits.

In his role, Donnie served as general counsel to the Zoning and Planning Specialist and the Historic Preservation Specialist with regards to all land use and planning issues, including interpretation of the Covington Zoning Code, KRS 100, and the Covington Historic Design Guidelines.

ABOUT

Donnie focuses on the interaction between zoning and economic development. He works with clients to reduce barriers to develop clear, consistent, usable and defensible regulations to promote and advocate their placemaking vision. As the former Development Director for Covington, Kentucky, Donnie was instrumental in several key developments that helped increase the vibrancy and maintain the unique character of this historic Kentucky city.

EDUCATION

- Bachelor of Arts in English, DePaul University
- Master of Arts in English, University of Cincinnati
- Juris Doctor, University of Cincinnati College of Law, cum laude

PROFESSIONAL AFFILIATIONS

- Congress for New Urbanism (CNU)
- Urban Land Institute (ULI)



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, we have critically assessed our service offerings and concluded that the formation of the CZ Equity Zoning Advisory Committee (the “EZAC”) and the development of an equity assessment are 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, our equity assessment will benchmark a community’s existing zoning code and land use regulations against best practices and

OUR COMMITMENT TO EQUITY

Calfee Zoning 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.

proven metrics for promoting and measuring equitable development. As a law and planning organization focused on crafting clear, consistent, user-friendly, and defensible zoning regulations, Calfee Zoning is uniquely positioned to assist communities in establishing, implementing, and conducting equity assessments.

Project Experience

“The Westerville Zoning Code has evolved as a hybrid code, with strategic areas as form-based and other areas as traditional zones, albeit updated as “walkable suburban.” Calfee Zoning continues to review drafts, planning commission suggested edits, and has also given us many important public outreach and marketing lessons learned for the completion of our plan this year.

I appreciate Sean’s brains on our team, his willingness to play whatever role is asked of him (planner, attorney, public policy analyst) as well as his sense of humor. I would highly recommend Sean as part of, and lead, any zoning code rewrite team.”

**- Kimberly Sharp, AICP,
Westerville, OH Former Planning
& Development Deputy Director
and Current Senior Director of
Development at Central Ohio
Transit Authority (COTA)**

“Calfee Zoning took what we had in our heads, and transferred those thoughts and plans into a defensible, yet progressive document. Our experience with Calfee is one of pride in our local community, as we grow into one of the most forward thinking, and development friendly municipalities in the state! Our new zoning code will live long after I’m gone, still providing a framework for the built environment of a more prosperous Reynoldsburg.”

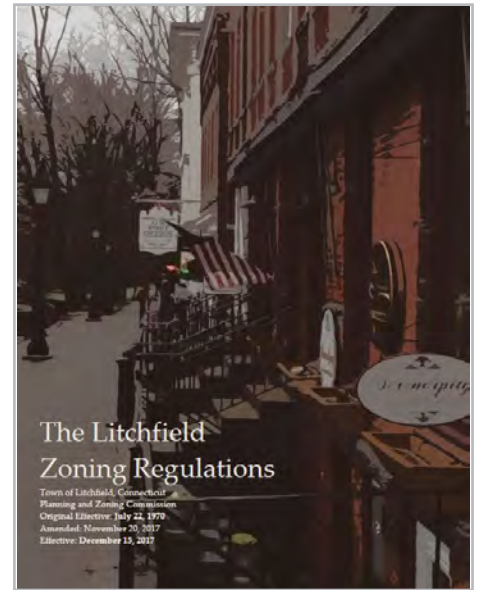
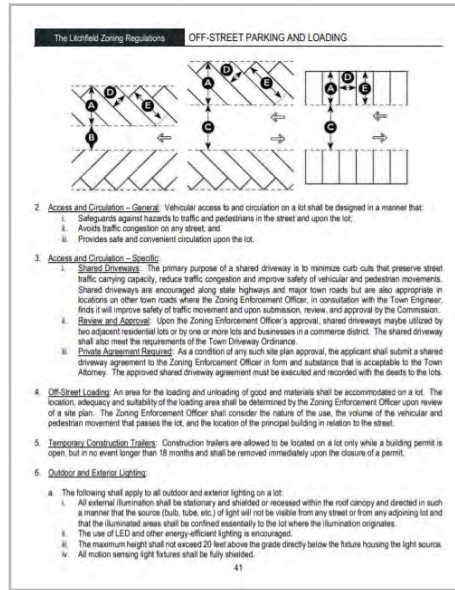
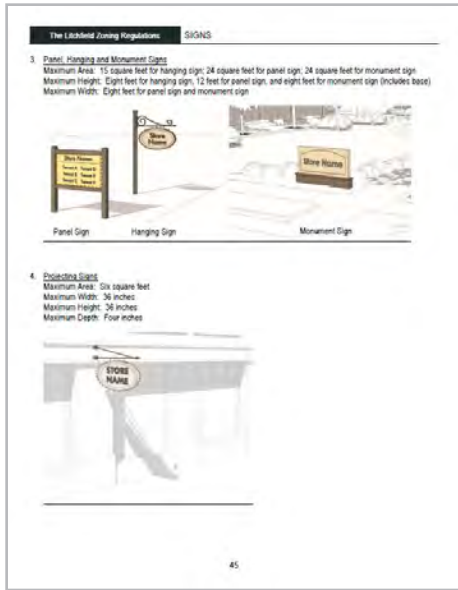
**- Andrew Bowsher, Development
Director, Reynoldsburg, Ohio
7/1/2020**

“I go to a lot of towns and states. I have never seen regulations that have really jumped out at me as clear and well-organized as what Sean has provided to us.”

**- Member, Winchester,
CT Planning and Zoning
Commission, The Register
Citizen, 1/13/16**

LITCHFIELD, CONNECTICUT

ZONING ORDINANCE UPDATE



PROJECT SCOPE

Modernized and updated the Development Ordinance for the Town of Litchfield.

GEOGRAPHY

New York City Metropolitan Area

SKILLS AND TECHNIQUES

- Full Code Diagnostic
- Calibration of all Regulations and Standards
- Commercial District Land Use Analysis
- Development Pattern Districting
- Character-Based Zoning
- Aquifer Analysis and Regulations
- Presentations at all Adoption Meetings

PROJECT OVERVIEW

In 2016, Sean Suder (then lead Principal of Graydon Land Use) was hired by Jacobs Advanced Planning to assist in the modernization of the Litchfield, Connecticut Zoning Code, Subdivision Code, Aquifer Projection Regulations, and all administrative processes.

Sean spent more than a year reviewing the regulations and drafting revisions that focus on parking regulations, new development, and requirements for signs. He advanced new zoning districts, including a "Riverview Commerce District" along Thomaston Road in East Litchfield.

The final result is a code that is clear, simple, and has helped the community execute the vision of their Conservation and Development plan.

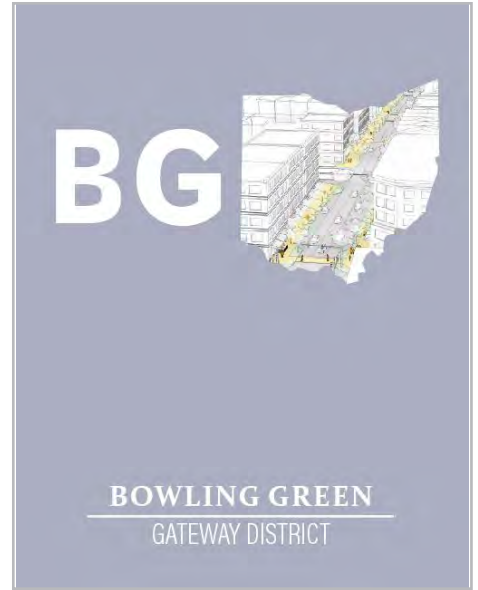
MUNICIPAL PROJECT MANAGER REFERENCE

Dennis Paul Tobin, Land Use Administrator
74 West Street
Litchfield, CT 06759
(860) 567-7565
dtobin@townoflitchfield.org



BOWLING GREEN, OHIO

GATEWAY DISTRICT



PROJECT SCOPE

A new Development Pattern District and accompanying standards for a well-traveled Gateway between Downtown and the University in the City of Bowling Green, Ohio.

GEOGRAPHY

Toledo Metropolitan Area

SKILLS AND TECHNIQUES

- Land Use Assessment
- Calibration of Development Standards and Regulations
- Form-Based Standards
- Mixed-Use Standards
- Design Standards
- Pedestrian-Oriented Signage
- Document and Graphic Design
- Illustratory Diagrams and Graphics for Standards

PROJECT OVERVIEW

The team of Calfee Zoning and OHM Advisors was selected to create building, use, design and signage standards for the Gateway District in Bowling Green. This district is located in between the charming, walkable, and historic Downtown and Bowling Green State University. The corridor is currently comprised of disconnected commercial uses and the goal is to connect these two walkable places and make the new district human-scaled and pedestrian-oriented while creating an attractive gateway for the City and the University.

Calfee Zoning created a highly visual and streamlined document, consistent with City branding.

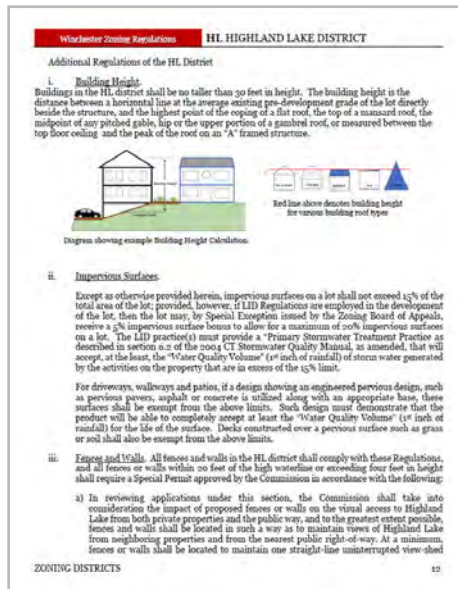
Calfee Zoning was subsequently retained to complete a full re-write

of the Zoning Code, which will be kicked-off in the summer of 2020.

MUNICIPAL PROJECT MANAGER REFERENCE

Heather Saylor, Planning Director
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(2nd Floor)
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hsaylor@bgohio.org

WINCHESTER/WINSTED, CONNECTICUT ZONING ORDINANCE UPDATE



PROJECT SCOPE

Modernized, streamlined, and updated the Town's Zoning Ordinance.

GEOGRAPHY

New York City Metropolitan Area

SKILLS AND TECHNIQUES

- Full Code Diagnostic
- Calibration of all Regulations and Standards
- Flood Plain and Lakeside Land Use Analysis
- Low Impact Development Regulations
- Development Pattern Districting
- Character-Based Zoning

PROJECT OVERVIEW

In 2016, Calfee Zoning was hired to write modern zoning regulations for Winchester/Winsted, Connecticut.

The aim of rewriting the standards was to simplify the regulations, and provide for future development and population growth, according to a vision for each district. Developers and property owners were experiencing practical difficulties moving their projects through the administrative process. The new code created eight zoning districts in town — down from 24 in the previous regulations, and provided additional flexibility that was congruent with the community's vision for the built environment.

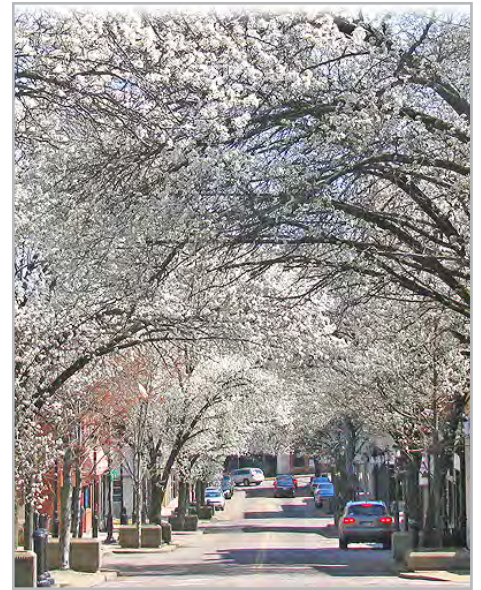
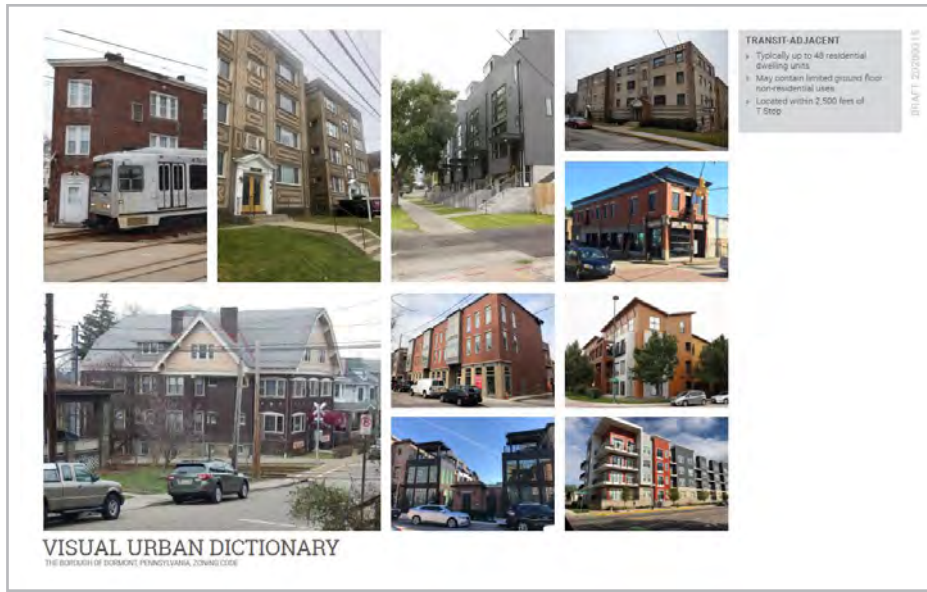
This is a character-based code, and the community was engaged in visioning exercises, as well as focus group exercises that allowed residents to give specific feedback related to their vision for the built environment.

MUNICIPAL PROJECT MANAGER REFERENCE

Pamela Colombie
Land Use Planner
338 Main St, Winsted, CT 06098
(860) 738-6593
pcolombie@townofwinchester.org

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

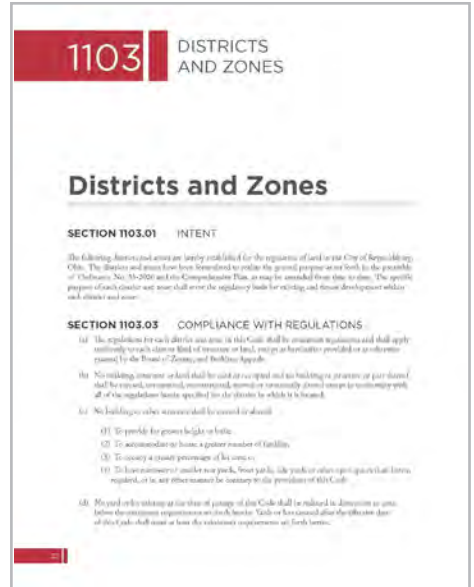
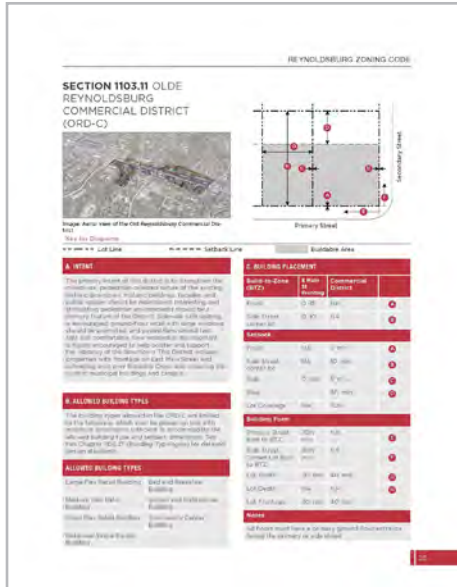
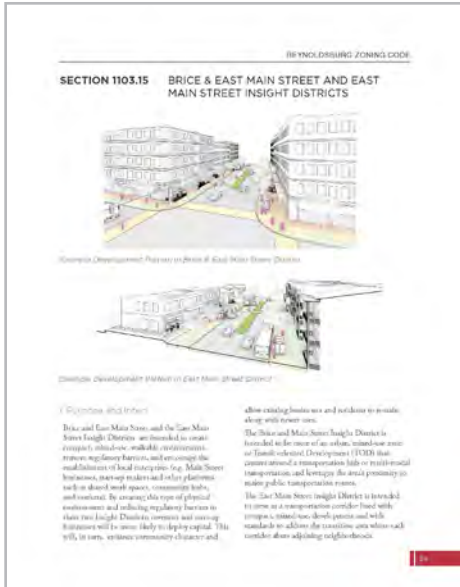
The Borough of Dormont, Pennsylvania, has engaged the team of Calfee Zoning and YARD & Company to help modernize its zoning ordinance. As one of Pittsburgh's several transit-oriented inner ring suburbs, Dormont seeks to build on the momentum created by recent regional transit-oriented development planning efforts. The team will craft a zoning ordinance 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

REYNOLDSBURG, OHIO

ZONING ORDINANCE UPDATE



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
- Character-Based Zoning
- Recommendations and Considerations for Suburban Retrofit
- Presentations at all Adoption Meetings

PROJECT OVERVIEW

In 2018, Reynoldsburg, Ohio retained Calfee Zoning 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, Calfee Zoning 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.

The final code was adopted in Spring of 2020.

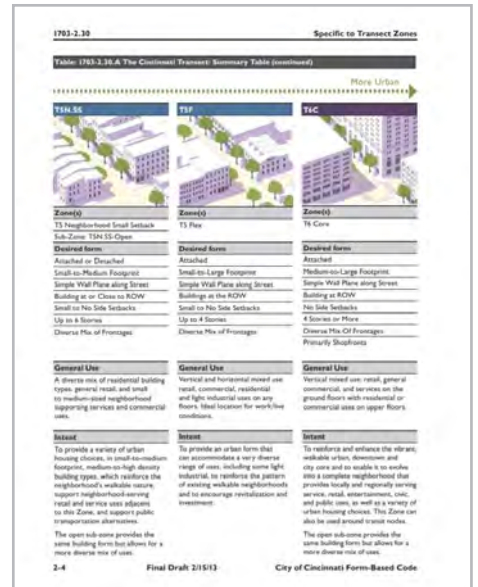
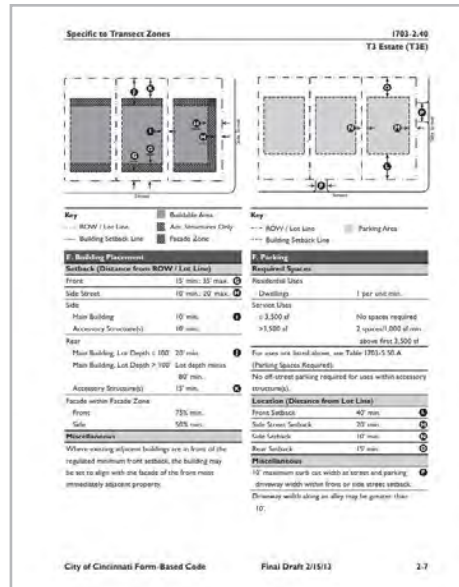
MUNICIPAL PROJECT MANAGER
REFERENCE

Andrew Bowsher, Development
Director
7232 East Main Street
Reynoldsburg, OH 43068
(614) 322-6831
ABowsher@ci.reynoldsburg.oh.us



CINCINNATI, OHIO

FORM-BASED CODE



PROJECT SCOPE

Two of our team members, while working for the City of Cincinnati, were part of the team that developed the Cincinnati Form-Based Code (Sean Suder - Chief Land Use Counsel/Project Management; Jocelyn Gibson - City Planner)

GEOGRAPHY

Cincinnati, Ohio

SKILLS AND TECHNIQUES

- Establishment of Transects around Neighborhood Centers
- Neighborhood Charrettes
- Capturing of Development Typologies Present in the City
- Land Use Legal Review
- Project Quality Control

PROJECT OVERVIEW

In 2012, the City of Cincinnati completed an award-winning Comprehensive Plan update called Plan Cincinnati. It was the first update to the Comprehensive Plan since 1980. The primary theme behind Plan Cincinnati is "Thriving Re-Urbanization." As this process evolved it became apparent that a conventional land-use based zoning approach would not enable the City to achieve this objective and focus on reinforcing the extensive framework of walkable urban neighborhoods that exist in Cincinnati.

The form-based code facilitates the desired urban form consistent with Cincinnati's traditional neighborhood fabric,

MUNICIPAL PROJECT MANAGER REFERENCE

Katherine Keough-Jurs
Planning Director
Two Centennial Plaza
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Seventh Floor
Cincinnati, Ohio 45202
(513) 352-4859
katherine.keough-jurs@cincinnati-oh.gov

KENT COUNTY, MARYLAND

LAND USE ORDINANCE

	Goal #1: Preserve Agriculture	Goal #2: Locate and Expand Employment	Goal #3: Create Housing Opportunities	Goal #4: Ensure Future Growth Complements	Comments
Statement of Intent					This purpose statement has a neutral impact on the Land Use Goals.
Permitted Principal Uses and Structures					The permitted principal uses fail to reflect a mix of modern uses that are consistent with best practices. There is no opportunity for a mixed-use building. Uses such as artisan shops should be promoted to permitted uses rather than special exceptions.
Special Exceptions					Cottage industries and artisan shops should be permitted uses and will build interest in the district as well as a critical mass of employees.
Accessory Uses and Structures					The inclusion of apartments as an accessory use promotes Land Use Goal #3. Consider including offices as an accessory to a permitted use.
Density, Area, Height, Width and Yard Requirements					The flexibility of minimum lot sizes in the district allows for a range of new development opportunities, which promotes Land Use Goal #2 and also promotes unique character consistent with Land Use Goal #4.
Crossroads Commercial General Standards					Several of the general standards could apply to several districts and should be moved to a separate generally applicable chapter rather than being stated specifically under these regulations.
Crossroads Commercial Environmental Standards					Consider incorporating these standards within a generally applicable environmental standards chapter.
Crossroads Commercial Design Standards					These provisions have a neutral impact on the Land Use Goals.



PROJECT SCOPE

An update of the Kent County Land Use Ordinance which includes new Development Pattern Districts and accompanying standards for environmentally sensitive shoreline. The process is in the Calibration phase.

GEOGRAPHY

Maryland's Eastern Shore

SKILLS AND TECHNIQUES

- Land Use Assessment
- Calibration of Development Standards and Regulations
- Environmentally-Oriented Zoning
- Mixed-Use Standards
- Design Standards
- Agricultural Land Planning and Maintenance

PROJECT OVERVIEW

The Land Use Ordinance update will include current best practices and the latest tools that are appropriate for application in the context of unincorporated Kent County, Maryland. Kent County has a significant amount of sensitive shoreline and agricultural land, which will require careful zoning calibration, and also an assessment of consistent with State of Maryland environment and land use law.

Calfee Zoning is calibrating the zoning within population centers to be walkable with mixed-use centers of activity that reflect the unique and historic context of Kent County. The standards will be a mixture of form-based and character-based.

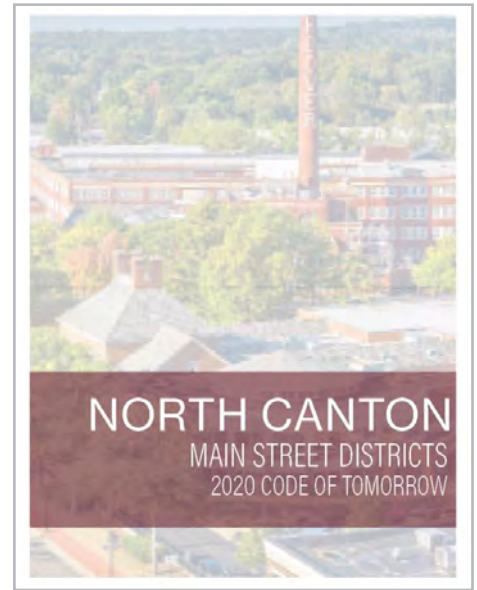
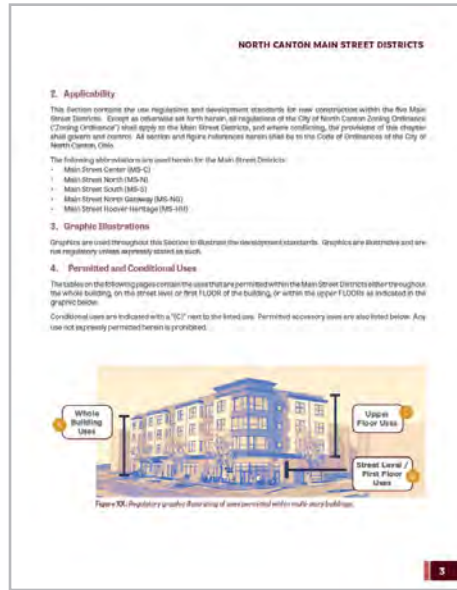
MUNICIPAL PROJECT MANAGER REFERENCE

William Mackey, Director of Planning, Housing, and Zoning
400 High Street
Chestertown, MD 21620
(410) 778-7473
wmackey@kentgov.org



NORTH CANTON, OHIO

MAIN STREET DISTRICT



PROJECT SCOPE

Created five unique character areas which include use, design and development standards within the North Canton Main Street District.

GEOGRAPHY

Akron Metropolitan Area

SKILLS AND TECHNIQUES

- Commercial District Land Use Analysis
- Design Standards
- Calibration of all Regulations and Standards
- Character-Based Zoning
- Calibration of Pedestrian-Oriented Signage
- Assessment of Development Scenarios for the old Hoover Site

PROJECT OVERVIEW

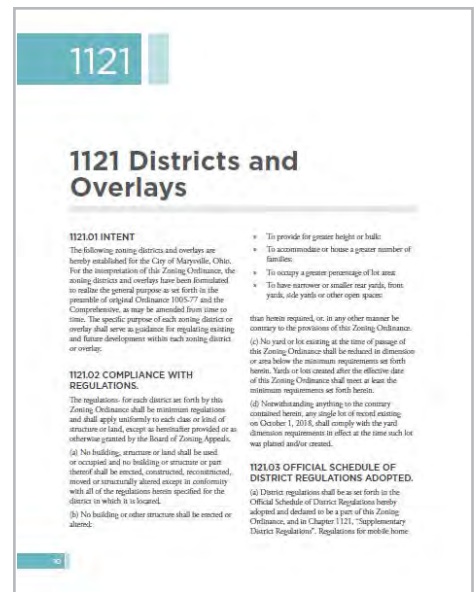
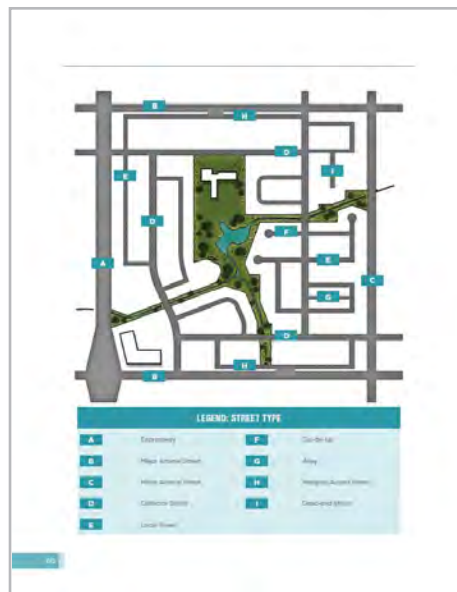
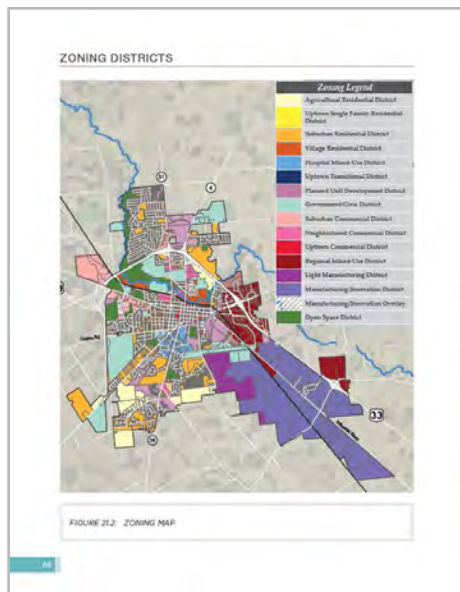
North Canton's Main Street is the city's central commercial corridor and is comprised of five primary districts: (i) Main Street Center; (ii) Main Street North; (iii) Main Street South; (iv) Main Street North Gateway; and (v) Main Street Hoover Heritage. These districts are established to promote the development of a higher intensity urban development pattern and attract increased investment in key commercial corridors and nodes. The Main Street Districts are intended to respect existing surrounding development patterns while promoting desired development patterns within the districts.

MUNICIPAL PROJECT MANAGER REFERENCE

Patrick DeOrio, Director of Administration
145 North Main Street
North Canton, OH 44720
(330) 499-8223
pdeorio@northcantonohio.gov

MARYSVILLE, OHIO

ZONING CODE MODERNIZATION



PROJECT SCOPE

A modern, streamlined, and updated zoning ordinance.

GEOGRAPHY

Columbus Metropolitan Area

SKILLS AND TECHNIQUES

- Full Code Diagnostic
- Calibration of all Regulations and Standards
- Development Pattern Districting
- Form-Based Coding
- Character-Based Zoning
- Collaborative Public Engagement
- Comprehensive Strategy to deal with Non-Conformities
- Presentations at all Adoption Meetings

PROJECT OVERVIEW

The team of Calfee Zoning and OHM Advisors was selected to update the City of Marysville, Ohio's Zoning Ordinance to implement the 2018 Comprehensive Plan.

Calfee Zoning created custom districts that promote and reflect the City's desired development patterns and reduce unnecessary or burdensome regulations. The uses and development regulations have been carefully crafted and revised to ensure that the goals of the Comprehensive Plans are met, while still respecting the existing urban fabric.

Due to the proximity of the Plan update and the Code development, joint public engagement sessions for visioning took place, with additional sessions to allow the public to walk through how the

new regulations affect their built environment.

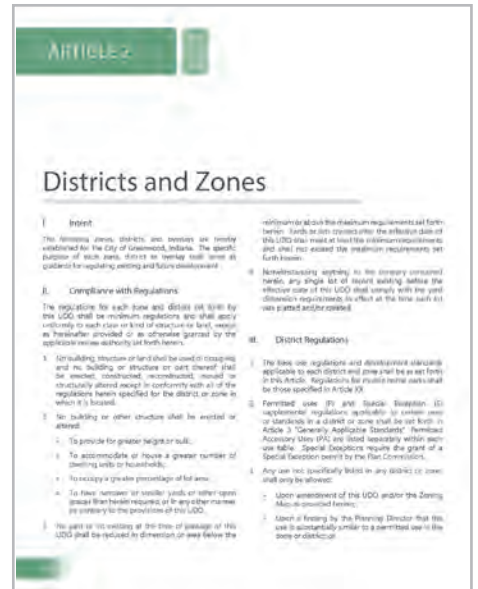
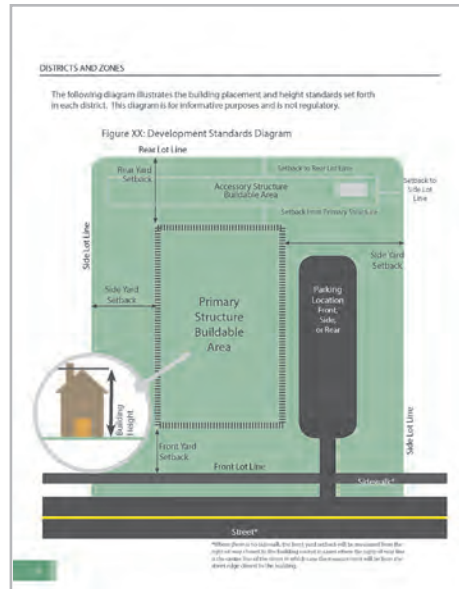
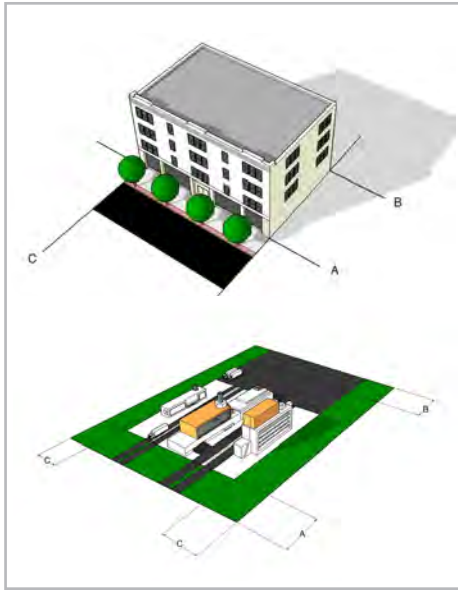
The final product is an intuitive and user-friendly set of character-based land use regulations that promote the City's development vision.

MUNICIPAL PROJECT MANAGER REFERENCE

Ron Todd, Zoning Administrator
209 South Main Street
Marysville, Ohio 43040
(937) 645-7359 (office)
rtodd@marysvilleohio.org

GREENWOOD, INDIANA

ZONING ORDINANCE UPDATE



PROJECT SCOPE

A modern, streamlined, and updated Unified Development Ordinance.

GEOGRAPHY

Indianapolis Metropolitan Area

SKILLS AND TECHNIQUES

- Full Code Diagnostic
- Calibration of Development Standards and Regulations
- Form-Based Standards
- Mixed-Use Standards
- Design Standards
- Development Pattern Districting
- Floodplain Standards
- Pedestrian-Oriented Signage
- Document and Graphic Design
- Illustratory Diagrams and Graphics for Standards

PROJECT OVERVIEW

Greenwood, Indiana selected Calfee Zoning to re-write their zoning code in 2018. The re-write process is now at the codification stage and an administrative draft was delivered for staff review, after delivering a Diagnostic Report, draft districts, and a full Calibration Table to the client.

Greenwood would like to maintain and expand the traditional development patterns found in their Old Towne District, and Calfee Zoning is proposing a mix of form-based and character-based zoning solutions to maintain the massing, building placement, and architectural integrity of the District.

Greenwood has also been a destination for companies drawn to the Indianapolis area and the growth seen across the region.

Calfee Zoning is working with Greenwood to develop districts focused on innovation and employment, as well as sustainable development patterns.

MUNICIPAL PROJECT MANAGER REFERENCE

Dale Davis, Planning Director
300 S. Madison Avenue
Greenwood, IN 46142
(317) 881-8698
davidsd@greenwood.in.gov



WESTERVILLE, OHIO

ZONING CODE RE-WRITE AND SIGN ORDINANCE



PROJECT SCOPE

A modern, streamline, and updated zoning code.

GEOGRAPHY

Columbus Metropolitan Area

SKILLS AND TECHNIQUES

- Consistency Review for Code Language
- Consistency Review to Maintain Compliance with Ohio Revised Code
- Development Pattern Districting
- Form-Based Coding
- Character-Based Zoning

PROJECT OVERVIEW

Calfee's Sean Suder has been engaged to provide special legal counsel to the project, being led by Lisa Wise Consulting (LWC). Calfee Zoning has undertaken a diagnostic of the existing Code and is leading the final stages of codification at the request of the City.

Westerville is hoping to implement a code that will both reflect the community's goals for growth, as well as streamline the approvals process.

Stakeholder meetings were held with developers and the business community, the Chamber of Commerce, Westerville Schools, Otterbein University, and community groups to ensure that the Code reflects all members of the Community. Instead of

asking for stakeholder commentary upon completion of the Code, local practitioners and experts in zoning, land use, environmental conservation, urban design, historic preservation, transportation, lighting, parks, recreation, and economic development were invited to give granular feedback.

MUNICIPAL PROJECT MANAGER REFERENCE

Thomas Schmitt, Law Director
Metz, Bailey & McLoughlin
(614) 423-4619
tschmitt@metzbailey.com



4 | Scope of Services

- “ 1. Support mixed-use development that is focused on integration instead of the separation of land uses.
2. Through thoughtful planning, maintain the unique identity of the city and all the appropriate land uses that support it
3. Support and invest in the incremental enhancements of quality of life. ”

-Imagine Brainerd, pg. vi

As stated in the introduction, our team has worked in many municipalities that are a similar in size to Brainerd, with substantial areas designated as rural agriculture and rural residential. We understand the desire to focus growth in walkable urban centers, preserve rural areas at the periphery while maintaining and improving residential areas.

We believe that our zoning methodology will be ideal for Brainerd. Development Pattern Districting (DPD) mixes elements of form-based, character-based and Euclidean zoning, as appropriate, is flexible and adaptable, and much more responsive to context, character and sense of place than other zoning approaches. This means that the City will have all the tools to ensure that the zoning method is specifically tailored to the City's mix of rural and small-town character. While our team will work with the City on an approach that works best for Brainerd, we seek to be innovative, flexible, and highly responsive to context. Further to this, our firm has experience drafting historic preservation ordinances.

With regards to public consultation, we have adapted our methods of engagement to the COVID-19 era. We will develop an engagement strategy that explores the most effective methods of engagement. We frequently work with a steering committee and will seek input from City Council, Planning Commission, Economic Development Authority, and Housing & Redevelopment Authority at regular intervals.

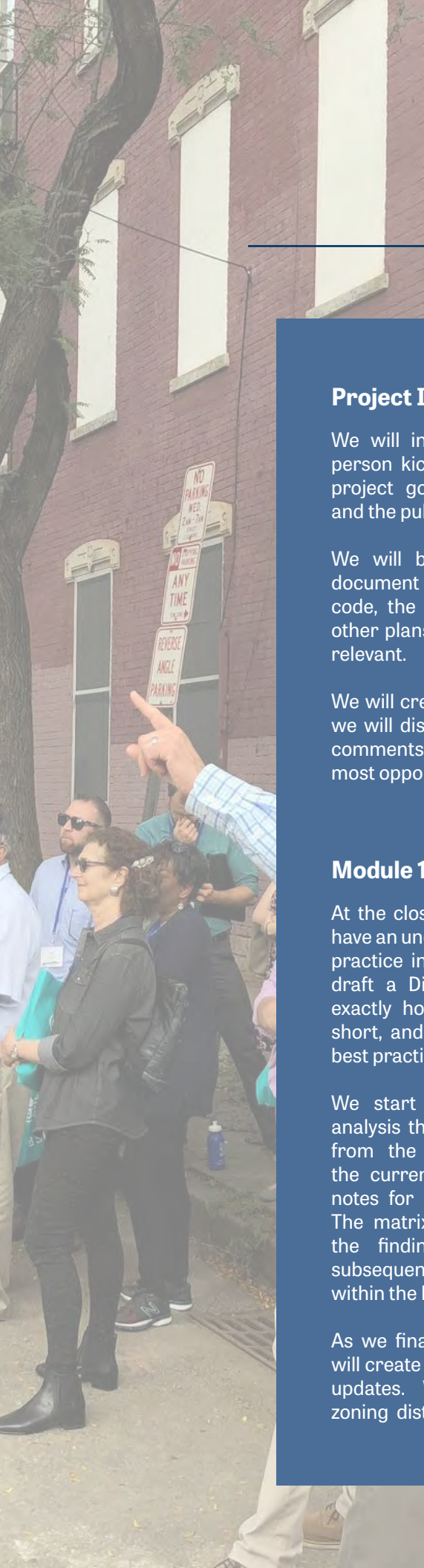
Calfee Zoning has developed a three module approach for code delivery that is intuitive, where each step builds on the next.

On the following pages, we have outlined our process for the zoning code update.

Form-Based Code Experience

Calfee Zoning integrates form-based elements into many of our zoning codes. Two of our staff members worked on the award-winning Cincinnati form-based code, and lead Principal Sean Suder is a Technical Advisor to the Form-Based Code Institute. Our firm is unique in that our form-based code experience is within communities similar in size and land use composition to Brainerd.

Please see our project sheets for further information about the integration of form-based elements into our projects.



Scope of Work: Diagnose

Project Initiation and Orientation

We will initiate the project with an in-person kick-off meeting. We will review project goals, timeline, work approach, and the public engagement strategy.

We will begin with a robust planning document review, including the existing code, the Comprehensive Plan, and any other plans, forms or documents deemed relevant.

We will create a supplementary form that we will distribute to staff which compiles comments about where they feel there is most opportunity for change or revision.

better meet City objectives, and how they are not serving the City's vision. At the close of this task, we will provide the City with the deliverables listed below.

Deliverables:

- Diagnostic Report accompanied by the line-by-line scoring matrix
- A draft list of zoning districts (some may not change)
- A draft table of contents which will display how we intend to re-organize the code
- A mock-up of the document design style we intend to use

Meetings:

Kick-off Meeting, Solidification of Engagement Strategy

Module 1: Diagnose

At the close of the previous task, we will have an understanding of current planning practice in the City and we will begin to draft a Diagnostic Report that outlines exactly how the current code is falling short, and how the code compares with best practices in zoning and planning.

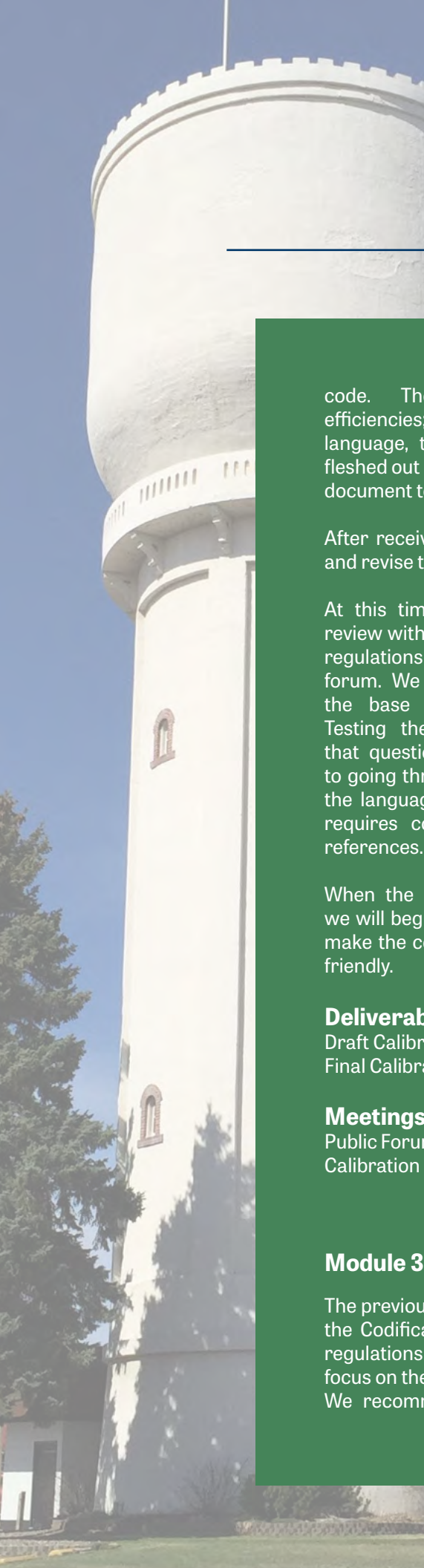
We start with a thorough line-by-line analysis that scores goals and objectives from the Comprehensive Plan against the current code and provides detailed notes for every section within a matrix. The matrix scores the entire code, and the findings from this exercise are subsequently distilled and summarized within the Diagnostic Report.

As we finalize the Diagnostic Report, we will create a prioritized list of changes and updates. We will begin to uncover how zoning districts could be re-organized to

Module 2: Calibration

In the previous tasks, we will have developed new districts, and created a prioritized list of updates for the ordinance. We will lay out base regulations for the various sections of the code, like districts and generally applicable regulations within a table format which we call the "Calibration" of base regulations. At the same time, we will create an "administrative inventory" whereby we assess the kinds of approvals needed and in which scenarios. We will communicate with staff to understand where they feel there are administrative bottlenecks or inefficiencies.

We will begin to calibrate all of these regulations. The Calibration Table lays out all of the standards and base regulations for each zoning district and the rest of the

A tall, white, cylindrical water tower with a crenellated top, set against a clear blue sky. The tower has small arched windows and is partially obscured by a green rectangular overlay on the right side of the page.

Scope of Work: Calibrate & Codify

code. The Calibration module creates efficiencies; when we begin to draft new language, the base regulations will be fleshed out and the team can focus on the document text and graphics.

After receiving feedback, we will review and revise the calibration table.

At this time, we can hold an internal review with staff, or we can test the base regulations with residents as a public forum. We generally recommend testing the base regulations with residents. Testing the base regulations ensures that questions can be addressed prior to going through the process of drafting the language of the zoning code, which requires consistency in language and references.

When the calibration table is finalized, we will begin to create graphics that will make the code more readable and user-friendly.

Deliverables:

Draft Calibration Table
Final Calibration Table

Meetings:

Public Forum to review Base Regulations / Calibration Table

Module 3: Codification

The previous modules efficiently flow into the Codification Module. With the base regulations fleshed out, the team can focus on the language of the ordinance. We recommend that as we undertake

the drafting process, that we deliver the new ordinance language in sections. We can work with you to prioritize section delivery. We have found efficiencies in providing clients a chance to review completed chapters or sections while the team moves forward with document drafting. This also saves our clients from reviewing a document that is possibly several hundred pages at one time.

When all sections have been drafted and reviewed by staff, we will have the first draft ready for the public forum. We will have draft graphics completed at this time.

We will work with staff to coordinate the public forum to review the document. We will create an inventory of feedback received during the forum and integrate it into the document. The draft code should also be available online along with a means for submitting comments electronically.

A public review draft will garner additional comments, after which we will produce a final code draft of the code.

Deliverables:

Draft Zoning Code
Public Review Draft of Zoning Code
Final Zoning Code

Meetings:

Public Forum to Review Draft Ordinance Language
Presentation of Draft Report
Presentation of Final Report (after all revisions from draft are made)

5 | Basis of Compensation

TIMELINE	PROJECT TASK	COST ESTIMATE
MONTHS 0 - 1	PROJECT INITIATION AND ORIENTATION	\$20,200
MONTHS 1-3	MODULE 1: DIAGNOSE	\$36,900
MONTHS 4-7	MODULE 2: CALIBRATE	\$48,420
MONTHS 7-12	MODULE 2: CODIFY	\$59,680
COST PROPOSAL (VALID THROUGH 12/31/2020)		\$165,200

The final terms agreed upon between the parties will be memorialized in a written agreement executed prior to the commencement of the project. All consultant expenses, including, but not limited to, travel expenses and document preparation and printing, are included in the agreed upon guaranteed maximum price.

Staff Rates	Min.	Max	Daily (Can vary w/ prep required/travel time)
Principal/Director	\$300	\$450	\$2,700 - \$7,000
Senior Staff/Project Manager	\$225	\$350	\$2,025 - \$5,000
Project Staff	\$125	\$250	\$1,200 - \$3,500
Admin	\$80	\$80	\$750

6 | References & Conflict

Our firm does not have any conflicts that would interfere with the award of this project to our team.

Please find our public sector clients on the following pages.

Calfee Zoning Client References

Municipality	Project/ Service	Dates of Service	Project Contact
Marysville, OH	Zoning Code Modernization	2018 to Present	Ron Todd, Zoning Administrator 209 South Main Street Marysville, Ohio 43040 (937) 645-7359 (office) rtodd@marysvilleohio.org
Greenwood, IN	Creation of Consolidated Development Ordinance	2018 to Present	Dale Davis, Planning Director 300 S. Madison Avenue Greenwood, IN 46142 (317) 881-8698 davisd@greenwood.in.gov
Reynoldsburg, OH	Zoning Code Diagnostic and Zoning Code Re-write	2018 to Present	Andrew Bowsheer Development Director 7232 E. Main Street Reynoldsburg, Ohio 43068 (614) 322-6831 abowsheer@ci.reynoldsburg.oh.us
Tallmadge, OH	Zoning Code Modernization	2019 to Present	Rita Weinberg, Planning Director / Economic Developer 46 North Avenue Tallmadge, Ohio 44278 (330) 633-5127 RWeinberg@tallmadge-ohio.org
Gahanna, OH	Zoning Code Modernization Project	2018-2019	Anthony Jones, Director, Planning & Development 200 S Hamilton Rd Gahanna, OH 43230 (614) 342-4015 Anthony.Jones@gahanna.gov
Westerville, OH	Zoning and Plan Consistency Analysis Zoning Code Modernization / Form-Based Code, and Sign Code	2016-2018 and current (sign code)	Thomas Schmitt, Law Director Metz Bailey (614) 423-4619 tschmitt@metzbailey.com
Sycamore township, OH (subconsultant)	Zoning and Plan Consistency Analysis	2016-2018	Greg Bickford, AICP township Administrator (513) 791-8447 Gbickford@sycamoretownship.org

Calfee Zoning Client References

Municipality	Project/ Service	Dates of Service	Project Contact
Vandalia, OH	Administration and Procedures	2017-2018	Amber Holloway City Planner (937) 415-2301 Aholloway@vandaliaohio.org
Avondale Estates, GA	Zoning Code Plan Consistency Analysis Zoning Code Modernization Strategy	2017	Keri Stevens City Planner & Development Officer 21 North Avondale Plaza, Avondale Estates, Ga. 30002 (404) 294-5400 kstevens@avondaleestates.org
Wooster, OH	Zoning Code Modernization	2017	Andrew Dutton, AICP Planning & Zoning Manager (330) 263-5238 adutton@woosteroh.com
Fairborn, OH (subconsultant)	Zoning and Plan Consistency Analysis; Zoning Code Modernization; Property Maintenance Code Revisions	2016-2017	Michael Gebhart Community Development Director 44 W. Hebble Avenue Fairborn, OH 45324((937) 754-3056
Litchfield, CT	Zoning Code Modernization	2016-2017	Dennis Paul Tobin, Land Use Administrator Town of Litchfield 74 West Street, Litchfield, CT 06759 (860) 567-7565 dtobin@Townoflitchfield.org
Winchester / Winsted, CT	Drafting of Modern Zoning Regulations	2016-2017	Pamela Colombie Land Use Planner 338 Main St, Winsted, CT 06098 (860) 738-6593 pcolombie@townofwinchester.org
Covington, KY	Zoning Diagnostic Report	2016	Alex Koenig Zoning & Development Specialist City of Covington, KY (859) 292-2135 akoenig@covingtonky.gov

7 | Disclosures & Assurances

Sean Suder, the signatory making representations in the proposal on behalf of the consultant, has the authority to do so.

Please find a copy of our insurance policy on the following page.



CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)
11/06/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Aon Risk Services Northeast, Inc. Cleveland OH Office 1660 West Second Street Skylight Office Tower Suite 650 Cleveland OH 44113 USA	CONTACT NAME:	
	PHONE (A/C. No. Ext): (216) 621-8100	FAX (A/C. No.): (216) 623-4195
INSURED Calfee, Halter & Griswold LLP The Calfee Building 1405 East Sixth Street Cleveland OH 44114-1607 USA	E-MAIL ADDRESS:	
	INSURER(S) AFFORDING COVERAGE	
	NAIC #	
	INSURER A: National Fire Ins. Co. of Hartford	20478
	INSURER B: Valley Forge Insurance Co	20508
	INSURER C: The Continental Insurance Company	35289
INSURER D:		
INSURER E:		
INSURER F:		

Holder Identifier :

COVERAGES **CERTIFICATE NUMBER: 570079153745** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. **Limits shown are as requested**

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
B	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:			6016013189 Commercial Package	10/27/2019	10/27/2020	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COM/OP AGG \$1,000,000
A	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☐ HIRED AUTOS ONLY ☒ Hired and ☐ SCHEDULED AUTOS ☐ NON-OWNED AUTOS ONLY ☒ Non owned			6016013211 Auto Policy	10/27/2019	10/27/2020	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
	☐ UMBRELLA LIAB ☐ EXCESS LIAB ☐ DED ☐ RETENTION ☐ OCCUR ☐ CLAIMS-MADE						EACH OCCURRENCE AGGREGATE
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	6049717048 Workers Compensation - RW	10/27/2019	10/27/2020	☒ PER STATUTE ☐ OTHER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE-EA EMPLOYEE \$1,000,000 E.L. DISEASE-POLICY LIMIT \$1,000,000

Certificate No : 570079153745

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

Evidence of Insurance
Stop Gap Liability for \$1,000,000**CERTIFICATE HOLDER****CANCELLATION**

Calfee, Halter & Griswold LLP The Calfee Building 1405 East Sixth Street Cleveland, OH 44114-1607 USA	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE <i>Aon Risk Services Northeast, Inc.</i>

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IN SERVICE TO YOUR **COMMUNITY.**

Cincinnati | 255 E. Fifth Street, 28th Floor | Cincinnati, Ohio 45202 | 513.693.4883

Sean S. Suder | Lead Principal | ssuder@calfeezoning.com

PROPOSAL TO PROVIDE
**Zoning Code
Update**



PREPARED FOR:
CITY OF BRAINERD

DUE BY:
AUGUST 14, 2020

CONTACT INFORMATION:
MSA PROFESSIONAL SERVICES, INC
60 PLATO BOULEVARD E., SUITE 140, ST. PAUL, MN 55107-1835
CHRISTOPHER JANSON, AICP
(612) 548-3132 | cjanson@msa-ps.com



August 14, 2020

David Chanski
City of Brainerd
501 Laurel St.
Brainerd, MN 56401

Re: Proposal for Zoning Code Update

Dear David,

As the City of Brainerd continues to grow and thrive, you recognize the need to update the City's zoning ordinance. The success of MSA's Planning + Design Studio and Marvin Planning Consultants in completing similar projects shows that we will effectively manage our resources, formulate innovative yet practical solutions, and maintain consistent communication throughout the project.

We understand that the City's updates to its zoning ordinance presents unique challenges, and we will collaborate with necessary stakeholders to ensure that the resulting ordinance updates suit your neighborhoods' needs. Our team will lead the development of an update of your zoning ordinance, with the goal of facilitating a planning process that:

- Provides updates to the City's existing zoning regulations and zoning map to reflect development goals and objectives set with the 2035 Comprehensive Plan - Imagine Brainerd.
- Updates the City's development regulations while considering Brainerd's unique neighborhoods and districts and their needs, as well as the community's development goals.
- Updates the zoning ordinance while enhancing the character of the community and addressing the Comprehensive Plan's goals.

The City of Brainerd will benefit from our team's experience to deliver a planning process and zoning ordinances that is relatable, useful and utilize graphics to portray important development and zoning concepts. As multidisciplinary municipal consultants, we constantly work with boards, supervisors, officials, councils, commissions, planners, engineers, administrators, public works directors, staff and residents to share and present information clearly, as well as provide purposeful planning products that meet future needs. Our team is committed to making this project a success. Please contact me directly with any questions by phone at (612) 548-3132 or by email at cjanson@msa-ps.com. I look forward to continuing this conversation with you.

Sincerely,
MSA Professional Services, Inc.

Christopher Janson, AICP
Project Manager

Prices and terms of the proposal as stated are valid until December 31, 2020, and for the length of any resulting contract.

MSA PROFESSIONAL SERVICES, INC.

60 PLATO BOULEVARD E., SUITE 140, ST. PAUL, MN 55107-1835

Contact: Christopher Janson, AICP

Phone: (612) 548-3132

Email: cjanson@msa-ps.com

Website: www.msa-ps.com

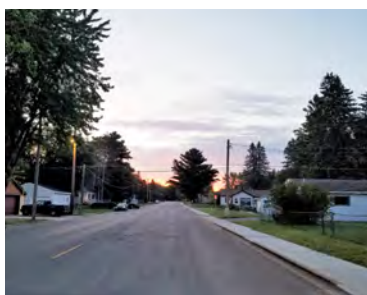
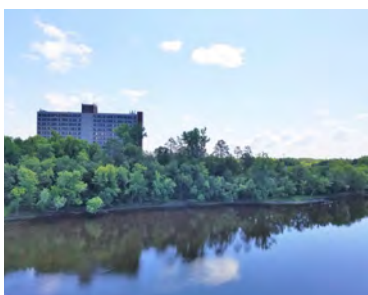
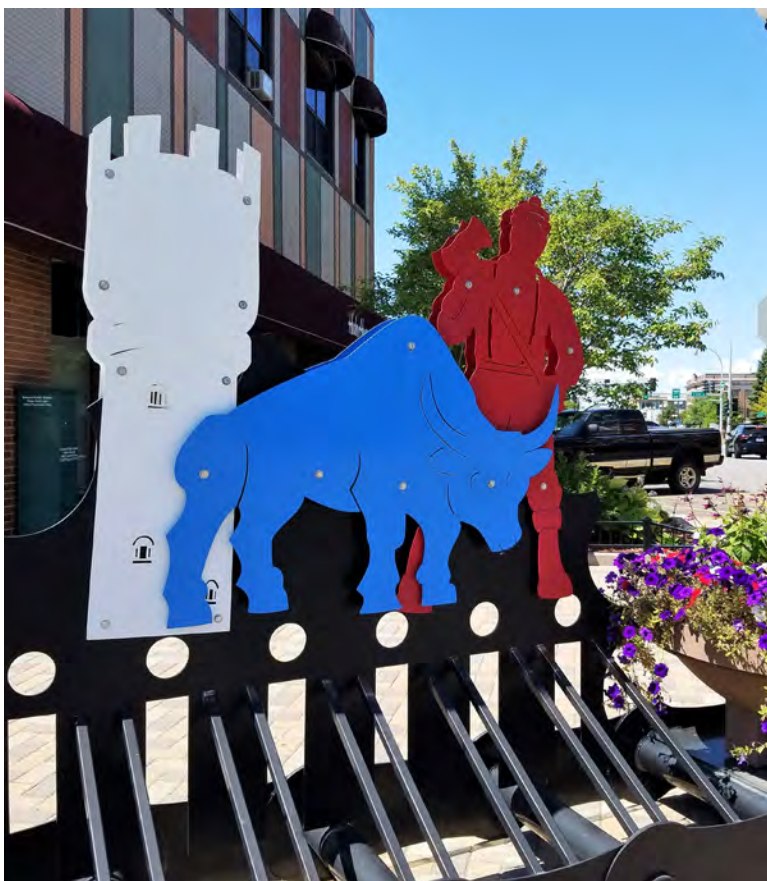


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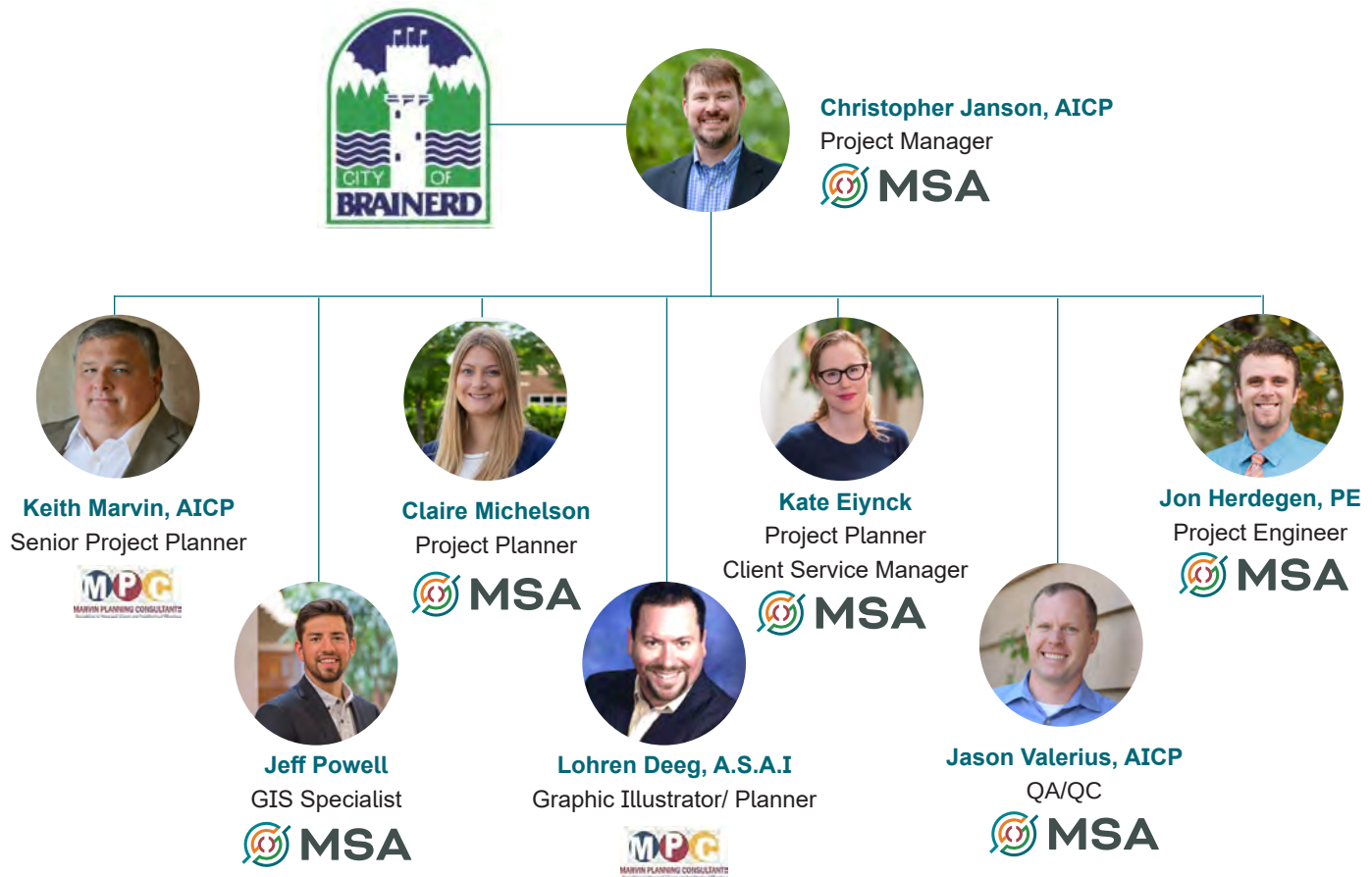
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ORGANIZATIONAL CHART



TEAM SUMMARY

Christopher Janson, AICP | Project Manager

Chris will serve as the project manager on this project. Chris will supervise and contribute to all aspects of the process, plan creation and delivery.

Keith Marvin, AICP | Senior Project Planner

Keith will lead the creation of the updated/new development regulations and coordinate the collective work of the planners.

Claire Michelson | Project Planner

Claire will serve as a project planner for the City of Brainerd's Development and Zoning Code Update and will be heavily involved in all aspects of the process and delivery, as well as providing assistance on code implementation after delivery.

Lohren Deeg, A.S.A.I | Graphic Illustrator | Planner

Lohren will assist with graphic development for the new zoning code.

Kate Eiyneck | Project Planner | Client Service Manager

Kate will continue to serve as a client service manager to the City of Brainerd as she also engages on this project as a project planner. Kate will be involved in many aspects of the planning process with her expertise in Minnesota zoning regulations and public engagement.

Jon Herdegen, PE | Project Engineer

Jon will assist in this planning effort as project engineer.

Jeff Powell | GIS Specialist

Jeff will provide GIS services for the development of the updated zoning regulations.

Jason Valerius, AICP | QA/QC

Jason will assist with the development of the plan by providing quality assurance and quality control review of the process and plan documents.



Christopher Janson, AICP
PROJECT MANAGER



Chris serves as a senior project planner for MSA's Planning + Design Studio. In this role, he focuses on serving municipal clients in the areas of project management, comprehensive planning, zoning administration, development review, funding administration, GIS mapping, and plan implementation. While at MSA, he has secured more than \$10 million in grant funding. Chris has more than 13 years of experience as a land use planner with planning offices in Iowa, Illinois, Nebraska, and Minnesota.

EDUCATION

B.S., Community and Regional Planning
Iowa State University

CERTIFICATION

American Institute of Certified Planners, AICP

SELECTED PROJECT EXPERIENCE

Comprehensive Plan | Story County, IA | APA-IA Award Recipient 2016

Led the planning team and public engagement process for the Story County Cornerstone to Capstone Plan.

Comprehensive Plan Update | Ellis County, KS

Assisting Keith Marvin of MPC with GIS mapping and public engagement for the update of the Ellis County Comprehensive Plan.

Future Land Use Plan Update | Somerset, WI

Updated the future land use plan and map for the Village of Somerset, WI.

Zoning Ordinance Update | St. Croix County, WI

Assisting with public engagement in the overhaul of St. Croix County's (MSP Metro Area) zoning ordinance and conversion to online code.

Consulting Planner | Lexington, MN

Managing the creation of the 2040 Lexington Comprehensive Plan and providing continual planning services to the community through development review assistance.



Keith Marvin, AICP
SENIOR PROJECT PLANNER



Keith has been involved professionally in community planning since 1992. His experience includes all facets of community planning, including public participation, land use, historic preservation, and economic development. Keith has been involved with projects in communities and counties ranging from 48 people to over 400,000. His experience includes the states of Kansas, Nebraska, Iowa, Missouri, Indiana, Michigan, and Illinois.

Keith believes the best plans and regulations are those developed through a partnership between the consulting team and the community. Plans must be supported locally by the residents and staff in order for them to be truly implemented. Implementing the community's vision is the only way a plan is ever successful.

EDUCATION

M.A., Community and Regional Planning
University of Nebraska - Lincoln

B.S., Architectural Sciences
University of Nebraska - Lincoln

CERTIFICATION

American Institute of Certified Planners, AICP

SELECTED PROJECT EXPERIENCE

- **Zoning Updates and Assistance | Sergeant Bluff, IA**
- **Zoning Regulations | Ellis County, KS**
- **Zoning Regulations | North Platte, NE**
- **Unified Development Code | Hutchinson, KS***
- **Unified Development Code | Dubuque, IA***
- **Comprehensive Plan/Zoning Regulations | Peculiar, MO***
- **Comprehensive Plan/Zoning Regulations | Valley, NE**
- **Delano/College Hill Zoning Overlays | Wichita, KS***
- **Land Use and Annexation Updates | North Platte, NE**
- **Zoning Regulations Updates | Gretna, NE**
- **Comprehensive Plan/Zoning Regulations | Seneca, KS**
- **Future Land Use Plan Update 2016 | Norwalk, IA ****
- **Comprehensive Plan 2013 | Norwalk, IA**
- **Comprehensive Plan | Ellis County, KS**
- **Comprehensive Plan | Ankeny, IA ****

* Complete as Senior Planner while with JEO Consulting Group

** MPC was a sub-consultant on this project



Claire Michelson
PROJECT PLANNER



Claire serves as a planner for MSA's Planning + Design Studio and has worked on a variety of engineering and planning-related projects. Claire has experience in facilitating public engagement activities, site development review, zoning review and administration, GIS map creation, and document creation. She assists with planning projects in a variety of capacities and is passionate about community engagement and the connections that she makes with communities, helping them become better places to live, work and play.

EDUCATION

B.S., Community and Regional Planning
Iowa State University

SELECTED PROJECT EXPERIENCE

Comprehensive Plan | Thomson, MN

Led the public engagement section of the plan. Kept communication with the client consistent throughout the process to keep them up to date, and participated in community outreach, pop-up events and other meetings to engage the full spectrum of community members, summarizing feedback gathered into the plan.

Consulting Planner | Shafer, MN

Assisted the Township Board of Supervisors and the Planning and Zoning Commission with zoning reviews. Wrote and created new, user-friendly zoning applications.

Shafer Zoning Assistance and Administration | Shafer MN

Assisted in reviewing zoning applications for the City and created user-friendly zoning process checklists for city staff and officials.

2030 Park Vision | Hiawatha, IA

Assisting with the facilitation of stakeholder meetings, crowdsource mapping, community survey creation and committee meetings. Authored the plan document and assisting with writing, visioning, and research.

Downtown Master Plan | Clinton, IA

Created a crowdsource mapping application for the public input portion of the project. Assisted with document creation and writing.



Kate Einyck
PROJECT PLANNER
CLIENT SERVICE MANAGER



Kate has more than 19 years of client relations management experience. She serves as MSA's client liaison for several municipalities in Minnesota, leveraging her strong communication skills to make sure project teams are meeting clients' expectations.

EDUCATION

B.A., Psychology and Fine Arts
Hamline University

ADDITIONAL COURSEWORK

Professional Development – Mini Master of Project Management, Executive Education | University of St. Thomas

Professional Development – Master of Urban and Regional Planning (MURP) Degree Program Course Work | Humphrey School of Public Affairs

Professional Development – Master of Architecture (M Arch 1) Course Work | University of Texas at Austin School of Architecture

SELECTED PROJECT EXPERIENCE

Consulting Planner | Florence Township, MN

Managing the updates of the Florence Zoning Ordinance and providing continual Planning Services to the community through development review assistance, zoning enforcement, mapping, and analysis.

Consulting Planner | Pine City, MN

Responsible for a variety of planning, design, and economic development projects.

Comprehensive Plan | Thomson, MN

Assisting with comprehensive planning and implementation, project management, community outreach, and communications.

Shafer Zoning Assistance and Administration | Shafer MN

Responsible for Land Use Planning, zoning updates, GIS, and development review.

Urban Fringe District Health Impact Assessment (HIA) | Goodhue County, MN*

Assisted Goodhue County Land Use Management, in collaboration with Goodhue County Health and Human Services, to conduct a Health Impact assessment (HIA) to inform which health impacts to consider when deciding zoning district changes.

*Denotes experience prior to MSA.



Lohren Deeg, A.S.A.I
GRAPHIC ILLUSTRATOR | PLANNER



Lohren Deeg serves as an associate professor in the Department of Urban Planning at Ball State University, where he has worked with university-based planning and urban design outreach programs since 1996. Through these, Lohren has participated in, assisted, and facilitated over 60 community design workshops, commonly called “charrettes” in municipalities across the United States, as well as in Italy, Australia and New Zealand. A number of these projects have gone on to win awards from the American Planning Association as well as regional awards.

Lohren is also an accomplished illustrator specializing in urban design, master planning, and downtown revitalization. His interests include historically appropriate infill, urban housing, greenways, public participation methods, environmental graphics and way-finding systems. Mr. Deeg is a member of the American Society of Architectural Illustrators (A.S.A.I.) and resides in Muncie, Indiana, where he is an avid cyclist and advocate for healthy communities.

EDUCATION

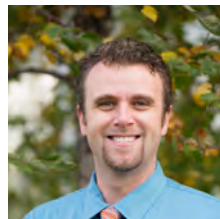
Master of Architecture | Ball State University
Bachelor of Architecture | Ball State University
Bachelor of Science | Ball State University

CERTIFICATION

American Institute of Certified Planners, AICP

SELECTED PROJECT EXPERIENCE

- **Comprehensive Plan 2008 | Gretna, NE**
- **Comprehensive Plan 2007 | Peculiar, MO**
- **Comprehensive Plan 2011 | Norwalk, IA**
- **Design Guidelines 2009 | Connellsville, PA**
- **Comprehensive Plan | Austintown Twp, Mahoning County, OH**
- **Planning and Design Studies 2007 | Brazil, IN**
- **Charrette | Pella, IA**



Jon Herdegen, PE
PROJECT ENGINEER



Jon is an accomplished team leader with more than 15 years of municipal engineering experience in planning, designing and administering public works projects, complemented with offering maintenance support to municipal utility systems. He possesses expertise in municipal management, budgeting, city ordinance development and implementation, regulatory compliance, and utility construction standards and inspections. He is extremely skilled in constructing, maintaining and renovating public works infrastructure including streets, water systems, stormwater management and sanitary sewer.

EDUCATION

B.S., Civil Engineering
North Dakota State University

REGISTRATION

Professional Engineer, MN

SELECTED PROJECT EXPERIENCE

- **Engineer of Record | Newport, MN**
- **Consulting City Engineer | Shafer, MN**
- **Wastewater Treatment Facility Improvements | St. Croix Falls, MN**



Jeff Powell
GIS SPECIALIST



Jeff specializes in ArcGIS Online custom configurations for municipal clients seeking advanced asset management solutions for the field and office. He provides comprehensive GIS services to over 10 municipal clients in the Twin Cities Metro and western Wisconsin including Lindstrom, Newport, Oak Grove, Somerset, Cumberland Utilities, Rice Lake Utilities, Ladysmith, and Hayward. In addition, his background as an FAA Remote sUAS Pilot and environmental scientist supports a wide variety of Minnesota programming and project efforts at MSA.

