



LIVABLE
PLANS & CODES

HAWES HILL CALDERON
LLP

FORM-BASED CODE FOR DOWNTOWN REDEVELOPMENT PLAN



RFQ # 16-039 | July 19, 2016

TABLE OF CONTENTS

- I. Cover Letter 5
- II. Qualifications + Experience 7
- III. Team Project Experience..... 13
- IV. Past and Current Projects 17
- V. Project Approach 23
- VI. References 25

THIS PAGE INTENTIONALLY LEFT BLANK

COVER LETTER

July 19, 2016

Shawna Tubbs
City of League City
300 West Walker
League City, TX 77573

Re: Downtown Form-Based Code

Dear Ms. Tubbs,

We know League City and we look forward to the opportunity to once again work with a community that cares deeply about its character and its future development potential. Our team is ready to take on that task and help you translate your community's history and authenticity into sustainable economic development.

Team lead, Gateway Planning, is a town planning firm with a national practice specializing in the revitalization of communities. We are known for our results. We are not formulaic; nor do we believe design alone will move planning into action. We use design to create economic gravity, bringing together the other key components of an authentic community so that catalytic projects evolve into a sustainable economic cycle of reinvestment and placemaking. We previously worked with League City Staff to complete and adopt the Main Street Implementation Plan funded by the City and H-GAC.

We have years of project experience with team members Hawes Hill Calderon and Livable Plans and Codes. Naina Magon, formerly with the City of League City, joins the team to focus on strategic stakeholder engagement and planning. Jay Narayana, with Livable Plans and Codes, previously worked with Gateway Planning while during the initial League City work and also has a background working in the public sector, for example, drafting the Comprehensive Plan for Southlake, Texas.

Directly pertinent to the Downtown Form-Based Code Initiative, the following projects speak to Gateway Planning's role as team lead for the project:

- **IH35/1-10/Downtown Comprehensive Plan, Schertz, Texas** – Leading this comprehensive planning effort with Jay Narayana, Gateway Planning wove together into one growth strategy three key sectors of Schertz. From community analysis, engagement, neighborhood pattern concepts, utility investment strategies and development of a comprehensive zoning tool for walkable suburban locales, this initiative sets Schertz on a path of sustainability in perpetuity.
- **Downtown Master Plan, Rogers, Arkansas** – Understanding the importance of a strong Downtown and its relationship to the city at large as an economic and cultural center is key to planning how a city will grow and interact with its core. In Rogers, Gateway Planning was able to work deeply with citizens and business owners to plan for the future of Downtown with an eye towards prioritizing infrastructure investments and creating a path towards implementation.
- **McKinney, Texas** – We set the stage for a downtown renaissance by reinventing the historic square and the emanating blocks with a destination restaurant and hospitality focus resulting in the Money Magazine designation of the Number 1 Best Place to Live in America (several years in a row).



Downtown Roanoke, Texas

Our experience with small and medium-sized cities lends itself to understanding how to harness regional growth in a way that drives authentic activation and sustainable investment. Those goals are critical to the leveraging of investment in infrastructure or community facilities. Those investments can either operate as an isolated activity center or advance a larger opportunity. As we did with the new

convention center in Owensboro, Kentucky on the Ohio River where we developed and implemented a plan that harnessed opportunity through an urban design and form-based zoning approach to bring the riverfront into Downtown and to bring Downtown to the riverfront.

We also understand that guiding alignment around a vision is not enough and that providing an implementation strategy is critical to making the plan a "living document." Our track record of facilitating tangible results in small and medium cities speaks to the power of a detailed implementation strategy with potential funding paths and leadership responsibilities.

We look forward to continuing the discussion with you and thank you for the opportunity to submit our qualifications for consideration.

Sincerely,

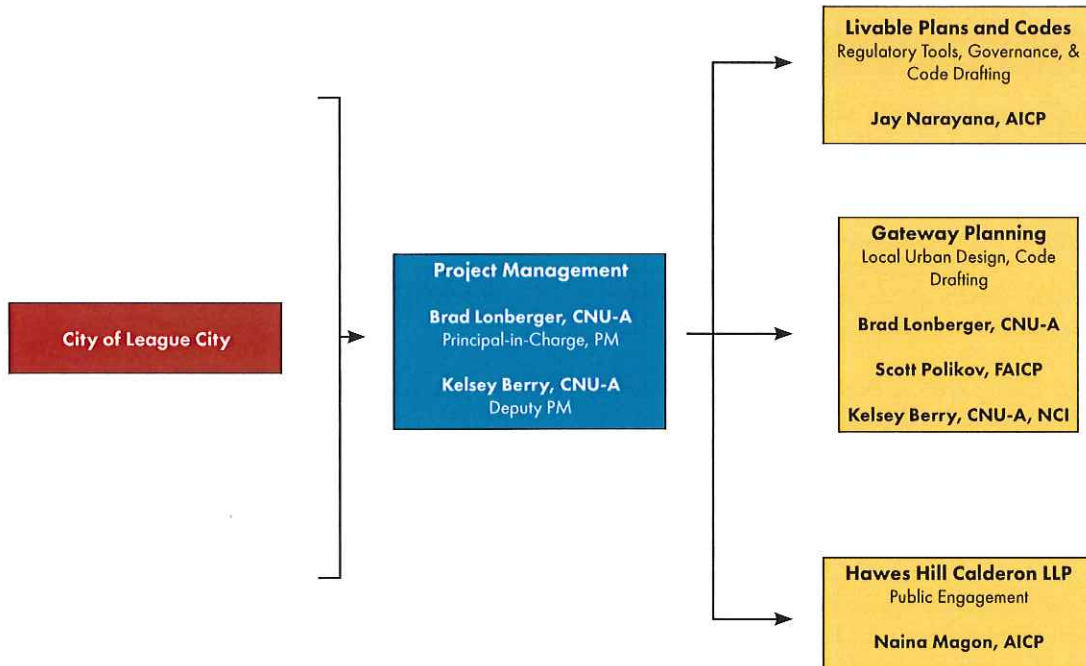
A handwritten signature in cursive script that reads "C. Brad Lonberger". The signature is written in black ink and is positioned to the right of the typed name.

Brad Lonberger
Vice President

QUALIFICATIONS + EXPERIENCE

The following organizational chart, firm bios and team member resumes demonstrate the breadth of experience and practice in implementing projects similar to League City's. Our team members' wealth of knowledge and combined understanding of what it takes to get a project completed is what helps our work stand out and be more successful in the long-term.

ORGANIZATIONAL CHART



GATEWAY PLANNING GROUP



Gateway Planning designs and implements walkable neighborhoods, specializing in the revitalization of historic downtowns.

Focusing on the Economics of Place, the Gateway Planning Team believes that the best economic development strategy is shaping great places for people of all walks of life to live, learn, work, shop and recreate. Communities and developers that do just that are the ones attracting and creating sustainable value.

Gateway Planning combines the disciplines of town planning, urban design, infrastructure finance and community facilitation. By focusing on implementation, Gateway Planning is known nationally for its results, especially in the terms of value capture and sustained investment.

Gateway Planning works for both public clients and significant private developers such as Rosewood Property Company. This dual experience enables Gateway Planning to stand in the shoes of the enlightened developer for city clients; and correspondingly, to stand in the shoes of the public interest for private clients.

Gateway Planning also offers extensive experience working with—and across the table from—state DOT's on context sensitive solutions (CSS) and complementary complete street initiatives. For TxDOT's groundbreaking Dallas CityMap Project with HNTB, Gateway Planning

led the analysis and design of neighborhood development options integrated into the various geometric scenarios crafted for the enduring future of the core of the city.

