



Purchasing Division

Change Order #1

Date: July 18, 2023
Firm: Clarion Associates, LLC
From: City of Grand Junction
Project: Professional Services Consultant for Land Use & Development Code Update
RFP-4943-21-DH

Description: This change order to reflect an additional five working months of writing and editing the updated Zoning and Development Code required to complete the project.

Summary of Contract Price Adjustments:

Original Contract	\$200,000
Approved Change Orders to Date	\$0.00
<u>This Change Order</u>	<u>\$45,030</u>
Revised Contract Amount	\$245,030 (not to exceed cost)

Summary of Contract Time Adjustments:

Original Contract Time	September 11, 2022
Approved Change Orders to Date	N/A
<u>This Change Order</u>	<u>Extended to December 31, 2023</u>
Revised Contract Time	December 31, 2023

This modification constitutes compensation in full for all costs and mark-ups directly and/or indirectly attributable to the changes ordered herein, for all delays, impacts and disruptions related thereto and for performance of the changes within the Contract Time.

Owner: City of Grand Junction

Created by: DocuSigned by: Duane Hoff Jr. 8/31/2023
9F789E7D50F14BC
Duane Hoff Jr. – Contract Administrator

Approved by: DocuSigned by: Tamra Allen – Community Development Director 9/12/2023
8B23ABF3BA3815
Tamra Allen – Community Development Director

Approved by: DocuSigned by: Greg Caton – City Manager – City of Grand Junction 9/12/2023
2F7EE1D55758492
Greg Caton – City Manager

Firm: Clarion Associates, LLC

Approved by: DocuSigned by: Elizabeth Garvin, Director – Clarion Associates, LLC 8/31/2023
DE04317A2DDC7470
Elizabeth Garvin, Director



CITY OF GRAND JUNCTION, COLORADO

CONTRACT

This CONTRACT made and entered into this 15th day of December, 2021 by and between the **City of Grand Junction, Colorado**, a government entity in the County of Mesa, State of Colorado, hereinafter in the Contract Documents referred to as the "Owner" and **Clarion Associates, LLC** hereinafter in the Contract Documents referred to as the "Firm."

WITNESSETH:

WHEREAS, the Owner advertised that sealed Responses would be received for furnishing all labor, services, supplies, equipment, materials, and everything necessary and required for the Project described by the Contract Documents and known as **Professional Services Consultant for Land Use & Development Code Update RFP-4943-21-DH**.

WHEREAS, the Contract has been awarded to the above named Firm by the Owner, and said Firm is now ready, willing and able to perform the Services specified in accordance with the Contract Documents.

Ownership: Any and all plans, prints, designs, scopes, specifications, concepts, etc. (electronic and hard copy), shall become the property of the Owner.;

NOW, THEREFORE, in consideration of the compensation to be paid the Firm, the mutual covenants hereinafter set forth and subject to the terms hereinafter stated, it is mutually covenanted and agreed as follows:

ARTICLE 1

Contract Documents: It is agreed by the parties hereto that the following list of instruments, drawings, and documents which are attached hereto, bound herewith, or incorporated herein by reference constitute and shall be referred to either as the "Contract Documents" or the "Contract", and all of said instruments, drawings, and documents taken together as a whole constitute the Contract between the parties hereto, and they are fully a part of this agreement as if they were set out verbatim and in full herein:

The order of contract document governance shall be as follows:

- a. The body of this contract agreement;
- b. Firms Negotiated Pricing/Scope Proposal;

- c. Solicitation Documents for the Project; **Professional Services Consultant for Land Use & Development Code Update;**
- d. Firms Response to the Solicitation;
- e. Services Change Requests (directing that changed Services be performed);
- f. Change Orders.

Recommendation ARTICLE 2

Definitions: The clauses provided in the Solicitation apply to the terms used in the Contract and all the Contract Documents.

ARTICLE 3

Contract Services: The Firm agrees to furnish all labor, tools, supplies, equipment, materials, and all that is necessary and required to complete the tasks associated with the Services described, set forth, shown, and included in the Contract Documents as indicated in the Solicitation Document.

ARTICLE 4

Contract Price and Payment Procedures: The Firm shall accept as full and complete compensation for the performance and completion of all of the Services specified in the Contract Documents, the not to exceed cost of **Two Hundred Thousand and 00/100 Dollars (\$200,000.00)**. If this Contract contains unit price pay items, the Contract Price shall be adjusted in accordance with the actual quantities of items completed and accepted by the Owner at the unit prices quoted in the Solicitation Response. The amount of the Contract Price is and has heretofore been appropriated by the Grand Junction City Council for the use and benefit of this Project. The Contract Price shall not be modified except by Change Order or other written directive of the Owner. The Owner shall not issue a Change Order or other written directive which requires additional Services to be performed, which Services causes the aggregate amount payable under this Contract to exceed the amount appropriated for this Project, unless and until the Owner provides Firm written assurance that lawful appropriations to cover the costs of the additional Services have been made.

Unless otherwise provided in the Solicitation, monthly partial payments shall be made as the Services progresses. Applications for partial and Final Payment shall be prepared by the Firm and approved by the Owner in accordance with the Solicitation.

ARTICLE 5

Contract Binding: The Owner and the Firm each binds itself, its partners, successors, assigns and legal representatives to the other party hereto in respect to all covenants, agreements and obligations contained in the Contract Documents. The Contract Documents constitute the entire agreement between the Owner and Firm and may only be altered, amended or repealed by a duly executed written instrument. Neither the Owner nor the Firm shall, without the prior written consent of the other, assign or sublet in whole or in part its interest under any of the Contract Documents and specifically, the Firm shall not assign any moneys due or to become due without the prior written consent of the Owner.

Re: Contract

Duane Hoff Jr. <duaneh@gjcity.org>

Fri 1/7/2022 1:06 PM

To: Don Elliott <delliott@clarionassociates.com>

Hello Don,

My apologies for the misspelling. I will correct it straight away and resend. Also, I agree with your reasoning for a reduced Professional Liability/Error & Omissions level of Insurance. As such, this e-mail will be attached to the contract, and the Professional Liability/Error & Omissions Insurance level shall be officially reduced to \$1,000,000 (One Million and 00/100 Dollars). I will resend the corrected contract shortly.

Sincerely,

Duane Hoff Jr., CPPB
Senior Buyer
Purchasing Division
City of Grand Junction
250 N. 5th Street
Second Floor, Room # 245
Grand Junction, CO 81501
(970) 244-1545
duaneh@gjcity.org

From: Don Elliott <delliott@clarionassociates.com>**Sent:** Thursday, January 6, 2022 5:22 PM**To:** Duane Hoff Jr. <duaneh@gjcity.org>**Subject:** Contract

**** - EXTERNAL SENDER. Only open links and attachments from known senders. DO NOT provide sensitive information. Check email for threats per risk training. - ****

Duane:

A couple of things before we sign this:

1. My last name is spelled with two "t"s, and I would prefer to sign it correctly (DocuSign would make me sign it with one). If you could send one with the correct spelling, I would appreciate it.
2. We request that the Professional Liability Insurance minimum be reduced to \$2 million rather than \$5 million. In general, our contracts require \$1 million, and some require \$2 million. We have never had a request for more than \$2 million in coverage, and given the contract amount (\$200,000) contract amount and the fact that our services are in the nature of drafting and advisory services that will be reviewed by the City Attorney prior to adoption and the action to adopt the Code will be an action of the City Council, we do not think it is at all likely there could be a claim anywhere near \$2 million that could be traced back to our mistakes or negligence in offering these services. Please consider this request and let me know.

Don

From: DocuSign System <dse_na2@docusign.net>

Sent: Thursday, January 6, 2022 2:38 PM

To: Don Elliott <delliott@clarionassociates.com>

Subject: Please DocuSign: Contract RFP-4943-21-DH.pdf



Duane Hoff sent you a document to review and sign.

REVIEW DOCUMENT

Duane Hoff

duaneh@gjcity.org

Don Elliot, FAICP - Clarion Associates, LLC,

Please DocuSign Contract RFP-4943-21-DH.pdf

Thank You, Duane Hoff

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This message was sent to you by Duane Hoff who is using the DocuSign Electronic Signature Service. If you would rather not receive email from this sender you may contact the sender with your request.



LETTER OF INTENT

Date: October 18, 2021
Company: Clarion Associates, LLC
Project: Professional Services Consultant for Land Use & Development Code Update
RFP-4943-21-DH

Based upon review of the proposals received, and interviews held, for Professional Services Consultant for Land Use & Development Code Update RFP-4943-21-DH, your firm has been selected as the preferred proposer.

It has been determined that next step negotiations must be made in order to move forward to a possible contract award for this project. Upon successful negotiations, it is the intent of the City of Grand Junction to award the aforementioned project to your firm as is listed in the RFP documents, your proposal response, and negotiated terms.

Specifically, your pricing proposal has been reviewed, and while the effort put into your proposal is appreciated, negotiations are needed. The evaluation committee will be requesting a negotiations meeting to discuss both scope and budget for the project. The City is expecting to receive a status notification to a grant request. Should the City be awarded this grant, it will have an impact as to the scope/budget size of the project. Upon receipt of this notification, the City will contact your firm to inform you of the final budget amount we will require you to scale your revised scope/proposal to present to the City, prior to the negotiations meeting.

The committee is setting this meeting for November 12, 2021 at 9:00am. We will allot for 90 minutes to ensure ample time for discussions. You may attend this meeting virtually through the information below:

Please join Negotiations Meeting w/Clarion for Land Use Code Development on GoTo from your computer using the Chrome browser. <https://app.goto.com/meet/731291749>

You can also dial in using your phone.

Dial-In

(646) 749-3335

Access Code

731-291-749

Audio PIN

1

If negotiations are successful, the award for the project must be approved by City Manager prior to an official award and contract issued.

Once the contract has been awarded, you may contact Felix Landry, Planning Supervisor at 970-256-4009 to begin project scheduling.

Feel free to contact me with any questions at 970-244-1545.

Thank you and Best Regards

A handwritten signature in black ink, appearing to read "Duane Hoff Jr.", written over a white background.

Duane Hoff Jr., Senior Buyer



Clarion Associates
1600 Stout St, Suite 1700
Denver, CO 80293
clarionassociates.com
303.830.2890

MEMORANDUM

TO: Duane Hoff Jr., Senior Buyer, City of Grand Junction
FROM: Don Elliott and Elizabeth Garvin
DATE: November 29, 2021
RE: LUDC Update Confirmation of Scope and Budget and Allocation of Housing Grant

This memo confirms that Clarion Associates will undertake the complete scope of work proposed in our response to Grand Junction’s RFP-4943-21-DH, Professional Services Consultant for Land Use & Development Code Update, for a fee of \$200,000.00

The project fee will be allocated as follows:

- LUDC update tasks and expenses: \$ 95,000.00
- Innovative housing tasks and expenses: \$105,000.00

The innovative housing tasks will include:

1. Assessment of the current LUDC to identify barriers to the creation of affordable housing and suggest regulatory changes to allow more affordable housing through infill, redevelopment, and new construction.
2. Updates to use permissions and use standards to allow the development of attached single-unit housing (e.g., triplex or rowhome) in lower density residential districts and appropriately scaled multifamily development as a transitional use and structure across lower density to medium density residential neighborhoods. This task will also include review and potential amendment of zone district dimensional and design standards, as well as the creation of new zone districts where needed.
3. Revisions to parking standards to allow specific parking reductions for affordable housing.
4. Drafting of other affordable housing updates identified in the code assessment process.
5. Creation of an expedited review process for qualifying affordable housing.

Two affordable housing focused public engagement opportunities, in addition to the LUDC outreach meetings, will be included in the public participation program. Overall, the innovative housing tasks will be integrated with the LUDC update to take advantage of opportunities to share budget to further extend the content and impact of both projects.





**Request for Proposal
RFP-4943-21-DH**

**Professional Services Consultant for Land
Use & Development Code Update**

RESPONSES DUE:

September 1, 2021 prior to 3:00 PM

Accepting Electronic Responses Only

**Responses Only Submitted Through the Rocky Mountain E-Purchasing System
(RMEPS)**

<https://www.rockymountainbidsystem.com/default.asp>

(Purchasing Representative does not have access or control of the vendor side of RMEPS. If website or other problems arise during response submission, vendor MUST contact RMEPS to resolve issue prior to the response deadline. 800-835-4603)

NOTE: All City solicitation openings will continue to be held virtually.

PURCHASING REPRESENTATIVE:

Duane Hoff Jr., Senior Buyer

duaneh@gjcity.org

970-244-1545

This solicitation has been developed specifically for a Request for Proposal intended to solicit competitive responses for this solicitation, and may not be the same as previous City of Grand Junction solicitations. All offerors are urged to thoroughly review this solicitation prior to submitting. Submittal by **FAX, EMAIL or HARD COPY IS NOT ACCEPTABLE** for this solicitation.

REQUEST FOR PROPOSAL

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- 1.0 Administrative Information and Conditions for Submittal**
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- 6.0 Evaluation Criteria and Factors**
- 7.0 Solicitation Response Form**

REQUEST FOR PROPOSAL

SECTION 1.0: ADMINISTRATIVE INFORMATION & CONDITIONS FOR SUBMITTAL

NOTE: It is the Firm's responsibility to read and review all solicitation documentation in its entirety, and to ensure that they have a clear and complete understanding of not only the scope, specifications, project requirements, etc., but also all other requirements, instructions, rules, regulations, laws, conditions, statements, procurement policies, etc. that are associated with the solicitation process and project/services being solicited.

- 1.1 Issuing Office:** This Request for Proposal (RFP) is issued by the City of Grand Junction. All contact regarding this RFP is directed to:

RFP QUESTIONS:

Duane Hoff Jr., Senior Buyer
duaneh@gjcity.org

The City would like to remind all Firms, Sub-Firms, Vendors, Suppliers, Manufacturers, Service Providers, etc. that (with the exception of Pre-Bid or Site Visit Meetings) all questions, inquiries, comments, or communication pertaining to any formal solicitation (whether process, specifications, scope, etc.) must be directed (in writing) to the Purchasing Agent assigned to the project, or Purchasing Division. Direct communication with the City assigned Project Managers/Engineers is not appropriate for public procurement, and may result in disqualification.

- 1.2 Purpose:** The purpose of this RFP is to obtain proposals from qualified professional firms or individuals to provide the facilitation and creation of an updated Land Use and Development Regulation Code for the City of Grand Junction City Council.
- 1.3 The Owner:** The Owner is the City of Grand Junction, Colorado and is referred to throughout this Solicitation. The term Owner means the Owner or his authorized representative.
- 1.4 Compliance:** All participating Offerors, by their signature hereunder, shall agree to comply with all conditions, requirements, and instructions of this RFP as stated or implied herein. Should the Owner omit anything from this packet which is necessary to the clear understanding of the requirements, or should it appear that various instructions are in conflict, the Offeror(s) shall secure instructions from the Purchasing Division prior to the date and time of the submittal deadline shown in this RFP.
- 1.5 Submission:** Please refer to section 5.0 for what is to be included. **Each proposal shall be submitted in electronic format only, and only through the Rocky Mountain E-Purchasing website (<https://www.rockymountainbidsystem.com/default.asp>).** *This site offers both "free" and "paying" registration options that allow for full access of the Owner's documents and for electronic submission of proposals. (Note: "free" registration may take up to 24 hours to process. Please Plan accordingly.)* Please view our "Electronic Vendor Registration Guide" at <http://www.gjcity.org/business-and-economic-development/bids/> for details. **The uploaded response to this RFP shall be a single PDF document with all required information included.** For proper comparison and

evaluation, the City requests that proposals be formatted as directed in Section 5.0 "Preparation and Submittal of Proposals." Submittals received that fail to follow this format may be ruled non-responsive. (Purchasing Representative does not have access or control of the vendor side of RMEPS. If website or other problems arise during response submission, vendor **MUST** contact RMEPS to resolve issue prior to the response deadline. **800-835-4603**).

Please join Solicitation Opening, RFP-4943-21-DH, Professional Services Consultant for Land Use & Development Code Update on GoToConnect from your computer using the Chrome browser. <https://app.goto.com/meet/300417645>

You can also dial in using your phone.

Dial-In
(646) 749-3335
Access Code
300-417-645
Audio PIN
1

- 1.6 **Altering Proposals:** Any alterations made prior to opening date and time must be initialed by the signer of the proposal, guaranteeing authenticity. Proposals cannot be altered or amended after submission deadline.
- 1.7 **Withdrawal of Proposal:** A proposal must be firm and valid for award and may not be withdrawn or canceled by the Offeror for sixty (60) days following the submittal deadline date, and only prior to award. The Offeror so agrees upon submittal of their proposal. After award this statement is not applicable.
- 1.8 **Acceptance of Proposal Content:** The contents of the proposal of the successful Offeror shall become contractual obligations if acquisition action ensues. Failure of the successful Offeror to accept these obligations in a contract shall result in cancellation of the award and such vendor shall be removed from future solicitations.
- 1.9 **Addenda:** All questions shall be submitted in writing to the appropriate person as shown in Section 1.1. Any interpretations, corrections and changes to this RFP or extensions to the opening/receipt date shall be made by a written Addendum to the RFP by the City Purchasing Division. Sole authority to authorize addenda shall be vested in the City of Grand Junction Purchasing Representative. Addenda will be issued electronically through the Rocky Mountain E-Purchasing website at www.rockymountainbidsystem.com. Offerors shall acknowledge receipt of all addenda in their proposal.
- 1.10 **Exceptions and Substitutions:** All proposals meeting the intent of this RFP shall be considered for award. Offerors taking exception to the specifications shall do so at their own risk. The Owner reserves the right to accept or reject any or all substitutions or alternatives. When offering substitutions and/or alternatives, Offeror must state these exceptions in the section pertaining to that area. Exception/substitution, if accepted, must meet or exceed the stated intent and/or specifications. The absence of such a list shall indicate that the Offeror has not taken exceptions, and if awarded a contract, shall hold the Offeror responsible to perform in strict accordance with the specifications or scope of services contained herein.

- 1.11 Confidential Material:** All materials submitted in response to this RFP shall ultimately become public record and shall be subject to inspection after contract award. **“Proprietary or Confidential Information”** is defined as any information that is not generally known to competitors and which provides a competitive advantage. Unrestricted disclosure of proprietary information places it in the public domain. Only submittal information clearly identified with the words **“Confidential Disclosure”** and uploaded as a separate document shall establish a confidential, proprietary relationship. Any material to be treated as confidential or proprietary in nature must include a justification for the request. The request shall be reviewed and either approved or denied by the Owner. If denied, the proposer shall have the opportunity to withdraw its entire proposal, or to remove the confidential or proprietary restrictions. Neither cost nor pricing information nor the total proposal shall be considered confidential or proprietary.
- 1.12 Response Material Ownership:** All proposals become the property of the Owner upon receipt and shall only be returned to the proposer at the Owner’s option. Selection or rejection of the proposal shall not affect this right. The Owner shall have the right to use all ideas or adaptations of the ideas contained in any proposal received in response to this RFP, subject to limitations outlined in the entitled “Confidential Material”. Disqualification of a proposal does not eliminate this right.
- 1.13 Minimal Standards for Responsible Prospective Offerors:** A prospective Offeror must affirmably demonstrate their responsibility. A prospective Offeror must meet the following requirements.
- Have adequate financial resources, or the ability to obtain such resources as required.
 - Be able to comply with the required or proposed completion schedule.
 - Have a satisfactory record of performance.
 - Have a satisfactory record of integrity and ethics.
 - Be otherwise qualified and eligible to receive an award and enter into a contract with the Owner.
- 1.14 Open Records:** Proposals shall be received and publicly acknowledged at the location, date, and time stated herein. Offerors, their representatives and interested persons may be present. Proposals shall be received and acknowledged only so as to avoid disclosure of process. However, all proposals shall be open for public inspection after the contract is awarded. Trade secrets and confidential information contained in the proposal so identified by offer as such shall be treated as confidential by the Owner to the extent allowable in the Open Records Act.
- 1.15 Sales Tax:** The Owner is, by statute, exempt from the State Sales Tax and Federal Excise Tax; therefore, all fees shall not include taxes.
- 1.16 Public Opening:** Proposals shall be opened in a virtual meeting in the City Hall Auditorium, 250 North 5th Street, Grand Junction, CO, 81501, immediately following the proposal deadline. Offerors, their representatives and interested persons may be present. Only the names and locations on the proposing firms will be disclosed.

SECTION 2.0: GENERAL CONTRACT TERMS AND CONDITIONS

- 2.1. Acceptance of RFP Terms:** A proposal submitted in response to this RFP shall constitute a binding offer. Acknowledgment of this condition shall be indicated on the Letter of Interest or Cover Letter by the autographic signature of the Offeror or an officer of the Offeror legally authorized to execute contractual obligations. A submission in response to the RFP acknowledges acceptance by the Offeror of all terms and conditions including compensation, as set forth herein. An Offeror shall identify clearly and thoroughly any variations between its proposal and the Owner's RFP requirements. Failure to do so shall be deemed a waiver of any rights to subsequently modify the terms of performance, except as outlined or specified in the RFP.
- 2.2. Execution, Correlation, Intent, and Interpretations:** The Contract Documents shall be signed by the Owner and Firm. By executing the contract, the Firm represents that they have familiarized themselves with the local conditions under which the Services is to be performed, and correlated their observations with the requirements of the Contract Documents. The Contract Documents are complementary, and what is required by any one, shall be as binding as if required by all. The intention of the documents is to include all labor, materials, equipment, services and other items necessary for the proper execution and completion of the scope of services as defined in the technical specifications and drawings contained herein. All drawings, specifications and copies furnished by the Owner are, and shall remain, Owner property. They are not to be used on any other project.
- 2.3. Permits, Fees, & Notices:** The Firm shall secure and pay for all permits, governmental fees and licenses necessary for the proper execution and completion of the services. The Firm shall give all notices and comply with all laws, ordinances, rules, regulations and orders of any public authority bearing on the performance of the services. If the Firm observes that any of the Contract Documents are at variance in any respect, he shall promptly notify the Owner in writing, and any necessary changes shall be adjusted by approximate modification. If the Firm performs any services knowing it to be contrary to such laws, ordinances, rules and regulations, and without such notice to the Owner, he shall assume full responsibility and shall bear all costs attributable.
- 2.4. Responsibility for those Performing the Services:** The Firm shall be responsible to the Owner for the acts and omissions of all his employees and all other persons performing any of the services under a contract with the Firm.
- 2.5. Payment & Completion:** The Contract Sum is stated in the Contract and is the total amount payable by the Owner to the Firm for the performance of the services under the Contract Documents. Upon receipt of written notice that the services is ready for final inspection and acceptance and upon receipt of application for payment, the Owner's Project Manager will promptly make such inspection and, when they find the services acceptable under the Contract Documents and the Contract fully performed, the Owner shall make payment in the manner provided in the Contract Documents. Partial payments will be based upon estimates, prepared by the Firm, of the value of services performed and materials placed in accordance with the Contract Documents. The services performed by Firm shall be in accordance with generally accepted professional practices and the level of competency presently maintained by other practicing professional firms in the same or similar type of services in the applicable community. The services and services to be performed by

Firm hereunder shall be done in compliance with applicable laws, ordinances, rules and regulations.

- 2.6. Protection of Persons & Property:** The Firm shall comply with all applicable laws, ordinances, rules, regulations and orders of any public authority having jurisdiction for the safety of persons or property or to protect them from damage, injury or loss. Firm shall erect and maintain, as required by existing safeguards for safety and protection, and all reasonable precautions, including posting danger signs or other warnings against hazards promulgating safety regulations and notifying owners and users of adjacent utilities. When or where any direct or indirect damage or injury is done to public or private property by or on account of any act, omission, neglect, or misconduct by the Firm in the execution of the services, or in consequence of the non-execution thereof by the Firm, they shall restore, at their own expense, such property to a condition similar or equal to that existing before such damage or injury was done, by repairing, rebuilding, or otherwise restoring as may be directed, or it shall make good such damage or injury in an acceptable manner.
- 2.7. Changes in the Services:** The Owner, without invalidating the contract, may order changes in the services within the general scope of the contract consisting of additions, deletions or other revisions. All such changes in the services shall be authorized by Change Order/Amendment and shall be executed under the applicable conditions of the contract documents. A Change Order/Amendment is a written order to the Firm signed by the Owner issued after the execution of the contract, authorizing a change in the services or an adjustment in the contract sum or the contract time.
- 2.8. Minor Changes in the Services:** The Owner shall have authority to order minor changes in the services not involving an adjustment in the contract sum or an extension of the contract time and not inconsistent with the intent of the contract documents.
- 2.9. Uncovering & Correction of Services:** The Firm shall promptly correct all services found by the Owner as defective or as failing to conform to the contract documents. The Firm shall bear all costs of correcting such rejected services, including the cost of the Owner's additional services thereby made necessary. The Owner shall give such notice promptly after discover of condition. All such defective or non-conforming services under the above paragraphs shall be removed from the site where necessary and the services shall be corrected to comply with the contract documents without cost to the Owner.
- 2.10. Acceptance Not Waiver:** The Owner's acceptance or approval of any services furnished hereunder shall not in any way relieve the proposer of their present responsibility to maintain the high quality, integrity and timeliness of his services. The Owner's approval or acceptance of, or payment for, any services shall not be construed as a future waiver of any rights under this Contract, or of any cause of action arising out of performance under this Contract.
- 2.11. Change Order/Amendment:** No oral statement of any person shall modify or otherwise change, or affect the terms, conditions or specifications stated in the resulting contract. All amendments to the contract shall be made in writing by the Owner.
- 2.12. Assignment:** The Offeror shall not sell, assign, transfer or convey any contract resulting from this RFP, in whole or in part, without the prior written approval from the Owner.

- 2.13. Compliance with Laws:** Proposals must comply with all Federal, State, County and local laws governing or covering this type of service and the fulfillment of all ADA (Americans with Disabilities Act) requirements. Firm hereby warrants that it is qualified to assume the responsibilities and render the services described herein and has all requisite corporate authority and professional licenses in good standing, required by law.
- 2.14. Debarment/Suspension:** The Firm hereby certifies that the Firm is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Governmental department or agency.
- 2.15. Confidentiality:** All information disclosed by the Owner to the Offeror for the purpose of the services to be done or information that comes to the attention of the Offeror during the course of performing such services is to be kept strictly confidential.
- 2.16. Conflict of Interest:** No public official and/or Owner employee shall have interest in any contract resulting from this RFP.
- 2.17. Contract:** This Request for Proposal, submitted documents, and any negotiations, when properly accepted by the Owner, shall constitute a contract equally binding between the Owner and Offeror. The contract represents the entire and integrated agreement between the parties hereto and supersedes all prior negotiations, representations, or agreements, either written or oral, including the Proposal documents. The contract may be amended or modified with Change Orders, Field Orders, or Amendment.
- 2.18. Project Manager/Administrator:** The Project Manager, on behalf of the Owner, shall render decisions in a timely manner pertaining to the services proposed or performed by the Offeror. The Project Manager shall be responsible for approval and/or acceptance of any related performance of the Scope of Services.
- 2.19. Contract Termination:** This contract shall remain in effect until any of the following occurs: (1) contract expires; (2) completion of services; (3) acceptance of services or, (4) for convenience terminated by either party with a written *Notice of Cancellation* stating therein the reasons for such cancellation and the effective date of cancellation at least thirty days past notification.
- 2.20. Employment Discrimination:** During the performance of any services per agreement with the Owner, the Offeror, by submitting a Proposal, agrees to the following conditions:
- 2.20.1. The Offeror shall not discriminate against any employee or applicant for employment because of race, religion, color, sex, age, disability, citizenship status, marital status, veteran status, sexual orientation, national origin, or any legally protected status except when such condition is a legitimate occupational qualification reasonably necessary for the normal operations of the Offeror. The Offeror agrees to post in conspicuous places, visible to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.

- 2.20.2. The Offeror, in all solicitations or advertisements for employees placed by or on behalf of the Offeror, shall state that such Offeror is an Equal Opportunity Employer.
- 2.20.3. Notices, advertisements, and solicitations placed in accordance with federal law, rule, or regulation shall be deemed sufficient for the purpose of meeting the requirements of this section.

- 2.21. Immigration Reform and Control Act of 1986 and Immigration Compliance:** The Offeror certifies that it does not and will not during the performance of the contract employ illegal alien services or otherwise violate the provisions of the Federal Immigration Reform and Control Act of 1986 and/or the immigration compliance requirements of State of Colorado C.R.S. § 8-17.5-101, *et seq.* (House Bill 06-1343).
- 2.22. Ethics:** The Offeror shall not accept or offer gifts or anything of value nor enter into any business arrangement with any employee, official, or agent of the Owner.
- 2.23. Failure to Deliver:** In the event of failure of the Offeror to deliver services in accordance with the contract terms and conditions, the Owner, after due oral or written notice, may procure the services from other sources and hold the Offeror responsible for any costs resulting in additional purchase and administrative services. This remedy shall be in addition to any other remedies that the Owner may have.
- 2.24. Failure to Enforce:** Failure by the Owner at any time to enforce the provisions of the contract shall not be construed as a waiver of any such provisions. Such failure to enforce shall not affect the validity of the contract or any part thereof or the right of the Owner to enforce any provision at any time in accordance with its terms.
- 2.25. Force Majeure:** The Offeror shall not be held responsible for failure to perform the duties and responsibilities imposed by the contract due to legal strikes, fires, riots, rebellions, and acts of God beyond the control of the Offeror, unless otherwise specified in the contract.
- 2.26. Indemnification:** Offeror shall defend, indemnify and save harmless the Owner and all its officers, employees, insurers, and self-insurance pool, from and against all liability, suits, actions, or other claims of any character, name and description brought for or on account of any injuries or damages received or sustained by any person, persons, or property on account of any negligent act or fault of the Offeror, or of any Offeror's agent, employee, sub-Firm or supplier in the execution of, or performance under, any contract which may result from proposal award. Offeror shall pay any judgment with cost which may be obtained against the Owner growing out of such injury or damages.
- 2.27. Independent Firm:** The Offeror shall be legally considered an Independent Firm and neither the Firm nor its employees shall, under any circumstances, be considered servants or agents of the Owner. The Owner shall be at no time legally responsible for any negligence or other wrongdoing by the Firm, its servants, or agents. The Owner shall not withhold from the contract payments to the Firm any federal or state unemployment taxes, federal or state income taxes, Social Security Tax or any other amounts for benefits to the Firm. Further, the Owner shall not provide to the Firm any insurance coverage or other benefits, including Workers' Compensation, normally provided by the Owner for its employees.

- 2.28. Nonconforming Terms and Conditions:** A proposal that includes terms and conditions that do not conform to the terms and conditions of this Request for Proposal is subject to rejection as non-responsive. The Owner reserves the right to permit the Offeror to withdraw nonconforming terms and conditions from its proposal prior to a determination by the Owner of non-responsiveness based on the submission of nonconforming terms and conditions.
- 2.29. Ownership:** All plans, prints, designs, concepts, etc., shall become the property of the Owner.
- 2.30. Oral Statements:** No oral statement of any person shall modify or otherwise affect the terms, conditions, or specifications stated in this document and/or resulting agreement. All modifications to this request and any agreement must be made in writing by the Owner.
- 2.31. Patents/Copyrights:** The Offeror agrees to protect the Owner from any claims involving infringements of patents and/or copyrights. In no event shall the Owner be liable to the Offeror for any/all suits arising on the grounds of patent(s)/copyright(s) infringement. Patent/copyright infringement shall null and void any agreement resulting from response to this RFP.
- 2.32. Venue:** Any agreement as a result of responding to this RFP shall be deemed to have been made in, and shall be construed and interpreted in accordance with, the laws of the City of Grand Junction, Mesa County, Colorado.
- 2.33. Expenses:** Expenses incurred in preparation, submission and presentation of this RFP are the responsibility of the company and cannot be charged to the Owner.
- 2.34. Sovereign Immunity:** The Owner specifically reserves its right to sovereign immunity pursuant to Colorado State Law as a defense to any action arising in conjunction to this agreement.
- 2.35. Public Funds/Non-Appropriation of Funds:** Funds for payment have been provided through the Owner's budget approved by the City Council/Board of County Commissioners for the stated fiscal year only. State of Colorado statutes prohibit the obligation and expenditure of public funds beyond the fiscal year for which a budget has been approved. Therefore, anticipated orders or other obligations that may arise past the end of the stated Owner's fiscal year shall be subject to budget approval. Any contract will be subject to and must contain a governmental non-appropriation of funds clause.
- 2.36. Collusion Clause:** Each Offeror by submitting a proposal certifies that it is not party to any collusive action or any action that may be in violation of the Sherman Antitrust Act. Any and all proposals shall be rejected if there is evidence or reason for believing that collusion exists among the proposers. The Owner may or may not, at the discretion of the Owner Purchasing Representative, accept future proposals for the same service or commodities for participants in such collusion.
- 2.37. Gratuities:** The Firm certifies and agrees that no gratuities or kickbacks were paid in connection with this contract, nor were any fees, commissions, gifts or other considerations

made contingent upon the award of this contract. If the Firm breaches or violates this warranty, the Owner may, at their discretion, terminate this contract without liability to the Owner.

