



**TOWN OF JOHNSTOWN
DEVELOPMENT CODE
REWRITE/UPDATE**

FEBRUARY 19, 2021

gouldevans



February 19, 2021

Kim Meyer, Director of Planning & Development
Town of Johnstown, Colorado
450 S. Parish Ave.
Johnstown, CO 805041

RE: Request for Proposals | Town of Johnstown Development Code Rewrite/Update

Dear Ms. Meyer and members of the Selection Committee,

It is an interesting time for Johnstown. Blending an agricultural heritage with increasing growth pressures requires taking a fresh look at how you build for the future. You are now grappling with a complex land use and development code that has been pieced together over the past decades—creating frustration and confusion amongst many different sectors of your community. **That's where we come in.**

This is what we do—the Gould Evans Studio for City Design routinely helps our clients draft practical and effective regulatory strategies to implement their plans. Most importantly, our distinguishing feature is accomplishing this with a design-based approach to development regulations. Simply put, development regulations are the tool to help stakeholders build the future you envision, and you cannot afford to let conventional planning approaches unnecessarily get in the way of achieving your vision. We also appreciate that working in smaller communities places a premium on simplicity; effectively managing the code is paramount to your success.

No two development code projects are ever alike, but we can draw on our experiences from similar communities to help find the right solutions for Johnstown. The needs of our clients always demand new, innovative approaches to meet the planning and implementation challenges of each town or city and to create regulations tailored to their plan. We find this is particularly true in smaller, western towns. Working in a collaborative, multidisciplinary manner with the stakeholders that have a role in implementing the development code rewrite is essential. In contacting any of our past clients, you will find that we are a tireless partner in finding the right regulatory approach for your situation—one that is practical, simple, and effective.

To assist us in best serving the city and the stakeholders in Johnstown, we have included expert advisors from Ayres Associates. Ayres provides our team with a combination of implementation know-how and engineering expertise. They share our passion and commitment to serving communities, adding valuable insights from years of local government experience. Matt Ashby is a past planning director with direct proficiency on this type of project, both while working for the City of Cheyenne, Wyoming, as well as a growing body of consulting experience. Matt's planning expertise and code implementation knowledge will help distill different development perspectives and assist with code creation that places a premium on logic-based implementation. In addition, the civil engineering and municipal planning support offered by Ayres Associates will be available to our team and city staff. As evidence of our recent success partnering with Ayres Associates, this same team is currently completing code rewrites for Fort Lupton and Greeley, Colorado, and in the past, a code rewrite for Brighton, Colorado, from which we expect to bring several relevant code innovations for you to consider.

We value personal connections and look forward to establishing strong working relationships with your team and Johnstown's community stakeholders. By understanding the unique perspectives surrounding community development, we can best tailor effective solutions. Please do not hesitate to contact us with any questions or concerns, and we look forward to next steps.

Sincerely,



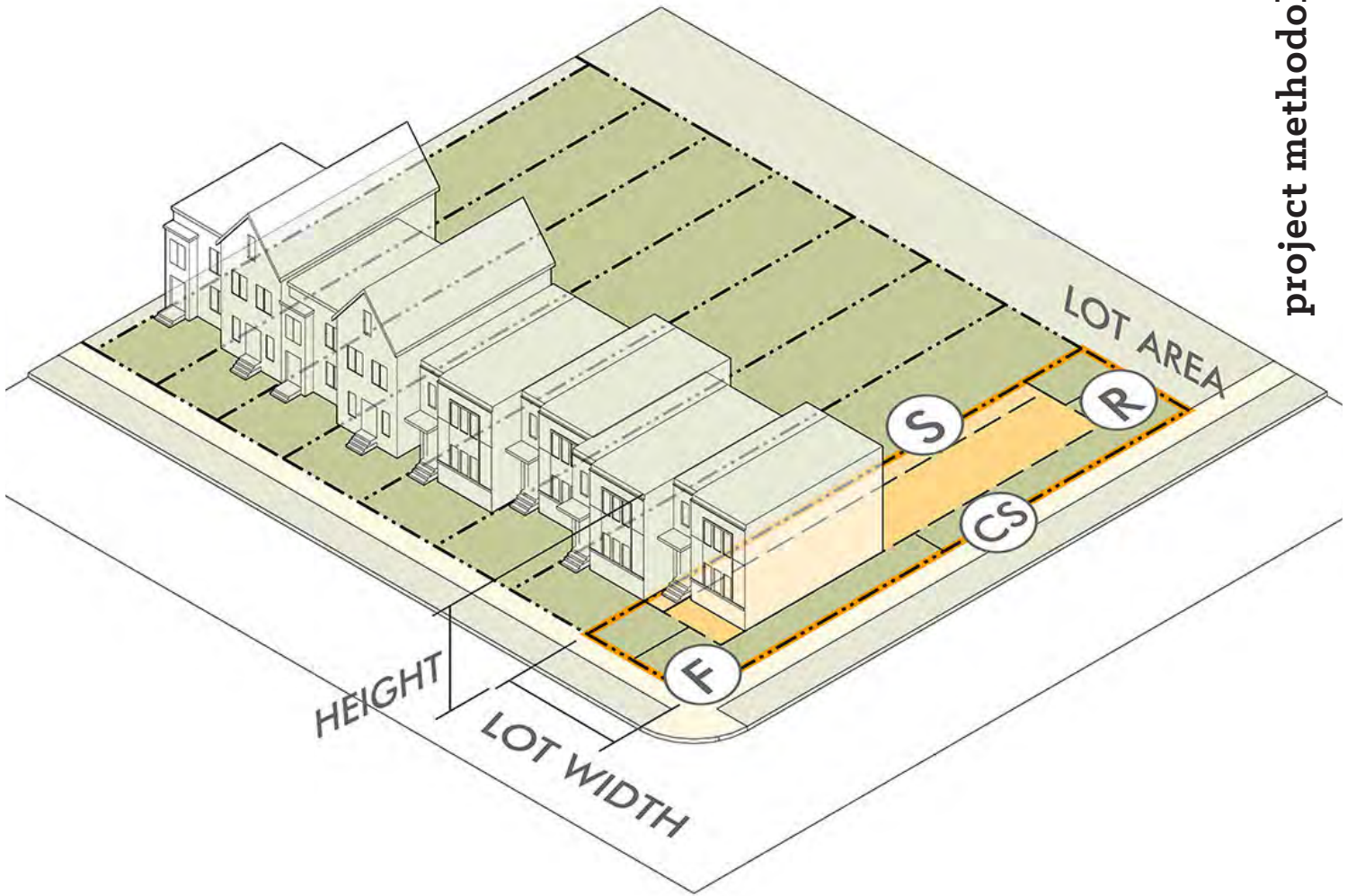
Chris Brewster, AICP, JD
Project Manager
816.701.5655; chris.brewster@gouldevans.com

01 |

project methodology

+ perspective

We use a design-based methodology to simplify the building of great cities.



PROJECT PERSPECTIVE

Planning for high-growth communities is different. Every decision is magnified, as growth is happening fast and each decision brings about potentially significant changes. The recent Comprehensive Plan process has brought renewed attention to this.

How does Johnstown...

- Respect our agriculture heritage as we grow?
- Maintain our small-town character as we grow?
- Build more livable communities as we grow?
- Improve our parks and trails as we grow?
- Maintain quality infrastructure as we grow?

The lay of the land is full of opportunities for Johnstown. The Town is uniquely positioned in a high-growth corridor with large areas of undeveloped land. Essentially, many elements of town building that often took years or even decades are put on fast-forward.

While the comprehensive plan has set the direction with broad policy, the Town will need a development code to steer all stakeholders through the process—one that connects community with opportunity.

The current development code will not do that. It is a collection of standards rather than a method of building community. As a result, staff and public officials have resorted to many Planned Unit Developments (PUDs) to navigate the early stages of growth. While this approach can help facilitate projects and bring about a higher standard, it is fraught with difficulties.

- PUDs provide flexibility, but they do so with few expectations for those involved in the development process: applicants, property owners, decision-makers, and staff.
- PUDs entitle development, but they do so through cumbersome, time-consuming, and expensive processes.
- PUDs enable more specific development planning, but they do so from the inward perspective of several different projects, making it difficult to coordinate community building across a broader scale.
- PUDs specify exactly what can be built, but they become very difficult to implement, as they tend to “freeze” projects at a snapshot in time, involve comprehensive and complicated guidebooks, and cannot easily accommodate change.

All of this leads to a system that is difficult to administer. It is challenging for staff to manage, it is hard for future property and business owners to understand, and it is unclear for all involved how Johnstown evolves over time, well past the initial PUD approval.

The Development Code Rewrite/Update is an opportunity to hit “pause” on all of this. It is time to take a step back and identify a better way.

Our team has ideas about a better way, and we are excited to share them with the stakeholders in Johnstown. We believe in simplifying things rather than making them more complex. While the growth and development issues that the Comprehensive Plan addressed are quite complex, a good development code doesn’t need to be. In fact, it is by closely focusing on the essence of community building—and what a few simple rules addressing these issues mean to Johnstown and the community planning goals—that the best strategy to improve Johnstown’s development regulations can be discovered.

PROJECT METHODOLOGY

Development regulations are one of many tools cities can use to build the future envisioned by the community. We often regulate development of cities as if they are predictable and static, with quantifiable and absolute standards. However, cities are complex systems—unpredictable, organic, and constantly evolving due to millions of small decisions made every day. Our approach to regulations is rooted in the fact that defining appropriate development typologies within a community can enable better systems for creating desired outcomes. An urban-designed and systems-based approach to regulations encourages placemaking by focusing on the typologies that create place, within the public and private realms. This approach to development regulations creates tools that are understandable, implementable, enforceable, and defensible, but most importantly, that reinforce the most crucial aspects of the built environment—creating great places that endure.

Our approach to regulations is rooted in the fact that defining appropriate development typologies within a community can enable better systems for creating desired outcomes. ”

Please refer to the timeline for a schedule of anticipated events to accompany our approach.

Task 1: Diagnosis

The diagnosis task is about identifying conflicts and omissions with the current regulations that keep the community from achieving their vision for the future. Layers of code review will create a foundation for changes to the Development Code and subdivision regulations.

A preliminary review of the current land use and zoning code and subdivision regulation will be completed. The review will identify the initial topics for an informed discussion among all stakeholders regarding regulatory strategies appropriate to achieve Johnstown’s planning goals. The preliminary review will be expanded on by identifying specific connections to the Johnstown Area Comprehensive Plan and other city plans to create a plan conformance report.

Task 2: Align

The primary issues identified within the diagnosis task will provide the topics for the creation of the critical issue summaries/case studies that will provide a brief (4-8 page) white paper on the key topics identified in the process. A typical code rewrite may have five to eight of these critical issues that are most important to the success of the project and require special facilitation. The critical issue summaries will result in a menu of options to address each issue based on the direction provided by the Johnstown Area Comprehensive Plan. Similarly, the case studies will identify and document multiple communities that have addressed the same issue in a variety of ways.

The case studies will intentionally focus on communities within and outside of the region to provide a diversity of experience. The critical issue summaries and case studies solutions identified will be modeled to provide a visual understanding of the change proposed. The modeling and documentation will be completed with the intent of being included in the Development Code updates.

The result of the align task will be the preparation of a draft regulation framework, created based on the review and feedback received from stakeholders. The framework will provide an annotated outline of the subdivision and zoning regulations, identifying: (1) areas in need of change—new provisions that are needed or old approaches that do not align with current policies; (2) areas to maintain in current form; and (3) areas to revise and amend, while keeping the substantive provisions and intent the same.

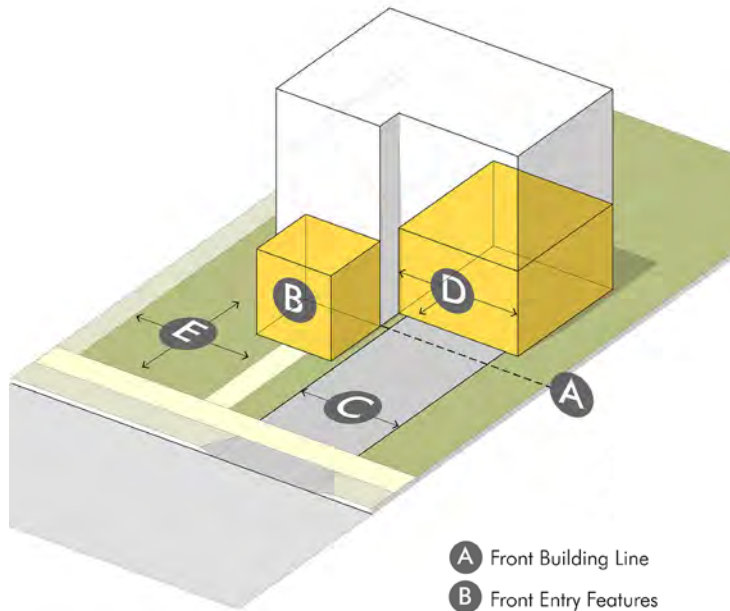
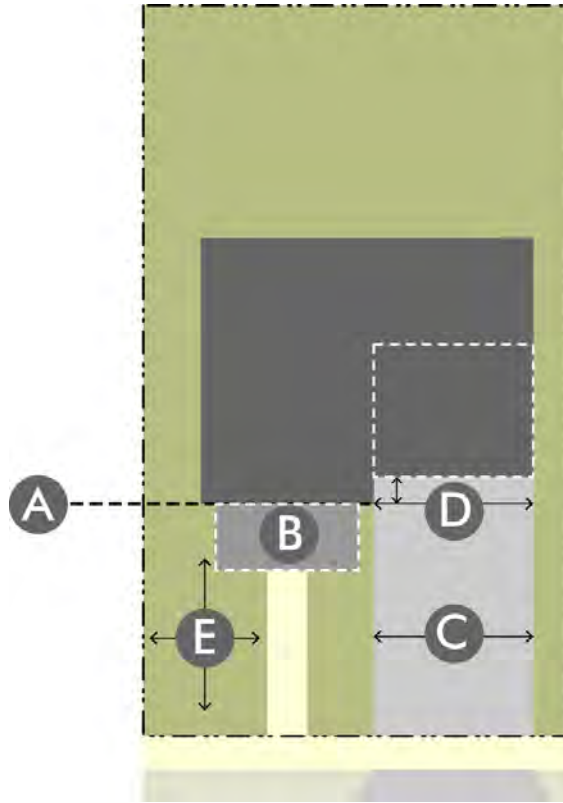
Task 3: Launch

The launch task will focus on the preparation of the development code regulation updates. Through multiple drafts of the updates and the adoption process, all stakeholders will have the opportunity to review the changes proposed and a draft of the updated documents. The documents will focus on creating clear, simple, user-friendly codes and regulations that incorporate graphics to demonstrate the intent and impact of a standard. The adoption of the updated Development Code regulations signifies the end of the rewriting process but the beginning of implementation and change. The Gould Evans + Ayres Associates team will be your partner in implementation of the new code through continued discussions and assistance in interpretation.



02 | qualifications

Our team includes code regulation experts, urban planners, urban designers, and civil engineers to provide you with guidance on your code rewrite that is informed by local understanding and years of relevant experience. Examples of our recent land use, development, and form-based code experience—including links to completed codes are also included in this section.



- A** Front Building Line
- B** Front Entry Features
- C** Driveway Width
- D** Garage Extent & Location
- E** Landscape Area

gould evans

Founded in 1974 in Lawrence, KS, Gould Evans is a design firm dedicated to using our creative powers to move the world forward. Our firm culture is built on using the design process to solve problems and improve our clients' competitive edge. We reward thought leadership that aims high—from high-performance buildings to high-performance cities.

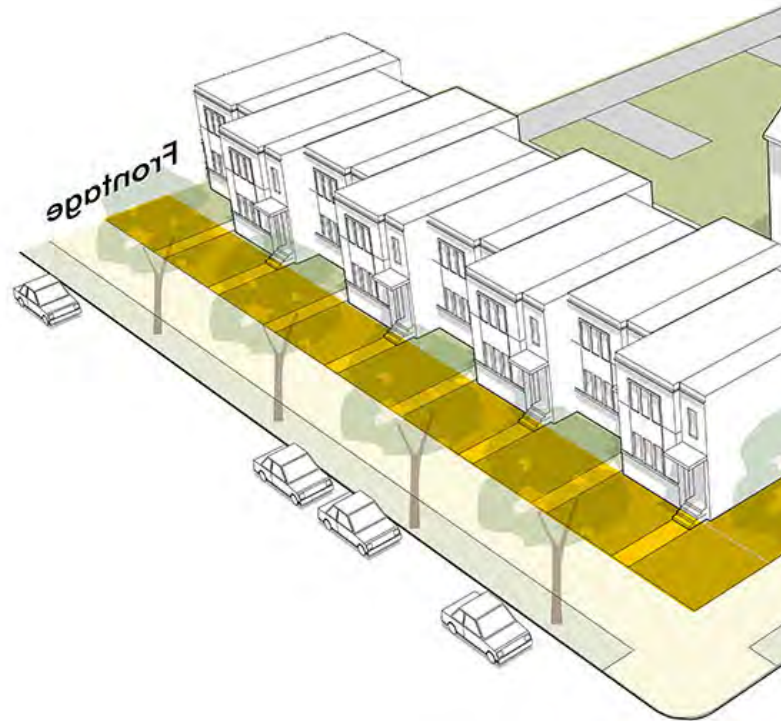
WE VALUE collaborative, multidisciplinary approaches that lend a variety of perspectives and professional expertise to the most challenging community development issues. We believe communities are best prepared to steward long-term collective goals when they consider a wide range of possibilities for the future. We support these possibilities through well-researched analysis that leads to pragmatic outcomes.

WE VALUE our project partners and community stakeholders who provide critical insights that lead to action-oriented steps. We believe that design and planning strategies, no matter how innovative and stylish, must be economically and politically sound to be successful. We do not champion theories or trends that contradict realities and characteristics of a particular community or initiative.

WE VALUE comprehensive and long-range perspectives, and the power of leveraging incremental decisions into significant change. We believe that sustainable community development starts with the region and ends at a site or building; it is not just about what is new and exciting, but more about what is time-tested and resilient. We recognize that the success of a community is measured by generations and not just by a single initiative or project.

WE ADVOCATE

- *Ownership* – A bold vision requires people who care enough to be there every day.
- *Education* – Commitment by the community translates a vision into actions.
- *Innovation* – Research converts progressive ideas into strategies.
- *Integration* – Comprehensive perspectives organize complex systems into great communities.
- *Implementation* – Pragmatic courses of action create your legacy.



It needs to be a lot easier to build great communities. Knowing what matters at each scale of the city, focusing limited resources to create productive places, and creating plans that inspire action demystifies the art and science of city building by remembering that cities are made to bring people together.

OUR GUIDING PRINCIPLES

We use a design-based methodology to simplify the building of cities, focusing on the systems, patterns, and types of development that create community. The **systems** of development including natural features, connectivity, locations, and economic markets that define the city at the citywide/regional scale. The **patterns** of development—civic and open space, land use, street networks, and market strategies—define a city at the neighborhood and district scale.



We translate community vision and values into workable plans, urban design strategies, and development regulations.

