



step wisely



PlaceMakers, LLC

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PlaceMakers, LLC
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 20 April 2022

1. Cover Letter

Dear City of Buchanan Leaders,

PlaceMakers is pleased to assist with the Zoning Update for the City of Buchanan. Our team members experienced at crafting award-winning regulations to encourage desired development in a context-based, resilient manner – economically, environmentally, and socially. We have worked with many Michigan cities providing regulations to enable a range of walkable urban as well as improved drivable suburban conditions. Our team members Andrew von Maur and Peter Swift will ensure our solutions are supportive of local development dynamics. Having served as the lead authors of the Andrew's University plan, *A Vision for Buchanan*, they will help us draft regulations in line with local vision, both of this document as well as the Buchanan Master Plan 2021, Buchanan Community Recreation Plan, Buchanan St. Joe River Public Access Master Plan, as well as state and federal requirements.

Our experience in collaborative processes helps deliver on the technical requirements that the City of Buchanan has identified. We will align community vision with strategies that produce measurable outcomes, through a series of community conversations. We check in at every stage in the drafting process to solicit feedback and direction from residents, businesses, and City leaders.

We have proposed three one-day trips to Buchanan with our project manager, Susan Henderson, and Andrew von Maur, to meet with the community and City leaders. During trip one, we will meet with members of the community to discuss options for how the zoning can best be best structured in order to implement the master planning documents. During trip two, we will present the external first draft of the zoning to the community and receive edits. We will use trip three to present the final draft for adoption and facilitate a workshop with City Staff on how to administer the new zoning.

Sincerely,
 Hazel Borys, President

PlaceMakers, LLC

2. Firm Profile

WHILE OUR PRIMARY PRODUCT LINES ARE POLICY PLANS, PHYSICAL PLANS, AND ZONING REGULATIONS, WE CRAFT THESE WITH THE POWER TO BE BUSINESS PLANS (GUIDING INFRASTRUCTURE INVESTMENT CHOICES TO BUILD STRONG ECONOMIES) AND CLIMATE ACTION PLANS (ENCOURAGING ACTIVE TRANSPORTATION WITHIN COMPACT, CONNECTED FORMS THAT MAKE FOR EQUITY AND RESILIENCE).

PlaceMakers commits itself to the whole of placemaking. We have built our firm around partners of complementary skills, allowing us to innovate in all aspects of the discipline: policy, zoning ordinances, subdivision regulations, urban design, coaching, community engagement, and implementation. In founding our firm on a wide palette of

interdisciplinary skills, we have built a team best suited to real-world complexities. We are not shy about sharing these ideas, and blog regularly on [Place Shakers](#), as well as host online [webinars](#), in-person [workshops](#), along with [Codes Study](#) and [Code Score](#) analysis to spotlight leading voices and best practices, such as the [Pandemic Toolkit](#).



Planning and Coding are the core of our practice. We work with clients – and their constituents – to link vision with plans, land development regulations, and implementation strategies. We are committed to collaboration because of the advantages of achieving project buy-in from those most affected by a project's implementation. Complete communities support resilient places, so we write and teach others coding best practices.



Engagement is a critical part of implementation success. We use many methods of engagement including the charrette method to speed the transition between vision development and actionable plans and regulations. The public participation program is the important first step in our work with our clients. In these times of change, our online engagement strategies such as the [iCharrette™](#) web platform virtual meetings are more vital than ever.



We are organized to achieve results that deliver long after a project wraps. Our strategies inform a vision and achieve actionable outcomes. Regulatory solutions bring the vision to life. We customize **Implementation Strategies** to assure predictable outcomes fitted to the local context, catalyzing projects. A vision without an implementation strategy, and the commitment to see it through, is nothing more than lines on paper.

PLACEMAKERS' CLIENTS WITHIN LOCAL, STATE, PROVINCIAL AND FEDERAL GOVERNMENTS 2003 – 2022

Equity, health, economy, and climate are the driving forces for why PlaceMakers exists. We have led communities around the world in enabling the urban form that a collective local vision supports. Our projects govern millions of acres, but we view each one

as singular and special, with the power to make significant gains for livability at home and globally. The following pages provide a closer look at examples pertinent to this project, with more available online at www.PlaceMakers.com.



3. Project Team

PLACEMAKERS REGULARLY COLLABORATES WITH SOME OF THE MOST ADMIRABLE, ADAPTIVE, AND CONTEXTUALLY SENSITIVE FIRMS IN THE WORLD. WE PRIDE OURSELVES ON ASSEMBLING THE BEST TEAM FOR EACH JOB BASED UPON THE TASK AT HAND.

Our selection of sub-consultants for the Buchanan Zoning Update is in careful response to your specific needs, and includes a collection of collaborators who have successfully completed dozens of projects together, covering millions of acres.

| PLACEMAKERS, LLC CODE, PROJECT MANAGEMENT, FACILITATION | |
|--|--|
| SUSAN HENDERSON PROJECT MANAGER | HAZEL BORYS EDITOR + ECONOMICS |
| ANDREW VON MAUR MASTER PLAN INTEGRATION | PETER SWIFT OR PAUL CRAWFORD TRANSPORTATION PLANNING |

PROJECT ADMINISTRATION

Hazel Borys
(204) 960-0100
1205-255 Wellington Crescent
Winnipeg, MB R3M0L9

DIRECT PROJECT MANAGEMENT

Susan Henderson
(505) 975-3258
5136 Sevilla Ave NW
Albuquerque, NM 87120

HAZEL BORYS



CONNECTIONS

hazel@placemakers.com
204.960.0100
@hborys

"Hazel is one of those people with the complete professional package: highly organized, fantastic communicator, deep and original thinker. She is a leader that people want to follow. There are few people I would recommend as highly as Hazel and the PlaceMakers team. In fact, I can't think of anyone. She is a rare find, indeed."

~Charles Marohn
Principal, Strong Towns

President of PlaceMakers, LLC, in the USA and CEO of PlaceMakers, Inc. in Canada, Hazel is an engineer with an MBA in finance and marketing. She has led the education of over 10,500 city planners globally with on-site workshops offering APA continuing ed as well as the online CNU-a Placemaking@Work webinar education series. She is a frequent speaker on the topics of policy and zoning for economic strength, social health, and environmental stewardship. Hazel is lead author of [CodesStudy.org](https://codesstudy.org) and [Code-Score.org](https://codescore.org) reviewing zoning and subdivision updates globally, for impacts of walkable places. She is lead author of the [Pandemic Toolkit](#), helping local governments rebuild during and after COVID-19, now available in eight languages.

ACADEMICS

MBA Marketing & Finance, Fisher College of Business Ohio State University
Columbus, Ohio | 2000

BS Electrical Engineering, Ohio State University
Columbus, Ohio | 1994

EXPERIENCE

President, PlaceMakers, LLC, 2004 – present

CEO, PlaceMakers, Inc, Canada 2015 - present

M&A Finance Manager, American Electric Power, 2000 – 2003

Senior Vice President, Smith & Johnson, 1990 – 2000

AFFILIATIONS AND SERVICE

Certified Education Provider for AIA, APA, CNUa |
PlaceMaking @ Work organizer | Transect Codes Council |
Codes Study co-author | Code Score co-author |
SmartCode Workshop organizer | CNU Form-Based Code
Bootcamp organizer | WAG Gallery Ball past Co-Chair |
WAG Art in Bloom past Co-Chair | Winnipeg Foundation
Boardmember, Canada's oldest community foundation

SUSAN HENDERSON



CONNECTIONS

susan@placemakers.com
505.975.3258
@suhender

"Susan has simply been fantastic, is a consummate professional, has a tireless work ethic, is very patient. On behalf of the citizens, and future citizens who will live in your sustainable planned developments over the next 100 years, I just want to say thank you."

~Andy Blake, City Manager, City of Ranson, on the HUD / DOT / EPA Sustainable Communities Initiative

As PlaceMakers' Director of Coding and Design, Susan has led numerous code reform projects across North America. Susan is a LEED Accredited Professional, and brings an expertise in sustainability to land use code writing. She is co-author of the [Lean Code Tool](#) and the [Lean Comp Plan Tool](#), a contributor to the [SmartCode & Manual](#), and author of the [SmartCode Landscape Module](#). Susan is a founding faculty of CNU's [Project for Code Reform](#), assisting local governments in determining their local capacity and crafting code reform to meet the context. Susan serves as a Chair of the Board of the [CNU](#).

ACADEMICS

MBA, University of New Mexico
Albuquerque, New Mexico | 2014

BS Environmental Design, Bachelor of Architecture,
Ball State University
Muncie, Indiana | 1985

EXPERIENCE

Principal, Vice-President, PlaceMakers, LLC, 2003 – present

Member, The New Urban Guild, 2003 – present

Associate, Mouzon & Associates Architects, 1996 – 2003

AFFILIATIONS AND SERVICE

CNU Board of Directors | Transect Codes Council | American Institute of Architects | U.S. Green Building Council
LEED-AP | Seaside Institute

ANDREW VON MAUR



CONNECTIONS

avonmaur@andrews.edu

Andrew is professor of architecture holding a Master of Architectural Design and Urbanism and a Bachelor of Architecture. His areas of expertise include urban design, classical and vernacular design, hand drawing, placemaking, pedestrian-centered urbanism, design theory, participatory design charrettes, and architectural studies abroad. Recent scholarship has included various award-winning international town and campus planning projects.