Gateway Planning’s President, Scott Polikov, is a Fellow of the American Institute of Certified Planners (FAICP) and serves on the National Boards for the Congress for the New Urbanism (CNU) and the Form-Based Code Institute (FBCI).

The matrix included in this submittal addresses the projects that this team has worked on in the last 36 months. All projects have a historic or downtown form-based code associated with the scope of work.

LIVABLE PLANS + CODES



Livable Plans & Codes is a planning and urban design firm focused on developing comprehensive and master plans with specific emphasis on implementation. With over 18 years of public and private sector experience, Jay Narayana, AICP, Principal of Livable Plans & Codes, has worked on several award winning initiatives and specializes in:

- Redevelopment plans for downtowns, station areas, corridors, and neighborhoods
- Comprehensive Plans, Area Plans, and Sector Plans
- Implementing development ordinances including zoning and form-based codes
- Land use analysis and feasibility studies

Our planning and coding work is based on a firm understanding of real estate market fundamentals that ensures that plans are implementable. As a principal of LPC and as a member of the Gateway Planning Team over the last 8 years, Ms. Narayana has led the development of several master plans and form-based codes including Downtown Owensboro, North Richland Hills TOD Plan and Code, Padre Boulevard Redevelopment Plan and Code, to name a few.

Over the last three years, LPC has worked on several zoning initiatives including the Downtown Bastrop Form-Based Code, CityLine Form-Based Code in Richardson, TX, SH 190 Employment Center Code in Garland, TX, Conway Downtown Code, Conway, AR, Argyle FBC, Argyle TX, and Downtown Aubrey Plan and Code, Aubrey, TX to name a few. Some of these are Greenfield codes and some of them are infill, redevelopment codes and our coding philosophies for the two contexts are continuously evolving to address the unique challenges of Greenfield and infill locations differently. In addition, several of current LPC’s projects involve integrating an overall zoning code update with form-based approaches towards specific areas within a community. This is especially significant since several cities have to resolve and streamline the complexities of their overall zoning code to implement form-based codes effectively.

HAWES HILL CALDERON LLP



At Hawes Hill Calderon we have a passion for making better places and better lives. We know that’s not the typical goal of an economic development firm; but then again, we aren’t exactly typical. We understand that complex problems require complex solutions many of which may or may not look a lot like traditional economic development. But we’ve learned from years of experience in active implementation that even the toughest problem has a resolution with the right mix of creative minds, community-minded spirit, fierce determination, and an in-depth understanding of how to make things happen.

The truth is that we really consider ourselves community solutions specialists rather than just economic development specialists. Our team is specifically designed to understand and address even the most challenging of problems in order to help a community, neighborhood, district, corridor, or project meet its full economic potential. After all, how many other economic development consulting firms include specialists in public safety, infrastructure finance, or economic gardening – yes, we’ve got one of those too.

All of the greatest places and projects started as an idea or a vision brought to reality, including all of the obstacles along the way. Hawes Hill Calderon is very uniquely positioned to be a part of that journey from beginning to completion. Our services range from realizing a marketable vision and forging solutions to actively implementing each idea that is proposed. For many of our clients we become more than consultants, we become long term partners.



Brad Lonberger LEED AP, CNU-A

Vice President



Brad is a Principal with Gateway Planning Group, a town design firm focused on value-creation and driving development through market-based design and implementation strategies. He focuses on regional planning, economic and environmental sustainability, mixed-use development, multi-family residential and green infrastructure. Brad joined Gateway Planning in 2010 from the Los Angeles office of an architecture and urban design firm headquartered in Washington, D.C. With this firm he managed various digital modeling productions within the Los Angeles office, including projects in Leander and Round Rock, Texas, Ventura, California and Honolulu, Hawaii. He has worked on a variety of projects involving military-housing planning and affordable housing for workforce and senior living.

Education

M.ARCH., Architecture and Urban Design, University of Miami, Coral Gables, Florida
B.ARCH., Architecture, University of Miami, Coral Gables, Florida

Professional and Civic Organizations

Congress for the New Urbanism, Member, CNU-Accredited, 2013
National Town Builders' Association, Member
US Green Building Council, Member, LEED Accredited Professional, 2008
American Planning Association, Member
Urban Land Institute, Member

Professional Experience

- Dallas CityMAP Downtown Highway Assessment Initiative, Dallas, Texas
- Metroplan Imagine Central Arkansas - Jump Start Initiative
 - Heart of Bryant, Arkansas
 - Markham Street, Conway, Arkansas
 - 12th Street Core, Little Rock, Arkansas
 - Levy, North Little Rock, Arkansas
 - Park Hill, North Little Rock, Arkansas
 - Downtown Mayflower, Arkansas
 - Town Center, Vilonia, Arkansas
- Northeast Eco-Zone Corridor Initiative, Saint Lucia, West Indies
- Downtown Rogers Initiative Plan + Development Code, Rogers, Arkansas
- Central Avenue CSS/BRT Corridor Plan, Albuquerque, New Mexico
- Main Street Implementation Plan, League City, Texas
- HUD CATS Urban Rail TOD Analysis, Austin, Texas
- Trinity Lakes Master Plan, Form-Based Code and TIRZ, Fort Worth, Texas
- CityLine/State Farm Mixed-Use Development + Form-Based Code, Richardson, Texas
- Padre Boulevard and Entertainment District Plan and Form-Based Code, South Padre Island
- Volcano Heights Master Plan, BRT strategy and Code, City of Albuquerque, New Mexico
- MidTown Brackenridge Redevelopment and TIF Plan, City of San Antonio, Texas
- Camp Bowie Boulevard Plan and Form-Based Code, Fort Worth, Texas

Awards and Publications

2014 Midwest Texas APA Project Planning Award - Trinity Lakes Mixed-Use Development
2012 Texas APA Award Current Planning – Camp Bowie Redevelopment Code, Fort Worth, Texas and Bush Central TOD Form-Based Code, Richardson, TX
2010 California APA Award Current Planning - Coast Highway Visions and Strategic Plan, Oceanside
Seven Recipes for The New Urbanism, Correa, Jaime, Lulu Enterprises, Morrisville, North Carolina, 2009 (Contributor)



Kelsey Berry CNU-A

Principal | Planner



Kelsey has a passion for design and planning. She has a Master's in City and Regional Planning from the University of Texas at Arlington with a focus in Urban and Suburban Design as well as a broad understanding mass communication that is integral to the public engagement process. She has worked extensively with cities and local governments across the country and produced award-winning planning work.

Education

Master of City and Regional Planning, University of Texas at Arlington, Arlington, Texas
Bachelor of Arts, Journalism Mass Communication and English, University of Iowa, Iowa City, Iowa
Urban Retail Planning for Towns and Commercial Centers, Harvard School of Design
NCI Charrette System Training Certification, National Charrette Institute

Professional and Civic Organizations

American Planning Association, Member
Congress for the New Urbanism, Accredited Member, 2014
The Real Estate Council, 2015