The **types** of development—streetscapes and open spaces, buildings, streets, and capital improvements—define the city at the block and lot scale. We use this organization to specify the context and places needed to create authentic, great cities.

We Design Cities for People

Great and equitable cities encourage human interaction and bring diverse sets of people together.

We Focus on Well-Designed Public Spaces

The arrangement and design of streetscapes and public spaces is a community’s primary opportunity to express their collective values and improve quality of life through public investment.

We Pursue Productive Development Patterns

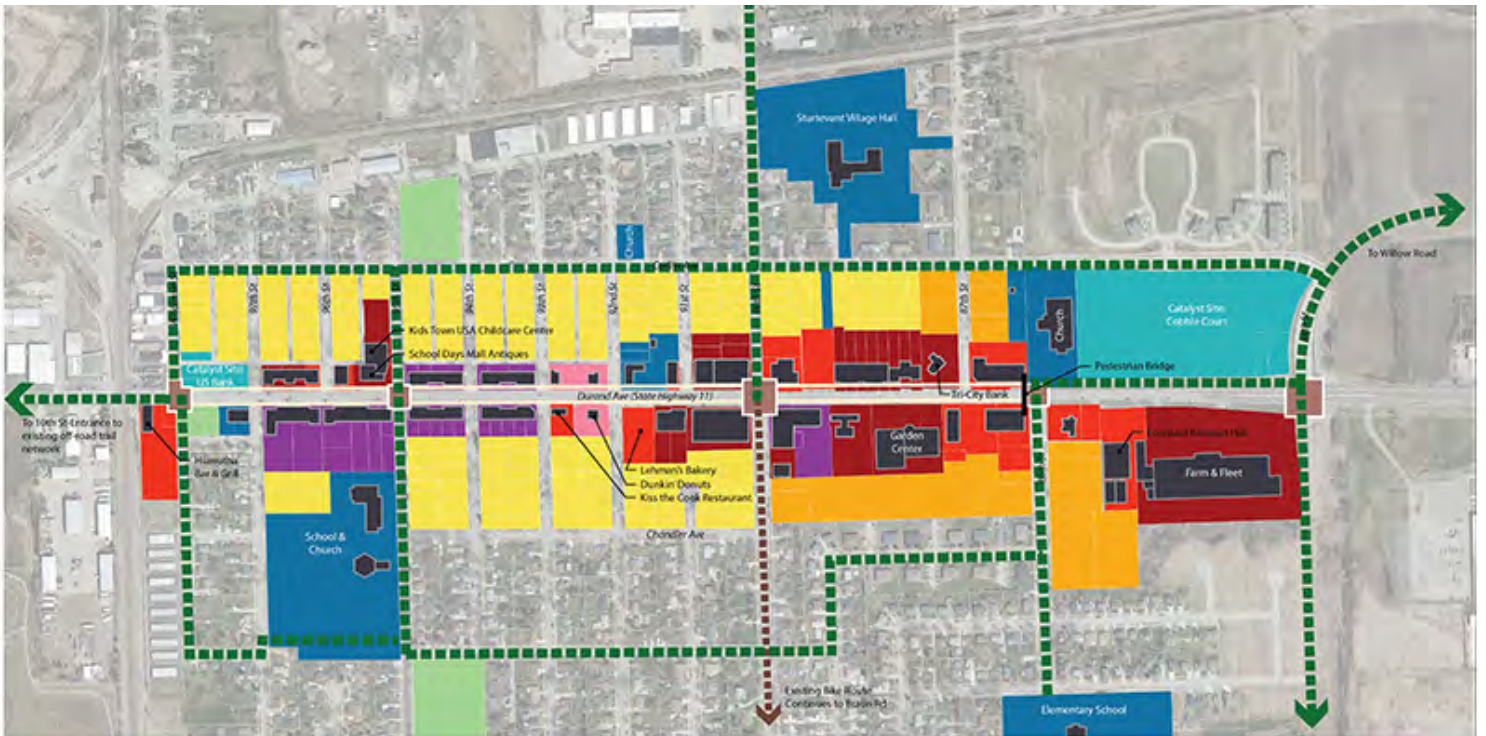
Understanding the public cost of development choices helps a community use its limited resources to create productive, fiscally sustainable cities and avoid creating communities it cannot afford to maintain.

We Enable Cities to be Built in Increments

A community built by many hands encourages the human-scaled, diverse places that define great cities.

We Cultivate Ownership by People

Effective city building requires local ownership. This is only possible when shared values are identified and responsibility to the greater community is cultivated among stakeholders.



Ayres Associates' foundation of personal, responsive service was established in 1959 when Owen Ayres founded the firm in Wisconsin. Owen, a former B-24 bomber pilot, began the firm with five employees specializing in general civil engineering.

Ayres Associates remains dedicated to employee ownership, a structure that began in 1959 and continues today. This enables all employees to benefit directly from company performance. They practice open book, open door, and open communication policies with their employees.

Ayres Associates has grown into a nationwide multi-specialty professional services firm. They have about 300 employees providing services from 13 offices in five states.

While Ayres Associates takes pride in making a big impact through designs that meet clients' needs, they strive to minimize the impact that their own operations have on the environment. Ayres Associates not only incorporates environmentally responsible features into the designs it provides to clients, but also uses dozens of energy-saving and waste-reducing practices each workday to reduce the footprint of their offices.

QUICK FACTS:

LOCATION:

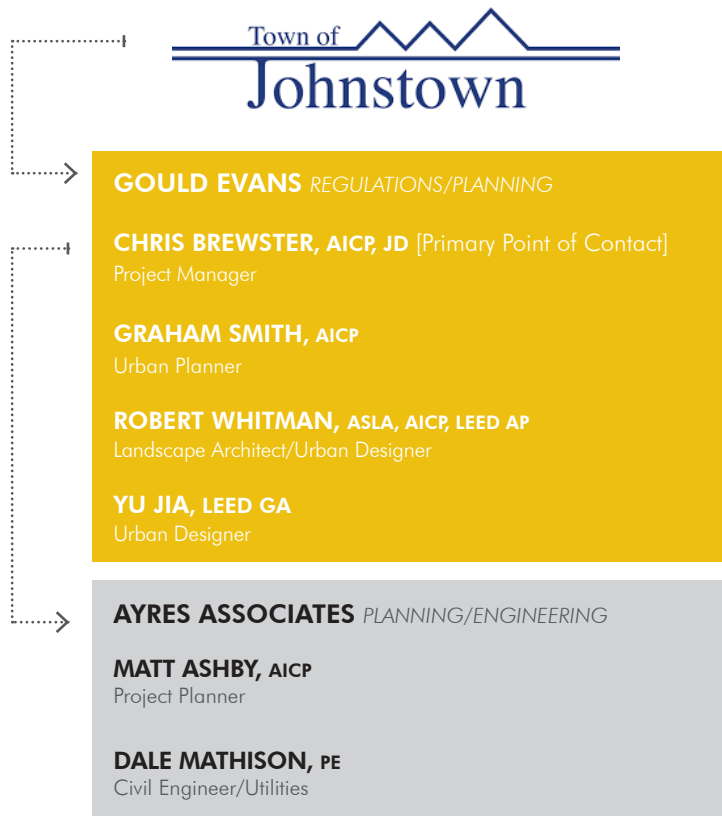
214 W. Lincolnway, Suite 22, Cheyenne, WY 82001

WEBSITE: www.ayresassociates.com

ESTABLISHED: 1954

PRINCIPAL CONTACT: Matt Ashby, Urban Planner
 ashbym@ayresassociates.com; 307.634.9888

TEAM ORGANIZATION



PERSONNEL AVAILABILITY

Our studio’s current project commitments include several planning and development code projects. We are in varying stages of the planning process with these projects, which typically require six months to one year to complete. If Gould Evans were awarded the proposed project, it would be staffed adequately by senior-level planning professionals and integrated into our workload to meet your time frame for project delivery. By utilizing staff projections and strategic marketing, we have succeeded

in retaining our planning staff over a long period of time, thus offering our clients stability throughout the duration of their planning projects.

Our proposed team members are available to begin this project immediately following negotiation of a contract. Our team is committed to providing optimum service to ensure the most appropriate code is developed for the Town of Johnstown.





GOULD EVANS

CHRIS BREWSTER, AICP, JD

Project Manager

Education

Juris Doctorate,
University of Missouri-Kansas City
Bachelor of Science, Business,
University of Delaware

Registration

Missouri Bar
American Institute of Certified Planners

Experience

20 years with Gould Evans
26 years overall

Chris specializes in integrating physical planning policies, urban design principles, and form-based development strategies into development regulations and capital improvement policies. As a planner and an attorney, Chris provides a creative approach to planning, development, and urban design issues that need legal and technical solutions. Since joining Gould Evans in 2001, he has worked on all scales of planning and urban design issues, from regional and comprehensive plans focusing on policy, to neighborhood and street-scale plans that focus on design and implementation. Chris has managed several development regulation design guideline and implementation projects for municipal clients, many of which have been recognized for awards and excellence among planning peers. Before joining the firm, Chris served as the Assistant City Attorney for the City of Lee's Summit, Missouri, and previously worked for Johnson County, Kansas, Transit.

SELECT EXPERIENCE

City of Greeley, CO

Development Code Update (current project)

City of Fort Lupton, CO

Development Code Update (current project)

City of Brighton, CO

Land Use and Development Code Update

City of Blue Springs, MO

Unified Development Code and Comprehensive Plan

City of Cheyenne, WY

Unified Development Code/Form-Based Code

City of North Kansas City, MO

Form-Based Code; Burlington Corridor Overlay Ordinance,
Design Guidelines; On-call Services (past 15 years)

City of Parkville, MO

Zoning and Subdivision Update

City of Gardner, KS

Land Development Code

Mid-America Regional Council – Kansas City, MO

Model Sustainable Development Code and Code Audits

City of Leavenworth, KS

Downtown/North Leavenworth Neighborhood Plan



GOULD EVANS

GRAHAM SMITH, AICP
Urban Planner

Education

Bachelor of Science in Geography;
Master of Regional and
Community Planning,
Kansas State University

Registration

American Institute of Certified Planners

Experience

19 years with Gould Evans
24 years overall

Graham, as the Director of the Gould Evans Studio for City Design, focuses on providing policy and urban design guidance to communities and clients. Through the preparation of community, area, neighborhood, corridor, special project plans, design guidelines, and regulations, Graham provides the clients he engages with visionary, implementable plans for the future. One constant among Graham’s projects has been the innovative and involved stakeholder engagement. From defining the vision to carrying out implementation actions, the stakeholders in any process are the key to success.

SELECT EXPERIENCE

City of Fort Lupton, CO

Development Code Update (current project)

City of Brighton, CO

Land Use and Development Code Update

City of Gardner, KS

Land Development Code

City of Blue Springs, MO

Unified Development Code and Comprehensive Plan

City of Cheyenne, WY

Unified Development Code/Form-Based Code

City of Parkville, MO

Zoning and Subdivision Update

Unified Government of Wyandotte County and Kansas City, KS

Downtown Parkway District Master Plan; Downtown Neighborhoods Master Plan; State Avenue Transit Improvement Plan

City of Mountain Brook, AL

Commercial Villages Master Plan and Zoning Ordinance

City of Tonganoxie, KS

On-call Planning Services

City of Prairie Village, KS

On-call Planning Services



GOULD EVANS

ROBERT WHITMAN, ASLA, AICP, LEED AP
Landscape Architect/Urban Designer

Education

Bachelor of Landscape Architecture,
Kansas State University

Registration

Licensed Landscape Architect
American Institute of Certified Planners
LEED Accredited Professional

Experience

25 years with Gould Evans
25 years overall

Robert has considerable experience in site development, landscape architecture, urban design, and community planning projects. For the last 25 years, he has worked with several public clients to plan and design community spaces, such as playgrounds, arboretums, gardens, parks, trails, and open space. Robert is an expert on regional plant materials, having developed a catalog of plant material, growing criteria, and other pertinent information.

SELECT EXPERIENCE

City of Gardner, KS

Land Development Code

City of Blue Springs, MO

Unified Development Code and Comprehensive Plan;
Adam's Pointe Golf Club

City of Kansas City, MO

Midtown/Plaza Area Plan; Kansas City Sculpture Garden at the Nelson-Atkins Museum of Art; Broadway Streetscape; Nelson-Atkins Museum of Art Bloch Building Site Development; Liberty Memorial Improvements, Penn Valley Park; Riverfront Heritage Trail; Independence Boulevard Streetscape Improvements

City of Overland Park, KS

Overland Park Arboretum and Botanical Gardens Master Plan; Welcoming Garden, Iris Garden, and Train Garden; Campus Master Planning (Including Trails and Arboretum); Courtyard; Japanese Garden Concept Design

City of Cheyenne, WY

Citywide Park Standards

City of Westminster, CO

Westminster Promenade



GOULD EVANS

YU JIA, LEED GA
Urban Designer

Education

Master of Urban Planning,
University of Virginia

Bachelor of Engineering in
Landscape Architecture,
Hunan University

Registration

LEED Green Associate

Experience

3 years with Gould Evans
3 years overall

Yu is an urban designer with a unique background in environmental and urban planning, engineering, and landscape architecture. This multidisciplinary experience gives her a dynamic understanding of the complexities of cities and the care with which they must be planned and designed. Yu has a keen eye for how places are created through the assembly of public investments and private development. This knowledge allows her to create simple, yet effective, graphics to demonstrate planning principles at all scales of a city or study.

SELECT EXPERIENCE

City of Brighton, CO

Land Use and Development Code Update

City of Lansing, KS

Development Code Update

City of Joplin, MO

Development Code Update

City of Kansas City, MO

Westport District Master Plan

City of Wichita, KS

Walkable Development Plan

K-113 Corridor Plan

Corridor Plan

City of Tonganoxie, KS

On-call City Planning

City of Bella Vista, AR

Comprehensive Plan



AYRES ASSOCIATES

MATT ASHBY, AICP, CUP
Project Planner

Education

Master of Science, Urban Design;
Master of Science,
Urban and Regional Planning,
University of Colorado

Bachelor of Science,
Environmental Design,
University of Colorado

Registration

American Institute of Certified Planners
Certified Urban Designer

Experience

5 years with Ayres Associates
19 years overall

Matt's urban planning expertise complements Ayres Associates' engineering, architectural, geospatial, and environmental services. Based in their Cheyenne, Wyoming, office, Matt provides planning services on projects nationwide. Matt served for seven years as the City of Cheyenne's planning director and brings nearly 15 years of planning experience. His enthusiasm for vibrant community development sharpens the focus of Ayres' work on brownfield redevelopment, transportation planning, urban park and recreation planning, and landscape architecture.

Matt's eye for innovation has been recognized by his peers, with project accolades including the American Planning Association's Daniel Burnham Award for the Cheyenne Metropolitan Planning Organization's Plan Cheyenne. Matt has demonstrated success in leveraging grant funding to build vision and motivate investment, as evidenced in the West Edge brownfields revitalization project in Cheyenne.

Matt's experience translating vision into code is demonstrated by his leadership as staff in Cheyenne implementing the Plan Cheyenne vision into the Unified Development Code. Writing code as a consultant and implementing code as city staff are two very distinct roles. Matt has experience bridging these two roles and can help provide insights that improve the functionality of regulatory documents while avoiding political pitfalls.

SELECT EXPERIENCE

City of Brighton, CO

Land Use and Development Code Update

City of Cheyenne, WY

West Edge Area-wide Plan; Plan Cheyenne Comprehensive Plan & Unified Development Code

City of Durango, CO

Downtown Code Audit

Town of Buena Vista, CO

Strategy Planning, Partnership Facilitation,
Main Street Branding & Storytelling

Town of Estes Park, CO

On-call Planning Support & Development Review



AYRES ASSOCIATES

DALE MATHISON, PE
Civil Engineer/Utilities

Education

Bachelor of Science,
Civil Engineering,
Colorado State University

Registration

Registered Professional Engineer

Experience

5 years with Ayres Associates
22 years overall

Dale joined Ayres Associates in 2016, bringing 16 years of experience in project management, municipal utilities, pipeline design, and hydraulic analysis. He brings public and private sector design and construction perspectives, having worked for Ayres Associates before a lengthy stint with the Department of Utilities in Sacramento, California.

Dale has managed water, sewer, and stormwater capital improvement projects from planning and design through construction. His projects were located in downtown urban, mixed-use areas, established residential neighborhoods, new developing subdivisions, potential annexations areas, adjacent and within area parks, and along commercial corridors.

Dale has worked with folks from multiple city departments, including planners, landscape architects, transportation engineers, and others to provide technical review of development projects. Often, this involved keeping in step with changing development standards and land use and zoning maps for the city. He was involved in updating the City of Sacramento’s standard specifications and development design and procedures manual.

At Ayres, Dale works with a team of local, experienced engineers who understand the development process of many of the municipalities in Northern Colorado.

SELECT EXPERIENCE

Town of Jamestown, CO

Drainage and Stormwater Management Master Plan

City of Commerce City, CO

Irondale Neighborhood and Infrastructure Plan

Town of Timnath, CO

Master Drainage Plan Update

City of Loveland, CO

Stormwater On-call Small Project Design

Town of Naturita, CO

Sanitary Sewer Design

Mesa County, CO

Detention Pond/Park Design, Drainage Analysis, and Public Outreach



LAND USE & DEVELOPMENT CODE UPDATE | BRIGHTON, CO

CHALLENGE

Be Brighton, the City's new comprehensive plan, is a bold vision to return to historic development patterns and good civic design to prepare the community to grow in a more intense, yet more coordinated and livable manner. This plan also aims to balance this growth while preserving and reconnecting to the community's agricultural heritage. However, the community's development codes were ill-equipped to meet these values and ill-prepared for the types of projects that were coming Brighton's way due to Front Range market forces. Planners and developers were increasingly resorting to "planned development approaches" that were cumbersome, confusing, and difficult to administer over time.

ACTION

The planning team ushered the community and stakeholders through three main stages of engagement: diagnose, align, and launch. The "diagnose" phase was primarily an information gathering stage to build expectations among participants, familiarize everyone with established planning policies, and better understand how regulations might impact those policies.

In the "align" phase, consultants and city staff led a team of development professionals, stakeholders, and public officials on a "Metro Innovations Tour" of Front Range communities that exemplified development principles in the plan. Participants were able to see, feel, experience, and measure actual projects and provide fresh insights into what the future of the City's development code could be. In the "launch" phase, the community participated in robust discussions on draft regulations with these issues and examples fresh on their mind.