EDUCATION

B.A., Biology and Environmental Science
Coe College

SELECTED PROJECT EXPERIENCE

- **ArcGIS Online Utility Asset Management Implementation**
Somerset, WI
- **South Pointe Business Park Promotional GIS**
Application | Sparta, WI
- **ArcGIS Online Utility Asset Management Implementation**
Lindstrom, MN



Jason Valerius, AICP
QA/QC



Jason has more than 17 years of community planning and design experience across the Midwest. He has led the development of economic development plans, comprehensive plans, neighborhood plans and zoning ordinances. As team leader for the Madison-based Planning + Design team, Jason manages a talented staff with expertise ranging from comprehensive planning, transportation planning, and economic development plans to park and recreation plans, landscape architecture, and urban design.

EDUCATION

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

B.A., Government/Psychology
Lawrence University

CERTIFICATION

American Institute of Certified Planners

SELECTED PROJECT EXPERIENCE

- **Land Development Code Update | Eau Claire County, WI**
- **Zoning Administrator | Lowell, WI**
- **Zoning Administration and Development Review Assistance | Waunakee, WI**
- **Zoning Ordinance Creation | Stockton, IL**

FIRM PROFILE.

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.**

MSA's roots reach back to the 1930s. Once a rural land survey company, our firm now consists of approximately 350 engineers, architects, planners, 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.



CLIENT EXPERIENCE.

Percentage of clients who say MSA met or exceeded their expectations based on the following categories.

How does the Client Experience work in Proposals/SOQs?

As part of our ongoing quality assurance program, we periodically request feedback from clients and project stakeholders to create better project outcomes for you.

These easy-to-complete surveys offer you the opportunity to comment on several areas of our performance throughout the duration of your project, which in turn helps us adapt our processes to your unique needs. Your feedback is specific to your project, and is returned directly to the people working with you. We pledge to respond to any issues you identify as the project proceeds.





CORE DISCIPLINES

Planning & Landscape Architecture

MSA has specialists in all areas of community planning, urban design and economic development. Our award-winning planners work to understand the challenges our clients face and help them develop sustainable, implementable plans to provide guidance in overcoming those hurdles.

Engineering

We know the key to strong communities is the happiness of their residents and the health of their economies. MSA focuses on working alongside public and private clients to achieve both these ends by designing and constructing projects that solve age-old problems and encourage new development.

Architecture

From intricate historical restorative projects to high-rise programming and design, our team of architects aspires to design buildings that enrich the lives of our clients and enhance their futures.

Surveying

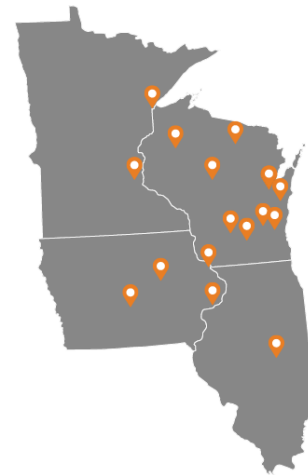
MSA's surveyors have the resources and expertise to efficiently and accurately complete fieldwork and to provide high-quality survey documents.

Funding

Our funding experts excel at coordinating grant and loan applications, and fulfilling the requirements of various agencies to help our clients turn project ideas to reality.

Environmental Services

MSA's environmental scientists and technicians help communities identify and clean up contamination. We understand regulatory requirements and have built critical relationships with regulatory agencies.



ST. PAUL OFFICE PERSONNEL

DISCIPLINE	NUMBER
Professional Engineers	8
Professional Land Surveyors	2
GIS Specialists	1
Engineer In Training (EIT) & Technicians	5
Administrative	1
Planners	2
TOTAL:	19

NUMBER OF YEARS IN BUSINESS:
58 years



PLANNING + DESIGN STUDIO

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 17 strong, nine of whom are members of the American Institute of Certified Planners (AICP), along with two Professional Landscape Architects (PLA). 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.



SERVICES

- 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

20 NATIONAL +
STATE
AWARDS 

Our planners have created 20 award-winning plans over the past 10 years.

**A FULL-SERVICE
PLANNING+DESIGN**
firm with project
experience across
the country

FIRM INFORMATION AND BACKGROUND

About Marvin Planning Consultants, Inc.

Marvin Planning Consultants is a community planning firm organized for the purpose of providing cost-effective, common sense, yet innovative planning solutions to communities and counties. The firm is located in David City, Nebraska, a community of nearly 3,000 people and within 30 minutes of several major transportation routes within the Midwest.

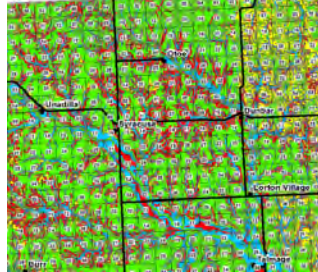
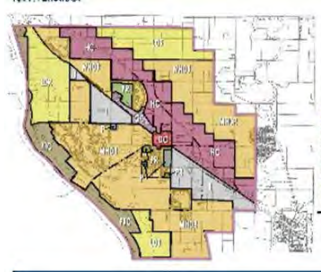
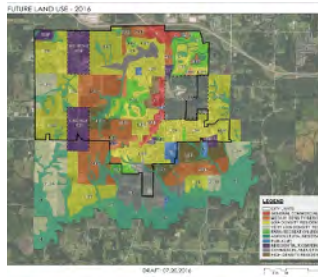
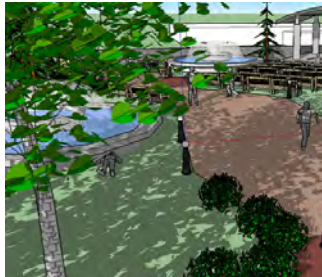
Keith Marvin, AICP, brings over 25 years of consulting experience in community and regional planning with communities similar to Brainerd, including leading the planning division of a Nebraska engineering firm for nearly 13 years. His experience includes nearly 200 municipalities in five states.

What We Do

City and County Planning

- Zoning Ordinances
- Subdivision Regulations
- Comprehensive Plans
- Planning Commissioner Training
- Zoning Assistance
- Historic Preservation Studies
- Facilitation
- Expert Witness

Marvin Planning Consultants' operating philosophy centers on not just working for clients, but building relationships with our clients.



"Keith is a highly experienced planner who provides his municipal clients with well thought out, innovative, and creative plans and implementation strategies. His body of work speaks for itself and I would not think twice about hiring him again in the future."

- Michael Johnson, AICP
Former Director of Planning and Building
Norwalk, Iowa



Office Location

P.O. Box 410
David City, NE 68632
P: 402.367.5031
C: 402.606.6405

kmarvin@marvinplanning.com
www.marvinplanning.com

Corporate Organization

Sub-Chapter S Corporation

Company Founded

June 2009 as a sole-proprietorship

Company incorporated in August
2015

Award Wining Projects

Hamilton County, NE
Comprehensive Plan
2020 Best Practices



North Platte/Lincoln County
Housing Needs Assessment
2019 Best Practices



Cozad, NE
Comprehensive Plan
2017 Daniel Burnham Award
for a Comprehensive Plan



Grand Island, NE
Downtown Revitalization Plan
2017 Implementation



Dubuque, IA
Unified Development Code
2010 Best Practices



Gretna, NE
Comprehensive Plan
2010 Best Practices



THE COMPREHENSIVE PLAN AND ZONING RELATIONSHIP

When a zoning process commences, it is critical to tie it to the current comprehensive plan. The comprehensive plan should be a key resource used by staff, elected officials and the planning commission when making decisions about specific requests. Our project team has reached out to Brainerd staff and feel we have a solid understanding of what type of zoning code is preferable.

The MSA/MPC team is committed to working with the recently adopted comprehensive plan and staff to establish a zoning code capable of implementing the vision determined in the document.

Key items noted in the comprehensive plan which need to be carried forward are listed below. The items marked in **ORANGE** are policies our team feels the City can begin accomplishing through the proposed project approach that follows.

Community Character

GOAL 1: PRESERVE AND REPURPOSE HISTORIC ASSETS.

1. Seek small-scale opportunities to reinforce local history and identity through incentives and programs.
2. Develop local preservation initiatives.
3. Make downtown a destination within the community.
4. Transform historic sites to serve today's contemporary needs through adaptive reuse.
5. Support the transition of businesses in the community and provide new business owners the tools and programs necessary to rehabilitate old structures.
6. Strike a balance between preserving historic structures and building new within all land uses.

GOAL 2: ENLIVEN THE COMMUNITY THROUGH INTENTIONAL COMMUNITY DESIGN.

1. Provide flexible spaces for programming and events.
2. Transform downtown as the social hub of the community and the region.
3. Enhance community connections making Brainerd the hub of the region.
4. Become a year-round, 24/7 community: a place where you can live, work, play, stay and learn.
5. Become the hub for cultural events, experiences, public art and music.

GOAL 3: ENHANCE THE CITY'S UNIQUE IDENTITY WHERE THE APPROPRIATE BLEND OF HISTORIC AND MODERN STRUCTURES CO-EXISTS.

1. Communicate a design vision through guidelines or standards for structures, site design, building materials, and other requirements meant to accentuate the community's image.
2. Collaborate with developers and builders on future development/redevelopment to ensure high-quality design.
3. Identify historic structures and strongly encourage preservation through incentives and programs.
4. Seek small-scale ways to integrate community identity, fused with local history.
5. Encourage the adaptation of declining historic sites to serve modern-day contemporary needs.

Housing

GOAL 1: PROVIDE A DIVERSE MIX OF HOUSING CHOICES FOR ALL STAGES OF LIFE, INCOME RANGES AND OWNERSHIP/RENTAL PREFERENCES.

1. Complement Brainerd's entry-level and affordable housing options by encouraging other move-up and mid- to upper-end, market-rate housing options.
2. Expand home ownership and rental opportunities through rehabilitation and new construction.
3. Rehabilitate and/or replace substandard housing with units that are decent, safe, healthy, affordable and of appropriate size to meet the city's current and future housing needs.
4. Facilitate the maintenance of existing housing and rental units to ensure they are in decent, safe and healthy condition.
5. Ensure an adequate supply of quality and affordable housing units for current and future residents.

GOAL 2: ENCOURAGE THE PRESERVATION AND HISTORICAL SIGNIFICANCE OF EXISTING NEIGHBORHOODS.

1. Identify the historic nature of each neighborhood throughout the city.
2. Encourage the creation of neighborhood associations.
3. Encourage energy efficiency and sustainability in home renovation and new construction.
4. Support development and infrastructure improvements that complement the unique architectural styles and development patterns that define individual neighborhoods.
5. Develop friendly, safe and welcoming neighborhoods that encourage interaction through all stages of life.

6. Seek ways to encourage mixed-use development or redevelopment in and around the downtown area.

GOAL 3: ENSURE QUALITY LIVING CONDITIONS FOR ALL RESIDENTS.

1. Encourage continued and timely enforcement of all maintenance codes, continue to monitor/inspect all properties.
2. Promote the maintenance and rehabilitation of all properties.
3. Monitor properties in foreclosure and keep an inventory of tax-forfeited parcels.
4. Engage residents (owners and renters) to become engaged in their neighborhood, which can lead to retention.

Economic Development

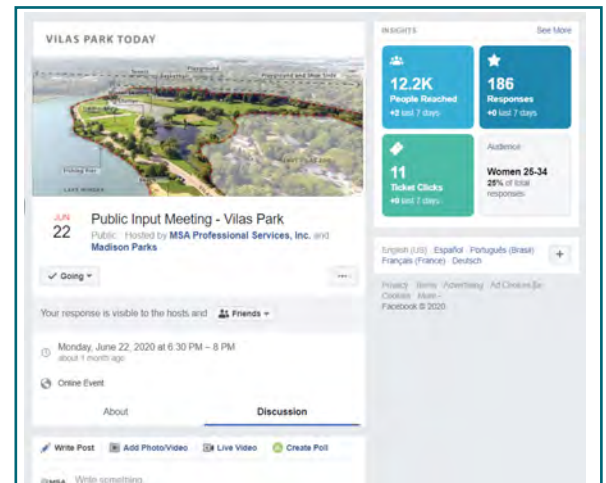
GOAL 1: SUPPORT INFILL AND REDEVELOPMENT THROUGHOUT BRAINERD AS A STRATEGIC COMPONENT OF GROWTH.

1. Drive infill development and redevelopment towards areas where current infrastructure is present, or places where high levels of blight or disinvestment exists.

2. Invest in community improvements that will spur and support revitalization or redevelopment.
3. Evaluate the near and long-term fiscal impacts of annexation and development proposals.
4. Reclaim underutilized infrastructure within the city (industrial sites, rail lines, parking lots, blighted structures, vacant blocks).

GOAL 2: SUPPORT OUR WORKFORCE AND HELP THEM THRIVE.

1. Collaborate with local partners and stakeholders to address industry workforce needs, creating a career and education pathway for residents of all ages.
2. Encourage access to advanced education or certification programs, workforce development, and job training opportunities.
3. Support the ability to enable residents to work within close walking and biking distances from where they live.
4. Expand transit opportunities to the various business clusters, or concentrated areas with high business density throughout the community.



“Wow, I got a lot out of that meeting. I love the chat [feature and] how they would ask questions and other attendees would answer...We even heard from people I bet we would never hear from “the old face to face” way.”

- Parks Planning and Design Manager

Public Engagement Photos. At MSA, we believe that when planning a public project it must be done with the public's advice and input. We specialize in hearing the voices of many citizens through the process of public engagement. Engagement can and should be accomplished by tapping into a variety of sources, including community and non-profit organizations, public officials, youth, disabled individuals, mature citizens, and those that have been traditionally underserved.

5. Support the expansion of transit hours of operation in an effort to support our workforce during all shift times.

GOAL 3: HELP LOCAL BUSINESSES GROW AND ATTRACT NEW BUSINESSES IN OUR NEIGHBORHOODS, ALONG OUR MAIN CORRIDORS, AND IN OUR DOWNTOWN.

1. Support current businesses through a variety of programs, resources and offerings.
2. Attract new businesses best suited for the community's assets, increasing local employment options and building the city's tax base.
3. Encourage entrepreneurs to start their own businesses.

Facilities and Infrastructure

GOAL 1: IMPROVE THE OVERALL IMAGE OF THE CITY.

1. Maintain public infrastructure and facilities to attract and maintain residents.
2. Increase connectivity to adequate and affordable broadband and other infrastructure development throughout the community.

GOAL 2: PRESERVE THE HISTORY AND SMALL-TOWN FEEL OF BRAINERD.

1. Support orderly, efficient growth while protecting historical areas.
2. Support façade improvements while keeping the historic look of infrastructure.
3. Preserve, enhance, and integrate greenscapes into the built environment.

GOAL 3: PROVIDE QUALITY WATER/POWER AND WASTEWATER SYSTEMS THAT SUPPORT NEW AND EXISTING DEVELOPMENT AND REDEVELOPMENT, ALL WHILE BEING ADAPTIVE TO CHANGE.

1. Coordinate infrastructure replacement projects with other road and infrastructure improvement projects.
2. Encourage the use of stormwater best management practices to improve local and regional water quality.
3. Promote education and incentive programs to conserve water quantity and quality.
4. Ensure adequate water/power supply to meet the long-term needs of the community.
5. Steer city development to energy and resource conservation by promoting renewable energy sources, protecting our water supply and leveraging the hydroelectric dam.

The previous narratives are some of the critical issues and goals identified through the City's planning process. Again, we feel the items marked in **ORANGE** are policies that Brainerd can begin accomplishing immediately through the proposed project approach below. Review of these by our team, combined with our discussion with City staff, has indicated a possible need and desire for another type of code other than the typical Euclidean code. The term "form-based code" was mentioned. Our team feels that converting to a purely 'form-based' code could potentially create a lot of confusion amongst users, contractors, consultants, and developers.

MSA/MPC SOLUTION

Our team is familiar with a different zoning approach that is neither Euclidean nor "form-based." We will refer to this as "Neighborhood Character Zoning" (NCZ). NCZ is truly utilizing the best of both Euclidean and "form-based" methods, resulting in a hybrid approach that places the emphasis more on neighborhoods and the activity within them.

Because NCZ is neighborhood-centric, in lieu of particular Zoning Districts, neighborhood boundaries become the districts. Once individual neighborhood characteristics are determined, this information serves as a guide toward the creation of an overall zoning map.

Zoning Districts Become Parcel Types – Parcel Types are identified based upon their overall characteristics.

Parcel Types and Uses – Specific uses are assigned to the different Parcel Types within the community.



Neighborhood Districts – Neighborhood Districts are assigned specific Parcel Types based upon the desires of the neighborhood.

Each neighborhood is then examined and assigned Parcel Types/ Uses on a micro level based upon the existing uses and character. Each Neighborhood District also has a series of graphics illustrating key characteristics and forms that are desired.

This approach allows the community to still direct specific uses to an area while also regulating neighborhood character and form.

MSA/MPC SCOPE OF SERVICES

Phase I: Issues Identification and Walking Tour

1. MSA/MPC team review of existing zoning regulations.
2. Development of all base maps.
3. MSA/MPC team development of a tentative code outline.
4. Development of neighborhood boundaries and names.
5. Development of desired uses for each Parcel Type.
6. Kick-off meeting with Community Development staff.
7. Kick-off meeting with Planning Commission.
8. Identification of key issues needing to be addressed with the new code.
9. Conduct a walking tour/windshield survey of each “neighborhood.”
 - Identify key development forms, as well as those identified by neighborhood members and City staff.
 - Photograph key development forms, both desired and undesired.
10. Modify tentative outline based upon the conversations.



MEETINGS:

1. Meeting with City staff.
2. Meeting with Planning Commission.
3. Meeting with neighborhood leaders.

Phase II: Code Development

1. Develop a detailed outline complete with possible graphics.
2. Create each Neighborhood District.
 - Forward each Neighborhood District to City staff for review as completed.
 - Make necessary edits based upon City staff comments.
3. Develop all General Regulations and Supplemental Regulations, including:
 - Adult Regulations
 - Solar energy and other renewable regulations
 - Preservation guidelines
 - Telecommunication towers
 - Additional, as determined
4. Develop special chapters such as parking, signage, landscaping, etc.
5. Develop updated set of definitions including graphics .

MEETINGS:

1. Meeting with City staff via Zoom or Skype, monthly.
2. Meet with key stakeholders, sign companies and others, if needed.
3. Meeting with Planning Commission via Zoom or Skype monthly to bi-monthly.
4. Meeting with each neighborhood group via Zoom or Skype at the completion of the Neighborhood Districts.

Phase III: Code Completion and Adoption

1. Develop a public meeting schedule to unveil the New Neighborhood Character Zoning Code.
2. Meet with each neighborhood group (in-person or via Zoom or Skype).
3. Develop Final Zoning Map.
4. Complete adoption process.
5. Print final copies

MEETINGS:

1. Community Open House.
2. Public Hearing(s) for adoption.



PROPOSED SCHEDULE

Task	Month	1	2	3	4	5	6	7	8	9	10	11	12
Project Orientation Meeting and Walking Tour		★											
Issues and Opportunities Identification													
Code Development													
Community Open House										★			
Code Completion and Adoption													
Public Hearings for Adoption													★

All Meetings as described in the Scope of Work shall be identified at the initial meeting

PROPOSED COSTS

Our proposed Scope of Work is to provide the City of Brainerd with a Zoning Ordinance update. The process and final documents will be delivered by our team at a lump sum cost of \$78,500.

The cost is inclusive of all direct costs. We are open to discussing any modifications to our scope and any associated cost changes. A detailed breakdown of the costs follows.

PHASE	FEE
Phase I - Issues Identification and Walking Tour	\$24,500
Phase II - Code Development	\$36,800
Phase III - Code Completion and Adoption	\$9,800
Project Management and QA/QC	\$7,400
Total	\$78,500

Our team is very excited about the opportunity to work with the City of Brainerd on your Zoning Ordinance update and we know we can provide the updates you need and the stakeholder engagement that you desire within your budget. We look forward to working with you on developing a final scope of work, prior to contracting, that aligns our experience and efforts with your needs and desires.



REFERENCES



Village of Somerset Somerset, WI

**Bob Gunther | DPW and Economic
Development Director**
110 Spring Street
Somerset, WI 54025
(715) 247-5555
rmgunther@somtel.net

Grand Island County Regional Planning Commission Grand Island, NE

**Chad Nability, AICP | Planning
Director**
PO Box 1968
Grand Island, NE 68802
(308) 385-5240
cnability@ci.grand-island.ne.us

City of Oak Grove Oak Grove, MN

Kathy Nielsen | City Clerk
19900 Nightingale Street NW
Oak Grove, MN 55011
(763) 404-7006
knielsen@ci.oak-grove.mn.us

City of North Platte North Platte, NE

Judy Clark | City/County Planner
211 West 3rd Street
North Platte, NE 69101
(308) 535-6724, ext. 3244
clarkjm@ci.north-platte.ne.us

St. Croix County Hudson, WI

**John Hilgers | St. Croix County
Senior Planner**
1101 Carmichael Road
Hudson, WI 54016
(715) 386-4672
john.hilgers@sccwi.gov

City of Valley Valley, NE

Joan Suhr, City Clerk
203 North Spruce Street
Valley, NE 68064
(402) 359-2251 ext. 304
cityclerk@valley.omhcoxmail.com

WHAT OUR CLIENTS ARE SAYING.

STORY COUNTY

C2C Plan

"Chris Janson and his team are very responsive and are producing quality work that will guide the County well for the foreseeable future."

- Drew Kamp, Story County

CITY OF HIAWATHA

2029 Parks and Recreation Vision and Taylor Park Concept Plan

"... Shawn and Claire have been great to work with on our updated Comp Plan. They have great communication, are helpful answering questions and give quality work."

- Kelly Willadsen, Parks and Recreation Director

POTENTIAL CONFLICTS

MSA and MPC do not have any potential or existing conflicts of interest in completing an update of Brainerd's Zoning Ordinance.

RECENTLY COMPLETED PLANS AND ZONING ORDINANCE PROJECTS

- Future Land Use Plan Update, Village of Somerset, WI
- Zoning Ordinance Update and Zoning Administration Assistance, Florence Township, MN
- Oak Grove Comprehensive Plan Update, Oak Grove, MN
- Story County Comprehensive Plan, Story County, IA
- Zoning Ordinance Update, St. Croix County, WI
- Parks Assessment and Planner of Record, Pine City, MN

For further information and to view full copies of many recent plans completed by MSA, please visit: <https://issuu.com/msaprofessionalservices>

ZONING ORDINANCE COMPREHENSIVE UPDATE

St. Croix County, WI



St. Croix County is facing a spike in urban and exurban growth due to the construction of a new bridge over the St. Croix River that connects the northern part of the County to the Twin Cities Metro area. Concerned about the impact of new development pressures, and already overdue for a thorough overhaul of a code developed in the 1970s — and amended in piecemeal fashion since — County staff and leadership sought a team to help rebuild the ordinance.

MSA teamed with zoning specialist Mark White to walk the County through a 20-month process of review, revision and adoption. A hallmark of our approach is attention to the interests of the 17 towns under County zoning. These towns have differing needs and concerns and generally fall into two categories – urbanizing towns on the west end of the County and rural towns to the east end. Our approach featured a series of clustered town meetings to talk directly with representatives from each of the towns at critical stages in the process, with the objective of having all 17 towns adopt the revised ordinance. We also utilized a Steering Committee, public meetings, visits with standing committees, and many meetings with County staff who administer the ordinance.

REFERENCE INFORMATION

John Hilgers | St. Croix County Senior Planner
St. Croix County
(715) 386-4672
john.hilgers@sccwi.gov



COMPREHENSIVE PLAN

Ellis County, KS

Ellis County, Kansas, is located in north-central Kansas and has a 2017 estimated population of 28,689 people. Hays, the County seat, has nearly 21,000 of those people. The County is nearly bisected by Interstate 70 from east to west and US Highway 183 north and south.

The County has been seeing roller coaster economics in the past couple of decades. They are a major retail center, but recent retail changes are beginning to impact the local communities. Local agriculture has seen up and downturns due to fluctuating agricultural markets and the lack of adequate groundwater to support crops and potential irrigation. Finally, the County is a leader in the number of production wells for oil and natural gas; however, unstable markets have also been hard on this portion of the local economy.

One of the key issues to address in this plan is areas of growth around Hays. Hays has been enforcing a 3-mile extraterritorial jurisdiction and in some cases the community has no intention or means to grow in certain directions. This issue will hopefully be addressed during the planning process.

Items to Address:

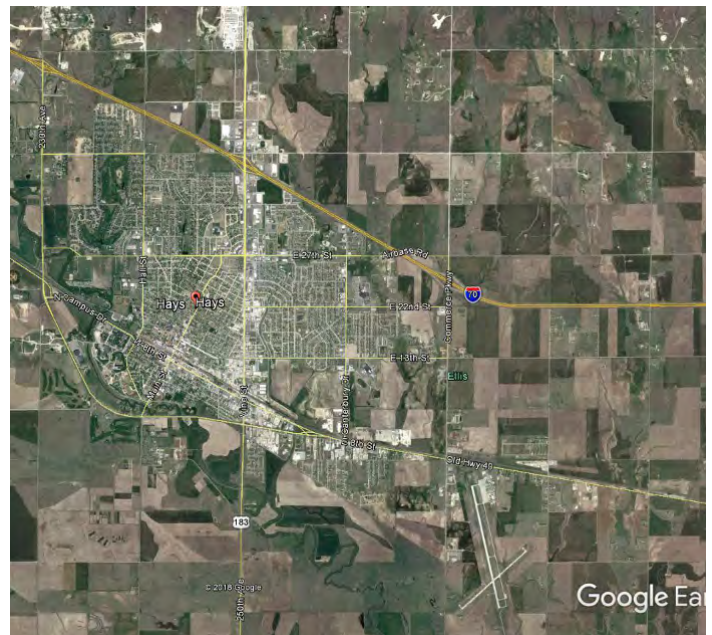
- Location along Interstate 70.
- Barriers to growth such as Fort Hays State University.
- Addressing the growth issues concerning the extraterritorial jurisdiction of Hays.
- Looking to economic development strategies focused on a more stable economy for the County.
- Preservation of agricultural uses from acreage development.
- Policies protecting renewable resources.
- Protection of oil and gas operations and related businesses.

Project Completed:

In Progress/Adoption Fall 2020

Plan Review Location

https://issuu.com/kmarvin/docs/ellis_county_comprehensive_plan_final_022820



REFERENCE INFORMATION

Mason Ruder | Environmental Planning Supervisor
Ellis County Environmental Office
(785) 628-9449
mruder@elliscountycolorado.net

UNIFIED DEVELOPMENT CODE*

Dubuque, IA

The City of Dubuque is an older historic city along the Mississippi River with a population of approximately 60,000 people. The current regulations had not been completely updated in years.

The Unified Development Code was designed to combine a number of different zoning and development codes into one document. These included the zoning districts, subdivision regulations, design criteria, and other key components found in City code. A major concern during the project was to develop a regulation that was one-stop and was user-friendly in the end.

Throughout the process, the planning consultants met with key players in the community including sign company representatives, developers, housing representatives, staff, legal counsel, and others.

Items to Address:

There were a number of major issues that needed to be addressed in the new UDC including:

- Protection of the bluffline along Mississippi River.
- Historic preservation including updating the preservation ordinance.
- Updating existing Euclidean zoning districts.
- Signs.
- Big-box developments.
- Parking standards.
- Adult entertainment.
- Subdivision regulations.
- Incorporation of sustainability concepts.

Web Site Location of UDC

<http://www.cityofdubuque.org/DocumentView.aspx?DID=1828>

Project Budget:

\$120,000.00 +/-

* Keith was Lead Planner and Project Manager while with JEO Consulting Group.



REFERENCE INFORMATION

Wally Wernimont, AICP | Planning Services Manager
City of Dubuque
(563) 589-4210
wwernimo@cityofdubuque.org



Iowa Chapter Of American Planning Association
Chapter Award Winner 2010
Excellence Award for Best Practices



2011 winner of the Iowa League of Cities
All-Star Community Award for their Unified Development Code
Special recognition for Sustainability

NEIGHBORHOOD PLANNING AND ZONING*

Wichita, KS



Delano Neighborhood Overlay District

The City of Wichita had completed a Neighborhood Master Plan for the Delano area. This project focused on developing the implementation strategies and regulations for the Master Plan.

The project included the development of design guidelines and procedures to be adopted by the City in conjunction with the plan. These guidelines included:

- Historic preservation.
- Signs.
- Façades.
- Streetscapes.
- Guidelines to encourage redevelopment concepts from the plan.



College Hill Neighborhood Overlay District

The City of Wichita had completed a Neighborhood Master Plan for the College Hill area. The College Hill project was completed jointly with the Delano Overlay project and was similar in scope of services. This project focused on developing the implementation strategies and regulations for the Master Plan.

The project included the development design guidelines and procedures to be adopted by the City in conjunction with the plan. These guidelines included:

- Historic preservation.
- Signs.
- Façades.
- Streetscapes.
- Guidelines to encourage redevelopment concepts from the plan.



McAdams Neighborhood Survey

The City of Wichita contracted Keith and JEO Consulting Group to perform an neighborhood-wide needs assessment and attitude survey for the McAdams area of Wichita. The project included survey preparation, data collection, and data interpretation.

Project Completed:

Varies

* Keith was Lead Planner and Project Manager while with JEO Consulting Group.

REFERENCE INFORMATION

Rian Harkins, AICP | Former Staff Planner
City of Wichita/Sedgwick County Planning
(402) 570-5514
rianharkins@att.net

A major element of a successful NCZ project is the level and quality of the illustrations to convey specific characteristics. These illustrations are a combination of photographs, basic computer-generated drawings, 3D hand sketches and 3D SketchUp drawings. All of these will be used to convey the many desired outcomes of the new City of Brainerd zoning regulations.

North Platte, NE

Besides tightening up the language, the new zoning regulations address key issues communities and counties have faced for the past five years or so, including:

- Updated definitions.
- Updated, plus, additional graphics included throughout.

Once completed, the City will have a more user-friendly document to give out to the community, as well as, enforce.

Judy Clark | City Planner
City of North Platte
(308) 535-6724 ext. 3244 | clarkjim@ci.north-platte.ne.us

ZONING AND SUBDIVISION REGULATION UPDATE 2012

Sergeant Bluff, IA



The City of Sergeant Bluff, Iowa, hired Marvin Planning Consultants in 2012 to work through their existing zoning and subdivision regulations. The project was to simplify the regulations and make them more user-friendly. In addition, the regulations were in serious need of being updated to deal with a number of new uses.

Issues:

- Create an up-to-date Zoning and Subdivision Regulation.
- Add newer uses that were not addressed in the earlier regulations.
- Reorganize into a more user-friendly format.
- Address new development pressures due to proximity to Sioux City.
- Address growth between the community, City of Sioux City, Interstate 29 and Sioux Gateway Airport.

REFERENCE INFORMATION

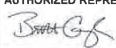
Aaron Lincoln | City Administrator
City of Sergeant Bluff
(712) 943-4244 | aaron@cityofsergeantbluff.com



APPLICANT AUTHORITY

Christopher Janson, AICP, project manager, has the authority to make representations in the proposal on behalf of MSA.

INSURANCE CERTIFICATES

ACORD		MSAPROF-01		C. JOHNSON			
CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 1/23/2020					
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER. IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).							
PRODUCER Ames & Gough 859 Willard Street Suite 320 Quincy, MA 02169		CONTACT NAME: PHONE (A/C, No, Ext): (617) 328-6555 E-MAIL: boston@amesgough.com ADDRESS:		FAX (A/C, No): (617) 328-6888			
INSURED MSA Professional Services, Inc. 1230 South Boulevard Baraboo, WI 53913		INSURER(S) AFFORDING COVERAGE		NAIC # 32603			
		INSURER A : Berkley Design Professional Underwriters					
		INSURER B :					
		INSURER C :					
		INSURER D :					
		INSURER E :					
		INSURER F :					
COVERAGES		CERTIFICATE NUMBER:		REVISION NUMBER:			
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.							
INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY						
	☐ CLAIMS-MADE ☐ OCCUR						EACH OCCURRENCE \$
							DAMAGE TO RENTED PREMISES (Ea occurrence) \$
							MED EXP (Any one person) \$
							PERSONAL & ADV INJURY \$
							GENERAL AGGREGATE \$
							PRODUCTS - COMP/OP AGG \$
	GEN'L AGGREGATE LIMIT APPLIES PER:						
	☐ POLICY ☐ PRO-JECT ☐ LOC						
	OTHER:						
	AUTOMOBILE LIABILITY						
	☐ ANY AUTO						COMBINED SINGLE LIMIT (Ea accident) \$
	☐ OWNED AUTOS ONLY	☐ SCHEDULED AUTOS					BODILY INJURY (Per person) \$
	☐ HIRED AUTOS ONLY	☐ NON-OWNED AUTOS ONLY					BODILY INJURY (Per accident) \$
							PROPERTY DAMAGE (Per accident) \$
	UMBRELLA LIAB	☐ OCCUR					EACH OCCURRENCE \$
	EXCESS LIAB	☐ CLAIMS-MADE					AGGREGATE \$
	DED	RETENTION \$					
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	☐ Y ☐ N	☐ N/A				PER STATUTE ☐ OTH-ER ☐
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. EACH ACCIDENT \$
							E.L. DISEASE - EA EMPLOYEE \$
							E.L. DISEASE - POLICY LIMIT \$
A	Prof. Liability			AEC9034594-05	2/1/2020	2/1/2021	Per Claim Limit 5,000,000
A				AEC9034594-05	2/1/2020	2/1/2021	Aggregate Limit 5,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) All Coverages are in accordance with the policy terms and conditions. Claims Made Policy - Environmental Coverage Included.							
CERTIFICATE HOLDER				CANCELLATION			
MSA Professional Services 1230 South Blvd Baraboo, WI 53913				SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.			
				AUTHORIZED REPRESENTATIVE 			

ACORD 25 (2016/03)

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INSURANCE CERTIFICATES



CERTIFICATE OF LIABILITY INSURANCE

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7/8/2020

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PRODUCER Don Rick Insurance 313 Oak Street P.O.Box 528 Baraboo WI 53913-0528		CONTACT NAME: Wendy Gerken PHONE (A/C, No, Ext): (800) 924-6536 FAX (A/C, No): (608) 356-9022 E-MAIL ADDRESS: wendy@don-rick.com															
INSURED MSA Professional Services, Inc. 1230 South Boulevard Baraboo WI 53913		<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: Cincinnati Insurance</td> <td>10677</td> </tr> <tr> <td>INSURER B: SFM Mutual Insurance</td> <td>11347</td> </tr> <tr> <td>INSURER C: Beazley Group/Lloyd's - RPS Broker</td> <td>0032</td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </tbody> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Cincinnati Insurance	10677	INSURER B: SFM Mutual Insurance	11347	INSURER C: Beazley Group/Lloyd's - RPS Broker	0032	INSURER D:		INSURER E:		INSURER F:	
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INSURER C: Beazley Group/Lloyd's - RPS Broker	0032																
INSURER D:																	
INSURER E:																	
INSURER F:																	

COVERAGES

CERTIFICATE NUMBER: 2020/2021

REVISION NUMBER:

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INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE \$ 1,000,000
	☐ CLAIMS-MADE ☒ OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 500,000
	☒ CONTRACTUAL LIABILITY						MED EXP (Any one person) \$ 10,000
	☒ XCU INCLUDED			EPP 0449127	6/30/2019	6/30/2020	PERSONAL & ADV INJURY \$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:			EPP 0449127	6/30/2020	6/30/2021	GENERAL AGGREGATE \$ 2,000,000
	☐ POLICY ☒ PRO-JECT ☐ LOC						PRODUCTS - COM/OP AGG \$ 2,000,000
	OTHER:						
A	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
	☒ ANY AUTO			EBA 0449127	6/30/2019	6/30/2020	BODILY INJURY (Per person) \$
	☐ ALL OWNED AUTOS	☐ SCHEDULED AUTOS		EBA 0449127	6/30/2020	6/30/2021	BODILY INJURY (Per accident) \$
	☒ HIRED AUTOS	☐ NON-OWNED AUTOS					PROPERTY DAMAGE (Per accident) \$
	☒ OCCURRENCE						
A	☒ UMBRELLA LIAB	☒ OCCUR		EPP 0449127	6/30/2019	6/30/2020	EACH OCCURRENCE \$ 6,000,000
	☐ EXCESS LIAB	☐ CLAIMS-MADE		EPP 0449127	6/30/2020	6/30/2021	AGGREGATE \$ 6,000,000
	☐ DED ☒ RETENTION \$ 0						
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						☒ PER STATUTE ☒ OTH-ER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	☐ Y ☒ N	N/A	67673.105	6/30/2019	6/30/2020	E.L. EACH ACCIDENT \$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below			67673.106	6/30/2020	6/30/2021	E.L. DISEASE - EA EMPLOYEE \$ 1,000,000
							E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	CYBER LIABILITY			W20FD5190301	11/29/2019	6/30/2020	AGGREGATE LIABILITY LIMIT \$ 2,000,000
				W20FD5200401	6/30/2020	6/30/2021	RETENTION \$ 10,000/5,000

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

CERTIFICATE HOLDER

MSA Professional Services Inc.
1230 South Boulevard
Baraboo, WI 53913

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Wendy Gerken/WSG

Wendy Gerken

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TCHERMOK

DATE (MM/DD/YYYY)
8/12/2020

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CONTACT NAME:	
PHONE (A/C, No, Ext): (402) 367-3674	FAX (A/C, No): (402) 367-3167
E-MAIL ADDRESS:	

INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A :	Columbia Insurance Company	
INSURER B :	The Cincinnati Specialty Underwriters Insurance Company	13037
INSURER C :		
INSURER D :		
INSURER E :		
INSURER F :		

REVISION NUMBER:

INSR LTR	TYPE OF INSURANCE		ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	☐	COMMERCIAL GENERAL LIABILITY			BPPNE2000006180	2/15/2020	2/15/2021	EACH OCCURRENCE	\$ 1,000,000
	☐	CLAIMS-MADE ☐ OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$
	☐							MED EXP (Any one person)	\$ 5,000
	☐							PERSONAL & ADV INJURY	\$
	GEN'L AGGREGATE LIMIT APPLIES PER:							GENERAL AGGREGATE	\$ 2,000,000
	☐	POLICY ☐ PRO-JECT ☐ LOC						PRODUCTS - COMP/OP AGG	\$ 2,000,000
	☐	OTHER:							
	☐	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	\$
	☐	ANY AUTO OWNED AUTOS ONLY ☐ SCHEDULED AUTOS						BODILY INJURY (Per person)	\$
	☐	HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY						BODILY INJURY (Per accident)	\$
	☐							PROPERTY DAMAGE (Per accident)	\$
	☐								\$
	☐								\$
	☐								\$
	☐	UMBRELLA LIAB	☐	OCCUR				EACH OCCURRENCE	\$
	☐	EXCESS LIAB	☐	CLAIMS-MADE				AGGREGATE	\$
	☐	DED ☐	RETENTION \$						\$
	☐								\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY		Y / N	N / A				☐ PER STATUTE ☐ OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)		☐				E.L. EACH ACCIDENT	\$	
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	\$	
							E.L. DISEASE - POLICY LIMIT	\$	
									\$
B	Errors and Omissions			CSU 0139240	9/11/2019	9/11/2020		1,000,000	

CANCELLATION

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MSA 25

David Chanski
City of Brainerd
501 Laurel Street
Brainerd, MN 56401

Members of the selection committee:

We are pleased to submit our qualifications and proposal to lead a form-based coding and visioning effort for the city of Brainerd. Our team is tailor-made to help you achieve your goals for this project. Geoffrey Ferrell Associates will lead this project, with strong support from a multidisciplinary team, providing both regional and national experience and success. We marry urban design and town planning with both public-participation design workshops and form-based codes to achieve built results that are appropriate to the community.

We have long been leaders in the field of urban design and form-based coding, and collectively the team has numerous award-winning form-based and conventional zoning codes across the United States. Elizabeth Garvin, of Community ReCode, will lead the effort to integrate the form-based code within your zoning ordinance. Keith Covington, of Common Ground and Justin Falango, of Falango Design Studio, will be partners in the visioning, urban design and form-based coding process. Steve Price of Urban Advantage will provide the “before and after” computer simulations that will enable people to *visualize change before it occurs*. Rick Chellman of TND Engineering provides the most experienced urban-appropriate transportation planning and engineering. Anita Morrison of Partners for Economic Solutions provides expertise in economic realities as well as affordable housing in revitalizing urban contexts.

Our codes are innovative, graphically-oriented and easy to understand and implement—for local staff, citizens, and property owners alike. The form-based codes we write are more predictable (less open to interpretation and litigation) and more flexible to respond to market conditions. We will deliver a community-driven set of form-based development regulations, crafted to promote good design and quality development in both the short and long term.

We work closely with our clients to ensure that we have a clear understanding of the community desires and that the form-based code fits within the local political, legal, and market context. We meet /interact with members of the general public, property owners, and other appropriate stakeholders to produce plans and codes that are rooted in the community, to ensure acceptance and approval.

Based on our understanding of the city’s preference for a form-based code, our primary scope of work for the Brainerd Zoning code update is focused on the creation of a form-based code where it will be the most effective approach. You will find an extra, optional scope of work that would affect a total zoning code update and modernization if the city wants to undertake that work in a later fiscal year.

We consider this submission as the beginning of a conversation, and are excited about the potential of working in Brainerd. We anticipate further detailing our approach to accommodate your refined scope, timeline, and budget, as necessary, and look forward to speaking with you further.

Thank You,



Geoffrey Ferrell, FBCI
Principal

GEOFFREY
FERRELL
ASSOCIATES

urban design
town planning
form-based
coding

19 14th Street SE
Washington DC
20003

202.547.7141

BRAINERD, MINNESOTA
QUALIFICATIONS AND PROPOSAL
FOR A
FORM-BASED CODE

SUBMITTED
BY

GEOFFREY
FERRELL
ASSOCIATES

WITH

COMMUNITY
RECODE

COMMON
GROUND

FALANGO
DESIGN
STUDIO

URBAN
ADVANTAGE

TND
ENGINEERING

&

PARTNERS FOR
ECONOMIC
SOLUTIONS



AUGUST 12, 2020

19 14th Street SE
Washington DC 20003

Contact:
Geoff Ferrell
geoff@rgeoffreyferrell.com
202.903.3141

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19 14th Street SE
Washington DC 20003

Contact:
Geoff Ferrell
geoff@rgeoffreyferrell.com
202.903.3141

Our Philosophy/Approach

Form-based codes are fundamentally about place-making. Not only do they regulate private development, but the best form-based codes also integrate standards for the public realm and a multimodal transportation network, so that all the aspects of urban form are mutually reinforcing. The desired community visioning work will provide the foundation for a place-specific regulating plan and form-based code that acknowledges the unique context and character, and opportunities for growth and development that exist in Brainerd.

Practical Idealism for the 21st Century

Our team has extensive urban design, master planning, and form-based code writing experience, for municipalities across the country, including the midwest. We design and code for the 21st Century, with a focus on the physical form of buildings and the public spaces they create. We emphasize the physical design and form of traditional clients and neighborhoods, updating the details and regulatory mechanisms to deal with contemporary problems and take advantage of new technologies. Our codes foster smart, sustainable growth, new urbanism, and traditional neighborhood development. We approach all of our projects with practical idealism, seeking to balance the principles of true neighborhood and client building with market realities.

Teaming with the Client

We adapt our approach to the specifics of each project, working in conjunction with the client to finalize the specific organization and tasks to work the most effectively and efficiently within the community. At the heart of our approach is the teaming of the City staff (local knowledge and talent) and Urban Design and Coding Team (outside expertise). We will work extensively with appropriate civic leaders, property owners and stakeholders (determined with the City) to define the community vision and produce a zoning code that meets all state ordinance and regulatory standards, while being both innovative and user-friendly.

Specialists & Generalists

Our team has worked together, as well as separately, creating award-winning plans and codes. We provide expertise across the fields of urban design, city planning, architecture, landscape architecture, transportation planning and engineering, market analysis, and land use law. Most importantly, our team members bring a knowledge of good urbanism, and understand how their disciplines contribute to the whole. Issues such as placemaking, walkability, parking, and local market conditions are considered throughout the process and factored into the plan and code—not addressed after the fact. Our team members will work across disciplinary lines, interacting with the public and engaging key stakeholder groups, to lead the visioning and produce the form-based code that you have requested.

Setting the Stage

Our work begins before we arrive in town, reviewing existing plans, studying maps and photos, and reviewing documents and data that are available. Our analysis continues on-site, touring the study area and surroundings, gaining a greater understanding of existing conditions and local design traditions. We consider staff part of our team. We begin working with staff, engaging property owners, and interviewing key stakeholders at the earliest stages of our process. The Covid-19 situation suggests that most of the interviews and public engagement will be done on-line, which our team has already become accustomed to doing.

Working with the Media

Public support is the key to implementing a new plan and form-based code. Making sure that the process is open and information is available—whether through traditional print and broadcast media outlets, the town website, or social media platforms—is a responsibility that we share with our clients.

Communication

We believe in regular communication throughout a project—between the consultant team and the client, as well as with the community. In addition to on-site, face-to-face meetings, we will use the appropriate means of electronic communication—e-mail, telephone and web conferences, and the new web-based meeting software—for an efficient use of client and consultant time, to maximize everyone's understanding of the project and its progress, and to provide public information.

Public Outreach

We are committed to, and have more than 20 years experience in, all forms of public outreach and involvement. We believe that public outreach is a two-way process—involving both education and feedback from the perspective of the consultant team, staff, stakeholders and the public. We recognize that community visioning and code writing require different types of public engagement. While the former is very hands-on, the latter is more technical, with public engagement confined to key points in the project.

To insure that all issues and opportunities are properly identified and explored, our work proceeds in a range of interactive formats, including a concentrated charrette process for producing the public vision plan. The understanding of how to do public-participation planning in the Covid-19 environment has undergone a rapid evolution in the last few months. Fortunately it has become a much more robust and reliable solution. We are prepared to conduct the public outreach, our citizen-driven planning model, on-line while maintaining, and in some ways enhancing, the participation of the residents.

The Design Workshop Process Public participation is an educational process—for the community and the consultant team. Our design workshop process, typically five to seven days, not only produces invaluable information for the design team, it enables the community to realize how much consensus there is on key issues, in a non-threatening constructive format. It provides time and budgetary efficiency, bringing together an interdisciplinary group of professionals to work in a focused manner with the stakeholders, to gather input and test ideas. In addition to an opening “hands-on” public design session, community members will have the opportunity to visit our virtual design studio and attend a “work-in-progress” session as the design charrette week draws to a close. Participants see their ideas incorporated into the resulting Community Vision Plans and often see their desires for the community are remarkably similar to those of other residents. We also engage staff, property owners, and other technical specialists throughout the workshop process. While the focus will be on the community vision, the process provides short feedback loops to test ideas and leads to specific discussions relating to future development, such as: street character, public spaces, urban design strategies, and development standards for the study area.

Envisioning Change

Change is difficult. Providing “before and after” visualizations—both hand rendered and computer simulated—helps the community to understand urban design concepts and what is possible under a new code. This is critical to enabling the community to conceive and connect to the eventual form-based and conventional standards and trust that their ideas are heard and incorporated.

Codes that Produce Results

Geoff Ferrell is a founding board member of the Form-Based Codes Institute (now part of Smart Growth America) and helped to set the standards that the Institute uses today. Our form-based codes include the very components you list in your RFP, along with optional elements based on the specific context and desires of the client. We not only know the theory behind these place-making codes, we understand the importance of “splicing” the new form districts into the existing regulatory framework and administrative processes. We will work directly with staff throughout the drafting and adoption process to make sure that the new code makes sense for the people who will use it every day. Our codes have been adopted in numerous cities and towns and are being used daily by staff to regulate development and produce built results.

Your Project is Our Priority

Our team is comprised of small firms who take pride in the quality of our work and developing close working relationships with our clients. We take a “hands-on” approach to our projects—our team is led by firm principals, all experienced working with each other and in these situations.



C. KEY PERSONNEL & QUALIFICATIONS

This section provides a description of the history and experience of the team, with a summary of individual roles below. Firm overviews and individual resumes for key team members are provided on the pages that follow. Our team's experience with comparable projects is highlighted in the next section, including municipal form-based code work (and the related community visioning and public participation design charrettes).



Geoffrey Ferrell Associates, based in Washington, DC, will serve as the lead consultant and primary form-based code-writing firm.

R. Geoffrey Ferrell, will serve as overall project manager and code writer, working closely with staff to ensure that this project is responsive to the project's needs and completed on time and within budget. Geoff will oversee all project deliverables. He provides the team with extensive experience in, and working knowledge of, the best form-based code practices across the country.



Community ReCode, based in Denver, CO.

Elizabeth Garvin is a land use attorney and city planner with extensive national experience in conventional zoning. Elizabeth will prepare the Code Diagnosis for the current regulations. Working with Geoff and Keith, she will also guide the integration of the form-based code into the City's current zoning regulations and provide necessary regulatory editing and new supporting procedures to ensure that the form-based regulations are ready to use.



Common Ground, based in Franklin, TN, will serve as lead urban designer.

Keith Covington will work as an urban designer and charrette facilitator as well as provide an architect's perspective as an "end-user" on our team.



Falango Design Studio, based in New Hampshire, will provide form-based code and architectural design services, as well as assistance with the charrette.

Justin Falango has worked on many similar projects, and has a unique perspective on form-based code implementation, having helped to administer the Columbia Pike Form-Based Code during his tenure as the Chief Architect & Urban Designer for Arlington County, VA.



TND Engineering, based in Portsmouth, NH, is the team engineer.

Rick Chellman will be the point person for transportation planning and engineering issues.



Partners for Economic Solutions based in Washington, DC, help ensure to ensure that the vision plan and new form-based code standards are founded in local market realities.

Anita Morrison is an expert on market economics for development in New Urban contexts and she will work with the team throughout the process.



Urban Advantage, based in Berkeley, CA.

Steve Price will create seamless photo montages that realistically show how development and landscaping under the form-based code can change the existing environment. Steve's work helps citizens visualize and understand change before it occurs.

FIRM OVERVIEW

GEOFFREY
FERRELL
ASSOCIATES

Geoffrey Ferrell Associates (GFA), an urban design and town planning firm located in Washington, DC, creates and codes traditional city, town, and neighborhood plans by combining sophisticated urban design with sound planning practices. We regularly work with both public and private sector clients from across the country, creating innovative physical master plans and form-based codes for redevelopment districts, transit- and pedestrian-oriented development areas, new mixed-use neighborhoods, and corridor revitalization—for large green-, brown-, and grey-field parcels under single-ownership and entire districts with multiple parcels and owners. Our firm approaches all of our projects with practical idealism, seeking to balance the principles of true neighborhood and town building with market realities. GFA has nearly 20 years of experience working in collaboration with talented multi-disciplinary teams to address complex urban design and master-planning projects in locations as diverse as the San Francisco Bay area; Dallas, Texas; Peoria, Illinois; Cedar Falls and Cedar Rapids, Iowa; and Arlington, Virginia—developing master plans rooted in tradition that also accommodate contemporary issues and produce results.

Geoffrey Ferrell Associates is at the forefront of the innovative regulatory technique of form-based coding. Our coding work has been featured in a variety of publications, such as: *Urban Land/Planning* magazine; *On Common Ground*, the Realtors' magazine on smart growth; APA Zoning Practice; *Codifying New Urbanism: How to Reform Municipal Land Development Regulations*; and the books *Form Based Codes: A Guide for Planners, Urban Designers, Municipalities, and Developers* and *Retrofitting Suburbia*. Geoffrey Ferrell is a founding member of the Form-Based Codes Institute and has spoken on the subject in numerous forums, including national conferences such as the American Planning Association, the Congress for the New Urbanism, New Partners for Smart Growth, the Urban Land Institute and the National Trust for Historic Preservation, as well as locally for the Washington Regional Network, and the EPA Smart Growth Speaker series in Washington, DC.

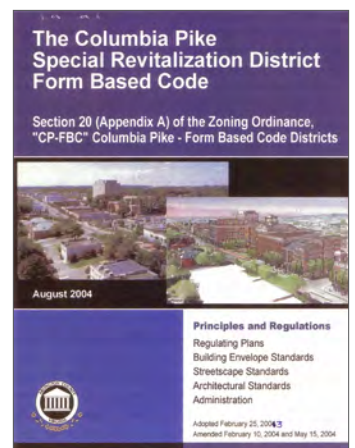
Our form-based coding approach is based on traditional American town and city form and function—creating places that are inherently pedestrian-friendly and mixed-use. We operate under the guiding philosophy that the great neighborhoods, towns, and cities in America did not happen by accident—they were planned with a physical vision. Our codes are not written in the abstract, but rather to produce a specific place—one envisioned by the local citizens and grounded in the reality of the local economic, political, and community context. We are involved throughout planning and development projects: from preliminary analysis, master planning, and urban design to creating new codes and review processes in coordination with implementation strategies. Geoffrey Ferrell Associates incorporates the timeless principles of traditional human settlement with the most valuable aspects of science and technology—Smart Growth, ecology and sustainability, etc.—and contemporary real estate development practices.

In addition, Geoffrey Ferrell Associates regularly uses a public participation charrette process as a multi-faceted tool: to clarify the public vision for future development in a targeted area; and to establish the framework for the new form-based code or other land development regulations.

Firm established in 1999. Formerly known as Ferrell Madden and Ferrell Madden Lewis.



Rendering by Steve Price



urban design,
town planning, &
form-based coding

R. GEOFFREY FERRELL, II

PROFESSIONAL EXPERIENCE

Geoffrey Ferrell Associates (previously Ferrell Madden & Ferrell Madden Lewis) Principal. 1992-97; 1999-present
Torti Gallas & Partners. CHK, Silver Spring, MD. 1999
Treasure Coast Regional Planning Council, Director of Urban Design. Stuart, FL. 1997-99
Duany Plater-Zyberk Architects and Town Planners, Project Manager/Designer. Miami, FL. 1989-92
Oregon Department of Energy, Conservation Division, Management Analyst. 1980-83

URBAN DESIGN, TOWN PLANNING, & FORM-BASED CODES

- Downtown Master Plan & Form-Based Code, Cedar Falls, IA
- Zoning Code Update, Downtown Form District, Cedar Rapids, IA, with Community ReCode
- Gateway Corridors Master Plan & Form-Based Code, Winooski, VT
- Center City Vision Plan & Form-Based Code, Norman, OK – with National Charrette Institute & Opticos Design.
- Development Code Update, Downtown Form District, Columbia, MO – with Clarion Associates.
- Lee Highway Vision Plan & Zoning Analysis, Arlington County, VA – with Dover Kohl & Partners
- 2034 Comprehensive Plan Update, Place Type Character chapter, Suffolk, VA – with McBride Dale Clarion.
- Transit-Oriented Neighborhood (TON) District Zoning-Toolkit for Bus Rapid Transit stations, Greenville, SC.
- Hull Street Corridor Master Plan, Richmond/Chesterfield County, VA, with Rhodeside & Harwell.
- Columbia Pike Special Neighborhoods Area Plan; Arlington County VA, with Dover Kohl & Partners.
- Overland Park Form Districts, Overland Park, KS.
- Portsmouth Uptown D2 District, London Boulevard and High Street Corridors, Portsmouth VA.
- Urban Centers Toolkit, Prince Georges County MD, with Code Studio, Inc.
- Heart of Peoria Charrette, Master Plans & Land Development Code, Peoria, IL.
- Broad Avenue Revitalization District, Memphis/Shelby County TN, with Duncan Associates.
- Fremont Form-Based Zoning Ordinance, Fremont MI, with LSL Planning.
- Farmers Branch DART Station Area & Form-Based Code, Farmers Branch TX.
- Columbia Pike Master Plan and Form-Based Code; Arlington County VA, with Dover Kohl & Partners.
- Pleasant Hill BART Station Property Form-Based Code, Contra Costa County CA.
- Peninsula Neighborhood Form-Based Code, Iowa City, IA.
- Longleaf, New Port Richey FL, with Armando M. Montero.
- Windsor Village, Vero Beach, FL. Town Planner for Village (Duany Plater-Zyberk master plan).
- Riviera Beach Masterplan & Form-Based Code, Riviera Beach FL, with Mark Schimmenti.

PROFESSIONAL ACTIVITIES, PUBLICATIONS, & AWARDS

- **Memberships:** Form-Based Codes Institute – founding Board Member; Congress for the New Urbanism – Charter Member; Washington DC Chapter of CNU – Charter Member
- *2012 Benjamin Banneker National Capital APA Planning Award; 2014 CNU Charter Award* – Columbia Pike Special Neighborhoods Area Plan; with Dover Kohl & Partners.
- EPA Smart Growth Blue Ribbon + 2010 Virginia APA Award – Portsmouth Uptown D2 District. 2012 & 2010
- Driehaus Form-Based Code Awards – Farmers Branch Station Area & Heart of Peoria Form-Districts. 2007 & 2010
- Texas APA Planning Award – Farmers Branch DART Station Area. 2005
- **Form-Based Codes.** Contributor (by D. Parolek, K. Parolek, and P. Crawford) Published by Wiley & Sons. 2008.
- *TND III / Blueprints for a Better Future: Building Plans and Urban Design Principles for a Better South Florida.* Editor, Essay Section. Author, “Urban Design Principles for Building Neighborhoods, Towns, and Cities.” 1999
- *The New Urbanism.* Contributor. (by Peter Katz) Published by McGraw Hill. 1992
- Progressive Architecture Magazine Urban Design Citation – Riviera Beach Masterplan. 1991
- *The City is an Investment in Our Future*, Proposals for an Alternative Approach to Urban Development on the Example of Chur, Switzerland. Co-author with Thomas Dalbert-Weiss. Book published in Switzerland, 1990

SELECTED SPEAKING ENGAGEMENTS

- Ontario Association of Architects, Conference Speaker; Quebec, ON. 2019
- Congress for the New Urbanism (CNU). Speaker/panelist – Various locations. 2002-2011
- Paul Crawford Annual Lecture; California Polytechnic University, San Luis Obispo, CA. 2009
- American Planning Association (APA) National Conference. Speaker/panelist – Various locations. 2004-06, 2010-11.
- New Partners for Smart Growth Annual Conference, speaker & panelist; Miami Beach, FL & Seattle, WA. 2005 & 2010
- Michigan Society of Planners Annual Meeting: Keynote & Form-Based Codes workshop, Grand Rapids, MI. 2004
- Brookings Institution, “Alternatives to Zoning,” speaker & panelist; Chicago, IL. 2002
- National Trust for Historic Preservation Conference. Speaker; “New Tools for Preservation,” Cleveland, OH. 2002
- Form-Based Coding Presentation for the City of Chicago, with Peter Katz and Steve Price. Advised Mayor’s Committee to Rewrite the City of Chicago Zoning Ordinance. Chicago, IL. 2001
- Michigan Society of Planners, New Urbanism workshop, speaker. 2000
- 6th Annual Growing Communities Conference, speaker; Grand Rapids, MI. 1999
- Florida Regional AIA Conference, Smart Growth, speaker; Boca Raton, FL. 1998

TEACHING EXPERIENCE

- Adjunct faculty, Virginia Tech, School of Planning, Alexandria Virginia Campus. 2004-6
- Adjunct faculty, University of Maryland School of Architecture. 2002
- Adjunct faculty, University of Miami, Masters program in Town Design. Taught two studios with Elizabeth Plater-Zyberk, Retrofitting Suburbia and Seminar in New Town Design. 1989-90
- Instructor, Form-Based Codes 201 & 301 – Seminars for Mid-Career Professionals. 2005 – ongoing

EDUCATION

- Master of Architecture, Certificate in American Urbanism, University of Virginia, Charlottesville, VA. 1994
- Bachelor of Architecture, Oregon School of Design, Portland, OR. 1988
- Bachelor of Science in Public Policy and Political Science, Willamette University, Salem, OR. 1979

COMPARABLE PROJECTS & REFERENCES

A very brief project description with contact information and links to the municipal websites (where available) are provided here. These examples included significant public participation and visioning components, along with form-based code drafting, and other technical work that illustrate the skills and experience that Geoffrey Ferrell Associates will bring to this effort. All of these projects were completed on time and within budget.

Cedar Falls, Iowa: *Imagine! Downtown Vision Plan & Form-Based Zoning Ordinance* - 2019/ongoing

Contact: Karen Howard, AICP, Planning & Community Services Manager
(319) 268-5169 or karen.howard@cedarfalls.com

A charrette-based vision master plan and drafted a new form-based district for the greater downtown area of the city, covering the pre-1945 extents of the city. The project involves active collaboration with city staff and the citizens. The vision master plan was unanimously adopted by the City Council November 18, 2019. Work on the new Form-Based zoning ordinance is well underway.

Ferrell Madden is the lead consultant; Mary Madden is the project manager, Geoff Ferrell is the lead code writer and urban designer. Team members included: Elizabeth Garvin, Community ReCode, euclidean zoning consultant, Keith Covington, architect; Jason Falango, architect; Anita Morrison, Partners for Economic Solutions, Economics; Wade Walker, Alta Design+Planning, Traffic Engineering; and Steve Price, Urban Advantage, photo imaging.

Winooski, Vermont: *Gateway Corridors* - 2014/15

Contact: Regina Mahony, Planning Program Manager, Chittenden County Regional Planning Commission, 802-846-4490, ext. 28 or rmahony@ccrpcvt.org

Winooski is an historic town that has become a suburb of Burlington, VT. This project included a public participation charrette, a design master plan for three corridors, and new form-based development regulations for each. The goals included public realm improvements to promote more walkable and bike-able corridors while also encouraging fine-grained infill redevelopment, respectful of the "small town character."

Geoffrey Ferrell Associates was the lead consultant; Geoff Ferrell served as project manager. Team members included: Mary Madden, lead planner, Paul Dreher, lead architect; Steve Price, Urban Advantage, photo imaging.

Arlington, Virginia: *Columbia Pike Neighborhoods* - 2011/14

2012 APA National Capital Area Chapter, Benjamin Banneker Award for Outstanding Social Commitment and Community Initiatives

<http://projects.arlingtonva.us/neighborhoods/neighborhoods-form-based-code/>

Contact: Jennifer Smith, Columbia Pike Initiative Coordinator, 703-228-0068, jsmith3@arlingtonva.us

This project was a follow-up to a plan and form-based code that were completed in 2003 for the Mixed-Use Centers along the 3.5 mile Columbia Pike corridor. It included a public charrette, master plan and code for the Neighborhood Areas between, and surrounding, the Centers. These plans and codes promote a combination of "gray-field redevelopment" and "retrofitting suburbia" via the transformation of strip commercial shopping centers into compact mixed-use districts and intensifying the adjacent aging garden apartment complexes in a more compact, pedestrian-friendly pattern (including the reconnection of the street grid where appropriate.)

Geoffrey Ferrell Associates was a sub-consultant for the charrette and master plan and wrote the form-based code. Team members included: Dover Kohl & Partners, lead consultant and charrette leader; Mary Madden, planner and form-based codes; UrbanAdvantage; Partners for Economic Solutions and AECOM.



Portsmouth, Virginia: Uptown D-2 District - 2009/10

2012 EPA National Smart Growth Blue Ribbon Winner, 2010 VAPA Award Winner

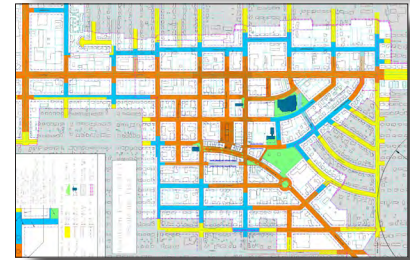
www.portsmouthva.gov/planning/images/destinationtown/FBCBookFinalDraft.pdf

Contact: Paul Holt, Former Portsmouth Planning Director, 767.377.7992,

Paul.Holt@jamescitycountyva.gov

This project included a public participation charrette, vision plan and form-based code. The public participation process also included a strong push to engage key stakeholders in a variety of forums beyond the design workshop, because the district itself had few residents due to its historic land use character of small-scale industry and auto-oriented retail. The plan and code update are intended to encourage infill redevelopment of an under-utilized district covering approximately 75 city blocks, located between two corridors and adjacent to historic Old Town.

Geoffrey Ferrell Associates was the lead consultant; Geoff Ferrell served as project manager. Team members included: Mary Madden, lead planner; Rhodeside and Harwell, landscape architecture; UrbanAdvantage, photo imaging; Urban Advisors, economics; and Rick Chellman, traffic engineering.



Overland Park, Kansas: Downtown & Metcalf Corridor - 2009/11

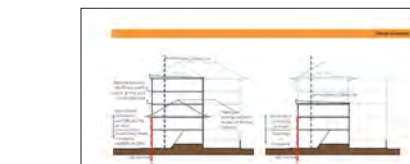
2011 Kansas APA Pioneer Award Winner

www.opkansas.org/wp-content/uploads/downloads/Downtown-Form-Based-Code-Manual.pdf

Contact: Leslie Karr, Manager, Current Planning, 913-895-6196

This project required the creation of an illustrative master plan and integration of a new form-based district within the municipal zoning ordinance. Our work included a semi-public charrette with key stakeholders to refine the vision for the historic Downtown (incorporating a greater level of urban design detail than the previous plan and factoring in local market conditions) and establish the framework for new form-based development standards for Downtown. The first new form district covers approximately 40 city blocks and has the primary intent of promoting fine-grained infill redevelopment within Downtown and some larger scale redevelopment for some "gray-field" areas along the Metcalf corridor.

Geoffrey Ferrell Associates was the lead consultant; Geoff Ferrell served as project manager. Team members included: Mary Madden, lead planner; UrbanAdvantage, photo imaging; Urban Advisors, economics; and Rick Chellman, traffic engineering.



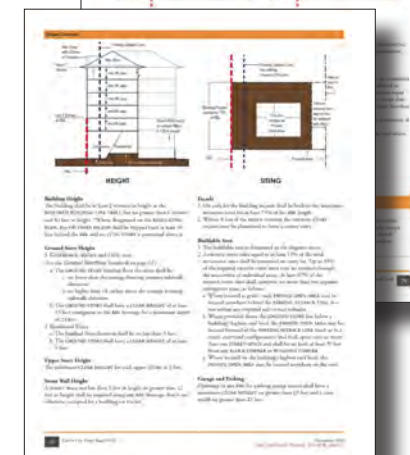
Norman, Oklahoma: Center City Vision Plan & Form District - 2014/2017

Contact: Susan Connors, Norman Planning Director, 405-366-5431 or

susan.connors@normanok.gov

Geoffrey Ferrell Associates collaborated with Opticos Design on the charrette and vision master plan for the Center City area, reaching from downtown Norman to the Campus Corner area adjacent to the University of Oklahoma. Geoffrey Ferrell Associates was a sub-consultant to the National Charrette Institute, responsible for drafting the form-based zoning ordinance for the masterplan area. It involved as active collaboration with city staff and a citizen steering committee. The form-based code was adopted in 2017.

Team members included: National Charrette Institute (NCI), lead consultant and charrette leader; Opticos, masterplan architects, Mary Madden, lead planner; Wade Walker, Alta Design+Planning, Traffic Engineering.



Greenville, South Carolina: Transit-Oriented Neighborhood District - 2013/14

Contact: Nathalie Schmidt, Dev. Planner, 864.467.4476, nschmidt@greenvillesc.gov

In 2010, the City adopted a new comprehensive plan that calls for compact mixed-use, walkable development in response to the City's constrained supply of vacant land and issues with air quality attainment. This project included a form-based "tool-kit" for future use, establishing a planning process and a zoning "kit of parts" to create new transit-oriented redevelopment districts around prospective bus rapid transit (BRT) stations. A pilot illustrative plan/code application was developed for one station area and TON District.

Geoffrey Ferrell Associates served as a sub-consultant on this project, and drafted the form-based zoning "tool kit" and proposed process for creating new TOD districts.

Columbia, Missouri: Zoning Ordinance Revision - 2014/2017

Contact: Tim Teddy, Community Development Director, 573-874-7318 or ttteddy@gocolumbiamo.com

Geoffrey Ferrell Associates was a sub-consultant on this project, responsible for the creation of a new Mixed-Use Downtown (M-DT) form-based district as part of a larger citywide zoning code update. This project included working with city staff, the Downtown Business Improvement District (BID) and other stakeholders as well as "beta-testing" the draft code on specific downtown sites. This code was adopted in 2017.

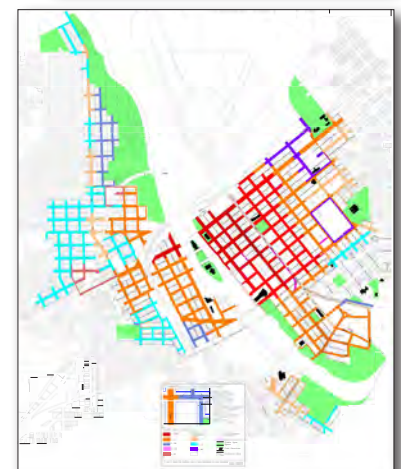
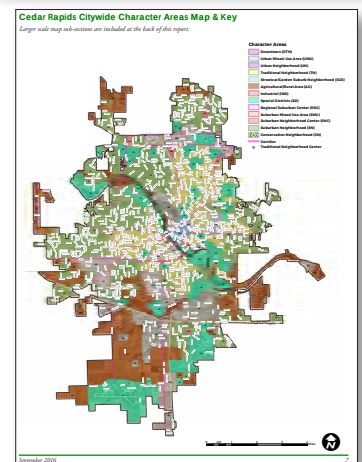
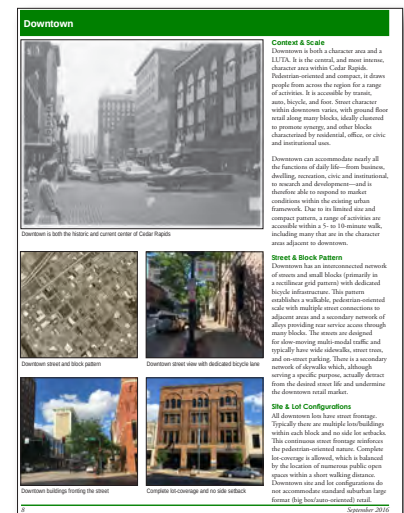
Cedar Rapids, Iowa: ReZone Cedar Rapids: Downtown Form Districts - 2016/2018

Seth Gunnerson, Project Manager, Community Development and Planning, 319.286.5129, or s.gunnerson@cedar-rapids.org

The City of Cedar Rapids, a mid-sized industrial city, hired Geoffrey Ferrell Associates (dba Ferrell Madden) as part of the SafeBuilt Studio team to complete a citywide zoning ordinance update to implement the recently adopted comprehensive plan. The new comp plan emphasized "land use typology areas" that reflect physical character and intensity rather than solely future land use. This made form-based districts an ideal tool for the code update, particularly for those areas of the city with an existing, fine-grained interconnected street and block network where the city wanted to encourage compatible infill and redevelopment. The new form districts are the mandatory base zoning.

This project involved close collaboration with city staff, working with a citizen steering committee, and providing regular updates to stakeholder groups such as developers and realtors, historic district committees, and established improvement districts. The effort also included public open houses at key points on the project timeline.

Elizabeth Garvin, Community ReCode, was the lead consultant; Mary Madden and Geoff Ferrell wrote the form-based code.



