
ZONING CODE UPDATE

Breezy Point, Minnesota

Prepared by



Planning | Landscape Architecture | Urban Design

Proposal for Planning Services

April 26, 2024



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April 26, 2024

Peter Gansen, Planning & Zoning Administrator
City of Breezy Point
8319 County Road 11
Breezy Point, Minnesota 56472

RE: Proposal for Planning Services to Update the Breezy Point Zoning Code

Dear Mr. Gansen and Members of the Selection Committee:

We are pleased to submit our proposal to assist the City of Breezy Point in updating its Zoning Code. The HKGi team brings tremendous depth and breadth of experience in zoning and comprehensive planning to this project. Our team has provided planning services for nearly every phase of the municipal planning, zoning, and development application processes. The firm has completed more than eighty comprehensive plans for municipal clients in its forty-year history; has helped communities implement their comprehensive plans through zoning ordinance revisions, redevelopment and corridor studies, and other planning and design initiatives; and has performed hundreds of development application reviews to determine whether or not a proposed development will be in compliance with a community's development regulations.

Our breadth and depth of experience means we understand how to translate comprehensive plan guidance into regulatory tools, and we know how to apply those regulations to real-world development projects. We believe this experience gives us the knowledge and skills needed to create effective regulations that help communities achieve the vision and objectives expressed in their comprehensive plans.

Jeff Miller will serve as the Project Manager for HKGi's planning & zoning team. His experience includes conducting major updates or rewriting development codes in communities such as Grand Marais, Winona, Onalaska (WI), Roseville, Golden Valley, Farmington, and St. Louis Park. Rita Trapp will serve as the Principal-in-Charge for the HKGi team. She brings more than twenty years of experience providing day-to-day planning services to many of HKGi's long-term clients. She works with development codes and applications on a daily basis and in recent years has led zoning revision and rewrite projects in a variety of communities. Jason Zimmerman, who will serve as the Lead Planner on this project, brings more than 25 years of planning and zoning experience and recently managed planning operations for the City of Golden Valley, where he oversaw several zoning and subdivision ordinance amendments. All three staff members also have a significant amount of experience conducting comprehensive planning and with bringing zoning codes into alignment with community comprehensive plans.

We believe that the unique set of qualifications the HKGi team can bring to this project positions us to conduct an efficient, effective update process and, just as importantly, deliver a set of planning and land use regulations that will best achieve the City of Breezy Point's vision and objectives for this project. We appreciate the opportunity to be considered for this project, and we look forward to serving City staff and stakeholders on this critical planning initiative. If you have any questions about our proposal or would like to discuss this project in more detail, don't hesitate to contact us. We look forward to speaking with you.

Sincerely,



Jeff Miller, AICP
Project Manager
612-720-8311 | jmillers@hkgi.com



Rita Trapp, AICP
Vice President
612-252-7135 | rita@hkgi.com

**Collaborate.
Listen.
Explore.
Create.**

UNDERSTANDING & APPROACH



UNDERSTANDING & APPROACH

INTRODUCTION

HKGi's approach to the Zoning Code Update project begins with our belief that the qualities of a community's landscape and built environment, along with the community's values and identity, are the essential foundations for successful community planning. HKGi will work collaboratively with the City to craft regulations that proactively guide development that reflects the City's current needs and future goals while honoring its history and character. Our approach places HKGi's four core principles at the center of our practice: collaborate, listen, explore, and create. HKGi's work plan as proposed on the following pages is guided by these principles and is designed to keep the focus on the community's unique needs, insights, and opportunities.

UNDERSTANDING

Breezy Point is continuing to experience high growth in its population, both year-round and seasonal residents, and the corresponding development needed. As a city that highly values its unique identity and sense of community, the city seeks to update its zoning code to meet market demand and emerging development trends, including considerations around expanded housing options, diversifying business and employment opportunities, mixing of uses, and planning for long-term sustainability (e.g. energy efficient building and site design, EV charging). The City desires an updated zoning code that moves away from its traditional use-based standards toward more of a focus on the physical character of development.

Similar to other communities that HKGi has worked with, elements of Breezy Point's zoning regulations have become outdated, inconsistent, and challenging to use. A primary objective of the zoning code update project is to update and reorganize the code to

establish a user-friendly format that includes graphics to better communicate regulations. Graphics can include tables, lot/site diagrams, building illustrations, and example photos. HKGi will analyze the existing zoning districts and create tables to improve communication of allowed uses and dimensional standards. New administrative processes may be needed to allow City staff to provide efficient and timely responses to land use and development applications. The City recognizes that significant updates are necessary to produce a modern and user-friendly code.

The City is also requesting that its Comprehensive Plan be reviewed and updated to bring it into alignment with the updated zoning code. We anticipate the primary chapters to be updated will be the Land Use and Housing chapters.

APPROACH

HKGi proposes a four-phase approach to guide the process for the Zoning Code Update project that includes reviewing the City's comprehensive plan (adopted in 2020) and other relevant plans and studies; evaluating the current zoning code structure and regulations; analyzing the zoning districts' uses and dimensional standards via tables, preparing a draft code structure and summary of recommended update approaches; and updating the various code sections in a set of modules. We have used this module approach for updating code sections with great success in our recent rewrite projects in Rosemount, MN, Winona, MN, Johnston, IA, and Onalaska, WI.

Engagement with your Community

HKGi is experienced conducting engagement to collect feedback from many perspectives within a community. At the onset of a project we work with the client to create a customized engagement plan that best suits their community and the project's objectives. For a project such as zoning ordinance revisions, we anticipate a higher degree of engagement targeted at specific stakeholder groups directly impacted by zoning changes.

PROJECT MANAGEMENT

HKGi approaches all of its code update projects as a collaborative process between HKGi and the community. We recommend monthly, or even bi-weekly, meetings with City staff to ensure the City's vision and practices are being implemented and that the project is progressing on schedule. These regular meetings with City staff will be led by Jeff Miller, the project manager for the project. Each meeting will have an agenda that outlines the current areas of discussion and looks ahead to future meetings and deadlines that need to be met. Draft materials will be provided to City staff in a manner which allows for easy review and comment. For example, draft code sections will be sent in Word using the "Track Changes" function and presentations will be sent in PDF.

In addition to City staff, it is important for members of the Planning Commission and City Council to be involved throughout the project. The work plan proposes regular meetings with the Planning Commission, as well as joint City Council and Planning Commission meetings at key points in the process. HKGi has found these joint meetings to be particularly helpful for elected and appointed officials to discuss and reach consensus on strategic or complex topics, thus easing the review and adoption process at the end of the project.

In order to ensure that the project is completed on time, within budget and in accordance with applicable laws, policies, standards, HKGi's approach includes the following project management measures:

- » Work with staff upfront to identify code sections and sub-sections that do not need updating;
- » Creation of analysis tables at the beginning of the project, during code diagnosis, to enable the evaluation of the districts' uses and dimensional standards, as well as development procedures, more efficient;
- » Regularly scheduled meetings with City staff throughout the duration of the project (bi-weekly

ONLINE TOOLS



IN-PERSON EVENTS



OUTREACH



or monthly) will help keep the project stay on schedule;

- » Use of HKGi’s project management software which tracks actual hours and costs project-to-date versus planned hours and costs on daily basis;
- » HKGi team includes both a Project Manager and a Principal-in-Charge role to oversee the project’s status in terms of schedule and budget.

MODULAR APPROACH

Another key component of HKGi’s approach will be the sequencing of the code update process into multiple modules that address the various components of the new zoning regulations. Breaking down this major effort into logical modules allows for a detailed review of the updated code sections without overwhelming City staff and elected and appointed officials. 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, entire drafts of the zoning code are prepared for review by City staff, elected and appointed officials, and the community. After input is received and revisions made, the adoption process – including public hearings – can begin.