His professional qualifications include extensive experience in urban design and town planning, in collaboration with leading international offices such as PlaceMakers, Duany Plater-Zyberk and Company, and Studio Sky. His diverse range of projects includes infill, suburban retrofit, transit-oriented development, residential and mixed-use building design, and traditional heavy timber frame design.

ACADEMICS

Master of Architectural Design and Urbanism, University of Notre Dame
Notre Dame, Indiana | 2003

Bachelor of Architecture, Andrews University
Berrian Springs, Michigan | 1999

EXPERIENCE

Professor of Architecture
Andrews University, 2003 – present

Urban Design Consulting and Illustration
Freelance Design & Illustration, 2003 – present

Architecture and Planning
Sam Marts Architects and Planners, 1999 – 2003

AFFILIATIONS AND SERVICE

The Congress for the New Urbanism | Institute for Classical Architecture and Art | ICA&A Chicago-Midwest Education Committee | New Urban Guild | The Seaside Institute

PETER SWIFT

Swift & Associates



CONNECTIONS

phswi@aol.com

A frequent contributor to PlaceMakers projects, Peter Swift is a transportation planner, engineer, co-author of the ITE/CNU's Designing Walkable Urban Thoroughfares, and author of the pedestrian-friendly street design portion of the APA's Planning and Urban Design Standards. A professional engineer in several states, he's written a number of papers that have been pivotal to Complete Streets design, exploring both residential street typology and injury accident frequency. In his work, Peter addresses standards for context-sensitive thoroughfare networks, for both newly designed roadways, and for retrofitting existing ones.

The owner of Swift and Associates, Civil/Traffic Engineers and Town Planners, Peter's been working within civil and traffic engineering and urban design for 40 years, twenty-five in his own business and two years in Iraq as the Director of Town Planning for a U.S. company.

ACADEMICS

Civil Engineering, University of Colorado
Denver, Colorado

Egyptian Philology, UWW, Brown University
Providence, RI

Marine Corps Intelligence
Cherry Point, NC

Liberal Arts, Kendall College
Evanston, IL

EXPERIENCE

President
Swift & Associates

Lecturer
University of Colorado

Director of Town Planning
Mid Atlantic Enterprises, Erbil, Iraq

4. Project Samples

PLANNING CONTRIBUTIONS

01 Code Study

The Codes Study tracks the prevalence of form-based codes worldwide. We've tracked 728 codes that meet criteria established by the Form-Based Codes Institute (FBCI), as well as an additional 17 form-based guidelines. 439 of these are adopted, with others in progress. Hazel Borys is lead author. www.codestudy.org

02 Form-Based Codes Institute

A well-crafted form-based code is the most effective form of development regulation for shaping pedestrian-scaled, mixed-use, and fine-grained urbanism. Susan Henderson serves on Resource Council. formbasedcodes.org/standards-of-practice/

03 Project for Code Reform

Sometimes a holistic reform is not supported politically or fiscally. That's when we try to incentivize the "biggest little thing" with incremental change. Susan Henderson is a founding faculty member. www.cnu.org/our-projects/project-code-reform

04 Code Score

Tracks the results of form-based codes and compact, mixed-use development patterns. Hazel Borys and Kaid Benfield are co-authors. See www.codescore.org for the 135 studies that provide details.

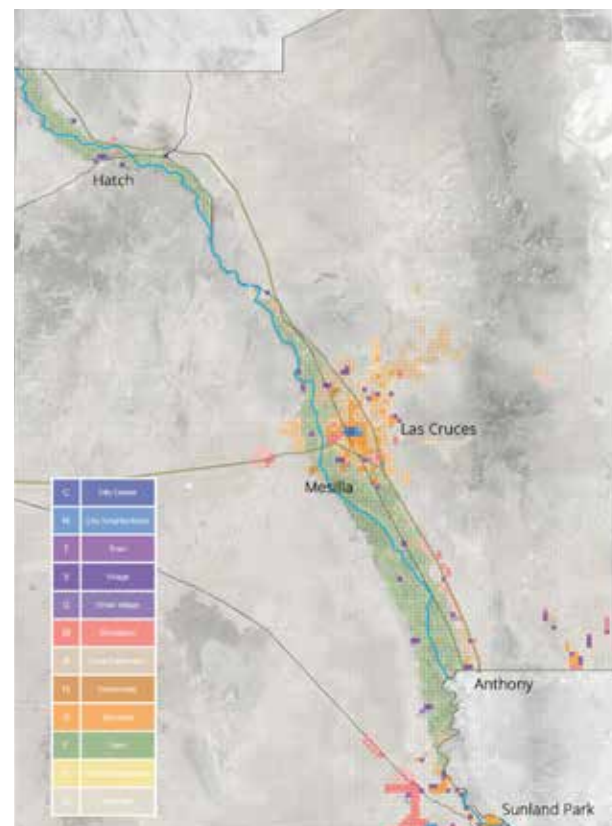
VIVA DOÑA ANA, NEW MEXICO

The Viva Doña Ana Comprehensive Plan and Unified Development Code are the result of two simultaneous planning efforts covering a 2.4-million-acre county in New Mexico. The Comprehensive Plan uses scenarios which feed into place types and a sector plan. These in turn are implemented via zoning, subdivision regulations, and engineering standards in the Unified Development Code, which is both form-based and use-based. The primary goal of the new code is to update, simplify, and map zone the County to implement the vision of the Comp Plan. The UDC enables two zoning tracks: Transect Zones and Use Zones. The County's walkable community types are governed by

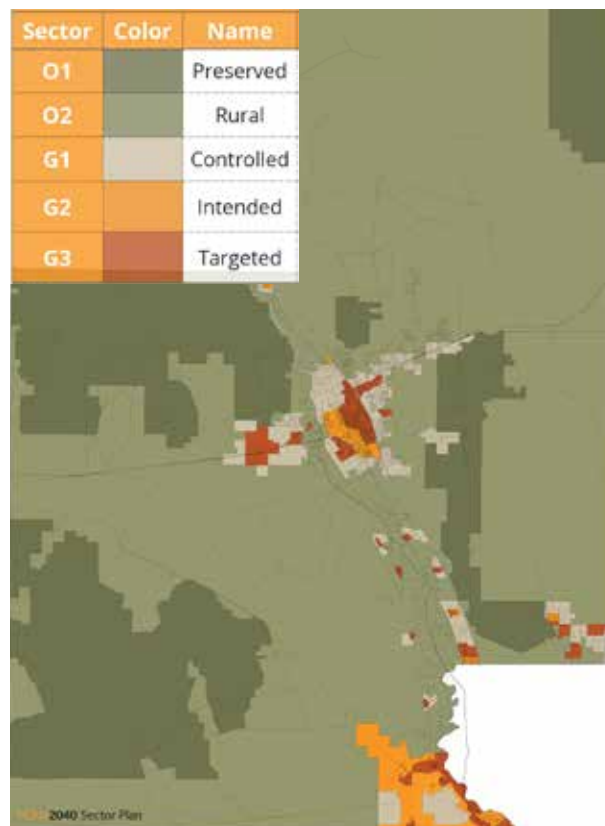
2013 – 2017

Transect Zones within the following historic place types: natural, farmland, rangeland, village, town, city neighborhood, and city center. Suburban development patterns are governed by Use Zones and apply to the following place types: homesteads, subdivisions, and work places. The preferred growth scenario is projected to create a net fiscal impact of almost \$4 million annual savings over the business as usual, in cost of utilities, roads, school transportation, and maintenance. While business is usual is an option, walkable urbanism is enabled as a matter of right without the need of rezoning in all except two zoning categories across the entire 2.4 million acre planning area.

- Scope** Comp plan; hybrid form-based & use-based code; users manual
- Process** Many community workshops
- Status** Adopted 2016 for 2.4 million acres; CNU Charter Award Recipient 2019
- Plan** www.blurb.com/b/9484685-plan2040
- Code & Manual** donaanacounty.org/UDC
- Client** Angela Roberson, Chief Planner, (575) 525-6119, angelar@donaanacounty.org



