

City of Columbus, Wisconsin

Zoning and Subdivision Ordinance Rewrite

Proposal

February 21, 2025



Birchline Planning LLC
Great Waters + Great Communities



February 21, 2025

Mike Kornman
Director of Community and Economic Development

CHICAGO

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

LOS ANGELES

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

HELENA

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

SEATTLE

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

MILWAUKEE

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

Dear Mr. Kornman:

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

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

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

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

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

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

Sincerely,

John Houseal, FAICP
Partner | Co-Founder

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



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SECTION 1

TEAM OVERVIEW

Team Overview

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



Houseal Lavigne (Lead Consultant)

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

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



Birchline Planning LLC
Great Waters + Great Communities

Birchline Planning LLC (Subconsultant)

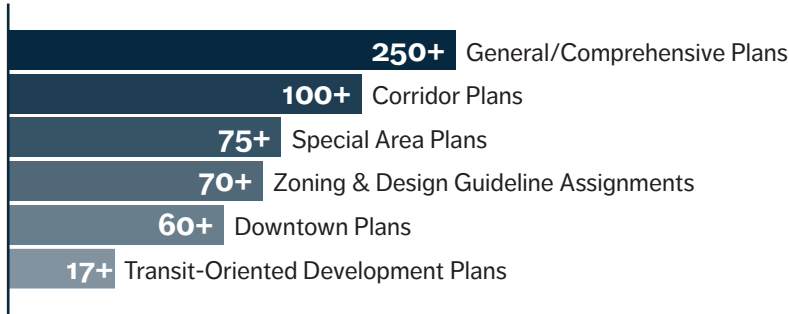
Birchline Planning LLC, founded in 2012 and based in Waterbury, Vermont, is a woman-owned small business led by Juli Beth Hinds, AICP, who has 25 years of experience in land use planning, water resources, program development, financial management, and public communications. The firm helps communities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



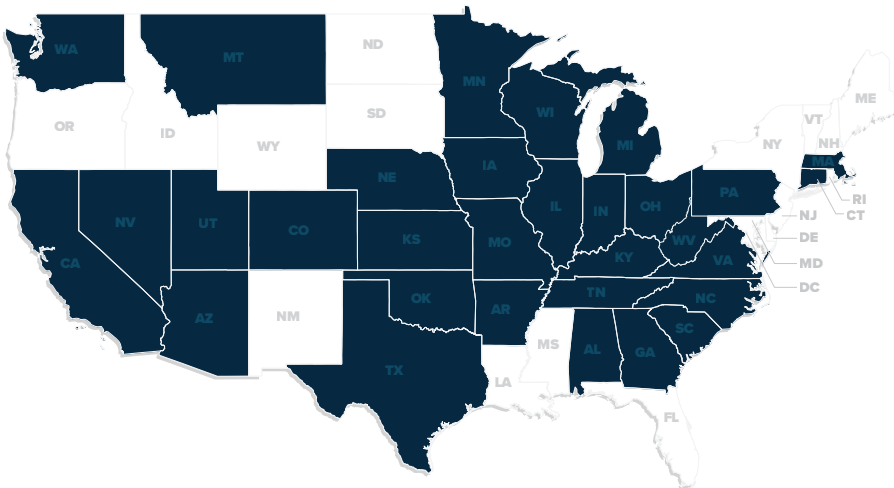


Houseal Lavigne is an urban planning, design, zoning, and geospatial services firm focused on powering the art of planning with science and technology. We focus on leveraging new technologies to deliver evidence-based decision-making along with graphically compelling and effective storytelling. We pride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

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



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



Services

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

Office and Studio Locations

Primary Office

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

Studios

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

Seattle

999 3rd Avenue, Suite 700
Seattle, WA 98104

Helena

317 Cruse Avenue, Suite 202
Helena, MT 59601

Milwaukee

313 North Plankinton Avenue, Suite 207
Milwaukee, WI 53203

Recent Awards

2024

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

Kane County Plan of the Year -
Batavia Downtown Plan

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

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

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

2023

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

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

ESRI SAG Award
Riverside, CA RHNA Housing Opportunity Finder

2022

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

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

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

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

2021

CO APA - General Planning Award
Gunnison Comprehensive Plan

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

2020

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

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

2019

CO APA - General Planning Award
Aurora Places Comprehensive Plan

2018

IL APA - Healthy Active Community Award
Healthy Chicago 2.0

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

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

2017

IL APA - Outreach Award
Envision Oak Park Comprehensive Plan

2016

MN APA - Innovation Award
St. Cloud Comprehensive Plan

Founding Principles

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

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

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

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

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

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

Award-Winning Planning

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

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

Firm History

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

Community Engagement

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

Visualization & Immersive 3D Environments

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

Geospatial (GIS)

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



Partnership with ESRI

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

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

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

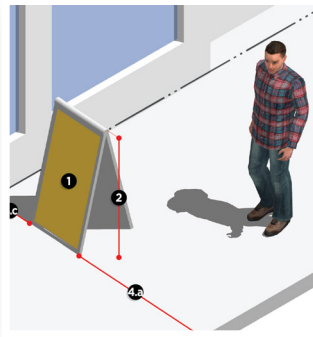
Approach to Zoning

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



GIS and Data-Driven Analysis

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



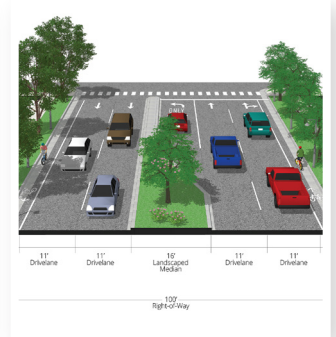
Graphics & Diagrams

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



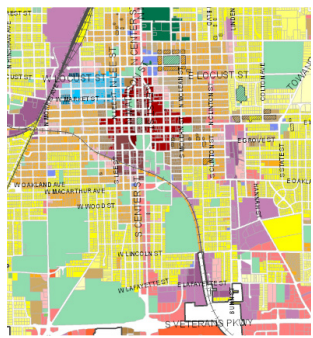
Regulations Testing & Visualization

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



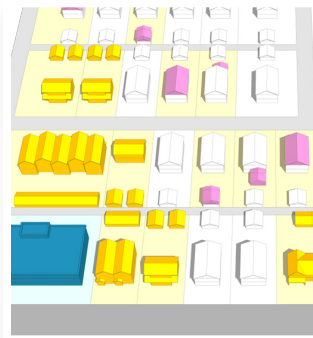
User-Friendly

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



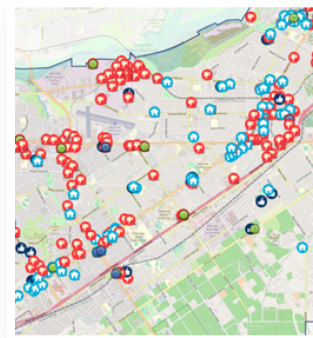
Reality-Based Best Practice

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



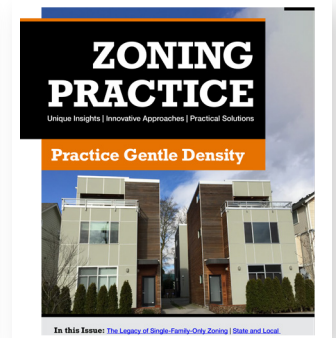
Tackling the Housing Crisis

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



Effective and Equitable Engagement

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



Recognized Experts

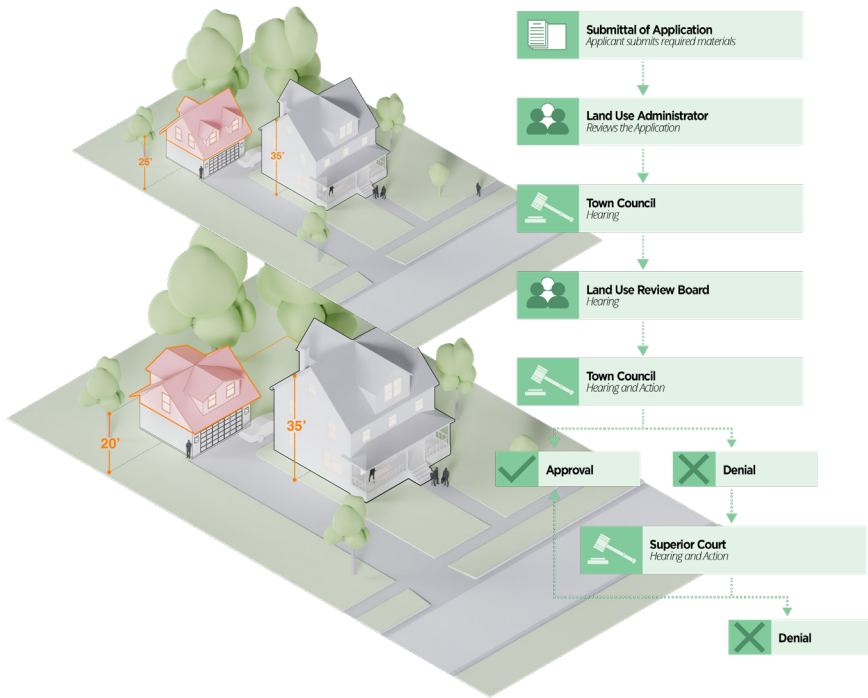
Our team has presented on zoning related topics at numerous national and state chapter American Planning Association (APA) conferences, authored technical articles featured in APA's Zoning Practice publication, are widely recognized for our expertise in tech integration.



Community Engagement

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

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



Distilling Complex Concepts into Engaging, Educational Collateral

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



Choice 1

Choice 2

Choice 3

Subconsultant

Birchline Planning LLC



Birchline Planning LLC
Great Waters + Great Communities

Birchline Planning LLC FIRM PROFILE

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

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

BirchlinePlanningLLC@gmail.com
802.324.5760

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

GREAT LAKES
2127 Tartan Court
Wheaton, IL 60187

CALIFORNIA
3522 Udall Street
San Diego, CA 92106

Core Services & Skills

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

Representative Clients

Great Lakes

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

California & Pacific

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

New England & Canada

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

SECTION 2

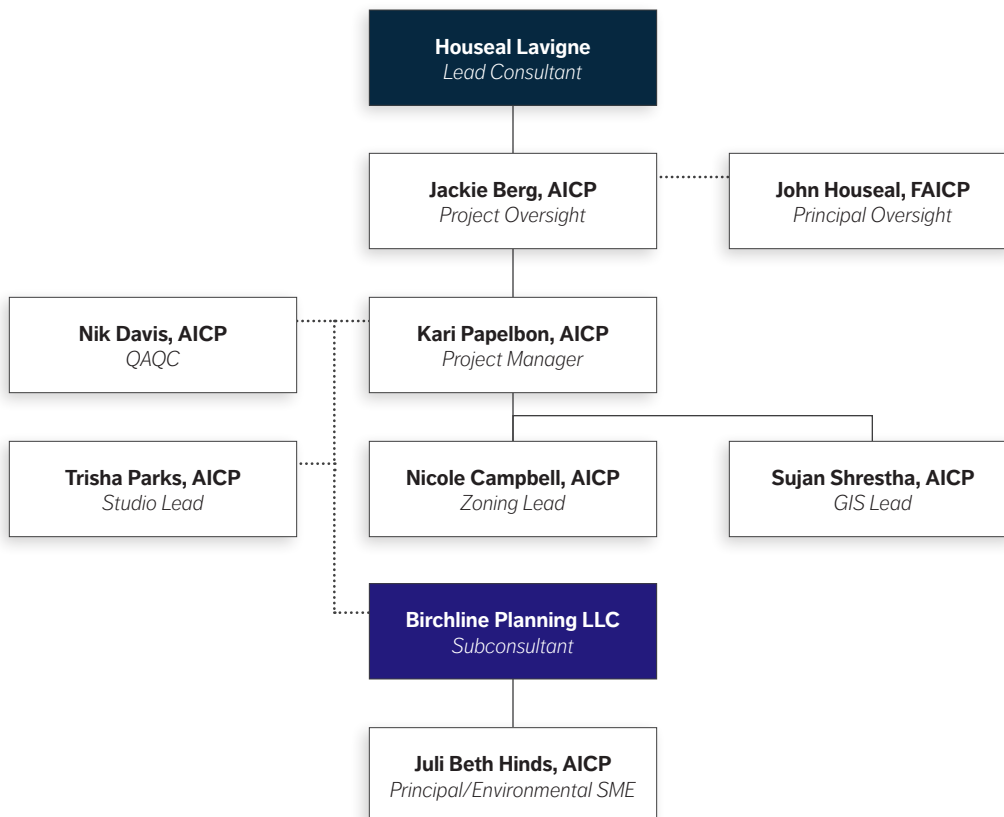
PROJECT TEAM

Project Team

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

Project Manager Qualifications and Experience

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





John Houseal FAICP Partner

Education

Master of Environmental Planning,
Arizona State University

Bachelor of Environmental Sciences,
University of Michigan

Memberships

American Planning Association (APA)

Certifications

American Institute of Certified Planners
Inducted Fellow (FAICP)

Awards

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

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

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

2022 APA-MO Outstanding Public Outreach,
Springfield Comprehensive Plan

2021 APA-CO General Planning Award,
Gunnison Comprehensive Plan

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

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

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

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

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

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

2014 APA-IA Daniel Burnham Award,
Coralville Community Plan

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

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

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

2009 APA-IL Implementation Award,
Ogden Avenue Enhancement Initiative

2007 APA-IL Daniel Burnham Award,
Carpentersville Comprehensive Plan

AICP Certification Instructor

APA National and APA State Chapters
(2005 to Present)

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

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

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

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

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

Project Experience

Zoning & Design Guidelines

60+ Zoning & Design Guidelines Assignments, including:

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

Downtown Plans

40+ Downtown Plans, including:

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

Comprehensive Plans

130+ Comprehensive Plans, including:

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

Special Area Plans

60+ Special Area Plans, including:

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

Corridor Plans

70+ Corridor Plans, including:

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



Nik Davis AICP Principal

Education

Bachelor of Science in Landscape Architecture,
Purdue University

Memberships

American Planning Association (APA)

APA-IL (Illinois Division)

American Institute of Certified Planners

ASLA Positions

ILASLA Allied Professionals Liaison

ILASLA Legacy Project Co-Chair

APA-IL Positions

Co-Chair for the Marketing Committee

Presentations

Trimble Dimensions + 3D Basecamp,
November, 2024

USD and SketchUp to Omniverse Workflows

APA-IL September, 2024
Better Diagrams Better Codes

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

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

2013 National APA Planning Conference,
Putting Zoning on the Map

APA-CMS January, 2012
Integrating Sustainability
Into Development Regulations

Awards

2024 Kane County Plan of the Year,
Batavia Downtown Plan

NC APA, Marvin Collins Award,
Wake Forest Community Plan

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

2020 Special Achievement in GIS Award,
Morrisville Land Use Plan

2020 APA Smart Cities Award,
Morrisville Land Use Plan

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

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

2018 Special Achievement in GIS Award,
Oshkosh Lakeshore Development

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

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

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

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

Project Experience

Zoning & Development Regulations

30+ Zoning & Development Regulations, including:

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

Design Guidelines & Standards

25+ Design Guidelines & Standards, including:

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

Comprehensive Plans

30+ Comprehensive Plans, including:

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

Downtown/TOD Plans

30+ Downtown/TOD Plans, including:

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

Corridor Plans

40+ Corridors, including:

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

Streetscape Designs

25+ Streetscape Designs, including:

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

* Work conducted at another firm.