Draft Regulating Plan for new urban form districts for Downtown and surrounding traditional mixed-use neighborhoods



Community ReCode is a boutique consulting practice focused on helping our clients improve their land development regulations and development review processes. Based in best practices, hard-won experience, and practical problem solving, we collaborate with our clients to create regulatory solutions that fit the community. Working across all zoning platforms – traditional, form-based, performance, and negotiated – our approach is a process of choosing the tools that work and refining them to meet local needs. We firmly believe a code update must be a thoughtful and well-vetted whole that is comprised of the best functioning combination of tools, techniques, and formats known, with an eye toward how the parts will work together and evolve over time.

Community ReCode promotes three core tenants in undertaking our projects:

1. The process starts with an understanding of the problem.
2. Active public outreach is critical to a successful local solution.
3. Communities change over time; regulations must do that also.

Individually, our planners spend a great deal of time teaching and educating other planners about how to draft land development regulations. We have thought hard about how to help people understand the inner-workings of a code and how to help planners hack and deconstruct various code approaches or models to make them local and relevant. Community ReCode meets our clients where they are, in terms of staff capacity and experience, development and design community history and preferences, and civic vision, and we help move both the project and the people forward.





Community ReCode

Elizabeth Garvin, Esq., AICP

Elizabeth Garvin is the Community ReCode Founding Principal and she works in the Denver office. Elizabeth is both an attorney and a planner and she has practiced in both disciplines. She has prepared both traditional and FBC/hybrid code update projects for cities and counties across the country; drafted topic-specific code provisions covering topics such as TOD, sustainability, and signs; created plans for redevelopment projects; prepared regional design standards; and organized and undertaken public participation processes. Prior to founding Community ReCode, Elizabeth was the Planning Director for SAFEbuilt Studio, practiced law with Spencer Fane, and worked as a senior staff member at Clarion Associates.



Ms. Garvin is a frequent speaker and author on planning and regulatory topics, including serving as a board member for the Rocky Mountain Land Use Institute as well as RMLUI's legal columnist to the Western Planner. Recently, Elizabeth co-authored the April 2018 APA Zoning Practice article entitled *Living with Form-Based Codes* and presented on the same topic at the 2018 APA National Conference in New Orleans. She is currently working on a model ordinance for tiny homes and an article on functional mixed-use districts.

Elizabeth's sample regulatory projects include:

- Cedar Rapids, Iowa, Zoning Code Update (hybrid code, current)
- Wilmington, North Carolina, Land Development Code (hybrid code, current)
- Branson, Missouri, Unified Development Code – Sign Code (current)
- Billings and Yellowstone County, Montana, Zoning Code Updates (hybrid code, current)
- Gilbert, Arizona, Use Standards Analysis
- Philadelphia, Pennsylvania, Zoning Code Update and Sign Code, Winner 2013 APA National Planning Excellence Award
- Arlington, Texas, Unified Development Code
- Lee's Summit, Missouri, M-150 Sustainable Corridor Overlay District
- St. Louis County, Missouri, Sustainable Code Updates
- Riley County, Kansas, Sign Code Update for Digital Displays and Rewrite of Agricultural Zoning Approach; creation of unified Land Development Regulations (current)

Elizabeth earned all of her degrees – Juris Doctor, Master of Urban Planning, and BA in Environmental Studies - at the University of Kansas. KU has repaid the favor by allowing her to teach graduate planning classes in regulatory processes. Go Jayhawks.



Sample Projects

Denver, Colorado

Form-Based Code Site Plan Review

Garfield County, Colorado

Targeted Code Updates

Riley County, Kansas

Land Development Regulations

Billings/Yellowstone County, Montana

Zoning Code Updates

St. Louis County, Missouri

Sustainable Regulations

Philadelphia, Pennsylvania

Zoning Code Update, Sign Code Update

Branson, Missouri

Unified Development Code

Northglenn, Colorado

Development Process Update

Lake Oswego, Oregon

LDC Reorganization and Housekeeping Updates

King County, Washington

Code Enforcement Best Practices

Avon, Colorado

Unified Development Code

Mancos, Colorado

Land Development Code

Laramie, Wyoming

Unified Development Code

Arlington, Texas

Unified Development Code

Omaha, Nebraska

Sustainable Mixed-Use Neighborhood District

Adams County, Colorado

Transit-Oriented Development District

Town of Gilbert, Arizona

Best Practices for Uses Study

Lee's Summit, Missouri

M-150 Sustainable Corridor Regulations

State of Nebraska

NCIZ I-80 Development Standards

North Las Vegas, Nevada

Unified Development Code

Leavenworth, Kansas

Zoning Update

Firm Biography



Common Ground is an award winning land planning and urban design firm based in Middle Tennessee. Founded in 2006 under the name Third Coast Design Studio, the firm has completed over 100 projects in 22 states. Celebrating their 10th anniversary in 2016, the firm decided to rebrand the company as Common Ground, a reflection of their commitment to working side-by-side with communities to achieve the greatest outcomes in their planning efforts. Prior to establishing the firm, Principal Keith Covington led the Metro Nashville Planning Department's Urban Design Studio. The firm has worked across the country designing new communities, revitalizing transportation corridors, enhancing existing downtowns, and planning for regional growth management. Covington's background in architecture provides a unique insight into the urban design and planning problems of today.

Common Ground Urban Design + Planning

135 2nd Ave North, #3
Franklin, TN 37064

615.678.8640

hello@commongrounddesign.com

www.commongrounddesign.com



KEITH COVINGTON, RA, AICP – Principal



professional registration

State of Tennessee Architect License No. 101338, 1997

education

Masters of Architecture in Town Planning, University of Miami, 1999

Bachelors of Architecture, University of Tennessee, 1993

experience

Common Ground Urban Design + Planning/Third Coast Design Studio

January 2006 to present

President

Metropolitan Nashville Planning Department Design Studio

October 2000 to December 2005

Urban Designer, October 2000 to June 2004

Design Studio Director, June 2004 thru December 2005

Looney Ricks Kiss Architects, Inc.

September 1999 to October 2000

Project Architect and Urban Designer

Edwards + Hotchkiss Architects, Inc.

June 1993 to August 1998

Project Architect

professional affiliations

American Institute of Certified Planners

American Planning Association

Congress for the New Urbanism

Nashville Urban Design Forum

boards and volunteer work

Urban Guild Board of Directors

2019 to present

Treasurer (present)

Form-based Codes Institute Resource Council

2019 to present

Room in the Inn Human Development Center

2013 to 2017

Nashville Civic Design Center Board of Directors

2011 to 2015

Treasurer (2013, 2014)



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downtowns, neighborhoods, & districts

Downtown Form-based Code Charrette

project information

Location: Chattanooga, TN
Designed: 2015
Status: Adopted
Client: Code-Studio for the Chattanooga-Hamilton County Regional Planning Commission on behalf of the City of Chattanooga

project description

Chattanooga has long been at the forefront of strong urban planning and these efforts have led to downtown revitalization and inspired other cities to do the same. Chattanooga's zoning code, on the other hand, has fallen well short of supporting continued redevelopment as envisioned. Common Ground was the lead urban designer on a team hired to develop a form-based code for the five neighborhoods that make up the core of downtown Chattanooga. Utilizing the charrette method, the team engaged community stakeholders to establish a vision for the future character of downtown. After a visioning session where the public put their ideas on maps, Common Ground helped lead the team in a brainstorming exercise to develop a conceptual Character Area Map that became the basis for the Regulating Plan of the form-based code. Common Ground and other designers then created development scenarios for the five neighborhoods to illustrate how development might occur according to the character areas established in the Regulating Plan.





**common
ground**
URBAN DESIGN + PLANNING

corridors

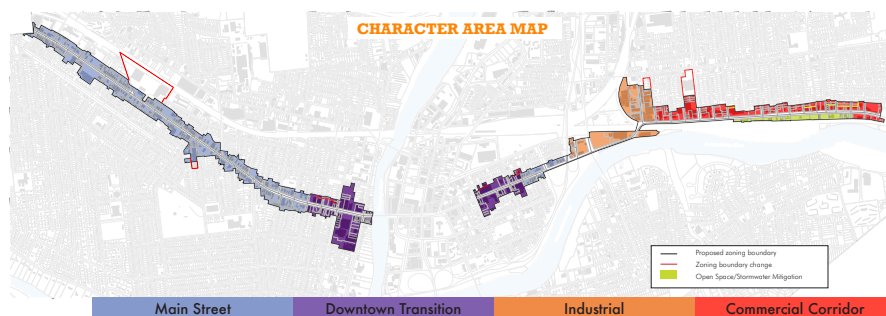
Court/Main Form-based Code Charrette

Project Information

Location: Binghamton, NY
Designed: 2013
Size: Approx. 4 miles
Client: Code-Studio for the
City of Binghamton

Project Description

Common Ground was the lead urban designer on a charrette to develop a form-based code for an approximately 4 mile stretch of Court and Main Street—the central east-west spine of Binghamton. The project was designed using the charrette process through which the community discovered its vision for the future of the corridor. After a hands-on visioning exercise with the public, we led the effort to identify future “character areas” along the length of the corridor. We studied several key locations along the corridor and completed Development Scenarios to illustrate the potential future character and development yield. The Development Scenarios were accompanied by three-dimensional illustrations such as massing models and photo simulations to help the community understand what the areas might look and feel like in the future. Our work became the basis for the development of the form-based code intended to implement the plan.



From top: Character Area Map, Development Scenario for detailed study area, Massing diagram of Development Scenario, Visual Simulation of streetscape improvements and proposed character, Development Scenario for detailed study area



JUSTIN FALANGO RA, NCARB, AICP

PRINCIPAL

An architect and urban designer by trade, Justin has been involved with scores of projects throughout the US and abroad over the last fifteen years. His extensive work with form-based codes, master plans, renderings, and architectural design guidelines has helped many municipalities and developers ensure appropriate and sustainable growth. Justin has a unique understanding of municipal planning and development implementation, having previously served as the Chief Architect & Urban Designer for Arlington County, Virginia, where he helped to administer the form-based code for Columbia Pike, and was closely involved with the approval of new development throughout the County during his tenure.

Justin is a certified planner (AICP), and a registered architect. He lives in New Hampshire where he serves on the local Planning Board, consults on a range of planning and architectural work, and teaches urban design at Virginia Tech.

EDUCATION

Master of Urban Design
Master of Architecture
UNIVERSITY OF MIAMI
Coral Gables, Florida

Bachelor of Arts, Architecture
LEHIGH UNIVERSITY
Bethlehem, Pennsylvania

PROFESSIONAL EXPERIENCE

Senior Associate
PRINCIPLE GROUP
Boston, Massachusetts 2018 - 2020

Chief Architect & Urban Designer
ARLINGTON COUNTY GOVERNMENT
Arlington, Virginia 2013 - 2018

Project Director
DOVER, KOHL & PARTNERS
Coral Gables, Florida 2005 - 2013

Designer
DUANY PLATER-ZYBERK & CO.
Miami, Florida 2005

SELECTED PROJECTS

East Downtown, Hillside & Waterfront - Duluth, Minneapolis
Old Town Master Plan & Form-Based Code - Bluffton, South Carolina
Fayetteville 2025 - Fayetteville, Arkansas
Downtown Master Plan SmartCode - Montgomery, Alabama
The Blueprint for Spring Hill - Mobile, Alabama
5401 North Plan & Development Standards - Raleigh, North Carolina
Dennis Port Revitalization Plan - Dennis, Massachusetts
Rio Grande Corridor Master Plan - Albuquerque, New Mexico
The Town's Blueprint & Code - Charlotte Amalie, U.S. Virgin Islands
Riverfront Crossings District - Iowa City, Iowa
El Paso Comprehensive Plan - El Paso, Texas
Preservation of Pittsburgh Neighborhood Plan - Atlanta, Georgia
Columbia Pike Neighborhoods Plan & Form-Based Code - Arlington, Virginia
Envision Lubbock Together - Lubbock, Texas
Augusta Sustainable Development Agenda - Augusta, Georgia
Michigan/Grand River Avenue Master Plan - Lansing, Michigan
Lee Highway Visioning Study - Arlington, Virginia
Washington Street Corridor Master Plan & Code - Newton, Massachusetts
North Yarmouth Vision Plan - North Yarmouth, Maine
Downtown Vision Plan - Cedar Falls, Iowa

AFFILIATIONS + SERVICE

Congress for the New Urbanism
American Planning Association - Certified Planner
National Council of Architectural Registration Boards (NCARB)
Form-Based Codes Institute (FBCI)
Alstead Planning Board



ARCHITECTURE • URBAN DESIGN

RENDERINGS • TOWN PLANNING

Falango Design Studio creates all of the tools that go into making sustainable and lovable places, from thoughtfully detailed architectural design based on local building traditions, to straightforward form-based codes and visionary master plans. Our work is driven by robust community engagement, ensuring that all designs, plans, and codes are thoroughly *by* the people they will serve, and genuinely *of* the place they're meant to enrich.

Based in New Hampshire, the studio draws upon the rich building patterns of the surrounding New England landscape, as well as the diverse national and international experience of firm principal, Justin Falango.

WHAT WE DO

ARCHITECTURE + BUILDING TYPOLOGIES

DOWNTOWN + NEIGHBORHOOD MASTER PLANS

FORM-BASED CODES

ARCHITECTURAL DESIGN GUIDELINES

PUBLIC ENGAGEMENT

RENDERINGS + ILLUSTRATIONS

DEVELOPMENT SCENARIO STUDIES



Chester E. Chellman, P.E., L.L.S.

Chester "Rick" Chellman has more than thirty years of experience in civil engineering design, engineering consulting, traffic engineering and land surveying, land use regulations and development planning. Rick has site planning, civil and forensic



engineering, zoning, expert testimony and land use experience throughout the United States of America and many other countries. In recent years, Rick has worked extensively on the engineering and traffic engineering aspects of Traditional Neighborhood Development (TND), and New Urbanism (NU) particularly concerning the matters of street design, parking, vehicular and human-powered

transportation.

Rick has extensive experience in public participatory planning events. This experience includes participation in numerous charrettes in many US and international locations. Rick also led charrettes to design the new towns of Tongzhou in Beijing, China and Santa Isabel in Guatemala.

Rick was awarded a Knight Fellowship from the University of Miami, and he has lectured at several universities, including Harvard, New Hampshire, New Mexico, Texas and California. Rick often speaks on the topics of street design, transportation and urban design.

Rick has also designed streets and prepared traffic impact analyses throughout the United States, the Middle East, Guatemala, Mexico, Costa Rica, El Salvador, China, Russia and Canada. Rick personally designed of all of the streets in the new capital city of Abu Dhabi as he began work on the new Urban Street Design Manual for the Emirate of Abu Dhabi with other team members.

Professional Registrations

Professional Engineer:

Licensed in all of the lower 48 States in the United States, and the District of Columbia.

Licensed Land Surveyor:

Licensed in Maine and New Hampshire

Publications Co-Author/Team Member

"NACTO Urban Street Design Manual", NACTO, NY, NY, 2013;

"Context Sensitive Solutions in Designing Walkable Urban Thoroughfares" Institute of Transportation Engineers, Washington, D.C. Technical Advisor, 2010.

"Traditional Neighborhood Development Street Design Guidelines" Institute of Transportation Engineers, Washington, D.C. Recommended Practice. Neighborhood Street Design Committee, 1999.

"Neighborhood Street Design Guidelines" Institute of Transportation Engineers, Washington, D.C. Recommended Practice. Neighborhood Street Design Committee, 2010.

Rick Chellman C.V.

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"Complete Streets Chicago" City of Chicago, Department of Transportation, 2013.

"Urban Street Design Manual" a design and policy manual for the construction, design and layout of urban streets in the Emirate of Abu Dhabi, United Arab Republic, 2009.

"Real Urban Intersection Design" Institute of Transportation Engineers Journal, May, 2014.

"Development of a Context Sensitive Multimodal Functional Classification System", National Cooperative Highway Research Program, 2016.

Awards

Charter Award, Congress for the New Urbanism, 2006 for the Urban Extension of Crewkerne, UK (Team Member)

ITE Transportation Planning Council Technical Committee Award for Traditional Neighborhood Development Street Design Guidelines when it was a proposed recommended practice in 1998.

Charter Award, Congress for the New Urbanism, 2009 for The Smart Code (Team Member)

Driehaus Form-Based Codes Award, 2010 for City of Peoria Form-Based Code (Team Member)

EPA Programs and Policies Award, 2012 for Portsmouth, Va. Form-Based Code (Team Member)

Driehaus Form-Based Codes Award, 2012 for City of Santa Ana Transit Zoning Code (Team Member)

Municipal Experience

Chairman of the elected Board of Selectmen for the Town of Tuftonboro, New Hampshire; nine-year member of the Tuftonboro Planning Board, including professional assistance in the completion of the Town's Master Plan; and two years' service on the Tuftonboro Zoning Board of Adjustment.

Expert Witness

Expert qualification and testimony as an Engineer and/or Land Surveyor in several venues and jurisdictions including District Court, Superior Court ("Supreme Court" in New York) and Federal District Courts in New Hampshire, Maine, Vermont, New York, Massachusetts, Georgia, California and New Mexico (not all Courts in all jurisdictions).

Memberships:

American Society of Civil Engineers

Charter member, **Congress for the New Urbanism**

Institute of Transportation Engineers (Fellow); member of ITE Transportation Expert Witness, Traffic Engineering, Transit, Transportation Planning, Parking and Pedestrian and bicycle Councils

National Society of Professional Engineers

Resource Council, **Form Based Codes Institute**

Positions Held:

Founder: White Mountain Survey Company Co. Inc. / White Mountain Survey & Engineering, Inc.;

Consultant: TND Engineering; Director of Development: NewMedico Associates, Inc.; Board

Member: White Mountain National Bank; Board Member: Congress for the New Urbanism;

Principal: Nelson\Nygaard Consulting Associates; Director of Design: Smart Growth America.

Personal:

Rick is an avid photographer, and he enjoys walking, reading, science and exploring.



“Bringing private real estate expertise to the public sector to support successful public/private development.”

40 Years of Experience

Market Analysis
Instructor in the
Sustainable Real Estate
Development program
at Tulane University

Master of Public Policy,
University of Michigan

Member Affiliations:
*Lambda Alpha
International
Urban Land Institute
American Planning
Association*

Volunteer Service:
*ULI Advisory Panels in
Little Rock, AR,
Paterson, NJ,
Albuquerque, NM,
Salem, OR, Oklahoma
City, OK, Detroit, MI,
and El Paso, TX*

Anita Morrison Founding Principal

Anita Morrison founded Partners for Economic Solutions after more than 30 years of economic and development consulting. During her career, Anita has specialized in public/private partnerships, real estate advisory services, redevelopment strategies and economic impact analysis. From large cities to small towns, she applies her understanding of real estate economic fundamentals to questions of development, redevelopment and smart growth. She helps decision makers and the community to understand how economics and land planning interact. Her market analysis helps to frame the scale, mix and pace of development. Financial analysis evaluates project feasibility, quantifies any funding gap and required investment, and assesses the potential for long-term returns. Fiscal impact analysis forms the basis for realistic and creative funding strategies and allows decision makers to evaluate the potential returns and risks associated with their investment. Anita is adept at incorporating these economic realities into workable solutions.

Anita has a particular expertise in housing policy, markets and plans. She recently completed a housing needs assessment and housing market analysis for the City of Charlottesville. In an accompanying study, she analyzed the financial ability to include affordable housing units in new developments. She prepared an extensive affordable housing analysis and strategy for the Columbia Pike corridor in Arlington, VA. A long-time reservoir of affordable garden apartments, the Pike corridor is facing gentrification pressures and rent increases that threaten to price out many of the current residents. Her financial analysis served as the basis for a requirement for inclusion of affordable housing in exchange for additional development density as part of a comprehensive strategy that built on national best practices and tools. In Atlanta's Pittsburgh neighborhood, she prepared a detailed neighborhood revitalization strategy that focused first on addressing the extensive inventory of abandoned and foreclosed housing.

She has assisted and represented a number of development agencies with major public/private partnerships, including the District of Columbia Deputy Mayor for Planning and Economic Development, the Pennsylvania Avenue Development Corporation, the Atlanta Development Authority, the Maryland Department of Transportation, the Fort Monroe Federal Area Development Authority, the Norfolk Redevelopment and Housing Authority, the Orlando Community Redevelopment Agency, the Armed Forces Retirement Home - Washington and the City of Dallas. In her 12 years as real estate advisor to the Pennsylvania Avenue Development Corporation, Anita quantified the potential returns from redevelopment as the basis for disposition strategies that encouraged residential, retail and arts development. This highly successful endeavor remade the face of “America's Main Street”, attracting \$1.7 billion in private investment.

In all her work, practical implementation strategies tap available resources and forge collaborations and partnerships to achieve a common vision and joint goals.

PES Project Experience

Housing Needs Assessment and Market Analysis

Charlottesville Neighborhood Development Services Department

Prepared as input to a new affordable housing strategy being developed by the City of Charlottesville, the Housing Needs Assessment encompassed a socioeconomic and demographic analysis that quantified and characterized housing demand; a housing market analysis that reviewed supply conditions and trends and how the market has responded to housing demand; an analysis of the housing affordability gap between the housing provided by the private market and the housing demand/needs; and a discussion of barriers to fair and affordable housing. In addition to citywide conditions, PES examined socioeconomic and housing supply data for each of the city's 12 Census Tracts.

Bonus Height Financial Analysis

Charlottesville Neighborhood Development Services Department

The City of Charlottesville has commissioned a Form-Based Code (FBC) to implement the plan for the Strategic Investment Area. Development and preservation of affordable housing is a major goal, and the FBC is proposed to include height bonuses in exchange for the inclusion of affordable housing. PES developed a financial model to test the feasibility of developing housing at different heights and the development's ability to support affordable housing at different levels of affordability. The result was an estimate of the percent of new housing units that could be committed at affordable rents in exchange for additional building height. A steering committee of non-profit, private and public developers, housing activists and City staff guided the analysis.

Columbia Pike Land Use and Housing

Community Planning, Housing and Development Division, Arlington County, VA

The Columbia Pike corridor, which stretches from the Pentagon through Arlington, is a vibrant corridor encompassing populations with a great diversity of incomes, backgrounds and ethnicities. One of the county's most significant reservoirs of market affordable housing, the corridor is experiencing rapid rent increases and threats to long-term affordability. As the corridor continues to redevelop and improve the quality of life for its residents through the addition of pedestrian-supportive amenities, mixed-use development and a planned new streetcar, the community has prioritized preservation of affordable housing. As a part of a multi-disciplinary planning team, PES conducted extensive market and financial analyses to inform the future planning process as to effective strategies to incorporate significant affordable housing into the corridor's future plan.

PES began by analyzing conditions within Columbia Pike's residential and commercial real estate markets, as well as those in the city and the broader Northern Virginia region. This analysis provided valuable insight into the long-term trends as well as the potential demand and pricing for various types of housing that might be developed in the corridor. PES reached out to stakeholders, including existing multi-family property owners, to encourage their participation and to assure that the plan's strategies are realistic given property owner concerns and motivations.

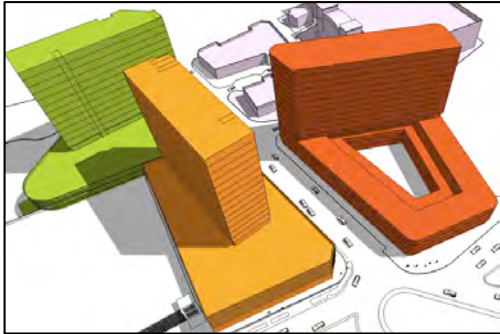


A detailed financial analysis evaluated alternative densities, housing types, tenure, and developer type to test development feasibility and the potential for including affordable housing within new or renovated developments. The analysis considered financial feasibility given today's rents and costs as well as anticipated rents and costs 10 years into the future. The urban designers then applied the lessons learned from these analyses to nine sites chosen to represent the range of conditions in the corridor (e.g., large, small, garden apartments, high-rise towers, historic, etc.). This iterative process informed both the financial analysis and site designs in exploring approaches to identify design solutions that would generate development capable of both preserving affordable housing and meeting the place-making priorities of pedestrian-oriented development with open space and other community amenities.

In developing an effective implementation strategy, PES has tested the national spectrum of affordable housing tools that could mitigate impacts of gentrification on the corridor's low- to moderate-income residents.

Market Analysis for a Major Mixed-Use Development

Retail Properties of America, Inc.



The Towson Town Center project in suburban Baltimore involves redevelopment of an aging retail center for a new mixed-use development that will bring additional vitality and new density to Towson's urban core. PES analyzed market potentials for residential and hotel development to supplement existing retailers. The residential market analysis focused on the performance of existing competitive properties as well as consideration of new development proposed for downtown Towson. It also considered the benefits of the site's close proximity to both Towson State University and Goucher College and the emerging entertainment cluster with restaurants and a new cinema complex.

Downtown and Connectivity Plan

Siloam Springs, Arkansas

As input to a new plan for Downtown Siloam Springs and the key gateway corridor, PES prepared a market overview to provide guidance as to the types and levels of supportable development. Review of the feasibility of proposed developments and investments helped to ensure that the plan recommendations were realistic and practical. PES prepared the implementation strategy and funding plan, detailing and prioritizing near-, medium- and long-term investments and programs. Given the very limited financial resources available to the City, key funding recommendations included a limited-term sales tax for a specific package of capital improvements. City residents subsequently voted overwhelmingly to impose a 3/8-cent sales tax to support quality-of-life bonds that included road, trail, streetscape and open space improvements.



Leesburg Economic Development Strategy

Town of Leesburg, VA

PES recently served as consultant and facilitator for the Town of Leesburg's Economic Development Steering Committee, which had been tasked with preparing a new economic development strategy for the Town. The strategy focused on strengthening downtown's role as the heart of Leesburg, reducing approval process barriers to development and business investment, creating walkable mixed-use environments attractive to young workers, leveraging public/private partnerships, marketing and branding, business attraction and retention, and supporting local retailers and restaurants. PES drafted the strategy elements as the basis for Steering Committee deliberations.



Explanation of Services

People need good pictures to understand development options. Using photo-editing and 3d modeling software, we create seamless photo simulations that realistically show how revitalized urban and suburban places could look. Starting with a photograph of existing conditions, we can insert buildings and trees into the view, improve conditions for pedestrians and bicyclists, place public transit infrastructure, and inhabit the view with people. The deliverables are before-and-after sequences: existing conditions photographs, two to three intervening step images, and final visions. The images in the sequences—existing conditions and transformed views—are designed to be in perfect registration so that changes between the steps are easily discernible. A simulation of change from a static vantage point that morphs from before to after gives the viewer a deep understanding of the components of change—the impact of streets trees, the viability of transit, the significance of street geometry, and how the changed environment could better respond to pedestrian needs. The viewer can easily imagine the experience of being in the environment and assess the cumulative impact of development stages. Also, the viewer can see how coordinated investments, both in the public right-of-way and on adjacent properties, can give benefit to both public and private interests.





STEVE PRICE

Visualization services

Urban Advantage, Inc.
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El Cerrito, CA 94530
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shprice@urban-advantage.com

Steve Price of Urban Advantage communicates urban design and architectural ideas to the public through photo-realistic illustration. Using photo-editing software, he modifies photographs of existing landscapes to create before-and-after visualizations of change. Clients for Steve's visualization services have included cities, urban designers, developers, transportation agencies, environmental groups, foundations, universities, and neighborhood groups. He has worked with the Fannie Mae Foundation to visualize urban revitalization of neighborhoods in Kansas City, Miami, Memphis, and Washington, DC. He has produced sets of images depicting New Urban design principles as they would apply to: TOD along the new Green Line in Calgary, Canada; TOD along LRT routes in Phoenix; urban center development in the jurisdiction of the San Diego Association of Governments; the jurisdiction of the Sacramento Area Council of Governments; and metropolitan Honolulu. He has participated in numerous urban design charrettes across the country and frequently works with leading New Urban designers, architects, and transportation planners.

Professional

Urban Advantage, Inc., President, 1996-2018

Freelance technical illustrator, 1986-1996, including clients Apple Computer, Hewlett-Packard, Logitech, Fujitsu

Fine artist showing in Los Angeles area, 1978-1985

Education

Bachelor of Arts in Sociology

Publication

Mr. Price's work has appeared in such publications as *The Wall Street Journal*, *Planning Magazine*, *Sierra Magazine*, *Better Homes and Gardens*, *Grist*, *Honolulu Magazine*, *Minneapolis Star Tribune*, *San Jose Mercury*, *The Washington Post*, *The New Urban News*, and the following books: *Regional City* by Calthorpe and Fulton, *The Charter for the New Urbanism* by the Congress for the New Urbanism, *Superbia!* by Wann and Chiras, *The Charrette Handbook* by Lennertz and Lutzenhiser, *Form-Based Codes* by Parolek, Parolek, and Crawford, *Sustainable Urbanism* by Farr, *Retrofitting Suburbia* by Dunham-Jones and Williamson, *Street Design* by Dover and Massengale, and the State of California *General Plan Guidelines*.

Author of "Form-based codes" article on Wikipedia

Author of "Visualizing Change: Photo-reimaging America's Built Landscape," *Zoning Practice*, American Planning Association, 2004

Author of various articles for the Form-Based Codes Institute blog and *CNU Public Square*.

Presentations

San Diego Association of Governments, International Council for Local Environmental Initiatives Conference, PlaceMatters Annual Conference, Annual Housing Conference (Fannie Mae Foundation), National Trust for Historic Preservation Annual Conference, Congress for the New Urbanism Annual Conference, Form Based Codes Institute workshops.

Affiliations and Service

Form-Based Codes Institute—Founding Board Member

Congress for the New Urbanism—Member

City of El Cerrito Design Review Board, Planning Commission, Urban Forest Committee 1998-2018

D. APPROACH/SCOPE OF SERVICES

We see the project as having four parts: Organization, Analysis, Design Workshop, and Code Drafting. This work program and budget is based on our experience with comparable projects. We anticipate finalizing the timeline, scope, and budget, in conversation with you in order that it be correct for your desires for Brainerd.

TASK ONE: ORGANIZATION & MANAGEMENT

This task will include detailed project organization, travel by key team members to Brainerd for initial meetings with City Staff, preliminary physical site analysis, and document collection. It may also include a first round of interviews with stakeholders and an initial public kick-off meeting or workshop.

A. Organization & Kick-Off

Become familiar with Brainerd, and appropriate documents, data, and plans, including but not limited to:

- Zoning and subdivision ordinances
- Current Comprehensive Plan
- Current design standards and review process
- Any additional relevant plans (current and historic)
- Recent construction and development plans and approvals
- Recent traffic counts and/or transportation studies
- Recent Economic Development Plans or studies
- GIS data of land use, zoning, lot size, property ownership, building square feet, height, and lot coverage
- Base mapping for study area and surroundings in GIS/AutoCAD
- Prepare a chart identifying the tasks and the responsible parties and finalize the timeline to complete the Scope of Services
- Hold a Public Kick-Off Meeting or Workshop (*see description under Task Two*)

B. Public Participation – *On-going throughout project*

Our approach to public participation is one we have developed over years of practice. Based on our prior experience with similar projects, we understand that care must be taken to maximize public involvement, but not to overwhelm the community and end up with public outreach fatigue. Covid-19 has complicated this; however we have learned/developed techniques that enable these meetings and workshops to be held on-line.

Evaluating and crafting development regulations is different from producing a community vision plan—these differences need to be considered in designing a realistic public engagement program. Citizen input is important. We place an emphasis on up-front public involvement during the analysis and visioning tasks and once again after the public draft code documents are available. Key points for public involvement and methods of participation are indicated throughout this proposed approach. It is important to note, however, that development regulations are more technical in nature than comprehensive plans; language and standards must be very clear and precise. Directly engaging the public during the initial code drafting task is not practical. We often work with a Steering Committee representing the core stakeholders and the city staff.

We will work with you to craft the best public engagement plan, based on our expertise and your local experience.

C. Media & Website

Throughout the course of the project, the Team will draft press releases (for review by the City) and be available to talk with the media (as desired). We will prepare a project website that will serve as the central point for public interaction and information. The site will provide a central source for connections to on-line meetings, surveys and polls, as well as the basic information about the project. We would like to work with you to arrive at the best structure for hosting and linking.

Client Resources Required for Task One:

- All plans, reports, and maps described in this section.
- Coordination with Staff on working with media and the public (ongoing throughout the project)

TASK TWO: REVIEW & ANALYSIS

This task will focus on detailed analysis, completed both on- and off-site, integral to leading the Design Workshop, and developing the illustrative vision plan and framework for the new form-based code for the study area. This work will likely overlap with the Task One and take place during one trip to Brainerd.

D. APPROACH/SCOPE OF SERVICES

A. Review and Evaluation of Existing Documents

Review the existing zoning ordinance, past studies and plans associated with the study area to gain an understanding of the dynamics of Brainerd. Based on information collected in Task One, the team will do a technical review and assessment of Brainerd's current zoning regulations. The Code Diagnosis will include a review of all major sections in the current regulations, the extent to which each section carries out adopted and proposed planning policies, and relevant state law requirements, if any. The Code Diagnosis will also include an exploration of "big picture" issues, such as:

- Which regulations fail to implement the comprehensive plan;
- Current regulatory and non-regulatory tools that work well and require little or no revision;
- Ways in which the current tools are ineffective or frustrating to use;
- Mismatches between the regulations and evolving land development models and building construction techniques; and
- Opportunities for regulatory and procedural flexibility.

A review of recent and proposed development, GIS and AutoCAD maps of existing conditions, as well as planned infrastructure improvements, will also inform our team of the character of current development activity.

In addition to the document review described above and listed in Task One, this preliminary analysis may involve:

- environmental conditions in the study area and the synergy between the city and the local environment
- best practices for neighborhood planning in the context of LEED-ND—the layout or absence of streets, blocks, mix of uses, pedestrian and bicycle connections, etc., in order to improve overall (rather than solely building/site specific) environmental quality
- regulatory measures to improve the environmental health of the area, including stormwater and options regarding street tree planting to improve the urban tree canopy

The team will identify goals, recommendations, and implementation strategies, to ensure the new form-based code is consistent with the Comprehensive Plan

B. Leadership and Stakeholder Input

Meet with key stakeholders to understand the context and vision for the study area. These meetings will generally be on-line, however some could be appropriate as properly 'distanced' sessions during one of our site visits. They may include, but not be limited to:

- Meetings with the planning and other key City staff.
- One-on-one meetings with the City Council.
- An initial workshop/interview with stakeholders (including residents, property owners, business owners, and local developers), focusing on the existing zoning and review process; what works and what needs to be improved, eliminated, or added.
- Meeting with development review staff and potentially with Public Works, Engineering, Fire, and any other departments or agencies involved with development review and approval, to be identified by the Client.

C. Site Analysis: Urban Framework and Natural Features

The team will analyze the urban framework and natural features of the Brainerd and its surroundings. The existing urban form—the network of streets, blocks and lots, building forms, and public areas—will be examined within the study area and other parts of the City. This will include a review of existing land use, density, open spaces, and urban design in the study area, including topography, viewsheds, and corridors. The analysis will be performed with the livability of the study area and surrounding neighborhoods in mind. The team will begin evaluating opportunities for infill, redevelopment, revitalization and new public spaces. We (some portion of the team) will experience the area on foot and by car, at various times of the day and night. We will consider how Brainerd can better complement, and gain synergy from, its natural surroundings.

D. Community Character Documentation and Analysis

This is properly a subsection of C. Site Analysis above, but warrants emphasis. Our reading of your RFP is that you are asking that the entirety of the city be 'form-based coded'. We strongly recommend that form-based codes be applied only to areas that either are, or that the City has a desire to transform into, walkable urbanism with streets, blocks and a an overall mix of uses. Speaking as a founding member of the Form-Based Codes Institute and a charter member of the Congress for the New Urbanism; trying to regulate areas that are rural, auto-dominated, or cul-de-sac suburban, absent an extreme desire to transform them into walkable urbanism, makes little sense and will be highly inefficient. The Character Areas Analysis does two things: it makes clear which areas make sense for Form-Based Coding and which make sense for a modernization

D. APPROACH/SCOPE OF SERVICES

of your Euclidean (conventional) Zoning Ordinance. It also will illuminate the logic of which goes where and will explicitly involve you in those decisions.

Based on the Character Areas Analysis, the Consultant will develop a preliminary report that identifies unique character areas/transects of the city. The Character Areas Analysis will distinguish between the areas of the city that are highly walkable areas versus auto-dominated areas. We have included an example Character Areas Analysis graphic below.

In conjunction with the document review and analysis, this sub-task will help to define a framework for the regulating plan and new form standards.

D. Basic Transportation & Parking Analysis

We will integrate basic circulation, pedestrian, and parking issues within the overall visioning and code writing process—including evaluation of current conditions, identification of alternatives, and recommendation of strategies. Existing traffic and parking information will be provided by the Client and used to identify “hot spots” that need attention in each of the target areas. The physical layout of the built road and street network will be studied, as well as land uses, mobility options such as pedestrian and bicycle facilities and routes and amenities that could be connected. (This work will occur both during this task and during Task Three.) This work will be incorporated in an illustrative Community Vision Plan and form-based code.

E. Understanding the Local Economy and Market

It is important to consider not only the future form of the study area, but also the market demand for commercial uses and housing that are most likely to thrive here. Using existing data, knowledge of general market trends, and information gathered during stakeholder interviews, we will gain an understanding of things that are logical candidates for new development in the study area. (This work will occur both during this task and during Task Three.) This information will inform our work on the Vision Plan and be incorporated into the new form-based development standards.

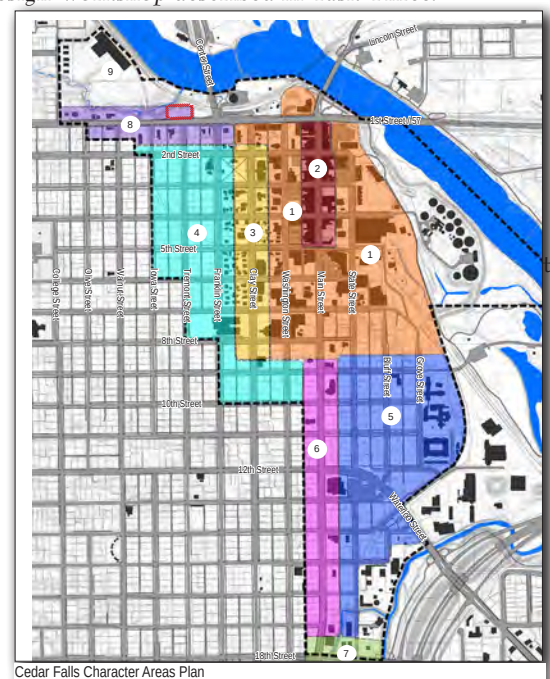
F. Public Kick-Off Workshop

Hold an on-line kick-off public workshop to explain the nature and scope of the project, present the basic concepts of place-making and form-based development regulations, and engage the public using interactive exercises such mapping strengths and weakness in the study area and identifying visual preferences for future development. (**Note:** the substance of this workshop could occur during Task One, Task Two, or in Task Three, depending on final project timeline, scope of services, and budget. It may also be done in 2 sessions to better fit the realities of on-line meeting attention spans.)

The results of Task Two will be presented to staff and will be used to form the basis for the discussion of issues and opportunities with stakeholders, staff, elected leaders, and the larger community during the Design Workshop described in Task Three.

Client Resources Required for Task Two:

- Creating a list of stakeholders and community leaders, and assisting with interview logistics
- Identifying key departments and staff, and assistance with scheduling meetings
- Assistance with area tours, if necessary
- Provide staff support and advertising for on-line Public Kick-Off Workshop



D. APPROACH/SCOPE OF SERVICES

TASK THREE: PUBLIC DESIGN WORKSHOP AND VISION PLAN

Form-based districts are not one-size-fits-all. In order to develop new form-based standards, it is important to have a clear place-specific vision for both it and how it fits into the surrounding area. The scale of the public design workshop process will be directly related to some combination of: the desired level of public involvement, the level of recent planning work completed for the study area, the inclusion of optional sub-tasks and deliverables, and the final project budget. This task describes our preferred approach to a full public design charrette process in the Covid-19 environment.

Building on our initial analysis and gathering input from citizens, stakeholders, staff, and elected leaders, our team will prepare an on-line design workshop with the public to explore urban design scenarios addressing a series of questions that are needed to develop an illustrative vision plan, regulating plan, and draft standards for a new form-based code, such as:

- Where should shopping/retail be required and/or where should it be permitted and what scale should they be?
- Where are the best opportunities to create new public spaces or enhance the existing public realm?
- Are there targeted or preferred locations for desired new uses?
- Where are the transition points between the study area, and the adjacent neighborhoods? How and where should the connections occur between the edges of the study area and surrounding neighborhoods?
- What are the fixed conditions (historic, environmental, etc.) and which parcels are most likely to redevelop in the short, medium, and long-term? What are the alternative scenarios?
- How best to handle parking from both a management and design perspective?
- What scale, character and form of new development would satisfy the community vision?
- What parameters for new development can best respond to current and future market demands?

A. Public Design Workshop (Virtual)

We propose using a five (5) to nine (9) day on-line public design workshop, with on-line sessions spread over several days. The extent of these depends on the final scope of services and budget, to develop the vision plan for the study area. The variable length is tied to the desired degree of public involvement (targeted stakeholders and neighborhood residents versus the general public), the level of detail in the illustrative Vision Plan, the size and breadth of the charrette team, and the range and number of deliverables. We recommend the following format to maximize public involvement:

Community Kick-off Event. The workshop typically begins with a presentation that describes the elements of traditional client design and placemaking, as well introduces the overall on-line workshop process, followed by a general Q & A discussion with audience members.

Small Group Hands-On Design Session. The on-line participants move from the virtual workshop room to virtual breakout rooms, in small groups, with a facilitator to identify and address important issues in and around the study area. A large scale aerial photograph of Brainerd (versions focusing on specific areas will be available) will be on-screen, and group issues and solutions are drawn or written onto it by the facilitators. The participants can see and discuss their issues and recommendations as they are drawn. At the conclusion of this session, a spokesperson from each small group presents their common ideas before the larger group. These presentations allow participants to share common goals, as well as provide an opportunity for in-depth discussion of particular issues or concerns.

Design Studio Week. During the days that follow, the team analyzes information from the hands-on session and begins to synthesize the ideas into urban design concepts for the illustrative Vision Plan (that will also provide the foundation for the form standards and regulating plan.) Several days into the week, the design studio work will be posted on the website for an On-line Open House with a live tour or walk-through presentation to show the public how the work is progressing and what issues the team is working on. This interaction and transparency facilitates the identification and resolution of issues.

Continuing Transportation Coordination. Armed with the initial analysis and information, TND Engineering will analyze the illustrative Vision Plan options from a traffic and parking perspective, concurrent and consistent with land use and urban design decisions, to better inform the decision-making process while developing a mobility system that emphasizes an interconnected pedestrian and bicycle-friendly street network. Specific mobility issues to be addressed during the Design Studio Week may include, but not necessarily be limited to, the following:

- Potential traffic impacts associated with redevelopment in the study area

D. APPROACH/SCOPE OF SERVICES

- Connectivity analysis to determine how the city can be served by non-vehicular modes
- Pedestrian and bicycle connections (within and to adjacent areas)
- Pedestrian-friendliness of the study area, including sidewalks, street furniture, lighting, crosswalks, and other pedestrian amenities
- Bicycle-friendliness of the study area
- Short and long term strategies to enhance vehicular access, which may include initiatives such as cross-access easements and side street or rear-lane accesses
- Traffic calming elements within and adjacent to the area to increase pedestrian safety
- Complete Streets initiatives to facilitate more balanced transportation

Continuing Economic and Market Analysis. More in-depth analysis completed by Partners for Economic Solutions, related to socioeconomic demographics and market supply and demand for different housing forms and mixed-use development. They will follow-up with members of the real estate and development community about market-related concerns identified during initial stakeholder interviews.

Other Technical Meetings. During the Design Studio Week, a series of one-on-one or small group meetings are scheduled with Client staff and other government agencies (Client attorney, Public Works Department, Police, Fire and Rescue, etc.), local merchants, key property owners, real estate brokers, and representatives from neighborhood associations, historic preservation organizations, local arts groups, and other key stakeholders. These meetings assist in the team's continued understanding of the physical, market, and organizational forces that are shaping Brainerd.

Work-in-Progress On-line Presentation. At the end of the design workshop period, the team will present initial sketches illustrating the vision for the city. "Before" and "after" simulations showing development scenarios consistent with the vision are also presented. This presentation will also outline the foundation of the form-based code, inherent in the illustrative vision plan's building forms and functions, its streets, and other urban design features. A summary of action strategies may also be presented, highlighting opportunities for redevelopment and detailing the roles and actions needed to facilitate adoption of the Vision Plan. Note: The level of refinement of the illustrative Vision Plan at this session is dependent on the results of the workshop, ranging from specific design concepts for targeted redevelopment sites to a rendered illustrative potential build-out plan for all the areas identified for change during the process.

B. Design Workshop Follow-Up

We will deliver the final draft of the illustrative Vision Plan that incorporates public feedback from the Work-in-Progress presentation, along with a brief Design Workshop Report that summarizes the Work-in-Progress presentation: outlining the process; emphasizing how the initial analysis, community and stakeholder input from previous meetings, and the community design workshops informed the vision for the city. This work will provide the foundation for the new form-based code and regulating plan. Community endorsement of this plan will be fundamental to the ultimate adoption of form-based code.

Client Resources Required for Task Three:

- Provide logistical and staff support and advertising for Design Workshop
- Assist with scheduling the technical meetings, as needed

TASK FOUR: DRAFTING FORM-BASED CODE

We will draft a complete new Form-Based development standards for all areas of the city that are intended as walkable urbanism and the necessary amendments to ensure a smooth integration, with no conflicts, into the city's overall zoning ordinance. The new form-based code will supersede the current development regulations for the applicable areas of the City.

A. Internal Draft Form-Based Code

Although the final format and content may be modified based on the findings of the analysis and design workshop, our general approach to drafting form-based districts is to focus first on the spatial definition of the public realm (streets, squares, greens, and parks) for the new district through building form controls. We then focus on the fundamental elements within the street-space such as travel and parking lanes, street trees and planting areas, street lights, sidewalks for pedestrians, and areas for use by fronting building occupants (for sidewalk cafes, store displays, dooryards, gardens and fences). We then address the treatment of the interior

D. APPROACH/SCOPE OF SERVICES

or rear of the lot (private open space or yards), the adjacency of different building forms and use types, and varying service needs for things such as parking, rear delivery access, and alleys. We place less emphasis on building uses, typically through broad and permissive parameters. Specific retail areas are the exception to this rule, as retail has natural limits and requires synergy to succeed.

Working with staff, the team will determine the format of the new documents to work the most effectively and efficiently within the existing regulatory system. While we adapt our codes to the local development process and state law, our form-based codes are typically made up of the following parts:

Overview a general introduction and guide, featuring a graphic and textual *How To Use This Code* to maximize user-friendliness.

A Regulating Plan works hand-in hand with the Vision Plan. It is central to implementing the new regulations, setting site specific parameters for basic urban form with block, building form standards, build-to-lines, street tree alignments, community spaces (greens, squares, and parks), and other special controls.

Building Form Standards govern the three-dimensional form and placement of the buildings as well as its use parameters. The goal of these standards is to shape good street-space (the public realm) with the building frontages. These standards aim for the minimum level of government regulation necessary to meet the goal of good street-space and a healthy client environment.

Urban Space Standards direct the placement of street trees and other amenities or street furniture (e.g., street lights, benches, signs) in order to ensure the coherence and beauty of the streetscape. They include general specifications for public open spaces such as civic greens and squares.

Street Specifications are typically a sub-section of the Urban Space Standards. Balanced, walkable streets include consideration of street trees, street lights and street furniture, sidewalks, on-street parking, and appropriate travel lane and curb geometry. The Street Specifications (in 2 dimensions only) do not deal with the engineering of the street and utilities but do provide the necessary multi-modal configuration and set the framework for further engineering.

Architectural Standards have a goal of coherent and quality building character that is complementary to the best local traditions. (They do not regulate architectural “style”.) These standards govern functional building elements (such as awnings, balconies, porches, storefronts, bay windows, etc.) regardless of the Building Form Standard by setting parameters for allowable materials, configurations, and construction techniques.

Administration. Special application, review and approval processes will be developed *in conjunction with staff* to streamline and improve the project development and approval process for the study area—to make it easier and more predictable for developers to build to the community vision. This will include rules for amending or expanding the form-based code to adjacent areas.

B. Code Revisions and Adoption

Key team members will present an **Internal Review Draft** of the proposed framework and form-based standards to the appropriate audience (staff, client attorney, technical advisory committee, etc.) in a work session format. We will respond to questions and make one round of revisions, based on written feedback from the client, to produce a **First** and **Second Public Review Draft** of the new standards. We will present the Public Drafts to the appropriate public audience, stakeholders, or commission, as determined by the client. Working with staff, we will establish a process for receiving follow-up comments and questions from the various boards and committees, and the general public. Based on direction from the Client, we will incorporate this round of feedback into the **Final Draft**, to be presented to be acted upon by the Planning Commission and the City Council.

Please note – in our experience, the time required for staff to review draft code standards, hold hearings, and move through the public adoption process takes longer than anticipated. We are confident that we can deliver all of the documents requested in a timely fashion. Our proposed timeline includes a projected target, but provides flexibility if additional time is needed by the Client.

Client Resources Required for Task Four:

- Ensure that relevant staff are reachable for questions and discussion throughout the code drafting process
- Review and provide consolidated feedback (comments and questions) on each draft in a timely fashion
- Fulfill all of the legal notice requirements of Minnesota law

D. APPROACH/SCOPE OF SERVICES

Project Management

Geoffrey Ferrell Associates is the lead consultant and Geoffrey Ferrell will serve as overall project manager and will, work closely with staff to ensure that this project is responsive to the project's needs and completed on time and within budget. Geoff will oversee all project deliverables. Importantly, this a team with great synergy, one that has worked together on almost a dozen projects (in some cases more).

Communication

We believe in regular communication throughout a project—between the consultant team and the client, as well as with the community. We will use the appropriate means of electronic communication—e-mail, telephone and web conferences, and web-based meeting software—for an efficient use of client and consultant time. For some phases of the project weekly calls will be appropriate, we will set the level of scheduled talks with you; however, we are always available on short notice. Your project will be our priority.

ESTIMATED TIME TABLE

This timeline is based on our proposed work program. Specific dates will be set with the Client during Task One.

Task 1: Project Organization & Management – Month 1 (*on-going throughout project*)

Initial site visit and finalizing scope and project calendar should be completed within one month of contract signing/notice to proceed.

Task 2: Document Review, & Analysis – Month 1-3

This may overlap with Task 1 and can begin as soon as documents are collected and ready for review. Site-analysis will begin during the initial trip to Brainerd and will continue during each subsequent trip, including during the design workshop period.

Task 3: Public Design Workshop & Vision Plan – Month 3-5

A full design workshop can typically be scheduled and planned within 6 to 12 weeks of notice to proceed. The final illustrative Vision Plan and workshop summary report will be delivered within 3 to 4 weeks of workshop completion.

Task 4: Drafting Form-Based Code – Months 5-12

The initial Internal Review Draft form-based code standards will be available between 60 and 90 days after the workshop, depending on the findings of the analysis.

Following the submission of the Internal Review Draft, and each subsequent draft, the time required for Code revisions will be dependent on 1) the time needed by the client (and the public) to review the draft and provide written comments and feedback, and 2) the number and complexity of requested revisions.

Any legally required public notice periods should be factored into determining the final public hearing schedule and ultimate date at which the new form-based district will be ready for adoption.

SAMPLE CODE DOCUMENTS

We provide a link to 2 specific codes, both small cities.

<https://www.dropbox.com/sh/ai0ipyjpc0dkew/AACKXSMERfyFpkdYes8gbbMra?dl=0>

1. Cedar Falls, Iowa, Downtown District Form-Based Zoning District: this is a late draft (not yet adopted) please do not share this with anyone outside the selection committee.

2. Winooski, VT, Gateways Form-Based Code The code is in the town ordinance as Appendix B:

OTHER ADOPTED MUNICIPAL FORM-BASED CODES

Columbia Pike Special Neighborhoods Area Plan and Form-Based Code, Arlington County, Virginia - 2012-13
2012 APA National Capital Area Chapter, Benjamin Banneker Award for Outstanding Social Commitment and Community Initiatives

Overland Park, Kansas: Downtown & Metcalf Corridor - 2010/11
2011 Kansas APA Pioneer Award Winner

Pearl District Pilot Code, Tulsa, Oklahoma - 2011

City of Peoria Form-Based Code Peoria, Illinois - 2009
2010 Richard Dreihaus Form-Based Code Award Winner

Portsmouth, Virginia Uptown District - 2009
2013 EPA Smart Growth Blue Ribbon Winner, 2010 VAPA Award Winner

Prince George's County, Maryland. Urban Centers Toolkit 2007 - 2009

Nashville Tennessee, May Town Center Form-Based Code - 2008

Fremont Michigan, Fremont Zoning Ordinance - 2005

Marquette, Michigan Waterfront - 2005

Farmers Branch, Texas Mercer Crossing - 2005

Farmers Branch Station Area, Texas - 2004
2007 Richard Dreihaus Form-Based Code Award Winner

Huning Highlands/East Downtown Corridor (EDO), Albuquerque NM. Form-Based Code - 2004

Columbia Pike, Arlington County Virginia - 2003

Contra Costa County, California, Pleasant Hill BART - 2002

Midway, Kentucky, Midway Commerce District - 2002

Woodford County, Kentucky - 2001

Iowa City, Iowa, The Peninsula Neighborhood - 2001

E. BASIS FOR COMPENSATION

We propose to deliver the services and products described herein for the fee of \$124,500. This fee covers professional services and direct expenses. Compensation would be on a *completed work* basis; the final contract would list Tasks and Sub-Tasks and we will submit invoices as work is completed. Expenses would not be broken out. Printing will be covered by the City.

Fee by Task

Task One, Organization & Management	\$ 12,560
Task Two, Review & Analysis	\$ 32,400
Task Three, Public Design Workshop And Vision Plan	\$ 45,680
Task Four, Drafting Form-Based Code	\$ 25,890
Total Fee	\$124,500

Hourly Rates

Geoffrey Ferrell, GFA, Principal and Project Manager:	\$180/hour
Elizabeth Garvin, Community ReCode:	\$180/hour
Keith Covington, Common Ground:	\$180/hour
Justin Falango, Falango Design Studio:	\$180/hour
Rick Chellman, TND Engineering:	\$240/hour
Anita Morrison, Partners for Economic Solutions:	\$180/hour
Steve Price, Urban Advantage:	\$2,500/Photo-Transformation

F. REFERENCES, POTENTIAL CONFLICTS

Geoffrey Ferrell Associates

Columbia Pike Centers (2003) & Neighborhoods (2013)
Chris Zimmerman (was County Board member) 202.207.3355
x130 or czimmerman@smartgrowthamerica.org

Cedar Falls, Iowa: Imagine! Downtown Vision Plan & Form-Based Zoning Ordinance

Karen Howard, AICP, Planning & Community Services
Manager
(319) 268-5169 or karen.howard@cedarfalls.com

Winooski, Vermont: Gateway Corridors

Regina Mahony, Planning Program Manager,
Chittenden County Regional Planning Commission, 802-846-
4490, ext. 28 or rmahony@ccrpcvt.org

Portsmouth VA, Uptown D-2 District

Paul Holt, Former Portsmouth Planning Director,
767.377.7992, Paul.Holt@jamescitycountyva.gov

Common Ground

Lebanon TN: South Hartmann Gateway Plan and Code,

Residential Infill Overlay, and Miscellaneous Projects
Paul Corder, AICP, Planning Director
615-444-3647 ext. 2321 or paul.corder@lebanontn.org

Hardeeville SC: Whyte-Hardee Boulevard Master Plan

Brana Snowden, Planning Director
843-784-2231 or bsnowden@hardeevillesc.gov

Falango Design Studio

Columbia Pike Neighborhoods Area Plan & FBC

Matt Mattauszek, Master Planner (former C. Pike Coordinator)
Arlington County Government
(703) 228-0493 mmattauszek@arlingtonva.us

North Yarmouth Vision Plan

Vanessa Farr, Principal, Maine Design Workshop
(207) 671-7885 vanessa@mainedesignworkshop.com

Community ReCode

Cedar Rapids, Iowa, Zoning Code Update

Bill Micheel, Assistant Director Community Development
319.286.5045 w.micheel@cedar-rapids.org

Branson, Missouri, Unified Development Ordinance

Joel Hornickel, Director of Planning & Development
417-337-8549 jhornickel@bransonmo.gov

Rick Chellman

Yarmouth Maine Character-Based Development Code

Vanessa Farr, Former Planning Director,
207.671.7885 vanessa@mainedesignworkshop.com

Various Boundary Matters (Expert Testimony)

Client: Roy McCandless, Esq.
Roy McCandless, Trial Attorney
603.856.8441 roy@mcnich.com

NACTO Urban Street Design Guide

Client: NACTO
Michael King, RA Principal, Nelson\Nygaard
212.242.2087 rking@nelsonnygaard.com

Partners for Economic Solutions

Columbia Pike Neighborhoods Area Plan

Jennifer Smith, Arlington County Community Planning,
Housing and Development Division
2100 Clarendon Blvd, Suite 700
Arlington VA 22201
703 228-0068 jsmith3@arlingtonva.gov

Stacy Pethia, PhD

Albemarle County VA
401 McIntire Road
Charlottesville VA 22902
(434) 296-5832 x3240 spethia@albemarle.org

Potential Conflicts

The entire Team has no potential conflicts regarding this project.

G. DISCLOSURES AND ASSURANCES

1. Applicant Authority

R Geoffrey Ferrell is a principal and owner of Geoffrey Ferrell Associates (formerly Ferrell Madden) and has the authority to make representations on its behalf.

2. Insurance Coverage

Geoffrey Ferrell Associates (as Ferrell Madden LLC) has full professional insurance coverage with EMC account # 6X03175. We will adjust our coverage, if necessary to comply with any city or state requirements.

H. OPTIONAL SCOPE: TRADITIONAL ZONING CODE UPDATE

Scope of Work Summary

Based on our understanding of the City's preference for a form-based code and the available budget, our Primary Scope of Work for the Brainerd Zoning Code Update is focused on the creation of form-based code for those parts of the community where it will be the most effective approach for comprehensive plan implementation. This Optional Scope of Work is intended to identify the path forward to a complete zoning code update if the City wants to undertake that work in a later fiscal year.

The Optional Scope has two major tasks: Task 1: Infrastructure Modeling, and Task 2: Code Drafting as described below. Each task is designed to complete an entire step in the process of creating new zoning code and to build on the work of the previous phase:

I. Task 1: Infrastructure Modeling

We understand that Brainerd is focused on infill, mixed-use, and redevelopment. We think that developing detailed information about infrastructure availability is critical to decision-making about more complex development, both for the developer and the community. Our first Task in the Optional Scope is to create a CommunityViz infrastructure model for Brainerd. If the City elects to pursue this task, it will be undertaken by City Explained, owner of CommunityViz¹.

Consultant team members will develop a suite of decision-making tools for the zoningcode update that measure impacts and evaluate trade-offs using CommunityViz software. The model will focus on the type, location, pattern, and intensity of development promoted in the existing and new code taking into consideration existing site conditions and development status, infrastructure capacity, and other development constraints. Scenarios will be run to 1) test the sensitivity of form, bulk, intensity and design provisions contemplated for the new code, and to 2) quantify the overall impact to supporting infrastructure. Most of our clients also like to test maximum build out potential for the new code and compare it to current and long-term market conditions anticipated for the jurisdiction. Build out potential in the model will be reported using dwelling units, population, employees, and non-residential square feet, which are linked with coefficients and elasticity factors calibrated to Brainerd for the various impact calculations. Data will be reported for the entire planning jurisdiction (cumulative results), or an unlimited number of sub-areas identified in the model environment.

A baseline conditions inventory will be used to evaluate build out potential under the new zoning code assuming only available capacity in the City (referred to as our carrying capacity analysis). One or more full build out potential analyses will also be completed for evaluating different rules and requirements in the new code, which will help capture a list of infrastructure needs before deciding if/when/how to adopt provisions in the new code that may require major capital investments to support.

If interested, the consultant team can also expand the dashboard in CommunityViz to include performance measures related to revenue potential, cost of government services, return-on-investment, quality-of-life indicators, environmental impacts, etc. to build confidence in the decision-making process for adopting the new code. Information from CommunityViz will be shared in several formats, including: tables, maps, info-graphics, and three-dimensional images. The tools and data will also be provided to the Village at the end of the project for continued monitoring and scenario testing independent of the consultant.

There is great flexibility in how we develop a model architecture and the scenario planning process to best evaluate the new code and its potential impacts. We will work with City staff and their partners to maximize the utility of our decision-making tools in the areas of decision analytics, performance measures, sensitivity testing, community outreach, and live database monitoring. Consultant team members have literally built hundreds of build out models throughout the country and offer a tremendous amount of experience and demonstrated work products to evaluate the possibilities.

2. Task 2: Draft Updated Traditional Zoning Regulations

A. Staff Review Draft

Following completion of the Brainerd form-based code and the project infrastructure modeling, Community ReCode will prepare an initial draft of the updated traditional zoning regulations. We typically prepare a draft in three review groups: 1) Districts and Uses, 2) Development Standards, and 3) Administrative Procedures. The zoning code drafts will overlap, so while one group of regulations is under review by the City, the consultant team will prepare the next group of draft edits. Each group of edits will be reviewed according to the project draft document review process:

- A. Consultant prepares staff draft,
- B. Staff reviews draft and holds editing meeting with Consultant Team (we anticipate this will be a video call), and
- C. Consultant revises draft into a public review version.

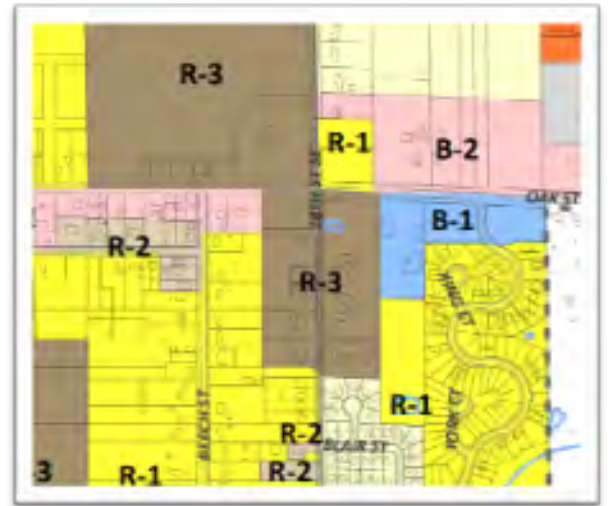
Drafting Group 1: Districts and Uses

Our initial drafting group will focus on updating the zone district content, including changing the district line-up to work with the form-based districts, adding other new districts as needed, and potentially “retiring” districts that are no longer functional; updating the use table and use allocations across districts; reviewing and revising use-specific standards; and drafting or updating use definitions (the current definitions actually look better than most, kudos!). Our overarching goal with this drafting is to ensure that it is possible to implement the City’s comprehensive plan and development policies. We will build on the Phase 1 FBC drafting to incorporate opportunities for housing choice while reflecting Brainerd’s local character and design more comprehensively in the districts and overall zoning code.

We anticipate recommending the creation of a single permitted use table and separate accessory use table, both which allow code users to see which uses are permitted in which districts comparatively, without the need to look up multiple zone districts.

We will also group and update the City’s current list of use-specific standards, such as Section 515-31, Bed and Breakfasts and Section 515-34, Wind Energy Conversion Systems (WECS), as well as add new, objective use standards. Well drafted use standards can both help code users by making expectations predictable and, potentially streamline approval processes.

This task also includes the preparation of a new zoning map. Community ReCode finds that allowing the community to explore the new zoning map early in the project makes people more comfortable with the project and helps invites them to participate in the process. Here is an example of an interactive before-and-after zoning map in Billings, Montana.²



Drafting Group 2: Development Standards

Based on the direction established through the Code Diagnosis, we will prepare and/or revise the substantive development standards for areas of regulation such as – parking, landscaping, mobility and connectivity, outdoor lighting, and signs. We will also work with the City to determine how to target parking and landscaping regulations to specific zone districts as well as incorporate standards to city-wide issues, such as green spaces and water quality. The goals of this task include establishing clear and relevant development standards and ensuring that regulatory provisions are current and legally enforceable. Here is a link to the Cedar Rapids, Iowa zoning code that shows

USE CATEGORY	OL	OM	OMH	OH	CS	CG	CH	CB	CD	SR	IL	IM	IH	Supplemental Regulations
Subcategory														
Specific use														
Hotel/motel	—	—	S	S	P	P	P	P	P	—	S	E	S	
Rural retreat	—	—	—	—	—	—	—	—	—	—	—	—	—	
Marina	S	S	S	S	S	S	S	S	S	S	S	S	S	
Office														
Business or professional office	P	P	P	P	P	P	P	P	P	P	P	P	P	Section 35.210
Medical, dental or health practitioner	P	P	P	P	P	P	P	P	P	P	P	P	P	Section 35.210
Blood bank or plasma center	—	—	—	—	P	P	P	P	P	—	P	P	P	Section 35.020
Parking, Non-accessory	P	P	P	P	P	P	P	P	P	P	P	P	P	Section 35.190
Retail Sales														
Building supplies and equipment	—	—	—	—	P	P	P	P	P	—	P	P	P	
Consumer shopping goods	—	S[3]	S[3]	P[3]	P	P	P	P	P	—	P	P	P	
Convenience goods	—	S[3]	S[3]	P[3]	P	P	P	P	P	—	P	P	P	Section 35.020
Self-service Storage Facility	S	S	S	S	S	P	P	P	P	—	P	P	P	Section 35.240
Sexually Oriented Business Establishment	—	—	—	—	P[2]	P[2]	P[2]	P[2]	—	—	S	S	S	Section 35.250
Studio, Instructional or Service	P	P	P	P	P	P	P	P	P	—	P	P	P	
Trade School	—	—	—	—	S	P	P	P	P	—	P	P	P	
Vehicle Sales and Service														
Commercial vehicle repair/maintenance	—	—	—	—	S	P	P	P	P	—	P	P	P	
Commercial vehicle sales	—	—	—	—	S	P	P	P	P	—	P	P	P	

how Community ReCode and Ferrell Madden adjusted the parking standards to reflect locational context, such as urban context or general context (please see Section 32.04.02, page 124) .

And finally, just to bring some fun to the project, we will update the sign code to ensure that it is compliant with Reed v. Town of Gilbert and reflects local preferences about the type, size, and location of signs. Here’s link to an early working draft of the sign code update that Community ReCode created for Branson, Missouri.³

Drafting Group 3: Procedural Regulations

In the third drafting group, we will prepare and/or revise existing administrative provisions to follow the comprehensive plan, the

City's procedural preferences, and applicable Minnesota law. The goal of this task is to provide a streamlined, standardized approach to development decisions, while maintaining flexibility for project design and ensuring conformance with the City's planning goals and policies. We believe that administrative and procedural requirements should be written (and illustrated) very clearly so that applicants can understand the process which then minimizes their need to check the rules with City staff.

In this final drafting module, we will also update the introductory general provisions of the regulations and finalize any outstanding changes to the measurements and definitions, including adding graphics to help users understand zoning-specific terms.

B. Public Review Draft Zoning Regulations

When the drafting process is complete for all three groups of edits, we prepare a public review version of the update zoning regulations. This draft will be submitted to the standing committees and focus groups for review and discussion, presented to elected and appointed officials, and distributed for public review pursuant to the public outreach plan. We will work with staff to collect and categorize comments on the first public draft in preparation for a round of revisions.

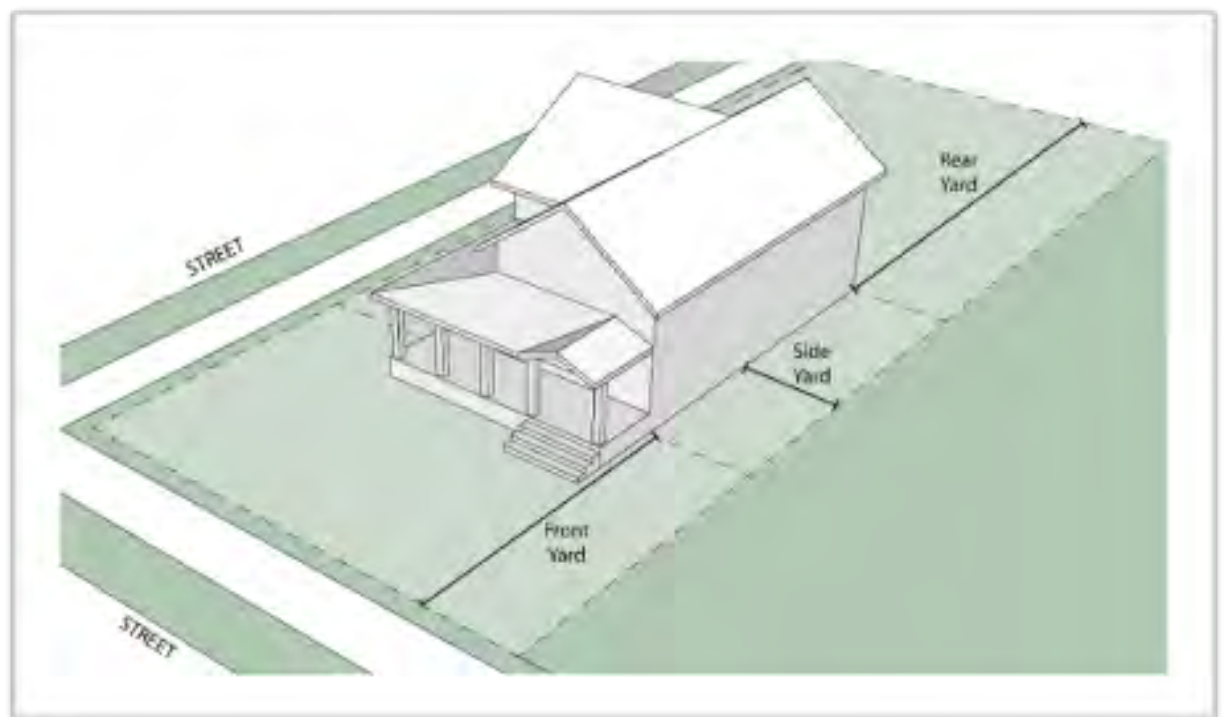
C. Adoption Draft Brainerd Zoning Code

Following review of the first public draft of the zoning regulations, the consultant team will revise the draft zoning regulations and prepare an adoption draft for staff and public review. Working with City staff, we will prepare presentations of the draft zoning regulations for the public and elected/appointed officials as required by Minnesota law. We will work with staff to determine who will lead the public hearings or workshops to present the draft and answer any questions. It is normal for additional changes to occur during the hearing process – as with all ordinances – and we will work with staff to ensure that the adopted draft of the Brainerd Zoning Code incorporates all of the agreed-to changes made across the project.



Task 2 Deliverables:

- Staff review drafts of each drafting group
- Public review draft Brainerd Zoning Code
- Complete Brainerd Zoning Code





PROPOSAL AND QUALIFICATIONS FOR PLANNING SERVICES

ZONING CODE UPDATE

BRAINERD, MINNESOTA

Contact: Jeff Miller, AICP, Associate; jmiller@hkgi.com; 612-252-7123



Prepared by HKGi
August 14, 2020



UNIFORM DEVELOPMENT CODE (ZONING) REWRITE WINONA, MINNESOTA

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August 14, 2020

David Chanski, Community Development Director
City of Brainerd
501 Laurel Street
Brainerd, Minnesota 56401

Dear Mr. Chanski,

HKGi is pleased to submit this proposal to assist the City of Brainerd with its Zoning Code Update project. We are a Minneapolis-based planning and urban design consulting firm and have worked with several communities to improve their zoning codes to make them more streamlined, user-friendly, and unified.