Professional Experience

- Downtown Odessa Master Plan Initiative, Odessa, Texas
- Comprehensive Plan Initiative, Sachse, Texas
- Dallas CityMAP Downtown Highway Assessment Initiative, Dallas, Texas
- Metroplan Imagine Central Arkansas - Jump Start Initiative
 - Old Town Bryant, Arkansas
 - Markham Street, Conway, Arkansas
 - 12th Street Core, Little Rock, Arkansas
 - Levy, North Little Rock, Arkansas
 - Park Hill, North Little Rock, Arkansas
 - Downtown Mayflower, Arkansas
 - Town Center, Vilonia, Arkansas
- Saint Lucia Economic Initiative Development, Saint Lucia, West Indies
- Downtown Rogers Initiative Plan + Development Code, Rogers, Arkansas
- Fourth Street Revitalization Corridor, Village of Los Ranchos, New Mexico
- Volcano Heights Master Plan, BRT strategy and Code, City of Albuquerque, New Mexico
- Trinity Church, Site Development Plan and Rendering, Houston, Texas
- Trinity Lakes Master Plan, Form-Based Code and TIRZ, Fort Worth, Texas
- Little Elm Downtown Configuration and Mixed-Use Development, Little Elm, Texas
- UAMS, War Memorial Stadium Model, Little Rock, Arkansas
- Simsbury and The Hartford, Form Based Code and Redevelopment Plan, Simsbury, Connecticut

Previous Employment

- Richardson-Main Street Central, Richardson, Texas
- Realize Rowlett 2020 Phase II, Rowlett, Texas

Awards

Midwest Section APA Award for Outstanding Student Project 2012, Arlington, Texas

Transecting the Metropolis: A New Urbanism Approach to Mid-City Revitalization

Midwest Section APA Award for Outstanding Student Project 2013, Arlington, Texas

Knox Street and the Complete Streets Initiative: A Comparative Analysis of Complete Street Implementation in the City of Dallas



Professional Credentials & Affiliations

Education:

- Master of Business Administration (Concentration in Real Estate Finance & Development), University of Texas at Arlington, Texas
- Master of Urban & Regional Planning, Virginia Polytechnic Institute and State University, Blacksburg, Virginia
- Bachelor of Architecture, Bangalore University, India

Professional Positions:

- Principal, Livable Plans and Code (2013 - present)
- Senior Associate, Gateway Planning Group, Inc. (2007 - 2013)
- Chief Planner & Senior Planner, City of Southlake, Texas (2001 - 2007)
- Planner II, City of Louisville, Kentucky (1998 - 2001)
- Planner, City of Jacksonville, NC (1996 - 1998)

Professional Affiliations:

- Resource Council Member - Form-Based Codes Institute
- Accredited Member, Congress for the New Urbanism (CNU)
- Member, American Institute of Certified Planners (AICP) (certificate no. 014918)
- Member, American Planning Association
- Past President, Midwest Section of the American Planning Association, Texas Chapter

Awards

Gateway Planning Group Projects:

- 2013 TxAPA Award - McKinney Town Center Initiative
- 2013 CLIDE Awards - Duncanville Main Street Revitalization Project and McKinney Town Center Initiative
- 2012 TxAPA Awards - Bush Central TOD and Camp Bowie FBC
- 2012 Midwest TxAPA Award - Camp Bowie FBC
- 2011 CLIDE Awards - Bush Central TOD Plan and Code, Richardson, Texas and Oak Street Redevelopment Plan, City of Roanoke, Texas
- 2010 International Downtown Association Merit Award - Planning, Downtown Owensboro Place-making Initiative, Owensboro, Kentucky.
- 2009 TxAPA Current Planning Award - Heart of Hutto Master Plan and SmartCode
- 2009 Envision Central Texas Award - Heart of Hutto Master Plan and SmartCode

City of Southlake Projects:

- 2009 TxAPA Project Planning Award - City of Southlake - Major Corridors Urban Design Plan
- 2008 TxAPA Midwest Section Project Planning Award for the Southlake Sidewalk Plan
- 2007 TxAPA Current Planning Award (Honorable Mention) - City of Southlake Tree Preservation Ordinance
- 2006 TxAPA Comprehensive Planning Award - Southlake 2025 Plan
- 2004 Midwest TxAPA Award - City of Southlake Davis Blvd. Corridor Plan
- 2006 Midwest TxAPA Award - City of Southlake Tree Preservation Ordinance

Jayashree Narayana, AICP, CNU-A, Principal

Relevant Experience:

Livable Plans and Codes (Selected Projects)

- *Unified Development Code, City of Fate, Texas* - Leading the streamlining of zoning ordinance sections and coordinating the special districts and subdivision regulations for the City of Fate to implement their newly adopted Comprehensive Plan. (project in progress with VERDUNITY as the lead firm)
- *Comprehensive Plan Update, City of Sachse, Texas* - Planning support for the development of a focused comprehensive plan for the City of Sachse. (project in progress with Gateway Planning Group as the lead firm)
- *Comprehensive Plan Update, City of Ennis, Texas* - Planning support for the development of a comprehensive plan and implementation strategy for the City of Ennis in the Ellis County. (Adopted Jan 2016; Halff and Associates as the lead firm)
- *Comprehensive Plan Update, City of Colleyville, Texas* - Planning support for the development of a comprehensive plan and implementation strategy for the City of Colleyville in the DFW Metroplex. (Adopted Dec 2015; Halff and Associates as the lead firm)
- *Employment Center & Village Overlay Codes, City of Kennedale, Texas* - Provided support to city staff for a hybrid form-based code at a prominent gateway site at the intersection of I-20 and Hwy 287 and village districts. (adopted November 2013; Village overlay adopted in November 2015)
- *Comprehensive Plan and Downtown Plan, City of Aubrey, Texas* - lead for the development of the city's first Comprehensive Plan and Downtown Plan and on-going planning support as needed (Comprehensive Plan adopted in August 2015; Downtown Plan adopted in May 2015; project under HAC as the lead firm)
- *Bedford Commons Development Code, City of Bedford, Texas* - lead for the development of the design-based zoning standards to implement the city's vision for its center - Bedford Commons anchored by a large public commons, civic, retail, and residential uses, transforming this suburban district into a true downtown. (Code adopted in June 2015)
- *State Highway 5 Corridor Plan, City of McKinney, Texas* - Planning support for the development of a context-sensitive corridor plan and implementation strategy for SH 5 through the City of McKinney. (Project complete with Kimley-Horn and Associates as the lead firm)

Gateway Planning Group, Inc. (Selected projects)

- *Historic Mansfield Implementation Plan, City of Mansfield, Texas*
- *North, South and Downtown Schertz Sector Plans, City of Schertz, Texas*
- *Mixed Use Ordinance and Policy, Town of Flower Mound*
- *Camp Bowie Boulevard Redevelopment Initiative, Camp Bowie District and the City of Fort Worth, Texas*
- *McKinney Town Center Plan, Phase 2 - Town Center Form-Based Code*
- *Smithfield and Iron Horse TOD Plan and Code, City of North Richland Hills, Texas*
- *Main Street/TOD Plan and Code, City of Duncanville, Texas*
- *Oak Street Redevelopment Code, Roanoke, Texas*

City of Southlake, Texas

- Led the development of the city's comprehensive plan, Southlake 2025 Plan, and urban design projects including the 2008 Major Corridors Urban Design Study.
- Conducted research and prepared amendments to the city's development regulations including the City's Tree Preservation Ordinance, Sign Ordinance, Zoning Ordinance, and urban design standards to implement the Southlake 2025 Plan.

Naina Magon AICP

Principal | Urban Planner/Economic Development Specialist

HAWES HILL CALDERON
LLP



Naina Magon is an Urban Planner/Economic Developer with 17 years of professional planning experience in municipal government and consulting at the city, county and regional levels. She has been involved in a variety of planning and economic development studies, from statewide plans to neighborhood and corridor studies. Naina has prepared over 30 comprehensive plans, downtown and corridor redevelopment studies, special area plans, transportation studies and other long range planning documents for communities across Texas and the U.S. As the Long Range Planning Specialist, she served as Project Manager for the redevelopment of League City's Main Street and Downtown Area. As an associate with Hawes Hill Calderon she has been involved in the creation and management of special districts and in assessing district conditions and needs.

