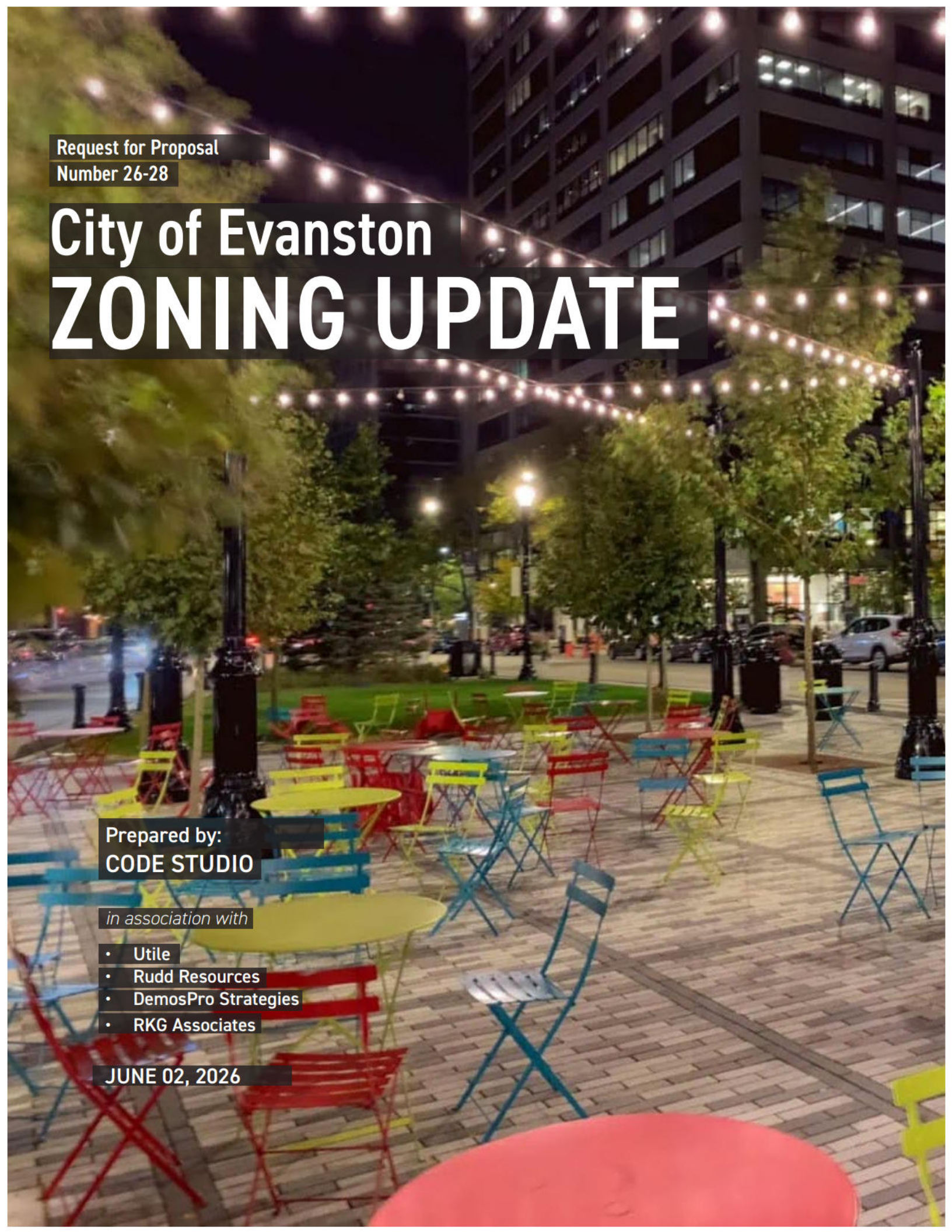


A nighttime photograph of an outdoor seating area, likely a cafe or restaurant patio. The area is paved with light-colored bricks and is filled with numerous small, round tables and colorful folding chairs in shades of red, yellow, and blue. String lights are strung across the top of the scene, illuminating the area. In the background, there are trees and a multi-story building with lit windows.

Request for Proposal
Number 26-28

City of Evanston ZONING UPDATE

Prepared by:
CODE STUDIO

in association with

- Utile
- Rudd Resources
- DemosPro Strategies
- RKG Associates

JUNE 02, 2026

CONTENTS

A: COVER LETTER

B. COMMUNITY & PROJECT UNDERSTANDING

Project Understanding	4
Why This All Matters	6
Envision Evanston 2045 Comprehensive General Plan	8

C. PROPOSED SCOPE OF SERVICES

Preliminary Work Plan	12
Engagement Experience	19
Estimated Project Schedule	22

D. PROJECT TEAM

Team Structure	24
Team Summary	25
Why Choose the Code Studio Team?	26
Prime Consultant: Code Studio	28
Sub-consultants	29
Key Personnel	31

E. PROJECT EXPERIENCE

Richmond, VA	44
Atlanta, GA	48
Milwaukee, WI	52
Charlottesville, VA	54
Cleveland, OH.	56
ST. Louis, MO	58
LOS Angeles, CA	60
Houston, TX.	62
Piqua, OH	64
Elevated Chicago	66
95th ST Corridor Plan, Chicago	67
Summary of Team Strengths	70

F. PRICE/FEES

Estimated Project Budget	72
------------------------------------	----

G: CONTRACT

ADDITIONAL FORMS

Prepared by:

CODE STUDIO

in association with:

Utile Boston, MA

Rudd Resources Chicago, IL

DemosPro Strategies Chicago, IL

RKG Associates Washington, DC

June 02 2026

Dear Selection Committee Members:

On behalf of Code Studio and our project partners—**Utile, Rudd Resources, DemosPro Strategies, and RKG Associates**—we are pleased to submit our proposal to assist the City of Evanston with its comprehensive zoning update. We are excited by the opportunity to help implement the recently adopted Envision Evanston 2045 Comprehensive Plan and create a modern, user-friendly zoning ordinance that advances the City's vision for housing choice, equity, sustainability, economic vitality, and neighborhood character.

Evanston occupies a unique position within the Chicago region. It combines the qualities of a historic lakefront community, a nationally recognized university city, a transit-oriented urban center, and a collection of distinctive neighborhoods that residents care deeply about. The challenge before the City is not simply rewriting regulations. It is creating a framework that accommodates future growth while preserving the qualities that make Evanston one of the most distinctive communities in the Midwest. We believe our team is uniquely qualified to help the City navigate this challenge.

What differentiates our team is our ability to translate community vision into implementation. Across the country, communities are adopting ambitious comprehensive plans that call for additional housing opportunities, more equitable growth patterns, climate resilience, walkable urbanism, and reinvestment in established neighborhoods. The difficult work comes afterward—creating zoning regulations that transform policy goals into predictable development outcomes. That is where our team excels. In particular, our recent and ongoing work in Atlanta and Richmond demonstrates the combination of skills required for Evanston.

In Atlanta, Code Studio and Utile are currently leading one of the most ambitious zoning update efforts underway in the United States. The project is built around a citywide framework of character areas and neighborhood typologies that recognize that different parts of the city require different approaches to growth, housing, building form, and development intensity. The work has required detailed analysis of existing development patterns and neighborhood character. Rather than relying on a one-size-fits-all approach, the Atlanta effort establishes a calibrated system that allows growth to occur in ways that reinforce the unique identity of each place while advancing citywide housing and economic development objectives. Our experience developing character-based regulatory frameworks enables us to identify where additional housing and development opportunities are appropriate, where transitions are needed, and how zoning standards can be tailored to support both neighborhood compatibility and long-term growth.

Our ongoing work in Richmond provides a second example of how this approach can be successfully applied. Richmond 300 established a citywide vision built around place types and character-based growth strategies. Code Studio, Utile, and RKG Associates are now implementing that vision through a comprehensive zoning update. The project requires translating broad planning concepts into district regulations, development standards, housing strategies, and implementation tools that can be readily understood by residents, elected officials, staff, and the development community. One of the most valuable lessons from Richmond has been the importance of connecting neighborhood character directly to zoning outcomes. Communities often spend considerable effort identifying and describing neighborhood character, yet struggle to translate those observations into regulatory language. Our team bridges that gap. We understand how to move from character assessments, to practical zoning standards governing building form, housing types, transitions, parking, open space, and development intensity.

This experience aligns well with Evanston's goals. The Envision Evanston 2045 Comprehensive Plan recognizes both the need for additional housing opportunities and the importance of preserving neighborhood identity. These objectives are not mutually exclusive. Through careful character analysis and calibrated zoning, we can create a regulatory framework that accommodates missing-middle housing, supports transit, expands housing choice, and encourages reinvestment while respecting the qualities residents value most about their neighborhoods.

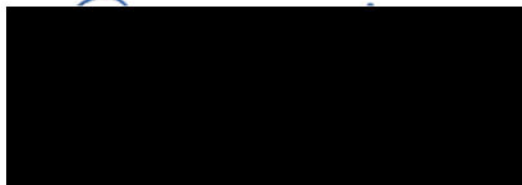
Our team also brings extensive experience managing the public conversations that accompany these efforts. Discussions about housing, neighborhood change, affordability, density, and growth can be challenging. Through projects in Atlanta, Richmond, Charlottesville, St. Louis, Cleveland, Los Angeles, and elsewhere, we have developed effective methods for explaining complex zoning concepts in clear, accessible language. We understand how to build trust, facilitate productive conversations, and create opportunities for meaningful participation from residents, business owners, institutions, neighborhood organizations, and elected officials.

Equally important, our team combines national expertise with local knowledge. Through DemosPro Strategies, we bring direct experience working within Evanston's planning and development environment. Katie Ashbaugh's prior service within the City's Community Development Department provides valuable insight into local processes, organizational structure, development review procedures, and community expectations. Combined with Rudd Resources' deep Chicago-area engagement expertise, our team is well-positioned to deliver a process that is both technically rigorous and locally grounded.

Ultimately, this project is about implementation. Evanston has already completed the difficult work of establishing a long-term vision through Envision Evanston 2045. The next step is creating a zoning ordinance that turns that vision into reality. Our team has demonstrated its ability to undertake precisely this type of work—moving from adopted policy to effective, understandable, and implementable regulations.

We appreciate your consideration and would welcome the opportunity to discuss our qualifications further. We are enthusiastic about partnering with the City of Evanston to create a zoning ordinance that supports housing choice, strengthens neighborhood character, advances equity and sustainability goals, and provides a durable framework for growth over the coming decades.

Sincerely,



Colin Scarff
Principal-in-Charge
Code Studio
1800 East 4th Street, Suite 125
Austin, Texas 78702


colin@code-studio.com

An aerial photograph of a city, likely Chicago, showing a dense urban landscape. The foreground and middle ground are filled with a mix of green trees and various buildings, including residential houses and larger commercial structures. In the background, a prominent skyline of tall skyscrapers is visible against a clear blue sky. A body of water, presumably Lake Michigan, is seen at the very top of the frame. The overall scene depicts a vibrant, green city environment.

B. COMMUNITY & PROJECT UNDERSTANDING

PROJECT UNDERSTANDING

WHY EVANSTON MUST MODERNIZE ITS ZONING CODE: A CRITICAL FIRST STEP TOWARD A MORE LIVABLE, EQUITABLE, AND RESILIENT FUTURE

Cities evolve. The people, the buildings, the infrastructure, and the economy — none remain static. Yet in too many instances, zoning that shapes daily life remains a relic of the past. The City finds itself at such a crossroads today. While the population grows more diverse, the economy becomes more dynamic, and the climate more unpredictable, Evanston's zoning remains rooted in a vision of urban life that is out of date. If the City wants to adapt, thrive, and lead, modernizing the zoning code is not optional — it is imperative.

Zoning codes are not just dry legal documents; they are powerful tools that shape the very fabric of our neighborhoods. They determine what types of buildings can be built where, how land can be used, how people move through the city, and where economic activity can flourish. In Evanston's, however, the existing zoning is constraining the ability to respond to contemporary challenges — from housing affordability to climate resilience to equitable access to opportunity. The existing

zoning, much of which was written in the mid 90s and has been amended in piecemeal fashion since, reflects outdated assumptions about how people live, work, and travel. It favors low-density development, enforces use segregation, and often places unnecessary barriers in the way of innovation.

Evanston occupies a rare middle ground: it has the intellectual energy of a major university town, the urban amenities of Chicago, and the character of an established lakefront suburb—all in one place.

Evanston is updating its zoning because the City wants a regulatory framework that reflects its 2045 vision—one that supports housing choice, equity, sustainability, economic vitality, and thoughtful growth, while preserving the qualities that make Evanston a unique lakefront university community. The City is constantly trying to balance competing values:

- Growth vs. preservation
- Housing affordability vs. neighborhood character
- University expansion vs. community interests
- Urban density vs. suburban livability
- Social equity vs. market pressures

Those tensions are not problems to solve once; they are the defining characteristics of Evanston itself. That is what makes the City both a challenging and fascinating community.

1. NORTHWESTERN SHAPES THE CITY'S IDENTITY

Evanston is the home of Northwestern University, one of the nation's leading research universities. Unlike many college towns, the university is woven directly into the City's fabric, influencing its culture, economy, architecture, and civic life. The City itself was founded alongside Northwestern in the 1850s and grew around the institution.



2. A LAKEFRONT COMMUNITY UNLIKE MOST CHICAGO SUBURBS

Evanston has miles of public shoreline on Lake Michigan, including beaches, parks, trails, and a dramatic university campus built partly on reclaimed lakefront land. Few suburbs combine walkable urban neighborhoods with such extensive waterfront access.

3. URBAN SOPHISTICATION WITHOUT BEING CHICAGO

Located only 13 miles north of downtown Chicago, Evanston enjoys direct rail and transit connections to the City while maintaining its own distinct downtown, business districts, cultural venues, and neighborhoods. Residents get access to a global city without giving up a more human-scale environment.

4. PROGRESSIVE PLANNING AND CIVIC LEADERSHIP

Evanston has long been known as one of the Midwest's most progressive communities. It has often been at the forefront of discussions around housing policy, racial equity, sustainability, historic preservation, and social justice. The City became nationally known for launching one of the first municipal reparations programs in the United States.

5. DIVERSITY AND STRONG NEIGHBORHOOD CHARACTER

Unlike many affluent North Shore suburbs, Evanston has historically maintained a more diverse population and housing stock. Its neighborhoods range from historic lakefront districts and transit-oriented downtown blocks to traditional single-family neighborhoods and mixed-use corridors.

6. A RICH PLANNING AND ARCHITECTURAL LEGACY

Evanston is particularly interesting because it showcases:

- Early streetcar suburb development
- Traditional walkable neighborhoods
- Transit-oriented development around CTA and Metra stations
- Historic districts
- University-City inter-relationships
- Lakefront public access and open space
- Contemporary housing and zoning debates



WHY THIS ALL MATTERS

Evanston's zoning update is fundamentally about aligning a decades-old regulatory framework with the vision established in the recently adopted Comprehensive Plan, while addressing contemporary challenges that the current code was not designed to handle.

1. IMPLEMENTING THE ENVISION EVANSTON 2045 COMPREHENSIVE PLAN

The most direct reason for the zoning update is that the City's new comprehensive plan establishes policies and goals that cannot be fully realized under the existing zoning regulations. Zoning is the primary implementation tool for translating the plan's vision through on-the-ground development outcomes.

2. ADDRESSING HOUSING AFFORDABILITY AND SUPPLY

Like many communities in the Chicago region, Evanston faces rising housing costs and limited housing choices. The current zoning code contains regulations that can constrain the development of:

- Missing-middle housing
- Multifamily housing near transit
- Accessory dwelling units
- Mixed-use development
- Affordable housing opportunities

The update provides an opportunity to evaluate whether existing regulations support the City's housing goals, and if not, how to do so without wiping out the character of the existing community for the City's residents.

3. MODERNIZING AN AGING CODE

Most zoning codes evolve incrementally over decades. Over time, amendments often create:

- Conflicting standards
- Inconsistent terminology
- Administrative complexity
- Unclear approval processes
- Outdated use classifications

A comprehensive rewrite can improve usability for residents, businesses, developers, staff, and decision-makers.

4. SUPPORTING EQUITABLE DEVELOPMENT

Evanston has a long history of addressing equity issues through public policy. The zoning update allows the City to examine whether existing regulations create unintended barriers to housing choice, economic opportunity, or neighborhood investment and to identify strategies that support more equitable outcomes across the community.

5. RESPONDING TO CLIMATE AND SUSTAINABILITY GOALS

Many zoning codes were written when issues such as climate resilience, energy efficiency, stormwater management, active transportation, and urban heat were not major planning considerations. Modern zoning can better support:

- Walkable development patterns
- Transit use
- Sustainable site design
- Green infrastructure
- Reduced vehicle dependence

6. BALANCING GROWTH AND NEIGHBORHOOD CHARACTER

Evanston's residents consistently express two priorities that can appear to be in tension:

- Preserving the qualities that make neighborhoods distinctive; and
- Accommodating future growth and change

The zoning update is an opportunity to establish clearer rules that guide where growth should occur, what form it should take, and how new development can be compatible with existing neighborhoods.

7. STRENGTHENING TRANSIT-ORIENTED DEVELOPMENT

Evanston benefits from exceptional transit access through the Chicago Transit Authority Purple Line and Red Line, plus the Metra Union Pacific North Line. The zoning update provides an opportunity to ensure

that zoning regulations maximize the benefits of these investments through well-designed transit-oriented development.

8. IMPROVING PREDICTABILITY

A modern code can provide greater certainty regarding:

- Development expectations
- Design standards
- Approval procedures
- Community benefits
- Administrative processes

This reduces uncertainty for property owners, applicants, neighborhood groups, and City leaders and staff alike.



ENVISION EVANSTON 2045 COMPREHENSIVE GENERAL PLAN

The newly-adopted Envision Evanston 2045 Comprehensive General Plan is a long-range policy framework that will guide land use, housing, transportation, economic development, climate action, and community investment through 2045. At its core, the plan seeks to position Evanston as a vibrant, resilient, welcoming, and inclusive community that provides housing opportunities, economic vitality, climate leadership, and transportation choices for residents of all ages, incomes, and backgrounds.

MAJOR THEMES

1. Housing Choice and Affordability

Perhaps the most significant and debated aspect of the plan is its emphasis on expanding housing options throughout the City. The plan recognizes that Evanston faces affordability challenges and seeks to:

- Increase housing supply across a range of types and price points.
- Support “missing middle” housing such as duplexes, triplexes, fourplexes, townhouses, and small multifamily buildings.
- Encourage housing near transit, commercial districts, and employment centers.
- Reduce barriers to affordable and workforce housing.
- Create opportunities for residents to age in place and remain in Evanston throughout different life stages.

2. Equitable Growth

The Plan places strong emphasis on diversity, equity, and inclusion, acknowledging historical patterns of segregation and unequal access to housing and opportunity. Key objectives include:

- Expanding access to housing and economic opportunity.
- Addressing disparities among neighborhoods.
- Ensuring future growth benefits existing residents.
- Integrating equity considerations into future policy and regulatory decisions.

3. Sustainable Economic Development

The plan promotes a stronger local economy by:

- Supporting neighborhood commercial districts.
- Encouraging mixed-use development.
- Strengthening employment centers.
- Expanding opportunities for small businesses and entrepreneurship.
- Building a more resilient “circular” local economy.

4. Transportation and Mobility

The plan envisions a less auto-dependent future through:

- Transit-oriented development.
- Enhanced pedestrian and bicycle infrastructure.
- Improved transit access and connectivity.
- Safer, more complete streets.
- Better integration of land use and transportation planning.

5. Climate Action and Resilience

Climate policy is embedded throughout the document. Goals include:

- Reducing greenhouse gas emissions.
- Encouraging compact, walkable development patterns.
- Supporting energy-efficient buildings.
- Expanding green infrastructure.
- Increasing resilience to flooding, heat, and other climate-related impacts.

6. Neighborhood Character and Quality of Life

While the plan supports growth, it also emphasizes:

- Preservation of neighborhood identity.
- Protection of historic resources.
- Investment in parks and open space.
- Support for arts, culture, and community gathering places.
- High-quality urban design and public realm improvements.

WHAT IT MEANS FOR THE ZONING UPDATE

The Comprehensive Plan itself does not change zoning regulations. Instead, it establishes policy direction that the zoning code update must implement. The zoning rewrite must determine:

- Where additional housing types are allowed.
- Development standards and building form requirements.
- Parking regulations.
- Mixed-use development opportunities.
- Transit-oriented development regulations.
- Neighborhood compatibility standards.

From a planning and zoning perspective, Envision Evanston 2045 represents a shift from a largely preservation-oriented framework toward a managed-growth model that balances housing production, affordability, climate goals, and equity while maintaining neighborhood character. This zoning update will have to focus heavily on implementing housing choice policies, transit-oriented development, and form-based compatibility standards.