- 2.38. Performance of the Contract:** The Owner reserves the right to enforce the performance of the contract in any manner prescribed by law or deemed to be in the best interest of the Owner in the event of breach or default of resulting contract award.
- 2.39. Benefit Claims:** The Owner shall not provide to the Offeror any insurance coverage or other benefits, including Worker's Compensation, normally provided by the Owner for its employees.
- 2.40. Default:** The Owner reserves the right to terminate the contract in the event the Firm fails to meet delivery or completion schedules, or otherwise perform in accordance with the accepted proposal. Breach of contract or default authorizes the Owner to purchase like services elsewhere and charge the full increase in cost to the defaulting Offeror.
- 2.41. Multiple Offers:** If said proposer chooses to submit more than one offer, THE ALTERNATE OFFER must be clearly marked "Alternate Proposal". The Owner reserves the right to make award in the best interest of the Owner.
- 2.42. Cooperative Purchasing:** Purchases as a result of this solicitation are primarily for the Owner. Other governmental entities may be extended the opportunity to utilize the resultant contract award with the agreement of the successful provider and the participating agencies. All participating entities will be required to abide by the specifications, terms, conditions and pricings established in this Proposal. The quantities furnished in this proposal document are for only the Owner. It does not include quantities for any other jurisdiction. The Owner will be responsible only for the award for our jurisdiction. Other participating entities will place their own awards on their respective Purchase Orders through their purchasing office or use their purchasing card for purchase/payment as authorized or agreed upon between the provider and the individual entity. The Owner accepts no liability for payment of orders placed by other participating jurisdictions that choose to piggy-back on our solicitation. Orders placed by participating jurisdictions under the terms of this solicitation will indicate their specific delivery and invoicing instructions.
- 2.43. Definitions:**
- 2.43.1. "Offeror" and/or "Proposer" refers to the person or persons legally authorized by the Consultant to make an offer and/or submit a response (fee) proposal in response to the Owner's RFP.
 - 2.43.2. The term "Services" includes all labor, materials, equipment, and/or services necessary to produce the requirements of the Contract Documents.
 - 2.43.3. "Firm" is the person, organization, firm or consultant identified as such in the Agreement and is referred to throughout the Contract Documents. The term Firm means the Firm or his authorized representative. The Firm shall carefully study and compare the Scope of Services, Addenda and Modifications and shall at once report to the Owner any error, inconsistency or omission he may discover. Firm shall not be liable to the Owner for any damage resulting from such errors, inconsistencies or omissions. The Firm shall not commence services without clarifying Drawings, Specifications, or Interpretations.

2.43.4. "Sub-Contractor is a person or organization who has a direct contract with the Firm to perform any of the services at the site. The term Sub-Firm is referred to throughout the contract documents and means a Sub-Contractor or his authorized representative.

2.44. Public Disclosure Record: If the Proposer has knowledge of their employee(s) or sub-proposers having an immediate family relationship with an Owner employee or elected official, the proposer must provide the Purchasing Representative with the name(s) of these individuals. These individuals are required to file an acceptable "Public Disclosure Record", a statement of financial interest, before conducting business with the Owner.

SECTION 3.0: INSURANCE REQUIREMENTS

3.1 Insurance Requirements: The selected Firm agrees to procure and maintain, at its own cost, policy(s) of insurance sufficient to insure against all liability, claims, demands, and other obligations assumed by the Firm pursuant to this Section. Such insurance shall be in addition to any other insurance requirements imposed by this Contract or by law. The Firm shall not be relieved of any liability, claims, demands, or other obligations assumed pursuant to this Section by reason of its failure to procure or maintain insurance in sufficient amounts, durations, or types.

Firm shall procure and maintain and, if applicable, shall cause any Sub-Firm of the Firm to procure and maintain insurance coverage listed below. Such coverage shall be procured and maintained with forms and insurers acceptable to The Owner. All coverage shall be continuously maintained to cover all liability, claims, demands, and other obligations assumed by the Firm pursuant to this Section. In the case of any claims-made policy, the necessary retroactive dates and extended reporting periods shall be procured to maintain such continuous coverage. Minimum coverage limits shall be as indicated below unless specified otherwise in the Special Conditions:

(a) **Worker Compensation:** Firm shall comply with all State of Colorado Regulations concerning Workers' Compensation insurance coverage.

(b) **General Liability insurance with minimum combined single limits of:**

ONE MILLION DOLLARS (\$1,000,000) each occurrence and
ONE MILLION DOLLARS (\$1,000,000) per job aggregate.

The policy shall be applicable to all premises, products and completed operations. The policy shall include coverage for bodily injury, broad form property damage (including completed operations), personal injury (including coverage for contractual and employee acts), blanket contractual, products, and completed operations. The policy shall include coverage for explosion, collapse, and underground (XCU) hazards. The policy shall contain a severability of interests provision.

(c) **Comprehensive Automobile Liability insurance with minimum combined single limits for bodily injury and property damage of not less than:**

ONE MILLION DOLLARS (\$1,000,000) each occurrence and
ONE MILLION DOLLARS (\$1,000,000) aggregate

(d) Professional Liability & Errors and Omissions Insurance policy with a minimum of:
FIVE MILLION DOLLARS (\$5,000,000) per claim

This policy shall provide coverage to protect the Firm against liability incurred as a result of the professional services performed as a result of responding to this Solicitation.

With respect to each of Consultant's owned, hired, or non-owned vehicles assigned to be used in performance of the Services. The policy shall contain a severability of interests provision.

3.2 Additional Insured Endorsement: The policies required by paragraphs (b), and (c) above shall be endorsed to include the Owner and the Owner's officers and employees as additional insureds. Every policy required above shall be primary insurance, and any insurance carried by the Owner, its officers, or its employees, or carried by or provided through any insurance pool of the Owner, shall be excess and not contributory insurance to that provided by Firm. The Firm shall be solely responsible for any deductible losses under any policy required above.

SECTION 4.0: SPECIFICATIONS/SCOPE OF SERVICES

4.1. General/Background:

The purpose of this RFP is to obtain proposals from qualified professional firms or individuals to provide assess, facilitate and draft updated Zoning and Development Code for the City of Grand Junction. The intent is align the Code with the adopted 2020 Comprehensive Plan (Title 31) and other recent planning documents of the City also adopted under Volume III: Comprehensive Plan. It is also the intent of the project to involve a citizen's Development Code Committee and to work closely with City Staff during each Phase of the project.

The services of the awarded consulting firm or individual include an update of "Volume II: Development Regulations" in the City's Municipal Code, as indicated below. The Owner expects the selected consultant to be engaged for the complete project through both phases of the project. The proposed phases and steps are included below. These steps are provided for guidance purposes only and should be reviewed, modified and/or revised to account for Firm's recommended approach and best practices in designing a successful code update project.

4.2. Special Conditions/Provisions:

4.2.1 Price/Fees: Project pricing shall be all inclusive, to include, but not be limited to: labor, materials, equipment, travel, design, drawings, engineering work, shipping/freight, licenses, permits, fees, etc.

The Owner shall not pay nor be liable for any other additional costs including but not limited to: taxes, shipping charges, insurance, interest, penalties, termination payments, attorney fees, liquidated damages, etc.

Provide a not to exceed cost using Solicitation Response Form found in Section 7, accompanied by a complete list of costs breakdown and rates sheets.

All fees will be considered by the Owner to be negotiable.

4.3. Specifications/Scope of Services:

PHASE 1

- Review adopted regulations and plans included in Volume II: Development Regulations and Volume III: Comprehensive Plan. Review should also include the Grand Valley Housing Needs Assessment (2021) and recently passed HB 21-1271.
- Meet/Interview local stakeholders and staff to understand challenges of the existing code.
- Work with staff and a development code committee to identify challenges and opportunities in the Code, including eliminating barriers for the creation of affordable/attainable units.
- Prepare a draft Code Assessment Report providing recommendations for code updates and priorities for review by staff and a Development Code Committee. Solicit input and revise assessment as needed.
- Present Code Assessment Report to the Planning Commission and City Council, revise as needed.

Deliverables: Code Assessment Report.

PHASE 2

- Prepare an outline of proposed code revisions that address top priorities and needs from the Code Assessment Report and that identifies the purpose and approach to each code/section text revision(s)
- Draft code revisions and layout. Present code revisions and layout to City Staff revise as needed.
- Present revised code to Development Code Committee, revise as needed.
- Present draft code revision to the Planning Commission and City Council.
- Develop final draft of revised Zoning and Development Code. Present to Code Committee and elected and appointed officials, as needed.

Deliverables: Final Code Update documents including adoption Ordinance(s).

4.4. Timeline: It is expected that this work will be completed in approximately nine (9) months from date of contract.

4.5. Implementation/Final Report: The implementation of this project will be determined by the consultant whose timeline will be used as one of the evaluation criteria. Please provide a good faith estimate of when the final report can be delivered.

4.6. Attached Documents: Click Link

1. Current Land Use and Development Code ([Grand Junction Municipal Code Volume II: Development Regulations](#)) **NOTE: See left hand side of web page for +Volume II Development Regulations.**

4.7. RFP Tentative Time Schedule:

- Request for Proposal available: August 6, 2021
- Inquiry deadline, no questions after this date: August 20, 2021
- Addendum Posted: August 25, 2021
- Submittal deadline for proposals: September 1, 2021
- Owner evaluation of proposals: September 2-10, 2021
- Interviews (if required) September 17, 2021
- Final selection: September 21, 2021
- Contract execution: September 30, 2021
- Phase 1 Complete by Dec 6, 2021
- Phase 2 Complete by Mar 11, 2022
- Phase 3 Complete by May 20, 2022

4.8. Questions Regarding Scope of Services:

Duane Hoff Jr., Senior Buyer
duaneh@gjcity.org

SECTION 5.0: PREPARATION AND SUBMITTAL OF PROPOSALS

Submission: Each proposal shall be submitted in electronic format only, and only through the Rocky Mountain E-Purchasing website (<https://www.rockymountainbidsystem.com/default.asp>). This site offers both “free” and “paying” registration options that allow for full access of the Owner’s documents and for electronic submission of proposals. (Note: “free” registration may take up to 24 hours to process. Please Plan accordingly.) Please view our “**Electronic Vendor Registration Guide**” at <http://www.gjcity.org/BidOpenings.aspx> for details. The uploaded response to this RFP shall be a single PDF document with all required information included. (Purchasing Representative does not have access or control of the vendor side of RMEPS. If website or other problems arise during response submission, vendor **MUST** contact RMEPS to resolve issue prior to the response deadline **800-835-4603**). For proper comparison and evaluation, the City requests that proposals be formatted as directed in Section 5.0 “Preparation and Submittal of Proposals.” Offerors are required to indicate their interest in this Project, show their specific experience and address their capability to perform the Scope of Services in the Time Schedule as set forth herein. For proper comparison and evaluation, the Owner requires that proposals be formatted **A to F**:

- A. Cover Letter:** Cover letter shall be provided which explains the Firm’s interest in the project. The letter shall contain the name/address/phone number/email of the person who will serve as the firm's principal contact person with Owner’s Contract Administrator and shall identify individual(s) who will be authorized to make presentations on behalf of the firm. The statement shall bear the signature of the person having proper authority to make formal commitments on behalf of the firm. By submitting a response to this solicitation the Firm agrees to all requirements herein.
- B. Qualifications/Experience/Credentials:** Proposers shall provide their qualifications for consideration as a professional consultant with experience in the development and modifications of municipal land use codes contract provider to the City of Grand Junction and include prior experience in similar projects.
- C. Strategy and Implementation Plan:** Describe your (the firm’s) interpretation of the Owner’s objectives with regard to this RFP. Describe the proposed strategy and/or plan for achieving the objectives of this RFP. The Firm may utilize a written narrative or any other printed technique to demonstrate their ability to satisfy the Scope of Services. The narrative should describe a logical progression of tasks and efforts starting with the initial steps or tasks to be accomplished and continuing until all proposed tasks are fully described and the RFP objectives are accomplished. Include a **time schedule** for completion of your firm’s implementation plan and an estimate of time commitments from Owner staff.
- D. References:** A minimum of five (5) **references** that can attest to your experience in projects of similar scope and size. **Please also summarize the projects completed with these references including:** Client Name, Address, Contact Person, Telephone, Email Address, Project Dates, Project Description, etc.
- E. Fee Proposal:** Provide an all-inclusive, not to exceed cost using Solicitation Response Form found in Section 7.0, accompanied by a complete list of costs breakdown (**NOTE: There is a section for optional pricing if virtual meetings are held in lieu of personal or onsite meetings**).
- F. Additional Data (optional):** Provide any additional information that will aid in evaluation of your qualifications with respect to this project.

SECTION 6.0: EVALUATION CRITERIA AND FACTORS

- 6.1 Evaluation:** An evaluation team shall review all responses and select the proposal or proposals that best demonstrate the capability in all aspects to perform the scope of services and possess the integrity and reliability that will ensure good faith performance.
- 6.2 Intent:** Only respondents who meet the qualification criteria will be considered. Therefore, it is imperative that the submitted proposal clearly indicate the firm's ability to provide the services described herein.

Submittal evaluations will be done in accordance with the criteria and procedure defined herein. The Owner reserves the right to reject any and all portions of proposals and take into consideration past performance. The following parameters will be used to evaluate the submittals (**with weighted values**):

The following collective criteria shall be worth 90%
<ul style="list-style-type: none"> • Responsiveness of Submittal to the RFP (10) (Firm has submitted a proposal that is fully comprehensive, inclusive, and conforms in all respects to the Request for Proposals (RFP) and all of its requirements, including all forms and substance.) • Understanding of the Project and Objectives (30) (Firm's ability to demonstrate a thorough understanding of the City's goals pertaining to this specific project.) • Experience (30) (Firm's proven proficiency in the successful completion of similar projects.) • Strategy & Implementation Plan (20) (Firm has provided a clear interpretation of the City's objectives in regard to the project, and a fully comprehensive plan to achieve successful completion. See Section 5.0 Item C. – Strategy and Implementation Plan for details.)

The following criteria shall be worth 10%
* Fees (10)

Owner also reserves the right to take into consideration past performance of previous awards/contracts with the Owner of any vendor, Firm, supplier, or service provider in determining final award(s).

The Owner will undertake negotiations with the top-rated firm and will not negotiate with lower rated firms unless negotiations with higher rated firms have been unsuccessful and terminated.

- 6.3 Oral Interviews:** The Owner reserves the right to invite the most qualified rated proposer(s) to participate in oral interviews, if needed.
- 6.4 Award:** Firms shall be ranked or disqualified based on the criteria listed in Section 6.2. The Owner reserves the right to consider all of the information submitted and/or oral presentations, if required, in selecting the project Firm.

SECTION 7.0: SOLICITATION RESPONSE FORM

RFP-4943-21-DH Professional Services Consultant for Land Use & Development Code Update

Offeror must submit entire Form completed, dated and signed.

- 1) All inclusive, not to exceed cost to provide professional consulting services for the facilitation and creation of an updated Land Use and Development Regulation Code for the City of Grand Junction City Council:

Description	Onsite/Personal Meetings	Virtual Meeting Option
Phase 1		
Phase 2		
Final Report		
Total Not to Exceed Cost		

Total Not to Exceed Cost Written for Onsite/Personal Meetings: _____ dollars

Total Not to Exceed Cost Written for Virtual Meeting Option: _____ dollars

Anticipated delivery of Final Report _____

The Owner reserves the right to accept any portion of the services to be performed at its discretion

The undersigned has thoroughly examined the entire Request for Proposals and therefore submits the proposal and schedule of fees and services attached hereto.

This offer is firm and irrevocable for sixty (60) days after the time and date set for receipt of proposals.

The undersigned Offeror agrees to provide services and products in accordance with the terms and conditions contained in this Request for Proposal and as described in the Offeror’s proposal attached hereto; as accepted by the Owner.

Prices in the proposal have not knowingly been disclosed with another provider and will not be prior to award.

- Prices in this proposal have been arrived at independently, without consultation, communication or agreement for the purpose of restricting competition.
- No attempt has been made nor will be to induce any other person or firm to submit a proposal for the purpose of restricting competition.
- The individual signing this proposal certifies they are a legal agent of the offeror, authorized to represent the offeror and is legally responsible for the offer with regard to supporting documentation and prices provided.
- Direct purchases by the City of Grand Junction are tax exempt from Colorado Sales or Use Tax. Tax exempt No. 98-903544. The undersigned certifies that no Federal, State, County or Municipal tax will be added to the above quoted prices.
- City of Grand Junction payment terms shall be Net 30 days.

- Prompt payment discount of _____ percent of the net dollar will be offered to the Owner if the invoice is paid within _____ days after the receipt of the invoice.

RECEIPT OF ADDENDA: the undersigned Firm acknowledges receipt of Addenda to the Solicitation, Specifications, and other Contract Documents. State number of Addenda received: _____

It is the responsibility of the Proposer to ensure all Addenda have been received and acknowledged.

Company Name – (Typed or Printed)

Authorized Agent – (Typed or Printed)

Authorized Agent Signature

Phone Number

Address of Offeror

E-mail Address of Agent

City, State, and Zip Code

Date



Purchasing Division

ADDENDUM NO. 1

DATE: August 13, 2021
FROM: City of Grand Junction Purchasing Division
TO: All Offerors
RE: Professional Services Consultant for Land Use & Development Code Update
RFP-4943-21-DH

Offerors responding to the above referenced solicitation are hereby instructed that the requirements have been clarified, modified, superseded and supplemented as to this date as hereinafter described.

Please make note of the following clarifications:

1. Q. The tentative schedule references a Phase 3 but there is no Phase 3 in the scope. Is there intended to be a 3rd phase of the scope?
 - A. In the initial development of the scope of service there were 3 phases planned. However, by the final draft it was condensed to only 2 phases. Therefore, there is no Phase 3 for this project.
2. Q. Does the City have a budget for this project?
 - A. The budget for this project is not being released at this time.
3. Q. Does the City have a preference for whether the consultant should be local or not?
 - A. The City of Grand Junction does not have a local preference rule or regulation pertaining to procurement processes.

The original solicitation for the project noted above is amended as noted.

All other conditions of subject remain the same.

Respectfully,

A handwritten signature in black ink, appearing to read "Duane Hoff Jr.", written over a horizontal line.

Duane Hoff Jr., Senior Buyer
City of Grand Junction, Colorado



Purchasing Division

ADDENDUM NO. 2

DATE: August 25, 2021
FROM: City of Grand Junction Purchasing Division
TO: All Offerors
**RE: Professional Services Consultant for Land Use & Development Code Update
RFP-4943-21-DH**

Offerors responding to the above referenced solicitation are hereby instructed that the requirements have been clarified, modified, superseded and supplemented as to this date as hereinafter described.

Please make note of the following clarifications:

1. Q. On page 13, the RFP mentions working with a citizen's Development Code Committee. Does such committee already exist?

A. A Development Code Committee does not currently exist, but will be a part of the project.
2. Q. On page 14, Phases 1 and 2 are clearly defined in Section 4.3, Specifications/ Scope of Work, with the deliverables for Phase 2 listed as "Final Code Update documents including adoption Ordinance(s)." Yet on page 15, in 4.7, RFP Tentative Time Schedule, there is a Phase 3 listed. What is the scope and nature of the deliverable(s) of Phase 3? Is this meant to be the Final Report, which could be inferred from the Solicitation Response Form, and if so, how is it different than the "Final Code Update documents" from Phase 2?

A. "Phase 3" is section 4.7 is a typo and has no requirements assigned to it.
3. Q. On page 14, 4.4 Timeline states that the timeline is approximately 9 months from date of contract. In 4.7 on page 15, Contract Execution is listed as September 30, 2021. Nine months from that date would be June 30, 2022, yet Phase 3 completion is listed as May 20, 2022. Please also confirm that there is no Phase 3 to this project, and that Phase 2 is not due for completion in March 2022.

A. As mentioned in question #2 of this addendum, this project has no phase 3. Phase 2 will be the final phase of the project. The tentative timeline in section 4.7 has an error, and Phase 2 should have the May 20, 2022 projected completion date next to it. The projected end of May completion date falls within the desired approximate project length of 9 months. To be clear, please read the timeline as the final phase being Phase 2 completed on May 20, 2022.

4. Q. On page 15, in 4.7 RFP Tentative Time Schedule, the Phase completion dates are very specific. Are there events or deadlines with these specific dates that are driving the completion of each Phase?
- A. The dates in the timeline were constructed around what was known of our own schedules at the time of this solicitation process. However, if a firm has exceptions to the stated schedule, they shall state them in their proposal, and if selected as the preferred proposal, may be discussed during negotiations.
5. Q. Is there an established budget for the work?
- A. Reference answer to question #2 of Addendum 1.
6. Q. Is it possible to work with the City on the standard contract language, or are firms required to accept the language as written?
- A. Per Section 2.1 Acceptance of RFP Terms: A proposal submitted in response to this RFP shall constitute a binding offer. Acknowledgment of this condition shall be indicated on the Letter of Interest or Cover Letter by the autographic signature of the Offeror or an officer of the Offeror legally authorized to execute contractual obligations. A submission in response to the RFP acknowledges acceptance by the Offeror of all terms and conditions including compensation, as set forth herein. An Offeror shall identify clearly and thoroughly any variations between its proposal and the Owner's RFP requirements. Failure to do so shall be deemed a waiver of any rights to subsequently modify the terms of performance, except as outlined or specified in the RFP.

Per Section 6.2 Intent: ...The Owner will undertake negotiations with the top-rated firm and will not negotiate with lower rated firms unless negotiations with higher rated firms have been unsuccessful and terminated.

The original solicitation for the project noted above is amended as noted.

All other conditions of subject remain the same.

Respectfully,



Duane Hoff Jr., Senior Buyer
City of Grand Junction, Colorado

RFP-4943-21-DH

Land Use & Development Code Update

Grand Junction, Colorado

CLARION

CLARION

1600 Stout Street, Ste 1700
Denver, CO. 80202
303.830.2890
www.clarionassociates.com

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SECTION 7.0: SOLICITATION RESPONSE FORM**RFP-4943-21-DH Professional Services Consultant for Land Use & Development Code Update**

Offeror must submit entire Form completed, dated and signed.

- 1) **All inclusive, not to exceed cost to provide professional consulting services for the facilitation and creation of an updated Land Use and Development Regulation Code for the City of Grand Junction City Council:**

Description	Onsite/Personal Meetings	Virtual Meeting Option
Phase 1	\$73,560	\$70,560
Phase 2	\$150,900	\$146,900
Final Report	\$6,460	\$6,460
Total Not to Exceed Cost	\$230,920	\$223,920

Total Not to Exceed Cost Written for Onsite/Personal Meetings:

Two hundred thirty thousand nine hundred twenty _____ dollars

Total Not to Exceed Cost Written for Virtual Meeting Option:

Two hundred twenty three thousand nine hundred twenty _____ dollars

Anticipated delivery of Final Report September 30, 2022

The Owner reserves the right to accept any portion of the services to be performed at its discretion

The undersigned has thoroughly examined the entire Request for Proposals and therefore submits the proposal and schedule of fees and services attached hereto.

This offer is firm and irrevocable for sixty (60) days after the time and date set for receipt of proposals.

The undersigned Offeror agrees to provide services and products in accordance with the terms and conditions contained in this Request for Proposal and as described in the Offeror's proposal attached hereto; as accepted by the Owner.

Prices in the proposal have not knowingly been disclosed with another provider and will not be prior to award.

- Prices in this proposal have been arrived at independently, without consultation, communication or agreement for the purpose of restricting competition.
- No attempt has been made nor will be to induce any other person or firm to submit a proposal for the purpose of restricting competition.
- The individual signing this proposal certifies they are a legal agent of the offeror, authorized to represent the offeror and is legally responsible for the offer with regard to supporting documentation and prices provided.
- Direct purchases by the City of Grand Junction are tax exempt from Colorado Sales or Use Tax. Tax exempt No. 98-903544. The undersigned certifies that no Federal, State, County or Municipal tax will be added to the above quoted prices.
- City of Grand Junction payment terms shall be Net 30 days.

- Prompt payment discount of N/A percent of the net dollar will be offered to the Owner if the invoice is paid within N/A days after the receipt of the invoice.

RECEIPT OF ADDENDA: the undersigned Firm acknowledges receipt of Addenda to the Solicitation, Specifications, and other Contract Documents. State number of Addenda received: 2

It is the responsibility of the Proposer to ensure all Addenda have been received and acknowledged.

Clarion Associates, LLC
Company Name – (Typed or Printed)
Don Elliott
Authorized Agent Signature
1600 Stout Street, Suite 1700
Address of Offeror
Denver, CO. 80202
City, State, and Zip Code

Don Elliott, FAICP
Authorized Agent – (Typed or Printed)
303-830-2890
Phone Number
delliott@clarionassociates.com
E-mail Address of Agent
9/1/2021
Date

CLARION

1600 Stout Street, Suite 1700
Denver, CO. 80202
303.830.2890
www.clarionassociates.com

City of Grand Junction, Colorado
Via Electronic Response to RMEPS
September 1, 2021
Attention: Duane Hoff Jr., Senior Buyer

RE: RFP-4943-21-DH Proposal to Update the Land Use and Development Code

Dear Selection Committee:

On behalf of Clarion Associates, I am pleased to submit this proposal to update the Grand Junction Land Use and Development Code. We hope that our national expertise, philosophy of code excellence, comprehensive project approach, and shared experience of the changes affecting Colorado and the West will align well with Grand Junction's thoughtful work on both the One Grand Junction Comprehensive Plan and the City's other forward-looking plans and projects. Clarion Associates is a nationally recognized land-use consulting firm with extensive experience in preparing and updating zoning ordinances, design standards, and development review procedures for communities of all sizes across America. We have offices in Denver and Chapel Hill, and affiliated offices in Cincinnati and Philadelphia, and believe that we are uniquely qualified to assist the City of Grand Junction with this effort.

The strengths we bring to Grand Junction include the following:

- **Deep, Practical Expertise.** Drafting zoning and development codes to implement planning and governance goals is Clarion's core practice area. Over the past 29 years, Clarion principals have led over 200 zoning code update or replacement projects for cities and counties of every size across the U.S. – including over 40 updates for Colorado communities. We bring to each of our code clients our deep knowledge of what works – and does not work – in implementing adopted plans, including an understanding of the “people work” needed to usher a new development code through multiple rounds of issue resolution, explanations of technical drafting, and sometimes just the listening that accompanies change.
- **A Focus on Inclusivity and Complete Neighborhoods.** We are well aware of the ways in which zoning has been used to exclude and separate citizens based on income, race, ethnicity, and disabilities and the impacts this has created on our neighborhoods and housing choices. Grand Junction is a city of neighborhoods and this code update should focus on letting these neighborhoods thrive to the benefit of both the residents and the community as a whole. We help our partner cities address these critical issues by removing zoning barriers, ensuring early and meaningful public engagement in zoning decisions, and incorporating equity and inclusion as key development approval criteria.
- **A Focus on the Benefits and Challenges of Being Coloradans.** Sunshine, outdoor living, thriving agriculture, human-sized cities, growing population, wildfire, drought, and days when I-70 will not be open – these are all part of our shared experience. Clarion has been a leader in designing land use controls that respond to the realities of developing and living in our state. Ranging from Dark Skies lighting, to designing for fire-safe(r) development, to identifying and addressing the barriers to affordable housing in our communities. Clarion lives in Colorado.



- **National Leadership in Zoning Best Practices.** Clarion Associates' Directors and staff constantly research best zoning practices and then share that knowledge through articles, books, and conferences. We are frequent contributors to the American Planning Association's Planning magazine, Planning Advisory Service (PAS) reports, and Zoning Practice monographs, and Clarion Director Don Elliott, FAICP, has authored A Better Way to Zone. In our spare time, we are those zoning geeks who schedule internal meetings to talk about how to draft, regulate, and relate to our clients and their communities better and more effectively. We understand how to move beyond the best practice discussions and develop politically realistic tools that turn theory into clear, enforceable regulations.

This proposal provides Clarion Associates' qualifications and Scope of Work to conduct an exceptional effective and inclusive engagement, assessment, and drafting process to discover the most effective, inclusive, and uniquely Colorado ways to implement the One Grand Junction Comprehensive Plan. We look forward to partnering with the City of Grand Junction to move the Land Use and Development Code update project forward.

Sincerely,



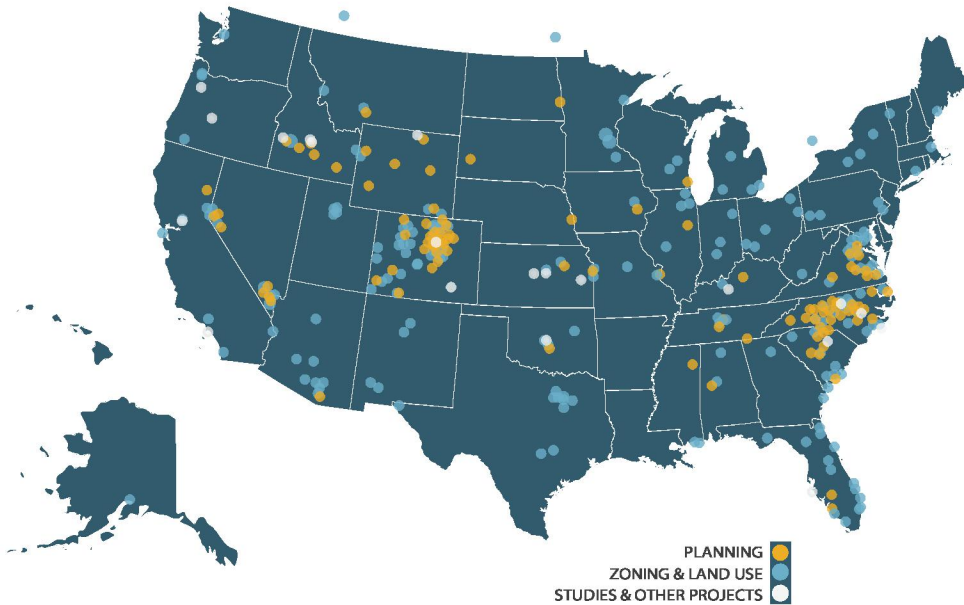
Don Elliott, FAICP Director

delliott@clarionassociates.com

(303) 830-2890 ext. 26



B. QUALIFICATIONS / EXPERIENCE



Clarion Associates is a national land-use consulting firm with offices in Denver and Chapel Hill and affiliated offices in Philadelphia and Cincinnati. Founded in 1992, Clarion is known for our expertise in comprehensive planning, zoning, and plan implementation. The firm specializes in:

- Innovative development codes;
- Plan implementation;
- Inclusive citizen engagement;
- Sustainable development codes;
- Web-based plans and codes; and
- Historic preservation plans and ordinances.

The firm has updated over 220 zoning, subdivision, and unified development codes in over 200 communities, almost all of which have been adopted and implemented. The firm has particular expertise in promoting housing diversity and reducing barriers to affordable housing development. Almost all of our development code projects involve affordable housing development by increasing the diversity of housing allowable in different neighborhoods, adopting market-based affordable housing incentives, and procedural streamlining for attainable and affordable housing projects. Recent Unified Development Code projects that have addressed these issues have included work in Bloomington, IN, Rochester MN, Colorado Springs, CO, and Boise, ID, among others.

The firm has a staff of 17 and annual revenues of approximately \$3.1 million. Clarion is currently working on planning and zoning projects and related studies in approximately 40 communities. A sample of our partner communities is shown on the map above and a complete list can be found on page 27.

CLARION FACTS & FIGURES



28
YEARS OF
EFFECTIVE LAND
USE SOLUTIONS



17
STAFF TO MEET
THE NEEDS OF
OUR CLIENT
COMMUNITIES



226
DEVELOPMENT
CODES



610+
DIVERSE
COMMUNITIES

“The most valuable part of [Clarion’s] consultancy was [their] deep appreciation for when and how to provide the professional advice of the consultant team, reflecting experience from many other cities and national standards and norms, while respecting Philadelphia’s traditions, context, and circumstances.”

Eva Gladstein, former Executive Director, Philadelphia City Plan Commission

Procedural Streamlining and User-Friendly Codes.

Clarion has been retained by dozens of communities across the United States to streamline procedures, reorganize and reformat codes, and make them more user-friendly. We use a wide variety of tools, ranging from relatively simple formatting techniques to highly sophisticated, interactive, web-friendly computerized codes. Like many codes, Grand Junction's zoning code has been amended in a piecemeal fashion over the years to remedy particular problems. We will identify redundant or conflicting information, and recommend a streamlined set of procedures so that are easier to understand. Most importantly, we understand that modern codes rely heavily on graphics and illustrations to explain complex concepts and to illustrate how regulations are applied. The ability to find and understand the law is not just a key to good development — it's a key to good governance in general.

Leaders in Sustainable Best Practices. Clarion is recognized as a national leader in creating the concept of sustainable development codes and conducting sustainability audits of codes. We have drafted comprehensive plans and regulations that incorporate ambitious sustainability goals, ranging from reduction of carbon emissions to density bonuses for infill housing. The firm takes particular pride in its innovative approach to code assessments involving identification of regulatory barriers and opportunities for the use of incentives and flexible menus to achieve community sustainability goals. Additionally, Clarion is one of the few firms in the nation that has actually gone beyond code audits and has drafted new and updated development codes with extensive sustainability sections related to renewable energy and energy efficiency, among numerous other sustainability topics.

We have a proven track record in teaching and educating local officials about sustainable code revisions in a clear and practical fashion. Clarion led a popular series of national sustainable development code workshops for the American Planning Association that has educated hundreds of planners on how to remove code barriers, create incentives, and fill regulatory gaps to move their communities towards a more sustainable future.

Examples of our work in this area include sustainable code audits for Washington, D.C., and Salt Lake City, Utah, that garnered national attention. We have worked recently for cities as varied as Carbondale (Colorado), Salt Lake City, Tucson, and

Miami-Dade County on major code amendments to identify barriers to sustainable development and to implement sustainability policy goals. Our recently adopted Unified Development Ordinance in Carbondale, Colorado, integrates several elements of the International Green Commercial Code (IGCC). We prepared revisions to the St. Louis County, Missouri, zoning regulations to incorporate new sustainable regulations addressing green infrastructure, mixed-use infill development, alternative energy production, and accessory dwelling units.

