

# Zoning Ordinance Rewrite

QUALIFICATIONS in response to RFP dated March 6, 2018



**duncan** | associates

April 10, 2018

Village of Allouez  
Economic Development and Planning Department  
1900 Libal Street  
Allouez WI 54301  
Attn: Trevor Fuller

Dear Mr. Fuller:

On behalf of Duncan Associates and Codametrics, I am pleased to submit this proposal to prepare a modern and innovative zoning ordinance for the Village of Allouez. Our firms joined forces in pursuit of this project after careful consideration of the village's expectations, as presented in the request for proposals, the 2014 Comprehensive Plan Update, and the 2015 Riverside Drive & Webster Avenue Corridor Study.

Our team partners specialize in providing planning, zoning, and urban design services to local governments. We have prepared zoning & subdivision ordinances, unified development ordinances, form-based codes, and other plan implementation tools for jurisdictions throughout the midwest region and across the U.S. Among our many strengths, each of our team members has:

- A solid base of directly related experience that we will call upon as needed to ensure timely and successful completion of the project and a seamless transition from planning to the critically important implementation work;
- A commitment to providing our clients a high level of service to achieve the projects goals;
- A unique focus on smart growth and sustainable development practices with the goal of implementing the community's vision for the future; and
- A reputation for drafting concise, comprehensible, and common-sense zoning regulations that are visually-appealing, user-friendly and written in "plain English."

Our consultant team was assembled to provide the needed skills and demeanor for the Allouez project. We have worked together before on similar assignments and have proven our ability to nimbly adjust to emerging project priorities and shifts in direction. This is the type of project of great interest to our team, working together to create a code specific to your community.

We look forward to the opportunity to discuss our approach and qualifications in greater detail. Please contact me ([kirk@duncanassociates.com](mailto:kirk@duncanassociates.com), 312-527-2500) if you have any questions or additional requests.

Sincerely,



Kirk R. Bishop  
Principal

**duncan** | associates

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## User-Friendly Formatting

- a** Page header
- b** Prominent headings
- c** Tables
- d** Cross references
- e** Graphics
- f** Consistent numbering, indented paragraphs
- g** Page numbers

**a** Zoning Ordinance District Regulations

**b** 20.080.001 Development Regulations

Table 20.080.001 prescribes the development standards for the ECRMX District. Additional regulations are denoted in the right hand column. Section numbers in this column refer to other sections of this Ordinance, while individual letters refer to features illustrated in Figure 20.080.001.

**c** **TABLE 20.080.001: DEVELOPMENT STANDARDS**

Standard	ECRMX	Additional Standards
<b>Building Form and Location</b>		
Height (ft)		
Building Maximum	80 (A)	20,300,006 Heights and Height Exceptions
Building Maximum for Mixed-Use	120 (B)	20,080,002(B); Increased Height for Mixed-Use Buildings
Street Wall Minimum	25 (C)	
Street Wall Maximum	35 (C)	
Ground Floor	15 (D)	

**d**

**e**

**f** 20.080.002 Supplemental Regulations

A. **Building Transparency.** Exterior walls facing and within 20 feet of a front or street side property line shall include windows, doors, or other openings for at least 40 percent of the building wall area located between 2.5 and seven feet above the level of the sidewalk. No wall may run in a continuous plane for more than 30 feet without an opening. Openings fulfilling this requirement shall have transparent glazing and provide views into work areas, sales areas, lobbies, or similar active spaces, or into window displays that are at least three feet deep. They shall not provide views into parking or vehicle circulation areas.

**e**

**FIGURE 20.080.002(A): BUILDING TRANSPARENCY**

Windows, doors or other openings shall occupy at least 40% of the building wall area located between 2.5 and 7 feet above the level of the sidewalk.

**g** 97

**Project Manager:** Kirk Bishop

kirk@duncanassociates.com

**duncan** associates

116 West Illinois | Suite 700 | Chicago IL 60654

p. 312 527 2500 | f. 312 268 7418

www.duncanassociates.com

# PROJECT TEAM

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## Firm Histories

### DUNCAN ASSOCIATES

From offices in Chicago and Austin, Duncan Associates has provided zoning and planning consulting services to over 120 cities and counties in more than 30 states. The firm was founded in 1977 and is a nationally-recognized leader in the field, as evidenced by numerous awards from the American Planning Association.

Duncan Associates has built its reputation on identifying local issues, exploring alternative approaches and transforming conceptual recommendations into zoning regulations that work...and stand the test of time. The firm is built around a base of former local government planners and code administrators, individuals who have administered and enforced regulations and know about the real-life challenges of code administration that arise on nearly a daily basis.

Our project director will be **Kirk Bishop**. See qualifications statement on the following page as well as Kirk's resume, following.

*Duncan Associates will serve as the overall project manager for the Allouez ordinance assignment and will lead the ordinance drafting process. The firm is a Texas S-Corporation, with a five-person professional staff.*

### CODAMETRICS

Codametrics staff has a long history of code work, employing innovative techniques to help guide and prioritize development. The studio's work ranges from overlays for neighborhoods,

nodes and downtowns to comprehensive code updates.

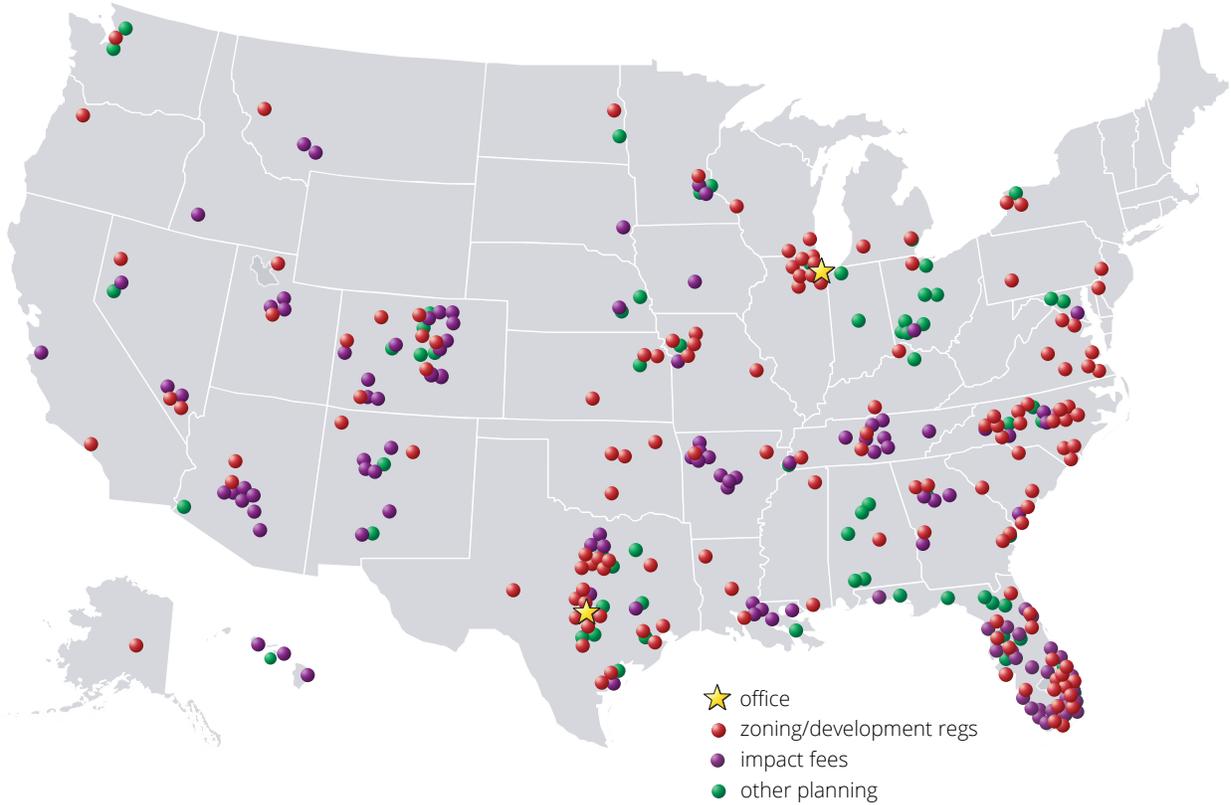
Codametrics' staff includes designers *and* planners. This ensures a real-world perspective on zoning as well as exposure to leading edge sustainable site development and design practices. Codametrics' staff are constantly immersed in the best ideas of sustainability metrics, gained from service on the USGBC and Star Community Rating System Technical Assistance Groups.