RESULTS

The Brighton, CO, Land Development Code achieves the following:

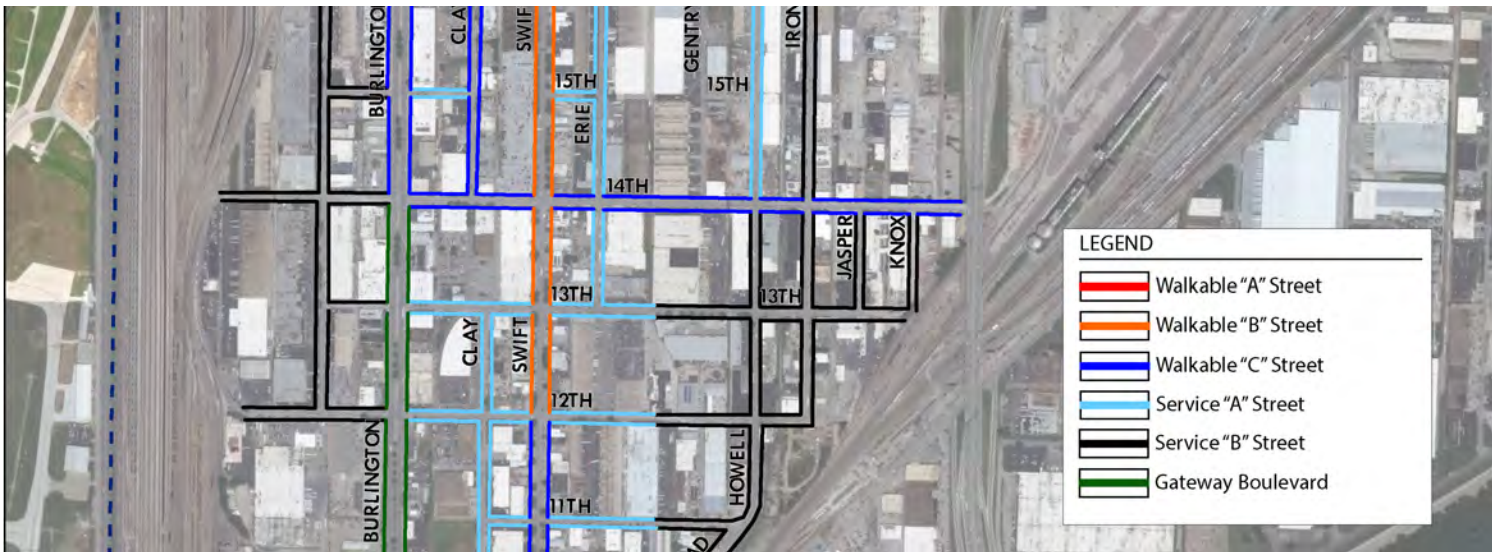
- Streamlines approval process, particularly with regard to platting and design review and clarifies specific decision-making criteria for each type of application in the code
- Emphasizes the urban design aspects of streets and promotes multimodal transportation with a wider range of street cross-sections for different contexts of the community
- Enables a wider range of housing types within existing districts
- Integrates form-based strategies into city-wide development standards
- Requires water efficient landscape through flexible performance criteria in landscape standards
- Reduces the regulatory emphasis and visual prominence of surface parking through flexible standards, mode-shifts, and design
- Promotes the agricultural heritage of Brighton with options for agri-tourism, farm worker housing, agriculture preservation, and integrating small-scale agriculture into the community

Firm: Gould Evans + Ayres Associates

Client Reference:

Holly Prather, Community Development Director
City of Brighton, CO
303.655.2059; hprather@brightonco.gov

Completed Code: <https://www.brightonco.gov/363/Land-Use-Development-Code>



FORM-BASED CODE | NORTH KANSAS CITY, MO

CHALLENGE

North Kansas City is an old industrial city, immediately adjacent to and across the river from downtown Kansas City, Missouri. A metropolitan version of “company towns” that were common in the era North Kansas City was developed, the city includes a large industrial land base, a small and walkable downtown, and human-scale, mixed-density neighborhoods. Outside of these areas, North Kansas City exhibits many of the patterns of post-war, automobile development. The city’s comprehensive plan recommended a shift in development policies and prioritized “place making,” “multi-modal” transportation, and urban design in this historic industrial town.

ACTION

Based on context and character areas in the comprehensive plan, Gould Evans separated the city into two distinct contexts—the “urban areas” of gridded streets, subtle and fine-grained land use transitions, historic industrial areas, and the “conventional areas” where automobile-oriented patterns are prevalent and not likely to change. With this framework, Gould Evans led stakeholders on a discovery of the different elements of their community, identifying distinct street types, frontage types, building types, and open space types. Using these patterns from their own community, stakeholders were able to envision a simplified development code that emphasized the unique nature of many different places in their community envisioned by their plan.

RESULTS

The North Kansas City zoning ordinance has several innovative elements applying regulatory tools to their distinct context:

- Two repurposed residential zoning districts—one which reflects the human-scale, walkable patterns of older single-family neighborhoods, and a “mixed-density” neighborhood based on building types that significantly expand development capacity for infill in urban areas
- An urban areas form-based code, tailored to the highly industrial context, but based on historic urban patterns and frontage types
- A simplified approach to their downtown district and urban design guidelines
- Flexible parking standards that anticipate future transit expansion on key corridors
- A simplified use table based on the scale of uses that shifts many of the industrial/commercial transitions to performance-based standards

Firm: Gould Evans

Client Reference:

Sara Copeland, Community Development Director
 City of North Kansas City, MO
 816.274.6006; scopeland@nkc.org

Completed Code: https://library.municode.com/mo/north_kansas_city/codes/code_of_ordinances



TRANSIT-ORIENTED DEVELOPMENT REGULATORY UPDATE

INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION (INDYGO) | INDIANAPOLIS, IN

Indianapolis and Marion County are underway implementing a new Bus Rapid Transit (BRT) system. The system will improve transit connectivity throughout the City/County and provide improved access to a greater portion of the community population. The system intentionally connects people to destinations, jobs, healthcare, education and services, improving the quality of life for residents and patrons. To ensure the transit investment is leveraged to the benefit of the community and currently under-served populations, the City of Indianapolis, IndyGo, the transit provider, and the Indianapolis Metropolitan Planning Organization are supporting an update to the development regulations. The update is focused on enabling and encouraging transit-oriented development in proximity to the current and future BRT lines. Delineated from station area master plan prototypes, regulatory updates have been designed to create compact, connected, and diverse development patterns to support the transit service, build the development and business markets, improve access locally and regionally, create place, and improve community value.

Implementation of the transit-oriented development policies are being realized through form-based changes to the current zoning ordinance that focus on the design of specific community elements.

Regulatory changes include:

- Creating pedestrian-oriented public space through improved street design standards
- Supporting compact development patterns through revisions to the building, lot, and open space standards
- Enabling a broader mix of uses appropriate to a variety of contexts, within individual zoning districts, both residential and mixed-use districts
- Addressing parking standards appropriate to support transit

The draft regulations are being prepared for adoption, with the process starting in the coming months.

Firms: Gould Evans

Client Reference:

Brooke Thomas, Director of Strategic Planning
IndyGo
317.559.4939; bthomas@indygo.net

Link to Draft Regulations in Progress:

<https://gouldevans-my.sharepoint.com/>



COMPREHENSIVE PLAN & UDO BLUE SPRINGS, MO

CHALLENGE

The City of Blue Springs is on the eastern edge of metropolitan Kansas City. The City’s proximity to the metro and a strong school district have allowed it to thrive as one of the great suburban communities in Kansas City. However, like many suburban communities, the City has struggled to seize a unique identity, has wrestled with declining strip and car-oriented development, and seeks to resurrect its historic downtown. Rapidly changing demographics (national trends), shifts in housing preferences, the desire for a high level of recreation amenities/healthy living, retaining and attracting jobs, and the potential for regional commuter rail are all things weighing heavily on the minds of citizens and leaders as they create development policies and regulations responsive to their context and the current situation.

ACTION

This project initiates a planning system with three scales of planning for the City of Blue Springs:

- A General Plan addressing broad, comprehensive city-wide development policies and focusing on the systems and frameworks that create distinct places in the city
- Specific Plans addressing unique contexts and coordinating the relationships between public realm and private development patterns
- Development/Project Plans that enable incremental and strategic action by the public and private sector

This system allows staff to continue to pursue ongoing and proactive planning under the vision and policies of the General Plan and identifies how each increment of development contributes to the larger and greater whole.

RESULTS

The outcomes from this plan include a renewed emphasis on the City’s unique access to natural amenities as the organizing urban design framework for the City, as well as a system of street types that reinforce public realm design as a key contributor to community identity and distinct places in the community. Also important was reinforcing neighborhoods as the fundamental planning element of the community and exploring opportunities to strengthen or introduce gathering places as a focal point of all neighborhoods—including integrating housing options into smaller-scale redevelopment projects.

Identifying strategic and incremental redevelopment opportunities within aging automobile-oriented corridors creates an opportunity for improving multimodal networks with connections off of the major corridors. All of this was included in updates to the Unified Development Ordinance in order to implement specific plans and development concepts identified in the planning process.

Firm: Gould Evans

Client Reference:

Scott Allen, Community Development Director
City of Eau Claire, WI (formerly at City of Blue Springs)
715.839.4914; scott.allen@eauclairewi.gov

Completed Code: <https://ecode360.com/BL3243-DIV-06>

TYPE DD7: DETACHED DWELLING / SMALL LOT		
Lot Area	5,000 square feet	
Lot Frontage	48' 60' on corner lots	
Setbacks: (Principal Building)	Front	25'
	Side	5' 10' on street side corner lots
	Rear	25'
Setbacks: (Accessory Building)	Front	10' behind front building line
	Side	2' 15' on street side corner lots
	Rear	2' 5' if alley loaded
Total Lot Coverage	60%	
Building Height	Principal	Up to 2.5 stories
	Accessory	Up to 2 stories but in no case higher than the principal building

[a] 0' setbacks on attached buildings require a party wall meeting all building code standards and proper designation on a recorded plat.

UNIFIED DEVELOPMENT CODE | CHEYENNE, WY

CHALLENGE

The City of Cheyenne had recently completed an award-winning Comprehensive Plan. However, the City's dated development regulations conflicted with many concepts in the plan, and the development process remained cumbersome and contentious as development was regulated by three different codes: the zoning ordinance, subdivision standards, and street and site design standards—often with differing or even conflicting regulatory approaches.

ACTION

The project philosophy was to “clarify, streamline, and improve” the City's development regulations and processes. Gould Evans lead a highly participatory and unique code update process using a community design charrette, focus groups and special topic workshops, a multi-layered public information program, and a project website, to guide a wide variety of stakeholders through discussion on a new development code. Plan Cheyenne prioritizes many urban design principles, mixed-use development patterns, and smart growth policies that can be better implemented through form-based regulations. Gould Evans developed a code structure that blends many of the current regulations with new form-based techniques to implement the planning and urban design policies of Plan Cheyenne.

RESULTS

The new Unified Development Code includes:

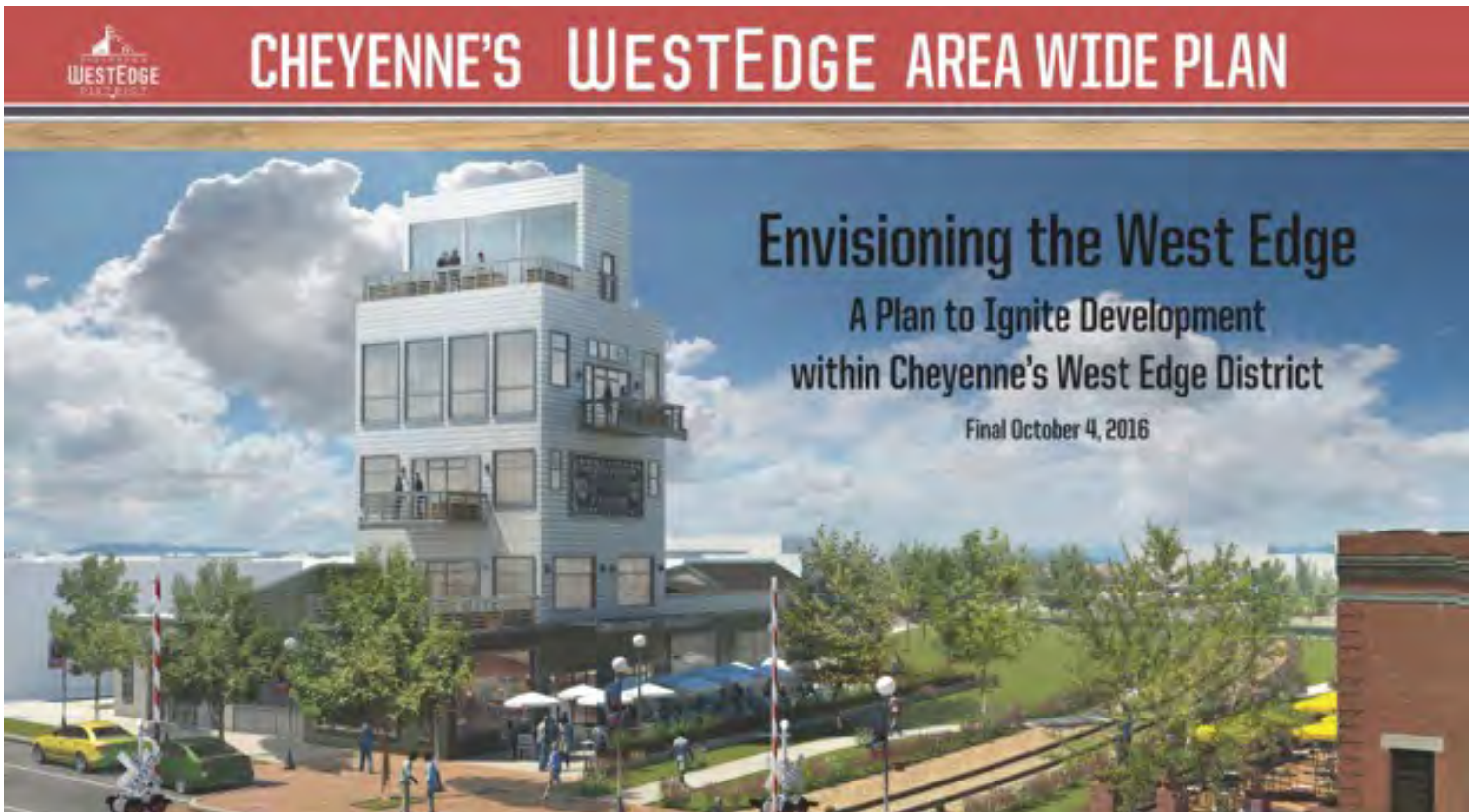
- Consolidation and elimination of conflicts between Cheyenne's existing development regulations
- Explicit purpose and intent statements that tie the regulations directly to concepts in the plan
- Integrating form-based and urban design standards into the City's regulatory structure
- A template form-based code that can accommodate planning, design, and development of new mixed-use activity centers and replace the current and cumbersome “planned district” process
- Increased administrative flexibility, supported by specific design objectives and decision-making criteria
- Streamlined development approvals with clear decision-making criteria
- A user-friendly format, including tables and graphics

Firm: Gould Evans

Client Reference:

Brandon Cammarata, Senior Planner
City of Aurora, CO (formerly at City of Cheyenne, WY) 303.220.0133; bcammarata@yahoo.com

Completed Code: <https://www.cheyennecity.org/Your-Government/Departments/Planning-and-Development-Department/Unified-Development-Code>



WEST EDGE AREA-WIDE PLAN | CHEYENNE, WY

Ayres Associates helped the City of Cheyenne land a \$1M EPA Brownfield Grant to launch a neighborhood revitalization plan for this industrial mixed-use neighborhood looking for an identity. Combining environmental studies, flood control analysis, zoning adjustments, and economic development, this project is a great case study demonstrating how vision gets translated into development code. The planning process included two phases. The first—West Edge Blueprint—provided an overview of the management strategy and deeper investigations into stormwater and parks recommendations. The second—Area Wide Plan—provided an intensive look at how the planning recommendations from the Blueprint could be achieved through customizing zoning and development standards to accommodate infill and redevelopment. These included recommendations for specific administrative waivers that would enable predictable flexibility.

Community outreach was a key component to the success of this neighborhood plan. Explaining the complex issues through the use of icons and imagery helped everyone, regardless of technical expertise, join the conversation

and contribute to the vision. They also used innovative engagement methods to attract non-traditional crowds to provide feedback. Transforming public meetings into an event people actually enjoy—like a music festival—helped extend your outreach to broader reaches of the community.

Finally, visualizations play an important role in communicating the power of new development. Their award-winning Virtual Tour connects 3D animations to citizens and developers in an engaging way, helping to immerse their stakeholders in the excitement of revitalization.

Firm: Ayres Associates

Client Reference:

Brandon Cammarata, Senior Planner
 City of Aurora, CO (formerly at City of Cheyenne,
 WY) 303.220.0133; bcammarata@yahoo.com

Completed Plan: <http://cheyennewestedge.com/initiatives/area-wide-plan/>



MASTER PLAN & ZONING CODE UPDATE | GERING, NE

Plan Gering implements a district framework approach that recognizes how each district plays a unique function within the City and respects the interdependency of the parts. The City was divided into 11 districts based on character, context, and development patterns. Each district defined the existing and future desired character, providing predictability in planning and development, and allowing for flexibility with land uses. This approach could then be a model to use to enable small-scale commercial development in locations around town.

Planning can be somewhat foreign to residents, which is why Plan Gering was structured around a four-part vision that was identified by residents during the initial outreach efforts. Rather than having individual sections dedicated to land use, transportation, and natural resources, the plan is organized by the four community values, which has made it into something residents can relate to and makes the plan more relevant to their day-to-day lives.

Firm: Ayres Associates

Client Reference:
Annie Folck, Project Manager
City of Gering, NE
308.641.9684; afolck@gering.org

Completed Code: <https://www.gering.org/government/city-codes/zoning>



160 WEST

160 West is the gateway into Durango from the Four Corners region. It has a high volume of both local, regional, and tourist traffic, which could support more diverse land uses throughout the District. As Durango’s population grows, the potential for more housing in this District will help it become an integral part of the community.

Assets:

-  Growing residential population
-  Prime redevelopment opportunities
-  Serves as gateway into Durango
-  Lightner Creek
-  Twin Buttes civic and recreational opportunities

Issues:

-  Excessively wide street design
-  Topography and floodplain
-  Inconsistent building quality and form
-  Unpleasant walk and bike experience
-  Lack of unique character and land use diversity

DISTRICT CODE ASSESSMENT | DURANGO, CO

Ayres worked with the City of Durango as a subconsultant to DHM Design to evaluate redevelopment and infill opportunities in Durango, Colorado, along a primary highway corridor adjacent to their downtown district. As part of the Durango District initiative, their team’s prior code experience and innovative approach to zoning and development provided the ideal blend of vision with practical strategies to create effective implementation strategies for the municipal staff.