Jackie Berg AICP Practice Lead

Education

Master of Urban Planning,
University of Kansas

Bachelor of Arts in Architecture,
University of Kansas

Memberships

American Planning Association (APA)

APA-IL (Illinois Division)

Rotary International

Certifications

American Institute of Certified
Planners (AICP)

Presentations & Publications

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

APA-IL, Sequencing Planning and Zoning

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

APA-IL, A Tale of Two Neighborhoods

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

APA National, Leveraging Technology to
Combat the Housing Crisis

APA National, Data Driven Approach to
Meeting Community Housing Needs

APA Zoning Practice, Practice Gentle Density

Awards

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

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

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

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

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

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

Project Experience

Land Development Regulations

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

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

Comprehensive and Master Planning

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

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

Corridor, Downtown & Small Area Planning

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



Trisha Parks AICP

Studio Lead

Education

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

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

Memberships

American Planning Association (APA)

APA-IL (Illinois Division)

IL GIS Association

Certifications

American Institute of Certified Planners (AICP)

ArcGIS Desktop Professional, Issued by Esri

ArcGIS Desktop Associate, Issued by Esri

Presentations

Wisconsin Land Information Association, Persuading Citizens & Corporations with Visualization

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

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

Awards

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

2024 Kane County Plan of the Year, Batavia Downtown Plan

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

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

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

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

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

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

2018 Special Achievement in GIS Award, Oshkosh Lakeshore Development

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

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

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

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

Project Experience

Zoning Ordinances

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

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

Subarea Plans

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

Comprehensive Plans

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

Plan Branding

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

Site Visualizations

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

Downtown Plans

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

Parks & Recreation Plans

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



Kari Papelbon

CFM, AICP
Senior Planner

Education

Master of Public Administration,
University of Texas, San Antonio

Bachelor of Arts in Urban Studies,
Trinity University

Memberships

American Planning Association (APA)

Association of State Floodplain
Managers (ASFPM)

APA-WI (Wisconsin Chapter - APA)

Certifications

American Institute of Certified
Planners (AICP)

Certified Floodplain Manager,
ASFPM (CFM)

Awards

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

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

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

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

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

Project Experience

Zoning Ordinances

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

Parks & Recreation Plans

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

Comprehensive Plans

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

Corridor Plans

- Oak Creek, WI - Drexel Avenue Streetscape

Grant Writing

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

* Work conducted as municipal staff



Sujan Shrestha AICP

Senior Planner

Education

Master of Urban Design,
Carnegie Mellon University

Bachelor of Architecture,
Purbhanchal University

Memberships

American Planning Association (APA)

Certifications

American Institute of Certified
Planners (AICP)

Presentations/Exhibitions

Esri User Conference
Regional Geospatial Analysis
and Scenario Modeling, 2024

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

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

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

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

Awards

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

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

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

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

2023 Special Achievement in GIS Award,
Riverside Housing Element Update

Sujan joined Houseal Lavigne in 2019 after receiving his Master of Urban Design from Carnegie Mellon University. As a Planner with the firm, Sujan collaborates with associate planners and project managers to develop meaningful illustrations and visualize data and urban policies across a range of community plans and project scales. Sujan's proficiency in the latest GIS and graphic tools available to planners allows him to incorporate compelling visualizations and efficient workflows into the planning process.

While at Carnegie Mellon University, Sujan worked as a Data Visualization Research Assistant for the School of Architecture's Remaking Cities Institute, which conducts research in placemaking, public participation processes, and sustainable development. His work included participation on the study "3D/ Data Visualization for Urban Design and Planning." A collaborative research with the City of Pittsburgh's Department of City Planning. His primary role focused on developing comprehensive workflows that would aid planners and designers adopt the appropriate tools to perform a range of tasks valuable to city planning, urban design, and community engagement.

Prior to his studies at Carnegie Mellon, Sujan worked as an architectural designer and project lead for over 4 years on public and private sector projects in Nepal. His professional practice includes building design, site planning and landscape design for various residential, institutional, healthcare and pharmaceutical projects. He also held an adjunct faculty position at Khwopa Engineering College's Department of Architecture, where he helped students research and document historic built environments. Other past experiences includes extensive research and presentations on post-disaster reconstruction of historic cities in Nepal.

Project Experience

Zoning Ordinances

- Bloomington, IL
- Carol Stream, IL
- Eau Claire, WI
- Franklin, WI
- Knightdale, NC
- New Buffalo, MI
- Oak Creek, WI
- Sunset Hills, MO
- Thornton, CO
- Verona, WI
- Yorkville, IL

Subarea Plans

- Chicago, IL - Norwegian American Hospital
- Naperville, IL Entitlement Fee Study
- Palos Park, IL - Western Growth Area Plan Development Services
- River Forest, IL - Madison Street Development Concepts
- St. Joseph, MI - Berrien Hills Development Master Plan

Comprehensive Plans

- Claremont, CA - Housing Element
- Clarksville-Montgomery County, TN
- Dallas, TX
- Fayette County, WV
- Fremont, NE
- Fort Wayne/Allen County, IN
- Glen Ellyn, IL
- Grand Junction, CO
- Gunnison, CO
- Hillsborough, CA - Housing Element
- Jenks, OK
- Lenexa, KS
- Naperville, IL
- Northfield, IL
- Oak Creek, WI
- Portage, MI
- Riverside, CA - Housing Element
- San Anselmo - Housing Element
- Springfield, MO
- Summerville, SC
- Wyoming, MI
- Dublin, OH
- Clemson, SC
- Kershaw County, SC
- Harvey, IL
- Wauwatosa, WI

Development Services

- Chicago, IL - Norwegian American Hospital
- Naperville, IL Entitlement Fee Study
- River Forest, IL - Madison Street Development Concepts
- St. Joseph, MI - Berrien Hills Development Master Plan

Corridor Plans

- Aurora, IL - Farnsworth Corridor Plan
- Detroit, MI - Jefferson Chalmers Mainstreet Master Plan



Nicole Campbell AICP Planner II

Education

Bachelor of Science in Political Science,
Minor in Public Administration,
Northern Arizona University

Memberships

American Planning Association (APA)

Certifications

American Institute of Certified Planners
(AICP)

Nicole is a Planner II on the zoning team at Houseal Lavigne with four years of experience in policy analysis and urban planning. With a solid foundation in zoning regulations and state law compliance, Nicole has worked as a policy analyst for the State of Arizona and as a planner in development services for two municipalities in California. This experience has provided Nicole with the knowledge and skills necessary to navigate complex zoning codes and adapt them to meet evolving legal and community needs. In addition to municipal planning, Nicole has hands-on experience in the entitlement process, contributing to drafting and conceptual design for a small entitlement firm. This work has enhanced Nicole's understanding of land use regulations, site planning, and the development process.

While in college, Nicole worked with a local community center to interview long-time residents, documenting their stories and incorporating findings into educational modules for the center. This project highlighted Nicole's ability to blend community engagement with planning efforts, making history and community perspectives an integral part of the planning process.

Nicole holds a degree in Political Science and is an active member of the American Planning Association, continually engaging with her community and engaging with best practices in planning and policy.

Project Experience

Comprehensive Plans

- Fontana, CA - Local Hazard Mitigation Plan*
- Loma Linda, CA - Environmental Justice Element*

Housing Plans

- Loma Linda, CA - Environmental Justice Element*

Land Development Regulations

- Aiken, SC - UDO
- Clarksville Montgomery County, TN - Zoning
- Jefferson County, MO - UDO
- Thornton, CO - Development Code

* Work conducted at another firm.



Birchline Planning LLC
Great Waters + Great Communities

JULI BETH HINDS, AICP

Principal

Birchline Planning’s founding Principal, **Juli Beth Hinds, AICP**, provides public and private-sector clients with unique and effective leadership and expertise in land use planning, water resources, program development, financial management, and public communications. With over a decade of experience as a municipal planning and stormwater services director, she has proven experience managing complex municipal planning, finance, and water resource programs. A sought-after speaker, she develops and leads innovative workshops that engage and empower citizens, public-sector leaders, and professionals.

JB is a passionate teacher in UC San Diego’s Urban Studies and Planning Program and leads research teams working on local and global water resource, land use and resilience issues. She and her husband love fishing, gardening, and trying to keep up with their 4 adult children and 2 dogs.



Education

- ❖ MCRP, City and Regional Planning, Rutgers University
- ❖ BA, Economics, Hollins College; *Phi Beta Kappa*

Teaching

- ❖ University of California San Diego Urban Studies & Planning Program (Instructor) and School of Global Policy & Strategy (Guest Lecturer), 2015 – Present
- ❖ National University School of Engineering, Technology & Media (Adjunct Professor), 2012-2017
- ❖ Northern Vermont University Department of Environmental Science (Adjunct Professor), 2004-2010

Professional Service

- ❖ Stormwater Symposium, Water Environment Federation (2013-2016)
- ❖ Chair, Environment Natural Resources & Energy Division, American Planning Association (2010-2013)
- ❖ Decentralized Research Advisory Committee, Water Environment Research Foundation (2004-2010)

Work Experience

- ❖ Senior Planner, Tetra Tech Inc. (San Diego, CA); 2010-2012
- ❖ Senior Planner, VHB Inc. (South Burlington, VT); 2008-2010
- ❖ Director of Planning & Zoning, City of South Burlington, VT; 2001-2008
- ❖ Executive Director, Mad River Valley Planning District, Waitsfield VT; 1997-2001
- ❖ Planner, BFJ Planning, New York NY; 1994-1997

Research Initiatives

- ❖ Co-PI with Dr. Keith Pezzoli, Planning for Alternative Non-Potable Water Reuse in Disadvantaged Communities; UC San Diego Bioregional Center (2017-present)
- ❖ Innovations in Planning and Public Engagement for Community Resilience; UC San Diego Urban Studies & Planning Program with American Planning Association; 2017-present
- ❖ Urban Agriculture Suitability Analysis; UC San Diego Superfund Research Center (2015-2016)
- ❖ “Redesigning the American Neighborhood” Public Engagement in Water Quality Restoration; US EPA Region 1 Grant to School of Natural Resources, University of Vermont (2002-2008)

Recent Publications

- ❖ Regional Water Resource Planning. 2017. In *Emerging Trends in Regional Planning*, American Planning Association Planning Advisory Service
- ❖ Evaluating the Real Estate Development and Financial Impacts of the San Diego Region’s Post-Construction Standards and Alternative Compliance Program. *2016 International Low Impact Development Conference*

Recognition

- ❖ Council for Advancement and Support of Education Circle of Excellence Silver Award for Public and Community Relations (with University of Wisconsin-Madison, 2018)
- ❖ Professional Planner of the Year, Vermont Planners Association (2008)
- ❖ US EPA Region 1 Environmental Excellence Award (2008)
- ❖ Vermont Governor’s Award for Excellence in Pollution Prevention (2005)

SECTION 3

UNDERSTANDING AND APPROACH

Project Statement and Understanding

Align With Recent Planning Efforts

Columbus' 2040 Comprehensive Plan engaged a wide constituency to provide a unified vision for the City's future growth and development over the next 20 years. The Plan provides a roadmap for balanced growth, supported public facilities, and maintaining the "small town feel" of the City that makes it a desirable place for current and future residents. The Comprehensive Plan emphasizes the need to spur investment in Downtown Columbus and near the 151 Highway interchanges, create recreational opportunities for the community, preserve historic assets, enhance the bicycle and pedestrian network, and provide a variety of housing types to serve both the existing community's needs and provide options that meet the future needs of diverse households.

As part of our proposed scope of work, Houseal Lavigne will conduct a thorough analysis of the Comprehensive Plan to determine how its recommendations can be addressed through changes to the Zoning and Subdivision Ordinance. Objectives and Policies in the Comprehensive Plan that could be addressed through the Zoning and Subdivision Ordinance include:

- Protect the agricultural, environmental, and cultural assets in the City of Columbus.
- Require that all new residential developments dedicate land for public parks or pay a fee-in-lieu of land dedication.
- Create attractive and safe neighborhoods that reinforce the existing architectural character of the City and provide a stable tax base.
- Create mixed neighborhoods that provide a range of housing types, densities, and costs.
- The City will continue to allow for the development of single-family, two-family, and multifamily structures within the City limits.
- The City encourages the integration of varied housing types and lot sizes within the community.
- The City encourages high quality development that will attract professionals, entrepreneurs and families.
- The City prohibits the accumulation of "junk" materials in public view anywhere in the community, and especially in residential areas.
- Promote renovation of residential uses in the upper stories of Downtown buildings in an effort to increase affordability and enhance the vitality of the Downtown area.
- Provide a connected system of sidewalks and trails that makes the City walkable and accessible to all users, especially around schools and shopping areas.
- Encourage new development that support of range of transportation options, including biking and walking.
- Require all new residential, commercial, institutional, and mixed-use developments to be served with sidewalks or pedestrian/bicycle paths.
- Where feasible develop coordinated off-street parking lots in the downtown.
- The City will encourage projects that incorporate both commercial and residential uses.
- New residential neighborhoods should incorporate a mix of lot sizes and types, preferably including both single-family detached and multi-family configurations, and including both owner-occupied and rental units.
- In new development areas, higher-density housing (5 or more units per acre) should generally be located in close proximity to major roads, commercial uses, and parks. A gradation of densities is appropriate; from high-density near these features to lower-density further away.
- New neighborhood areas should have park and open space areas that are sized and located to meet the needs of all neighborhood residents.
- Natural areas, including wetlands, wildlife habitats, woodland and unique open spaces, will be protected to the greatest extent possible when new development is proposed.
- Infill, redevelopment, and rehabilitation of existing, under-utilized properties in the downtown area is strongly encouraged.
- New development will complement and reinforce the existing downtown development format, with emphasis on multistory buildings located close to the street and side lot lines.
- The development and/or restoration of downtown residential units is encouraged, however street-level spaces should feature non-residential uses, especially facing James and Ludington Streets.
- Large, private off-street parking lots are discouraged. The City may consider the establishment of public parking lots to accommodate parking concerns associated with new downtown development.
- The development (Downtown Mixed-Use, Gateway Business, Highway 16 Commercial) will consider design elements that will enhance the small town feel of Columbus.
- When located adjacent to residential uses, new commercial development should be designed to minimize negative impacts on those residential uses to excessive light, noise, or traffic.
- New commercial development areas should be designed with a coordinated system of vehicular and pedestrian access.
- The city will require high quality and coordinated site design, landscaping, signage and building materials and design are required within [Highway Commercial, Gateway Business, Highway 16 Commercial] areas.
- Promote the use of Infill development or redevelopment (Highway 16 Commercial) where appropriate.
- Preserve and enhance the historic character of the downtown by encouraging compatible new development and redevelopment.

Increase User-Friendliness

Every Columbus resident, business owner, or developer should be able to navigate and understand the Zoning and Subdivision Ordinance without the assistance of an attorney or member of City staff. One factor that detracts from the user-friendliness of Eau Claire's Zoning Code is the lack of visual representations, diagrams, tables, and matrices. For example, Section 114-15 defines the requirements for average front setbacks in instances where neighboring parcels do not meet required front yard setbacks based on street frontage, specified distance from intersecting streets, specified distance from buildings, but no visual depictions that demonstrate how the requirements apply to a site exist. Houseal Lavigne is recognized as a national leader in graphic communication and document design. Every land development regulation that the firm develops includes engaging and clear charts, tables, and graphics that demonstrate the intended outcome of development and minimize the likelihood of inconsistent interpretation.

Enhance Development Standards

Columbus' existing Code dates back to the 1970s, with a minor update in 2008. The patchwork of old standards with a limited update on new items has resulted in a Zoning and Subdivision Ordinance that does not reflect today's standards and best practices.

Development standards include regulations that are relevant for all uses throughout all districts. These include off-street parking and loading, landscaping, tree preservation, fences, screening, and outdoor lighting. Use provisions are detailed standards applicable to specific uses such as manufactured housing, mixed-use developments, drive-throughs, or outdoor storage, regardless of the district in which they are located. Development standards and use provisions are essential tools to ensure quality by-right development by ensuring that applicants understand the applicable requirements for their proposed plan up-front in the development process; however, many of the City's current regulations do not reflect modern best practices.

For example, Section 114-126 establishes overly large off-street parking requirements for several types of residential and nonresidential development when compared to national best practice standards. For example, the existing ordinance requires three parking spaces for each 1,000 square feet for both business and personal service uses, while many modern codes only require only one space per every 250 square feet or 300 square feet of gross floor area. Further many of the Zoning Ordinance's existing off-street parking requirements depend on variables that are difficult to measure or may change over time. For example, the off-street parking standards for restaurants specify that one off street parking space be provided for every three seats in a restaurant plus one space per employee. Many modern zoning ordinances establish off-street parking quantities that depend on variables that are easy to determine compliance with based on a site plan to ensure that the standards are easy for City staff to administer and for applicants to understand. Section 114-97 of the Zoning Code establishes screening requirements for outdoor storage and refuse containers and landscaping for all but the CBD-1 zoning districts; however, the standards are not as comprehensive or thorough as many modern zoning codes. Additionally, screening for other districts or specific uses, such as drive-in theaters, parking lots, and some signs, are located in other Sections of the Zoning Code. For example, Section 114-62(2) requires any commercially-zoned lot abutting a residential district to incorporate screening in the form of a wall or solid fence at least six feet in height and of such density to completely block the view from an adjacent residential property; however, many modern zoning codes contain stronger buffering standards. The quantity and intensity of landscape required typically depends on the intensity of the adjacent use rather than the zoning district. For instance, a wider buffer and greater quantity of landscape elements such as shrubs and trees would be required for a new industrial use adjacent to an existing single-family residential use than for a commercial office use adjacent to a single-family residential use. These requirements ensure that the quantity of buffering provided is tailored to match the impact of each individual use. The City could consider these standards to address land use incompatibilities over time and as new developments emerge in growth areas along Highway 16 and Highway 151.