Studio principal, **Leslie Oberholtzer** serves on the Resource Council for the Form-Based Codes Institute, an organization dedicated to advancing the best practices of form-based coding. Since being founded in 2012, Codametrics has prepared form-based codes for Boulder (CO), St. Louis Park (MN), Hartford (CT) and several other cities.

*Codametrics will conduct our community character analysis, lead the development of form-based zoning, and assist with other design-related provisions on the Allouez zoning project. Codametrics is a studio of Duncan Associates, with a separate practice and product.*

## PROJECT TEAM

duncan | associates



## Project Manager Qualifications

Our project director for the Allouez project will be **Kirk Bishop**. Kirk has been with Duncan Associates since 1987 and has led most of the firm's zoning ordinance work over the years. He has prepared zoning ordinance rewrites and planning studies for local governments

throughout the U.S. Examples include Chicago, Philadelphia, Kansas City, Pittsburgh, Toledo, Wauwatosa, Charleston County, and numerous other cities, towns and villages.



**Kirk Bishop**  
PRINCIPAL

Kirk is a principal with Duncan Associates. During his 30 years with the firm he has served as a zoning and development code consultant to local governments throughout the U.S.

Kirk’s substantial portfolio of work includes development ordinance revisions and code updates for dozens of local governments including several large cities, such as Chicago, Philadelphia, Pittsburgh, Kansas City, Detroit, Tulsa and Toledo. In recognition of his big city experience, he was invited by Harvard University and the Lincoln Institute of Land Policy to serve on a three-member panel of zoning advisors for planning directors of the 25 largest U.S. cities.

PREVIOUS CLIENT	ASSIGNMENT	KIRK’S ROLE
Chicago (IL)	Zoning Ordinance	Project Manager
Philadelphia (PA)	Zoning Ordinance	Co-Project Manager
Pittsburgh (PA)	Zoning Ordinance	Project Manager
Kansas City (MO)	Zoning & Development Code	Principal Planner
Portland (OR)	Zoning Ordinance Assessment	Project Planner
Tulsa, (OK)	Zoning Code	Project Manager
Toledo (OH)	Zoning Code	Project Manager

Kirk’s background also includes code rewrites for many smaller communities and counties, as well as specialized zoning assignments for state and regional agencies. He prepared two feedlot zoning handbooks for the Minnesota Department of Agriculture and recently completed a report for the Indian Nations Council of Government (OK) recommending zoning strategies for alternative fuel vehicle fueling stations.

Before joining Duncan Associates, Kirk was a senior research associate with the American Planning Association, where he served as principal researcher for studies, reports and training workshops. His examination of zoning strategies that enhance the visual quality and functional operation of road corridors was published as a Planning Advisory Service Report, *Designing Urban Corridors*.

Early in his career, Kirk worked as a senior planner with the City of Austin (TX), where he was responsible for zoning and subdivision case review, land-use studies, historic preservation and staff support for a council-appointed citizens’ panel charged with reviewing amendments to the city’s land development code.

Kirk is a frequent speaker at conferences and training workshops and a regular guest lecturer in the University of Illinois at Chicago’s Urban Planning and Public Affairs program.

**EDUCATION**

M.A., Urban and Regional Planning, University of Iowa

B.A., Political Science, University of Iowa

## PROJECT TEAM



### **Leslie Oberholtzer** AICP, RLA, LEED AP PRINCIPAL

With an extensive background in landscape architecture and smart growth planning, Leslie has worked over the last two decades to promote sustainable development through the availability of alternative transportation and housing choices, green building and infrastructure construction, community building, and preservation of community tradition and character. In addition to being a registered landscape architect, she is a National Charrette Institute (NCI) certified planner and AICP certified.

Leslie is a national zoning expert and form-based code leader, writing neighborhood and full city codes across the country over the last ten years, with clients including the City of Hartford CT, Boulder CO, Des Moines IA, the Chicago Regional Transportation Authority (RTA), and the Chicago Metropolitan Agency for Planning (CMAP). She developed the pioneering sustainable urbanist modules for the Smart Code, and was a contributor to the EPA Essential Smart Growth Fixes for Urban and Suburban Zoning Codes.

#### **RESOURCE COUNCIL OF THE FORM-BASED CODES INSTITUTE**

Leslie is currently a member invited to join the Resource Council of the Form-Based Codes Institute. Members of the Resource Council serve as instructors for FBCI courses, discuss the current state of the practice of form-based codes, and provide additional insight and support to the organization.

#### **SUSTAINABILITY SERVICE**

Leslie served as one of twenty national experts in sustainability on the Technical Advisory Group for STAR Communities. STAR Communities helps cities and counties achieve meaningful sustainability through the first national framework for local community efforts with a mission to advance a national framework for sustainable communities through the delivery of standards and tools built by and for local governments and the communities they serve. .

Leslie has also served as one of a handful of professionals around the country on the USGBC Location and Planning Technical Advisory Group. The Technical Advisory Group focuses on reviewing and promoting the use of the USGBC's LEED products, specifically LEED for Neighborhood Development, and meets biweekly to discuss projects that have submitted for LEED certification and reviews credit interpretations based on location and planning related credits and prerequisites within all of the LEED products.

## EDUCATION

**University of Texas at Austin**, Master of Science in Community Planning 2000

**University of Texas at Arlington**, Bachelor of Science in Landscape Architecture 1988

# PROJECT APPROACH

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## PROJECT UNDERSTANDING

*We understand that Allouez desires a new, innovative, modern zoning ordinance and map that implements the vision defined in the recent comprehensive plan and the Riverside Drive and Webster Avenue Corridor Study. The new ordinance will be well-organized, richly illustrated, and easy-to-use, designed to reflect the character of the village with the goal of more predictable, higher quality development.*

Our team is structured to provide an overall code framework that will revisit existing conventional zoning standards and develop appropriate levels of form and design requirements. The new zoning code components will be **CONTEXT-SENSITIVE** and **PLACE-BASED** with zones and subzones set by geographic areas within the community.

The new zoning ordinance will be reorganized to provide **EASE OF USE**. It will be rewritten to incorporate new language where required, while retaining existing language that is functioning well. Further, the new code will aim to **SIMPLIFY** the process of development through clearly stated regulations, decreasing reliance on planned development districts.

The new code will work to implement the recent comprehensive and corridor plans. Among other things, Allouez's new zoning ordinance will specifically need to:

- Promote **CONNECTIVITY** and **WALKABILITY** throughout the community;

- Respect and protect stable residential neighborhoods;
- Introduce a new mix of **HOUSING TYPES** in appropriate locations to address a full life-cycle of housing choice;
- Require a **MIX OF USES** in areas designated by the comprehensive and corridor plan;
- Address building and site design to incorporate current **SUSTAINABLE** development practices;
- Provide opportunities for new mixed-use development at **NEIGHBORHOOD NODES** to increase walkability;
- Address building **MATERIALS** and key building facade **DESIGN** components; and
- Allow for well-designed, context sensitive **INFILL** development.