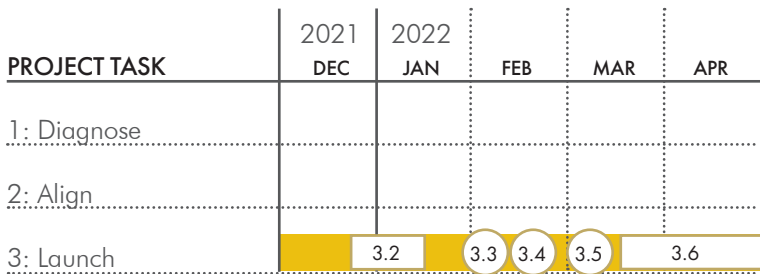
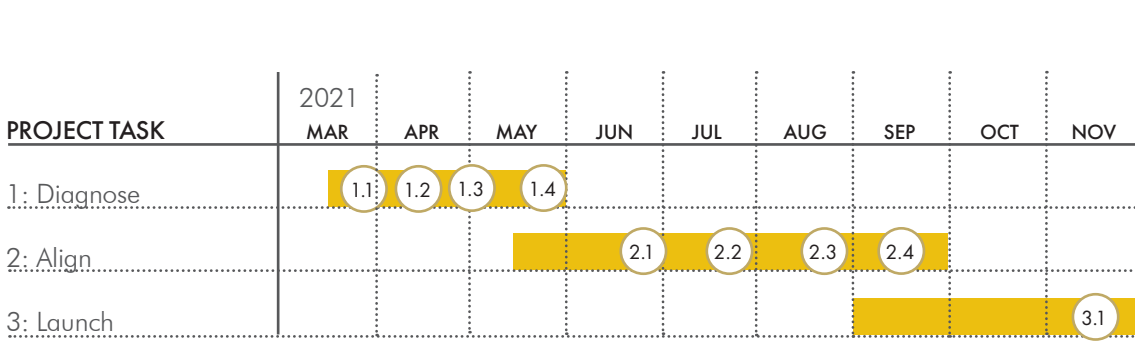
Firm: Ayres Associates

Client Reference:
 Scott Shine, Planning Manager
 City of Durango, CO
 970.375.4850

03 | timeline + fee

We propose the following timeline and fees, based on the scope of work defined in the RFP.

PROJECT TIMELINE



- 1.1 Public Engagement Strategy
- 1.2 Plan & Regulation Review
- 1.3 Kick-Off Meeting
- 1.4 Plan Conformance Report
- 2.1 Critical Issues Summaries
- 2.2 Public Open House
- 2.3 Critical Issues Workshop
- 2.4 Draft Regulation Framework
- 3.1 Initial Draft
- 3.2 Review and Comment Period
- 3.3 Final Draft/Review and Comment Period
- 3.4 Public Open House/Officials Work Session
- 3.5 Adoption Draft
- 3.6 Public Hearings

The tasks identified are anticipated tasks to complete the project as defined within the proposed project approach. These items are intended to convey the timeline and public engagement opportunities anticipated. Each item will be further refined to create a project scope.

PROPOSED FEES

		Fee	Expenses	Total Cost
TASK 1: DIAGNOSE		\$24,980	\$2,600	\$27,580
Task 1.1	Public Engagement Strategy	\$1,630		\$1,630
Task 1.2	Plan and Regulation Review	\$14,350		\$14,350
Task 1.3	Kick-off Meeting	\$1,600		\$1,600
Task 1.4	Plan Conformance Report	\$7,400		\$7,400
TASK 2: ALIGN		\$27,500	\$3,400	\$30,900
Task 2.1	Critical Issues Summaries	\$14,800		\$14,800
Task 2.2	Public Open House	\$2,200		\$2,200
Task 2.3	Critical Issues Workshop	\$7,800		\$7,800
Task 2.4	Draft Regulation Framework	\$2,700		\$2,700
TASK 3: LAUNCH		\$88,000	\$7,200	\$95,200
Task 3.1	Initial Draft	\$42,800		\$42,800
Task 3.2	Review and Comment Period	\$5,400		\$5,400
Task 3.3	Final Draft/Review and Comment Period	\$22,600		\$22,600
Task 3.4	Public Open House/Officials Work Session	\$3,200		\$3,200
Task 3.5	Adoption Draft	\$8,800		\$8,800
Task 3.6	Public Hearings	\$5,200		\$5,200
TOTAL FEE		\$140,480	\$13,200	\$153,680

Expenses include travel, meals, lodging, car rental, printing and copies, mailing, and other expenses directly related to the project and process.

**WHAT IS YOUR VISION FOR THE
FUTURE OF JOHNSTOWN?
LET'S GET TO WORK.**

gouldevans

4200 Pennsylvania Avenue
Kansas City, MO 64111

816.931.6655

gouldevans.com

Town of Johnstown, Colorado

STATEMENT OF PROPOSAL RFP for Professional Planning Services: Development Code Rewrite / Update



WHITE &
SMITH, LLC
PLANNING AND
LAW GROUP

Mark White, Esq., AICP
mwhite@planningandlaw.com
www.planningandlaw.com

In partnership with:



LOGAN SIMPSON

February 19, 2021

Ms. Kim Meyer, Director of Planning & Development
Town of Johnstown, CO
450 S. Parish Avenue
Johnstown, CO 80504

KANSAS CITY OFFICE:

S. MARK WHITE, ESQ., AICP
Admitted in Missouri and North Carolina

CHARLESTON, SC OFFICE:

E. TYSON SMITH, ESQ., AICP
*Admitted in South Carolina and Florida
South Carolina Certified Civil Mediator*

via *electronic mail* to: planning@townofjohnstown.com

Re: Request for Proposal for Professional Planning Services
Development Code Rewrite/Update

Dear Ms. Meyer:

On behalf of White & Smith Planning and Law Group and Logan Simpson, I am pleased to submit this response to the Town's Request for Proposal for the Development Code Rewrite/Update.

White & Smith partners are certified planners and attorneys with more than 50 years of combined experience in local government planning and land use law. In addition to our firm's extensive national experience, we have worked with nearly a dozen communities in Colorado including Aspen, Westminster, Adams County, Centennial, and Rio Blanco County. We are currently working with Logan Simpson on land use code updates in Eagle, Wellington, and Manitou Springs.

Logan Simpson is one of the largest community planning and design firms in the western U.S. The firm is currently leading the development of the *Johnstown Area Comprehensive Plan*. Logan Simpson team members are based in the firm's Fort Collins office.

I encourage you to contact our references, provided on [page 25](#) of our proposal. White & Smith has consistently demonstrated our ability to work with staffs, development communities, citizen groups, and governing bodies to develop successful strategies and to achieve consensus in the code update process.

Thank you for the opportunity to respond to the Town's Request for Proposal. If there are questions during the period of proposal evaluation, please contact me at (816) 221-8700 or mwhite@planningandlaw.com.

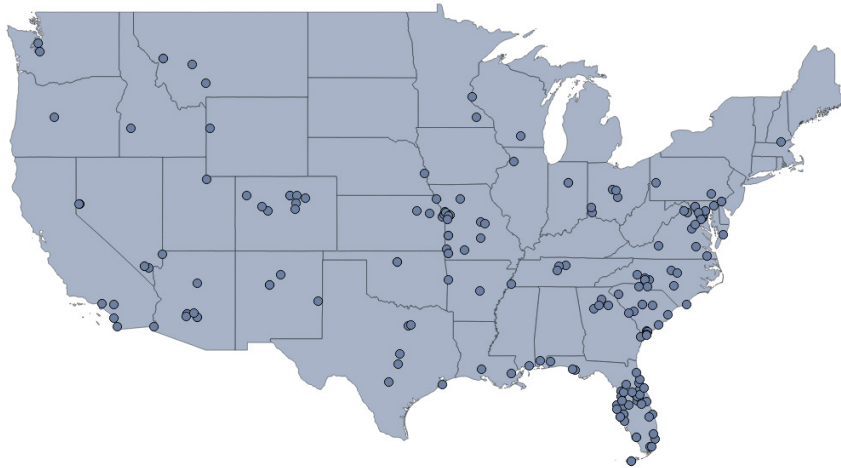
Sincerely,



S. Mark White, Esq., AICP
for White & Smith, LLC

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White & Smith's national experience is extensive. Our planners have completed more than 150 code updates, specialized studies, growth management programs, and similar projects in over 36 states. Our clients range from small, rural communities to large, urban cities such as San Antonio, Los Angeles, and Washington, D.C.

In addition, we are not tethered to any single approach to land development regulation. Our codes range from conventional zoning regulations to modern form-based or composite zoning codes.

TEAM QUALIFICATIONS

White & Smith Planning and Law Group and Logan Simpson offer principal personnel who are **highly experienced and qualified** to prepare the Town of Johnstown's Development Code Rewrite/Update. We have the credentials and technical competence required to successfully analyze the existing code and ordinances, including their closeness of fit with new *Johnstown Area Comprehensive Plan* policies and directions, state and federal laws, and case law, as well as a best practices review of industry standards and peer communities.

**WHITE &
SMITH, LLC**
PLANNING AND
LAW GROUP

Lead Consultant

White & Smith Planning and Law Group, with offices in Kansas City, Missouri, and Charleston, South Carolina, brings certified land use planners and planning attorneys to its development code work around the nation. We represent a diverse range of clients, including cities, counties, regional agencies, and state-level planning divisions. White & Smith, LLC is a small business, founded in 2005, with five full-time employees. The firm's partners bring over 50 years of combined experience in local government planning and land use law.



Subconsultant

Logan Simpson is one of the largest community planning and design firms in the western U.S. Founded in 1990, we have grown to seven offices in Tempe, Tucson, and Flagstaff, Arizona; Salt Lake City, Utah; Eugene, Oregon; Boise, Idaho; and Fort Collins, Colorado. We are an Arizona corporation, and our leadership is provided by eight principals with a variety of disciplines. Logan Simpson employs more than 130 staff with a collection of more than 750 total—and more than 50 award-winning—design and planning projects.

Our Team includes four certified planners, a Registered Landscape Architect, a GIS specialist, a graphic design specialist, and three land use attorneys, licensed in Missouri, South Carolina, Florida, and North Carolina (inactive). This provides our Team with a unique perspective and depth of knowledge particularly well-suited to the Town’s project.

White & Smith Partner Mark White will serve as the Principal-in-Charge, and Planner Kelly Cousino will manage the project on behalf of the consultant team. Kelly is a certified planner with more than 16 years of experience, including 12 years as a local government planner.

White & Smith has led development code updates for urban, suburban, and rural communities around the country, ranging in size from North Augusta, South Carolina (population approximately 22,900) to Prince George’s County, Maryland (population approximately 910,000).

Logan Simpson has a long history of working with Johnstown. Two of our principals contributed to a considerable amount of the Town’s planning while at EDAW|AECOM—Bruce Meighen led the 2006 Comprehensive Plan and Downtown Master Plan, and Jana McKenzie guided the design for the 2534 Development Design Guidelines, Downtown Master Plan, and Downtown Streetscape Enhancements.

Logan Simpson is currently drafting Johnstown’s Comprehensive Plan Update, with Jennifer Gardner serving as the project manager responsible for primary plan authorship. Her familiarity with the Town’s character, structure, vision, and goals will help this project team to develop code recommendations that closely align with the Comprehensive Plan.

Our Team is prepared to address the challenges facing a fast-growing community like Johnstown. We have a deep bench with a range of disciplines,

White & Smith planners have completed more than 150 code updates & planning projects in 36 states.



OUR EXPERIENCE

White & Smith’s national experience is extensive. Our planners have completed more than 150 code updates, specialized studies, growth management programs, and similar projects in over 36 states.



OUR CLIENTS

White & Smith represents a diverse range of clients, including cities, counties, regional agencies, and state-level planning divisions.



OUR LOCAL WORK

White & Smith has worked throughout Colorado including in Aspen, Centennial, Rio Blanco County, Westminster, Eagle, Wellington, Boulder, Brighton, Carbondale, Durango, and Adams County.

with experience in both leading entire zoning updates and in addressing Johnstown's pressing issues—such as encouraging adaptive reuse of historic downtown buildings; creating complete, connected neighborhoods; and moving from a system that relies on discretionary review to one focused on clear standards and streamlined, administrative decision making.

We are also adept at facilitating the public process—leading meetings, charrettes, focus groups, and one-on-one interviews.

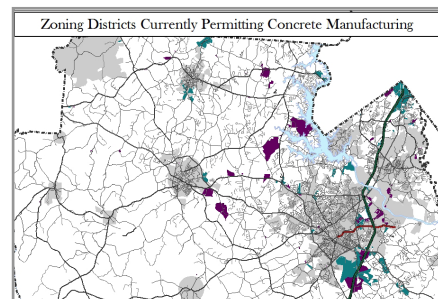
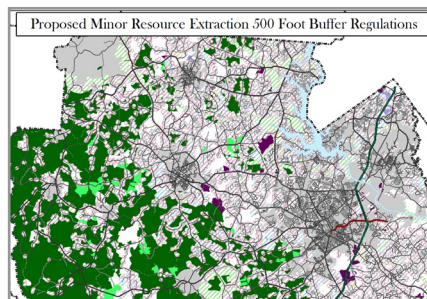
Our Team has **extensive experience** working with local governments and other public sector clients **in Colorado**. Logan Simpson has an office in Fort Collins, and the firm has worked throughout the state—including development of the *Johnstown Area Comprehensive Plan*.

Our Team is able to perform this project on time, within budget, and with the quality expected by the Town of

Johnstown and stakeholders. We have an **excellent record** of performance on contracts with other governmental agencies, using our experience, professional skills, and technology to deliver products quickly, efficiently, and with a high level of document production.

Logan Simpson and White & Smith are currently working together on the:

- » Comprehensive Plan Update and Land Use & Development Code for the Town of Eagle, CO;
- » Comprehensive Plan Update and Land Use Code Update for the Town of Wellington, CO;
- » Land Development Code Update for Teton County, ID;
- » Zoning Resolution Rewrite for Natrona County, WY;
- » Zoning and Subdivision Codes Rewrite for the City of Manitou Springs, CO; and
- » Historic Preservation Interim Ordinance for Ketchum, ID.



White & Smith provided policy alternatives regarding Concrete Plants and other Industrial Uses to the York County, SC Planning Commission and County Council, including separation distance requirement alternative scenarios developed in collaboration with staff using a GIS analysis.

The revisions were adopted in October 2018.

Both firms also are currently working with the City of Westminster, CO—Logan Simpson is leading Westminster Forward, the City’s comprehensive plan update and White & Smith is leading a concurrent process, Code Forward, to update the City’s Municipal Code and Design Standards.

White & Smith and Logan Simpson form an unequalled partnership for delivering **dynamic thinking and proven performance**. Our professionals thrive in an environment where we deliver the highest quality product. We bring years of experience, focused areas of expertise, and **distinctively creative strategies** to every client. Our experts manage each aspect of a project, providing practical solutions that meet budgets and timelines and measure up to the highest standards of design and function. This focused expertise, uniform vision, and collaborative effort is what Johnstown needs to make its Development Code Rewrite/Update process a success.

Team Resumes

Resumes for all Team members with a primary role in the project are provided on the following pages, beginning with Principal-in-Charge, Mark White, and Project Manager, Kelly Cousino.



Our team successfully educates and facilitates to generate community “buy-in” that helps simplify the adoption process.

Our skills in explaining complex concepts to the public in ways that citizens and elected officials can grasp has been honed through our work across the country.

S. MARK WHITE ESQ., AICP

Partner | Principal-in-Charge
White & Smith Planning and Law Group

S. Mark White is recognized as an expert in zoning and subdivision law, form-based zoning, and sign regulations. He has over 29 years of experience representing clients at every level from city, state, and local governments, as well as major private developers. Mark has completed nearly 70 code updates and 110 similar projects in over 36 states. He will assist throughout the project, including with code drafting and legal review.

Mark is widely published, and his articles have appeared in a variety of notable publications, including the American Planning Association's Planning Advisory Service, the American Bar Association's Urban Lawyer, the International Municipal Attorneys Association's Municipal Lawyer, and the United Kingdom's Transport Policy. Mark is a frequent speaker at the national meetings of the American Planning Association, American Center for National and International Law, Congress for the New Urbanism, and various other professional organizations.

Mark was a member of the leadership team for the City of Lee's Summit, Missouri's Livable Streets Committee. This resulted in adoption of the Kansas City region's first Complete Streets resolution.

Mark will serve as the project's principal-in-charge, and will be responsible for responsible for contract management in addition to land use review, public engagement facilitation, and quality assurance review of the draft update.

SELECTED UDO, ZONING CODE, & SIGN CODE CLIENTS

Adams County, CO	Cincinnati, OH	North Augusta, SC
Albuquerque, NM	Collier County, FL	Olathe, KS
Amarillo, TX	Davidson, NC	Prince George's County, MD
Arlington, TX	Eagle, CO	Queen Creek, AZ
Aspen, CO	Fort Smith, AR	Rio Blanco County, CO
Boulder, CO	Grand Junction, CO	San Antonio, TX
Brighton, CO	Huntersville, NC	Sparks, NV
Carbondale, CO / Roaring Fork Valley Community Coalition	Kansas City, MO	St. Petersburg, FL
Chapel Hill, NC	Los Angeles, CA	Washington, DC
Centennial, CO	Loudoun County, VA	Wellington, CO
Chapel Hill, NC	Madison, WI	Westminster, CO
	New Castle County, DE	



EDUCATION

Juris Doctor
University of North Carolina
at Chapel Hill

*Master of Urban &
Regional Planning*
University of North Carolina
at Chapel Hill

Bachelor of Arts, magna cum laude
History/Political Science
Bethany College

PROFESSIONAL HISTORY

Partner, White & Smith, LLC
(2005-Present)

Adjunct Professor
University of Kansas
(2014-Present)

Associate and Partner
Freilich, Leitner & Carlisle
(1990-2005)

CERTIFICATIONS & MEMBERSHIPS

Missouri Bar

North Carolina Bar (*inactive*)

American Institute of
Certified Planners

American Planning Association

International Municipal
Lawyer's Association

KELLY COUSINO AICP

Planning Associate | Project Manager
White & Smith Planning and Law Group

Kelly Cousino brings over 16 years of local government and community planning experience to White & Smith's projects. She is skilled at the local government process and, in particular, interfacing with the public and appointed and elected officials.

Kelly spent more than 12 years as a local government planner in one of the fastest growing small cities in the country. She served as the staff liaison for both the Planning Commission and the Board of Zoning Appeals. Kelly brings experience assisting citizens, business owners, developers, engineers, architects, and real estate professionals with interpretation and application of zoning and land development codes.

In her role at White & Smith, Kelly has assessed zoning and development regulations and participated in the comprehensive overhaul of local government zoning codes. In addition, Kelly has contributed to a number of Compatible/Joint Land Use Studies and CUS/JLUS Implementation projects, including drafting military overlay zoning districts.

As the project manager for this effort, Kelly will provide day-to-day coordination between the Town and consultant team, will conduct land use research and stakeholder interviews, review the existing code and reference documents, and will be the primary drafter of the Development Code Rewrite/Update.

SELECTED EXPERIENCE

Landscaping Regulations
Diagnosis & Annotated Outline
Adams County, CO

Development Codes Technical
Evaluation & Comprehensive
Development Codes Update
Mount Pleasant, SC

Zoning & Subdivision Codes
Rewrite | York County, SC

Unified Development Ordinance
Greenville County, SC

Rural Zoning Districts
Calhoun County, SC

Comprehensive Zoning
Ordinance Update
Eau Claire County, WI

Zoning Ordinance, Revision
Amarillo, TX

Zoning Ordinance Update
Mobile, AL

Zoning & Land Development
Regulations Update
Charleston County, SC

Nonconformities and
Amortization, Georgetown, SC



EDUCATION

Master of Public Administration
Appalachian State University

B.A. Environmental Studies
University of North Carolina
at Wilmington

PROFESSIONAL HISTORY

Planning Associate
White & Smith, LLC
(2016 - Present)

Principal Planner
Town of Mount Pleasant, SC
(2004 - 2016)

CERTIFICATIONS & MEMBERSHIPS

American Institute of
Certified Planners

American Planning Association
(National & SC Chapters)

E. TYSON SMITH ESQ., AICP

Partner | White & Smith Planning and Law Group

Tyson Smith has 28 years of experience as a city and county planner, planning consultant, and attorney, focused entirely on governmental relations and community planning.