Education

Master's in City and Regional Planning, Texas A&M University
Bachelor of Science in Economics, University of Calgary

Professional and Civic Organizations

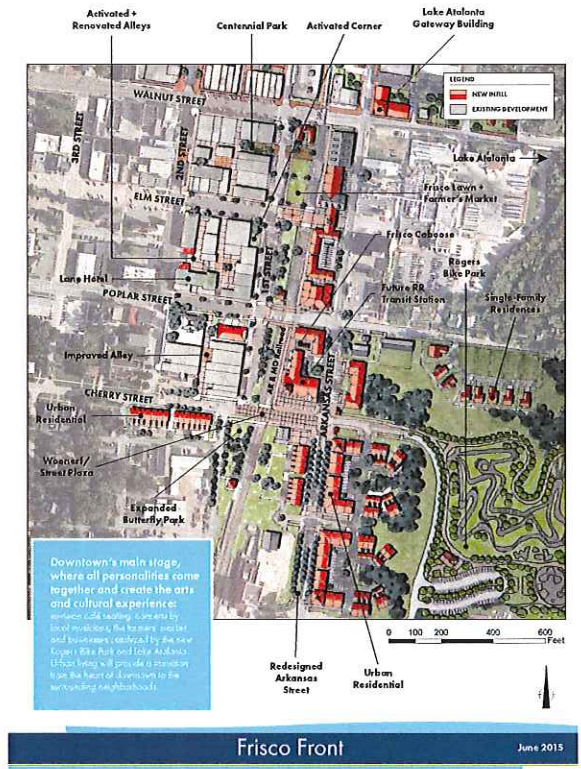
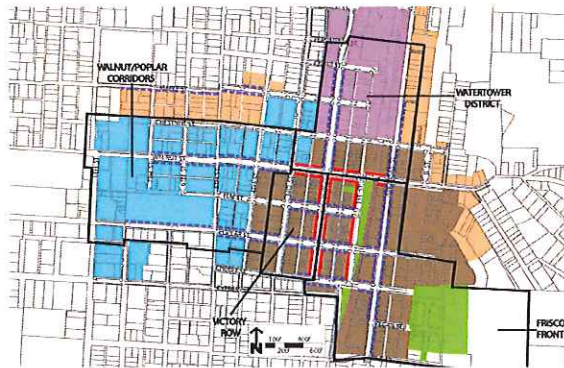
American Institute of Certified Planners, American Planning Association

TEAM PROJECT EXPERIENCE

The Gateway Planning Team has had extensive experience in the last thirty-six months creating ordinances that directly relate to developing form-based codes for suburban communities. The following projects included the development of a form-based code that has been adopted and implemented in the community.

Downtown Rogers Initiative Plan - Arkansas

Project Contact: Mayor Greg Hines | 479-621-1117 | ghines@rogersark.org



Preparing for Quality Future

The City of Rogers hired Gateway Planning - along with Catalyst Commercial, Nabholz Properties, Ed Spivey and Velocity Group - to craft a bold, creative, systematic and executable revitalization and plan that builds on Downtown Rogers' rich history and capitalizes on the City's current momentum to maximize its future potential. As the gateway to Lake Atalanta and one of the most substantial historic downtowns in the region, Rogers is poised to benefit from regional growth in a quality way by attracting quality investment into its downtown.

The team has identified a complex opportunity through a detailed market study and coalesced a very strong community vision through extensive early interviews and focus groups. The work has unfolded in strong partnership with the Northwest Arkansas Council, Main Street Rogers, the Rogers-Lowell Chamber of Commerce along with key business owners, residents, City officials. The team is now well prepared for a community charrette to marry development potential, design, infrastructure needs and zoning tool updates

The implementation plan for the Downtown Rogers revitalization is a bold and aggressive roadmap to achieve transformational results in Downtown. The tools developed focus on the regional Northwest Arkansas trends; Downtown strengths, and opportunities. The final Master Plan and Development Code was adopted by the City in July 2015.

Site Details

60 Block Downtown Core

Scope/Services

Feasibility Analysis
Form-Based Codes
Master Plan
Market Analysis
Public Engagement

Cost

\$400,000

Potential Value

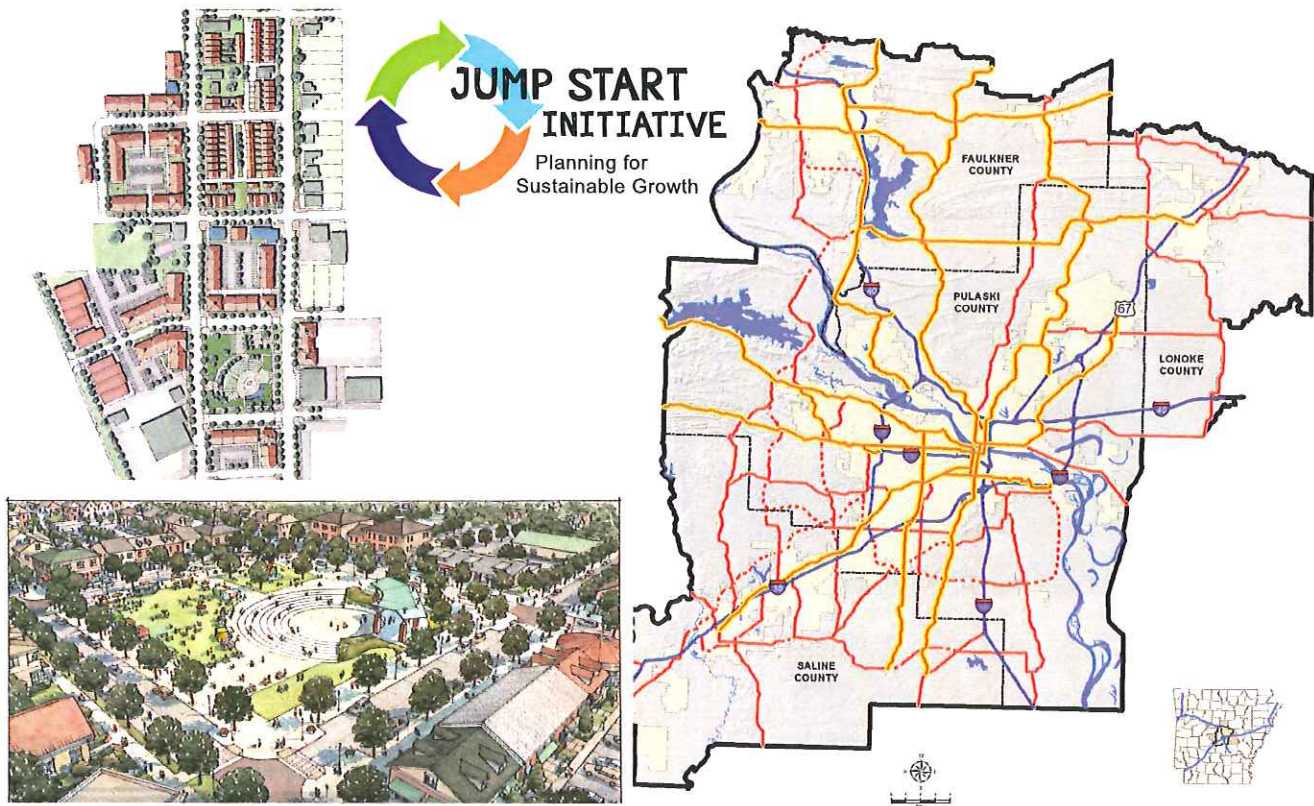
\$100 Million

Start/Completion Date

2014 - 2015

Jump Start Initiative - Metroplan Central Arkansas (HUD Sustainable Communities Grant)

Project Contact: Jim McKenzie | Metroplan Director | 501.372.3300 | mckenzie@metroplan.org



Metroplan received a \$1.4 million grant from the U.S. Department of Housing and Development (HUD) to develop a comprehensive focus for sustainable development in Central Arkansas. Selected to lead the *Jump Start Initiative*, Gateway Planning brought together a multidisciplinary team, including Catalyst Commercial and ICF, to establish a market-based and fiscally-measurable context for the region’s long-range transportation plan through specific demonstration projects. Focusing on sustainable development opportunities, five respective community partnerships were selected within four communities: Conway, Little Rock, North Little Rock and Bryant, Arkansas.