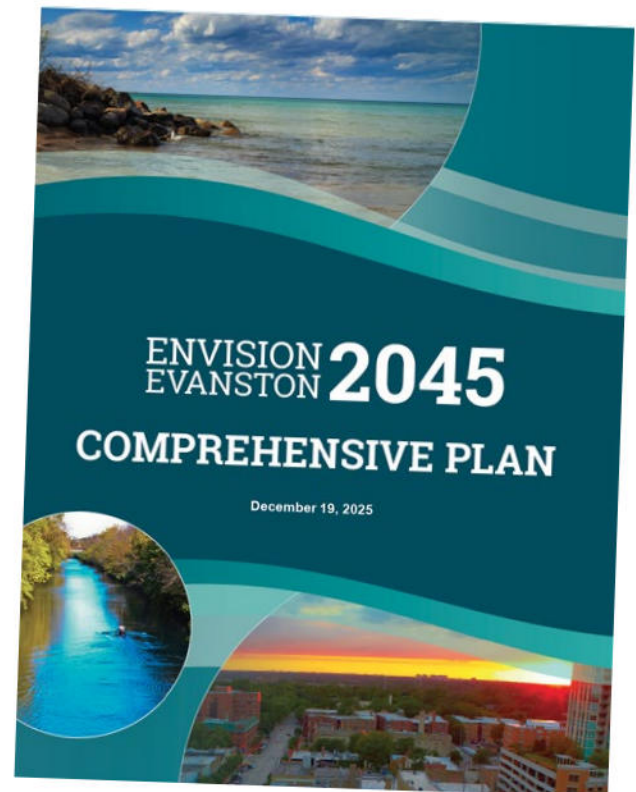
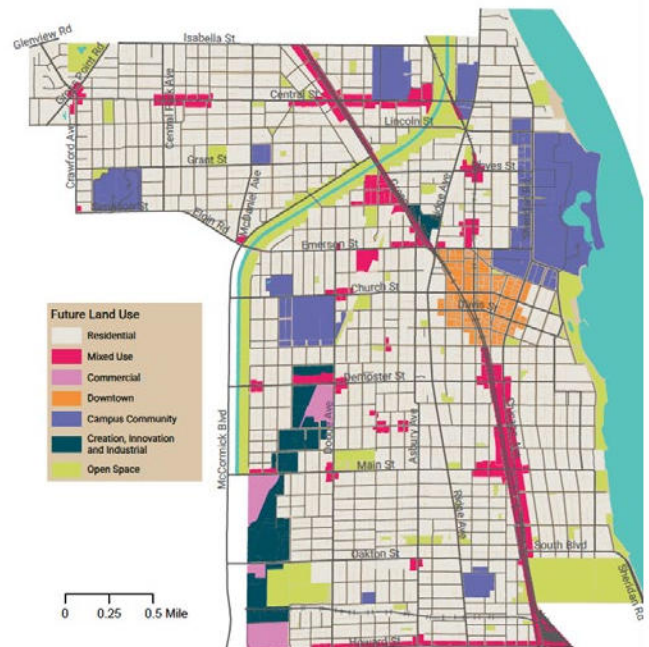
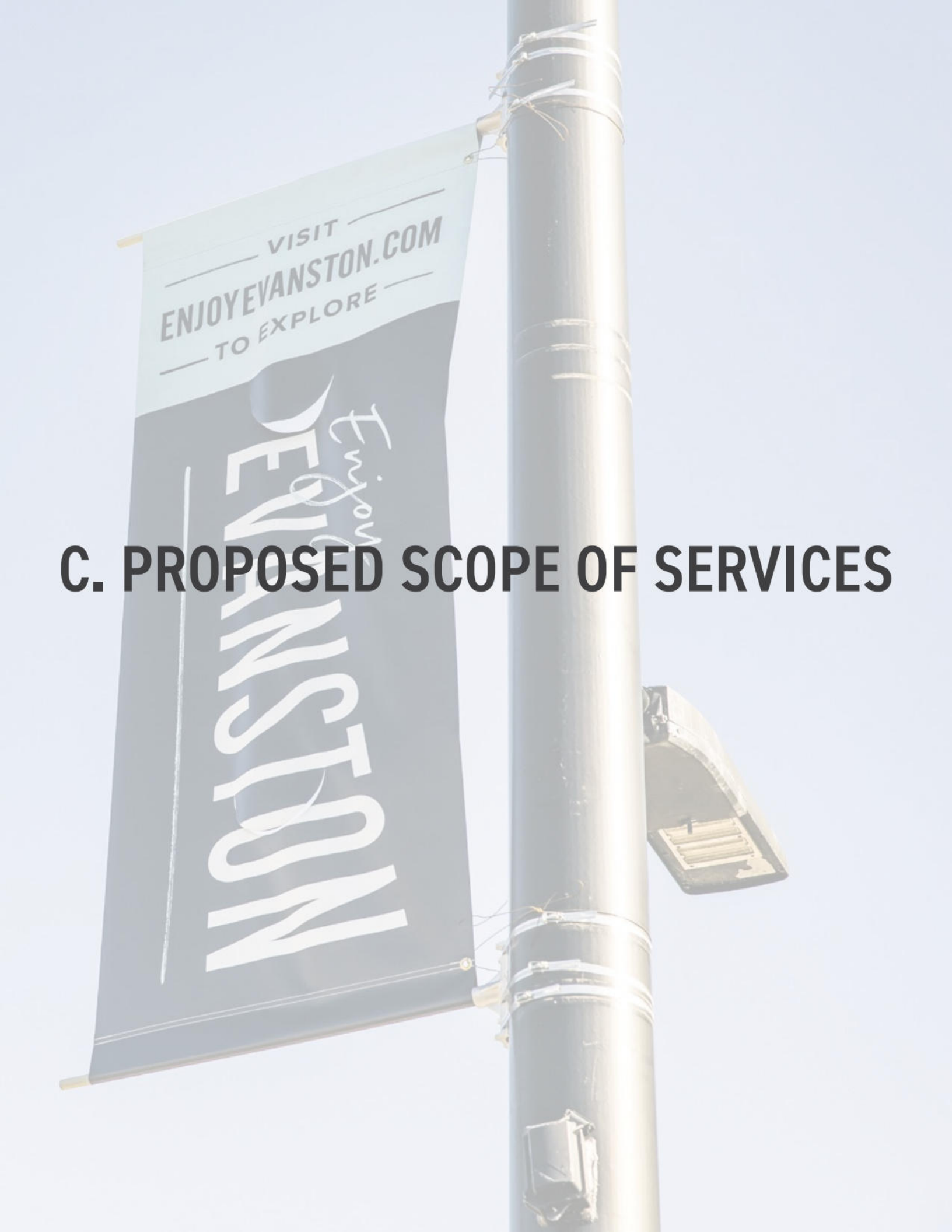


FIGURE 4. FUTURE LAND USE





C. PROPOSED SCOPE OF SERVICES

PRELIMINARY WORK PLAN

TASK 1. PROJECT MANAGEMENT & PROJECT LAUNCH

1.1 Kick-Off Meeting

The project will begin with a kick-off meeting with City staff and the Zoning Update Work Group to confirm project goals, expectations, decision-making protocols, communication procedures, schedule, and data needs. The meeting will establish a shared understanding of how the zoning update will implement the Envision Evanston 2045 Comprehensive General Plan and identify opportunities to tailor the process to Evanston's unique conditions, including its lakefront, transit-served neighborhoods, institutional uses, historic districts, and diverse housing patterns.

Key Deliverables:

- » Kick-off meeting
- » Meeting summary and action items

1.2 Final Work Plan and Engagement Strategy

Based on input received during project initiation, the team will prepare a detailed work plan that identifies project phases, milestones, deliverables, meeting schedules, consultant responsibilities, and review periods. A companion Engagement and Communications Plan will establish outreach objectives, target audiences, communication tools, performance metrics, and procedures for documenting and incorporating community input throughout the project.

Key Deliverables:

- » Draft and Final Work Plan
- » Draft and Final Engagement Plan
- » Project branding and communications framework

1.3 Ongoing Project Administration

The consultant team will provide ongoing project administration, quality control, schedule management, budget tracking, coordination among team members, and communication with City staff.

Key Deliverables:

- » Ongoing project management and coordination
- » Monthly consultant progress reports

1.4 Staff Coordination and Work Group Meetings

The consultant team will participate in regular coordination meetings with staff and facilitate monthly virtual meetings of the Zoning Update Work Group. Agendas, presentation materials, meeting recordings, and summary notes will be prepared for each session.

Key Deliverables:

- » Monthly Work Group meetings
- » Regular staff coordination meetings
- » Agendas, recordings, and meeting summaries
- » Progress reports

1.5 Community Engagement Program

The zoning update will be guided by a robust, inclusive, and transparent engagement program designed to build understanding of zoning issues while collecting meaningful feedback from residents, businesses, institutions, property owners, neighborhood organizations, elected officials, and other stakeholders. Engagement activities will be tailored to Evanston's wards and neighborhoods and designed to reach a broad cross-section of the community.

The engagement program will include a mix of in-person and virtual activities, including workshops, neighborhood meetings, stakeholder interviews, focus groups, open houses, pop-up events, and

online engagement opportunities. Throughout the process, all comments and feedback will be documented and incorporated into project deliverables.

Key Deliverables:

- » Community engagement program
- » Stakeholder outreach strategy
- » Meeting materials and summaries
- » Public comment database

1.6 Project Website & Digital Engagement

The consultant team will support development and ongoing updates to the project website, which will serve as the central hub for project information. Materials will include project schedules, meeting announcements, draft documents, presentations, visualizations, videos, surveys, and engagement opportunities.

Key Deliverables:

- » Website content and updates
- » Digital engagement materials
- » Downloadable project resources

1.7 Project Communications & Educational Materials

To support informed participation, the consultant team will prepare educational materials explaining zoning concepts, project milestones, and key issues. Materials will include graphics, story maps, fact sheets, presentations, and short educational videos recorded for public distribution.

Key Deliverables:

- » Project overview presentation
- » Educational videos
- » Fact sheets and infographics
- » Social media content

1.8 Engagement Summary Reports

Throughout the project, participation metrics and community feedback will be tracked and evaluated to ensure engagement efforts reflect Evanston's demographics and geographic diversity.

Key Deliverables:

- » Phase engagement summaries
- » Demographic participation analysis
- » Final Engagement Summary Report

TASK 2. COMMUNITY ASSESSMENT

2.1 Existing Plans, Policies & Regulatory Review

The consultant team will review the Envision Evanston 2045 Comprehensive General Plan and all relevant planning, policy, regulatory, and legal documents that influence the zoning update. The review will include:

- » Comprehensive General Plan
- » Neighborhood and corridor plans
- » Capital improvement plans
- » Housing studies
- » Transportation plans
- » Sustainability and resilience plans
- » Historic preservation documents
- » Building codes and amendments
- » State legislation, including the People Over Parking Act
- » Relevant state and federal case law

Key Deliverables:

- » Existing plans and policy review memorandum

2.2 Existing Conditions Assessment

The consultant team will prepare a comprehensive inventory and assessment of existing conditions throughout Evanston. The assessment will be conducted at the citywide, ward, neighborhood, and block levels. Analysis will include:

- » Land use patterns
- » Housing inventory
- » Building typologies
- » Development intensity
- » Height and bulk patterns
- » Lot dimensions and coverage
- » Transportation systems
- » Transit accessibility
- » Institutional uses
- » Commercial districts

- » Infrastructure systems
- » Environmental features
- » Open space systems

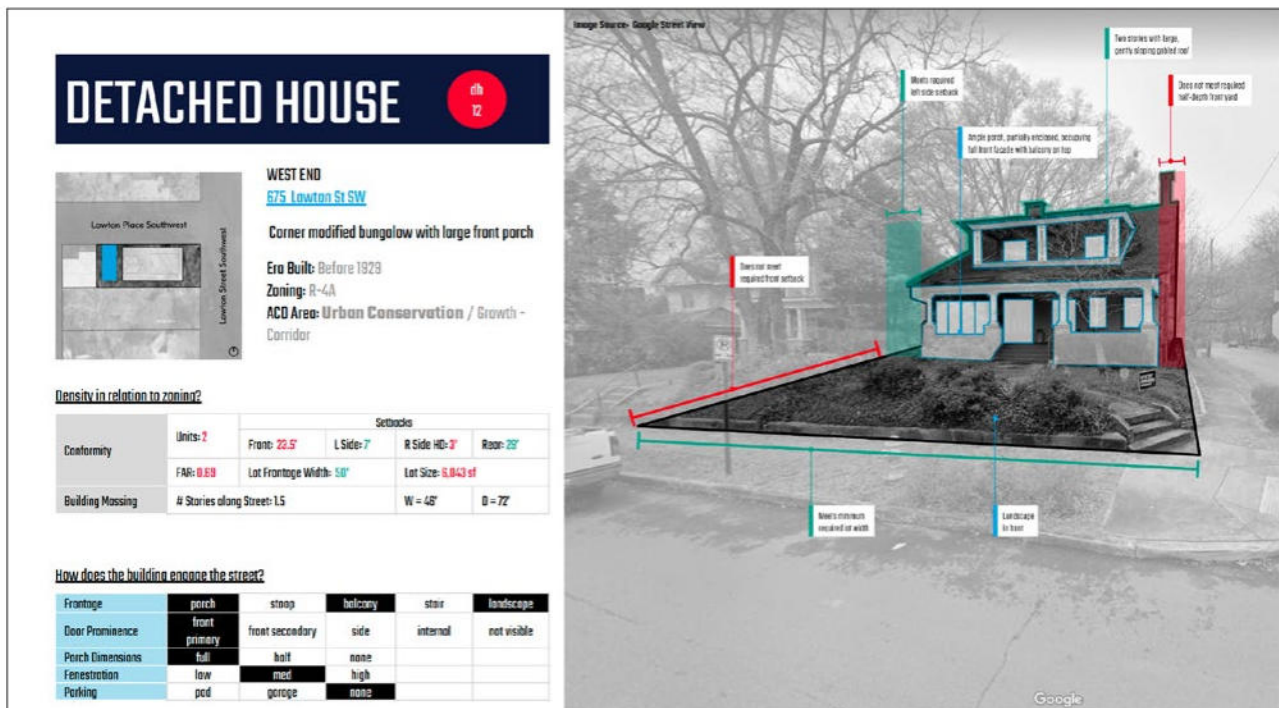
Key Deliverables:

- » Existing conditions inventory
- » Existing conditions maps
- » Ward and neighborhood profiles

2.3 Pattern Analysis & Development Opportunities

Using GIS and field observations, the consultant team will identify development patterns and opportunities throughout the city. The assessment will also be conducted at the citywide, ward, neighborhood, and block levels. Special attention will be given to:

- » Transit-oriented development areas
- » Missing middle housing opportunities
- » Adaptive reuse opportunities



Except of the Atlanta Pattern Book from Utile - an analysis tool for understanding the City

- » Underutilized properties
- » Commercial corridor redevelopment
- » Neighborhood infill opportunities
- » Institutional edge conditions

Key Deliverables:

- » Pattern analysis report
- » Opportunity site inventory

TASK 3. DRAFTING THE ZONING CODE

3.1 Zoning Concepts & Scenario Testing

Using information gathered during the assessment phase, the consultant team will develop and test preliminary zoning concepts.

Concepts may address:

- » Housing diversity
- » District organization
- » Development intensity
- » Mixed-use development
- » Transit-oriented development
- » Institutional transitions
- » Parking reforms
- » Design standards

A quantitative and qualitative analysis of all responses received from public engagement activities during this phase, alignment with Evanston's demographics, and how information was used to inform recommendations will be included in the report.

Key Deliverables:

- » Preliminary zoning concepts
- » Scenario testing graphics
- » Community review materials

3.2 Preliminary Draft Modules

Using the findings from the Community Assessment, Existing Conditions Analysis, Zoning Concepts and Testing, and public engagement process, the consultant team will prepare the new zoning regulations and zoning map in a series of coordinated modules.

Module 1 – District Framework & Use Regulations. Preparation of revised zoning districts, use classifications, and use permissions.

Module 2 – Draft Zoning Map. Preparation of a parcel-based zoning map implementing Comprehensive Plan recommendations.

Module 3 – Development Standards. Preparation of standards addressing:

- » Building placement
- » Building height
- » Lot coverage
- » Open space
- » Parking
- » Landscaping
- » Signs
- » Lighting
- » Design standards

Module 4 – Administration & Procedures.

Preparation of revised administrative procedures, approvals, definitions, enforcement provisions, and nonconformity standards.

Key Deliverables:

- » Draft code modules
- » Staff review materials

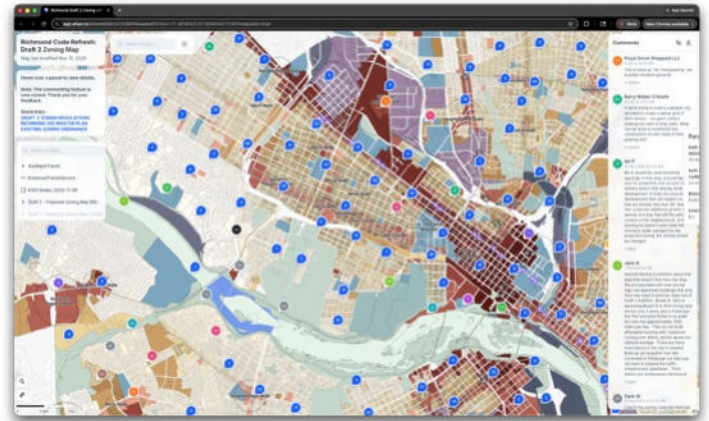
3.3 Interactive Zoning Map

The consultant team will develop an interactive mapping platform that allows users to:

- » View proposed zoning districts
- » Compare existing and proposed zoning
- » Review parcel-specific information
- » Submit comments geographically

Key Deliverables:

- » Interactive zoning map
- » Public comment mapping tool



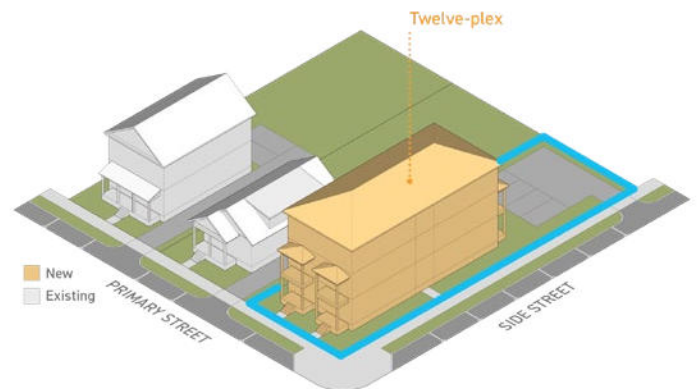
Interactive Zoning Map that was created specifically for the Richmond zoning update.

3.4 Consolidated Draft

Following review of the individual modules, a complete consolidated draft zoning code and zoning map will be prepared for staff review.

Key Deliverables:

- » Consolidated Staff Draft Code
- » Consolidated Staff Draft Zoning Map

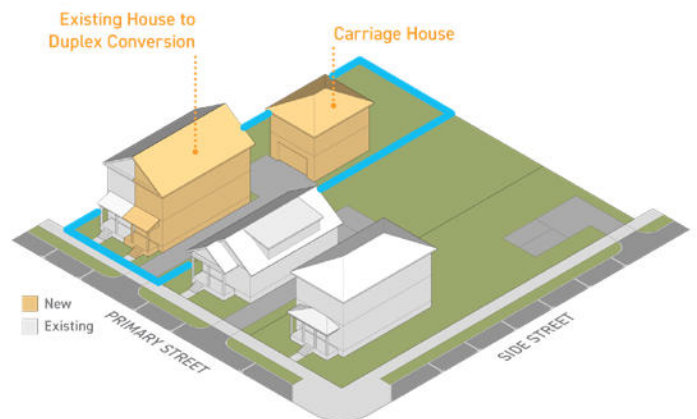


3.5 Public Review Draft

Following staff review, revisions will be incorporated into a public review draft of the zoning code and map.

Key Deliverables:

- » Public Review Draft Code
- » Public Review Draft Map



Code testing graphics for Charlottesville diagnostic report.

3.6 Community Review Program

The consultant team will conduct community meetings, workshops, open houses, and neighborhood-based discussions to review the draft code and zoning map.

Key Deliverables:

- » Public review meetings
- » Meeting summaries
- » Comment database

3.7 Code Testing

Representative development sites will be selected to test the practical application of proposed regulations. Testing will include:

- » Site planning exercises
- » Massing studies
- » Housing prototypes
- » Mixed-use prototypes
- » Transition condition studies

Key Deliverables:

- » Code testing workshop
- » Test site studies
- » Buildout illustrations

3.8 Impact Analysis

An impact analysis will evaluate the potential implications of proposed zoning changes. The analysis will consider:

- » Housing supply
- » Housing affordability
- » Density and population growth
- » Redevelopment feasibility
- » Displacement risk
- » Fiscal impacts
- » Infrastructure capacity
- » Stormwater systems
- » Water and sewer systems
- » School enrollment
- » Public safety services
- » Natural resources and ecosystems

Key Deliverables:

- » Draft Impact Analysis Report
- » Final Impact Analysis Report

3.9 Optional Built Environment Model

If authorized by the City, the consultant team will prepare a citywide three-dimensional built environment model to support scenario planning and public communication.

Key Deliverables:

- » 3D built environment model

3.10 Draft Revisions

The consultant team will review all comments and prepare revised drafts demonstrating how feedback influenced the code and map.

Key Deliverables:

- » Comment matrix
- » Revised Draft Code
- » Revised Draft Map

TASK 4. ADOPTION/LEGISLATIVE PROCESS

4.1 Land Use Commission Review

The consultant team will support the public hearing process before the Land Use Commission and prepare hearing materials, presentations, and amendment tracking documents.

Key Deliverables:

- » Land Use Commission Hearing Draft
- » Amendment tracking log
- » Hearing presentations

4.2 City Council Review

Following Land Use Commission action, the consultant team will prepare updated drafts and support City Council review and adoption proceedings.

Key Deliverables:

- » City Council Hearing Draft
- » Amendment tracking log
- » Council presentations

4.3 Final Zoning Code & Map

Following adoption, the consultant team will prepare the final adopted zoning ordinance and zoning map incorporating all approved amendments.

Key Deliverables:

- » Final Adopted Zoning Code
- » Final Adopted Zoning Map

4.4 Staff Training

The consultant team will provide training sessions for planning staff, appointed officials, and other City personnel regarding implementation and administration of the new zoning ordinance.

Key Deliverables:

- » Staff training sessions
- » Training recordings

4.5 GIS, Data Transfer & Project Closeout

The consultant team will provide all GIS files, mapping products, databases, graphics, reports,

and supporting materials generated during the project.

Key Deliverables:

- » GIS shapefiles and geodatabases
- » Project archive
- » Final project documentation

ENGAGEMENT EXPERIENCE

Familiarity with innovative public participation techniques

While public meetings have an important place in our outreach, we know that not everyone in the community has the time or interest to participate in those forums. Furthermore, conversations about planning, urban design, economic development, or housing policy can be complex and abstract, even for experts. Fortunately, just because a person doesn't have time to attend a public meeting, or may not be familiar with planning jargon, doesn't mean they don't have important things to say about the future of their neighborhood !! That's why we will use both "macro engagement" tactics such as public meetings and "micro engagement" tactics: creative engagement tools specifically designed for Evanston that help us include harder-to-reach parts of the community, level the playing field so that everyone can contribute to the discussion on equal footing, make abstract concepts more visible and concrete, and encourage local stakeholders to shape the recommendations through meaningful dialogue and hands-on exploration.

We will lead an inclusive community engagement process. We will use a variety of engagement techniques—including inventive, forward-looking new techniques and traditional, time-tested ones—to solicit a wide range of feedback. We will engage residents, employers, employees, schools, neighborhood and non-profit organizations, appointed and elected public officials, and staff. In addition to public meetings, we will support online engagement, conduct stakeholder listening sessions, and develop fun and accessible activities and publications to broaden our reach. Throughout, we will take measures to ensure that we connect with underrepresented segments of the population such as youth, seniors, and new Americans.