Many of the City's use-specific standards do not reflect the modern best practices employed in modern zoning ordinances. For example, detached accessory dwelling units (ADUs) are expressly prohibited and ADUs are not specifically mentioned as allowed uses in any zoning district. Many modern zoning codes specify allowances for ADUs to provide housing diversity and provide more use-specific standards for accessory dwelling units to ensure that they blend visually within the neighborhood. The City can consider establishing such standards as an approach to encourage infill development and provide a range of housing types while respecting neighborhood character as recommended in the 2040 Comprehensive Plan.

Signs remain a challenge for municipal regulation following the Supreme Court's ruling in *Reed v. Town of Gilbert* (2015). The current standards in Section 114-133 retain content-driven language that require updates for compliance with legislation, but also for alignment with modern best practices. For instance, Section 114-136(1)(b) limits the general sign area allowed based on frontage. Many modern zoning codes establish limits on the allowed area of an individual sign in square feet, such as a maximum sign face of 70 square feet on a monument sign. Including example diagrams and tables to further articulate permitted, allowed, and temporary signs by district, their dimensional and siting requirements, and examples for calculating square footage can provide needed clarity.

Zone for Housing Choice

Cities, towns, and counties across the country are facing a housing availability and affordability crisis. To address the issue many are developing plans and policies that promote housing stock diversification in both new and infill development scenarios. However, when such development proposals are presented for review and approval, neighbors often fiercely oppose them, citing concern over a perceived change in the character of their neighborhoods and loss in property value and quality of life.

Houseal Lavigne has worked with communities across the country, to update land development codes to increase housing choice in a manner that is supported by residents, feasible for the market, and sensitive to surrounding context. Our approach includes extensive community education and outreach, recognizing that time spent at the beginning of the update process to build community consensus often pays dividends in project adoption and implementation.

To learn more about Houseal Lavigne's approach to updating development codes to increase housing choice, read the February 2023 article of the American Planning Association's Zoning Practice publication, authored by John Houseal and Jackie Berg, titled Practice Gentle Density. The article is included in the Additional Experience section of our proposal.

Remove Procedural Barriers

Often, the development approval process is as much a factor in capturing local investment as the development regulations. Houseal Lavigne's approach includes a thorough review of current procedures to identify barriers that create time delay or unpredictability in the process. Are there additional, straightforward approvals that can be handled administratively by staff rather than the City's Boards and Commissions? Do developers and applicants have a clear process to follow for each type of development procedure? For instance, Article II defines the application requirements for Conditional Use Permits, the review procedures and application requirements for Appeals and Variances, and the application and review procedures for Certificates of Zoning Compliance. Section 114-74 defines the review procedures and application requirements for Planned Unit Developments, while Section 114-98 defines the review procedures for temporary uses. These sections establish discretionary processes that include review by both the Plan Commission, Zoning Board of Appeals, and Common Council; however, clear and specific review criteria for certain applications are either not established or are established in other Sections of the Zoning Code. Such procedures often complicate development by allowing subjectivity in how elected and appointed officials judge the merits of one application to the next over time. Many modern zoning ordinances establish clear, objective review procedures that are consolidated and easy for applicants to understand without subjective judgement by City staff or elected and appointed officials.

Houseal Lavigne not only has experience revising and refining development approval processes for more than 40 communities, but key Project Team members also have direct experience administering zoning ordinances and other land development regulations, providing the firm with a down-to-earth, practical understanding of what it takes to get good development done. Additionally, Houseal Lavigne integrates procedural flowcharts that allow residents, developers, architects, and other users to easily understand the expectations at each point in the development review process.



Scope of Work

Task 1: Project Initiation

To “kick-off” the update process on the right foot, meetings will be conducted with City Staff and the Zoning Policy Advisory Committee before undertaking other community outreach activities. This approach allows Houseal Lavigne and the various City-designated individuals to discuss roles, responsibilities, scope, and issues and opportunities with existing regulations, to ensure the project gets off to a good start.

1a: City Staff Coordination Call

Houseal Lavigne will host a web meeting/conference call with the City’s Planning and Zoning Department, and other key City staff, to confirm dates and times for the official staff kickoff and department head meetings and joint City Council and Plan Commission roundtable. On this call, we will also discuss data needs and clarify any outstanding matters. To ensure consistent communication and coordination, the Project Manager will conduct regular and “as-needed” conference calls and/or web meetings with City Staff throughout the Zoning and Subdivision Ordinance Rewrite process.

1b: Zoning Policy Advisory Committee (ZPAC) Formation

Houseal Lavigne recommends establishing a Zoning Policy Advisory Committee to provide direction throughout the rewrite process. The ZPAC should include City Council members, Plan Commissioners, as well as representatives of other City of Columbus boards, commissions, and committees as is appropriate.

1c: Community Communications – Branding, Messaging, and Collateral

This step will run through the course of the project and play a significant role in garnering support for the Zoning and Subdivision Ordinance Rewrite process and piquing public interest in the Zoning and Subdivision Ordinance. Houseal Lavigne’s graphic design and communications experts will use their expertise in community-based marketing to create an “identity” for the project as well as related outreach collateral and documents. Additionally, communications campaigns will be implemented at key points throughout the project including before public open houses, when online engagement materials are made available, and when draft and final memos, Zoning and Subdivision Ordinance sections, and other material are available for public review, to ensure the community becomes and remains aware of and engaged in the process.

1d: Staff Kick-off Meeting and Orientation “Tour” of the City

A kick-off meeting will be held with the Planning Department and other key City staff. This first face-to-face meeting will allow us to: 1) review the project scope of work; 2) discuss project goals, timeline, and key deliverables; 3) share information about potential issues and areas of concern; 4) review administrative procedures; and 5) clarify any outstanding matters. This meeting will conclude with a staff-led tour of the community to better understand the existing conditions and context of the various areas of Columbus. We intend to function as a unified and integrated team alongside City staff and officials.

1e: Department Heads Meeting

Immediately following the staff kick-off meeting, Houseal Lavigne will host a meeting with the Department head and/or representatives from all the different City Departments. Since many City departments are responsible for the administration and/or enforcement of various portions of zoning it is essential to receive feedback from these users on what is working and what needs to be updated.

1f: ZPAC Meeting #1 (in-person)

Houseal Lavigne will facilitate a meeting with the ZPAC to introduce Houseal Lavigne and the project and solicit their concerns and aspirations for the Zoning and Subdivision Ordinance Rewrite. As the advisory committee for the project, it is important that the ZPAC have a chance to communicate and discuss their issues and concerns with existing regulations with Houseal Lavigne, as well as each other, at the beginning of the process.

Task 2: Community Engagement

A Zoning and Subdivision Ordinance Rewrite requires a unique approach to community outreach. Outreach for a planning process should encourage ambitious thinking and broad community input. For Zoning and Subdivision Ordinance Rewrites, outreach must consider the impact of ordinance changes on property owners, development rights, and investment in current development in the community. Zoning and Subdivision Ordinance Rewrite engagement will also bring community members to the table who can shed light on local market realities, the level of tolerance for increased regulation, first-hand experience with development review and entitlement, and gauge public response to the introduction of new standards and regulations, in order to accomplish the long-term goals of the City of Columbus community as established in the comprehensive plan.

2a: Project Webpage

At the onset of the project, Houseal Lavigne recommends that the City establish a dedicated page on the City of Columbus's website to host information and documents related to the Zoning and Subdivision Ordinance rewrite. Houseal Lavigne will develop web page content including a description of the project process, a timeline, information clarifying the relationship between the City's Comprehensive Plan and zoning, as well as educational resources. Throughout the project, information about meetings, draft documents, and other project related materials can be posted on the project webpage to keep the community informed and engaged.

2b: Online Community Questionnaire

To provide another means for community participation, we will prepare an online questionnaire for City of Columbus's residents and business owners to offer community-wide opinions on the City's current Zoning and Subdivision Ordinance. The online community questionnaire will be easily accessible on the project webpage.

2c: Focus Group Discussion (up to 5)

Focus group discussion allow us to gain insight into the community that we might otherwise not be able to obtain. Up to five confidential focus groups will be conducted to obtain additional information regarding issues with the existing zoning and subdivision ordinance. Houseal Lavigne will work with City of Columbus staff to identify those to involve. We recommend a broad sampling of participants who have experience going through a zoning or subdivision approval process in the community. Focus groups should include 3-10 individuals with a similar background such as City committees, commissions, and boards; City staff; and selected property owners, residents, business owners, and real estate and development professionals. The focus groups will be conducted in-person during scheduled visits related to other outreach events or via telephone/teleconference as needed.

2d: Communications Campaign #1

Communications campaigns are integrated throughout the scope of work and are timed with outreach efforts and major project milestones. This ensures that the community understands the project and is continually engaged and informed throughout the project process. The first campaign will focus on public education and introducing the project, its goals, and process to the community. It will work to build support for the initiative and counter perceptions and misinformation identified in the early stages of the project and include a call-to-action to provide feedback at the upcoming open house and via the online questionnaire. Materials will include social media and website posts, flyers, intercept signs at key locations with a QR code to the project website, and a press release. Communications will be pushed to community leaders and others identified as a part Step 1a to help engage hard-to-reach populations.

2e: Open House #1 – Project Kick Off

The purpose of the Project Kick Off Open House is to move from the general vision and ideas of the City's Comprehensive Plan, and into the primary objectives of the Zoning and Subdivision Ordinance Rewrite. The goal of the workshop will be to form a consensus among participants concerning the primary objectives of the Zoning and Subdivision Ordinance Rewrite as identified in the RFP and by City of Columbus staff.

Task 3: Existing Conditions Analysis and Preliminary Recommendations

This task will include the preparation of an Existing Conditions Analysis and Preliminary Recommendations Report that will provide a detailed assessment of the City's current Zoning and Subdivision Ordinance and Houseal Lavigne's recommendations for the rewrite. It will be based on issues and opportunities identified in outreach, alignment with Comprehensive Plan, information provided by the City and partner agencies, and the experience and expertise of Houseal Lavigne.

3a: Assessment of Current Zoning and Subdivision Ordinance and Recent Development Proposals

The review and assessment of the current Zoning and Subdivision Ordinance will entail a detailed chapter-by-chapter, section-by-section review of the City's current Zoning and Subdivision Ordinance. The assessment will highlight areas where the existing regulations, standards, procedures, processes, and other requirements are problematic, when measured against national best practices and effectively accommodating property investment while safeguarding and ensuring community character and sense of place. During this step, the City will provide a summary of recent history of development proposals and applications for zoning relief, identifying "pain points" in bringing forward development.

3b: Conformity Analysis

Houseal Lavigne will conduct a conformity analysis using ArcGIS Pro to evaluate existing development conditions against the lot area and width standards of the City's zoning districts. This level of analysis is important, not only to determine if existing development is consistent with the existing Zoning and Subdivision Ordinance, but to fully understand the impact of new regulations on existing development, so as not to inadvertently create an excessive amount of legal non-conforming structures. The updated Zoning and Subdivision Ordinance will need to not only appropriately guide and regulate new development going forward but must also work with the existing building stock and development pattern in established and historic areas of the City.

3c: Comprehensive Plan Alignment

Houseal Lavigne will assess the City's Comprehensive Plan to determine where goals, policies and recommendations of the plans could be implemented through the updated Zoning and Subdivision Ordinance. A future land use map and zoning map alignment analysis will also be conducted to identify opportunities to consolidate existing zoning districts, reduce the need for Planned Unit Development requests and Conditional Use Permit requirements, and proactive rezoning opportunities to better implement the land use focused recommendations of the Comprehensive Plan.

3d: Best Practices and Comparative Community Research

Houseal Lavigne will conduct best practices and comparative community research on key topics to inform the City about approaches other communities have taken to address similar issues.

3e: Existing Conditions Analysis and Preliminary Recommendations Report

Finally, these findings will be packaged into an Existing Conditions Analysis and Preliminary Recommendations Report. The Existing Conditions Analysis portion of the report will describe the issues with current regulations based on City feedback, community outreach, alignment with past plans, and our expertise and analysis. The Preliminary Recommendations portion of the report will include an overall organization of the updated Zoning and Subdivision Ordinance as well as identify strategies for how to proceed, what to prioritize, and case studies and best practice approaches to be considered in order to resolve the identified issues.

3f: City Staff Review Calls (up to 3)

Houseal Lavigne will facilitate up to three review calls with City Staff before meeting with the ZPAC. Appropriate revisions will be made based on City Staff feedback.

3g: ZPAC Meeting #2 (in-person)

Houseal Lavigne will meet with and present the Existing Conditions Analysis and Preliminary Recommendations Report to the ZPAC to gather feedback and input.

3h: Communications Campaign #2

To keep the community engaged and informed throughout the Zoning and Subdivision Ordinance Rewrite process, the Existing Conditions Analysis and Preliminary Recommendations Report will be posted on the project website. A series of 3-5 social media posts will be developed to market the availability of the documents for public review. Communications will be pushed to community leaders, residents, focus group participants, and others identified as a part Step 1a to help engage hard-to-reach populations.

Task 4: District and Use Standards

This task will entail the preparation of the first third of the updated Zoning and Subdivision Ordinance including base and overlay district specific standards and use standards.

4a. District Standards

This task will include revisions to district purpose and intent statements to align with the City's Comprehensive Plan. Bulk and dimensional standards will also be revised during this step based on the results of the conformity analysis conducted as a part of Task 3, incorporating gentle density reforms that maintain compatibility with historic development patterns such as reducing lot area, lot width, setbacks, and street width requirements; right-sizing and modernizing parking requirements; and identifying opportunities to increase allowed dwelling units by right and through conditional use approval. A new official zoning map with overlay districts will be developed based on the analysis conducted in this step.

4b. Use Standards

This task will include the drafting of a consolidated use table with modernized uses aligned to the updated districts, ensuring clarity for all users and reducing the need for City staff interpretation. Each use will be clearly identified as to whether permitted by right or whether it will require additional reviews or approvals. Opportunities for context-sensitive missing middle housing, affordable rental and homeowner units, accessory dwelling units, and mixed-use developments will be included where aligned with district standards. Supplemental use regulations that incorporate design principles relevant to specific uses will also be developed at this stage.

4c. City Staff Review Calls (up to 3)

Houseal Lavigne will facilitate up to three review calls with City Staff before meeting with the ZPAC. Appropriate revisions will be made based on City Staff feedback.

4d: StoryMap #1 – Proposed Zoning Map Changes Overview

Houseal Lavigne will develop a user-friendly Esri StoryMap to walk people through proposed changes to the zoning districts and map. The StoryMap will allow users to zoom in and out, search for a property, click on a parcel, learn about parcel specific proposed changes, and send feedback to the project team. The StoryMap will be embedded on the project hub site and shared with the public as a part of the next communications campaign.

4e. ZPAC Meeting #3 (in-person)

Houseal Lavigne will present the draft district and use standards to the ZPAC. The intent will be to review and discuss major proposed changes in sufficient detail to provide Houseal Lavigne with the necessary direction for regulation refinement and the development of supporting graphics and diagrams.

4f. Communications Campaign #3

To keep the community engaged and informed throughout the Zoning and Subdivision Ordinance Rewrite process, the draft District and Use Standards will be posted on the project website. A series of 3-5 social media posts will be developed to market the availability of the documents for public review. Communications will be pushed to community leaders, residents, focus group participants, and others identified as a part Step 1a to help engage hard-to-reach populations.

Task 5: Development and Sign Standards

This task will entail the preparation of the heart of the new Zoning and Subdivision Ordinance including general development standards and sign standards.

5a. General Development Standards

This task will include objective, understandable standards and regulations for development throughout the City, including parking and loading standards, bicycle parking standards, sidewalk and pedestrian walkway standards, outdoor lighting standards, and site and building design standards. Consolidated, user-friendly standards and regulations will be compliant with Wisconsin requirements, facilitate and encourage development of mixed-use and diverse housing options within the City, and further the City's goals for improving walkability and non-motorized modes of transportation and reducing the need for multiple design overlay districts.

5b. Sign Standards

This task will modernize the City's sign ordinance, ensuring it complies with relevant case law, is content neutral, and supports downtown revitalization.

5c. City Staff Review Calls (up to 3)

Houseal Lavigne will facilitate up to three review calls with City Staff before meeting with the ZPAC. Appropriate revisions will be made based on City Staff feedback.