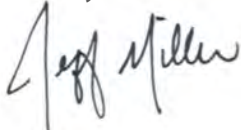
HKGi's breadth of experience rewriting and revising zoning codes includes integrating new form-based zoning districts into existing, use-based zoning codes in communities such as Winona, Onalaska (WI), Grand Marais, Richfield, Eden Prairie, St. Louis Park, Woodbury, and Maplewood. We are also experienced conducting planning in river cities similar in size and setting to Brainerd, including Fergus Falls, Red Wing, Hastings, Hutchinson, Northfield as well as River Falls (WI) and New Richmond (WI).

HKGi's comprehensive updates of development-related codes in Winona in 2017 and Onalaska 2020 are particularly relevant to this project in Brainerd. Key improvements achieved by these two zoning code updates include some of the same type of objectives the City has for this project: new mixed use zoning districts and form-based design standards; improved organization and ease of use; updated parking standards; and illustrations to improve the user-friendly nature of development standards.

As a key implementation initiative for the City of Brainerd's 2035 Comprehensive Plan, this project will focus zoning district standards on development character or form rather than on traditional use-based standards. The resulting code will therefore better facilitate the development needs of Brainerd as it grows. As this document illustrates, HKGi's experience rewriting and revising development codes and standards, combined with our experience conducting and implementing comprehensive plan initiatives, will enable us to conduct this project efficiently and effectively in collaboration with the City and its stakeholders. The end result will be a user-friendly zoning code that facilitates high quality development and is consistent with the guidance provided by the City's current planning and policy directions.

I will serve as Project Manager for this project and Rita Trapp will serve as the Senior Planner. We both served as the primary planners for the Winona and Onalaska zoning code updates and combined bring nearly forty years of planning and urban design experience. If you have any questions about our proposal or would like to discuss this project in greater detail, I can be reached at 612.252.7123 or at jmiller@hkgi.com. Rita can be reached at 612.252.7135 or rita@hkgi.com. We look forward to hearing from you.

Sincerely,



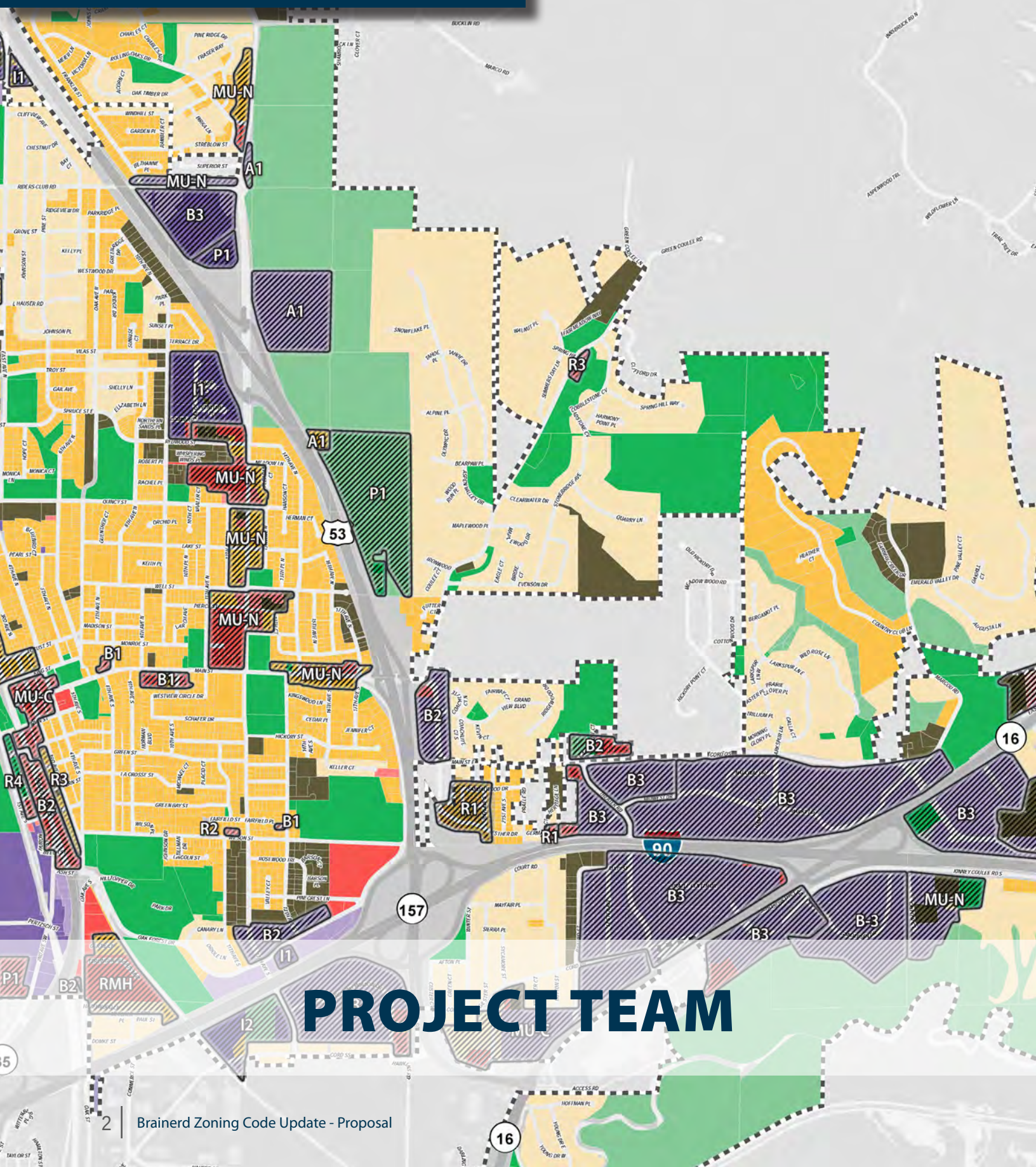
Jeff Miller, AICP, Associate
HKGi



Rita Trapp, AICP, Associate
HKGi

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www.hkgi.com

UNIFORM DEVELOPMENT CODE (ZONING) REWRITE ONALASKA, WISCONSIN



PROJECT TEAM



DOWNTOWN MASTER PLAN FERGUS FALLS, MINNESOTA

HKGi

HKGi was established in 1982 to provide community-based planning and landscape architecture services to clients throughout the Upper Midwest.

We help our clients build great places for people to live, work, and play by combining our technical skills with the knowledge of local stakeholders and community members. Their input about the community's strengths, values, needs and challenges provides the foundation for our planning work. We leverage our planning experience and knowledge to create plans, designs, and strategies that prepare communities for the future and position them to thrive as they grow and evolve.

This community-based approach has been at the heart of our practice since HKGi's founding. Regardless of whether we are developing a comprehensive plan, creating a redevelopment master plan, or designing a key community amenity, gathering and responding to community input remains essential to ensuring that our plans and designs are feasible, supported by the community, and will generate positive results for our clients and their constituents.

Key Personnel

The staff members assigned to this project collectively bring more than seventy years of urban planning and design experience and have provided zoning and regulatory tools planning expertise to dozens of Minnesota communities. Resumes for each staff member are included on the following pages.

CREATING PLACES THAT ENRICH PEOPLE'S LIVES



Planning
Landscape Architecture
Urban Design

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Minneapolis, Minnesota 55401

STAFF

4 Certified Planners

7 Licensed Landscape Architects

5 Planners/Urban Designers

1 Intern

1 Marketing Communications



COLLABORATE
LISTEN
EXPLORE
CREATE



Jeff Miller

AICP

Associate

 612.252.7123

 jmillier@hkgi.com

Jeff will serve as the Project Manager for the Brainerd zoning ordinance project. He has provided leadership and service on similar zoning code rewrite and update projects in Winona (MN) and Onalaska (WI).

He is valued by clients for his outstanding listening and communication skills, his thoughtful approach, and his emphasis on providing outstanding client service. Jeff's leadership qualities and his ability to build trust with community members has enabled him to tackle many challenging projects in which consensus building is essential to the project's long-term success. He is able to leverage his problem solving and critical thinking skills to address stakeholder concerns and find appropriate planning and design solutions.

Relevant Project Experience

- » Unified Development Code Rewrite | Winona, MN
- » Uniform Development Code/Zoning Ordinance Rewrite | Onalaska, WI
- » Downtown Signage Design Guidelines and Zoning Ordinance | Chaska, MN
- » Dynamic Signage Ordinance | Chaska, MN
- » Residential Zoning and Subdivision Ordinance Revision | Golden Valley, MN
- » Housing Study and Zoning Ordinance Revision | Grand Marais, MN
- » Zoning Ordinance Revisions | Maplewood, MN
- » I-494 Corridor Study and Mixed-Use Zoning Ordinance | Richfield, MN
- » Historic Preservation and Mixed Use Zoning Ordinance Revisions | Stillwater, MN

Years of Experience: 20

Education

Master of Planning, University of Minnesota
B.A., Economics, St. Olaf College, Northfield, MN

Registration

American Institute of Certified Planners,
Certification #025995

Awards

2019 MN APA Excellence in Community Engagement Award - Red Wing 2040 Community Plan
2017 MN APA Success Stories in Implementation Award - Chaska Downtown Master Plan
2017 MN APA Context in Planning Award - Eliot School Site Reuse Study - St. Louis Park, MN
2014 MN APA Planning in Context Award - Chaska Downtown Signage Design Guidelines
2007 MN ASLA Merit Award for Private Landscape Design - Chevalle, A Country Estate - Chaska, MN
2002 MN APA Outstanding Plan Award - Northwest Corridor Planning and Design Framework



STRENGTHS SUMMARY

Listening & Communication
Problem Solving
Idea Generation & Evaluation



Brad Scheib

AICP

Vice President



612.252.7122



bscheib@hkgi.com

Brad will serve as the Principal in Charge for the Brainerd Zoning Code Update project. In this role he will provide quality control oversight and will ensure that the HKGi team has the resources and guidance it needs to deliver an efficient, effective planning process.

As Vice President with HKGi, Brad has provided leadership and service for community planning initiatives throughout his career. He has also been a leader at HKGi in the innovative use of technology to create community planning solutions, and he has been at the forefront of the firm's efforts to continually monitor and enhance its approach to leverage new technologies and methods.

Brad's experience includes providing general planning services for several communities throughout the state, assisting them with development application reviews and zoning ordinance interpretation and revision.

Relevant Project Experience

- » General Planning Services | Farmington, MN
- » Sub-Area Planning and Zoning Code Update | Greenville, WI
- » Zoning Ordinance Revisions | Grand Rapids, MN
- » Comprehensive Plan and General Planning Services | Greenfield, MN
- » Development Services/Plan Review | Inver Grove Heights, MN
- » Zoning Ordinance Revisions | Kasson, MN
- » General Planning Services | Medicine Lake, MN
- » Zoning Ordinance Update | Moorhead, MN
- » Zoning Ordinance Update | Newport, MN
- » I-494 Corridor Mixed-Use Zoning District | Richfield, MN

Years of Experience: 26

Education

B.S., Community and Regional Planning - Iowa State University

Minnesota Real Estate Certificate - Prosource Educational Services

Form-Based Codes Institute Certificate of Completion

Registration

American Institute of Certified Planners - Cert. #013665

Awards

2019 WI APA Innovation in Planning Award - Comprehensive Plan for the City of New Richmond

2019 MN APA Excellence in Community Engagement Award - 2040 Red Wing Community Plan

2015 MI APA Daniel Burnham Award for a Comprehensive Plan - Comprehensive Plan for the City of Ironwood

2015 MN APA Planning in Context Award - Moorhead River Corridor Master Plan

2015 ACEC-MN Engineering Excellence Grand Award - Designing a City for Zero Discharge; Inver Grove Heights

2010 MN Preservation Award and 2010 MN-ASLA Merit Award for Planning and Research - Red Wing Downtown Action Plan



STRENGTHS SUMMARY

Creative Problem Solving
Innovative Use of Technology
Listening & Communication



Rita Trapp

AICP

Associate



612.252.7135



rita@hkgi.com

Years of Experience: 18

Education

B.S., Land Use Geography and Economics,
University of Wisconsin-Eau Claire

Registration

American Institute of Certified Planners -
Cert. #021555

Awards

2018 MN APA Excellence in Community
Engagement Award - Chanhassen Parks and
Recreation System Plan

2017 National APA President's Council
Leadership Award

2009 ASLA-MN Honor Award for Planning
and Research - Saint Paul Park and
Recreation Vision Plan

Rita will serve as Lead Planner for the Brainerd Zoning Code Update project. She has provided zoning expertise on similar projects in both Winona (MN) and Onalaska (WI) and has provided municipal planning services for dozens of Minnesota communities during her career.

For nearly two decades Rita has provided many of HKGi's long-standing clients with general planning services. In this role she has been responsible for conducting or overseeing development application reviews, writing planning reports, conducting code analyses, and revising zoning ordinances and other planning regulatory tools.

Rita blends technical planning knowledge with exceptional communication and management skills to provide her clients with efficient community engagement processes. She is skilled at working with communities to develop a shared understanding of the community's needs and vision for the future.

Relevant Project Experience

- » Zoning Ordinance Amendments | Lindström, MN
- » Zoning Ordinance Revision | Maplewood, MN
- » Zoning and Subdivision Ordinance Study | Golden Valley, MN
- » Unified Development Code | Winona, MN
- » Zoning Ordinance | Grand Rapids, MN
- » Design Guidelines for Growth Areas | Fargo, ND
- » Zoning Ordinance Amendments | Bondurant, IA
- » Zoning Ordinance | Mound, MN
- » Zoning Ordinance Code Update | Kasson, MN
- » Uniform Development Code/Zoning Ordinance Update | Onalaska, WI



STRENGTHS SUMMARY

Creative Problem Solving
Innovative Use of Technology
Listening & Communication



Laura Chamberlain

AICP

Planner

 612.252.7126

 laura@hkgi.com

Laura will provide planning support for this project. She will work with the project leadership to write and revise Brainerd's zoning code to ensure that the project deliverables are well-designed and user-friendly.

Laura is a certified planner whose work focuses on providing municipal clients with general planning services, zoning ordinance review and writing, comprehensive planning, grant writing, and environmental review projects. She has contributed to several zoning code update projects and is skilled at translating comprehensive plan direction and strategies into policy and regulatory tools language. Her current or recent work includes updating the zoning ordinance in Farmington, Kasson, Grand Marais, and Stillwater.

Laura is also an experienced GIS and mapping technician and will use those skills to assist in mapping for this project.

Relevant Project Experience

- » Zoning Ordinance Update | Farmington, MN
- » Zoning Ordinance Update | Grand Marais, MN
- » Zoning Ordinance Update | Kasson, MN
- » Zoning Ordinance Update | Maplewood, MN
- » Zoning Ordinance Update | Shoreview, MN
- » Zoning Ordinance Update | Stearns County, MN
- » Zoning Ordinance Update | Stillwater, MN
- » General Planning Services | Greenfield, MN
- » General Planning Services | Lindström, MN
- » General Planning Services | Medicine Lake, MN
- » General Planning Services | Mound, MN
- » Comprehensive Plan Update | Burnsville, MN

Years of Experience: 7

Education

Master of City and Regional Planning -
Rutgers, State University of New Jersey

B.A., Geography - Macalester College, Saint
Paul, MN

Registration

American Institute of Certified Planners -
Cert. #028530



STRENGTHS SUMMARY

Creative Problem Solving
Innovative Use of Technology
Listening & Communication



Tim Solomonson

PLA

Landscape Architect



612.252.7137



tim@hkgi.com

Tim will provide GIS mapping, graphic design, and landscape architecture services to this project.

Tim's experience includes providing landscape architecture services on site, streetscape, public space, and trail and park planning and design projects. These projects have typically required visual communications pieces to communicate the look and feel of potential development. He has also provided GIS mapping expertise to comprehensive and redevelopment planning projects.

Tim is a veteran who has worked and interacted with a diverse range of peoples and cultures, not only during his service, but also while participating in collegiate study abroad programs. His experience and skills enable him to provide support for many of HKGi's community engagement initiatives.

Relevant Project Experience

- » Menard's Corporation - Land Planning Services | Apple Valley, MN
- » Sub-Area Planning and Zoning Code Update | Greenville, WI
- » Downtown Signage Guidelines and Wayfinding Plan | Chaska, MN
- » Comprehensive Plan | Farmington, MN
- » Comprehensive Plan and Development and Site Plan Review | Greenfield, MN
- » Comprehensive Plan | Johnston, IA
- » Glen Lake Neighborhood Study | Minnetonka, MN
- » Concord Boulevard Neighborhood Redevelopment Plan | Inver Grove Heights, MN
- » Gate, Wayfinding and Signage Plan | Duluth, MN

Years of Experience: 8

Education

Master of Urban and Regional Planning,
Master of Landscape Architecture, and
Bachelor of Environmental Design,
University of Minnesota

Registration

Landscape Architect, Minnesota, License No.
53837

Awards

2018 ASLA-MN Merit Award for Planning
and Urban Design - St. Louis River Estuary
National Water Trail Master Plan

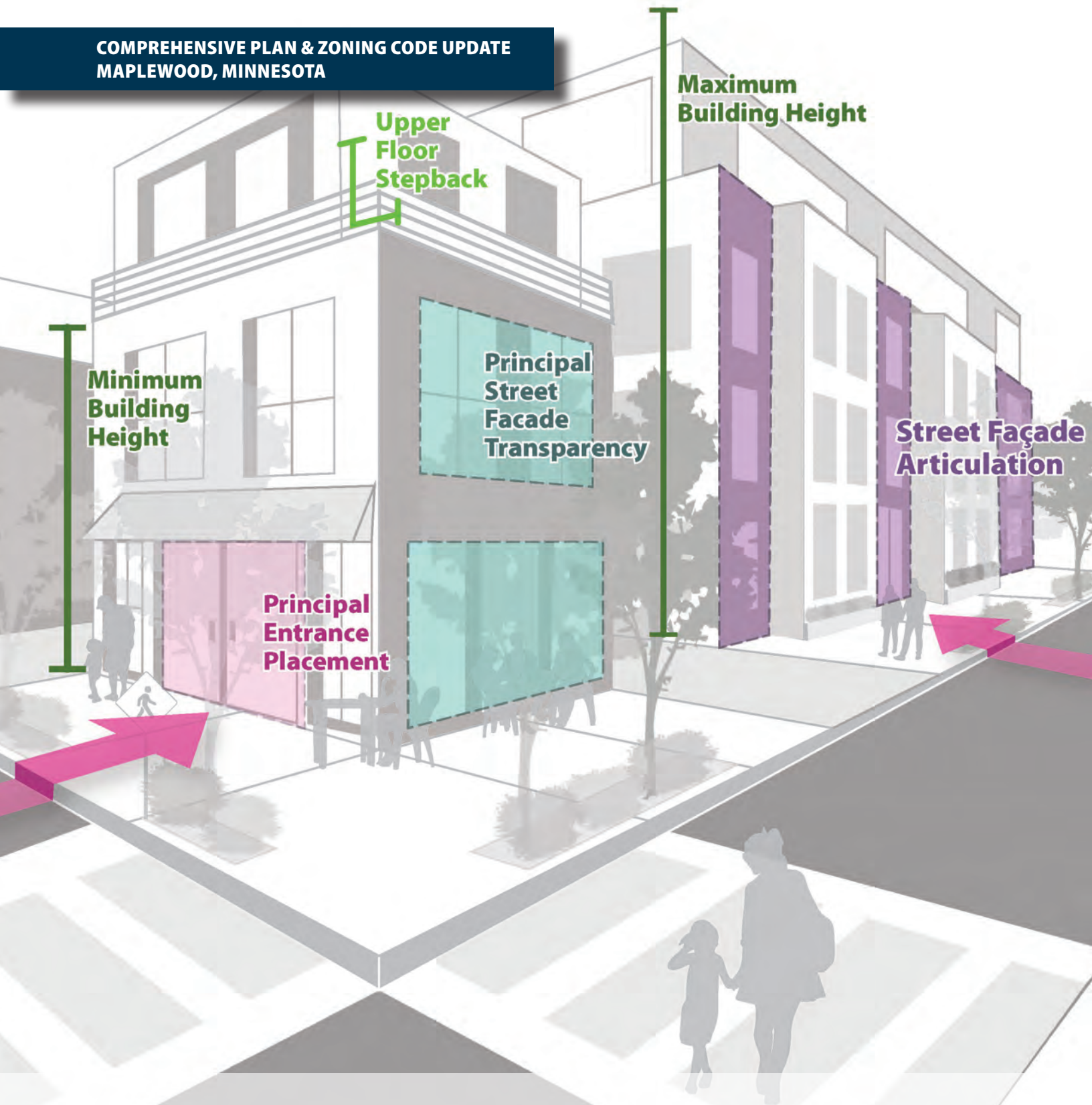
2017 MN APA Success Stories in
Implementation Award - Downtown Master
Plan and Streetscape Reconstruction,
Chaska, MN

2015 MN APA Planning in Context Award -
Red River Corridor Master Plan, Moorhead,
MN

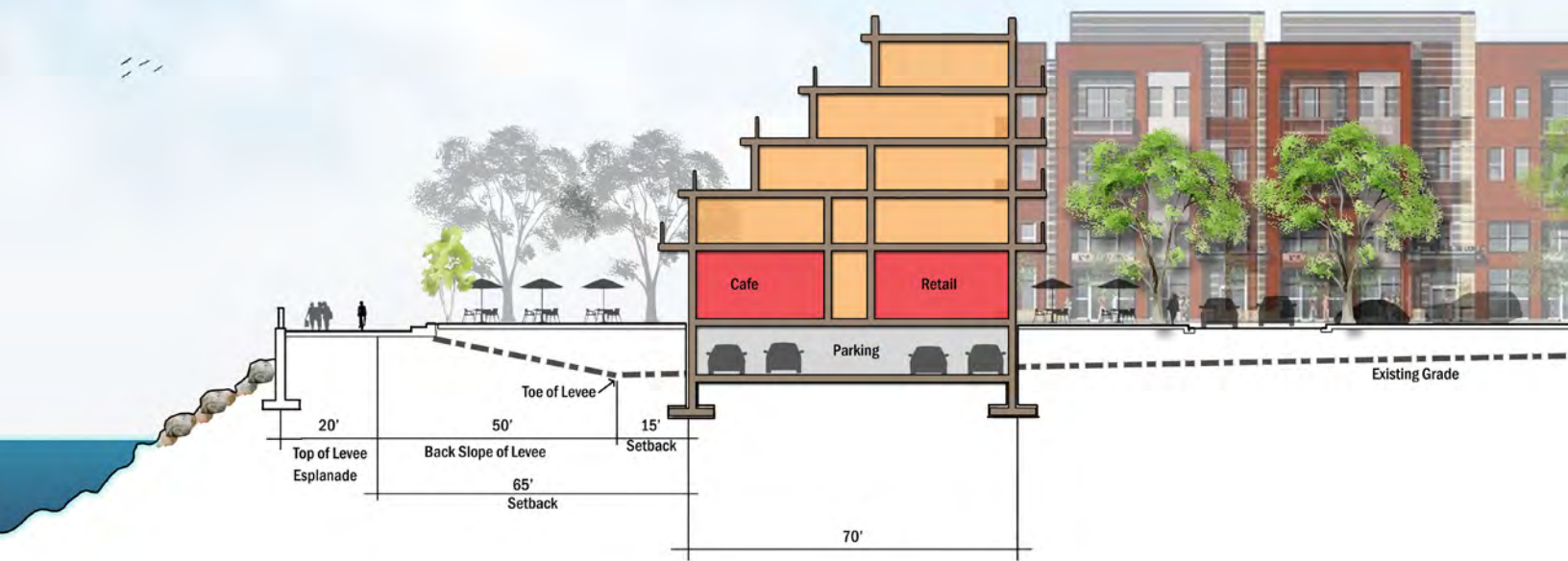


STRENGTHS SUMMARY

Design and Construction
Administration Experience
Problem Solving



QUALIFICATIONS



Zoning Ordinance, Design Guidelines & Regulatory Tools

Regulatory tools such as design guidelines, development codes and zoning ordinances translate planning visions and recommendations into enforceable policy language that shapes the physical development of the community. They are essential in determining a community's character, be it the preservation of historic qualities, promoting the use of high-quality building materials, or specifying building massing or density to create or preserve neighborhood livability.

Creation of effective regulatory tools requires a deep understanding of how the shapes, materials and design of the built environment influence a community's unique character. It also requires an ability to engage the community and stakeholders to understand their concerns and develop a shared understanding of the planning process and its desired outcomes. HKGi has provided planning services related to zoning ordinance and development application review to dozens of Minnesota communities and has developed long-term relationships with several of them. Our work has included the creation or revision of zoning ordinances, design guidelines, and regulatory tools. Some of our current or recent similar projects are included at right and on the pages that follow.

- » Uniform Development Code Rewrite - Onalaska, WI
- » Uniform Development Code Rewrite - Winona, MN
- » Zoning Ordinance Update - Lindström, MN
- » Housing Study and Zoning Ordinance Revisions - Grand Marais, MN
- » Historic Downtown Signage Ordinance - Chaska, MN
- » Zoning Ordinance Revisions; Site Redevelopment Design Guidelines; Historic Walker-Lake Zoning District - St. Louis Park, MN
- » Zoning Ordinance Revisions; Mixed Use Zoning Ordinance and Historic Preservation Ordinance Revisions - Stillwater, MN
- » Zoning Ordinance Revisions - Maplewood, MN
- » Zoning Ordinance, Design Guidelines, and Regulatory Tools - Greenville, WI
- » Mixed Use Zoning Ordinance Revisions - Shoreview, MN
- » Mixed Use Zoning Ordinance Revisions - Mound, MN
- » Town Center Zoning Ordinance and Design Guidelines - Eden Prairie, MN
- » Zoning Ordinance Update - Kasson, MN
- » West Side Flats Design Guidelines - Saint Paul
- » North Loop Zoning Ordinance Update and Design Guidelines - Minneapolis
- » Penn Avenue Design Guidelines - Richfield

- Proposed Zoning District Changes:
- Community Mixed Use (MU-C) **New**
 - Neighborhood Mixed Use (MU-N) **New**
 - Middle Density Residential (R3) **New**
 - Regional Business (B3) **New**
 - Special Single-Family Residential (R160) **Delete**
 - Transitional Commercial/Business (TC) **Delete**
 - Traditional/Mixed Neighborhood (TMD) **Delete**
 - Heavy Industrial (M3/I3) **Delete**
 - M1, M2 => **Change** to I1, I2
 - P1 => **Change** to P1 and P2
 - P1 = Public/Semi-Public/Institutional
 - P2 = Public Parks and Open Space



Unified Development Code (Zoning) Rewrite

Onalaska, Wisconsin - HKGi recently completed a rewrite of the City's Unified Development Code. The project's objectives included making the UDC easier to understand and use; ensuring that the code meets state statutes and reflects the direction of the 2016 comprehensive plan; and includes a modernization of development standards to encourage high-quality, context-sensitive development.

After completing the initial phases of the project, including reviewing the existing code, conducting a diagnostic, and creating an annotated outline for consideration and review by the Plan Commission, HKGi drafted the new code in modules to facilitate an effective review by the public and municipal boards and commissions.

Stakeholder feedback indicated a strong desire to simplify the UDC and streamline procedures. Input also indicated a desire to allow more mixed-use development, evaluate parking requirements to ensure adequate parking in a reinvigorated downtown, allow for more food trucks, regulate exterior lighting more effectively, and address a host of residential issues to allow for more affordable housing and an expansion of the housing types available in the city.

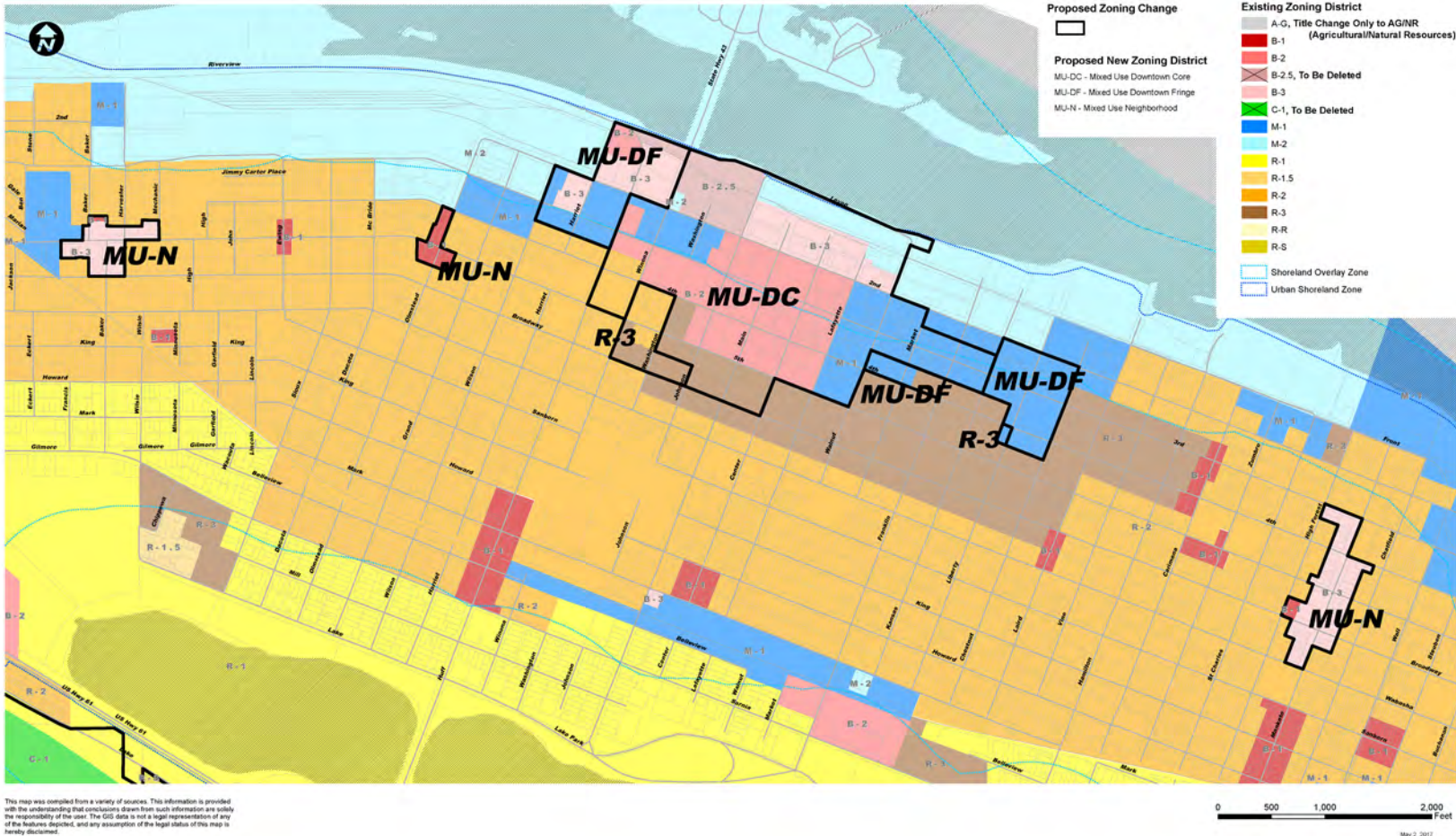
HIGHLIGHTS

Public involvement included Stakeholder Listening Sessions, Public Meetings, Open Houses. Presentations to Plan Commission and City Council, Online Engagement

Example of a hybrid zoning code

New code allows more mixed-use development and facilitates creation of new housing and new housing types in the community

2017 UNIFIED DEVELOPMENT CODE UPDATE PROPOSED ZONING MAP CHANGES



Unified Development Code (Zoning) Rewrite

Winona, Minnesota - HKGi conducted a review and rewrite of the City of Winona's subdivision code, zoning code and map, and site plan ordinance to modernize the code in accordance with the City's 2007 Comprehensive Plan. HKGi worked with City staff over the course of the two year project to combine the different components into a Unified Development Code. In addition to conducting the analysis, writing draft and final code versions, and presenting to the Planning Commission and City Council, HKGi also led an extensive public participation process to ensure that members of the public had a voice throughout the planning process.

Project objectives included the creation of the Unified Development Code; incorporation of form-based and design standard strategies for downtown Winona; inclusion of illustrations and graphics in the code to facilitate a better understanding of code requirements; establishment of mixed-use zoning districts and regulations; and consideration of Winona's natural setting and its impact on greenfield development.

HIGHLIGHTS

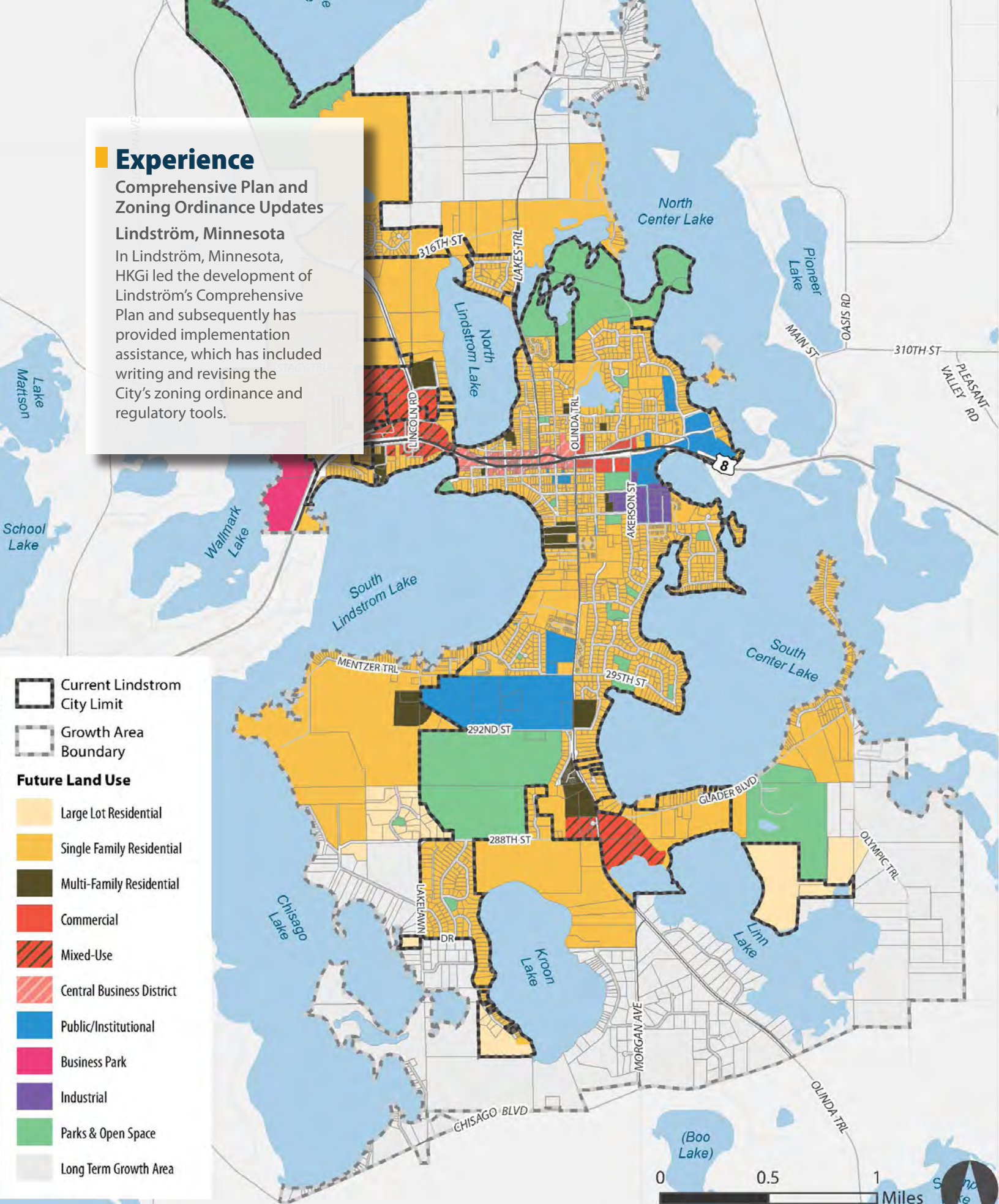
The Unified Development Code uses a graphics-based approach to illustrate and demonstrate a variety of topics such as building design and site standards. The executive summary provides a user-friendly tool to communicate key topics and revisions to the general public, developers, and city leaders (see appendix for Executive Summary sample).

Experience

Comprehensive Plan and Zoning Ordinance Updates

Lindström, Minnesota

In Lindström, Minnesota, HKGi led the development of Lindström's Comprehensive Plan and subsequently has provided implementation assistance, which has included writing and revising the City's zoning ordinance and regulatory tools.



RESIDENTIAL BUILDING TYPES

ROWHOUSE, SMALL (2 to 4 units/run)



Lot Width Minimum

18'

24'

ROWHOUSE, LARGE (5 to 8 units/run)



Lot Width Minimum

18'

24'

MULTI-PLEX, LARGE (7 to 18 units/lot)



Lot Width Minimum

75'

90'

COURTYARD APARTMENT (12 to 40 units/lot)



Lot Width Minimum

100'

125'

LIVE/WORK (2 units/lot)



Lot Width Minimum

18'

24'

MAIN STREET MIXED USE (1 to 8 units/lot)



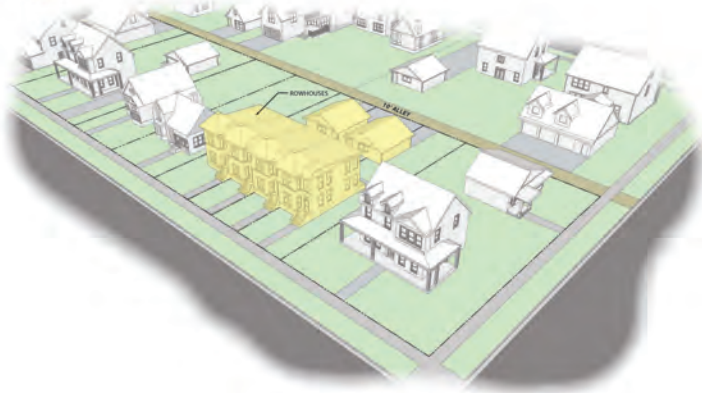
HOUSING TYPES: ACCESSORY DWELLING UNIT (A.D.U.)

DRAFT 6.19.2020



HOUSING TYPES: ROWHOUSE / TOWNHOUSE

DRAFT 6.19.2020



Housing Study and Zoning Ordinance Revisions

Grand Marais, Minnesota - HKGi recently completed work on a housing study to help the City of Grand Marais and its residents identify strategies to encourage a more diversified housing stock. For the project HKGi took inventory of the City's current land use and housing regulations, conducted research on best practices, and led two community workshops in which stakeholders shared ideas and concerns and helped brainstorm strategies and establish priorities for implementing the Housing Plan.

Following completion of the housing study, HKGi was retained to continue assisting Grand Marais in addressing its housing goals. Based on findings from the housing study, HKGi is working with the City to make revisions to the Grand Marais zoning code that will provide greater flexibility and more clear guidance for the development of new housing and a greater diversity of housing types to meet the city's unique seasonal and year-round housing needs.

Changes to the zoning ordinance being recommended are designed to encourage more housing development to help the City address its housing shortage.

HIGHLIGHTS

Establishment of new Design Standards to ensure that new housing will fit within existing neighborhoods

Land use guidance for a variety of housing types

Recommended changes to zoning ordinance include reduction in minimum lot sizes; allowance for ADU's and other housing types in residential areas currently restricted to single-family homes only; new lot and building standards for each new housing type



Experience



Historic Downtown Sign
Design Guidelines and
Ordinance

Chaska, Minnesota

2014 MN APA Planning in Context Award

HKGi facilitated this City-business owner collaboration and worked with a project task force that included downtown business owners, Planning Commissioners, Heritage Preservation Commissioners, City Staff, and sign makers.

The objective of the project was to strengthen and enhance the downtown's historic character and develop signage guidelines and regulations that would be feasible and achieve the objectives of both business owners and the City.

The resulting Historic Downtown Chaska Signage Design Guidelines were designed to be a concise, user-friendly visual design guidelines manual. HKGi also updated the City's Sign Ordinance to align it with the design guidelines and improve its clarity and organization, ultimately making it easier to understand and use.

To help business owners comply with the new guidelines and ordinance, the City and the downtown association collaborated to create a signage assistance program to help businesses upgrade their exterior signage.



Open Space

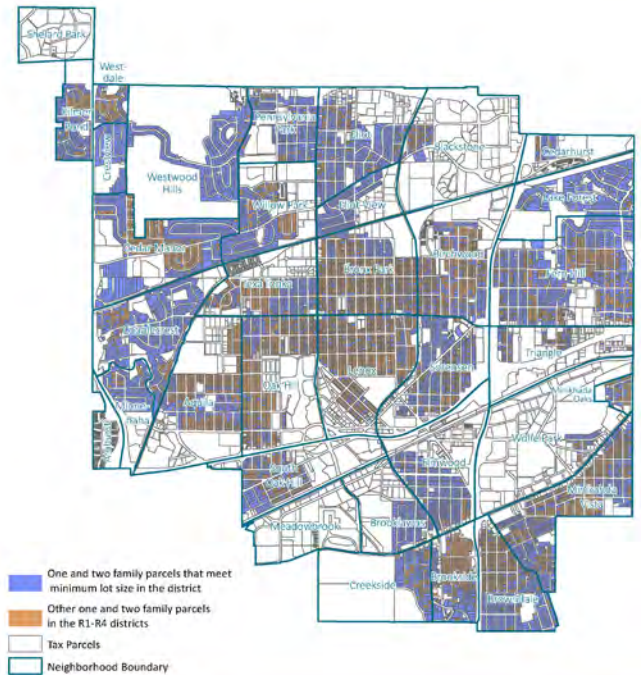
1. Yards and open spaces provide an opportunity for outdoor "active" areas.
2. Seating, shade, art, and events are encouraged within open spaces, especially along the street frontage.
3. Cafe seating and open transitions from indoor uses are also encouraged.



Transportation & Parking

1. Properties should prioritize pedestrians, transit users, and bicyclists in their site design, and placement of buildings and entrances.
2. Existing buildings that update uses will not require additional off-street parking, however, additions/expansions to buildings may trigger additional parking requirements.
3. New off-street parking areas should not be located between the building and the street, and driveway access should be off of secondary streets, when available.

ADU Analysis



St. Louis Park
MINNESOTA
Economic & Planning - The City

Comprehensive Plan and Zoning Ordinance Updates

St. Louis Park, Minnesota - HKGi's work on the 2040 Comprehensive Plan Update for the City of St. Louis Park addressed several new initiatives and directions that community members expressed interest in pursuing. These issues included resiliency planning; incorporating the City's new Climate Action Plan into Comprehensive Plan policies and direction; addressing the need for affordable housing; continued progress on the Connect the Park program to enhance bicycle and pedestrian infrastructure; and redevelopment of several key areas.

HKGi has assisted the City with implementation initiatives from the Comprehensive Plan as well as from other planning initiatives stemming from the construction of a new light rail line and the establishment of a new historic district. HKGi has providing zoning and regulatory tools writing services for three station areas, all of which will undergo redevelopment in the coming years. This effort has included reguiding land use and zoning for a former Sam's Club site. HKGi has also led zoning updates to assist in implementation of new planning initiatives in the Historic Walker-Lake area, which is also seeing redevelopment momentum with the completion of several key initiatives.

HIGHLIGHTS

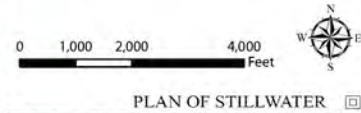
- Incorporation of transit station area plans that implement form-based zoning
- Zoning ordinance for Historic Walker Lake district that implements form-based zoning
- Parking study for redevelopment area
- Zoning revisions to allow auxiliary dwelling units (ADUs)
- Establishing a Transitional Industrial zoning district
- Development of a city-wide sustainability policy
- Initiatives address topics such as housing, sustainability and resiliency, and connectivity

Legend

Future Land Use

- Low Density Residential
- Low/Medium Density Residential
- Medium Density Residential
- Downtown Mixed Use
- Highway Mixed Use
- Research, Development Park
- City Limit

Figure 2.4: Land Use Study Areas



The comprehensive plan for Stillwater addressed several issues including redevelopment concepts for focus areas throughout the city, including the TH36 corridor. HKGi is currently revising the zoning ordinance to create a mixed use district along the corridor.

Mixed Use Zoning Districts, Historic Preservation Ordinance Revision, & Comprehensive Plan

Stillwater, Minnesota - The City of Stillwater marked its 100th year of planning by completing its 2040 Comprehensive Plan, which will usher in the beginning of a new era in the city's history.

In addition to integrating a new vision for downtown Stillwater, the plan emphasizes redevelopment and development opportunities elsewhere in the city. The need to identify additional housing opportunities, as well as mixed uses in selected areas, resulted in a future land use plan that will enable appropriate housing and commercial growth without disrupting Stillwater's established low density residential areas.

Since completion of the Comprehensive Plan, HKGi has assisted the City with two key implementation initiatives related to zoning. First, the firm's planners have worked with the City to develop a Highway Mixed Use District to guide new development along one of Stillwater's main corridors. Second, HKGi is revising the Historic Preservation Ordinance, which guides development in the city's popular downtown area, based on the Comprehensive Plan's Historic Preservation chapter.

HIGHLIGHTS

Redevelopment planning in focus areas in the southern and western edges of the city

Integrate the Downtown Master Plan into the 2040 Comprehensive Plan

Meet Metropolitan Council requirements for land use, resiliency, housing, and infrastructure planning

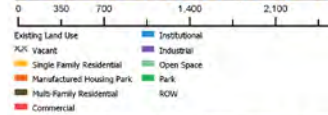


Mixed Use Area: D

Existing Land Use



Current Zoning



Number of Parcels	34
Total Acres (Gross)	73.9
Assumed % Residential	87%
Assumed % Non-Residential	21%
Assumed FAR	1.18
Density	25-50
Assumed % Developed by 2040	80%

Issues & Opportunities

• TBD



Comprehensive Plan and Zoning Ordinance Updates

Maplewood, Minnesota - HKGi is following up their work on Maplewood's 2040 Comprehensive Plan by assisting in implementation efforts related to zoning code revisions and other design guidelines or regulatory tools. Some of the key changes contained in the Comprehensive Plan include the establishment of three different mixed use land use types as well as an Employment land use. These different land uses will enable flexibility while still achieving development objectives for housing, commercial, and employment at key sites throughout the city. Planning also addressed redevelopment along the Gold and Purple BRT Lines, and revitalization of aging building and residential stock.

HKGi's is currently addressing zoning revisions in several key areas throughout the city, including potential redevelopment in and around the Maplewood Mall. HKGi's planners are conducting an analysis for at least nine areas, all of which have a new mixed use designation. Each analysis includes identifying key data and assumptions as well as other factors such as existing transportation infrastructure and surrounding development. These analyses will be used to determine zoning changes needed to achieve the City's development objectives for each area.

HIGHLIGHTS

Three new mixed-use land use designations to address housing needs and create a more walkable environment

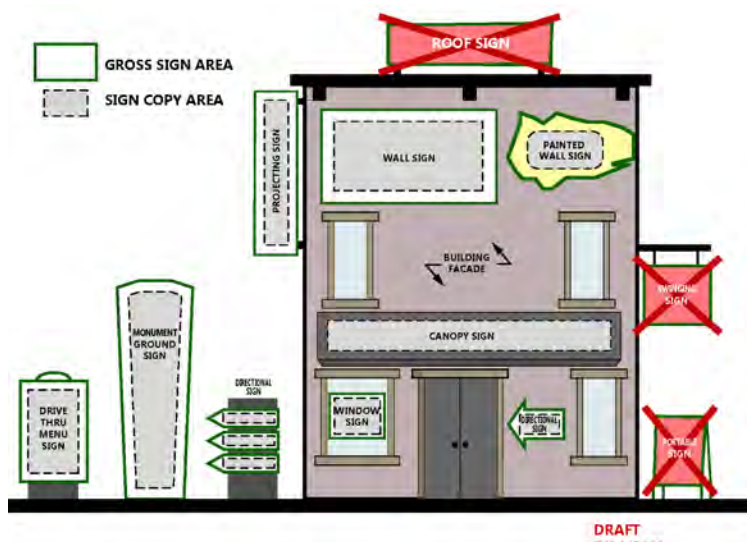
New Employment land use designation to accommodate potential jobs-based redevelopment

Final plan report includes reader-friendly summaries for each chapter (see graphic above)

Land use and zoning revisions identified for redevelopment opportunities in BRT station areas

Extensive engagement with neighborhoods to address planning concerns

- STREETSCAPE STANDARDS - ARTICLES XI, XII, XIII & XIV



19

**HOUSING STUDY AND ZONING ORDINANCE UPDATE
GRAND MARAIS, MINNESOTA**

ROWHOUSES

10' ALLEY

APPROACH & WORK SCOPE

Approach

HKGI's planning approach begins with our belief that the values and qualities of a community's people and landscape are the essential foundation for successful community planning. Building on the community's local character, values, and knowledge both reinforces and creates a unique, identifiable sense of community. This approach places HKGI's four core principles at the center of our practice: collaborate, listen, explore, create. The detailed work plan proposed on the following pages is guided by these principles and designed to keep the focus on the community's unique needs and input throughout the process.



Five-Phase Approach and Annotated Outline

We will use a five-phase approach to guide the Zoning Code Update. We used this method with great success on our major zoning code rewrite projects in Onalaska and Winona. One key to the approach is the development of an Annotated Outline prior to the initiation of actual drafting of the new code. This outline will be presented to City Staff, the City Attorney, and the Planning Commission to ensure agreement on the direction of the zoning code update. The Annotated Outline will be informed by the internal and external stakeholder listening sessions, the results of the existing code review and diagnosis, and the “best practices” research conducted.

Review and Rewrite in Modules

A second key component of the approach will be the division of the code review and rewrite process into sections or modules. Using a series of modules allows for a detailed review of the new code without overwhelming City Staff or the Planning Commission. Each module will be reviewed by City Staff, the City Attorney, and the Planning Commission. The number and focus of the modules will be determined once the Annotated Outline has been developed. This approach also helps the project team identify the key components that should be presented to the public during the community review process. Once all of the modules have been reviewed, the entire zoning code is drafted and the adoption process, including public hearings, can begin.

Brainerd's historic water tower is just one element that lends the city its character. The zoning ordinance can be used to guide development that will continue to enrich the character of Brainerd and its neighborhoods.

Annotated Outline

The following is an annotated outline for the recommended structure of the new Onalaska Unified Development Code (UDC) chapter that reflects the reorganization strategies discussed in the preceding sections. The recommended general structure of the new City of Onalaska UDC is:

- Title 13 Unified Development Code/Standards
- Chapters
 - Divisions
 - Sections
 - Sub-sections

Sections will be located within Divisions. Some shorter chapters may not need to be broken down into Divisions, in which case Sections will be located within the Chapter level.

As noted previously, it is recommended that consideration be given to a numbering system that helps users navigate through the code, as well as is easy for Staff to reference in reports. As shown below, it is suggested that the numbering system be organized so one can clearly see where you are in the code at any time.

Title	Chapter	Division/Section	Subsections	Full Citation
13	05	11	A.1.a.i	13.05.11.A.1.a.i

It is anticipated that each division/section number can be two digits. The first number will denote what division of the chapter one is in, while the second number completes the section. For example, division 1 will have sections numbered 11 to 19, division 2 will have sections numbered 21 to 29, etc. If more than 9 sections are needed the approach will be to create a new division.

Chapter 1 Introductory Provisions

- Division 1 Authority
- Division 2 Interpretation
- Division 3 Nonconformities

Chapter 2 Zoning Districts

- Division 1 General Provisions
- Division 2 Base Districts
 - Purpose Statement
 - Principal Uses Table
 - Accessory Uses Table
 - Lot Dimension Standards Table
 - Site Dimension Standards Table

The Annotated Outline will identify the revised code structure and provide a road map for the ordinance revision process.

Engagement

HKGI's design and planning practice emphasizes an inclusive stakeholder engagement process that builds community support and ensures that solutions reflect the community's values and vision. Community input will be sought from both internal and external stakeholders, including from the City Staff, City Council, Planning Commission, Economic Development Authority, Housing & Redevelopment Authority, and other appropriate boards/commissions. For a project of this nature we will also engage with the builder, development, and realtor community to collect their input and ideas. We will also engage other segments of the community such as residents, business owners, and community institutions.

We envision stakeholder outreach occurring throughout the project, including at the onset to learn about current regulations and community preferences; midway to collect thoughts on initial ideas; and during the code drafting process to review recommended changes. A public hearing will be held at the Planning Commission.

HKGI brings a wealth of experience and a tool box of effective community engagement strategies. As noted in the RFP's Scope of Work and our work plan, HKGI will work with the City of Brainerd to create a public participation plan to guide engagement with internal and external stakeholders for this type of project. We anticipate engagement will involve strategies for both face-to-face and virtual interactions, including stakeholder listening sessions/interviews, community meetings, public hearings, and an interactive web page. We are proficient conducting in-person engagement with all required and desired safety precautions in place.



1 **STAKEHOLDER OUTREACH PHASES** **Inform and Listen**

Learn how current regulations are working and identify community preferences

2 **Consult**

Collect stakeholder reactions and thoughts on initial code revision ideas

3 **Review**

Enable stakeholders to review code revisions



A tour of the city will provide the planning team with a wealth of information regarding how the current code may be impacting development and contextual information about Brainerd's development horizon.

A series of maps can be used to highlight different types of zoning changes to assist in communicating with the public.

Work Scope

Task 1 - Project Initiation

- 1.1 Conduct project orientation meetings with Staff and Planning Commission
- 1.2 Reconnaissance tour of city to identify development regulation issues and opportunities
- 1.3 Initial high level review of existing zoning code and map
- 1.4 Identification of relevant plans, policies and state statute changes
- 1.5 Review the 2035 Comprehensive Plan to identify relevant goals, policies, and strategies
- 1.6 Develop a public participation plan
- 1.7 Coordinate project introduction to the public

Task 2 - Diagnose Current Zoning Code and Map

- 2.1 Comprehensive review of code for conflicts with best practices and trends
- 2.2 Evaluate existing zoning districts/map and compare to neighborhood/corridor characteristics
- 2.3 Evaluate zoning code for inconsistencies with other codes and plans
- 2.4 Conduct issues identification meetings with Staff and Planning Commission
- 2.5 Conduct stakeholder listening sessions including City Council, boards/commissions, development sector reps
- 2.6 Conduct public participation round 1 for issues identification
- 2.7 Prepare evaluation summary of existing zoning code & map issues
- 2.8 Determine if interim policies should be considered, e.g. development moratoriums

Task 3 - Annotated Zoning Code Outline

- 3.1 Identify potential approaches to zoning code issues including use of form-based elements
- 3.2 Guide Staff through discussions on desired changes to zoning code and goals for final product
- 3.3 Prepare draft annotated zoning code structure
- 3.4 Conduct meetings with Staff and Planning Commission
- 3.5 Prepare final annotated zoning code structure

Task 4 - Draft Zoning Code and Map

- 4.1 Prepare draft zoning code in a series of modules
- 4.2 Conduct module review meetings with Staff and Planning Commission
- 4.3 Test and revise draft zoning code modules
- 4.4 Prepare draft zoning map
- 4.5 Conduct joint Planning Commission/City Council meeting
- 4.6 Conduct public participation round 2 for input on draft zoning code and map
- 4.7 Prepare public hearing draft of zoning code and map

Task 5 - Final Zoning Code & Map Adoption and Implementation

- 5.1 Conduct Planning Commission public hearing
- 5.2 Prepare final zoning code and map
- 5.3 Conduct City Council meeting presentation
- 5.4 Work with City staff to make the new code interactive and accessible to the public
- 5.5 Work with City staff to develop informational campaign regarding major changes to the code

Timeline

The schedule outlined below is based on the preceding work plan. We have noted anticipated meetings in this timeline, but as noted in the Scope of Services contained in the RFP and in our work plan, one of the early project tasks is to work with the City to develop a public participation plan. The quantity and timing of meetings for the project may change from those listed below, depending on the final details of the public participation plan.

TASKS	OCT '20	NOV	DEC	JAN '21	FEB	MAR
Task 1 - Project Initiation						
Task 2 - Diagnose Current Zoning Code and Map						
Task 3 - Annotated Zoning Code Outline						
Task 4 - Draft Zoning Code and Map						
Task 5 - Final Zoning Code & Map Adoption and Implementation						
MEETINGS	OCT '20	NOV	DEC	JAN '21	FEB	MAR
Planning Commission Meetings						
City Council Meetings						
Stakeholder Meetings						
Public Meetings						
Staff Meetings (bi-weekly check-in meetings at minimum, primarily phone/video; in-person meetings will be coordinated with other meetings scheduled in Brainerd)	2	2	2	2	2	2

APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
								
								
								
								
2	2	2	2	2	2	2	2	2

**MIXED USE ORDINANCE AND HISTORIC
PRESERVATION CODE UPDATE
STILLWATER, MINNESOTA**



COMPENSATION

Proposed Fees and Hours Per Task

The table below represents our anticipated time commitment and cost to conduct the preceding work plan. If selected for this project we will work with the City to confirm a detailed work scope that best fits the City's objectives and budget for this project.

TASK	ESTIMATED HOURS	FEE
Task 1 - Project Initiation	70	\$10,400
Task 2 - Diagnose Current Zoning Code and Map	130	\$18,700
Task 3 - Annotated Zoning Code Outline	70	\$10,400
Task 4 - Draft Zoning Code and Map	330	\$45,000
Task 5 - Final Zoning Code & Map Adoption and Implementation	90	\$11,500
Subtotal	690	\$96,000
Reimbursable Expenses (mileage/travel, printing, plotting)		\$4,000
Total		\$100,000

Fee and Expenses Schedule

CLASSIFICATION	HOURLY RATES	STAFF
Principal	\$160-215/hr	Scheib
Associate	\$110-155/hr	Miller, Trapp
Senior Professional	\$90-155/hr	
Professional II	\$80-100/hr	Chamberlain, Solomonson
Professional I	\$50-80/hr	
Technical	\$40-60/hr	
Secretarial	\$55/hr	
Litigation Services	\$190/hr	
Testimony	\$275/hr	
REIMBURSABLE EXPENSES		
Mileage	Current Federal Rate/Mile	
Photocopying BW	15¢/page	
Photocopying Color	\$1.00/page	
Outside Printing	Actual Cost	
Large Format Scanning	Actual Cost	
B/W Bond Plots	\$5.00 each	
Color Bond Plots	\$20.00 each	
Photo Paper Color Plots	\$40.00 each	



REFERENCES & DISCLOSURES/ASSURANCES

References



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Mike Martin, Economic Development Coordinator
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Michael J.D. Brown, Community and Economic Development Coordinator
Town of Greenville (WI)
920-757-5151
mbrown@townofgreenville.com

Potential Conflicts

HKGi has a history of working with a private client, PotlatchDeltic, on planning and design of various landholding projects in the region, but outside of the City of Brainerd's municipal boundary. Our firm is not consulting on any projects for this client within the City of Brainerd currently, and to our knowledge they do not own land within the City of Brainerd.

Applicant Authority

The signers of this proposal, Jeff Miller and Rita Trapp, are both Associates with HKGi and have the authority to represent the consultant firm, HKGi, in the pursuit of this project for the City of Brainerd.

Insurance Coverage

HKGi's current Certificate of Insurance is included on the following page.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

8/7/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Kraus - Anderson Insurance 420 Gateway Blvd Burnsville MN 55337	CONTACT NAME: Certificates Department PHONE (A/C, No, Ext): 952-707-8200 E-MAIL ADDRESS: Certificates@kainsurance.com FAX (A/C, No): 952-890-0535
INSURED Hoisington Kogler Group Inc 123 North 3rd Street Suite 100 Minneapolis MN 55401	INSURER(S) AFFORDING COVERAGE INSURER A : RLI Insurance Company INSURER B : INSURER C : INSURER D : INSURER E : INSURER F :

COVERAGES**CERTIFICATE NUMBER:** 194916108**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☐ OCCUR ☒ XCU ☒ Broad Form PD GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PROJECT ☒ LOC OTHER:			PSB0007398	5/12/2020	5/12/2021	EACH OCCURRENCE \$2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$4,000,000 PRODUCTS - COMP/OP AGG \$4,000,000 \$
A	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☒ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ NON-OWNED AUTOS ONLY			PSA0002462	5/12/2020	5/12/2021	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	☐ UMBRELLA LIAB ☒ OCCUR ☒ EXCESS LIAB ☐ CLAIMS-MADE DED ☒ RETENTION \$ 0			PSE0003695	5/12/2020	5/12/2021	EACH OCCURRENCE \$1,000,000 AGGREGATE \$1,000,000 \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	PSW0004281	5/12/2020	5/12/2021	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
A	Architects & Engineers' Professional Liability - Claims Made & Reported			RDP0039802	5/12/2020	5/12/2021	Per Claim \$2,000,000 Annual Aggregate \$4,000,000

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

CERTIFICATE HOLDER**CANCELLATION**City of Brainerd
501 Laurel Street
Brainerd MN 56401

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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APPENDIX - WINONA UNIFIED DEVELOPMENT CODE EXECUTIVE SUMMARY

WINONA'S UNIFIED DEVELOPMENT CODE (UDC)

Executive Summary | May 2017



This Executive Summary is intended to provide a brief description of Winona's new Unified Development Code (UDC), including its basic structure, key features, and the significant changes made between the old development related sections of the City Code and the new UDC. The Executive Summary focuses on the following:

- » Overview of the Unified Development Code
- » Zoning Districts
- » Form Based Design Standards
- » Development Review Procedures

Winona's new UDC is a chapter of the City of Winona Charter and Code of Ordinances (City Code) and is the official set of rules and regulations to

guide land use and development in the city of Winona. With this update of Winona's development codes, the City of Winona is completing its first comprehensive review and update of its zoning and subdivision codes since 1959. While the city has routinely adopted amendments to address specific issues, a comprehensive evaluation of all its development codes was needed to update inconsistencies within its development codes as well as with the city's long-term plans, goals, and needs, particularly the 2007 Comprehensive Plan.

The 'why' icon (🔍) is used throughout this executive summary to highlight the explanation behind the changes to Winona's existing development code.

WHAT IS A UNIFIED DEVELOPMENT CODE?

Up to now, Winona's development related codes have been scattered across six separate chapters. This fragmentation often resulted in inconsistencies among the city's regulations; outdated regulations; confusion for users of the development codes; unclear and inefficient development permit procedures; increased development procedure costs; and negative attitudes toward the city's development goals and regulations in general.

Unified development codes have become more prevalent in cities since the 1980s as a technique to combine, streamline, better organize, and ensure consistency of all development related codes within one unified document or chapter of the City Code. Using a UDC, an interested party (property owner, developer, citizen, staff, public official, city board/commission) knows that everything they need to know about development of a property or area should be located in one place. A UDC provides more predictability of the city requirements and lowers risk of legal challenges.

The following development related sections of Winona's City Code have been compiled into the new UDC:

- » Chapter 22.21: City Administration (Board of Adjustment)
- » Chapter 41.01: City Planning (Planning Commission)
- » Chapter 42: Subdivision
- » Chapter 43: Zoning
- » Chapter 44.06: Building Code (Site Plans)
- » Chapter 69: Shoreland Management

HOW IS THE NEW UDC STRUCTURED?

Article 01. General Provisions

- Division 1. Authority*
- Division 2. Interpretation*

Article 02. Zoning Districts

- Division 1. General Provisions*
- Division 2. Base Districts*
- Division 3. Overlay Districts*

Article 03. Development Standards

- Division 1. General Performance Standards*
- Division 2. Parking, Loading, and Circulation*
- Division 3. Landscaping*
- Division 4. Screening, Walls, and Fences*
- Division 5. Exterior Lighting*
- Division 6. Form Based Design Standards*
- Division 7. Use Specific Standards*

Article 04. Subdivision Standards

- Division 1. Basic Subdivision Requirements*
- Division 2. Subdivision Design Standards*

Article 05. Signage

Article 06. Administration and Procedures

- Division 1. General Provisions*
- Division 2. Site Related*
- Division 3. Subdivision Related*
- Division 4. Ordinance or Plan Amendment Related*
- Division 5. Environmental Related*
- Division 6. Transportation Impact Analyses and Road Use Agreements*

Article 07. Definitions



KEY IMPROVEMENTS OF WINONA'S NEW UDC

The key improvements provided by the new UDC are the following:

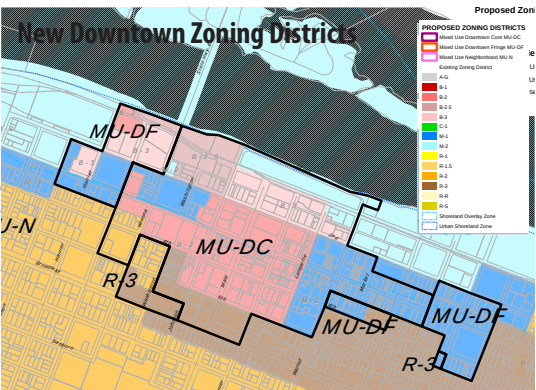
- » Consolidation and organization of scattered zoning district uses and dimensional standards into concise yet comprehensive tables
- » Consolidation and organization of scattered development permits, requirements, and procedures into a single table for achieving consistency and simplifying the development review process
- » New mixed use zoning districts for downtown and neighborhood commercial nodes
- » New form-based design standards for mixed use districts and residential districts
- » Updated parking quantity and screening standards
- » Addition of illustrations where beneficial for understanding standards

ZONING DISTRICTS

The proposed zoning map divides the city into 15 base districts and five overlay districts, including three new mixed-use districts described in further detail below. Allowable uses and dimensional standards are established for each zoning district to ensure compatibility between various uses throughout the city. Improvements and changes to zoning district uses and dimensional standards are outlined below.

DOWNTOWN MIXED USE DISTRICTS

The City's 2007 Comprehensive Plan identified the need for downtown zoning changes by establishing new Downtown Mixed Use and Downtown Fringe land use areas. These land use plan boundaries, as well as the existing land use pattern, were used as a foundation for the establishment of the proposed boundaries for the Mixed Use – Downtown Core (MU-DC) and Mixed Use – Downtown Fringe (MU-DF) districts. The map to the right shows the boundaries of the new districts. The purpose of both districts is to have a mix of commercial, public, institutional, and residential uses. The Downtown Core district is intended to have higher densities, while the Downtown Fringe district would have lower densities and serve as a transition to the adjacent residential neighborhoods.



? Winona's current Zoning Code defines the boundaries of the Downtown/Central Business District in multiple ways to address permitted uses, lot area, first floor residential, parking and sign regulations. Multiple zoning districts/boundaries cause inconsistencies, confusion, and negative perceptions. This issue has been addressed through the creation of two new mixed-use districts for downtown.

NEIGHBORHOOD MIXED USE DISTRICTS

As directed by the City's 2007 Comprehensive Plan, the UDC project explored the development of a new mixed-use district for small commercial nodes outside of downtown and directly adjacent to residential neighborhoods. The new Mixed Use Neighborhood Center (MU-N) zoning district is proposed for three (3) existing neighborhood centers shown below: West 5th Street, Olmstead Street, and Mankato Ave.



The new Mixed-Use Neighborhood Center district will provide flexibility in the mix and design of uses so as to support the reuse of buildings that better reflects modern development.



ZONING DISTRICT USES TABLE & USE SPECIFIC STANDARDS

- » Uses will now be consolidated into two tables - one for principal uses and one for accessory uses (Sec. 43.02.22)
- » Uses will be identified as permitted, permitted with standards, or conditional
- » Use Specific Standards (Article 3, Division 1)
 - Standards that only apply to a specific use are all organized in one section of the UDC, for example bed and breakfasts, gas stations, manufacturing, etc.
 - Use specific standards are referenced in the Uses Table

? In the old Zoning Code, uses were organized cumulatively so you needed to look in multiple zoning district sections to determine if a use was allowed in a particular zoning district.

Uses Table Format

Use Type	RESIDENTIAL						MIXED USE			BUSINESS			INDUSTRIAL		AGRICULTURAL	USE SPECIFIC STANDARDS
	R-R	R-S	R-1	R-1.5	R-2	R-3	MU-DC	MU-DF	MU-N	B-1	B-2	B-3	I-1	I-2	AGNR	
Household Living																
Dwelling, single-family	P	P	P	P	P	P			P						P	
Dwelling, two- to four-family			PS	P	P	P			P							Yes

Dimensional Tables Format

Zoning District	Use Types	Lot Area Minimum per Family (sq. ft.)	Lot Frontage Minimum (ft.)
Agricultural/Natural Resources (AGNR)	Dwellings	10 acres	300
	Other Permitted/Conditional Use	None	None
	SF Dwellings w/ public sewer & water	18,000	100
Rural Residential (R-R)	SF Dwellings w/o public sewer & water	40,000	200
	Other Permitted/Conditional Use	40,000	200

DIMENSIONAL TABLES

Lot Dimensions Table

- » Minimums for lot area and lot frontage
- » Requirements for new uses like attached townhouse
- » Mixed-use districts do not have minimum lot requirements
- » Residential uses in Business Districts have same standards as in the R-3 District

Site Dimensions Table

- » Minimums for front yard, side yard and rear yard setbacks
- » Maximums for heights for principal and accessory structures

? Tables make the requirements easier to understand and ensure new types of uses proposed have proportional requirements.

FORM BASED DESIGN STANDARDS

One of the most significant improvements provided by the new UDC is the addition of form based design standards to Winona's City Code. The purpose of these form based design standards is to improve the city's ability to foster high-quality development and redevelopment that is compatible with the traditional character and scale of the city's historic downtown and residential neighborhoods. The downtown design guidelines established in the city's 2007 Downtown Revitalization Plan were used as a foundation for developing the form based design standards. A key difference is that form based design standards are requirements, whereas, the downtown design guidelines were simply advisory.

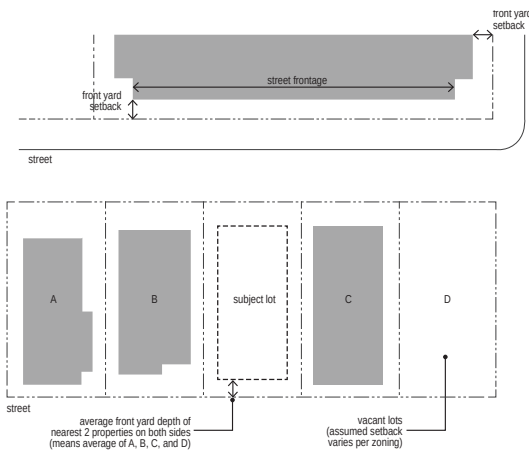
The form based design standards fall into three general categories:

- » Building siting standards
- » Building height standards
- » Building façade standards

The new UDC contains two sets of form based design standards – one set (10 standards) applies to the new mixed use zoning districts (MU-DC, MU-DF, and MU-N) while a smaller set (7 standards) applies to residential zoning districts. The residential form based design standards apply to all residential zoning districts for the following uses: attached townhouse, apartment, and mixed use apartment. These standards do not apply to single-family dwellings nor dwellings of 1-4 units.

BUILDING SITING STANDARDS

- » Building placement / front yard setback
- » Building street frontage
- » Off-street parking location



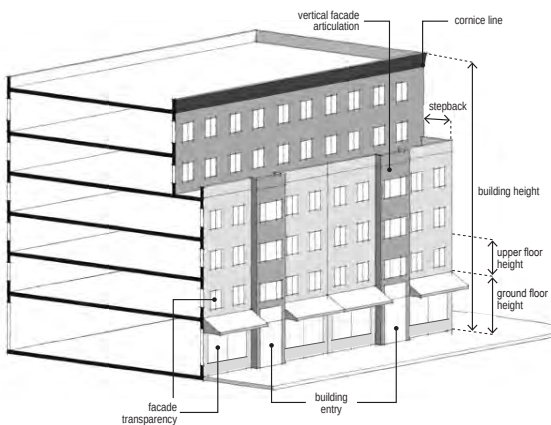
BUILDING FAÇADE STANDARDS

- » Façade horizontal articulation/divisions
- » Façade vertical articulation/divisions
- » Façade transparency
- » Façade materials
- » Building entries



BUILDING HEIGHT STANDARDS

- » Building height / upper stories stepback
- » Ground story height



? The city values the traditional character of its historic downtown and surrounding residential neighborhoods but also wants to promote new development in the community. The quality of some new development projects both in downtown and the surrounding residential neighborhoods have not complemented the character of surrounding buildings and the city has not had regulations in the City Code to require higher quality development. Form based design standards provide the city and developers with a tool for attracting new development that fits its context.