Preferred Growth Scenario



Sector Plan

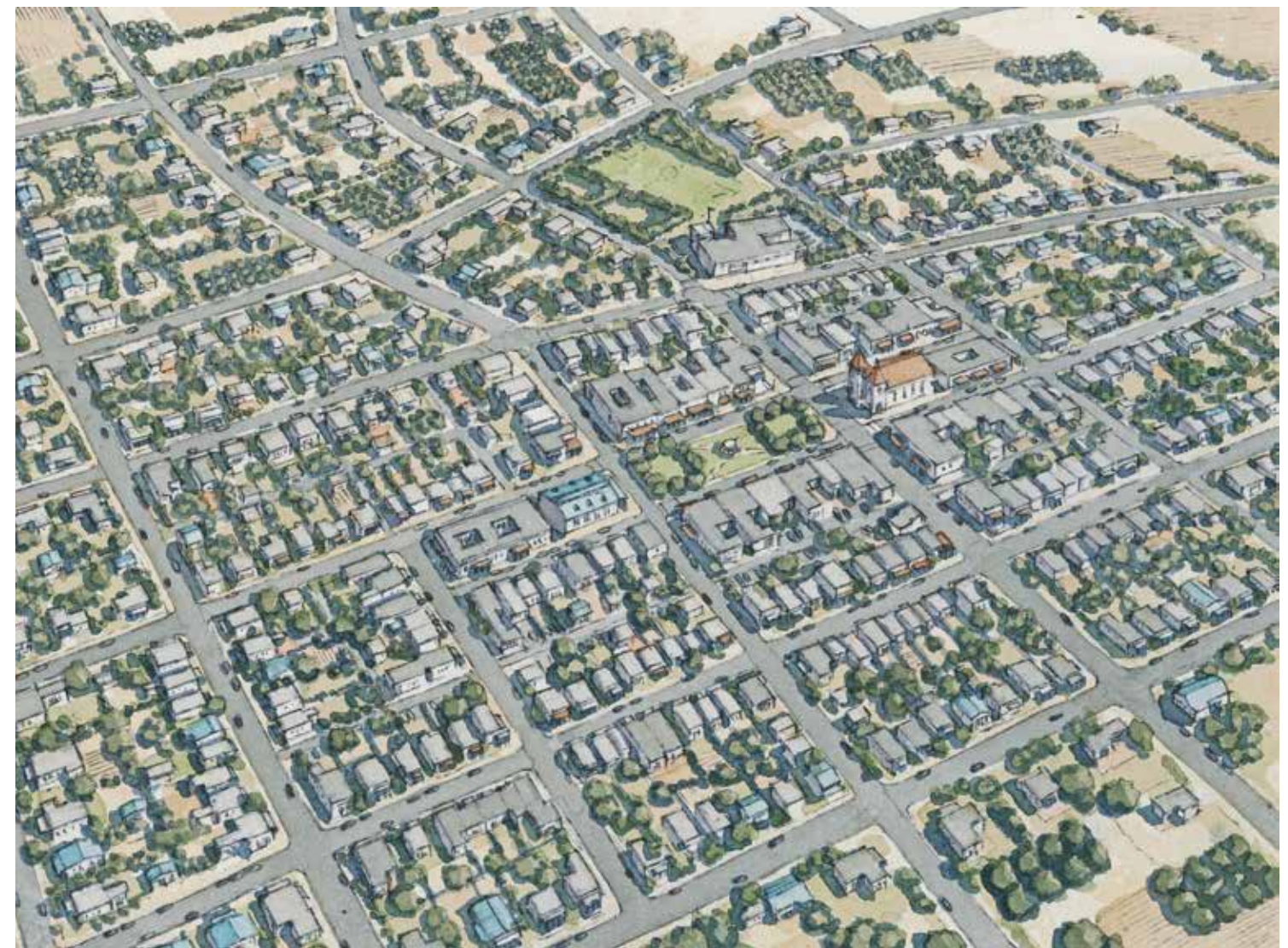
DOÑA ANA PLAN 2040

PLAN 2040 sets policies and goals to increase livability in Doña Ana County. Thirty-seven of the communities in Doña Ana County are U.S. Department of Housing and Urban Development (HUD) designated colonias. They have many forms – some are historic, and some were developed in the 20th century, some are rural communities, and some are neighborhoods within cities and towns. But they all share similar challenges of higher levels of poverty, more sub-standard infrastructure and housing, and fewer choices when it comes to transportation, education and health services.

UNIFIED DEVELOPMENT CODE

The primary implementation device for the Plan is a Unified Development Code to update, simplify, and map zone the County. The UDC enables two zoning tracks: Transect Zones and Use Zones. The County's walkable community types are governed by Transect Zones. Existing suburban development patterns are governed by Use Zones. Under the Sector Plan, areas within appropriate sectors may develop by right into walkable, connected, complete communities or community extensions. This avoids the requirement for rezoning. New Mexico requires a justification for rezoning and it can be difficult to meet.

Place types articulate settlement patterns found in Doña Ana, such as town pictured here.



CITY OF LAS CRUCES

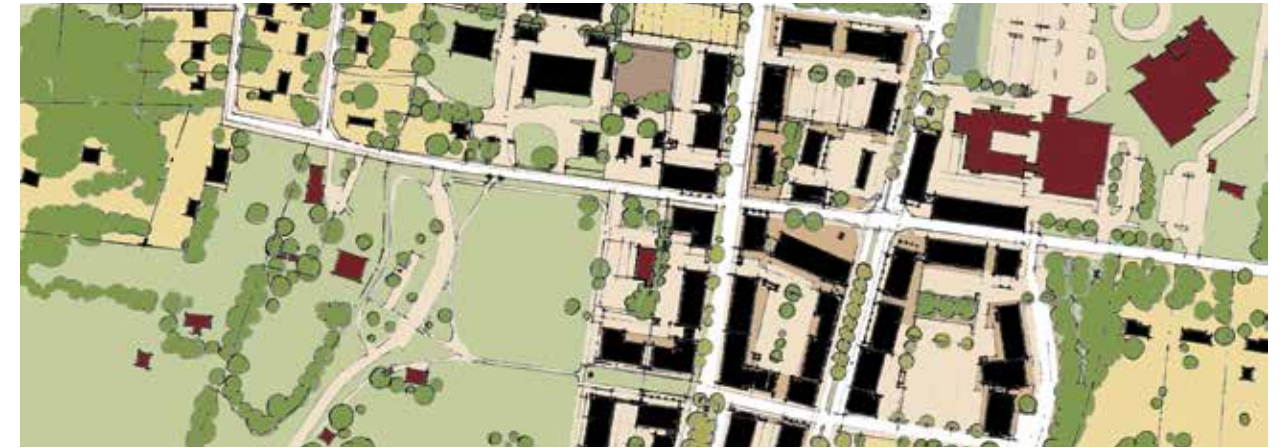
2013-2016

Downtown Las Cruces was challenged by the urban renewal movement of the 1960's that scraped many historic buildings, installed a pedestrian mall, and restructured streets as one-way arterials. The people of Las Cruces have been working together ever since to reclaim the character of their historic downtown, and reverse these planning challenges by reopening Main Street to cars while maintaining a walkable environment for business and community gatherings. Several **PlaceMakers'** projects have assisted with these efforts, including two Downtown Master Plans, one in 2013 and another in 2016.

To foster community collaboration, we hosted public design workshops, round tables, lunch-and-learns, and focus groups. We designed and hosted a website reporting on all these events as they unfolded, as another portal of neighborhood input: www.lascruces-downtownplan.org. **Both plans were unanimously adopted** and projects are underway to see the collective community vision into reality. **The Downtown Las Cruces Master Plan operates as a business plan.** Extensive market research directed the planning effort, delivering an action plan for downtown. Smart Growth America awarded the collective effort as one of the **national Best Complete Streets of 2017.**

| | |
|------------------|--|
| Scope | Downtown master plan |
| Process | Vision developed through multiple workshops in this process |
| Status | Adopted 2016 |
| Client | City of Las Cruces, New Mexico |
| Plan | www.blurb.com/b/7705460-las-cruces-downtown-master-plan |
| Reference | David Weir, AICP, Chief Planning Administrator (575) 528-3067, dweir@las-cruces.org |

Grand opening of the downtown plaza – implemented within one year of Plan adoption. Image credit: Victor Gibbs



TOWN OF THOMPSON'S STATION, TENNESSEE

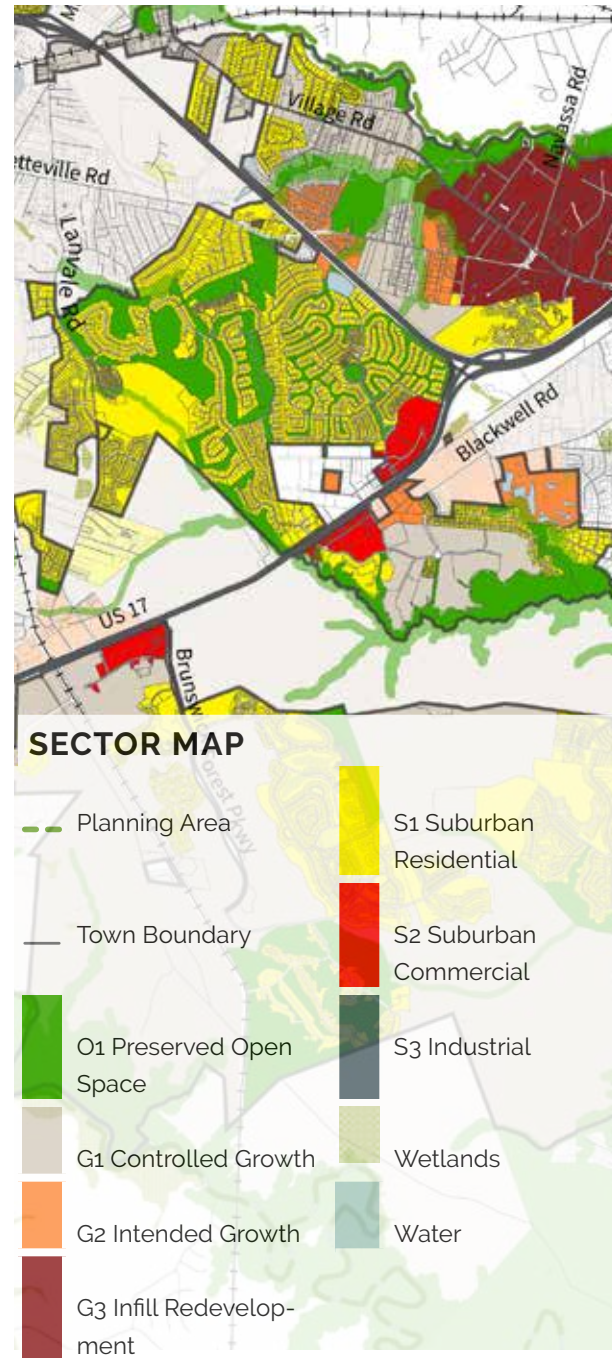
2015-2017

Thompson's Station was looking to seize opportunities, namely its share of the dramatic growth in population and jobs predicted for the Nashville region. To do that, the regulatory framework had to get in line with local ambitions. PlaceMakers led a public charrette process, or a series of meetings with City staff, landowners and residents to extract community vision and goals, refine the proposed structure of the zoning code and subdivision regulations, engage in urban design required to determine the zoning code metrics, and produce regulating and illustrative master plans in collaboration with interested landowners.