We typically organize our engagement strategy into two components. The first component is a set of traditional engagement tools. The second component is a series of tools that we decide upon during the course of the project based on the particular needs that emerge.

Traditional Engagement Tools

Public Meetings

These public meetings, likely held in the evening to accommodate work schedules (ideally with childcare, translation services and snacks provided as deemed appropriate), are a combination of presentations, large group discussions, and smaller table sessions or work sessions on particular topics or questions. They are designed to be both informative and interactive, with very focused and engaging presentations and meaningful work for participants to engage in.

These meetings would likely be 2 hours long, with the possibility of a more focused workshop or info session earlier in the day for those who want to delve into the content in more detail. Each meeting would have a different topic or series of topics, with an update on the process, progress made, recent project activities, and what the upcoming months hold, plus one or two opportunities for participants to weigh in on timely topics and contribute to the project.

Stakeholder Meetings/Focus Groups

In order to better understand what works and what doesn't work about the existing regulations, we would engage people who use the code (developers, architects, planners, land use attorneys, and other affected practitioners) in small focus groups. We will also conduct focus groups with staff, elected officials, and others who shape the regulations.

Finally, we will conduct focus groups with community residents who might not otherwise show up to a public meeting. While getting input and feedback from diverse communities will be essential to the success of the project,

language and cultural barriers can make effective engagement difficult. As such, we propose to convene focus groups that target underrepresented groups, and that provide smaller settings, conducting the activity on their terms and in their language where possible, in a setting they are familiar with. We typically pay these people for their time, as we see them as experts on their community.

Advisory Committee

Some projects include an Advisory Committee to serve as a sounding board. An Advisory Committee should be comprised of outside interests who have a working knowledge of the zoning code or have development-related knowledge. The committee could include building and design professionals; developers; representatives from the local business and arts communities; community organizations and foundations; and engaged citizens and community leaders who represent the interests of community residents. The committee should reflect the ethnic and cultural diversity, and geographic differences, found across the City.

The Advisory Committee is not a policy or decision-making body and is not expected to come to any consensus about the issues brought before it. Rather, meetings are an opportunity to test out ideas, highlight “hot button” issues, update key stakeholders on how the project is progressing, and listen to ideas and concerns before draft material is shared with the broader community. Advisory Committee members often end up as the best “ambassadors” for the project as it moves through the adoption process, since they have been educated and brought along throughout the process.

Web/Social Media Updates

We would typically provide relevant material and content-related project news, study documents, process timelines, community meeting schedules, engagement opportunities and engagement summaries, for the City staff to post on the project web-page and the City's existing social media platforms. We would also prepare a monthly one-pager that will summarize the project's accomplishments for that month - this can be posted on the project web-page and distributed via social media.

Code Connect Meetings

We often also host and run an online informational and education forum. These online meetings provide a digital platform where people can engage and interact with City staff and the consultant team. Topics range from “Zoning 101” and how the zoning code implements community plans, to zoning and housing affordability, or neighborhood transitions. This regular meeting series could help keep people up-



to-date with the project. Meetings are an hour long, including a short presentation followed by a robust Q&A session.

Non-Traditional Engagement Tools

There are many non-traditional engagement tools that could be used during this project. We have described a few below that could be used on this project. The exact tool, or combination of tools, would be determined in the final engagement plan.

Newsletter

A newsletter could be used as a key outreach component for educating the general public about important development-related issues and for communicating timely information about the project. Its intention is to capture interesting aspects of the City and portray residents' aspirations in a unique, fun and engaging format. A newsletter could: 1) educate and empower residents with the knowledge needed to participate in the process, 2) present findings in an engaging and accessible way, and 3) update people on where things are in the process. The newsletter could be published online, emailed, or printed in paper form and distributed around the community.

Mobile Engagement Station

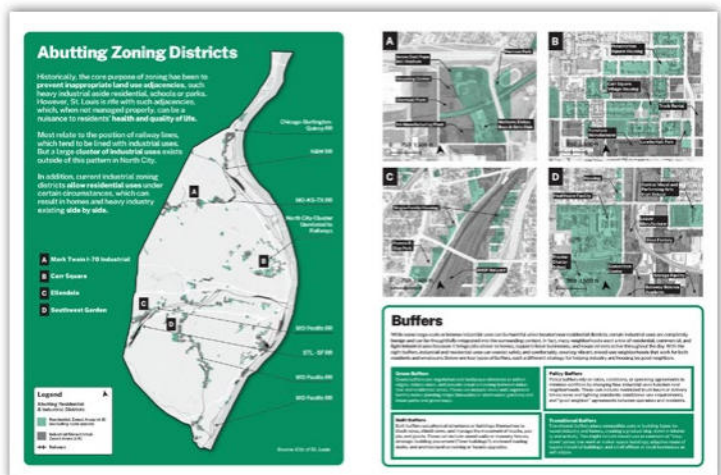
This would be an eye-catching, portable, furniture-scaled object that includes an interactive map of Evanston and could serve as the focal point for conversations and activities—whether indoors at a community meeting, outside on a sidewalk or public plaza, at an outdoor market or summer concert series, or at a larger event. Code Studio recently helped Bozeman, revise their Development Code. As part of this effort, we worked to engage the public across the City in order to better understand the priorities of the residents. To help address potential barriers in discussions, an interactive intercept activity was developed. The station consisted of a purpose-built tabletop, brochure display stand, and annotated map of the city. The mobile engagement station had the ability to be easily set up and broken down to transport it across the city.

Speaker Panel Discussions

As part of our interest in democratizing the process and stimulating conversations around pressing issues that will be addressed as part of this project, a series of topical speaker panels could be put together that would feature discussions and debates with local experts. These sessions would be free and open to the public.

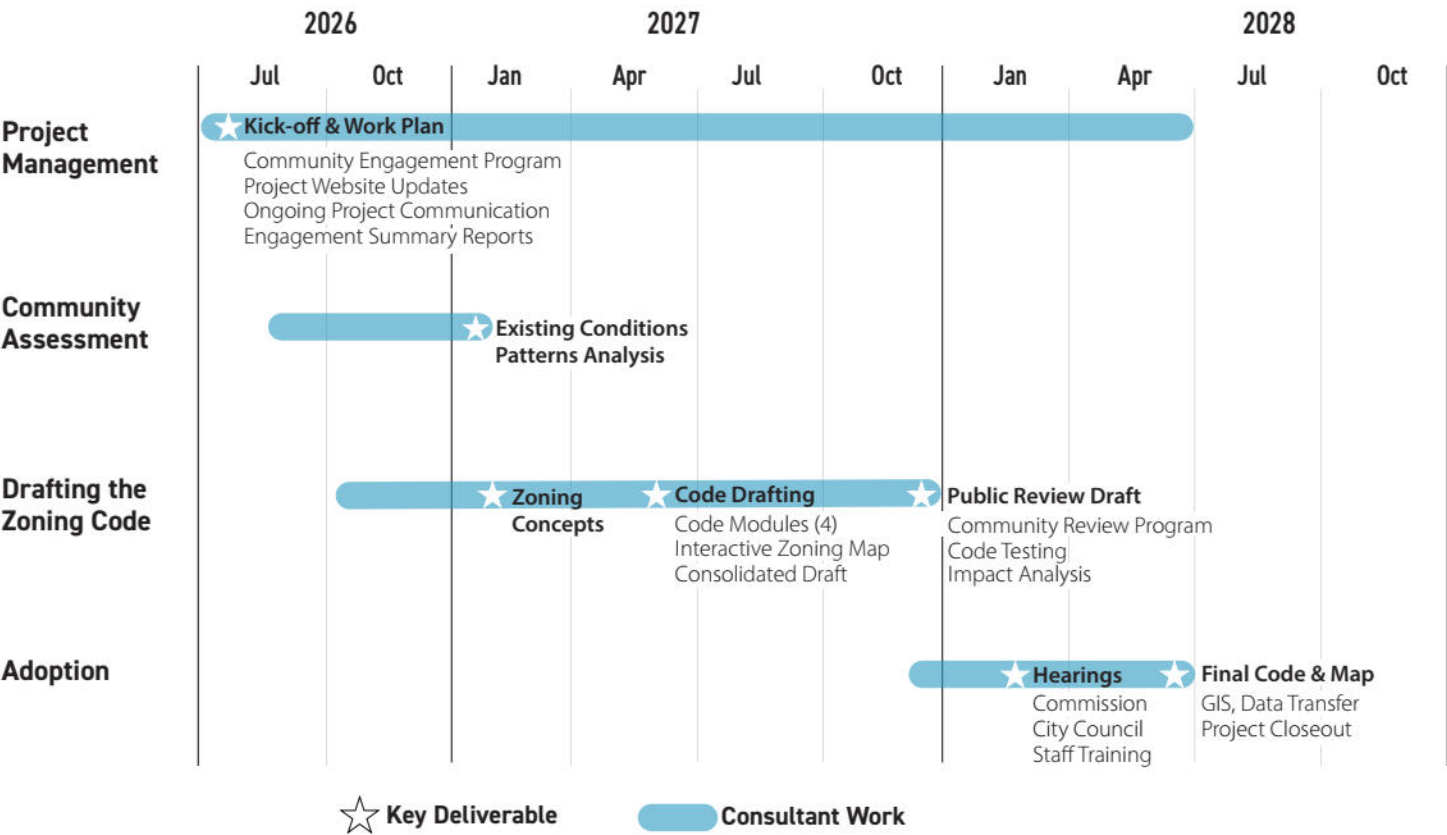


Two recent Newsletters put together for the St. Louis zoning project



ESTIMATED PROJECT SCHEDULE

Below is an estimated project timeline for this effort. Based on previous efforts it is anticipated that it would take between 18 and 24 months to complete a project of this complexity and scale. We look forward to refining the schedule along with our proposed work plan with the City at the appropriate time.



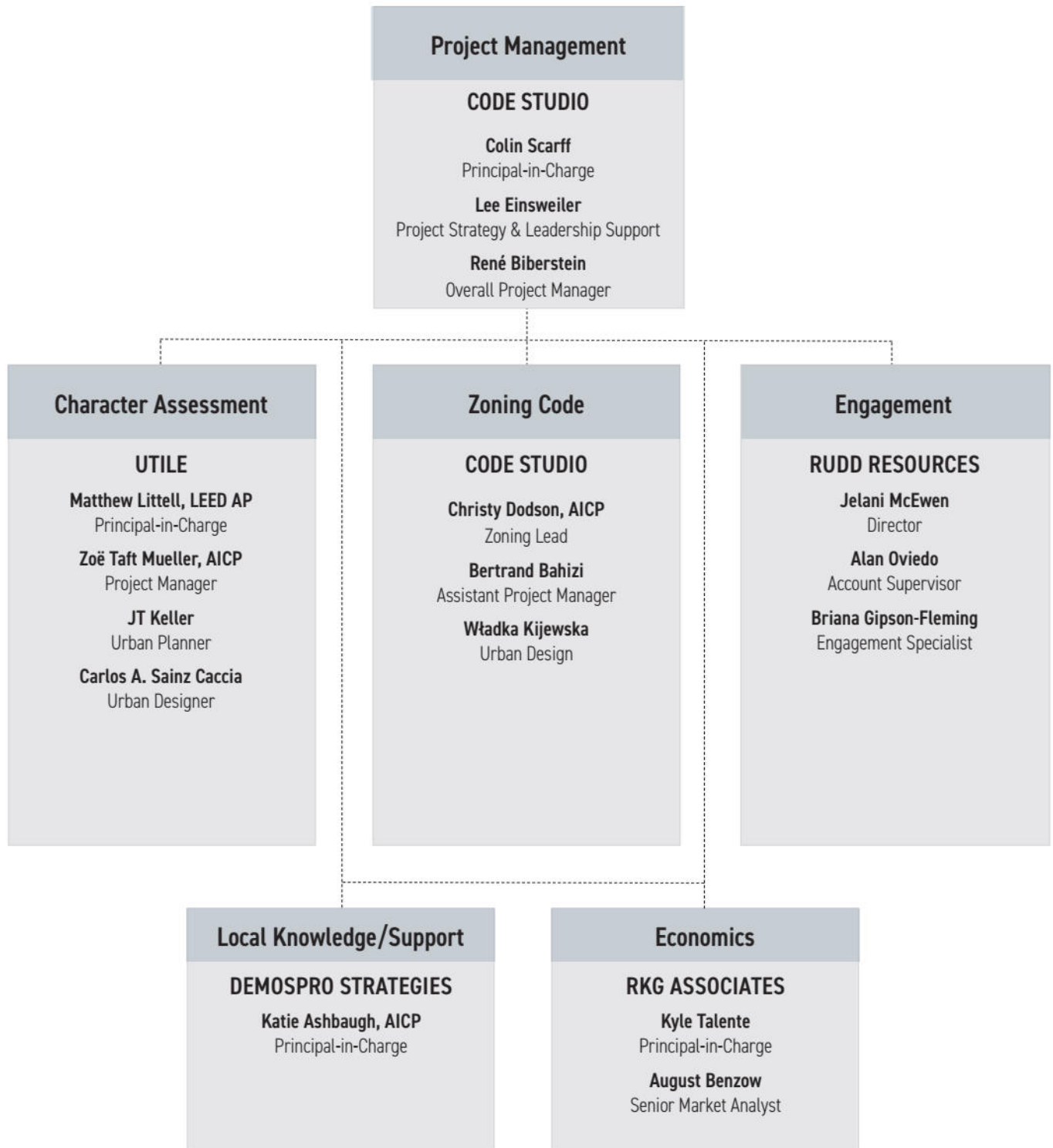
D. PROJECT TEAM



TEAM STRUCTURE

We offer a highly skilled, experienced, and responsive team of professionals with a proven record of successfully working on citywide zoning updates. We have included firm descriptions and resumes for our key personnel on the following pages.

Our team will be led by **Colin Scarff**, a Founding Principal of the firm, with support from **Lee Einsweiler**. **René Biberstein**, will be the day-to-day project manager and the code drafting work will be led by **Christy Dodson**, AICP.



TEAM SUMMARY

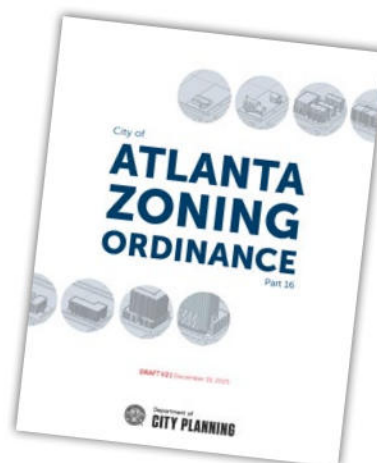
We have assembled a diverse team that brings a unique level of national experience to this project supplemented by a deep-rooted understanding of the City of Evanston and greater Chicago area.

The team consists of Code Studio, Utile, Rudd Resources, DemosPro Strategies, and RKG Associates.

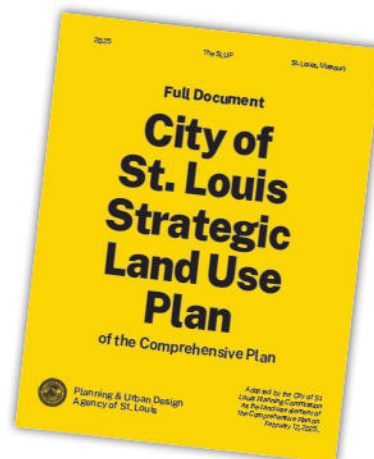
Code Studio will manage the overall project and lead the main zoning component, including drafting the new zoning code and map. **Utile** will lead the character assessment work. **Rudd Resources** will lead public and stakeholder engagement for the project. **RKG Associates**, who have a history of collaborating with Code Studio, will provide development market analysis. Their role will be to help understand how the new zoning can be most efficiently fine-tuned to stimulate results, particularly when it comes to “missing middle” housing.

DemosPro Strategies primary role will be to provide local knowledge and support. Katie Ashbaugh of DemosPros worked for the City of Evanston’s Community Development Department for 2 years. When at the City, she administered zoning entitlement reviews and coordinated development review processes for residential, commercial, and mixed-use projects. She served as staff liaison to the Land Use Commission, including agenda management, staff reports, meeting coordination, and public presentations. And she developed the Department’s first standard operating procedure for Land Use Commission staff liaison and supported improvements to public-facing zoning and development process materials.

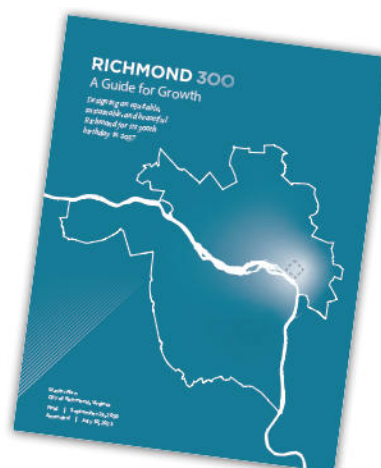
Members of the team have worked together on a variety of projects in the past including **Detroit, Atlanta**, and **Charlottesville**, and are currently working together on zoning updates for **St. Louis, MO** and **Richmond, VA**. This familiarity has many benefits: including a proven track record operating together as a team and the ability to draw upon established synergies that can only be developed by working on a number of different projects together.



Code Studio is currently finalizing the Atlanta zoning ordinance update with Utile. Plan.



Code Studio is currently updating the St. Louis zoning ordinance with RKG. The project is implementing the recently adopted Strategic Land Use Plan.

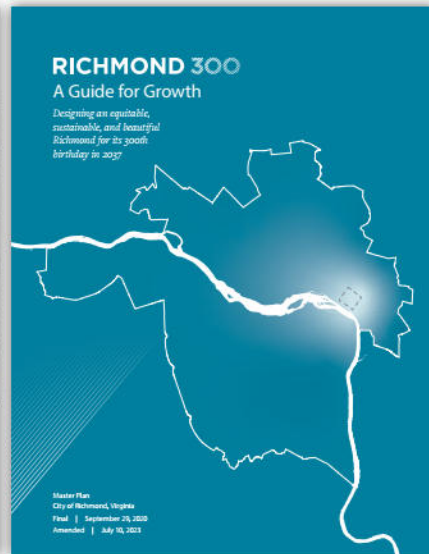
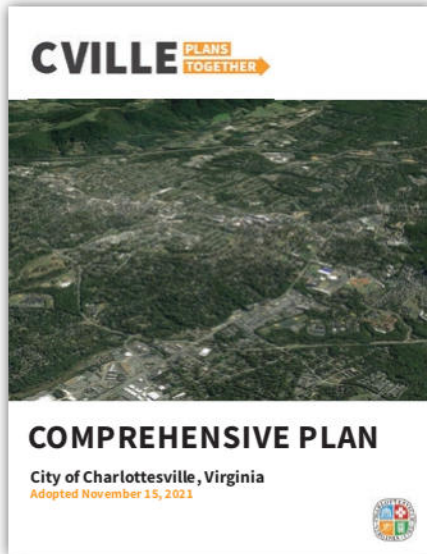


Code Studio is currently updating Richmond's zoning ordinance with Utile and RKG. The project is implementing the recently adopted Richmond 300 plan.

WHY CHOOSE THE CODE STUDIO TEAM?

We Implement Visionary Plans

moving planning policy from imagination to implementation...



Code Studio has been the coder of choice for some of the most innovative plans adopted recently, including **Richmond 300**, **Cville Plans Together** and **St. Louis's** recently-adopted Strategic Land Use Plan. We also code for our own plans in smaller communities including the **Fort Worth Stockyards**, **Asheville's River Arts District**, and **Downtown Chattanooga**.

We Successfully Educate and Facilitate

to generate community "buy-in" that helps simplify the adoption process...



Code Studio's skills in explaining complex concepts to the public in ways that everyday citizens and elected officials can grasp has been honed through our work across the country, including recent work in **Charlottesville**, **Atlanta**, and **Cleveland**.

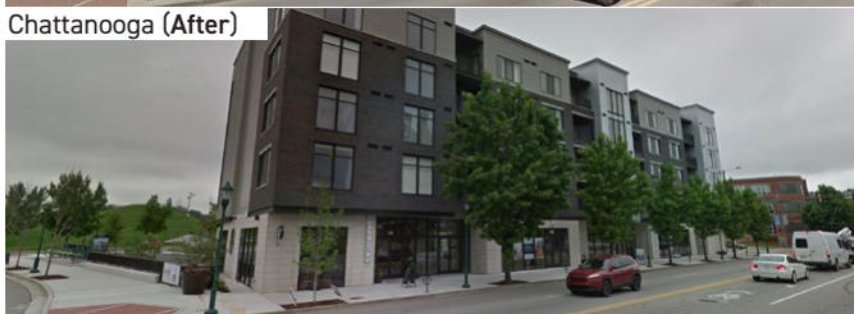
We Help Create Walkable, Mixed Use Places

from start to finish, from concept through adoption...

Chattanooga (Before)



Chattanooga (After)



Code Studio has managed successful planning and code drafting projects that focus on incremental infill as well as transformational change. Our work in **Asheville NC, Chattanooga TN and Fort Worth TX** have "shined the spotlight" and fostered redevelopment in our project areas.

We Have a Reputation for Innovative Coding

ensuring the right rules in the right places...

50-2-3. DISTRICTS ESTABLISHED

This Division establishes the requirements for buildings for the City's Residential Districts.