DOWNTOWN PARKING STANDARDS

Strategies for addressing off-street parking issues in downtown have been adjusted in the new UDC, including the following:

- » The City Code previously included a Central Business District (CBD) Parking Overlay District that exempted all new development in this area from providing any off-street parking spaces. The new UDC addresses parking requirements within the new downtown mixed use zoning districts rather than a separate parking overlay district
- » Commercial uses will continue to be exempt from providing off-street parking spaces. New residential uses will now be required to provide parking spaces although at a lower quantity. Outside of downtown, two (2) off-street parking spaces are required per residential unit. As growth of residential development occurs in the new downtown MU-DC and MU-DF districts, adding a reduced residential off-street parking requirement is intended to support

- redevelopment interests while also striking a balance between commercial (customers and employees) and growing residential parking needs. The new parking requirement will be one (1) off-street parking space per residential unit for Attached Rowhouse or Townhouse, Apartment, Apartment Mixed Use , Roominghouse, and other group living uses.
- » In the new MU-N district, one (1) off-street parking space per residential unit will be required for Apartment Mixed Use buildings, rather than the two (2) spaces required elsewhere in the city.
 - » New off-street parking lots cannot be located between a building and a public street.
 - » New off-street parking lots adjacent to a public street, park, plaza, or a Residential District are required to meet screening standards.

As more residential and mixed use development is attracted to downtown, concerns have increased about adequate parking being available to meet downtown’s customer and employee needs with competing residential parking needs. The scale of new residential projects are an opportunity for parking to be addressed as part of building and site design.



DEVELOPMENT REVIEW PROCEDURES

As part of the UDC project, the city’s development review procedures were consolidated from multiple sections of the City Code into one area (Article 6). In addition, a table was added to provide an overview of the city’s review/approval process and the public hearing requirements for each type of application. As a result of the public input process for the UDC project, the city has decided to retain public hearings as part of the appeal process for site related development reviews and to include public hearings as part of City Council consideration of cluster development plans, UDC amendments, and comprehensive plan amendments.

Substantive changes to the development procedures include:

- » Process for how to appeal a UDC Interpretation, request a UDC Amendment, and request a Comprehensive Plan Amendment has been formally established;
- » Consistency was established for public hearing notifications, either 350 feet or 150 feet;
- » Decision-making for proposed plats was moved to the City Council as plats often involve other agreements requiring approval by the Council;
- » The final plat approval process was simplified to a City Council approval given that final plats need to be consistent with the previously approved preliminary plat;

Type of Application	Pre-Application Meeting with Staff Required	Public Notice Required <i>P-published M-mailed</i>	Public Notice Mailing Notification Distance (feet)	Administrative Board of Adjustment Planning Commission City Council	<i>R-Review, D-Decision, A-Appeal PH - Public Hearing</i>	Final Action
Site Related						
Appeal of UDC Interpretation – Form Based Design Standards		P, M	350		D PH	A PH Resolution
Appeal of UDC Interpretation – Non Form Based Design Standards		P, M	350			D PH A PH Resolution
Site Plan Approval	Yes	M	150	D		A Letter
Conditional Use Permit		P,M	350			D PH A PH Resolution
Conditional Use Permit – Major Amendment		P,M	350			D PH A PH Resolution
Conditional Use Permit – Minor Amendment						D A PH Resolution
Variance		P, M	150		D PH	A PH Resolution
Subdivision Related						
Minor Subdivision - Final Plat	Yes	P, M	350			R PH D Resolution
Major Subdivision - Preliminary Plat	Yes	P, M	350			R PH D Resolution
Major Subdivision - Final Plat						D Resolution
Cluster Development Plan	Yes	P, M	350			R PH D PH Resolution
Ordinance or Plan Amendment Related						
UDC Text Amendment		P				R PH D PH Ordinance
UDC Map Amendment		P, M	350			R PH D PH Ordinance
Comprehensive Plan Text Amendment		P				R PH D PH Resolution
Comprehensive Plan Map Amendment		P, M	350			R PH D PH Resolution

Consolidating and addressing consistency among the development review procedures reduces confusion, uncertainty, time, and costs for applicants, the public, elected/appointed officials, and city staff.

UDC IMPACTS TO EXISTING PROPERTIES

The UDC includes the following three sets of regulations to address the transition from the City Code’s existing regulations to the new UDC.

- » Transitional Rules (Sec. 43.01.24) establishes when the new regulations would be applied. Generally, approved projects can be completed under the rules applicable at the time of approval, while applications not complete will be subject to the new regulations.
- » Nonconformities (Sec. 43.01.25) outlines how nonconforming uses or structures can continue, but not be expanded under the new regulations with the purposes of long-term transition to compliance.
- » Existing Lots of Records (Sec. 43.01.26) identifies alternative minimum requirements for one-dwelling detached structures and accessory structures located on an existing lot of record.





CREATING
PLACES
THAT ENRICH
PEOPLE'S
LIVES.

City of Brainerd Request for Proposals and Qualifications for Zoning Code Update Services

August 14, 2020

PREPARED FOR

David Chanski - City of Brainerd
501 Laurel St., Brainerd, MN 56401
Phone: (218) 825-2307

PREPARED BY

Kendra Lindahl, AICP
Landform Professional Services, LLC
105 5th Ave S, Minneapolis, MN 55401
Phone: (612) 252-9070, E-mail: klindahl@landform.net



105 South Fifth Avenue
Suite 513
Minneapolis, MN 55401

Tel: 612-252-9070
Web: landform.net

August 14, 2020

David Chanski
City of Brainerd
501 Laurel Street
Brainerd, MN 56401

RE: Request for Proposals for Zoning Code Update Services

Dear Mr. Chanski,

Thank you for inviting us to submit a proposal to provide Zoning Code Update services in Brainerd, MN. Landform's Planning & Urban Design Studio stands ready to provide the qualified staff necessary to meet or exceed your expectations. We are eager to collaborate with you to develop new zoning standards that better reflect the unique character of the City's different neighborhoods. We have experience creating hybrid zoning ordinances that incorporate the best graphic components of form-based codes and the more familiar implementation style of a more traditional zoning code format. It is an opportunity to provide zoning regulations that are easy to understand and implement to facilitate development that is consistent with the community vision.

You will find our approach results in a user-friendly, implementable ordinance with the innovation that Brainerd desires. We are well suited to be your project partner for the following reasons:

Building upon previous relevant experience in similar sized communities. Landform team members have the technical experience and creative analysis this project needs. Our team members focus on public sector work but also bring a solid understanding of the market to ensure plans that lead to action. This partnership between planning and urban design has proven its value in numerous communities like yours linking the technical aspects of policy with performance-based standards. The result is an innovative, effective code translated into everyday language with a strong graphic component to improve usability.

Aligned project objectives and synergistic team. Development that aligns with your community goals. We love the work we do and see the potential for fantastic positive energy when our two teams (yours and ours) sit side by side to accomplish a common goal. We look forward to working with you to solve your community's toughest issues through planning and design and tools that can be used to guide decision-making. We believe that plans must be developed with an understanding of our client's vision and insights into their stakeholders. Our experience with the public and private sectors makes our team uniquely qualified to help you implement your vision.



Utilizing a workable approach to your project. We create the criteria, methods, and language for municipal codes incorporating sensible planning practices and innovative ideas. We would build on the work we did on a similar effort for the cities of New Richmond, WI and Rogers, MN. This will allow us to meet your schedule and budget with a tool that has been proven to be effective.

You will find this proposal demonstrates our understanding of your project goals and showcases our team's professional qualifications and portfolio of relevant work. Please contact Kendra Lindahl at 612-638-0225 or klindahl@landform.net with any questions concerning our services. We look forward to working with you.

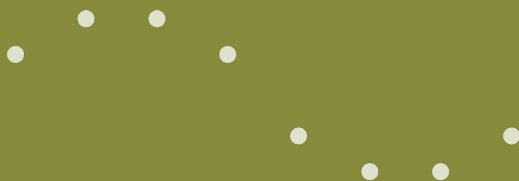
Sincerely,
Landform Professional Services, LLC

A handwritten signature in black ink, reading "Kendra Lindahl", enclosed in a light gray rectangular box.

Kendra Lindahl, AICP
Principal Planner

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Project Overview

Project Approach

Landform Professional Services, LLC (Landform) is a multi-disciplinary consulting company with the specialized experience to implement a robust and creative process that results in a well-supported, executable plan. The City of Brainerd wishes to update the existing zoning code by developing a new code with more of an emphasis on the unique character of different neighborhoods, districts and corridors in the City. We can help you create new standards that reflect the unique physical development characteristics that the City is trying to preserve or develop in different areas.

While the more familiar Euclidian code may be appropriate for certain components in the zoning code, the Landform team will work with the City to determine the areas where a hybrid code with context sensitive design elements should be applied and where a more traditional (but illustrated) zoning code should be used. Our planners work with city staff on a daily basis, we understand the importance of clear regulations and we look forward to developing a new document for Brainerd.

TABLE 2. Z5 - TRADITIONAL NEIGHBORHOOD DISTRICT

Z5 Traditional Neighborhood District

A. LOT OCCUPATION

a1. Lot 10,000 - 20,000 sq. ft. (residential) - 50 ft. min. lot dimensions - 10 ft. min.

a2. Lot 10,000 sq. ft. min.

B. BUILDING CONSTRUCTION

Buildings may not exceed 10 feet in height (including roof height) to be constructed, including detached garages, except for a detached garage structure which may be constructed to a height of 15 feet with a maximum of 20 ft.

b1. "Prohibited" - 3 stories max.

b2. "Allowed" - 2 stories max.

C. SETBACKS - PRINCIPAL BLDG.

"Principal building shall be set back from the lot lines as follows:

As detached lots, principal building shall be set back from the lot lines as follows:

a1. Principal building - 20 ft. min.

a2. Secondary Principal Building - 10 ft. min.

a3. Side setback - 5 ft. min.

a4. Rear setback - 10 ft. min.

D. SETBACKS - ACCESSORY STRUCTURE

Accessory buildings, off-street parking, & structures shall be set back from the lot lines as follows:

a1. Principal building - 20 ft. min.

a2. Secondary Principal Building - 10 ft. min.

a3. Side setback - 5 ft. min.

a4. Rear setback - 10 ft. min.

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Proposed Work Plan

1. Project Management

1.1 Kickoff Meeting

The Landform Team will conduct a meeting to kick off the project with City staff. At this meeting we will review and finalize the project work plan, schedule, deliverables, roles/responsibilities and data acquisition.

1.2 Diagnose Current Zoning Ordinance

We understand the importance of a thoughtful and thorough development of a zoning code that reflects current law and is designed for the digital age. After in-depth analysis of your community and its current ordinance, we will work with you to identify priorities and develop a plan to create a clear ordinance, based on the unique context of your City.

1.3 Review the Comprehensive Plan and other City Documents

We will review the Comprehensive Plan, the River to Rails Initiative and other available planning documents to provide context for the work.

1.4 Project Management

In addition to the other scheduled meetings, our plan includes a combination of virtual and in person meetings with City staff to provide regular updates on the project.

Task 1 Deliverables:

- Kickoff Meeting materials and summary
- Memo summarizing the Comprehensive Plan goals, recommendations and implementation strategies to be incorporated into the new Zoning Code
- Meeting agendas for staff meetings/calls



Downtown Brainerd



Commercial traffic in Brainerd

2. Public Process - Internal and External Outreach

2.1 Key stakeholder interviews with staff and Council members

The Landform Team will meet with City staff and Council members and/or Planning Commissioners to discuss desired outcomes, possible changes to the Zoning Code, implementation challenges with the existing code and the ultimate goals for the new Zoning Code. We can either do this with an in-person meetings conducted over the course of a single day or a series of video calls depending on the City's COVID-19 policies at the time we reach this stage in the process. We will then work with staff to identify the priority areas and development recommendations for new Zoning Code framework.

2.2 Develop project summary for public outreach

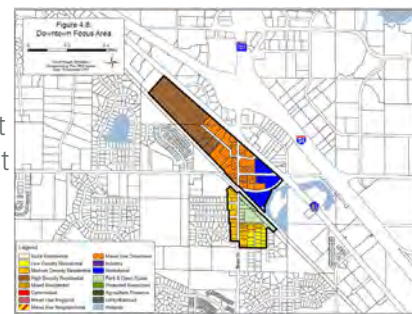
We will prepare a project summary and schedule for staff use on the City website and social media. The 1-2 page summary will be a graphic tool to share information about the project goals, timeline and opportunities for public input. We will work with staff to provide information for social media and website updates.



Example Schedule Handout - Corcoran MN

2.3 Present Draft Zoning Code to Planning Commission

We will provide a staff report and information to the Planning Commission to provide an update on the project at two key points in the project prior to the Public Hearing. We will use this as an opportunity to ask questions and get feedback on the draft document elements presented. Landform staff will attend the meeting to present materials and answer questions.



Example 2D Rendered Plan - Rogers, MN

2.4 Present Draft Zoning Code to EDA and HRA

We will provide a staff report and information to the EDA and HRA. Landform staff will attend the meeting to present materials and answer questions.

2.5 Present Draft Zoning Code to Planning Commission at the Public Hearing

We will provide a staff report and information to the Planning Commission for the public hearing. Landform staff will attend the meeting to present materials and answer questions.

2.6 Present Zoning Code to City Council for Adoption

We will provide a staff report and information to the City Council for final adoption. Landform staff will attend the meeting to present materials and answer questions.

Task 2 Deliverables:

- Develop Recommended New Zoning Code Framework (outline)
- Prepare project summary handout for publish outreach and work with staff to develop other outreach materials
- Prepare staff reports for meetings

3. Prepare Zoning Code

3.1 Develop Draft Code Document

Based on the information gathered in previous tasks, Landform will prepare draft language based on the approved priorities and will work with Staff to review draft language at key points in the update process. We will develop the following:

- Develop a draft zoning code along with summary of changes from existing code.
- Incorporate graphics and illustrations in support of Ordinance legibility and ease of use.
- Include design and infill standards for the City's historic downtown and each unique neighborhood/corridor.
- We will make recommended changes to the zoning map. The RFP did not request a zoning map update, so we assume the map update will be prepared by staff. However, we have included it as an optional service if desired.
- Our work will focus on a handful of key ordinance issues at a time. For each topic, the process of developing the ordinances with staff, we will.
 - Step 1: Conduct background research on the topic, present findings and receive general policy direction staff at each of our scheduled meetings.
 - Step 2: Draft Ordinance language based on input from the staff and present for review and comment at a Planning Commission meeting at two key points in the process.
- Statute and Case Law Compatibility Analysis: Throughout the process, we will be cognizant of statutory requirements and case law that could shape the ordinance language. We will coordinate with the City Attorney and city staff to ensure that the new ordinance is not in conflict.
- After preparing the first ordinance draft, we will work with staff to identify 2-3 parcels to use to "test" the ordinance and ensure that our established goals will be accomplished with the new Code.
- Revise Draft Ordinance based on feedback from Staff and the Planning Commission.

3.2 Submit Final Zoning Code Document

After comments are received from staff, we will prepare the final document and submit it to City staff for approval by City Council.

Task 3 Deliverables:

- Draft Plan document (including text and graphics) for City review as shown on the schedule
- Final Zoning document (InDesign and PDF versions)

Optional Services

Although not included in the base proposal, the Landform Team can provide additional services to help the City develop the new regulations:

- Prepare a new zoning map based on GIS data provided by the City
- Host public workshops to provide information about Zoning Code Update during the process

Proposed Schedule

[illegible]

Proposed Fee

Project Work Plan and Fees	Principal / Lindahl	Designer / Osthus	Planner / Hofer	TOTAL FEE/EST
	\$175	\$110	\$85	
Task 1. Project Management	50	0	46	\$12,600
1.1 Kickoff meeting to review scope, schedule, and deliverables	8		8	\$2,080
1.2 Diagnose Current Zoning Ordinance	12		8	\$2,780
1.3 Review the Comprehensive Plan	4		4	\$1,040
1.4 Project Management (5 in person and 6 virtual)	26		26	\$6,760
Task 2. Public Outreach/Process	46	8	8	\$9,610
2.1 Key Stakeholder Interviews with Staff and Council members	8		8	\$2,080
2.2 Provide project schedule and summary for staff use with public outreach	2	8		\$1,230
2.3 Review Draft with Planning Commission	12			\$2,100
2.4 Attend and provide assistance to staff for presenting to EDA and HRA	12			\$2,100
2.5 Attend and present materials at Public Hearing	6			\$1,050
2.6 Attend and present materials for Council Adoption	6			\$1,050
Task 3. Prepare Zoning Code	164	176	349	\$77,725
3.1 Develop Draft Ordinance and accompanying graphics/charts/tables	156	160	317	\$71,845
3.2 Final Zoning Code	8	16	32	\$5,880
TOTAL FEE				\$99,995.00

Standard Internal reimbursable expenses associated with prints, plots and scanning are included in our hourly rates. Deliverable plots and prints will be charged at internal rate.

Internal reimbursable expenses are priced as follows:

- Mileage Based on IRS Requirements
- Plotting on Bond 0.50 per square foot
- Plotting on Vellum 1.10 per square foot
- Plotting on Mylar 2.75 per square foot
- Color Printing 1.00 for 8.5 x 11
- 2.50 for 8.5 x 14, 11 x 17
- Foam core 25.00 per sheet
- Scanning 1.50 per scan
- CD/DVD/Thumb drive 10.00 per cd/DVD/thumb drive
- External reimbursable expenses shall be billed at cost plus 15%.

Applicant Authority

Kendra Lindahl is a Principal at Landform Professional Services, LLC and is authorized to submit proposals and enter into contracts on behalf of the firm.

FirmProfile

Landform Professional Services, LLC is a multi-disciplinary consulting firm based in Minneapolis, Minnesota. We offer a full range of site design, planning and civil engineering services backed with over 25 years as an organization. Our professional resources include landscape architects, planners, civil engineers, land surveyors and development managers. We are committed to client service, design quality, principles of sustainability and an innovative approach to site design.

Landform is organized into studios, each with their own expertise and area of specialization and experience. We shape our project design and delivery process to anticipate the needs of our clients based on an in-depth understanding of their project type or market. Each studio offers a fully integrated and interdisciplinary design process from Site to Finish®. Within the studios, project teams bring together the professionals with the specific expertise and the experience needed to meet clients' project objectives. Professional services include:



Our team possesses the talent and expertise to help you realize your vision of creating an outdoor space that is functional, sustainable and aesthetically pleasing.

Total staff:
30+

Contact:
Landform Professional Services, LLC
105 South Fifth Avenue
Suite 513
Minneapolis, MN 55401

Tel: 612-252-9070
www.landform.net

- Planning
- Civil Engineering
- Land Survey
- Landscape Architecture
- Sustainable Design
- Development Management

Our Landform team offers you the following:

- An experienced team that can draw on our wide range of experience in the planning and design of public spaces, mixed-use development, parks, retail, commercial and residential facilities.
- A group with both design and project management experience in urban design, landscape architecture and community studies so that your project is well informed and well designed.
- An association that has a strong reputation for creative approaches to planning and design and blends development realities with the best practices of sustainable design.
- An organization that is extremely efficient and that has demonstrated success in keeping projects moving forward.
- A company that is committed to providing a plan that can be used to create your City's next great place. We believe that plans must be developed with vision and an understanding of the marketplace. Our experience with the public and private sectors makes Landform uniquely qualified to help you implement your vision.

Assigned Personnel

Our team possesses the talent and expertise to develop a successful Zoning Code Update for the City of Brainerd. You can be assured that this project will be given our full commitment and that the team members identified will serve as your partners for the duration of this project.



Kendra Lindahl, AICP
Principal-in-Charge, Planning Lead

Kendra will lead the planning efforts and will be the principal responsible for committing the firm resources, assuring performance and overall client satisfaction. Kendra leads the Planning & Urban Design Studio at Landform and has worked as the principal on a number of projects including the New Richmond, WI hybrid Zoning Regulations, Rogers Land Development Regulations, Corcoran Design Guidelines and the 2040 Comprehensive Plans for Corcoran, Hugo and Lino Lakes. Her experience with public and private sector clients spans nearly 30 years. In that time, she has formed a solid sense of big-picture concepts and the details necessary for turning concepts into successful projects. She has also mastered creative, effective management skills in the increasingly complex planning and approval process arenas. Her strengths include advanced writing skills, project management and effective presentation skills at public meetings and hearings.



T.J. Hofer
Planner

TJ will be responsible for drafting the land development regulations update, including research and production. TJ recently worked on the Rogers Land Development regulations and has worked on several ordinance updates and code enforcement for Corcoran. During his professional career, he has worked in public housing and planning.

TJ's attention to detail ensures that the ordinance update is consistent with state law and ready to implement.



Emily Osthus
Project Designer

Emily will be responsible for preparing the hybrid code elements where more context sensitive design is desired and other project graphics. Emily brings a strong set of urban design tools and graphic skills used in projects like the Kramer Quarry Gateway Master Plan, Victoria Worx Small Area Plan, Corcoran Southeast District Plan and Design Guidelines and Carver Parks Master Plan. She combines a background in environmental science with a passion for place making to create comfortable, healthy, sustainable design solutions at any scale. Her professional experience includes large scale master planning, small scale site design, policy research, corridor planning and campus planning.

Projects

Land Development Regulations Ordinance

Location Rogers, MN

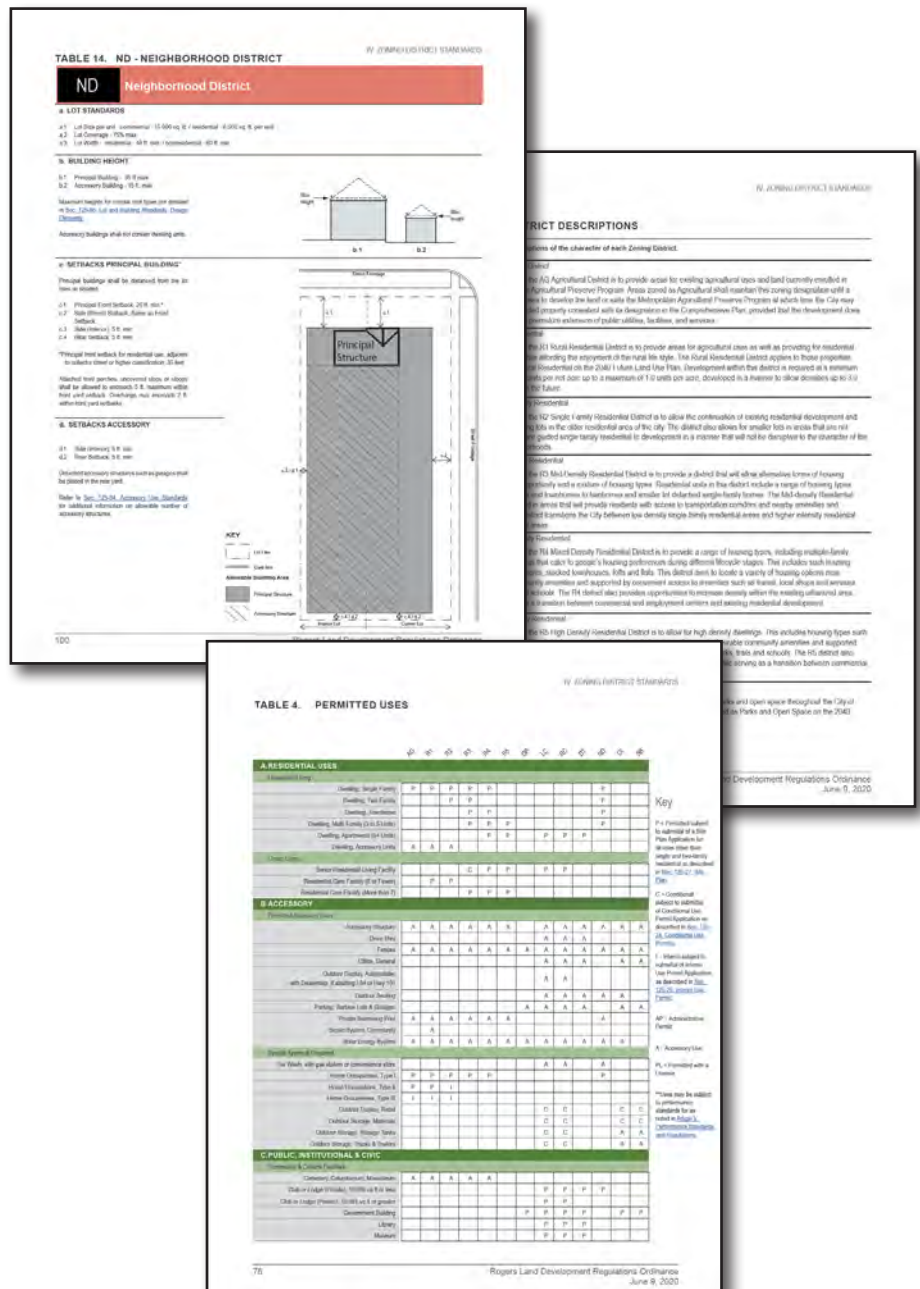
Client City of Rogers, MN

Date Completed 2020

Landform was selected to help the City of Rogers update the format of their existing Zoning and Subdivision Ordinances. The City wanted to update these ordinances; make them easier to read, understand and implement. The City was interested in developing a form-based code; however, the City budget limited the opportunity for a full rewrite. Landform worked with the community to develop a hybrid code that incorporates many form-based elements and created a limited number of new zoning districts to implement the 2040 Comprehensive plan.

We used this opportunity to update the City ordinances to be consistent with recent State law changes, including how variances and non-conformities are addressed. Graphics, tables, and procedural icons were used wherever possible to convey the policy language in concise terms.

At the conclusion of the project, we prepared a memo for the City identifying key areas of the ordinance that we believed should be updated based on feedback received during the project and conflicts with other sections of the City Code.



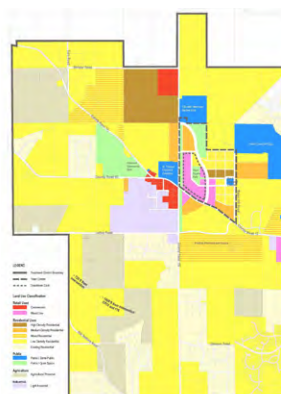
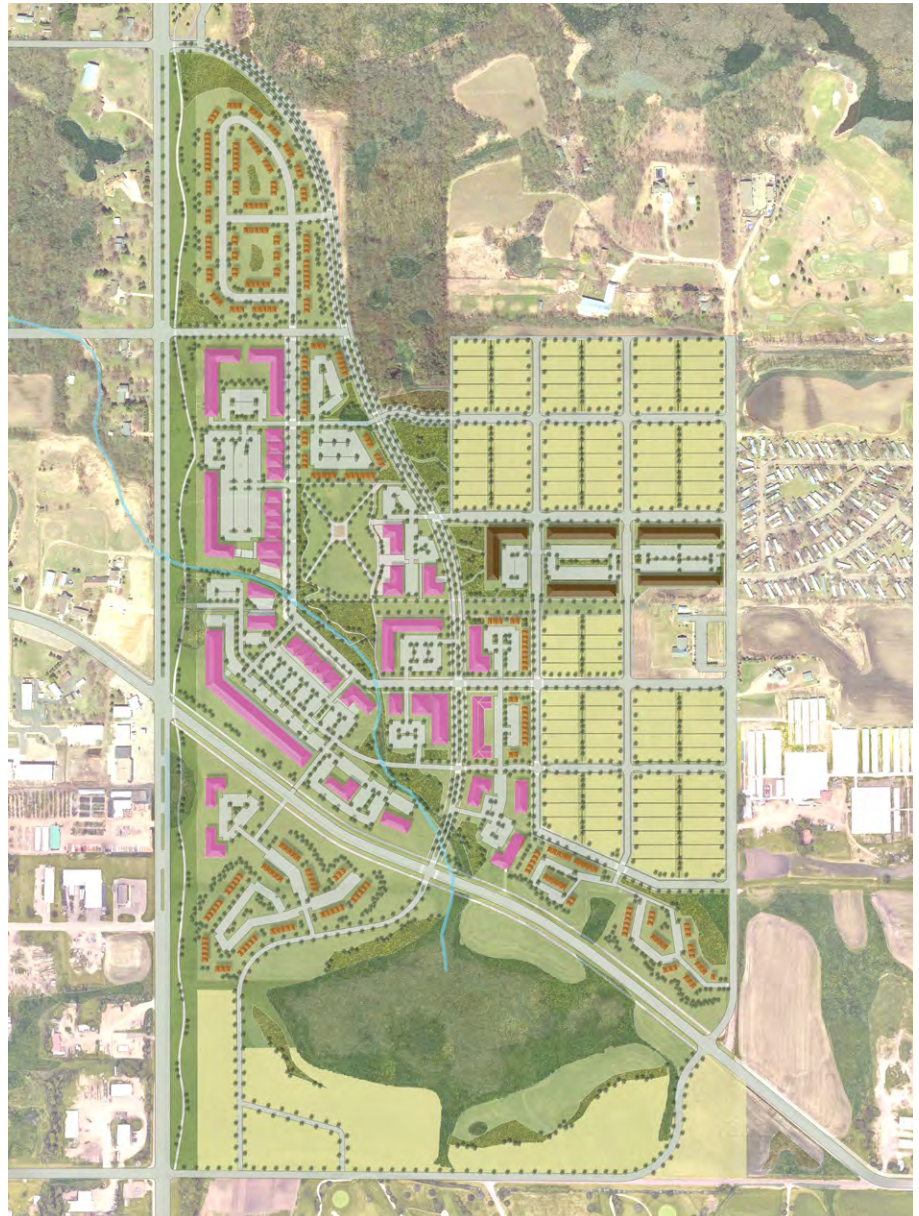
Southeast District Plan and Design Guidelines

Location Corcoran, MN
Client City of Corcoran
Date Completed 2019

The City updated the Southeast District Plan and Design Guidelines in response to the planned policy changes in the City's 2040 Comprehensive Plan. The most significant changes involved the planned future alignment of existing County Roads 10 and 50 in Corcoran.

As part of the update, the City reanalyzed the mix of uses in the Town Center and modified the plan to better reflect the City's vision for this area. Key changes included:

- A modification of the Town Center boundary based on the new street alignment
- The addition of grade-separated pedestrian crossing alternatives
- A more refined stormwater management concept
- A more defined village green as a priority in the Town Center
- A modified land use plan for the Town Center to respond to market conditions
- Modifications to the street network plan



Pathway Street The new street design is to be a mix of uses and a pedestrian-friendly environment. The rendering shows a mix of residential and commercial buildings, trees, and a pedestrian crossing. The rendering illustrates the design goals for the Southeast District, including a mix of uses and a pedestrian-friendly environment.



Main Street Pedestrian Realm The pedestrian realm on Main Street is to be a mix of uses and a pedestrian-friendly environment. The rendering shows a mix of residential and commercial buildings, trees, and a pedestrian crossing. The rendering illustrates the design goals for the Southeast District, including a mix of uses and a pedestrian-friendly environment.

New Richmond Ordinance Update

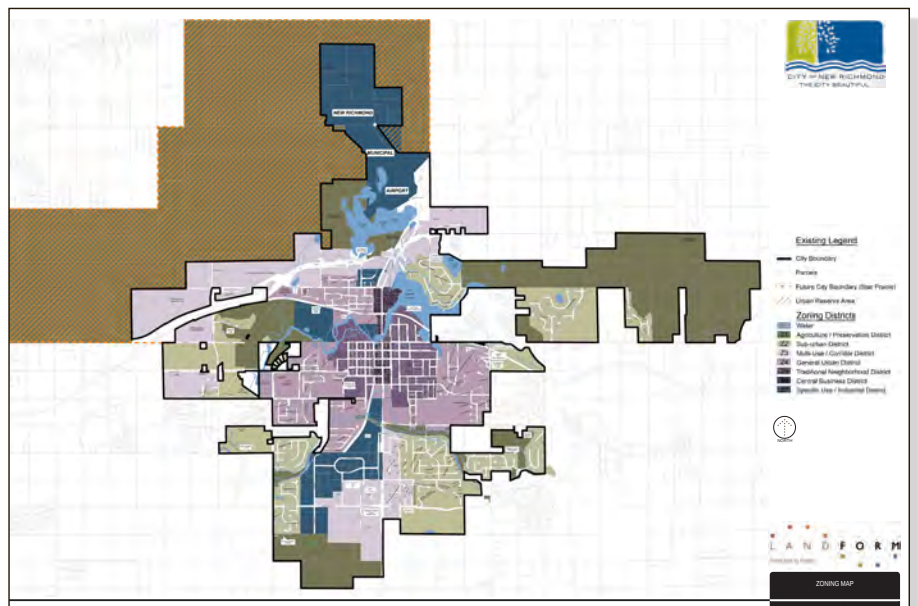
Location New Richmond, WI
Client City of New Richmond
Date Completed 2014

Landform was selected to help the City of New Richmond prepare new Zoning and Subdivision Ordinances. The City wanted to update these ordinances; make them easier to read, understand and implement. The City was interested in developing a form-based code. Landform worked with the community to develop a hybrid code that incorporates many form-based elements.

We used this opportunity to update the City ordinances to be consistent with recent State law changes, including how variances and non-conformities are addressed. Graphics, tables, and procedural icons were used wherever possible to convey the policy language in concise terms.

We also worked with the City to develop area master plans for the City's gateway corridors to provide direction to landowners and developers about the City's vision for these neighborhoods.

A subcommittee of key stakeholders met throughout the project advising the project team on ordinance content, and sharing project information with the larger community.



Victoria Worx Small Area Plan

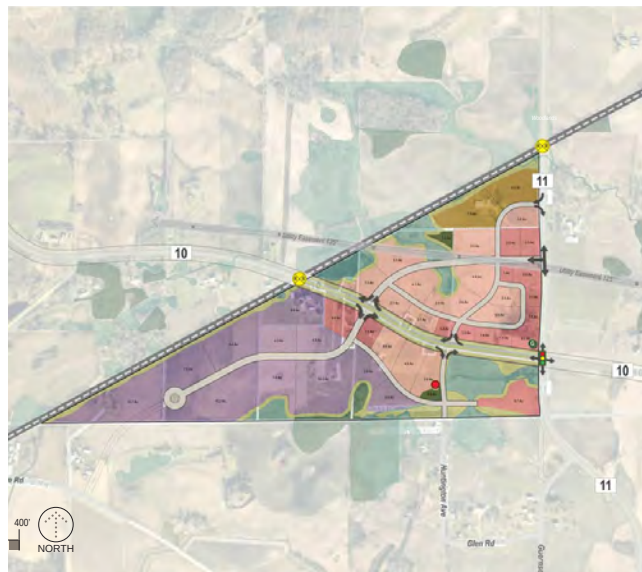
Location Victoria, MN
Client City of Victoria
Date Completed February 2020

The City of Victoria hired Landform to develop a Small Area Plan to guide future development of the City's only potential large commercial and office area. The study area is approximately 300 acres and is located in the southeast corner of Laketown Township, with whom the City has an orderly annexation agreement in place. This area is guided by the City of Victoria 2040 Comprehensive Plan as Commercial and Flex-Employment land uses. These potentially include office/business park or related uses, light industrial, retail and some development of medium or high-density residential uses.

To engage the community Landform facilitated regular Steering Committee meetings, an interactive website, a community open house and two developer roundtables. The Small Area Plan includes development goals and objectives, future land use plan, connectivity recommendations, urban design principles, alternative development plan concepts and implementation strategies.



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DESIGN DRIVERS

Partial Access Intersection
A primary driver for this concept is a partial access intersection into the site from Highway 10. Partial access provides dedicated right hand turn lanes but no left turn lanes. This different pattern of circulation through the site. In this case, the portion of the site to the south of Highway 10 would be accessed primarily by westbound drivers on Highway 10, and the site to the north of Highway 10 would be accessed primarily by eastbound drivers on Highway 10. This intersection on Highway 10 into the site also becomes more critical to circulation. C users are shown further east around the full access intersections in this scenario.

Parcel Development - Parcel by Parcel
This concept takes into consideration the possibility that each of the existing parcels may develop independently of each other and over a long period of time. In this case, the design of each parcel must take into consideration neighboring uses and possible roadway connections. This may result in different roadway alignments or land use designations into account existing property lines, which are the faded white lines concept plan.

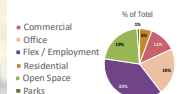
Flex / Employment - Smaller lot
The large Flex Employment districts in both development concepts may be a competitive advantage in the current industrial development marketplace. It allows for a variety of product types from large scale distribution centers to small manufacturing operations. This concept shows smaller parcel divisions.

LEGEND

- Gateway Parcel / Building
- Planned Sewer Lift Station (2040 Comprehensive Plan)

DEVELOPMENT DATA

Use	Parcel Area	Estimate Develop (Square Feet)
Commercial - Retail and Services	32 Acres	345,000
Commercial - Office	55 Acres	600,000
Flex / Employment	95 Acres	2,000,000
High Density Residential	14 Acres	345-720
Wetlands and Open Space	54 Acres	n/a
Park	3 Acres	n/a
Total	253 Acres	n/a



DESCRIPTION

Community Commercial: Office Uses

This plan illustrates a development example for an Office Park within the Community Commercial land use designation. Buildings might stand alone, or they may relate to each other with a campus-like feel.

On this plan:

- 265,000 total square feet of office development
- 1-2 Story office buildings
- Flexible design to accommodate different users
- Multi-modal connections are made through the site



DESCRIPTION

Flex - Employment Industrial Park

This plan illustrates a development example for an Industrial Park within the Flex - Employment land use designation. This example shows a mix of larger lots with large warehouse-type buildings with mid-size lots and buildings. In the Our Victoria Tomorrow 2040 Comprehensive Plan a typical project size for this typology is identified as 15,000-100,000 square feet.

On this plan:

- 595,000 total square feet of industrial development
- Single story, large format buildings
- High ceiling clearance, flexible design
- Can incorporate office uses with light industrial and manufacturing



- Legend**
- Existing Road Functional Classification**
- Major Arterial
 - Minor Arterial
- Proposed Road Functional Classification**
- Major Collector
 - Minor Collector
 - Connector / Local
- Multi-modal Infrastructure (Ped and Bikeway)**
- Existing
 - Proposed

Professional References

Landform Professional Services, LLC is proud of our record of professional, quality service and our ongoing relationships with our clients. We encourage you to speak to them about our team.

Landform is not currently working in Brainerd, MN and have no conflicts of interest on this project.



Mr. Josh Doty
Community Development Director, City of Baxter, MN
Ph: 218-454-5111
josh.doty@ci.baxter.mn.us



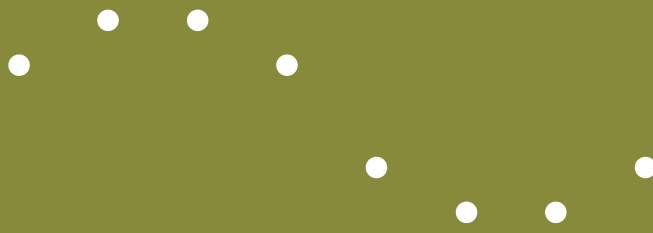
Mr. Brad Martens
City Administrator, City of Corcoran, MN
Ph: 763-400-7030
bmartens@ci.corcoran.mn.us



Ms. Beth Thompson
Community Development Director, City of New Richmond, WI
Ph: 715-243-0402
bthompson@newrichmondwi.gov



Mr. Jason Ziemer
Planner and Community Development Coordinator, City of Rogers, MN
Ph: 763-428-0915
jziemer@rogersmn.gov



Resumes



Kendra Lindahl, AICP Principal

PROFILE

Ms. Lindahl leads the Planning & Urban Design Studio at Landform. Her experience with public and private sector clients spans more than 20 years. In that time, she has formed a solid sense of big-picture concepts and the details necessary for turning concepts into successful projects. She has also mastered creative, effective management skills in the increasingly complex approval process arena. Ms. Lindahl possesses a complete understanding of the municipal review and permitting process, allowing her to be a valuable addition to your development team.

EDUCATION

Master of Arts in Public Administration
Hamline University

Bachelor of Arts
University of Minnesota - Morris

REGISTRATION / CERTIFICATION

American Institute of Planners (AICP)

AFFILIATIONS

American Planning Association
Minnesota Chapter of American
Planning Association (MnAPA)

Sensible Land Use Coalition

Economic Development
Association of Minnesota

KEY PROJECTS

- 2040 Comprehensive Plan \ *Corcoran, MN*
- 2040 Comprehensive Plan Update \ *Hugo, MN*
- 2040 Comprehensive Plan \ *Lino Lakes, MN*
- Corcoran Southeast District Plan & Design Guidelines \ *Corcoran, MN*
- New Richmond Ordinance Update \ *New Richmond, WI*
- Webber Park Master Plan/Public Engagement \ *Minneapolis, MN*
- The COR at Ramsey AUAR Update \ *Ramsey, MN*
- Consulting Planner \ *City of Lino Lakes, MN*
- Consulting Planner \ *City of Corcoran, MN*
- Consulting Planner \ *City of Baxter, MN*
- Consulting Planner \ *City of Hugo, MN*
- Hanifl Fields Athletic Park Shelter \ *Hugo, MN*

AWARDS

Top Projects of 2015

Received for Webber Park Natural Swimming Pool \ *Minneapolis, MN*
Finance & Commerce

STRENGTHS

Kendra has completed one or more Gallup Strengths Workshops and these are her CliftonStrengths®:

Achiever®, Competition®, Consistency®, Harmony®, Responsibility®



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T.J. Hofer Planner

PROFILE

Mr. Hofer works as a Planner in the Planning & Urban Design Studio at Landform. During his professional career he has worked in public housing, real estate development and urban and regional planning. Through his experience, he has gained knowledge to identify and overcome challenges. As a planner, Mr. Hofer is knowledgeable about land use, housing and community and economic development. A recent graduate of the Humphrey School of Public Affairs, Mr. Hofer brings fresh ideas and insights while staying rooted in planning fundamentals.

EDUCATION

Master of Arts in Urban & Regional Planning
University of Minnesota - Twin Cities

Bachelor of Arts
Concordia College

AFFILIATIONS

American Planning Association

KEY PROJECTS

- Consulting Planner Support \ *City of Corcoran, MN*
- McDonald's Restaurants \ *Multiple Midwest Locations*
- Mozaic East \ *Minneapolis, MN**
- Rogers Code Update \ *Rogers, MN*
- The Finn \ *St. Paul, MN**
- Community Engagement in the City of Ramsey \ *Ramsey, MN**
- The Road to Prosperity \ *Ramsey, MN**
- Business Incubator: Case Studies and Consultation \ *Ramsey, MN**
- 2040 Comprehensive Plan \ *Scandia, MN**
- 2040 Comprehensive Plan \ *Vadnais Heights, MN**
- 2040 Comprehensive Plan \ *Luverne, MN**

STRENGTHS

T.J. has completed one or more Gallup Strengths Workshops and these are his CliftonStrengths®:

Activator®, Adaptability®, Empathy®, Individualization®, Relator®



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**Individual experience gained at prior association*



Emily Osthus Designer

PROFILE

Ms. Osthus is a designer in our Planning & Urban Design Studio. She combines a background in ecology and environmental science with a passion for design to create comfortable, healthy, sustainable design solutions at any scale. Ms. Osthus' primary responsibilities involve master planning, landscape site design, and project visualization. Her professional experience includes corridor planning, multi-use developments, policy research, and campus planning.

EDUCATION

Master of Landscape Architecture
University of Minnesota - Twin Cities

Bachelor of Arts
St. Olaf College

KEY PROJECTS

- City of Lino Lakes 2040 Comprehensive Plan
- Corcoran Southeast District Plan & Design Guidelines \ *Corcoran, MN*
- Kraemer Quarry Gateway Master Plan \ *Burnsville, MN*
- Park Nicollet Frauenshuh Cancer Center \ *St. Louis Park, MN*
- Otsego Mixed Used \ *Otsego, MN*
- Oak Grove TOD Analysis \ *Brooklyn Park, MN*
- The Yards \ *Kansas City, MN*
- Avienda \ *Chanhassen, MN*
- The Lakes at Stillwater \ *Stillwater, MN*
- Maple Grove Library \ *Maple Grove, MN*
- New Richmond Ordinance Update \ *New Richmond, WI*
- Union Berkley Riverfront \ *Kansas City, MI*

STRENGTHS

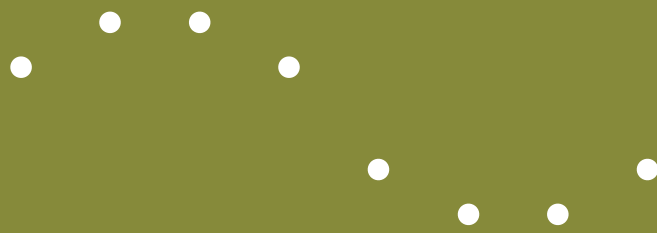
Emily has completed one or more Gallup Strengths Workshops and these are her CliftonStrengths®:

Arranger®, Individualization®, Learner®, Relator®, Responsibility®



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Appendix



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

11/7/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Associated Benefits & Risk Consulting 6000 Clearwater Drive Minnetonka MN 55343	CONTACT NAME: Deborah Amidon PHONE (A/C, No, Ext): 952-848-1303 E-MAIL ADDRESS: Deborah.Amidon@AssociatedBRC.com FAX (A/C, No): 952-947-9793
INSURED Landform Professional Services LLC 105 South Fifth Avenue, Suite 513 Minneapolis MN 55401	INSURER(S) AFFORDING COVERAGE INSURER A : Admiral Insurance Company INSURER B : Accident Fund Insurance Company of America INSURER C : Hanover Insurance Company INSURER D : INSURER E : INSURER F :
	NAIC # 24856 10166 22292

COVERAGES

CERTIFICATE NUMBER: 2074576542

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
C	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PRO-JECT ☒ LOC OTHER:	Y	Y	OHX9369039	11/18/2019	11/18/2020	EACH OCCURRENCE \$2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$500,000 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$4,000,000 PRODUCTS - COMP/OP AGG \$4,000,000 \$
C	☒ AUTOMOBILE LIABILITY ☒ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ HIRED AUTOS ONLY ☒ NON-OWNED AUTOS ONLY	Y	Y	AWX9369024-08	11/18/2019	11/18/2020	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE DED ☒ RETENTION \$ 0			OHX9369039	11/18/2019	11/18/2020	EACH OCCURRENCE \$5,000,000 AGGREGATE \$5,000,000 Prod/Completed Ops \$5,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	WCV6078911 08	11/18/2019	11/18/2020	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
A	Professional Liability Contractors Pollution Liability			EO00003125405	11/18/2019	11/18/2020	Per Claim 5,000,000 Per Aggregate 5,000,000 Deductible \$15,000

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

FOLLOWING ENDORSEMENTS APPLY TO THE NAMES/PROJECTS LISTED BELOW ONLY IF REQUIRED BY WRITTEN CONTRACT OR AGREEMENT:
GENERAL LIABILITY: Form 391-1448 (08/16) Additional Insured by Contract, Agreement or Permit - Primary Non-Contributory; Form 391-1006 (06/09)
Additional Insured by Contract, Agreement or Permit - Ongoing & Completed Operations & Additional Insured - Broad Form Vendors:
BP0497 (07/02) Waiver of Subrogation // AUTOMOBILE - Form 461-0155 (09/97) Waiver of Subrogation // WORKERS COMPENSATION - WC000313 -
Waiver of Subrogation Endorsement // UMBRELLA - follows policy form // PROFESSIONAL LIABILITY-EO1269 (10/17) Architects and Engineers Professional Liability & Contractors Pollution Liability Insurance

CERTIFICATE HOLDER**CANCELLATION**

Evidence of Insurance

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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A PROPOSAL FOR

Zoning Code Update Services

FOR THE CITY OF BRAINERD

August 14, 2020

David Chanski
City of Brainerd
501 Laurel Street
Brainerd, MN 56401



Re: Proposal Response for Zoning Code Update Services for the City of Brainerd

Dear Mr. Chanski:

WSB is pleased to submit a proposal to complete a zoning and subdivision ordinance update for the City of Brainerd. We have the unique experience and staff necessary to meet the City's planning needs as it undertakes this timely and complex process. Our assembled team includes extensive experience in zoning code diagnosis, form-based codes, preservation of historical architecture, and economic development.

UPDATED COMPREHENSIVE PLAN

We admire the City's decision to invest in prompt implementation of the comprehensive plan land use goals. As part of the initial stage of our recommended scope of work, WSB will work with stakeholders to confirm priorities from the comprehensive plan that should be reflected in the updated ordinances. We would use the confirmed priorities to guide our Zoning Diagnosis.

CITY'S ROLE IN COMMUNITY DEVELOPMENT

WSB understands that the City wants to use zoning to **expand housing options**. In the past 20 years, it has become more and more important that cities expand housing options to remain an attractive place to live and do business. Single family homes on large lots are now the housing option of choice for a much smaller segment of the population. "Missing Middle" housing provides more cost-effective housing options in a building form that is compatible with single family neighborhoods.

The City wants to use zoning to **expand investment in the downtown**. With an older downtown that may not appeal to larger office or retail users, yet made up of an architectural fabric of historical significance, now is the time to expand on the uses that might be appropriate, to keep buildings occupied and maintained through private investment. How/where business is conducted has changed dramatically, while it may have been appropriate to keep small manufacturing away from restaurants and offices, now they often coexist peacefully and by the nature of their differences, bring more people to the same area to work and play.

Using a **robust public engagement strategy and the zoning diagnosis as a touchstone**, we will create land use regulations that are easy to understand, easy to use, and easy to implement. WSB appreciates the opportunity to work with the Brainerd community. We encourage you to contact our references to get a better understanding of our level of knowledge, expertise, and efficiency in providing technical excellence and integrity to our work. If you have questions, please feel free to contact us directly.

Sincerely,

WSB

Molly Just, AICP

Project Manager

mjust@wsbeng.com

Ron Bray, PE

Vice President/Principal

rbray@wsbeng.com



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Forge ahead.



WSB is a design and consulting firm specializing in engineering, community planning, environmental, and construction services. Our staff of over 450 improve the way people engage with communities, transportation, infrastructure, energy and our environment. We offer services in over 25 complementary areas that seamlessly integrate planning, design and implementation. Our coast-to-coast client base is served from 14 offices in four states.

We share a vision to connect your dreams for tomorrow to the needs of today—the future is ours for the making.

450+
STAFF

25+
SERVICE AREAS

14
OFFICES

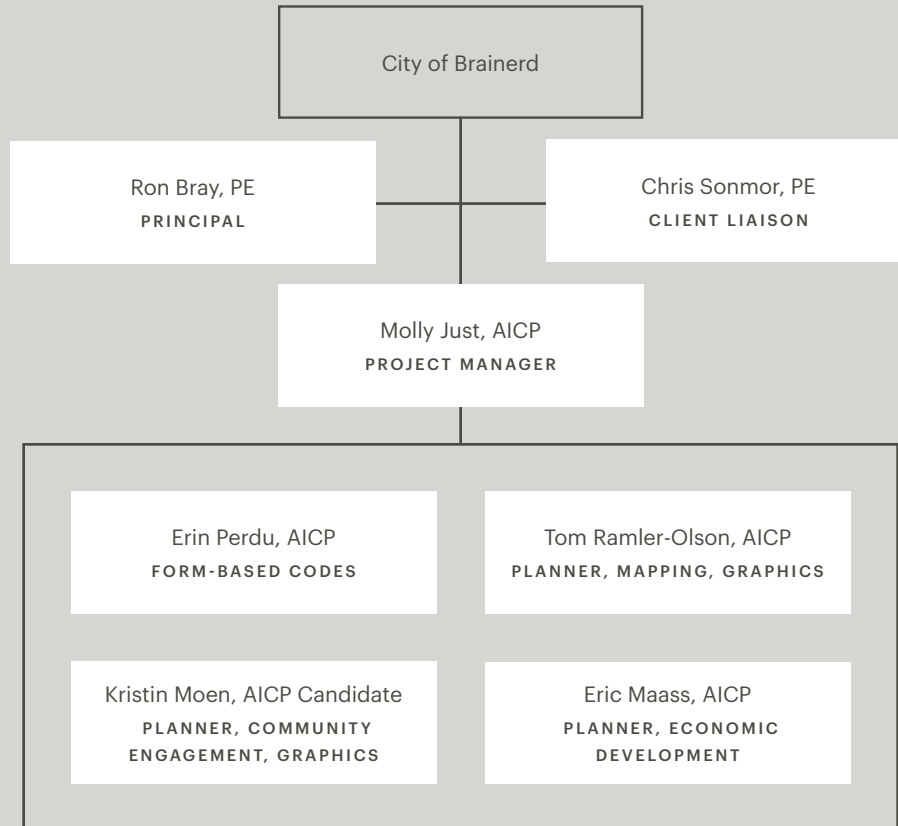
4
STATES

Alternative Project Delivery | Biogas | Bridges & Structures | City Engineering | Community Planning | Constructability Review | Construction Materials Testing & Inspection | Contractor Modeling | Drinking Water | Economic Development | Environmental Compliance | Geohazard Risk Management | Geospatial | Geotechnical Engineering | GIS Services | Grants & Funding | Health & Safety Compliance | Intelligent Transportation Systems | Investigation & Remediation | Land Development | Landscape Architecture | Managed Services | Natural Resources | Pavement Management | Pipeline | Project Management & Construction Administration | Public Engagement | Public Works Management | Right of Way | Roadway Design | Smart Cities | Survey | Technology Solutions | Traffic Engineering | Transit Planning | Transportation Planning | Urban Design | Vibration Monitoring | Visualizations | Water Resources | Water Reuse | Wind

Identification and Qualifications of Team



THE TEAM





Molly Just, AICP

PROJECT MANAGER

Molly has been a planner at the local and regional levels and in the private sector for nearly 20 years. Molly is driven to reveal and promote the benefits of planning for all stakeholders in a project. Whether negotiating development agreements that benefit the public, writing new zoning codes to address changing local conditions, or writing comprehensive plans, Molly plans with all stakeholder groups in mind. Molly is recognized for considering all aspects of a community in her planning from schools to utility infrastructure and she prides herself in working collaboratively with professionals from other disciplines to get the job done right.

SERVICE GROUP:

Community Planning & Economic Development

REGISTRATION:

American Institute of Certified Planners

EDUCATION:

Master of Arts, Urban & Environmental Planning, University of Virginia, 2001

Bachelor of Arts, International Relations, Salem College, 1997

Village Review Overlay Zone | Westbrook, ME*

CLIENT: CITY OF WESTBROOK

PROJECT DURATION: 2008 - 2015

Molly administered the City's historic overlay zone. She negotiated with landowners and contractors to incorporate building renovations, additions, and signage that were compatible with the historic character of the district. She managed the committee that reviewed new development in the zone.

Relevant Zoning and City Code Amendments

CLIENT: MUNICIPAL CLIENTS AND MUNICIPAL EMPLOYER

PROJECT DURATION: ONGOING

A sample of relevant and context-sensitive code changes developed by Molly.

- Accessory Dwelling Units: Modernized the ADU ordinance to allow for un-related persons to live in ADUs and developed scalable standards to respond to a range of circumstances.
- Industrial Overlay District: Enabled use of underutilized road frontages in the industrial zone without compromising the watershed or intersection improvements. Codified the ability to add development on newly created frontage parcels in a developed area with little in the way of service businesses to support the surrounding light industrial corridor.
- Design Standards in Gateway Corridor. Flexibility in uses, setbacks, form and height to enable redevelopment
- Flexibility in Provision of Green Space. Created alternatives in areas with conflicting goals
- Outdoor Seating in Public Space. Plans promoted outdoor dining, but there was none. Diagnosed the problem and developed context-sensitive standards, process, and fees to enable private use of public property for outdoor seating

Austin Zoning and Subdivision Ordinance Update | Austin, MN

CLIENT: CITY OF AUSTIN

PROJECT DURATION: OCT 2019 - PRESENT

Molly serves as project manager and primary client contact. She manages all aspects of a comprehensive rewrite of the zoning and subdivision code. The City was seeking a zoning and subdivision code which is modern, aspirational, accessible, and implementable. Molly works within the city's existing land use framework to write language that meets their smart growth goals. She works with the client to design and facilitate a stakeholder engagement plan that is adaptable to stakeholder needs at each phase of the project.



Erin Perdu, AICP

FORM-BASED CODES



Erin has over 22 years of professional planning experience in both the public and private sectors. She has worked as a staff planner and Community Development Director for multiple municipalities, including the City of Howell, Michigan where she served as Community Development Director for seven years. In this role, Erin has served as liaison to Planning Commissions, Boards of Zoning Appeal, Historic District Commissions and Downtown Development Authorities, providing reviews on all applications. Erin served as the project manager and lead planner on comprehensive plans, zoning ordinances and small area studies. She works under the philosophy of “planner as partner,” helping residents and community leaders articulate what they want, and then providing the tools to help them get there.

SERVICE GROUP:

Community Planning &
Economic Development

REGISTRATION:

American Institute of
Certified Planners

EDUCATION:

Master of Urban and
Regional Planning,
University of Michigan,
1998
Master of Science, Natural
Resources, University of
Michigan, 1997
Bachelor of Science,
Earth Systems, Stanford
University, 1995

MEMBERSHIPS & RECOGNITIONS:

AICP Commission, Region
IV (2020-2024)
Form Based Code Institute
National Charrette Institute

2040 Comprehensive Plan and Zoning Updates | Mahtomedi, MN

CLIENT: CITY OF MAHTOMEDI | **PROJECT DURATION:** 2010 - PRESENT

Erin served as project manager and lead author for the most recent Comprehensive Plan and is leading the zoning revisions that follow from the Plan. In her role as project manager and senior City Planner, Erin has worked with the city over the last five years to engage the public on planning and zoning efforts and incorporate their input into the final products. The 2040 Comprehensive Plan was recognized by the Metropolitan Council for its leadership in sustainability. Erin is now leading the Planning Commission and City Council to update the zoning ordinance in accordance with those goals. That process began with a comprehensive zoning diagnosis, identifying major issues with the ordinance and linking solutions to the adopted goals and policies of the City.

Community Development Director*

CLIENT: CITY OF HOWELL, MI **PROJECT DURATION:** 2007 - 2014

Around the recession, Erin served as Community Development Director for the City of Howell. While there, she served as staff to the Planning Commission, Zoning Board of Appeals and Downtown Development Authority. She was also a trusted advisor to the City Manager and City Council on planning issues and redevelopment strategy. Erin worked with other staff and consultants to lead the community through several public efforts including the Master Plan. She directed and authored a targeted form based code for key gateway into the community. She modernized city codes in response to community interests, including urban agriculture, shared office uses, and others.

Zoning Ordinance Re-Writes | Various Locations

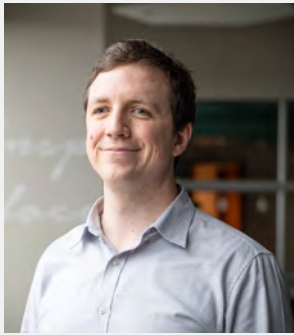
Erin has managed and performed the work of partial and complete zoning ordinance re-writes for several communities in the Midwest including:

COMMUNITY

- North St. Paul, MN
- Tonka Bay, MN
- Grand Forks, ND
- Ypsilanti, MI
- Howell, MI
- Webster Township, MI

ORDINANCE WORK HIGHLIGHTS

- Planned Unit Development, parking, accessory structures, beekeeping and chickens
- Complete ordinance audit and up-date, short-term rentals
- Mixed Use Districts, Corridor Over-lays
- Complete ordinance rewrite and con-version to Form-Based Code
- Form Based Code for commercial corridor, historic limited overlay district
- Complete ordinance rewrite, pur-chase of development rights, subdi-vision ordinance, lakefront residential overlay



Tom Ramler-Olson, AICP



PLANNER

Tom is a certified community planner with over seven years of professional experience that includes work in land use, urban design, zoning, and transportation. He has worked as both a public servant and private consultant helping communities across the country manage their growth and development. He has applied his land use and zoning expertise to plan for cities, neighborhoods, and communities along major corridors. With analysis of land use policy and zoning regulations, he is also able to use his training in architecture to visualize development scenarios and help clients improve the urban design of their communities.

SERVICE GROUP:

Community Planning &
Economic Development

REGISTRATION:

American Institute of
Certified Planners

EDUCATION:

Master of Urban and
Regional Planning,
University of Minnesota,
2012

Bachelor of Arts,
Architecture, University
of Minnesota, 2006

TOD Ordinance | Burnsville, MN

CLIENT: CITY OF BURNSVILLE

PROJECT DURATION: AUG 2019 - PRESENT

The City of Burnsville is updating its zoning code to include a transit-oriented development (TOD) ordinance that builds off the success of its Heart of the City district and takes advantage of the expected bus rapid transit Orange Line to spur more development and foster a built environment that aligns with the City's vision. In addition to assisting in the drafting of the TOD ordinance language, Tom's role includes visualizing site and building standards in 3D to test development possibilities and provide visual guidance to code users in order to improve usability and customer service.

Gravel Mining Area (GMA) South Master Plan | Maple Grove, MN

CLIENT: CITY OF MAPLE GROVE

PROJECT DURATION: DEC 2018 - OCT 2019

The GMA South Master Plan is one of several that the City of Maple Grove identified in their latest comprehensive plan. With the cessation of gravel mining activities within its boundaries, the GMA South site is expected to begin redevelopment within the next year. Tom helped master plan the area to prepare for that redevelopment. Goals for the master plan included fostering a mix of large-scale employment uses, encouraging high-quality design along major corridors, establishing a rational interior road network, and developing a green corridor serving dual purposes as an amenity for site visitors and storm water management tool.

Alexandria Comprehensive Plan Update

CLIENT: CITY OF ALEXANDRIA

PROJECT DURATION: AUG 2018 - MAY 2019

After nearly 20 years, Alexandria updated their comprehensive plan. This update engaged the City's stakeholders to identify their vision for the community and develop implementable projects that improve the City's quality of life to retain existing residents and attract new ones. With the assistance of city planning staff, Tom helped write the plan and engage community members at various outreach events. An opportunity addressed in the comprehensive plan was preservation of historic buildings as a strategy to retain affordable housing units and celebrate the historic character of the City's downtown.



Kristin Moen

PLANNER, COMMUNITY ENGAGEMENT, GRAPHICS



Kristin is an integral part of day-to-day planning and long-range planning projects for her clients. Her experience includes code enforcement, which has informed her how big-picture decisions and policies are implemented on a daily basis. She has also worked on small area plans, helping cities set the stage for realizing their vision. The combination of Kristin's lived experience in communities of all shapes and sizes – from smaller rural communities to large metropolitan areas – prepares her well to identify with and respond to the needs and desires that are unique to each community she works in.

SERVICE GROUP:

Community Planning &
Economic Development

REGISTRATION:

AICP Candidate

EDUCATION:

Master of Urban
Planning, San José State
University, 2018

Environmental Studies;
Geography, Gustavus
Adolphus College, 2013

MEMBERSHIPS & RECOGNITIONS:

American Planning
Association
Urban Land Institute

Code Enforcement Inspector | Burnsville, MN

CLIENT: CITY OF BURNSVILLE

PROJECT DURATION: FEB 2019 - DEC 2019

Working within the Licensing and Code Enforcement group, Kristin provided support for all aspects of the code enforcement process for the City of Burnsville and its over 60,000 residents. Kristin also coordinated with the Police Department to issue tenant strike letters, as a part of the rental licensing program and ordinance. She understands first-hand the importance of a well-written code and subsequent procedures in the everyday application of an ordinance.

City Planner | Osseo, MN

CLIENT: CITY OF OSSEO

PROJECT DURATION: 2020 - PRESENT

Recently hired by the City of Osseo, Kristin provides all day-to-day planning services to support the City Administrator and other staff. Kristin reviews all development applications, provides staff reports and recommendations, and serves as the liaison to the Planning Commission.

Zoning Ordinance Update | Austin, MN

CLIENT: CITY OF AUSTIN

PROJECT DURATION: OCT 2019 - PRESENT

Kristin provides support for all aspects of the project including diagnosing the City's existing zoning ordinance. Kristin has written a survey and designed a project website to encourage community engagement and collect feedback from leaders and community members. She will be a continuing part of a team that will deliver a modern, aspirational, accessible, and implementable code that will meet City-specific goals.



Eric Maass, AICP

PLANNER, ECONOMIC DEVELOPMENT



Eric is a project manager and certified planning professional with a diverse background in municipal planning and economic development. Since 2014, Eric has served Cities and Townships across the State of Minnesota in both planning and economic development capacities. He strives to utilize his backgrounds in planning, economic development, and landscape architecture to provide a holistic approach to helping communities achieve their goals. Eric is a graduate from the University of Minnesota with a Master's Degree in Landscape Architecture and a Bachelor's Degree in Environmental Design and Planning.

SERVICE GROUP:

Community Planning &
Economic Development

REGISTRATIONS:

Certified Planner #30853

EDUCATION:

Bachelors of Environmental
Design and Planning,
University of Minnesota,
2011

Masters of Landscape
Architecture, University of
Minnesota, 2013

MEMBERSHIPS + RECOGNITIONS:

EDAM Board of Directors

EDAM 2018 Emerging
Professional of the Year

APAMn Board of Directors

Economic Development and Planning Services | Brooklyn Park, MN

CLIENT: CITY OF BROOKLYN PARK

PROJECT DURATION: JAN 2018 - PRESENT

Eric provides economic development and planning services to the City of Brooklyn Park. In this role he responds to prospective business RFI's, assists in the City's business subsidy programs, and identifies grant funding opportunities for workforce development. Additionally he assisted the City in the development of the 2040 Comprehensive Plan, specifically working on the Economic Development, Housing, and Implementation chapters.

Highway 3 Corridor Plan | Farmington, MN

CLIENT: CITY OF FARMINGTON

PROJECT DURATION: OCT 2018 - JUN 2019

Eric led a multi-disciplinary team in the review of the Highway 3 corridor project. The team provided a review of existing corridor conditions and identified areas for potential future redevelopment opportunities. Recommendations for zoning updates, economic development programs, and architecture and signage were provided to help facilitate future redevelopment efforts.

MNDEED Shovel Ready Site Certifications | Ramsey, MN

CLIENT: CITY OF RAMSEY

PROJECT DURATION: MAR 2016 - MAR 2017

Eric managed the due diligence process for seven development sites to be certified as Shovel Ready by the Minnesota Department of Employment and Economic Development (MnDEED). Information included a zoning analysis, geotechnical review, utility availability, ALTA survey, title commitment, as well as Phase I and Phase II Environmental Site Assessments.



Project Experience

Zoning Diagnosis

CLIENT: CITY OF BROOKLYN PARK, MN

Shape Ypsilanti Comprehensive Plan and Zoning Ordinance

CLIENT: CITY OF YPSILANTI, MI

Transit Oriented Development District

CLIENT: CITY OF BURNSVILLE

Preservation of Historically Significant Architecture

CLIENT: CITY OF WESTBROOK, ME

Matrix of WSB's Ordinance Experience

Brooklyn Park Zoning Diagnosis

CLIENT: CITY OF BROOKLYN PARK, MN

DURATION: NOV 2019 - MAR 2020

WSB conducted a full diagnosis of the Brooklyn Park Zoning Ordinance as a precursor to a full ordinance update. The diagnosis assessed the City's current zoning and subdivision regulations and identified areas in which the code supports or hinders the City's vision. Specifically, we reviewed the code for:

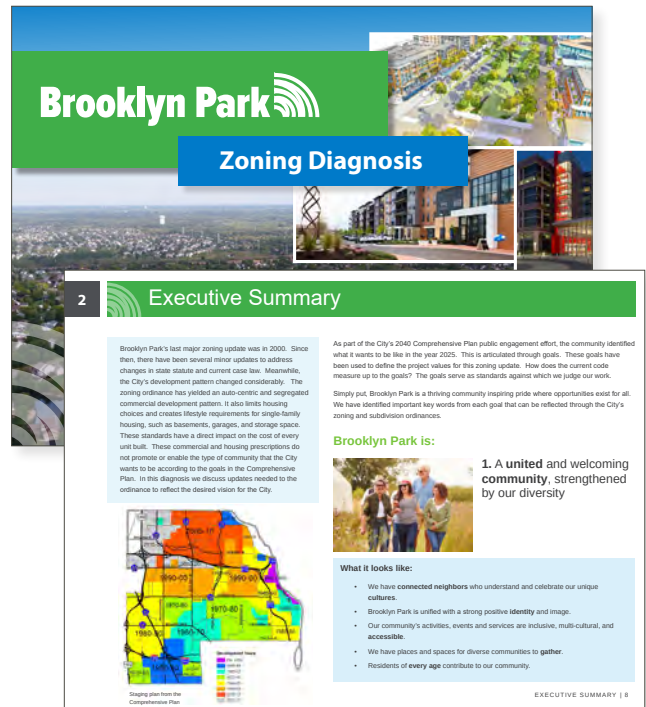
- Organizational structure
- Out-dated terms and regulations
- Conflicts within the code
- Zoning districts that comply with the future land use districts in the 2040 Comprehensive Plan
- Sections that are often the subject of variances or exceptions granted within the Planned Community Development District
- Opportunities to consolidate regulations

We then identified specific tools and opportunities to improve the code through a variety of strategies and tools. The zoning diagnosis incorporated the staff's input and is centered around core values and themes from the Comprehensive Plan. The diagnosis identified important themes and principles for our team to follow during the code drafting phase, including:

- Create a more user-friendly document
- Modernize zoning districts to align with community's vision for the future
- Support a diverse mix of businesses and housing types
- Align land use with transportation, parks, community design, and economic development

KEY WSB STAFF: ERIN PERDU, MOLLY JUST

REFERENCE: CINDY SHERMAN | PLANNING DIRECTOR |
BROOKLYN PARK | CINDY.SHERMAN@BROOKLYNPARK.ORG
| 763.493.8051



THE FINAL PRODUCT INCLUDES:

- A proposed reorganization structure for the ordinance
- Compilation of sections that require changes
- Tasks to bring the zoning ordinance into compliance with the future land use, housing, economic development and other sections of the Comprehensive Plan
- Necessary changes to the zoning map to bring it into compliance with the future land use districts in the Comprehensive Plan
- A work plan for accomplishing these changes within the required 9 month timeframe from adoption of the Comprehensive Plan

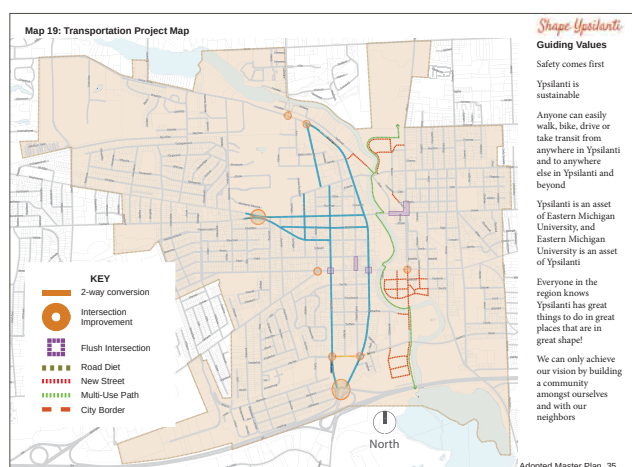
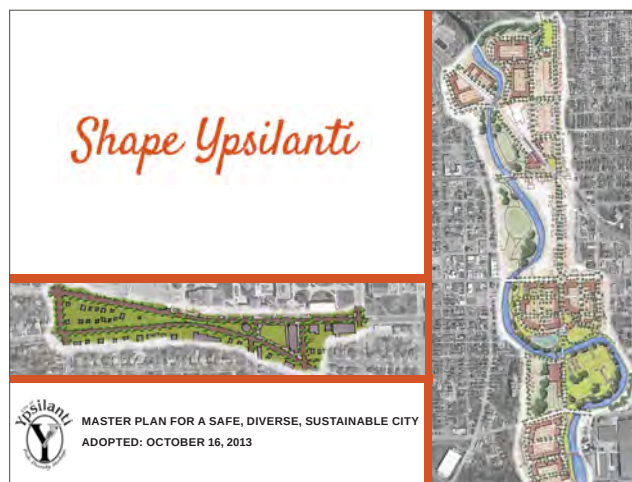
Shape Ypsilanti Comprehensive Plan and Zoning Ordinance

CLIENT: CITY OF YPSILANTI, MI
DURATION: 2013 - 2014

The City of Ypsilanti embarked on a bold process to create a new vision, master plan, and set of ordinances. Erin Perdu's task, with her previous firm ENP & Associates, was to help the City face the challenges of an underlying structure of an early twentieth century town and the regulations of a post-World War II suburb with the desire to be a twenty-first century city. Her team was also tasked with facing difficult and long-standing issues in a head-on and transparent manner.