Site Details

7 Catalytic Locations

Scope/Services

Comprehensive Planning
Form-Based Codes
Green Infrastructure
Project Management
Public Engagement
Disaster Resiliency
Market Analysis
Economic Feasibility

Cost

\$1 Million +

Start/Completion Date

2013 - 2015

Setting the Stage for Implementation

For each of the local community development areas, the Gateway Team facilitated community engagement, market analysis, community design concepts, infrastructure analysis, feasibility analysis, rezoning strategies and implementation action plans to encourage participation by qualified private developers within a strong vision for outcomes impacting the local communities as a whole.

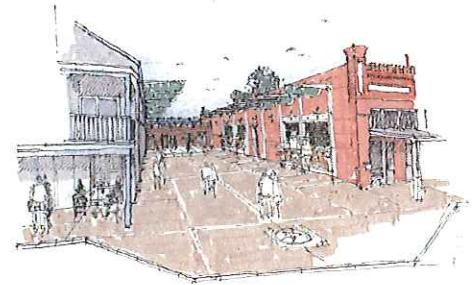
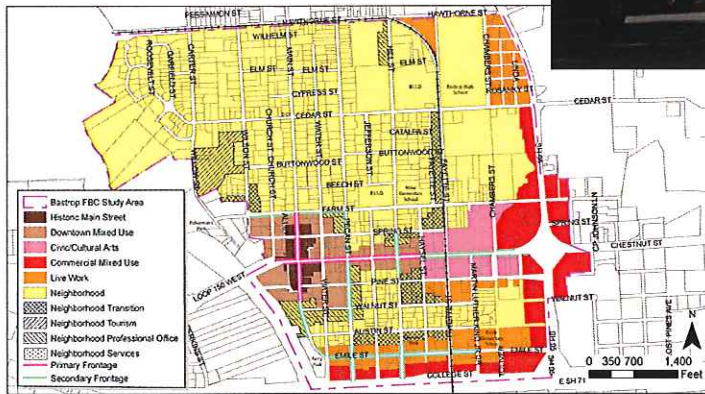
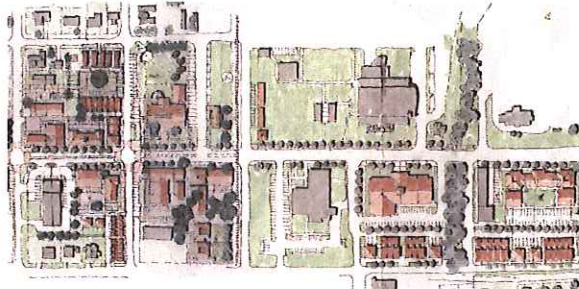
Tracking Progress for Resiliency

These Jump Start Development Plans will demonstrate how the Livability Principles of the federal partnership among HUD, USDOT and the EPA can be integrated and implemented into community design in existing communities to impact the larger region’s focus on sustainability and resiliency. Accordingly, performance measures were also developed for the communities to track progress over time.

Currently, the Gateway Planning Team’s contract has been extended to incorporate the 2014 tornado victims, Mayflower and Vilonia, into the Jump Start Initiative. These plans will focus on how disaster recovery and resiliency can be integrated into the planning and implementation process for regional sustainability.

Downtown Bastrop Place-Making Initiative - Bastrop, Texas

Project Contact: Melissa McCollum | 512.332.8840 | mcollum@cityofbastrop.org



Gateway Planning supported Bastrop in taking the next step to ensure that Downtown continues as the heart of the rapidly growing city in the greater Austin Region.

The Bastrop City Council voted unanimously to adopt a redevelopment plan and implementing form-based code for the greater downtown area following a unanimous recommendation from Planning and Zoning commission and various other boards and commissions. The new code will implement the community-crafted vision to protect historic buildings and encourage new development that reflects the character desired by residents and business owners.

The origins of this initiative were borne out of an AIA Sustainable Design Assessment Team (SDAT) process to create a vision for what Bastrop could be in the coming decades. Council decided to take the next step by hiring Gateway Planning and Catalyst Commercial to lead downtown stakeholders and the community at large through a discovery of the authentic drivers of downtown. That process culminated in a design charrette to refine the vision and take a block by block and building by building look at what the future of downtown Bastrop would look like. The Gateway Team worked closely with City Staff, Main Street Bastrop Staff and the Form Based Code Task Force to gather input and work through the details of the code to ensure that it reflected the nuances of Bastrop and the desired vision for the area.

The new code will seek to simplify the amount of variances being requested by reflecting existing and desired development patterns as well as be a catalyst for new development by allowing "missing middle" residential types to meet a market demand that was not allowed under the prior code. Codifying infill and mixed use development, the new downtown master plan and zoning will ensure that new development is conducive to small local businesses and is a good neighbor to the surrounding residential context.

Site Details

Downtown Master Plan

Scope/Services

Master Plan
Zoning

Cost

\$215,000

Start/Completion Date

2014 - 2015

The Gateway Planning Team has had extensive experience in the last thirty-six months creating ordinances that directly relate to comprehensive or area based plans. Often, area plans or updates to comprehensive plans are required in order to realize the benefits and realities of a form-based code. With the following projects sheets, there were area plans that were created and applied towards comprehensive plan updates.

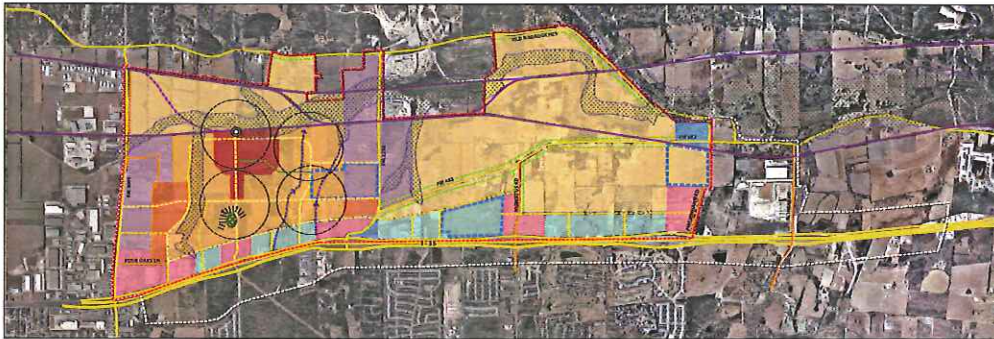
IH35/I-10/Downtown Comprehensive Plan - City of Schertz, Texas

Project Contact: Brian James | 210.643.6765 | bjames@schertz.com

Table 19: Estimated Taxable Value for New Residential & Commercial Development Activity (City Limit and ETJ) by Section*