R1	R2	R3	R4	R6
				
Intent R1: Residential Neighborhood Low. Primarily intended to accommodate up to 2 dwelling units per lot.	Intent R2: Residential Neighborhood Medium. Primarily intended to accommodate up to 4 dwelling units per lot by-right, and 12 dwelling units per lot through the conditional land use process.	Intent R3: Residential Multi-Unit Low. Primarily intended to accommodate a variety of lower intensity multi-unit housing options. There are no density restrictions on the numbers of dwelling units. Also allows limited commercial activity through the conditional land use process.	Intent R4: Multi-Unit Medium. Primarily intended to accommodate a variety of medium intensity multi-unit housing options. There are no density restrictions on the numbers of dwelling units. Limited commercial activity is allowed in a portion of the ground floor.	Intent R6: Multi-Unit High. Primarily intended to accommodate a variety of higher intensity multi-unit housing options and ground floor nonresidential activity. There are no density restrictions on the numbers of dwelling units. The entire ground floor can be used for commercial activity.
Sub-Districts R1A: Also allows limited commercial activity. R1B: Also allows limited commercial activity and land intensive uses such as urban forestry, solar farms and urban farms.	Sub-Districts R2A: Also allows limited commercial activity. R2B: Also allows limited commercial activity and land intensive uses such as urban forestry, solar farms and urban farms.	Sub-Districts None	Sub-Districts None	Sub-Districts None

Code Studio has integrated key elements of form into community-wide code work, including **Los Angeles CA, Cleveland and Detroit.**

PRIME CONSULTANT: CODE STUDIO

CODE STUDIO

**"WE HELP
COMMUNITIES THINK
BOLDLY ABOUT THEIR
FUTURE"**

**"WE DESIGN REALISTIC
SOLUTIONS FOR
TODAY'S MARKET"**

**"WE SYNTHESIZE
COMMUNITY
ASPIRATIONS INTO
IMPLEMENTABLE
PLANS AND CODES"**

Code Studio pursues planning and implementation work that yields vibrant, mixed use, walkable communities through creative urban infill, incremental redevelopment and transformational change. Established in 2006, the firm is nationally renowned for its highly visual page layout, simple graphics and easily understood and enforced text. The firm works across the United States completing combined plan and code projects, as well as working on codes in places planned and designed by others.

Our approach focuses on translating planning and design concepts into regulatory language to create the physical "place" envisioned by a community. When we craft new regulations, we believe they must be fully understood by local citizens and property owners, be easily administered by local staff, produce a predictable end result, and above all, fit within the existing legal and regulatory framework.

Our codes address building mass, building placement, the form of existing streets, the creation of new streets and other public spaces, and height—all details that directly encourage (or discourage) pedestrian activity and mixed use. Our codes address the public spaces that private buildings shape. Rather than relying on myriad uses or arcane density prescriptions, our codes are proactive in specifically describing the form of the desired built environment.

**Principal Office**

1800 East 4th Street, #125
Austin, Texas 78702
(512) 478-2200

Contact

Colin Scarff
Principal-in-Charge

colin@code-studio.com

SUB-CONSULTANTS

The logo for Utile, featuring the word "utile" in a bold, lowercase, sans-serif font.

Utile specializes in unique regulatory, political, and design challenges. Their enthusiasm as designers, planners, cultural anthropologists, and keen observers of the business sector allows us to tackle a broad range of work from urban design proposals for new districts, to land use regulations for flood resilience and revitalization plans for aging industrial neighborhoods.

In all of their planning and design work, they use leading-edge policy and engagement approaches to arrive at solutions that are comprehensive, intersectional, and multi-scalar. Utile has charted a new practice model that combines the innovative thinking of a design practice with the proactive strategic insights of a think tank. As the design process unfolds, they uncover hidden connections and test potential conceptual approaches through sophisticated information graphics, maps, and drawings. In doing so, they deliver strategies that are efficient, economically feasible, and elegantly designed and communicated.

They are committed to the revitalization of the American city through proactive planning and design that bridges public and private jurisdictional boundaries. They recognize that systemic injustice and the climate crisis are inextricably linked within the built environment, and are committed to sustainability through the lens of a just and equitable design practice.

The logo for Rudd Resources, featuring the word "Rudd" in a stylized, red, cursive script font, with "RUDD RESOURCES" in a smaller, red, sans-serif font below it.

Rudd Resources is a Chicago-based communications agency handling public affairs and public relations for all sectors. Using equity-centered communications strategies, their client work helps advance people, communities and ideas. They are active in IPREX, the global network of independently owned PR agencies.

Their team brings extensive experience collaborating with multi-layered, cross-sector teams and partnerships to navigate complex projects and achieve meaningful outcomes. They approach every effort through the principles of equity, simplicity, and curiosity, ensuring that their work is both thoughtful and accessible. By combining strong storytelling, compelling visuals, and strategic communication, they transform complex ideas into memorable and shareable content. Their team is recognized for applying creative and innovative thinking to deliver tailored solutions that respond to each client's unique needs and goals. Grounded in their Chicago roots while informed by national best practices and global perspectives, they bring a broad yet practical approach to every project they undertake.



DemosPro Strategies is a public management consulting firm dedicated to helping governments help the people. Their name combines the following two individual words of ancient origin:

Demos: the people of a nation as a political unit (Greek origin)

Pro: for, or on behalf of (Latin origin)

Together, these words reflect their belief that the government, at its core, should work for the people. As society and technology advance, so do the complexities of the laws and policies intended to protect us. The ultimate purpose, then, is often lost in translation, which is where DemosPro comes in. They specialize in: Improving how local governments deliver planning, zoning, and economic development services; implifying regulatory processes, empowering residents, property owners, and businesses; and Implementing people-first policy improvements.

From systems analysis and regulatory reform to user experience (UX) design and public communication, they help public agencies build processes that are clear, equitable, and effective. Whether the number of steps needs to be reduced, forms need to be digitized, or codes need to work together rather than conflict, DemosPro can help with all of it.



RKG Associates is a full service economic, planning, and real estate consulting firm with offices located in Boston, MA, Alexandria, VA, Atlanta, GA, and Dallas, TX. Since their founding in 1981, the firm has successfully completed more than two thousand consulting projects regionally, nationally, and internationally, providing a comprehensive range of economic, planning, marketing and management services to governmental, business and institutional clients. The firm currently employs 10 full-time professionals, having grown to become one of the most respected economic and real estate advisory consulting firms in United States.

RKG Associates specializes in the application of economic analysis to economic development, real estate development, and financing issues toward the goal of attracting private sector investment and job creation. They have completed numerous economic development strategic plans and economic diversification strategies. Their approach is to synthesize the market, real estate, and fiscal analysis into an achievable, yet progressive, implementation strategy. Simply put, an economic development effort is only effective if it is accompanied by a detailed "road map" for the client to transition from vision to action. RKG's expertise transcends the location, size and scale of a community, having advised rural towns all the way to major metropolitan areas.

KEY PERSONNEL

CODE STUDIO

COLIN SCARFF



EDUCATION

Master of Community
& Regional Planning
University of Texas at Austin

Bachelor of Arts
Urban & Regional Analysis
University of Texas at Austin

FOUNDING PRINCIPAL

Colin brings a design perspective to conventional coding and planning practices, developing plans and codes that place a greater emphasis on urban form. Colin crafts plans and codes that are easy to use, easy to understand and easy to administer. His recent efforts focus on applying form-based, mixed-use approaches to plan and code the character of a wide variety of communities across the nation. Whether it's a neighborhood, downtown, commercial corridor or entire community, Colin believes in developing planning documents that encourage traditional, compact neighborhoods that are sensitive to the environment and context around them.

Colin's work takes a holistic approach, with the philosophy that effective regulations can only be developed with the aid of good planning support. Colin believes in using public participation charrettes to create effective plans and codes, bringing together a wide variety of participants to collaborate on a vision for their community. As a result, the "right" plans and codes are more easily developed and adopted.

Colin's work in Peoria, Illinois won a Driehaus Award for Excellence from the Form-Based Code Institute. His work in downtown Simsbury recently received an honorable mention from CNU New England for excellence in urbanism and public participation.

RECENT EXPERIENCE

- » Detroit, MI Zoning Code Update
- » Los Angeles, CA Zoning Code Update
- » Cleveland, Pilot Area Form-Based Codes
- » Pomona, CA Complete Streets
- » Palm Springs, CA Zoning Update
- » St. Louis, MO Strategic Land Use Plan and Zoning Code
- » Durham, NC Land Development Code
- » Richmond, VA Zoning Update
- » Bozeman, MT Unified Development Code

LEE EINSWEILER**EDUCATION**

Master of Regional Planning
University of North Carolina
at Chapel Hill

Bachelor of Science
Environmental Planning/
Regional Analysis
University of Wisconsin at Green Bay

FOUNDING PRINCIPAL

Lee has been involved in planning, zoning and plan implementation in a variety of settings over the past 30 years. His emphasis has been on redevelopment activity in urban areas, beginning in south Florida in the 80's and 90's, and continuing with his recent work in Los Angeles, Charlottesville VA, Greenville SC and Concord NH.

Lee sharpened his skills in the preparation of zoning and subdivision regulations across the country, and has been personally responsible for over 50 code projects, including the complete revision and adoption of over 30 codes and the preparation of almost 20 form-based codes. His combination of conventional zoning know-how and new code approaches are rare in the profession, and his ability to facilitate the consideration and adoption of new zoning serves his clients well.

Lee has served as an adjunct faculty member in the Department of Community & Regional Planning at the University of Texas, teaching smart growth tools at the graduate level, which serves as a constant source of innovation. He is a former board member of the Central Texas chapter of the Congress for the New Urbanism (CNU). Lee is a frequent speaker at state and national conferences on the issue of zoning and form-based codes.

RECENT EXPERIENCE

- » Atlanta, GA Zoning Code Update
- » Chapel Hill, NC Land Use Management Ordinance
- » Charlottesville, VA Development Code
- » Pomona, CA Development Code
- » Cleveland, Pilot Area Form-Based Codes
- » Montgomery County, MD Form-Based Coding
- » North Charleston, SC Development Code
- » Tigard, OR River Terrace Zoning
- » Los Angeles, CA Zoning Code Update

RENÉ BIBERSTEIN**EDUCATION**

Master of Urban Design
University of Toronto (Daniels School)

Bachelor of Urban and
Regional Planning
Toronto Metropolitan University

ASSOCIATE PRINCIPAL

René comes with experience of urban design consulting and project management experience in both the public and private sectors. His public sector work includes neighborhood, nodal, corridor and park plans, as well as typological studies. These efforts have shaped everything from overall urban frameworks down to block structure, open space networks, built form envelopes and conceptual building and public realm design. While much of his work has related to transit-oriented development in some of North America's densest planned communities, he has consistently promoted an approach to design that is civic and humane in character. In his earlier employment as a private sector consultant, he regularly undertook development potential exercises and prepared urban design studies.

René is skilled in communicating design vision through a mix of plan diagrams, 3D models and demonstration renderings. Since 2015, he has regularly served as a project manager, working directly with clients and stakeholders, as well as coordinating consultant teams.

Based in Toronto, René has led projects throughout the Greater Toronto Area, as well as other regions of Canada and the US. He has periodically taught urban design through the Planning and Architecture schools at Toronto Metropolitan University (formerly known as Ryerson University), and is a regular participant in student reviews at the Daniels School of Architecture, Landscape and Design at the University of Toronto.

RECENT EXPERIENCE

- » Richmond, VA Zoning Update
- » St. Louis, MO Strategic Land Use Plan
- » St. Louis, MO Zoning Code Update
- » Amherst, NY Commercial Centers Zoning

CHRISTY DODSON, AICP**EDUCATION**

Master of City and Regional Planning
Master of Architecture
Georgia Institute of Technology

Bachelor of Science in Architecture
Georgia Institute of Technology

ASSOCIATE PRINCIPAL

Christy comes to Code Studio with a background in architecture and urban design with experience managing adaptive reuse and urban infill projects. Her work focuses on implementing creative zoning strategies that reduce development barriers for small-scale, community-driven projects with an emphasis on affordable housing and equitable development. She believes that the best planning projects not only reflect the goals and vision of a place, but also provide a set of tools that enable communities to implement change. As an urban designer at Code Studio, Christy relies on her experience working at every stage of the development process to bring together high-level policy goals with practical implementation.

Christy worked in the private sector prior to joining Code Studio managing projects ranging in scale from individual building design to city-wide policy. Her experience delivering projects on challenging urban infill sites with complicated development codes gives Christy unique insight into the relationship between community goals, development codes, and the built environment. With this perspective, Christy focuses on designing plans and codes to be accessible, implementable, and contextual.

RECENT EXPERIENCE

- » Atlanta, GA Zoning Code Update
- » Dunwoody, GA Unified Development Ordinance
- » Fargo, ND Unified Development Ordinance
- » Hilton Head, SC Land Management Ordinance
- » Greenville, SC Unified Development Code
- » Charlottesville, VA Development Code
- » North Charleston, SC Development Code

BERTRAND MPIGABAHIZI**EDUCATION**

Master in Urban Planning
Harvard University
Graduate School of Design

Bachelor of Arts
in International Affairs
George Washington University

ASSOCIATE

Bertrand is an interdisciplinary professional with experience working with stakeholders in the public and private sectors to generate positive environmental, social, and governance outcomes in diverse communities. His passion for community development has remained a constant theme in his career, spanning urban planning and design, international development, and social entrepreneurship. Bertrand spent the first 5 years of his career as a project manager and business strategist at a global consulting firm, supporting multidisciplinary teams to develop and implement government-funded projects focused on urban development, municipal governance, and public sector reform.

Bertrand is interested in leveraging multidisciplinary approaches such as integrated urban planning, social urbanism, and human-centered design to invest and empower people and places. He is committed to working through critical, creative, and strategic processes to enable just, inclusive, and sustainable urban development.

RECENT EXPERIENCE

- » Durham, NC Land Development Code
- » Bozeman, MT Unified Development Code
- » Atlanta, GA Zoning Code Update
- » Harvard, MA Form-Based Code
- » Hilton Head, SC Land Management Ordinance
- » North Charleston, SC Development Code

WŁADKA KIJEWSKA**EDUCATION**

Master in Urban Planning
Harvard University
Graduate School of Design

Master of Science in Architecture
Poznan University of Technology

Bachelor of Engineering
in Architecture
Poznan University of Technology

URBAN DESIGNER / URBAN PLANNER

Władka joins Code Studio with a blend of experiences spanning across architecture, urban design, research, and urban planning. She holds dual Master's degrees in Urban Planning and Architecture. Before moving to the US in 2021, she worked as an architect and urban designer. She also had a chance to put her feet into research while working at the National Institute for Spatial Policy in Poland. These experiences sparked her interest in research-based, data driven policies. A Master's in Urban Planning degree from Harvard University further complements Władka's architectural education, expanding her perspective beyond design to encompass strategies and systemic thinking about cities.

Władka loves interdisciplinary work, collaborating with different stakeholders and experts, and gaining insights into the built environment from various angles. She is particularly passionate about the urban form and public realm design, as well as supporting the public sector in its endeavors to improve the built environment. Outside of work, she is interested in neuroscience, jazz music, and exploring new places.

RECENT EXPERIENCE

- » Los Angeles, CA Zoning Code Update
- » Pomona, CA Complete Streets
- » Palm Springs, CA Zoning Update

MATTHEW LITTELL, LEED AP**EDUCATION**

M. in Architecture
Harvard University Graduate School
B.S. of Arts in Religion
Columbia College

PRINCIPAL-IN-CHARGE

Matthew is one of the founding principals of Utile. Through his work in the firm's architecture, planning, and early phase development projects, he has gained an expertise in building and zoning codes and the regulatory process specifically as they relate to urban design, housing and land use. Matthew served as Utile's principal-in-charge for Imagine Boston 2030, the city's first comprehensive plan in 50 years. He has directed many of the firm's early phase planning and urban design projects, including the Downtown Boston Waterfront Municipal Harbor Plan, as well as the design guidelines and zoning for the Rose Kennedy Greenway District. Matthew has developed Flood Resilience Zoning and guidelines for Boston, Providence and Portland, Maine, and is currently the firm's Principal in charge for citywide rezoning efforts in Atlanta and Detroit.

On the Architectural side, Matthew is the Principal in charge of Utile's affordable housing practice. He is currently assisting RIHousing in the overhaul of their design guidelines for affordable housing, and developing affordable prototypes for the State of Vermont's Homes for All program. Matthew teaches a course on contemporary urban design issues at Boston College. He earned his M.Arch. from Harvard's Graduate School of Design in 1997, where he received the Boston Society of Architects' James Templeton Kelly award for the best final design project, as well as the Clifford Wong prize for outstanding design in housing.

ZOË TAFT MUELLER, AICP**EDUCATION**

M. in City Planning
Massachusetts Institute of Technology
B.S. of Arts in Urban Design and Cultural Geography
Wesleyan University

PROJECT MANAGER

As a Senior Planner based in Utile's Providence office, Zoë manages projects and leads teams that address the intersection of our economic, housing, and mobility needs through the lens of equity, sustainability, and resilience. Zoë's work experience spans multiple regions and sectors—spatial data analysis for energy and telecom companies in the western US states, non-profit community development work in Cleveland, OH, academic consulting for public sector economic development initiatives in Israel and Mexico, and public sector urban design review in Boston. This diversity of experience has given her a deep understanding of how social movements, governance structures, and community processes initiate, activate, and animate designs.

Her award-winning, multidisciplinary academic research on the US Interstate Highway System and working waterfronts coupled with her broad work experience has fine-tuned Zoë's ability to leverage diverse source materials and methodologies in order to deliver compelling arguments. She has a knack for synthesizing qualitative and quantitative research to identify design imperatives and inform targeted action that is deeply rooted in local culture and political context. She approaches each project with curiosity, humility, and a critical eye to how the project might grow and evolve.

JT KELLER**EDUCATION**

M. in Urban Planning
Harvard University Graduate School
M. of Arts in Regional Studies - East Asia
Harvard University Graduate School
B.S. of Arts, Literatures in English
Cornell University

URBAN PLANNER

JT joined Utile in 2023 as an urban planner. JT's commitment to sustainable development combines expertise in GIS analytics, spatial design, land use policy, and public-private finance strategies. He sees himself as a translator: sourcing and distilling complex data about urban systems into clear, visually engaging stories to help stakeholders reach consensus on crucial decisions about our neighborhoods' futures.

JT received a Master in Urban Planning degree from the Harvard Graduate School of Design, and comes from a background in anthropology and documentary filmmaking. As a Fulbright Scholar and member of Harvard's Sensory Ethnography Lab, he did extensive fieldwork in Chengdu and Taipei on social life in public spaces. He has also co-authored case studies on teamwork as a researcher in organizational behavior at the Harvard Business School. He considers his roaming path into planning and design a testament to the dynamism of the field — the same dynamic energy that draws him into the tangled streets of Boston, where he has been getting lost for a decade. But his soul remains in Cleveland (born and raised).

CARLOS A. SAINZ CACCIA**EDUCATION**

M. in City Planning + Certificate in Urban Design
Harvard University Graduate School
B.S. in Architecture
Instituto Tecnológico de Estudios Superiores de Occidente

PRINCIPAL-IN-CHARGE

Carlos joined Utile in 2024 as a senior urban planner and designer. For more than 12 years, Carlos has been focusing on creating walkable, vibrant, human-scaled places, championing the importance of the diverse and unexpected connections we find and build in the urban realm. He holds a Bachelor's degree in Architecture from ITESO University in his native Guadalajara, Mexico, and a Master in City Planning with a Certificate in Urban Design from MIT's Department of Urban Studies and Planning (DUSP). Before joining Utile, he worked at several urban design, planning, and architecture firms in Mexico and Massachusetts. Most recently, he worked with the Principle Group in Boston, where he contributed to mixed-use, corridor, and neighborhood master plans as well as form-based codes. He has consulted for several public dependencies in Mexico City and Guadalajara and has done academic research in the US, Mexico, Spain, and China.

Carlos has been involved with the Congress for the New Urbanism (CNU) for the last two years, helping highlight the equity challenges within New Urbanism and the urban design practice as a whole. In his spare time, he is an avid traveler, map lover, transit enthusiast, and frequent symphony concertgoer.



JELANI MCEWEN



EDUCATION

M. in City Planning
Massachusetts Institute of Technology
B.S. of Arts in Urban Design
and Cultural Geography
Wesleyan University

DIRECTOR

Jelani supports organizations in developing their messages and building their audiences through a hybrid of modern marketing techniques, storytelling and community organizing principles. He has nearly 20 years of agency and non-profit experience, including tenures shaping campaigns for Cook County (US 2020 Census), and the City of Chicago (Chicago Resilient Communities Pilot).

Northwestern Memorial Health Care (NMHC) is building its first immediate care center in Chicago's predominantly Black Bronzeville community and turned to Rudd Resources to assess and expand the cultural competency of its communications and community engagement tactics. Jelani leads this assignment, whose evaluation and insights are yielding recommendations that include staff training sessions on issues of equity and authentic community engagement practices.

ALAN OVIEDO



EDUCATION

B.A. International Studies
University of Michigan

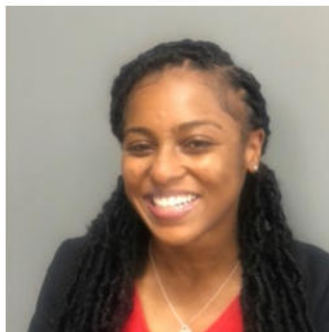
ACCOUNT SUPERVISOR

Alan specializes in engagement, outreach and public affairs for clients focused on equity and inclusion. He managed the development of the Electric Vehicle and Infrastructure Framework by ensuring timeliness and efficiency with the Chicago Department of Transportation. Alan also handled project management and engagement activities for the Chicago Department of Planning and Development's Central Area Plan 2045. For DCASE, Alan would serve as the project manager who would ensure fidelity to the project plan, completion of timely deliverables and compliance with DCASE requirements.

Alan leads the bilingual communication outreach for the state's health insurance marketplace, Get Covered Illinois, managing a massive network of over 350 Community-Based Organizations (CBOs). He has worked with more than 20 high-engagement partners across 60 target ZIP codes in Illinois, ensuring essential health information reaches diverse populations. During the open enrollment period for the marketplace, from November to January, Alan led and facilitated community events to spread awareness and provide resources directly to the public.



BRIANA GIPSON-FLEMING



EDUCATION

M.A. Urban Planning & Policy
University of Illinois, Chicago
B.A. Economics & African
American Studies
Coe College

ENGAGEMENT SPECIALIST

Briana supports Rudd Resources and its clients with content, engagement and messaging strategies. She is a community economist with 8 years of experience in research, analysis, public engagement and capacity-building. Her work with Rudd Resources has focused on projects that center community narratives, systems and infrastructure. She began working with the agency in 2021, is a graduate of the University of Illinois at Chicago's Master of Urban Planning and Policy program and was the 20th regional planning fellow for the Chicago Metropolitan Agency for Planning (CMAP), the nation's third largest metropolitan planning organization.

Briana served as researcher and engagement trainer for an investment campaign by the Midwest's largest community development financial institution (CDFI). She researched and analyzed 600+ primary sources to develop geographic-specific analyses that informed strategic messaging and outreach tactics for Chicago's South and West side communities. She further supported client learning through qualitative analyses of organizational focus groups and a four-part engagement training series.