The new code will be **LEGALLY ENFORCEABLE**, organized, easy to read, richly illustrated, and well formatted. Our team will coordinate with General Code for on-line publishing.

## PROJECT APPROACH



from Riverside Drive & Webster Avenue corridor plan

## PROPOSED SCOPE OF SERVICES

*The following project approach and deliverables outlined in this section reflects our time-tested methodology for successful completion of code updates within the provided budget. Our team will work closely with staff to adjust the tasks to meet the specific needs of the village and to ensure timely completion of all tasks and delivery of all products.*

### Task 1: Reconnaissance & Diagnosis

During Task 1 our team will work to gain an in-depth understanding of the village's planning documents and the existing maps and ordinances. This task will also provide an opportunity to build on our current knowledge of the village's values and on-the-ground conditions.

#### 1.1: Existing Plans Review

- ✎ Conduct in-depth review of the current comprehensive plan, Riverside Drive and Webster Avenue Corridor Plan, and other relevant planning documents.
- ✎ Work with village staff to identify and collect other documents, studies, and base data.

#### 1.2: Kick-off Meeting

- ✎ Meet with village staff at the start of the project to discuss the project scope, work plan, schedule and logistics.

- ✎ Discuss substantive issues to be addressed as part of the project.
- ✎ Consultation with the Village Attorney.

#### 1.3: Listening Sessions

- ✎ Conduct ordinance user listening sessions to gain insight into local issues and concerns.
- ✎ Meet with any board and commission members as directed by staff.

#### 1.4: Public Outreach Strategy

- ✎ Prepare public outreach meeting strategy describing proposed approach to engaging stakeholders and the general public in the project.
- ✎ Provide materials for project website and social media interaction.
- ✎ Consider working with a committee of stakeholders on a regular basis to inform the code writing and review code drafts.

### 1.5: Evaluation of Existing Neighborhoods, Corridors, & Districts

- ✈ With staff, identify neighborhoods, corridors, and districts that warrant new, more detailed regulations.
- ✈ Conduct field surveys and other research to gain a better understanding of built patterns and neighborhood character within each of these identified areas.
- ✈ Initial findings of this step, including mapping and character documentation will be included in Task 1.6 diagnosis.

### 1.6: Prepare Diagnosis & Solutions Memo

- ✈ Develop a short diagnosis document summarizing the findings from tasks 1.1 through 1.5.
- ✈ Assess existing zoning ordinance in terms of comprehensive plan implementation/ consistency, usability, compliance with state and Federal laws, sustainability and other agreed-upon benchmarks.
- ✈ Develop a short solutions memo outlining recommendations for the direction of the new zoning ordinance.
- ✈ Draft an initial working outline for the new code
- ✈ Present draft diagnosis and directions report to staff for review and comment and to serve as basis for initial draft code.

### 1.7: Initial Public Meeting

- ✈ Hold initial public meeting, present draft diagnosis report, and discuss proposed solutions with stakeholders and general public. Conduct exercises to gain additional input as needed.
- ✈ Provide written summary of results of public meeting.
- ✈ Present at any boards and commissions as directed by staff.

## Task 2: Initial Draft Zoning Ordinance

### 2.1: Initial Draft Zoning Ordinance

- ✈ Prepare initial (internal) review draft of new zoning ordinance.

- ✈ Present draft zoning ordinance to staff for review and discussion.
- ✈ Include changes and new provisions identified in Task 1, as well as general editing and technical changes.
- ✈ Identify substantive amendments to existing regulations through footnotes, editor's notes and conventional legislative formatting techniques.

### 2.2: Initial Draft Zoning Map Revisions

- ✈ Prepare initial (internal) review draft of proposed revisions of zoning map.
- ✈ Present initial draft zoning map revisions to staff concurrently with ordinance to discuss proposals and receive feedback.

## Task 3: Public Review Draft Ordinance and Map

### 3.1: Public Review Draft

- ✈ Prepare public review draft of the new zoning ordinance reflecting the comments and direction received from the staff during task 2.

### 3.2: Public Review Draft Zoning Map Revisions

- ✈ Prepare public review draft of revised zoning map reflecting the comments and direction received from the staff during task 2.

### 3.3: Public Reviews

- ✈ Present to Economic Development Committee, Board of Appeals, Plan Commission, and Village Board for initial introduction and opportunity to provide comments.
- ✈ Conduct public review open house and focused (small group) review sessions called for in Public Outreach strategy (Task 1.4) to present the draft zoning ordinance and solicit comments and recommendations for further changes and refinements.

## Task 4: Hearing Drafts

### 4.1: Hearing Draft Zoning Ordinance

- ✈ Prepare public hearing draft of the new zoning ordinance.

## PROJECT APPROACH

### 4.2: Hearing Draft Zoning Map Revisions

- ✈ Prepare public hearing draft of proposed zoning map revisions.

- ✈ Assist with presentations to the Village Board.

## Task 5: Adoption Process

### 5.1: Public Hearings

- ✈ Develop presentations for staff to present at the Economic Development Committee and Board of Appeals.
- ✈ Attend and present at initial public hearing with the Plan Commission.

### 5.2: Final Adopted Ordinance and Map

- ✈ Prepare and deliver final versions of zoning ordinance incorporating any changes directed during adoption process.
- ✈ Provide documents in digital format, including internet-ready, hyper-linked version of new zoning ordinance.

## Time Schedule

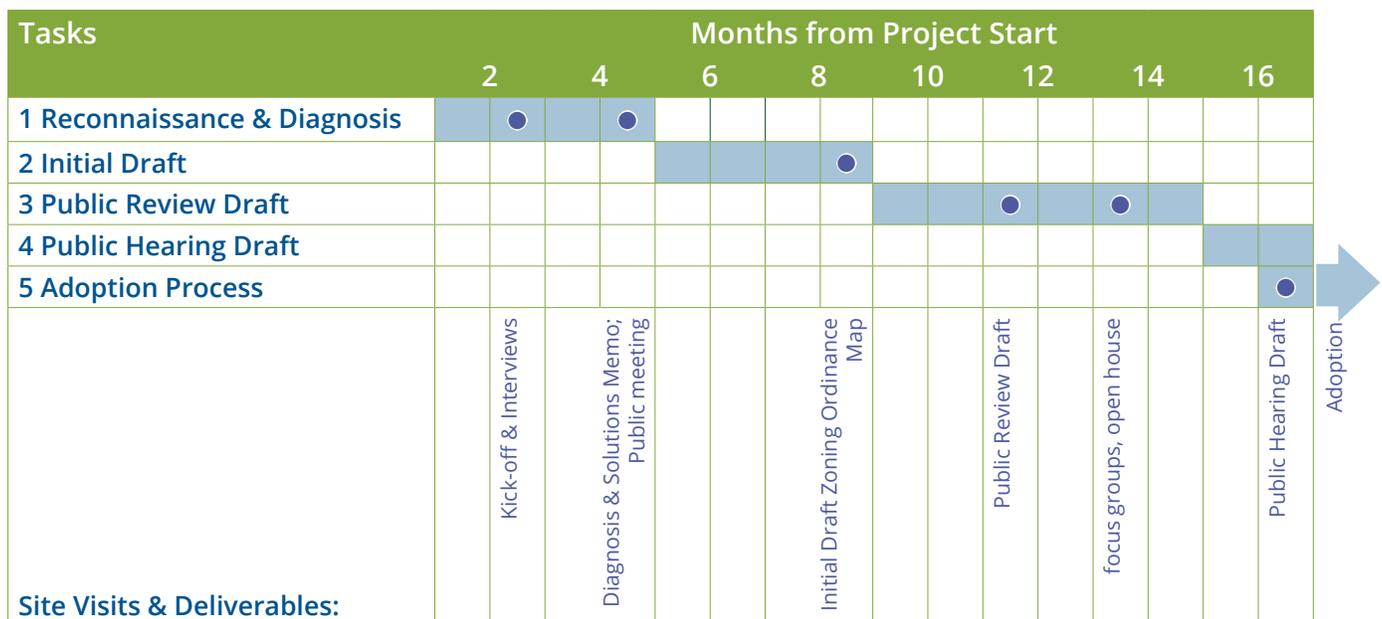
The following schedule provides a general timeline for the key project deliverables. At each site visit and deliverable, we anticipate meeting with staff (and a steering committee). Based on staff's recommendation, we can also meet with village officials and other stakeholders during any visit.