PlaceMakers prepared Thompson's Station zoning and subdivision regulations, a new zoning map, and recommendations for Comprehensive Plan revisions for comment and public critique. Services include existing conditions analysis, community engagement, facilitation, public presentations, master planning, and staff training on the final product of the **award-winning hybrid Euclidean code and form-based code**. The code is mandatory for downtown and optional for the rest of the jurisdiction. Immediately upon adoption, surrounding landowners began clamoring for annexation to be able to use the code.

| | |
|----------------|---|
| Scope | Hybrid use-based and form-based code; Small area plan |
| Process | Community workshop for 9,415 acres |
| Status | Adopted 2015; amendments 2016; development application review ongoing |
| Code | www.thompsons-station.com/DocumentCenter/View/496 |
| Client | Ken Mclawhon, Town Administrator, (615) 794-4333 extension 5, kmclawhon@thompsons-station.com |



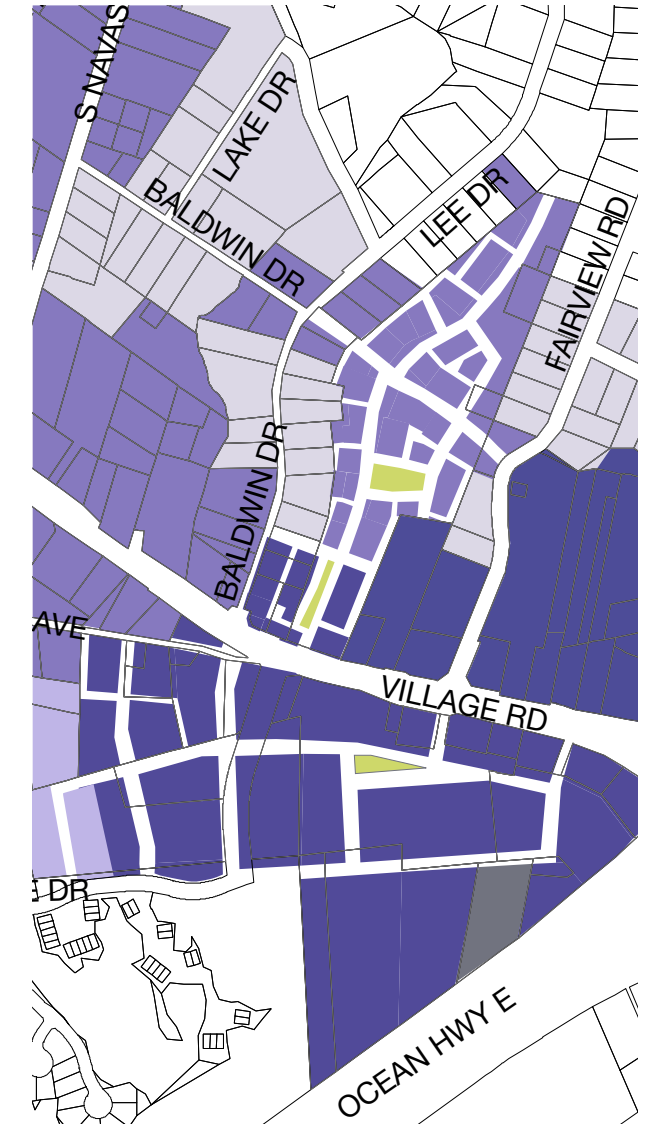


LELAND, NORTH CAROLINA 2013-2016

The Town of Leland has completed three projects with **PlaceMakers**, culminating in a jurisdiction-wide Master Plan Update, Leland 2020. The community engagement process has developed significantly over the years, thanks to our work coaching the Town on writing their own FlexCode to encourage walkability, then working together to develop a Gateway Plan for the town center. The physical master plan and form-based code for the town center enables a suburban retrofit to be phased in as market support materializes, along with a jurisdiction-wide form-based code.

The Leland 2020 Master Plan was adopted in August 2016, with a keen eye toward **supporting the coastal environment and waterways**. Preserved lands are utilized for stormwater management with a network of trails accessing the coast lands.

Instead of a twenty year plan, the Master Plan is structured around the actions the Town can take over the next five years that will best leverage long-term growth. While many of the strategies and actions will be ongoing, the short-term actions are the priority of the plan. These documents — a comprehensive plan, a mandatory form-based code for the town center, an optional form-based code jurisdiction-wide, and small area plans — work together to form a business plan of sorts, setting up the town to be its own master developer.



LELAND GATEWAY MASTER PLAN

FlexCode zoning districts allow for a range of building types and land uses appropriate to their town center context. Two of the three catalyst sites in the Leland Gateway Master Plan are shown here. The northern portion is a largely vacant infill parcel, and southern portion is characterized by an automobile-focused shopping center.

LELAND GATEWAY REGULATING PLAN

PlaceMakers drafted the Leland Gateway Master Plan following the regulations of the FlexCode, allowing for walkable, mixed-use urban form responsive to today's market pressures. The plan is structured by a network of streets that form smaller, walkable blocks more suitable for mixed use and able to nurture a higher standard of livability.



| | |
|----------------|--|
| Scope | Jurisdiction-wide comprehensive plan; Mandatory form-based code; Small area plans; jurisdiction-wide optional form-based code |
| Process | Community workshop for 12,582 acres |
| Status | Small area plans (2013); jurisdiction-wide Master Plan Update, Leland 2020 (2016) |
| Plan | www.dropbox.com/s/tz71jeqbyh8ymib/Leland_Master-Plan_Adopted.df?dl=0 |
| Client | Ashli Barefoot, Senior Planner, (910) 332-4819, apirozzi@townofleland.com |

BEECHMONT NEIGHBORHOOD, LOUISVILLE, KENTUCKY

PlaceMakers led this project, organized by the Congress for the New Urbanism as a CNU Legacy Project and partnering with a local nonprofit, the Center for Neighborhoods (CFN), to restore and reimagine the future of Woodlawn Avenue, the commercial heart of the Beechmont neighborhood in Louisville, Kentucky. This three-day community design workshop was able to fully focus on implementation, thanks to CFN leadership and effective local partners.

The plan is organized around six strong community goals: Develop inclusive identity, reuse historic buildings, encourage small-scale development, enhance connectivity, improve pedestrian safety, and support local business. Highlights of the plan include a creative solution for a deadly intersection, ideas for boosting the identity and capacity of the main street, opportunities for historic rehabilitation, new infill construction, and practical placemaking for new and renewed public spaces.

| | |
|------------------------|---|
| Project | Woodlawn Avenue CNU Legacy Charrette |
| Status | Completed 2019 |
| Report | https://www.blurb.ca/b/9565871-woodlawn-legacy-project |
| Process | Public charrette; multiple focus Involvement meetings; open houses |
| Context | Mainstreet; infill; redevelopment |
| Area | Central business district + surrounding neighborhood consisting of residential and suburban retrofit |
| Vision | Started separately and advanced through this process |
| Project Manager | Jessica Brown, Planning Director, Center for Neighborhoods, jessb@centerforneighborhoods.org , (502) 589-0343 |