5d. ZPAC Meeting #4 (in-person)

Houseal Lavigne will present the draft development and sign standards to the ZPAC. The intent will be to review and discuss major proposed changes in sufficient detail to provide Houseal Lavigne with the necessary direction for regulation refinement and the development of supporting graphics and diagrams.

5e. Communications Campaign #4

To keep the community engaged and informed throughout the Zoning and Subdivision Ordinance Rewrite process, the draft Development and Sign Standards will be posted on the project website. A series of 3-5 social media posts will be developed to market the availability of the documents for public review. Communications will be pushed to community leaders, residents, focus group participants, and others identified as a part Step 1a to help engage hard-to-reach populations.

Task 6: Landscape and Natural Resources Standards

This task will entail the preparation of landscape and natural resources standards as part of the main portion of the new Zoning and Subdivision Ordinance including general landscape standards, buffers, and natural resources protection standards.

6a. Landscape Standards

This task will entail an update to the City's landscape, screening, and buffering standards.

6b. Natural Resources Protection Standards

This task will entail an update to the City's shoreland and wetlands protection standards, green infrastructure standards, and natural resource protection standards to ensure they are user-friendly and compliant with Wisconsin requirements.

6c. City Staff Review Calls (up to 3)

Houseal Lavigne will facilitate up to three review calls with City Staff before meeting with the ZPAC. Appropriate revisions will be made based on City Staff feedback.

6d. ZPAC Meeting #5 (in-person)

Houseal Lavigne will present the draft development and sign standards to the ZPAC. The intent will be to review and discuss major proposed changes in sufficient detail to provide Houseal Lavigne with the necessary direction for regulation refinement and the development of supporting graphics and diagrams.

6e. Communications Campaign #5

To keep the community engaged and informed throughout the Zoning and Subdivision Ordinance Rewrite process, the draft Development and Sign Standards will be posted on the project website. A series of 3-5 social media posts will be developed to market the availability of the documents for public review. Communications will be pushed to community leaders, residents, focus group participants, and others identified as a part Step 1a to help engage hard-to-reach populations.

Task 7: Subdivision Standards, Zoning Procedures, and Definitions

This task will entail the preparation of the latter third of the updated Zoning and Subdivision Ordinance including subdivision standards and procedures, zoning procedures, and definitions.

7a: Subdivision Standards and Procedures

This task will modernize the City's subdivision standards and simplify and streamline subdivision approval procedures. Note: this task will not include revisions to engineering or construction standards or specifications.

7b: Zoning Procedures

This task will establish user-friendly, efficient, and flexible review and approval procedures that increase transparency between City staff, elected and appointed officials, applicants, and the public. Development review processes will be streamlined and clearly identify when a proposal qualifies for administrative review and approval, such as for smaller site or building projects, or when legislative review and approval is required, such as for conditional or special uses. Historic preservation processes and procedures will be reviewed and streamlined where appropriate to ensure efficiency, consistency, and alignment with national and State requirements. This task will update the City's nonconformities standards and conditional use process to be consistent with Wisconsin Statute.

7c: Definitions

This task will include a thorough update to all definitions to eliminate unnecessary or conflicting definitions, modernize outdated definitions, and add new definitions as necessary to ensure clarity and user-friendliness.

7d. City Staff Review Calls (up to 3)

Houseal Lavigne will facilitate up to three review calls with City Staff before meeting with the ZPAC. Appropriate revisions will be made based on City Staff feedback.

7e. ZPAC Meeting #6 (in-person)

Houseal Lavigne will present the draft subdivision and zoning procedures to the ZPAC. The intent will be to review and discuss major proposed changes in sufficient detail to provide Houseal Lavigne with the necessary direction for regulation refinement and the development of supporting graphics and diagrams.

7f. Communications Campaign #6

To keep the community engaged and informed throughout the Zoning and Subdivision Ordinance Rewrite process, the draft Zoning Procedures and Definitions will be posted on the project website. A series of 3-5 social media posts will be developed to market the availability of the documents for public review. Communications will be pushed to community leaders, residents, focus group participants, and others identified as a part Step 1a to help engage hard-to-reach populations.

Task 8: Draft and Final Zoning and Subdivision Ordinance

Based on the previous tasks in the update process, the draft and final Zoning and Subdivision Ordinance will be prepared and presented for review.

8a: Draft Zoning and Subdivision Ordinance Document

Houseal Lavigne will prepare the draft Zoning and Subdivision Ordinance document incorporating feedback received from City Staff, City Council, and Plan Commission, and the public. Graphics, diagrams, and flowcharts will be embedded in the document at this stage.

8b. City Staff Review Calls (up to 5)

Houseal Lavigne will facilitate up to 5 review calls with City Staff before meeting with the ZPAC. Appropriate revisions will be made based on City Staff feedback.

8c: StoryMap #2 – Major Changes Overview

To summarize the proposed changes to the City's Zoning and Subdivision Ordinance clearly and concisely, an Major Changes Overview StoryMap will be developed. The StoryMap will include answers to frequently asked questions, provide an overview of the Zoning and Subdivision Ordinance Rewrite process, highlight and provide the reasoning behind major proposed changes, and include parcel specific information and an opportunity to provide feedback. The StoryMap will be embedded on the project website and can be emailed to key community members engaged throughout the process.

8d. Communications Campaign #7

This final communications campaign will share the Major Changes Overview StoryMap and include a call-to-action to provide feedback at upcoming open houses. Language for press releases and social media posts will highlight the importance of the process for the future of City of Columbus. Communications will be pushed to community leaders, residents, focus group participants, and others identified as a part Step 1a to help engage hard-to-reach populations.

8e: ZPAC Meeting #7 (in-person)

A final meeting will be conducted with the ZPAC to review and reach agreement on the draft Zoning And Subdivision Ordinance document before proceeding with the public review and adoption process. Appropriate revisions to the draft Zoning and Subdivision Ordinance will be made based on feedback received and the revised draft Zoning and Subdivision Ordinance will be prepared for public consideration.

8f: Open House #2 and #3 – Pre-Adoption

Members of Houseal Lavigne, along with City staff, will be present for up to two community open houses to allow residents and community stakeholders the opportunity to examine, discuss, and comment on the contents of the draft Zoning and Subdivision Ordinance document. Houseal Lavigne will be available throughout the community open houses to present material, answer questions, and get feedback before initiating the approval process. Appropriate revisions to the draft Zoning and Subdivision Ordinance will be made based on feedback received and the final draft Zoning and Subdivision Ordinance will be prepared for final legal review.

8g: Final Legal Review

The final draft Zoning and Subdivision Ordinance will be brought for final legal review to the City Attorney. Although the City Attorney may be involved throughout the process of developing the updated Zoning and Subdivision Ordinance, final legal review is necessary before the final document is brought through the adoption process. Appropriate revisions to the final draft Zoning and Subdivision Ordinance will be made based on feedback received and the final Zoning and Subdivision Ordinance will be prepared for public notice.

8h: Plan Commission Public Hearing (in-person)

Houseal Lavigne will present the final Zoning and Subdivision Ordinance at the Plan Commission public hearing.

8i: City Council Adoption (in-person)

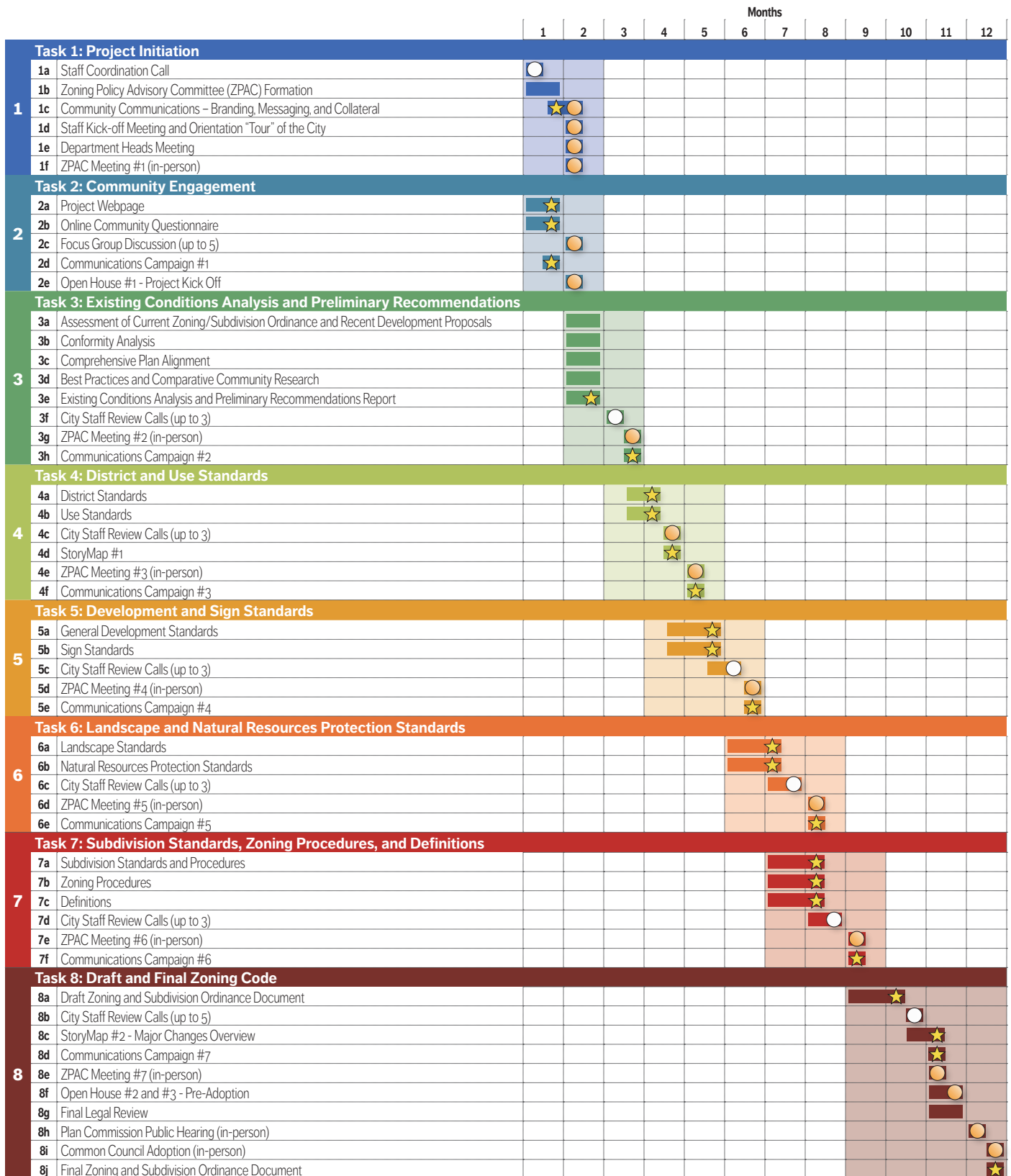
Houseal Lavigne will present the final Zoning and Subdivision Ordinance to City Council for consideration and adoption.

8j: Final Zoning and Subdivision Ordinance Document

Following the adoption of the Zoning and Subdivision Ordinance, Houseal Lavigne will share the final document and components with the City in fully editable documents including word document, pdf, jpeg, and png files.

Project Schedule

The project schedule below provides an overall framework to complete the proposed project approach. Should the City of Columbus favor our basic approach, we will work with staff to refine the process and anticipated project schedule in a manner that is most advantageous to the project.



○ Meeting/Event ○ Virtual/Call ★ Deliverable

SECTION 4

PROJECT EXPERIENCE

Zoning Experience

Houseal Lavigne has in-depth expertise and experience updating municipal zoning, sign, and subdivision ordinances, including amendments; complete re-writes of entire code sections; developing entirely new ordinances; creating unified development ordinances, planned-unit development ordinances; landscape ordinances; sign ordinances; Zoning Board of Appeals and Plan Commission support and training; administrative and procedural components; and more. Our experience with zoning and development regulations, coupled with our extensive expertise in several other areas of planning (comprehensive planning, downtown planning, neighborhood planning, site planning and development review, corridor planning, and more) allows us to create a responsive, appropriate, modernized, and user-friendly zoning code that both implements and reflects the City's vision, desires, and past planning efforts.

Traditional and Form-Based Codes

Houseal Lavigne's staff has extensive experience in assisting communities throughout the country in developing traditional and form-based development regulations. Our balanced approach of local character assessment, standards development and testing, stakeholder outreach, and analysis of appropriate procedures and review commissions takes into account the complete process of drafting and implementing locally appropriate regulations. Communities in which Houseal Lavigne has developed traditional or form-based codes within the past five years include, but are not limited to:

- Ardmore, OK
- Benton Harbor, MI
- Bentonville, AR
- Bloomington, IL
- Cañon City, CO
- Carol Stream, IL
- Carpentersville, IL
- Cary, IL
- Centerton, AR
- Chicago, IL
- Dunwoody, GA
- Elmhurst, IL
- Ferguson, MO
- Flint, MI
- Franklin, WI
- Fremont, NE
- Hainesville, IL
- Harwood Heights, IL
- Homewood, IL
- Jackson, MO
- Jenks, OK
- Kenilworth, IL
- Knightdale, NC
- Marion, IA
- Melrose Park, IL
- Muskogee, OK
- New Buffalo, MI
- Northbrook, IL
- Oak Brook, IL
- Oak Brook Terrace, IL
- Oak Creek, WI
- Palos Heights, IL
- Palos Park, IL
- Richton Park, IL
- River Forest, IL
- Riverside, CA
- Roscoe, IL
- Springfield, MO
- Sunset Hills, MO
- Verona, WI
- Wake Forest, NC
- Willowbrook, IL
- Winnetka, IL
- Yorkville, IL

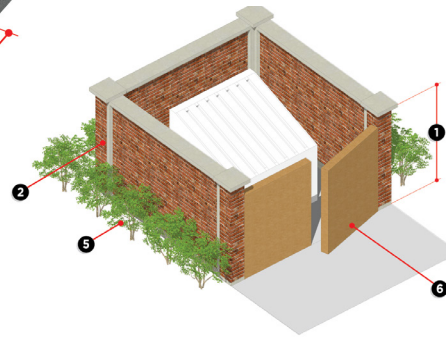
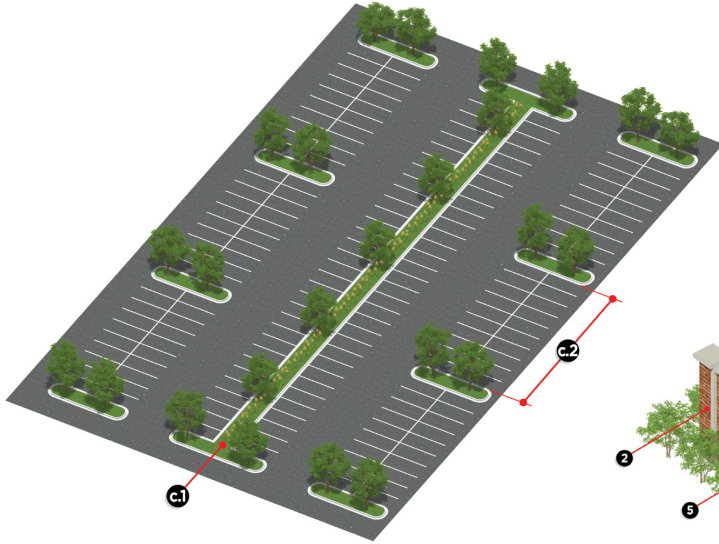
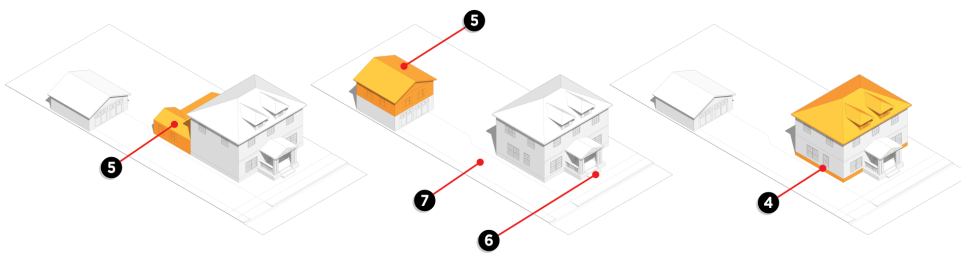
Plan & Regulation Alignment

Houseal Lavigne has unmatched experience working with communities to translate recent planning efforts into actionable regulation. Often, communities will adopt plans with a clear vision, only to "pull the reins back" on the regulations needed to achieve their objectives. The common rationale for this being stakeholders often feel that such regulations will drive development elsewhere. We are sensitive to this and understand that community and economic development is a competitive venture. However, our experience also shows that properly drafted codes can remove unnecessary barriers to investment by providing flexibility for potential developments, offsetting the requirements related to design. In this way, the zoning and land development ordinances offer an opportunity to make good development easy. Our team will focus on the overall usability and "friendliness" of the ordinances, from their clarity to the efficiency of review and approval procedures. This will maximize the likelihood of continued investment that leads to desirable development.