KATIE ASHBAUGH, AICP



EDUCATION

M.P.A of Public Administration
University of Illinois, Chicago
B.S. City & Regional Planning |
Ohio State University

FOUNDING PRINCIPAL

Planner and Project Manager with 10+ years of municipal planning and community development experience specializing in zoning modernization, development review procedures, process improvement, and implementation-focused code drafting. Experienced in zoning diagnostics, standards calibration, entitlement review, ordinance drafting, and operational analysis across multiple Chicagoland communities. Former member of the City of Evanston's Community Development Department with direct experience administering zoning regulations, staffing public bodies, and coordinating complex development review processes.

For the City of Evanston, Katie administered zoning entitlement reviews and coordinated development review processes for residential, commercial, and mixed-use projects. She also served as staff liaison to the Land Use Commission, including agenda management, preparing staff reports, meeting coordination, and public presentations. She developed the Community Development Department's first standard operating procedure for the Land Use Commission's staff liaison and supported improvements to public-facing zoning and development process materials.

KYLE TALENTE



EDUCATION

M. of City Planning
 Georgia Institute of Technology
 B.S. in Architecture
 Georgia Institute of Technology

PRESIDENT

Kyle is a President and Principal with RKG Associates. Kyle brings an extensive background in project management and has technical expertise in all facets of market analysis. Kyle has worked on a wide variety of real estate, economic development and planning projects during his tenure at RKG Associates. His specializations include housing market and affordability analyses, local and regional real estate market analyses, economic development strategies, downtown and urban revitalization, economic impact analyses and target industry studies. Kyle has also worked with many private sector clients on site selection and highest and best use analyses.

Kyle brings his client's real world, market-driven recommendations that are founded in current market realities and projected conditions based in sound economic fundamentals. Kyle's work has led several clients beyond the visioning and assessment phase and into successful implementation. Kyle has learned that this grounded approach leads to a much stronger development process, particularly when implementation requires/seeks a public private partnership.

AUGUST BENZOW



EDUCATION

M. of Urban & Regional
 Planning
 Portland State University
 B.S. English & German, Minor
 Sustainable Development
 Portland State University

SENIOR MARKET ANALYST

August is a Senior Market Analyst with RKG Associates. He brings over a decade of experience in research, spatial analysis, and economic development, with a focus on supporting equitable and community-driven outcomes. August's areas of expertise include real estate market analysis, economic impact analysis, GIS, and community engagement. He has led initiatives analyzing housing affordability, workforce dynamics, and neighborhood revitalization. His ability to bridge data and storytelling enables local leaders to make informed, actionable decisions. August is adept at managing cross-sector collaborations and aligning diverse stakeholders around shared development goals. He is committed to delivering grounded, implementable strategies that reflect real-world conditions and community priorities.



E. PROJECT EXPERIENCE

RICHMOND, VIRGINIA

ZONING CODE UPDATE & PATTERN ANALYSIS

IN PROGRESS

Contact: Kevin Vonck
Kevin.Vonck@rva.gov
 (804) 646-3741

Code Studio (Lead)

Brick & Story (Engagement)
 Utile (Pattern Book Analysis)
 RKG (Market Analysis)

Code Studio was hired to lead Richmond's "Code Refresh," which will see a complete overhaul of the city's 1970s-era zoning ordinance. In addition to its age and lack of alignment with the Richmond 300 comprehensive plan, problems with the current code included a reliance on suburban standards that left many traditional urban neighborhoods non-conforming and a proliferation of "Special Use Permit" (SUP) applications, which slowed positive development and were unpredictable in their outcomes. Richmond is also dealing with the legacy of annexations that brought underdeveloped and quasi-rural lands into the city.

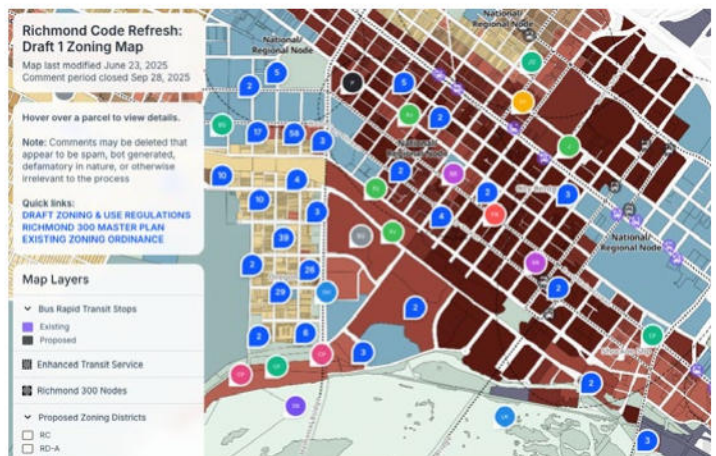
Code Studio's work was informed by a "pattern book" analysis conducted by Utile, as part of the consulting team. This work identified some of the defining metrics of Richmond's traditional neighborhoods and where they were clashing with the current code. The work was also informed by a robust engagement process that included public meetings, surveys, panel events, pop-ups, and regular meetings with an Advisory Council, working groups and stakeholders.

The final product will be a illustrated and accessible new code that emphasizes by-right development, "legalizes" Richmond's urban neighborhoods and provides stronger regulation of development in the annexed territory.

ROBUST ENGAGEMENT PROCESS, INCLUDING INTERACTIVE DRAFT MAPPING



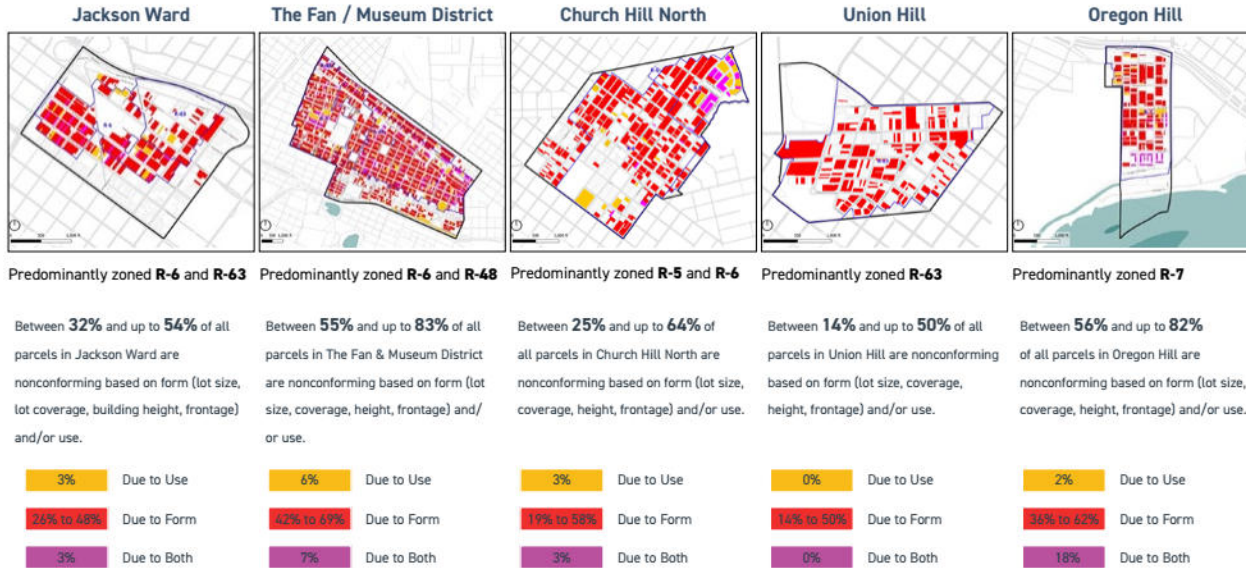
Some of many public events held as part of Code Refresh's engagement process.



To better collect public feedback on the draft zoning map, Code Studio worked with an app developer to prepare an interactive tool that could collect comments down to the individual parcel level.

PATTERN ANALYSIS

REPRESENTATIVE NEIGHBORHOODS NONCONFORMITIES



Code Studio's work was informed by a "pattern book" analysis led by sub-consultants Utile. Operating at several different scales, it identified the defining characteristics of many of the city's traditional neighborhoods and where they were in conflict with the current code.

ILLUSTRATED AND ACCESSIBLE CODE DOCUMENT

ARTICLE 3. ZONING DISTRICTS
RESIDENTIAL DISTRICTS

SEC. 2.2. RESIDENTIAL DISTRICTS
2.2.1. Summary of Districts

A. Residential Cottage (R-C)
Allows for clusters of small detached houses that could include manufactured and tiny home parks, and cottage courts on a lot no less than 100 feet in width.

B. Residential Detached Low (RD-L)
Allows up to 2 dwelling units and an accessory dwelling unit on a lot no less than 75 feet in width, includes single-family detached and duplexes.

C. Residential Detached Medium (RD-M)
Allows up to 2 dwelling units and an accessory dwelling unit on a lot no less than 50 feet in width, includes single-family detached and duplexes.

D. Residential Detached High (RD-H)
Allows up to 2 dwelling units and an accessory dwelling unit on a lot no less than 75 feet in width, includes single-family detached and duplexes.

2-6 ZONING ORDINANCE | RICHMOND, VA DRAFT | OCTOBER 15, 2025

ARTICLE 3. ZONING DISTRICTS
RESIDENTIAL DISTRICTS

RM-A

B. Building Standards

1. Massing Sec. 2.6.8
 a. Building height (max) 5 stories/40'
 b. Building width (max) n/a
 c. Attached units in a row n/a
 d. Active Depth Sec. 2.6.9
 e. Primary street (max) n/a
 f. Side street (max) n/a
 g. Ground Story Sec. 2.6.10
 h. Ground story height (max) 10'
 i. Finished floor elevation (benchmark) 0'-0"

4. Windows Sec. 2.6.11
 a. Ground story (max) 15% 10%
 b. Upper story (max) 10% 10%
 c. Blank wall width (max) 20' 25'
 d. Openings Sec. 2.6.12
 e. Street-facing entrance Required n/a
 f. Street-facing entry spacing (max) 75' n/a

DRAFT | OCTOBER 15, 2025 ZONING ORDINANCE | RICHMOND, VA 2-19

ARTICLE 3. USE PROVISIONS
USE PERMISSIONS

3.2.2. Allow Use Table

Use Category	RESIDENTIAL				MIXED USE				COMMERCIAL			
	R-C	RD-L	RD-M	RD-H	RM-A	RM-B	RM-C	RM-D	RM-E	RM-F	RM-G	RM-H
RESIDENTIAL USES												
Household Living (R-63)	P	P	P	P	P	P	P	P	P	P	P	P
Single-unit detached	P	P	P	P	P	P	P	P	P	P	P	P
Two-unit	P	P	P	P	P	P	P	P	P	P	P	P
Multi-unit (1 to 6 units)	-	-	-	-	P	P	P	P	P	P	P	P
Multi-unit (7 to 12 units)	-	-	-	-	P	P	P	P	P	P	P	P
Multi-unit (13 or more units)	-	-	-	-	P	P	P	P	P	P	P	P
Manufactured home park	P	-	-	-	-	-	-	-	-	-	-	-
Use cases	-	-	-	-	-	-	-	-	-	-	-	-
Group Living (R-63B)	-	-	-	-	P	P	P	P	P	P	P	P
General group living	-	-	-	-	C	C	P	P	P	P	P	P
Co-housing	-	-	-	-	P	P	P	P	P	P	P	P
Senior care	-	-	-	-	P	P	P	P	P	P	P	P
Special Needs Housing (R-63B)	-	-	-	-	P	P	P	P	P	P	P	P
Emergency housing	P	P	P	P	P	P	P	P	P	P	P	P
Permanent supportive housing	P	P	P	P	P	P	P	P	P	P	P	P
Transitional housing	P	P	P	P	P	P	P	P	P	P	P	P
PUBLIC & INSTITUTIONAL USES												
Child (R-63B)												
General child (up to 15,000 SF)	-	P	P	P	P	P	P	P	P	P	P	P
General child (above 15,000 SF)	-	C	C	C	C	C	C	C	C	C	C	C
Religious assembly (up to 15,000 SF)	-	P	P	P	P	P	P	P	P	P	P	P
Religious assembly (above 15,000 SF)	-	C	C	C	C	C	C	C	C	C	C	C
Day Care (R-63B)												
General day care	P	P	P	P	P	P	P	P	P	P	P	P
Education (R-63B)												
General education (up to 1 acre)	-	P	P	P	P	P	P	P	P	P	P	P
General education (above 1 acre)	-	-	-	-	-	-	-	-	-	-	-	-
Business college or trade school	-	-	-	-	P	P	P	P	P	P	P	P
College or university	-	-	-	-	P	P	P	P	P	P	P	P
Parks and Open Space (R-63B)												
Public open space (up to 1/2 acre)	P	P	P	P	P	P	P	P	P	P	P	P
Public open space (above 1/2 acre)	-	-	-	-	-	-	-	-	-	-	-	-
Private open space	P	P	P	P	P	P	P	P	P	P	P	P
Cemetery	-	-	-	-	-	-	-	-	-	-	-	-

KEY: P = Use Allowed By-Right | C = Conditional Use Permits Required | * Use Standards Apply | - Use Not Allowed

DRAFT | OCTOBER 15, 2025 ZONING ORDINANCE | RICHMOND, VA 3-13

Images from the draft code document (November 2025) show Code Studio's use of illustrations and easily readable tables.

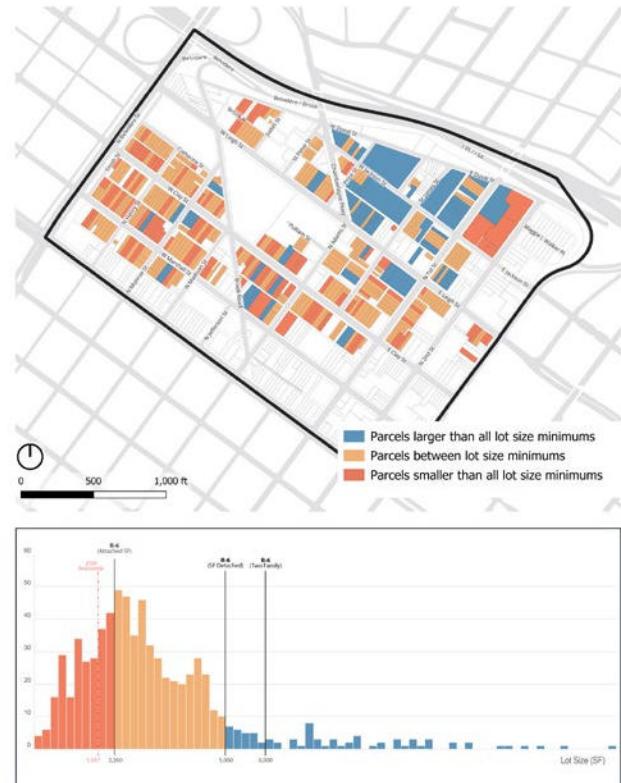
RICHMOND, VIRGINIA

ZONING CODE UPDATE & PATTERN ANALYSIS

As part of the zoning code refresh for the City, Utile produced the "pattern book," an analysis of the existing urban and architectural form of the city's traditional neighborhoods, identifying conflicts with the current zoning. The function of the pattern book is to inform the new zoning code and help ensure that it permits and encourages infill development that is compatible with the underlying neighborhood character.

The analysis was done across different scales, by looking at patterns at the city, neighborhood, block, and building scales. A city-wide analysis of some general zoning metrics helped identify and select representative areas with a high number of nonconformities. The neighborhood scale allowed for detailing other form metrics, such as lot width, and analyzing the parcels' distribution relative to zoning metrics. A finer grained study at the block scale, with a parcel-by-parcel visual survey using satellite, photographic, and historical data provided a clearer understanding of each lot's building attached/detached condition (some Richmond zoning districts make distinctions between requirements for attached and detached buildings), refine the previous scale's analysis, inspect the building's character and frontage, and to analyze the conformity to the required setbacks.

NEIGHBORHOOD SCALE ANALYSIS



^ Block Scale Analysis - Setback nonconformity comparison

ANALYSIS PROCESS



BLOCK SCALE ANALYSIS



ATLANTA, GEORGIA

ZONING ORDINANCE UPDATE & CHARACTER ANALYSIS

IN PROGRESS

Reference: Keyetta Holmes,
Director Office of Zoning and Development
kmholmes@atlantaga.gov
(404) 546-0166

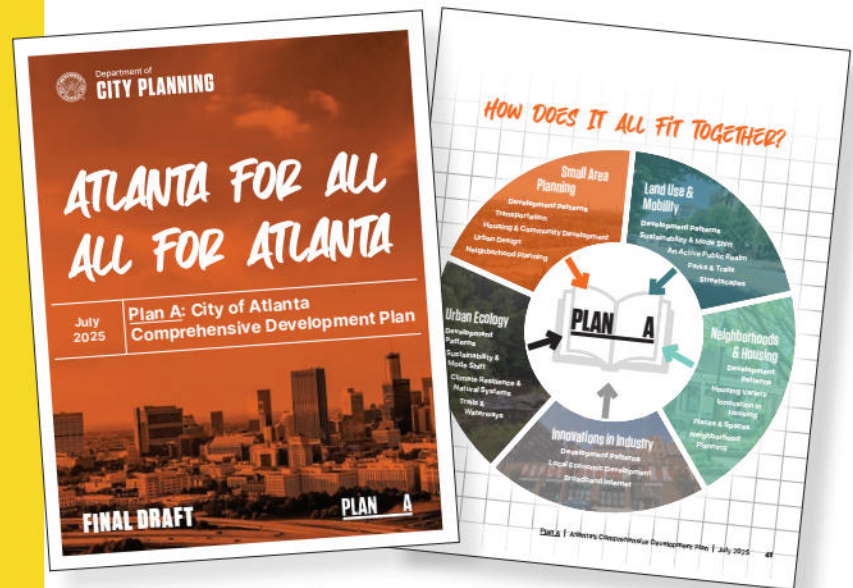
TSW (Lead)
Code Studio (Code Drafting)
Utile (Pattern Book Analysis)

Building on the work and policy direction established in the recently adopted Plan A: Atlanta's Comprehensive Plan, Code Studio is currently assisting the City is undertaking a major update to its zoning ordinance.

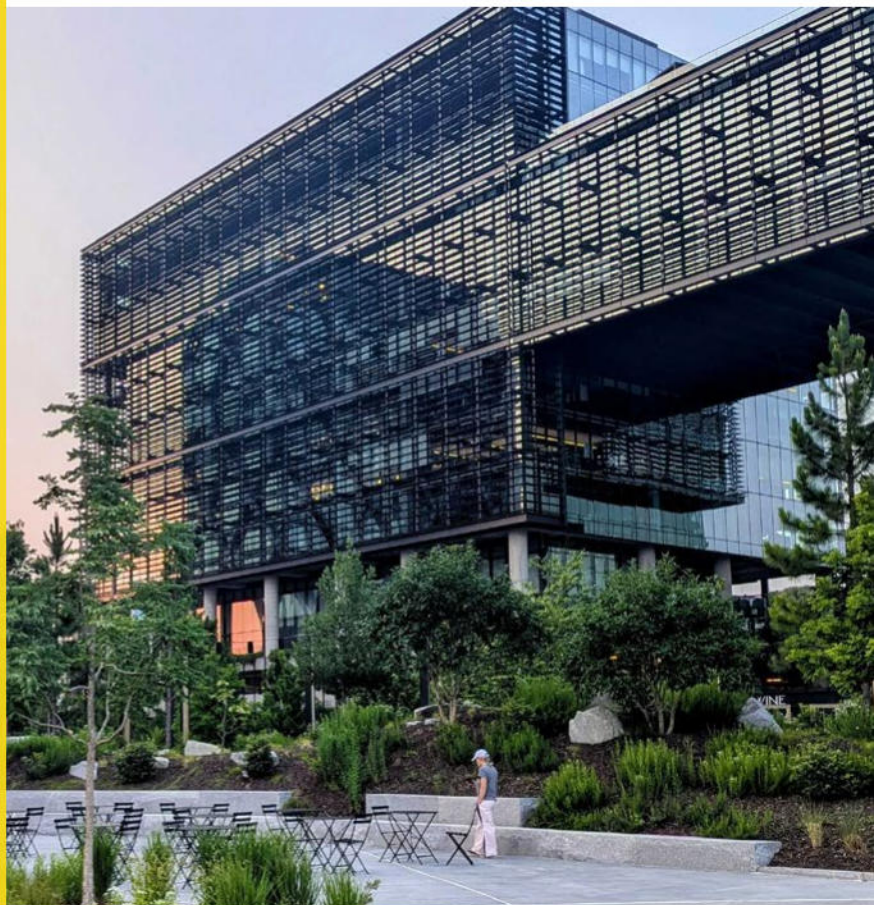
Atlanta has outgrown its 40-year-old zoning by-law. Many of the existing standards are outdated and no longer align with current City policies, while the overall structure of the ordinance remains complex and difficult to navigate. Atlanta Zoning 2.0 is a multi-year initiative designed to comprehensively address these challenges and establish a modern regulatory framework that better serves the City's present and future needs.

Although Atlanta continues to experience significant growth, that growth has not been distributed equitably across the city. Consequently, issues related to affordability, transportation access, and walkability have become increasingly pressing. Zoning 2.0 seeks to address these challenges and promote more equitable, sustainable patterns of development.

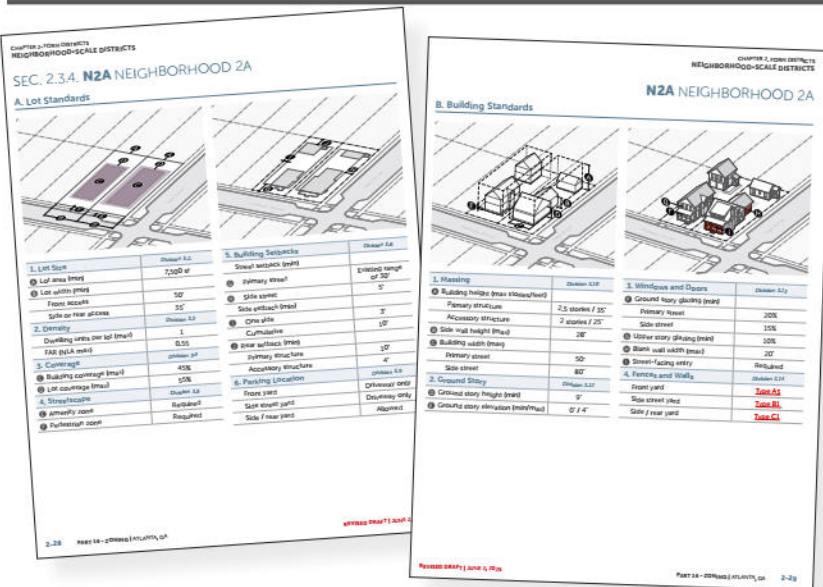
Adoption of the Zoning Ordinance is anticipated in late 2026.