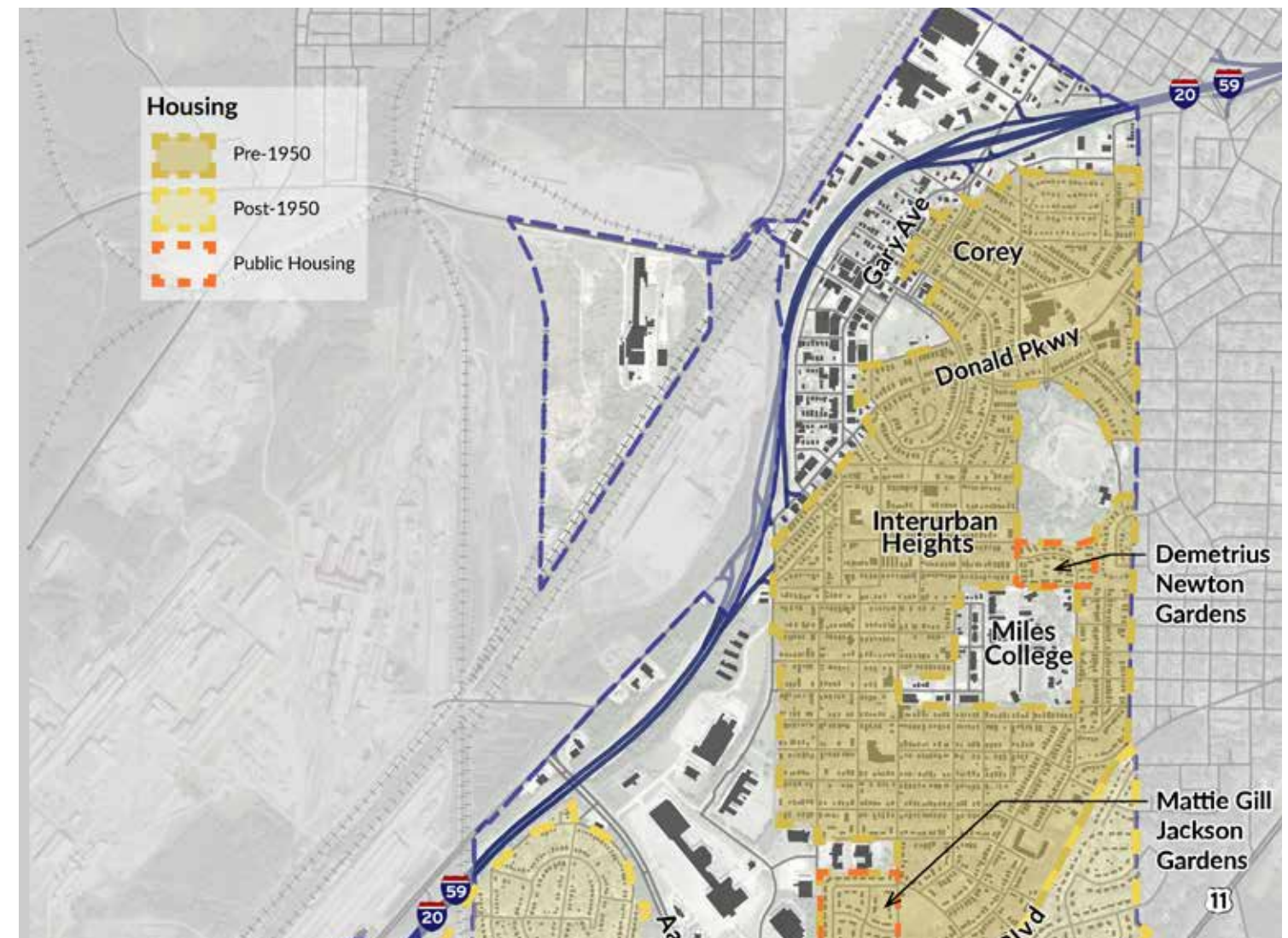


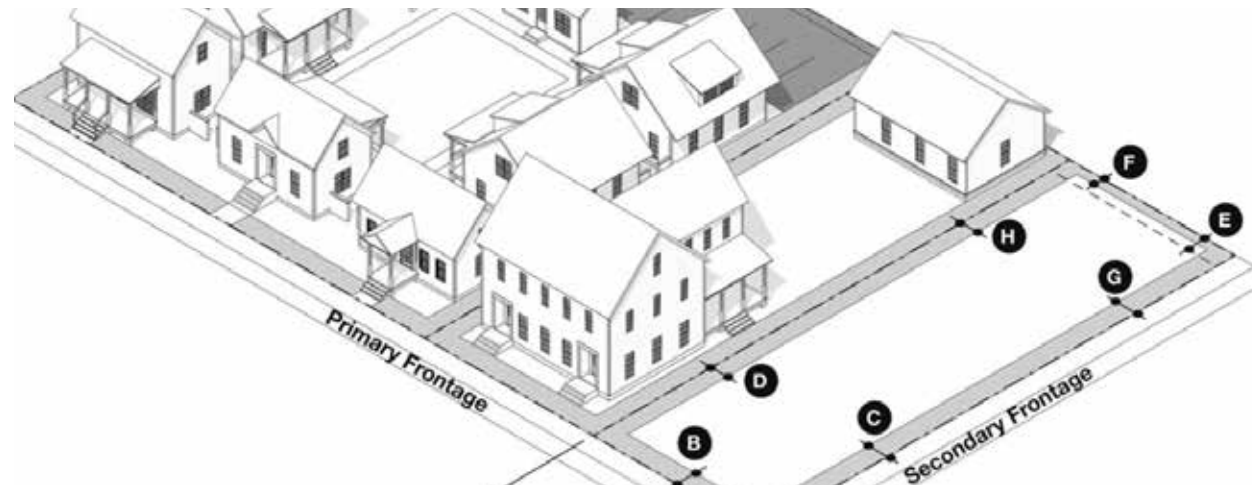
REGIONAL PLANNING COMMISSION OF GREATER BIRMINGHAM 2018 - 2022

PlaceMakers is in the fourth year of a six-year on-call contract with the Greater Birmingham Regional Planning Commission of Birmingham, Alabama, working with the Cities of Homewood (2018), Pelham (2019), Calera (2020), Fairfield (2021-2), and Moody (2022) on a range of projects including community engagement, a general plan, zoning codes, and sign regulations. All of the projects are materially completed, with the exception of the City of Moody comprehensive plan, which is in phase one of three phases.

The Fairfield general plan begins with existing conditions review using the Urban Footprint tool, with an array of analysis similar to the housing map below. Social, economic and environmental concerns shape scenario development for the community to determine a preferred scenario, leading to goals and actions to achieve the desired outcomes.

| | |
|----------------|---|
| Scope | General Plan; Zoning Code; Sign Code; Engagement |
| Process | Multiple municipal workshops |
| Status | Most projects adopted with two in progress |
| Plan | www.FairfieldMasterPlan.com |
| Client | Lindsay S. Puckett, AICP, Principal Planner, Regional Planning Commission of Greater Birmingham, (205) 264-8421, LPuckett@RPCGB.ORG |





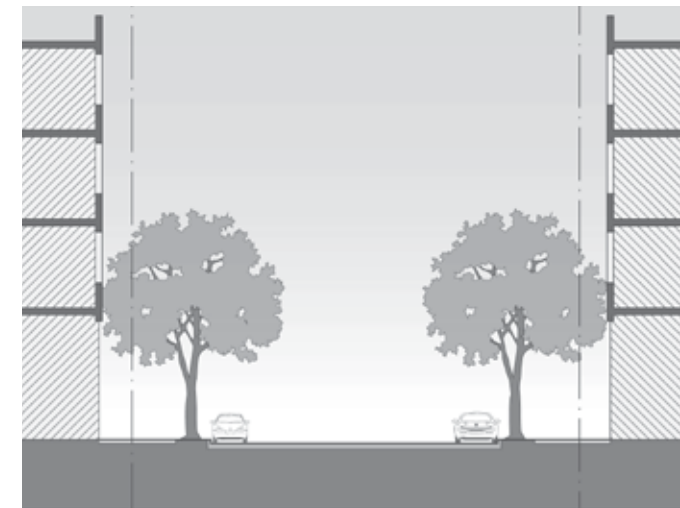
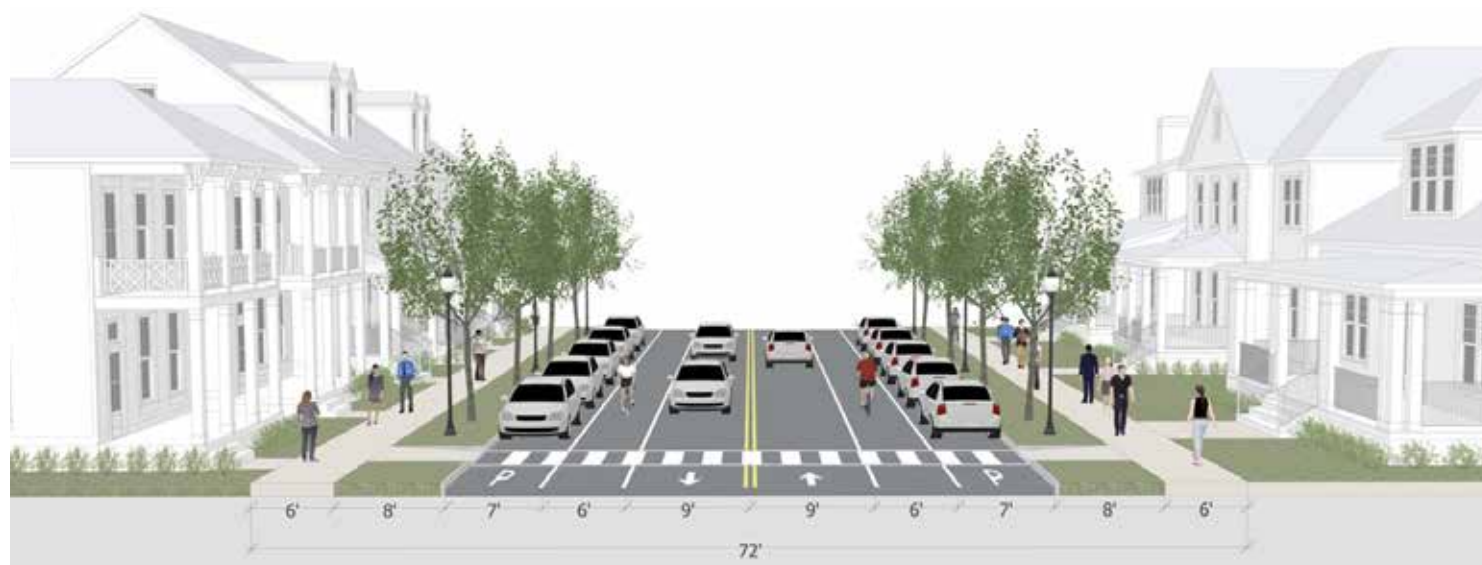
LANGLEY, WASHINGTON