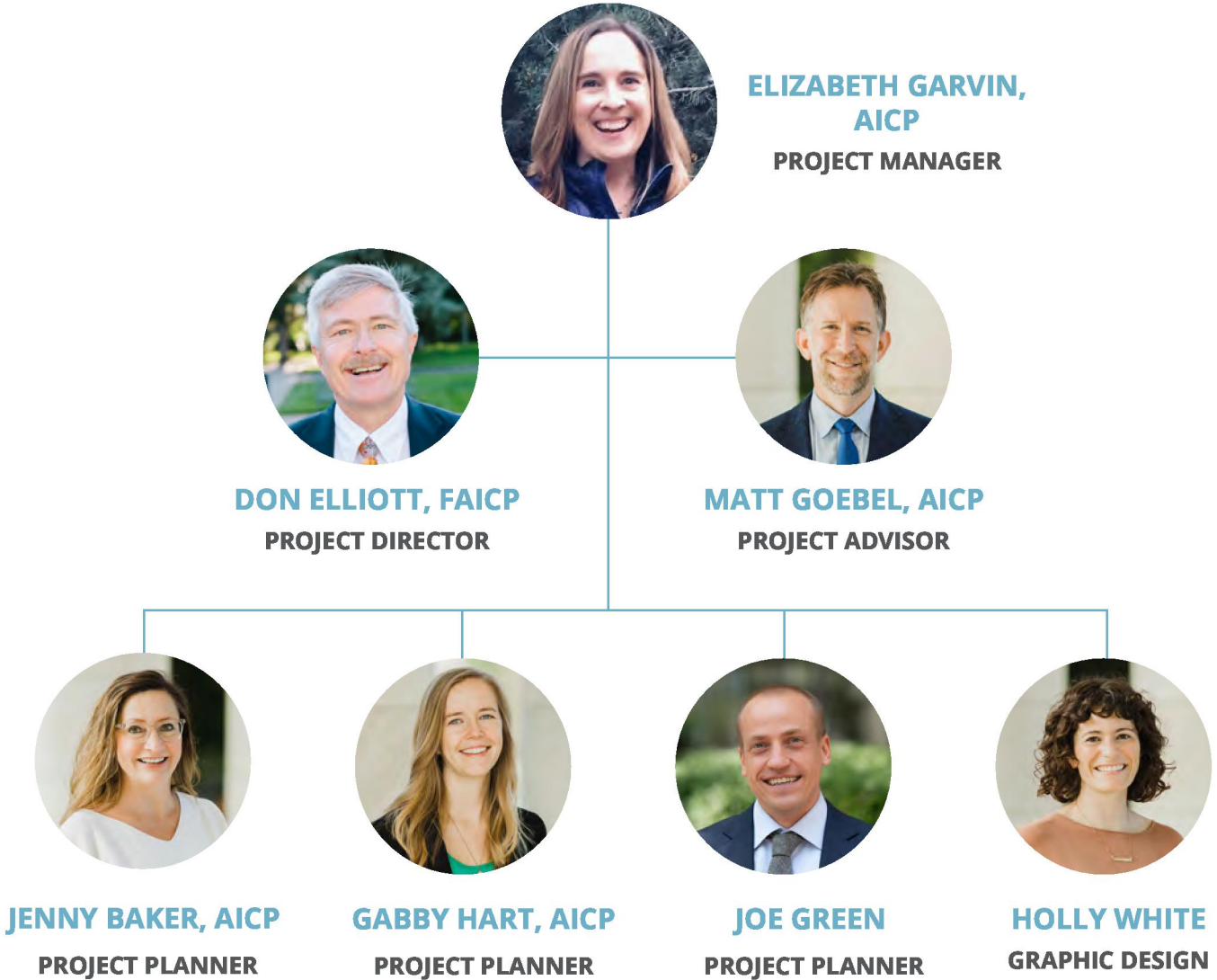
Land Use Law. Clarion team members include some of the country's most experienced land-use law practitioners. Team members have detailed knowledge of U.S. constitutional and federal land use law, including how to avoid takings claims, deal with First Amendment issues (signs, adult uses), and ensure that standards meet due process requirements.

A Focus on Plan Implementation. We never lose sight of the fact that land use regulations are intended to implement the community's preferred vision for the future. In this case, the work put into Grand Junction's planning efforts must be respected, and we anticipate the need for multiple linkages between regulations and the City's adopted plans, policies, and goals. We also know that not all plan goals can be effectively addressed through land use regulations. Many of our zoning ordinance projects have come on the heels of a new Comprehensive Plan, and we have considerable experience drafting new regulations to implement plan policies in places like Grand Junction, Colorado, described later in this proposal.

A Track Record of Innovation. Unique planning goals, development histories, and political constraints often require unique land use regulations, and the Clarion professionals pride themselves on mastering cutting-edge techniques and refining them further to meet local needs. Team members have authored leading books and publications such as *The Rules of Urban Form*; *Aesthetics, Community Character and the Law*; *A Better Way to Zone*; *Nature-Friendly Cities*; *True West, Wildlife Habitat Protection*; and *The Citizen's Guide to Planning (Fourth Edition)*, and *Zoning Practice Memos on wind energy, web-based zoning codes, wildfire prevention in urban areas, and zone district consolidation*. More importantly, we put the results of our research and publication to work for our clients.

TEAM ORGANIZATION

Our team will be led by Elizabeth Garvin, who will serve as the overall project manager for the team with advisory support from Clarion Directors Don Elliott and Matt Goebel. Associates Jenny Baker, Paul Donegan, Joe Green, and Holly White will support the project throughout the research, public engagement, and drafting phases. Full resumes for the project team, including relevant project experience, are on the following pages.



Elizabeth Garvin, AICP, ESQ

CONSULTING PLANNER

Elizabeth Garvin is a consulting planner with Clarion Associates and she works in the Denver office. Elizabeth is both an attorney and a planner and she has practiced in both disciplines. She has prepared both traditional and FBC/hybrid code update projects for cities, towns, and counties across Colorado and the country; drafted topic-specific code provisions covering issues such as ADUs, sustainability, and signs; served as an expert witness on land use issues; and organized and undertaken numerous code-related public participation processes. Prior to working with Clarion, Elizabeth founded Community ReCode, was the Planning Director for SAFEbuilt Studio, and practiced law with Spencer Fane.

Ms. Garvin is a frequent speaker and author on planning and regulatory topics, including serving as an advisory board member for the Rocky Mountain Land Use Institute as well as RMLUI's legal columnist to the Western Planner. Recently, Elizabeth co-authored the April 2018 APA Zoning Practice article entitled Living with Form-Based Codes and presented on the same topic at the 2018 APA National Conference in New Orleans. She was a co-presenter at the Bettman Symposium on Equity and Zoning at the 2019 APA National Conference.

KEY PROJECTS

- **Town of Eagle, Colorado** Land Use and Development Code Update (current with Clarion Associates)
- **Pasco, Washington** Development Code Assessment and Sign Code Update (current)
- **Billings and Yellowstone County, Montana** Zoning Code Updates (hybrid code, City adopted 2021 and County adopted late 2020)
- **Cedar Falls, Iowa** Downtown Vision Plan and Zoning Code Update (hybrid code, starting adoption early 2021)
- **Larimer County, Colorado** Land Use Code update (current, with Clarion Associates)
- **Branson, Missouri** Unified Development Code and Sign Code
2019 Missouri APA Outstanding Implementation Project
- **Mancos, Colorado** Land Use Code Update
- **Cedar Rapids, Iowa** Unified Development Code and User's Guide
2019 Iowa APA Outstanding Project
- **Garfield County, Colorado** Targeted Development Code Updates

EDUCATION

Juris Doctor
University of Kansas

Master of Urban Planning
University of Kansas

Bachelor of Environmental Studies
University of Kansas

LL.M. in Dispute Resolution
University of Missouri

CERTIFICATIONS

Licensed Attorney in Missouri and Kansas

Charrette Certified
National Charette Institute



Don Elliott, Esq., FAICP

DIRECTOR

Don is an urban planner, lawyer, and land use consultant with 36 years of professional experience and a national reputation as project manager, author, innovator, and solver of complex governance challenges.

KEY PROJECTS

Don has been involved in over 70 projects to reform, update, and streamline local plans and development codes throughout the U.S.

Development Codes

- **Albuquerque, New Mexico**, Unified Development Code
- **Philadelphia, Pennsylvania**, New Zoning Ordinance
- **Indianapolis, Indiana**, Unified Development Ordinance
- **Aurora, Colorado**, Unified Development Ordinance
- **Bloomington, Indiana**, Unified Development Ordinance
- **Hamilton, Ohio**, Form-Based Zoning Regulations
- **Youngstown, Ohio**, Redevelopment Code
- **Albany, New York**, Unified Sustainable Development Ordinance
- **Columbia, Missouri**, Unified Development Ordinance
- **Fairfax County, Virginia**, New Zoning Ordinance
- **Hillsboro, Oregon**, Transit-Oriented Development Regulations
- **Dublin, Ohio**, Bridge Street Form-based Zoning Districts
- **Colorado Springs, Colorado**, Unified Development Code
- **Ulaanbaatar, Mongolia**, Initial Zoning Regulations

Affordable and Fair Housing Studies and Regulations

- **Fort Wayne/Allen County, Indiana**, Fair Housing Zoning Updates
- **State of Nevada**, Fair Housing Regulatory Review
- **State of Idaho**, Fair Housing Regulatory Review
- **State of Oregon**, Fair Housing Review/Analysis of Impediments
- **State of Texas**, Fair Housing Regulatory Assessment
- **Bozeman, Montana**, Affordable Housing Zoning Updates

Other Projects

- **Blaine County, Idaho**, Phase I TDR Feasibility Study
- **Deschutes County, Oregon**, Phase I TDR Feasibility Study
- **Los Angeles County, California**, Wildfire Prevention Zoning Updates
- **Long Beach, California**, Urban Renewal Effectiveness Assessment



EDUCATION

Master's in City and Regional Planning
Harvard Kennedy School of Government
 Juris Doctor
Harvard Law School
 Bachelor's in Urban Planning and Policy
Yale University

WRITINGS AND PUBLICATIONS

A Better Way to Zone, Island Press
Rules that Shape Urban Form, APA
Citizen's Guide to Planning, APA
Arrested Development, Lincoln Institute
Land Use Regulatory System Historical and Cultural Preservation, USAID

AFFILIATIONS

American Planning Association
 Past Colorado Chapter President
 Past Planning and Law Division Chair
 Past Amicus Committee member
 Fellow, AICP
 American Bar Association
 Colorado Bar Association
 Denver Bar Association
 Past Member of Denver Planning Board

TEACHING

Land Development Regulation
 University of Colorado at Denver
 College of Architecture and Planning
Sustainable Local Development
 Erasmus Mundus Fellow
 University of Regensburg, Germany
 Corvinus University, Hungary

AWARDS

APA project awards from Colorado, Arizona, New Mexico, and Pennsylvania
Meritorious Service Award
 U.S. State Department





Matt Goebel, AICP

DIRECTOR

Matthew Goebel is a planner and attorney in the Denver office of Clarion Associates, and a Director of the firm. He works principally in the areas of planning, zoning, and historic preservation. His numerous projects have included award-winning codes, plans, and special studies for dozens of large and small jurisdictions around the country.

KEY PROJECTS

Land Development Regulations

- **Alaska:** Anchorage
- **Arizona:** Buckeye, Oro Valley, Sedona, Tucson
- **California:** Pasadena, Sacramento County, Tahoe Regional Planning Agency
- **Colorado:** Buena Vista, Carbondale, Eagle County, Englewood, Erie, Fort Collins, Frisco, Garfield County, Glenwood Springs, Lake County, Longmont, Mesa County, Northglenn, Pagosa Springs, San Miguel County
- **Florida:** Tamarac
- **Idaho:** Boise
- **Michigan:** Detroit
- **Nevada:** Henderson, Reno, Sparks, Tahoe Regional Planning Agency
- **New Mexico:** Santa Fe, Silver City
- **New York:** Marcy, Syracuse
- **North Carolina:** Apex, Cary, Charlotte, Morrisville
- **Oklahoma:** Broken Arrow
- **Oregon:** Jackson County
- **South Carolina:** Greenville
- **Texas:** Addison, Arlington, Austin, Cedar Hill, Denton, Irving, Rowlett, San Antonio
- **Wisconsin:** Dodge County

Plans and Other Studies

- **Colorado:** Economic Benefits of Historic Preservation (four editions) (award); Economic Benefits of Archaeology (History Colorado); Planning for Hazards (for Department of Local Affairs) (award); Regulatory Barriers to Affordable Housing (award)
- **Michigan:** Economic Benefits of Historic Preservation
- **North Carolina:** Apex, Cary, and Wake County growth management plans
- **Texas:** McAllen preservation plan
- **Utah:** Salt Lake City preservation plan

EDUCATION

Juris Doctor and
Master of Regional Planning
University of North Carolina, Chapel Hill

Bachelor of Arts (Plan II Honors)
University of Texas at Austin

PROFESSIONAL ASSOCIATIONS

American Institute of Certified Planners

Denver, Colorado, and American Bar
Associations Member

EXPERIENCE

Partner and Vice President
Clarion Associates, LLC
2001 – present
Associate, 1997-2000

Research Assistant, 1993-1997
Professor David R. Godschalk

PUBLICATIONS

Rules that Shape Urban Form American
Planning Association, PAS 489/490, 2012.
(with Donald Elliott and Chad Meadows)

**Aesthetics, Community Character, and
the Law** American Planning Association,
Planning Advisory Service 489/490, 2000.
(with Christopher J. Duerksen)

**Natural Hazard Mitigation: Recasting
Disaster Policy and Planning**
Washington, D.C.: Island Press, 1999.
(with David R. Godschalk et al.)





Jenny Baker, AICP

ASSOCIATE

Jenny is an associate in Clarion's Denver office who believes that zoning can make communities better in many ways, including preserving open space, making housing more affordable, and enabling interesting streetscapes equally shared by many users. These and other community goals are always better accomplished when supported by development regulations that are clear, concise, and comprehensible to everyone. Prior to working in the planning field, Jenny spent 10 years with the American Red Cross and FEMA's Region V, focusing on resiliency planning, and responding to over 50 disasters around the US.

EDUCATION

Master's in Urban Planning
University of Illinois at Chicago

Bachelor of Arts
University of Pennsylvania

AFFILIATIONS

Bicycle & Pedestrian Advisory Board
Vice Chair
Missoula, MT
1 year, 3 months

CERTIFICATIONS

American Institute of Certified Planners

EXPERIENCE

Associate
Clarion Associates
Denver, CO
1 year, 6 months

Planner III
Development Services
Missoula, MT
3 years, 6 months

Research Assistant
Participatory Budgeting Project
Chicago, IL
1 year, 5 months

KEY PROJECTS

Development Codes

- **McKinney, Texas** Development Code Rewrite
- **Clark County, Nevada** Unified Development Code Update
- **Rochester, Minnesota** Land Development Manual Rewrite

Comprehensive Plans

- **Clark County, Nevada** Transform Clark County Master Plan Rewrite
- **Pueblo County, Colorado** Pueblo Regional Comprehensive Plan Update

Other Projects

- **Hawaii County, Hawaii** Land Development Entitlement Review
- **Bozeman, Montana** Affordable Housing Code Revisions
- **Albany, New York** Sign Code Revisions

Reports and Studies

- American Planning Association, Equity in Zoning Policy Guide





Gabby Hart, AICP

ASSOCIATE

Gabby is an Associate in Clarion's Denver office. Prior to joining Clarion, Gabby worked in the public sector on a wide variety of projects including long-range plan updates for the City of Centennial, and development application review, development review process improvements, and drafting development code updates for the City of Boulder. Gabby embraces her self-appointed role as the "voice of development review," ensuring high-quality work products that are both innovative and functional to administer. She is passionate about finding the unique solutions that best serve each community and strives to produce equitable outcomes. Gabby enjoys speaking at local and national conferences where she embraces the opportunity to combine her sense of humor with her planning knowledge.

EDUCATION

Master of Urban and Regional Planning
University of Colorado-Denver

Graduate Certificate in Geographic
Information Systems
University of Denver

Bachelor of Science in Sociology
Creighton University

EXPERIENCE

Associate
Clarion Associates, **1.5 years**

Planner I & Associate Planner
City of Boulder, **2.5 years**

Planning Intern
City of Centennial, **1 year**

CERTIFICATIONS

American Institute of Certified Planners

AFFILIATIONS

American Planning Association Colorado

CERTIFICATIONS

American Institute of Certified Planners

SPEECHES

Codifying Vibrant – APA CO State
Conference 2019

It's Not the Years, It's the Miles – APA CO
State Conference 2020

An Ode to Planners – APA National
Conference 2021

KEY PROJECTS

Development Codes

- **Parker, CO** Land Development Ordinance Modernization
- **Larimer County, CO** Land Use Code Update
- **Arapahoe County, CO** Land Development Code Updates
- **Boise, ID** Zoning Code Rewrite
- **Addison, TX** Unified Development Code Update

Development Code Amendments

- **Arapahoe County, CO** Land Development Code Updates
- **Boulder, CO** Accessory Dwelling Unit Code Update
- **Boulder, CO** Wireless Communication and Small Cell Facilities Update

Comprehensive Plans

- **Shawnee, KS** Achieve Shawnee: Comprehensive Plan Update
- **Centennial, CO** CentennialNext Comprehensive Plan Update
- **Centennial, CO** Parks and Recreation Master Plan Update

Reports & Studies

- **Sugar Land, TX** Regional and Neighborhood Activity Center Mixed-Use Redevelopment Implementation

* *Work with previous employers*





Joe Green

ASSOCIATE

Joe is enthusiastic about engaging communities in data-driven planning processes. He has experience with a variety of analytical tools and design software that can help communities understand and visualize complex planning concepts. His previous work in local government has given him experience with a variety of planning projects related to land use, transportation, and sustainability. Joe is passionate about engaging with the public and helping to create solutions to their unique problems.

EDUCATION

Master of Urban and Regional Planning
University of Colorado, Denver

Bachelor of Arts in Political Science
University of Arkansas

EXPERIENCE

Associate
Clarion Associates, **present**

Planner I
City of Thornton, **3 years**

Researcher
Colorado Center for Sustainable
Urbanism, **1 years**

WRITINGS

**Assessing Ongoing Gentrification and
Risk in Suburban Bedroom
Communities: Findings from Metro
Denver**, University of Colorado - Denver
Master's Thesis

PROJECT SKILLS

Geospatial Analysis
Data Analysis
Graphic Design
3D Visualization
Community Engagement

KEY PROJECTS

Comprehensive Plans

- **Pueblo County, CO** Pueblo Regional Comprehensive Plan
- **Clark County, NV** Transform Clark County
- **Thornton, CO** Thornton Tomorrow*

Development Codes

- **Boise, ID** Boise Zoning Ordinance Rewrite
- **Clark County, NV** Transform Clark County
- **Bloomington, IN** Unified Development Ordinance

* Work with previous employers



Holly White

GRAPHICS AND MARKETING COORDINATOR

Ms. White is an Associate in Clarion's Denver office. Bringing her expertise in 3D visualization and Graphic Design skillset to the Clarion team, she works to support a wide range of projects. Her passion for designing illustrative logos, clean infographics, and overall project branding help Clarion to deliver clear and beautifully designed graphics. Ms. White has a diverse background in Urban, Landscape, and Web Design. Above all, Ms. White is enthusiastic about helping cities and towns preserve their character while enhancing public spaces and engagement.

EDUCATION

B.A. Urban Design
University of Colorado, Boulder

Con't. Ed. Advanced Architectural
 Graphics **Art Institute of Colorado**

PUBLICATIONS

Change, Here, Now, North Atlantic
 Publishers 2018, Illustrator

CERTIFICATIONS

Permaculture Design Certificate

EXPERIENCE

Graphics and Marketing,
 Clarion Associates **2018-present**

Graphic Designer,
 United Airlines **2016-2018**

Creative Services,
 The Aquaponic Source **2012-2016**

PROJECT SKILLS

Project Management
 Document Design
 Web Development
 3D Visualization
 Graphic Design

KEY PROJECTS

Development Codes

- **Albany, NY** Unified Sustainable Development Ordinance
- **Colorado Springs, CO** ReTool COS Development Code Graphics
- **Larimer County, CO** Land Development Code
- **Reno, NV** Zoning Code RENOvation
- **Parker, CO** Land Development Ordinance

Comprehensive Plans

- **Clark County, NV** Transform Clark County
- **Black Mountain, NC** Elevate Black Mountain Comprehensive Plan
- **Pueblo County, CO** Pueblo Regional Comprehensive Plan

Document Design

- **Fort Collins, CO** Air Quality Report – City Plan
- **Syracuse, NY** ReZone Syracuse Administrative Manual
- **History Colorado** Economic Benefits of Archaeology

Branding & Websites

- **History Colorado** [The Economic Benefits of Archaeology 2021](#)
- **Clark County, NV** [Transform Clark County](#)
- **Pueblo County, CO** [Pueblo Regional Comprehensive Plan](#)
- **Black Mountain, NC** Elevate Black Mountain Comprehensive Plan
- **Bozeman, MT** Community Housing Code Review



C. STRATEGY & IMPLEMENTATION PLAN



SCOPE OF WORK

This section summarizes the major work tasks and deliverables we propose for this project. The preliminary project timeline at the end of this section shows the sequencing of these proposed tasks. Our proposed Scope of Work consists of the following phases:

Phase 1: LUDC Assessment and Annotated Outline

Task 1: Project Kickoff, Public Participation Planning, and Project Management

Task 2: Code Assessment Report and Annotated Outline of Proposed LUDC Revisions

Phase 2: Grand Junction LUDC Update and Adoption

Task 3: Draft Land Use and Development Code Revisions – Staff Draft and Discussion Draft

Task 4: Presentations and LUDC Adoption

All elements of this Scope of Work are flexible and open to discussion and negotiation.

While we believe this proposal is very responsive to the RFP, we do note two significant departures. First, we do not believe a quality LUDC replacement with good public and stakeholder understanding and buy-in is possible within the proposed Spring of 2022 timetable. We have suggested instead that the timeline be extended by six months, to the Fall of 2022. The key issue in code update timing is not how fast Clarion can draft content, but how fast the public, stakeholders, and appointed and elected officials can understand and feel comfortable with the proposed changes. We recently experienced this tension in our work to draft a new Unified Development Code for Colorado Springs, where the City's one-year timeline (which

we discouraged) resulted in significant push-back from both citizens and elected officials, and led to a one-year extension. We emphasize the while a Fall of 2022 timetable is achievable, it is still aggressive, and there may be some public or elected official resistance to the speed of the project as it moves forward.

Second, it is unclear whether the RFP is requesting any public and stakeholder outreach before the briefings and hearings before the Planning Commission and City Council late in Phase 2. We strongly recommend that once the Staff Draft has been prepared and any changes recommended by the Development Code Committee have been incorporated, the City conduct a round of public outreach and engagement activities based on the Discussion Draft, and make any revisions recommended by staff in light of comments at those meetings. This public engagement should happen before beginning briefings and hearings with the appointed and elected officials. In our experience, citizens need an opportunity to hear about the proposed changes and have their questions and concerns answered (or changes related to those comments made) before the formal review and adoption process. This additional round of public engagement is shown in both the preliminary project timetable and budget, and we would be happy to discuss this recommendation with you in more detail.

The pages that follow present our suggested approach based on the RFP and reflecting our concerns identified above. We are happy to discuss these and any other changes that Grand Junction feels would better meet the City's needs and planning goals.

PHASE 1: LUDC ASSESSMENT AND ANNOTATED OUTLINE

Phase 1 is designed to accomplish all of the Tasks described in RFP Section 4.3 Phase 1 along with the first task – Outline of Proposed Code Revisions – described in Phase 2. We recommend regrouping the project work this way because creation of the Annotated Outline typically raises issues that should be resolved prior to drafting. Undertaking a single round of public outreach and City feedback sessions addressing both the LUDC Assessment and Annotated Outline together will allow the consultant team to gather feedback across all pre-drafting topics and share that input with staff and City officials prior to drafting. Consolidating these tasks will also shorten the timeframe needed to accomplish these initial steps, leaving more time for code drafting in Phase 2.

TASK 1. PROJECT KICKOFF, PUBLIC PARTICIPATION PLANNING, AND PROJECT MANAGEMENT

We look forward to working with Grand Junction's staff in determining the specific public input tools that will work best for this project, building on the successful public outreach efforts from the Comprehensive Plan project. The importance of effective public input and education cannot be overstated, nor can planning an effective engagement strategy begin too soon. For that reason, we highlight it as one of the first tasks to undertake upon initiation of the project. Public engagement and education is continually interwoven throughout our proposed approach, and we anticipate on-going discussion and refinement of our public involvement strategy during the project orientation meetings described below.

1.1 INITIAL PROJECT MEETINGS

Clarion will meet with the City project managers, staff, the Development Code Committee, and either representatives from or the full membership of the Planning Commission and City Council, either virtually or on-site, to discuss overall project goals, and collect initial input from participants on their views of and issues with the current development code. To the extent that initial meetings are conducted on-site, team members will also tour the City with the planning staff to see and discuss how key substantive issues are playing out in practice.

For this series of meetings, and all ensuing public meeting opportunities described in this Scope of Work, Clarion will create informative and graphically rich materials and presentations that are tailored

to the specific issues and topics to be discussed and presented, and to the intended audiences. We will submit materials with sufficient time for staff review and incorporation of any requested changes prior to meeting dates. Additionally, we can work with staff to determine whether meetings will occur virtually or in-person, and, depending on that decision and the intended meeting audience, what is the best format for presenting meeting information – pre-distributed handouts, PowerPoint presentations, interactive virtual participation opportunities such as shared document editing in Konveio or immediate participation feedback in Mentimeter.

It is also helpful in this initial phase to conduct a public survey, where any individual interested in the project can offer their thoughts and feedback on the current development code. Survey results help us to begin discerning broad contours regarding a development code's strengths and limitations – information that is frequently confirmed and expanded in greater detail as public meetings and interviews (described in the next task) progress.

1.2 PUBLIC PARTICIPATION PLAN

In contrast to comprehensive planning projects, code updates often involve detailed, sometimes technical discussions. Developing and implementing an effective public participation strategy for a code update requires creativity, persistence, and patience. It takes skill and timing to present complex materials in an engaging and understandable way. We have extensive experience preparing for and moderating these discussions using a wide range of interactive formats and media. The careful attention that Clarion gives to focused public participation will enable us to build momentum and create support throughout the project timeline.

At the beginning of the project, we will discuss and finalize a detailed public participation plan with City staff. The plan will take full advantage of the various forums available that we have found helpful in other code projects. In particular, the plan will emphasize equity, inclusion, multiple channels of engagement, regular workshop meetings with the Development Code Committee, regular reports to elected and appointed officials, and public meetings at important milestones during the process. We recommend that staff and officials begin thinking early about the formation and membership of the Development Code Committee.

Specific issues addressed by the draft public participation plan will include, but not be limited to:

- The role of the Development Code Committee in helping to educate and inform the public. Often, committee members can serve as trusted liaisons to keep various groups informed of project progress and to seek detailed input on targeted issues.
- Potential educational opportunities, such as “Zoning 101” presentations to help inform the public about the need for an updated development code.
- How technology will be used to keep Grand Junction stakeholders informed about project progress and to give them additional opportunities to comment.
- The overall schedule/timeline for public participation activities throughout the duration of the project.
- The opportunity for mid-course corrections to reach those who have not yet engaged.

The plan will be developed prior to the project orientation meeting; following discussion at that meeting, we will prepare a final version for implementation that spans the duration of the project.

Other public engagement techniques that we often use and may be considered include:

- A distinctively branded webpage with key background resources and project materials; the LUDC update can be branded similarly to One Grand Junction to emphasize the role of the LUDC in implementing the comprehensive plan.
- Press coverage of the project goals, scope, and timetable at project inception.
- Individual and group meetings with stakeholders.

- An open email list so that stakeholders can receive regular project updates, particularly when new interim work products become available for public review.
- Well-publicized public meetings to present work products and receive community feedback.

1.3 PROJECT MANAGEMENT

Maintaining Project Schedule and Budget

As part of the project initiation, Clarion will work with City staff to prepare a detailed drafting schedule that identifies product delivery dates as well as internal review and comment periods. We have found these schedules to be critical to maintaining project momentum. Clarion has an enviable record of completing projects on time and within budget, and our success is due in part to regular communication with our clients throughout the project and our ability to make adjustments as necessary.

Conference Calls and Meetings

Throughout the duration of the project, Clarion will participate in regular conference calls, typically at least twice monthly, to provide relevant project reviews and updates and to hear about emerging issues and concerns. With a land development code update, there can be both periods of daily communication and periods where Clarion is in the background drafting materials. During those times, we like to communicate regularly with our clients to make sure they understand exactly where the project stands in relation to the schedule. After more than a year of reliance on virtual communication tools, we are well-versed in using Zoom, Teams, WebEx, and other platforms for meetings that enable participatory document review and presenting materials using a shared screen through video teleconferencing platforms.

Summary of Task 1:

Project Kickoff, Public Participation Planning, and Project Management

Consultant Team Responsibilities / Deliverables

- Review current LUDC and relevant plans/policies
- Draft Public Participation Plan
- Draft public survey
- Draft survey to circulate to City departments
- Facilitate initial project meetings
- Develop project website (to run throughout course of project)

City Staff Responsibilities

- Share copies or links, as needed, of current code in an editable format, along with plans and other relevant background materials when not publicly available
- Review and edits to draft Public Participation Plan
- Circulate surveys to City departments
- Schedule initial project meetings
- Manage database of names and addresses for public participation

Trips

- Initial Project Meetings: 1 trip, 2 days (Garvin, Elliott, Baker or Hart)

TASK 2. CODE ASSESSMENT REPORT

2.1 STAKEHOLDER INTERVIEWS

Initial stakeholder interviews are designed to help the City and consultant team collect information to inform the code rewrite. Depending on the number of interviewees, some of the interviews can be conducted concurrently virtually or during an in-person trip for the kickoff meetings, or they can be arranged to immediately follow the kickoff meetings, either virtually or as a second group of in-person meetings. In either circumstance, we rely on staff to identify the key local stakeholders across a variety of groups. We then conduct a series of individual or group stakeholder interviews focused on gathering details on participants' experience with using the current Grand Junction LUDC. Typically, these stakeholders include members of standing boards and committees (such as the Downtown Development Authority/BID, Commission and Arts & Culture, One Riverfront, Urban Trails Committee), local civic and community organizations (including the Chamber of Commerce), elected and appointed City officials who were not available for the initial project meetings, members of the professional development community (including architects, engineers, surveyors, and builders), and any other active neighborhood or community groups with an interest in the rewrite. Interviews help us frame a clear understanding of how the existing code works (and doesn't work) in practice, and to identify key issues and practical problems that need to be addressed by the new Land Use and Development Code.

2.2 DOCUMENT REVIEW

We will review all recommended background documents upon initiation of the project, allowing us to have as much background context and understanding as possible when we begin meetings and interviews. We anticipate reviewing the One Grand Junction Comprehensive Plan; the Grand Valley Housing Needs Assessment, the information included in the other titles of Grand Junction Municipal Code Volume II, and the Vibrant Together Plan; along with the current LUDC; the zoning map; administrative rules; examples of approved development permits, conditional approvals, and variances; and any other relevant plans, ordinances, and policies as identified by the City. We will share a list of code-specific review requests with staff at the start of the project and anticipate requesting additional information as we learn more about the internal workings of the code through the project interviews.

The document review will help team members to identify and elaborate on key issues and opportunities that will be explored through code update project. We conduct the document review through the lens of our team's local and national experience, as well as staff input, focusing on cutting-edge practices and solutions that will better achieve Grand Junction's plan objectives and land use goals.

2.3 CODE ASSESSMENT REPORT AND ANNOTATED OUTLINE – STAFF DRAFT

Our document review, combined with the information collected in meetings, interviews, and surveys, provides the basis upon which our initial Code Assessment Report rests. Our next step is to develop a detailed, section-by-section analysis of how the current code functions. Based on our professional experience and building on information gathered during the project initiation tasks, this analysis will address:

- The Code's effectiveness in implementing, and consistency with, the One Grand Junction Comprehensive Plan;
- Strengths and weaknesses of the existing regulations related to specific topics;
- Colorado and national best practices relevant to Grand Junction;
- Alignment with local, state, and federal laws; and
- Overall organization and user-friendliness of the LUDC.

The Assessment report will address in detail how the current regulations respond to the project objectives identified in the RFP, the first round of meetings and interviews, and in the City's adopted plans. We anticipate that this will include:

- Ability of the LUDC to respond to immediate and anticipated long-term affordable housing demand;
- Analysis of how the current zoning district line-up is able to implement the City's goals for responsible and managed growth while also guiding development to meet neighborhood character preferences and implement the development densities of the Tiered Growth Plan;
- Recommendations, based on our national experience, as to what combination of use-based, form-based, or performance-based zoning regulations would best implement the goals of the One Grand Junction Comprehensive Plan in different areas of the City;

- Exploration of how issues important to Grand Junction’s quality of life – open space, trails, culture, connection, and Western roots are reflected through development standards such as outdoor lighting, parking, and parks/open space dedication; and
- A review of the function of each of the City’s current LUDC procedures with recommendations for updates and additional procedures as needed to address administrative concerns.

The Code Assessment Report will also include an Annotated Outline of a revised Land Use and Development Code. The Annotated Outline will serve two purposes: (1) identify any recommended code reorganization, whether to meet current regulatory drafting best practices or to make the LUDC more user-friendly; and (2) provide quick reference to places within the code where substantive updates and revisions recommended in the Code Assessment will be integrated into the LUDC structure. As needed, the Annotated Outline will also provide commentary explaining the purpose and scope of each new or amended provision and how it relates to the existing code. We’ve included a recent sample Code Assessment from Parker, Colorado, on page 32. If you’d like to see more of our work, we’ve shared the Sedona, Arizona, Code Assessment [here](#) and Addison, Texas, Code Assessment [here](#).

The final Code Assessment Report will allow staff, elected and appointed officials, and the public an opportunity to review the overall structure of the proposed revisions before the actual drafting begins. We believe this step is critical because it allows consideration of options and best practices;

helps establish a proposed new structure for the new Land Use and Development Code; clarifies how old and new sections will work as a whole; and provides an early opportunity to make corrections or suggest other approaches before significant time and resources are spent on actual drafting.

The first draft of the Code Assessment Report will be for internal staff review only. This review allows staff time to provide Clarion with substantive feedback and identify any factual errors or major issues that should be adjusted in the document prior to public review. We ask that staff prepare a consolidated set of comments and, following a discussion and editing call or meeting with staff, we will revise the document into a public review draft.