Adopted Comprehensive Plan: Plan A



FORM AND USE DISTRICTS (ZONES)



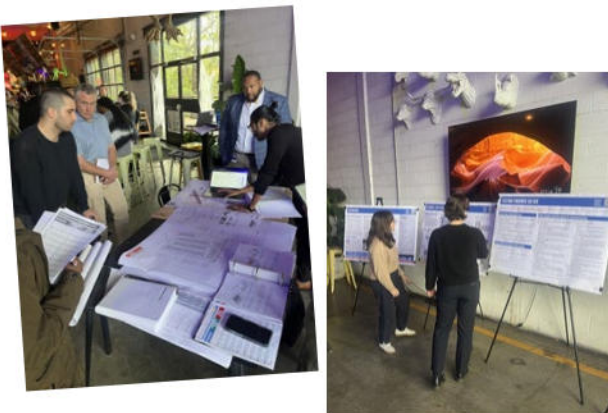
- » Graphic district pages help clearly illustrate the standards that apply within each zoning district.
- » District design standards for building bulk and massing, entrance design, and amenity space encourage walkability and improve the built environment
- » A clear use table and corresponding use standards are organized by Use District for easier understanding and application

Sec. 4.2.2. Consolidated Use Tables

Use Category

Use Category	Residential	Commercial	Industrial	Public	Other
Residential	Single-Family Detached	Single-Family Attached	Multi-Family Detached	Multi-Family Attached	Multi-Family Attached
Commercial	Office	Office	Office	Office	Office
Industrial	Manufacturing	Manufacturing	Manufacturing	Manufacturing	Manufacturing
Public	Government	Government	Government	Government	Government
Other	Other	Other	Other	Other	Other

COMMUNITY ENGAGEMENT



ATL Zoning 2.0 Help Desk
Code testing workshop

- » Public input has been, and continues to be, a central component in the development of Zoning 2.0
- » The process has included a series of public meetings and workshops, featuring speaker sessions to introduce the planning process and interactive workshops to explore and test new ideas

ATLANTA, GEORGIA

ZONING ORDINANCE UPDATE & CHARACTER ANALYSIS

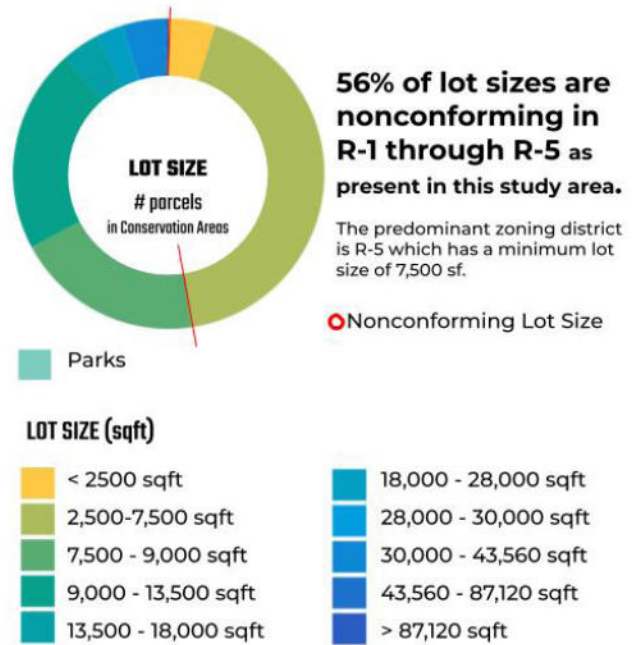
As part of their citywide zoning update process, Utile performed an existing conditions analysis for the City. Existing conditions were analyzed relative to current zoning standards across several metrics: setbacks, lot size, building coverage, building height, floor-area-ratio, living units per lot, and lot frontage width.

Utile assessed nonconformities or disconnects between the current zoning and existing conditions through a nested scale method, by analyzing representative areas at the city, neighborhood and block scales.

The base method for this analysis is what planners call "Spatial Data Analysis using a Geographic Information System," which consists of mapping data into geo-referenced images, allowing the visual analysis of this data through various layers of information at varying scales.

The data is translated into legible spatial graphics and infographics permitting the consultant team to compare and contrast different areas' relationship between existing conditions and current zoning. The main objective of this work was to inform new land use regulations that will be more reflective of existing patterns and to permit growth that is compatible with underlying neighborhood character.

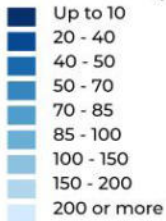
NEIGHBORHOOD SCALE ANALYSIS



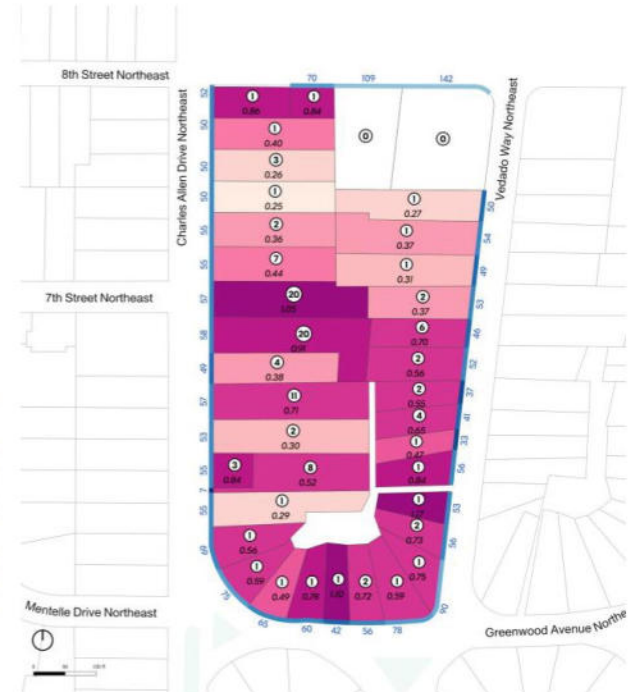
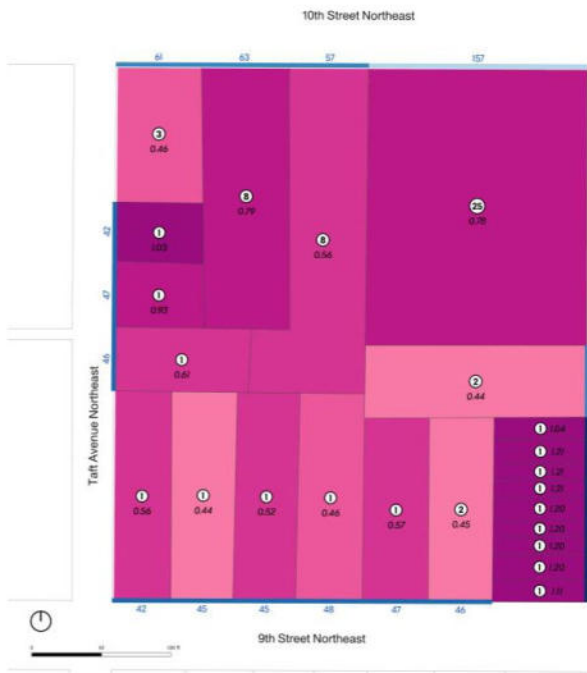
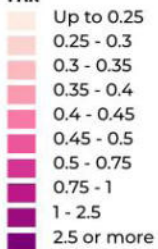
BLOCK SCALE ANALYSIS

① Units/Lot

FRONTAGE WIDTH (FT)



FAR



Zoning District	Street	Bldg #	1. Setbacks										2. Density										3. Frontage/Character					4. Circulation/Service				
			Side (ft)		Rear (ft)		Front (ft)		Rear (ft)		Front (ft)		Rear (ft)		Front (ft)		Rear (ft)		Front (ft)		Rear (ft)		Front (ft)		Rear (ft)		Front (ft)		Rear (ft)		Front (ft)	
			min 7	max 7	min 7	max 7	min 15	max 15	min 20	max 20	min 20	max 20	min 20	max 20	min 20	max 20	min 20	max 20	min 20	max 20	min 20	max 20	min 20	max 20	min 20	max 20	min 20	max 20	min 20	max 20	min 20	max 20
R-5	10th St NE	426	-	5.5	47.8	2.5	28.8	no																								
		430	4.5	7.5	18.5		28.8	no																								
		434	4.5	4.5	18.5		31.2	yes	17%	21.5-4.8-18																						
		438	3.5	35.5	58		57	no																								
		422	6.5	6.5	40		31	yes	32%	7.2-25.1-8																						
		428	5.5	7	38		38.2	no																								
		952	-	0	12.2	3.4	71.3	no																								
		954	0	0	12.8		14	no																								
		956	0	0	11		15.3	no																								
		958	0	0	6.5		17.3	no																								
		960	0	0	7.5		15.5	no																								
R-5	Charles Allen Dr NE	982	0	0	6.8		16.88	no																								
		984	0	0	8		32.2	no																								
		986	0	0	6.8		17.1	no																								
		988	0	2.8	5.8		14	no																								
		978	5.7	12.5	84.4		33.5	yes	33%	4.5-7-3																						
		425	-	8.1	37.4	3.4	71.3	no																								
		427	11.2	18.5	88.5		71.3	no																								
		431	18.2	15.5	23.1		71.3	no																								
		485	18	-	31.8	11.5	71.3	no																								
		981	8	10.8	10		71.3	no																								
R-5	Taft Ave NE	981	7	8.8	10		71.1	no																								
		971	11.5*	8	33.3		71.3	no																								

MILWAUKEE, WISCONSIN

TRANSIT-ORIENTED FORM-BASED CODE

ADOPTED 2018

Contact: Monica Wauck Smith, Senior Planner
Department of City Development
monicawauck.smith@milwaukee.gov
(414) 286-5613

SOM (Lead)

Code Studio (Form-Based Code)

Code Studio worked with SOM to prepare new form-based districts for the extension of the Downtown streetcar system to the north and south. SOM's plan is intended to drive investment in mixed-use development along this next generation of transit corridors in the City. The new regulations are intended for the extension of the downtown streetcar system into the King Drive/Bronzeville and Walker's Point neighborhoods.

Code Studio analyzed the existing zoning framework and researched a series of case studies with settings similar to those in Milwaukee--comparable sized cities that have developed zoning to support transit-oriented development.

The new districts provide visually-appealing regulations for the project area, while ensuring the form of development supports continued expansion of the streetcar system. The districts vary from those needed to protect existing development patterns to those intended to completely transform the transit corridor.

New districts include a residential transition district with higher intensities than the neighborhoods just behind the commercial zoning on the corridors as well as new local business and industrial mixed-use districts. The new districts also include design standards focused on the walkability necessary to make the streetcar extensions a success.

STUDY AREA

Streetcar Extension Corridors



The two study areas - the Historic King Drive/Bronzeville corridor (North) and the Harbor District/Walker's Point corridor (South).



CHARLOTTESVILLE, VIRGINIA

ZONING ORDINANCE UPDATE

ADOPTED 2023

Contact: James Freas, Deputy City Manager
City of Charlottesville
freasj@charlottesville.gov
(434) 970-3182

Rhodeside & Harwell (Lead)

Code Studio
HR&A
Brick & Story

In 2021, the City of Charlottesville adopted a pivotal Comprehensive Plan update, focused on equity and affordability. Immediately following this two-year effort, Code Studio was tasked with updating the City's Zoning Ordinance to implement the new vision and goals of the plan. Code Studio worked with the project team to produce a robust zoning diagnostic and approach report to serve as a road map for the drafting of the new ordinance.

Charlottesville's new zoning code balances critical community goals including: increasing housing options and affordability, protecting legacy residents from displacement, and preserving historic and cultural resources. Working closely with RKG, the new zoning code implements policies to require and incentivize affordable housing in small-scale and large-scale development projects.

Website: cvilleplanstogether.com

PLAN IMPLEMENTATION & DIAGNOSTIC REPORT

Code Studio is modeling representative infill sites to facilitate conversations with neighborhoods about how the goals of the plans will be implemented throughout the City.



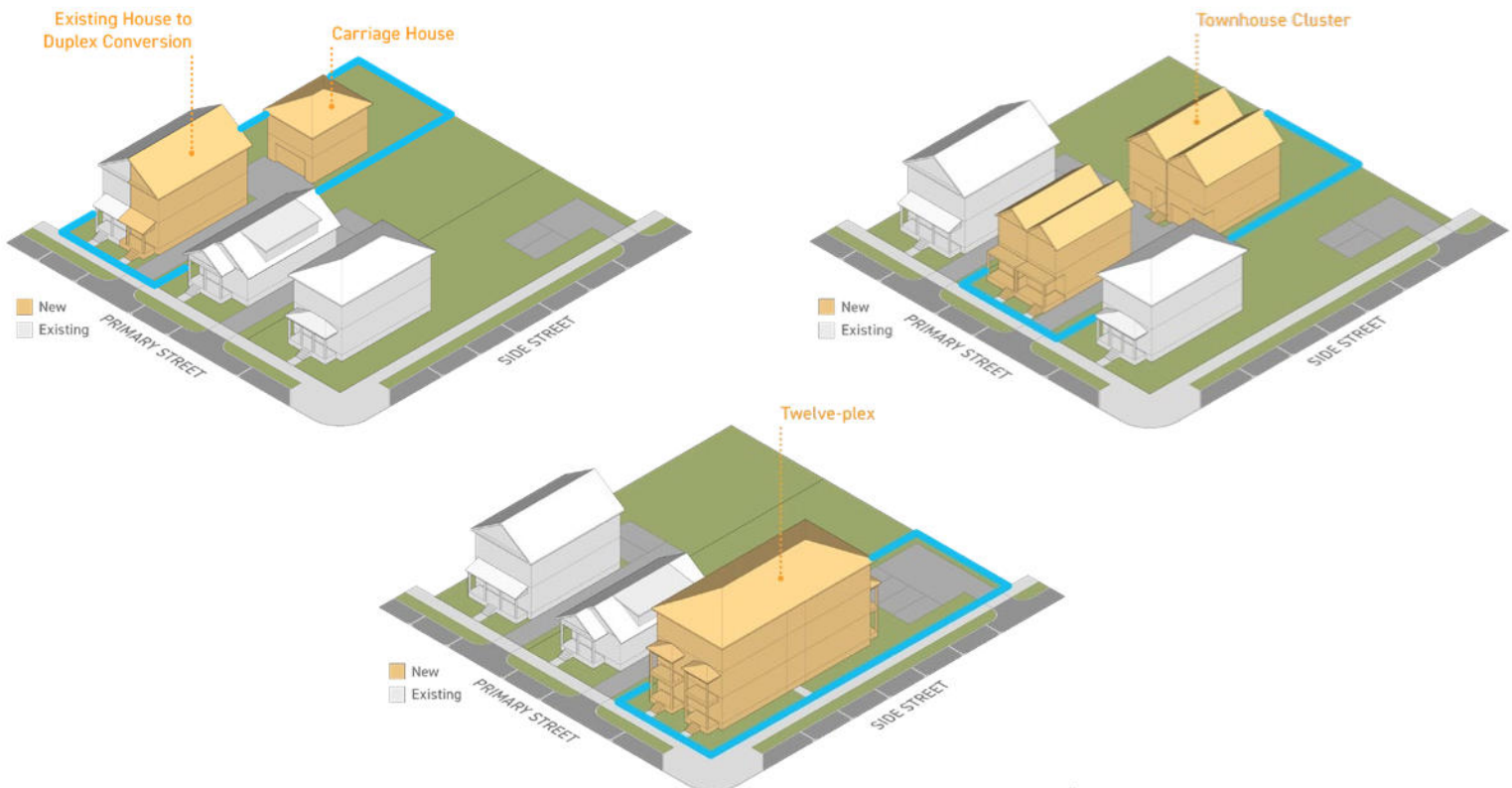
« The Charlottesville Affordable Housing Plan, created by HR&A, was adopted in 2021.

Code Studio's diagnostic modeling report.



HOUSING AFFORDABILITY & ANTI-DISPLACEMENT ZONING TOOLS

Code Studio is working on zoning strategies to provide a greater variety of housing types, with a focus on “missing middle” typologies, particularly on infill sites in existing neighborhoods, and to provide stability and wealth-building opportunities to legacy residents by identifying “sensitive areas” throughout the City. Code Studio modeled a variety of development options on typical lot types, and analyzed which worked best for each scenario and how each would affect the rental vs. ownership housing supply in the City.



≈ 3 “missing middle” development options are shown for a typical narrow lot.

HISTORIC CHARACTER & INFILL COMPATIBILITY

With many areas of unique historic significance, Code Studio is drafting development standards that maintain high-quality design and neighborhood compatibility, while allowing for more flexible and affordable housing types by-right.



≈ Zoning updates in the Historic Downtown Mall Historic District will focus on streamlining processes for development projects



≈ Zoning updates in the North Downtown Neighborhood Historic District will focus on context-sensitive housing options

CLEVELAND, OHIO

PILOT AREAS FORM-BASED CODE

ADOPTED 2024

Contact: Shannan Leonard
Chief Zoning Administrator
Cleveland Planning Commission
sleonard@clevelandohio.gov
(216) 664-3814

Code Studio (Lead)

Nelson/Nygaard
Yard & Co.

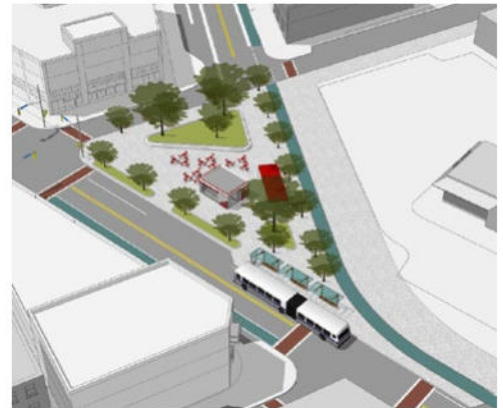
Code Studio recently prepared a series of form-based codes for three pilot areas in the City of Cleveland, including all the provisions and organizational content necessary to scale up the code, with the intent of completely replacing the existing Zoning Code citywide over time. The three areas were selected for the variety of characteristics they represented (one stable residential, a vulnerable residential areas, and a jobs/innovation area). However, they were also selected due to the anticipated growth these areas might receive, if the regulations allowed for it.

Created with extensive public input, the new form-based code is easy to use, highly graphical and aligned with the City's vision of creating walkable and equitable neighborhoods with increased housing supply and affordability. The new code was recently tested during a well-attended "code hack" session sponsored by the City. The new code successfully demonstrated how form-based rules could produce outcomes consistent with the desired form results for each neighborhood.

A new form-based code was adopted in early 2024 for Detroit Shoreway/Cudell on the west side of the City and the Hough neighborhood on the east. The form-based code also applies to two areas within the City's newly established Opportunity Corridor.

EXTENSIVE PUBLIC ENGAGEMENT

A week-long charrette provided numerous opportunities for public involvement in the design process.



Modeling of an intersection completed during the charrette

Community feedback map summarizes public input from the week



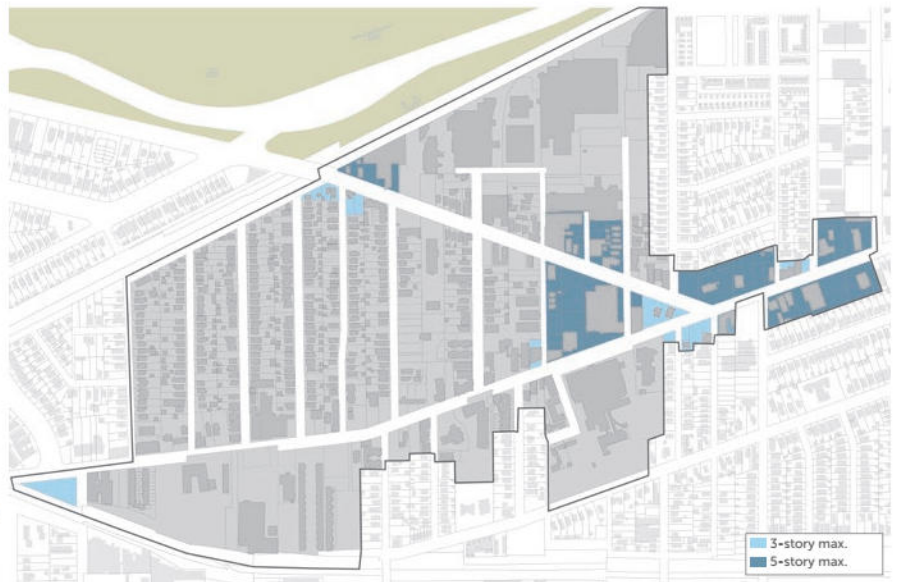
INCREASED HOUSING OPTIONS & AFFORDABILITY

Missing-middle housing allows for increased affordability while supporting the neighborhood character.



MIXED-USE NEIGHBORHOOD CENTERS

Providing mixed-use centers within walking distance for area residents increases access to jobs, amenities, services and entertainment.



Mapping of potential mixed-use » districts in the Detroit Shoreway neighborhood.

ST. LOUIS, MISSOURI

STRATEGIC LAND USE PLAN & ZONING CODE UPDATE

IN PROGRESS

Contact: Miriam Keller, City Planning Executive
Planning and Urban Design Agency
kellerm@stlouis-mo.gov
(314) 657-3873

Interboro Partners (Planning lead)
Code Studio (Zoning lead)
Public Design Bureau (PDB)

Funding for a portion of the St. Louis Zoning Update come for a HUD PRO Housing Grant.

Code Studio is currently leading a major effort to overhaul the comprehensive zoning code for the City St. Louis—its first full revision in approximately 70 years. Dubbed the “ZOUNG” (Zoning UPgrade), the project follows immediately on the heels of the SLUP (Strategic Land Use Plan), approved in 2025. Code Studio served as a sub-consultant on the latter, helping to direct it toward a structural (rather than use-based) system of land use categories.