2020-2021

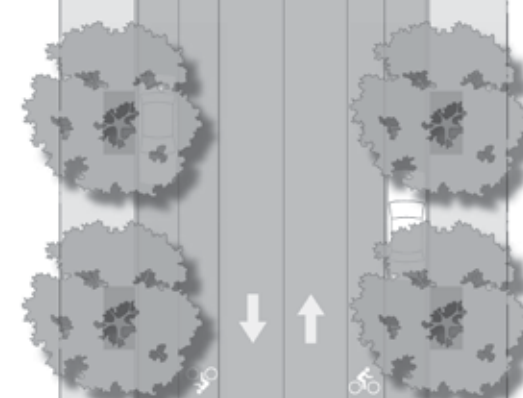
Langley's form-based code is an example of permitting up to three units by right in all residential districts of the city to comply with the State of Washington Growth Management Act. Neighbor concerns were addressed through the use of carefully defining and regulating missing middle housing types. PlaceMakers led a Planned Unit Development land use update (2020) and an infill form-based code (2021) for the City of Langley. Both development ordinances

were adopted unanimously in 2021. Main drivers for these updates in this coastal community include the need for naturally occurring affordability through gentle density and compact, multi-modal infill and redevelopment. Community engagement was achieved through one in-person two-day public workshop, and a series of Zoom webinars and workshops, to respect local COVID protocols.

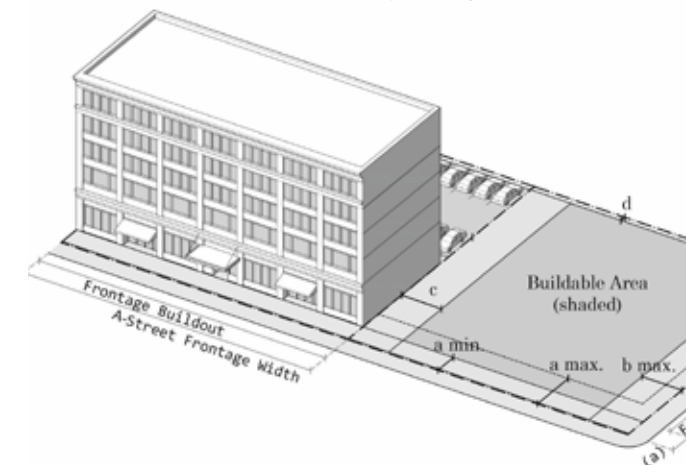
- Scope** Planned unit development update; infill form-based code, 1,010 acres
- Process** Community workshop via in-person and online engagement; web updates; HTML email campaign
- Status** Adopted 2021; development application review ongoing
- PUD Code** <https://www.blurb.com/b/10815180> Click preview to view FAQ and PUD
- Infill Code** <https://www.blurb.com/b/10815165> Click preview to view Users Guide & FBC
- Client** Brigid Reynolds MCP, RPP, MCIP | Former Director of Community Planning | City of Langley | (360) 914-8138 | brigidreynolds@compassroseplanning.com



| Right-of-way | | | | | | | | | |
|--------------|----|----|----|-----|-----|----|----|----|----|
| SW | BV | PK | BL | TL | TL | BL | PK | BV | SW |
| 7' | 5' | 8' | 6' | 10' | 10' | 6' | 8' | 5' | 7' |



Streets and buildings should change their design priority as they move through the rural-to-urban spectrum. Zoning should show this clearly with simple diagrams.



Today's best practice for ordinances includes concise graphics coupled with simple tables for a variety of topics, like the setbacks and frontage buildout pictured above.

HENNEPIN COUNTY, MN 2018-19

With the \$1.536 billion planned extension of the Bottineau Light Rail, heading northwest out of Minneapolis, Hennepin County spearheaded an effort to implement the station area plans with new zoning codes to enable transit oriented development. The County hired the local office of Perkins+Will to lead the team with community consultation and economic analysis to ensure the PlaceMakers' land use upgrades are in step with community and market expectations for the four cities along the Blue Line light rail extension:

- City of Golden Valley, MN
- City of Brooklyn Park, MN
- City of Robbinsdale, MN
- City of Crystal, MN

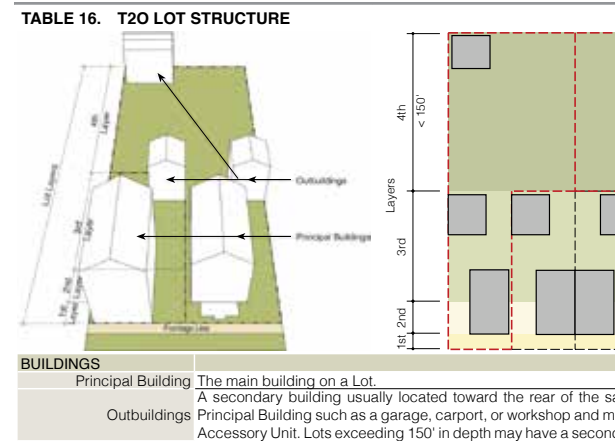
With each City having a different level of capacity, from Planning Departments of one staff member to large departments, PlaceMakers crafted each code to facilitate administrative success. Some of the codes are full form-based codes with signage regulations, while others are extensive text amendments to capture the market opportunities that the rail will unlock, while respecting local demands on staff time and attention. One of the codes enables walkable industrial as well, clustering urban form around the transit station to optimize value.

Codes: Golden Valley Mixed Use Zoning District; Brooklyn Park Transit Oriented Development Zoning; Robbinsdale Downtown Districts; and Crystal Town Center Core and Overlay Districts

Type: Zoning code; Form-based code; Signage standards

Scale: downtowns and neighborhoods with in proximity to transit; Public Involvement: public consultation and workshops

Reference: Elise Durbin | TOD Program Manager | Hennepin County formerly, now Carver County | elised@carvercda.org



Form-based code sample illustration



Sample infill plan



Old town rezoning protects historic form

CITY OF RANSON, WV 2011-2016

Ranson attracted \$6 million in grants and loans from three federal agencies, HUD, EPA and DOT, and contracted with an international team of consultants for Transect-based planning and zoning.

In a series of meetings with community members, the separate planning efforts were interwoven into a strategy that includes a comprehensive plan, form-based code, and master plans. PlaceMakers led the HUD portion, as well as providing facilitation, public engagement, and an interactive website for all three efforts. Each step in the process was documented on the iCharrette at ransonrenewed.com from beginning until final unanimous passage of the proposals on April 17, 2012. PlaceMakers work has been ongoing for plan review and capacity building.

The comp plan includes economic development strategies leveraging downtown American Public University Systems synergies. The form-based code rezones Old Town plus is optional and incentivized for almost 1,000 acres of greenfield, while keeping the remainder of the city under Euclidean zoning to make for a hybrid zoning code. An agrarian urbanism neighborhood master plan on a historic farm creates a lively mixed use town center adjacent to active agriculture and scenic countryside, where aging in place is easily attainable. Impacts of the project includes \$100 million of new builds, Tiger IV and V grants for green streets, and five brownfields entitled.

Scope Comp plan; hybrid form-based code, small area plans
Process Community workshop
Status Adopted 2012 for 6,700 acres
Plan & Code ransonrenewed.com
Client Andrew Blake, City Manager, (304) 724-3872, Ablake@ransonwv.us

PROJECT FOR CODE REFORM, MICHIGAN

2017 – 2020

The Congress for the New Urbanism (CNU) is helping to expedite land use reform by providing local governments place-specific incremental coding changes that address the most problematic barriers first, build political will, and ultimately create more walkable, prosperous, and equitable places. **Susan Henderson** and **Matt Lambert** partnered with CNU, the Michigan Economic Development Corporation's Redevelopment Ready Communities, and the Michigan Municipal League to develop a toolkit for

local governments to urbanize their zoning codes. *Enabling Better Places: Users' Guide to Zoning Reform* includes a series of incremental steps based upon local political and staff capacity as an initial step. As local champions are built there is a second phase of recommended text amendments based upon context. The final phase of the toolkit includes three zoning districts that may be combined in multiple ways to respond to the main street, downtown, or urban neighbourhood contexts.

Scope Model land use reform calibrated to local context
Process Workshops with Michigan cities of various sizes to learn about specific zoning challenges and opportunities.
Status Published by MEDC and MML
Guide www.cnu.org/sites/default/files/PCR-9-15-18.pdf
Project Manager Richard Murphy, Program Coordinator, Civic Innovation Labs, rmurphy@mml.org, (734) 669-6329

1. Permit 100% lot coverage.



Most main street and downtown buildings occupy most if not all of their lots. This is especially true with small historic properties. Lot coverage restrictions are not appropriate in these districts. Most technical considerations are addressed in building and life safety codes. Impervious surface may be an additional consideration, however stormwater management in these areas is better handled on a district basis, not a per-property basis as is common in residential areas. To address this issue, remove maximum lot coverage within downtowns and main streets.