2.4 CODE ASSESSMENT REPORT AND ANNOTATED OUTLINE- PUBLIC DRAFT

The public draft Code Assessment Report and Annotated Outline will be released as outlined in the Public Participation Plan. We will then convene review calls or meetings with Development Code Committee, earlier-identified stakeholders, Planning Commission, and City Council to discuss the report and receive comments. We also recommend a general public meeting (with streaming or recording for those who cannot attend) to explain the proposed changes and the reasoning behind them. The general objective of these meetings will be to gain consensus on the general scope and parameters of the issues to be addressed in the drafting of the revised LUDC. In our experience, obtaining early consensus on issues contained in the Code Assessment Report is a crucial step toward ensuring that the remainder of the process proceeds smoothly and effectively.

Summary of Task 2: Code Assessment Report

Consultant Team Responsibilities / Deliverables

- Conduct stakeholder interviews
- Prepare staff draft of Code Assessment Report, submit for staff review and feedback
- Update Code Assessment Report to incorporate staff edits; prepare and distribute public draft of Assessment

City Staff Responsibilities

- Organize stakeholder interviews, participate in interviews as appropriate
- Provide feedback on staff draft version of Code Assessment Report

Trips

- Stakeholder Interviews: 1 trip, 2 days (Garvin, Elliott, Baker or Hart)
- Code Assessment Report Presentation: 1 trip, 2 days (Elliott, Garvin, Baker or Hart)

PHASE 2: GRAND JUNCTION LUDC UPDATE AND ADOPTION

Our Scope of Work for Phase 2 corresponds to the proposed drafting and review stages in Section 4.3, Phase 2 of the RFP. We have provided more detail about how we will prepare the initial staff draft of the LUDC update in order to ensure detailed review of the critical first draft. To meet the project’s expedited schedule by moving more quickly to a final draft, we have consolidated some of the suggested internal rounds of revision by capturing comments and holding off on the preparation of a final draft until after the first round of Planning Commission and City Council comments on the updated LUDC.

however, the exact composition of the modules and schedule for the drafting should be determined through consultation with staff following the completion of the Code Assessment Report.

Clarion will prepare a “staff draft” of each module, which will be sent to the staff project team for review and comment. Each draft module will be accompanied by a short cover memorandum that summarizes major new features in the drafts, significant changes from current provisions, and explanations of the new material. While staff is reviewing the first module, Clarion will begin drafting of the second installment, and so on. This allows drafting and staff review proceed in a relatively efficient and logical process. Staff will consolidate and reconcile their comments on each installment and present them in written form to the Clarion team for discussion.

TASK 3. DRAFT LAND USE AND DEVELOPMENT CODE

3.1 STAFF DRAFT

Based on the Code Assessment Report and Annotated Outline, Clarion will develop a set of revisions to the LUDC that are user-friendly and include the agreed-upon substantive new materials and changes. The draft will include commentary where necessary to explain changes from current practice and the rationale behind new provisions. The staff draft will be intended for discussion primarily among staff and the Clarion team.

Most code updates include a substantial amount of new information, making them difficult to review and discuss in a single call or meeting. We recommend dividing the initial drafting process into three manageable installments as follows:

- **Module 1:** Zone Districts and Uses;
- **Module 2:** Development Standards; and
- **Module 3:** Administration and Procedures

We propose this as a logical order that often works in communities where Clarion has worked;

3.2 DEVELOPMENT CODE COMMITTEE REVIEW – DISCUSSION DRAFT

Following the completion of staff review and comment on each of the three modules in the staff draft, Clarion will produce a consolidated Discussion Draft of the full updated LUDC for distribution to the Development Code Committee. We will hold meetings with the DCC to review the Discussion Draft and collect its feedback. As noted above, we recommend scheduling a full round of public outreach either before or following the DCC review of the Discussion Draft. This will allow staff and Clarion to make revisions suggested by the public and stakeholders and to provide that revised version of the Discussion Draft to the Planning Commission and City Council with the Discussion Draft LUDC. The full scope of public outreach in this round will be detailed in the Public Participation Plan created in Task 1.1, above.

Summary of Task 3: Draft Updated Land Use and Development Code

Consultant Team Responsibilities / Deliverables

- Prepare Staff Drafts of the updated Land Use and Development Code (in three installments)
- Prepare a Discussion Draft of the LUDC
- DCC and public outreach for Discussion Draft

City Staff Responsibilities

- Review staff draft of code modules and provide consolidated written comments
- Distribute/post Discussion Draft LUDC
- Organize DCC and public outreach meetings

Trips

- DCC and Public Outreach: 1 trip, 2 days (Garvin or Elliott with Baker or Hart)



TASK 4. PRESENTATIONS AND LUDC ADOPTION

4.1 PLANNING COMMISSION AND CITY COUNCIL PRELIMINARY REVIEW

Following Development Code Committee and public review, we will present the Discussion Draft LUDC, DCC comments, and public comments to a joint meeting of the Planning Commission and City Council. This draft will be accompanied by a cover memorandum that compares the changes between the current and proposed regulations, summarizes all major changes, and includes final versions of all of the LUDC graphics. Working with staff, we will collect and consolidate PC/CC instructions for the preparation of a final, Adoption Draft LUDC and adoption ordinance.

4.2 PUBLIC HEARINGS AND WORKSHOPS

Clarion will provide support, in the form of materials or presentation assistance, during the code adoption process. Key Clarion team members will be available for attendance at public workshops and/or hearings on the updated LUDC before the Planning Commission and City Council. The budget includes a set amount for attendance at one Planning Commission and one City Council hearing, and Clarion can be available to attend additional meetings on a time-and-expenses basis.

4.3 FINAL LAND USE AND DEVELOPMENT CODE

Based on direction from staff, we will revise the Adoption Draft to create the final adopted draft of the new code for the City's codification service and files.

Summary of Task 4:

Presentations and LUDC Adoption

Consultant Team Responsibilities / Deliverables

- Prepare adoption draft of the new Land Use and Development Code and supporting adoption ordinance
- Participation in public hearings and workshops
- Prepare final Land Use and Development Code

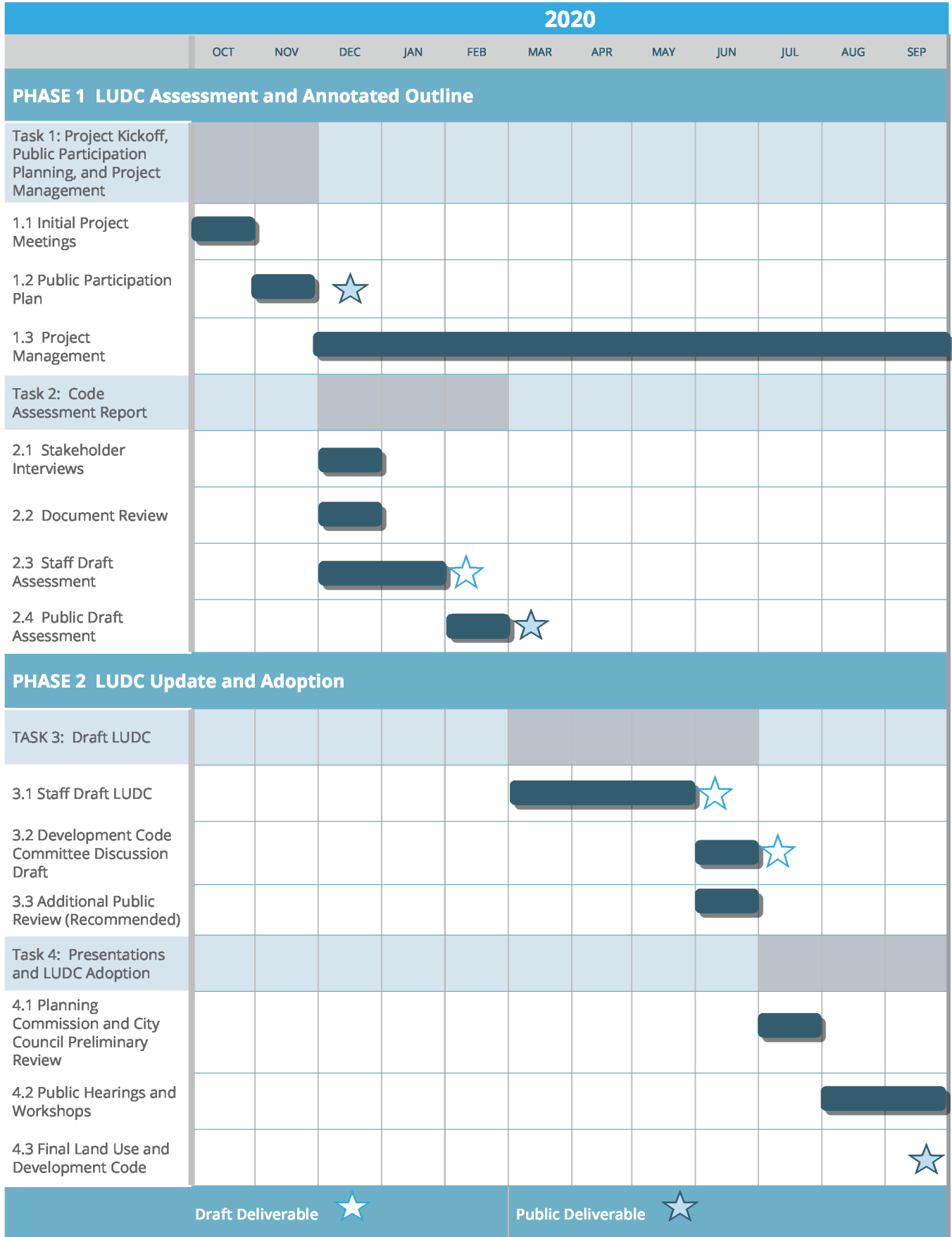
City Staff Responsibilities

- Organize presentation and adoption meetings and hearings (including notices)

Trips

- PC/CC Preliminary Review: 1 trip/1.5 days (Garvin or Elliott and Baker or Hart)
- Public Hearings: 2 trips/1.5 days each (Garvin or Elliott and Baker or Hart)

PROPOSED PROJECT SCHEDULE



D. REFERENCES

COLORADO SPRINGS, COLORADO

ReTool COS - Zoning & Subdivision Code Rewrite



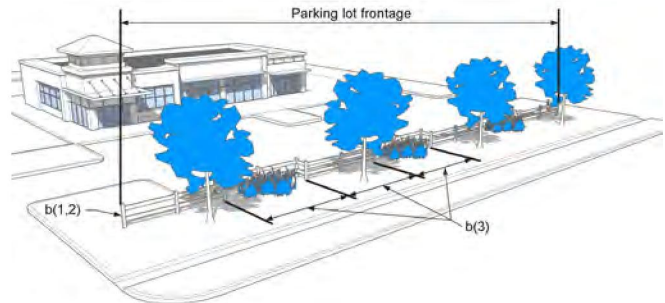
Project Dates: 2019 - Current

With a population of 440,000 and an incorporated area of almost 200 square miles, Colorado Springs is Colorado's second most populous city and its largest geographically. Its local economy is heavily reliant on the military, but also includes important tourism, non-profit, retiree, service professional and high tech sectors. In 2018, Colorado Springs completed its long-awaited PlanCoS comprehensive plan, which later won a statewide quality award from APAColorado. In 2019 Clarion Associates was selected to draft a new zoning ordinance to help turn that plan vision into reality. One key goal for this ambitious project will be embedding the six overarching themes from Plan CoS -- Vibrant Neighborhoods, Unique Places, Thriving Economy, Strong Connections, Renowned Culture and Majestic Landscapes -- into the City's regulatory and incentive structure. In addition, the rewrite will modernize permitted and conditional uses, update dimensional standards, enable a wider variety of housing development, incorporate new and more contextual infill redevelopment standards, reinforcing the broad diversity of built neighborhoods in the city, and allowing flexibility for creative and market-supported development in the almost one-third of Colorado Springs' land that remains currently undeveloped. The project is scheduled for completion in late-2021.

View the project website [here](#).

Reference Contact

Morgan Hester, Principal Planner
 30 S. Nevada Ave., Suite 105
 Colorado Springs, CO 80903
 719-385-5177 Morgan.Hester@coloradosprings.gov



Article 7.2: Zone Districts 7.2.3. Mixed-Use Zone Districts 7.2.303: MX-L: Mixed-Use Large Scale



C. Dimensional Standards

The following table is a summary of key district-specific dimensional standards. Complete dimensional standards, including standards for accessory structures, are included in Section 7.4.2 (Dimensional Standards) and Table 7.4.2-C.⁷²

Table 7.2.3-F MX-L: Lot and Building Standards ⁷³		
District Standards		
District area (minimum)	10 ac	
Lot Standards		
Lot area (minimum)	N/A	
Lot width (minimum)	N/A	
Lot coverage (maximum, for residential uses)	50%	
Setbacks (minimum)		
A Front and side street frontages	Minimum	20 ft.
	Maximum	N/A or as stated in approved [Master] Plan
B Side		20 ft.
C Rear		25 ft.
Height (maximum)		
D Building height		90 ft.
Other Standards		
Front parking setback (minimum)		20 ft.

D. Additional Standards⁷⁴

When land is zoned into this zone district after the Effective Date:

- The City may require that a [Master] Plan designating the percentage of land in the district to be occupied by residential or nonresidential uses be approved along with the rezoning. A [Master] Plan that integrates multi-family uses may qualify the development for incentives pursuant to Section 5.0.

⁷² Introductory text has been revised to clarify that these tables contain a subset of the dimensional standards that apply to the zone district, and that additional standards for accessory structures apply as well.
⁷³ Adjustments from current standards identified in Table 7.4.2-C.
⁷⁴ New standards.

AURORA, COLORADO

Unified Development Code



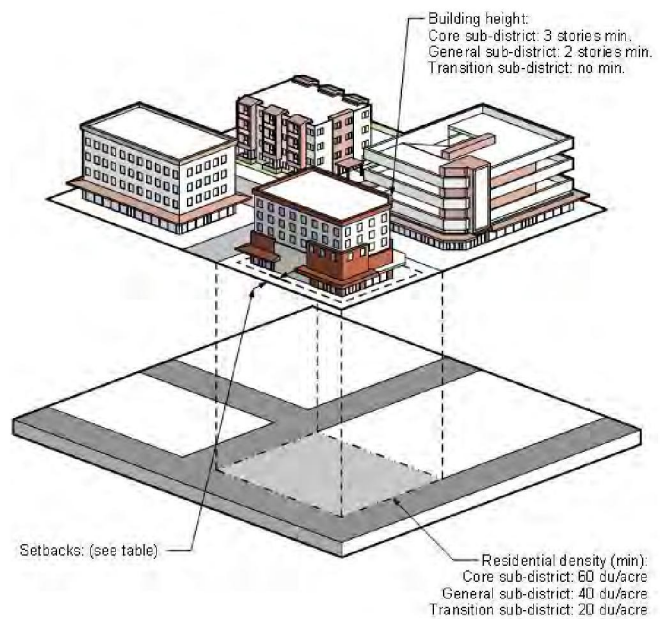
Project Dates: 2014 - 2019

With a population of over 350,000, Aurora, Colorado, is the third largest city in Colorado and the dominant destination for new development on the eastern flanks of the Denver metropolitan area. The city is both ethnically and economically diverse, and is served by both the I-225 and E-470 freeway corridors and the new Aurora line of RTD's rapidly expanding Fast Tracks light rail system. In 2014, Clarion Associates was retained by the city to lead a team including Winter & Company to draft the first new zoning ordinance for the city in many decades. The Clarion Team first conducted extensive stakeholder interviews and developed a very detailed Needs Assessment that identified significant needs to simplify the city's land use regulations, eliminate many obsolete districts, create new districts better matched to the city's planning goals, and streamline and clarify Aurora's development review procedures. During the drafting process, this project was expanded to include further detailed character-based controls for the Original Aurora area – where the City started -- and additional changes to the City's sign regulations. In addition, the project scope expanded to include extensive work with homebuilder associations develop an new, flexible approach to Small Lots in order to promote housing affordability while avoiding large monotonous developments containing only one or a few housing products.

View Aurora's Unified Development Code [here](#).

Reference Contact

Karen Hancock
 Planning Project Supervisor
 15151 E. Alameda Parkway, Aurora, CO 80012
 303-739-7107 Khancock@auroragov.org



ALBUQUERQUE, NEW MEXICO Zoning Code Update



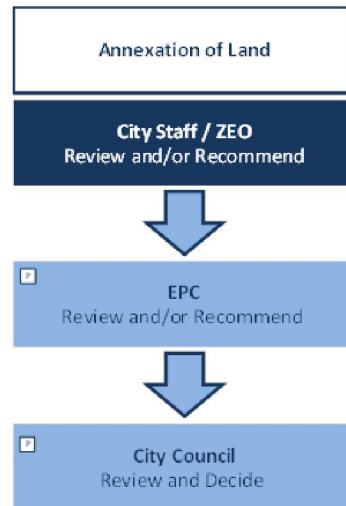
Project Dates: 2015 - 2017

Albuquerque, New Mexico, is the largest city and the largest economic in the State of New Mexico. Blessed by spectacular views of the Sandia mountains, the main campus of the University of New Mexico, Rail Runner connections to the state capital in Santa Fe, and an emerging bus rapid transit system along historic Central Avenue/Route 66, the city is poised to strengthen its status as one of the SunBelt's success stories. In 2014, Clarion Associates was selected to head a team of seven consultants, including Fregonese Associates, Dekker/Perich/Sabatini, Karpoff Associates, Leland Consulting Group, Kimley-Horn Associates, and Urban Interactive Studios to update the city's Centers and Corridors Comprehensive Plan and to develop a new Integrated Development Ordinance for the city. The two-year effort began in early 2015, and resulted in a much more nuanced menu of Center and Corridor types aligned with a new approach to Complete Streets implementation. The updated Comprehensive Plan was adopted in 2016. In addition, this project consolidated, integrated, and streamlined the existing zoning ordinance and subdivision controls with land use regulations included in over 40 Sector Plans into an Integrated Development Ordinance (IDO) that makes those controls more internally consistent, predictable, administrable, and user-friendly. After an extensive public engagement process, the IDO and related citywide zoning remap was approved by the City Council in November 2017.

View ABQ's Integrated Development Ordinance [here](#).

Reference Contact

Mikaela Renz-Whitmore, Albuquerque Project Manager
600 Second Street NW, Albuquerque, NM 87013
505-924-3932 mrenz-whitmore@cabq.gov



Indicates Public Input Opportunity

BILLINGS, MONTANA

Zoning Code Update



Project Dates: 2018 - 2021

Community ReCode and Codametrics worked with Billings and Yellowstone County, Montana, to update, coordinate, and fully separate the zoning code that both communities have shared for 50 years. This community-led zoning code rewrite was been guided by an ad hoc steering committee of both city and county representatives; four standing working groups that met monthly or twice monthly to address code drafts through the lenses of urban issues, county issues, landscaping, and signs; and numerous individual meetings with specific interest groups such as developers, real estate agents, short-term rental owners, restaurant/bar/casino owners, homebuilders, environmentalists, health care providers, and outdoor recreationalists. The City of Billings opted for the creation of a character-driven, hybrid form-based code, while Yellowstone County opted for a more traditional larger lot, agricultural oriented zoning code that takes advantage of the form sections of the Billings zoning code through a process called “planned neighborhood development.” Both communities are able to use that process to address development at the urban-rural interface, providing infrastructure and density predictability to the City, property owners, and developers. Major updates in the codes include modernized use tables and use-specific standards supported by a streamlined administrative approval process, specific zone district character and pattern regulations designed to ensure quality infill development in the City’s older neighborhoods, new standards for wind and solar installations that support Montana’s clean energy goals, and the consolidation of eight full and partial sets of sign regulations into a single, updated set of sign standards that is linked to the different sizes and types of development anticipated in the



new form-based zone districts. The Yellowstone County Zoning Code was adopted in fall 2020 and the City of Billings Code followed with adopted in late winter 2021.

The Billings Zoning Code is available through the City’s website on Municode, and accessible here: https://library.municode.com/mt/billings/codes/code_of_ordinances?nodeld=CICO_CH27ZO

The Yellowstone County Zoning Code is available on the County’s website here: <https://ci.billings.mt.us/DocumentCenter/View/43784/YC-Zoning-Code-Final-Code-Dec-15-2020>

Reference Contact

Nicole Cromwell
 Zoning Coordinator
 2900 N Broadway, Billings, MT 59101
 406.657.8281 cromwelln@billingsmt.gov

E. FEE PROPOSAL

Clarion Associates' budget for the Grand Junction LUDC update is shown below. We believe this budget will allow us to produce an exceptional update to the LUDC while allowing adequate for equitable, transparent engagement of the public, stakeholders, and elected and appointed officials. It also reflects our experience as to how efficiently a new development code for a large, complex city can be drafted, discussed, revised, and adopted in a way that reinforces confidence in local government. We have built in a \$7,000 cost item for travel and in-person meetings and engagement if and when the COVID-19 situation allows that to be done safely. To the degree we need to conduct the project virtually, that line item will not be spent. We are excited about the opportunity to work with Grand Junction on this important project, and emphasize that all aspects of this budget are negotiable if the City thinks that more (or less) effort on a particular task would better serve the City's interests.

Grand Junction, CO - Land Use & Development Code Update Budget							
	Project Manager (Garvin)	Project Director (Elliott)	Project Advisor (Goebel)	Associate (Baker)	Associate (Hart)	Associate (White)	TOTAL
<i>Hourly Rate</i>	\$180	\$225	\$210	\$90	\$90	\$85	
PHASE 1: LUDC ASSESSMENT AND ANNOTATED OUTLINE							
Task 1. Project Initiation							
1.1 Initial Project Meetings	16	8	8	0	8	8	\$7,760
1.2 Public Participation Plan	16	8	0	0	16	4	\$6,460
1.3 Project Management (throughout project)	40	24	0	32	0	0	\$15,480
Hours	72	40	8	32	24	12	\$29,700
Labor Costs	\$12,960	\$7,200	\$1,440	\$5,760	\$4,320	\$2,160	\$33,840
Task Total							\$33,840
Task 2. Code Assessment/Annotated Outline and Revisions							
2.1 Stakeholder and Staff Interviews	16	8	0	0	16	0	\$6,120
2.2 Document Review	8	0	0	0	16	0	\$2,880
2.2 Staff Draft Assessment	24	8	8	8	40	16	\$13,480
2.4 Public Draft Assessment	8	4	4	0	16	4	\$4,960
Hours	56	20	12	8	88	20	\$27,440
Labor Costs	\$10,080	\$3,600	\$2,160	\$1,440	\$15,840	\$3,600	\$36,720
Task Total							\$36,720
PHASE 2: LUDC UPDATE AND ADOPTION							
Task 1. Draft New Code and Revisions							
3.1 Staff Draft LUDC	96	32	16	160	40	56	\$50,600
3.2 Development Code Committee Draft LUDC	24	12	8	40	8	24	\$15,060
3.3 Additional Public Review (Recommended)	32	16	0	32	0	8	\$12,920
Hours	152	60	24	232	48	88	\$78,580
Labor Costs	\$27,360	\$10,800	\$4,320	\$41,760	\$8,640	\$15,840	\$108,720
Task Total							\$108,720
Task 2. Presentations, Revisions, and Adoption							
4.1 Planning Commission and City Council Preliminary Review	32	16	4	32	0	16	\$14,440
4.2 Public Hearings and Workshops	40	16	0	40	0	8	\$15,080
4.3 Final Land Use and Development Code	16	8	0	16	0	4	\$6,460
Hours	88	40	4	88	0	28	\$35,980
Labor Costs	\$15,840	\$7,200	\$720	\$15,840	\$0	\$5,040	\$44,640
Task Total							\$44,640
Travel and Virtual Engagement Expenses							\$7,000
TOTAL							\$230,920

SECTION 7.0: SOLICITATION RESPONSE FORM**RFP-4943-21-DH Professional Services Consultant for Land Use & Development Code Update**

Offeror must submit entire Form completed, dated and signed.

- 1) **All inclusive, not to exceed cost to provide professional consulting services for the facilitation and creation of an updated Land Use and Development Regulation Code for the City of Grand Junction City Council:**

Description	Onsite/Personal Meetings	Virtual Meeting Option
Phase 1	\$73,560	\$70,560
Phase 2	\$150,900	\$146,900
Final Report	\$6,460	\$6,460
Total Not to Exceed Cost	\$230,920	\$223,920

Total Not to Exceed Cost Written for Onsite/Personal Meetings:

Two hundred thirty thousand nine hundred twenty _____ dollars

Total Not to Exceed Cost Written for Virtual Meeting Option:

Two hundred twenty three thousand nine hundred twenty _____ dollars

Anticipated delivery of Final Report September 30, 2022

The Owner reserves the right to accept any portion of the services to be performed at its discretion

The undersigned has thoroughly examined the entire Request for Proposals and therefore submits the proposal and schedule of fees and services attached hereto.

This offer is firm and irrevocable for sixty (60) days after the time and date set for receipt of proposals.

The undersigned Offeror agrees to provide services and products in accordance with the terms and conditions contained in this Request for Proposal and as described in the Offeror's proposal attached hereto; as accepted by the Owner.

Prices in the proposal have not knowingly been disclosed with another provider and will not be prior to award.

- Prices in this proposal have been arrived at independently, without consultation, communication or agreement for the purpose of restricting competition.
- No attempt has been made nor will be to induce any other person or firm to submit a proposal for the purpose of restricting competition.
- The individual signing this proposal certifies they are a legal agent of the offeror, authorized to represent the offeror and is legally responsible for the offer with regard to supporting documentation and prices provided.
- Direct purchases by the City of Grand Junction are tax exempt from Colorado Sales or Use Tax. Tax exempt No. 98-903544. The undersigned certifies that no Federal, State, County or Municipal tax will be added to the above quoted prices.
- City of Grand Junction payment terms shall be Net 30 days.

- Prompt payment discount of N/A percent of the net dollar will be offered to the Owner if the invoice is paid within N/A days after the receipt of the invoice.

RECEIPT OF ADDENDA: the undersigned Firm acknowledges receipt of Addenda to the Solicitation, Specifications, and other Contract Documents. State number of Addenda received: 2

It is the responsibility of the Proposer to ensure all Addenda have been received and acknowledged.

Clarion Associates, LLC

Company Name – (Typed or Printed)

Don Elliott

Authorized Agent Signature

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F. ADDITIONAL DATA

Summary of Clarion Associates Development Code Projects

Project	Status (as of March 2021)
Representative Projects—Colorado	
Arapahoe County, Colorado, Land Development Code Reorganization	Adopted
Arapahoe County, Colorado, Code/Review Process Assessment	Completed
Arapahoe County, Colorado, Planned Unit Development Revisions	Adopted
Arapahoe County, Colorado, Permitted Use Modernization	Current
Arapahoe County, Colorado, Land Development Code Reorganization	Adopted
Arvada, Colorado, Development Code Update	Adopted
Aurora, Colorado, E-470 Zoning	Adopted
Aurora, Colorado, Subdivision Regulations	Adopted
Aurora, Colorado, Unified Development Ordinance	Adopted
Avon, Colorado, Unified Development Code	Adopted
Basalt, Colorado, Downtown CSC Zone Districts	Adopted
Brighton, Colorado, Residential Design Standards	Adopted
Broomfield, Colorado, Zoning Ordinance Assessment	Current
Buena Vista, Colorado, Development Code	Adopted
Carbondale, Colorado, Zoning Ordinance	Adopted
Colorado Springs, Colorado, Mixed Use Development Standards	Adopted
Colorado Springs, Colorado, Zoning and Subdivision Regulations	Current
Douglas County, Colorado, Zoning Code Legal Review	Completed
Eagle County, Colorado, Development Code	Current
Englewood, Colorado, Development Code Update	Adopted
Erie, Colorado, Unified Development Ordinance	Adopted
Estes Valley, Colorado, Joint Land Development Code	Adopted
Fort Collins, Colorado, Big Box Development Standards	Adopted
Fort Collins, Colorado, Land Use Code	Adopted
Frisco, Colorado, Zoning Ordinance	Adopted
Garfield County, Colorado, Land Use Resolution Amendments	Adopted
Glenwood Springs, Colorado, Development Code	Adopted
Gunnison County, Colorado, Performance Land Development Control Revisions	Adopted
Idaho Springs, East End Overlay District	Adopted
LaPlata County, Colorado, Revisions to Land Use System	Adopted
Lake County, Colorado, Development Code	Adopted
Lakewood, Colorado, Zoning Code Review	Completed
Larimer County, Colorado, Code Enforcement Review	Completed
Larimer County, Colorado, Zoning Ordinance	Current
Littleton, Colorado, Zoning Code Revisions	Completed
Longmont, Colorado, Land Development Code	Adopted
Longmont, Colorado, Land Development Code Amendments	Adopted

Mesa County, Colorado, Development Code	Adopted
Northglenn, Colorado, Development Code	Adopted
Pagosa Springs, Colorado, Land Use and Development Code	Adopted
Parker, Colorado, Land Development Ordinance	Current
Parker, Colorado, Zoning Overlay Districts	Adopted
Pitkin County, Colorado, Land Use Code	Adopted
Ridgway, Colorado, Affordable Housing Amendments	Adopted
San Miguel County, Colorado, Code Amendments	Adopted
Steamboat Springs, Colorado, Community Development Code	Adopted
Thornton, Colorado, Growth Management and Development Code	Adopted
Thornton, Colorado, Sign Code Revisions	Adopted
Westminster, Colorado, Accessory Dwelling Unit Options Study	Completed
Representative Projects—Western States	
Albuquerque, New Mexico, Integrated Development Code	Adopted
Austin, Texas, Non-Residential and Mixed-Use Design Standards	Adopted
Anchorage, Alaska, Land Use Planning Ordinance	Adopted
Anchorage, Alaska, Zoning Fair Housing Review	Completed
Arlington, Texas, Development Code	Adopted
Bainbridge Island, Washington, Land Use Code Update	Adopted
Bainbridge Island, Washington, Interim Tree Preservation Ordinance	Not Completed
Boise, Idaho, Development Code Reorganization and Targeted Updates	Adopted
Boise, Idaho, Zoning Ordinance Rewrite	Current
Buckeye, Arizona, General Plan and Land Use Code Update	Adopted
Clark County, Nevada, Plan and Development Regulation Updates	Current
Converse County, Wyoming, Wind Energy Regulations Assessment	Completed
Denton, Texas, Zoning Ordinance	Adopted
Hawai'i County, Hawai'i Hazard Avoidance Zoning Tools	Current
Hillsboro, Oregon, AmberGlen Regional Center Zoning	Adopted
Jackson County, Oregon, Land Development Ordinance	Adopted
Henderson, Nevada, Comprehensive Zoning Code Revisions	Adopted
Lake Havasu, Arizona Comp Plan Update and New Zoning Code	Adopted
Lake Oswego, Oregon, Community Development Code Part 1 Rewrite	Adopted
Lake Oswego, Oregon, Community Development Code Part 2 Rewrite	Partially Adopted
Laramie, Wyoming, Unified Development Code	Adopted
Los Angeles County, California, Wildfire Subdivision Amendments	Current
Marana, Arizona, Land Development Code & Design Standard Revision	Not adopted
Mesquite, Texas, Unified Development Ordinance	Adopted
North Las Vegas, Nevada, Code Revisions	Adopted
North Las Vegas, Nevada, Apex Overlay District	Adopted
Oro Valley, Arizona, Code Housekeeping Amendments	Adopted
Pasadena, California, Historic Preservation Ordinance Rewrite	Adopted
Reno, Nevada, Revisions to Land Development Code	Phase I adopted
Rowlett, Texas, Unified Development Code	Adopted

Sacramento County, California, Development Code Revisions	Adopted
Salt Lake City, Utah, Historic Preservation Ordinance	Adopted
Salt Lake City, Utah, Parking Regulations	Current
Salt Lake City, Utah, Riparian Protection Ordinance	Adopted
Salt Lake City, Utah, Sensitive Lands Protection Standards	Adopted
Salt Lake City, Utah, Sustainable Zoning Code Revisions	Adopted
Santa Fe, New Mexico, Zoning Code	Partially Adopted
Sedona, Arizona, Land Development Code	Adopted
Sheridan County, Wyoming, Conservation Subdivision/Sensitive Land Standards	Adopted
Silver City, New Mexico, Land Development Code	Adopted
Southern Nevada Regional Planning Council Model Development Code Regulations	Adopted
Sparks, Nevada, Industrial District Revisions	Adopted
Sparks, Nevada, Code Streamlining Diagnosis	Completed
Tahoe Regional Planning Agency, Update Regional Plan and Code	Adopted
Teton County, Idaho, Smart Growth Audit and PUD Revisions	Adopted
Teton County, Wyoming, Land Use Code	Adopted
Tucson, Arizona, Land Use Code Reorganization	Adopted
Tucson, Arizona, Sustainable Code Revisions	Adopted
Representative Projects—Midwestern States:	
Ann Arbor, Michigan, Zoning Ordinance Reorganization	Adopted
Aurora, Illinois, Zoning Ordinance Update	Adopted
Bloomington, Indiana, Land Development Regulations Update	Adopted
Brooklyn Center, Minnesota, Transit-oriented Development Districts	Current
Cedar Rapids, Iowa, Zoning Ordinance	Adopted
Chesterfield, Missouri, Zoning Ordinance	Adopted
Columbia, Missouri, Zoning Ordinance	Adopted
Detroit, Michigan, Zoning Ordinance	Adopted
Deadwood, South Dakota, Historic Preservation Amendments	Adopted
Dodge County, Wisconsin, Land Development Ordinance	Adopted
Dublin, Ohio, Bridge Street Corridor Development Code	Adopted
Dublin, Ohio, Bridge Street Corridor Development Code Refinements	Current
Dublin, Ohio, Zoning and Subdivision Regulation Restructuring and Updates	Completed
Fort Wayne/Allen County Indiana Legislative Streamlining Code Revisions	Adopted
Fort Wayne/Allen County Indiana, Visual Interactive Code	Completed
Fort Wayne/Allen County Indiana 2020 Zoning Updates	Current
Hamilton, Ohio, Form-based Code Districts & Complete Streets	Adopted
Hudson, Ohio, Comprehensive Zoning Ordinance	Adopted
Indianapolis, Indiana, ReZone Indy Zoning Code Revisions	Adopted
Kalamazoo, Michigan, Zoning Ordinance	Adopted
Leavenworth, Kansas Downtown Development District Regulations	Adopted
Lenexa, Kansas, Design Standards	Completed
New Berlin, Wisconsin, Zoning Ordinance and Development Code Update	Adopted
Oak Park, Illinois, Zoning and Sign Code Revisions	Adopted