Phone meetings are not shown and would be scheduled on an as-needed basis. We anticipate at least 6 phone conferences with staff over the course of the project.

Deliverables will be provided as digital pdfs.

Our proposed schedule calls for commencing the final adoption process within approximately 16 months of project start, as shown in the following timeline. The schedule may also adjust based upon available budget.

● = ON-SITE VISIT WITH MEETINGS

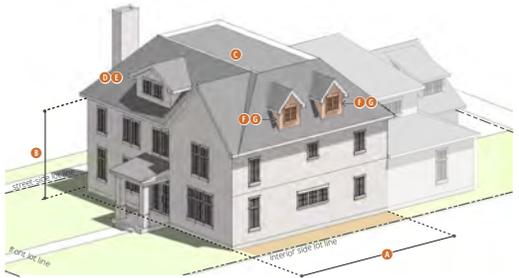


# PROJECT EXAMPLES & REFERENCES

## Project Examples

*Our codes are well-organized and easy-to-use, richly illustrated and utilizing tables of information to result in more predictable, higher quality development.*

The following pages include a project list and several key example projects for both Duncan Associates and Codametrics. The project examples selected provide a quick overview of the projects our firms have recently engaged in. Our firms regularly work with small to medium municipalities, especially suburbs of larger cities. Duncan Associates and Codametrics are currently working in several suburbs of the Chicago area of similar scale to Allouez: Westchester, Villa Park, Highwood, Huntley, and Chicago Heights.



**2.4.5. Main-House Zone**  
The main-house zone regulations of Table 2-4 apply in SF districts.

Table 2-4. Main-House Zone Regulations

Regulation	SF-1	SF-2	SF-3	SF-4
<b>Location</b>				
A Main-House Zone Location	From back of street yard zone rearward or a distance equal to 42% of the overall lot depth [1]			
<b>Wall Height</b>				
B Maximum Top Plate Height (ft.) [2]	25 ft. 4 in.	25 ft. 4 in.	24 ft. 4 in.	23 ft. 4 in.
<b>Building Coverage</b>				
C Building Coverage	Building may fully occupy the main-house zone with the exception of any setbacks.			
<b>Third Story</b>				
D Maximum 3rd Story Area	50% of total 2nd floor area			
E Minimum Habitable Area Requiring at least 2 Exit Stairs [3]	500	500	500	500
F Maximum 3rd Story Wall Area facing Interior Side Lot Line (sq. ft.) [2]	200	180	165	135
G Third Story Windows and Dormers Facing Interior Side Lot Line	See section 2.3.2.			

TABLE NOTES:  
 1. The beginning point of measurement of the 42 percent maximum side wall length may be set back from the street-yard zone if there is an offset in the wall a minimum of 8 feet from the minimum side-yard setback.  
 2. No maximum top plate height applies to lots 80 feet or greater in width.  
 3. Third story wall area includes vertical walls, gable walls, and all sides of dormers.<sup>7</sup>

*Example Illustration of Single-Family Districts from University Park TX (Codametrics with Duncan Associates)*

## PROJECT EXAMPLES & REFERENCES

# References

### TULSA OK

COMPREHENSIVE ZONING CODE UPDATE

**Prime Consultant**

Duncan Associates

**Project Manager**

Kirk Bishop

**Reference**

Theron Warlick  
City of Tulsa  
Planning Department  
175 E. 2nd St, Suite 570  
Tulsa OK 74103  
(918) 576-5677  
twarlick@cityoftulsa.org

### KANSAS CITY MO

COMPREHENSIVE DEVELOPMENT CODE UPDATE

**Prime Consultant**

Duncan Associates

**Project Manager**

Kirk Bishop

**Reference**

Patty Noll  
City of Kansas City  
Planning & Development Department  
414 E. 12th St., 15th floor  
Kansas City, MO 64106  
(816) 513-2864  
Patty\_Noll@kcmo.org

### DES MOINES IA

COMPREHENSIVE ZONING ORDINANCE UPDATE  
(currently underway with Codametrics)

**Prime Consultant**

Duncan Associates

**Project Manager**

Kirk Bishop

**Reference**

Michael Ludwig  
Planning Director  
602 Robert D. Ray Drive  
Des Moines IA 50309  
(515) 283-4810  
mgludwig@dmgov.org

### WAUWATOSA WI

COMPREHENSIVE ZONING ORDINANCE UPDATE

**Prime Consultant**

Duncan Associates

**Project Manager**

Kirk Bishop

**Reference**

Paulette Enders  
Community Development Director  
City of Wauwatosa  
7725 W. North Avenue  
Wauwatosa WI 53213  
(414) 479-3531  
penders@wauwatosa.net

## Development Regulations: Similar Projects

### ALABAMA

Montgomery

### ALASKA

Fairbanks

### ARIZONA

Prescott

Surprise

### ARKANSAS

Jonesboro

### CALIFORNIA

Los Angeles County

### COLORADO

Aurora

Mesa County

### CONNECTICUT

Hartford

### FLORIDA

Alachua County

Cape Coral

Citrus County

Cooper City

Deltona

Fort Lauderdale

Fort Pierce

Highland Beach

Lake Park

Margate

Palm Beach Gardens

Palm Beach

Riviera Beach

Sarasota County

Seminole County

Sumter County

Tequesta

Wellington

Weston

### GEORGIA

Atlanta

Brookhaven

Columbus

Dunwoody

Savannah/Chatham Co.

### ILLINOIS

Chicago

Downers Grove

Evanston

Gurnee

Highland Park

Lake County

Moline

Princeton

Rockford

Villa Park

Will County

### IOWA

Des Moines

### KANSAS

Lenexa

Wichita/Sedgwick Co.

### KENTUCKY

Covington

Warren County

### LOUISIANA

Alexandria

Bossier City/Parish

Lafayette City/Parish

### MICHIGAN

Detroit

Kalamazoo

### MINNESOTA

Minneapolis

MN Dept. of Agriculture

### MISSISSIPPI

Biloxi

Tupelo

### MISSOURI

Blue Springs

Clay County

Independence

Kansas City

O'Fallon

Raymore

### MONTANA

Missoula

### NEVADA

Henderson

Las Vegas

Washoe County

### NEW MEXICO

Farmington

Santa Fe County

### NEW YORK

Amherst

### NORTH CAROLINA

Brunswick County

Cary

Clayton

Durham/Durham Co.