2. Eliminate buffer requirements.



Buffers required between different uses reduce main street and downtown vibrancy by separating businesses. Adjacency of buildings and businesses creates vibrancy and pedestrian comfort. Buffers, particularly vegetative buffers, are incompatible with the goals of these districts. Uses and buildings should not be required to be buffered on main streets or in downtowns.

3. Eliminate architectural treatment requirements.



Many communities adopt requirements aimed at creating architectural interest in new development but outcomes are typically unsuccessful and costly. These requirements often include vertical or horizontal changes in facade (articulation), dimensioned

4. Minimum facade height.



Street enclosure – the framing of a street by building facades – significantly impacts the success and comfort of downtowns and main streets. Comfortable streets feel like outdoor rooms, where the height of buildings is at least half the width of the street. While this is not easily achievable, particularly on larger streets, enclosure of the sidewalk space can be more easily addressed. Along sidewalks, ensure that building facades are no less than 24 feet high. A common misstep is to require a minimum number of stories, but this can cause development stagnation. A minimum facade height achieves the goals of enclosure and avoids the economic pitfall of minimum story requirements.

Stage 2: Mid-term fixes

1. Eliminate density / FAR and unit size restrictions.



Per-property density or floor area ratio restrictions are unnecessary in main street and downtown districts where intensive activity and vibrancy are goals. Height and setback requirements address issues of building bulk. The building code and fire code address issues of residential unit size and life safety. Additionally, parking requirements often restrict development intensity. Density and FAR requirements typically restrain the business and housing market as they are often set unreasonably low and with a limited product type in mind that may not fit market demand.

5. References

Select Clients 2014-2022 Hennepin County, Minnesota 2017-18

PlaceMakers has completed projects with 111 clients since 2003, the majority of which were municipal units of government. A selection from recent years include:

Regional Planning Commission of Greater Birmingham, Alabama 2018-22

Lindsay S. Puckett, AICP | Principal Planner | (205)264-8421 | LPuckett@RPCGB.ORG

Six-year on-call contract with the Regional Planning Commission, so far working with the Cities of Homewood (2018), Pelham (2019), Calera (2020), and Fairfield (2021).

City of Langley, Washington 2020-21

Brigid Reynolds MCP, RPP, MCIP | Former Director of Community Planning | City of Langley | (360) 914-8138 | brigidreynolds@compassroseplanning.com

PlaceMakers led a Planned Unit Development land use update (2020) and an infill form-based code (2021).

Utilities Board of Tuskegee, AL 2018-21

Gerald B. Long, CPA, CGMA | General Manager | Utilities Board of the City of Tuskegee | (334) 720-0712 | glong@yourubt.com

PlaceMakers designed a walkable infill master plan (2018): blurb.com/b/9265568-tuskegee-master-plan, drafted form-based zoning update (2019), organized development team to build (2020), and drafted an action plan: bit.ly/TuskegeeStory (2021).

Elise Durbin | Former TOD Program Manager | Hennepin County | (612) 348-4191 | elised@carvercda.org

PlaceMakers drafted four TOD Codes for cities in Hennepin county, listed below, in subcontract to Perkins+Will.

City of Brooklyn Park, Minnesota 2017-18

Jennifer Jordan, AICP, LRT | Senior Project Manager | City of Brooklyn Park | (763) 493-8137 | Jennifer.Jordan@BrooklynPark.Org

Doña Ana County, New Mexico 2013-17

Angela Roberson, Chief Planner, (575) 525-6119, angelar@donaanacounty.org

Wrote comprehensive plan and unified development code for a planning area of 2.4 million acres, for infill, redevelopment, greenfield. Plan was a **Charter Award Winner 2019**: blurb.com/b/9484685-plan2040 implemented by ordinance & manual: <https://donaanacounty.org/UDC>

Town of Thompson's Station, TN 2015-16

Ken Mclawhon, Town Administrator, (615) 794-4333 extension 5, kmclawhon@thompsons-station.com

Illustrative master plans and code for infill and redevelopment



1675 Green Road
Ann Arbor, MI 48105-2530

T 734.662.3246
800.653.2483
F 734.662.8083
mml.org

Letter of reference for PlaceMakers work on CNU Project for Code Reform (Michigan)

To Whom it May Concern:

The Michigan Municipal League and our member cities have benefitted from PlaceMakers' work in Michigan on the Congress for the New Urbanism's "Project for Code Reform" over the past two years, and I am pleased to provide this letter of reference in support of their proposal.

The Project for Code Reform is an effort to support communities in implementing changes to their development codes that enable the creation of vibrant urban environments, with a focus on prioritizing immediately actionable code changes in the highest-impact places within a community.

PlaceMakers has participated in this CNU collaboration with the League and Michigan Economic Development Corporation (MEDC), including three multi-day workshops since 2016 and completion of the first draft of the Users' Guide in July of 2018.

For the first of these workshops, the League convened five representative Michigan cities of various sizes and with disparate zoning challenges to set the scope for the work. A second work session followed that produced a preliminary Main Street zoning district that contains the critical elements of form-based codes, but within a simplified format that can be easily administered within the context of an existing local zoning ordinance.

This year, a third working session was held to craft a Users' Guide that provides a series of introductory and secondary text amendments that are tied to context. Two additional zoning districts were completed that, together with the Main Street district, can be combined to address most urban conditions in Michigan municipalities.

PlaceMakers' engagement in this project has been invaluable to the League and our members across the state, both in the creation of clear and easy-to-use code deliverables and in the expert guidance and critique that they have provided to us, our members, and our other state partners in the course of the workshops.

Please do not hesitate to contact me at 734-669-6329 or rmurphy@mml.org with any questions about this project.

Sincerely,

Richard Murphy
Program Coordinator, Civic Innovation Labs



HENNEPIN COUNTY

MINNESOTA

July 31, 2018

Dear Selection Committee:

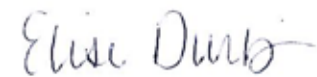
For many years, Hennepin County has partnered with cities along the METRO Blue Line LRT extension to plan for development "beyond the rails" of the transit corridor in order to enhance livability and community and economic vitality. In 2016, the cities of Golden Valley, Robbinsdale, Crystal and Brooklyn Park, along with Hennepin County, created station area plans to develop short- and long-term visions for each planned LRT station.

To implement the station area plans, the METRO Blue Line LRT extension cities, with coordination by Hennepin County, wanted to update their zoning codes in station areas to help guide and shape development. A consultant team consisting of Perkins + Will and PlaceMakers was selected to help in this implementation. Perkins + Will was the lead consultant for the market analysis and community engagement work. PlaceMakers led the strategy and drafting of the zoning and subdivision regulations.

The cities participating in this work vary in size and staff capacity. PlaceMakers developed codes that are coordinated, yet specific to each community. The Golden Valley Mixed Use Zoning District, Brooklyn Park Transit Oriented Development Zoning, Robbinsdale Downtown Districts and Crystal Town Center Core and Overlay Districts each vary in complexity and meet the needs of the community. The Brooklyn Park Transit Oriented Development Zoning was the first code to be adopted earlier this month, and the rest are expected to follow later this fall.

PlaceMakers completed all of their work on time and on budget. They were responsive to requests and ideas from the cities and county, and understood that each city had different needs that needed to be met in order for success to occur. I highly recommend PlaceMakers and if given another opportunity to work with them, I would hire them again without reservation.

Sincerely,



Elise Durbin, AICP
TOD Program Manager
612-348-4191

Hennepin County Community Works
701 Fourth Avenue S., Suite 400, Minneapolis, MN 55415
hennepin.us/communityworks



April 8, 2019

To Whom it May Concern:

Our not-for-profit organization, Center for Neighborhoods (CFN), worked with PlaceMakers, LLC on the CNU Legacy Project for Woodlawn Avenue to develop an action plan to reinvigorate a historic main street and surrounding neighborhood in southern Louisville. Project analysis began in November 2018, the community design workshop was held in March 2019, and the report is already drafted. PlaceMakers was responsible for organization and project management of the multi-disciplinary team of local and national city planners, and is the lead author of the report, which will be produced as a glossy magazine for printing on-demand.

Our organization, CFN, was responsible for community engagement in phase one to develop a circle of commitment team members, as well as framing the problem statement, and co-leading the community design workshop with PlaceMakers. PlaceMakers was able to build on our work to lead the team of architects, landscape architects, engineers, and economists to develop feasible design interventions. PlaceMakers was effective at dialogue with the various City departments to ensure that all near-term solutions have adequate funding sources as well as making connections with regional developers who will be required for long-range initiatives. Together, we were able to tell a compelling enough story that it garnered the front page of the Louisville Courier-Journal newspaper.

We would recommend PlaceMakers as city planners because you would be challenged to find a more innovative, critically-thinking, experienced, and professional group to work with. The PlaceMakers team engaged with our community members in the highest professional and inclusive manner. They produced a world-class report that accurately reflects all input and analysis, while also making it graphically pleasing and approachable to read. We are extremely satisfied and appreciative of the PlaceMakers team, and recommend them for future work.