Omaha, Nebraska, Sustainable Code Amendments	Adopted
Overland Park, Kansas, Multifamily & Commercial Design Standards	Completed
Riley County, Kansas, Zoning Code Revisions	Adopted
Rochester, Minnesota, TOD and Residential Reinvestment districts	Adopted
Rochester, Minnesota, New Land Development Code	Current
Saline County, Kansas, Unified Development Code	Not adopted
St. Louis County, Missouri, Sustainable Code Revisions	Completed
State of Minnesota Model Airport Zoning Regulations	Adopted
Youngstown, Ohio, Redevelopment Code	Adopted
Representative Projects— Southern and Eastern States:	
Alachua, Florida, Land Development Revisions	Adopted
Albany, New York, Unified Sustainable Development Code	Adopted
Allegheny County, Pennsylvania, Subdivision & Land Development Code	Adopted
Apopka, Florida, Zoning Ordinance	Adopted
Beaufort County, South Carolina, Land Development Code Revisions	Adopted
Biloxi, Mississippi, Land Development Ordinance	Adopted
Broken Arrow, Oklahoma, Zoning Ordinance Update	Adopted
Brunswick, Maine, New Zoning Ordinance	Adopted
Cary, North Carolina, Unified Development Ordinance	Adopted
Chapel Hill, North Carolina, Inclusionary Zoning Ordinance	Adopted
Columbia, SC Zoning and Land Development Regulations	Current
Currituck County, North Carolina, Unified Development Ordinance	Adopted
Daytona Beach, Florida, Land Development Code Update	Adopted
Emerald Isle, North Carolina, Unified Development Ordinance	Adopted
Fairfax County, Virginia, Zoning Ordinance Modernization	Adopted
Fayetteville, North Carolina, Land Development Ordinance	Adopted
Folly Beach, South Carolina, Land Development Ordinance	Adopted
Franklin, Tennessee, Land Development Code	Adopted
Franklin, Virginia, Code Assessment	Adopted
Fredericksburg, Virginia, Adjustments to Residential Districts	Adopted
Fredericksburg, Virginia, Code Update	Adopted
Greensboro, North Carolina, Central Gateway Corridor Regulations Guidelines	Adopted
Greenville, South Carolina, Unified Development Ordinance	Adopted
Greenville, South Carolina, Design and TOD Standards	Completed
Hall County, Georgia, Unified Development Code	Adopted
Hampton, Virginia, Zoning Ordinance	Not completed
Hartford, Connecticut, CROG Model Sustainable Code	Completed
Henrico County, Virginia, Code Assessment	Completed
Herndon, Virginia, Zoning and Subdivision Ordinances	Adopted
High Point, North Carolina, Development Ordinance Update	Adopted
Hillsborough, North Carolina, Unified Development Ordinances	Adopted
Hilton Head Island, South Carolina, Land Management Ordinance Update	Adopted
Howard County, Maryland, Land Development Code Assessment	Completed

Jacksonville Beach, Florida, Land Development Code	Adopted
Jacksonville, Florida, Zoning Ordinance	Adopted
Jacksonville, North Carolina, Unified Development Ordinance	Adopted
Jasper County, South Carolina, Land Use Planning and Ordinance Drafting	Adopted
Jefferson County, Kentucky, Erosion Prevention & Sediment Control Ordinance	Adopted
Loudoun County, Virginia, Amendments to Land Use Regulations	Adopted
Loudoun County, Virginia, Code Implementation	Adopted
Louisville/Jefferson County, Kentucky, Land Development Code and Form-Based Regs	Adopted
Marcy, New York, Unified Development Code	Adopted
Monroe County, Florida, Development Code	Adopted
Morrisville, North Carolina, Unified Development Code	Adopted
Morrisville, North Carolina, Town Center Code	Adopted
Mooresville, North Carolina, Zoning Ordinance	Adopted
Nashville, Tennessee, Urban Overlay Zoning District	Adopted
Norfolk, VA Zoning Ordinance Rewrite	Adopted
Orange County, North Carolina, New UDO	Adopted
Palm Beach County, Florida, Land Development Code	Adopted
Pascagoula, Mississippi, Development Code Rewrite	Adopted
Philadelphia, Pennsylvania, Zoning Code	Adopted
Philadelphia, Pennsylvania, Sign Code	Adopted
Pittsboro, NC Unified Development Ordinance	Current
Pittsburg, Pennsylvania, Electronic Sign Code Revisions	Adopted
Pittsburg, Pennsylvania, Urban Zoning Code	Adopted
Pompano Beach, Florida, Zoning Code	Adopted
Portsmouth, Virginia, Zoning Ordinance	Adopted
Powhatan County, Virginia, Zoning and Subdivision Ordinances Update	Adopted
Prince George's County, Maryland, Development Code	Adopted
Rock Hill, South Carolina, Zoning Ordinance	Adopted
Somerville, Massachusetts, Form-based Code Advisory Services	Completed
St. Lucie County, Florida, Zoning Ordinance, Coastal Regulations, and Land Development Code	Adopted
Stafford County, Virginia, Code Assessment	Completed
Syracuse, New York, Development Code	Current
Williamson County, Tennessee, Plan and Code Update	Adopted
Vienna, Virginia, Maple Ave. Corridor Regulations	Adopted
Representative Projects: Other	
Abu Dhabi, United Arab Emirates, Sustainable Development Code Provisions	Adopted
Calgary, Alberta, Land Use Bylaw Audit and Recommendations	Partially Adopted
Markham, Ontario, New Zoning Bylaw Assessment	Completed
Transportation Research Board, National Model Airport Zoning Ordinance	Published
Ulaanbaatar, Mongolia, first Land Use Zoning Regulations	Current (under review)
U.S. EPA National Model Urban/Suburban Priority Development Code Provisions	Published
Winnipeg, Manitoba (Canada), Zoning By-Law Revisions	Adopted



Land Development Ordinance (LDO)

Diagnostic Report and Annotated Outline

MAY 2019

CLARION

IN PARTNERSHIP WITH





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EXECUTIVE SUMMARY

The Town of Parker is updating its Land Development Ordinance (LDO), which was originally adopted in 1981. The LDO establishes the rules for subdivision and development within the Town of Parker. The project, called the “LDO Modernization,” involves multiple phases. The first phase kicked off in October 2018 with a series of listening sessions and informational meetings. The feedback obtained by the consulting team and staff was used to inform this report – the LDO Diagnostic Report and Annotated Outline. The purpose of this report is to highlight substantive issues with the current LDO and to offer recommended approaches and solutions to LDO issues.

The recommendations in this report fall within the following categories:

- Reduce the reliance on Planned Developments (PDs)
- Update the zoning districts and dimensional standards
- Modernize the use regulations
- Enhance development quality standards
- Streamline the review procedures
- Make the LDO more user-friendly

More specific recommendations for improving the LDO are provided within each of these categories, including examples and best practices from other communities. Following the recommendations is an annotated outline that provides a recommended organization and structure for a new, modern LDO and includes specific recommendations for how the current standards within the LDO will be carried forward intact, revised, or replaced with new language. The annotated outline is not a rigid framework, but rather a starting point for discussion.

This report and the subsequent Project Charter will serve as the overall roadmap and guidance for the drafting process (Phase 2). The new LDO will be drafted in installments, with each installment being presented to the public for review and comment. The entire project is expected to take nearly three years, with expected adoption of a modern LDO in 2021.

WE WANT YOUR INPUT!

The Town established a project website, which will serve as the home base for the project and will host project materials and drafts for review and download, surveys for public feedback, and up-to-date project schedules of events. Please visit: Parkeronline.org/LDO

1. BACKGROUND AND INTRODUCTION

Description of the Project

In late 2017, the Town of Parker issued a request for proposals to modernize the Land Development Ordinance (LDO) – Title 13 of the Municipal Code, which was originally adopted in 1981. The overall formatting and portions of the LDO have remained unchanged for over thirty years, while others have been revised piecemeal in response to policy changes over time. Today, some LDO regulations are overly complex or inflexible, and in some cases provisions contradict each other. The regulations also need revision in order to align with other Town plans, such as the *Parker 2035 Master Plan*. The LDO Modernization is expected to:

- Implement the Parker 2035 Master Plan for Parker’s character and vision into the future
- Clarify what is expected of developers and property owners
- Enhance the minimum required development quality in Parker
- Make development approvals more predictable and transparent
- Streamline the Town resources needed to administer the LDO
- Establish user-friendly regulations that are transparent, incorporate best practices, and reflect modern zoning principles



Figure 1: Conceptual description of the LDO Modernization project. The project does not involve revisiting policies from the Master Plan or rezoning properties.

Clarion Associates, a national land use planning firm based in Denver, was hired by the Town of Parker in 2018 to lead the LDO modernization process. Clarion is partnering with *MIG*, a local urban design and strategic planning firm for public outreach and engagement. The project kicked-off in late October 2018 with an internal staff meeting, followed by a series of internal and external stakeholder interviews in late November, with subsequent interviews through January 2019. A public open house kickoff meeting was held on February 20, 2019 to provide an overview of the project and to obtain initial public feedback. Collectively, the project team met with the following stakeholders:

- Individual Members of Town Council
- Planning Commission
- Representatives of several Town departments (including Community Development, Police

Department/Community Services, Parks and Recreation, Town Attorney, Public Works/Engineering, and P3 Urban Renewal Authority)

- Developers (residential and nonresidential)
- Home Builders Association of Metro Denver
- Local architects and builders
- Local planning and landscape architecture consultants
- Members of the public (residents, business owners, environmental advocates)

The collective feedback received, in addition to Clarion’s internal analysis of the existing Land Development Ordinance (and exhibits), existing Planned Development (PD) documents, and the *Parker 2035 Master Plan* helped to inform this Diagnostic Report and Annotated Outline. Additionally, we received a list of ongoing LDO issues from staff that helped us hone in on specific considerations.

Following this Diagnostic Report and Annotated Outline, the project team will prepare a brief Project Charter describing the new zoning code framework that will address how the project will be completed, and the Town’s desired outcomes for the project. After completing the Project Charter, we will begin drafting the modernized LDO. The LDO drafting is expected to take approximately two years, and will be drafted in a series of installments, each of which will be presented to the public and available for review and comment. The installments are as follows (though the order may be revised):

- Installment 1: Zoning Districts and Uses (types of uses allowed on various properties)
- Installment 2: Development Standards (development quality standards)
- Installment 3: Administration and Procedures (how development proposals are evaluated)

Comments on each of the installments will be addressed in a consolidated draft LDO to be brought forward into the adoption process. The Town may consider interim amendments for adoption throughout the drafting process. For example, the Town is currently working on public dedications amendments (i.e., parks and open space dedications) that will be considered for adoption and then folded into the larger LDO Modernization. Final adoption of the new modern LDO is expected in the fall 2021. The drafting process is summarized by Figure 2 below.



Figure 2: Summary of the LDO Modernization project timeline. The drafting phase of the project involves multiple installments, with public engagement opportunities as drafts become available.

The Town established a project website, which will serve as the home base for the project and will host interim deliverables for review and download, surveys for public feedback, and up-to-date project schedules of events. Please visit: Parkeronline.org/LDO

Documents Reviewed to Inform this Report

Current LDO and Supplemental Standards

Our internal review of the current Title 13 - LDO included recent amendments to the parking section, new supplemental multiple family design standards, and other targeted amendments to the current LDO including but not limited to residential anti-monotony standards, residential buffers, and parking requirements, all of which were adopted after our initial meetings in 2018.

Parker 2035 Master Plan

One of the primary goals of the project is to better align the LDO with the *Parker 2035 Master Plan* and implement the policies of the *Master Plan*. The Clarion team reviewed the *Parker 2035 Master Plan*, especially as it relates to the current LDO to identify gaps, barriers, and inconsistencies. As an example, later in this report we describe where we think improvements could be made to the zoning districts in the LDO to better align with desired future land use designations as depicted in the Master Plan's General Land Use Plan.

Existing Planned Developments

Staff provided Clarion with the following subset of existing Planned Developments (PDs) for analysis, which included a variety of development types and scales:

Anthology North	Crown Point	Moran	Reata North
Bradbury Ranch	Douglas 234	Newlin Crossing	Reata West
Canterberry	Dransfeldt Place	Parker Auto Plaza	Stroh Ranch
Clarke Farms	Hess Ranch	Parker Homestead	Vantage Point
Compark Village	Hidden River	Pine Bluffs	Westcreek
Cottonwood	Lincoln Meadows	Rampart Station	

We studied each PD, focusing our attention on the prescribed dimensional standards for lots and buildings and the types of uses allowed. A more detailed discussion about PDs follows in Section 2 of this report, *Key Areas to Improve the LDO*.

The Town Home Rule Charter

The Town's charter addresses overall governance rules, including the powers of the various appointed and elected bodies, and basic procedures for considering ordinances and enforcement of the Town's rules and regulations.

A Note about Homeowners Associations (HOAs)

Most residential developments and subdivisions in Parker are also subject to covenants, conditions, and restrictions (CCRs) established by their respective Homeowners Association (HOA). The Town of Parker does not enforce CCRs, and is not considering enforcing CCRs as part of the LDO Modernization project. Such standards are enforced by the local HOAs and were not reviewed as part of this project.

Overview of this Report

The purpose of this Diagnostic Report and Annotated Outline ("report") is to provide a detailed analysis of the current LDO and make recommendations for how to move forward with the LDO modernization. Following this introductory section of the report, the remainder of the document is organized as follows:

Key Areas to Improve the LDO. There were several major themes that emerged from Clarion’s review of the Land Development Ordinance, feedback received during stakeholder interviews, the site tour with Town staff, and our experience working for other communities in Colorado and beyond. This section of the report highlights those themes and major issues to address through the LDO modernization project:

- Reduce the reliance on Planned Developments
- Update the zoning districts and dimensional standards
- Modernize the use regulations
- Enhance development quality standards
- Streamline the review procedures
- Make the LDO more user-friendly

Annotated Outline. The Annotated Outline presents a chapter-by-chapter approach for organizing a new modern LDO, with commentary on how the document will be formatted and structured, as well as the overall contents of each chapter and some sections.

Detailed Review of the Current LDO. This final section is a chapter-by-chapter detailed analysis of the current LDO including both overarching thematic comments and detailed technical comments to be addressed during the drafting process.

2. KEY AREAS TO IMPROVE THE LDO

Reduce the Reliance on Planned Developments

One of the primary issues identified by the Town for this LDO Modernization project was the need to solve the Planned Development problem. A Planned Development (or “PD”) is a regulatory tool by which a property owner and a local government negotiate the development parameters for their project to accommodate specific development patterns, building and lot dimensions, and/or land uses that may not otherwise be allowed under the existing “base zoning districts.” (A base zoning district is one that is not negotiated, and that is regulated solely by the contents of the LDO.)

While PD zoning allows greater flexibility and encourage innovation for new developments, they can also present several challenges for a community. One challenge is that PDs become very difficult to administer over time; PDs are adopted as a separate regulatory document from the LDO, serving as its own “miniature zoning ordinance.” As more and more property owners choose to develop their site as a PD rather than choosing and adhering to the standards of a base zoning district, the Town becomes responsible for maintaining and administering an increasing amount of miniature zoning ordinances that live outside of the LDO. This has contributed to the inconsistencies, gaps, and sometimes contradictions between the *Parker 2035 Master Plan*, the LDO, and the PDs.

Another substantial challenge is that once a PD has been adopted and applied to a specific parcel(s), those regulations are tied to the land until the PD is amended or the land is rezoned to a base zoning district. As the PD-designated land changes ownership and new plans are envisioned by the new property owner, the owner must either adhere to the current standards of the PD or request to amend the PD or rezone, both of which can be costly and time intensive endeavors without certainty of approval.

As mentioned in several of the initial meetings with staff and other stakeholders, Parker is not alone compared to its suburban counterparts throughout the Denver Metro region (or even around the nation). That

97.5%

*Percentage of parcels
currently zoned
Planned Development
(PD)*

being said, the amount of land currently zoned PD in Parker (97.5 percent of the parcels) is excessive and unusual for a maturing community on the path to build-out. In an effort to better understand what values or benefits were being achieved through PDs, Clarion looked at the lot and building standards and the allowed uses to evaluate how they compare to Parker's base zoning districts. A summary of that analysis is provided below.

Analysis of Existing Planned Developments

Dimensional Standards

The dimensional standards (i.e., lot sizes, building setbacks, and building height) included in the PDs were sometimes consistent with Parker's base zoning districts, but often times inconsistent and more permissive. The dimensional standards established for the base residential zoning districts are much larger than what has been traditionally built in Parker. Maintaining the current dimensional standards for the base residential zoning districts in the LDO would be inconsistent with the physical characteristics of Parker's established neighborhoods. Our specific observations are as follows:

Residential

- Lot area and width. The minimum lot area and width required by the PDs are substantially lower than the requirements for the base residential zoning districts. Many of the PDs have lot area requirements ranging between 3,500 and 6,000 square feet; whereas the Suburban Residential (SR) district requires a minimum lot area of 8,000 square feet. Additionally, the lot widths are much narrower for the PDs (usually between 35 and 40 feet) compared to the SR district lot width minimum of 80 feet. Smaller lot sizes are consistent with the Denver Metro area and national trends as homebuilders try to meet the changing demands of potential buyers. Smaller lots arguably allow developers to provide housing at various price points, while maintaining the character of single-family neighborhoods. This zoning strategy also allows for cluster development that preserves and protects the area's open space and natural features.
- Setbacks. The setbacks required for most of the PDs are much lower than the current requirements in the base zoning districts. Front setbacks, which can have the biggest impact on defining the character (distinct look and feel) of a neighborhood, range between 10 and 20 feet on average in the PDs, versus 25 feet for the SR district. Side setbacks are also typically lower at about five feet, versus 7.5 feet in the SR district. Rear setbacks are substantially consistent with the base zoning districts, with many equal to the 15 feet in the SR district. Additionally, some of the PDs differentiate between setbacks for garages vs. habitable space.
- Building height. The maximum building height for residential in the base zoning districts is 35 feet. Several of the PDs we analyzed establish a 45-foot maximum height by right, or in some cases 45 feet or even higher through a special review process.

Nonresidential

- Lot area and width. The minimum lot area and width required by the PDs are mostly consistent with the Business (B), Commercial (C), and Light Industrial (LI) base zoning districts. Most of the PDs have minimum lot area requirements of either 10,000 or 20,000 square feet, compared to the base zoning districts that do not have minimum lot area requirements. The PDs that regulate lot width are consistent with base zoning districts at 75 feet (same as B and C districts) and 100 feet or larger (same as LI district).
A few PDs prescribe maximum floor area ratio (FAR) in addition to setbacks and building height to regulate the overall size of the development. FAR is the measurement of a building's floor area in relation to the size of the lot/parcel. A higher FAR is generally more intense development because it either has a larger footprint or is greater in height. The Town has not commonly relied on FAR

standards in the past, and such standards do not exist in the current LDO. Through the LDO Modernization, the Town may consider requiring minimum lot area for nonresidential lots to regulate the size and intensity of development.

- **Setbacks.** The setbacks required for most of the PDs are much lower than the current requirements in the base zoning districts. Front setbacks range between 10 to 35 feet on average in the PDs, versus 40 feet for the B, C, and LI districts. Side setbacks are somewhat stricter in the PDs ranging from 10 to 25 feet; whereas the B and C districts do not require side yard setbacks, and the LI district is 15 feet. Rear setbacks are lower than those in the base zoning districts, with many ranging between 10 and 15 feet versus the 25 feet required in the B, C, and LI districts.
- **Building height.** The maximum building height for nonresidential uses are substantially higher in the PDs than the 35-foot maximum allowed in the B, C, and LI districts. Many of the PDs established maximum building heights of 45 to 50 feet, with some as high as 60 or 75 feet (or higher with special review).

Mixed-Use

The Town does not currently have a base zoning district for mixed-use beyond the Greater Downtown zoning district. The dimensional standards established for mixed-use areas within the PDs are fairly prescriptive compared to typical mixed-use districts. However, some of the setbacks are established at maximums rather than minimums (e.g., Westcreek maximum front setback is 15 feet). Only the Pine Bluffs PD had separate lot area requirements for mixed use development, and generally greater heights are allowed in the PD mixed-use areas compared to the current base zoning districts.

Uses

The reliance on PDs is resulting in a much more complex system of use regulation than otherwise provided under the base zoning districts. For the most part, the uses allowed under the PDs that were subject to our analysis are allowed under base zoning districts. In total, there are over 500 uses identified in the 23 PDs we reviewed (compared to about 130 uses listed in the base zoning districts combined). Our initial observations are as follows:

- **Inconsistent nomenclature.** There are far too many uses listed by some variation of a similar use type. A clear example of this problem is restaurant uses. Rampart Station, Anthology North, Newlin Crossing, and Stroh Ranch all call out “restaurant” as a permitted use. Compark Village calls them “restaurant, full service”; Reata North calls them “restaurants and other eating establishments”; and Vantage Point calls them “eating and drinking establishments, including fast food restaurants (with or without drive-thru).” There are scores of other examples of these minor discrepancies – and they result in an inconsistent application of the same use throughout the Town.
- **Activities – not uses.** Many of the unique land uses listed in the individual PDs are not land uses at all, but rather activities that are associated with another use type. For example, “jogging, hiking, and/or bicycle trails,” “private tennis courts,” and “open field play” are activities associated with parks and open space uses.
- **Context-sensitive uses.** Many of the PDs establish context areas or districts to distinguish appropriate use types in designated geographic locations. This approach to regulating uses would be difficult to achieve with the Town’s current lineup of base zoning districts. For example, the neighborhood commercial district in the Compark Village PD allows for smaller and more convenience-oriented retail where the highway commercial district allows for big-box and other large format retail uses. In the next section of this report, we recommend updating the Town’s current lineup of base zoning districts, which could accommodate some of the various contexts established by individual PDs.
- **Greater diversity of housing options.** The PDs offer a greater mix of housing types and varying degrees of density and intensity than otherwise allowed by the LDO zoning districts. For example, the

LDO currently includes few options for household living: “one-family dwellings,” “duplexes,” and “multiple-family dwellings.” Further, the definition of “multiple-family dwellings” is quite broad – including any building intended for three or more families. As a result, many developers have chosen to pursue a PD in order to construct a broader mix of housing types including many “missing middle” (between single-family detached homes and multifamily) products such as “triplex,” “fourplex,” “live/work,” “townhomes,” and “patio homes.” Expanding the options for household living within the base residential zoning districts will provide greater flexibility to meet Parker’s demand for diverse housing options at various price points.

Improve the Planned Development Procedures

Although we strongly recommend the Town reduce the reliance on PDs moving forward, we do not recommend eliminating the PD tool from the LDO. Even communities with modern zoning and subdivision regulations in place often retain the ability to negotiate PD zoning for large (say 50 or 100 acres or larger), complex projects with unusual characteristics not contemplated under the standard land use regulations. The Town should update the PD procedures as follows:

- Consider a minimum area. The use of PDs moving forward should be reserved for complex applications of substantial size. Smaller developments (say less than 20 acres) should not rise to the level of complexity that requires individually negotiated zoning. By including a minimum acreage, the Town can avoid one-off PDs that ultimately result in inconsistent development patterns over time.
- Require a higher quality and community benefits. The LDO should explicitly require PDs and PD amendments to provide community benefits in exchange for the opportunity to gain approval outside the base zoning districts and procedures. Such benefits should not be so prescriptive that they require precise calculations, but with enough specificity to inform the decision-making process. Benefits may range from providing diverse housing types, to enhanced common area amenities, employment uses, or preserved open areas. Such benefits should be protected to the extent possible through separate easements or agreements.
- Require greater consistency among PDs. Minimum parameters should be established for any future rezonings to PD that require terminology and formatting that is consistent with the LDO standards to the greatest extent possible. For example, allowed uses in a PD should be those listed and defined by the LDO, and development standards contained in a PD should be consistent with terms used in the LDO and within the design guidelines. It is important to establish a consistent foundation and framework (e.g., consistent terminology and measurement tools) so that all PDs speak the same language as the LDO; however, this should not limit the flexibility of the PD tool to change the substance of the standards in order to encourage innovation.
- Distinguish between minor and major amendments. Under the procedures in 13.04.240, *Amendments to the Land Use Ordinance or Zoning Map*, an applicant proposing even a minor amendment to an existing PD would require Town Council approval following staff review and recommendation by the Planning Commission. This is not unusual for older codes, but increasingly communities are drawing the lines between minor amendments that can be approved administratively (such as amendments to setbacks), and major amendments that require compliance with the full rezoning or PD process (such as changes to density or intensity).
For example, the Town can establish a 10 percent maximum zoning adjustment for lot dimensional standards which can be approved administratively – eliminating the need to seek the discretion of the Planning Commission or Town Council. These administrative zoning amendments would require solid evaluation and approval criteria so that the tool is used consistently and judiciously. This same concept could also be considered more broadly for amendments to other application types. See further discussion related to administrative amendments in the procedures section of this report.
- Enhance approval criteria. The current LDO does not include specific approval criteria for rezoning to

PD beyond the standards listed in 13.04.150(c). Explicit approval criteria should be developed that would be used to consistently evaluate compliance with the PD standards and ensure that the Town is getting substantial additional value in return for the additional complexity added to the Town's land use system and the additional staff time required to manage PDs over the course of build-out.

- Consider expiration provisions. The current LDO does not specify how long an approved PD remains valid. For example, the Town may consider specific expiration provisions when there is no substantial development activity within all or a portion of a PD. Further discussion on this topic, to include a strategy for what expired PDs would revert to upon expiration, is required with the Town Attorney prior to drafting.

Possible Approaches for Moving Forward

In many cases, the original reason for flexibility that necessitated the creation of a PD may be allowed through a revised menu of zoning districts, more flexible development standards, additional administrative adjustments, or other new tools introduced in the LDO modernization. Over time, elimination of some or all PDs could help simplify the process of tracking and enforcing the various PD approvals.

Although not part of the LDO Modernization project scope, there are several options for how the Town might approach converting PDs into base zoning districts in the future (following adoption of new modern zoning districts), each with advantages and disadvantages. For example, the Town may opt to legislatively rezone PDs to the most appropriate base zoning district as part of a larger Town-wide zoning effort. Or the Town could consider rezoning individual PD properties over time either based on development activity as a trigger or upon request by individual landowners.

The preferred approach moving forward requires further discussion with the Community Development Department, Town Attorney's office, and key decision makers prior to drafting the administration and procedures installment.

Build-out Status of PDs

As part of our initial analysis, we looked at the sample of PDs to determine which of them had been at least partially constructed. This is an important aspect to consider as it relates to a future lineup of zoning districts and selecting an approach to transitioning away from PDs. For example, the Town may want to consider establishing contextual setbacks (i.e., different setback requirements for different types of corridors and character areas) and building heights that would apply in areas that are largely built out. This sample of 23 PDs does not represent a full answer to the question of "which PDs have been built," but it is a starting point for discussion.

Table 1: Sample PDs and their Current Build-out Status

Fully built out	Partially built out	
Bradbury Ranch	Anthology North	Parker Auto Plaza
Canterberry	Compark Village	Parker Homestead
Clarke Farms	Crown Point	Rampart Station
Cottonwood	Douglas 234	Reata North
Hidden River	Dransfeldt Place	Reata West
Moran	Hess Ranch	Stroh Ranch
Pine Bluffs	Lincoln Meadows	Vantage Point
	Newlin Crossing	Westcreek



Figure 3: Sample PD Aerial Images. Left: Aerial image shows the nearly full build-out residential neighborhood of the Douglas 234 PD with pending commercial development. Right: Aerial image shows the partial build out of the Reata West PD. For PDs that are fully developed, contextually based standards would allow the conversion of the PD to a base zoning district without disrupting the overall character of the established neighborhood.

Source: Town of Parker

Update the Zoning Districts and Dimensional Standards

The Town currently has very few base zoning districts, and a strong desire to discontinue the overreliance on Planned Development. Most modern zoning codes include a suite of zoning districts to implement their long range planning policies and to accommodate desired development patterns and mixes of uses.

Implement Future Land Use Designations

When comparing the *Parker 2035 Master Plan's* future land use designations with the current zoning map, the misalignment is visually clear. The future land use designations (See Figure 4, below) envision a diverse mix of character areas throughout the Town, at various densities. The zoning map (See Figure 5 on the following page) is largely comprised of Planned Developments (peach color) with few parcels assigned to base zoning districts. In short, that means achieving the vision represented by future land use designations requires coordination among dozens of individual PDs currently acting as “mini zoning ordinances.”

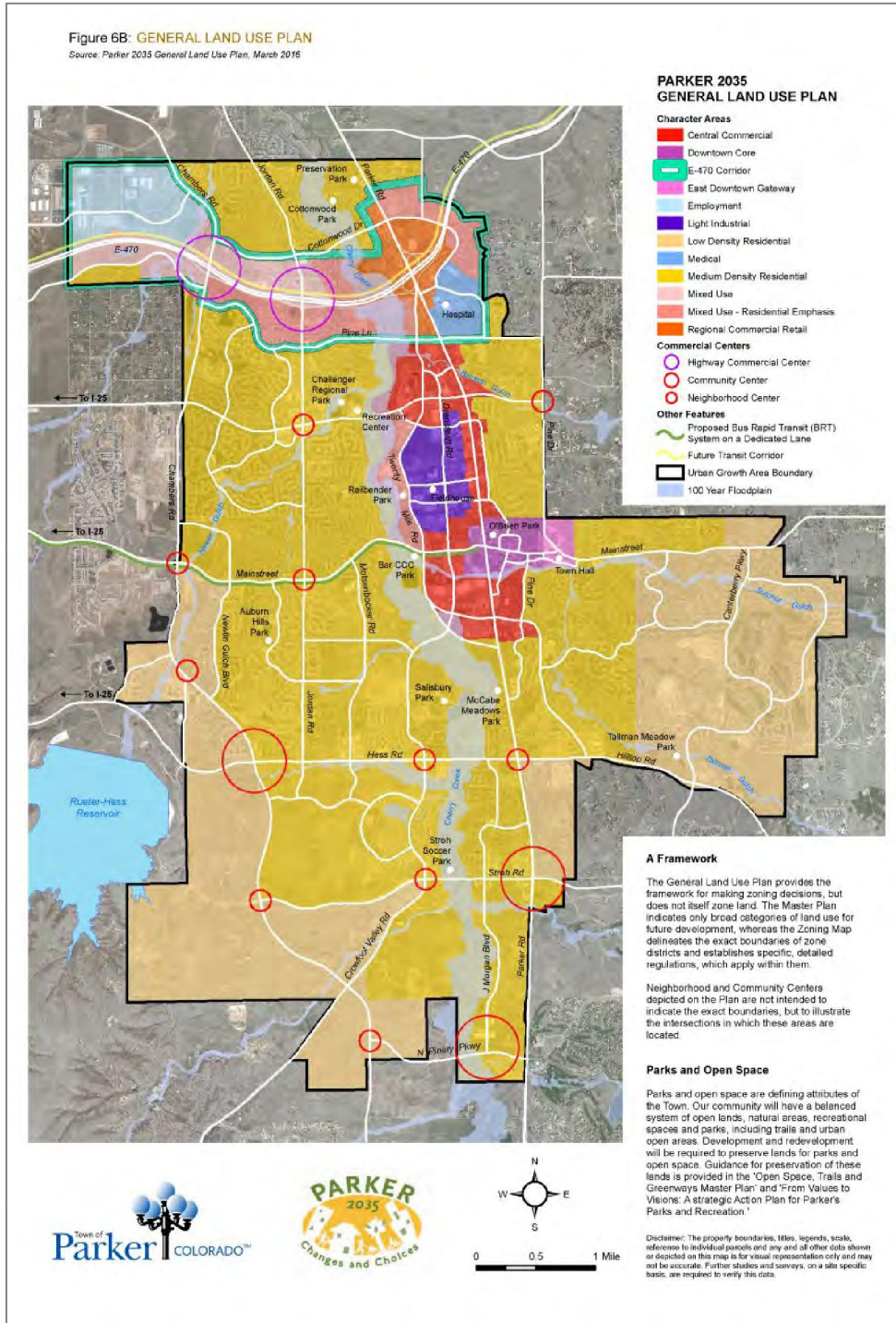


Figure 4: General Land Use Plan. The future land use designations indicate a desire for a variety of character areas and neighborhood and community centers.