After graduating from UNC-Chapel Hill in 1992, Tyson was a planner with the Monroe County Division of Growth Management in the Florida Keys. He later served as the Assistant City Planner for the City of Key West, Florida. Tyson's experience in these roles—both as a certified planner and attorney—has included zoning code programming, plan development, infrastructure planning & financing, growth management, land use and military compatibility, impact fees, public facilitation, mediation, legal defense, and public outreach.

Over the course of his career, Tyson has worked with Colorado jurisdictions on matters related to impacts fees, development standards, zoning codes, and fractional fee/short-term rentals. Tyson is a certified mediator and expert at public facilitation and mutual problem solving.

SELECTED EXPERIENCE

Comprehensive Plan and Land Use Code Update Wellington, CO	Land Development Strategies St. Petersburg, FL
Land Use Code Update Teton County, ID	Growth Management, Commercial Strategies, Land Use and Sign Code Amendments, Aspen, CO
Land Use Code Update Eagle, CO	Zoning Ordinance Revision Amarillo, TX
Rural Preservation and Transfer of Development Rights Prince George's County, MD	Targeted Zoning Code Amendments Kiawah Island, SC
Rural Preservation and Conservation Easements Weddington, NC	Targeted Zoning Code Amendments York County, SC
Smart Growth Management Strategy, Suffolk, VA	Nonconformities and Amortization, Georgetown, SC
Zoning Regulations Roanoke, VA	



EDUCATION

Juris Doctor
University of Florida

*Master of Urban &
Regional Planning*
University of Florida

Bachelor of Arts, Economics
University of North Carolina
at Chapel Hill

PROFESSIONAL HISTORY

Partner, White & Smith, LLC
(2005 - Present)

*Associate, Freilich, Leitner &
Carlisle* (2000-2005)

Assistant City Planner
City of Key West (1995-1997)

Planning Technician,
Monroe County, Florida
(1992-1993)

CERTIFICATIONS & MEMBERSHIPS

Florida Bar

South Carolina Bar

American Institute of
Certified Planners

Certified Family and Civil Court
Mediator (South Carolina)

American Planning Association
(National & SC Chapters)

Growth & Infrastructure
Consortium (past Chair)

SEAN SCOOPMIRE ESQ., AICP CANDIDATE

Planning and Law Associate

White & Smith Planning and Law Group

Sean Scoopmire is a planner and attorney who is excited to join White & Smith after completing his MCRP degree at Clemson in 2020. Sean brings the experience and skills he developed advocating for public and private sector clients, analyzing complex legal issues, and mediating disputes during a 20-year career practicing law to the planning process.

Sean lives in Greenville, South Carolina, and was introduced to planning through his service on the City's Arts in Public Places Commission, including four terms as chair. Through his work with White & Smith, his work with the City's Economic Development Department, his leadership in the City's public art program, and his planning education, Sean has experience leading public meetings, evaluating and developing ordinances that shape the built environment, planning for community and economic development, and working with diverse stakeholders and staff.

Sean believes that it is important to empower underserved communities through the planning process while recognizing that elected officials and professional staff seek accountability and results in the implementation of a community's vision.

SELECTED EXPERIENCE

Sign Code Update
City of Shawnee, KS

Zoning & Subdivision Codes Rewrite
York County, SC

Unified Development Ordinance
Greenville County, SC

Comprehensive Development Codes Revision
Mount Pleasant, SC

Zoning Ordinance Revision
Amarillo, TX

A Mixed Methods Approach to Public Art Planning
City of Greenville, SC

Downtown Area Planning
City of Greenville, SC

Community Development Planning
Town of Nichols, SC



EDUCATION

Juris Doctor
University of South Carolina
Master of City & Regional Planning
Clemson University
Bachelor of Arts, Economics
Davidson College

PROFESSIONAL HISTORY

Planning and Law Associate
White & Smith, LLC
(2020 - Present)
Intern, City of Greenville, SC
Economic Development
Department (2019-2020)
Of Counsel, Clarkson Walsh &
Coulter, LLC (2002-2018)
Associate, McAngus Goudelock
& Courie, LLC (1999-2002)

CERTIFICATIONS & MEMBERSHIPS

South Carolina Bar
Certified Civil Court Mediator
(South Carolina)
American Planning Association
American Institute of Certified
Planners (Candidate)

RHYS WILSON

Planner | White & Smith Planning and Law Group

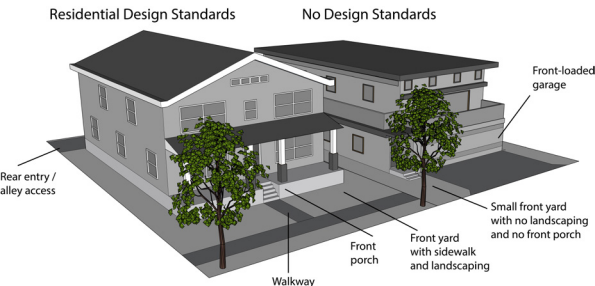
Rhys Wilson has experience in planning research, current development, urban design, community revitalization consultation, and public engagement techniques.

In his role as a local government planner, Rhys conducted plan review and served as the case manager for more than 175 development projects including site plans, façade plans, landscape plans, plats, rezonings, and specific use permits, and facilitated more than 98 development meetings. He interpreted and administered zoning and development regulations, including the McKinney Town Center Zoning District, a form-based code (FBC) for the city’s Historic Core.

Rhys brings strong graphics skills to the White & Smith team and significant experience engaging the public through various communicative and applied techniques.

SELECTED EXPERIENCE

- Rural Zoning Districts Calhoun County, SC
- On-Call Planning & Zoning Services | Loudoun County, VA
- Development Codes Update Oklahoma City, OK
- Unified Development Code Diagnostic | San Antonio, TX
- Land Development Code Update Laredo, TX
- Zoning Ordinance Rewrite Ada County, ID
- Land Development Code Revision | Teton County, ID
- Zoning Ordinance Revision Amarillo, TX
- Zoning Code Rewrite Wyandotte County- Kansas City, KS
- Highway 100 Corridor Study West Allis, WI



Graphic from San Antonio UDC



EDUCATION

- Master of Regional and City Planning University of Oklahoma, Norman
- Bachelor of Arts Political Science and Geography University of Oklahoma, Norman

PROFESSIONAL HISTORY

- Planner White & Smith, LLC (October 2019 - Present)
- City Planner City of McKinney, TX (April 2018 - October 2019)
- Senior Planning Technician City of McKinney, TX (August 2017 - October 2019)
- Graduate Research Assistant Institute for Quality Communities University of Oklahoma (August 2015 - May 2017)
- Data Analyst Integra Realty Resources/JLL Oklahoma City, OK (May 2015 - December 2015)

JENNIFER GARDNER ASLA, PA

Associate Planner / Landscape Architect | Logan Simpson

Over the past 20 years, Jennifer has been dedicated to the planning and design of spaces small and large. Her tireless passion for connecting the natural and built environments has led to an extensive resume of planning and design projects spanning both public and private sector. Jennifer is experienced with planning and entitlement, land use code development, design guideline development, and comprehensive plans. Through years of entitlement work, she has gained much insight into the opportunities and challenges that small and rural communities face, and is dedicated to building the framework to help each community achieve their ultimate development goals.

Jennifer is currently working with the Town of Johnstown to update their comprehensive plan. Much has changed since the Town's last Comprehensive Area Plan was adopted in 2006. As one of the fastest growing municipalities in the Front Range, the Town of Johnstown has grown from approximately 8,900 residents in 2006 – to an estimated 18,000 in 2019. Prior developments within the Town were dominated by residential subdivisions near the Town's traditional core, but recent developments have been dominated by mixed-use, retail and employment projects in the Town's northwest. The updated Plan will anticipate and accommodate future growth within the Town's Growth Management Area while working to connect and harmonize the traditional and newer areas of the town. Jennifer will provide a bridge between the Comprehensive Plan and Code Update projects as well as in-person representation at Steering Committee meetings.

SELECTED COLORADO EXPERIENCE

Comprehensive Plan Update Johnstown, CO	Land Use Code Update Arvada, CO
Comprehensive Plan and Land Use Code Update Wellington, CO	Unified Development Code Assessment Englewood, CO
Landscape and Irrigation Standards Wellington, CO	Town Planner and Code Amendments Milliken, CO
Comprehensive Plan and Unified Development Code Update Woodland Park, CO	Zoning Code Update Loveland, CO
Westminster Forward Comprehensive Plan Update and Sustainability Code Review Westminster, CO	Land Use Development Code Update Pagosa Springs, CO
	Zoning and Subdivision Regulations Update Manitou Springs, CO



EDUCATION

Bachelor of Science,
Landscape Architecture
ASLA Student Merit Award
Colorado State University

CERTIFICATIONS & MEMBERSHIPS

Registered Landscape Architect
Colorado #714
Wyoming #LA-0136C
Colorado ASLA North Area
Director
CSU Alumni Advisory Board
for Landscape Architecture
Department
Member, American Society of
Landscape Architects

MELISSA RUTH

Planner | Logan Simpson

Melissa is a community planner with three years of experience in consulting. Melissa's experience is from both the public and the private sector, ranging from public participation and engagement to development application preparation and presentations to elected officials. She brings exceptional ability in land use code comprehension, and combines her community planning abilities with a passion for resource management, resulting in plans that consider natural environment preservation and protection. Melissa is a trained mediator through the Wyoming Department of Agriculture, and is skilled at public engagement and outreach development and facilitation.

Logan Simpson is currently working with the Town of Wellington, Colorado to update their Comprehensive Plan and their Land Use Code. As one of the project's planners, Melissa is conducting research, assisting with community engagement, and preparing documents. The Comprehensive Plan Update focuses on preserving the small-town atmosphere of the community, preserving the unique downtown character, and diversifying the economy of the Town. Some of the new concepts being contemplated for inclusion in the new code include updating application processes and subdivision standards, mixed use zone districts to provide a more sustainable approach to development of commercial areas, and design standards to preserve neighborhood character.

SELECTED EXPERIENCE

Comprehensive Plan Update Johnstown, CO	Zoning Ordinance Amendment Ada County, ID
Comprehensive Plan and Land Use Code Update Wellington, CO	Historic Preservation Interim Ordinance Ketchum, ID
Comprehensive Plan and Land Use Code Update Woodland Park, CO	Zoning Ordinance Update Natrona County, WY
Unified Development Code Assessment Englewood, CO	Land Use Code Update North Ogden, UT
Land Use and Development Code Update Pagosa Springs, CO	Land Use Code Update Teton County, ID
Zoning and Subdivision Regulations Update Manitou Springs, CO	Open Space and Outdoor Recreation Plan Estes Valley, CO
	South of the River Subarea Plan, Town Center Guidelines, and Commercial Code Star, ID



EDUCATION

*Master of Urban &
Regional Planning (in progress)*
University of Florida

*Bachelor of Arts,
Environmental Policy*
Western Washington University

PROFESSIONAL MEMBERSHIPS

American Planning Association
WYOPASS

KRISTY BRUCE MLA

GIS Specialist | Logan Simpson

Kristy is an environmental and community planner with a specialty in Geographic Information Systems (GIS). She is experienced in GIS analysis and cartography, and is responsible for many of the maps and spatial analysis for Logan Simpson's planning projects, corridor enhancement plans, and site designs. She creates maps and conducts spatial analysis for environmental impact statements, manages data, and generates geo-spatial models.

With experience in multiple comprehensive, transportation, and environmental plans, Kristy uses her multi-dimensional skillset to enhance products and processes in community and environmental planning and landscape design to synthesize geospatial data and demographics. She has also coordinated with water and sewer districts in Meridian and Driggs, ID and Larimer County, CO to help understand and ultimately model the extent of growth.

In addition to water and sewer, Kristy has supported numerous infrastructure projects by mapping and analyzing transmission lines, cell towers, oil and gas facilities, and broadband for a variety of environmental and community planning projects across Colorado. Her technical expertise is paired with community engagement practices; Kristy is adept at identifying targeted opportunities and communicating technical ideas to community members. She excels at bridging her experience with community and environmental planning to support multi-disciplined plans that support both natural and human health.

Kristy loves to work with communities to engage the public in conversations about where they live, work, and play to generate plans and options that support a positive future. Kristy will assist the management team with infrastructure and demographic modeling, and be available for engagement assistance and materials development.

SELECTED EXPERIENCE

Comprehensive Plan Update Johnstown, CO	Land Use Code Update Teton County, ID
Comprehensive Plan and Land Use Code Update Wellington, CO	Comprehensive Plan Castle Pines, Colorado
Comprehensive Plan Update, Westminster, CO	Commercial Centers Land Use Evaluation and Code Language Osceola County, FL
Comprehensive Plan and Land Use Code Update Woodland Park, CO	Mountain Vista Subarea Plan Alternative Scenario Fort Collins, CO



EDUCATION

*Geospatial Information Systems
Certificate*

University of Colorado

Master of Landscape Architecture
University of Colorado

*Bachelor of Environmental Design,
emphasis in planning*
University of Colorado

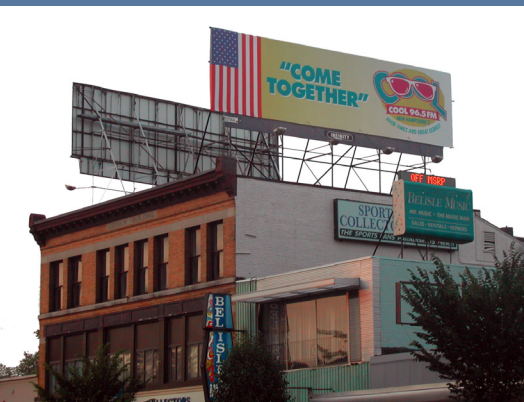
CERTIFICATIONS & MEMBERSHIPS

Geographic Information
Systems Professional (GISP)
Certification

Native Plant Master
Boulder County, 2010

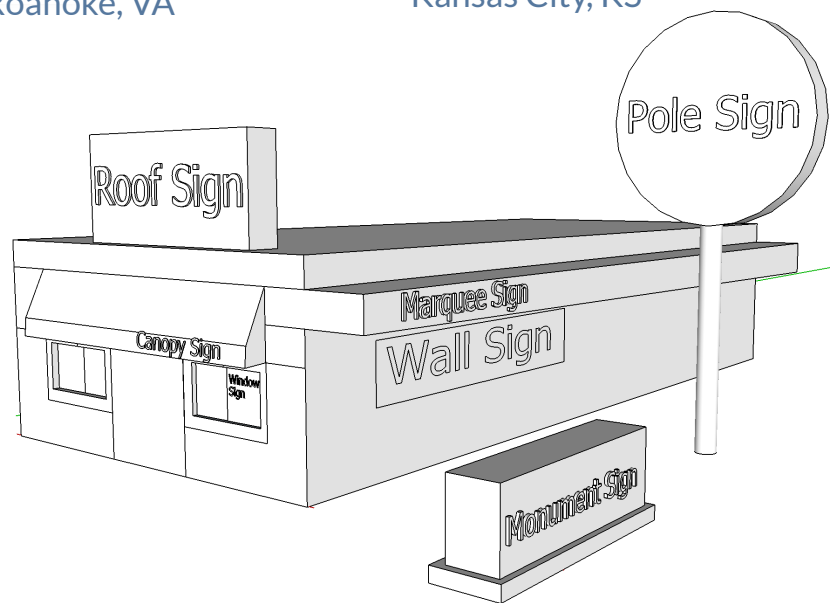
American Planning Association
WYOPASS

- ▼ White & Smith planners and attorneys have worked with more than two dozen communities on sign regulations, either as standalone projects or part of comprehensive development code updates.



▼ **White & Smith, LLC sign code clients include:**

- ▼ Aspen, CO
- ▼ Albuquerque, NM
- ▼ Arlington, TX
- ▼ Centennial, CO
- ▼ Chapel Hill, NC
- ▼ Concord / Cabarrus County, NC
- ▼ Consolidated Government of Lafayette, LA
- ▼ Fort Smith, AR
- ▼ Galveston, TX
- ▼ Irving, TX
- ▼ Lee's Summit, MO
- ▼ Memphis, TN
- ▼ Nashua, NH
- ▼ North Augusta, SC
- ▼ Olathe, KS
- ▼ Overland Park, KS
- ▼ Panama City Beach, FL
- ▼ Prince George's County, MD
- ▼ Queen Creek, AZ
- ▼ Roanoke, VA
- ▼ Sparks, NV
- ▼ St. Petersburg, FL
- ▼ Topeka, KS
- ▼ Unified Government of Wyandotte County-Kansas City, KS



STATEMENT OF PROJECT METHODOLOGY & PERSPECTIVE

The narrative below describes the perspective we bring as a team of code drafting specialists, public engagement facilitators, and GIS/graphics technicians. Our perspective is based on three key factors:

First, at White & Smith, **code drafting is what we do**. Working on projects like the Johnstown Development Code Rewrite/Update is what our firm does every day. The experience builds on the roughly 30 years of experience Mark White & Tyson Smith each have, in addition to that of their staff.

Second, we have **worked with more than a dozen communities in Colorado on code assessments and updates**, as well as specialized projects in the areas of signs, affordable housing, fees-in-lieu, urban design, parks and recreation, and transportation.

Third, and perhaps most critical, our team was selected for the **development of the Johnstown Area Comprehensive Plan**, to be completed soon, which will provide the support and direction for the Town's Code Update.

Project Perspective

Over the past three years, White & Smith and Logan Simpson have worked together on 7 code updates in Western states, including the following 5 in Colorado:

1. Englewood
2. Wellington
3. Eagle
4. Manitou Springs
5. Pagosa Springs

In addition, we partnered with Logan Simpson on the original Request for Proposals for the Johnstown Comprehensive Plan update, and having been awarded that project, Logan Simpson will soon complete the planning process.



Logan Simpson is currently leading Westminster Forward, the comprehensive plan update for the City of Westminster, Colorado.

White & Smith is leading a concurrent process, Code Forward, to update the City's Municipal Code and Design Standards.

Having lead that effort, our Team has made several key observations about the current environment in Johnstown, which will have direct bearing on how we will conduct the Code Update. Here are a few:

1. Even as Johnstown prepares for its future, the Code Update should preserve and enhance its connection to its **“small town” character and farming traditions**.
2. The Update should advance the community’s desire to **increase connectivity among Town residents and between the Town and nearby communities** within the fabric of everyday life in Johnstown.
3. Growth within the **Growth Management Area** must be directed with deliberation, based on the work of the Comprehensive Plan, into areas capable of and appropriate for growth.
4. **Town trails** should be a focus of protection efforts within the updated Development Code.
5. **Flexible design** is important within the GMA as a means of protecting Town character, the rivers, trails, and other valuable and important geographical features in Johnstown.
6. The Codes must **balance small town feel and agricultural land uses**, with the possibility for higher intensity residential and commercial areas along appropriate corridors and in appropriate areas of Town.
7. **Economic and recreational opportunities**, widely leveraged along the Front Range, need to be facilitated through the Code Update.