PUBLIC OUTREACH

As noted in our proposed scope of services, HKGi will work with City staff to create a community engagement strategy and schedule that will use the more efficient and effective ways to involve internal and external stakeholders in this project, which can be technical and intimidating for the public.

HKGi brings a wealth of experience and a tool box of effective community engagement strategies. We anticipate that outreach will involve strategies for both face-to-face and virtual interactions, including stakeholder listening sessions/interviews, virtual engagement, and a public hearing. HKGi will help City staff identify the appropriate stakeholder groups to involve in the project, as well as the most effective

times and methods for outreach to the general public. Examples of the types of stakeholder groups the City could consider are developers/designers, chamber of commerce, and representatives from geographic areas such as neighborhoods, lake associations or business/resort areas. HKGi has found that an online website is a valuable way to keep the community informed of the project’s progress. HKGi is able to create and maintain a Storymap (ESRI GIS) or can provide content for the City to update its own website.

Examples of the types of stakeholder groups the City could consider are developers/designers, chamber of commerce, and representatives from geographic areas such as lake associations or corporate campuses. HKGi has found that an online website is a valuable way to keep the community informed of the project’s progress. HKGi is able to create and maintain a storymap or can provide content for the City to update its own website.



WORK PLAN

Phase 1: Defining Project Process and Context

Phase 1 is intended to define the project process and gain an understanding of the city's current conditions related to the zoning code. Understanding the context of this project will provide a solid foundation for the code update process. City staff and the consultant team will confirm the project's scope, process, and schedule, including ensuring the process will sufficiently engage stakeholders and address the City's priority topics and issues. Background information from the City and other sources will be gathered and reviewed by the consultant team to help define the project's goals and efforts for evaluating the current zoning code.

TASKS

- 1.1 Meet with Staff to:
 - » Finalize the project's scope, process, schedule
 - » Discuss the current code's issues and opportunities
 - » Discuss City policies, processes, or practices that are currently unwritten, but that should be incorporated into zoning code regulations
 - » Confirm code sections with recent updates that don't warrant evaluation and updating as part of this project
 - » Identify how information about the project will be shared with the public, e.g. City's website, newsletter, etc.
- 1.2 Complete a reconnaissance tour of the city led by City staff to gain an understanding of the existing community character, visit areas with issues that may be addressed by zoning code updates, and visit areas that are planned or anticipated for future development.
- 1.3 Review the Comprehensive Plan and any other relevant plans or studies to identify goals, objectives, and recommendations that may be achieved through the updated zoning code regulations.
- 1.4 Assemble current zoning code document in editable format and zoning map GIS data

- 1.5 Prepare and refine with City staff a community engagement strategy, including key stakeholders and schedule.
- 1.6 Prepare materials, such as online information, that introduce the project to the public.

DELIVERABLES

- » Summary of consultant's review of relevant portions of the Comprehensive Plan to the zoning code update
- » Community engagement strategy and schedule
- » Online information for project introduction to the public

CITY RESPONSIBILITIES

- » Coordinate meeting scheduling
- » Attend project kick off meeting and lead tour of the City
- » Assemble and share background materials, including current zoning code document in editable format and zoning map GIS data
- » Review and comment on draft summary material
- » Assist with website updates if City is hosting the project information



The initial kick-off meeting and reconnaissance tour will give City staff the opportunity to brief the planning team on key issues.

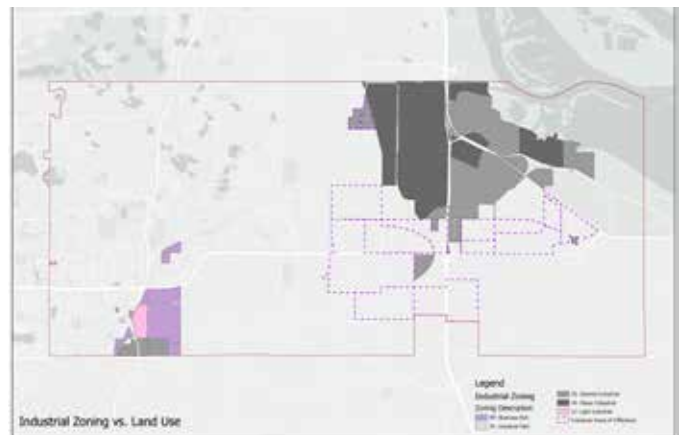
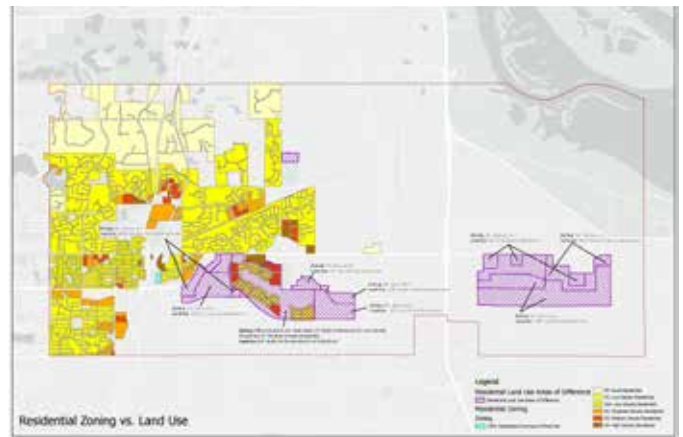
Phase 2: Diagnose the Current Zoning Code and Frame Update Approach

The purpose of phase 2 is to understand the issues with the existing zoning code, to reach general consensus on priorities for the update process, and to frame the approach for code sections where significant change is anticipated. While City staff and the consultant team will lead the identification of issues, it is also important to gather input from elected and appointed officials, stakeholders, and the general public. The findings from phase one and the code diagnosis will be used to identify a proposed code structure that includes a description of the intent and components of each code section.

TASKS

- 2.1 Complete a detailed diagnosis of the current zoning code for deviations from best practices and trends based on HKGi's experiences working with and updating zoning codes. This diagnosis will include:
- » Evaluation of the current code structure, including whether there are too few or too many sections and subsections, and the organization of each code sections.
 - » Completing tabular analysis of all districts, uses, and dimensional standards. Analyzing uses as well as lot and building/site dimensional standards to identify inconsistencies, gaps, organizational issues, and ease-of-use improvements. As part of this analysis, we will explore the potential for modernizing, synchronizing, streamlining, and simplifying uses across all districts to improve consistency and understanding of which uses are allowed across all districts.
 - » Evaluation of regulations to determine updates needed to align with current state and federal requirements and recent court decisions.

- » Conducting GIS analysis of the current Zoning Map to evaluate the effectiveness of the current zoning map's application of districts. This step will explore how much and where each district is used, whether there are districts that are not used, and whether there are any inconsistencies between the Comprehensive Plan and zoning map.
- » Evaluating development procedures to identify inconsistencies between the types of development requests and potential approaches to streamline the development review process.



GIS analysis and mapping will aid the planning team in identifying discrepancies between current and future land uses and current zoning regulations.

- 2.2 Prepare a proposed code structure for the updated regulations, explaining the purpose and scope of each code section.
- 2.3 Identify potential approaches to address changes to code sections identified in the diagnosis.
- 2.4 Meet with City staff to discuss the proposed code structure and potential update approaches.
- 2.5 Conduct a first round of community engagement in accordance with the community engagement plan to introduce the project, identify issues, and begin identification of areas where context-sensitive regulations may be needed. In addition to a general opportunity for the public to provide input, it is recommended that this round of engagement include stakeholder meetings, such as property owners, developers, design professionals, and/or in neighborhoods where updates may be targeted.
- 2.6 Conduct a joint meeting of the City Council and Planning Commission to present initial findings of the code diagnosis, and seek input on issues, opportunities, and priorities.