Source: Town of Parker

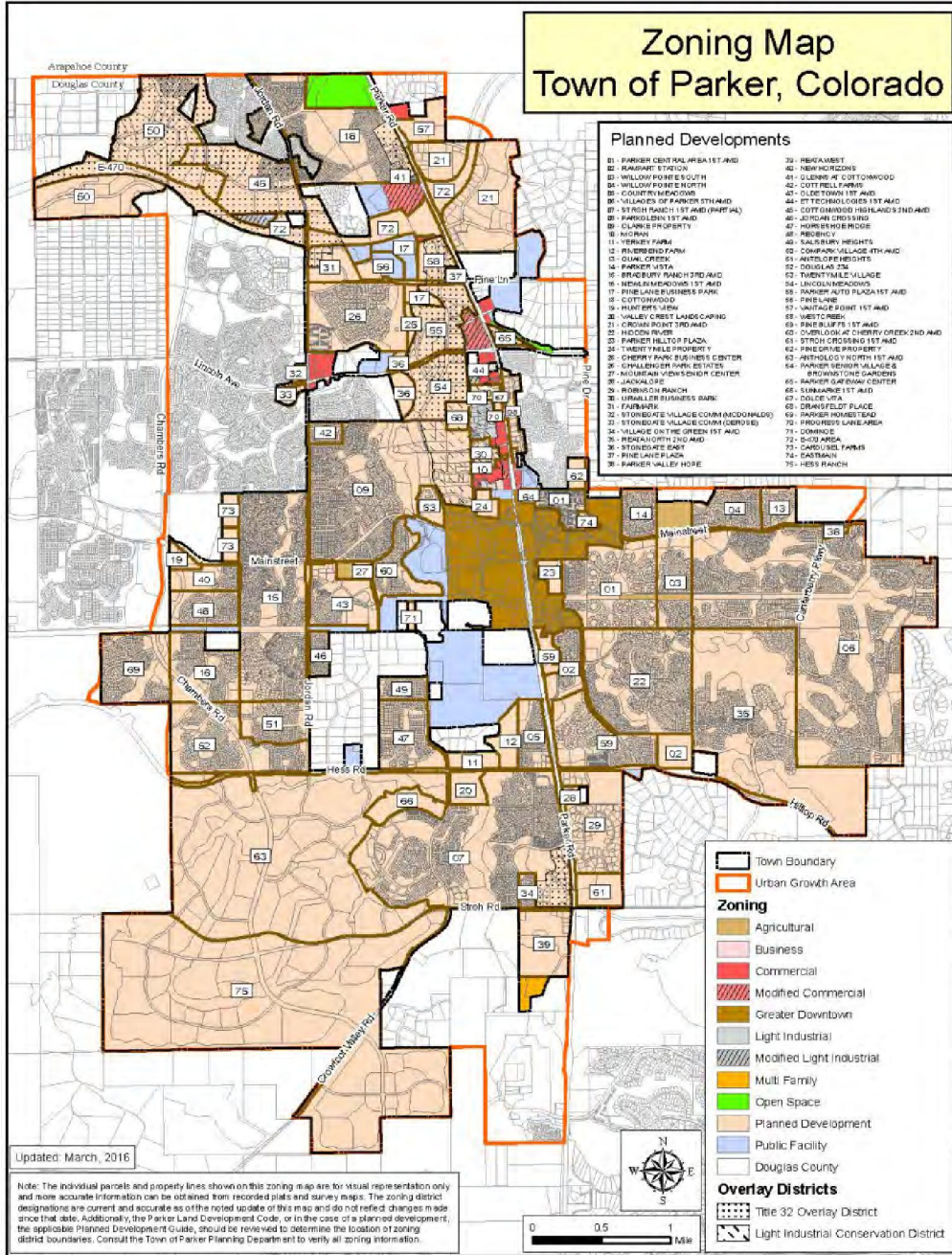


Figure 5: Town of Parker Zoning Map. The zoning map is largely comprised of PDs (peach color), making implementation of the Parker 2035 Master Plan challenging.

Source: Town of Parker

Compounding the challenges of coordinating among so many PDs is the lack of a sufficient menu of base zoning districts to implement the future land use designations. Below is a table identifying where Parker’s current base zoning districts align with the Parker 2035 Master Plan future land use designations.

Table 2: Future Land Use Designations and Alignment with Current Base Zoning Districts	
2035 Master Plan Future Land Use Designation Character Areas	Current Land Development Ordinance Base Zoning Districts
Low density residential	ER – Estate residential SR – Suburban residential
Medium density residential	SR – Suburban residential
Mixed use – residential emphasis	B – Business MF – Multiple family
Mixed use	B – Business MF – Multiple family
Employment	B – Business C – Commercial LI – Light industrial PF – Public facilities
Medical	B – Business C – Commercial
Regional commercial retail	B – Business C – Commercial
Central commercial	B – Business C – Commercial MF – Multiple family PF – Public facilities
Mainstreet Master Plan	GD – Greater downtown
Light industrial	LI – Light industrial PF – Public facilities
○ Highway commercial center	B – Business C – Commercial
○ Community center	B – Business C – Commercial MF – Multiple family
○ Neighborhood center	B – Business C – Commercial MF – Multiple family

As evidenced by the table, there are more future land uses and centers options/opportunities envisioned (13) than there are zoning districts to implement them (8). That means that if applied under the current standards, these base zoning districts may not result in the desired diversity of character areas depicted in the *Parker 2035 Master Plan*. Instead, because there are so few base zoning districts, the resulting development patterns and uses could be similar across the community regardless of character areas. For example, properties applying for “B-business” zoning designation may technically be appropriate in all but three of the proposed character areas (low-density residential, medium-density residential, and light industrial).

There are also inconsistencies among the zoning map and the land use designations. Examples of those inconsistencies include the land north of E-470 and south of E-470, both immediately west of Parker

Road, that are zoned Public Facility (PF) are identified as regional commercial retail on the general land use plan.

Another noted discrepancy is the lack of either a “medium-high” or “multifamily” future land use designation. The current multiple family base zoning district could therefore only be applied in mixed-use or downtown character areas. Parker may consider including a future land use designation dedicated to a wider variety of residential densities, depending on further discussion.

The General Land Use Plan also identifies the 100-year floodplain and parks and open space areas throughout the Town. The zoning map does not always reflect those uses. For example, O’Brien Park is zoned Greater Downtown (GD) Town Center. Within that zoning designation retail, office, and even some residential uses are permitted. Some communities prefer to zone all of the publicly owned properties according to their use for transparency purposes. Careful considerations should be made as part of a future rezoning or mapping process to think about how parks and open space, and other public facilities should be mapped and better integrated with the LDO.

Revise the Lineup of Zoning Districts

In many communities undergoing a comprehensive code update, we typically recommend reducing the number of zoning districts. That is usually because there are several similar districts with similar purposes, dimensional, and use allowances that should be consolidated – or because many of the districts have never been applied to the map. In Parker’s case, we recommend considering a larger menu of zoning districts with the LDO updates to help implement the future land use designations, and to provide opportunities where current underperforming or obsolete districts do not. The intent is not to overcomplicate the LDO, but rather provide the community with the tools necessary to accommodate a variety of development scenarios without requiring the need for more PDs, and to successfully implement the vision of the *Parker 2035 Master Plan*.

Update the Residential Districts

Though much of the land area in the Town of Parker is comprised of single-family residential zoning, the two zoning districts intended for that use (Estate Residential and Suburban Residential) have not officially been applied to the Parker Zoning Map. We recommend those districts be retained in some form (with updates to the dimensional standards). Retaining those districts is also important because some of Parker’s PDs reference them. As PDs are converted to base zoning districts (again, by separate future project) they may best translate to those existing ER and SR districts. We also recommend the Town consider an additional residential district that allows for smaller single-family detached homes and also some attached products (e.g., duplexes and townhomes). This additional district would support and continue to advance Parker’s housing goals and strategies outlined in the *Parker 2035 Master Plan*, which support expanded homeownership opportunities for residents of all income levels and construction of homes that offer a wide range of prices. Recommended districts for consideration include:

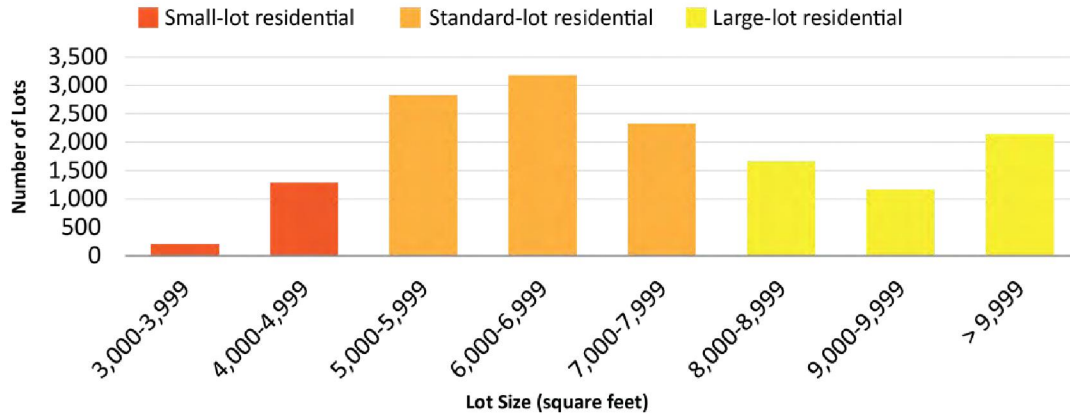
- Revise the estate residential district and rename to “large-lot residential.” The current ER district has a minimum lot size requirement of half an acre (21,780 square feet); these half-acre lots make up less than one percent of Parker’s existing single-family detached housing stock. We recommend updating the minimum lot size requirement to 8,000 square feet (or smaller) to better align with the low density designation established in the *Parker 2035 Master Plan* and to be more consistent with actual lot sizes in Parker. The current market is not driving lot sizes anywhere near half an acre, nor much larger than 7,000 square feet.
- Revise the suburban residential district and rename to “standard-lot residential.” The current SR district requires a minimum lot size of 8,000 square feet; however, the *Parker 2035 Master Plan* describes medium density residential as 3.5 dwelling units per acre. Generally, development in

medium density residential areas has resulted in single-family neighborhoods with lot sizes that typically range between 5,000 – 8,000 square feet. Therefore, we think a revised suburban district with an updated minimum lot size requirement of 5,000 square feet would be more appropriate for Parker.

- New small-lot residential district. Some single-family development in Parker has been negotiated on PDs with much smaller lots (as small as 2,500 square feet, and even smaller for some single-family attached products) than allowed under the ER or SR districts. Single-family detached homes on smaller lots are found throughout different parts of Parker such as Stroh Ranch, Cottonwood, Bradbury Ranch, and Idyllwilde. Homebuilders in the Denver Metro region are increasingly coming up with smaller detached and attached products (e.g., duplexes and townhomes) to meet a changing housing demand and to provide transitions from single-family detached housing to more intense residential or nonresidential uses.

To meet these market demands and accomplish the housing goals established in the *Parker 2035 Master Plan*, we recommend creating an additional residential district that allows a diverse housing stock on smaller lots (2,500 square feet). During the drafting process, the LDO will specify how lot area is measured for attached products such as duplexes and townhomes. For example, we could allow even smaller lots for those products (a lot area per unit approach), or we can specify that the lot area minimum does not apply to each unit. Another important consideration with small lot development is to avoid too much of a single product type in a small area. For example, require a mix of housing types within a block face, or limit the percentage of total acreage that can include similar lot sizes. The lot size is a character defining element of new neighborhoods and should therefore be thoughtfully pursued.

SINGLE-FAMILY DETACHED LOTS IN PARKER BY LOT SIZE AND PROPOSED ZONING DISTRICT



EXAMPLE PHOTOS OF SINGLE-FAMILY DETACHED HOMES IN PARKER WITH VARIED LOT SIZES



Figure 6: Distribution of current single-family detached lots in Parker, by lot size. The bar graph on top groups all SF detached homes in Parker by their lot size and categorizes them by the three proposed residential zoning districts. Representative photo examples of SF detached homes with varied lot sizes are provided for comparative purposes. Source: Town of Parker GIS data; Images from Clarion Associates and Google Street View

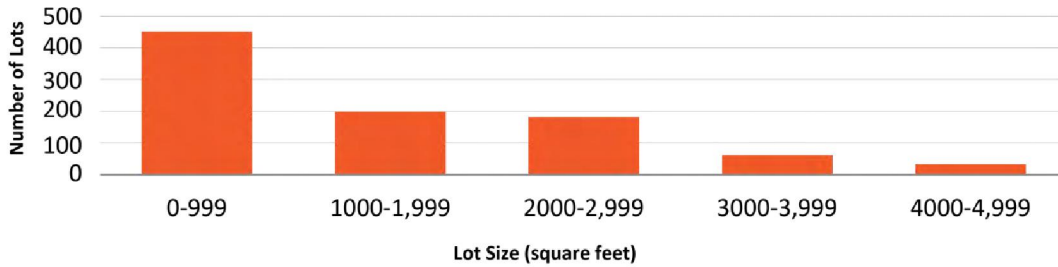
SINGLE-FAMILY ATTACHED LOTS IN PARKER BY LOT SIZE**EXAMPLE PHOTO OF SINGLE-FAMILY ATTACHED HOMES WITH VARIED LOT SIZES**

Figure 7: Distribution of current single-family attached lots in Parker, by lot size. The bar graph on top groups all SF attached homes in Parker by their lot size. A photo example of SF attached homes on two different lot sizes.

Source: Town of Parker GIS data; Image from Google Street View

Create New Mixed-Use Districts

One of the most glaring gaps in the current lineup of districts is the absence of any mixed-use zoning districts outside of the Greater Downtown (GD) design districts. The *Parker 2035 Master Plan* calls for various types of mixed-use development, which are currently met only through PD negotiations due to the lack of adequate base zoning. Parker should consider contextually based mixed-use zoning districts that can help the Town achieve the desired development patterns and uses in the various character areas and in the identified community and neighborhood commercial centers. Where appropriate, the Town should also consider applying the various form standards (i.e., standards addressing the physical layout and design of the site and buildings) from the GD design districts to the proposed mixed-use districts.

- **Mixed-use neighborhood.** This district would include an emphasis on residential, yet will accommodate more neighborhood-centric development, serving the needs of surrounding residents at a smaller and more walkable scale. Additional housing types may be allowed either by right or with a use by special review in this district (attached townhomes, and perhaps



Figure 8: Downtown streetscape. The Greater Downtown design districts include various form standards to support a vibrant mixed-use streetscape, many of which could be carried forward into the proposed mixed-use districts.

Source: Town of Parker

multifamily), yet the design of such uses will be carefully considered so that there is an adequate transition to established single-family neighborhoods. Auto-oriented uses will be limited in this district and instead will encourage lighter-intensity uses that support active streetscapes. The mixed-use neighborhood district will particularly benefit from standards that encourage buildings to come closer to the street frontage.

One example is the build-to-line standard (a line at which construction of a building facade is to occur on a lot, running parallel to the front property line) established for buildings along Mainstreet in the GD Town Center District (Town Center, Sec. 4.4). As a result of this standard, buildings are brought closer to the street and a continuous building edge is formed to help reinforce a more walkable environment. This new district can be used to directly implement the neighborhood centers identified in the *Parker 2035 Master Plan*.

- Mixed-use community. This district would accommodate a larger community-wide market area along Parker's key corridors and centers and may include more auto-oriented uses than the neighborhood context. Unlike the mixed-use neighborhood district, the mixed-use community standards should encourage a larger distance between the buildings and its primary street, depending on the type of corridor, as some areas along Parker's busiest corridors may be more auto-oriented than others.

For example, in the GD Twenty Mile Center District, the minimum setback requirement for a collector road (Dransfeldt Rd.) is five feet which is much lower than the 20-foot setback required for an arterial road (Twenty Mile Rd.). This new district can be used to directly implement the community centers and the central commercial designations identified in the *Parker 2035 Master Plan*. The standards for the mixed-use community district should align with the policies and recommendations from the *Parker Road Corridor Plan*, which is underway and is expected to be adopted later this year.

- Mixed-use regional. This district would accommodate the demands of travelers, destination retail, and large-scale mixed-use development. A high level of visitation is intended to be captured through its local and regional draw. To accomplish these goals and aspirations, a key element for this district is to allow the flexibility for a variety of uses to be permitted within the district (e.g., big-box retail, employment, entertainment uses), while placing limitations on certain uses that the Town wants to provide further restrictions on. This new district can be used to directly implement the highway commercial centers, the regional commercial retail, and the employment designations identified in the *Parker 2035 Master Plan*.

Rethink the Business, Commercial, and Industrial Districts

The lines are somewhat thin between the current business, commercial, and light-industrial districts. The pyramidal zoning schematic in the current LDO adds more uses to the progression through business to light industrial. The distinctions between the commercial districts and industrial districts should be made clearer to accommodate the various types of nonresidential activities existing and expected in the future. We recommend that the light industrial district be retained, but that the business and commercial districts should be retooled into distinct commercial districts – one neighborhood serving commercial, one standard commercial that may include more intensive heavy commercial uses. Additionally, Parker should consider employment districts as discussed in greater detail in the next paragraph. During the drafting of the districts and uses installment, Clarion will work with staff to determine whether any of the proposed new commercial districts could be merged with the proposed mixed-use districts.

Create New Employment Zoning Districts

To better implement the master plan’s future land use designation for medical and employment centers, and to accommodate larger business endeavors on larger nonresidential lots near E-470 and elsewhere, we recommend creating two new employment districts:

- Employment Industrial. This district can be somewhat similar to the proposed Mixed-Use Regional district in terms of scale and context; however, distinctions in the use regulations can be made to direct growth in this new district to focus primarily on employment and light industrial uses (and less on destination retail).
- Employment Office. This district can accommodate employment centers with a focus on office and office-supporting uses, and less on destination retail or other intensive commercial or industrial uses.

Summary Table of Proposed Zoning Districts

Translating Current Zoning Districts to Proposed Zoning Districts

The following table shows how each of the current zoning districts would translate to the new lineup of base zoning districts following the recommendations of this report. The first column shows the current zoning districts in Parker. The second column shows the proposed zoning districts through the LDO Modernization project. The third column provides further explanation of the proposed changes and the relationship between the existing and the proposed districts. The far-right hand column in the table below indicates whether the proposed change would be reflected on a simple zoning map conversion as part of this project, or whether future mapping efforts involving rezoning properties would be required. Where existing zoning districts are recommended to be “carried forward,” the substance of those district standards would still be reviewed and updated as needed during the LDO Modernization project.

Table 3: Proposed Base Zoning Districts			
Current Districts	Proposed District	Comments	Future Mapping Considerations
Residential Districts	Residential Districts		
ER Estate Residential	SF1 Large-lot Residential	Rename and update the minimum lot size requirement to 8,000 square feet (or perhaps lower) to align with the low density designation established in the <i>Parker 2035 Master Plan</i> and be consistent with lot sizes that common in Parker.	Estate Residential has not been applied to the map. Application of the proposed SF1 district would require rezoning.
SR Suburban Residential	SF2 Standard-lot Residential	Update minimum lot size requirement to 5,000 square feet to accommodate lot sizes that are aligned with the medium density designation established in the <i>Parker 2035 Master Plan</i> and be consistent with the standard lot sizes that are common in Parker.	Suburban Residential has been applied to only one development (Rowley Downs PD reflects the SR standards). This zoning district would be renamed from SR to SF2 on the map. Future application of the SF2 district would require rezoning.

Table 3: Proposed Base Zoning Districts			
Current Districts	Proposed District	Comments	Future Mapping Considerations
--	SF3 Small-lot Residential	New district intended to allow a diverse housing stock (attached and detached) on small lots; perhaps a minimum of 2,500 square feet or even smaller for attached dwellings. Could also include maximum lot sizes.	Future application of the SF3 district would require rezoning.
MF Multiple Family	MF Multifamily Residential	Carry forward.	Properties would reflect the new name of "multifamily" instead of "multiple family."
MH Mobile Home	--	Do not carry forward this district – never been used.	No change, since the MH district has never been applied to the map.
Commercial Districts	Commercial and Mixed-Use Districts		
B Business	C1 Neighborhood Commercial C2 Standard Commercial	Two revised districts focused on commercial activities to replace the existing business and commercial districts. The C1 district will be intended for primarily neighborhood-serving commercial, and the C2 district will be slightly more intense heavier commercial activities.	Properties zoned Business (B) and Commercial (C) would be changed to C1 or C2 based on the types and intensity of commercial activities. Future application of the C1 and C2 districts to properties not within the current B or C districts would require rezoning.
C Commercial			
GD Historic Center	OT Old Town	The Historic Center and Pikes Peak Center could be merged based on existing character and the policies in the <i>Parker Mainstreet Master Plan</i> . The standards related to uses, lot and building dimensions, and access and connectivity should be relocated from the Greater Downtown design districts into the LDO. The building design guidelines will likely remain in standalone documents related to the GD districts.	The current zoning map does not distinguish between the various subdistricts within the GD district, but rather labels the map GD and then specifies the subdistrict as a "PD use." The conversion zoning map will reflect the new distinction of OT. Additional boundary changes as proposed in the <i>Parker Mainstreet Master Plan</i> may be considered with future rezonings.
GD Pikes Peak Center			

Table 3: Proposed Base Zoning Districts

Current Districts	Proposed District	Comments	Future Mapping Considerations
GD Town Center	WM West Mainstreet	The Town Center and Twenty Mile Center could be merged based on existing character and the recommendations and policies in the <i>Parker Mainstreet Master Plan</i> . The standards related to uses, lot and building dimensions, and access and connectivity should be relocated from the Greater Downtown design districts into the LDO. The building design guidelines will likely remain in standalone documents related to the GD districts.	The current zoning map does not distinguish between the various subdistricts within the GD district, but rather labels the map GD and then specifies the subdistrict as a "PD use." The conversion zoning map will reflect the new distinction of WM. Additional boundary changes as proposed in the <i>Parker Mainstreet Master Plan</i> may be considered with future rezonings.
GD Twenty Mile Center			
GD Market Center	--	The Market Center could be eliminated and replaced with the new proposed Mixed-Use Regional district since it has already developed as a destination mixed-use area.	The current Market Center properties could be rezoned Mixed-Use Regional.
LI Light Industrial	LI Light Industrial	Carry forward.	No change.
--	EI Employment/Light Industrial	New district intended to accommodate larger office park or light industrial developments along E-470.	Properties currently zoned Business (B) or Commercial (C) could potentially be remapped to this district. Future application of the EI district would require rezoning.
--	EO Employment/Office	New district to accommodate employment centers focused on office uses and office-supporting uses.	Properties currently zoned Business (B) or Commercial (C) could potentially be remapped to this district. Future application of the EO district would require rezoning.
--	MN Mixed-Use Neighborhood	New district intended to accommodate more neighborhood-centric development, serving the needs of surrounding residents at a smaller and more walkable scale.	Future application of the MN district would require rezoning.

Table 3: Proposed Base Zoning Districts			
Current Districts	Proposed District	Comments	Future Mapping Considerations
--	MC Mixed-Use Community	New district intended to accommodate a larger community-wide market area along Parker's key corridors and may include more auto-oriented uses than the neighborhood context.	Future application of the MC district would require rezoning.
--	MR Mixed-Use Regional	New district intended to accommodate the demands of travelers, destination retail, and large-scale mixed-use development.	Future application of the MR district would require rezoning.
Other Districts	Other Districts		
PD Planned Development	PD Planned Development	Carry forward.	Future conversion of existing PDs to base zoning districts would require rezoning.
A Agricultural	AG Agricultural		
OS Open Space	OS Open Space		
PF Public Facilities	PF Public Facilities		

Translating Future Land Use Designations to Proposed Zoning Districts

The table below shows how each of the future land use designations from the *Parker 2035 Master Plan* would translate into the proposed lineup of base zoning districts.

Table 4: Future Land Use Designations and the Proposed Lineup of Zoning Districts	
Parker 2035 Master Plan Future Land Use Designation Character Areas	Proposed Land Development Ordinance Base Zoning Districts
Low density residential	SF1 – Large-lot residential
Medium density residential	SF2 – Standard-lot residential SF3 – Small-lot residential MF – Multifamily residential
Mixed use – residential emphasis	C1 – Neighborhood commercial MN – Mixed-use neighborhood MC – Mixed-use community
Mixed use	MC – Mixed-use community
Employment	EM – Employment PF – Public facilities
Medical	EM – Employment PF – Public facilities
Regional commercial retail	MR – Mixed-use regional C2 – Standard commercial
Central commercial	C1 – Neighborhood commercial C2 – Standard commercial MC – Mixed-use community PF – Public facilities
Mainstreet Master Plan	GD – Greater Downtown design districts
Light industrial	LI – Light industrial
Highway commercial center	MR – Mixed-use regional C2 – Standard commercial
Community center	C1 – Neighborhood commercial C2 – Standard commercial MN – Mixed-use neighborhood MC – Mixed-use community
Neighborhood center	C1 – Neighborhood commercial MN – Mixed-use neighborhood

Modernize the Use Regulations

Parker’s current use regulations include a separate use list for each base zoning district, and the nonresidential districts follow a cumulative “Pyramid” zoning structure by which any uses permitted in a lower intensity zoning district are allowed in the next higher intensity zoning district. For example, uses allowed in the Commercial (C) district begin with “all uses permitted by right in the B-Business district.” Such a system requires flipping back and forth between zoning districts and associated use lists, and undermines the intent of establishing unique districts to achieve a desired character. Moving forward, a variety of improvements should be made to the structure, organization, and substance of the use regulations to enhance the clarity, user-friendliness, and predictability of the LDO.

Establish an Allowed Use Table

Modern zoning ordinances typically include a single table of allowed uses, with rows representing land use categories and specific use types, and columns representing the zoning districts. This format (see example below) allows quick comparison of the allowable uses in each zoning district, and eliminates the potential for inconsistencies over time as uses are updated. An allowed uses table will minimize the need to repeat the same uses within separate district regulations, ensure consistent terminology is used, reduce document length, and allow readers to easily compare where a particular use is permitted across various districts in Parker.

Table 3.1
Table of Allowed Uses
P = permitted C = conditional use permit required A = accessory Blank Cell = use prohibited

	Residential									Non-Residential					Other			Use-Specific Standards		
	RS-70	RS-35	RS-18	RS-10	RS-6	RMH	RM-1	RM-2	RM-3	M1	M2	M3	CO	IN	L	CF	OS		OC	
RESIDENTIAL																				
Household Living																				
Dwelling, Co-Housing							P	P	C	P									P	3.3.A(1)
Dwelling, Duplex							P	P	C	P	P								P	
Dwelling, Live/Work										P	C	P	C	C	C				P	3.3.A(2)
Dwelling, Multifamily							P	P	P	P	P	P	P	P	P				P	3.3.A(3)
Dwelling, Single-Family Attached							P	P	C	P	P		C		C				P	3.3.A(4)
Dwelling, Single-Family Detached	P	P	P	P	P	P	P	P	C	C									P	3.3.A(5)
Manufactured Home					P	P	C	C	C											3.3.A(6)
Group Living																				
Assisted Living Facility										P	P	P	P		P	P				
Dormitory							C	C	C	C	P	P	C							

Figure 9: Table of Allowed Uses. An excerpt from the Table of Allowed Uses from another community. Uses are listed in each row, with varying permissions depending on the zoning district. The far right column contains hyperlinked use-specific standards (use conditions) that apply to the use. This common use table approach allows for cross-comparison among uses and zoning districts.

Source: Clarion Associates

The new table can be a helpful resource for consolidating key information. Beyond the uses themselves, a table can identify:

- Accessory and temporary uses. The table should include sections for accessory and temporary uses at the end of the table, identifying the appropriate districts for each of these types of uses. This helps the user understand the difference between primary and accessory or temporary uses. Accessory uses are incidental and subordinate to a primary use on the same lot. Temporary uses are allowed in a zoning district for a limited and fixed period of time, such as mobile businesses (e.g., food trucks). Although mobile business regulations were recently overhauled, we may revisit and clarify the standards through this LDO Modernization.

- Use-specific standards. A column includes cross-references to use-specific standards, which are additional requirements that are specific to a use type. Cross-referencing those standards in the use table communicates to the reader that, although the use may be allowed by right, there are additional standards that must be addressed.

The Town is also considering other approaches to establishing the use regulations, including a consolidation of all of the standards that would apply to a particular use in one location (e.g., where is the use allowed? What additional standards apply to that use?). That approach would still require the Town to maintain a summary table as shown in Figure 9 above that allows for cross-comparison among uses and districts. Some communities elect to include separate use tables for the various types of districts (i.e., one for residential, mixed-use, and nonresidential) rather than a single use table.

Establish Broader Use Categories

The uses defined in the new table of allowed uses should be clearly organized, consistent with professional practice, and grouped into broader land use categories. The current lists of uses are far more specific than need be, and because of that fact many have become out of date. For example, uses such as book stores and dry goods and variety stores can be included within a broader “retail” use type; and uses such as beauty parlors, travel agencies, and upholstery shops can be included within a broader “personal services” use type. Establishing broader categories of uses allows future decision-makers to address new or unlisted uses without the need for major updates or amendments to the LDO. For example, “shared office” is a trending new land use where individuals rent the use of common office spaces although they may work for different companies (or for themselves). This type of use does not necessarily warrant a new use type – since it is really just office space.

Modern zoning codes address the scale and size of individual uses more than older regulations. For example, instead of trying to list all the types of goods that could be sold in a store, newer codes often define categories of small, medium, and large-scale retail, because the size of the establishment has more impact on a neighborhood than the specific items being sold. There are certain zones within the Town that are appropriate for big box or other large-scale retail stores such as the proposed Mixed-Use Regional district or Commercial district, but would not be appropriate in other districts such as the proposed Mixed-Use Neighborhood district.

Define Uses

Each use type and use category will also be defined, making it easy to determine appropriate future use designations. Many listed uses are currently undefined, such as “bakeries-wholesale,” “indoor dog training,” and “hospitals.” Without a definition, staff must provide interpretations—and applicants may not always agree with such interpretations—which can lead to unnecessary delays. Further, we recommend completely overhauling the current “uses not itemized” provisions in Section 13.04.220 to be an administrative process with interpretation by the Director rather than the Town Council.

Accommodate a More Diverse Housing Stock

Creating a more diverse housing stock is an established goal of the *Parker 2035 Master Plan* and the need for it is evidenced by Parker's Planned Developments. The current LDO has very few housing types listed in the base zoning districts. The types of dwellings should be expanded to meet the demand for a variety of living options and also to improve affordability. Parker should consider various dwelling types between one-family dwellings and multiple-family dwellings to include:

- Accessory dwelling units (attached or detached dwelling units as an accessory to a primary single-family dwelling – usually located in basements, above garages, or in back yards)
- Cottage housing (detached housing with shared common amenities – e.g., a court yard, community garden, community kitchen/club house – either on a single lot or in a condominium arrangement)
- Live-work units (where the owner of a business also resides in a separate space within the same building or unit)
- Manufactured housing (pre-fabricated dwellings that meet the building code and design standards)
- Single-family attached (townhouses and rowhomes)
- Smaller-scale multifamily (such as triplex and fourplex)



Figure 10: Single-family detached homes on small lots. In Littleton Village, these tall, narrow single-family detached homes provide additional density with a much smaller building footprint and on much smaller lots. Similar products may be appropriate in some locations in Parker, provided appropriate design and development standards are in place.

Source: Clarion Associates

Because the *Parker 2035 Master Plan* calls for substantial growth leading to future buildout, adding these additional uses to the LDO communicates to the development community and Parker residents that the Town intends to accommodate a range of housing types at a variety of price points. It is important to keep in mind that even if new uses are introduced in Parker, they will not be painted across the Parker landscape with a broad brush, but rather tailored carefully by district and location to determine the best fit for the community.

Consider Uses not Currently Addressed in the LDO

Beyond the housing use types described in the section above, many other emerging land uses are not currently addressed in the LDO, or are addressed but should be expanded. Examples include:

- Breweries, distilleries, and wineries. These are increasingly popular around the country, and Parker is no exception. The impacts for these types of uses are unique, and use-specific standards could be established to address outdoor dining, processing and storage of materials, tasting facilities, and food preparation. Many communities also make distinctions between smaller craft breweries and larger ones with distribution and bottling facilities.
- Expanded restaurant types. The current LDO allows “restaurants and other eating establishments” and “drive-in eating establishments” but these uses are not clearly defined. We recommend expanding the types of restaurants to address impacts of the various types of restaurants. For example, limitations on drive-through may not apply to coffee shops or cafes without a drive-

through. Commercial kitchens and catering establishments should also be addressed. Some of the PDs we reviewed also made distinctions between full-service and quick-service establishments.

- Urban agriculture. Urban agricultural uses are of growing concern in Colorado and around the country. The Town already addressed the subject of bees (addressed in Section 9.05.060 of the Parker Municipal Code), but we think some additional thinking about urban agricultural activities may be necessary. However, we acknowledge the fact that most of Parker’s residential neighborhoods are bound by the covenants of their HOAs which by and large limit these types of uses. Additionally, urban agriculture uses can include community gardens, produce stands, urban farms, and agritourism uses. Such uses should be explored in further detail, including considerations for water and tap fees, which is likely the biggest challenge for accommodating agricultural uses in Parker.
- Other trending land uses. There are a lot of other land uses with increasing demand around the Denver Metro and the nation. Examples include pop-up retail (retail concepts occupying a temporary space to test the market), co-working spaces (unique shared office space for individuals that may or may not have the same employer), and short-term rentals (such as AirBnB, where homeowners rent their residence for limited periods, typically less than 30 days). Parker may consider regulations addressing impacts of some or all of these use types.

Revise and Reorganize Use-Specific Standards

Relocate Current Use-Specific Standards

Many sections within the current LDO have been stapled on to the back of the ordinance to address issues specific to a particular use type. Other use regulations are scattered throughout the LDO. We recommend a standalone chapter for use regulations as a clean and modern approach. The new chapter would begin with the table of allowed uses (as mentioned earlier) and then provide use-specific standards in the same order as they are listed in the table of allowed uses.

Retain Standalone Chapters for Some Specific Use Regulations

Some of Parker’s current use regulations, such as those for marijuana facilities and oil and gas facilities, can either be relocated to the new use-specific standards section or carried forward intact as standalone chapters. (The Town’s current preference is to carry forward as standalone chapters.) Other use regulations, many of which are nested within the use lists, should be relocated to the new use-specific standards section. An example is the limitations on nursery schools and day-care centers currently listed within the residential zoning districts. In that case, the use type for daycare centers would be listed in the table of allowed uses, and the use-specific standards would include the limitations on lot size and screening. This same approach could be applied to storage uses, mobile businesses, and public utilities to name a few.

Establish new Use-Specific Standards

In addition, Parker should consider new use-specific standards that are not currently addressed by the LDO, or require strengthening. Use-specific standards would be drafted as automatic conditions placed on a particular use type. A few examples are provided below:

- A kennel may be an appropriate use in the light industrial zoning district; however, not if that use was located in close proximity to residential areas, due to potential noise and odor issues. Therefore, it is common for communities to establish use-specific standards for kennels that would limit the location of the use (for example, not within 150 feet of a residential zoning district), require a use by special review within close proximity, and/or establish additional protections such as prohibiting outdoor runs or overnight boarding.