Based on what was learned in the Comprehensive Plan process, we have developed a “Project Methodology” that reflects what was learned during plan development and that provides staff and the consulting team flexibility to complete the Codes Update in a manner that fits the project budget and needs as we go along.

Our Strengths

Multi-disciplinary, with certified planners, landscape architects, GIS specialists, and attorneys

Experience drafting zoning codes and unified development codes

Nationally recognized for innovative approaches to codes, such as composite zoning, form-based codes, and incentive zoning

Successful projects in Colorado and the region

A local presence that establishes familiarity and the ability to coordinate quickly and efficiently

Access to Colorado and national legal databases, research, and case law

Award-winning and nationally recognized codes

Codes Update Methodology for Johnstown

This section lays out our proposed plan to update key parts of the Town’s land development codes, including Chapter 15, Annexation; Chapter 16, Zoning; and Chapter 17, Subdivision. We are prepared to maintain the current code structure, if the Town wishes, but also to discuss whether a “unified development code” would increase user-friendliness and efficiency of the codes.

Our Project Methodology is in 4 stages with 7 tasks, which is subject to negotiation and revision at any point in the project—particularly for purposes of responding to PZC or Town Council concerns, but also in response to the pandemic.

Stage 1: Project Orientation

Task 1: Document Review

As soon as the Town issues a notice to proceed, we will update our library of background data and policy documents from the Comprehensive Plan effort to ensure we have current, relevant documents on-hand for review. Given our prior work in the region and our team members’ work in Johnstown, our team is ready to start on the Code Update.

Deliverable

 Review documents

Task 2: Kick-Off

During this Task, we will participate in orientation meetings with the Town’s project manager, Planning Department staff, PZC, and Town Council to discuss:

- » The project methodology, including the role of Planning staff and the consultant team;
- » Schedule of public outreach and deliverables; and
- » Phasing of key project milestones.

We can also participate in an introductory meeting with other Town boards or committees, including the Building BOA and Housing Authority, if this would be helpful as we start the project.

In an effort to remain efficient and to direct resources to core code revisions, if staff wishes to run or direct meetings during this project, we can appear virtually and can support staff in those efforts.

Deliverables

 Staff meetings and focus groups |  Refined project methodology + meeting notes



Stage 2: Assessment

Task 3: Issues Identification

After the Kick-Off, we will provide an Issues Identification memorandum to the Project Manager that summarizes the issues presented by Town officials and stakeholders during Task 2. The Town's project manager will provide comments on the Issues Identification Summary, and we will finalize the memorandum for dissemination and posting on the Town's project website, if desired.

In addition, our land use attorneys will identify any preliminary legal issues, including applicable federal, state, and local laws, that should be considered by staff and the Town Attorney at this phase or in later stages.

Deliverables:

-  Issues Identification Summary
-  Presentation Session in conjunction with Task 3 to confirm scope of issues

Task 4: Code Blueprint: Outline & Drafting Framework

After receiving staff comments on the Issues Identification memorandum, we will prepare a draft Code Outline and Drafting Framework for the updated Code sections.

As noted, we will work with the Town to determine whether the current code structure should be kept or whether unified approach to the code—or a “UDC”—better suits staff and the development community.

The outline will integrate all aspects of current development regulations including annexation, zoning, subdivision regulations, flood protection, telecommunications, oil & gas standards, sign regulations, development standards, and regulations of individual uses such as junkyards and mobile homes.

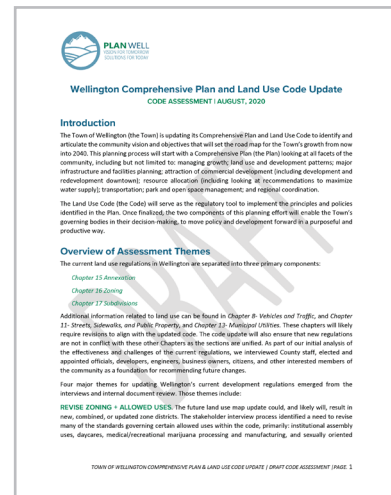
The Drafting Framework provides a more detailed protocol for the drafting effort, including headings and section numbering, so that we and the Town are able to work within a consistent format during the drafting process.

Deliverable:

-  Code Blueprint



Logan Simpson and White & Smith are working with the City of Englewood, Colorado on an assessment of the City's Unified Development Code.



White & Smith and Logan Simpson recently prepared a Code Assessment for Wellington, CO, as a first step in the Town's land use code update.

Stage 3: Preparation of Code Update

Task 5: Drafting

The drafting stage involves separate modules for the basic code elements: annexation, zoning, and subdivisions. Each module will address discrete subject matter areas, including oil and gas regulations, signage, telecommunications, flood controls, bulk standards, and site standards.

We anticipate that, for each module, we will hold public outreach sessions and “check-ins” with the Planning & Zoning Commission and Planning Department staff. We are also available to meet with the Town Council during the drafting process. The “check-in” sessions will include presentations with an opportunity for questions and answers.

While the Town Council is busy with many matters of the Town, it is usually important to brief the governing body intermittently during the Code Update to facilitate support for the approaches being developed and to receive feedback at key “decision points” in the process. This increases efficiency long-term and the likelihood the final work product represents a Town consensus when the adoption phase approaches.

Zoning Module

Here we will update the Town’s zoning districts with standards that implement the *Johnstown Area Comprehensive Plan* and other planning objectives. To do so we may:

- » Provide a brief and “to the point” General Provisions article that introduces the reader to the Codes related to land development and shows how to quickly find information the user needs.
- » Provide a table of district types and applicability.
- » Update the base districts, including Single-Family, Multi-Family, CBD, Neighborhood Commercial, Gateway, Agricultural, and holding districts.
- » Revise the Conditional Use Grant regulations and Planned Unit Development (PUD) districts, including -Village Center, -Mixed Use, and -Residential, as needed
- » Update use lists for the zoning regulations, including as appropriate, references to the APA Land-Based Classification Standards (LBCS) and North American Industrial Classification System (NAICS).
- » Create standards for specific uses that have unique impacts or special legal considerations, including oil and gas, telecommunications, and signs.

Virtual Meetings

White & Smith Team members have successfully conducted virtual meetings since the start of the pandemic and, while necessary, are prepared to do so for the Development Code Rewrite/Update project.

We have developed strategies to ensure:

Online resources and meetings are easy to access

All public input is received and incorporated into the revised Development Code

Technology is maintained to the latest standards

Virtual presentations, when required, are run professionally and efficiently

- » Revise dimensional and bulk standards.
- » Create key illustrations that clarify the meaning of code standards.
- » Provide supplemental regulations reflecting best practices, as needed.

This project could result in new districts, combined districts, and some districts removed and rezoned to a new or revised district category. We also may recommend a “legacy district” framework to better implement the Plan and address special districts and the need to perpetuate agricultural elements and themes in Johnstown.

Our Team includes GIS expertise and capabilities. We anticipate some level of GIS analysis will be useful in developing revised zoning standards—for example, in evaluating alternative distancing and setback policies—in addition to more straightforward zoning map revisions.

Subdivision Module

This establishes the basic standards for much of the new development in Johnstown. This includes:

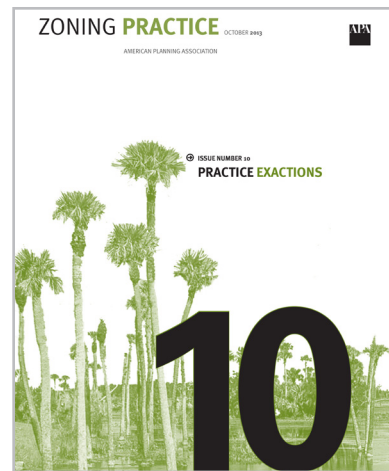
- » Revised standards for site layout, neighborhood transition, building design, and impacts.
- » Subdivision standards including lot and block layout, environmental protection and sensitive areas, flood zone protection, and park design and dedication.
- » Triggers for the analysis of water, wastewater, traffic, drainage, noise, wildlife habitat, and floodplain issues.
- » Provisions to enforce the subdivision and plat standards.

Annexation and Procedures Module

Finally, based on the initial two modules, we will complete revisions related to annexation and overall procedures. Much of this work will have been a necessary component of the prior modules addressing zoning and subdivision. Nonetheless, we find it beneficial to take up procedures as a final discrete step in the drafting process.

Here we will:

- » Finalize the overall processes for annexation, subdivision and zoning approvals.
- » Create a common workflow for each entitlement and process.



Tyson Smith's article "What Koontz v. St. Johns River Water Management District means for Planners...for Now" appeared in the October 2013 issue of Zoning Practice, published by the American Planning Association.

- » Divide the processes into individual sections by permit type or create a “unified” procedural and submittal requirements section.
- » Address mechanisms for flexibility and relief, such as appeals and variances.
- » Establish, describe, and set the authority for each review and decision-making body.
- » Address nonconforming status of existing and new structures and uses.

Definitions Module

We will build a unified definitions section as we proceed through the drafting process. This module includes the final list of definitions.

Drafting Process

We will work closely with staff as we move through the drafting process—not just at the end of each module. This is to ensure we fully capture the staff’s and Town’s direction and also to help staff and the Town manage the amount of review as it goes through the process.

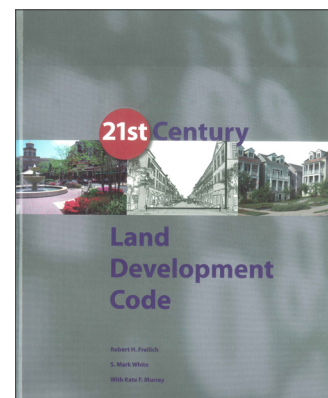
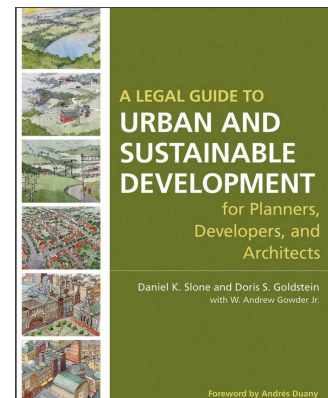
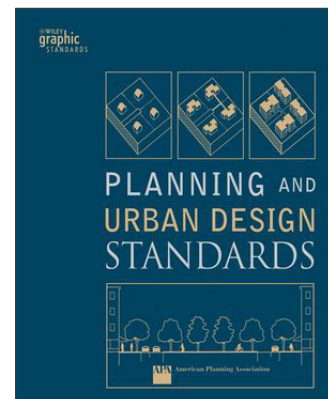
Initial drafts will be provided for staff review, including a worksheet we provide to assist the Town Project Manager in consolidating staff’s comments for revision. We will then provide a second set of drafts that reflects Town and public comments, if applicable, and that can be taken to the adoption process, usually with minor revisions.

We will prepare a spreadsheet tool for documenting revisions to the UDO, by current and new section numbers and use the spreadsheet as a basis to revise successive drafts of the UDO.

Team member attorneys will be involved in all drafts will respond to legal issues as they arise, in consultation with the Town’s contract attorney.

Deliverables:

- 📁 Draft Code Modules
- 🗣️ Public outreach + check-in sessions



*Principal-in-Charge
Mark White is co-author
and contributor to several
recent national publications
on new urbanism,
sustainability, and zoning
and development codes.*

Task 6: Final Code Drafts & Zoning Map

We will prepare one initial version of each of the draft code modules discussed in Task 5. Johnstown's project manager will review each draft and provide a uniform set of comments on the draft, after which our team will finalize the drafts for public distribution.

When the drafts are distributed to the public, we anticipate providing a deadline for responses to keep project momentum and to meet the desired timeframes. While we are flexible as to timeline, we understand the Town may not be and will therefore take certain steps to keep the project moving forward, based on our experiences with staffs and boards over the last 30 years of our code drafting.

Deliverable:

 Final Code Review Modules

Stage 4: Adoption

Task 7: Adoption—Final Products

By this time, key stakeholders and the general public have bought into the new draft, and the Planning & Zoning Commission and Town Council have been informed of our progress along the way.

We will prepare a public hearing draft of the new Codes at this point for final consideration.

After completion of the final draft, the consultant team will attend the public hearings for adoption by the Planning & Zoning Commission and Town Council, as requested.

Deliverables:

 Revised Final Code Modules

 Attend adoption hearings

Deliverables for Tasks 1 - 7:

- » Document review
- » Staff meetings and focus groups
- » Refined project methodology
- » Meeting notes
- » Issues Identification Summary
- » Code Blueprint
- » Presentations
- » Draft Code Modules
- » Public outreach + check-in sessions
- » Final Code Review Modules
- » Revised Final Code Modules
- » Attend adoption hearings

PROPOSED TIMELINE

Given the scope of changes the Town anticipates, and our experience in similar jurisdictions, the 9-month timeframe set out in the RFP may be optimistic. However, we are prepared to meet this timeframe and encourage Town staff, the PZC, and Council to anticipate dedicating time for review and comment over that timeframe.

Our Project Schedule includes an estimated 11 meetings with staff, stakeholders, the PZC, and Town Council. However, if selected, we will work with Town staff prior to kick-off and throughout to ensure a robust and effective outreach effort. Logan Simpson’s recent work there and increased use of virtual meetings give us some flexibility to accommodate additional meetings as needed.

Stage/Task	Month	1	2	3	4	5	6	7	8	9
1 Project Orientation										
1 Document Review		█								
2 Kick-Off		█								
2 Assessment										
3 Issues Identification			█							
4 Code Blueprint: Outline & Drafting Framework			█							
3 Preparation of Code Update										
5 Drafting				█	█	█	█			
6 Final Code Drafts & Zoning Map							█	█	█	
4 Adoption										
7 Adoption - Final Products									█	█
Meetings and Presentations										
Planning & Zoning Commission Presentation(s) (4 assumed)		█			█				█	█
Town Council Presentation(s) (4 assumed)		█			█		█	█	█	█
Miscellaneous (2 additional assumed)							█	█		

COST ESTIMATE

Our estimated fees for each task are provided below. Total fees are estimated to be roughly \$152,670, including meetings and project expenses. However, these estimates may well be adjusted after discussions with staff and clarification of the role we versus staff will play. Following some discussion, we will be able to confirm with you that the budget matches your expectations.

Stage/Task		Fees
Stage 1 Project Orientation		
1	Document Review	\$2,180
2	Kick-Off	\$10,200
		<i>Subtotal</i> \$12,380
Stage 2 Assessment		
3	Issues Identification	\$6,930
4	Code Blueprint: Outline & Drafting Framework	\$5,310
		<i>Subtotal</i> \$12,240
Stage 3 Preparation of Code Update		
5	Drafting	\$71,280
6	Final Code Drafts & Zoning Map	\$17,340
		<i>Subtotal</i> \$88,620
Stage 4 Adoption		
7	Adoption - Final Products	\$7,730
		<i>Subtotal</i> \$7,730
Meetings & Presentations		
	Planning & Zoning Commission Presentation(s) (4 assumed)	\$13,640
	Town Council Presentation(s) (4 assumed)	\$12,040
	Miscellaneous Presentation(s) (2 additional assumed)	\$6,020
		<i>Subtotal</i> \$31,700
		Total Fees \$152,670

REFERENCES FOR SIMILAR WORK

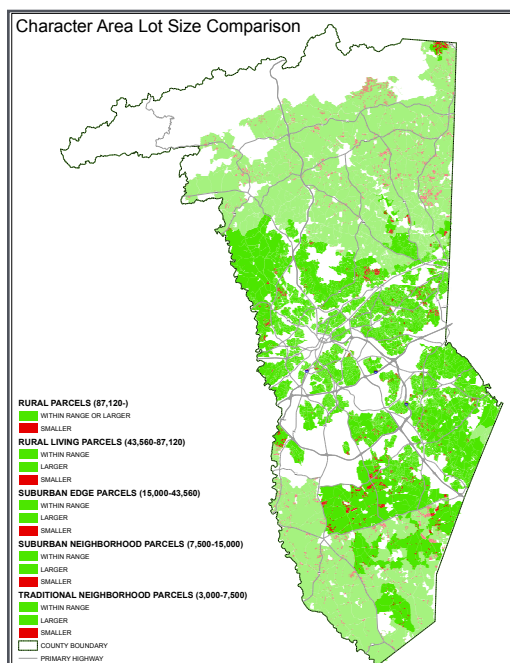
The White & Smith Team has an excellent combination of national, statewide, and local experience, and offers principal personnel who are highly experienced and qualified to address Johnstown's Development Code Rewrite/Update.

We have the credentials and technical competence required to successfully analyze the existing development code, including its closeness of fit with the *Jamestown Area Comprehensive Plan* policies and directions, state and federal laws, and case law, as well as best practices and industry standards.

White & Smith, LLC is pleased to provide the following four client references for projects similar to Johnstown's Development Code Rewrite/Update.

In this section, we also present a selection of our team's work in Colorado and on similar projects in other states. Many of these areas are struggling with growth challenges similar to what Johnstown is experiencing, such as insufficient water demand, the balance of growth pressures and the agricultural community, and a short supply of mixed-use and multi-family housing to support a new generation of industrial, commercial, and retail employees.

The project descriptions include links to work products or project websites where available.



White & Smith currently is leading a consultant team in the development of a Unified Development Ordinance for Greenville County, SC.

We are currently working with staff on a GIS analysis to determine how to implement the County's Future Land Use Map (FLUM).

The FLUM identifies character areas and place types, such as rural living and suburban edge, and the comp plan specifically describes density, lot sizes, and land uses associated with each of the FLUM designations.

We worked with staff to develop three alternatives for implementing the FLUM and select an alternative, and now are using GIS to analyze where existing lot sizes and zoning are consistent or inconsistent with the map.

Client References



Client: Loudoun County, Virginia

Project: **Route 28 Zoning Update** Loudoun County retained White & Smith, LLC, along with the National Center for Smart Growth and WSP, to prepare a set of design-based zoning regulations for the 7-mile corridor north of Dulles International Airport.

Reference: Miguel Salinas | Assistant Planning Officer | Talbot County, MD (former Program Manager, Community Information & Outreach Loudoun County Department of Planning) (410) 770-8030 | msalinas@talbotcountymd.gov

Client: Lafayette Consolidated Government, Louisiana

Project: **Unified Development Code** White & Smith, LLC consolidated Parish-wide zoning and subdivision regulations into a single Unified Development Code (UDC). The UDC was unanimously recommended for approval by the Planning and Zoning Commission, and adopted in May 2015. Mark White conducted staff and elected and appointed officials training on the new UDC prior to its effective date in December 2015.

Reference: Carlee Alm-LeBar | former Development & Planning Director Lafayette Consolidated Government (337) 216-6513 | carlee@rrcoa.com

Client: City of Olathe, Kansas

Project: **Unified Development Code Revision** White & Smith, LLC led a team of consultants that revised the City's Unified Development Ordinance (UDO) and Design Guidelines. These documents implemented the City's Comprehensive Plan (PlanOlathe). The revised UDO-Design Guidelines created new standards and districts for mixed use centers, transit-oriented development (TOD), infill/redevelopment, and conservation subdivisions.