DELIVERABLES

- » Zoning Code Diagnosis Report
- » Meeting materials as needed, including agendas, packet materials, and presentations
- » Community engagement meeting materials such as marketing materials, agendas, and presentations
- » Summary of community engagement input
- » Online content/website update

CITY RESPONSIBILITIES

- » Coordinate meeting scheduling
- » Attend City staff, joint CC/PC work session, and community engagement meetings
- » Coordinate input from other City departments
- » Take formal minutes at official meetings if required to meet City policies
- » Review and comment on the draft meeting and summary materials
- » Assist with website updates if City is hosting the project information

Phase 3: Prepare Draft Code Sections

Phase 3 is when the technical updating and drafting of regulations occurs. The draft zoning code updates are proposed to be reviewed in modules by City staff and the Planning Commission. It is also recommended that at least one joint meeting of the City Council and Planning Commission occur in this phase of the project.

TASKS

- 3.1 Prepare the draft regulations in a series of modules. Based on our past experience, logical modules for grouping of code sections include:
 - » Base zoning districts (purposes, uses, lot dimensions, site dimensions) and zoning map
 - » Use specific standards and general development standards (parking, landscaping, fencing and screening, signs, etc.)
 - » Development procedures (variances, conditional use permits, site plan review, etc.), general/special provisions
- 3.2 Conduct review of the modules with City staff, including staff from other departments as appropriate.
- 3.3 Meet with the Planning Commission to review the updates for each module.
- 3.4 Prepare first draft of the entire revised zoning code document.
- 3.5 Prepare first draft of updates to the zoning map
- 3.6 Conduct a joint meeting of the City Council and Planning Commission to present the draft updated code and map

DELIVERABLES

- » Meeting materials as needed, including agendas, packet materials, and presentations
- » Draft zoning code updates by module
- » Draft of updates zoning map
- » First full draft of the updated zoning code
- » Prepare City's website for online review of the complete draft of the zoning code and map

CITY RESPONSIBILITIES

- » Coordinate meeting scheduling
- » Attend City staff, Planning Commission, City Council, and joint CC/PC meetings
- » Review and comment on draft code sections and zoning map
- » Coordinate review of draft code updates with other City departments
- » Present updates to the City Council
- » Take formal minutes at official meetings if required to meet City policies
- » Assist with website updates if City is hosting the project information

Phase 4: Update the Comprehensive Plan

Phase 4 will use the draft updated zoning code to review and prepare updates to the Comprehensive Plan.

TASKS

- 4.1 Review and update Chapter 2 (Land Use) including the following:
 - » Update future land use categories
 - » Update future land use map
 - » Goals and strategies
 - » Incorporating any new directions resulting from the zoning code updates

- 4.2 Review and update Chapter 4 (Housing), in particular updating the descriptions of residential districts under the Existing Development section to align with the updated zoning districts; updating and/or adding goals and strategies; and incorporating any new directions resulting from the zoning code updates.
- 4.3 Share the complete draft of the zoning code and Comprehensive Plan online for Planning Commission and City Council review.
- 4.4 Conduct a Joint City Council and Planning Commission meeting to discuss major changes and build consensus on targeted topics in both the zoning code and Comprehensive Plan.
- 4.5 Conduct community engagement for input on key directions and proposed updates to the zoning code and Comprehensive Plan.
- 4.6 Revise the draft zoning code and Comprehensive Plan as needed to prepare for the Planning Commission public hearing.

DELIVERABLES

- » Meeting materials as needed, including agendas, packet materials, and presentations
- » Community engagement materials such as marketing, agendas, presentations, and online content
- » First full draft of the updated Comprehensive Plan
- » Prepare City's website for online review of the complete draft of the zoning code

CITY RESPONSIBILITIES

- » Coordinate meeting scheduling
- » Attend City staff, Planning Commission, City Council, and joint CC/PC meetings
- » Review and comment on draft modules
- » Coordinate review of draft Comprehensive Plan updates with other City departments
- » Present updates to the Planning Commission and City Council



Where possible, engagement will include the use of online tools and graphics that will illustrate specific changes to ordinances so stakeholders can review and comment on code revisions.

- » Assist with community engagement efforts, including coordination with other advisory commissions or committees if needed
- » Take formal minutes at official meetings if required to meet City policies
- » Assist with community engagement efforts
- » Assist with website updates if City is hosting the project information

Phase 5: Final Adoption of Zoning Code, Zoning Map, and Comprehensive Plan

The final phase is the adoption process of the updated zoning code, zoning map, and Comprehensive Plan, which includes a public hearing at the Planning Commission and adoption by the City Council.

TASKS

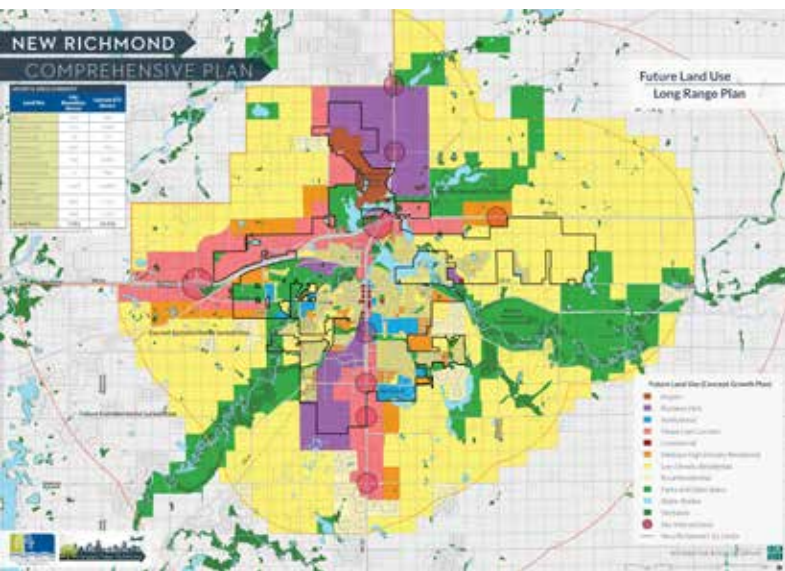
- 5.1 Facilitate public comment on the draft zoning code, zoning map, and Comprehensive Plan.
- 5.2 Prepare and present the proposed code, map, and Comprehensive Plan at a public hearing with the Planning Commission.
- 5.3 Present the proposed code, map, and Comprehensive Plan to the City Council.
- 5.4 Make any final changes to the zoning code, zoning map, and Comprehensive Plan and provide to the City in Word, PDF, and GIS formats.