Garner

Greensboro

Guilford County

Hickory

Indian Trail

Lincoln County

Union County

Wilmington/New Hanover

Wake County

Winston-Salem

### NORTH DAKOTA

Fargo

### OHIO

Mason

Toledo

### OKLAHOMA

Ardmore

Edmond

Shawnee

Tulsa

### OREGON

Portland

### PENNSYLVANIA

Philadelphia

Pittsburgh

### SOUTH CAROLINA

Aiken

Beaufort

Charleston County

Hilton Head Island

Spartanburg County

### TENNESSEE

Columbia

Nashville/Davidson Co.

### TEXAS

Baytown

Corpus Christi

Flower Mound

Fort Worth

Georgetown

Grand Prairie

League City

Plano

Portland

Round Rock

San Angelo

Sugar Land

Tyler

University Park

### UTAH

Logan

Salt Lake County

### VIRGINIA

Isle of Wight County

Leesburg

Petersburg

Portsmouth

Vienna

Waynesboro

### WASHINGTON

Seattle

### WISCONSIN

Beloit

LaCrosse

Wauwatosa

## PROJECT EXAMPLES & REFERENCES

### Wauwatosa ZONING ORDINANCE

The City of Wauwatosa (WI) retained Duncan Associates to prepare a comprehensive zoning ordinance update in 2010, following completion of a new comprehensive plan. The new ordinance, which was adopted in 2012, represents a complete overhaul of the city's 1972 zoning ordinance. It eliminates and consolidates several obsolete zoning districts, modernizes the zoning district nomenclature and establishes several new base and overlay zoning districts. A new overlay for North Avenue serves to implement a series of form-based controls for the city's main east-west corridor. The new ordinance also provides increased flexibility for nonconforming situations and reduces minimum off-street parking requirements.



#### SCOPE

Comprehensive zoning ordinance update

#### HIGHLIGHTS

Consistent with new comprehensive plan  
Implements small area plans  
New overlay district for North Avenue  
Promotes sustainability

#### PRIME

Duncan Associates

#### MANAGER

Kirk Bishop

#### SUBCONSULTANTS

None

#### STATUS

Adoption 2012

#### REFERENCE

Paulette Enders  
Community Development Director  
City of Wauwatosa  
7725 W. North Avenue  
Wauwatosa WI 53213  
(414) 479-3531  
penders@wauwatosa.net

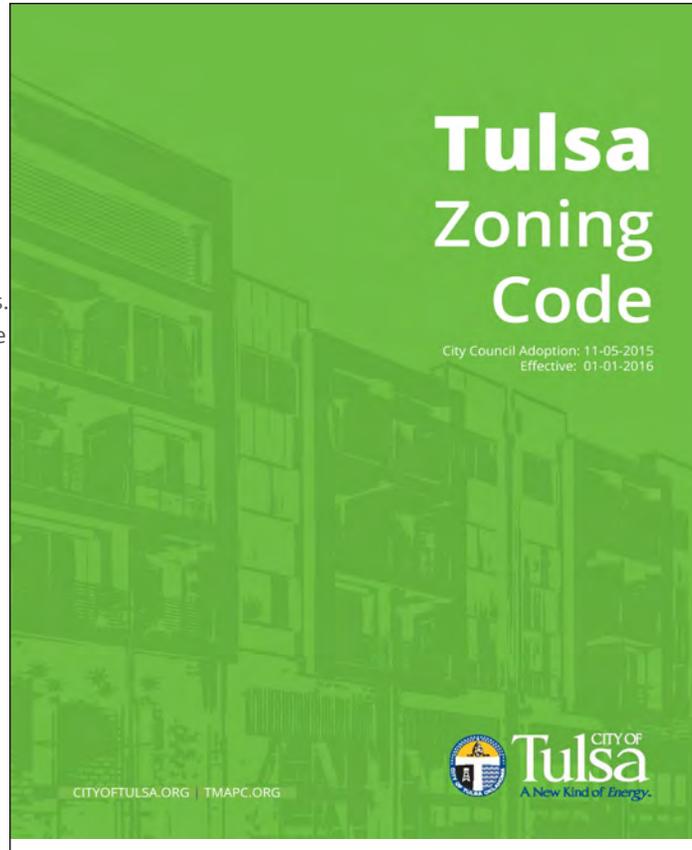
# Tulsa

## ZONING CODE

Updating Tulsa’s (OK) 40-year-old zoning code was identified as a top priority in the city’s groundbreaking comprehensive plan, PLANiTULSA. The new zoning code prepared by Duncan Associates is a hybrid, incorporating conventional and form-based zoning provisions. One of many key enhancements included in the new code is the inclusion of mixed-use zoning tools and context-sensitive infill regulations for built-up areas of the city.

The new code also includes innovative (reduced) parking provisions designed to help promote development, particularly near downtown and along close-in commercial corridors. The code was adopted unanimously in November 2015.

**2017 UPDATE:** Since completion of the zoning code assignment, Duncan Associates has been retained to update the city-county subdivision regulations and Tulsa’s landscape ordinance. Both are slated for completion in late 2017.



**SCOPE**  
Comprehensive zoning code update

**HIGHLIGHTS**  
New mixed-use districts  
Context-specific parking  
New housing types  
Administrative variances  
New small lot residential district

**PRIME**  
Duncan Associates

**MANAGER**  
Kirk Bishop

**SUBCONSULTANTS**  
Connie Cooper

**STATUS**  
Adopted 2015

**REFERENCE**  
Theron Warlick, Project Manager

City of Tulsa  
Planning Department  
175 E. 2nd St  
Suite 570  
Tulsa OK 74103  
(918) 576-5677  
twarlick@cityoftulsa.org

**OTHER TULSA EXPERIENCE**  
Subdivision Regulations Update (2016)  
Landscape Ordinance (2017)  
BRT Planning/Zoning (2016)

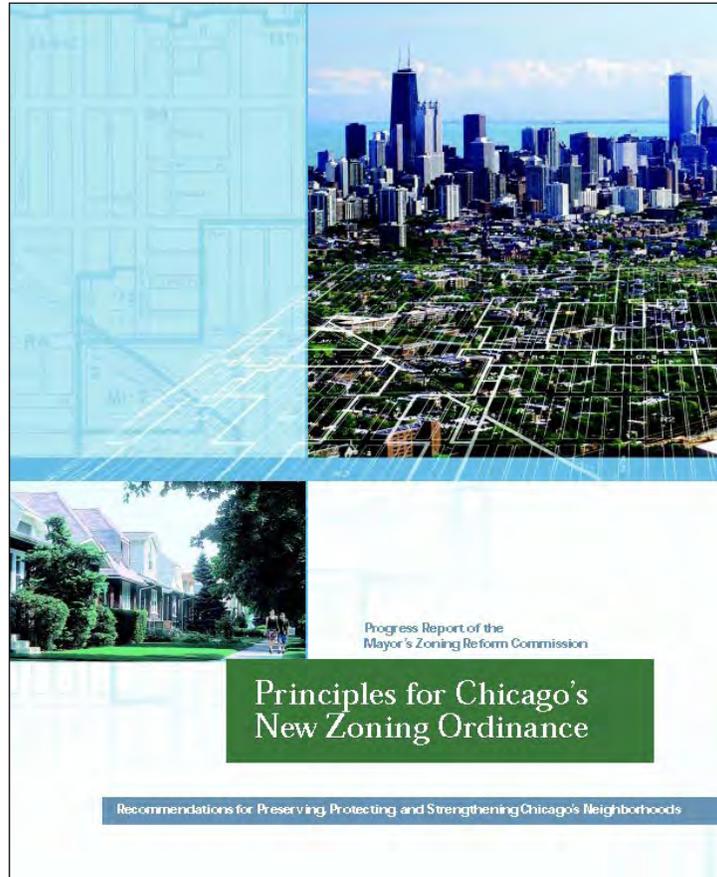


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## PROJECT EXAMPLES & REFERENCES

### Chicago ZONING ORDINANCE

Duncan Associates served as prime contractor and project manager for the City of Chicago's 2004 zoning reform project, the first comprehensive ordinance overhaul in 47 years. The new ordinance, which was adopted in 2004, places strong emphasis on conserving the physical character of Chicago's cherished residential neighborhoods. Among its many new features are provisions designed to stimulate redevelopment of underutilized commercial corridors, promote preservation of pedestrian-oriented shopping streets, establish predictable review procedures and prevent erosion of the city's industrial and employment base.