Website: <https://olathe.municipal.codes/UDO>

Reference: David Clements | Planning & Building Director | City of Belton, MO (former Planning Director | City of Olathe) (816) 331-4331 | dcllements@belton.org

Client: City of Sparks, Nevada

Project: **Zoning Regulations Update** White & Smith, LLC led a team consisting of Winter & Company and CFA Reno to update the City's zoning regulations. We took the lead on code drafting and facilitated presentations to the Planning Commission and City Council. The new Zoning Code was adopted unanimously in August 2015.

Code: <https://cityofsparks.us/wp-content/uploads/2017/02/spc-2015-agenda-06-18-zone-code.pdf>

Reference: Jim Rundle | Planning Manager | City of Sparks (775) 353-7827 | jrundle@cityofsparks.us

Aspen, Colorado

Growth Management, Commercial Strategies, Land Use & Sign Code Amendments, Affordable Housing Fee-in-Lieu Analysis

White & Smith, LLC has a long relationship with the City of Aspen, beginning in 2006 and continuing today.

In 2006-2007, Mark White assisted City staff with amendments relating to growth management, affordable housing, and commercial design.

In 2008-2009, Mark developed approaches for the City to retain locally serving and character-based businesses, along with comments related to the City's housing impact fee calculations.

In 2016, Mark led a team of consultants on a variety of amendments to the City's Land Use Code (adopted in January 2017). These included:

- » Land use mix, including a use mix and design that promotes locally serving businesses by reserving space for second tier businesses;
- » Updated commercial design standards;
- » Comprehensive parking and transportation design that includes a "soft" parking maximum;
- » Updated view plane regulations; and
- » Updated housing mitigation requirements.

In 2017, Mark updated the City's sign regulations to reflect the content neutrality principles of the United States Supreme Court decision of *Reed v. Town of Gilbert*. The City adopted the revised sign code in August 2017.

In 2019, the City hired White & Smith to conduct an Affordable Housing Fee-in-Lieu Analysis. Tyson Smith is serving as the project manager, and the firm is teamed with public sector fiscal and economic experts at TischlerBise, Inc. The project includes assessment of the City's current fee-in-lieu program and development of recommended program revisions.

Firm: White & Smith, LLC

Dates: 2006-2007, 2008-2009, 2016-2017, 2017, 2019-present

Population: 6,658 | **Land Area:** 3.88 mi²

Contact:

Ben Anderson, AICP | Principal Long Range Planner
City of Aspen Community Development Department
(970) 429-2765 | ben.anderson@cityofaspen.com



Adams County, Colorado

Analysis of Landscaping and Sign Regulations, Public Finance, Inclusionary Zoning, and Agricultural Uses

White & Smith, LLC worked with TischlerBise and Felsburg, Holt & Ullevig to review Adams County's landscaping regulations, update regional traffic impact fees, and conduct a review of current regulations to identify and recommend changes to any conflicts in various sections of the development regulations and/or with State and Federal regulations.

Mark White prepared several legal memorandums addressing issues identified by County staff. The memorandums addressed diverse planning issues including agricultural uses, dedication issues, inclusionary zoning & affordable housing, and revolving loan funds.

Kelly Cousino prepared a technical memorandum pertaining to the Adams County landscaping regulations. The memorandum included a review of landscaping regulations in three peer counties in Colorado and a comparison of those regulations to Adams County. Kelly then analyzed the relationship of the current landscaping regulations to Adams County's long-range plans and planning policies. The technical memorandum outlined recommended technical, administrative, and formatting changes. An annotated outline proposed a reorganization of the landscaping regulations.

Firm: White & Smith, LLC

Dates: 2017 - 2018

Population: 441,603 | **Land Area:** 1,184 mi²

Contact:

Dr. Nana K. Appiah, AICP
Planning Director/Zoning Administrator
City of Mesa, AZ
(480) 644-2181 | nana.appiah@mesaaz.gov



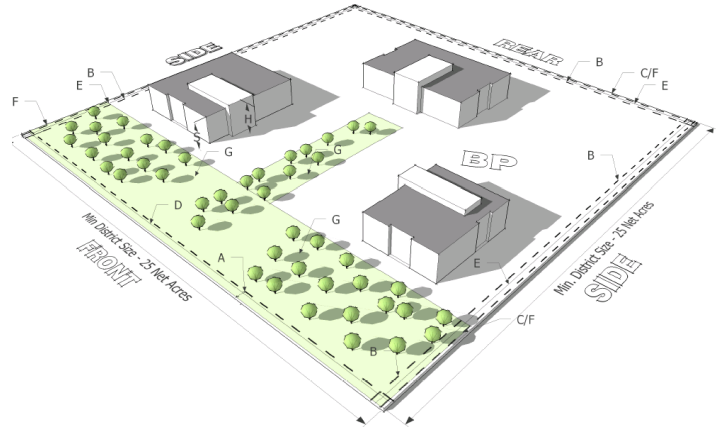
Olathe, Kansas

Unified Development Ordinance

White & Smith, LLC led a team of consultants that revised the City's Unified Development Ordinance (UDO) and Design Guidelines. These documents implemented the City's Comprehensive Plan (*PlanOlathe*), adopted in 2010. The revised UDO-Design Guidelines created new standards and districts for mixed use centers, transit-oriented development (TOD), infill/redevelopment, and conservation subdivisions. They also address sustainability, and created a process that reinforces the City's long-range planning vision.

The UDO combined the City's zoning and design standards, and created a consolidated procedures chapter. It also streamlined the site plan review process.

One issue was the City's reliance on the Planned Development review process, where the Planning Commission and City Council had become extensively involved in negotiating most new development proposals. We needed to convince those agencies and the general public that an administrative process would more effectively accomplish the City's goals for streamlining development approvals, while still maintaining the high quality of development expected in Olathe. We overcame this challenge by carefully illustrating the zoning and design standards, including good statements of purpose and background in the regulations, and explaining how the new system works in public workshops. Both agencies accepted the new system and adopted the UDO, with a unanimous vote at the Planning Commission level.



Firm: White & Smith, LLC

Dates: 2011 - 2014

Population: 125,872 | **Land Area:** 60 mi²

Unified Development Ordinance:
<https://olathe.municipal.codes/UDO>

Contact:

David Clements, Planning and Building Director
 City of Belton, MO
 (former Planning Director | City of Olathe)
 (816) 331-4331 | dcllements@belton.org



Sparks, Nevada

Zoning Code Update

Mark White led a team consisting of Winter & Company and CFA Reno to update the City's zoning regulations. We took the lead on code drafting and facilitated presentations to the Planning Commission and City Council. The new Zoning Code was unanimously adopted in August 2015.

The Sparks Zoning Code provides an excellent example of streamlined development processes, a streamlined yet comprehensive list of permitted uses, and integrated zoning graphics. We also streamlined the City's aspirational mixed use and transit oriented development policies to become relevant and usable in a suburban setting.

The Zoning Code—

- » updates and streamlines the zoning districts, including the zoning districts;
- » consolidates and streamlines the development procedures, including new process flow charts;
- » incorporates graphics and user-friendly language;
- » consolidates the City's design guidelines and manuals into a single document; and
- » adds state of the art standards for accessory buildings, urban agriculture, telecommunications, and other facilities.

Firm: White & Smith, LLC

Dates: 2013 - 2015

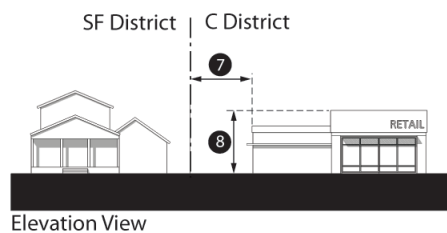
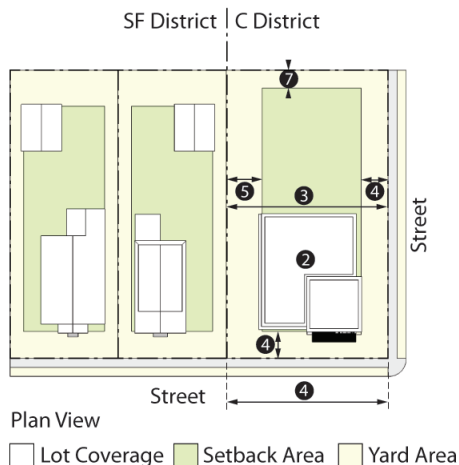
Population: 90,264 | **Land Area:** 35.9 mi²

Document Reference:

<https://cityofsparks.us/wp-content/uploads/2017/02/spc-2015-agenda-06-18-zone-code.pdf>

Contact:

Jim Rundle | Planning Manager | City of Sparks
(775) 353-7827 | jrundle@cityofsparks.us



Source: Winter & Company

Lafayette, Louisiana

Unified Development Code

White & Smith, LLC consolidated Parish-wide zoning and subdivision regulations into a single Unified Development Code (UDC). The UDC was unanimously recommended for approval by the Planning and Zoning Commission, and adopted in May 2015. Mark conducted staff and elected and appointed officials training on the new UDC prior to its effective date in December 2015.

The new UDC:

- » Consolidates and reduces the zoning districts.
- » Introduces smart growth and form-based design principles, including new mixed use districts, a downtown form-based code, and parking reductions.
- » Consolidates the zoning and subdivision processes for both the City and the unincorporated Parish.
- » Brings the list of permitted uses up to date.
- » Creates incentives for agricultural preservation and conservation.

Wallace Roberts & Todd, LLC led the overall project, with its efforts primarily focused on development of the Comprehensive Plan (*PlanLafayette*) in the first phase. Mark's efforts were focused on the latter phases of the project, where he led the implementation of the newly adopted plan through the UDC. The project was completed on time and within budget.

"Mark and his team provided exceptional service and technical guidance in developing a modern and practical UDC for our community. Mark was always responsive and helpful in providing advice and policy recommendations throughout the entire process."

I recommend strong consideration of White & Smith for consulting services in local government planning and code development."

Carlee Alm-LeBar
former Development & Planning Director
Lafayette Consolidated Government

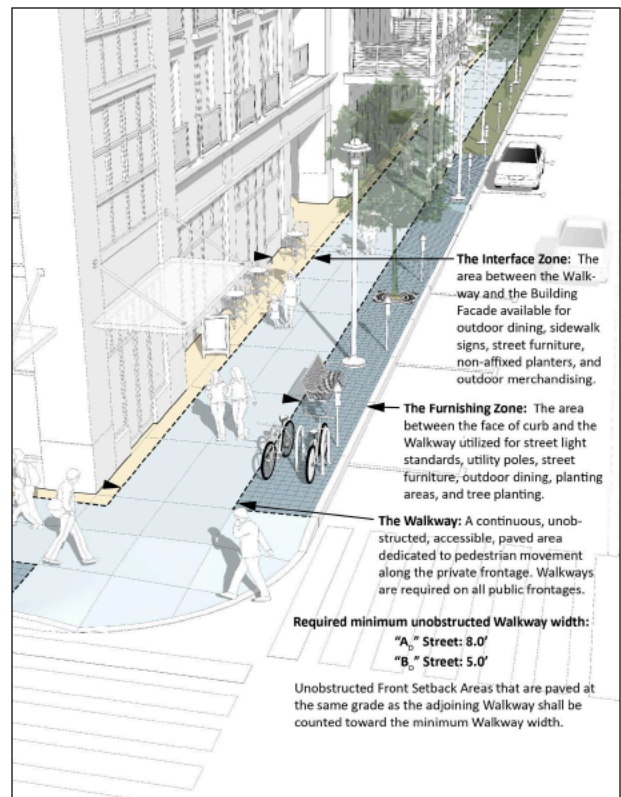
Firm: White & Smith, LLC

Dates: 2013 - 2015

Population: 120,623 | **Land Area:** 53.91 mi²

Contact:

Carlee Alm-LeBar (former Development & Planning Director, Lafayette Consolidated Government)
(337) 216-6513 | carlee@rrcoa.com



The Lafayette UDC includes the Downtown Code developed by their Downtown Development Agency and streamlined based on contributions from White & Smith, LLC. The code won the 2019 Driehaus Form-Based Codes Award (<https://formbasedcodes.org/articles/2019-richard-h-driehaus-form-based-codes-award/>).

Rio Blanco County, Colorado

Land Use Resolution Revisions

White & Smith, LLC was part of a team that revised Rio Blanco County's Land Use Resolution (LUR). The project was initiated as an internal County project and several articles of the LUR were revised in 2011 & 2012. Then, in 2014, Rio Blanco County hired the consultant team to complete the LUR update.

Orion Planning Group and White & Smith, LLC rewrote LUR Articles to update language, improve organization, increase clarity and language precision, remove redundancies, address requirements of state and case law, and clarify how discretionary decisions are made. The Team also evaluated and updated design and development standards to recognize the variety of development contexts in Rio Blanco County.

Firm: White & Smith, LLC

Dates: 2014 - 2016

Population: 6,666 | **Land Area:** 3,223 mi²

Contact:

Rio Blanco Planning Department
(970) 878-9510



Wellington, Colorado

Comprehensive Plan & Land Use Code Update

Logan Simpson is currently working with the Town of Wellington, Colorado to update their Comprehensive Plan and their Land Use Code. The Comprehensive Plan Update focuses on preserving the small-town atmosphere of the community, preserving the unique downtown character, and diversifying the economy of the Town.

Some of the new concepts being contemplated for inclusion in the new code include updating application processes and subdivision standards, mixed use zone districts to provide a more sustainable approach to development of commercial areas, and design standards to preserve neighborhood character.

Firm: Logan Simpson

Website: <http://www.townofwellington.com/451/Comprehensive-Plan-Land-Use-Code-Update>

Contact:

Cody Bird | Town Planner | Town of Wellington
birdca@wellingtoncolorado.gov
(970) 568-3554



ELEVATE EAGLE COMPREHENSIVE PLAN AND LAND USE AND DEVELOPMENT CODE, COLORADO

The Town of Eagle is located approximately 200 miles west of Denver in Eagle County. The town has a population of approximately 6,500 people (Census 2010) and is currently experiencing high growth pressures.

Influenced by Western Slope ranching, federal lands, and two world-class ski resorts (Vail and Beaver Creek), the town has a mix of rich historical agriculture and new recreation economies that influence the growth and development of the community. Although the last plan was adopted just eight years ago, demographic and geographic shifts in the town have spurred many questions about the town's future growth, disaster preparedness, transportation, housing, and resource management. While Eagle has adequate land to satisfy the high demand for growth, the need to protect neighborhoods, green space, and natural assets constrains the Town's growth area and requires careful thought about how the community wants to take advantage of each opportunity for change.

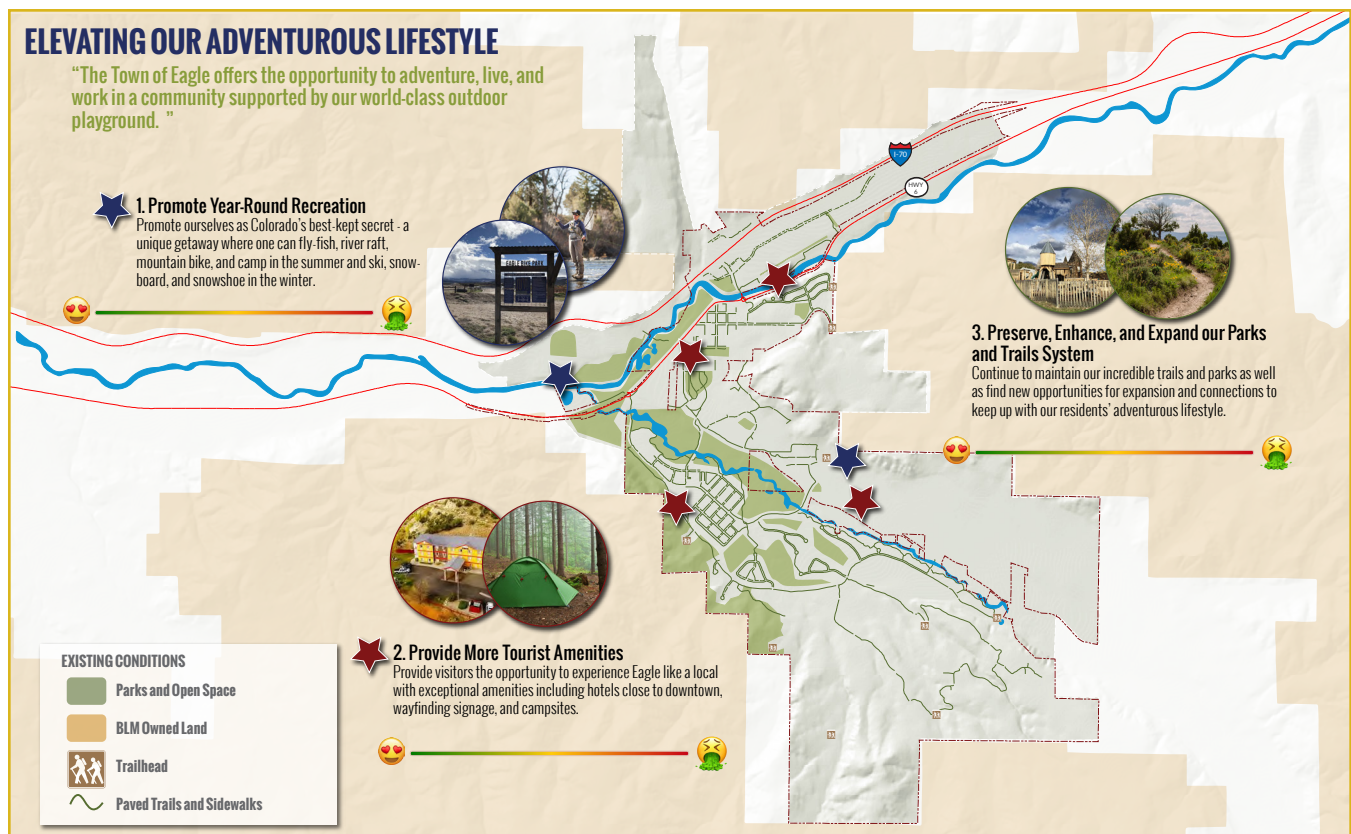
The comprehensive plan update, Elevate Eagle, is being updated in conjunction with the town's Development Code. Adopted in 1976, a full overhaul will be necessary to align the Development Code with Elevate Eagle, as well as to address a number of issues including downtown parking management, low-water landscape standards, lighting, a process perceived as onerous and outdated, and inconsistency in interpretation. White & Smith are assisting with development of the draft code language and providing legal review for compliance with state statutes and case law.

Firm: Logan Simpson

Document Reference: https://www.townofeagle.org/DocumentCenter/View/16477/Elevate-Eagle-Comprehensive-Plan_with-Appendix_reduced

Contact:

Brandy Reitter | Town Manager | Town of Eagle
brandy.reitter@townofeagle.org | (970) 328-9628



US287 STRATEGIC PLAN, CREATE LOVELAND COMPREHENSIVE PLAN, AND ZONING CODE UPDATE, LOVELAND, COLORADO

Loveland is a community seeking to leverage their artistic identity, address growing challenges with changing demographics, and proactively manage growth and regional coordination. Beginning in 2013, Logan Simpson's team worked with the City to develop the **US 287 Strategic Plan** for this regional highway in a sustainable manner, also the predominant north/south route through the City. The plan provides both policy and physical improvement recommendations, with a focus on the revitalization and improved economic vitality of the corridor over the next 20 years. Key objectives of the plan included creation of a positive, welcoming image along the corridor and at gateways; generation of private investment; redevelopment of deteriorated areas; generation of jobs and new tax revenue; and improvement of public infrastructure.