Sincerely yours,



Jessica Brown
Planning Director
Center For Neighborhoods

JASON SYVIXAY BSc, BA, MCP1702-12141 Jasper Ave., Edmonton, AB, T5N3X8 PHONE 204 997 3040 EMAIL svixajason@gmail.com WEB jasonsvixay.com

Dear Selections Committee:

PlaceMakers has worked for the City of Winnipeg on several projects, including: the 2009 OurWinnipeg City Building Charrette, the 2013-2014 CentrePort development by-law, and the 2016 Downtown BIZ Strategic Plan Update. PlaceMakers role was lead consultant in these projects, and completed the committed scope on time and at or under budget. I was Downtown BIZ Executive Director for the 2016 work, and was the Project Manager responsible for overseeing PlaceMakers. I found their work to be an uncommon blend and breadth of planning expertise and marketing/communications prowess. Hazel Borys and her team at PlaceMakers dig into the issues and opportunities of the neighbourhoods and communities that they aim to support, providing unique and creative solutions to engage and empower local stakeholders, inclusive of civil society, public institutions, businesses, and residents. PlaceMakers provides reputable planning advice and knowledge, while supporting the capacity of their clients. For example, Hazel provided my team and I at the Downtown Winnipeg BIZ with an iterative opportunity to plan together, adjusting and adapting work based on our individual and collective skills. We learned how to engage with our members, with residents, with politicians, and with media. We learned how to better and more thoughtfully compile, survey, and assess our neighbourhood priorities, feedback, and sentiments. We learned how to be ambitious and aspirational, while balancing expectations and current organizational realities.

As far as outcomes of this work, there have been several significant positive results. One of the four illustrative urban designs from the OurWinnipeg City Building Charrette has been completed, largely in compliance with the urban form requirements laid out in the public engagement process. The CentrePort Development By-law has been adopted for the majority of the 20,000 acre inland port site, and is in use governing industrial uses. Of note are the incentives for sustainability measures and the form based code for character zones keyed to employment intensity instead of residential density. The Downtown BIZ Strategic Plan Update was guided by a broad community consultation which ran for 4 months, and received wide coverage on local TV and newspapers. The strategic planning team, with the engagement portion led by PlaceMakers, spent over 175 hours in the community and engaged over 2,000 people who shared their opinions, visions, and ideas. Through analysis, these opinions, visions, and ideas were coded and distilled into the top 10 Downtown Winnipeg BIZ priorities.

I recommend PlaceMakers to assist with policy, plans, codes and public engagement because of their ability to help clients ask important and tough questions while realizing new and unexpected opportunities together; to engage in creative ways with external/internal stakeholders; and to develop visually attractive, informative, comprehensive, and realistic plans to better communities. PlaceMakers is unmatched for these types of services.

Best regards,



Jason Syvixay



To Whom It May Concern,

I am pleased to provide a letter of reference for PlaceMakers. I worked with Hazel Borys and her team on a project in Winnipeg, MB, Canada in 2009. At that time, the City of Winnipeg was launching a new vision called *OurWinnipeg*. At that time I was tasked with overseeing the *OurWinnipeg* process. I have subsequently moved on from the City of Winnipeg to start my own consulting firm, but I am pleased to provide a positive review of my work experience with PlaceMakers.

The *OurWinnipeg* process was a two-year process culminating with a new development plan for the city. The plan won the 2011 Canadian Institute of Planners' Aware of Excellence. PlaceMakers played a key role in the process, coordinating a city-wide 'City Building Charrette'.

The objective of the event was to invite Winnipeggers to 'see the possibilities' for their city. A full two day event, the charrette used multiple exercises that were uniquely designed for different audiences ranging from invested (i.e. stakeholders) to the general public. The Charrette garnered participation from 200+ participants.

The event was the first time that 'see the possibilities' illustrative urban designs were used to convey concepts such as infill redevelopment. To date, one of the four illustrative urban designs from the *OurWinnipeg City Building Charrette* has been completed, largely in compliance with the urban form requirements laid out in the public engagement process. Another design is currently the basis of community stakeholder discussions and will likely move forward this year.

The Charrette was a contributor to the success of the overall plan and should be noted that it came in under budget. PlaceMakers was a perfect choice for the work as they were able to draw on various experts and experience to manage an event of this nature.

In addition to PlaceMaker's work on the *OurWinnipeg* process, they have been a welcomed consulting team on many other Winnipeg projects including the *2013-2014 CentrePort Development By-law*, and the *2016 Downtown BIZ Strategic Plan Update*. PlaceMakers role was lead consultant in these projects, and completed the committed scope on time and at or under budget. I have followed both projects and can confirm that Placemakers involvement was a key factor in their success.

The *CentrePort Development By-law* has been adopted for the majority of the 20,000 acre inland port site, and is in use governing industrial uses. Of note are the incentives for sustainability measures and the form based code for character zones keyed to employment intensity instead of residential density.

The *Downtown BIZ Strategic Plan Update* was guided by a broad community consultation, which ran for 4 months, and received wide coverage on local TV and newspapers. The strategic planning team, led by PlaceMakers, spent over 175 hours in the community and engaged over 2,000 people who shared their opinions, visions, and ideas. Through analysis, these opinions, visions, and ideas were coded and distilled into the top 10 Downtown Winnipeg BIZ priorities.

If you require additional information or would like to discuss, please don't hesitate to contact me at:

michelle@richardwintrup.com or 204-451-4790

Sincerely,

Michelle Richard



September 1, 2016

Re: PLACEMAKES & DPZ - TOD PLANNING APPLICATION

I have been asked to supply a letter of reference for the PlaceMakers/DPZ application to your TOD planning project on account of its similarity in scope and importance to the City of Calgary's 2011 Mission Road Innovation Project. I am happy to provide a ringing endorsement as PlaceMakers/DPZ not only delivered an outcome that exceeded my expectations, but its success and the lessons learned paved the way for our City's current transformative TOD and corridor-based approach to growth along the Green Line, in conjunction with an ongoing general transformation of our planning processes and regulatory tools.

The innovation that the Mission Road Main Street Innovation Project sought to achieve was to reimagine a developer-lead up-zoning proposal that both failed to meaningfully achieve city objectives as well as gain any community support, and explore a collaborative design approach that would clearly produce an achievable and desirable win-win.

The PlaceMakers / DPZ Team, in coordination with the City of Calgary Planning Department, the Mayor's Office, and City Council, led a week-long charrette to engage the community and develop solutions. The results were a compelling mixed use corridor TOD master plan to move Mission Road into a pedestrian-oriented and walkable environment and establish a greater vision for the community's build out, centered on the under-utilized asset of the 39 Ave LRT Station.

Outcomes of the project include a significant residential mixed-use development stemming from the Mission Road Innovation Project with several more in the pipeline, near unanimous community support for a mixed-use, higher density future for key areas of the community, and most importantly, a broad city-wide and corporation-wide appreciation for TOD, charrette-based master planning processes, and regulatory tools designed to facilitate these outcomes.

The PlaceMakers/DPZ Team is a world-leading collection of superstars in their interrelated fields that, at the same time, are incredibly approachable, relatable, and responsive to both citizens and professional staff. I highly recommend their services and am happy to discuss my experiences with them as a local elected official focused on a key project at any time.

Sincerely yours,

Gian-Carlo Carra
Calgary City Councillor, Ward 9
Mobile: 403-875-7409



September 1, 2016

To Whom It May Concern:

I would like to take this opportunity to provide an overview of the exceptional services that DPZ, PlaceMakers, and CNT performed for me as Project Manager for the Reinvent PHX project. Reinvent PHX was a \$5.6 million project led by the City of Phoenix as a grant recipient from the U.S. Dept. of Housing and Urban Development's Sustainable Communities program. The project's objective was to establish a bold, transformative vision for five districts along an 11-mile segment of light rail and, in the process, establish a new model for urban planning and development in Phoenix based on principles of equity, sustainability, and TOD best practices. DPZ, PlaceMakers, and CNT made up the lead consulting team and provided project management, urban design, coding, and implementation strategies for the project.

The firms delivered high quality services and deliverables on time and within budget and worked together seamlessly as a true team throughout the entire process. DPZ/PlaceMakers/CNT were also able to effectively engage a wide variety of audiences, from limited English speaking public housing residents to executive management, elected officials, and everyone in between. Some of the accomplishments that resulted from the team's outstanding work include:

- High profile charrettes that engaged over 1,000 participants
- Positive media coverage in 10 national publications in addition to numerous local pieces
- 5 adopted TOD policy plans, which have since won multiple planning awards
- Three federal grants (DOT TIGER, HUD Choice Neighborhoods, EDA Public Works) that directly implemented the top priority catalyst projects identified in plans
- A form based code that was successfully adopted despite an Arizona state law that severely limits zoning authority for local governments
- An innovative strategy that demonstrated a unique method for financing infrastructure, despite Arizona's prohibition on tax increment financing (TIF)

I would consider any city very lucky to have the DPZ/PlaceMakers/CNT team as partners on their planning projects and programs. Please do not hesitate to contact me if I can provide any further information regarding their work and performance.

Sincerely,

Curt Upton
Senior City Planner, City and County of Denver; former TOD Project Manager, City of Phoenix.

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