Subject Matter Experts

Houseal Lavigne has authored technical articles featured in the American Planning Association's Zoning Practice publication. Topics of articles drafted by Houseal Lavigne staff include the integration of clear and user-friendly graphics in zoning ordinances, and the development of locally contextual and appropriate design guidelines and form-based codes.

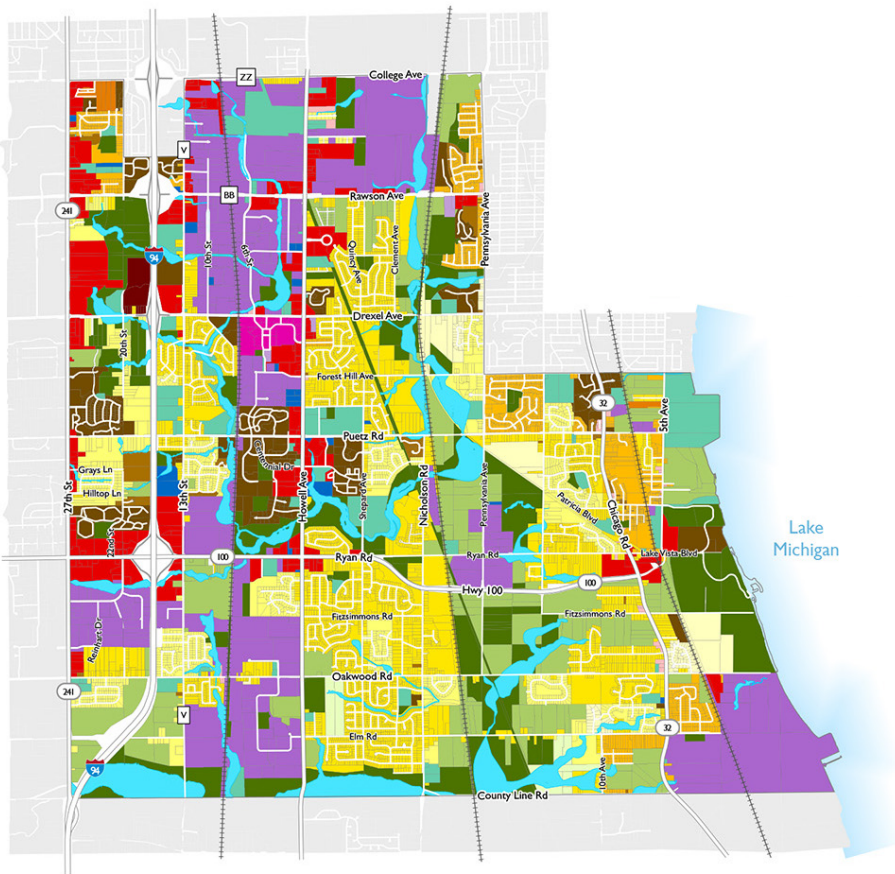




Conventional Sprawl
 This example shows 32 homes
 Gross Density = 1 Dwelling Units/Acre
 Net Density = 1 Dwelling Units/Acre



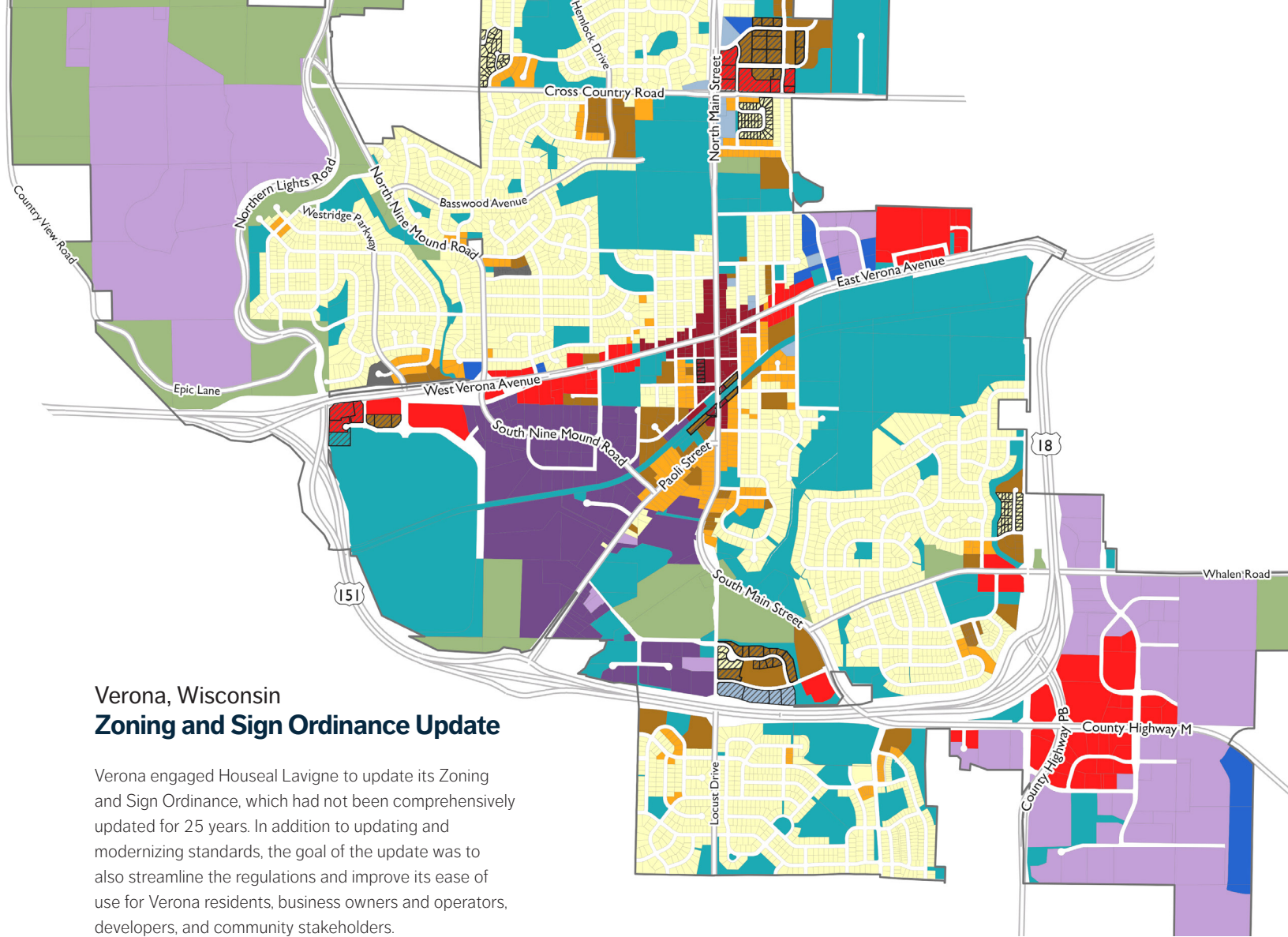
Conservation Development
 This example shows 32 homes
 Gross Density = 1 Dwelling Units/Acre
 Net Density = 4 Dwelling Units/Acre



Oak Creek, Wisconsin Zoning and Sign Ordinance Update

Located just south of Milwaukee on the shores of Lake Michigan, Oak Creek is a growing suburb that has transitioned from a semi-rural community of under 5,000 residents, to a diverse city of over 36,000. The new zoning ordinance was prepared to help better regulate development as the landlocked City transitioned to a fully built-out community. The new zoning ordinance was undertaken directly after adoption of a new Comprehensive Plan, both directed and prepared by Houseal Lavigne.

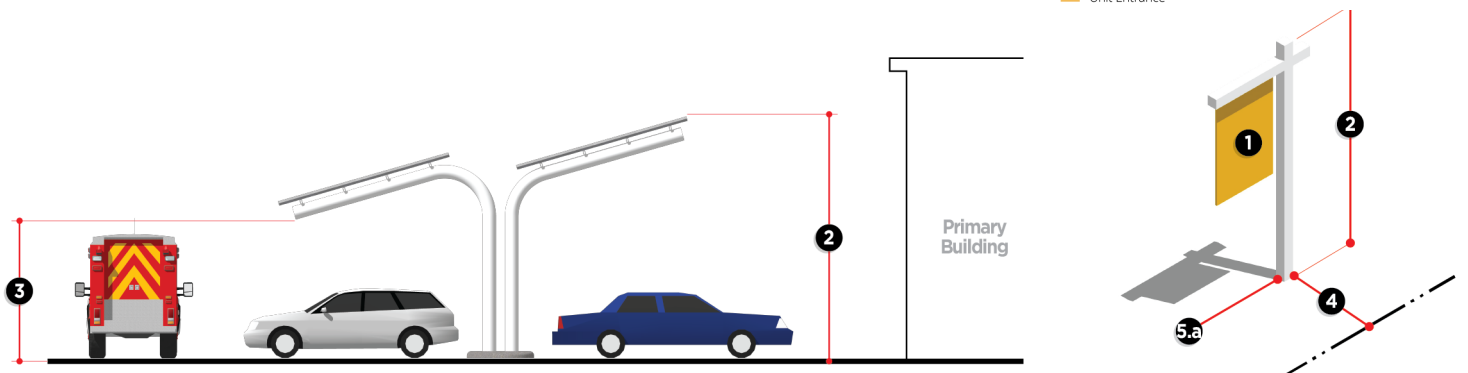
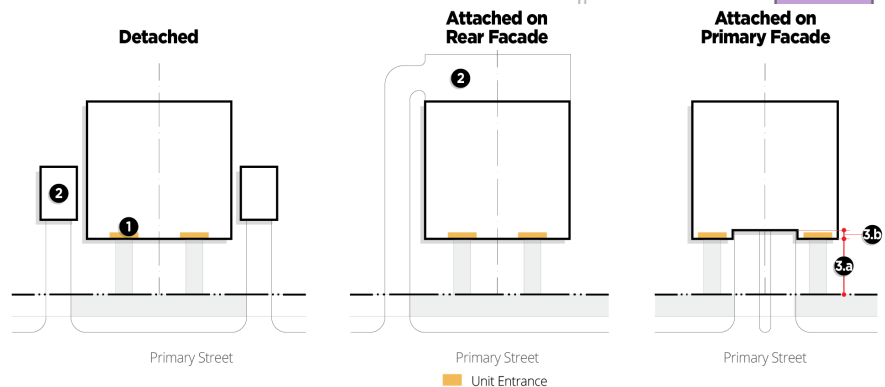
The zoning ordinance was updated to allow a greater variety of housing types in the City's traditional single-family districts, including accessory dwelling units, incentives for universal design to accommodate aging in place, and increasing the development potential of residential and commercial areas. The new zoning also establishes a conservation subdivision process, by "right-sizing" parking requirements and eliminating unnecessary bulk and dimensional requirements. The City's landscape, sign, fence, and other development standards were also updated to enhance the appearance of the community over time.



Verona, Wisconsin Zoning and Sign Ordinance Update

Verona engaged Houseal Lavigne to update its Zoning and Sign Ordinance, which had not been comprehensively updated for 25 years. In addition to updating and modernizing standards, the goal of the update was to also streamline the regulations and improve its ease of use for Verona residents, business owners and operators, developers, and community stakeholders.

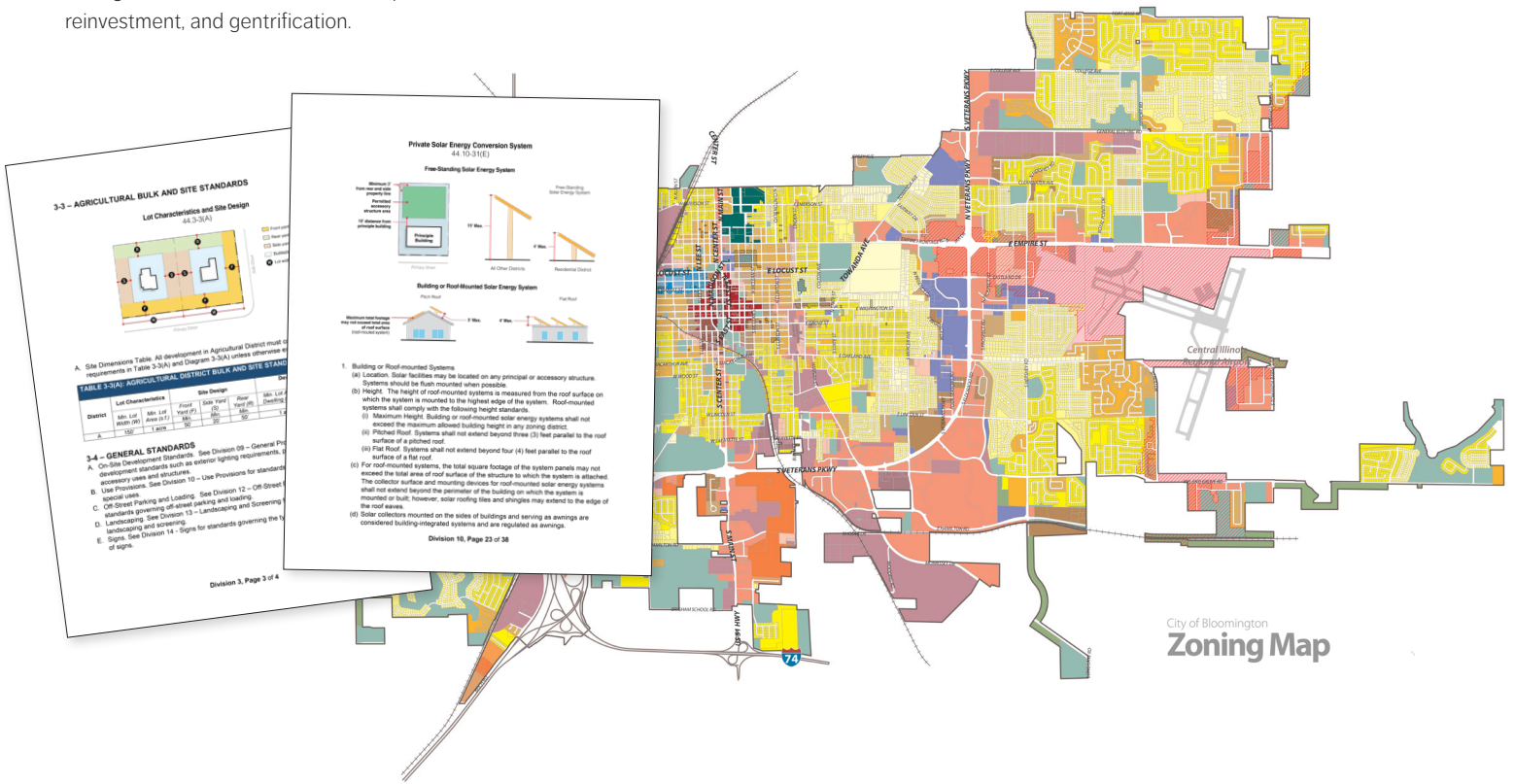
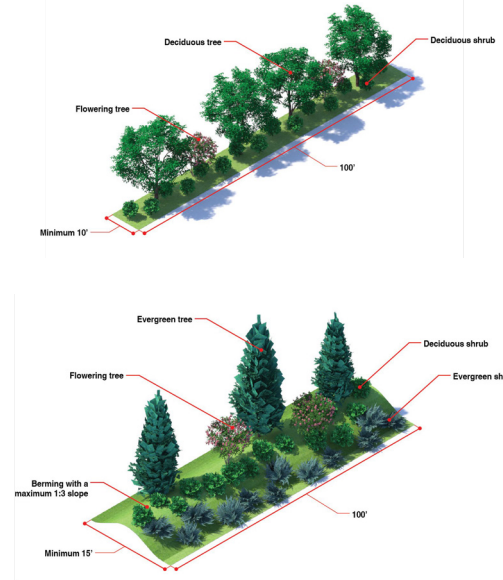
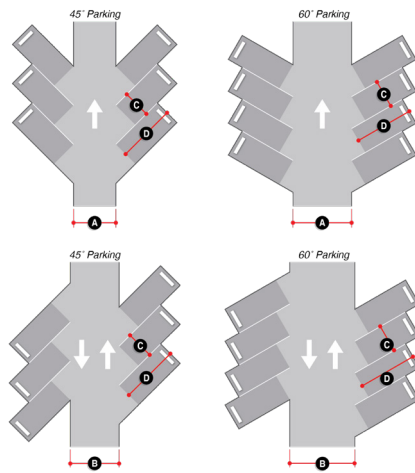
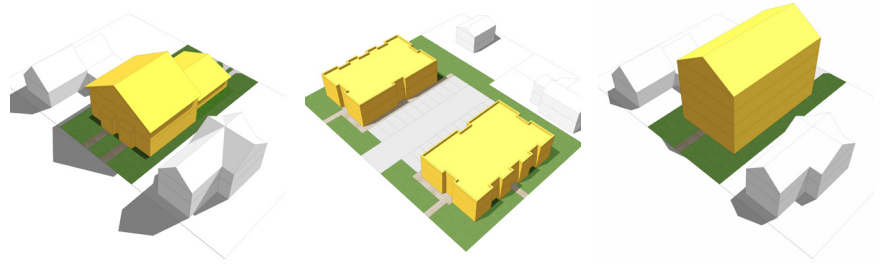
Prior to the update, nearly all development was approved through the City's planned unit development (PUD) process. Although a PUD ordinance can be a useful tool that allows flexibility for creative and innovative development, when nearly all development seeks approval as a PUD, it can dilute the original intent and overall effectiveness of the code. The PUD ordinance was completely revised to ensure modifications in underlying zoning regulations accrue tangible benefits to the City and work to conform with the general planning policies of the City's Comprehensive Plan and other policy documents.