Partway through the US287 strategic planning process, Logan Simpson began working with the City on the comprehensive plan update. Logan Simpson's approach to **Create Loveland** included a focus on the redevelopment of downtown and key commercial corridors; resiliency in all its economic, fiscal, neighborhood and environmental dimensions; and greater integration of land use, transportation, and healthy lifestyles. The plan used broad community input to articulate the shared values and vision of Loveland's citizens. A set of performance indicators, prepared in partnership with our subconsultant team, support the plan by showing historic trends, a future trajectory, and ways to assess Loveland's progress in achieving that vision. Create Loveland was awarded a 2017 Merit Award from APA Colorado—more than just aggressive monitoring, this plan lays the foundation for the immediate update of the municipal code as well as prepositioning to apply for HUD resiliency funding.

Most recently, Logan Simpson joined an attorney-led team to complete the City's **Zoning Code Update**. Specific attention was given to

developing new zoning code language and standards to reflect the Comprehensive Plan's vision for new Complete Neighborhoods and Enhanced Corridors. This involved creating a series of graphics that illustrate different building types within a housing palette, building massing concepts for the downtown area, and new infill, corridor, and neighborhood development standards. This cohesive graphic language complements the updated code, ensuring a more user-friendly and functional document. The Complete Neighborhoods concept was worked into the code as an optional alternative land use designation to encourage a more sustainable approach to neighborhood design by bringing everyday services closer to home to reduce number of automobile trips and increase walkability. A complete neighborhood includes a fine grained mix of housing types, densities, and neighborhood scale commercial and civic uses arranged in a pattern that supports pedestrian and bicycle transportation ultimately integrating commercial and employment uses with housing.

Firm: Logan Simpson

Contact:

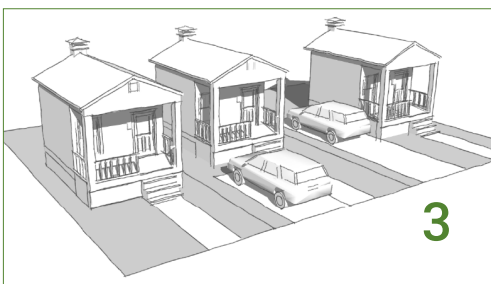
Alan Krcmarik, Executive Economic Advisor
City of Loveland
(970) 962-2625 | alan.krcmarik@cityofloveland.org



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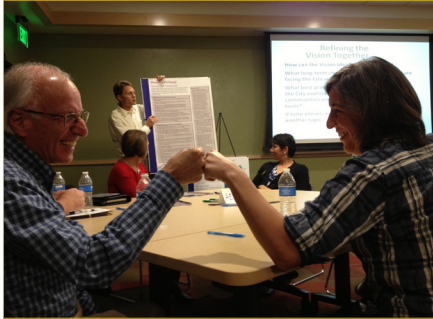


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5

1,2) Artist's renderings depict general concepts for future development and redevelopment 3-5) These three graphics support Loveland's policies for implementation through the code update, and include a Housing Palette, the Downtown Redevelopment Area, and Complete Neighborhoods, which incorporates sustainability elements through a mix of housing types, parks, and retail in a walkable setting.



The multi-pronged community engagement strategy aimed to continually reach and unify this diverse first-tier suburb of Denver through an interactive website, keynote speaker events discussing big issues and opportunities, multimedia event coverage, mailed newsletters to all residents, advisory board summits, and engagement of youth in the planning process.

ARVADA COMPREHENSIVE AND TRANSPORTATION PLAN, LAND USE CODE UPDATE, AND TRAFFIC DIVISION STANDARDS, COLORADO

In 2013, Logan Simpson managed the consultant team to update the City of Arvada’s comprehensive plan. The City was experiencing many changes with the opening of a new commuter rail line, a new regional parkway, large-scale new developments and a renaissance in its Olde Town. Arvada’s aging population, older neighborhoods, and declining retail environment, presented challenges requiring economic development strategies focused on building home-grown businesses, developing in brown-field or infill areas, revitalizing blighted areas through active urban renewal authority, and maintaining an aging infrastructure.

The overall policy reform focuses on sustainability and active living. In an additional segment of the study, Logan Simpson integrated land use and transportation planning for four new TOD Stations, a regional parkway, and a new creative district along Wadsworth Boulevard with transit options addressing the expanding Arvada Center. This creative arts district looks to strengthen the connection between the historic downtown and the regionally significant Arvada Center, by considering retail redevelopment, placemaking, supporting transit, and the need for building space and housing appropriate to artists and creative industries. The plan was unanimously adopted by City Council in December 2014.

Following adoption of the comprehensive plan in 2014, Logan Simpson has been working with an attorney-led team on the two year project of updating the land development code to both comply with the new comprehensive plan policies and develop new regulation to address mixed use and infill development as well as emerging trends in sustainability and transportation including ride share, scooter share, and Uber/Lyft.

More recently, Logan Simpson joined a team of transportation engineers to assist in development of a transportation manual. Our team is currently reviewing the existing code for any language related to traffic and transportation planning and populating a matrix to help determine redundancy, inconsistency, and/or missing regulations. This information will be used to determine what needs to belong in the new transportation manual and what updates need to be made to the land development code to correlate. Recommendations to code language updates will be made as a final deliverable to the project.

Firm: Logan Simpson
Contact:
Carol Ibanez, AICP | Senior Planner
City of Arvada
(720) 898-7463 | cibanez@arvada.org

MILLCREEK TOGETHER GENERAL PLAN AND DEVELOPMENT CODE, UTAH

Logan Simpson is leading the project to develop a General Plan and recommend ordinance changes for the City of Millcreek, incorporated in 2016. This will be the first General Plan for the City, and the project is of great interest throughout the community.

Millcreek is unique in Utah in that it encompasses a broad diversity of demographics, ethnicities, and economic conditions, and the City leaders are committed to developing a plan that is both individualized to the needs and circumstances of all its residents, and unifies and brands the new City as a great place to live and invest.

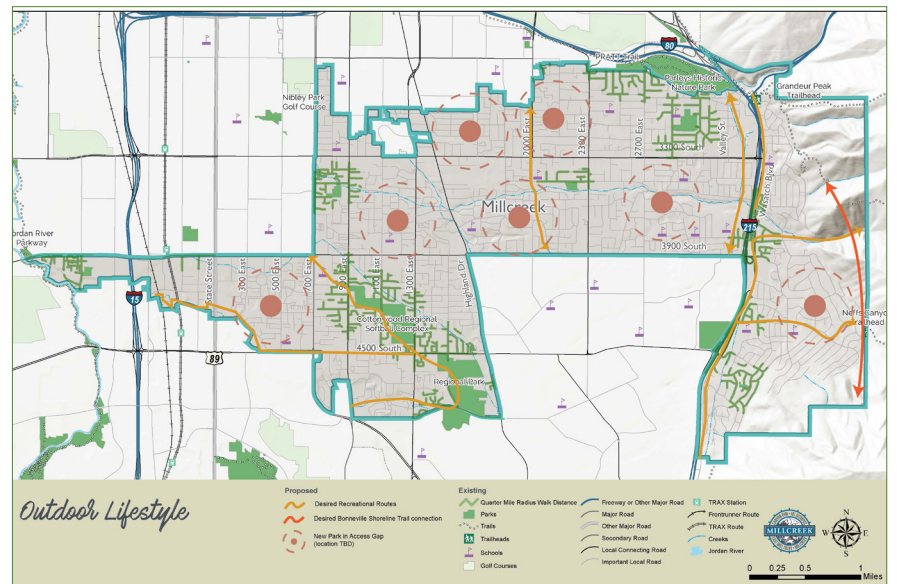
Hallmarks of the project include a neighborhood-by-neighborhood outreach and education public engagement program, and identification and design of a town center overlay zone and a Main Street overlay zone.

As we move forward with developing the code, Logan Simpson will recommend amendments to the Salt Lake County land use regulations that were adopted by the City at incorporation and tailor them to meet the City's objectives.

Firm: Logan Simpson

Contact:

Francis Lilly, AICP
 Planning Director
 Millcreek Planning Services
 (801) 214-2752
flilly@millcreek.utah.gov



WHITE &
SMITH, LLC
PLANNING AND
LAW GROUP



L O G A N S I M P S O N

Wilson Williams LLP

Nina P. Williams

February 19, 2021

Kim Meyer
Director of Planning and Development
Town of Johnstown
planning@townofjohnstown.com
kmeyer@townofjohnstown.com

**Re: Proposal for Development Code Re-Write and Update
Town of Johnstown**

Dear Director Meyer,

My name is Nina P. Williams, and I am pleased to have the opportunity to respond to the Town of Johnstown (“Town”) Request for Proposals (“RFP”) for services the Town’s Development Code Re-Write / Update.

I am a municipal attorney with a passion and track record for assisting various small communities with practical, accessible solutions to legal issues and obstacles. Having spent the last fifteen years specializing in land use and zoning, I am extremely interested in the project to revise your Town’s Development Code.

If awarded the opportunity, I plan to be the project lead and primary professional working on this matter. Geoff Wilson would assist with his vast experience with municipal authority regarding oil and gas, and we will have the general resources of our law firm available at our disposal. Our firm also contracts with a professional planner to assist with technical deliverables such mapping, graphics and design standards. As noted in more detail in the Work Plan below, I anticipate working with, and relying on contribution from, the Town Planning Department during portions of the project, including Code analysis, organization and drafting, if the Town agrees with this approach.

Statement of project methodology and perspective

The project methodology extends far beyond resolving and simplifying inconsistencies and outdated or superfluous regulations within the Town Development Code, although that is an important foundation. Our project perspective will be focused on Johnstown unique needs and recent exponential growth, which will likely be discussed within the Town’s imminent Comprehensive Plan, and will be identified by our team and City staff through various forms of community engagement and participation.

Our approach is consistent anytime we are hired by a municipality: We work alongside the client, as a member of their team, helping them to achieve their objectives. We never pretend to

know more about what a community needs than its own constituency. There are no cookie cutter, copy and paste, or generic answers, but knowledge of various options, state law, and due process procedural concerns is necessary. Our vast and diverse experience allows us to offer creative, adaptable solutions, and ensure a final work product is legally consistent, and meets the Town's goals. Public engagement and guiding the compromise of multiple viewpoints in a practical, effective manner is my specialty. We have also used the last twelve months to grow that experience, determining what remote and virtual approaches work best, when in-person participation is not preferred.

Your Town's development needs and planning goals are unique to Johnstown. However, we believe our experience, skills and methodology obtained through analyzing, advising on, revising and drafting land use and development codes will be a great asset to this project. For example, Nina specializes in ensuring fairness and due process is preserved in quasi-judicial hearings, and advising planning staff on administrative and public processes. Therefore, she will insure those requested updates are made to your Town Code. Additionally, our experience assisting small towns with downtown business economic overlay districts, small cell regulations, sign codes, PUDs, housing development, and development incentives will benefit the Town's implementation of this project.

Qualifications

Effective March 1, 2020, Respondent Nina Williams is a partner is with the law firm Wilson Williams LLP. She previously served as Special Counsel at the municipal law firm Murray Dahl Beery & Renaud LLP. For the last fifteen years, Nina has practiced in local government and zoning law, dealing with all aspects of land use, development, legislation, personnel and government operations. She specializes in land use code diagnosis, analysis, revision and drafting to implement planning goals.

Nina Williams currently serves as designated Town and City Attorney for numerous Colorado municipalities, as well as special counsel to other towns and cities, on zoning and planning matters, as needed, including the City of Woodland Park Board of Adjustment. Nina was also recently hired in the Town of Green Mountain Falls to assist with their Land Use Code re-write.

Nina Williams assists town and city managers, administrators, planners, community developers and clerks on a daily basis. In addition to city councils and town boards, Nina advises numerous planning commissions, boards of adjustment, zoning boards of appeals and variance boards. Nina has analyzed, drafted and re-wrote significant portions of the land use and zoning codes for the varied and diverse municipalities of: Fort Morgan, Salida, Idaho Springs, Nederland and Monument, as well as numerous villages in suburban New York. Nina is currently in the middle of the City of Salida's two year comprehensive Land Use Code re-write; assisting and advising City planning staff, planning commission and community land use code advisory committee at each stage of the process managed by Clarion Associates. Nina is also currently in the process of exclusively managing, conducting, advising and drafting the in-house, complete overhaul of the City of Fort Morgan's Development and Zoning Code.

Nina began her legal career representing applicants and large developers in all phases of the planning and development process, including in front of governing boards, planning commissions and zoning boards. We feel that professional background will benefit Johnstown, given its recent growth and development

Nina currently teaches an annual graduate course at the University of Colorado Denver, for the New Directions in Politics and Public Policy program, entitled “Planning and Development: Zoning, Local Government and Affordable Housing.” She is also a proud co-founder of the Rising Municipal Attorneys, a networking group of over 125 lawyers throughout the state.

Nina is a frequent speaker on land use and local government issues, including at the Department of Labor planning commissioners training, the Municipal Clerk’s Institute, the Colorado Bar Association Government Counsel section and the Colorado Municipal League conference. She also regularly conducts tailored trainings to towns and cities, including planning commissions, boards of adjustment, historic preservations commissions and governing boards. She authored “A Conversation on Quasi-Judicial and Ex-Parte Issues” in *Colorado Municipalities*.

Geoff Wilson served as General Counsel for the Colorado Municipal League for 27 years, where he represented the interests of the League’s 265 member municipalities before the Colorado General Assembly, in rulemaking and before Colorado’s appellate courts. Beyond representation of municipalities as city Attorney, Geoff’s areas of emphasis include sales and use taxation, ethics and conflicts of interest, open records, open meetings, the TABOR amendment, elections and oil and gas regulation. In fact, Geoff has worked with oil and gas issues for over twenty years. He has been intimately involved with numerous case defining municipal authority regarding oil and gas, as well as with drafting recent state legislation further defining that municipal authority.

Work Plan and Schedule

The proposed Scope of Services is organized into three phases, and we believe it can coordinate with the estimated timeline within the Town’s January 29, 2021 Request for Proposals:

- 1) Code Diagnosis,
- 2) Code Update, and
- 3) Code Adoption.

Phase I. Code Diagnosis

Project Initiation

I will meet with Town staff to plan the project schedule, discuss project coordination and review protocols, and identify issues associated with administering the current development regulations and achieving the objective of implementing the Town’s new plan. Town staff will be requested to compile a list of major concerns with the current land use and development regulations that have not been captured in the Comprehensive Plan.

Document Review

I will conduct a review of the Municipal Code associated with land use and development regulation, including Chapter 15, Chapter 16 and Chapter 17, as well as the 2006 Comprehensive Plan, and the upcoming 2022 Comprehensive Plan, and the Official Town general zoning map and the Johnstown Municipal Boundaries and Growth Management Areas map. Town staff will be requested to provide electronic copies of the current, most up-to-date development regulations and other supporting documents deemed necessary to carry out the project. The product of this task is an analysis of the Town's existing codes, and commentary with general recommendations on proposed changes.

Community Engagement

We can host meetings, as identified in the Town RFP with community and stakeholder committees, planning commission and staff to ensure our document review comports with the expectations of the project and needs of the community. Given the current state of affairs, we will also be nimble and have remote meetings, as requested, in addition to citizen comment submission via electronic means.

Phase II. Code Update

Annotated Outline

I will prepare an annotated outline for consolidating and reforming the Town's annexation, zoning, subdivision, and other development regulations, and ask for contribution from the Town Planning staff with this task. I will present the annotated outline to the Planning Commission and discuss any suggested refinements. One or more meetings during the same trip can be scheduled with Town staff and other relevant committees.

Draft Code

Using the annotated outline as a guide, and with the assistance of the Town Planning team, I will completely rewrite and reorganize the Town's land use and development regulations. At a minimum the rewrite will include:

- General provisions, non-conformities, and enforcement;
- Administration and procedures, inclusive of annexation;
- Zone districts and uses;
- Special regulations (as appropriate, such as the sign regulations);
- Design standards;
- PUD guidelines;
- Subdivision regulations; and
- Definitions.

This draft will consolidate the Town's development regulations, with refinements that implement the comprehensive plan and establish predictable rules and processes in an organized format that is legally sound.

We will present sections of the draft code in a series of Planning Commission work sessions and will discuss any suggested refinements. One or more meetings during each trip can be scheduled with Town staff. Town staff will be requested to assist with meeting logistics.

Community Engagement

We will facilitate a community workshop during this project phase, to provide an opportunity for public feedback and stakeholder engagement on key draft code provisions prior to public hearings. If possible at the time, the workshop will be structured as day long open house events to ensure good turnout (again depending on the state of the pandemic and local health orders and recommendations at the time). We will attend one joint work session with the Town Council and Planning Commission to present the draft regulations, highlight key provisions and revisions, and obtain guidance for preparing the final draft of the development code. One or more meetings during the same trip can be scheduled with Town staff.

Phase III. Code Adoption

Community Engagement/Public Hearings

We will prepare a revised draft of the regulations incorporating all refinements from the Town staff, Town Council and Planning Commission discussions in Phase II. We will attend one public hearing each before the Planning Commission and Town Council to present the revised draft code along with comments summarized from the community workshop. Prior to the hearings, we will: (1) review and confirm public notice format and timing pursuant to state statutes and the Town's Municipal Code, (2) prepare a cover memorandum summarizing key process events to date, significant issues and recommendations, (3) confirm the proper Planning Commission resolution and Town Council ordinance format for recommendation and adoption of the new code, and (4) prepare for and facilitate any final amendments desired by the Town Council to be incorporated at the conclusion of the public hearing, in the form of amendments to the adopting ordinance made by motion. Based on the outcome of the public hearings, we will incorporate approved amendments into a final document to be presented to Town staff and the Town Council.

Cost estimate for professional services, travel and deliverables

We commit that our total amount charged for this project will not exceed \$85,000. As stated earlier, this maximum total fee assumes that Town Planning staff will assist during portions of the project which will save the respondent time and resources, including Code analysis, organization and drafting. We estimate expenses, such as travel and printing costs to not exceed \$1,500. We estimate Phase I Code Diagnosis to amount to around \$12,500; Phase II Code Update around \$50,000 and Phase III Code Adoption around \$20,000.

References

1. Glen VanNimwegen
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City of Longmont
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(303) 651-8710
2. Steve Glammeyer

City Manager
Former Public Works and Planning Director
City of Fort Morgan
100 Main Street
Fort Morgan, CO 80701
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3. Jonathan Cain
Assistant City Administrator
City of Idaho Springs
1711 Miner Street
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(303) 567-4421
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4. Sarah Crosthwaite
Economic Development Manager
Town of Johnstown
450 S Parish Avenue
Johnstown, CO 80534
(951) 250-1471

In conclusion, I appreciate the opportunity to submit this RFP, and look forward to meeting you and any members of the selection committee. Please feel free to contact me with any questions you may have.

Sincerely,

A handwritten signature in black ink, appearing to read "Nina P. Williams". The signature is fluid and cursive, with the first name "Nina" being the most prominent part.

Nina P. Williams