DELIVERABLES

- » Meeting materials as needed, including agendas, packet materials, and presentations
- » Complete drafts of the proposed zoning code, zoning map, and Comprehensive Plan
- » Online content/website

CITY RESPONSIBILITIES

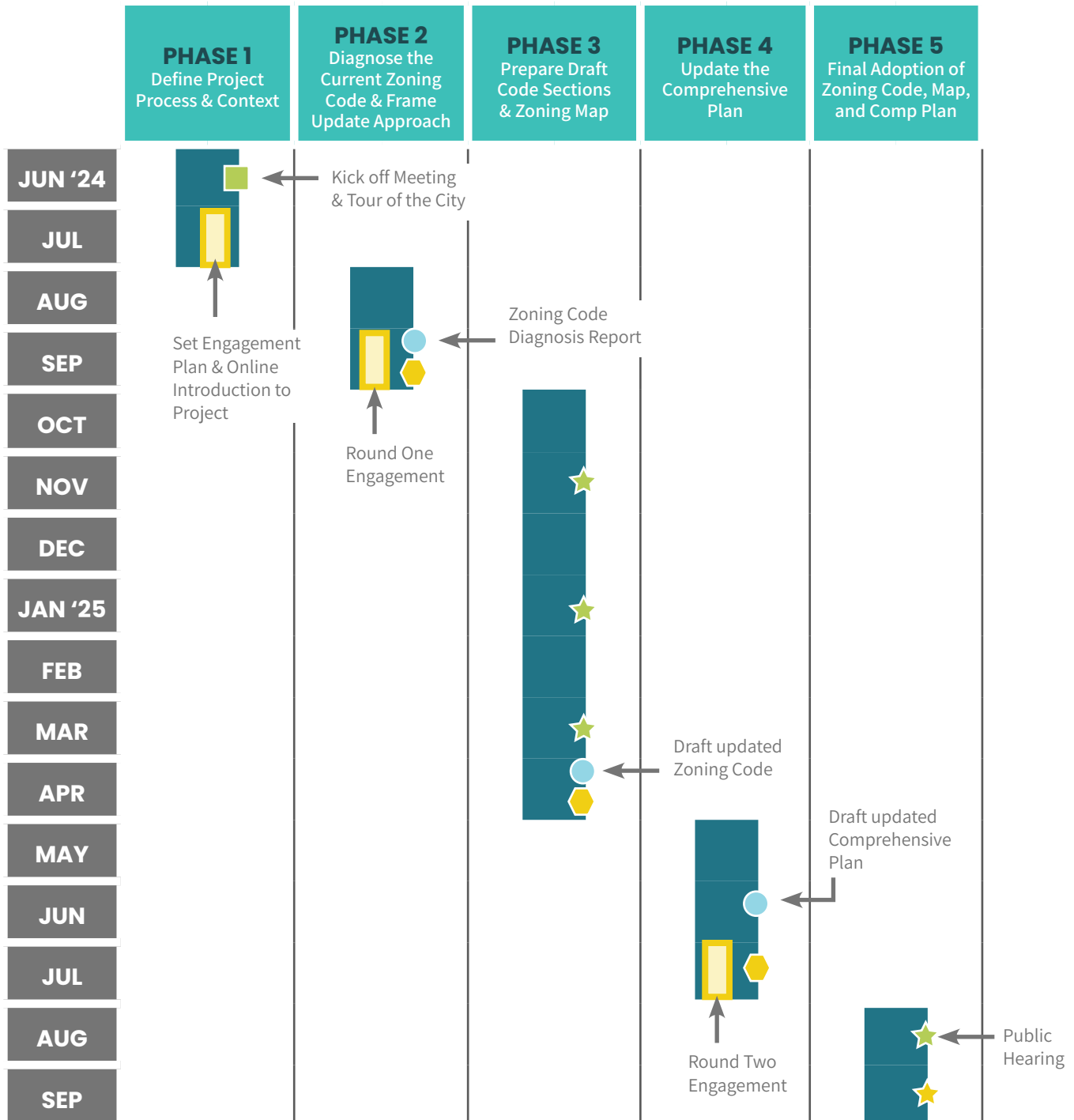
- » Coordinate meeting scheduling
- » Attend at City staff, Planning Commission, and City Council meetings
- » Take formal minutes at meetings if required to meet City policies
- » Review and comment on drafts
- » Assist with website updates if City is hosting the project information
- » Assist with website updates if City is hosting the project information



Updates to the zoning code will be used to update the zoning map & Comprehensive Plan's future land use map. Aerial photos can be effective for showing people the character of the community.

SCHEDULE

If the HKGi team is selected to conduct this project, one of our first tasks will be to confirm this schedule or modify it to best fit the City’s needs for this project. We will also work with City staff to add detailed dates, as appropriate, for project milestones.



MEETINGS*

*Recurring Staff Meetings Held Monthly or bi-weekly as needed (not shown)

- Kick-Off Meeting w/Staff
- Engagement
- Joint PC/CC Meeting
- PC Meeting
- CC Meeting/Consider Approval
- Other Deliverable (Labeled)

PROJECT TEAM



FIRM PROFILE



HKGi was established in 1982 to provide community-based planning and landscape architecture services to clients throughout the Upper Midwest. Our objective is to help clients build great places for people to live, work, and play.

ZONING ORDINANCE EXPERIENCE

The staff members assigned to this project work with zoning ordinances, planning regulations, and development applications on a daily basis. These staff members provide day-to-day planning services to small- and mid-sized communities, and through this work they understand the impact that planning direction and regulations can have on a community's development.

This practical, real-world experience means that they bring insights and critical knowledge about how to

write zoning ordinances that will best generate the desired results and mitigate the potential for unintended outcomes. Combined with HKGi's dedication to providing superior client service, our team's depth of experience will enable us to create an effective updated zoning ordinance that will enable the City of Breezy Point to achieve its objectives for this project.

KEY PERSONNEL AND AVAILABILITY

Resumes for HKGi staff assigned to this project are included on the following pages. Staff availability listed below is based on the percentage of time available to conduct this project based on current and projected workloads:

- » Jeff Miller - 40%
- » Jason Zimmerman - 45%
- » Rita Trapp - 35%
- » Kendra Ellner - 60%
- » Mia Colloredo-Mansfeld - 70%

LOCATION

800 Washington Ave. N., #103
Minneapolis, MN 55401
www.hkgi.com
612-338-0800

ORGANIZATION

Minnesota S-Corp

PRINCIPALS

- Paul Paige, PLA (MN), President
- Brad Scheib, AICP, Vice President
- Bryan Harjes, PLA (MN, MI), LEED AP, Vice President
- Gabrielle Grinde, PLA (MN), Vice President
- Rita Trapp, AICP, LEED AP, Vice President

ASSOCIATES

- Jeff Miller, AICP

STAFF

- 6 Certified Planners
- 7 Licensed Landscape Architects
- 7 Planners/Urban Designers
- 2 Marketing Communications



EXPERIENCE

SERVICES AND DEPTH OF EXPERIENCE

Planning regulations translate planning visions into enforceable ordinance language that shapes the physical development of the community. They are essential in determining a community's character and growth. While many planning consultants specialize in writing zoning ordinances and development codes, HKGi is a full service planning and design firm. Our planning services include:

- » Comprehensive planning
- » Ordinance and regulatory tools development
- » Development application reviews
- » Design regulations review
- » Redevelopment and development planning
- » Landscape architecture

Our depth of experience means that we understand how to create comprehensive plan guidance at the beginning of the planning process, and how regulations impact development on the back end of the process. Because of this experience we create planning regulations that help communities achieve their development objectives while minimizing the unintended consequences that regulations can sometimes have.

HKGi has a long history of providing day-to-day planning services to municipal clients. These services have often involved zoning and subdivision ordinance revisions as well as the development of design guidelines and other regulatory tools. Beginning on the next page we have included detailed information about some of our recent ordinance rewrite and revision projects. A small sampling of other recent ordinance and regulation work conducted by HKGi is listed in the sidebar to the right. Details for a selection of these projects are included in the Experience section beginning on page 20.