The Ypsilanti Form-Based Code was developed with the purpose of enabling redevelopment and preserving the historic character of the City. After careful analysis of the physical characteristics of the parcels and structures in the City, Erin and her team developed a series of form-based districts to govern development. The districts were modeled after the desirable characteristics of the City, so that new development would complement and enhance the existing environment. Care was also taken to ensure that the new districts did not create wide-spread non-conformities that would limit owners' ability to improve their properties. The ordinance includes standards for building types, circulation, accessory structures, location of parking, and landscaping.

The new Master Plan and Form-Based Zoning Code positioned the City for future redevelopment and transportation improvements that would enhance the character of the community.



We worked very closely with staff all along the way to ensure that the code was easy to administer and enforce.

REFERENCE: TERESA GILLOTTI | FORMER YPSILANTI CITY
PLANNER | 734.544.3042 | GILLOTTITM@WASHTENAW.ORG

KEY WSB STAFF: ERIN PERDU

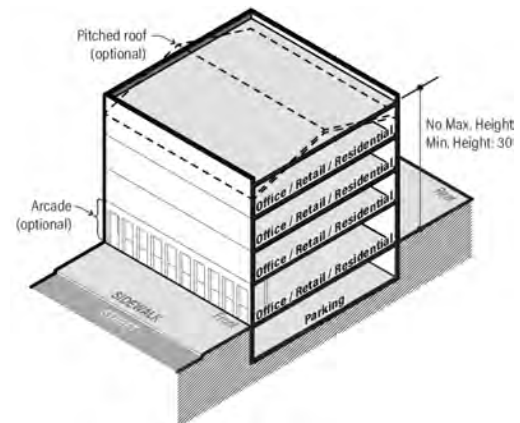
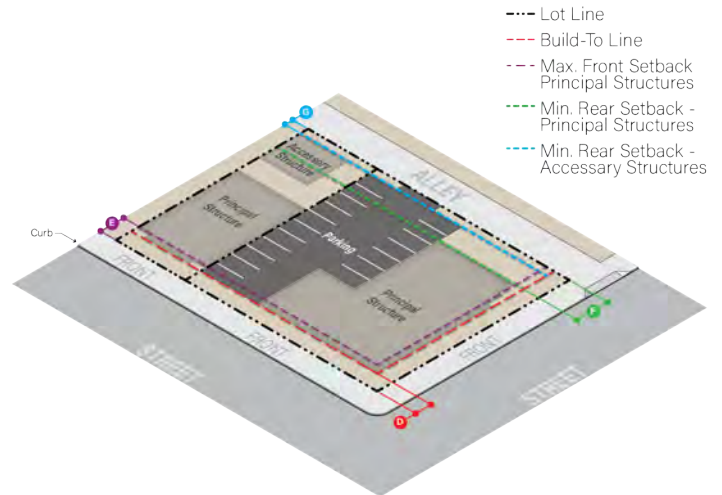
SUBCONSULTANT: AECOM, PLAN ACTIVE STUDIO

DANIEL BURNHAM AWARD FOR BEST COMPREHENSIVE
PLAN, APA MICHIGAN CHAPTER, 2014

Transit Oriented Development Form-Based District

CLIENT: CITY OF BURNSVILLE
DURATION: AUG 2019 - FEB 2020

WSB created a Transit Oriented Zoning District in response to bus-rapid-transit coming to 3 stations in the City. The form-based code was developed for the Heart of the City area, which had been developing with its own distinct character for the past 20 years. The new TOD district capitalizes on the successes of Heart of the City, but also creates more opportunity for a wide range of uses and simplifies the development process. The district includes a regulating plan based on street types and building types allowed based on the street frontage for the project. Emphasis is placed on the form of development, including bulk, placement and design standards. Regulations are illustrated for clarity. Uses are described in a series of “use groups” rather than in a laundry list of specific uses that often does not include innovative and potentially beneficial uses. After adoption, WSB created a series of informational handouts for each building type, so that residents and developers can see all of the applicable regulations for particular building types all on one page.



KEY WSB STAFF: ERIN PERDU, TOM RAMLER-OLSON

COST: \$50,900

REFERENCE: REGINA DEAN | ASSISTANT
 COMMUNITY DEVELOPMENT DIRECTOR | 100
 CIVIC CENTER PARKWAY | BURNSVILLE, MN 55337
 | 952.895.4453 (OFFICE) | WWW.BURNSVILLEMN.
 GOV

Downtown Village Review Overlay Zone

CLIENT: CITY OF WESTBROOK, ME

DURATION: AUG 2008 - DEC 2015

Molly Just served as the City Planner for Westbrook, Maine for eight years. Westbrook is a city of 18,000 in southern Maine. Molly performed all development review and long-range planning work, as well as day-to-day planning for Westbrook. Westbrook has a long history as a mill town and its downtown includes many grand old buildings of architectural significance.

Molly administered the downtown Village Review Overlay Zone which is a regulatory program to preserve historically significant architecture and sites. She reviewed applications for work in the zone, including sign permits, building additions, and new construction. She worked with property owners and their contractors to achieve development consistent with the historical character of individual sites and their surroundings. She also managed the committee responsible for making recommendations on development in the zone.

KEY WSB STAFF: MOLLY JUST

REFERENCE: JERRE BRYANT | CITY ADMINISTRATOR

| 2 YORK STREET | WESTBROOK, ME | 207.554.9105 |

JBRYANT@WESTBROOK.ME.US



ORDINANCE EXPERIENCE	CITY OF MINNETONKA																											
	ALBERT LEA	AUSTIN	BURNSVILLE	CHATFIELD	CLOQUET	EDINA	VILLAGE OF HOLLY (MI)	HOWELL (MI)	LENT TOWNSHIP	LONG LAKE	MAHTOMEDI	MINNETRISTA	NEW BRIGHTON	NORTH ST. PAUL	OSSEO	PRIOR LAKE	RAMSEY	RICHFIELD	ROCHESTER TOWNSHIP	SHARON TOWNSHIP (MI)	ST. ANTHONY	ST. AUGUSTA	ST. PAUL	WABASHA	WESTBROOK (ME)	WEBSTER TOWNSHIP (MI)	YPSILANTI (MI)	
ZONING CODE RE-WRITE																												
ZONING CODE PROFESSIONAL REVIEW																												
ACCESSORY STRUCTURES																												
CHICKENS (AND OTHER URBAN AGRICULTURE)																												
COMMERCIAL PERFORMANCE STANDARDS																												
DOWNTOWN REGULATIONS																												
ESSENTIAL SERVICES																												
FENCE ORDINANCE																												
FORMED-BASED ZONING																												
GUEST HOMES (ADUS)																												
GRAPHICS TO DEPICT ZONING																												
HISTORIC PRESERVATION																												
INTERIM USES																												
LANDSCAPING																												
LIGHTING																												
MASSAGE THERAPY																												
MIXED-USE DISTRICT																												
NONCONFORMING PROVISIONS																												
OUTDOOR SEATING																												
OUTSIDE STORAGE REGULATIONS																												
PARK DEDICATION ORDINANCE																												
PARKING STANDARDS																												
PERMITTED/CONDITIONAL USES																												
PLANNED UNIT DEVELOPMENTS ORDINANCE																												
RLUIPA AMENDMENTS																												
SETBACKS																												
SHORELAND OVERLAY DISTRICTS																												
SIGNS																												
SOLAR ENERGY																												
SPECIAL OVERLAY DISTRICTS																												
STORMWATER/MS4/ILLICIT DISCHARGE																												
SUBDIVISION ORDINANCE																												
SWIMMING POOL REGULATIONS																												
TOWERS																												
WETLAND BUFFER REGULATIONS																												
WIND TURBINES																												



Approach to Scope of Services

Diagnose Current Zoning and Subdivision Code

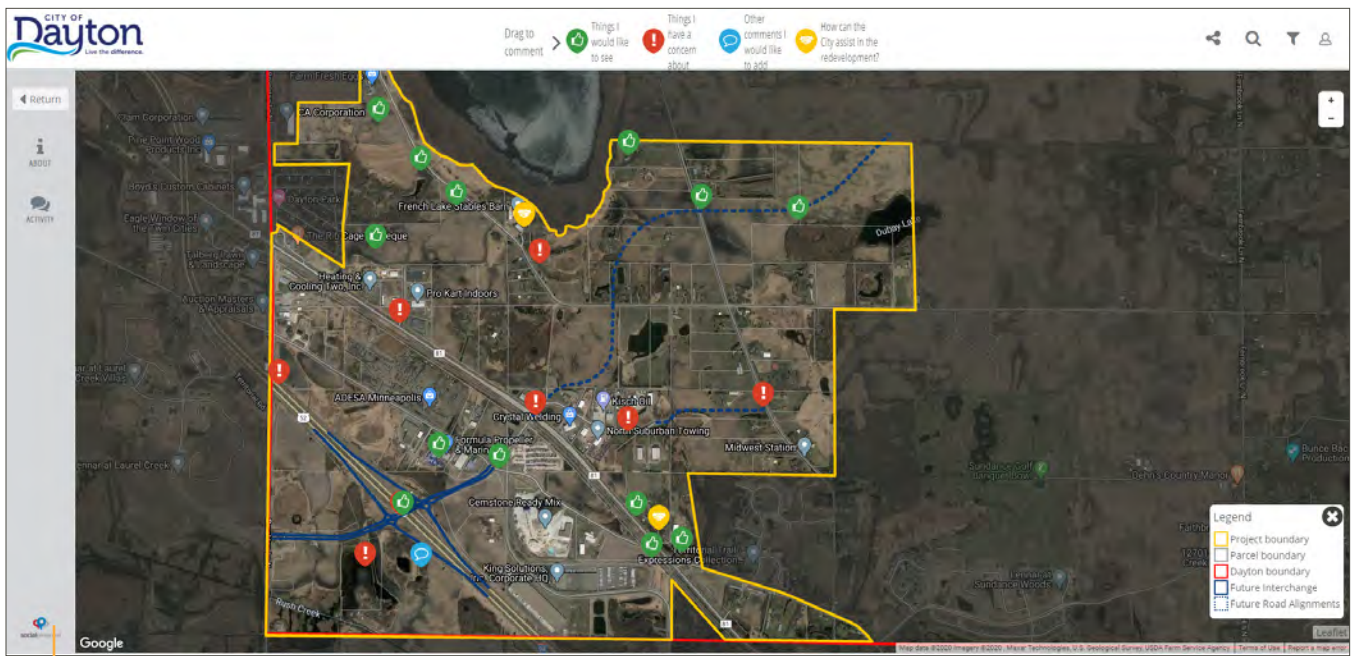
WSB's approach to this zoning update will be centered around a Code Diagnosis. The diagnosis will assess the City's current zoning and subdivision regulations and identify areas in which the code supports or hinders the City's vision. During the diagnosis process, we will specifically link zoning regulations with goals from the City's comprehensive plan and other established priorities.

The diagnosis will establish core values which will drive the zoning work. These values may include:

- User-friendly
- Intuitive
- Concise
- Character-based
- Meeting the housing needs of the whole community
- Meeting the needs of the business community while maintaining the character of the built environment

We will then identify opportunities to improve the code through a variety of strategies and tools. The code diagnosis will incorporate the public's input and will be centered around core values and themes. This process helps to build consensus, set expectations, and communicate at every step of the way. Specific areas we will review for include:

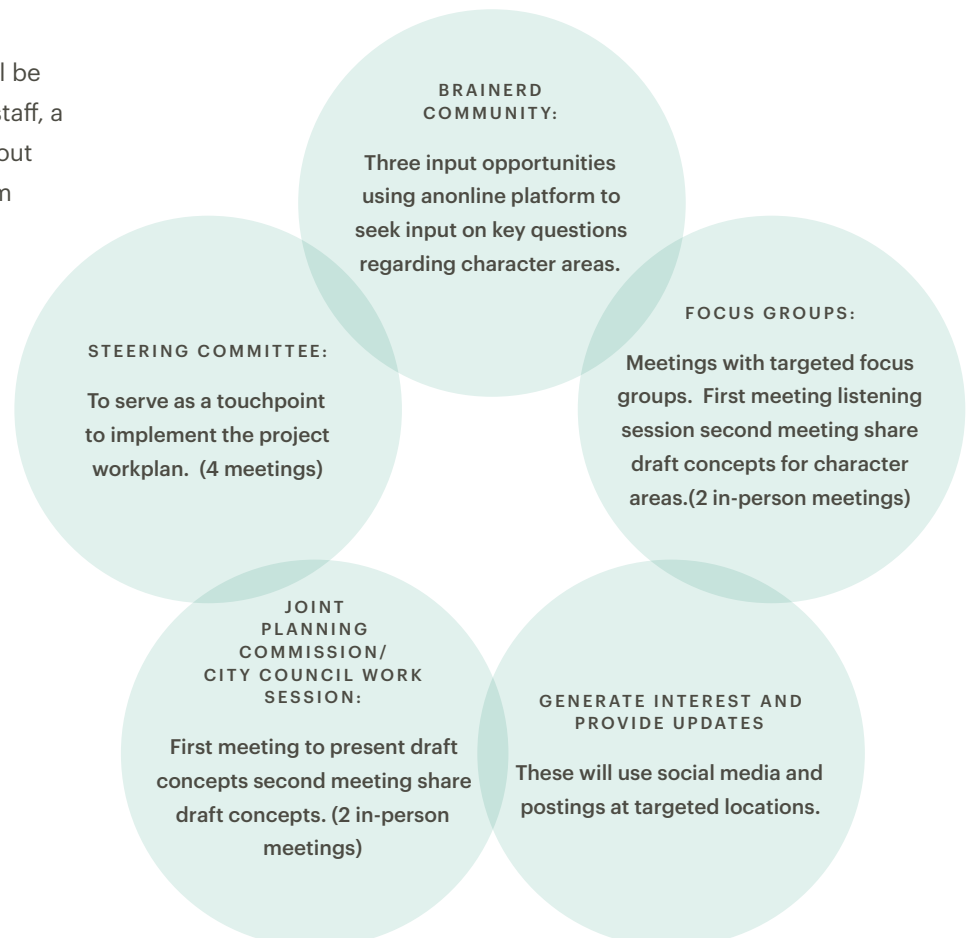
- Inconsistencies
- Updates needed based on recent case law or legislative changes
- Current best practices related to the core values
- Outdated language
- Patterns of variances or conditional use permits that indicate the need for an ordinance change



EXAMPLE OF INTERACTIVE VIRTUAL PUBLIC ENGAGEMENT

Internal and External Outreach

While the final outreach program will be developed in conjunction with City staff, a sample program is outlined throughout the scope of work. The final program is likely to include a mix of in-person and virtual outreach to internal stakeholders and external stakeholders and will follow social distancing guidelines in place at the time. The proposed budget includes three outreach trips to Brainerd efficiently designed to reach both internal and external stakeholders. We will also make use of online platforms to reach the community where they are. The budget includes optional add-ons for additional meetings and engagement.



Draft Document

Detailed Scope of Work

PHASE 1 - DIAGNOSE ZONING AND SUBDIVISION CODES

Duration: Oct 2020 – Jan 2021

Task 1.1. Review the 2035 Comprehensive Plan. What are the goals, recommendations, and implementation strategies that are required to be addressed in the codes.

Task 1.2. Review the zoning and subdivision codes for consistency with the 2035 Comprehensive Plan.

Task 1.3. Project kick-off. Staff-led tour of important corridors and character areas. Listening session with focus groups (Trip 1 of 5)

Task 1.4. Internal and External Outreach. Collaborate with staff to develop a process to update and obtain input from internal and external stakeholders.

Task 1.5. Distribute questionnaire to internal stakeholders such as staff, steering committee, Planning Commission, City Council, EDA, HRA. Confirm priorities from the comp plan and priorities for the code update.

Task 1.6. Steering Committee Meeting (1 of 4) (virtual)
Possible agenda: 1. Introductions and purpose 2. Roles and responsibilities 3. Review feedback from questionnaire 4. Next steps

Task 1.7. Community input using an online platform (1 of 3). Engage the community on key questions relating to neighborhood character and the importance of preservation of historical neighborhood character.

Task 1.8. Conduct a professional diagnosis of both codes. Highlight opportunities to comply with the comp plan, best practice in zoning, trends, and statutory requirements. Propose a workplan with timeline for completion of the new code.

PHASE 2 - DRAFTING

Duration: Feb 2021– Oct 2021

Task 2.1. Guide staff through discussions on desired changes to the code and how to achieve the City's ultimate goals for the final product, on budget and on time. Identify areas for use of form-based elements to affirm the unique characteristics of neighborhoods and commercial corridors while enabling a more diverse range of housing types and a wider range of businesses in the downtown.

Task 2.2. Steering Committee Meeting (2 of 4) (virtual). Begin to implement the workplan

Task 2.3. Community input using an online platform (2 of 3). Engage the community on topics such as expanding housing types, a wider variety of uses downtown and in key commercial corridors, and the idea of form-based character areas , and historic preservation.

Task 2.4. PC/CC Joint Meeting (1 of 2) (in-person). Discussion and feedback on character areas, concepts for preservation of historical architecture, where there shall be a wider variety of residential unit types and a wider variety of businesses while maintaining the current form of the area. (Trip 2 of 5)

Task 2.5. Focus group (2 of 2) (in-person). Present the concepts on expanding housing types and a wider variety of uses downtown while preserving character.

Task 2.6. Draft Zoning Code. Draft a zoning code that shifts focus from use to the physical character of development and ensure that infill and mixed-use development blends within existing character areas. Provide appropriate methods for preservation of historical architecture. Introduce a wider range of housing types.

Task 2.7. Draft Subdivision Code. Ensure that design standards, land dedication, and improvement standards meet the City's needs.

Task 2.8. Steering Committee Meeting (3 of 4) (virtual). Present draft plan using a high-level approach to cover changes to achieve implementation of the work plan.

Task 2.9. Graphics to support select complex concepts. Concepts such as building setbacks and yards can be made more user friendly through graphic illustration.

Task 2.10. Draft Zoning Map (2 rounds of revisions) Depict changes to the zoning map, such as new or consolidated zoning districts. Map to be adopted with code.

Task 2.11. Revisions to Draft Zoning and Subdivision Codes (2 rounds).

Task 2.12. PC/CC Joint Meeting (2 of 2) (in-person). Between the first and final round of revisions, present the final draft, prior to public hearing, to a joint meeting. (Trip 3 of 5)

Task 2.13. Steering Committee Meeting (4 of 4) (in-person). Confer on any final changes prior to final revisions and public hearing. Discuss path to review, adoption, and implementation. Discuss Committee's role in supporting adoption of the updated codes.

Task 2.14. Document format and accessibility (2 virtual meetings with staff)

PHASE 3. REVIEW AND ADOPTION

Duration: Nov 2021 - Dec 2021

Task 3.1. Planning Commission Public Hearing (in-person) (Trip 4 of 5)

Task 3.2. City Council (in-person) (Trip 5 of 5)

PHASE 4. IMPLEMENTATION

Duration: Nov 2021 - Jan 2022

Task 4.1. Public Information Campaign on Update

Task 4.2. Creation of four how-to pieces for various sections of the codes (two rounds of revisions) (ex. How-to-use this code, guide to downtown standards, guide to residential standards), guide to historic preservation standards.

PHASE 5 - PROJECT MANAGEMENT

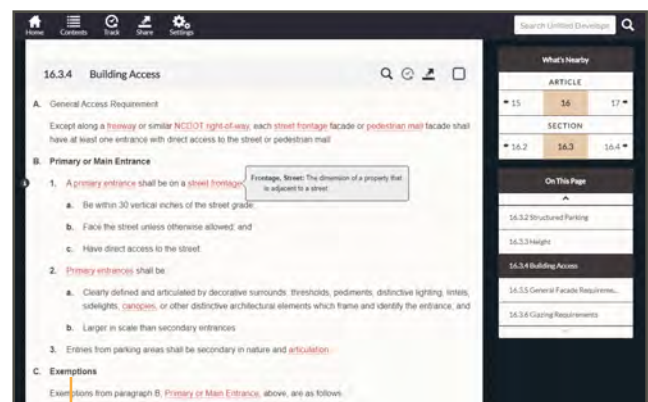
Duration: Oct 2020 - Jan 2022

Task 5.1: Monthly project updates with City's Project Manager (one hour per month)

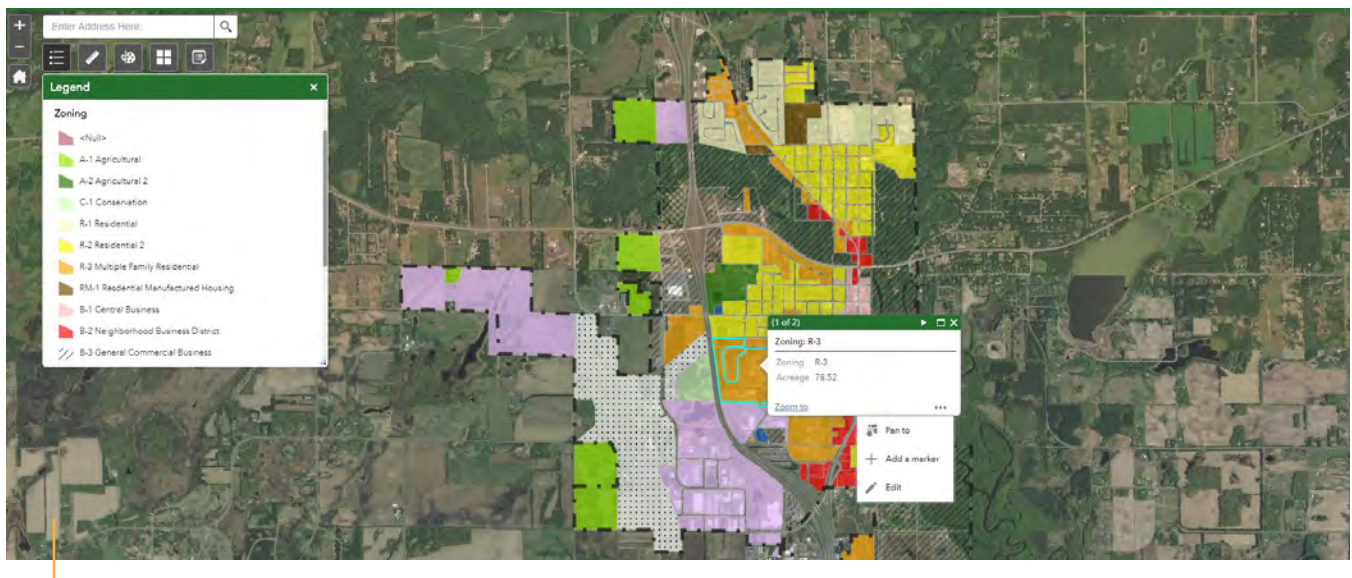
Implementation

The final work program will be developed in conjunction with City staff, but implementation is defined by two components: work product and information campaign.

We understand that the City of Brainerd expects an interactive and accessible zoning code from this update. WSB can offer a range of options that are tailored to meet that expectation based on the City's preferred level of investment. We can prepare a zoning code update to be hosted by sophisticated codification services, such as Code Publishing Co. or Encode Plus. We would work with those hosting services to meet the City's needs. Alternatively, we can format the update to be an efficient, streamlined PDF that features embedded hyperlinks that will ease navigation and lower access barriers for users. Similarly, we offer a range of approaches for mapping the updated zoning



EXAMPLE OF USER-FRIENDLY ONLINE CODE



EXAMPLE OF INTERACTIVE ZONING MAP

districts. We have an in-house team of GIS experts that can meet your goals within your preferred range of investment. We can prepare a map to be hosted online with clickable features and easy navigation so that GIS geometry is paired with relevant code sections. Another option would be a PDF map available on the City’s website accessible to all potential users. These options can be combined or modified to best fit your needs.

The code update is a vital step to implementing the City’s recently adopted comprehensive plan. The City’s investment in the plan and its implementation through an updated and modernized code should be

shared with users and users should be comfortable using the new code. WSB will develop an informational campaign using a variety of techniques. We will prepare several explanatory guides and “cheat sheets” that identify improvements and explain new standards and processes. We can tailor these “cheat sheets” to be topic-specific (downtown development, residential character areas, corridor character areas). We can prepare a project website that synthesizes the updates in one online location. We will test all materials to ensure that the information is clear, and processes are easily understood. Testing may include internal and external frequent users of the code.

Schedule

TASK	2020			2021												2022
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN
PHASE 1																
PHASE 2																
PHASE 3																
PHASE 4																
PHASE 5																

Basis for Compensation



PHASE TASKS	ERIN PERDUE CPED DIRECTOR	MOLLY JUST PROJECT MANAGER SENIOR PLANNER	TOM RAMLER- OLSON PLANNER	KRISTIN MOEN COMMUNITY ENGAGEMENT/ GRAPHICS	ERIC MAASS ECONOMIC DEVELOPMENT	TOTAL HOURS	TOTAL FEE
1. PROJECT INITIATION & EVALUATION OF EXISTING CONDITIONS							
TOTAL	13	56	18	56	41	184	\$21,917
2. DRAFTING							
TOTAL	27	101	82	102	65	377	\$45,515
PHASE 3 REVIEW AND ADOPTION							
TOTAL	4	20	5		10	39	\$5,318
PHASE 4. IMPLEMENTATION							
TOTAL	4	8	10	20	5	84	\$8,195
PHASE 5. PROJECT MANAGEMENT							
TOTAL		14				14	\$2,002
TOTAL HOURS	46	204	125	198	123	696	
LABOR TOTAL							\$82,947

OPTIONAL ADD-ONS

*In-person events in compliance with social distancing guidelines in place at the time.

Internal and External Outreach

In-person Public Workshops (prep. graphics, materials, and presentation, two WSB staff, three-hour meeting):

\$3,500

Additional Engagement Using Social Pinpoint: **\$1,605**

Language Translation Services: **\$500**

Outreach, notifications campaign throughout process:

\$92/hour

Additional Meetings:

- In-person meetings (preparation and one WSB staff):
\$1,430
- Virtual meeting (preparation and one WSB staff): **\$550**
- In-person Focus Groups (prep, two back-to-back meetings (1.5 hrs each), two WSB staff): **\$2,200**

ArcGIS

Build zoning map to be hosted on City's ArcGIS online account: **\$1,500**

(NOTE: If ArcGIS Online hosting is needed, this can be provided for an additional \$700/year)

Build functionality that allows users to click on a specific parcel within a specific district and have the link available to go to that district's section of code. This should expand interactive capabilities of the webmap: **\$800**

Create a robust and clickable Vacant Properties Map: **\$500**



References and Potential Conflicts

References

Cindy Sherman

Planning Director | 763.493.8051 | cindy.sherman@brooklynpark.org

Ask Cindy about our zoning diagnosis.

Teresa Gilloti

Former Ypsilanti City Planner | 734.544.3042 | gillottitm@washtenaw.org

Ask Teresa about our form-based code process.



Holly Wallace

Planning & Zoning Administrator | 763.493.8051 | cindy.sherman@brooklynpark.org

Potential Conflicts

WSB does not foresee any potential conflicts in the completion of this project.

Disclosures and Assurances

APPLICANT AUTHORITY

WSB assures that the signatory making representations in the proposal on behalf of the consultant has the authority to do so.

INSURANCE COVERAGE

See the following pages for documentation of current insurance coverage and limits, including professional liability insurance shall be provided with the proposal.

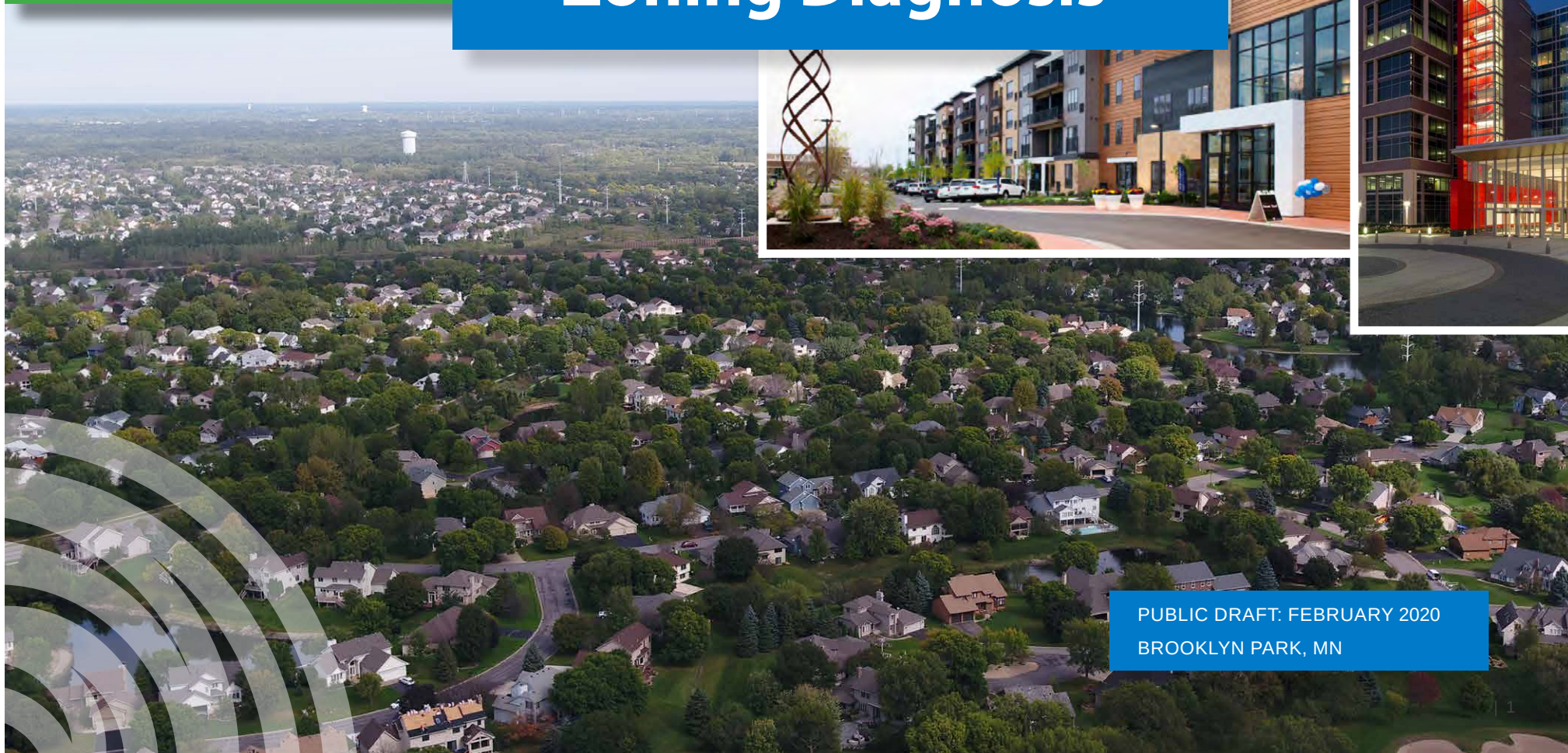


Appendix

Zoning Diagnosis Samples

Brooklyn Park

Zoning Diagnosis



PUBLIC DRAFT: FEBRUARY 2020
BROOKLYN PARK, MN



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1

Introduction

Introduction

The City of Brooklyn Park is a growing, dynamic, and diverse community. It is unique in the Twin Cities in that it is a majority minority suburb. It has the density of an urban center along with the vacant greenfields of the urban fringe. There is a history of development in “nodes” or places to be, each providing a different mix of services, shopping, dining and entertainment. The City has stated a commitment to racial equity, being age friendly and accessible to all. Light rail transit is coming to five station areas in the City. Each of these characteristics is tied to the zoning ordinance, which regulates all growth, development and redevelopment in the City.

The first and most important job of the zoning ordinance is to protect the health, safety and welfare of the City’s residents, business owners, and visitors. The main way zoning does this is by implementing the goals and policies set forth in the Comprehensive Plan. Brooklyn Park’s 2040 Comprehensive Plan lays out a bold vision for the future of housing, employment, economic development, and transportation. Policies in each of these areas require changes to the zoning ordinance which enable the types of change envisioned.

During this zoning diagnosis, we examine the current ordinance to determine where there are conflicts; where zoning may be an obstacle for the type of development the City wants; and where there is outdated language that needs to be updated.

Cities use zoning to guide development of privately-owned land to ensure the land is used in a way that promotes both the best use of that land and the prosperity, health, and welfare of its residents. Cities derive the authority to zone from Minnesota and United States supreme court cases and from the Municipal Planning Act found in Minnesota Statutes. The Municipal Planning Act establishes a consistent and comprehensive procedure for adopting, amending, and implementing a zoning ordinance.

While zoning is a primary way for communities to impact the built environment, it is important to understand what zoning can and cannot do.

WHAT ZONING CAN DO:

- Allow the type of development envisioned in the Comprehensive Plan
- Describe what uses are permitted and where
- Establish the parameters for development related to:
 - Lot size, width, depth
 - Setbacks or build-to lines
 - Building coverage
 - Building height minimums and maximums
 - Landscaping requirements
 - Parking minimums and maximums
 - Design standards



WHAT ZONING CAN'T DO:

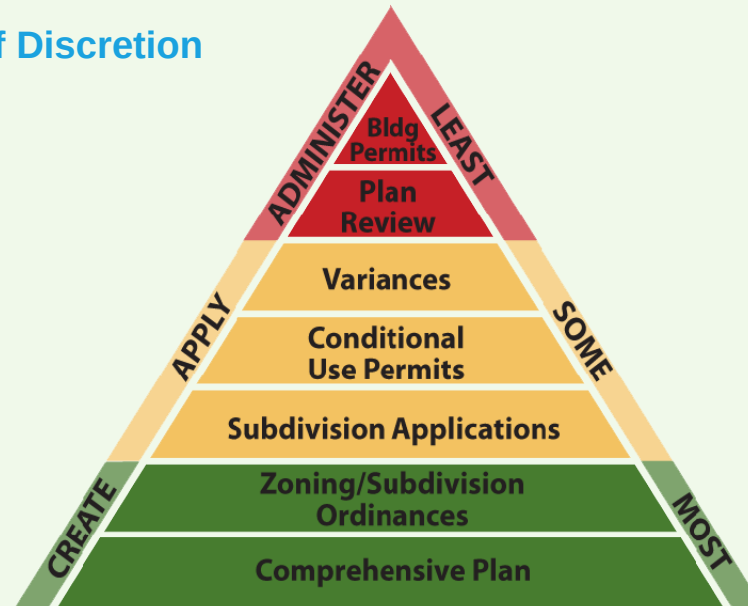
- Guarantee development
- Take away allowed uses
- Preempt state and federal law
- Act as a building code
- Control behavior



The limits to zoning are steeped in history and documented in case law. When creating, adopting and amending land use plans and zoning ordinances, a city is making law by exercising its so-called “legislative” authority. The city council creates new plans and laws (ordinances) for the entire community to advance its health, safety, and welfare. When acting legislatively, the council has broad discretion. In contrast, when applying existing plans and laws, a city council is exercising so-called “quasi-judicial” authority. It is limited to determining the facts of a specific request, and then applying those facts to the relevant law. A city council has less discretion when acting quasi-judicially.

It can be helpful to visualize this as a “**pyramid of discretion**” that shows cities have greater discretion when making land use decisions and policies at the base of the triangle, and less as decision-making moves up the pyramid. Discretion is greatest when officials are creating and drafting the comprehensive plan and writing the zoning code and the least when administering those plans and codes, such as when reviewing a building permit for compliance with the dimensional requirements of the zoning district.

Pyramid of Discretion



Source: League of Minnesota Cities

When acting legislatively, such as with this update to the zoning ordinance, a city can engage in broad policy discussions, and sort through competing views about what plans and laws would be in the best interest of the city. Although not everyone may be on board with the outcome, the more public participation in the planning (comprehensive plan) and law-making (zoning code update) stage, the better the understanding among the public of why the city has put a plan or law in place.

The zoning ordinance begins with a purpose statement which outlines the community’s reasons for adopting the ordinance. The purpose statement links the rules and regulations listed in the ordinance to the community’s values, plans, and goals. What follows is a side-by-side comparison of Brooklyn Park’s current purpose statement and that for the City of Duluth, MN. Duluth’s purpose statement clearly conveys its values and goals. This update is an opportunity for Brooklyn Park to be clear about the type of development it intends to promote with its ordinance.

Brooklyn Park

The intent of this chapter is to protect the public health, safety, and general welfare of Brooklyn Park and its people through the establishment of minimum regulations governing the development and use of property within the city. Such regulations are established to:

- a. Implement the Comprehensive Plan;
- b. Promote orderly development and redevelopment;
- c. Provide adequate light, air and convenience of access to property;
- d. Prevent congestion in the public right-of-way;
- e. Prevent overcrowding of land and undue concentration of structures and population by regulating land, building, setbacks, and density of development;
- f. Provide for the compatibility of different land uses, and protect from incompatible uses;
- g. Provide for the administration of this chapter and any amendments;
- h. Prescribe penalties for violation of such regulations;
- i. Define powers and duties of the City Staff, the Planning Commission, and the City Council in relation to this chapter.

Duluth

The purpose of this unified development chapter is to protect public health, safety, and welfare and to implement the goals and objectives of the comprehensive land use plan using those authorities over the development, redevelopment, use, and occupancy of land and structures, and over the protection of the environment, granted to the city by the state. This general purpose includes, but is not limited to, the following:

- a. To provide for more sustainable development within the city by reducing carbon emissions, vehicle miles traveled, energy consumption, and water consumption, and by encouraging production of renewable energy and food production;
- b. To control or eliminate soil erosion and sedimentation within the city;
- c. To protect and enhance the city's attractions to residents, tourists and visitors, and serve as a support and stimulus to business and industry;
- d. To enhance the visual and aesthetic character, diversity and interest of the city;
- e. To promote the use and preservation of historic landmarks and districts for the educational and general welfare of the

people of the city;

- f. To regulate erection and maintenance of signs in the city in order that signs might fulfill their necessary and useful function in such a way to preserve the public welfare and safety;
- g. To preserve the integrity of residential areas and the character and dignity of public structures, parks and other open spaces;
- h. To enhance property values and the general appearance and natural beauty of the city;
- i. To protect the public investment in streets and highways;
- j. To establish a comprehensive system of sign controls governing the display, design, construction, installation and maintenance of signs and to promote the orderly and effective display of outdoor advertising;
- k. To promote, preserve, and enhance the water resources and environment within the city and protect them from adverse effects caused by poorly sited or incompatible development in wetlands, shorelands and floodplains.

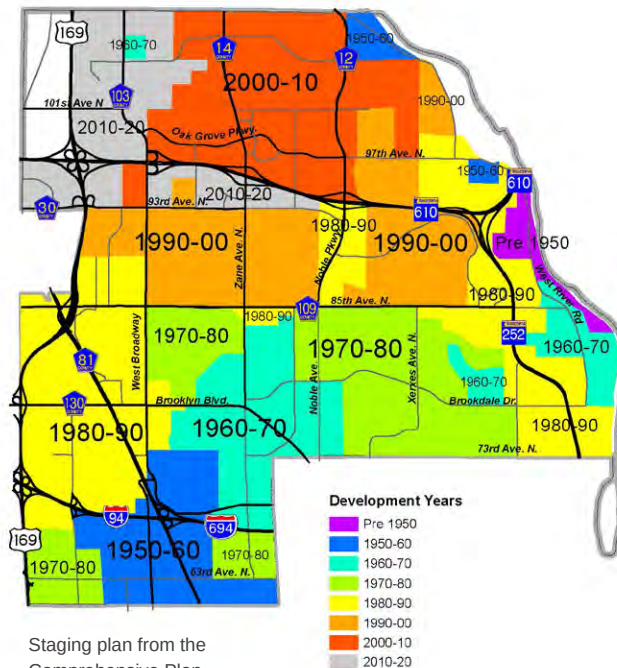


2

Executive Summary

Executive Summary

Brooklyn Park's last major zoning update was in 2000. Since then, there have been several minor updates to address changes in state statute and current case law. Meanwhile, the City's development pattern changed considerably. The zoning ordinance has yielded an auto-centric and segregated commercial development pattern. It also limits housing choices and creates lifestyle requirements for single-family housing, such as basements, garages, and storage space. These standards have a direct impact on the cost of every unit built. These commercial and housing prescriptions do not promote or enable the type of community that the City wants to be according to the goals in the Comprehensive Plan. In this diagnosis we discuss updates needed to the ordinance to reflect the desired vision for the City.



As part of the City's 2040 Comprehensive Plan public engagement effort, the community identified what it wants to be like in the year 2025. This is articulated through goals. These goals have been used to define the project values for this zoning update. How does the current code measure up to the goals? The goals serve as standards against which we judge our work.

Simply put, Brooklyn Park is a thriving community inspiring pride where opportunities exist for all. We have identified important key words from each goal that can be reflected through the City's zoning and subdivision ordinances.

Brooklyn Park is:



1. A united and welcoming community, strengthened by our diversity

What it looks like:

- We have **connected neighbors** who understand and celebrate our unique **cultures**.
- Brooklyn Park is unified with a strong positive **identity** and image.
- Our community's activities, events and services are inclusive, multi-cultural, and **accessible**.
- We have places and spaces for diverse communities to **gather**.
- Residents of **every age** contribute to our community.

Executive Summary



2. Beautiful spaces and quality infrastructure make Brooklyn Park a unique destination

What it looks like:

- Modern **transportation options** (drive, ride, walk, bike) connect people to education, jobs, and recreation.
- Quality **recreation** and **park** amenities inspire activity for all ages and interests.
- Our rich **diversity** is showcased through our vibrant music, arts, food, entertainment, and cultural scene.
- **Attractive key corridors, corners, and city centers** create destinations that meet community needs.
- Quality and **well-maintained** housing for all ages and incomes are integrated throughout the community.



3. A balanced economic environment that empowers businesses and people to **thrive**.

What it looks like:

- People of all ages and backgrounds enjoy **financial stability**.
- Residents and visitors support an **abundance** of retail stores, restaurants, and entertainment venues.
- Our **business environment inspires** private investment and job growth for the purpose of increasing the tax base.
- Businesses and organizations of **all types, sizes** and specialties start, stay and grow here. (e.g. local networks and resources support businesses)
- We are a leader in **environmental sustainability**, benefiting our economy and community.

Executive Summary



4. People of all ages have what they need to feel **healthy** and **safe**

What it looks like:

- Neighborhoods are empowered and supported by strengthened positive **relationships with police**.
- **Youth are engaged** in positive and quality experiences.
- Aging adults have services and amenities to thrive and **age in place**.
- Everyone has access to quality healthy **food options**.
- People have access to quality **medical** and emergency care.



5. Partnerships that **increase** racial and economic **equity** empower residents and neighborhoods to prosper.

What it looks like:

- Each resident has **access** to the **training** and **support** needed to **get** and **keep** a **living wage** job. (e.g. Job skills training, **childcare**)
- Each student graduates high school with a pathway to college or career. (e.g. Pre-k, rec programs, Brooklyn)
- Aging neighborhoods and commercial centers are **revitalized** through continuous investment.
- The community provides necessary **supports** and **services** for community members to overcome life challenges such as hunger, mental illness, and homelessness.

Executive Summary



6. Effective and engaging government recognized as a leader.

What it looks like:

- The City provides **quality services** at a **reasonable cost**.
- Elected **officials**, commissions, and city staff reflect the **diversity of the community** and are **culturally competent**.
- City information is **clear, accessible**, and delivered in ways that **meet the community's needs**.
- City laws are **understandable, equitably enforced, and relevant** to the community.
- The City is well-managed and recognized as a **great place to work**.





3

Summary of Key Findings

Summary of Key Findings

Brooklyn Park's current ordinance does not reflect the goal of providing regulations that are responsive to the community's needs, accessible, and clear. The issues to be addressed with this update fall into four broad categories: **substance; procedures; organization and maintenance; and policies.**

Substance.

The impetus for this update is the Brooklyn Park 2040 Comprehensive Plan. The City has a bold vision that necessitates revisions to its regulatory tools to enable and promote the build out of the City according to this vision. The comprehensive plan and recently adopted mixed-income housing policies advance the City as an equitable, united, and welcoming community. The current code is too

conventional, restrictive, and complex to successfully partner with residents, businesses, and the development community to realize this vision.

The American Planning Association's Planning for Equity Policy Guide defines equity as "just and fair inclusion into a society in which all can participate, prosper, and reach their full potential." (APA 2019) Broadly, we suggest the City address equity through zoning by focusing more on neighborhood building and the

supportive function of zoning than the use-separating function of zoning. Land use regulations have direct and measurable impacts on household affordability and choice. There are three broad categories where we identify areas of inequity in the City's planning and zoning, but a lack of housing choice is perhaps the most critical category to address.

Residential: Brooklyn Park is a thriving community with a diverse population with diverse housing preferences and needs. Minimum lot size and unit size and width become arbitrary in mature communities where new and redevelopment often occur on (what have become) nonconforming lots. The code's requirements for basements, garages, and storage space impose costly lifestyle requirements on by-right development. Single family housing is the prevailing unit type allowed by the code, with 7 of 10 residential districts being single-family districts. Limiting housing choice is not consistent with the City's vision. Additional unit types should be considered in single family districts. "Missing Middle" housing is discussed later. What follows are examples of unit types that would blend seamlessly in a single-family zoning district and could be allowed by-right, with performance (design) standards.



Example of Stacked Duplex



This structure could be a duplex (side by side or stacked) or quadplex



This structure is a 5-unit multiplex but could be a single-family home, or anything in between.

Summary of Key Findings

Commercial: The standards for commercial development are auto centric. Commercial uses are segregated from each other and are separated from sidewalks and residential uses. The code promotes isolating commercial uses in some districts and in some, few commercial uses are allowed, or none are allowed by-right. While the purpose statement and design standards are clear and could support by-right development, there are no permitted uses in the Town Center Zoning District. All uses require approval of a Conditional Use Permit. The auto-centric and segregating nature of the commercial standards are inconsistent with the goal of creating vibrant commercial and mixed-use nodes and make it difficult to access jobs and local businesses as well as placing barriers on starting a business in Brooklyn Park.

Public Realm: The Comprehensive Plan and the City's goals talk extensively about welcoming, abundant, and accessible public spaces for all. The transit station area plans do a wonderful job of addressing the public realm. Existing commercial nodes will require retrofit to achieve such public spaces. Retrofitting existing nodes with streetscape amenities, robust crosswalks, context sensitive pocket parks, and achieving parking lot landscaping on private property will require participation by the City, landowners with new or redevelopment, and public-private partnerships.

Procedures.

Procedures are needed to support development of the residential, commercial, and public realm envisioned in the 2040 Comprehensive Plan and outlined in the City's goals. Through its procedures, the City engages private landowners in community building. Procedures should provide a clear and efficient path to enable the type of development the community envisions. The uses and form of development the City wishes to promote should be allowed by-right, by-right with performance

standards, or by approval from the City Council using a process that is transparent, reliable and efficient; where approval criterion are directly related to encouraging the development clearly defined in the ordinance. The more uses allowed by-right or by-right with performance standards the better. The code currently relies on conditional use permits (CUP) and application of the Planned Community Development District (PCDD) zoning designation to regulate uses and enable a desired form of development. Often, the uses

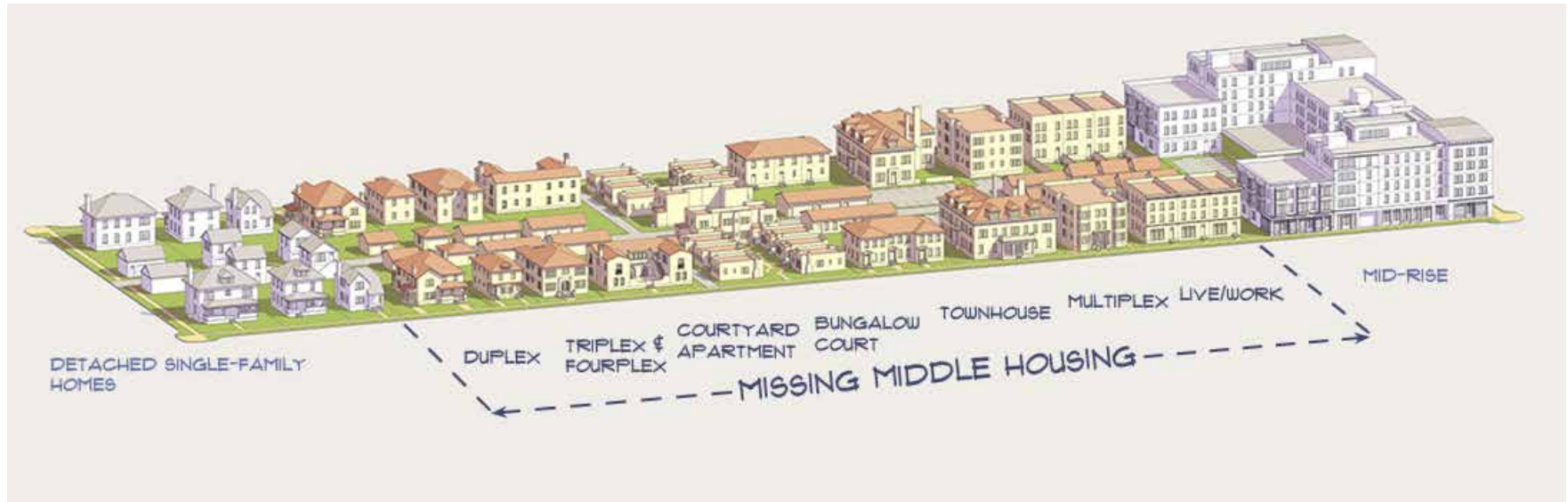
and desired development could be achieved by-right with performance standards or with fewer approvals.

Organization and Maintenance.

The code could be improved through maintenance alone. Consolidation of districts, modernization of uses and use tables, updates to reflect recent court cases, and elimination of unnecessary and repetitive provisions would result in a satisfactory code refresh but would not meet the City's goals. Brooklyn Park has a goal of being an effective

and engaging government that is recognized as a leader in this regard. To that end, city information should be clear, accessible, and delivered in ways that meet the community's needs. City laws should be understandable, equitably enforced, and relevant to the community. We will address sections from the code from which variances are frequently sought. Land use regulations should be consolidated into one document that is made easy to find and easy use on the City's website.

Summary of Key Findings



Policy Considerations.

In addition to changes related to the land use chapter of the comprehensive plans, there are policies in other chapters with zoning implications. Before finalizing the work plan, we are seeking direction on these policy matters. Major examples that would require changes to the zoning ordinance include:

Expanding Housing Choice. With the changes in the post-World War II

development patterns came changes in both the development and financial lending systems. These changes lent themselves to models of development that were narrowly focused and targeted to individual markets, such as single-family homes on large lots, large apartment complexes, commercial strip centers, and indoor malls. Each was developed and placed in isolation in contrast to the older patterns of neighborhoods where single-family, multifamily, and commercial were more

integrated and mixed. The art of both mixing these kinds of development and building smaller lower- and middle-density housing types were lost.

These “Missing Middle” housing types continue to provide a range of housing choices in scale with nearby single-family residential uses and provide a residential intensity that help support neighborhood centers. Existing in between single-family development and higher intensity and mixed-use residential development, the Missing

Middle housing types provide the housing that is needed and desired by a broader range of age groups and the full spectrum of income levels. Providing a full range of housing options is critical to the prosperity of Brooklyn Park’s residents and employers.

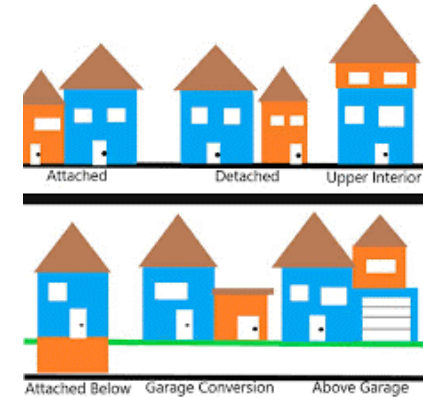
Summary of Key Findings

A place to start to increase housing choice and affordability within the current single-family zoning structure is Accessory Dwelling Units. An accessory dwelling unit (ADU) is a smaller, independent residential dwelling unit located on the same lot as single-family home. ADUs provide an opportunity to house a family member, gain additional income, and provide attainable housing for others. ADUs go by many different names throughout the country, including accessory apartments, secondary suites, mother-in-law suites, and granny flats. ADUs can be converted portions of existing homes, additions to new or existing homes, or new stand-alone accessory structures or converted portions of existing stand-alone accessory structures. ADU ordinances often address lot size, unit placement, parking, and design criteria. The zoning code specifies the allowed ADU types. Examples include:

- an apartment over the garage;
- a small living quarters on a separate foundation in the backyard;
- a space within the primary residence with a separate entrance; or
- a space within the primary residence using the same entrance as the homeowners.



Example of Accessory Dwelling Unit Types



Detached



Interior to Primary Dwelling



Attached to Primary Dwelling



Attached to Accessory Structure

Summary of Key Findings

Mixed-Income Housing Policy. To further the housing goals of the 2040 Comprehensive Plan and Brooklyn Park 2025, the City of Brooklyn Park has adopted a policy to create and preserve affordable housing opportunities. The City recognizes the need to provide affordable housing to households of a broad range of income levels in order to support a diverse population and to provide housing for those who live or work in the City. The requirements are intended to provide a structure for participation by both the public and private sector in the production of mixed-income housing developments across the city. Specifically, affordable rental housing is to be required when 10 or more residential units are developed and receive:

- i. A Comprehensive Plan amendment;
- ii. A zoning code or map amendment;
- iii. Approval of a PUD; or
- iv. Financial assistance from the City or Economic Development Authority (EDA)

Developers may choose from the following:

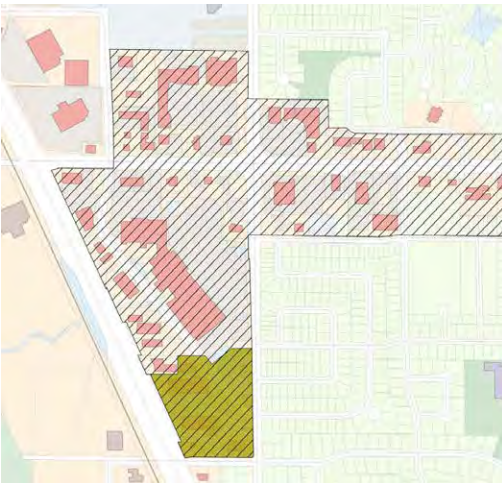
Options	Minimum Number of Affordable Units Required	Minimum Affordability Standard
1	At least 5% of total project units	Affordable for households at 30% Area Median Income (AMI)
2	At least 10% of total project units	Affordable for households at 50% Area Median Income (AMI)
3	At least 15% of total projects units	Affordable for households at 60% Area Median Income (AMI)

Additional terms include, but are not limited to:

- I. An affordability term of at least 20 years.
- II. The ability to provide units or enable the provision of affordable units off-site. The ordinance should include details and options for meeting the requirement off-site
- III. The City may grant incentives to developments providing affordable housing, such as relief from specific zoning provisions. Would these incentives be written into the zoning district or considered as part of a development agreement?
- IV. The City may grant a minimum 10% density bonus for the provision of affordable rental housing units. Would this density bonus be written into the zoning district or considered as part of a development agreement?

Summary of Key Findings

Transit Oriented Development. One major change in the development pattern of the City since the last comprehensive plan is the planned introduction of light rail service at several station areas in the western part of the City. Station Area Plans are included in the Comprehensive Plan and the City has done some work establishing a Transit Oriented Zoning Overlay District. Most of the recommendations in the station area plans have been incorporated into the TOD Overlay, but there are a few outstanding items which are included in the work plan. We seek direction on which components of the station area plans should be built by developers, which will be built by the City, and which would be appropriate for a public-private partnership.



Transit Oriented Development Overlay

Economic Development. The Comprehensive Plan sets a goal of 50,000 jobs by 2040 (25,000 exist as of 2017). It is important to be able to understand how land use translates to jobs. The City should consider establishing an employment density ratio. Currently, the City has an overall employment density of 2.4 employees per thousand sq ft. Generally, the following accepted ratios would assist in monitoring progress toward achieving the goal.

- i. Office – 5 jobs per 1,000 sq ft
- ii. Industrial 2 jobs per 1,000 sq ft
- iii. Institutional – 5 jobs per 1,000 sq ft
- iv. Commercial – 4 jobs per 1,000 sq ft
- v. Medical – 4 jobs per 1,000 sq ft

For example, a 3,000 sq ft commercial space would yield 12 jobs; a 125,000 sq ft office building would yield 625 jobs; and a 20,000 sq ft industrial space would yield 40 jobs. If the goal is simply to increase the number of jobs in the City of Brooklyn Park, institutional and office uses would be best. However, these may have the greatest impacts on traffic and the lowest benefit to the City's tax base. The vibrant mixed-use community envisioned in the Comprehensive Plan and Brooklyn Park 2025 enable all of these uses and so the impact of one use would likely be offset by another use.



Oak Grove Station

4

Work Plan

The work of a zoning code update involves a broad, strategic look at the code, relative to the planning framework in which the update is taking place, as well as a detailed look to address common issues with zoning codes. The planning framework includes the existing conditions in Brooklyn Park as well as the 2040 Comprehensive Plan, Brooklyn Park 2025 and the current land use regulations (the City Code sections to be included with this update). With that in mind, we start with broad recommendations to modernize the code and then move on to necessary and suggested updates to the code and zoning map to realize the vision for the City of Brooklyn Park. Fundamental to realizing the vision for the City will be addressing the policy issues described above and adding them to this work plan. As we draft zoning updates, we will provide a range of options to address the policies through zoning.

Compliance with the Comprehensive Plan. We have identified code changes necessary for compliance with the Comprehensive Plan. The Metropolitan Council requires that all official controls be updated within nine months of the Plan's adoption. The zoning ordinance must incorporate the tools to enable private development to meet the City's vision. Some of the key changes that need to be made include:

- a. Ensure densities in all residential districts meet densities prescribed in the comp plan
- b. Ensure districts reflect the Future Land Use Plan designation
- c. Create a mechanism for tracking the mix of uses (as a percentage of area or floor area) as a whole where allowed/required districtwide.
- d. Enable affordable housing and senior housing near transit
- e. Require pedestrian connection to transit in high density housing and commercial areas.
- f. Modify the zoning near station areas to meet minimum density requirement of 20 units per acre

- g. Create a Mixed-Use district reflecting the Mixed-Use designation on the Future Land Use Plan

Per direction from the Metropolitan Council, cities will not be required to proactively rezone property so that it is in compliance with the Future Land Use map of the comprehensive plan. However, there may be some general changes the City wishes to consider at this time. For example, the City should consider whether changes should be made to the following areas.

- i. Areas North and west of 610/169 to be rezoned for mixed use
- ii. Parcels just north of 94 and east of 169 to be rezoned for mixed use
- iii. B2 parcel to the south of 610, west of 169 to be rezoned for mixed use

Ease of Use. To make administering the ordinance easier, there are several districts that we recommend for consolidation, as they are nearly identical. During the consolidation process, it is important to take inventory of the existing conditions in these areas to make sure that the new districts reflect the existing character and development patterns.

- a. Consider consolidation of single-family residential districts (R-2 through R3A). This would consolidate five zoning designations into one, with no change to the purpose (single-family detached residential) and land use guidance (low density residential).
- b. Consider consolidation of multi-family residential districts (R5-R7). The primary difference between these designations is that R5 does not allow for more than two stories. This form of development can be achieved other ways within the current ordinance. The R6 and R7 designations both call for multi-story development in areas guided for high density residential development.

Existing Zoning Districts

Zoning District		Description
R-1	Urban Reserve	Allows for the orderly phasing and development of land until city services, including sanitary sewer, storm sewer, and water, are extended into the area; Typically requires significant amounts of open land area such as athletic and cultural facilities, country clubs, government buildings, educational uses, and land reclamation; Short-term agriculture uses and very low density residential uses and those accessory uses customarily incidental to them.
R-2	Detached Single-Family Estate	Large lot detached single-family dwellings
R-2B	Detached Single-Family Residential	Detached single-family dwellings
R-3	Detached Single-Family Residential	Detached single-family dwellings
R-3A	Detached Single-Family Residential	Detached single-family dwellings
R-4	Detached Single and Attached Two-Family Residential	Detached single and attached two-family dwellings
R-4A	Townhouse	Low or medium density attached residential dwellings
R-4B	Detached Single Family	Low or medium density single family homes within association-maintained communities
R-5	Multiple Family Residential	Two story multiple family structures
R-6	Multiple Family Residential	Multiple family dwellings over two stories
R-7	Multiple Family Residential	Multiple family dwellings
B-1	Office Park	Office uses, with other accessory retail and service uses offered on site to serve the primary use or their employees
B-2	Neighborhood Retail Business	Commercial or mixed use development centers for retail sales and services that serve the adjacent neighborhoods and to preserve and protect the general character of the adjacent areas.
B-3	General Business	Centralized areas for commercial or mixed use development that have a community or regional customer base in that they generally draw customers from farther away than the adjacent neighborhoods
B-4	Vehicle Sales and Showroom	Vehicle sales businesses that draw from a regional customer base and has outdoor storage, display and/or sales of vehicles and/or recreational equipment

Existing Zoning Districts

Zoning District		Description
BP	Business Park	Office, commercial, industrial, or mixed use that enhance the city's tax base, have few customers coming to the site, but may have a large employee base, involve manufacturing, warehousing, office uses, and other accessory retail and service uses offered on site to service the primary use or their employees.
I	General Industrial	Warehousing and industrial uses that may present negative off-site impacts to adjacent properties and are potentially environmentally sensitive due to the characteristics of the use of the property, and/or have an extensive amount of outdoor storage requirements.
PCDD	Planned Community Development District	Designed for use where the general areas contain a unique physical or recreational feature or require detailed, coordinated planning efforts to achieve specific goals.
PUB	Planned Unit Development	Development that is in compliance with the land use designation that allows innovation in development standards.
TC	Town Center	High quality, comprehensively designed commercial and residential neighborhoods with developments designed to promote walking, bicycling and transit use.
CD	Conservancy	Valuable environmental qualities which are to be preserved as park or open space amenities and to prevent the over-crowding of land, to avoid undue concentration of population, a specific public purpose, and/or alleviate the burden of development from environmentally sensitive lands.
PI	Public Institution	Public buildings, uses and needs that otherwise may not fit into other zoning districts because of their specialized land use needs and public purpose.
VR	Village Redevelopment	Implement the goals and objectives of the Village Redevelopment Plan and to define strategies and design standards for the implementation of the Plan. The district is intended to promote creative and efficient use of land within the Redevelopment District by providing flexibility in design and to allow mixed land uses while encouraging compact and pedestrian oriented development

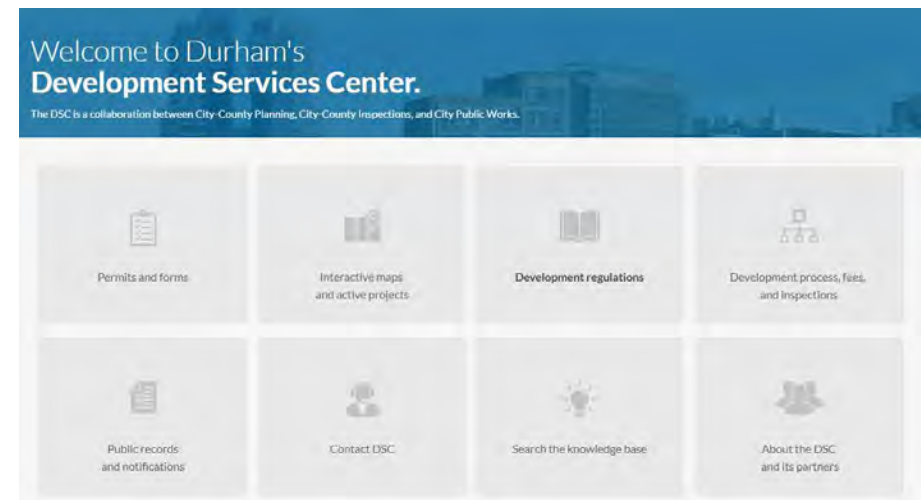
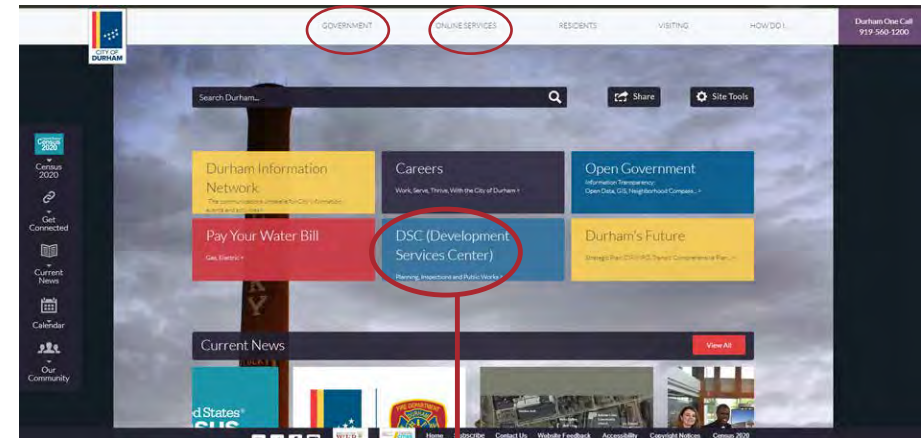
Maintenance. Federal and state law relating to zoning and land use are consistently changing and this update provides an opportunity to ensure compliance with changes to laws such as:

- Federal Telecommunications Act
- Fair Housing Act Amendments
- Americans with Disabilities Act
- Religious Land Use and Institutionalized Persons Act
- In 2011 MN Statute changed regarding the threshold for obtaining a variance. The threshold had been the requirement to demonstrate that the code represented an undue hardship but that changed to practical difficulty. Both standards are currently referenced in the ordinance.

Accessibility of the Code. Brooklyn Park has a goal of being an effective and engaging government that is recognized as a leader in this regard. City information should be clear, accessible, and delivered in ways that meet the community's needs. City laws should be understandable, equitably enforced, and relevant to the community.

- On-line Presence. Successful engagement with planning and zoning customers outside of City Hall requires an on-line experience that is reflective of the way online searches are conducted today. From the homepage of the City's website, it should be clear how to find the planning department or find planning and zoning information. Getting from the homepage to the planning department should only take one click. The City's website should enable developers, potential residents, and prospective businesses to buy into the City's vision. What follows is an example of this "one click" approach.

Sample Website



- b. **Ineffective Digital Code.** A digital zoning code should be a tool to improve the usability and clarity of the code. A zoning code update is an opportunity to address outdated and unrefined formatting and user interface that is unclear and does not enable effective engagement with government. There can be a tension between the hosting website for the City Code and the city's goals for their on-line presence. Resolving this tension may require a more comprehensive departmental webpage where the desired information is presented in a context sensitive and user-friendly manner.

Unified Development Code. We recommend consolidating the City regulations governing land use and development into a Unified Development Code (UDC). The UDC is the official body of rules and regulations to guide land use and development. It is a document in which traditional zoning and subdivision regulations are combined with other desired city regulations such as design guidelines and water management. It serves as a local policy instrument in implementing the City's land use plans and goals.

We have created an outline of a UDC for the City of Brooklyn Park which can be viewed on the next page.

Proposed Unified Development Code Structure

Article 1. General Provisions

Article 2. Zoning Districts

Article 3. Permitted Uses

- A. Permitted Use Table
- B. Use Specific/ Performance Standards

Article 4. Development Standards

- A. Dimensional Standards
- B. Building Form Standards
- C. Connectivity and Circulation
- D. Parking and Loading
- E. Landscaping
- F. Screening and Fences
- G. Signs*
- H. Stormwater Management*
- I. Sustainability Standards
- J. Design Standards
- K. Exterior Lighting
- L. Housing and Property Maintenance Code*
- M. Plat Design*
- N. Maintenance and Operating Standards

Article 5. Administration and Procedures

- A. Summary Table (new feature)
- B. Reviewers and Decision-Makers (new feature)
- C. Review and Approval Procedures
 - a. Comprehensive Plan adoption or amendment
 - b. UDC Text or zoning map amendment
 - c. Subdivision plat approval or amendment*
 - d. Vacation of Street*
 - e. Variance (sign, lot, structure)
 - f. Conditional use
 - g. Interim use
 - h. Temporary use
 - i. Site plan
 - j. Administrative Review
 - k. Zoning permit
 - l. Building permit*
 - m. Certificate of occupancy*
 - n. Accessory home share permit (Airbnb)
- D. Nonconformities
- E. Enforcement and Penalties

Article 6. Definitions

- A. Rules of Constructions
- B. Definitions

Appendix: Zoning Map

What follows is a typical approach to addressing uses and establishing districts in a Unified Development Code.