Bloomington, Illinois Zoning Ordinance and Downtown Neighborhoods Study

The City of Bloomington, with the assistance of Houseal Lavigne, underwent the process of creating an entirely new zoning ordinance and map to better align City ordinances with their recently adopted Comprehensive Plan. The new ordinance aims to foster the use and development of land in an orderly manner with consideration given to the City's social, environmental, economic, and physical development goals and objectives. Through targeted amendments, the City amended district standards and eliminated the majority of nonconforming properties, streamlined district and use standards, enhanced design standards, clarified and modernized administrative procedures, established a new planned development process, and brought the ordinance into compliance with all relevant state and federal regulations.

After the adoption of the zoning ordinance, Houseal Lavigne was retained by the City once again to perform an analysis of the residential areas surrounding their Downtown, develop policy direction for how the neighborhoods should redevelop going forward, and create a new zoning district that balances historic preservation, reinvestment, and gentrification.



City of Bloomington
Zoning Map

Cañon City, Colorado

Picture Cañon City 2040

Cañon City is the county seat for Fremont County and is known as the center of Colorado's Royal Gorge Region. As the City approached its 150th birthday, it selected Houseal Lavigne to create a new Comprehensive Plan and Unified Development Code (UDC).

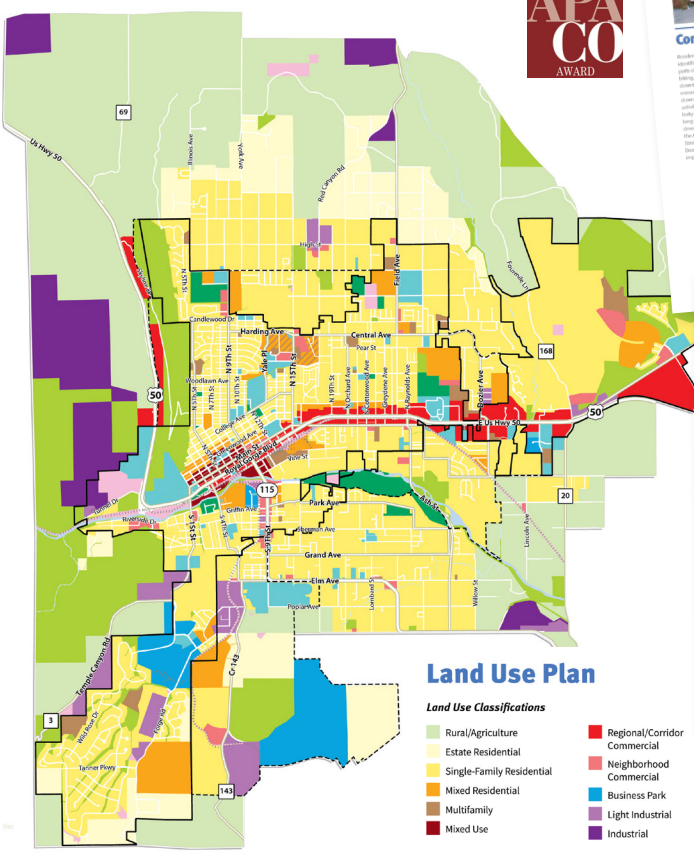
Picture Cañon City 2040 provides a vision for the community that embraces the City's historic Main Street and emphasizes its abundance of natural assets, including the Arkansas River that flows through the City center and the Hogback Open Space Recreation Area.

Actionable recommendations throughout the plan are anchored by guiding principles, including prioritizing compact and contiguous development, building a livable community, celebrating unique identity, ensuring a stable economy, and becoming the nexus of recreational opportunities.

Picture Cañon City 2040 sets the stage for cohesive implementation of the plan in alignment with clear regulations in the UDC. The City's tandem of new planning and development regulation is up to the challenge of helping Cañon City prepare as it kicks off the next 150 years.



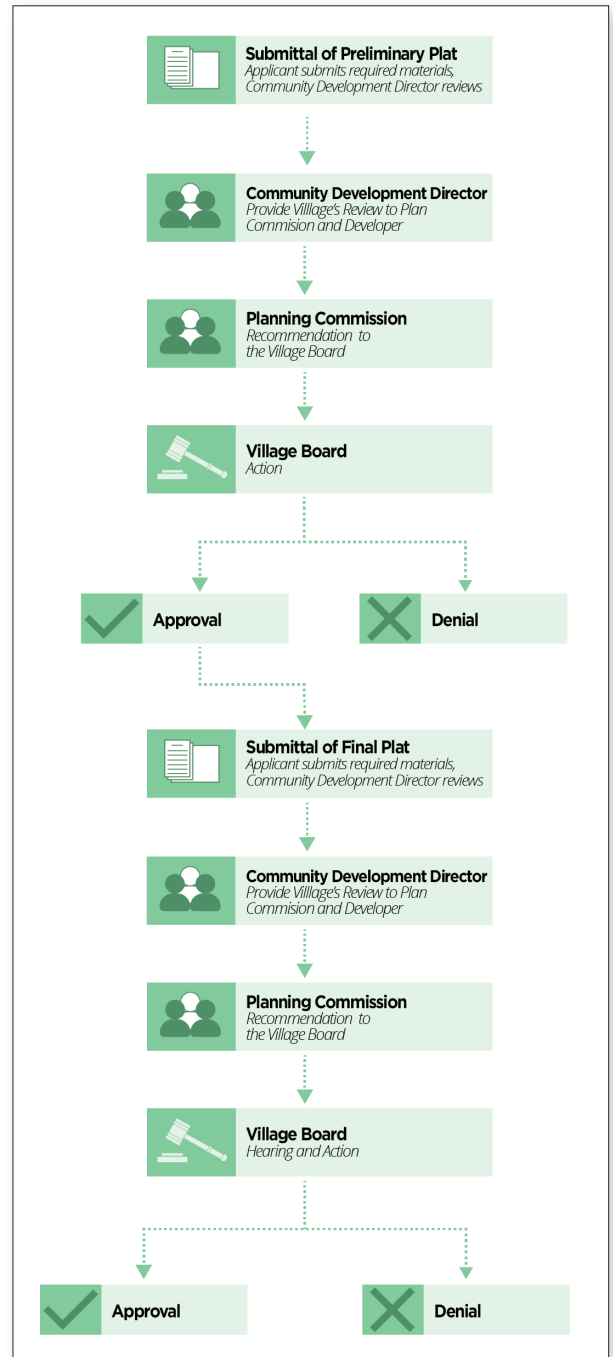
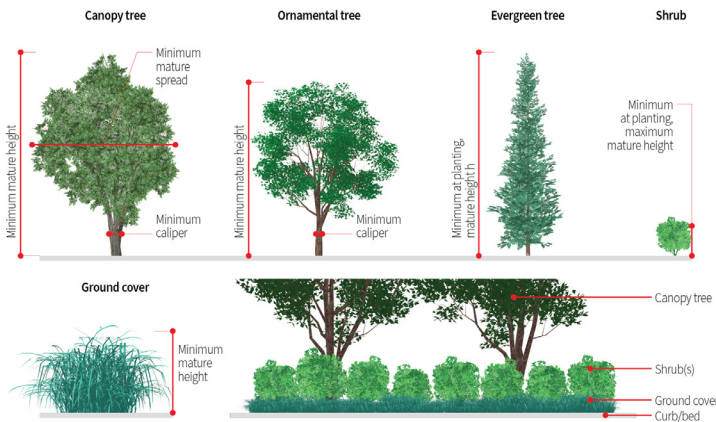
Framework Area Policies and Recommendations



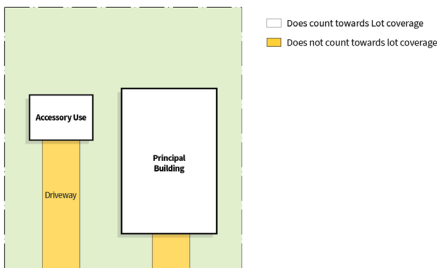
Carol Stream, Illinois Unified Development Ordinance

The Village of Carol Stream retained Houseal Lavigne to update and consolidate its zoning, subdivision, and sign regulations into a new Unified Development Ordinance (UDO) with the goal of aligning regulations with the Village's Comprehensive Plan, modernizing standards that were originally adopted nearly three decades ago, and improving the overall organization and function of all land development regulations. To accomplish the comprehensive plan's goal of the continued development of the Ross Ferraro Town Center as a community focal point, a new zoning district was developed to better regulate the unique area.

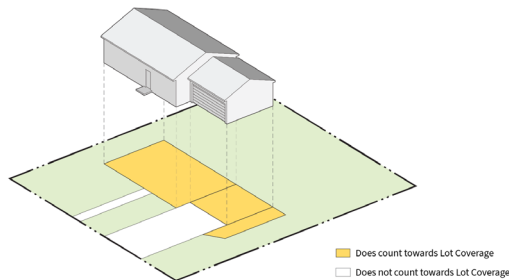
The Village's other zoning districts were all examined and repositioned to better accommodate existing development and development identified as desirable in the Comprehensive Plan. For example, two existing districts were consolidated into a new Office and Service District to support the types of employment generating uses recommended in the Comprehensive Plan. Additionally, to improve compatibility of adjacent dissimilar land uses, new landscape and screening standards were established.



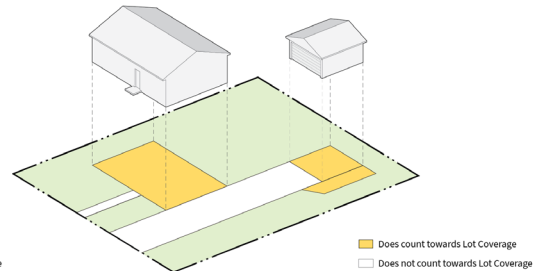
Calculating Dimensions, Lot Coverage
3-8 (F)(3)



Calculating Dimensions, Lot Coverage
3-8 (F)(3)



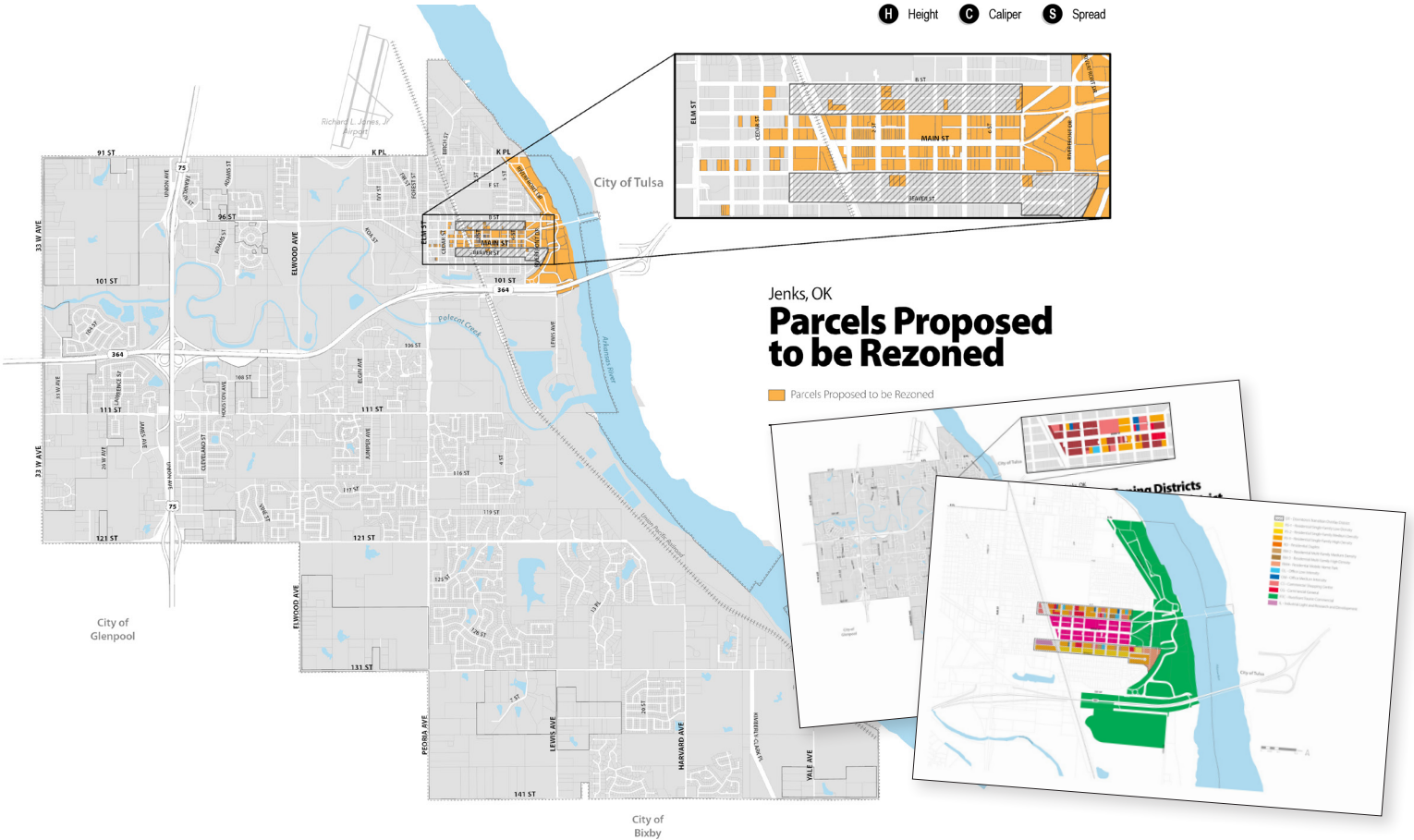
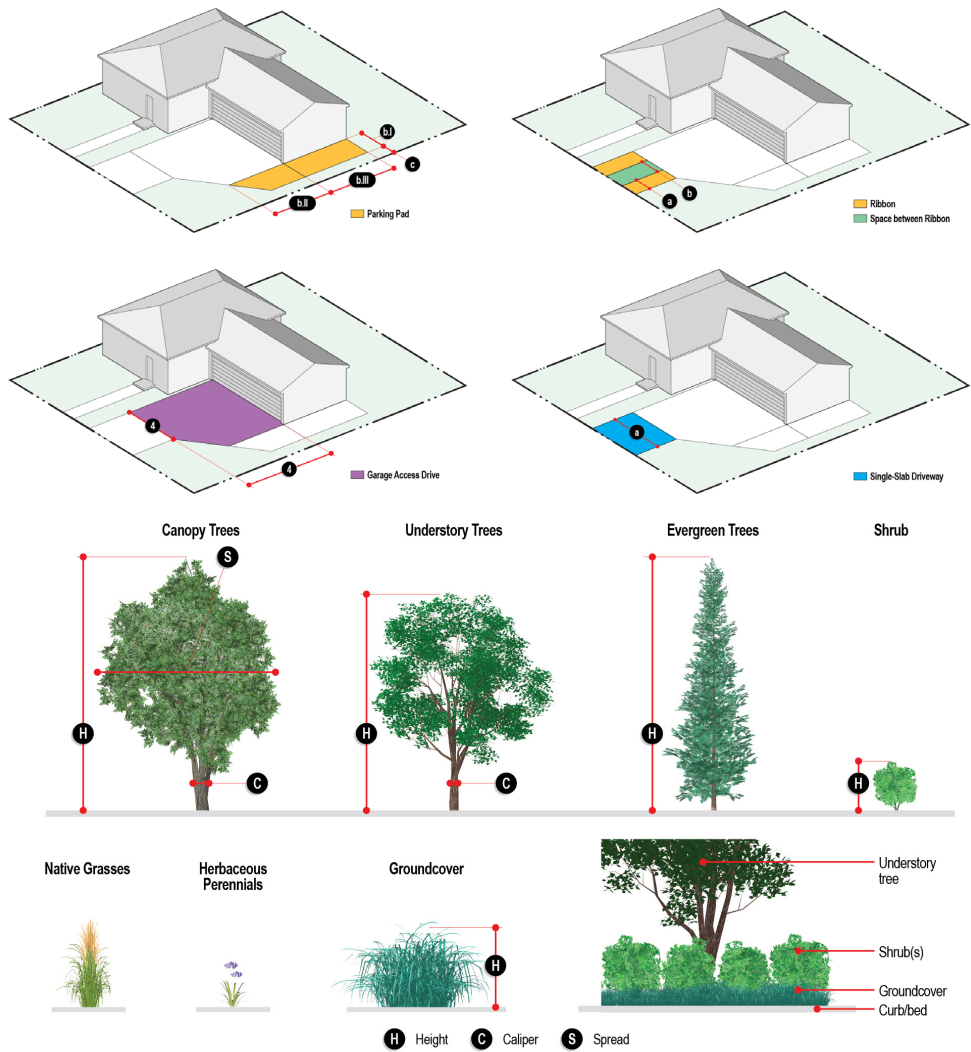
Calculating Dimensions, Lot Coverage
3-8 (F)(3)