Relevant Experience

- Zoning Code Update - Rosemount, MN
- Zoning Ordinance Update - Johnston, IA
- Uniform Development Code Rewrite - Winona, MN
- Zoning Ordinance Update - Roseville, MN
- Zoning Ordinance Update - Farmington, MN
- Zoning Ordinance Update - Byron, MN
- Zoning Ordinance Update - St. Francis, MN
- Zoning Code Rewrite - Lindström, MN
- Uniform Development Code Rewrite - Onalaska, WI
- Zoning Code Audit and Revisions; Site Redevelopment Design Guidelines; Historic Walker-Lake Zoning District; Accessory Dwelling Unit Ordinance - St. Louis Park, MN
- Zoning Code Audit and Update; Historic Downtown Signage Ordinance - Chaska, MN
- Zoning Ordinance Revisions - Maplewood, MN
- Zoning and Subdivision Ordinance Update - Golden Valley, MN
- Housing Study and Zoning Ordinance Revisions - Grand Marais, MN
- Zoning Ordinance Revisions - Savage, MN
- Short-term Rental Housing Ordinance; Zoning Ordinance Revisions; Mixed Use Zoning Ordinance and Historic Preservation Ordinance Revisions - Stillwater, MN
- Zoning Ordinance Audit - Edina, MN



Jeff Miller AICP
Project Manager
jmiller@hkgi.com

Years of Experience: 24

Education

Master of Planning,
University of Minnesota

Bachelor of Arts in 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

Introduction

Jeff will serve as the consultant Project Manager, providing leadership for the process and directing the work of the planning team. In this role he will be the primary point of contact for the City and will lead stakeholder engagement. Jeff has more than twenty years of experience and has provided leadership and planning expertise for a wide variety of projects, including several development code rewrites.

Jeff's experience includes work as both a municipal planner and as a consultant. He understands how to ensure that comprehensive plan direction is enacted in zoning ordinance language, and he also brings an understanding of how regulatory tools can impact and guide a community's development environment. He is valued by clients for his listening and communication skills, his thoughtful approach, and for the outstanding client service he provides.

Relevant Project Experience

- Unified Development Code Rewrite | Onalaska, WI
- Grand Marais Housing Study and Zoning | Grand Marais, MN
- Unified Development Code Rewrite | Winona, MN
- Zoning Ordinance Update | Rosemount, MN
- Zoning Ordinance Update | Roseville, MN
- Zoning Ordinance Revision | Farmington, MN
- Comprehensive Plan and Zoning Ordinance Revisions | St. Louis Park, MN
- Historic Preservation and Mixed Use Zoning Ordinance Revisions | Stillwater, MN
- Downtown Signage Design Guidelines and Downtown Business Entry Design Guidelines | Chaska, MN
- Zoning and Subdivision Ordinance Revisions | Golden Valley, MN
- Zoning Ordinance Revisions | Maplewood, MN



Rita Trapp AICP, LEED AP
Principal in Charge
rita@hkgi.com

Years of Experience: 21

Education

Bachelor of Science in Land Use
Geography and Economics, University of
Wisconsin-Eau Claire

Registration

American Institute of Certified Planners
Certification #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

Introduction

Rita will serve as Principal in Charge for this project. In this role she will provide quality control services and will play an active role in guiding the planning team through the planning process. Her guidance will enable the team to conduct an efficient planning process that achieves the City's objectives for the project.

Rita has twenty-plus years of experience, and for much of her career she has worked with planning regulations on a daily basis. She has provided day-to-day planning services for dozens of communities and has led several zoning ordinance revision or rewrite projects. She is also experienced at writing comprehensive plans and translating comprehensive plan direction into zoning ordinances, regulations, and policies.

Her insight into all phases of the planning process, from comprehensive planning to writing zoning ordinances and then applying those ordinances to real-world development applications enables her to write effective ordinances that achieve the city's objectives while minimizing unintended outcomes.

Relevant Project Experience

- Unified Development Code Rewrite | Winona, MN
- Unified Development Code Rewrite | Onalaska, WI
- Zoning Ordinance Update | Chaska, MN
- General Planning Services | Marine on St. Croix, MN
- Comprehensive Plan and Zoning and Subdivision Ordinance Rewrite | Lindström, MN
- Comprehensive Plan and Zoning Ordinance Update | Byron, MN
- Zoning Ordinance Rewrite | Johnston, IA
- Comprehensive Plan & Zoning Ordinance Revision | Maplewood, MN
- Zoning and Subdivision Ordinance Revisions | Golden Valley, MN
- Zoning Ordinance Revisions and Development Code Audit | St. Louis Park, MN



Jason Zimmerman AICP

Lead Planner

jason@hkgi.com

Years of Experience: 25

Education

Master in City Planning,
Massachusetts Institute of Technology

Bachelor of Arts in Economics,
Carleton College

Registration

American Institute of Certified Planners
Certification #030829

Professional Activities

Past President, American Planning
Association, Minnesota Chapter

Board of Directors, American Planning
Association, Minnesota Chapter, 2017-
2023

Introduction

Jason will serve as a Lead Planner for the HKGi team. In this role he will provide leadership for the planning team and consult to city staff, he will serve as the primary planner throughout the project.

Jason has twenty-five years of experience in community planning and urban design. Before joining HKGi he served for a decade as a municipal planner and planning manager with the City of Golden Valley, where he worked with zoning ordinances and members of the development community on a daily basis. He has a thorough understanding of the day-to-day operations of city planning departments and knows what kinds of tools can be most helpful in implementing and administering development codes. He also knows firsthand the impact that zoning ordinances have, not only on development activity, but also on the lives of residents and business owners. His insights will assist the HKGi team in providing ordinance revisions that will help the City of Arden Hills achieve its community development goals and address areas of need and concern in an efficient, effective manner.

Relevant Experience

- *Zoning and Subdivision Ordinance Updates | Golden Valley, MN
- Zoning Code Update | Chaska, MN
- Zoning Code Update | Savage, MN
- Comprehensive Plan Update | Farmington, MN
- Comprehensive Plan Update | Hermantown, MN
- Comprehensive Plan Update | Ironwood, MI
- *Comprehensive Plan Update | Golden Valley, MN
- *Downtown Redevelopment Framework Plan | Golden Valley, MN
- General Planning Services | Lindstrom, MN
- Purple Line BRT Station Area Planning | Ramsey County, MN

*Prior to joining HKGi



Kendra Ellner AICP
Planner
kendra@hkgi.com

Years of Experience: 2

Education

Master of Science in Urban and Environmental Planning (Accelerated Program), Arizona State University

Bachelor of Science, Urban Planning, Arizona State University

Registration

American Institute of Certified Planners Certification #35611

Accomplishments

Team Leader - 2021 ULI Hines Student Urban Design Competition and American Planning Association's Outstanding Planning Student Organization Runner-Up

Introduction

Kendra will provide planning services for all aspects of this project. In this role she will assist with ordinance analysis and writing, background data collection and research, engagement, and other work plan tasks as needed.

Kendra is a multifaceted planner who is committed to facilitating and creating equitable and livable communities. She has experience facilitating community engagement events, activities, and online marketing for planning processes, and her professional and academic experience has cultivated strong skills in policy research, data analysis and visualization, site plan and design work, grant writing, and manuscript development.

Kendra is a relatively new staff member at HKGi, but in a short time she has demonstrated outstanding planning, research, and communication skills. She has provided day-to-day planning services for several of HKGi's clients and has been involved in many of the firm's most recent zoning ordinance-related projects. Her previous experience includes serving as a planner and GIS technician for the City of River Falls (WI), so she also brings an understanding of the tools needed from city staff perspectives.