1. Analyze and consolidate zoning districts
2. Create a use table based on broad use categories and use-specific performance or design standards for the use whether by-right or conditional use permit.
 - a. Residential Use Categories. For each subcategory, provide its characteristics, accessory uses, examples, and exceptions.
 - i. Group living
 - ii. Household living
 - b. Commercial Use Categories. For each possible subcategory, provide its characteristics, accessory uses, examples, and exceptions.
 - i. Commercial Outdoor Recreation
 - ii. Commercial Parking
 - iii. Quick Vehicle Servicing
 - iv. Major Event Entertainment
 - v. Office
 - vi. Retail Sales and Service
 - vii. Self-Service Storage
 - viii. Vehicle Repair
 - c. Industrial Use Categories. For each possible subcategory, provide its characteristics, accessory uses, examples, and exceptions.
 - i. Bulk Fossil Fuel Terminal
 - ii. Industrial Services
 - iii. Manufacturing and Production
 - iv. Railroad Yards
 - v. Warehouse and Freight Movement
 - vi. Waste Related
 - vii. Wholesale Sales
 - viii. Enable medical device and technologies, biosciences, precision manufacturing, R&D facilities, and professional offices (employment-focused uses)
 - d. Institutional Use Categories. For each possible subcategory, provide its characteristics, accessory uses, examples, and exceptions.
 - i. Basic Utilities
 - ii. Colleges
 - iii. Community Services
 - iv. Daycare
 - v. Medical Centers
 - vi. Parks and Open Areas
 - vii. Religious Institutions
 - viii. Schools
 - e. Mixed Use
 - i. Check Town Center district for appropriate allowable uses and densities to match future land use map in the vicinity of Zane and 610
 - ii. Include allowance for mixed use in the neighborhood retail (B2) district (or rewrite this district as a mixed-use district)
 - f. Transit Oriented Development

- i. Density / activity: right now, there are no minimum density or FAR requirements
 - 1. Recommended 20 units/acre for any residential
 - 2. Target 40-75+ units/acre
 - 3. Min. activity threshold 7,000 residents, jobs or students within station areas (min. FAR?)
- ii. Density / activity: right now, there are no minimum density or FAR requirements
 - 1. Add crosswalk requirements (one mention of mid-block crossings in TOD-G District) – safe crossings
 - 2. Require interior connections / pedestrian improvements on private property (i.e.- through parking lots, to building entrances)
 - 3. Require pedestrian connections to public non-motorized network
 - 4. Include requirements for short- and long-term bicycle storage
 - 5. Consideration/incentives for public art?
 - 6. Consider restrictions on first floor residential in TOD-C?
 - 7. Require vehicular access in rear lanes, alleys or side streets (some of this is in there now)
- iii. Parking
 - 1. Include reduced parking ratios for all uses in the TOD districts (there is currently an allowance for a 10% reduction in required parking within ¼ mile of a transit stop, but this needs to be revised and made more specific)
 - 2. Also, in general, consider allowing for parking reductions in other circumstances outside of the PUD process (such as shared uses, presentation of demand information, provision of car sharing spaces, proximity to on-street public parking or parking structures and others)
 - 3. Incentivize structured parking
- g. Other Possible Use Categories. For each subcategory, provide its characteristics, accessory uses, examples, and exceptions.
 - i. Agriculture
 - ii. Aviation and Surface Passenger Terminals
 - iii. Detention Facilities
 - iv. Mining
 - v. Radio Frequency Transmission Facilities
 - vi. Rail Lines and Utility Corridors
 - vii. Enable solar energy systems



ZONING DIAGNOSIS

April 2020

INTRODUCTION

The City of Mahtomedi is a unique, historic City that grew from a quaint summer resort and vacation community just outside the Twin Cities metropolitan area. It began as a destination with a unique sense of place tied to its “small town” character and City leaders endeavor to preserve that special character. Mahtomedi has grown into an active and prosperous city with a population of 8,040 in 2018, based on an estimate by the Metropolitan Council. Although much has changed over the years, Mahtomedi has maintained the “small town” character that residents and visitors value. And while Mahtomedi and the metropolitan area will continue to experience change, this Comprehensive Plan presents “A Vision to Sustain Our ‘Small Town’ City” for present and future generations.

The first and most important job of the zoning ordinance is to protect the health, safety and welfare of the City’s residents, business owners, and visitors. The main way zoning does this is by implementing the goals and policies set forth in the Comprehensive Plan. Mahtomedi’s 2040 Comprehensive Plan lays out a bold vision for the future of housing, sustainability, economic development, and transportation. Policies in each of these areas require changes to the zoning ordinance which enable the types of change envisioned.



During this zoning diagnosis, we examine the current ordinance to determine where there are conflicts; where zoning may be an obstacle for the type of development the City wants; and where there is outdated language that needs to be updated.

Cities use zoning to guide development of privately-owned land to ensure the land is used in a way that promotes both the best use of that land and the prosperity, health, and welfare of its residents. Cities derive the authority to zone from Minnesota and United States supreme court cases and from the Municipal Planning Act found in Minnesota Statutes. The Municipal Planning Act establishes a consistent and comprehensive procedure for adopting, amending, and implementing a zoning ordinance.

WHAT ZONING CAN AND CAN'T DO

While zoning is a primary way for communities to impact the built environment, it is important to understand what zoning can and cannot do.

*What zoning **CAN** do*

- Allow the type of development envisioned in the Comprehensive Plan
- Describe what uses are permitted and where
- Establish the parameters for development related to:
 - Lot size, width, depth
 - Setbacks or build-to lines
 - Building coverage
 - Building height minimums and maximums
 - Landscaping requirements
 - Parking minimums and maximums
 - Design standards



*What zoning **CANNOT** do*

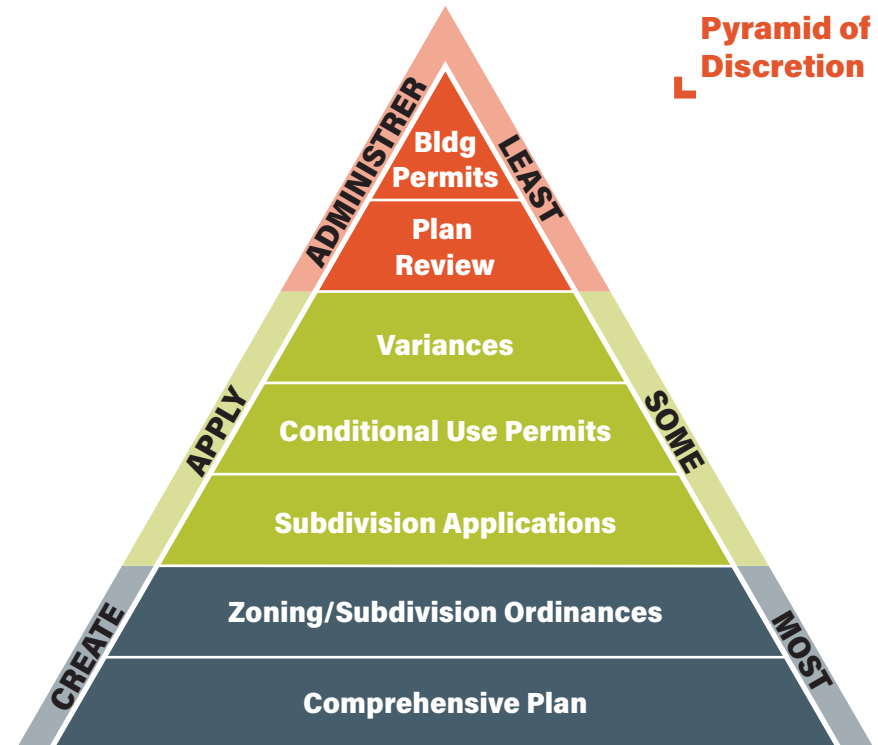
- Guarantee development
- Take away allowed uses
- Preempt state and federal law
- Act as a building code
- Control behavior



The limits to zoning are steeped in history and documented in case law. When creating, adopting and amending land use plans and zoning ordinances, a city is making law by exercising its so-called legislative authority. The city council creates new plans and laws (ordinances) for the entire community to advance its health, safety, and welfare. When acting legislatively, the council has broad discretion. In contrast, when applying existing plans and laws, a city council is exercising so-called “quasi-judicial” authority. It is limited to determining the facts of a specific request, and then applying those facts to the relevant law. A city council has less discretion when acting quasi-judicially. It can be helpful to visualize this as a **“pyramid of discretion”** that shows cities have greater discretion when making land use decisions and policies at the base of the triangle, and less as decision-making moves up the pyramid. Discretion is greatest when officials are creating and drafting the comprehensive plan and writing the zoning code and the least when administering those plans and codes, such as when reviewing a building permit for compliance with the dimensional requirements of the zoning district.

GOALS

As part of its 2040 Comprehensive Plan process, and its annual strategic planning efforts, the City has articulated many goals that directly related to the City’s zoning and subdivision ordinances. These goals and priorities are shared below, which define project values for this zoning update (words that have a strong connection to zoning are **bold**). How does the current code measure up to the goals? The goals serve as standards against which we judge our work.



▼ From the City Council’s strategic direction and priorities for 2020/2021

1 REDEVELOPMENT & REINVESTMENT

The City will review and update city ordinances to support redevelopment that is consistent with city objectives for **housing affordability, environmental sustainability, fire safety, and neighborhood character**:

- Meet with Council, PC, Environmental Commission to identify opportunities to strengthen ordinances
- Develop an ordinance aimed at **limiting variances**

2 COMMUNITY ENGAGEMENT

The City is committed to building strong relationships with community members for increased awareness, input and support for decisions impacting the community’s wellbeing

- **Educate** residents on ordinances and processes
- Increase the informal/’pop up’ direct interactions with residents and elected officials

3 SUSTAINABILITY

The City will implement its sustainability plan and strategies which include a review and update to city ordinances for alignment with the plan’s objectives

- Rooftop **solar**
- **Sustainable** practices
- EV charging stations
- Enforcement for **trees and wetlands**

▼ **The Comprehensive Plan also contains many goals and policies that directly link to work with the zoning code:**



LAND USE

Mahtomedi has sustained and enhanced our “small town” city by using land in a manner that simultaneously strengthens our economy, protects our natural resources, and ensures a high quality of life for all residents. Gather and consider input from residents, business owners and customers in development and redevelopment opportunities.

- a. Use land in a manner that promotes **economic stability and business diversity** while **complimenting the surrounding environment and preserving important natural resources**.
 - i. Promote the **infill development on vacant industrial sites** within the existing industrial park along Long Lake Road north of Highway 694. Ensure that any new light industrial development **compliments existing uses**, protects the natural environment, and **respects the surrounding residential neighborhoods**.
 - ii. Continue to allow **home occupations** that are compatible with existing residential neighborhoods. Consider opportunities to help support home occupations where appropriate.
- b. Use land in a manner that **protects natural and historic resources** that contribute to Mahtomedi’s character.
 - i. Focus development and redevelopment in areas that are already urbanized. **Minimize further encroachment into natural areas** where feasible
 - ii. Study the need and feasibility for providing **community gardens** that can help residents grow and sell food locally
- c. Use land in a manner that ensures a high quality of life for residents by preserving Mahtomedi’s **sense of place** and provides **housing opportunities for all**.
 - i. Promote development and redevelopment that **enhances the existing character** of and strengthens **the vitality of Mahtomedi’s neighborhoods**.
 - ii. Recognize that Mahtomedi’s **unique sense of place** relates, in part, to its historic development pattern that includes narrow and meandering streets, **unique lot configurations**, and an **intermingled mixture of building styles** that include small lake cottages, large estates, and village and neighborhood convenience uses. Review and update the City’s ordinances as necessary to ensure that **development respects the historic character of the area**.
 - iii. Coordinate with the City of Willernie to review and update ordinances as may be necessary to ensure that the **shared downtown** area continues to reflect the **character of the historic village**.



OPEN SPACE

Significant open spaces and natural resources are preserved and enhanced throughout Mahtomedi.

- a. Identify and implement measures to **protect and enhance the City’s water resources including lakes, ponds, streams and wetlands**.
- b. Identify and implement measures to **protect and enhance the City’s plant and animal habitats**.
- c. Acquire, maintain and dispose of open space with the best interest of the natural ecosystem and the park system as a whole in mind.
- d. In all land use decisions, acknowledge the **interrelationship and balance between natural resources, the economy and the social aspects** of life in Mahtomedi and the surrounding region.

Continues on following page ►



HOUSING

- a. Mahtomedi has well designed and well maintained housing and neighborhoods.
 - i. Encourage strong residential **property maintenance** and enhancement activities.
 - ii. Ensure that all **neighborhoods are safe and attractive** and are well served by essential municipal services and facilities.
 - iii. Promote **green building** techniques and **renewable energy** sources in the development of new housing and the renovation of existing housing.
 - iv. Utilize zoning tools to ensure that **new housing respects neighboring properties and the character of the neighborhood.**
- b. Mahtomedi provides diverse housing options for all income

levels and housing needs in the City.

- i. Promote opportunities to **modify or renovate existing housing units** and/or property in a manner that enables existing residents to stay in their homes and that provides an affordable way to provide additional housing for others.
- ii. Integrate **housing for all income levels** throughout the city wherever possible
 - (1) When considering a **PUD for affordable housing**, the City should determine when the level of affordable housing and the guaranteed length of affordability provide a public benefit great enough to justify the potential impacts that would result from a deviation in the zoning or subdivision regulations.



ECONOMIC DEVELOPMENT

*Mahtomedi has **retained, recruited, expanded and diversified local businesses and industries** to provide adequate jobs, meet the service needs of residents and visitors, provide a strong municipal tax base, and operate in a socially and environmentally responsible manner. Mahtomedi has well designed and well maintained housing and neighborhoods.*

- a. **Retain and support local business** and industry.
 - i. Identify any perceived or **real obstacles (such as overly restrictive ordinances)** that the City could potentially remove or minimize to help businesses and industries prosper, while still protecting the health, safety, and welfare of the public
- b. **Recruit industries and businesses**, particularly those that have a synergistic relationship with existing industries, businesses, and institutions, and those that help diversify Mahtomedi's economic base.
- c. **Increase the number of jobs** within the community and support the ability of residents to **telecommute.**

- d. Support entrepreneurs, small businesses, and start-ups as a source of new employment.
 - i. Encourage entrepreneurship in Mahtomedi by connecting residents with resources at Century College and **supporting home occupations** in a manner compatible with surrounding uses
 - ii. Analyze the long-term viability of **existing and proposed neighborhood convenience nodes** in the City. Where appropriate, work with property owners and neighbors to ensure the continued success of neighborhood convenience uses in a manner that compliments the surrounding neighborhoods

INTENT

When acting legislatively, such as with this update to the zoning ordinance, a city can engage in broad policy discussions, and sort through competing views about what plans and laws would be in the best interest of the city. Although not everyone may be on board with the outcome, the more public participation in the planning (comprehensive plan) and law-making (zoning code update) stage, the better the understanding among the public of why the city has put a plan or law in place. The zoning ordinance begins with a purpose statement which outlines the community's reasons for adopting the ordinance. The purpose statement links the rules and regulations listed in the ordinance to the community's values, plans, and goals. This update is an opportunity for Mahtomedi to be clear about the type of development it intends to promote with its ordinance, which link to the values and goals expressed in the comprehensive plan and other documents.

Based on the goals in the comprehensive plan, the City may want to consider the following additions to the intent of the Zoning Ordinance:

- Provide for safe, accessible connections between land uses that include provisions for vehicles, pedestrians, bicyclists, and use of transit.
- Provide performance standards that allow the flexible use of properties in ways that do not negatively impact surrounding uses.
- Preserve significant open spaces
- Allow for a diverse range of housing options

▼ Mahtomedi establishes its zoning intent in the current ordinance as follows

Statement of Legislative Intent. This Ordinance is adopted to:

- A. Protect and promote the public health, safety and general welfare of the community.
- B. Classify properties into zones and districts reflecting their peculiar suitability for particular uses.
- C. Guide future land development to insure a safer, more pleasant and more economical environment for residential, commercial, industrial and public activities.
- D. Provide for sequential planned development that will allow the efficient and orderly expansion of utility systems without premature urbanization of existing undeveloped land.
- E. Preserve the unique character and individuality of the City's historic growth pattern.
- F. Regulate the location, construction, alteration and use of buildings, structures and land.
- G. Conserve property values.
- H. Insure adequate light, air, privacy and convenience of access to property.
- I. Prevent the overcrowding of land and the undue concentration of population.
- J. Fix reasonable standards to which building structures and uses shall conform.
- K. Lessen congestion in the public streets by providing off-street parking of motor vehicles and off-street loading and unloading of commercial vehicles.
- L. Facilitate adequate transportation, water, sewage disposal, education, recreation and other public facilities and requirements.
- M. Prohibit the use of buildings, structures and lands that are incompatible with the intended use or development of lands within the specified zones.
- N. Protect against fire, explosion, noxious fumes, offensive noise, vibration, dust, odor, heat, glare and other pollution and hazards in the interest of the public health, comfort and general welfare.
- O. Conserve natural resources and maintain high standards of environmental quality.
- P. Conserve the natural and scenic beauty and attractiveness of roadsides.
- Q. Preserve the quality of surface waters and guide the prudent development of shoreland areas.
- R. Preserve and protect the capacity of flood plains and natural ponding areas to carry, hold and discharge excess surface waters.
- S. Provide for the administration of this Ordinance and define the powers and duties of the various administrative officers and bodies.
- T. Provide for the enforcement of this Ordinance and prescribe penalties for the violation of its provisions or any future amendments.

SUBSTANCE

Many of the changes required to the zoning ordinance directly link to the recently adopted 2040 Comprehensive Plan.



Residential Densities

There are a few minimum lot size/maximum density requirements in the current zoning districts that must be updated to allow for development at the maximum densities prescribed in the comprehensive plan:

Zoning District	Current Min. Lot Size	Required Min. Lot Size
R-4 Multi-Family	4,356 sf (10 units/acre)	1,742 sf per unit (25 units/acre)
MU-PUD Mixed Use PUD	None	1,742 sf per unit (25 units/acre)
VMU Village Mixed Use	Density 10-30 units/acre	12-25 units/acre





Briarwood Area

The Briarwood Area is one of the most unique in the City and has been studied over the past decade due to failing septic systems and requests for utility extensions. The general consensus has been to preserve the rural character of the neighborhood and to not extend urban services. However, there are many non-conforming lots that do not match the Rural Residential District. A special zoning district for the Briarwood area should be considered.

Mixed Use PUD

The Mixed Use – Planned Unit Development (MU – PUD) District is intended to provide an area for a mixture of medium to high density residential and limited commercial uses that embody a village atmosphere. Currently the MU-PUD is located in an area along Century Avenue that is the subject of the Century Avenue Small Area Plan. Mixed income residential uses should comprise the majority of the District. Limited commercial uses and open space should be sensitively integrated with the residential development. This District allows for maximum flexibility in the promotion of difficult redevelopment projects and it allows the arrangement of residential and commercial uses in a manner that is in the best interest of the City.

Much of the language in the district is outdated and does not match the current goals for the site as described in the draft Century Avenue Small Area Plan. That Plan suggests some work on the zoning district to facilitate the redevelopment envisioned:

- Change the title of the district to avoid confusion with the adjacent Planned Unit Development (Ledgestone Townhomes)
- Remove the percentage requirement for owner-occupied dwelling
- Remove the ratio of commercial vs residential uses (but keep the requirement for affordable housing units)
- Allowing more commercial uses than just those described in the B-2 district

Sustainability

The 2040 Comprehensive Plan places a significant emphasis on sustainability throughout the document's chapters. In particular, the following zoning-related actions are included:

- Establish zoning ordinances to allow solar as an accessory use in all districts
- Protect access to solar resources and maximize renewable energy resources in new development while minimizing potential adverse impacts to biological, visual, and natural resources
- Increase community access to local food resources by promoting Community Supported Agriculture (CSA) farms, Mahtomedi farmer's market, and residential and community gardens.
- Promote sustainable transportation infrastructure and adopt zoning language that aligns with the Green Streets Program strategies.
- Promote shared parking
- Provide incentives for low-impact site development



Other Policies from the Comprehensive Plan

In addition to those mentioned above, there are a couple of other policies put forth in the Comprehensive Plan that should be clarified and discussed as part of this zoning update:

- The housing element includes a goal of encouraging strong residential property maintenance and enhancement activities. Does the City wish to explore a property maintenance code? Are there particular issues of concern? The rental licensing ordinance could be improved to address some of the issues as well.
- Affordable housing tools are also laid out in the housing element, including affordable housing provision in the public benefits that could be offered for a Planned Unit Development. When considering a PUD for affordable housing, the City should determine when the level of affordable housing and the guaranteed length of affordability provide a public benefit great enough to justify the potential impacts that would result from a deviation in the zoning or subdivision regulations.

MAINTENANCE

Neighborhood Character

Over the past few years, there have been several variance and CUP applications that have generated discussion from the Planning Commission and City Council on how best to protect neighborhood character, especially in the R1-E Historic Mahtomedi district and along the shores of White Bear Lake. There have been instances of requests that meet ordinance requirements, and yet seem to run contrary to the desired character of the neighborhood.

The Planning Commission and City Council should provide direction on the following questions so that appropriate updates to the ordinance can be made:

- Is **setback averaging** (required in the R1-E but not in other districts) resulting in the desired neighborhood character? Or should it be modified?
 - Should setback averaging be allowed in other districts as well?
 - Should it be required on riparian lots, even if the resulting setback would be larger than the minimum setback required by current ordinance? Staff can provide information on the potential impacts of this.
- Are new homes being constructed in the historic district too large for the parcels? If so, should we change the permitted floor area ratio on these residential lots? Staff can provide
- Is the Conditional Use Permit the right method to use to deal with requested ordinance deviations in the historic district?

- Or would variances be better (they have more stringent criteria)?
- Staff can provide historic information on the patterns of variances and CUPs that have been granted
- Are side yard setback requirements adequate in the R1-E?
 - Should there be an additional requirement for a maximum ratio of building width to lot width?
- Is the method for measuring building height in riparian areas appropriate?
 - Should there be restrictions on roof pitch?
- Should public notice requirements be created for certain building permits?

Uses

We should take this opportunity to review the lists of permitted, accessory and conditional uses in each zoning district to remove outdated language and add newer uses that can/should be considered. These may include uses such as:

- Microbreweries
- Maker-spaces
- Short-term rentals
- Types of home occupations/work from home arrangements



Other Maintenance

Staff has compiled a matrix of additional edits that should be made to the ordinance to eliminate inconsistencies, clarify ambiguous language, and correct outdated definitions. The complete matrix is attached as an Appendix to this diagnosis. The edits generally fall into a few categories:

- Riparian lot standards
- Impervious surface regulations
- Setbacks
- Signs
- Accessory structures
- Building code-related

The subdivision ordinance, while separate from the zoning ordinance, is part of the City's official controls and should be examined for streamlining and maintenance items. In particular, the City should consider including an administrative review process for lot line adjustments (rather than requiring a minor subdivision, public hearing and City Council approval) and clarify the procedures for lot combination.

These maintenance items are not as time-sensitive as the amendments required by the Metropolitan Council. However, it is most efficient and clear to the public to complete them in-tandem with the other amendments.





Zoning Diagnosis
April 2020

PROPOSAL TO PROVIDE ZONING CODE UPDATE SERVICES



CITY OF
BRAINERD, MN

ENGINEERING, REIMAGINED

AUGUST 13, 2020

KLJENG.COM



KLJ Engineering LLC

728 East Beaton Drive, Suite 101
West Fargo, ND 58078-2650

MAIN CONTACT:

Joel Quanbeck, AICP
701-271-5018
joel.quanbeck@kljeng.com



August 13, 2020

City of Brainerd
Attn: David Chanski
501 Laurel Street
Brainerd, MN 56401

Re: Request for Proposals (RFP) and Qualifications for Zoning Code Update Services

Dear David:

Start small and build on success.

This simple maxim has been some of the best advice I have ever received, and it is especially applicable to the City of Brainerd as you seek to implement a new Comprehensive Plan. The new plan is full of great concepts that will take careful and continuous attention to implement, and chief among them is a new zoning ordinance.

KLJ is ready to assist Brainerd in preparing a new zoning ordinance that will help implement its new Comprehensive Plan. Our proposal highlights our team's depth of experience and ability to provide on-target services and involvement to meet your project objectives. We have summarized a three-stage approach that will offer you a high-level of City control over the process, while we do the heavy lifting for you. KLJ has a small office in Brainerd that we will use as a base of operations whenever practical.

Both Forrest Sanderson and Joel Quanbeck have extensive experience drafting ordinances that has given us opportunities to address a wide variety of contexts and topics. But we believe effective planning is about relationships. It is necessary to be in the community, listening and talking to citizens about their needs and the desires of elected officials to address them. Four members of our team also have experience as zoning administrators. We understand the issues and ordinance needs from an implementation side. We know what is practical instead of just what is theoretically reasonable.

Our approach is designed to develop the updated ordinance in stages and maintain strong stakeholder engagement throughout the process. This will assure the end product meets your needs and eases the process of implementation. A key to accomplishing this is the development and involvement of a Stakeholder Advisory Committee. A second key is a thorough diagnostic process at the first stage that allows us to develop a framework and specifications for the ordinance before drafting the ordinance text.

Our proposal explains an approach we know will be effective in accomplishing your project objectives. However, we strongly recommend a pre-contract scoping meeting to refine task details and develop a responsive/interactive approach to completing the project in three stages. Our commitment is to quality and an ordinance that will help the City of Brainerd implement its vision for the future. Please reach out to us at 701-271-5018 with any questions.

Sincerely,

KLJ

A handwritten signature in black ink, appearing to read 'Joel Quanbeck', followed by a long horizontal line extending to the right.

Joel Quanbeck, AICP
Project Manager/Main Contact
joel.quanbeck@kljeng.com

A handwritten signature in black ink, appearing to read 'Mark Anderson', written in a cursive style.

Mark Anderson, PE
Vice President of Environment and Public Works
mark.anderson@kljeng.com

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AN EXCEPTIONAL EXPERIENCE

EVERY PROJECT | EVERY TIME

Since the 1930s, KLJ has worked alongside communities of all sizes, partnering with clients such as cities, counties, and developers – just to name a few. We create solutions that turn your visions into reality, improving the lives of people and communities across the nation. Our business model puts you first, providing an exceptional experience that truly reimagines what your project can become.



ENGINEERING NOW AND PLANNING FOR THE FUTURE

The project you complete today impacts lives for generations. Together, we discuss your current needs, identify the alternatives, recommend the right solution, and uncover ways to positively impact our communities.



EXPERIENCE YOU CAN COUNT ON

Together, we'll complete more than projects; we'll create a legacy. And we know how to do this because we've been building our own for decades. Creating exceptionally engineered solutions is second nature at KLJ.



EXCEPTIONAL SERVICE

It's more than an engineering project – it's your experience. We become part of your community, and will care about your projects as much as you do, putting your project first. We will collaborate to understand what's most important to you and deliver an exceptional experience.



PEOPLE YOU CAN TRUST

With offices located across the nation, and more than 550 employee-owners, we have the capacity to provide the services needed to help our communities move forward and grow. We have the size and scope of engineering-based services along with the local expertise to drive your project forward to a successful result.

We mean it when we say there is no community too small, or project too big. Our team is committed to planning, designing, and supporting infrastructure projects of all shapes and sizes. From pipelines, roads, runways, and parks, we do all the sophisticated engineering you expect, along with the support and technical expertise you need.



AVIATION



CULTURAL
RESOURCES



ENVIRONMENTAL



FUNDING
RESOURCES



LAND
DEVELOPMENT



OIL & GAS



POWER



PUBLIC
WORKS



RIGHT-OF-WAY



STRUCTURAL



SURVEY



TELECOM-
MUNICATIONS



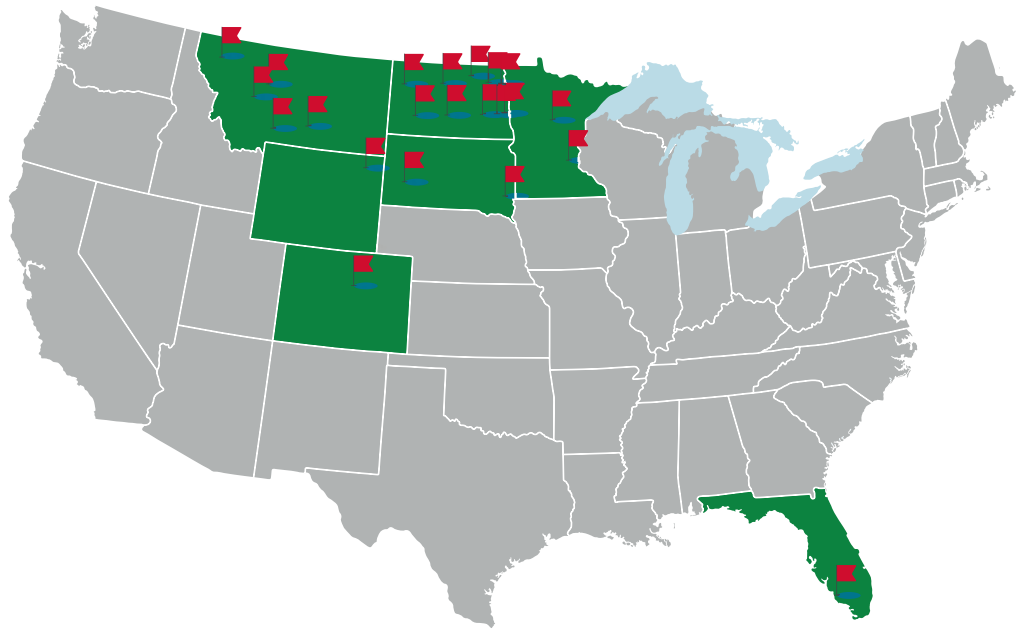
TRANSPORTATION



WATER

OUR HISTORY

KLJ has provided multi-disciplinary engineering-based solutions for all sizes of projects since 1938. The company was founded in Dickinson, ND by Louie Veigel under the name L.W. Veigel, Consulting Engineering. In 1971, it was incorporated under the name L. W. Veigel and Company, P.C. The name changed to Veigel Engineering, P.C. in 1981, and in 1984 became Kadrmas, Lee & Jackson, P.C. KLJ was incorporated in 2001, under the company name, Kadrmas, Lee & Jackson, Inc. KLJ became an employee-owned company in 2008, and moved our corporate headquarters from Dickinson to Bismarck, ND the following year. In 2020, the company's name changed to KLJ Engineering LLC. As a company, changes in structure and company name largely reflect organic expansion of our services and regional presence over an 82-year history. It is important to note that core leadership throughout this history has remained stable and deeply rooted in our region throughout growth of our company.



HERE TO SERVE YOU

The 10 member team KLJ is dedicating to the Brainerd Zoning Code Update work out of four of our 22 office locations (Saint Paul, West Fargo, Bismarck, and Billings). We will use our Brainerd office as a temporary base of operations whenever it is practical. Project Manager Joel Quanbeck and his key staff are located in West Fargo, and Public Engagement Lead Brenda Thomas and her key staff are located in Saint Paul. Our project team is backed by a network of more than 550 professionals across the upper Midwest. This network is supported by communications and management systems that allow us to collaborate efficiently across all our offices and with our connected clients, as well.



Project Team

We propose a team of diverse, hand-picked staff who will provide focused attention in their individual areas of expertise. We have highlighted key individuals to emphasize our commitment to the Brainerd Zoning Code Update. Our project team has extensive experience, evidenced through successful work on similar projects. Personnel resumes are on the following pages.



JOEL QUANBECK, AICP | *PROJECT MANAGER, DIAGNOSTICS LEAD, QA/QC*
Key Strength: Innovative and strategic planning

FORREST SANDERSON, AICP, CFM

QA/QC, ORDINANCE
DEVELOPMENT LEAD

Key Strength: Technical and
organizational excellence

BRENDA THOMAS

PUBLIC ENGAGEMENT LEAD

Key Strength: Combines great
communication skills with the optimal
communication tools

JAMI MORRIS

ORDINANCE DEVELOPMENT
SUPPORT

Key Strength: Efficient
research and analysis skills

JOE NIGG

ORDINANCE DEVELOPMENT
SUPPORT

Key Strength: Broad knowledge-
base and critical thinker

**BRAINERD
ZONING CODE
UPDATE**

**BETHANY BRANDT-SARGENT,
AICP, PTP**

SOCIAL MEDIA, CORRIDOR DESIGN

Key Strength: Adept use of social
media and great transportation
analysis skills

DAVE WIOSNA

GIS/MAPPING

Key Strength: Solid GIS capabilities
and planning project experience

CHRIS HARRIS

VISUALIZATION

Key Strength: Award-winning 3D
graphics and video production
skills

NICHOLE FISCHER

GRAPHICS

Key Strength: Superb graphics
communication skills

NIKKI WALLENTA

DIAGNOSTIC SUPPORT, PUBLIC
ENGAGEMENT SUPPORT

Key Strength: Efficient researcher
and strong public hearing
experience



Joel Quanbeck, AICP

**PROJECT MANAGER,
DIAGNOSTICS LEAD, QA/QC**

CERTIFICATION

AICP – American Institute of
Certified Planners

EDUCATION

BS Sociology, Minor Emergency
Management – North Dakota
State University

Joel has nearly 30 years of professional planning experience in Minnesota, North Dakota, Montana, and South Dakota. Some of his most significant experience includes comprehensive planning, zoning, socio-economic analysis, emergency management, public involvement, transit system analysis, and floodplain management. Joel has provided planning services to counties, cities, townships, metropolitan planning organizations (MPO), state government departments, private developers, and both public and private non-profit organizations. These varied projects allow him to understand the perspectives of and effectively serve a wide variety of organizations, as well as small to medium-size local governments. Joel has also completed large projects of regional significance.

During his “free time,” for several years he was actively involved in a historic neighborhood organization and helped develop the first historic overlay district for the City of Fargo, ND. This experience has provided many insights into the issues and opportunities of defining and establishing neighborhood level design guidelines. During this same time period, Joel also participated in some original research into issues and opportunities pertaining to traditional neighborhood design.

In addition to writing comprehensive plans and land development codes for counties, cities, and townships, Joel has provided planning administrative services to them. This means he understands the practical issues of implementation, as well as the theoretical issues of code development. Joel has been asked to lead training workshops at annual conferences of statewide organizations, such as the North Dakota League of Cities, and to provide topical instruction at the Western Planning Resources annual conference. His analytic strengths will be especially used in the first phase of the Brainerd Zoning Ordinance project to collaboratively define exactly what the new ordinance needs to accomplish to help implement the new Comprehensive Plan.

Joel has also worked extensively in emergency management. In recent years this has been in the area of multi-hazard mitigation planning. In addition to writing several Multi-Hazard Mitigation Plans, he has participated in a number of workshops and conversations with Federal Emergency Management Agency (FEMA) representatives about the integration of hazard mitigation planning with other planning processes and documents. Joel will use this understanding and experience to assist Brainerd in minimizing hazard risks through the development review process.

Relevant Experience

Project Manager | Dunn County Comprehensive Plan, Land Development Code, and Technical Assistance | Dunn County, ND

Joel led the county through an accelerated planning process to develop a comprehensive plan that addressed a multitude of issues related to the Bakken oil boom. Based on concerns within the county about preserving character and minimizing impacts, he saw the opportunity to incorporate form-based code thinking into the comprehensive plan. This was immediately followed by the substantial revision of the County’s land use regulations where the zoning districts were designed to address the preservation of community character and did not follow standard residential-commercial-industrial land use splits. He continues to provide technical assistance and advice to the county on a variety of land management issues. This includes significant research and substantial code revisions pertaining to regulation of wind farms, crew camps, animal feeding operations, signs, industrial and Technologically Enhanced Naturally Occurring Radioactive Material (TENORM) landfills, and several other topics. Joel has begun development of an updated comprehensive plan for the County, and is in the process of preparing a multi-hazard mitigation plan for the County. He is working to ensure close integration of these two plans, and will be furthering that integration with additional updates to the County’s land use regulations.

Joel Quanbeck, AICP

PROJECT MANAGER, DIAGNOSTICS LEAD, QA/QC

continued

Relevant Experience

Project Manager | Cass County Ordinance Update | Cass County, ND

Joel was project manager and lead planner for a Cass County comprehensive and transportation plan completed in 2018. One of the implementation activities of the comprehensive plan was developing a zoning ordinance and new subdivision regulations for the county in order to better accomplish several goals and strategies of the plan. The project included a diagnostic process similar to that requested by the City of Brainerd to help define what the ordinances needed to do. Joel is nearing the end of this diagnostic process and some of the lessons learned from it are influencing the proposed approach to the Brainerd zoning ordinance.

Project Manager | Ward County Comprehensive Plan and Zoning Ordinance | Ward County, MN

Joel is project manager and lead author for the ongoing Ward County Comprehensive Plan and Zoning Ordinance update project. The County's comprehensive plan was adopted in late summer 2019, and work on an updated zoning ordinance and subdivision regulations is ongoing. Topics of significant importance in this project include agriculture preservation, county transportation corridor preservation, wind farm development, animal feeding operations, and multi-hazard mitigation plan integration.

Project Manager/Lead Planner | Pelican Rapids Comprehensive Plan | Pelican Rapids, MN

Pelican Rapids needed to update its comprehensive plan to address some land use issues that had surfaced since its previous plan. Joel was asked to complete the update that focused on several issues related to transportation and future growth areas. The new comprehensive plan addressed economic development, future land use areas and connectivity, as well as provided guidance on zoning changes to accommodate reasonable short-term property improvements without compromising the long-term land use strategy. The plan also introduced clean energy policies to prepare for potential future development and grant requirements.

Senior Planner | Crookston Comprehensive Plan | Pelican Rapids, MN

When the City of Crookston decided to update their comprehensive plan, they selected KLJ to assist them. A thorough analysis of future land use needs and significant public engagement process were key aspects of the project. Joel was heavily involved in public engagement activities, including media interaction and community input meetings. He was project manager for the final draft and adoption stage of the project. Since then, he has also assisted the City with a corridor development plan to help implement the comprehensive plan.



Forrest Sanderson, AICP, CFM

**QA/QC, ORDINANCE
DEVELOPMENT LEAD**

CERTIFICATION

AICP – American Institute of
Certified Planners
Certified Floodplain Manager –
Association of State Floodplain
Managers

EDUCATION

BS Earth Science, Geographic
Planning Option – Montana
State University

Forrest joined KLJ after a distinguished career as a professional planner working with Montana's state and local governments. He has prepared or updated zoning regulations for seven cities and in 18 rural neighborhoods. Each of these regulatory documents was based on the premise that zoning must meet four basic criteria:

- 1. Regulations are grounded in the community master plan*
- 2. Regulations are easy to understand by the lay person*
- 3. Regulations truly meet the future needs and desire of the neighborhood*
- 4. Regulatory processes and procedures are consistent and repeatable with timely and consistent outcomes*

These criteria have been developed from serving as the appointed administrator in four counties and five cities. Additionally, Forrest has reviewed more than 250 subdivisions creating in excess of 1,500 lots, served as a floodplain administrator for more than 30 years in nine separate jurisdictions, and written or assisted in the writing of numerous neighborhood plans, planned unit developments, master plans, growth policies, floodplain hazard management, and subdivision and zoning regulations to implement planning documents. This experience encompasses small resort communities that desired to remain as they are to rapidly growing and developing cities, counties, and state and regional projects.

For each of the zoning districts he has created or worked on in the past, Forrest has a consistent process. This process involves community engagement, coordination with local staff, and proactive issue resolution. It begins with a meeting with the zoning administrator and zoning commission to take a deep dive into their master plan or comprehensive plan for guidance on the structure of the zoning regulations tempered by what the staff and commission believe is the direction forward for each neighborhood.

Once armed with this basic framework, Forrest is positioned to move on to the details of regulations and performance standards for each neighborhood. The concept is rolled out in a series of meetings with staff, zoning commission, but most importantly with the public, as it is ultimately their property that will be impacted by the new regulations. Based on these meetings with the neighborhoods, the regulations are refined into a document that is workable for the staff and zoning commission, but more importantly, accepted by the citizens at large. In Montana, where the bulk of Forrest's experience has been, buy-in from the citizens is crucial as the zoning district and regulations can be protested and invalidated by 40 percent of the freeholders within the district.

As a quick example, the new zoning regulations for the City of Sidney was a project that Forrest inherited well after the process had started and things were not going well. In order to address the variety of concerns, he took the process back to the basics by meeting with staff and the commission, and followed that same evening with a community meeting to discuss the needs, wants, and desires of all parties. What he found was that there were sections of the master plan that the zoning commission was trying to implement that were unacceptable in several of the proposed residential and commercial transitional districts.

The solution to the problem was to expand the number of transitional and residential districts and eliminate the problematic standards where it met the needs of the neighborhood. The results were and have been very successful for the City of Sidney. In the words of their zoning administrator, Greg Anderson, "we have regulations that are widely accepted, easy to understand, and provide clear direction for future growth of the City."

Forrest Sanderson, AICP, CFM

QA/QC, ORDINANCE DEVELOPMENT LEAD

continued

Relevant Current Projects

- » County Contract Planner and Zoning Administrator | Dawson County, MT
- » County Contract Planner and Zoning Administrator | Fallon County, MT
- » City Contract Planner and Zoning Administrator | City of Baker, MT
- » City Contract Planner and Zoning Administrator | City of Glendive, MT
- » City Contract Planner and Zoning Administrator | City of Sidney, MT
- » Town Contract Planner | Town of Plevna, MT

Relevant Completed Projects

- » Zoning Regulation | City of Sidney, MT
- » Growth Policy | City of Colstrip, MT
- » Growth Policy and Subdivision Regulations | Fallon County, City of Baker, and Town of Plevna, MT
- » Growth Policy | Musselshell County and Town of Melstone, MT
- » Growth Policy Adoption Assistance, Subdivision Regulations | City of Sidney, MT
- » Growth Policy Adoption Assistance, Development Regulations, Zoning Administration, Subdivision Regulations, and Floodplain Regulations | Fallon County, Dawson County, City of Sidney, and City of Glendive, MT
- » Workforce Housing Regulations | Powder River County, MT
- » Zoning Regulations | Town of Plevna, MT
- » Rural Special Improvement District (RSID) Creation | West Glendive Sewer District, MT

Relevant Projects Prior to Employment with KLJ

- » Zoning Regulations 2008 and 2014 Update | City of Red Lodge, MT
- » Growth Policy 2008 and 2013 Update | City of Red Lodge, MT
- » Master Plan and Development Code 1995 | City of Polson, MT



Brenda Thomas

PUBLIC ENGAGEMENT LEAD

EDUCATION

BS Mass Communications,
Emphasis in Public Relations
and a Minor in Marketing –
Minnesota State University –
Mankato

Brenda is an experienced leader in strategic engagement and communication efforts statewide. She has worked for more than 20 years in non-profit management, advocacy, facilitating complex topics, and directing teams for success in the public, private, and non-profit sectors. Brenda's passion to support and uphold communities align well with her personal values to ensure all voices are heard in decisions that impact lives.

Relevant Experience

Public Engagement | CSAH 88 Realignment | Dakota County, MN

County State Aid Highway (CSAH) 88 is a two-lane roadway and serves as the primary roadway through the City of Randolph and Randolph Township, and connects residential, commercial, and agricultural properties to Cannon Falls. KLJ is producing final design plans and assisting Dakota County with phasing the project to address current challenges, including not meeting current design standards, having minimal paved shoulders, no turn lanes, and multiple curves with speeds below the posted speed limit. The pavement is also in need of reconstruction. Brenda is the public engagement lead and has collaborated with the county to develop a public engagement plan. She is currently implementing virtual open house events utilizing diverse technology tools and online engagement methods amidst COVID-19 restrictions.

Public Engagement | TH 15 Operations Study | Saint Cloud Area Planning Organization (APO)

Trunk Highway (TH) 15 is a four-lane arterial through the cities of Saint Cloud and Waite Park, and carries approximately 36,000 travelers daily. Performance measures indicate that the intersections at 2nd Street South and Division Street are among the worst in the region in terms of travel time reliability. Specifically, the vision for TH 15 is to improve operations to increase safety, mobility, and improve traffic flow, both now and in the future. Brenda worked with the APO, surrounding cities, county, and the Minnesota Department of Transportation (MnDOT) to develop a public engagement plan for the study. She is currently working extensively with elected officials, property-owners, multicultural residents, and key stakeholders to develop a vision for the corridor.

Engagement and Strategy Director | Rethinking I-94, MnDOT | Minnesota

Brenda was responsible for developing and implementing a corridor-based engagement approach for the I-94 corridor, including management of market research and engagement contracts. She partnered with neighborhood associations, community leaders, and special interest groups to increase engagement in underrepresented populations. This exceeded goals in all areas.

Brenda represented the MnDOT Metro District and its programs at meetings with other governmental officials – both local and federal – and communicated MnDOT's policies, activities, and programs. She oversaw initiatives with the metropolitan council and other cities and counties as it related to community engagement efforts in the transportation industry. Brenda provided guidance and strategic communications direction in the composition, development, and execution of issue-resolution teams.

Public Engagement | Rice Street Visioning Study | Ramsey County, MN

Brenda provided consulting services to Ramsey County for the development of their Public Involvement Plan (PIP) for the Rice Street Visioning Study. Her efforts included demographic research, segmentation surveys, stakeholder assessment, and engagement activities.



Jami Morris

ORDINANCE DEVELOPMENT SUPPORT

EDUCATION

BS Land Resource Science with
GIS Minor – Montana State
University

AA Natural Resource
Management – Sterling College

Jami has 20 years of planning experience. She worked for the City of Bozeman, Montana Community Development Department for six years, and worked as a land use planning consultant for 13 years. Jami joined KLJ in 2019.

As a land use planner, Jami has analyzed numerous project proposals and offered land use advice to several cities and counties in Montana. She has provided technical assistance with the drafting and adoption of subdivision regulations, growth policies, and zoning codes. Jami has additional experience in wildland urban interface planning and wildfire hazard assessment.

Relevant Experience

City Planner | Community Development Department | Bozeman, MT

Jami reviewed annexation, zoning, subdivision, and development applications for compliance with city regulations and the adopted growth policy. She managed multiple projects with varying deadlines and in different phases of development. Jami worked closely with other government agencies and met regularly with developers, engineers, and architects to explain the city's review process and assist with the overall project design. She was responsible for drafting staff reports, resolutions, conditions of approval, and improvements that were presented at the public hearings. Jami worked on the rewrites to the City's 2003 zone code and later the creation of the new Unified Development Code in 2006, which combined the City's zoning code and subdivision regulations. She also served as the department's GIS lead, where she was responsible for creating department project maps and growth policy exhibits, as well as developing the City's existing land use inventory. While working for the City of Bozeman, she was the staff liaison to the City's Wetland Review Board, Community Affordable Housing Committee, and the Design Review Board.

Planning Consultant | County Commission | Granite County, MT

Jami was hired by Granite County to review a 3,000-acre mixed-use subdivision proposed in a rural part of the County; adjacent to the Missoula County line. She responded to public inquiries, coordinated with public officials, contacted county and state agencies for comments, drafted the staff report, and presented her findings at the planning board and county commission hearings. Findings for the subdivision identified unmitigated impacts to water quality, roads and highways, emergency response, sanitation, and wildland urban interface. The County denied the subdivision. The developer then sued the County and ultimately went before the Montana Supreme Court, where the findings supporting denial were upheld.

Planning Consultant | Town Council | Clyde Park, MT

Jami was contracted by the Town of Clyde Park to provide on-call planning services. She primarily reviewed minor subdivisions, certificates of survey, and boundary line relocations. While working for Clyde Park, she drafted the town's growth policy and subdivision regulation updates. At the Town's request, Jami also drafted a zone code. This was the Town's first attempt at establishing zoning within town limits. She was also hired to answer questions from the public, community outreach, GIS land use analysis, drafting staff reports, and oral presentations before the Planning Board and Town Council.

Project Manager | Ferguson Farm I | Bozeman, MT

Jami worked over a period of 10 years with the landowner to develop and implement a long-range plan for a two-phase 1.5 million-square foot commercial mixed-use development. The project went through rezoning, master plan, subdivision, and planned unit development review. She also developed the form-based development guidelines for both phases.

Montana Department of Transportation (MDT) Public Information Officer | US 287 North of Three Forks Project | Three Forks and Helena, MT

Jami is the public information officer for the US 287 highway widening project south of Toston. As the project liaison, she is responsible for publicizing construction updates from the contractor and MDT project manager to the public. In addition to weekly stakeholder emails and texts, she manages the content on all project public outreach platforms, including the website, hotline, social media, digital ads, streaming audio, direct mailers, and press releases. Jami also provides quality assurance/quality control (QA/QC) review to ensure project compliance with the state's branding guidelines.



Joe Nigg

ORDINANCE DEVELOPMENT SUPPORT

EDUCATION

MA Political Science, Emphasis
in Public Administration and
Public Policy – University of
Colorado, Denver

Bachelor of Landscape
Architecture, Focus in Natural

Resource Management
and Land Reclamation; BS
Environmental Design – North
Dakota State University

Farm Business Management
– Northland Community and
Technical College – Thief River
Falls

Joe has more than 10 years of professional planning experience in Minnesota, North Dakota, and Colorado. He brings a diverse perspective with an unparalleled set of skills relative to transportation planning, community planning, and various aspects of land use regulations. As the former downtown planner for the City of Fargo, Joe worked on downtown redevelopment, parking, and economic development. His past experience leading a comprehensive plan update for Pagosa Springs, CO, and working as a planning and zoning administrator for both Pagosa Springs and Fargo give him a strong background to help complete the new Brainerd zoning ordinance.

Relevant Experience

City Planner/Senior Planner | City of Fargo, ND

Joe's duties included downtown development and economic development, management of the City's downtown parking infrastructure, which included 1,600 off-street parking spaces within three structured ramps and eight surface lots, representation of the City in annexation negotiations and agreements, review of development applications (platting, subdivision, zoning, etc.), long-range transportation and land use planning in growth areas, project and contract management, policy development, transit planning, and staff to multiple committees, including the Renaissance Zone Authority (RZA), Parking Commission, City Commission, Planning Commission, Downtown Task Force, Fargo-Moorhead Metropolitan Council of Governments (Metro COG), and Downtown Community Partnership (DCP).

Community Planner/Principal Planner | Fargo-Moorhead Metro COG | Fargo, ND

Joe was responsible for long-range transportation planning; inter-governmental coordination, data management (census, ACS, GIS, etc.), and data analysis; corridor study development, long-range transit planning, land use planning, community planning, and comprehensive plans; traffic forecasting and travel demand modeling; management of Metro COG GIS program; long-range bicycle/pedestrian planning; facilitate public input meetings; and staff to multiple committees, including Transportation Technical Committee, Metro COG Policy Board, and Metro Area Transit Coordinating Board.

Planner/Town Planner | Town of Pagosa Springs, CO

Joe's duties included management of the planning department (as town planner) current and long-range planning inclusive of land use planning, transportation planning, policy development, project management, and contract management. He also reviewed development applications, drafted development-related agreements, and reviewed applications in accordance with town regulations, codes, and ordinances. Joe represented the town in negotiations and discussions regarding development agreements, annexation agreements, and other planning documents. He also managed public improvement agreements, planned development agreements, subdivision agreements, and infrastructure bonds and prepared grant proposals and monitored funds awarded. He completed updates, revisions, and drafts of ordinances/resolutions relating to land use, growth management, and general administration, as well as prepared and presented reports to the Planning Commission, Design Review Board, and Town Council. Joe facilitated the creation of planning documents, management, and implementation of several policy plans, including Comprehensive Plan, Downtown Master Plan, Land Use Code, Municipal Code, Access Management Plan (coordinated with the Colorado Department of Transportation), 3-Mile Plan, and Regional Parks/Open Space/Recreation Master Plan. He additionally assisted the community, developers, contractors, town departments, and outside agencies with policy and code related inquiries/concerns, and served as staff liaison to the Council, Planning Commission, Design Review Board, Board of Adjustments, and Historic Preservation Board.



Bethany Brandt-Sargent, AICP, PTP

**SOCIAL MEDIA,
CORRIDOR DESIGN**

REGISTRATION/CERTIFICATION

AICP – American Institute of
Certified Planners
Professional Transportation
Planner

EDUCATION

Master of Urban and Regional
Planning – Transportation and
Development – Hubert H.
Humphrey School of Public
Affairs, University of Minnesota
BA Economics – North Dakota
State University

Bethany is an American Institute of Certified Planners (AICP)-certified planner with six years of experience, working primarily on multimodal plans, corridor studies, and long-range plans incorporating creative public engagement techniques and strategies in each. Her experience ranges from downtown subarea plans to metropolitan transportation plans, from multimodal corridor studies to interstate corridor studies. The common thread of planning at every level is a focus on connecting people with places and making sure everyone of all ages and abilities can get there safely. This means creating engaging processes that attract diverse stakeholders and working with them to identify system gaps, needs, and desires.

Relevant Experience

Transportation Planner | 17th Avenue Corridor Study | Fargo, ND

17th Avenue stretches the entire length of the city and into West Fargo, connecting residential, commercial, and major bicycle and pedestrian generators, including schools and parks in West Fargo, Fargo, and Moorhead. 17th Avenue is failing to balance local needs of residential neighbors with the regional needs of major commercial establishments along the corridor. This corridor is an important roadway for all modes of transportation. Bethany helped develop a creative approach to public engagement that included a community bike ride. The successful event brought 20 people out to identify multimodal constraints. With input gathered from this event and working with the community, business owners, and other key stakeholders, her team developed solutions tailored to the different contexts to make the corridor one of the premiere walking and biking corridors in the region.

Transportation Planner | Downtown Mandan Subarea Study | Mandan, ND

Downtown Mandan has a uniqueness that embodies the entire city. It is historic, with several buildings on the National Register of Historic Places. It is quaint, with several niche and specialty shops you will only find in Mandan. And it is lively, with many special events. As a critical element of the community, Mandan is ready to fully embrace a new vision and framework for its downtown. There are many opportunities for growth, development, and redevelopment in the built environment and multimodal and safety improvements in the transportation network. Bethany's team used a comprehensive public engagement approach that included stakeholder meetings, interactive public meetings, survey, 3D tours, before-and-after sliding simulations, and a website. The website was updated 20 times throughout the course of the project and included activities that mirrored in-person activities from the public meeting. The website received more than 3,500 unique visitors.

Transportation Planner | Sheyenne Street Corridor Study | West Fargo, ND

Sheyenne Street is one of the most scenic and vibrant corridors in the Red River Valley. In recent years, this corridor has evolved from a sleepy rural corridor with minimal activity to a bustling bedroom community, with more than 50 percent of West Fargo's population living along the corridor. The complex public engagement process leveraged the technical expertise of the steering committee with a value engineering process that resulted in the Modified Single Point Urban Interchange (MSPUI) design with 40 percent less delay than the next best alternative. KLJ developed marketing videos, educational 3D simulation videos, and a video game rendering of downtown West Fargo to highlight improvement strategies for business-owners.

Planner and Stakeholder Engagement | Bismarck-Mandan Metropolitan Transportation Plan | Bismarck and Mandan, ND

The 2045 Bismarck-Mandan Metropolitan Transportation Plan is the first performance-based plan update for the Bismarck-Mandan MPO. KLJ worked with the MPO and member jurisdictions to identify transportation network issues and opportunities; maintenance and operations challenges; goals, objectives, and performance measures; and a fiscal constraint. Bethany led the development of existing and future conditions and the scenario analysis to help establish and prioritize the universe of projects. The strong public engagement process included a workshop-based "Futures Summit" and a rigorous social media campaign helped KLJ identify and eventually prioritize and cost constrain projects through 2045.



Dave Wiosna

GIS/MAPPING

EDUCATION

MA Geography, BS Geography –
University of North Dakota

Dave has four years of experience in transportation and community planning. He has worked on county transportation plans, long-range transportation plans, transit plans, performance metrics, community comprehensive plans, land use analysis, and various GIS projects. Dave has experience using GIS and has contributed to planning documents.

Relevant Experience

GIS Analyst | Cohasset Comprehensive Plan Update | Cohasset, MN

The City of Cohasset, MN is working with KLJ to update its comprehensive plan. Dave is assisting with various GIS analysis needs.

GIS Analyst | Cass County Comprehensive Plan | Cass County, ND

Dave assisted with maps and planning elements to produce the Cass County Comprehensive Plan. This work included GIS analysis in the areas of transportation, land use, floodplain issues, active transportation, emergency management, and other county needs.

GIS Analyst | Fargo Safe Routes to School (SRTS) Plan | Fargo, ND

The City of Fargo contracted with Alta Planning along with KLJ to develop an SRTS plan for all schools serving Fargo residents. Dave has assisted with several GIS products, including existing conditions maps, issues and opportunities maps, and various GIS-related tasks.

GIS Analyst | Downtown Moorhead Crossing Studies | Moorhead, MN

The City of Moorhead has conducted studies to plan for a grade-separated railroad crossing downtown at 11th Street. Dave has assisted with various mapping needs.



Chris Harris

VISUALIZATION

EDUCATION

BLA Landscape Architecture, BS
Environmental Design – North
Dakota State University

Chris is a visual designer who has 15 years of experience in the master planning, landscape architecture, and engineering industries, providing visualizations for streetscapes, bridges, grade separations, interstate interchanges, transmission lines, and solar power plants. Whether it is a visual simulation to show a 3D model of the project in its real-world context and correct scale within a photograph, a full 3D render, a 3D animation, or a real-time visualization walk-through of the project, he can provide it. Nearly every visualization Chris has worked on is used for public engagement/involvement, including Environmental Impact Statements (EIS), to help explain complex ideas in a visual manner that's easier for the public to understand.

Relevant Experience

Visual Designer | County Road 92 Safety Improvements at Highway 12 | Independence, MN

Chris created a 3D model, animation, and an explainer video that communicated the issues with the existing condition and how the proposed plan will improve safety and efficiency. The video featured pleasing motion graphics with music, while clearly communicating the project's intent.

Visual Designer | TH 371 from County Road 125 to County Road 126 | Crow Wing County, MN

Chris co-created existing and proposed 3D models that ultimately were used in an explainer video describing the numerous changes to the existing condition. The existing animation transitioned into the proposed models, giving a dynamic before and after effect that enabled the viewer to quickly understand what was changing. The video featured pleasing motion graphics with music, while clearly communicating the project's intent.

Visual Designer | Moorhead Downtown Grade Separation | Moorhead, MN

Chris created a 3D model for renderings and an animation that communicated the overall concept of the grade separation. The animation gave the perspective of riding in a car under the bridges with trains moving overhead, no longer causing long queues at three busy intersections in downtown Moorhead.

Visual Designer | Sheyenne Street Corridor Study | West Fargo, ND

Chris created 3D models resulting in numerous renderings, animations, and a real-time visualization application of the corridor that traversed downtown, residential neighborhoods, and an interstate interchange. These visualizations helped local, state, and federal agencies, as well as the public, to understand what the project could look like, how it was safer than the current conditions, and how to navigate the new corridor. This project also added a bike/shared-use path that connected the city on either side of the interstate for the first time.

Visual Designer | 17th Avenue South Corridor Study | Fargo, ND

Chris co-created a 3D model of a five mile long corridor that transitioned from a residential neighborhood to underneath an interstate and finally through a busy commercial section of Fargo. This was then made into renderings and an animation that highlighted areas with explanations of the rationale of the chosen alternative. This project consisted of widening the corridor, adding roundabouts in a residential neighborhood for traffic calming, as well as adding a bike/shared-use path along the entire corridor.

Visual Designer | Mandan Downtown Subarea Study | Mandan, ND

Chris co-created a 3D model of a three-block area of downtown with two proposed road layouts, as well as the existing conditions, and converted it into a real-time visualization game environment where the users could use an Xbox controller plugged into a computer to navigate the 3D environment. The concepts had either a shared-use path, or a bike lane. He built a project website (www.downtownmandan.com) that can be accessed via PC, tablet, or mobile to provide information to the public about the project with an interactive map, schedule, public meeting dates, reports, and how to contact someone for more information or to comment.



Nichole Fischer

GRAPHICS

EDUCATION

AAS Commercial Art/Graphic Art
– Bismarck State College

Nichole is a graphic designer with 15 years of experience involving a variety of communication materials, including design of presentations, websites, flyers, brochures, posters, ads, social media graphics/ads, signage, billboards, and magazines. She works with various software including Adobe Illustrator, Adobe InDesign, Adobe Photoshop, Acrobat, WordPress, SharePoint, Microsoft Word, Microsoft PowerPoint, Microsoft Excel, Constant Contact, and Cvent Event Planning.

Relevant Experience

Graphic Designer | South Dakota Natural Resources Plan | South Dakota

Nichole created the website, including a survey, for the South Dakota Coordinated Plan for Natural Resources Conservation: www.sdnaturalresourcesplan.com.

Graphic Designer | Martin Airport Plan | Martin, SD

Nichole created the website, including graphics, for the Martin, SD airport plan: www.martinsdairportplan.com.

Graphic Designer | I-94 to 27th Street NW and I-94 Interchange Exit 153 | Mandan, ND

Nichole created PowerPoint graphics for the Old Red Trail presentation interview and added animations/transitions to the PowerPoint.

Graphic Designer | Custer County Airport Plan | Custer County, SD

Nichole created the website, including graphics, for the Custer County, SD airport plan: <https://custercountysdairportplan.com>.

Graphic Designer | Bismarck Airport Expansion/Construction | Bismarck, ND

Nichole created PowerPoint graphics for the Bismarck airport presentation interview and added animations/transitions to the PowerPoint.

Graphic Designer | Miles City Flood Control Feasibility Report | Miles City, MT

Nichole created the website, including graphics, for the website www.ccmcfloodprotection.com.

Graphic Designer | Bismarck Airport Environmental | Bismarck, ND

Nichole created PowerPoint graphics for the Bismarck airport environmental presentation interview and added animations/transitions to the PowerPoint.

Graphic Designer | Greater Woods Bay Wastewater System | Greater Woods Bay, MT

Nichole created the website, including graphics, for the Greater Woods Bay Wastewater System.



Nikki Wallenta

**DIAGNOSTIC SUPPORT,
PUBLIC ENGAGEMENT SUPPORT**

EDUCATION

BS Land Use Planning –
University of Wisconsin-River
Falls

Nikki has more than 11 years of experience working as a land use and environmental planner, permitting specialist, and project coordinator in more than 15 states. She specializes in the National Environmental Policy Act (NEPA) and federal, state, and local permitting, as well as providing overall project coordination from forecasting and directing staff, to assisting project managers in client requests and project-related needs. Nikki's diverse project experience has developed her skills to look at the project at hand from multiple angles. Prior to joining KLJ, she served as the land use lead on several multi-state utility projects, which allowed her to work with several municipalities and to develop an in-depth understanding of zoning and the importance it plays in future community development. In this role, Nikki also assisted in preparing for and attending more than 100 public involvement and agency coordination meetings. In addition to this experience, she has worked as the land use/environmental planner/permitting coordinator on several recent projects, including those highlighted below.

Relevant Experience

Permitting Coordinator | MCI Access Transmission Company DBA Verizon Wireless | Twin Cities Metro, MN

Nikki provided coordination and production of permits for this fiber installation project. She successfully submitted more than 900 permits since the project began in late fall 2019. This project has allowed Nikki to work one-on-one with several agency counterparts to make sure all requirements are being met, which has allowed her to be successful in receiving approvals for right-of-way (ROW) permitting from 14 state and local agencies. In addition to permitting, Nikki provides forecasting, directs permitting staff, and supports both the KLJ project manager, MCI project management team, and project construction contractor on project-related tasks.

Project Coordinator/Land Use Planner | Department of Natural Resources Shooting Range Study | Minnesota

Nikki assisted the Minnesota Department of Natural Resources (MnDNR) to identify feasible locations to construct a world-class shooting range and clubhouse for use by the Minnesota State High School League and for other regional, statewide, national, and international shooting events. The proposed facility requires at least 500 acres, and would preferably be located within relative distance to the Metro area, along a major thoroughfare. She coordinated meetings with counties, municipalities, and private parties to evaluate potential locations, including evaluating local zoning ordinances and comprehensive plans and developed an action report that she and her colleague presented to the Minnesota Senate and House on behalf of MnDNR.

Land Use Planner/Technical Writer | Fond du Lac Band of Lake Superior Chippewa, Lower Brule Sioux Tribe, and Crow Creek Sioux Tribe Transportation Safety Plans | Fond du Lac Reservation, MN; Lower Brule Reservation, SD; and Crow Creek Reservation, SD

These transportation safety plans were developed to identify strategies and solutions for transportation safety concerns along transportation corridors within each Reservation. Nikki collected secondary data and assisted in facilitating a stakeholder meeting for each plan that included federal, state, and local agencies to identify safety concerns. She utilized the comments received from stakeholders and the Tribe to prepare a safety plan for each Reservation that identified the safety concerns and sites within the applicable Reservation. As part of this effort, Nikki then assisted the Fond du Lake Band of Lake Superior Chippewa in preparing a grant application for a pathway project that was identified through this process that the Tribe was ultimately awarded.

Permitting Coordinator | Temporary Workforce Camps Permitting | Montana, South Dakota, and Nebraska

Nikki has researched and prepared temporary workforce camps permitting materials for several state and local agencies across all three states. In addition to preparing and submitting applications, she has attended and presented these applications at planning and zoning board hearings and city council meetings and addressed comments from the board or council, as well as the public during these meetings. Her due diligence to meet all requirements requested by the state and/or municipality she is working with has allowed her to successfully permit these camps.

PROJECT UNDERSTANDING

Brainerd's recently completed Comprehensive Plan has set an ambitious vision for the community to attain, but the approach envisioned by the plan provides many opportunities for ongoing engagement with the community that will assure the plan is consulted regularly instead of being put on a shelf to gather dust. The following paragraphs summarize specific observations especially important to the overall project approach.

Total Replacement of Existing Ordinance

The Request for Proposals (RFP) clearly indicates Brainerd's intent to replace its existing zoning ordinance with a new one. This provides an opportunity for a new design that will be much cleaner and more capable of implementing the city's vision for the future. However, it also involves making more decisions than a simple update. Our approach ensures you make the right decisions at the right time in the process.

Focus on Infill Development Instead of Expansion

For multiple reasons, it is crucial that we focus on infill development. Chief among them is the opportunity to minimize new major capital investments at a time when municipal finances are tight. One of the biggest challenges is balancing the desire to see the development happen with the vision for a particular form and function at each site. This ultimately requires a governing body committed to the vision for the future.



ESTABLISHING INFILL REQUIREMENTS

The two examples pictured above are infill development allowed in a typical Euclidean zoning code. On the left is a typical pre-World War II moderately-scaled residential neighborhood housing where a dilapidated house has been replaced with a post-modern design that is out-of-character, but meets all the zoning requirements. On the right is a typical 1960s era residential neighborhood where a developer was allowed to insert a six-plex that is blatantly out-of-scale with its surroundings. It will be important for Brainerd to identify what acceptable infill character will look like. One way to accomplish this in residential neighborhoods is to identify allowed housing types (including Missing Middle options).

Fiscal Impact Analysis

In addition to encouraging infill, mixed-use, and neighborhood character, the Comprehensive Plan encourages fiscal impact analysis be used as a tool to understand the impact of proposed changes on the community. Ultimately this too, requires the governing body to be committed to the vision for the future. Establishing the language for exactly what will be required with development proposals will be a major project task.

Expanding Housing Options

Across the United States the need for a broader set of housing choices is clearly evident. In large part, we have what we have today because developers have found the best way they can to make money within the constraints of the typical Euclidean zoning ordinance. A critical discussion point during the diagnosis stage of ordinance development will be what elements of the missing middle are a good fit for Brainerd as a whole, and for each neighborhood in particular. This will be one of the greatest challenges because people typically are concerned about any change from the status quo having a negative impact on their property values.

Form-Based Code

Form-Based Codes provide the greatest degree of land use flexibility but are often difficult for the general public to understand and can be difficult to administer consistently. Conversely, Traditional Euclidean Codes are easy to understand and to administer but are rigid with respect to the use of property, slow to evolve as areas change and, in some instances, preclude desired outcomes. We applaud the City's intent to explore potential benefits of this approach to zoning. This is a key place to start small and build on success. We believe a "hybrid" code that includes Form-Based Code imbedded in it will serve the city best because it will offer the greatest degree of flexibility for both property owners and the zoning administrator. The most successful hybrids offer the best of both worlds by providing acceptable levels of flexibility, strict performance standards for the mitigation of impacts, and appropriate forms and uses within a neighborhood.



Although primarily a residential corridor, Kingwood Street has iconic community features like The Center, and not just because of their donuts.

KEY CHOICES WITH FORM-BASED CODES

In conventional zoning the emphasis and organizing principle is property use. In Form-Based Codes the emphasis and organizing principle is on form.

In order to move from a focus on separation of uses to spatial design, Form-Based Codes establish building form standards and public space standards. However, the mechanisms used to do this can vary greatly. Much like the standards used for traditional neighborhood design or historic neighborhood preservation, the mechanisms must include building form standards in order to avoid eccentric buildings that cannot be assembled into unified and walkable streetscapes. A starting point for establishing building form standards, especially with infill development, is deciding the neighborhood's essential characteristics. Public space standards are even more essential to creating places people want to be, and by extension encouraging economic development opportunity. The key to public space standards is ensuring it works for everyone, instead of only providing places for cars to move and park. A starting point for establishing public space standards is deciding what the purpose of a given street should be. The building form and public space standards are fundamental at the neighborhood or corridor scale. However, at a larger context, as Brainerd considers its future land use map, thought should be given to the choice of tools around which to organize form. Consideration should be given to overall scale, street types, building types, and unique neighborhood character.

Conventional Zoning



Form-Based Codes



Use Management Form

Credit: Form-Based Codes Institute

Future Land Use Map Not Completed

We look at the need for completing a future land use map as an opportunity and not a constraint. We believe that the process of completing the future land use map should be closely tied to the diagnosis stage of creating a new ordinance. This will allow the Planning Commission to consider how the future land use plan can lay a foundation for regulating plans. One of our long-time clients has been using a similar approach for nearly a decade.

Informal and Uncertain Neighborhood Definition

One of the opportunities the unfinished future land use map provides is an opportunity to further discuss and define the unifying element(s) that make neighborhoods in Brainerd. This will be essential in considering exactly what kind of zoning will be developed to best implement the city's vision.

Critical Need for High Levels of Public Engagement While Living in a Pandemic

A successful new ordinance will only happen if we listen, learn, and communicate with the citizens of Brainerd. This is the biggest challenge of the new ordinance project. We invite a thorough dialogue on the best approach to public engagement for this project.

Planning Commission as Steering Committee

Ultimately, the Planning Commission must be strong advocates for the new ordinance, and able to effectively explain why it is designed the way it will be. We support the City's intent to use the Planning Commission as the Steering Committee guiding this project from beginning to end.



Identifying unique neighborhood character, like the older homes near the hospital, is essential to building Brainerd's vision for the future.



PROJECT APPROACH

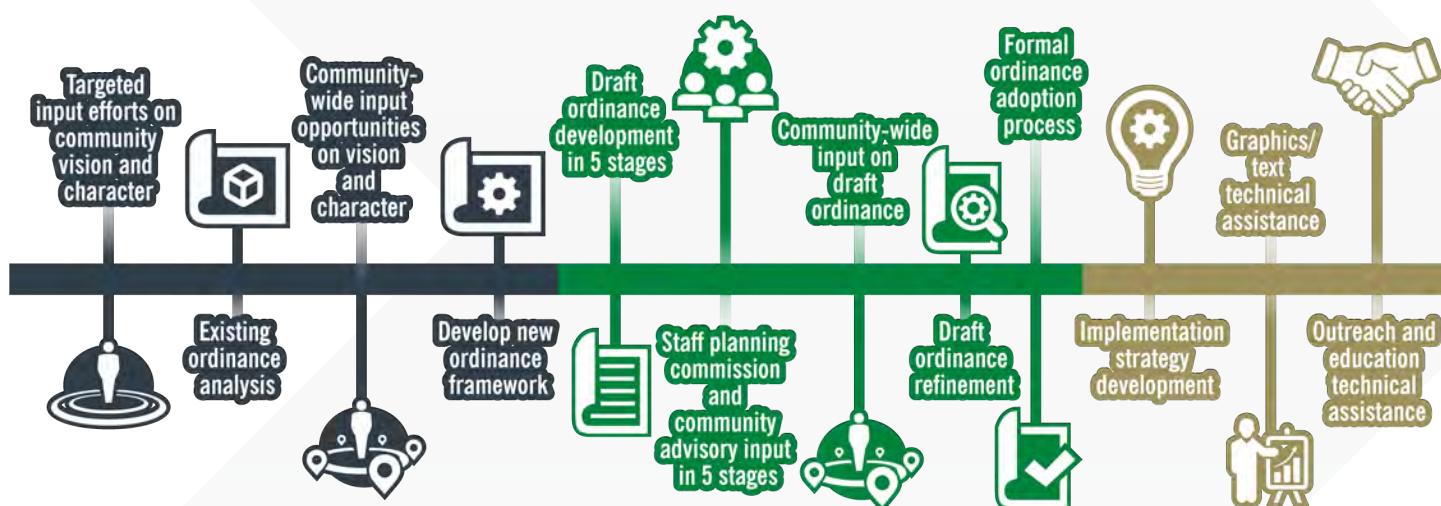
Our approach essentially divides the process of creating a new zoning ordinance into three phases:

- » Diagnosing New Ordinance Needs
- » Developing New Ordinance
- » Assisting New Ordinance Implementation

The first phase is critical to the overall result. Carefully crafted stakeholder engagement is critical to defining what the ordinance needs to accomplish. We are currently taking the same approach in our work preparing new subdivision and zoning ordinances for another client. We are using what we are learning from that experience to refine our proposed approach for the city of Brainerd. The end result of this activity will be an ordinance framework that summarizes the strategy and outlines the content for the new Brainerd Zoning Ordinance.