Year	Section A	Section B	Section C	Total
2011	\$17,664,673	\$48,066,484	\$33,498,182	\$99,229,339
2012	\$36,015,850	\$98,419,689	\$68,606,902	\$203,042,441
2013	\$55,073,924	\$151,141,803	\$105,384,511	\$311,600,239
2014	\$74,859,841	\$206,317,652	\$143,891,252	\$425,068,744
2015	\$95,395,108	\$264,034,783	\$184,189,306	\$543,619,197
2016	\$118,929,499	\$331,925,353	\$231,658,552	\$682,513,404
2017	\$144,155,250	\$405,687,524	\$283,270,998	\$833,113,773
2018	\$171,170,303	\$485,729,382	\$339,316,756	\$996,216,441
2019	\$200,077,824	\$571,484,787	\$400,104,364	\$1,172,666,975
2020	\$230,986,471	\$666,414,916	\$465,961,900	\$1,363,363,287
2021	\$280,248,096	\$758,214,812	\$544,248,905	\$1,582,711,813
2022	\$333,211,841	\$857,049,675	\$628,978,615	\$1,819,240,131
2023	\$390,105,589	\$983,377,934	\$720,591,217	\$2,074,074,740
2024	\$451,170,207	\$1,077,685,760	\$819,554,479	\$2,348,410,446
2025	\$516,660,261	\$1,200,488,675	\$926,365,392	\$2,643,514,327
2026	\$586,844,769	\$1,332,333,254	\$1,041,551,910	\$2,960,729,932



Site Details

Several thousand acres adjacent to IH35 and I-10 Key Downtown Corridor

Scope/Services

Landowner Coordination
 Conceptual Sector Planning
 Code Development +
 Rezoning
 CIP Development
 Tax Base Analysis

Cost

\$450,000

Potential Value

\$2 Billion

Start/Completion Date

2010 - 2012

Positioning for Sustainable Economic Development

Schertz is a community that has exploded with growth due to its proximity to San Antonio and its adjacency to the dynamic interstate corridors of IH35 and I-10. With the support of Jay Narayana (now with Livable Plans & Codes), Gateway Planning Group developed a comprehensive plan for several thousand acres along those two interstate corridors, respectively, as well as a key corridor through downtown, to bind together disparate land owners in order to attract higher quality development. This city-initiated strategy entailed community and market assessments; the development of conceptual sector master plans; the crafting of a comprehensive infrastructure plan; and a unified zoning tool to secure sustainable tax base revenues in the future through a coordinated landowner strategy.

Binding Together Multi-Landowner Interests to Elevate Development Quality

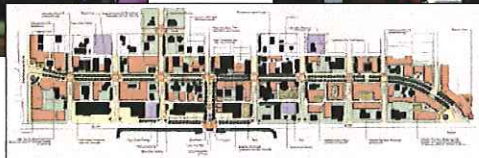
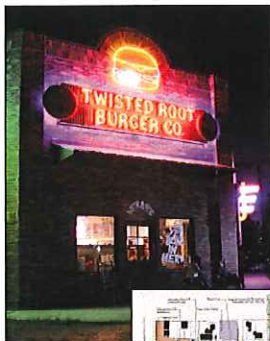
Taking advantage of these major transportation corridors, the City is proactively shaping its future by creating development momentum in an area in which a single master developer cannot secure substantial control of property to ensure high quality development. City residents and property owners worked through multiple workshops to assemble their vision for Schertz that resulted in a framework plan for each of the three pertinent sectors of the city and a successful city-initiated rezoning of all of the properties within those sectors. In addition, the Gateway Planning Team crafted a long term infrastructure strategy to align the City's capital improvements program (CIP) with the framework plan and development strategy. Schertz is now positioned to compete for high quality development along the IH35 and I-10 Corridors as the Metro San Antonio Region continues to grow.

PAST AND CURRENT PROJECTS

The following projects have been selected to represent the qualifications of this team. These are projects that have been successfully developed and implemented in the past thirty six months. Each page describes the process and scope of work performed for the client.

City of Roanoke Downtown Plan and Code

Project Contact: Jimmy Stathatos | 817.239.4404 | jimmy.stathatos@flower-mound.com



An Authentic Downtown Destination

Roanoke, Texas, is located northeast of Fort Worth near the heart of the Alliance Texas multi-modal distribution complex. Roanoke has experienced dramatic increases in population and tax base in the recent past, spurring their interest in redeveloping Downtown. Unlike many “bedroom” communities in rapidly growing metropolitan areas, the community leadership recognized the rich heritage that is Roanoke and has seized the opportunity to preserve the essence of its downtown. Gateway Planning Group was retained in order to assist the city in this mission.

Site Details

40 Block Historic Downtown

Scope/Services

Master Plan
Oak Street Redesign
Infrastructure Funding Strategy

Cost

\$475,000 (3 Phases)

Potential Value

\$175 Million

Start/Completion Date

2004 - 2009

Market Driven Implementation

The Gateway Team coalesced the downtown business owner leadership and thereafter developed a master plan, identifying the strengths of downtown in order to attract increased tourist and business activity. It then led the conceptual redesign of Oak Street, based on the Master Plan, resulting in the City investing \$8 million for reconstruction after final design by Halff Engineers with Gateway Planning’s support.

Finally, a form-based code was developed and adopted, complementing Oak Street’s redesign and reconstruction. This combination unleashed substantial investment including the adaptive reuse of six existing buildings and the construction of six new buildings. Almost a dozen new restaurants have opened with great fanfare, resulting in Roanoke’s rebranding as the “Unique Dining Capital of Texas.”

Award

This project won the 2011 NCTCOG Leadership in Development Excellence (CLIDE) Award.

Downtown McKinney + State Highway 5 +Form-Based Code Initiative

Project Contact: Jennifer Arnold | 972.547.7415 | jarnold@mckinneytexas.org

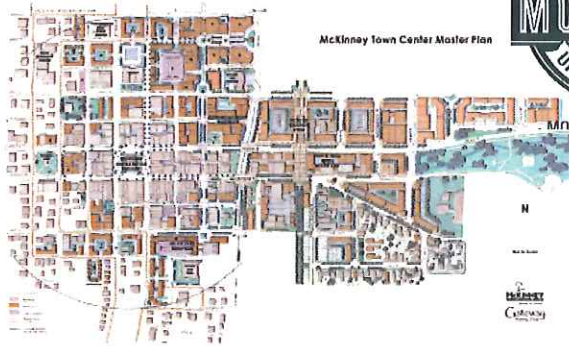
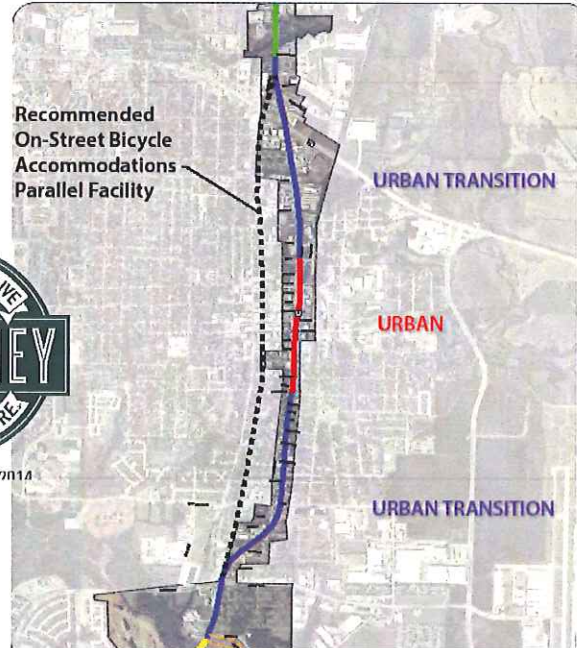


Exhibit 6: Recommended On-Street Bicycle Accommodations – Parallel Facility



Led by Gateway Planning Group with a sub-consultant team including HNTB, the Town Center Plan serves as the block- and building-scale vision for the downtown of the City of McKinney, Texas. Building on the historic courthouse square, the 100-block plan is also the roadmap for redevelopment, preservation, and future growth. The Plan includes a detailed transit oriented development (TOD) context across State Highway 5 (SH-5) to connect into the DART light rail system down to Plano, Richardson and Dallas. As Downtown McKinney has blossomed under the plan, Money Magazine has declared McKinney the Number One Best Place in America to Live, based in large part on its downtown.