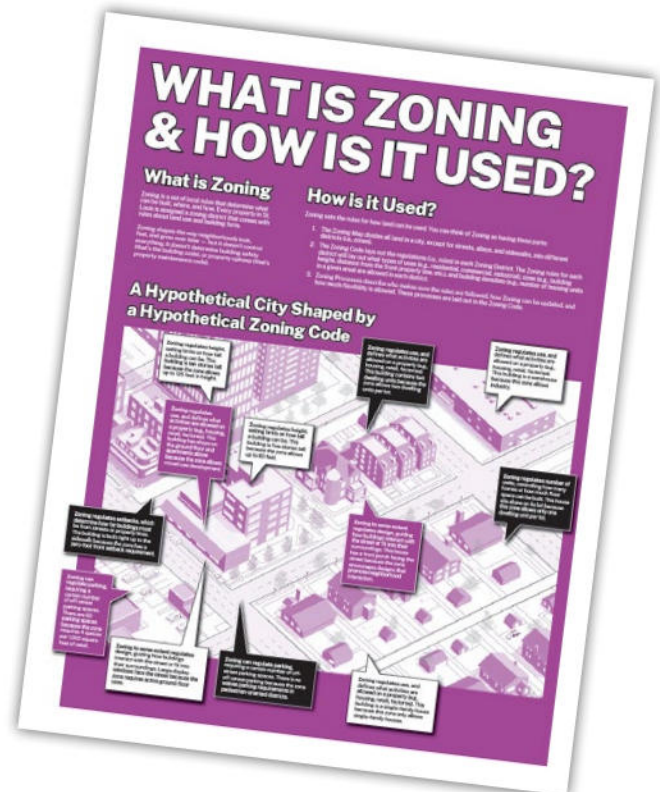
While still in its early stages, our expectation is that the ZOUNG project will see the City transition from a traditional “Euclidean” approach to one that places far greater emphasis on built form. Although facing many challenges, St. Louis currently exhibits a strong public interest in innovative new planning and zoning strategies.

Major issues that St. Louis confronts include:

- A history of racism and racial segregation (sometimes with the aid of planning and zoning) that has left a legacy of devastation in the city’s northern neighborhoods, and continues to generate fear and mistrust.
- An antiquated zoning code that currently generates an unmanageable quantity of variances and adds unnecessary red tape.



Both the ZOUNG and the SLUP before it have been characterized by a bold public communications strategy that included graphically appealing printed newsletters, as well as a regularly updated website and social media.



COMPREHENSIVE ZONING CODE RE-WRITE

Contact: Erick Lopez, Senior City Planner
Los Angeles City Planning
erick.lopez@lacity.org
(213) 978-1323

Code Studio (Lead)	M Planning Group
Winter & Company	HR&A Advisors
Peter Park	Urban Insight
White & Smith	VPE Public Relations
John Kaliski Architects	Tebo Environmental
Torti Gallas & Partners	Consulting
Patricia Smith	

re:code LA is a comprehensive revision of the City of Los Angeles' 1946 Zoning Code, and is one of the nation's largest city planning initiatives to date. LA encompasses 469 square miles housing 3.8 million people. It includes a wide variety of place types, from dense urban areas in Downtown to suburban single-family neighborhoods in the Valley. As part of the citywide effort, we have worked on a series of specific issues:

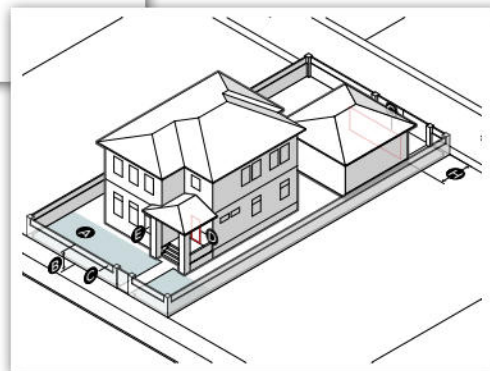
Single-Family. The City has been under significant pressure to manage infill within existing residential neighborhoods. Code Studio worked with staff to create a series of 16 customized typologies for use in single-family neighborhoods.

Boyle Heights. Code Studio has been working with City staff to code for the Boyle Heights neighborhood, a working-class, predominantly Mexican American, neighborhood of almost 100,000 residents just east of Downtown. Key issues include shopping streets, a TOD area and neighborhood conservation.

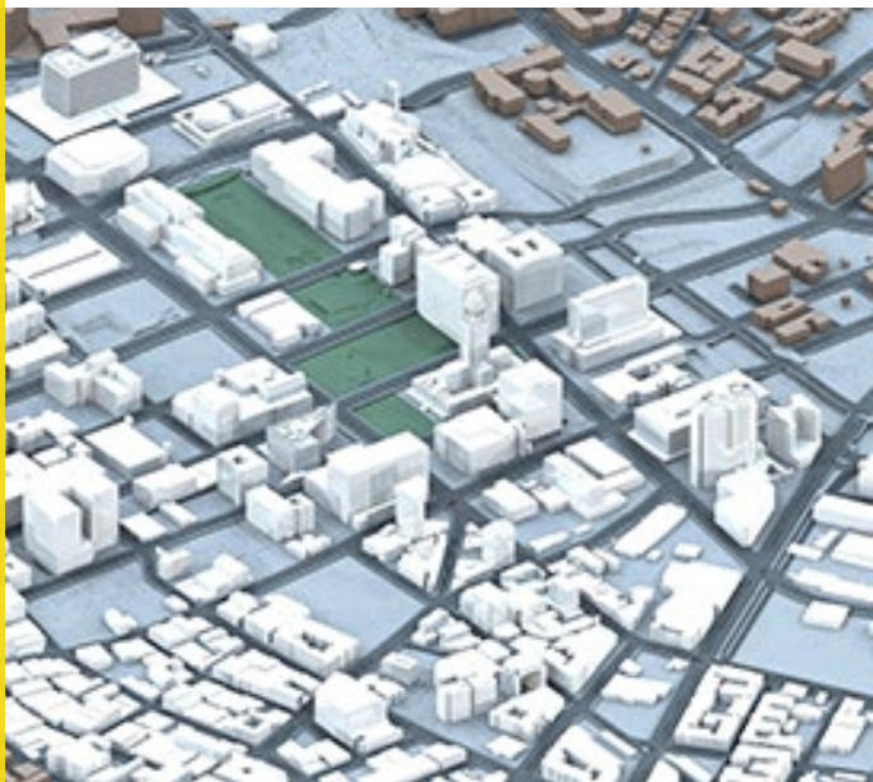
Community Character Studies. Working with planners, the team came up with a series of community character typologies, which will eventually lead to the creation of new zoning system for the City.

Last Year's Power Vision Series (RVL) General Dimensions									
3. Side and View					4. Activation				
RVL									
Equipment					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				
RVL					Dimensions				

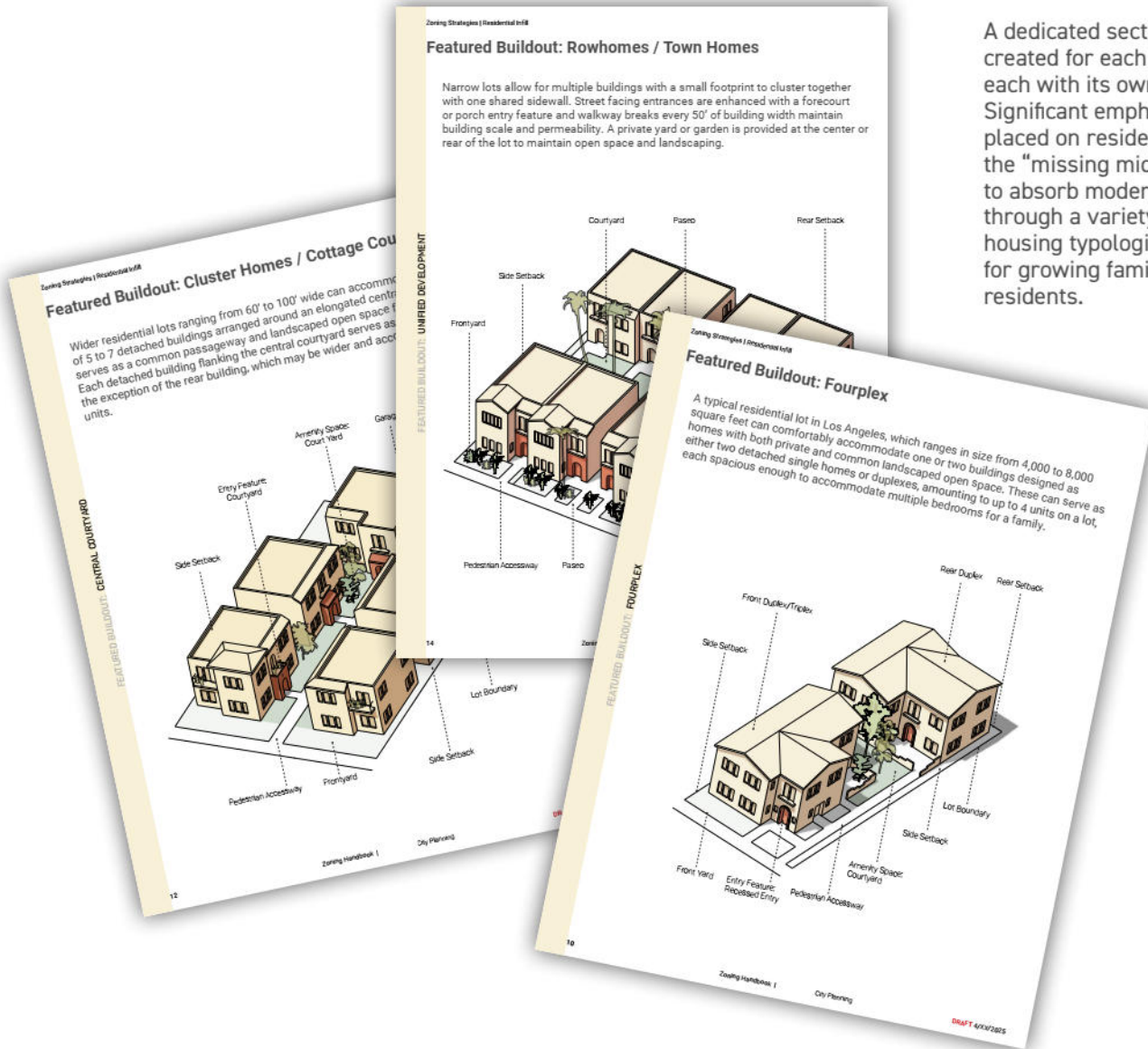
16 Variations of single family zones were developed to provide a substantial level of customization during the community planning process. New form-based regulations prescribe building coverage, building placement, bulk and mass, and frontage activation.



1 of 4 allowed "House Frontages"

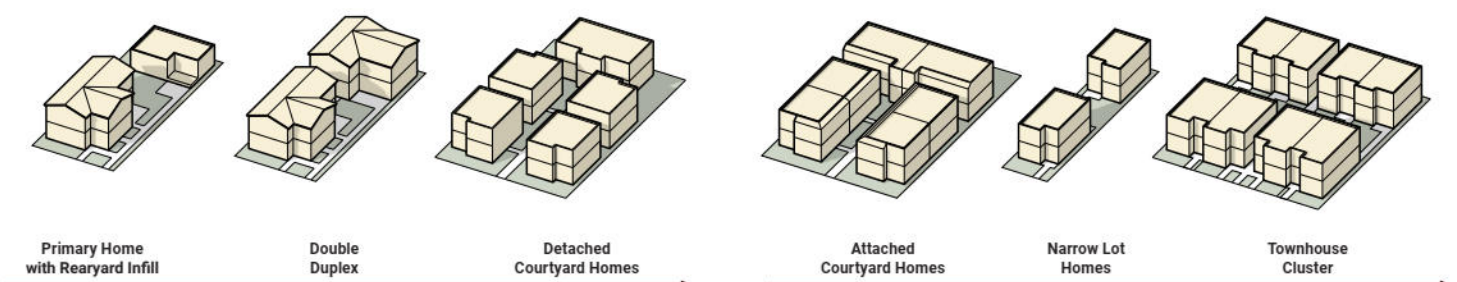


FEATURED BUILD-OUTS: ILLUSTRATING INNOVATIONS



A dedicated section was created for each scale, each with its own strategy. Significant emphasis was placed on residential infill and the "missing middle," aiming to absorb moderate growth through a variety of creative housing typologies designed for growing families and new residents.

A spectrum diagram showcased the full range of possibilities, from varying building scales to diverse lot sizes, helping stakeholders visualize the flexibility of the new code.



HOUSTON, TEXAS

MISSING MIDDLE CODE AMENDMENTS

ADOPTED 2023

Contact: Suvidha Bandi, Planning Manager
Planning & Development
Suvidha.Bandi@houstontx.gov
(832) 393-6522

Code Studio (Lead)

Asakura Robinson
Toole Design
The Black Sheep Agency
Lionheart Places

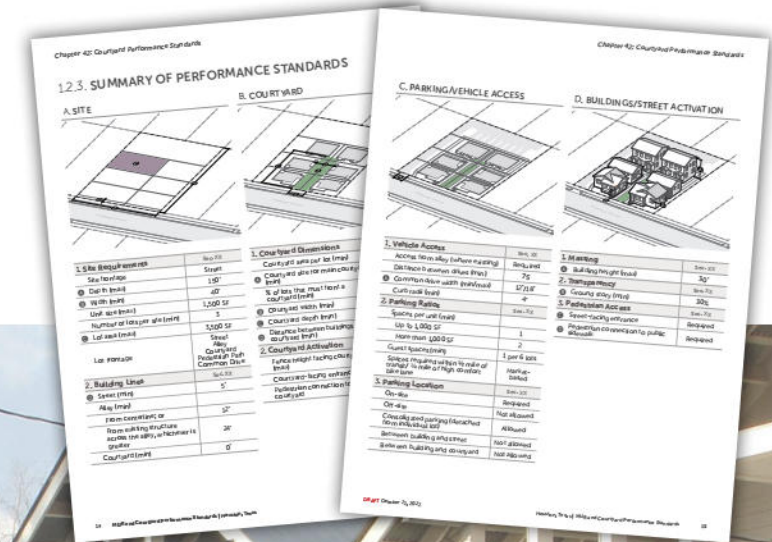
Houston is famous for being America's largest city with no zoning. Instead, the City enforces private deed restrictions and a development code that includes optional performance standards. Even without zoning, missing middle housing isn't getting built in Houston. Motivated by the need to provide more affordable housing options while following goals identified in its general plan, the City kicked off the Livable Places Initiative. With help from Code Studio, Livable Places is updating the development code to encourage missing middle housing through new optional performance standards and alternative permit review options.

The Code Studio team educated the public and stakeholders on missing middle housing's benefits and applicability in Houston. This includes modeling infill development scenarios on typical sites, identifying development barriers and creating compelling outreach graphics that convey missing middle concepts clearly. Code Studio developed new development code performance standards as well as a companion user guide to reintroduce missing middle housing as a staple of Houston's urban fabric.

CODE AMENDMENTS & USER GUIDE

Code Studio created a code that works for a city "without zoning" by drafting graphic and easy-to-use code amendments that facilitate more missing middle housing development with a companion user guide that highlights development concepts that could be built under new performance standards.

➤ *New performance standards enable missing middle housing development*



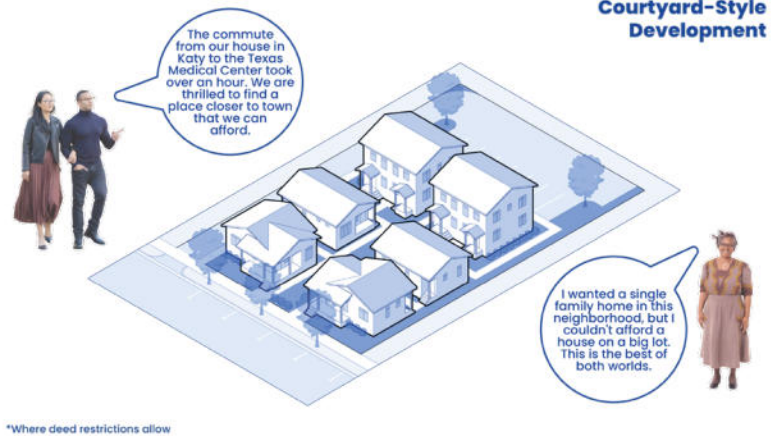
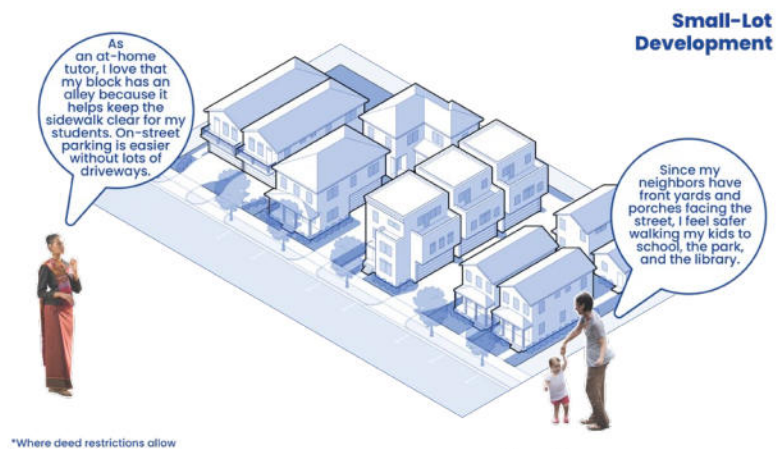
PSYCHOGRAPHICS

A series of psychographics were created to give the public examples of how missing middle housing works by providing examples of different housing typologies highlighting different living situations.

These graphics received substantial positive public engagement on various online platforms by helping to clarify in plain language some of the issues Houstonians encounter when searching for housing that is compatible with their desired living arrangements.



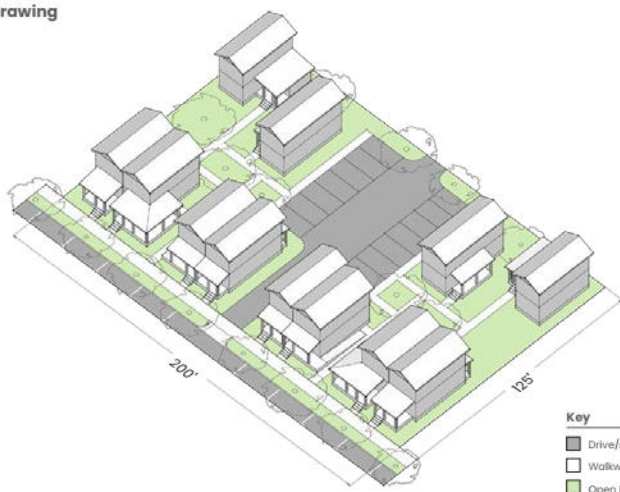
Examples of just a few of the psychographics presented to the public »



"MISSING MIDDLE" TESTING

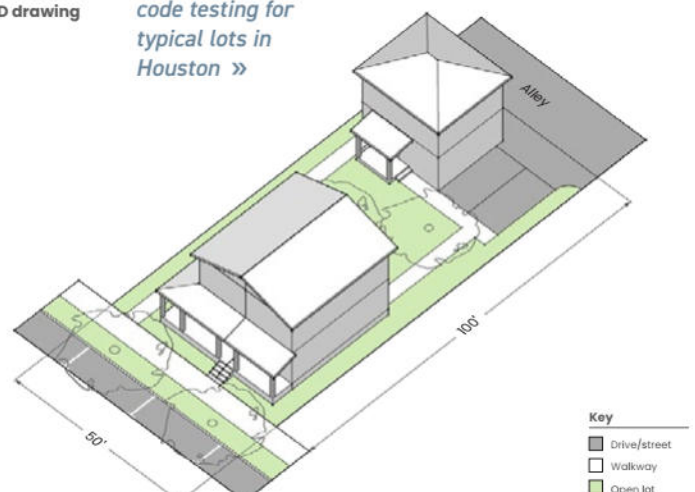
Code Studio is conducted "missing middle concept testing" to determine what types of development are realistic and best-suited for typical Houston lots. These tests help show how Houston can achieve increased density in a way that is more beneficial to the public realm and maintains neighborhood character than development enabled by their current regulations.

3-D drawing



3-D drawing

Example of "missing middle" code testing for typical lots in Houston »



PIQUA, OHIO

DEVELOPMENT CODE AND THOROUGHFARE PLAN

ADOPTED 2020

Contact: Chris Schmiesing
Economic Development Director
cschmiesing@piquaoh.org
(937) 778-2049

Code Studio (Lead)
Gamble Associates
Nelson/Nygaard

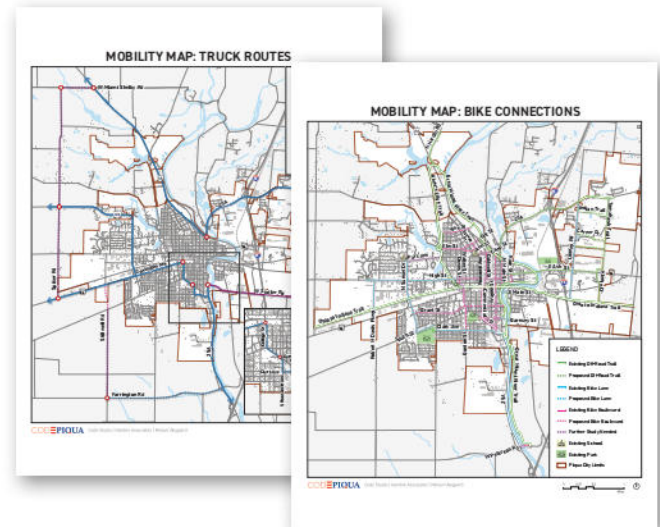
Code Studio prepared a development code and a thoroughfare plan for the City of Piqua called CodePIQUA. The project stemmed from a recommendation by the Plan It Piqua Comprehensive Plan to update the current zoning and subdivision regulations. The purpose of the project was to put into place development standards that will promote neighborhood qualities that enhance existing developments and create a sense of place; and, to establish a new Transportation Plan that includes context sensitive standards for public right-of-way use and improvements.