Once the City has a clear framework of what the new ordinance needs to accomplish, we can move into the second phase of drafting the actual ordinance. We envision the drafting process being done in a hierarchical manner that makes decisions on overriding questions first, and develops additional detail based on those early decisions. It will be an iterative process that receives feedback from early drafts, refines the early draft, and adds more detail.

The third stage is envisioned as a collaborative process where the City and our team work together to establish the best tools and strategy to help the new ordinance be broadly accepted and to begin creating the city Brainerd wants to become.



Diagnose Ordinance Needs

We are especially pleased to see that the City of Brainerd intends to establish a completely new ordinance. We have found that partial updates are likely to end up with unintended or unresolved legacy implications. Zoning should be the implementation of your community's vision, not a patchwork of bandages to fix old problems. Our objective at this stage in the process is to establish the foundation that the ordinance will be built on. We recommend the following approach to this critical first phase in the process. The major subtasks of this phase are:

- » Deepening Understanding
- » Clarifying and Extending Vision
- » Analyzing Existing Ordinance
- » Creating New Ordinance Framework and Specifications

As a footnote, please recognize that we see the internal and external engagement activities as an integrated part of the other main tasks identified in the RFP. Our engagement approach is outlined beginning on page 24.

Deepening Understanding

You know your city best, and as a first step we want to deepen our understanding of the Brainerd community. To do this, we intend to spend a day or two in Brainerd to immerse ourselves in the community. This will involve a kick-off meeting with city staff, and possibly the Planning Commission. It will also involve completing a community audit, taking photographs, and asking questions of key stakeholders to build a detailed description of the community. This is the first step in developing a detailed understanding of key community characteristics that people want to retain and that create Brainerd's identity.

Clarifying and Extending Vision

This will naturally lead into our review of the new Comprehensive Plan, and again, asking questions seeking to clarify our understanding of the vision for Brainerd laid out in the plan. Key questions we want answered are “what will Brainerd look like as a result of implementing the plan and accomplishing the stated goals, policies, and strategies? And, what part of the future Brainerd can be influenced by the new ordinance?”

Analyzing Existing Ordinance

We will communicate with the planning staff, Planning Commission, development community, and other key stakeholders in order to answer the following questions: “What works and what doesn't work with the existing ordinance requirements and processes? Given the direction of the Comprehensive Plan, what issues are cause for concern?”

We will complete a detailed analysis of the existing ordinance summarizing the good, the bad, and the ugly pertaining to administrative processes; standards; definitions and undefined terms; and zoning district purposes and distinctions. The city's intent to reduce the number of zoning districts is a valid and reasonable objective even without the intent to move in the direction of form-based code. We typically find that individual districts have either been initiated because the boilerplate of origin contained them, or because there was a particular issue to resolve where a new zoning district was deemed the most practical answer. We often find in older communities that development predates the ordinance and sufficient care was not taken to ensure yard requirements and other standards do not force pre-existing lots, uses, and structures into non-compliance. We will be carefully identifying issues that can result in new non-conformities.

Creating New Ordinance Framework and Specifications

The next step will be to complete a community-wide engagement effort to find out what community members especially like about the community. Ideally, this effort will be limited to obtaining additional detail that was not addressed during the extensive public engagement of the Comprehensive Plan. Once we have the answers, we will be working with city staff and the Planning Commission to identify what the existing code did to contribute or prevent the things people like. Collectively, the preceding efforts will have provided our team with the following:

- » The basis for overall organization and management of development in Brainerd.
- » Overall community and unique neighborhood characteristics to support through the new ordinance.
- » Standards or concepts that need to be incorporated into the new ordinance.



Building on Brainerd's relationship to the Mississippi River is an ongoing strategy and part of the City's vision for the future.

Based on results from these activities, we anticipate developing an outline and a list of specifications that the new ordinance should meet. In order to accomplish this, we will explore optional approaches for the ordinance. This includes considering the trade-offs of traditional, form-based, and other ordinance approaches. We will also consider trade-offs between the number of districts and the level of review required for development in each district.

There will be five specific activities involved in this stage:

- » Preparing a framework analysis document that includes a draft outline with alternative approaches and a trade-offs report.
- » A framework development meeting that works through the pros and cons of trade-offs, identifies preferred approaches, and creates a list of questions needing more information.
- » Completing additional research, as needed, and creating a proposed ordinance framework based on the feedback from the framework development meeting.
- » Clarifying the desired approach to a regulating plan and form-based guidance like transect-based, building type based, or other.
- » A framework review meeting that refines a detailed outline and list of specifications for the ordinance.

THE PLACE OF USES IN A POTENTIAL HYBRID CODE

One of the benefits of incorporating form-based codes thinking into your new zoning ordinance should be increased flexibility, which should translate into more opportunity for development and redevelopment. We think it likely that you will end up with a hybrid code. In a hybrid code, the focus on uses should be on their underlying impact characteristics. This may result in ways to reduce the long lists of uses typical in Euclidean Zoning Codes. It might also suggest an increased use of performance coding. In some cases performance coding might actually be the best tool to meet the underlying objective of the old use-based zoning districts. This may then offer a mechanism to reduce the number of zoning districts currently in use. It is important to recognize that certain uses have significant statutory and constitutional issues tied to them. The new ordinance is an opportunity to review existing practices pertaining to the regulation of religious institutions, adult entertainment, communications facilities, and other uses where there are significant applicable statutory or constitutional factors. In these cases, it will be important to clearly define uses and carefully consider their underlying legal issues.

Draft New Ordinance

We will prepare a draft ordinance based on the detailed outline and list of specifications from the previous task. As noted earlier, this will be an iterative process. Our experience is that reviewing a full draft document all at once tends to result in people focusing on specific details of concern, and not adequately considering the larger structure and key issues first. Therefore, the drafting process will work through five stages of ordinance development, each with its own review activities including staff review, Planning Commission review, and key stakeholder review. These five stages are:

- » Overall land use strategy and zoning district consolidation, including purpose statements and identification of areas needing a regulating plan
- » Zoning district-specific uses and standards; applicable performance standards
- » Regulating plan and applicable guidance based on decisions made during framework development
- » General provisions, definitions, administration, and enforcement
- » Additional standards or details such as criteria for approval of conditional uses, variances, and zoning district changes



The result will be a rough draft ordinance that is distributed for review and comment to the Planning Commission, the city council, previously consulted key stakeholders, and the public at large. It is at this stage where we believe it important for the City Attorney to review the full draft document and provide any comments on matters of law that may need to be addressed. It is at this stage where many people may think we are nearly done with the project. We have a different intention. Although the stage level review noted above will give people early opportunities for input, this rough draft will be their first time to see all the pieces put together. We believe that no one has the corner on the market of good ideas, and that providing a full draft for comment gives the city an opportunity to test for unintended consequences and potential issues that can be resolved through ordinance refinement. We will work with city staff to compile a full set of comments and questions received from the draft review process, and bring them to the Planning Commission for consideration. We will work with the Planning Commission to decide how to respond to all of the comments, and we will revise the draft ordinance at the Planning Commission's direction. (It is envisioned that this may include the need for additional research.) The revised draft will be reviewed in the same manner as the components of the rough draft were reviewed by plan review, Planning Commission review, key stakeholder review (when warranted), followed by opportunity for public comment. At this stage in the ordinance development process, we believe that ample opportunity for community input will have occurred and it is time to move to the formal review and adoption process. By this time in the process we believe the Planning Commission and city staff will have a strong understanding of the proposed ordinance; therefore, we believe it is appropriate that the Planning Commission and city staff take the lead in moving the proposed new ordinance through the adoption process. Our staff will be available to consult on any final issues that may arise and to provide the actual documents in their final form for adoption and recordation. The schedule on the following page illustrates the anticipated overall work flow.



Assist New Ordinance Implementation

The RFP calls for consultant assistance in the implementation process. We have included people on our team with skills and experience to assist the City staff in making the newly adopted code interactive and accessible to the public. Cities, counties, and townships throughout the United States are becoming more focused on user-friendly formats and approaches to planning and zoning processes and information. We applaud Brainerd's interest in being a thought leader in this area as well. We will work with city staff to consider the options to make the new ordinance accessible and interactive with the public. Depending on the approaches selected by the City, this effort may not be completed until well after the ordinance is adopted. We have also included people on our team with expertise at a statewide level in facilitating education and acceptance of the new way of growing the City of Brainerd. As noted previously, we anticipate this to be a collaborative process, and the details for how it happens will be based on the city's felt needs at this stage in the process. We have compiled examples starting on page 26 that seem to do what we anticipate the city may want to accomplish in this stage of the process.

PROJECT SCHEDULE

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22
PROJECT MANAGEMENT																						
PLANNING COMMISSION/STUDY REVIEW																						
DIAGNOSE NEW ORDINANCE NEEDS																						
Kick-Off City Staff Meeting																						
Community Audit																						
Vision Conversations																						
Existing Ordinance Analysis																						
Community-wide Input Opportunities on Character																						
Creating New Ordinance Framework																						
DRAFT NEW ORDINANCE																						
Land Use and Regulating Plan Strategy																						
Zoning District Uses and Performance Standards																						
Regulating Plan and Form-Based Code Details																						
General, Interpretation, and Administration																						
Additional Standards and Details																						
Community Wide Input Opportunities on Draft																						
Evaluate and Address Community Input																						
Final Draft Ordinance Development																						
Formal Review and Adoption																						
ASSIST NEW ORDINANCE IMPLEMENTATION																						
Develop Implementation Strategy																						
Provide Graphics/Text Technical Assistance																						
Provide Outreach and Education Technical Assistance																						

PUBLIC ENGAGEMENT

A project's success often hinges on public opinion and the ability to meaningfully engage the public in the decision-making process. Projects can succeed or fail based on public opinion. Public open houses and written comments are no longer sufficient for public engagement because they do not adequately inform, engage, or influence project design and implementation. At the beginning of the project, our team will work collaboratively with the city project manager to develop an inclusive public engagement plan. Our approach is as follows:

Engaging Diverse Stakeholders

The needs of the city are as varied as its users, so the public engagement plan should seek to engage as many community members as possible and be representative of the community.

Agency Meetings

We will host virtual or safely designed (with respect to COVID-19 consideration) in-person meetings. As facilitators, our team will gather and share information regarding project input and process updates. We understand that members of the identified stakeholder groups may require additional support to be adequately equipped regarding their constituents. Our team will work diligently to ensure materials are available as needed. Agency meetings at minimum will include City Council, Planning Commission, Economic Development Authority, and Housing and Redevelopment Authority.



Stakeholder Advisory Committee

KLJ will work with the Steering Committee to create a Stakeholder Advisory Committee (SAC). Ideally, committee members should both share their expertise and serve as conduits of information to and from their organizations and networks. Members should be connected to and well respected by the communities they represent. In addition to acting as conduits to larger communities of stakeholders, SAC members will need to commit to certain activities (meetings, workshops, etc.) during the project.



Interactive Events

In order to increase the visibility and understanding of issues and empower the community to have a say over decisions that affect their lives, it is necessary to have engagement opportunities that everyone has access to. Community engagement can build deeper, stronger and more trusting relationships between public agencies and communities they serve. Therefore, our team's approach to "open house meetings" has various forums for the community to discuss the issues, opportunities, and priorities for the project and most importantly provides a direct opportunity to influence the project outcomes.

Amid the current pandemic situation, we are prepared to implement a variety of engagement methods, as necessary, to make sure the study can continue in a timely manner. Following are options for public input meetings with the understanding that the approach can be varied, but the goals will be the same.

Option 1: Listening Sessions

As a way to engage outside traditional meetings, listening sessions will serve as an opportunity to connect with those most directly impacted by the project. This method can be used with SAC, agency meetings, as well as with other identified groups. Understanding that in-person opportunities may be limited we will use digital platforms, such as MURAL, to create an interactive platform to understand their issues, concerns, and ideas.

Option 2: Interactive Open Houses

Planning can be fun if you do it right! KLJ uses workshops and activities at open houses to involve the public in ways that actually can be used during the technical analysis. Utilizing mapping exercises allows the public to identify issues like safety, and bicycle and pedestrian needs, as well as things they love about their community. In addition, utilizing a value profile to prioritize different metrics (i.e., maintain property value, personal safety, walkability, historic preservation) allows our team to weigh options.

Option 3: Pop-Up Events

Pop-up events enable opportunities to talk and connect with targeted groups and the general public in a way that is convenient for them. They are less structured than open houses, but allow for more detailed conversations on issues and opportunities. Locations for these events will be based on SAC and agency input; potential opportunities include community events, businesses, or other gathering spaces.



Option 4: Online Events

Making input easy and convenient expands people's willingness to participate. In our experience, online options experience a 20 to 1 (or greater) online to in-person participation if online tools are easy to find, frequently updated, fun to use, and intuitive. Each activity completed at the open houses will be hosted on the project's website. Formal presentations, short topical videos, visual graphics, and interactive activities are just a few samples of what could be included for public participation.

Comprehensive Marketing Strategy

People can't participate if they are unaware of a project. A comprehensive marketing strategy expands access to project information and increases people's opportunity to learn and provide feedback.

Project Website

The project website, with a simple and catchy web address (i.e., insertcatchynamehere.com), which increases the likelihood of a first visit. A customized website also facilitates a more tailored and interactive experience for website participants making it more likely they make multiple visits. The website will host all project materials and updates. Project activities, surveys, and updates will be posted in a timely fashion.

Social Media

KLJ will develop content and work with the City to publish social media posts, events, and boost elected posts. Social media platforms, at a minimum, will include Facebook and Nextdoor.

Video Blogs

Monthly video blogs provide the opportunity put a face to the project and better yet, they are easier to produce and post on various platforms. Utilizing this medium to provide project updates and opportunities to get involved will surely increase your followers.

Agency-Led Outreach

Utilizing the City of Brainerd email list to notify the community about the project and opportunities to get involved. Additionally, the identified key stakeholders that host council meetings, town hall meetings, etc. can provide additional opportunities to spread the word.

Flyers

KLJ will produce simple and easily readable flyers to promote the open house opportunities. Additionally, by working with local businesses to display and/or distribute flyers to customers, we will increase the span of our reach. Flyers can easily be translated into a variety of language to overcome language barriers.

Visualization Techniques

Visualizations are excellent educational tools, especially for innovative solutions, which often come with public concern and lack of understanding. KLJ's team understands that visuals are key to relaying information to the public in a non-technical manner. We provide examples of our visualization capabilities below and on the following pages.



3D development illustration – Before



3D development illustration – After



SketchUp massing illustration



Corridor redevelopment concept illustrations



Roadway project – Before



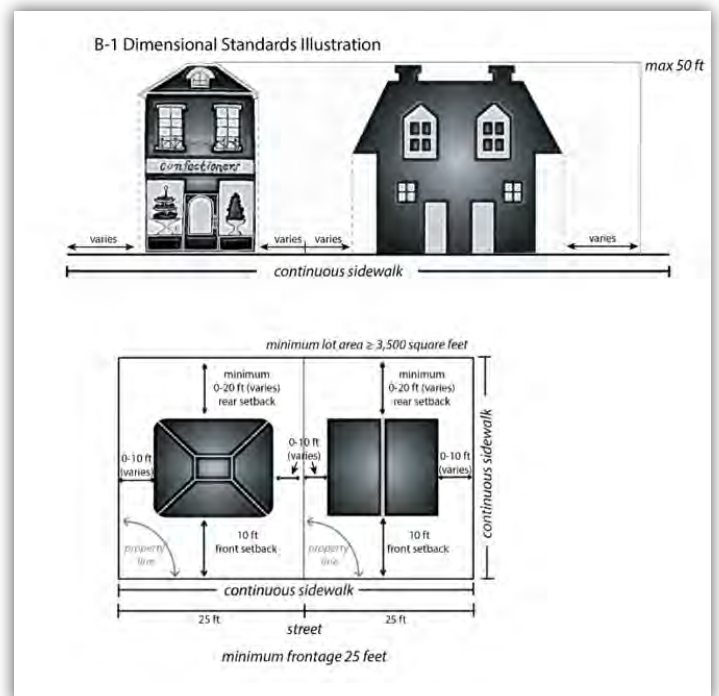
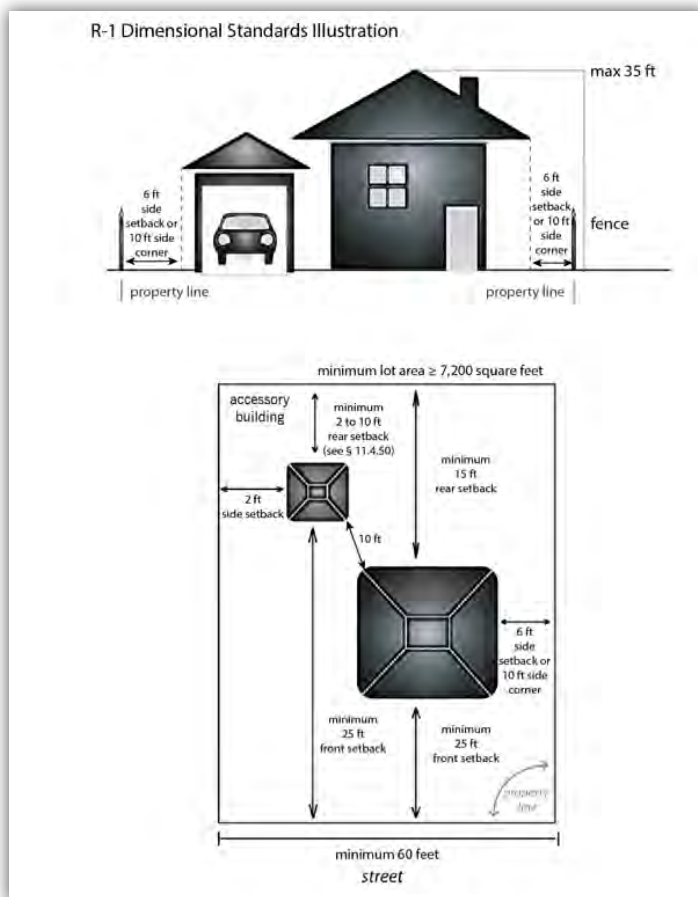
Roadway project – After



Corridor redevelopment concept illustration



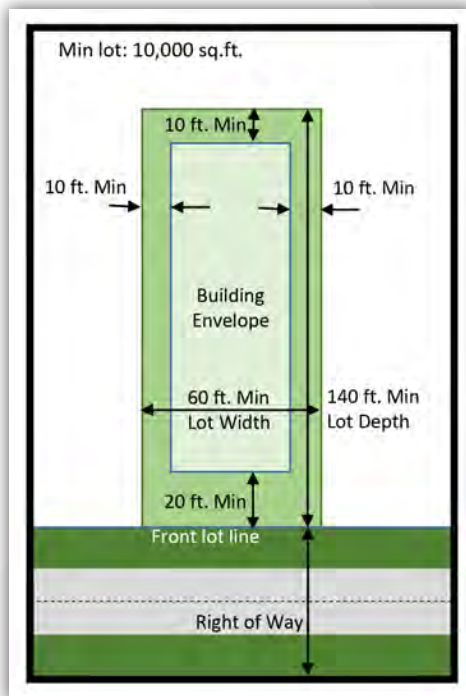
Corridor concept illustration



LEFT AND ABOVE: Zoning ordinance illustrations



Landscaping concept illustration



LEFT: Zoning ordinance illustration. **ABOVE:** Landscape concept illustration

Documentation

The communications engagement plan will organize all engagement efforts, track results, and summarize input throughout the process. KLJ will develop, track, maintain, and respond to all public comments. Additionally, at times, more immediate concerns and issues may come up during the engagement process. Therefore, the project team will share issues and concerns with the City and appropriate partners to make sure they are addressed in a timely and efficient manner. All public comments and a summary of the engagement efforts will be provided in an appendix.

BASIS FOR COMPENSATION	
BILLING CLASSIFICATION	RATE
Senior Planner	\$175/hour
Planner	\$133/hour
Associate Planner	\$98/hour
Environmental Planner III	\$129.50/hour
Business Development Manager	\$178.50/hour
Designer	\$140/hour
Travel Expenses	Cost
Supplies	Cost
Miscellaneous Expenses	Cost

References

KLJ is committed to maintaining the highest level of personal and professional integrity and competence. We believe our reputation is unparalleled in the consulting industry. The best judge of our reputation are clients and government contacts we work with on a daily basis. Listed below are professional references representing clients with projects similar to the Brainerd Zoning Code Update. Please contact any party listed below for a recommendation or contact us for additional references.

Greg Anderson

Utilities Manager

Sidney, MT

utilitiesmgr@cityofsidneymt.com

Sandy Rohde

Dunn County Code Administrator

Dunn County, ND

sandy.rohde@dunncountynd.org

Mary Grube

Planning Board Executive Secretary

Baker, MT

grubem@falloncounty.net

Jason Benson

Cass County Engineer

Cass County, ND

bensonj@casscountynd.gov

Dennis Zander

Commissioner

Dawson County, MT

zanderd@dawsoncountymontana.com

Potential Conflicts of Interest Disclosure

KLJ is not aware of any conflicts of interest involving the Brainerd Zoning Code Update. If a conflict of interest is identified, we will inform the City of Brainerd immediately and discuss potential alternatives to the conflict. KLJ takes conflicts of interest seriously and will not knowingly enter into a contract if a conflict is identified.

Applicant Authority

Board Approved - Contract Signing Authority**Effective April 17, 2013**

RESOLVED, That effective April 17, 2013 the Corporation hereby authorizes those individuals holding the following positions within the Corporation as identified in this Resolution, those positions being defined on the corporate organizational chart, and subject to the limitations provided herein, to enter into contracts on behalf of the Corporation for professional services as set forth therein:

Practice Area Leaders, Technical Area Leaders and Office Managers are authorized to enter into professional service contracts, and to bind the Corporation to the same, provided such contracts do not exceed a total value in excess of \$100,000 or which may extend in duration beyond one (1) year;

Division Leaders are authorized to enter into professional service contracts, and to bind the Corporation to the same, provided such contracts do not exceed a total value in excess of \$3 million or which may extend in duration beyond three (3) years.

FURTHER RESOLVED, That all individuals who hold the positions identified in the above Resolution must successfully complete training and education on contract administration as identified and approved by the Corporation, and all supplemental instruction as thereafter required by the Corporation.

FURTHER RESOLVED, That all individuals who hold the positions identified in the above Resolution must adhere to contract review and approval protocol, which has been published separately by the Corporation within the project management training manual.

FURTHER RESOLVED, That this Written Action only authorizes the individuals who hold the positions identified in the above Resolution to bind the Corporation related to the provision of professional services as specifically provided herein and subject to the limitations provided herein and under no other circumstances, and to that extent only the officers of the Corporation are authorized to bind the Corporation for any professional service contracts which may exceed the above parameters as to amount of duration, or as to any of the following circumstances:

1. Actions and contracts specifically reserved to be made only by the Board of Directors as identified in the Articles of Incorporation, Bylaws or written official actions of the Board of Directors, or by law;
2. All contracts required by law or the contracting party to have official corporate action, approval or authorization by an officer of the Corporation, or requiring attestation of the Secretary of the Corporation, or affixing of the corporate seal;

3. Any professional service contract not approved as a standard form of agreement for the Corporation, or that includes modifications, additions or deletions of the terms and conditions of the contract that may assign added risk to the Corporation precedent to, and as measured by, the published contracting standards for the Corporation.

FURTHER RESOLVED, That the CPO in the capacity of the overseer of risk management, or others as duly appointed by the Chief Executive Officer, shall establish and maintain approved standard forms of agreement and contracting standards for the Corporation.

FURTHER RESOLVED, That the officers of the Corporation are authorized and directed to execute any and all documents and do any and all acts that may be deemed necessary or advisable in connection with the adoption of the foregoing resolutions relating to contracting authority.

Insurance Coverage

Client#: 1108320

KLJENG

ACORD™

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

4/07/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).

PRODUCER USI Insurance Services, LLC P.O. Box 7050 Englewood, CO 80155 800 873-8500		CONTACT NAME: PHONE (A/C, No, Ext): 800 873-8500 FAX (A/C, No): E-MAIL ADDRESS:	
		INSURER(S) AFFORDING COVERAGE INSURER A : Phoenix Insurance Company INSURER B : Travelers Property Cas. Co. of America INSURER C : Charter Oak Fire Insurance Company INSURER D : Lexington Insurance Company INSURER E : INSURER F :	
INSURED KLJ Engineering LLC P.O. Box 4130 Bismarck, ND 58502-4130		NAIC # 25623 25674 25615 19437	

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PROJECT ☐ LOC OTHER:	X	X	6801G791656	09/13/2019	09/13/2020	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$2,000,000 \$
A	AUTOMOBILE LIABILITY ☒ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ HIRED AUTOS ONLY ☒ NON-OWNED AUTOS ONLY	X	X	8105J687036	09/13/2019	09/13/2020	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE DED ☒ RETENTION \$10000	X	X	CUP3G289637	09/13/2019	09/13/2020	EACH OCCURRENCE \$10,000,000 AGGREGATE \$10,000,000 \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? ☐ Y ☒ N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		X	UB0P494306	09/13/2019	09/13/2020	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
D	Professional Liab incl. Pollution Claims Made			026154203	09/13/2019	09/13/2020	\$10,000,000 per claim \$10,000,000 annl aggr.

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

As required by written contract or written agreement, the following provisions apply subject to the policy terms, conditions, limitations and exclusions: The Certificate Holder and owner are included as Automatic Additional Insured's for ongoing and completed operations under General Liability; Designated Insured under Automobile Liability; and Additional Insureds under Umbrella / Excess Liability but only with respect to liability arising out of the Named Insured work performed on behalf of the certificate holder and owner. (See Attached Descriptions)

CERTIFICATE HOLDER

CANCELLATION

KLJ Engineering LLC P.O. Box 4130 Bismarck, ND 58502-4130	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
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 #S28460942/M28419910

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FXDZP

DESCRIPTIONS (Continued from Page 1)

The General Liability, Automobile Liability, Umbrella/Excess insurance applies on a primary and non contributory basis. A Blanket Waiver of Subrogation applies for General Liability, Automobile Liability, Workers' Compensation and Umbrella/Excess Liability. The Umbrella / Excess Liability policy provides excess coverage over the General Liability, Automobile Liability and Employers Liability.

Workers Compensation coverage does not apply to employees who are hired or reside in the States of North Dakota, Ohio, Washington and Wyoming. Employers Liability Stop Gap coverage applies to the States of North Dakota, Ohio, Washington, and Wyoming.

Please note that Additional Insured status does not apply to Professional Liability and Workers' Compensation.

RE: Insured's General Operations

ENGINEERING, REIMAGINED

Proposal for
Zoning Code Update Services

08.14.2020



Proposal Submitted to
City of Brainerd
Attn: David Chanski
501 Laurel Street
Brainerd, MN 56401



Submitted by
Swanson Haskamp Consulting, LLC
246 S. Albert Street, Suite 2A
Saint Paul, MN 55105
Jennifer Haskamp, AICP
651.341.4193
jhaskamp@swansonhaskamp.com
swansonhaskamp.com

A. Title Page

August 14, 2020



City of Brainerd
Attn: David Chanski
501 Laurel St.
Brainerd, MN 56401

RE: Proposal for Zoning Code Update

Dear Mr. Chanski,

Please accept this proposal for consideration of the City of Brainerd's Zoning Code Update Project ("Project"). We have assembled a Team with expertise preparing zoning codes, leading comprehensive plan updates, and working with municipalities on daily planning services. Our daily planning services have reinforced our belief that there is no substitute for a clear and concise set of zoning regulations. We have experienced first hand the value of a well-written zoning code and how it can serve as a catalyst for redevelopment, mixed-use and infill economic development initiatives. Equally as important to the Project is to create a code that supports existing neighborhoods, protects the community's historical character and clearly supports the City's long-term goals and aspirations.

We bring to Brainerd:

- » Form Based Code expertise.
- » Sophisticated mapping and market-based recommendations that support zoning recommendations.
- » Online alternatives that engage the public (including the production of a short video about the Project for your website and distribution).
- » A fun team! We enjoy our work, and we like to learn about new communities.

Thank you for the opportunity to work with the City of Brainerd, we look forward to hearing from you.

Sincerely,

Jennifer Haskamp
Principal Planner & Owner

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C. Assigned Personnel



c. Assigned Personnel

Project Team

Swanson Haskamp Consulting (SHC) is perfectly positioned to work collaboratively with the City of Brainerd to refine the project approach, schedule and plan for the Zoning Update Project (“Project”). Our firm is committed to providing a tailored approach to every project we pursue and undertake, and we are committed to working with you to achieve your goals and objectives for the Project. SHC excels at creating documents, plans, and regulatory tools that are easy to understand, that focus on layout and graphic communications, and that support and implement your vision for the community. To further enhance our team, we have strategically partnered with Michael Lamb Consulting, LLC for their breadth of experience with hybrid “form-forward” and form-based codes and with Todd Grabe a videography consultant who specializes in story-telling. An introduction to our Team is provided on the following pages.

1





Jennifer Haskamp, AICP
SHC

Project Role: Principal Planner, Facilitation, and Document Preparation

Jennifer has extensive experience in facilitation, project management and document preparation. She founded SHC on the principle that it is essential for the public sector to think proactively about economic development and to ensure its tools, such as a Zoning Ordinance, are easy to understand for both the public and private sectors. Using that philosophy, Jennifer will work collaboratively with the City staff and the SHC Team to refine both the vision and the process to implement the vision for this Project.

Relevant Experience

Zoning Studies & Updates, Planning Services/ Implementation in MN

- » City of Lauderdale (in-progress)
- » City of Scandia (in-progress)
- » City of Mendota
- » Bottineau TOD, Hennepin County
- » City of Grant
- » City of Lake Elmo
- » City of Lakeland

Urban Context Analysis & Market Research

- » Austin Water, Austin, TX
- » Ramsey County, MN
- » Washington County, MN

Recent MN Comprehensive Plans

- » City of Lauderdale
- » City of Anoka (housing chapter)
- » City of Lake Elmo
- » City of Brooklyn Center
- » City of Grant
- » City of Birchwood Village

MN Entitlements Management, Owners Representative, Development QA/QC, Land Use & Redevelopment

- » Private Developer, Medina
- » Private Developer, Chaska
- » Private Landowner, Minnetrista

Downtown Design Guidelines

- » City of Maple Plain, MN

Education

- » Master of Urban and Regional Planning, Humphrey Institute, University of MN
- » Bachelor of Arts, Architecture University of MN

And...

- » Is happy that Major League Soccer is back, even if she can't watch her Loons in person.



Mike Lamb, AICP

Michael Lamb Consulting

Project Role: Code Technical Author

Michael will lead the technical aspects of the code writing to include diagnostic review, character area and physical assessment, standards, form-based requirements, district definitions and assist with associated memorandums, graphic analysis, mapping review and draft code documents. As the City makes the transition to a new and revised zoning code he will provide technical support with form-based and hybrid zoning standards. He will assist the team in understanding the essential qualities and character of Brainerd's distinct areas including street and block patterns, neighborhood and commercial built environment, and public realm/open spaces.

Relevant Experience

Zoning Updates and Rewrite

- » TOD zoning code updates for cities along the Bottineau LRT Corridor.
- » Development code calibration for the TCAAP site in Arden Hills for Ramsey County.
- » Provided TOD code testing and training support to Brooklyn Park, MN
- » Led the complete rewrite of the Madison, WI Zoning Code.
- » Updates to the zoning code, subdivision code and Twin Lakes area for Roseville, MN.
- » Led the update to the Minnesota State Capitol Area Zoning and Design Rules.

Design, Design Standards and Entitlements

- » Prepared the Ford Site Design Standards for the City of Saint Paul.
- » Full design & entitlements for Clover Field, a new 45 acre neighborhood in Chaska, MN.

Form-based code and Traditional Neighborhood Development

- » Supported the form-based code for Downtown Overland Park, MO
- » Model Traditional Neighborhood Development Code for Dane County, WI
- » Traditional Neighborhood Development Code for Mt. Horeb, WI

Education

- » Graduate of the Form Based Code Institute
- » Masters of Architecture in Urban Design, University of Colorado - Denver
- » Bachelor of Arts, Urban Studies, University of Alabama - Birmingham

And...

- » Is a former amateur bike racer who completed the Inspiration 100, a 100+ mile gravel race near Alexandria, on his gravel bike in under 9 hours!



Project Role: Project Manager, Lead Quality Assurance & Quality Control

Ellison's experience in project management and coordination will be essential on this Project, particularly as we navigate the process in the time of uncertainty due to the pandemic. Ellison will provide on-going, and regular support and communications throughout the Project to ensure the process goes smoothly. She excels at review and critique of graphic and text communications and will provide review, edit, and quality assurance through document preparation.

Ellison Yahner, AICP

SHC

Relevant Experience

Planning Services/Implementation in MN

- » City of Lauderdale (in-progress)
- » City of Scandia (in-progress)
- » Bottineau TOD, Hennepin County
- » City of Grant
- » City of Lake Elmo

Recent MN Comprehensive Plans

- » City of Lauderdale
- » City of Anoka (housing chapter)
- » City of Lake Elmo
- » City of Brooklyn Center
- » City of Grant
- » City of Birchwood Village

Urban Context Analysis & Market Research

- » Austin Water, Austin, TX
- » Ramsey County, MN
- » Washington County, MN

Education

- » Master of Urban and Regional Planning, Humphrey Institute, University of MN
- » B.S., Art, University of Madison-Wisconsin

And...

- » Is vacationing in the Brainerd area the weekend after this proposal is due.
- » Is missing large events and museum visits.



Project Role: GIS, Engagement Outreach (social media, etc.), Document Layout and Support Services

Jess will support the SHC Team in its graphic communications, mapping support, and online engagement efforts. She excels at social media engagement, GIS analysis and mapping, and support of the project team. Jess will be available to assist throughout the Project with virtual communications to support both the City staff and SHC Team.

Jess Points

SHC

Relevant Experience

Planning Services/Implementation in MN

- » City of Lauderdale (in-progress)
- » City of Scandia (in-progress)
- » City of Grant
- » City of Lakeland
- » City of Lake Elmo

Urban Context Analysis & Market Research in MN

- » Ramsey County
- » Washington County Strategic Facility Plan and Transit Oriented Development

Recent MN Comprehensive Plans

- » City of Grant

Education

- » B.A., Fine Art and Interdisciplinary Design - University of Minnesota

And...

- » Loves travel, more recently discovering dog-friendly campsites across the mid-west.

5



Todd Grabe

Independent Creative Director

Project Role: Video Director/Editor Lead for Video

Todd will review the City's vision within its Comprehensive Plan and content relevant to the Zoning Update and Economic Development to direct the production of a creative and compelling video overview of the Project.

Relevant Experience

Creative Work Clients

- » Target
- » Amtrak
- » Best Buy
- » MN Twins
- » General Mills
- » Converse
- » Loews
- » Polaris

Education

- » B.A. in Film & Television Production, University of Bozeman - Montana

And...

- » Relieved the pandemic has not slowed his fly-fishing or mountain bike adventures.
- » Super creative story-teller.



Firm Information

Swanson Haskamp Consulting, LLC (SHC)

In business: 13 years

SHC will perform as the project manager and co-facilitator of this Project. Our Team will work in coordination with Michael Lamb Consulting to prepare the comprehensive update of the City of Brainerd's Zoning Ordinance. Our firm is a certified Disadvantaged Business Entity (DBE) and is also a certified WBE through the CERT program. Our firm specializes in urban context analysis, market-based land use and site constraint analysis, redevelopment and infill analysis, zoning implementation, master planning and market research. In coordination with Mike Lamb, we will work with the City to develop a form-forward or form-based code that specifically addresses the City's objectives to ensure a user-friendly, modernized set of development ordinances and codes are delivered.

Example Firm Experience:

6

SHC's is currently working with several municipalities to update their zoning codes for consistency with recently adopted comprehensive plans including long-term clients Lauderdale and Grant. Our Team has a range of experience working with clients on site selection, TOD, mixed-use, redevelopment and infill projects and plans.



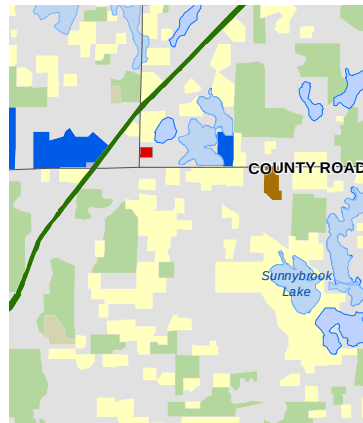
City of Lauderdale, MN

SHC's Projects:

Zoning Code Re-Write
(in-progress)

Daily Planning Services
(on-going)

2040 Comprehensive
Plan (Complete)



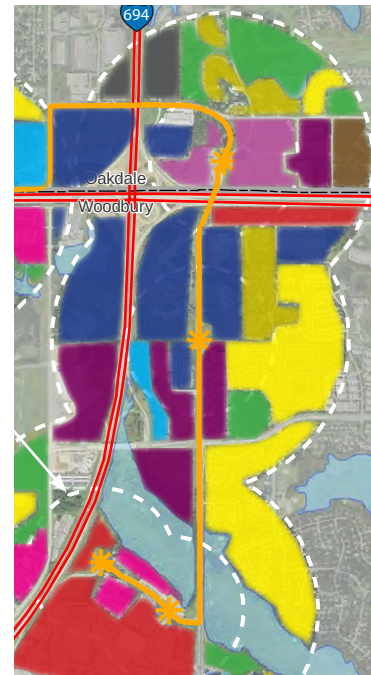
City of Grant, MN

SHC's Projects:

Zoning Code Update (on-going)

Daily Planning Services
(on-going)

2040 Comprehensive
Plan (Draft Complete)



Washington County, MN

SHC's Project:

TOD Search of a Site

Michael Lamb Consulting, LLC

In business: Established 2020 (led by Mr. Lamb with more than 30 years of experience.)

Michael Lamb Consulting, LLC will perform as the lead Code Technical Author and graphic lead of this Project. Michael Lamb Consulting, LLC specializes in urban design services for municipalities providing services including form-forward and form-based codes, and comprehensive planning. Michael Lamb Consulting will focus on assisting SHC with facilitation efforts, lead technical drafting and graphic code integration. Michael Lamb Consulting's experience and knowledge of form-based codes, and specialization in urban design will provide valuable context to the City as we refine the direction of this Project.

Example Experience:

City of Madison, WI

Complete Re-write of Code to be Form-Based

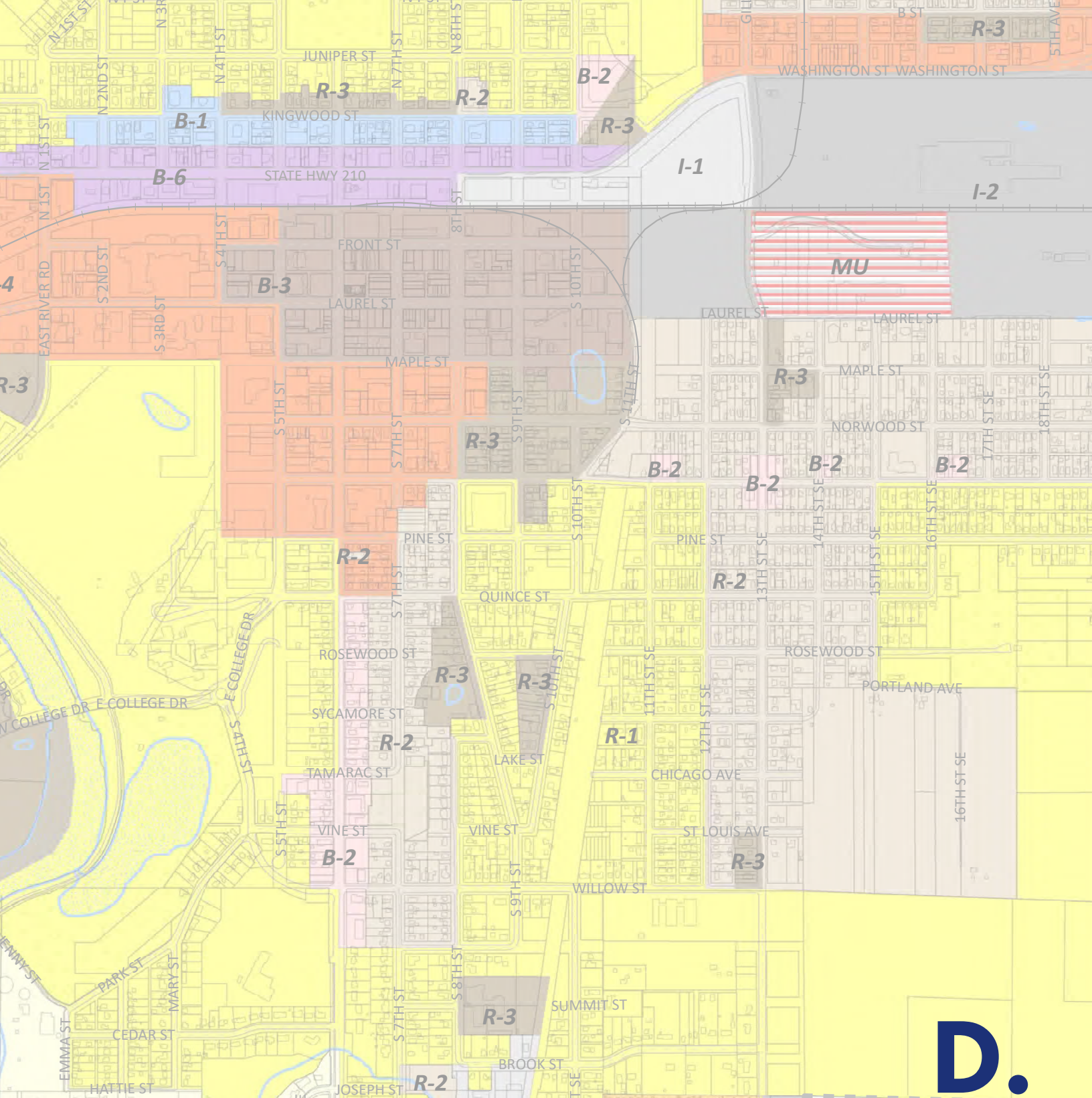
Prior to establishing Michael Lamb Consulting, LLC, Mr. Lamb prepared and completed several form-forward and form-based zoning codes. An example of this type of code re-write process was completed for the City of Wisconsin. A key component of the re-write process was the desire to better match zoning regulations with existing historic neighborhood patterns and uses.



Site zoned: Traditional Shopping Street (TSS)



Mixed use building
1252 Williamson Street
Madison, WI



Approach, Understanding & Scope of Services

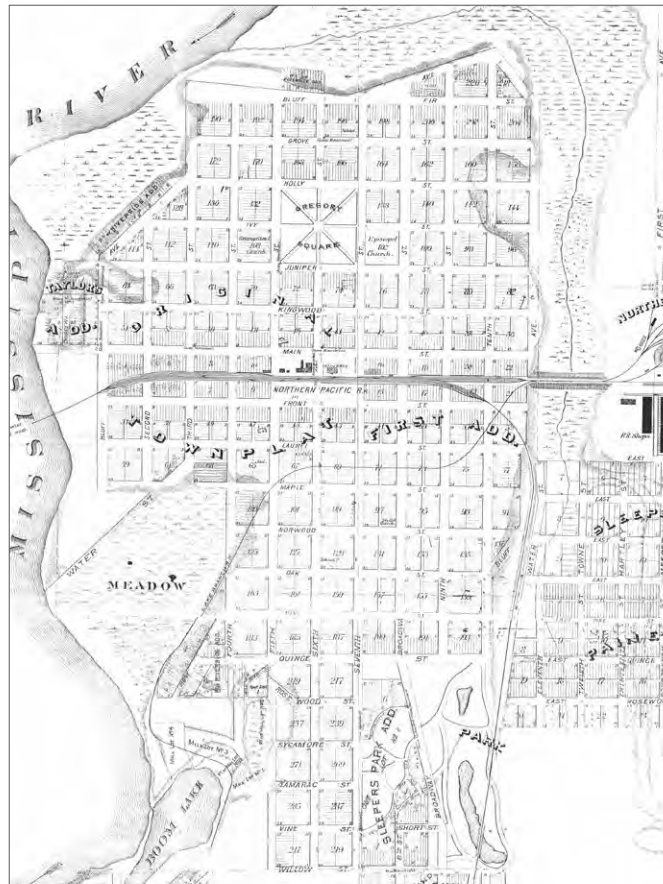
D. Approach To Scope of Services

Project Understanding

We understand that the City of Brainerd is seeking a consultant to prepare an update to its Zoning Code to be consistent with the City's recently adopted 2035 Comprehensive Plan ("2035 Plan"). The vision and policies established in the 2035 Plan offers a bold new direction for the City that necessitates a full review, refinement and in some areas repeal and replace of the City's current zoning regulations. Perhaps the single most effective implementation tool of a comprehensive plan is an equally innovative and efficient set of zoning regulations.

A review of land, development, and platting from the late 1800's shows us the simple and authentic parcel arrangement that features alley-loaded, 300-foot dimensionally square blocks interrupted by the railroad reservation and defined by multiple environmental corridors including the Mississippi River. (See Map 1 and Map 2.)

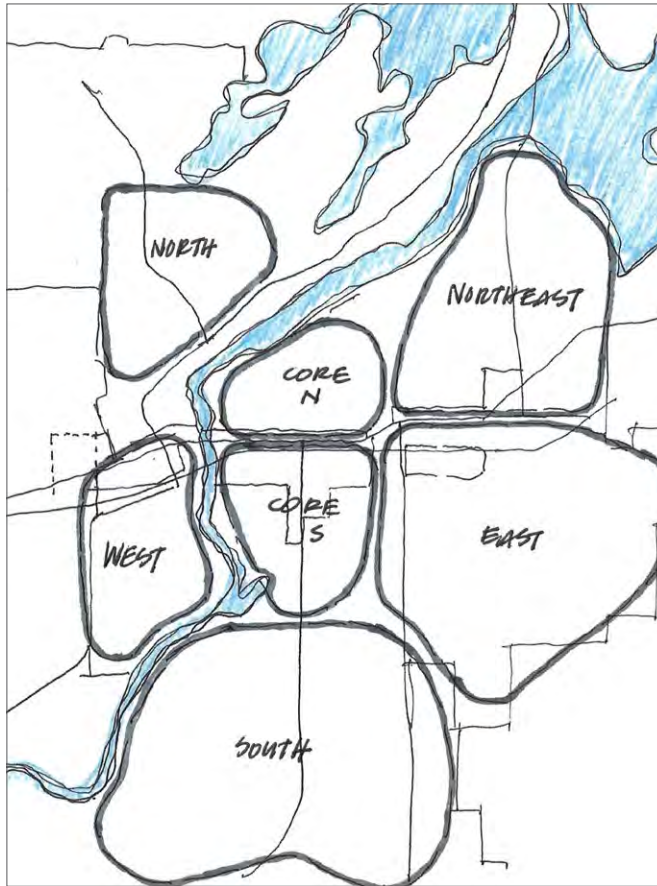
Map 1: 1883 City of Brainerd, Plat Map



1883 Plat Map depicting City of Brainerd regular lot and bloc configuration.

Today the City can be generalized into smaller discrete areas that begin to suggest how the physical character of development can be addressed with regulatory standard. As we assess more closely we will undoubtedly find more nuanced sub-areas (neighborhoods, districts, and corridors) that exhibit unique patterns, forms and relationship which can be codified to reinforce solutions that are local and define Brainerd.

Map 2: 2020 Potential Generalized Areas



Generalized areas can offer direction to organize regulatory standards by neighborhood or geographic area, further reinforcing neighborhood or corridor patterns.

Many times zoning is thought of as boring and a necessary evil of implementing the Comprehensive Plan. But with the adoption of your new 2035 Plan there is an opportunity to rethink your zoning approach to create new opportunities for development and redevelopment in your community. We take the City's request for proposal as a challenge to not only address the City's need to update an ineffective set of zoning regulations, but to match the hard work and new direction of the City adopted in the 2035 Plan. As an essential official control, the zoning regulations should be easy to understand, easy to use, graphically interesting and focused on creating an exciting and vibrant community moving forward. To that, our Team says, challenge accepted. We believe that an effective set of zoning regulations will implement the policy vision established in the 2035 Plan, but will also be responsive to market conditions, will engage with stakeholders and residents, will communicate information both graphically and through text, and most of all will be easy to understand.

Project Approach

Our Project approach requires collaboration, discussion, education, engagement, and feedback from staff, policymakers and stakeholders. In an ordinary process, communication and engagement are challenges by themselves but add a pandemic into the mix and suddenly it becomes imperative to think creatively and be willing to alter course if needed. The good news is that our Team has been navigating the current pandemic-engagement process and have adapted, modified and pivoted our approach to respond to current direction and guidelines. This means we are

constantly learning about new ways to collaborate and to engage, and we can be flexible and responsive to the changing restrictions and requirements as we progress through the Project. We believe now more than ever that there is no substitute for effective communication, and thoughtful engagement and education – and that principle is the foundation of our approach.

An essential part of successfully delivering a new code will be frequent and effective communication. From the engagement process to the final deliverable, delivering information in a clear, easy to follow, and easy to understand platform will be critical. Subsequent sections will highlight our proposed Scope of Services, but underlying the entire process is the central belief that a clear communication and engagement plan will ensure that a successful set of zoning regulations are created for the City. The following summary of our engagement process and plan is provided as follows:

Objectives of the Engagement Plan

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When we say “engagement” we mean targeted communication and education efforts with city staff, City Council, advisory bodies such as the Planning Commission, residents, business owners and other interested stakeholders. We have identified a preliminary set of objectives of the Engagement Plan for the Project:

- » To **engage policymakers and advisory bodies** through the Project process. Engagement includes education, feedback, and review throughout the process. We want to build an informed educational base for the process, the approach, and the deliverables – after all, this is a document that these bodies will use in their decision-making moving forward.
- » To **first educate, and second engage the public** (residents, business owners and other stakeholders). Throughout the process we propose targeted engagement with the public using a variety of tools that we will work with staff to implement. Guidance regarding the pandemic changes daily – so we know we need a variety of ways to engage that can be tailored given whatever the current direction. Further we understand that the 2035 Plan development process included

Meetings in this proposal may be conducted virtually using Zoom, or other City-approved video conferencing platform.

Meetings at major milestones may be conducted in-person, depending on current guidelines.

extensive public engagement. Our goal is to build on those efforts, not to recreate the wheel or be repetitive to that process. Therefore, this effort will likely focus more on education and information, with targeted solicited feedback at key milestones in the process.

- » To **create a Technical Advisory Group** (TAG) comprised of city staff and the consultant team to work through the technical development of the zoning regulations. This team will work collaboratively throughout the process and will serve as the central working group on the Project. The intent of the TAG is to keep policymakers, advisory boards and the public informed throughout the process using a variety of tools. The TAG will occasionally meet in-person, but the majority of meetings and sessions will take place virtually. At a minimum, the TAG will meet monthly throughout the process, with the potential for more frequent meetings in Phase II and Phase III of this process as defined within the Scope of Services.

An arsenal of tools to engage with policymakers and the public is essential in order to be responsive in these challenging times. While some tools can be selected and tailored as-needed, there is the need to have a few communication tools that are a constant throughout the process. The following wide-ranging engagement tools we propose include:

- » **Project Website**

We will build a Project website where all the information regarding the process will be contained. Information on the website will include schedule, opportunities for engagement or activities, upcoming meetings, meeting materials, etc. If desired, targeted engagement efforts could also be incorporated on the website (e.g., directed questions regarding a specific zoning requirement).

- » **Open House (virtual or in-person, environment depending):** Once the direction has been identified, and a draft prepared, we will host an open house to share key highlights of the new zoning code.

- » **Short-story Video:** We propose to engage a videographer on the Project to create a short-story video for Brainerd near the end of this process. We believe that the new direction of Brainerd as expressed in the 2035 Plan and within a new form-focused zoning code has the potential to spur economic development if promoted. Our intent is for the video to do double duty – it will be both educational and promotional. Our goal with the video is to get people excited about development in the community and to use zoning as a way to support (not impede) economic development and the development process.

Available tools in our arsenal, to be deployed based on Technical Advisory Group collaboration

- » On-line surveys (hard copies available, if needed)
- » Zoom webinars
- » Round Table discussions
- » Individual interviews
- » Pop-up engagements – local businesses, such as a store front, etc.
- » Open Houses
- » Event attendance (e.g. farmer's markets or other community based events)

Supplementing the communication and engagement process, our approach is focused on creating a set of zoning regulations that are:

- » **Easy to Use.** In our experience the public, stakeholders and even developers find most traditional zoning ordinances cumbersome and difficult to understand. Our approach is focused on creating a synthesized set of regulation that:
 - » Is in common language and reduces the legal jargon that often accompanies traditional codes.
 - » Seamlessly integrates both graphic and text communication to explain the City's requirements.
 - » Provides opportunities for cheat-sheets that can easily be used to

communicate the City's regulations with stakeholders. These cheat-sheets provide opportunities to educate stakeholders, policymakers and advisory bodies about the requirements while clearly communicating the City's expectations.

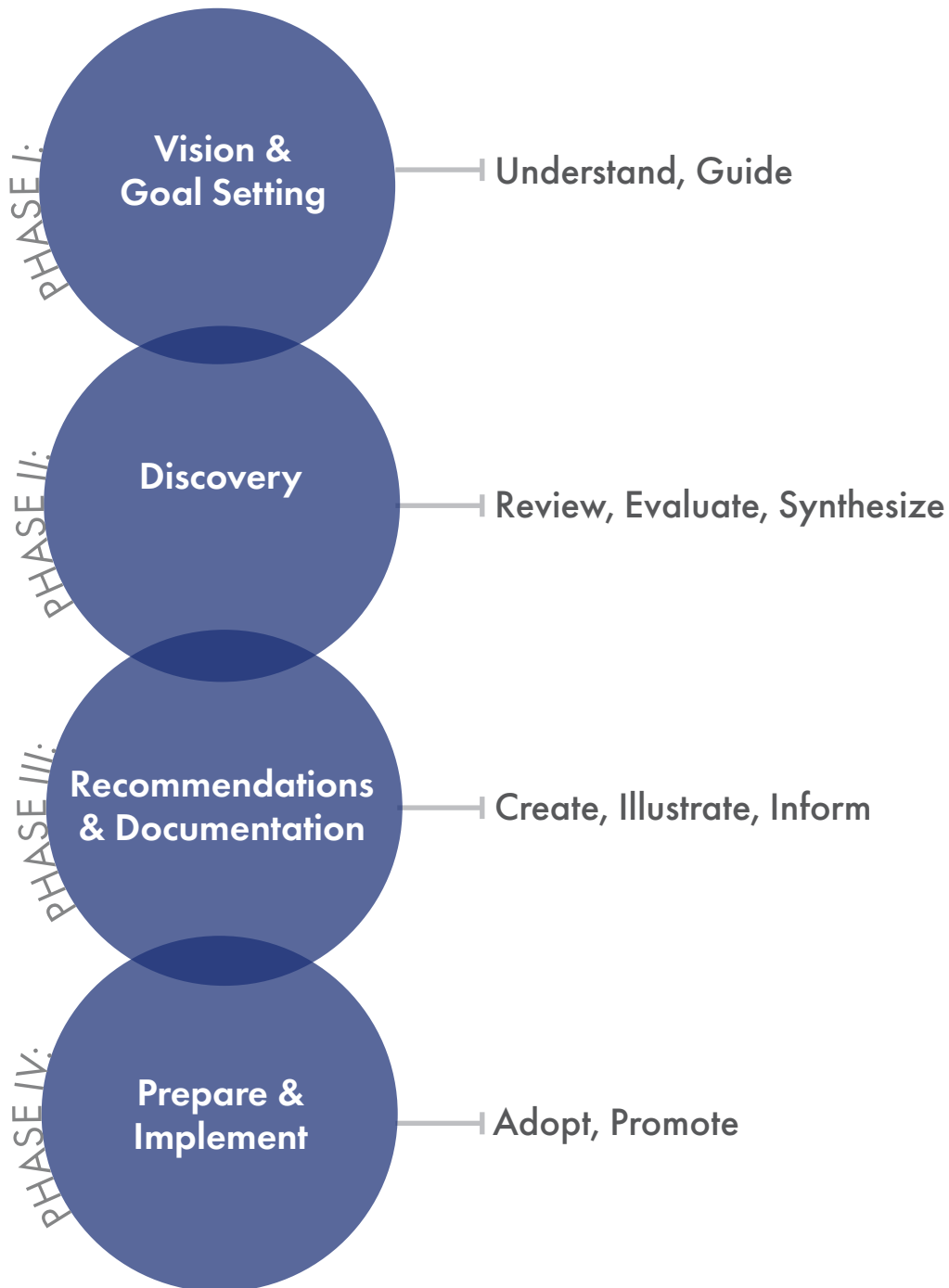
- » **Incorporates the physical characteristics of what is 'working' on the ground today.** (i.e. what are the best parts of your neighborhoods today, and how do we create a set of regulations that support and enhance that fabric). This approach:
 - » Repeals and replace essential areas of the code that are ineffective, and update portions that work today (if any). A one size fits all approach to this process may not result in the desired outcomes. We have used hybrid and "Form-Forward" approaches, where we evaluate each area based on the desired types of development patterns and then match the appropriate zoning methodology to meet your objectives. In this approach some areas of the community may transition to a full form-based code, while others may incorporate a hybrid approach.
- » **Is based on market realities.** While the market is sometimes an afterthought in zoning, we believe it is a critical aspect to consider. The City's Code can promote economic development if done well, and if done poorly can detract investments from the City. Some examples in this approach:
 - » How much of a mixed-use zoning district should be required to be commercial versus residential uses? Or should we let the form dictate that answer, and simply permit a mix of residential and commercial uses by-right? The reality is, there is a way to write



Example: Conceptual graphics integrated into specific code sections can help make regulations and standards easier for developers, businesses and residents to understand.

Scope of Services

Our Project Approach and Understanding in conjunction with the City's RFP were used to develop the following Scope of Services. Generally, our approach includes four phases to accomplish the objectives of this Project. As demonstrated on the schedule in subsequent sections, it is likely that there will be some overlap of the tasks and phases particularly in Phase II and Phase III as we work through issue identification and the opportunity analysis.



Phase I

Vision & Goal Setting

We will kick-off the process by leveraging the current excitement surrounding the 2035 Plan. Building on that planning effort we will work with the City to establish the vision, goals and objectives for this plan development process. Tasks and objectives of Phase I include:

- » **Leverage the 2035 Plan.** Using the 2035 Comprehensive Plan as launching point, we will work to identify the process and Project priorities. We will work collaboratively with the staff, advisory bodies (PC, EDA, HRA) and the City Council to establish the key objectives to accomplish so that this Project is successful.
- » **Use Examples to Educate.** Since this may be one of the first times policymakers and advisory board members are exposed to form-based codes education is essential to assist their decision making. During an early exercise with the City Council and with select advisory bodies we will:
 - » Identify two concept sites in the City, and demonstrate through graphics and supporting text how traditional zoning regulations are applied in contrast to how form-based or form-forward zoning regulations are applied. Through this example process policymakers will be better equipped to help define and guide the direction of the final code development.
 - » Identify Essential Priorities. Essential priorities will be identified through a series of prioritization exercises. A combination of tools will be used, and our Team will work with staff to identify the best methodology to solicit feedback. Potential tools include:
 - » On-line Survey
 - » Individual Interviews
 - » Round-table discussion

» **Key Meetings/Engagement**

- » TAG – Monthly
- » Planning Commission (2)
- » City Council (1)

» **Phase I Deliverable**

- » A summary memo will be prepared documenting the outcome of Phase I. The Phase I memo will include, at a minimum, initial priorities as agreed to and established during work sessions with the City Council, Planning Commission and Staff.

Phase II

Discovery

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The priorities established within Phase I will be used as a lens to evaluate the existing conditions in the City. For purposes of this Project, we believe it is important to perform a critical review of the current zoning regulations in conjunction with review of the existing physical development of the City's neighborhoods. We understand that the current code includes 21 zoning districts, and that many of those districts to enhance, support or embrace the actual historical development pattern of the City's neighborhoods. As a result, there is a mismatch between the City's current regulations and the physical development of the community that would not necessarily present itself if only reviewing the code language. Phase II tasks will focus on identification of areas of mismatch and inconsistency.

*We can't figure out where
we're going, if
we don't know where
we are **today**...*

- » **Existing Conditions – Code Review.** Our first step will include a review of current zoning regulations and codes to identify inconsistencies and conflicts.
- » **Existing Conditions – GIS Analysis.** We will perform a mapping analysis to identify significant areas of nonconformity based on current regulations (i.e. lot size, use, etc.)

- » **Existing Conditions – Physical Analysis.** To supplement our efforts, we will conduct a community site visit and conduct walking tours with staff to document the existing development patterns of identified neighborhoods or business districts. During this process we will review and ask:
 - » *How are current neighborhoods laid out?*
 - » *What are dominant uses? How do people want to use their properties? Does the current use match desired use (i.e. work from home, ADUs, etc.)?*
- » **Engage the Public.** During this Phase we should engage with residents, businesses, and stakeholders in a targeted approach. We will work with the TAG to identify the appropriate engagement tool and will deploy an effort that will include specific questions about a particular area or neighborhood.
- » **Best Practices Summary.** We will supplement the existing conditions analysis with a summary of best practices that are most relevant to the City of Brainerd. This section may include a summary of form-forward approaches for specific areas, while other areas may be better suited for a form-based approach.
- » **Key Meetings/Engagement**
 - » TAG – Monthly
 - » Public Engagement – targeted engagement to be selected
 - » Planning Commission (2)
 - » City Council (1)
- » **Phase II Deliverable**
 - » A Phase II memo will be prepared to document the findings of the existing conditions analysis. This memo will outline and identify current issues and inconsistencies as well as document the physical development patterns through mapping and photos.

Phase III

Recommendations & Documentation

Phase III is where the fun begins. Using the information collected in Phase I and Phase II we will begin the process of identifying options for the City's code development. We realize that there may not be a one-size-fits-all approach for every neighborhood or business corridor in the City, so it is critical to clearly outline the options so that a direction can be selected. The purpose of this Phase is to confirm the direction for each portion of the code that will change so that a draft code can be prepared. The following tasks will be completed as part of Phase III:

- » **Specific Neighborhood or Business Options.** Information collected in Phase I and Phase II will be used to identify options for specific neighborhoods, business districts or key corridors.
 - » Options may include: Form-forward, form-based, and maybe a mix of some traditional
 - » Overlays and/or special districts or areas that may need design attention
- » **Engage the Public.** Use one of the engagement tools to solicit feedback from neighborhoods
 - » Geographically target areas and residents living in specific neighborhoods or areas of interest for feedback regarding the available options.
- » **Annotated Outline.** To confirm the direction of the code in more detail we will develop an annotated Outline with the selected options. This outline will be detailed and will ensure City staff has the opportunity to change, alter, or modify the direction before full code development is commenced. The annotated outline will:
 - » Highlight the solutions and potential direction for each zoning district, and other sections of the code to be addressed as part of the Project.

- » **Engage the Public.** At the end of Phase III we propose to engage the public in a more formal way, if possible. This will be either an in-person or virtual open house (webinar with polling, or similar) to solicit feedback regarding the direction.
- » **Key Meetings/Engagement**
 - » TAG – Monthly
 - » Open House (virtual or in-person)
 - » Planning Commission (3)
 - » City Council (1)
- » **Phase III Deliverable**
 - » A summary memo will be prepared to supplement the Annotated Outline that will provide the full structure of the zoning code.

Phase IV

Prepare & Implement

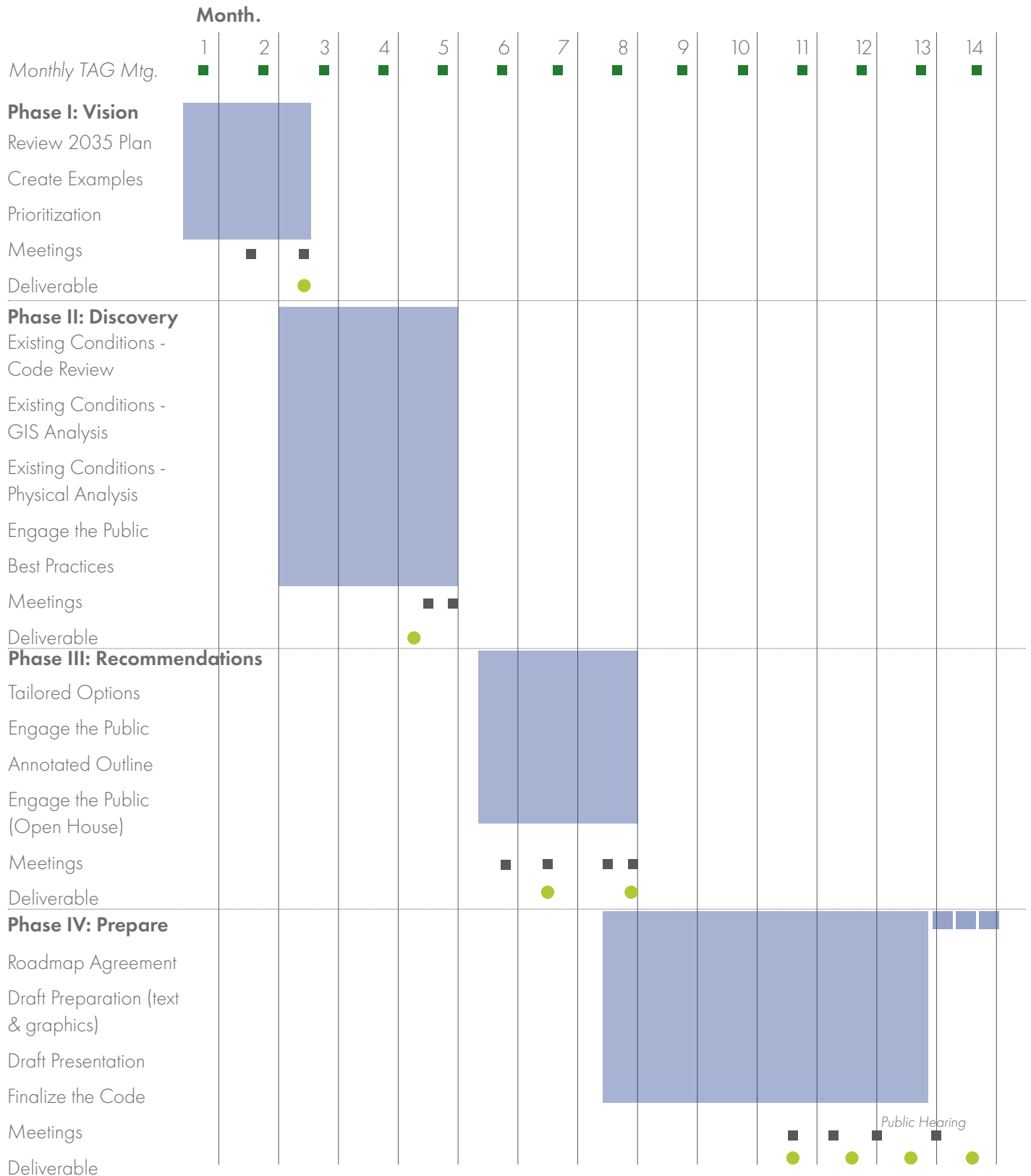
The final phase of the Project will include the development of the full draft code. While much of this work will happen behind the scenes, we will collaborate with the TAG extensively during this Phase. It is at this time that we also propose to begin tackling the promotional aspects of the code development. To that end, we propose to develop a Zoning Promotional short-story video. The video will be prepared to summarize the process, and to demonstrate how this new tool can be an important part of the City's economic development and development initiatives for years to come. The following tasks are associated:

- » **Confirm the roadmap.** Before we begin developing the code there must be agreement on the code outline. Agreement from policymakers, advisory bodies and city staff is important at this stage to ensure we develop a code that works.

- » **Draft Zoning Code Preparation.** We will prepare a full draft of the code using the agreed upon document outline. The draft will be submitted to City staff for review, comments and edits.
- » **Modification, Revisions and Edits – City staff.** We will work with the City staff through the QA/QC process which will likely include some modifications, and some edits. Our initial scope includes two (2) rounds of comprehensive edits prior to submitting the draft for review by the Planning Commission.
- » **Let’s Present.** After thorough staff level review, it is time to unroll the draft to the policymakers and advisory bodies. This phase will include a presentation to the City Council and Planning Commission, and any other advisory bodies as recommended by the city staff.
- » **Finalize the Code.** A final draft of the code will be developed incorporating any feedback, comments, or direction from the policymakers and advisory bodies. Once a final draft is prepared, we will follow the statutory requirements including a formal public hearing, followed by final adoption by the City Council.
- » **Key Meetings/Engagement**
 - » TAG – Monthly
 - » Short-Story Video Production
 - » Planning Commission (2)
 - » City Council (2)
- » **Phase IV Deliverable**
 - » Summary memo
 - » Draft zoning code
 - » Final zoning code
 - » Short-Story Video

Project Timeline

We estimate to complete the scope of services as identified in this proposal that the project will take between 12 and 14 months. If selected, we will work with city staff to further refine and tailor the schedule to meet the City's needs.





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E.

Basis for Compensation



E. Basis for Compensation

Proposed Fee *

Phase I Vision & Goals	\$10,500
Phase II Discovery	\$25,000
Phase III Recommendations & Documentation	\$15,000
Phase IV Prepare & Implement	\$35,000
Reimbursable Expense @ 2%	\$2,200
<u>Subtotal</u>	<u>\$87,700</u>
Not-to-Exceed	\$90,000

** Prices and terms valid until December 31, 2020,
and for the length of any resulting contract.*



PROPOSED FEE SCHEDULE

(2020)

Principal, Planner	\$125/Hour
Sr. Planner/ Sr. Landscape Architect	\$115/Hour
Planner	\$95/Hour
Document Preparation/Layout/Production • GIS Mapping • Document Layout • Graphics	\$90/Hour
Mileage rate (Standard IRS rate)	\$0.575/mile
Printing and Mailing Services	Actual Expenses

** Prices and terms valid until December 31, 2020,
and for the length of any resulting contract.*



F.

References & Potential Conflict of Interest

F. References & Potential Conflict of Interest

SHC

References

Heather Butkowski
City Administrator
City of Lauderdale
651.792.7657

Projects: Zoning Code Update,
2040 Comprehensive Plan

Tim Benetti
Community Development Director
City of Mendota Heights
651.225.1142
Projects: 2040 Comprehensive Plan
(in-progress), City of Medina 2030
Comprehensive Plan

Public Clients

City of Lauderdale, MN
City of Grant, MN
City of Lakeland, MN
City of Anoka, MN
City of Lake Elmo, MN

City of Mendota, MN
City of Mendota Heights, MN
City of Scandia, MN
Village of Readstown, WI

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Michael Lamb Consulting

References

Laureen Bodin
City Administrator
City of Buffalo
763.684.5404
Project: Downtown 2040 Plan

Caroline Spurgeon
Clerk/Treasurer
Ravenna Township Clerk/Treasurer
651.480.1902
Project: Zoning Code Update

Public Clients

City of Buffalo, MN*
Ravenna Township/Carver County, MN*
City of Rochester, MN**

City of Scandia, MN***
Village of Readstown, WI***

* *sub-consultant to LHB*

** *sub-consultant to Perkins+Will*

*** *sub-consultant to SHC*

Conflict of Interest

None known.



**G.****Disclosure &
Assurances**

G. Disclosure & Assurances

Jennifer Haskamp, Owner and Principal Planner, has the authority to make the representations in this proposal and may sign, and execute if granted, any contract with the City of Brainerd on behalf of the SHC Team.

CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 08/11/2020																																																																																																
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.																																																																																																		
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Submitted by:
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