Jenks, Oklahoma

Comprehensive Plan and Unified Development Ordinance

Needing a new plan to guide the community through the evolution from a small suburban town to a fully built-out and vibrant city, the city of Jenks engaged Houseal Lavigne to prepare a new comprehensive plan to manage and guide the rapid growth while preserving and enhancing the community's beloved small town charm and sense of place. Building upon a robust community outreach campaign, the new plan focuses on guiding growth in targeted areas, prioritizing investment in the Riverfront and Downtown, improving connectivity and pedestrian mobility within and between key areas, and strategically enhancing park and open space amenities to bolster quality of life for residents. The Horizon Jenks Comprehensive Plan was followed up by the development of a new Unified Development Code by Houseal Lavigne, to ensure plan recommendations are supported by the regulations needed to help realize the community's vision.



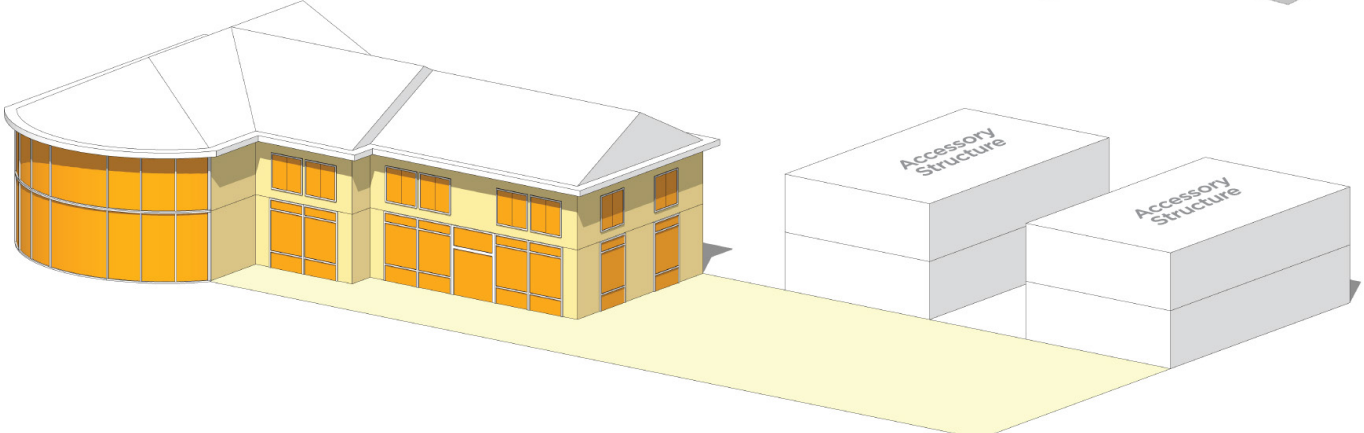
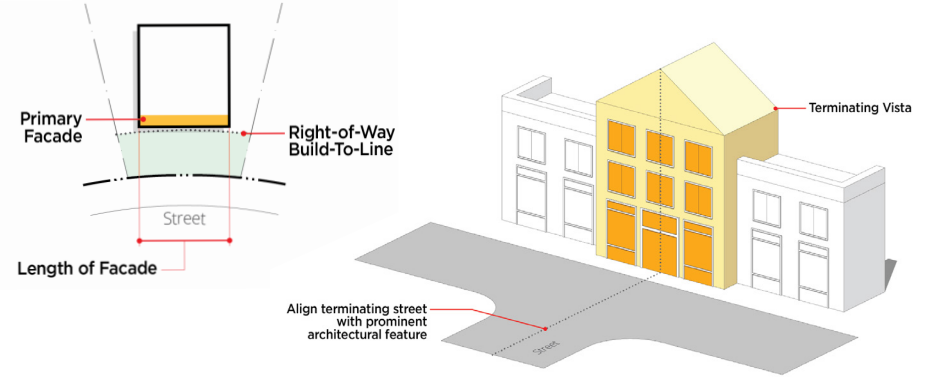
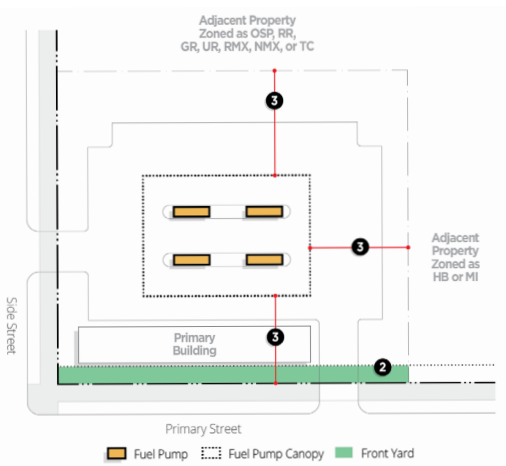
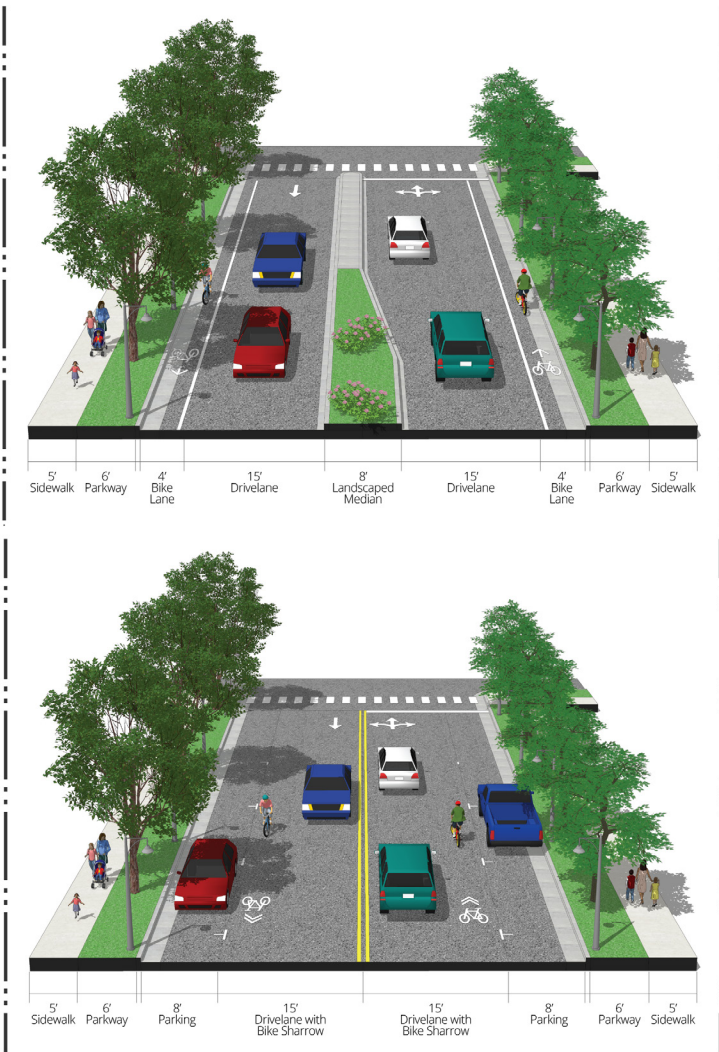
Jenks, OK

Parcels Proposed to be Rezoned

Knightsdale, North Carolina

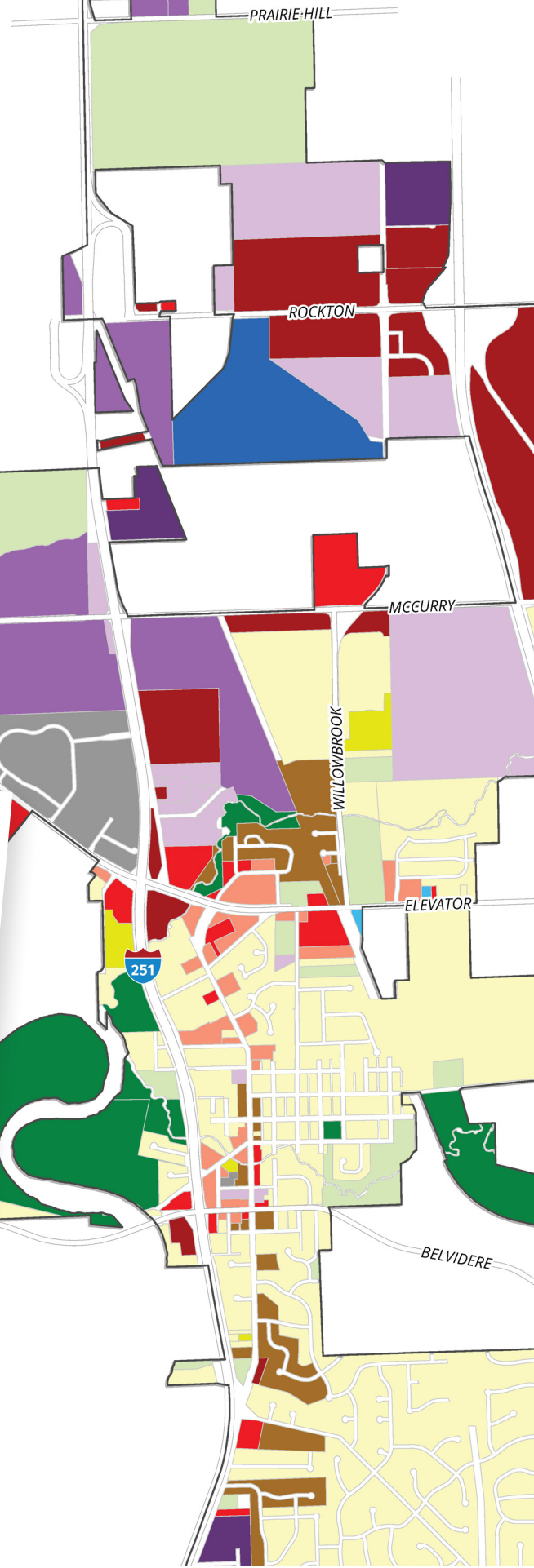
Unified Development Ordinance Update

In 2019, the Town of Knightsdale engaged Houseal Lavigne to update their form-based Unified Development Ordinance (UDO) to align with their recently adopted KnightsdaleNext 2035 Comprehensive Plan and to comply with changes to state statute (160D). KnightsdaleNext 2035 establishes a vision for the community as it transitions from a suburb of Raleigh to an urban community. To realize this transition, the UDO was updated to accommodate the retrofit of auto-oriented commercial corridors into walkable, mixed use centers through the introduction of standards for new building types including outlot/liner commercial buildings, requirements for public gathering space as a part of all new nonresidential and multifamily development, and the establishment of multi-building development standards. The updated UDO also works to implement the Town's goal of providing a wider variety of housing options through expanding allowances for accessory dwellings and requiring a mix of housing types in new residential subdivisions.



Roscoe, Illinois Zoning Ordinance Update

The Village of Roscoe is a growing community along the Rock River, approximately 80 miles northwest of Chicago. Prior to the update, Roscoe's Zoning Ordinance had not been comprehensively updated since its adoption in the 1970s, and for decades had not been an effective tool for achieving desirable development. The Ordinance lacked definitions, guidance regarding the applicability of various standards, and was inconsistent with case law and state legislation. The structure of the document was inefficient and confusing to both Village staff and users. To modernize and improve the user-friendliness of the Ordinance, Roscoe engaged Houseal Lavigne to update it in accordance with current planning standards and best practices, and to align with and support the Village's Comprehensive Plan. The new Zoning Ordinance and Map include an easy-to-use chapter structure that guides users through the development process by minimizing cross referencing and utilizing graphics, diagrams, charts, and tables to convey regulations and clarify interpretations.



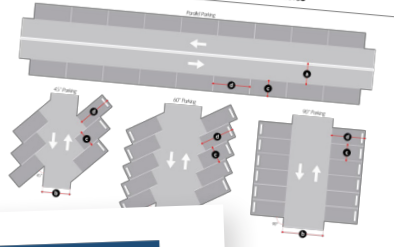
- (G) **Maintenance.** Upon completion, all parking areas shall be properly maintained at all times, without potholes, broken curbing, or other irregularities.
- (H) **Drainage.** Parking and loading areas shall be graded and surface water accumulated within the area. The method of public facilities shall be subject to approval of the Village Engineer.
- (I) **Surfacing.** All required parking and loading spaces and ramps and RM districts shall be paved with concrete, bituminous equivalent material as approved by the Village Engineer. Loading spaces and access drives for all commercial use shall be paved with concrete or bituminous pavement.

155.10.9 – STACKING SPACES FOR DRIVE-THROUGH

- (A) **Required Stacking Spaces.** Every drive-through facility shall have a minimum number of stacking spaces as detailed in Table 155.10.9(A).

Use	Minimum Stack
Automated Teller Machine	2 per machine
Bank Teller Lane	2 per lane
Restaurant	6 per order box
Carwash Stall, Automatic	5 per stall
Carwash Stall, Manual	2 per stall
Oil Change Shop	2 per service bay
Pharmacy	4 per lane
Other	at the discretion of the Village Engineer

Graphic 10.2: Dimensional Standards for Parking Spaces and Aisles



lots that are typical of the development that predominates the Village's single-family neighborhoods.

- (D) **R2 – Two-Family Residential District.** The R2 – Two-Family Residential District is intended to accommodate increased population density compared to the R-1 District, including detached single-family homes, duplexes, and townhomes.
- (E) **RM – Multi-Family Residential District.** The RM – Multi-Family Residential District is intended to accommodate more compact and dense residential development compared to the R1 and R2 Districts, consisting of duplexes, townhomes, and multi-family residential development.

155.3.2 – RESIDENTIAL BULK STANDARDS

- (A) All development in Residential Districts must comply with the requirements in Table 155.3(A). Residential Districts – Bulk and Yard Standards unless otherwise expressly stated.

District	Area	Width Interior Lot	Min. Depth	Max. Height	Max. Lot Coverage	Min. Side Area per DU	Front (1)	Side	Rear
RE	22,000 sf	110 ft	150 ft	35 ft	25%	22,000 sf	30 ft	30 ft	30 ft
R1	9,500 sf	75 ft	125 ft	35 ft	30%	9,500 sf	30 ft	15 ft	30 ft
R2	15,000 sf	100 ft	125 ft	35 ft	30%	7,500 sf	30 ft	15 ft	30 ft
RM	19,500 sf	100 ft	125 ft	35 ft	30%	3,300 sf	30 ft	15 ft	30 ft

(1) The required front yard setback of lots fronting Main Street between Grove Street and Elevator Street or fronting Elevator Street between Highway 251 and Pease Street shall be a minimum of ten (10) feet and a maximum of twenty (20) feet.