Relevant Project Experience

- Planning Services and Zoning Ordinance Rewrite | Savage, MN
- General Planning Services | Lindström, MN
- General Planning Services | St. Francis, MN
- General Planning Services | Marine on St. Croix, MN
- Comprehensive Plan & Zoning Ordinance Update | St. Michael, MN
- General Planning Services | Kasson, MN
- Zoning Code Update | Fridley, MN
- Zoning Ordinance Audit and Update | St. Louis Park, MN
- General Planning Services | Rogers, MN
- Comprehensive Plan | Sherburne County, MN



Mia Colloredo-Mansfeld

GIS/Planning

mia@hkgi.com

Years of Experience: 2

Education

Bachelor of Arts, Geography and Environmental Studies,
University of North Carolina-Chapel Hill

Awards

McNally Award for Excellence in Geography

Douglas Eyre Award for Outstanding Leadership

Activities

Volunteer Ambulance Driver - North Haven, Maine EMS

Introduction

Mia will provide GIS data collection and mapping services to this project. Mia is new to HKGi, where she provides GIS and planning support on comprehensive plans and zoning projects. She comes to HKGi from North Haven, Maine, where she served for two years as the sole planner for a small island village. Her work for North Haven included collecting GIS data to build a database that the village could use to support future planning. The village did not have any GIS data, so she had to start the database build from scratch, which gave her some valuable insights into GIS best practices.

She has an affinity for working with GIS data and has developed her collection and analysis skills, both in her work in Maine as well as in her college research work, which consisted of mapping and cataloguing land use management practices for agriculture in the Galapagos Islands.

Engagement has been a significant component of her work. She has been able to connect and build strong relationships with stakeholders and community members. Her ability to facilitate meetings and engage with residents and farmers has been a key to her success.

Relevant Project Experience

- Zoning Code Update | Fridley, MN
- Zoning Ordinance Rewrite | Savage, MN
- General Planning Services | St. Francis, MN
- General Planning Services | Maplewood, MN
- General Planning Services | Greenfield, MN
- *Community Vision Process Facilitation | North Haven, ME
- *Housing Working Group Facilitation & Planning | North Haven, ME
- *Economic Diversification & Resilience Planning | North Haven, ME
- *GIS Database Collection and Organization | North Haven, ME

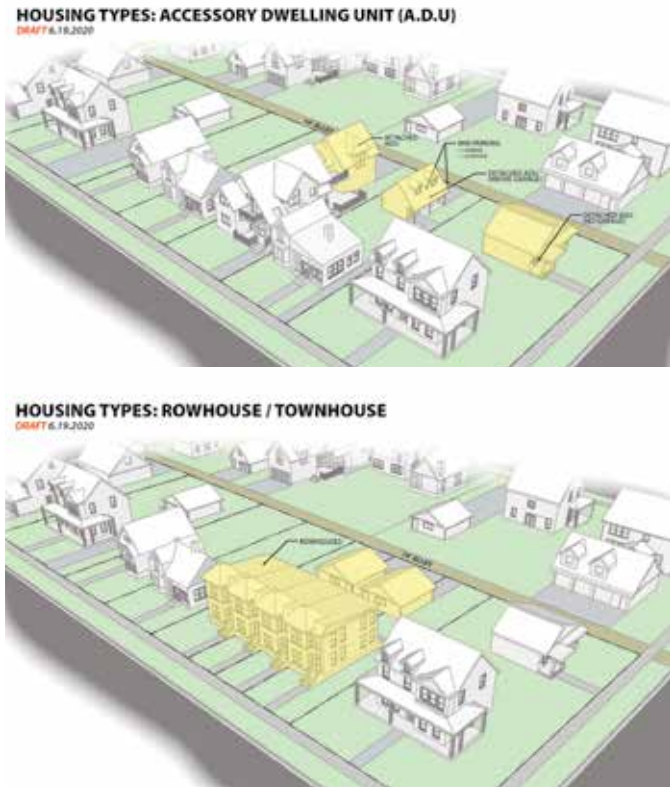
*Projects completed for previous employer

EXPERIENCE & REFERENCES

A photograph of a man in a light-colored shirt and jeans pushing a child on a swing at a park. The scene is set on a grassy area with a gravel path and playground equipment. In the background, there are houses and trees. The image is overlaid with a semi-transparent dark blue filter.

Housing Study & Zoning Ordinance Revisions

GRAND MARAIS, MINNESOTA



HKGi conducted a housing study to help the City of Grand Marais and its residents identify strategies to encourage a more diversified housing stock and led a subsequent zoning ordinance revision project to implement the study’s findings and recommendations. For the study HKGi inventoried the City’s current land use and housing regulations, researched housing 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 worked with the City to

revise the Grand Marais zoning code to 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. Recommended zoning revisions 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, and illustrations to make the code more user friendly to a broad scope of stakeholders.

CLIENT

City of Grand Marais

HIGHLIGHTS

- Establishment of new Design Standards to ensure new housing types will fit in 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; new lot and building standards for each new housing type

REFERENCE

Mike Roth, City Administrator
 City of Grand Marais
 218-387-1848

Subdivision & Zoning Ordinance Amendments

GOLDEN VALLEY, MINNESOTA



After enacting a six-month moratorium on new residential subdivisions in response to residents' continuing concerns about the impact new subdivisions were having on their existing neighborhoods, the City of Golden Valley initiated a Subdivision Study to explore potential changes to the zoning and subdivision regulations relative to single-family residential subdivisions. The City hired HKGi to conduct a public process aimed at clarifying the issues, exploring potential solutions, and recommending effective subdivision/zoning ordinance amendments.

HKGi facilitated this intensive public process, which involved community-wide input meetings, joint City Council/Planning Commission workshops, and public hearings. The study's recommended ordinance amendments addressed the following concerns with recent new residential subdivisions: tree preservation, lot size, irregular lot shape, house-to-lot relationship, and planned unit developments. The key study recommendation was the creation of a larger minimum lot area requirement for new subdivisions in large lot neighborhoods.

CLIENT

City of Golden Valley

HIGHLIGHTS

Revisions included:

- Revision of R-2 district to allow for small lot single-family homes
- Revision of R-3 district to allow for row houses
- Modernization of the Office district
- Modernization of the Institutional district
- Revision of the Mixed Use district
- Addition of Accessory Dwelling Units
- Architectural and Material Standards
- Update to the Planned Unit Development regulations
- Updates to the Off-street Parking standards

Zoning Code Rewrite

LINDSTRÖM, MINNESOTA



HKGi led the development of Lindström’s Comprehensive Plan and subsequently has provided implementation assistance, which has included rewriting the City’s zoning ordinance and regulatory tools. HKGi’s work on the zoning code rewrite project has been geared towards helping the City accomplish several of its comprehensive plan goals.

These goals include creating regulations that will help the community develop high quality housing stock that will meet the needs of residents at all stages of life and various income levels. HKGi also

worked with city staff and community stakeholders to explore and identify zoning policies and practices that will promote and encourage sustainability on public property.

Other topics covered during the planning process include creating a Complete Streets policy; creating ordinances that allow for smaller scale wind and solar power generation systems; establishing a process or design guidelines that would aid in crime prevention; and maintain an up-to-date park dedication policy. HKGi also explored the creation of a housing code/rental licensing program.