#### SCOPE

Comprehensive ordinance update

#### HIGHLIGHTS

Pedestrian street regulations  
Residential design standards  
New districts  
Reduced parking  
Affordable housing density bonus

#### PRIME

Duncan Associates

#### MANAGER

Kirk Bishop

#### SUBCONSULTANTS

Dyett & Bhatia  
Farr Associates  
AREA  
Jacobs-Ryan

#### STATUS

Adoption 2004

#### REFERENCE

Edward J. Kus  
Former Executive Director, Chicago Zoning Reform  
111 East Wacker, Suite 2800  
Chicago, IL 60601  
(312) 836-4080  
ekus@taftlaw.com

# Dunwoody

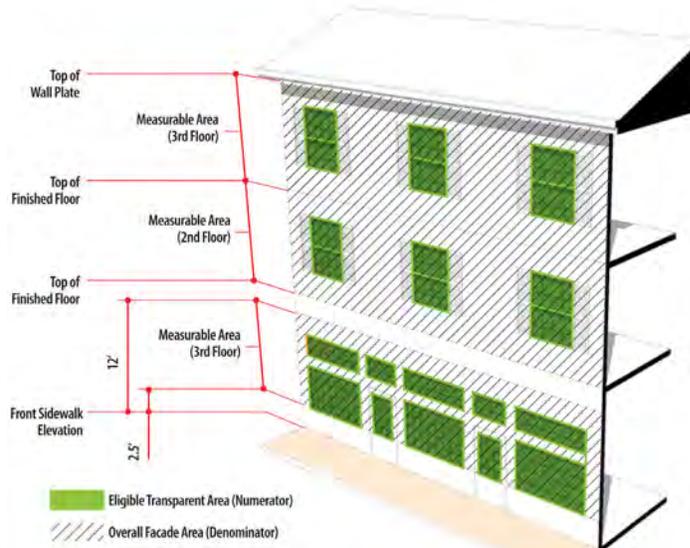
## ZONING AND DEVELOPMENT REGULATIONS

After its incorporation in 2008, Dunwoody quickly mobilized to chart its own course for the future, preparing a comprehensive plan, transportation plan and several small area master plans.

In 2012, Duncan Associates was retained to prepare the city's first zoning ordinance and land development regulations. The new regulations, which were unanimously adopted in 2013, include a number of new features designed to promote Dunwoody-specific development objectives. The zoning ordinance helps maintain and promote neighborhood-scale buildings and walkable development patterns in the locally cherished Dunwoody Village area and includes new regulations aimed at protecting residential neighborhood

from incompatible infill development. New home occupation regulations provide greater flexibility for home-based businesses while also offering more predictability for surrounding property owners.

In 2015, Duncan Associates was awarded a follow-up contract to prepare a new form-based code for the portion of the Perimeter Center Improvement District that lies within the city's boundaries. That project, conducted with firm partner, CodaMetrics, will be complete in late 2016.



### SCOPE

Zoning ordinance & development regulations update  
Perimeter Center form-based code

### HIGHLIGHTS

- City's first zoning ordinance and development regulations
- Stream buffer amendments
- Streamlined approval procedures
- Form-based code for Perimeter Center

### PRIME

Duncan Associates

### MANAGER

Kirk Bishop

### SUBCONSULTANTS

CodaMetrics (for PCID form-based code)

### STATUS

Zoning and development regulations complete  
PCID form-based code ongoing (adoption est. 2016)

### REFERENCE

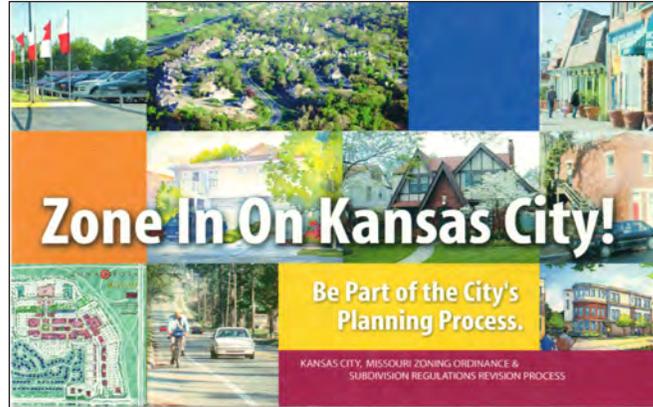
Rebecca Keefer, (former) Planning Manager  
(770) 639 7096  
rkeefer@clarkpatterson.com

## PROJECT EXAMPLES & REFERENCES

### Kansas City ZONING AND DEVELOPMENT CODE

Duncan Associates prepared a comprehensive overhaul of Kansas City's zoning and subdivision regulations. This important update—the first in nearly 50 years—incorporated dozens of new and amended regulations and procedures, including provisions designed to incentivize open space and conservation-style development through provision of density bonuses and reductions in lot area and setback requirements.

Neighborhood-serving retail uses are now allowed within residential districts, allowing residents to walk to nearby retail and service uses. The new ordinance also includes new riparian buffer provisions, a pedestrian overlay zone, innovative parking and access management provisions, and streamlined approval procedures. As the final stage of the project, Duncan Associates oversaw deployment of a fully computerized, map-linked version of the [new zoning and development code](#).



#### SCOPE

Comprehensive development code update

#### HIGHLIGHTS

Pedestrian-oriented overlay  
New downtown districts  
Riparian buffer regulations  
Open space development

#### PRIME

Duncan Associates

#### MANAGER

Kirk Bishop

#### SUBCONSULTANTS

Dyett & Bhatia  
Talifero & Brown  
Patti Banks Associates

#### STATUS

Adoption 2010

#### REFERENCE

Patty Noll  
City of Kansas City  
Planning & Development Department  
414 E. 12th St., 15th floor  
Kansas City, MO 64106  
(816) 513-2864  
Patty\_Noll@kcmo.org

# PROJECT EXPERIENCE

Des Moines Zoning Rewrite  
Client: City of Des Moines IA

Chicago Heights Mixed-Use Districts, Signs, & Uses  
Client: CMAP and the City of Chicago Hts IL

Brookfield Downtown & Station Areas Zoning  
Client: RTA and the Village of Brookfield IL

Crestview Hills Mixed-Use Zoning Districts  
Client: City of Crestview Hills

Forest Park Mixed-Use Corridors Zoning  
Client: RTA and the Village of Forest Park IL

Highwood Downtown Zoning & Code Review  
Client: RTA and the City of Highwood IL

Des Moines City-Wide Zoning Rewrite  
Client: City of Des Moines IA

University Park Zoning Ordinance  
Client: City of University Park TX

Boulder Junction Pilot Form-Based Code  
Client: City of Boulder CO

Huntley Downtown Form-Based Code  
Client: Village of Huntley IL

Hartford City-Wide Zoning Code  
Client: City of Hartford CT

St Louis Park Station Area Form-Based Codes  
Client: City of St Louis Park MN

Robert Street Renaissance Zoning  
Client: City of West St Paul MN

Perimeter Center Specific Zoning  
Client: City of Dunwoody GA

Westchester Mixed-Use Corridors  
Client: CMAP & City of Westchester IL

Allentown Downtown Zoning Recommendations  
Client: City of Allentown PA

Town of Mansfield Village Districts  
Client: Town of Mansfield CT

Downtown Grovetown Form-Based Code  
Client: City of Grovetown GA



TOD Template Code for the Wasatch Front  
Client: Salt Lake County UT\*

Northbrook Village Green Zoning Districts  
Client: RTA and the Village of Northbrook IL