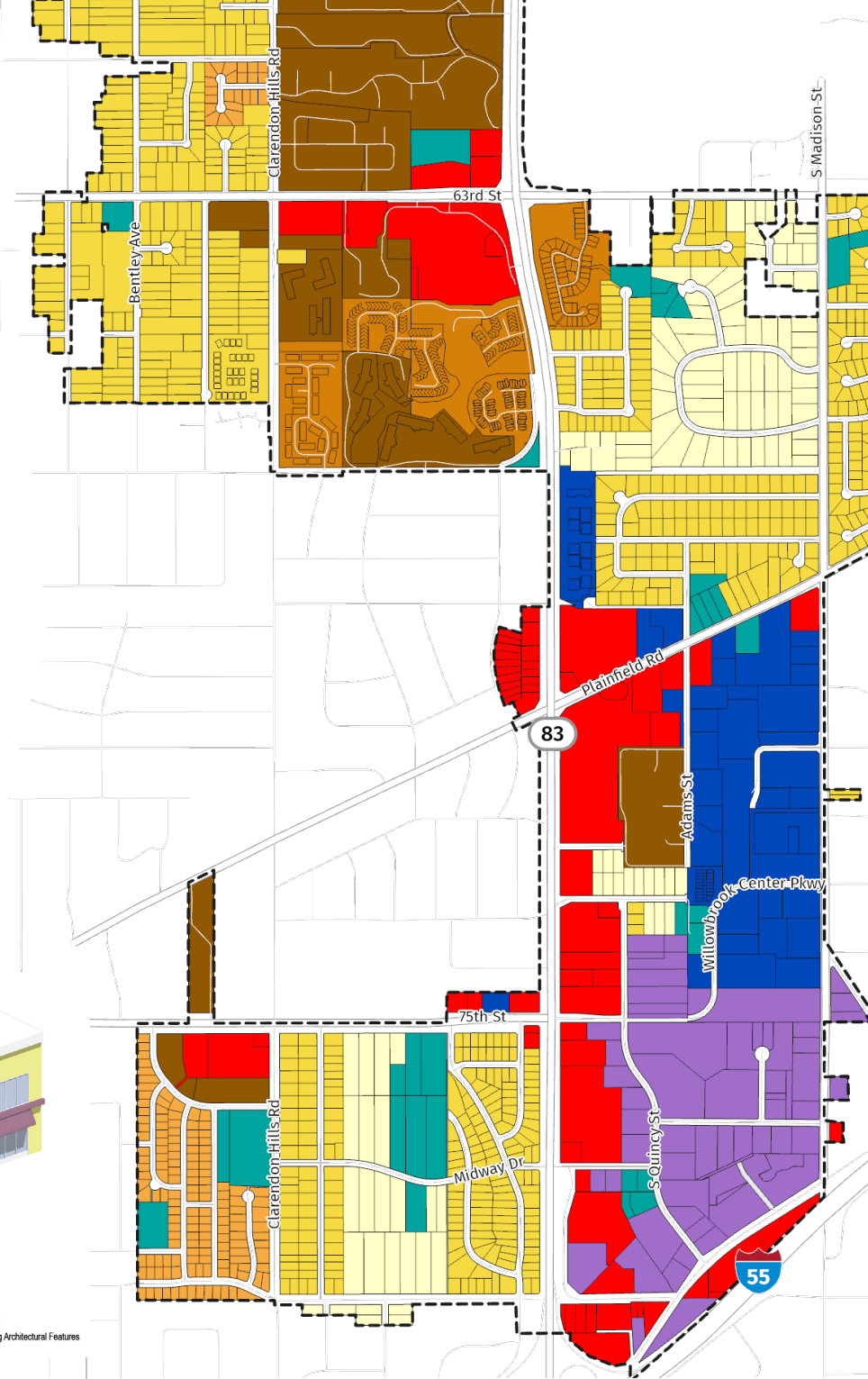
Graphic 3.1: Residential Required Yards



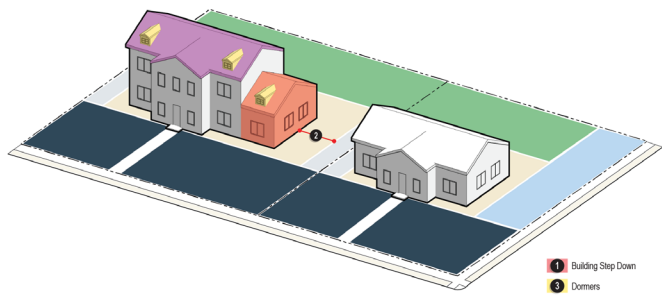
Village of Roscoe Section 3 – Residential District Standards Page 3-2 Zoning Ordinance

Willowbrook, Illinois Unified Development Ordinance

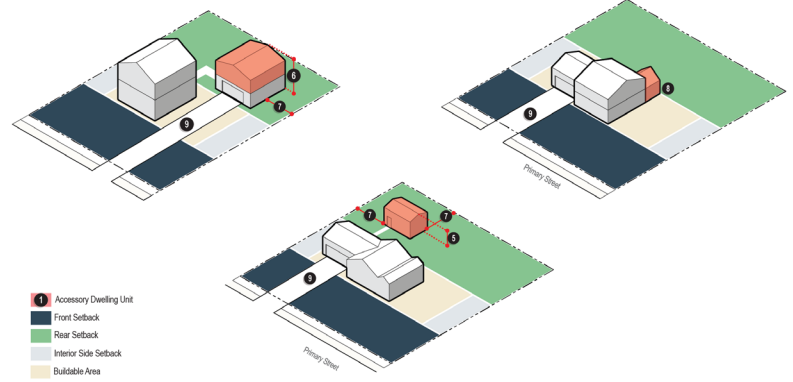
Houseal Lavigne worked with the Village of Willowbrook to conduct a comprehensive review and update to the Village's land development regulations in order to adopt a new Unified Development Ordinance (UDO). The UDO consolidates all of the Village's development regulations (i.e. Sign, Zoning, and Subdivision Codes) into a single easy-to-use document. The Village of Willowbrook had not comprehensively updated its zoning ordinance since the community was originally incorporated in the early 1960s when meaning a thorough update and modernization was required. The review of the Village's existing regulations was coordinated through a series of public workshops led by Houseal Lavigne with the Village Board, the Planning and Zoning Commission, and Village staff. The new UDO and Zoning Map is a culmination of discussions during these workshops. The new UDO is a user-friendly and streamlined document that better addresses the needs of Willowbrook as a built out community by consolidating zoning districts, rightsizing standards to reflect existing conditions, enhancing the planned unit development process, and incorporating diagrams, flowcharts, and visualizations to clarify interpretation and other policy documents.



- Articulation
- Establishing Architectural Features



- 1 Building Step Down
- 2 Dormers
- 3 Sloping Roof
- Front Yard
- Exterior Side Yard
- Interior Side Yard
- Rear Yard



- 1 Accessory Dwelling Unit
- Front Setback
- Rear Setback
- Interior Side Setback
- Buildable Area

References

We are proud of our work and the long-term relationships we maintain with clients. We believe each of these references demonstrate our ability to satisfy clients through an approach that meets the technical and financial needs of client communities. Below are the reference names and contact information as requested in the RFP.

Firm	Client	Project	Client Contact
Houseal Lavigne & Birchline Planning	Eau Claire, WI	Land Development Ordinance	Ned Noel, Planning Manager ned.noel@eauclairewi.gov (715) 839-8488
Houseal Lavigne	Verona, WI	Zoning and Sign Ordinance Update	Adam Sayre, Former Community Development Director adam.sayre@fitchburgwi.gov (608) 270-4209
Houseal Lavigne & Birchline Planning	Franklin, WI	Unified Development Ordinance Update	Regulo Martinez-Montilva, Principal Planner rmartinez-montilva@franklinwi.gov (414) 427-7564





Zoning Updates for Water Quality and Green Infrastructure Enhancement: Cities of Green Bay, Superior, and Bayfield

Client Contact: Ms. Celestine Jeffries, Chief of Staff; Celestine.Jeffries@greenbaywi.gov and Ms. Ada Tse, Water Resources Specialist; tsea@ci.superior.wi.us; 715-394-0392

2018 – present  Client: Cities of Green Bay, Superior & Bayfield

As part of their coastal resilience initiatives, the cities of Green Bay, Superior and Bayfield each retained Birchline Planning LLC to review and audit local codes, policies, plans and ordinances for opportunities to improve water quality, flood resilience, and the use of green infrastructure. In each community, Birchline conducted internal and external stakeholder interviews to assess opportunities and challenges, and then developed recommended amendments, policies, and program strategies best suited to each community's capacity and needs. In Green Bay, extensive changes are in the works to the City's landscape and site plan standards to support greater "greening" and the use of green infrastructure. Superior has adopted several of the recommended zoning and code amendments, notably new stream corridor protection language. For the City of Bayfield, Birchline developed a native lawn ordinance, and also worked with Hey & Associates and Bayfield County to develop a flow path map and assessment tool that the Sustainability Task force will use to identify pilot locations for green infrastructure.

Metropolitan Milwaukee Green Infrastructure Code & Ordinance Implementation Support

Client Contact : Ms. Breanne Plier, Director of Sustainability ; bplier@mmsd.com

2012-2020  Client: Milwaukee Metropolitan Sewerage District

Birchline Planning LLC served as the planning and zoning consultant for a multi-year, comprehensive process of evaluating and addressing code and ordinance-related water quality issues in 27 Milwaukee-area municipalities. Birchline has worked with municipal planning and engineering staff, local consultants, and Milwaukee-area landscape professionals to provide specific and practical strategies for updating zoning codes (particularly landscape standards) to enable the use of green infrastructure techniques that satisfy MMSD Chapter 13 and Wisconsin DNR permitting requirements. In the most recent phase, Birchline led a series of detailed interviews with municipal staff from planning and zoning, engineering, and municipal managers' offices to assess their specific challenges, such as perceptions about the viability of permeable materials, that must be addressed to meet permitting and green infrastructure requirements. For cities including Bayside, Oak Creek, Wauwatosa, West Allis, and West Milwaukee, Birchline Planning LLC drafted, targeted zoning amendments, such as bioretention landscaping standards for parking lot edges and special overlay districts where additional stormwater management standards apply.

Milwaukee MSD Green Infrastructure Cost & Incentives Study

Client Contact: Ms. Breanne Plier, Director of Sustainability ; bplier@mmsd.com

2018-2019  Client: Milwaukee Metropolitan Sewerage District

To respond to ongoing challenges around the cost and cost variability of green infrastructure in metropolitan Milwaukee, the Milwaukee Metropolitan Sewerage District retained Birchline Planning LLC to prepare an evaluation of the cost climate around green infrastructure. To understand unit costs and price variability, Birchline led a team with staff from MMSD and Clean Wisconsin to evaluate ten years of data from MMSD-supported green infrastructure projects and bid tabulations and invoices from municipal projects to establish costs for key green infrastructure components including labor, mobilization, materials, and plantings. Working with Clean Wisconsin and the NAIOP-Wisconsin, representing commercial developers and property managers, Birchline convened two workshops with developers, municipal engineers, designers, property managers, and materials suppliers to discuss the cost findings and provide context and input on how GI costs can be controlled and made more predictable. The final report has led, among other recommendations, to important changes in the MMSD Green Infrastructure Partnership Program's reporting and grant administration structure, as well as changes to recommended bid specifications to eliminate sources of cost variability.



City of Dublin Stormwater Manual for Form-Based Coding

2012-13 ☞ Client: City of Dublin, Ohio ☞ Project Partner: Tetra Tech, Inc.

Following a multi-year process to develop a vision, plan and form-based code to guide development of the historic Bridge Street Corridor district, the City of Dublin, Ohio recognized the need to update its Stormwater Design Manual to ensure that stormwater systems built in the City supported its urban design and environmental goals – and to ensure that stormwater standards are fully compatible with the language and approach of form-based coding. Working as an integrated team with engineering, planning and zoning, and green infrastructure design skills, Tetra Tech, Inc. and Birchline Planning LLC prepared a complete overhaul of the City’s stormwater design standards and treatment specifications, along with recommended changes to the City’s zoning regulations to further its objectives for implementing rain gardens, protecting important soils, and creating a more efficient review process for projects with LID stormwater features. The Bridge Street Corridor’s stormwater standards provide specific design and placement guidance for different types of stormwater treatment based on their compatibility with the defined street families, building types, and open space types in the form-based code. Other components developed included new provisions for shared stormwater systems to support infill development and better site design, and a process for evaluating the feasibility of different LID stormwater practices on redevelopment sites. The new Stormwater Design Manual represents a substantial advance in the field of integrating LID with form-based code principles and will be a model for communities nation-wide.

Town of Duxbury, VT Comprehensive Zoning Update

2017 ☞ Client: Town of Duxbury ☞ Project Partner: Bob Barber, FAICP, Orion Planning + Design

In the wake of a successful Town Plan update, the Town of Duxbury enlisted the team of Birchline Planning and Orion Planning + Design to redraft the Town’s zoning regulations. At the outset a matrix linking Town Plan goals to specific action steps and potential zoning changes was prepared so that all involved clearly understood the linkages between Town Plan policies and zoning - as well as what zoning amendments could not accomplish, and where other policy steps were required. The team completed a full re-draft through a structured process of Planning Commission and joint Board meetings, one-on-one work sessions with the DRB chairman and Zoning Administrator, and detailed work to integrate road and curb cut policy with the new zoning regulations. A mobile workshop was held in Duxbury Village to help visualize how setback and coverage changes, along with new allowances for accessory dwelling and home occupations in detached structures, would strengthen the desired character of the Village.

City of Rutland, VT Zoning Bylaw Development

Client Contact: Ms. Tara Kelly, Zoning Administrator; tarak@rutlandcity.org

2017-2018 ☞ Client: City of Rutland

As the City of Rutland works to revitalize its neighborhoods and downtown, Birchline Planning LLC is helping the City of Rutland’s Zoning Bylaw Advisory Group evaluate where and how the City’s zoning and historic preservation standards can be updated to achieve several different and challenging objectives: Protecting the character and quality of single-family neighborhoods; enhancing the visual quality and transportation function of properties along Routes 4 and 7 as redevelopment occurs; overhauling the administrative process and responsibilities for architectural and design review; and providing a stronger basis for effective enforcement of permit conditions. Birchline is acting as a facilitator to Town staff and has provided an array of services including stakeholder and ZBAG meeting facilitation, drafting, research, and education on design standards. The City and Birchline completed the draft ordinance in December 2018, and will present the draft for hearings in early 2019.

SP Land Company - Killington (VT) Village Land Entitlements

Client Contact: Mr. Steve Selbo, Steven.Selbo@e2mpartners.com

2013-2019 ☞ Client: SP Land Company LLC/Killington-Pico Ski Resort Partners

Birchline Planning LLC has completed the municipal entitlements process on behalf of SP Land Company, the real estate developer for Vermont’s Killington Resort, and Killington-Pico Ski Resort Partners. The project, planned over 30 years, includes major reconstruction and relocation of the Killington Mountain Road, implementation of a phased Water Quality Remediation Plan (WQRP) for restoration of Roaring Brook, construction of roughly 2,000 housing units, coordination with new wells and water distribution networks, and a complete re-working of the Resort’s transportation and parking network. Birchline Planning LLC’s assistance has included preparation of Planned Unit Development and Site Plan applications, coordination with consultants, attorneys, Town staff, and State permitting agencies, public presentations, and Findings of Fact.

SECTION 5

COST

Proposed Project Cost

Houseal Lavigne proposes a not-to-exceed fee of **\$199,155** for the City of Columbus Zoning and Subdivision Ordinance Rewrite, including all professional fees (\$192,655) and directly related project expenses (\$6,500). If the City of Columbus favors our basic approach, we will work with staff to amend our scope of work as necessary to meet any budgetary constraints.

Hourly Rates

Houseal Lavigne Hourly Rates	Fee
Partner	\$ 295
Principal	\$ 285
Practice Lead	\$ 235
Studio Lead	\$ 215
New Market Lead	\$ 200
Senior Planner	\$ 185-190
Planner II	\$ 135-155
Planner I	\$ 115-125
Clerical/Technical	\$ 100

Direct expenses attributable to the project include per diem, printing, lodging, and transportation. Each step is inclusive of direct expenses. The only not-to-exceed cost is the total sum of professional fees. If optional steps and subtasks are desired, Houseal Lavigne will work with staff to outline an approach and identify a budget.