CLIENT

City of Lindström

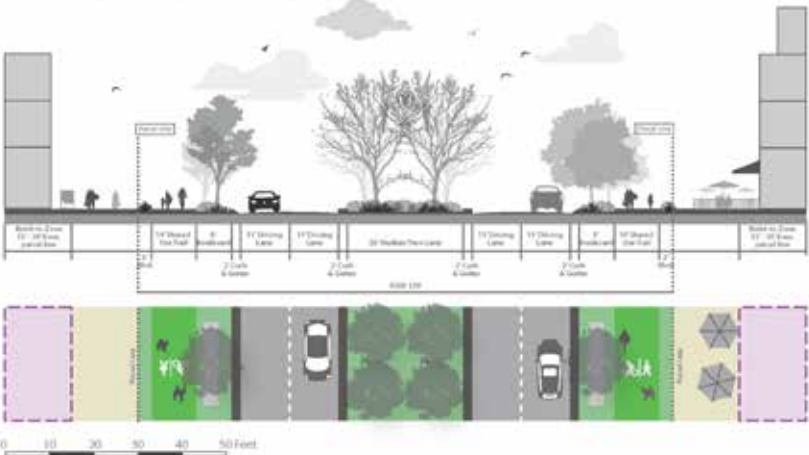
HIGHLIGHTS

- Addresses several topics related to shoreline development
- Revisions to diversify the community’s housing stock
- Updates to bring development code in compliance with Comprehensive Plan and new land use designations

Zoning Ordinance Updates

MAPLEWOOD, MINNESOTA

Minor Arterial / Major Collector- 120' ROW



HKGi followed 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 addressed zoning revisions in several key areas throughout the city, including potential redevelopment in and around the Maplewood Mall. HKGi’s planners also conducted 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 were used to determine zoning changes needed to achieve the City’s development objectives for each area.

CLIENT

City of Maplewood

HIGHLIGHTS

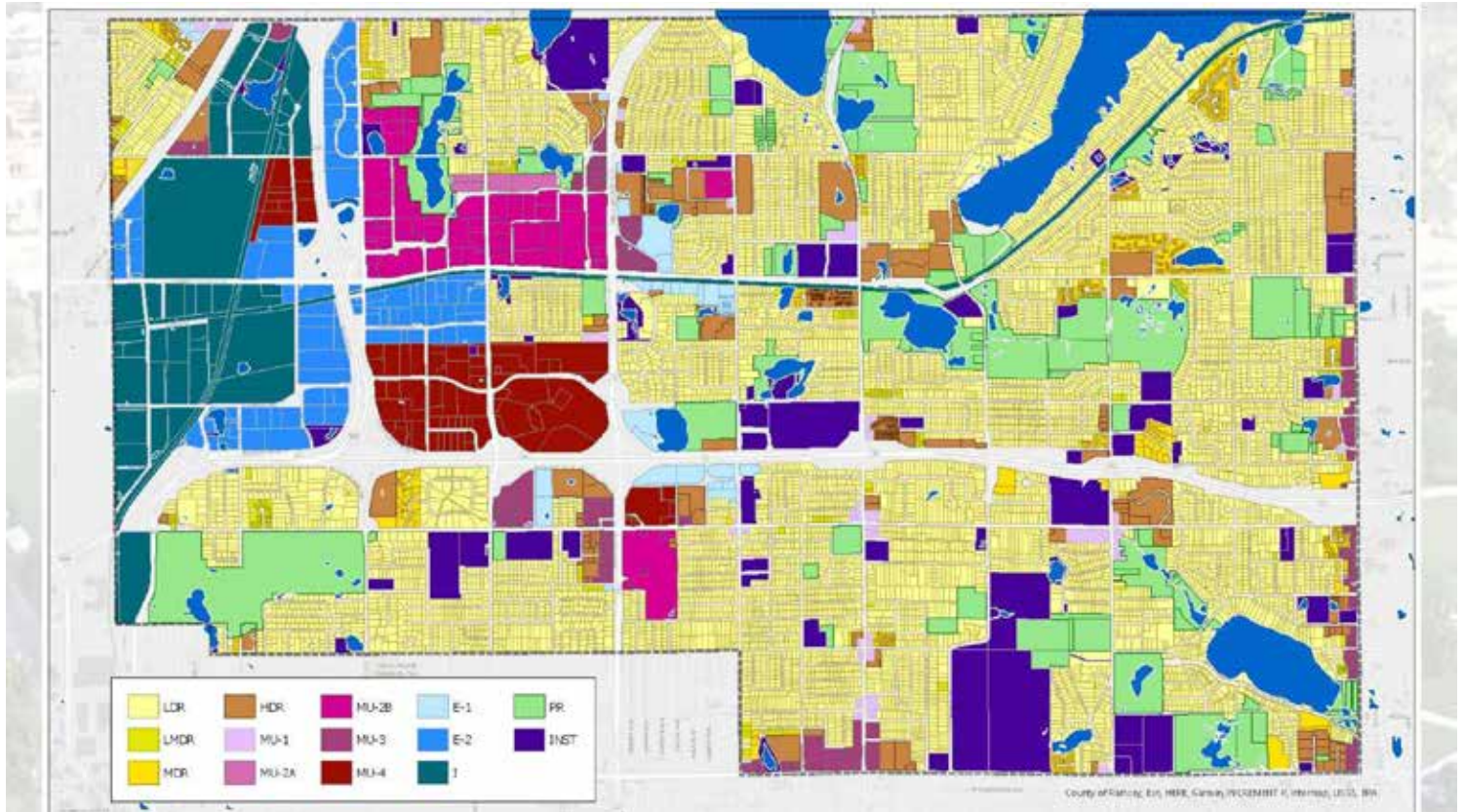
- Three new mixed-use land use designations to address housing needs and create a more walkable environment
- Final plan report includes reader-friendly summaries for each chapter (see graphic above)
- Creation of new mixed use zoning district to support redevelopment near Maplewood Mall and transit station

REFERENCE

Mike Martin, Economic Development Director
651-249-2303
michael.martin@maplewoodmn.gov

Zoning Code Update

ROSEVILLE, MINNESOTA



HKGi was retained to implement key land use and policy changes from the City’s 2040 Comprehensive Plan. Plan initiatives that HKGi is codifying via ordinance include residential land use policies to change allowable housing densities in selected areas of the city; allow for new housing types; create new land use categories; revise mixed-use requirements; and transition business districts to mixed-use districts.

HKGi’s planning process includes extensive stakeholder engagement with residents, business-owners, and land-owners throughout the city as well as for the Rice Street, Lexington/Larpenteur, and the Bus Rapid Transit (BRT) focus areas and

with representatives from Roseville’s Business Council. Engagement for this project also has a special focus on achieving the City’s goals related to Racial Equity and Inclusion (REI) and Sustainability and Resilience (SR). To that effect, HKGi facilitated public workshops for each of the focus areas as well as two for the REI/SR goals.

Other key Comprehensive Plan goals include creating a more walkable city, redeveloping existing retail districts, protecting existing neighborhoods, supporting high-density residential development around the BRT station, and creating a “downtown” type retail center.

CLIENT

City of Roseville

HIGHLIGHTS

- Focus areas include the Rice Street Corridor, Larpenteur/Lexington, and the Har Mar Mall BRT Station Area
- Engagement regarding Racial Equity and Inclusion collected information regarding barriers, which will be used to inform ordinance revisions
- Sustainability and Resilience strategies address electric vehicle charging stations, wind and solar energy, leveraging stormwater BMPs to improve water quality, and incentivize green building and retrofitting

REFERENCE

Janice Gundlach, Community Development Director
651-792-7071
janice.gundlach@cityofroseville.com

Zoning Code Update

JOHNSTON, IOWA



Following completion of Thrive 2040, Johnston’s most recent Comprehensive Plan, HKGi was retained to lead one of the first Thrive 2040 implementation projects: rewriting the City’s development code. Over the course of a two-year long process, HKGi’s planners worked closely with Johnston’s planning and economic development staff to engage the public and key stakeholders, such as members of the development community, to evaluate the current code and identify ways to reorganize, streamline, and revise it to reflect the City’s current planning direction.