Franklin Park Downtown Zoning Districts  
Client: RTA and the Village of Franklin Park IL

Winthrop Harbor Downtown Zoning Districts  
Client: RTA and the Village of Winthrop Harbor IL

Villa Park Zoning Districts  
Client: CMAP and the Village of Villa Park IL

Downtown Ferguson Form-Based Districts  
Client: City of Ferguson MO\*

Hamilton Downtown and Main Street Form-Based Code  
Client: City of Hamilton OH\*

Youngstown Form-Based Districts  
Client: City of Youngstown OH\*

East Billings Urban Revitalization District (EBURD) Code  
Client: City of Billings MT\*

Bridge Street Corridor Form-Based Code  
Client: City of Dublin OH

Duluth Form-Based Code Districts  
Client: City of Duluth MN\*

Lakeland Form-Based Land Development Regulations  
Client: City of Lakeland TN\*

West Evanston Master Plan & Zoning Overlay  
Client: City of Evanston IL\*

Grand Valley Transect Study, Grand Rapids MI  
Client: Grand Valley Metro Council\*

City of Chicago Zoning Reform  
Client: Zoning Reform Commission, Chicago IL\*

\*developed by Leslie Oberholtzer as project director & principal at another firm

# Historic Dublin Downtown Code

## DUBLIN, OHIO

The City of Dublin adopted the form-based Bridge Street Districts in 2009. In 2016, Codametrics was engaged to further study the historic downtown area addressed by the code and to update it.

On the heels of a contentious proposal for the historic core area, the community was interested in addressing the transitions between the downtown and the adjacent residential areas. Community workshops were held to discuss these areas as well as the character of new development. The conclusions drawn from the workshops included the introduction of a new district, further regulation of the buildings that could develop in the rear of lots, and to revise how height would be measured for the buildings.

The code revisions include remapping the area with a new, second core district, extending away from the historic core into the neighborhood. The new district would allow cottage commercial buildings with additional yard areas and landscape than the historic core. Further, the uses in the new district would be limited to offices, services, and small cafes and restaurants.

The buildings permitted in the rear of the lots for both the new district and the existing historic core district would step down in height with a minimum amount of open space between the buildings.



Code illustrations for the new cottage commercial building type.



Massing studies to determine the appropriate new zoning requirements.

# Boulder Junction Form-Based Code

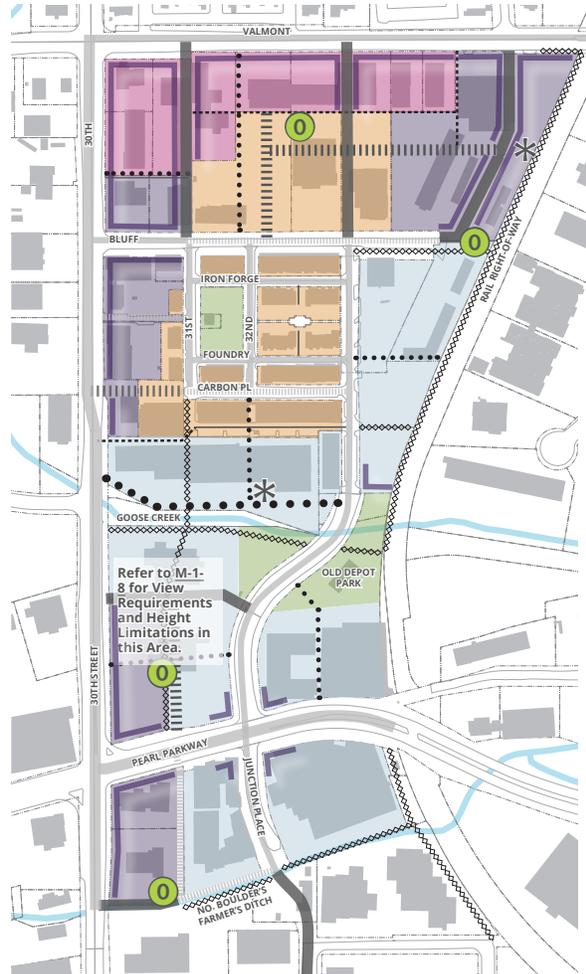
## BOULDER, COLORADO

The City of Boulder hired Codametrics and their team to develop a pilot form-based code for a unique location in Boulder. Boulder Junction is slated to be a distinctive, complete neighborhood retaining some of its roots in small scale industrial activity.

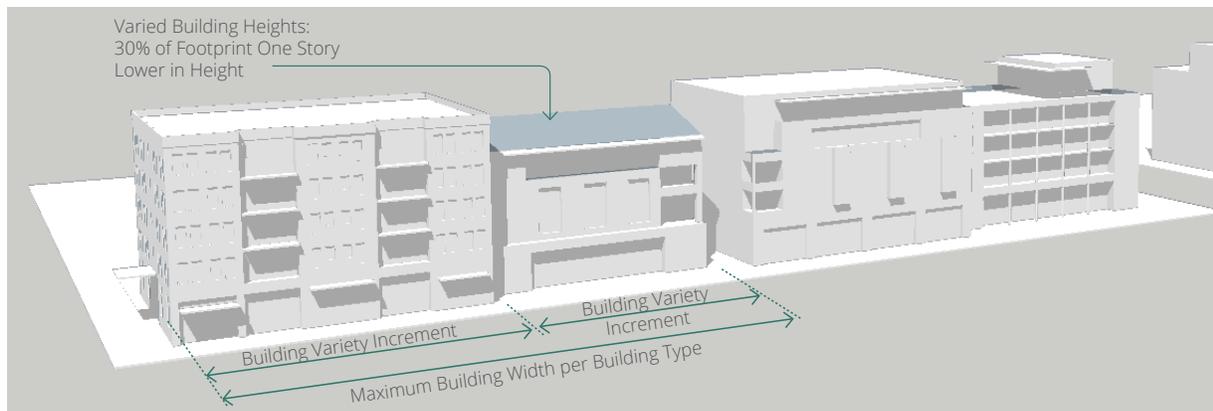
The pilot code is meant to implement a well regarded master plan, resulting in a variety of housing types, a mix of office space and commercial space, and system of public spaces knitting it all together.

The code includes a series of building types keyed to a regulating plan. Connections through parcels include new streets, new paseos, and new trails, all meant to reduce vehicular traffic to and throughout the site.

Form-based zoning presents an extreme departure from the City's current, highly public negotiation process for development approvals. The specificity of the code, written to allow by-right administrative approvals, frees up significant developer capital that can then be applied to higher quality buildings.



Regulating plans located building types and define requirements that are geographically specific.



3D graphics allow design requirements to be well-illustrated for ease of understanding.

## PROJECT EXAMPLES & REFERENCES

# Perimeter Center Zoning DUNWOODY, GEORGIA

A large portion of Perimeter Center is located in Dunwoody, Georgia, located just outside the Atlanta perimeter loop along a Marta rail line. The area includes a mix of office developments, commercial shopping centers, and multiple family residential.

The City of Dunwoody, having recently completed a citywide zoning rewrite, was interested in establishing a higher level of design within the area, while also supporting new higher density development within a relatively low density community.