Securing Broad Public Support

The early planning process was inclusive, not simply allowing for but actively soliciting public input through each part of the process. The predominantly Black and Hispanic neighborhoods east of SH-5 were engaged by reaching out through churches and other neighborhood institutions to make sure that those lower income neighborhoods would benefit from, rather than being harmed by, the downtown initiative. One key result was a policy to carefully monitor teardowns and replacement of smaller homes with larger ones to limit the potential negative displacement impacts of gentrification. Generally, the results of the stakeholder process provided support for key linkages to neighborhoods and surrounding the reinvented and now bustling historic downtown.

Implementation: Form-Based Code, TIF Funding and CSS Reinvention of State Highway 5 (SH-5)

After the City Council adopted the master plan, the Gateway Planning Team was engaged to develop a form-based code to implement the master plan. That code allows for mixed use as a matter of right for the 100-block greater downtown area. In addition, the Gateway Planning team assessed and created a tax increment finance (TIF) zone for Complete Street infrastructure investments, as well as a comprehensive parking strategy to address short- and long-term parking needs as the Town Center grows.

Kimley Horn supported the creation of that parking strategy and then took the lead creating a CSS redesign concept for SH-5, which had become a north-south barrier through the east side of downtown. That barrier cuts off the future TOD and limits higher quality retail due to its rural highway design. Working with Kimley Horn, the Gateway Planning Team provided conceptual cross-sections and tested catalytic redevelopment scenarios as well as a bike access plan.

Site Details

100 Blocks

Scope/Services

- Redevelopment Strategy
- Building Scale Master Plan
- Form-Based Code
- Redesign of Historic Square
- Tax Increment Financing
- Specific Development Support
- Future TOD Plan

Cost

\$600,000

Projected Value

\$1+ Billion

Start/Completion Date

2006 - 2013

Jersey Village Crossing TOD - Jersey Village, Texas

Project Contact: Mike Castro | 713.466.2109 | mcastro@ci.jersey-village.tx.us



Site Details

Undeveloped 300 acres

Scope/Services

Master Planning
Infrastructure Integration
Annexation Policy
Form-Based Zoning

Cost

\$175,000

Projected Value

\$150 Million

Start/Completion Date

2010 - 2011

Create a Transit-Ready Development and a New City Center

Gateway Planning Group with partners Kimley-Horn and Associates and TXP, Inc., recently completed a master plan for a mixed-use, transit-oriented development in the bedroom community of Jersey Village along the Highway 290 growth corridor in the Houston Metro area. This landlocked city is proactively positioning this major intersection which will be on the future commuter rail connecting Houston and Hempstead. This new center could become the community's downtown and become the impetus for a station location along the rail line.

Long-Term Implementation with a Plan for Annexation

In May 2011, the City Council adopted the master plan and rezoned approximately 55 acres under a form-based code (FBC) with an additional 245 acres to be annexed and rezoned under the same form-based code as the market matures and development is proposed. The TOD anchors the potential rail station on the south side of Highway 290 between Jones Road and Wright Road. The TOD envisions five unique character areas, each with its own vision and applicable development standards. In addition to the FBC, the initiative is being implemented through a phasing plan for infrastructure that matches with future development phases and potential tax revenues to the city.

Padre Boulevard + Entertainment District Redevelopment Initiative - Texas

Project Contact: Rick Vasquez | fmr. Planning Director | 956.433.9141 | vasquezric@cityofgalveston.org



Dover, Kohl + Partners and Gateway Planning



Generally, this character zone accommodates development of general commercial and residential uses on any floor. The goal is to encourage neighborhood-serving retail, service, and urban residential at cross streets to connect neighborhoods from the bay to the beach, develop higher densities at crossings and create a street edge with trees along the property line when parking lots are fronting on the boulevard.

Views of street character and use of development at the neighborhood.

MENT DISTRICT CODE June 16, 2011 BRACE

CHARACTER ZONE

View of development fronting Padre Boulevard approaching crossing

View to bridge to be built over the boulevard from Padre Boulevard at proposed crossing

Place existing parking to maintain street width

Allow trees to be planted along sidewalk and street frontage

Parking to be located behind existing building structure along street frontage

Neighborhood Crossing Zone - Recommended Block and Building Layout

28 | Page

Site Details

3 Mile Corridor

Scope/Services

Master Plan
Form-Based Zoning
State Highway Redesign

Cost

\$600,000

Potential Value

\$1 Billion

Start/Completion Date

2011 - 2012

Gateway Planning, with partners Kimley-Horn and Associates and Dover Kohl and Partners, was hired by the City of South Padre Island to develop a plan to revitalize Padre Boulevard and the Entertainment District. In addition, the team was tasked with developing a form-based code to implement the vision for the Boulevard and the Entertainment District. Through an integrated design process with TxDOT and the City, Gateway Planning created a vision for the boulevard as a true destination street anchoring key nodes of development with bike lanes and on-street parking. The ITE Manual/CNU for Walkable Thoroughfares was used as the guide for engaging TxDOT in the reinvention of Padre Boulevard.

CURRENT PROJECT WORKLOAD

Project Name	Staff Devoted	Estimated Time of Completion
City of Irving Downtown Zoning - Irving, Texas	Brad Lonberger Kelsey Berry	2 months
Sachse Comprehensive Plan Initiative - Sachse, Texas	Kelsey Berry Jay Narayana	7 months
Downtown Fort Smith Master Plan - Fort Smith, Arkansas	Kelsey Berry Brad Lonberger	7 months
Downtown Odessa Master Plan and Overlay - Odessa, Texas	Brad Lonberger Kelsey Berry	2 months
Special Area Plans - Van, Texas	Brad Lonberger	1 month
Special Area Plans - Burleson, Texas	Brad Lonberger	1 month
Russellville/El Paso District Master Plan and Zoning - Russellville, Arkansas	Brad Lonberger Kelsey Berry	12 months
University of Texas at Dallas Plan and Zoning - Richardson, Texas	Brad Lonberger Jay Narayana	2 months

THIS PAGE INTENTIONALLY LEFT BLANK

PROJECT APPROACH

TASK 1: PROJECT ORGANIZATION + KICK-OFF

To start the project, the consulting team will travel to League City for one day of meetings and reconnaissance that will include:

- An organizational meeting and study area tour with city staff;
- Project timeline finalization and communication protocol;
- Required update to project base information; and
- Study area documents, data, and plans collection.

TASK 2: DATA COLLECTION, BACKGROUND REVIEW + ANALYSIS

Task 2 focuses on detailed analysis, completed both on- and off-site, integral to developing the form-based code.

A. Review and Evaluation of Existing Background Documents

Prior to the kick-off trip, the team will:

- Review past studies and plans of the area, recent and proposed development, maps of existing conditions, and planned infrastructure improvements to gain an understanding of the project dynamics;
- Analyze the existing zoning and applicable development regulations within the study area; and
- Review of any additional issues identified during Task 1.

B. Leadership and Stakeholder Input

- While in town, members of the team will meet with key project stakeholders identified by city staff. Typically, these meetings include, but are not limited to:
 - Meetings with the Planning Director and team, and other key city staff such as engineering, public works, and emergency services;
 - One-on-one meetings with elected officials, major land owners, developers, or business owners/employers;
 - An initial stakeholder workshop (including residents, property, and business owners), focusing on current zoning and development review process (what works, what needs improvement) and existing district conditions (strengths and weakness); and
 - Any meetings not able to be performed during the initial visit will be done by local team members shortly after the initial meetings.