- Another good example is limiting the size of nonresidential uses in mixed-use neighborhood districts that are typically intended to maintain and emphasize residential. In that case, a community may allow restaurant uses in that district, but limit the size to 5,000 square feet.
- Additional standards may be considered to address Parker-specific issues such as active uses in self-storage facilities, proliferation of charter schools in commercial areas, and less-than-desirable uses at key intersections (e.g., urgent care or service stations).

Use-specific standards should not be confused with a procedure requiring approval of conditions to uses, in Parker referred to as a “use by special review.” Those uses currently require Town Council approval, and a public hearing. Conversely, use-specific standards apply to the use type regardless of the required approval (by-right vs. use by special review). For each use in the table of allowed uses, the Town should evaluate whether or not the use could be permitted “by right” if certain standards were in place, or whether certain standards should be in place (regardless of the process for approval). Often the use-specific standards can address most concerns by including limitations on operations, distance from lower-intensity uses, and size of the structures or use.

Enhance Development Quality Standards

Parker cares about development quality, yet the LDO standards do not always reflect that. Although the Town has made great strides related to improving quality (especially for building design), there are other standards that should be improved including multi-modal access, sustainability and urban design. The Town is also in the process of updating their Commercial, Industrial, and Mixed-Use (CIMU) Development Design Standards, which are expected to be adopted soon. These updated standards will be integrated into the LDO, as appropriate. For example, those draft standards include more in-depth standards for pedestrian and bicycle connections, which are major components of the Town’s Complete Streets Policy. The Town should also consider sustainability and resilience as a common thread throughout the modernized LDO. With dwindling water supplies and changes in development patterns, the Town is in prime position to thoughtfully craft standards to ensure Parker residents can enjoy the high quality of life they have become accustomed to.

Principles for All Development Standards

Move Away from One-Size-Fits-All Approaches

Because Parker has little room to expand, it is important to accommodate infill and redevelopment through the development standards. Parker has already started tailoring standards based on contexts (e.g., the greater downtown standards), and that concept could be applied more broadly. For example, landscaping requirements could be different depending on whether or not the development is on previously undeveloped property versus expansions, renovations, or redevelopment of existing development, or whether they are located along Mainstreet or another more urbanized context where traditional landscaping would be less desirable than an urban streetscape with tree wells, plaza areas, benches, and other non-living materials. Based on the *Parker 2035 Master Plan*, the Town could also consider tailoring development standards for designated community or neighborhood centers.

Balance Objectivity with Flexibility

Objective standards that address key elements of site and building design are good for the community and the developer. With clearly defined standards in the LDO, the time spent interpreting or negotiating those standards would be minimized. One example of improving objectivity is to change current non-mandatory (guideline) language such as “should” and either revise the guideline to “shall” or remove the guideline from the LDO. Clarifying the distinction between requirements and advisory text is a powerful tool to help achieve the levels of quality that the Town wants. That being said, it is also important to

incorporate flexibility or “release valves” where needed to meet unusual site conditions or circumstances, or to consider creative alternatives when presented. Such alternatives can be built in to the development standards as part of the evaluation process, maintaining a high bar for quality development while allowing creativity and minimizing the reliance on PDs.

Consider Alternative Development Standards

Throughout the development standards, the Town should consider how such standards would be applied in unique situations—say redevelopment, infill, changes of use, challenging site conditions, or for concepts not anticipated by the community. Many communities allow for “alternative equivalent compliance” for development proposals that meet the intent of the standards but for one reason or another cannot meet the strict letter of the law. These are not variances or waivers from standards, but rather alternatives. If a proposed concept meets the intent and results in a similar level of community benefit, then allowing alternatives to the standards administratively is a flexible approach to being business-friendly without compromising character. Alternatives can be drafted as a single procedure, by which any of the development standards could be adjusted, or could be included within each development standards section (landscaping, parking, building design, etc.).

Improve Access, Circulation, and Connectivity Standards

Implement Policy Documents

The *Parker 2035 Master Plan* supports the need to improve access, circulation, and connectivity in Parker. For example, plan strategies include “The Town will ensure that transportation for pedestrians, bicycles and automobiles is adequately provided throughout Town” and “Integrate transit improvements and pedestrian access to transit stops into new and existing development.” In addition to the master plan, the new standards shall be consistent with the Town’s Complete Streets Policy, *Transportation Master Plan*, *Parker Road Corridor Plan*, and other guiding policy documents that address multi-modal access and transportation. The Town should also consider establishing new block standards that address the design of subdivisions and block lengths in addition to streets and access standards.

Integrate Commercial, Industrial, and Mixed-Use and Greater Downtown Design Standards

Similar to the form standards, the Town’s current framework applies enhanced access, circulation, and connectivity standards through its commercial, industrial, and multifamily design standards, and GD design districts. As mentioned earlier, we do not need to reinvent the wheel; however, we recommend identifying common standards between the draft CIMU development standards and GD design districts, and moving them to the general development standards. For example, the commercial and multifamily standards, and GD design districts all require pedestrian and vehicular connections to adjoining properties. Identifying and locating these common standards in the same chapter of the LDO will reduce the need to flip back and forth between various regulatory documents.

The standards for site design have been largely expanded in the new draft of the CIMU development standards. Following adoption, these standards will be strengthened as necessary to implement and better align the standards with the guiding policies of the Town.



Figure 11: Informal pedestrian walkway. Pedestrians walk along an informal walking path to access a business center that is partially undeveloped.

Source: Clarion Associates

Improve Landscaping Standards

One of the issues we heard a lot about during our initial rounds of stakeholder interviews and internal staff meetings was the need to upgrade the landscaping standards. Our initial observations are as follows:

Quality over Quantity

The Town should consider stronger standards for landscaping that emphasize quality over quantity. Although the amount of landscaping provided is an important element to regulate, the quality of the landscaping (e.g., location of such landscaping, the types and durability of materials, ability to withstand drought), more directly impact the aesthetic and functional aspects of the site. The landscaping regulations should be modified to clearly express the standards as they apply to both new development and redevelopment or expansions. Many modern zoning codes allow greater flexibility, especially on infill sites, when the quality of the landscaping outweighs the need for compliance with a minimum area or live material count.

Water Efficiency

The LDO clearly places an emphasis on water conservation, with required inclusion of xeriscape principles and limits on turf grasses. Clarion has worked with several communities in the semi-arid west to address water efficiency in landscaping, and can expand on options for such alternatives that may be appropriate for Parker.

The Town may consider an incentive- or performance-based approach, by which applicants earn more points for water-efficient species and designs versus traditional landscape design. Further discussion is required with staff on what types of landscape and xeriscape methods have weathered well, and what types have proven difficult to manage and maintain.

Additionally, the Town can introduce low-impact development (LID) standards that allow alternative landscaping and buffer designs to reduce stormwater runoff and improve water quality.

Communities are increasingly including LID options, but mostly through incentives (such as parking reductions, increased building coverage, or potentially reduced stormwater fees) rather than mandating LID be incorporated.

Integrate Building Design and Form Controls into the LDO

Parker emphasizes the importance of both the types of uses allowed in various contexts and the quality and design of development. Some, but not all, zoning districts may have stronger building form standards to achieve the desired character of that district. For example, mixed-use districts are inherently intended to encourage a more walkable environment, made possible by bringing buildings closer to the street frontage, including additional building design standards such as first-floor transparency and building step-backs, and with a focus on improved access and multi-modal circulation.

Don't Reinvent the Wheel

The Town's current framework applies enhanced form standards through its commercial, industrial, and multifamily design standards and GD design districts, which are mostly memorialized outside the LDO. We



Figure 12: High-Quality Landscaping. Water-efficient and high-quality landscaping is a priority focus for improving the LDO for both private development but also for improving the Town's approach to its public facilities.

Source: Clarion Associates

do not think reinventing the wheel is necessary, but rather the Town should consider a hybrid zoning approach that integrates the existing form standards into the LDO where it makes sense to achieve the desired development patterns in the most efficient way possible. When such form standards apply broadly throughout the Town, they are best located within the development standards chapter (in a site and building design section). When the standards are specific to a particular zoning district, then they should be located within the district-specific standards for that zoning district.

Make Distinctions between Should and Shall

Within the current design parameters that live outside the LDO, there is a blend of both mandated standards (“shall” or “must”) and discretionary guidelines (“should” or “may”). These types of distinctions are important to maintain, as they reflect the community’s priorities for building design and form controls that are negotiable versus those that are not. Our proposed approach is to review each standard and guideline as follows:

- Is it written as a discretionary guideline or a mandatory standard?
- If it is a guideline, should it be applied more strictly as a standard in some or all areas of Parker?
- If it is a standard, should it be applied more broadly in Parker?
- If it is a standard, should it be loosened to apply only as a guideline?

Nonresidential and Mixed-Use

We will work with Town staff to identify which specific form standards from the Town’s commercial and mixed-use design standards and GD design districts should be relocated to the LDO development standards, and which should be retained as separate guidelines and standards. The following includes initial observations of the different types of form standards that exist within the Town’s commercial and mixed-use design standards:

- **Building Orientation.** Building orientation refers to how a building is situated on a site and is an important component of a building’s design that can help establish a strong visual and physical connection to the public realm. The GD design districts and commercial design standards have similar building orientation standards; within the GD design districts, the Twenty Mile Center, Town Center, and Market Center districts have guidelines that encourage majority of the building facades to be oriented parallel to the street that they front, while the remaining two GD design districts – Historic Center and Pikes Peak – require buildings to front along the primary street (Historic Center and Pikes Peak, Sec. 4.3). The commercial design standards also require buildings to either front along its primary street or an “active pedestrian zone” (Sec. III.1.C).
- **Horizontal and Vertical Articulation.** Building articulation standards are used

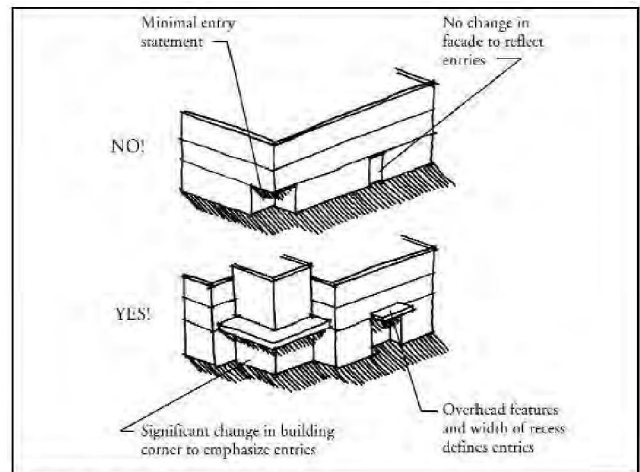


Figure 3.13: Building mass at entries

Figure 13: Corner lot treatment. This image from the commercial design standards shows the required building entry standards. Graphics from these external references may be recreated to match the format and style of the new LDO during the drafting process.

Source: Town of Parker

to encourage a variety of architectural elements to help create more visual interest along building facades and break up the scale and mass of buildings. The Town's commercial design standards encourage articulation by giving applicants the option of either incorporating wall projections/recesses on facades greater than 100 feet in length or designing each building façade to have a repeating pattern using the specific elements listed in the standards (Sec. III.2.A).

Other supporting standards have also been established to help clearly define the composition of the building and encourage four-sided design. Similar, but more detailed standards have also been incorporated into the GD design districts.

- **Ground Floor Transparency.** Ground floor transparency refers to the design of ground floor facades and the ability to visually connect and interact with the adjacent streetscape. A well-designed ground floor facade can encourage a more walkable streetscape and connect the building's interior with the public realm. This is addressed through the Town's commercial design standards, which require customer entrances to be clearly defined using features like canopies, overhangs, outdoor patios, display windows, etc. (Sec. III.2.B(2)).
- **Roofs and Building Materials.** The design of roofs plays a key importance in breaking up the mass of the building and denoting key elements of a building such as entrances. Building materials are also important to address in order to ensure that the building presents an image of high quality and permanence. The Town's commercial design standards require roofs to correspond to building elements, screen mechanical equipment, address materials, and create variation in the form and design to create more visual interest (III.2.E). Both building materials and colors are also addressed in these standards requiring compatibility with colors of nearby structures and consistent, high-quality materials and color schemes that tie the elements of the building together (III.2C; III.2.D).
- **Corner lot treatments.** The design of corner commercial lots is highly important to the overall aesthetics of a commercial corridor and presents the opportunity to visually and physically anchor street intersections. While the Town's existing commercial design standards do not address corner lot treatments, the updated draft of the CIMU design standards does (although not yet adopted); these standards require transparent openings and active prominent entries, inclusion of public space, and locating services areas away from any side facing the intersection.

Multifamily Residential

The Town has also spent a substantial amount of time and resources thinking about multifamily building design. As mentioned above, we will review each standard to determine how best to incorporate them into the LDO – either in the districts or within the building design section of the development standards.

Architectural and Urban Design Review

The Town is also considering various approaches to administering the design standards. Potential options may include establishing a Design Review Committee, using the Planning Commission to review architectural and design, or bring on additional staff or contractors as architects and urban designers.

Currently, staff is administering the standards with success; however, a stronger emphasis may be placed on design as it is a major concern in the community. Each option has benefits and drawbacks, primarily cost, capacity, and complexity of the development review process. For example, the Planning Commission changes over time, and some members may be more equipped than others to review and comment on architectural and design quality than others. Similarly, staff is not equally trained in this area of expertise. Hiring additional staff or contractors can be expensive, but offer a consistent quality and level of training. Establishing a separate Design Review Committee would allow appointment of only qualified individuals, but may lengthen the development review process and potentially undermine staff and/or other

appointed or elected officials. Further discussion is required on this topic prior to drafting the procedures installment of the LDO.

Revisit Parking Area Standards

Recent updates to the Town's parking standards were adopted in November 2018; however, we still see a lot of room for improvement. The *Parker 2035 Master Plan* also includes several strategies for minimizing the visual impacts from parking areas (Strategies 5.A through 5.C on page 7.4). Opportunities for improvement include those listed below.

Amount of Parking Required

Striking a balance between requiring too few versus too many parking spaces is a challenge that many codes fail to achieve. The amount of parking required for specific uses appears to be within the normal range of parking requirements as compared to other communities. Once the table of allowed uses is complete, the Town should assign a required parking value for each use in the table, making it very clear what the requirements are. The Town should also consider establishing parking maximums as a potential option to prevent an overabundance of parking.

Increasingly communities are relying more heavily on market demands rather than prescribing the amount of parking based on national or local standards. Parking maximums help reduce the amount of paved surface in the community and thus improve water quality and reduce stormwater runoff, and can ensure that key areas within the Town are developed and maintained with pedestrian-friendly design. Parking maximums can be drafted in many variations:

- Establishing a minimum and a maximum for each use type;
- Establishing only a maximum parking amount for all or some uses; or
- Establishing only a minimum and then a maximum percentage by which any parking area can go over the minimum required spaces.

Parking Design

The current parking standards apply parking lot design standards based on the use type, with stronger design standards for properties in the Greater Downtown district. Arguably, design of better parking areas should not be reserved only for Parker's downtown but rather applied more broadly.

Additionally, there is an uneven application of internal parking area design concepts between multifamily and nonresidential uses. For example, parking lot planting islands are required every 10 spaces in a multifamily parking lot, yet those islands are not required at all for industrial or commercial lots. Instead, large nonresidential parking areas are subject to maximum block standards between 80 and 120 spaces. The intent of the distinctions is to establish a more shaded, green, and residential aesthetic for multifamily lots, where design is of greater importance than within commercial and industrial parking areas. That intent has merit; however, the standards for nonresidential parking areas may be strengthened through this LDO Modernization.

Landscaping in Parking Areas

Parking area landscaping is addressed in 13.06.070 – Landscape regulations. Subsection (n) relates to perimeter landscaping, and subsection (o) relates to interior parking lot landscaping. For perimeter requirements, it is unclear whether or not the parking lot perimeter landscaping counts toward meeting general landscaping requirements and site perimeter landscaping requirements in subsection (p). (They do count, but the LDO should make that explicitly clear.)

The parking lot interior landscaping requirements are inconsistent with the parking lot design standards in terms of overall applicability and parking lot islands. For example, the parking standards require parking islands for multifamily lots for every 10 cars (Sec. 13.06.050(n)(4)b); but the landscaping section states that 10 percent of the total area shall be allocated to landscaped islands (Sec. 13.06.070(o)(2)) and also that multifamily developments with fewer than 20 parking spaces are exempt (Sec. 13.06.070(o)(2)a.3). These should be reconciled and clarified through the LDO update.

The LDO should also be amended to address parking area design when adjacent to private drive aisles on property lines (and with shared access). Finally, parking lot landscaping provisions are generally better located in the landscaping section to promote more integrated parking area design.

Simplify the Lighting Standards

The current lighting standards are out of date in terms of addressing modern lighting types and the evaluation of lighting. Modern codes acknowledge evolving technologies such as LED lighting as a primary source of commercial lighting. One of the most important factors for Parker to consider is how lighting standards will be (or should be) enforced. For example, do code enforcement officers use light measurement devices? The current standards include several metrics such as lumens, watts, and foot-candles. Clearer standards will make it easier for developers to demonstrate compliance with the LDO.

New lighting standards should be organized to distinguish between the various types of lighting fixtures, establish acceptable illuminance levels of lighting, and address different lighting standards for buildings versus parking areas and streets. Enforcement staff (Community Services Department) will play an important role in establishing new lighting standards that can be enforced. Such new standards will need to strike a balance between providing public safety benefits while also minimizing the amount of light pollution, particularly as it relates to residential areas abutting non-residential areas.

Clarify the Sign Code Standards and Procedures

Although the Town recently updated its Sign Code, there are a few points of clarification necessary for consistent administration. In our initial meetings with Town staff, we learned of the following issues that require resolution or clarification:

- Include more definitions. There are several missing definitions now that make it challenging to administer the sign code, including but not limited to “signs on structures,” “flagpole,” and “temporary freestanding signs.”



Figure 14: Multifamily parking area design. A newer multifamily parking area (Watermark II) is broken up by landscaped areas.

Source: Clarion Associates

- Address permanent signs on accessory freestanding structures. Signs that are attached to kiosks, ATMs, and other accessory structures that are not habitable should be addressed.
- Clarify the 32/64 signs. Further clarification is needed on the review of “32/64” signs (the Town’s base sign allowance for freestanding signs), and at what point they are treated as permanent, and to codify the process for transitioning such signs to permanent signs (through the Planned Sign Program). Additionally, the standards for such signs are unclear in terms of the location and the types of materials that can be used (e.g., not plywood or banners).
- Streamline Planned Sign Program (PSP) amendments. Consider whether a simpler procedure could be introduced to approve field changes or other minor changes (such as additional colors or minor sign elements) for planned sign programs.
- Other issues with signs. Consider revisions to the permitted duration of 12 months for temporary signs and to the standards for off-premise signs.

Clarion will make sure to work closely with the Town Attorney’s office prior to making any edits to the sign code, since this was an item marked to carry forward intact with minimal change.

Streamline the Review Procedures

Strike a Balance between Flexibility and Predictability

Many stakeholders (internal and external) articulated the need to provide enough predictability through clearly defined standards in the LDO while also allowing flexibility when appropriate. Flexibility can be a double-edged sword, because the ultimate built-environment may not precisely align with the letter-of-the-law within the LDO. This becomes an opportunity for further dialogue and education with the general public to better understand where to strike this balance. Some specific suggestions worth further exploration include:

- An alternative compliance procedure for projects that may not meet the strict standards of the LDO, but otherwise meet the intent and provide community benefit.
- Incentive-based approaches, by which applicants have options to select approaches suitable for their property in exchange for providing community benefits. Some options (providing a greater variety of housing types or more sustainable stormwater solutions) may result in greater incentives (e.g., reduced parking, increased building heights or floor area, reduced setbacks, etc.).
- Revise the site plan process to create a site plan code compliance review procedure for proposals to amend approved plans that are limited or very minor in nature. This would establish a site plan revision process consisting of site plan amendment (major), site plan amendment (minor), and site plan code compliance review (very minor).
- Consider reducing the referral review timeframes, especially for subsequent submittal packages.

Mitigate the “Too Much Too Soon” Problem

Some of the stakeholders indicated that the Town requires too much detail too early in the development review process. Requiring engineered construction-level details up front can be cost-prohibitive for applicants when the ultimate outcome of the decision is uncertain. Even at the sketch plan and preliminary plan phase, the Town is requiring the applicants to demonstrate a high-level of detail and engineering to determine the project feasibility.

Introduce a Conceptual Plan Procedure

The Town may consider tweaking the current preliminary site plan procedure in Chapter 13.16 to accommodate conceptual approvals that would be available to certain application types and would not require a public hearing. The Town could also consider separating construction documents review from other development applications so that applicants have the option to defer detailed engineering until

after receiving a green light from the Town. There is an important balance to strike to allow some degree of flexibility while also preventing the Town from being inundated with speculative development applications. The benefit of requiring additional detail earlier in the process is that the Town receives applications from developers that are committed to that particular project and willing to follow the necessary steps toward approval. Additionally, referral comments on subsequent submittals may require redesigns that were not anticipated at the conceptual phase, which can impact the applicant's overall cost and schedule for approval.

Consider Framework or Master Plans for Large Commercial Projects

The Town may also consider a new framework or master plan procedure by which large commercial applications (multiple lots on large acreage) can seek approval of the overall parameters of the site such as use categories, general site layout, and form standards that are typical of a campus-type development. This type of procedure would allow a more focused evaluation of circulation and potential impacts on the surrounding area or the Town's infrastructure and public facilities on the front end of the project, without requiring a PD. Then, any subsequent site plan approvals could be fast-tracked assuming compliance with the overarching framework or master plan.

The Town has already started outlining a new framework development plan process that would allow administrative discretion to seek input from the Planning Commission and/or Town Council, and provides the applicant with the opportunity to receive valuable information related to the opportunities and potential constraints of a project prior to a full investment into the process. Clarion will work with staff to build on their current thought process for this new procedure.

Consider an updated Administrative Adjustment Tool

The current LDO allows Planning Department adjustments pursuant to Section 13.03.030. That tool, although convenient, could result in adjusting the standards otherwise applicable to individual zoning districts, in a sense creating custom zoning districts or conditional zoning. Modern codes often include an administrative adjustment tool that places clear boundaries on the types of adjustments or modifications that can be approved based on unique site conditions or constraints. The extent of the modifications is typically limited to around 10 percent of numeric standards; however, such limits should be tailored for Parker based on the types of adjustments that are typical in the community. These are not automatic, but rather at the discretion of the Director.

Administrative adjustments would not be considered a standalone procedure, but rather a concurrent request as part of another application such as a site plan or a use by special review. Administrative adjustments would be different than the code compliance review site plan discussed on page 35. That procedure is intended to provide an administrative site plan amendment procedure to ensure compliance with the standards, whereas this administrative adjustment procedure is used to process requests for adjustments to the standards. Administrative adjustments would not be appropriate for rezoning applications, to increase project densities, to change the types of uses allowed, or to deviate from use-specific standards. Communities that adopt such regulations should be judicious about approving adjustments and should take stock annually on how the tool is performing.

Reevaluate Review Timeframes

We heard from several stakeholders that the review timeframes are often lengthy—and therefore costly—in Parker. Although many applications are subject only to administrative review, some are getting hung up in the process due to several months of back-and-forth with staff and multiple rounds of external referral agency comments. In many communities—as is the case in Parker—extended review times are often due to applicants either ignoring or inadequately addressing staff comments and concerns. That

being said, we did hear from stakeholders that the process is evolving and continuing to improve. Many commended staff on applying the code more consistently than in years past.

As part of our analysis, we looked at several jurisdictions within the Denver Metro region to identify how many communities require site plan approvals at a public hearing before either the Planning Commission or Council versus administratively. We also looked at external referral review times. The results are summarized below.

Table 5: Site Plan Comparisons

Municipality	Site Plan Process	Decision Maker	Referral Agency Review Timeframe	Code/Ordinance Reference
Parker	Site Plan	Director/Staff Designee; May refer to Planning Commission. Town Council makes final decision for public facilities owned by the Town	20 days initial submittal; 15 days second submittal; 10 days for subsequent submittals	§13.06.040
Arvada	Site Plan Review	Staff/Director; May refer the decision to Planning Commission	30 days	§3.4 Table 3.1
Aurora	Site Plan	P&Z Commission	15 days	§146-5 Table 5.2-1
Boulder	Site Review	City Manager; May refer the application to Planning Board	Three weeks	§9.2.7
Broomfield	Site Development Plan (within PUD process)	P&Z Commission; City Council	First review is five weeks	§17-38-180 et. seq.
Castle Rock	Site Development Plan	Staff; Larger commercial projects and all residential projects require approval from Town Council	Applicant has to address comments adequately to move up to next "tier." (red, yellow, green). Small projects, reviews are 3.5 weeks for first referral, 2.5 weeks for second, and 1 week for third. Large projects, the timeframes are 5.5 weeks, 3.5 weeks, and 1 week, respectively.	§17-38-030
Centennial	Site Plan	Depends on application (Council review if close to residential or larger development)	21 days (can be extended by 30 days)	§12-14-504
Denver	Site Development Plan	Development Review Committee	14-day aviation review	§12.4.3
Douglas County	Site Improvement Plan	Director or Designee	21 days initial submittal (can be extended by 30 days); 10 days second submittal	§2704
Englewood	Site Improvement Plan	City Manager or Designee	Generally 15 days	§16.2.9

Table 5: Site Plan Comparisons

Municipality	Site Plan Process	Decision Maker	Referral Agency Review Timeframe	Code/Ordinance Reference
Littleton	Site Development Plan	Planning Division (being updated to split between major and minor SDP – majors can be appealed by neighbors)	Based on volume (currently at 6-7 weeks, but typically aim for 4 weeks)	§10.7
Lone Tree	Site Improvement Plan	City Council	Policy is 21 days; First sent to Planning and Engineering, then not sent for external referrals until submittals comply with City code	§16.27.80
Longmont	Site Plans (considered minor development applications)	Director	Different benchmarks – initial review 45 days and subsequent reviews are 30 days	§15.02.060.D
Superior	Site Development Plan	Board of Trustees	As established by manager	§16-2-10
Thornton	Development Permit Review	Director (Minor Developments); Development Permits and Appeals Board (Major Developments)	Not stated (rule of thumb 3.5 weeks, and 2.5 weeks for 2 nd and 3 rd submittal)	§18-48, 49, & 50
Wheat Ridge	Site Plan Review	Staff	Generally 3 weeks	§26.111

Review times for administrative applications are expected to improve with updates to the LDO through this modernization project. Referral periods and durations for minor applications, such as minor plats and minor site plans, could be reduced to expedite the overall review procedures. The easier it is for staff to find the answers—and to apply the LDO provisions consistently—the easier it will be to provide comments to applicants and subsequently make a final decision on the proposed development.

It is worth acknowledging that referral agencies require adequate time to provide meaningful input, which is often imperative for project approval (such as provision of water and sanitation, or compliance with Fire Code).

Establish Common Review Procedures

The LDO unnecessarily repeats procedural information. For example, the preapplication conference is mentioned in both the subdivision standards and for uses by special review; however, it is not clearly detailed and is unclear whether it applies to other application types. The LDO also repeats information related to submittal requirements and public hearing requirements, which can be stated once and then cross-referenced throughout the more specific procedures.

Modern development codes typically consolidate standard review procedures that apply to multiple procedures. In doing so, the development codes are shorter and avoid unnecessary duplication and potential inconsistency. We recommend establishing a section for common review procedures that addresses the following procedural elements at a minimum:

- Preapplication conference. Identify what types of applications require preapplication meetings, versus optional meetings. Designate appropriate staff for each type of application.

- Developer facilitated neighborhood meetings. Identify what types of applications require developer-facilitated neighborhood meetings and at what stage of the review process. (Currently encouraged, but not required.)
- Application submittal and acceptance. Establish the procedure for initial review and acceptance of applications.
- Staff review and action. Identify the procedures for reviewing applications, provide for interdepartmental coordination, commenting on applications, and preparing recommendations and investigative reports when applicable.
- Public hearing scheduling and notice. Identify the types of public hearings and the noticing requirements (e.g., published vs. posted vs. mailed vs. website).
- Decision-making review and action. Establish the general procedures for the approval process on development applications, including public hearings.
- Post-decision actions and limitations. Describe how decisions are posted or presented to applicants and the public, and whether or not decisions expire. Should also include details on extending expirations.

During the drafting phase of the LDO update, the common review procedures may be expanded depending on how much related information is presented with each application type.

Tailor Approval Criteria for Various Application Types

Clear approval criteria are essential for making consistent decisions grounded in Town policy. Approval criteria should be objective so that regardless of the current Planning Commission, Town Council, or staff, application of such criteria will be consistent over time. Additionally, approval criteria should be carefully tailored toward application types. For example, instead of simply requiring “consistency with the Town Master Plan,” criteria for a rezoning may require consistency with the purpose statement of the proposed zoning district and/or consistency with applicable urban renewal plans. The same concept of more specific criteria could also be applied to uses by special review, administrative adjustments, and site plans.

Remove Technical and Administrative Content from the LDO

The current LDO contains information that is either technical in nature or otherwise not necessary to carry forward into the updated LDO. Examples include application submittal requirements, referral agency lists, and certificates for plats. This type of content not only makes the LDO longer, but it is better suited to live outside the LDO in an administrative manual, guidebook, or dedicated Town website. Because this content changes over time, amendments to these requirements could be handled without a formal code amendment.

Make the LDO more User-Friendly

Beyond the substantive issues discussed above, staff commented on the need to create a more user-friendly document that is easy to use for staff, developers, elected officials, and the public. This includes the need for more graphics and use of tables to illustrate key concepts and standards, and communicate various processes and requirements associated with different types of applications. The overall cohesiveness of the document and its ability to read as one document will be of key importance to staff and other users of the LDO.

Reformat and Reorganize the LDO

The current format of the LDO could be improved to make the document easier to read and understand. We will retain the current numbering system (as requested by the Town Attorney’s office); however, we should consider developing dynamic headers (that automatically update), clean footers, and a clearer

hierarchy within each chapter and section. The following graphic compares the current LDO to an improved layout and format from another code.

(Ord. 3.291 §2, 2012; Ord. 3.166 §1, 2001; PLDO Art. IV §5)

13.04.060 - ER—Estate Residential District

(a) Intent: Areas of low density residential development served by public water and sewer allowing for subdivision of land into one-half-acre tracts of land with paved roads.

(b) Uses permitted by right.

- (1) One-family dwellings.
- (2) Public schools.
- (3) Golf courses, public parks, playgrounds and other outdoor recreation areas; provided that all buildings are located at least fifty feet from all property lines.
- (4) Electric transmission and distribution lines, telegraph and telephone lines, telephone exchanges, electric substations and gas regulator stations, provided that no public offices and repair or storage facilities are maintained on the site and provided that the services serve the subdivision. A site plan shall be submitted to the Town for review and approval.
- (5) Open space.
- (6) Accessory buildings and uses.

(c) Uses permitted by special review.

- (1) Nursery schools and day care centers, provided that such uses shall be situated on a lot of not less than ten thousand (10,000) square feet and that a solid fence or wall six (6) feet in height shall completely enclose the rear or side yard used for playground purposes.
- (2) Nonprofit neighborhood recreation centers.
- (3) Hospitals, nursing and convalescent homes and other extended care facilities, provided that all buildings and accessory structures are located at least fifty feet from all property lines.
- (4) Churches and church schools, provided that all principal buildings and accessory structures are located at least fifty feet from all property lines.
- (5) Private schools and other institutions of higher education, provided that all principal buildings and accessory structures are located at least fifty feet from all property lines.
- (6) Caretaker residences.
- (7) Group homes.

(d) Minimum net area and yard requirements.

- (1) Minimum net area exclusive of adjoining roadways, one-half (½) acre.
- (2) Lot width, one hundred twenty-five (25) feet.
- (3) Front yard, thirty-five (35) feet.
- (4) Side yard, twenty-five (25) feet.
- (5) Rear yard, forty-five (45) feet.
- (6) Maximum building height, thirty-five (35) feet.

(PLDO Art. IV §6)

13.04.070 - SR—Suburban Residential District.

(a) Intent: Areas for residential development served by public water and sewer facilities, allowing for eight thousand (8,000) square foot lots when subdivided and having paved roads.

2.2. RS-70: Large Lot Single-Family Residential

A. Purpose

The RS-70 district is intended to accommodate and preserve very low-density single-family residential development with limited community and educational uses and incidental or accessory uses. The district may also be used to transition between surrounding public lands and more urbanized areas within the City.

B. RS-70 Lot and Building Standards		C. Other Standards	
Lot Standards		Other Standards	Location in LDC
A	Width (minimum)	200 feet	Measurements and Exemptions Section 2.24
	Area (minimum)	70,000 sq. ft.	Use-Specific Standards Section 3.3
	Density (maximum for new subdivisions) (1)	1 du/2 acres	Off-Street Parking Section 5.5
Setbacks (minimum)		Landscaping, Buffering and Screening	Section 5.6
B	Front	50 feet	Notes: (1) For lot planning in new subdivisions, see Section 7.3.C.
C	Side	25 feet	
D	Rear	30 feet	
Height		Building height	See 2.24.E
Impervious Coverage (maximum)		Building coverage	15 percent
		Total coverage	30 percent

Sevenside Land Development Code
December 2019

Figure 15: Zoning district layout. Left: The current Estate Residential (ER) district; Right: the district layout for large lot residential from a recently adopted Clarion code.

Source: Town of Parker and Clarion Associates

Additionally, the current LDO could be reorganized in a more logical structure. The current regulations are somewhat scattered, jumping back and forth between procedural requirements, development standards, and use regulations. We think we can likely reduce the number of chapters within Title 13 from 15 to about 9 or 10. However, we understand the importance of proposing a clear structure that allows for intuitive access to information, without burying too much key information in subsections or within tables. Greater detail on how the current LDO chapters could be reorganized and any new content could fit within the proposed LDO structure is provided in the Annotated Outline later in this report.