Revisions to the code provide new standards related to site design; creation of new residential types and new employment and mixed-use districts; and address a host of sustainability issues such as EV charging, solar energy, tree preservation, stormwater, and stream protection. Streamlining the code included reorganizing the code to make it less unwieldy and more user-friendly and creating new materials such as graphics and precedent photos to help developers and community members understand visual intent of design ordinance changes and to more quickly identify significant changes to the code.

CLIENT

City of Johnston

REFERENCE

Dave Wilwerding
Community Development Director
515-727-7775
dwilwerding@ci.johnston.ia.us

Zoning & Subdivision Code Update

ROSEMOUNT, MINNESOTA



HKGi is in the process of updating the City of Rosemount’s zoning and subdivision code to align with the 2040 Comprehensive Plan and address a host of other key objectives.

In order to modernize the code and make it easier to use, HKGi simplified the code language and generally reorganized and reformatted it. The zoning districts were streamlined by reducing them down from 96 pages to 5-6 pages and 8 tables. In the process HKGi’s planners relocated standards to more appropriate sections, adding a new chapter to collect use-specific standards in one place and reorganized all standards into general, district, and use-specific categories.

Another issue being addressed in this update is to address code inconsistencies, ensuring that different elements of the code don’t contradict one another and are also consistent with the current comprehensive plan.

Modernizing the code is intended to reflect current and future market and development trends and better position the city for future economic development and growth. The code includes updated zoning districts and a reduction in the number of districts from 21 to 13. As part of this process, HKGi’s planners also explored development concepts for a series of mixed-use nodes along the Highway 42 corridor and created accompanying zoning standards for those areas.

CLIENT

City of Rosemount

HIGHLIGHTS

- Significant streamlining and reorganizing of the code to improve user-friendliness
- Modernized zoning districts and standards
- Address new mixed-use nodes along Highway 42 corridor

REFERENCE

Adam Kienberger
Community Development Director
adam.kienberger@rosemountmn.gov
651-322-2020

Uniform Development Code 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.

CLIENT

City of Winona

HIGHLIGHTS

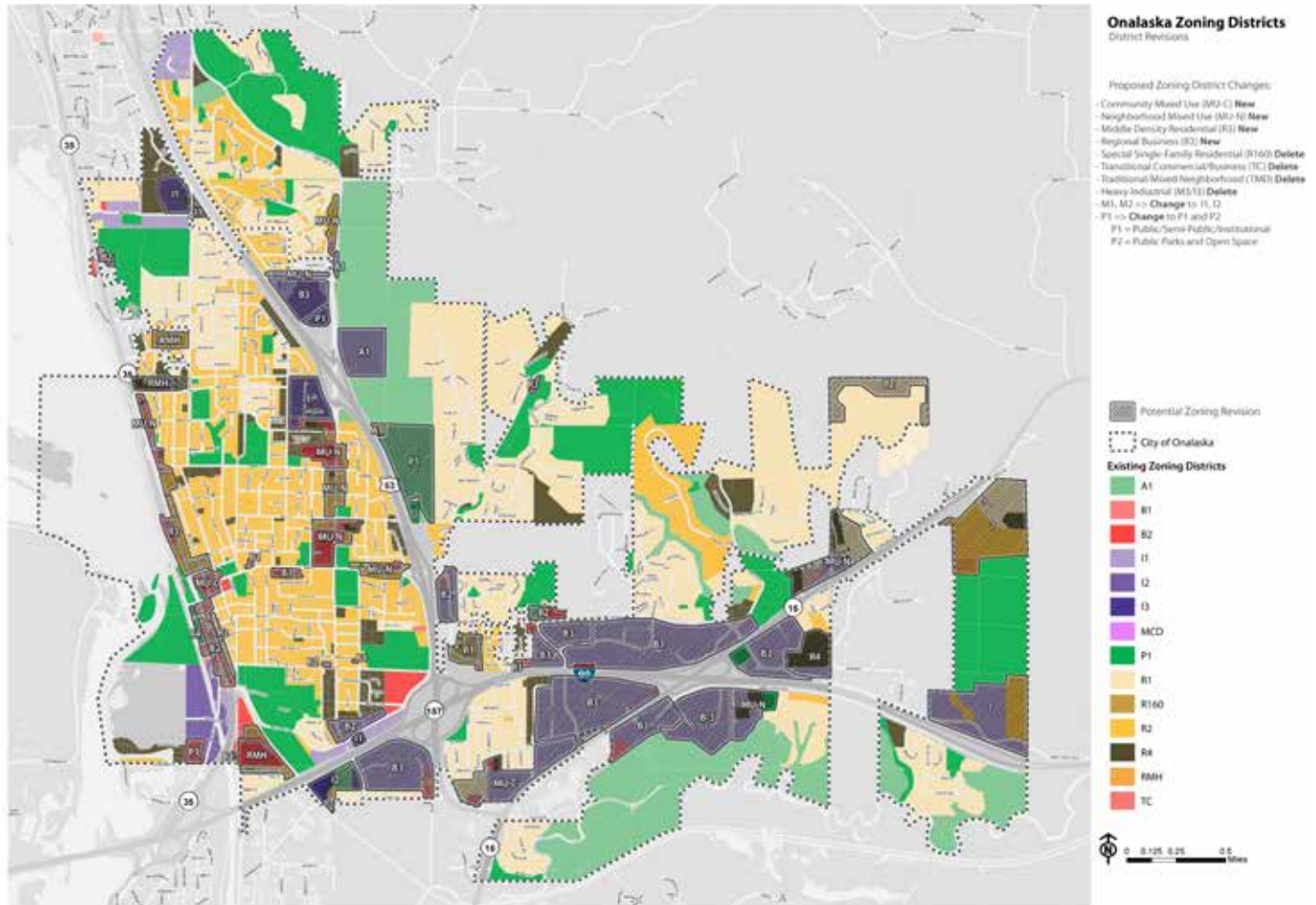
- Uses a graphics-based approach to illustrate and demonstrate a variety of topics such as building design and site standards.
- Executive summary provides a user-friendly tool to communicate key topics and revisions to the general public, developers, and city leaders

REFERENCE

Carlos Espinosa, City Planner
City of Winona
cespinosa@ci.winona.mn.us
507-457-8250

Unified Development Code Rewrite

ONALASKA, WISCONSIN



HKGi 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.

CLIENT

City of Onalaska

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

REFERENCE

Katie Aspenson, Planning Director
City of Onalaska
kaspenson@onalaskawi.gov
608-781-9590

PROPOSED COST



FEES AND HOURS PER TASK

The table contains our proposed fees and hours per task to conduct the work plan contained in this proposal.

	MILLER PROJECT MANAGER \$180/HR.	TRAPP PRINCIPAL IN CHARGE \$195/HR.	ZIMMERMAN PLANNER \$150/HR.	ELLNER LEAD PLANNER \$110/HR.	COLLOREDO-MANSFELD PLANNER \$85/HR.	TOTAL HOURS	FEE
PHASE 1 DEFINING PROJECT PROCESS & CONTENT	16	2	24	7	6	55	\$8,150
PHASE 2 CONDUCT CODE DIAGNOSIS	39	2	57	14	6	118	\$18,010
PHASE 3 PREPARE DRAFT CODE SECTIONS	98	2	176	60	24	360	\$53,070
PHASE 4 UPDATE COMPREHENSIVE PLAN	48	2	88	36	6	180	\$26,700
PHASE 5 FINAL ADOPTION OF CODE AND PLAN	22	2	30	8	4	66	\$10,070
SUBTOTAL	223	10	375	125	46	779	\$116,000
REIMBURSABLE EXPENSES (TRAVEL, PRINTING, PLOTTING)							\$4,000
NOT-TO-EXCEED TOTAL FEE & EXPENSES							\$120,000