C. Site Analysis: Urban Framework and Natural Features

The initial Main Street Implementation Plan and some recent updates have been performed by this team. Any additional analysis will be relegated to new insight and planned improvements from Public Works regarding access, traffic demands and other pertinent information necessary to understand the framework of the form-based code.

TASK 3: FORM-BASED CODE

In Task 3, we will implement the draft of a detailed form-based code to for the study area. The overall area has been directed by previous studies and a comprehensive draft of the code will explore all areas of attention that the code may need. This content will focus primarily on the flexibility of development for land owners, but also the predictability of development for maintaining quality, neighborhood awareness of the regulations and consistency for the City.

Through this initiative, there may be other policy recommendations, outside of zoning, that will develop through the review of the historic aspects of the Downtown area. The team will make recommendations and provide samples for City Staff to implement through or shortly after the adoption process.

A. Design Parameters for the Form-Based Code

Although the final format and content will be developed in conjunction with staff and based on the input received during prior tasks, our general

approach is to focus first on the spatial definition of the public realm (streets, squares, greens, and parks) for the study area. Then, we consider building form controls—in terms of height; siting; and permitted and required functional elements such as doors, windows, awnings, balconies, and shopfronts. Next, the fundamental elements within the street-space such as travel and parking lanes, street trees and planting areas, streetlights, sidewalks for pedestrians, and areas for use by fronting building occupants (for sidewalk cafes, store displays, dooryards, gardens and fences). We look secondarily to the treatment at the rear of the lot (private open space or yards), the adjacency of different building forms and use types, and varying service needs for things such as parking, rear delivery access, and alleys. Building uses are generally treated as tertiary, with broad and permissive parameters. (Specific retail areas are the exception to this rule, as retail has natural synergies and limits.)

While our form-based codes typically include an Overview, Regulating Plan, Building Form Standards, Public Space/Street Standards, and Parking, we would also like to highlight the following distinctions and recommended additional components that we will provide:

Building Design Standards that define a coherent and quality building character that is complementary to the best local traditions. They do not regulate architectural “style”—rather, these standards govern building elements (such as awnings, balconies, porches, storefronts, bay windows, etc.) beyond the applicable building form standard. This is accomplished by setting parameters for allowable materials, configurations, and construction techniques.

Historic design elements within the current Historic Design Guidelines will be evaluated for being brought into the zoning process, where other standards may remain within those guidelines.

Administration. The administration of the form-based code will be an approach that meets the needs of the City for control of quality, but will also allow some flexibility for staff to make administrative approvals for modifications within the boundaries set by Planning and Zoning Commission and City Council.

B. Form-Based Code Drafts, Revisions and Adoption

Based on our experience in other communities, we propose/recommend preparing and presenting three (3) drafts of the form-based code.

Prior to delivering a draft form-based code in a public Commission Meeting, key team members will present an Internal Review Draft (1) of the proposed code to the appropriate audience (planning staff, city attorney, advisory committee, etc.) in a work session format. We will respond to questions and make one round of revisions, based on verbal and written feedback from the client at this point, to produce an Initial Public Review Draft (2).

We will present the Initial Public Review Draft at a public meeting and would like to have informal work sessions with the Planning and Zoning Commission and City Council. Working with city staff, we will establish a process for receiving follow-up comments and questions from the Commission and Council, other city departments, and the general public.

We anticipate that there will need to be some one-on-one meetings with major landowners, developers, or business owners in order to explain the code and be sure that we get their concerns addressed prior to revisions on the form-based code.

Based on delivery of a single set of coordinated written comments/direction from city staff, we will incorporate this round of feedback into the Final Draft (3). The Final Draft will be presented at a meeting scheduled by the City. With any edits following the presentation, the document is filed for hearings at Planning and Zoning Commission and City Council. (One additional presentation or public hearing may be included before the Planning and Zoning Commission or City Council, with the requisite number of minor revisions, prior to the delivery of the Final Draft to the City Council.)

C. Optional Additional Service

Staff training can be provided for the cost of time, direct expenses, and materials. This may be necessary for some department education, but the planning and development department and other departmental decision-making staff will be included in the development and review of the form-based code in order to efficiently transition to City Staff for implementation.

Project website: Content for the City website could be used beyond its typical document storage capacity. Gateway Planning’s work on the City of Rogers Downtown Master Plan Initiative utilized a website to represent the culture of downtown and to build a presence for the early implementers. This website can be seen at www.rogerspulse.com.

REFERENCES

Name of Agency	Contact Name	Email + Phone Number
City of Rogers, Arkansas	Mayor Greg Hines	ghines@rogersark.org 479.621.1117
Metroplan	Jim McKenzie, Director	mckenzie@metroplan.org 501.372.3300
City of Roanoke	Jimmy Stathatos	jimmy.stathatos@flower-mound.com 817.239.4404
City of McKinney	Jennifer Arnold	jarnold@mckinneytexas.org 972.547.7415
City of Bastrop	Melissa McCollum	mccollum@cityofbastrop.org 512.332.8840

THIS PAGE INTENTIONALLY LEFT BLANK



BIDDER CERTIFICATION AND ADDENDA ACKNOWLEDGEMENT

By signature affixed, the bidder certifies that neither the bidder nor the firm, corporation, partnership, or institution represented by the bidder, or anyone acting for such firm, corporation, or institution has violated the anti-trust laws of this State, codified in Section 15.01, et seq., Texas Business and Commerce Code, or the Federal antitrust laws, nor communicated directly or indirectly the bid made to any competitor or any other person engaged in such fine of business.

Bidder has examined the specifications and has fully informed themselves as to all terms and conditions. Any discrepancies or omissions from the specifications or other documents have been clarified with City representatives and noted on the bid submitted.

Bidder guarantees product offered will meet or exceed specifications identified in this RFQ.

Bidder must initial next to each addendum received in order to verify receipt:

Addendum #1 N/A Addendum #2 _____ Addendum #3 _____
Addendum #4 _____ Addendum #5 _____ Addendum #6 _____

Bidder Must Fill in and Sign:

NAME OF FIRM/COMPANY: GATEWAY PLANNING GROUP, INC.
REPRESENTATIVE'S NAME: BRAD LONBERGER
REPRESENTATIVE'S TITLE: PRINCIPAL
MAILING ADDRESS: 3100 MCKINNON ST, 7TH FLOOR
CITY, STATE, ZIP: DALLAS, TX 75201
PHONE & FAX NUMBERS: 817.269.1803
E-MAIL ADDRESS: BRAD@GATEWAYPLANNING.COM
AUTHORIZED SIGNATURE: *Brad Lonberger*
DATE: 7.15.16

THIS PAGE INTENTIONALLY LEFT BLANK

CONFLICT OF INTEREST QUESTIONNAIRE
For vendor doing business with local governmental entity

FORM CIQ

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.

This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).

By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.

A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

OFFICE USE ONLY

Date Received

1 Name of vendor who has a business relationship with local governmental entity.

Gateway Planning Group

2 **Check this box if you are filing an update to a previously filed questionnaire.** (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

3 Name of local government officer about whom the information is being disclosed.

N/A

Name of Officer

4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.

A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?


Yes No

B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?

Yes No

5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.

6 Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).

7

Signature of vendor doing business with the governmental entity

07/15/2016

Date

THIS PAGE INTENTIONALLY LEFT BLANK



www.gatewayplanning.com