Include More Graphics and Tables

Illustrations, flowcharts, and tables should be used much more frequently throughout the LDO to explain standards and to summarize detailed information. The use of illustrations and tables will be particularly helpful in communicating the new dimensional standards that will be established for the revised line up of zoning districts, while flow charts can be used to help quickly convey the interrelationships between procedural steps. Clarion often develops graphics to support the following standards:

- Zoning districts. District diagrams can communicate the intended character of a zoning district while also include key information related to the lot and building standards, such as lot area, lot frontage requirements, building setbacks, and height. Examples of single-page versus two-page district layouts are provided in the Annotated Outline. The Town should consider the district layout carefully, and staff's capacity to update drawings with future updates.

2. Key Areas to Improve the LDO
Make the LDO more User-Friendly

- Development standards. The development (or quality) standards are typically one of the most illustrated articles within a zoning code. Graphics may include tables for parking requirements, illustrations of landscaping, buffering, and screening requirements, and diagrams for site layout or access and connectivity standards.
- Design standards. The current commercial, industrial, and multifamily residential design standards along with a few sections of the LDO (13.06 and 13.08) include illustrations and photos to communicate the intended results of those standards related to building and site design. Where necessary, Clarion will develop additional illustrations to support the existing and/or revised design standards.
- Administration and procedures. Process-related flowcharts can clarify (and visually communicate) the approval process for development applications. Additionally, a summary table of review procedures gives the reader a quick snapshot of the types of development applications in Parker, what types of notice is required, and who the review and decision-making authorities are for each application type.

Below are some example graphics from other recent Clarion codes that illustrate different types of standards (mentioned above).

Figure 5-7: Screened Refuse Area



Figure 040-27: Horizontal and Vertical Articulation

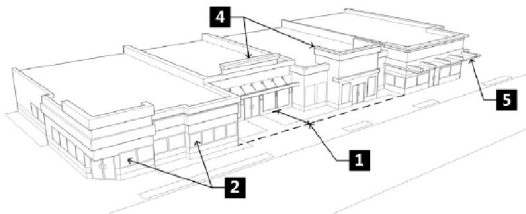


Figure 6.A: Summary of Common Review Procedures



Figure 16: User-friendly graphics. Several illustrations are included above from recent Clarion codes. Top left: Screening of refuse areas illustration; Bottom left: Types of building articulation; Right: Flowchart of common review procedures that apply across multiple development application types. Source: Clarion Associates

Clarify LDO Language

There are many opportunities to provide greater clarity throughout the LDO. This includes the removal of the legal and planning jargon (such as hereto and wherein) in favor of more plain and concise language. Generally, Clarion operates under the assumption that “less is more” when drafting clear, concise land use regulations. Greater clarity can also be provided by using common, more consistent terminology and providing new definitions, where warranted.

As mentioned earlier, staff had expressed their difficulty in administering and enforcing their current sign code due to the lack of clear definitions in their current regulations. Vague phrases should also be replaced with more objective criteria to make administrative approvals easier for staff and to allow more consistent and transparent decision-making for elected and appointed officials.

3. ANNOTATED OUTLINE FOR A NEW LDO

This part of the report provides an overview of what the proposed structure and general content of a new modernized LDO for Parker might look like if the recommendations from the analysis in this report were implemented. This outline is intended as a starting point for further discussion. At the end of each proposed chapter, a table is provided to indicate chapters and sections from the current LDO that should be considered for integration into the proposed new chapters and sections, either intact or with modifications.

Summary of Proposed Organization

The table below compares at a high level the current LDO organization to the proposed organization of a modernized LDO. Further details on how the current chapters are folded into the new structure are provided in the sections that follow.

Table 6: Proposed Organization for the New LDO

Current LDO (Title 13)	Proposed LDO (Title 13)
Chapter 13.01 – General Provisions	Chapter 13.01 – General Provisions
Chapter 13.02 – Definitions	Chapter 13.02 – Definitions and Rules of Construction
Chapter 13.03 – Administrative Mechanisms	Chapter 13.03 – Administration and Procedures
Chapter 13.04 – Zoning	Chapter 13.04 – Zoning Districts
Chapter 13.05 – Floodplain and Airport Regulations	Chapter 13.05 – Use Regulations
Chapter 13.06 – Site Plan Standards and Procedures	Chapter 13.06 – Oil and Gas Regulations
Chapter 13.07 – Procedures and Requirements for Subdivisions	Chapter 13.07 – Marijuana Facilities
Chapter 13.08 – Public Notice Requirements	Chapter 13.08 – Development Standards
Chapter 13.09 – Sign Code	Chapter 13.09 – Sign Code
Chapter 13.10 – Development Standards and Practices	Chapter 13.10 – Subdivision Standards
Chapter 13.11 – Historic Preservation	
Chapter 13.12 – Commercial Wireless Communication Facilities	
Chapter 13.13 – Medical Marijuana	
Chapter 13.14 – Uses by Special Review—Oil and Gas	
Chapter 13.15 – Marijuana Facilities and Stores	

Chapter 13.01 – General Provisions

The general provisions chapter establishes the jurisdiction and overall purpose of the Land Development Ordinance. This chapter will also include the rules for enforcement of the LDO, and treatment of nonconforming situations (nonconforming uses, structures, lots, and site features).

Title, Effective Date, and Mapping

This section will establish the title, effective date, and connection to the official zoning map. Regulations about how the current LDO will transition to the new adopted LDO can be discussed during the drafting

phase of the project, but will ultimately be addressed in the adopting ordinance rather than included in this Chapter 13.01.

Purpose

This section will describe the purpose and intent of the LDO, carrying forward many of the statements from the current section 13.01.030.

Relationship to the Other Plans and Ordinances

This section will carry forward the language from 13.01.060 describing the LDO's relationship to the Master Plan and will describe how conflicting provisions among other ordinances or provisions within the LDO will be resolved.

Nonconformities

This section will address nonconforming situations including nonconforming uses and structures. This section will expand on the current Section 13.04.230 to address nonconforming lots and nonconforming site features (such as landscaping, parking, lighting, and signs).

Enforcement and Penalties

This section will prescribe the enforcement, violations, penalties, and remedies as they relate to the LDO, building on the current Section 13.03.040. We recommend relocating the current specific references to fine amounts (not to exceed \$499) to outside the LDO.

Severability

This section will carry forward the provisions related to severability from the current Section 13.01.120, which clarify that any specific standards in the LDO that are invalidated by a court will not affect the application of the LDO in its entirety.

Incorporation of Current LDO Provisions

Chapters and sections from the current LDO to be either entirely or partially incorporated into this new Chapter 13.01 include:

Chapter 13.01 – General Provisions

- 13.01.010 Short title
- 13.01.020 Authority
- 13.01.030 Purpose
- 13.01.040 Jurisdiction
- 13.01.050 Relationship to existing zoning and subdivision ordinances
- 13.01.060 Relationship to master plan
- 13.01.070 No use or sale of land or buildings except in conformity with ordinance provisions
- 13.01.120 Severability
- 13.01.130 Interpretation

Chapter 13.03 – Administrative Mechanisms

- 13.03.040 Enforcement

Chapter 13.04 – Zoning

- 13.04.230 Nonconforming situations

Chapter 13.02 – Definitions and Rules of Construction

The definitions chapter is drafted in pieces, growing with each installment of the draft LDO. For the first installment, we will include only the definitions used in and relevant to that installment. With the second

installment, we will include the definitions from the first installment and then add the new definitions relevant to the second installment, and so forth until the consolidated draft.

This chapter will also include the basic rules of construction establishing parameters for certain terms used throughout the LDO such as “he” versus “she” and what is meant by the term “includes.” Also included in those rules of construction are the basic rules for the computation of time and how to interpret conjunctions like “and” and “or.”

Incorporation of Current LDO Provisions

This Chapter will include all of the defined terms used throughout the new LDO, with perhaps some exceptions. Chapters and sections from the current LDO to be either entirely or partially incorporated into this new Chapter 13.07 include the entire current Chapter 13.02, Definitions, and any other definitions found within Title 13. Depending on the Town’s preference, some definitions may not be consolidated if the desire is to retain standalone chapters for certain uses and features (e.g., oil and gas, signs, floodplains).

Defined Terms

Many communities (including the Town of Parker) prefer a fully alphabetized list of definitions, which makes it easy to find each term in this Chapter. This Chapter will include definitions for measurement terms such as setbacks, building height, and lot width; for use terms including specific use categories and specific use types; and all other terms used in the LDO that require definition.

Chapter 13.03 – Administration and Procedures

This chapter will describe the review and approval procedures for development applications in Parker, and will reflect the proposed revisions earlier in this document. The current procedures are scattered throughout the LDO, so this new chapter would provide a cleaner one-stop-shop for evaluating development proposals.

Review and Decision-Making Bodies

Some communities include this section to identify the various decision-making bodies involved with development review; however, we recommend keeping it simple and cross-referencing to the Town’s Home Rule Charter. There is a proposed ballot question for the 2019 election that would remove Planning Commission language from the Charter, and be relocated to the LDO. Any subsequent changes to the charter would be folded into the LDO as necessary.

Summary Table of Review Procedures

In most of Clarion’s modern zoning codes, we include a summary table that indicates the various types of procedures, the steps involved in evaluation and approval, and the final decision-making authority for each. Such a table provides a concise summary of expectations for staff, the developer, and the public. Communities vary on their preferences for how much detail to include. For example, some communities prefer adding as much detail as possible to include public noticing requirements, neighborhood meetings, and online cross-references to other supporting materials. Parker should consider a comprehensive approach, but not to a point that it distracts from the overall purpose of the table – providing a snapshot of the review process. An example of a recently adopted summary table from another community is provided below.

Table 6.A: Summary of Development Review Procedures						
KEY: R= Review and Recommendation D= Review and Decision A= Appeal ✓= required						
Procedure	Section	Pre-Application Meeting	Review and Decision-Making Bodies			
			Staff	Board of Adjustment	Planning Commission	City Council ⁽¹⁾
Ordinance Amendments						
Rezoning	11-6-4(a)	✓	R		R	D
Rezoning to Planned Development (PD) District	11-6-4(b)	✓	R		R	D
PD District Amendment	Minor	11-6-4(b)(3)(F)(v)a	✓	R		D
	Major	11-6-4(b)(3)(F)(v)b	✓	R		R
UDO Text Amendment	11-6-4(c)	Not required	R		R	D
Development Permits						
Site Plan Review	Minor	11-6-5(a)(4)	✓	D		A
	Major	11-6-5(a)(3)	✓	R		D
Special Use Permit	11-6-5(b)	✓	R		D	A
Temporary Use Permit	11-6-5(c)	Optional	D		A	
Change of Use Permit	11-6-5(d)	Optional	D		A	
Oil and Gas Permit ⁽²⁾	11-3-6(e)	✓	R		R	D
Comprehensive Sign Plan	11-4-10(j)	Optional	R		D	A
Wireless Service Facility	11-3-3(g)(3)	Optional	D		A	
Subdivision Procedures						
Minor Subdivision	11-6-6(a)	✓	D		A	
Preliminary Plat	11-6-6(b)	✓	R		R	D
Final Plat	Not requiring infrastructure improvements or SIA	11-6-6(c)(3)	✓	D		A
	Requiring infrastructure improvements and/or SIA	11-6-6(c)(4)	✓	R		R
Vacation of ROW or Easements	11-6-6(d)	✓	R			D
Flexibility and Relief Procedures						
Variance	11-6-7(a)	✓	R	D		A
Administrative Adjustment	11-6-7(b)	<i>Decision-maker is same as associated application</i>				
Vested Rights	11-6-7(c)	<i>Pursuant to the associated site-specific development plan</i>				
Appeal	11-6-7(d)	<i>Pursuant to this table</i>				
UDO Interpretation	11-6-7(e)	Not required	D	A		

NOTES:

[1] Any application involving public infrastructure and/or a development agreement or subdivision improvement agreement requires approval by the City Council.

[2] Procedures summarized represent permit process for new oil and gas operations, not existing wells.

Figure 17: Example summary table of development review procedures. This summary table is from another community where Clarion prepared a unified development code. A similar table could be included in Parker's modernized LDO.

Source: Clarion Associates

Common Review Procedures

As mentioned earlier in this report, common review procedures establish the procedures that will apply to most (or all) types of development applications and thereby eliminate the need to repeat such information throughout the LDO. This section will include standard procedures for:

- Preapplication conferences
- Developer facilitated neighborhood meetings (if applicable)
- Application submittal and acceptance
- Staff review and action
- Public hearing scheduling and notice
- Decision-making review and action
- Post-decision actions and obligations

These common review procedures could be expanded to include procedures for recording approved applications, improvement agreements, vested rights (carried forward as-is), and any Parker-specific regulations that may need to be addressed.

Ordinance Amendments

This section will describe the types of development applications that amend the LDO or the zoning map. This includes rezoning (to base district or to a PD), initial zoning/annexations, and amending the text of the LDO. These procedures will refer back to applicable steps from the common review procedures, and describe any modifications or additions to those procedures.

Development Permits and Procedures

This section will describe the types of development applications associated with development in Parker. This includes site plans for development review, uses by special review, and temporary use permits. These procedures will refer back to applicable steps from the common review procedures, and describe any modifications or additions to those procedures. This section would also include the new conceptual plan procedure and the master plan or framework plan as proposed earlier in this report. Further discussion is required on whether or not this section should include other types of permits such as sign permits or other administrative permitting procedures.

Subdivision Procedures

This section will describe the types of development applications associated with subdivisions, land divisions, or condominiumization, pulling mostly from the current standards in Chapter 13.07. These procedures will refer back to applicable steps from the common review procedures, and describe any modifications or additions to those procedures.

Flexibility and Relief Procedures

This section will describe the types of development applications associated with adjustments or otherwise providing relief from development standards in Parker. This may include administrative adjustment procedures, variances, waivers, and appeals. These procedures will refer back to applicable steps from the common review procedures, and describe any modifications or additions to those procedures.

Historic Preservation Procedures

This section will include the current procedures from Chapter 13.11, which we have not heard much complaint about. The procedures will be formatted to match the other review procedures to the extent possible.

Incorporation of Current LDO Provisions

Chapters and sections from the current LDO to be either entirely or partially incorporated into this new Chapter 13.03 include:

Chapter 13.01 – General Provisions
13.01.100 Waivers and amendments
13.01.110 Vested property rights
13.01.140 Resubmittals and expirations of approvals
Chapter 13.03 – Administrative Mechanisms
13.03.010 General
13.03.020 Planning Commission
13.03.030 Planning Department adjustments
Chapter 13.04 – Zoning
13.04.150 PD – Planned Development (sections related to procedures)

13.04.200 Uses permitted by special review
13.04.210 Temporary structures and uses (sections related to permitting)
13.04.240 Amendments to the land use ordinance or zoning map
13.04.250 Concurrent zoning and annexation
13.04.260 Variances
Chapter 13.06 – Site Plan Standards and Procedures
13.06.020 General requirements
13.06.030 Application submittal requirements (portions may be relocated outside the LDO)
13.06.040 Review procedures and requirements for approval
Chapter 13.07 – Procedures and Requirements for Subdivisions
13.07.010 Purpose
13.07.020 Control over platting
13.07.040 General requirements
13.07.050 Preapplication conference
13.07.060 Sketch plan
13.07.070 Preliminary plan
13.07.080 Final plat
13.07.090 Minor development—single-family residential
13.07.100 Minor development—nonresidential and multiple-family
13.07.120 Replat, vacation or plat amendment
13.07.130 Certifications (though could be relocated outside the LDO)
13.07.140 Dedications for parks, trails, open space and schools
13.07.150 Guarantee of public improvements
Chapter 13.08 – Public Notice Requirements
Entire chapter (though portions may be relocated outside the LDO)
Chapter 13.09 – Sign Code
Procedural components could be located within the new Administration and Procedures chapter or could be retained within the sign code to maintain the standalone sign code.
Chapter 13.10 – Development Standards and Practices
13.10.180 Site completion deposit compliance program
13.10.220 Stream protection standards (modifications and variances)
13.10.230 Condominium unit map procedures and requirements
Chapter 13.11 – Historic Preservation
Entire chapter, unless a standalone chapter on Historic Preservation is more desirable
Chapter 13.12 – Commercial Wireless Communication Facilities
Permitting procedures, unless the Town wants to retain a standalone WCF chapter as-is

Chapter 13.04 – Zoning Districts

This portion of the LDO will list the zoning districts available in the Town of Parker, the purpose of each district, and any regulations (other than permitted uses) that are unique to that district. Allowed uses for all districts will be addressed in Chapter 13.04 that follows. We recommend including the dimensional standards for each district directly into the districts chapter, versus within the development standards. This chapter will clearly distinguish between base, overlay, and PD zoning districts.

Established Zoning Districts

This section will include a list of the established zoning districts for Parker (similar to the current 13.04.010) and provide cross-references to their location within Chapter 13.03.

Base Zoning Districts

This section provides a similar structure for each of the base zoning districts, including residential, mixed-use, and nonresidential. Each district will have a clear purpose statement, a table of lot and building dimensional standards (such as setbacks, building height, lot width), a graphic indicating compliance with the lot and building dimensional standards, and any district-specific standards that are unique to that zoning district (e.g., additional design standards, neighborhood protection standards, or adjustments to other development standards such as parking or signs). The layout of each district should be similar – all on one page, or a two-page layout. Some communities opt to include photographs of typical development within each district, or a rendering of the overall character of that district.

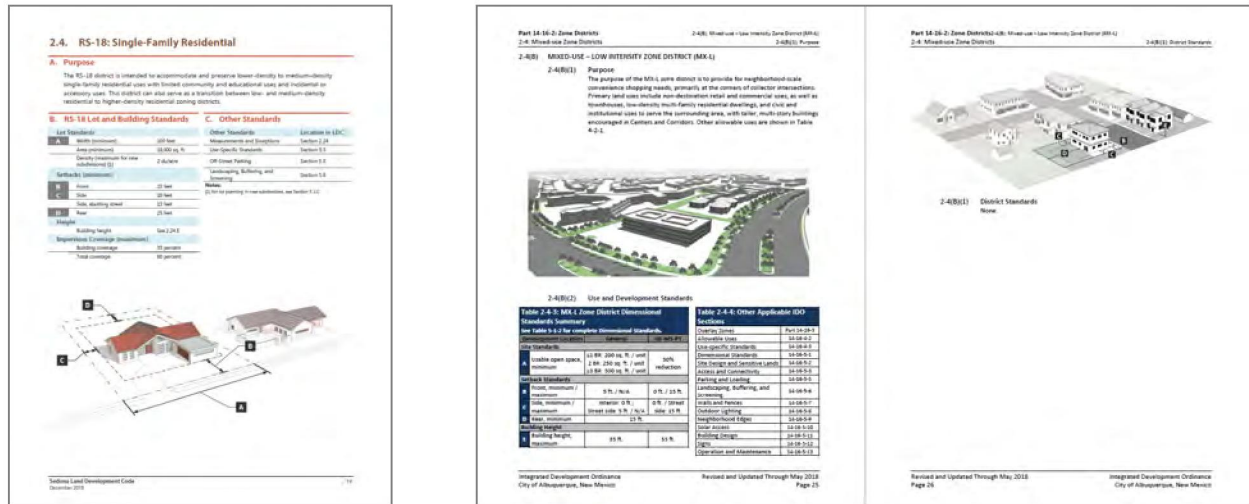


Figure 18: Zoning district examples. The image on the left is a single-page district layout from Sedona, Arizona. The image on the right is a two-page district layout from Albuquerque, New Mexico.

Source: Clarion Associates

Summary Tables of Dimensional Standards

Following the base zoning districts, we will include a section with tables that roll up the dimensional standards for the various districts to allow for cross comparison. Some communities opt not to include these summary tables because it is duplication of earlier standards and can potentially result in inconsistencies either during drafting or with future updates. We think generally that these are helpful.

Overlay Districts

This section will include the various overlay districts in Parker, such as the Title 32 Overlay District, the Light Industrial Overlay District, the Group Home and Group Residential Facility Overlay District, and the Storage Uses Overlay District. Some of these overlay districts may be eliminated during the drafting process if the standards within them are able to be addressed suitably by other proposed chapters. For example, the restrictions on storage uses can mostly be addressed in Chapter 13.04, Use Regulations, through use-specific standards – even if such standards apply only to certain geographic areas. Overlays should be used sparingly because they add complexity to the overall development review process and to the transparency of what the rules for development are on a particular site.

Planned Developments

Although one of the primary goals of this LDO modernization is to substantially reduce the use of Planned Developments in the future, we do not recommend eliminating that as an option. This section will address any minimum requirements for PD development, such as minimum acreage, parameters for

minimum standards, and cross-references to procedures for PD rezonings (which will be addressed in Chapter 13.02, Administration and Procedures).

See earlier discussion on page 5 on eliminating the PD problem in Parker. Communities use various approaches to PDs, including application of PD as an overlay that would require an underlying base zoning district (or districts). We do not recommend that approach, as it would only replace the complexity of the current PD problem with a different problem – managing overlay standards compared to base district standards.

Measurements and Exceptions

The final section within Chapter 13.03 will include the details for how dimensional standards are measured and whether there are exceptions to those dimensional standards. For example: How are setbacks measured on a corner lot? Can front porches extend into the front setback? How does Parker measure height? How is a sight distance triangle measured for a driveway? These and other measurement parameters will be addressed in this section.

Incorporation of Current LDO Provisions

Chapters and sections from the current LDO to be either entirely or partially incorporated into this new Chapter 13.04 include:

Chapter 13.04 – Zoning

- 13.04.010 Establishment of districts
- 13.04.020 Incorporation of maps
- 13.04.040 General requirements and exceptions
- 13.04.050 through 13.04.165 [Individual zoning district requirements]
- 13.04.270 Title 32 Overlay District
- 13.04.280 Light Industrial Conservation Overlay District (may be relocated to use regulations)
- 13.04.290 Group Home and Group Residential Facility Overlay District (may be relocated to use regulations)
- 13.04.300 Storage Uses Overlay District (may be relocated to use regulations)

Chapter 13.05 – Use Regulations

This chapter will include the provisions for regulating the uses and their associated impacts in Parker

Table of Allowed Uses

As recommended earlier in this report, this section will include a new table for allowed uses across zoning districts in Parker. An example table from another community was provided earlier. The table of allowed uses will indicate the type of approval required for the use (e.g., permitted by-right, permitted with conditions (use-specific standards), or use by special review). Communities differ in preference for how to indicate the level of approval required. Most communities prefer a simple “P” and “S” approach for permitted and special review uses, respectively. We recommend that approach. Some communities opt for more creative visual approaches such as circles and semi-circles (moons and half-moons), or different colors. For the first draft table of allowed uses, we will indicate how any existing districts and land uses were consolidated, and how the level of approval required was reconciled where applicable. To the extent possible, we generally recommend trying to maintain the table of allowed uses in portrait layout. Given the proposed number of base zoning districts, this should not be an issue.

The new table will also include cross-references to any use-specific standards. Some communities also opt to integrate required parking spaces for each use type into the table of allowed uses. This may require further discussion as the uses and parking standards are developed.

Use-Specific Standards

Immediately following the table of allowed uses, we will include a section for standards applicable to specific use types. These standards will include special requirements across various use categories (residential, mixed-use, and nonresidential) and will range in purpose and intent. For example, some standards may be intended to limit operations (such as hours of operations for outdoor seating). Others may have distance requirements (either between similar uses or between less intense uses). And some are complex regulations with separate permitting procedures (such as commercial wireless communication facilities and mobile businesses). Further discussion is required on the best approach for integrating the Town’s many use-related standards that are currently within standalone chapters or sections, such as group homes, storage uses, airports, oil and gas, commercial wireless communication facilities, and marijuana facilities.

During the drafting of the table of allowed uses, we will ask the community to consider whether use types in that table have issues that should be addressed by additional standards, or whether a prohibited use might be acceptable provided additional standards were established.

Accessory Uses and Structures

This section will describe the standards for accessory uses (such as accessory dwellings, home occupations, or retail within a multifamily), and accessory structures (such as outbuildings, garages, or sheds). This will expand on the current standards in Section 13.04.170. The section will begin with standards that apply to all accessory uses and structures, and then provide the standards that are specific to accessory use types (like home occupations).

Temporary Uses and Structures

As with the accessory uses and structures section, this section will address first the general standards for non-permanent uses and structures and then provide standards for more specific temporary uses and structures (like special events). This will expand on the current standards in Section 13.04.210. The permitting procedure for temporary uses and structures may be relocated to the new Chapter 13.02, Administration and Procedures, with a cross-reference provided in this section. The temporary structure regulations need to better address structures that are temporary—but are intended to have some degree of permanence—such as modular classrooms and permanent awning structures.

Incorporation of Current LDO Provisions

Chapters and sections from the current LDO to be either entirely or partially incorporated into this new Chapter 13.05 include:

Chapter 13.04 – Zoning

- 13.04.170 Accessory uses and buildings
- 13.04.180 Home occupations
- 13.04.190 Household and domestic (noncommercial) hoofed livestock, poultry and fowl
- 13.04.205 Uses by special review—public utilities
- 13.04.210 Temporary structures and uses
- 13.04.215 Mobile businesses
- 13.04.220 Uses not itemized

Chapter 13.12 – Commercial Wireless Communication Facilities

Could be included with the use regulations or retained as a standalone chapter

Chapter 13.06 – Oil and Gas Regulations

This chapter will carry forward the standards from the current Chapter 13.14 – Uses by Special Review – Oil and Gas. Changes responding to recent state law will be integrated as necessary.

Incorporation of Current LDO Provisions

Chapters and sections from the current LDO to be either entirely or partially incorporated into this new Chapter 13.06 include:

Chapter 13.14 – Uses by Special Review—Oil and Gas

Could be included with the use regulations or retained as a standalone chapter

Chapter 13.07 – Marijuana Facilities

This chapter will carry forward the standards for medical marijuana and other marijuana facilities from current Chapters 13.13 and 13.15.

Incorporation of Current LDO Provisions

Chapters and sections from the current LDO to be either entirely or partially incorporated into this new Chapter 13.07 include:

Chapter 13.13 – Medical Marijuana

Entire chapter, unless the Town wishes to retain as a standalone chapter

Chapter 13.15 – Marijuana Facilities and Stores

Entire chapter, unless the Town wishes to retain as a standalone chapter

Chapter 13.08 – Development Standards

This chapter addresses the site preparation and development quality standards. We typically organize these standards from the ground up, beginning with site preparation like grading and drainage, access and connectivity, and sensitive area protection standards (such as floodplain regulations), then moving into standards for parking and landscaping, followed by site and building design, and ending with site features and operations such as signs and lighting. This chapter is often the most lengthy and complex. Each section of the development standards will be structured similarly – beginning with a clear purpose statement and applicability and exemptions prior to moving into the specific standards.

Overall Applicability

We often begin the development standards chapter with a summary table of how the development standards apply to various development contexts and applications. For example, do the landscaping standards apply to redevelopments or only to new development? What about a change of use, or expansions to existing structures or uses? It is important to clarify applicability of standards, and is typically one of the most important questions from the community during a code update process.

Grading and Drainage

This section describes the requirements for grading and drainage improvements to a development site. Much of the technical information is currently contained within the Storm Drainage Criteria Manual, and would be cross-referenced in this section.

Floodplain and Airport Regulations

The floodplain regulations would be carried forward intact, except that these may be relocated to a standalone chapter at the preference of staff. Airport regulations may be relocated to use-specific standards, in which case we would amend the title of this section.

Note: initial conversations between the airport and the Town are underway, and the most current federal regulations (and local airport regulations) will be reflected through the LDO Modernization project.

Access, Connectivity, and Circulation

This new section will describe the requirements for internal circulation within a site, connections between development sites, and both vehicular and pedestrian/bicycle access to and throughout the site. This section will include provisions for when and where sidewalks are required and requirements for driveways and access. Streets and vehicular circulation will likely be addressed in the subdivision design standards in Chapter 13.06, and cross-reference standards in this section where appropriate.

Clarion has drafted different approaches to connectivity, including creating connectivity indices that require fewer lengths (and dead-ends and cul-de-sacs) and more nodes/intersections to ensure subdivisions and neighborhoods are well connected. As mentioned earlier in this report, standards that are currently outside the LDO in separate guidelines and policies (such as the *Parker Transportation Master Plan*, *Parker Road Corridor Plan*, and the Complete Streets Policy) will also be incorporated into this section as appropriate. Street standards will be addressed in subdivision in part, with the technical standards for both private and public streets contained in the roadway design manual separate from the LDO.

Parking and Loading

This section will include the off-street parking and loading requirements, building on the most recent amendments to the parking standards in Section 13.06.050. This section will include the minimum (and potentially maximum) parking required by use type. We recommend organizing the parking requirement table to mirror the table of allowed uses, so it is clear that every established use is associated with its own parking requirements. As mentioned earlier, some communities opt to include the parking requirements in the table of allowed uses to serve as a one-stop shop (e.g., Denver does this).

Following the required parking will be a subsection on parking alternatives describing how the parking requirements might be adjusted for various circumstances such as access to public transit, shared parking agreements, or provision of extra bicycle parking or carpool spaces as examples. Such alternatives will be vetted during the drafting process to determine the best fit for Parker. Communities are increasingly providing parking incentives (reduced parking) for low-impact development (LID) or green infrastructure improvements installed on site. These have a rational nexus since LID improves stormwater retention and water quality and reduced parking surface has a similar effect.



Figure 19: Bioretention swale. The bioretention swale in the image above collects water from the parking area to slow runoff and improve water quality before it leaves the site. These types of green infrastructure options can be encouraged through reduced parking incentives.

Source: Clarion Associates

This section on parking will also include new standards for “stacking” lanes, or queing lanes for uses with drive-through services (e.g., banks, restaurants, car washes, etc.).

Landscaping, Buffering, and Screening

This section will include the standards for landscaping required on a development site, buffers required at transitioning uses and/or zoning districts, and screening devices such as fences and wall standards. As discussed earlier in this report, changes will be made to these standards to place an emphasis on the quality of landscaping over the quantity of landscaping. This section will also integrate the standards for parking lot landscaping.

Incorporation of Current LDO Provisions

Chapters and sections from the current LDO to be either entirely or partially incorporated into this new Chapter 13.08 include:

Chapter 13.05 – Floodplain and Airport Regulations	Entire chapter, unless the Town wishes to retain as a standalone chapter
Chapter 13.06 – Site Plan Standards and Procedures	Entire chapter except: <ul style="list-style-type: none"> • 13.06.020, general requirements; • 13.06.030, application submittal requirements; and • 13.06.040, review procedures and requirements for approval
Chapter 13.09 – Sign Code	The sign code will be retained as a standalone body of regulations in its own chapter.
Chapter 13.10 – Development Standards and Practices	Entire chapter except: <ul style="list-style-type: none"> • 13.10.030, lot and block standards; • 13.10.180 site completion deposit compliance program; and • 13.10.230, condominium unit map procedures and requirements

Additionally, the following standards will be incorporated into this new Chapter 13.05:

- *Commercial, Industrial, & Multifamily Residential Design Standards*, especially those that are intended to be mandated rather than encouraged guidelines.
- *Complete Streets Policy*
- *Greater Downtown District: Standards and Guidelines for Development within the Town Center*, especially any mandatory components from Sections 4.0, 5.0, 6.0, and 7.0.
NOTE: These could also be folded into the zoning districts (proposed Chapter 13.03) during the drafting process.
- *Parker Mainstreet Master Plan*
- *Parker Road Corridor Plan*
- *Parker Transportation Master Plan*
- *Updates to the Parks and Open Space Standards (and dedication requirements)*

Chapter 13.09 – Sign Code

This chapter will carry forward the current Sign Code from Chapter 13.09, with minimal changes as discussed earlier in this report.

Incorporation of Current LDO Provisions

Chapters and sections from the current LDO to be either entirely or partially incorporated into this new Chapter 13.09 include:

Chapter 13.09 – Sign Code

The sign code will be retained as a standalone body of regulations in its own chapter.

Chapter 13.10 – Subdivision Standards

This chapter will include the standards for designing new subdivisions in Parker and will address the required public improvements associated with those subdivisions. Standards that would apply to both subdivisions and redevelopment of existing subdivided lots would be located in Chapter 13.05, Development Standards. This chapter is reserved for only those standards that apply to subdivisions, but would not apply to redevelopment.

Lot and Block Layout

This section will prescribe the location and arrangement of lots and blocks for new subdivisions, building on the current standards in Section 13.10.030. These standards will be coordinated with any revisions to the existing dimensional standards for base zoning districts.

Street Standards

This section will describe the design requirements for streets and rights-of-way in Parker, mostly by providing a cross-reference to the Roadway Design and Construction Criteria Manual (as is the case in the current Section 13.10.020). Standards and policies from the Complete Streets Policy and the *Parker Transportation Master Plan* will also be integrated as necessary. This section will also address how private streets (those not dedicated to or maintained by the Town) are regulated, and to what standards.

Dedication of Land

This section will address the requirements for public dedication of land or fees-in-lieu associated with new subdivisions, including parks, trails, open space, and schools. Some of this information may also apply to redevelopment and would therefore be better suited within the development standards. The Town is currently working on a separate effort to identify how parks and open space dedications can be improved for more creativity and higher-quality design as a priority over the amount of land dedicated for such use. The results of that work will be folded into this section as appropriate.

Public Improvements

This section will describe the types of public improvements that may be required for new subdivisions, and then specify the timing and agreements required for providing such improvements.

Incorporation of Current LDO Provisions

Chapters and sections from the current LDO to be either entirely or partially incorporated into this new Chapter 13.10 include:

Chapter 13.07 – Procedures and Requirements for Subdivisions

Everything in this chapter related to subdivision design, except the procedural elements which will be located in the proposed Chapter 13.02, administration and procedures

Chapter 13.10 – Development Standards and Practices

13.10.020 Street requirements

13.10.030 Lot and block standards



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