To fulfill the City's unique goals, two documents were developed. An overlay applies to all development, instituting design requirements for buildings, and a series of street, block, and streetscape requirements intended to both reinforce the character of the area and increase access, safety, and comfort for bicyclists and pedestrians. A parallel form-based code allows for increased density and higher building design requirements.

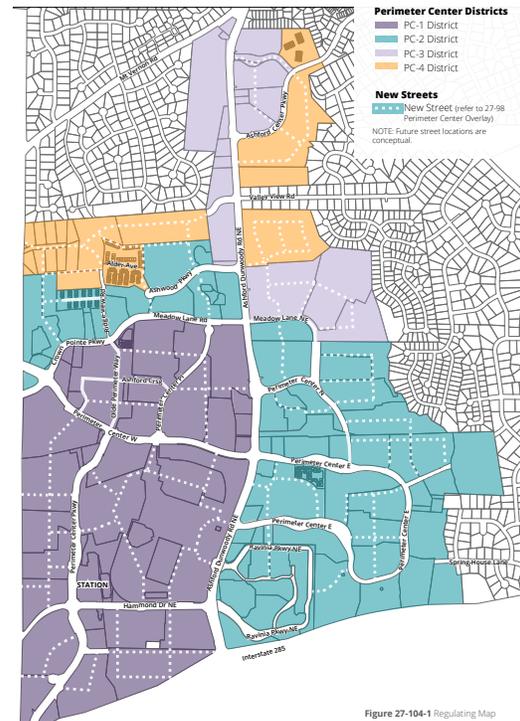
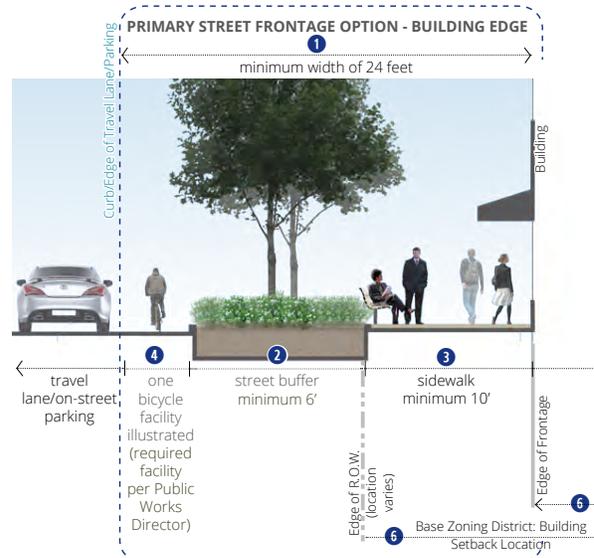
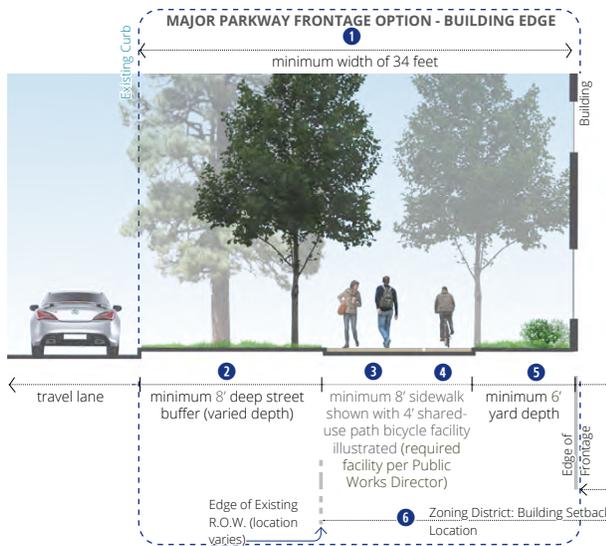


Figure 27-104-1 Regulating Map

A regulating plan establishes parallel districts and illustrates the street & block requirements of the overlay, derived from existing building and property boundaries.



Streetscape requirements are clearly defined to reinforce the character of both the overall area and each specific street..

# City Center Districts

## GROVETOWN, GEORGIA



**CC5: City Center Transitional Residential.** The Transitional District is a residential district that permits both attached and detached single family residential uses and forms and serves as a transition between the Core and the Neighborhood Residential districts.



**CC6: City Center Neighborhood Residential.** The Neighborhood Residential District is a residential district that permits only small lot single family residential.

*Example illustrations of two of the districts developed for Grovetown's City Center.*

A small suburban city outside of Augusta, Grovetown hired Codametrics to create a form-based code for the city's proposed new downtown center and surrounding neighborhoods as the first step in implementing the recently adopted Picture Grovetown Urban Redevelopment Plan.

The code requires a new main street style downtown shopping area along an existing commercial way. Street types are defined to break up large blocks of land into walkable units.

A key goal of the project was to develop a range of residential building types that would fit the character of the existing downtown neighborhoods and also expand the variety. As the team worked with city staff and stakeholders to develop the new code provisions, the city decided to expand the landscape and sign provisions written by Codametrics to apply to the whole municipality.

## PROJECT EXAMPLES & REFERENCES

# Franklin Park IL DOWNTOWN ZONING DISTRICTS

New downtown zoning districts were developed to reflect the existing character of Franklin Park's downtown main street, as well as to provide guidance for new development desired within the downtown area and adjacent areas.

The village's downtown master plan provided a basis for new form-based districts. Building form is defined by the new code using a variety of building types based on existing and desired forms identified in the master plan and an image preference survey designed for the coding process. With the new code, uses were also simplified, a new sign code was created, and landscape requirements were incorporated. The adopted code provides the village with design guidance to ensure a compact, walkable downtown and mix of new housing types.



# Winthrop Harbor IL DOWNTOWN ZONING DISTRICTS

Winthrop Harbor's downtown includes several large parcels with redevelopment potential as well as the last Illinois station on the Metra Union Pacific north line. A recent Regional Transportation Authority master plan for the station area identified goals and a basic theme for new development in the downtown. The village was relying on a planned unit development district for implementation of the plan goals.

With this project, new form-based districts were adopted to reflect the desired character of Winthrop Harbor. An image preference survey and research of harbor towns provided the village with some key design elements and desirable building materials to guide new development.



*Winthrop Harbor's existing downtown*

# BUDGET PROPOSAL & FEE SCHEDULE

Our proposed all-inclusive, lump-sum fee for the Village of Allouez zoning ordinance and map project is based upon the proposed scope of services in section 2 of this proposal. The lump sum fee is outlined below, including all professional fees and expenses. This cost proposal is negotiable depending on the final scope of services and deliverables. A detailed breakdown of the proposed budget by task and level of effort of each staff member per task is included below. Refer to the Time Schedule in section 2 of this proposal for proposed meeting schedule.

TASK	FEES + EXPENSES	Level of Effort (Approximate Hours by Task)	
		Kirk Bishop Duncan Associates	Leslie Oberholtzer Codametrics
1: Reconnaissance & Diagnosis	\$17,400	58	50
2: Initial Draft Zoning Ordinance & Map	\$21,900	70	72
3: Public Review Draft Ordinance and Map	\$14,100	44	42
4: Hearing Drafts	\$5,400	20	16
5: Adoption Process	\$4,800	24	4
<b>PROJECT TOTAL</b>	<b>\$63,600</b>	216	184

## Fee Schedule

The following hourly rates are for the staff anticipated to participate in this project.

<b>Additional Meeting Cost</b>	\$1,200 per day
<b>Duncan Associates</b>	<b>Hourly Rate</b>
Kirk Bishop, Principal	\$180
<b>Codametrics</b>	<b>Hourly Rate</b>
Leslie Oberholtzer, Principal	\$165



**duncan** | associates