Code Studio held a week-long design charrette in April 2018 collecting citizen and stakeholder input. The process informed the mobility plans for bike and truck routes to focus on revitalizing the downtown and connecting neighborhoods to key destinations. Catalytic sites for growth opportunities were identified in the central neighborhoods to provide alternate housing options.

The new code was adopted by the City Council in 2020

MOBILITY PLAN

Focusing on alternate modes of mobility in the core areas.



Mapping alternate routes to relieve truck traffic through downtown while creating a network of bicycle infrastructure to connect the central neighborhoods.



REVITALIZING DOWNTOWN

- » Reprioritizing walkability and bikeability
- » Building on placemaking efforts to activate the downtown square.
- » Coding development standards to support high quality downtown development.



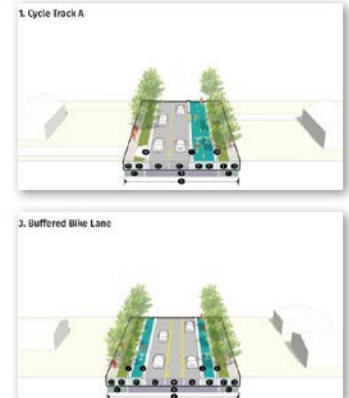
ENHANCING CENTRAL NEIGHBORHOODS

Connecting neighborhoods to downtown by a bike network while adding infill development.



Promoting infill development on underutilized sites with new housing typologies.

- » Catalytic redevelopment sites to enhance the central neighborhoods built environment.
- » Improving existing street sections by adding protected bike lanes to promote bikeability in the downtown area.



PUBLIC ENGAGEMENT

- » Hands-on workshops to engage citizens and key stakeholders.
- » Agenda-based lunch and learn to achieve more focused results.
- » Advisory committee sessions for channelized input.

MONDAY April 16	TUESDAY April 17	WEDNESDAY April 18	THURSDAY April 19
Closed Design Studio	Open Design Studio 9 am - 8 pm	Open Design Studio 9 am - 8 pm	Open Design Studio 9 am - 12 pm
	Lunch & Learn Transportation 12 - 1 pm	Lunch & Learn Form-Based Coding 12 - 1 pm	
		Citizen Advisory Committee Meeting 3 - 4:30 pm	Closed Design Studio 12 - 5 pm
Hands-On Workshop 6 - 8 pm			Charrette Closing* 5 - 8 pm
			Presentation #1 5:30 pm Open House 6:30 - 7 pm Presentation #2 7 pm



Engaging various stakeholders in the workshops and focused discussion sessions



CHICAGO, ILLINOIS

ELEVATED CHICAGO

2022

Contact: Marly Schott, Elevated Chicago

In 2017, Elevated Chicago hired Rudd Resources as its agency-of-record to help launch the citywide collaborative of 18 organizations banding together to advance an urban planning approach called "ETOD," or equitable transit-oriented development. At its start, Elevated Chicago focused its work around seven Chicago Transit Authority stations. Rudd Resources began to dissect the subject of ETOD in new ways, applying our agency's philosophy, "simplify the complex" to help the client's steering committee define, shape and build support for the new initiative. This year (2026) marks our 9th year of serving this client, a client retention record. Most significantly, our agency's work helped lead to unanimous passage of the city's first ETOD policy by the Chicago Plan Commission in July 2021 and \$10MM in earmarked funds in the City of Chicago's 2022 budget and media coverage of ETOD as part of the formation of NITA (the Northeastern Illinois Transit Authority).

WORK PLAN



CHICAGO, ILLINOIS

95TH STREET CORRIDOR PLAN

2024

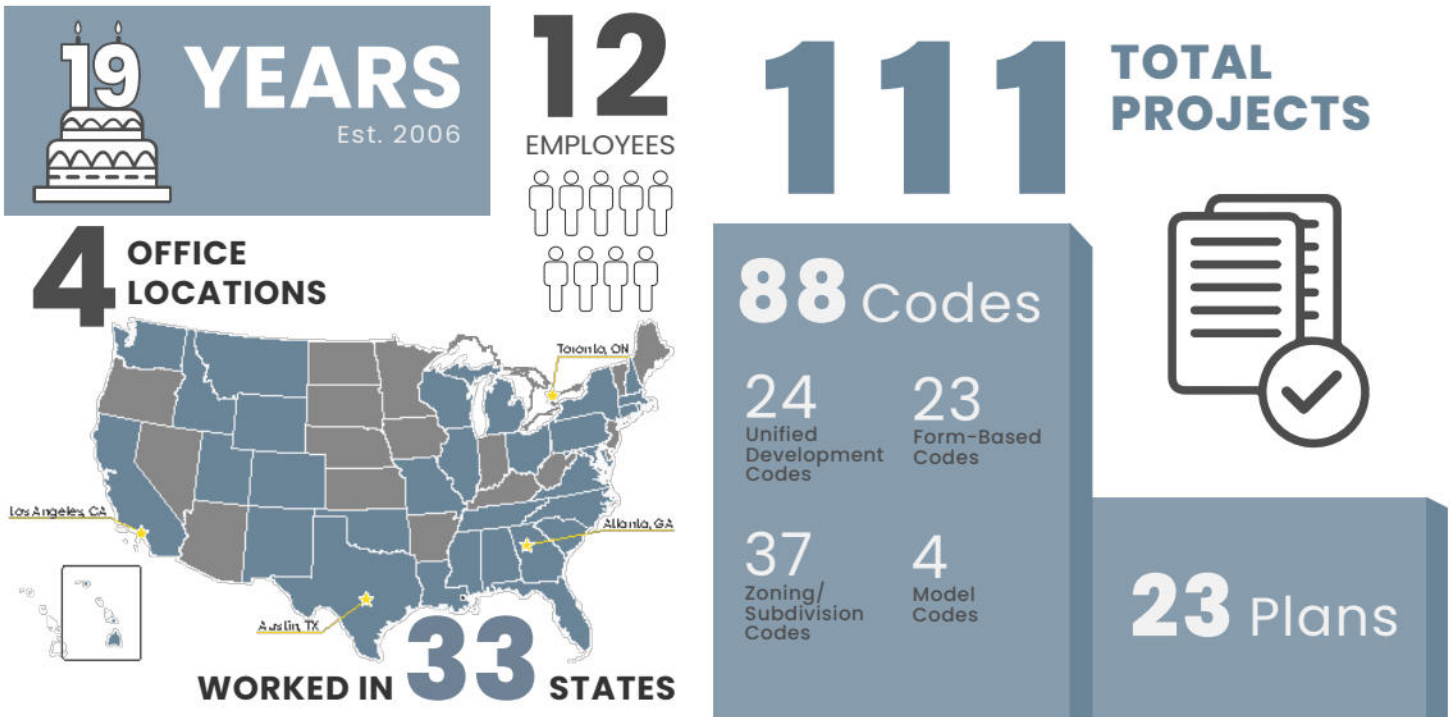
Contact: Jasmine Gunn, Chicago Department of Planning & Development

Rudd Resources served as the communications and community engagement advisor on a collaborative team led by AECOM to support the Chicago Department of Planning and Development and the Chicago Transit Authority in gathering recommendations for commercial and residential improvements to a two-mile portion of the busy 95th Street corridor. Rudd Resources created surveys, hosted facilitation training, wrote and designed content to engage the public, and served as the liaison for two community-based organizations (the Endealeo Institute and Far South Community Development Corporation, which led the development of a community advisory group that offered pivotal input to the planning process). Rudd Resources activated social and news media to invite community members' participation in virtual and in-person events. More than 1,000 residents were engaged in focus groups, walking tours and a large-scale open house. The 95th Street Corridor Plan was approved by the Chicago Plan Commission in Fall 2024.

CORRIDOR PLAN ADOPTED



CODE STUDIO BY THE NUMBERS



KEY ZONING CODES PROJECTS

- **Atlanta, GA** Zoning Code
- **Arvada, CO** Downtown Design Guideline Implementation
- **Concord, NC** Zoning Code
- **Dallas, TX** Mixed Use & TOD Districts
- **Denver, CO** Zoning Code
- **Detroit, MI** Zoning Code
- **Encinitas, CA** Housing Plan Zoning Implementation
- **Honolulu, HI** Land Use Ordinance
- **Los Angeles, CO** Zoning Code
- **Nashville, TN** Downtown Sign Code
- **Newton, MA** Zoning Code
- **Palm Springs, CA** Zoning Code
- **Richmond, VA** Zoning Code
- **Savannah, GA** Zoning Consultation
- **San Antonio, TX** VIA Metropolitan Transit TOD Districts
- **St. Louis, MO** Zoning Code

KEY FORM-BASED CODE PROJECTS

- **Asheville, NC** Haywood Road Form-Based Code
- **Asheville, NC** River Arts District Form-Based Code
- **Binghamton, NY** Main St/Court St Form-Based Code
- **Broken Arrow, OK** New Orleans Square Form-Based Code
- **Chapel Hill, NC** Ephesus/Fordham Form-Based Code
- **Charlottesville, VA** Main Street Form-Based Code
- **Chattanooga, TN** Downtown Form-Based Code
- **Cleveland, OH** Pilot Area Form-Based Codes
- **Fort Worth, TX** Stockyards Form-Based Code and Historic District Guidelines
- **Fort Worth, TX** TCU/Berry Street Form-Based Code
- **Hattiesburg, TN** Midtown Form-Based Code
- **Ithaca, NY** Collegetown Form-Based Code
- **Knoxville, TN** Cumberland Avenue Form-Based Code
- **Knoxville, TN** South Waterfront Form-Based Code
- **Malta, NY** Downtown Form-Based Code

- **Milwaukee, WI** Equitable Growth through TOD Study
- **Newport, RI** North End Urban Plan
- **Portales, NM** Downtown Master Plan and Code
- **Simsbury, CT** Center Form-Based Code
- **Tuscaloosa, AL** Recovery Area Zoning
- **Virginia Beach, VA** Oceanfront Form-Based Code

KEY DEVELOPMENT CODE PROJECTS

- **Bozeman, MT** Unified Development Code
- **Buffalo, NY** Unified Development Code
- **Charlottesville, VA** Development Code
- **Dunwoody, GA** Unified Development Code
- **Durham, NC** Unified Development Ordinance
- **Chapel Hill, NC** Land Use Management Ordinance
- **Cincinnati, OH** Land Development Code
- **Decatur, GA** Unified Development Code
- **Driggs, ID** Land Development Code
- **Fargo, ND** Development Code
- **Grand Junction, CO** Zoning and Development Code
- **Greenville, SC** Development Code
- **Jackson/Teton County, WY** Land Development Regulations
- **Hilton Head, SC** Land Management Ordinance
- **Memphis/Shelby County, TN** Unified Development Code
- **Piqua, OH** Development Code
- **Pomona, CA** Development Code
- **Raleigh, NC** Unified Development Ordinance
- **Roswell, GA** Unified Development Code
- **Sammamish, WA** Development Code
- **San Marcos, TX** Development Code
- **Sandy Springs, GA** Development Code
- **Spotsylvania County, VA** Urban Development Area Code
- **Stafford County, VA** Urban Development Area Code
- **Victor, ID** Land Development Code
- **West Feliciana Parish, LA** Toolkit Implementation

MODEL CODES

- **CPEX Louisiana** Model Coastal Toolkit
- **CPEX Louisiana** Model Land Use Toolkit
- **Teton Valley** Model Sustainability Code
- **VDOT** Urban Development Area Implementation

TECHNICAL ZONING STUDIES

- **Denver** On-Call Services
- **Dubai 2020 Expo** Design Guidelines
- **Essential Smart Growth** Fixes for Urban and Suburban Zoning Codes
- **Green Building Toolkit** Implementation Workshops
- **Houston Livable Places** Initiative Code Revisions
- **Raleigh** Hillside Best Practices
- **Raleigh** Residential Infill Study
- **Tacoma** Urban Design Review Program

SUMMARY OF TEAM STRENGTHS



DEEP UNDERSTANDING

Our projects focus on plan implementation through regulation. We know what it takes to reach out to the community, achieve consensus on issues and get new zoning adopted. Through previous work in the region, we have gained a deep understanding of how to help communities through removal of zoning barriers and streamlining approvals.



NATIONAL PERSPECTIVE

Our successes in similar, complex planning and coding projects across the country have freed our team to think boldly about the future of places like Evanston. We have all of the key team members needed to respond to issues raised with creativity, tempered by reality.



NIMBLE APPROACH

We are regularly called upon to rethink how we regulate as part of creating a unique vision for each client community. We do not simply rely on the last set of regulations we created. Our years of flexible project management, and preparation, allow us to respond to a community needs as they are uncovered, while meeting the project timeline.



INDUSTRY LEADING SPECIALISTS

Each of the team's member firms is a leader in their respective fields, with award-winning innovation in their approach to collaborative projects like this one. And the combination of all of these specialists is much stronger than any one firm alone could possibly be. When combined with the City's own expertise, there will be plenty of brainpower to tackle the project challenges as they arise.



MULTIDISCIPLINARY COLLABORATION

Blending land use, zoning expertise with urban design, economics, and public engagement are all key to implementing planning that yields action and private investment. Management of large teams is a frequent exercise, and all of our team members typically work in a similar fashion.



COMMITMENT TO INCLUSIVE ENGAGEMENT

We believe in meeting people where they live, in settings that are comfortable for them. Members of the team have been actively involved in lifting up communities through neighborhood engagement. We believe in incrementalism, and we're totally committed to inclusive engagement wherever we work.

An aerial night photograph of a city skyline. In the foreground, several multi-story buildings are illuminated, with their windows glowing. A large, modern building with a glass facade is prominent on the left. To its right, a smaller building with a green roof is visible. The middle ground shows a dense cluster of buildings, some with bright lights. In the background, a body of water is visible, and the city skyline continues with many lights. The sky is dark with some clouds.

F. PRICE/FEES

ESTIMATED PROJECT BUDGET

Task	Consultant/Sub-consultant	Cost
Draft & Final Work Plan	Code Studio	\$12,920.00
Engagement & Outreach Materials	Rudd Resources	\$113,700.00
Public Engagement Events	Rudd Resources	\$181,860.00
City Council & Land Use Commission Meetings	Code Studio	\$59,400.00
Community Assessment	Utile	\$113,600.00
Graphic Comparison of Current Conditions and Proposed Regulations	Utile	\$22,800.00
Initial & Subsequent Draft Zoning Codes & Maps	Code Studio	\$203,600.00
Interactive Zoning Map	Code Studio	\$30,400.00
Impact Analysis	RKG	\$39,200.00
Engagement Summary	Rudd Resources	\$32,600.00
Land Use Commission Draft Code, Map, and Amendment Tracking	Code Studio	\$35,100.00
City Council Draft Code Map, and Amendment Tracking	Code Studio	\$35,100.00
Final Zoning Code and Map	Code Studio	\$35,100.00
Monthly Work Group Meetings	Code Studio	\$97,000.00
Monthly Consultant Progress Report	Code Studio	\$19,000.00
All other project materials, data, GIS Shapefiles, in all formats	Code Studio	\$26,400.00
(Optional) Built Environment Model	Utile	\$30,800.00
Other (please list additional tasks based on the proposed approach)	n/a	n/a

Breakdown of Hours by Firm

	Code Studio	Utile	Rudd	RKG	DPS	Total
Draft and Final Work Plan	26	2	40	2	0	70
Engagement and Outreach Materials	150	40	400	0	24	614
Public Engagement Events (8 trips)	360	144	300	48	50	902
City Council, & Land Use Commission Meetings (6 meetings)	120	40	100	0	40	300
Community Assessment	40	400	0	120	40	600
Graphic Comparison of Current and Proposed Regulations	40	80	0	0	0	120
Initial & Subsequent Draft Zoning Code & Map for Public Review	1,000	40	0	0	40	1,080
Interactive Zoning Map	160	0	0	0	0	160
Impact Analysis	40	40	0	120	0	200
Engagement Summary	20	0	160	0	0	180
Land Use Commission Draft Code, Map, and Amendment Tracking	150	0	20	0	20	190
City Council Draft Code, Map, and Amendment Tracking	150	0	20	0	20	190
Final Zoning Code and Map	150	0	20	0	20	190
Monthly Work Group Meetings	200	60	200	40	24	524
Monthly Consultant Progress Report	100	0	0	0	0	100
All other project materials,	100	20	20	0	0	140
Optional: Built Environment Model	40	80	0	40	0	160
Total Hours	2,846	946	1,280	370	278	5,720

Breakdown of Fees by Firm

	Code Studio	Utile	Rudd	RKG	DPS	Total	Expenses	Grand Total
Hourly rate	\$190	\$190	\$180	\$200	\$150			
Draft and Final Work Plan	\$4,940	\$380	\$7,200	\$400	\$0	\$12,920	\$0	\$12,920
Engagement and Outreach Materials	\$28,500	\$7,600	\$72,000	\$0	\$3,600	\$111,700	\$2,000	\$113,700
Public Engagement Events (8 trips)	\$68,400	\$27,360	\$54,000	\$9,600	\$7,500	\$166,860	\$15,000	\$181,860
City Council, & Land Use Commission Meetings (6 meetings)	\$22,800	\$7,600	\$18,000	\$0	\$6,000	\$54,400	\$5,000	\$59,400
Community Assessment	\$7,600	\$76,000	\$0	\$24,000	\$6,000	\$113,600	\$0	\$113,600
Graphic Comparison of Current and Proposed Regulations	\$7,600	\$15,200	\$0	\$0	\$0	\$22,800	\$0	\$22,800
Initial & Subsequent Draft Zoning Code & Map for Public Review	\$190,000	\$7,600	\$0	\$0	\$6,000	\$203,600	\$0	\$203,600
Interactive Zoning Map	\$30,400	\$0	\$0	\$0	\$0	\$30,400	\$0	\$30,400
Impact Analysis	\$7,600	\$7,600	\$0	\$24,000	\$0	\$39,200	\$0	\$39,200
Engagement Summary	\$3,800	\$0	\$28,800	\$0	\$0	\$32,600	\$0	\$32,600
Land Use Commission Draft Code, Map, and Amendment Tracking	\$28,500	\$0	\$3,600	\$0	\$3,000	\$35,100	\$0	\$35,100
City Council Draft Code, Map, and Amendment Tracking	\$28,500	\$0	\$3,600	\$0	\$3,000	\$35,100	\$0	\$35,100
Final Zoning Code and Map	\$28,500	\$0	\$3,600	\$0	\$3,000	\$35,100	\$0	\$35,100
Monthly Work Group Meetings	\$38,000	\$11,400	\$36,000	\$8,000	\$3,600	\$97,000	\$0	\$97,000
Monthly Consultant Progress Report	\$19,000	\$0	\$0	\$0	\$0	\$19,000	\$0	\$19,000
All other project materials,	\$19,000	\$3,800	\$3,600	\$0	\$0	\$26,400	\$0	\$26,400
Optional: Built Environment Model	\$7,600	\$15,200	\$0	\$8,000	\$0	\$30,800	\$0	\$30,800
Total Fee	\$540,740	\$179,740	\$230,400	\$74,000	\$41,700	\$1,066,580	\$22,000	\$1,088,580

G: CONTRACT



Exhibit J

Professional Services Agreement Acknowledgment Page

The City has attached its standard professional services agreement as an exhibit to this RFP. Identify all exceptions to the agreement that would prevent your firm from executing it. **The City shall not consider or negotiate regarding exceptions submitted at any time after the submission of the Proposer's response.** *Please check one of the following statements:*

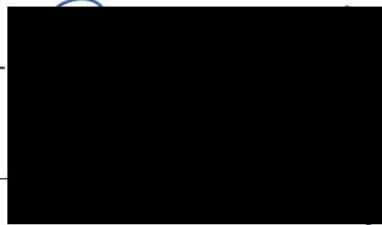
X I have read the professional services agreement and plan on executing the agreement without any exceptions.

 My firm cannot execute the City's standard professional service agreement unless the exceptions noted below or in the attached sample professional services agreement are made.

*****Please be aware that submitting exceptions to the contract may impact the likelihood of your firm being selected to perform this work.**

List exceptions in the area below:

**Authorized
Signature:**



**Company
Name:**

Code Studio

**Typed/Printed
Name and Title:**

Colin Scarff, Vice President

Date:

06/01/2026

ADDITIONAL FORMS

Exhibit A

DISCLOSURE OF OWNERSHIP INTERESTS

The City of Evanston Code Section 1-18-1 *et seq.* requires all persons (APPLICANT) seeking to do business with the City to provide the following information with their proposal. Every question must be answered. If the question is not applicable, answer with "NA".

APPLICANT NAME: Code Studio

APPLICANT ADDRESS: 1800 E 4th ST, #125, Austin Texas 78702

TELEPHONE NUMBER: 512 478 2200

FAX NUMBER: n/a

APPLICANT is (**Check One**)

- ☒ Corporation
- ☐ Partnership
- ☐ Sole Owner
- ☐ Association

Other () _____

Please answer the following questions on a separate attached sheet if necessary.

SECTION I - CORPORATION

1a. Names and addresses of all Officers and Directors of Corporation.

Lee D Einsweiler 44 East Ave #2209 Austin TX 78701

Colin Scarff [REDACTED]

1b. (**Answer only if corporation has 33 or more shareholders.**)

Names and addresses of all those shareholders owning shares equal to or in excess of 3% of the proportionate ownership interest and the percentage of shareholder interest. (Note: Corporations which submit S.E.C. form 10K may substitute that statement for the material required herein.)

n/a

1c. **(Answer only if corporation has fewer than 33 shareholders.)**

Names and addresses of all shareholders and percentage of interest of each herein.
(Note: Corporations which submit S.E.C. form 10K may substitute that statement for the material requested herein.)

Lee D Einsweiler 44 East Ave #2209 Austin TX 78701 50%

Colin Scarff [REDACTED] 50%

SECTION 2 - PARTNERSHIP/ASSOCIATION/JOINT VENTURE

2a. The name, address, and percentage of interest of each partner whose interests therein, whether limited or general, is equal to or in excess of 3%.

2b. Associations: The name and address of all officers, directors, and other members with 3% or greater interest.

SECTION 3 - TRUSTS

3a. Trust number and institution.

3b. Name and address of trustee or estate administrator.

3c. Trust or estate beneficiaries: Name, address, and percentage of interest in total entity.

SECTION 4 - ALL APPLICANTS - ADDITIONAL DISCLOSURE

- 4a. Specify which, if any, interests disclosed in Section 1, 2, or 3 are being held by an agent or nominee, and give the name and address of principal.

- 4b. If any interest named in Section 1, 2, or 3 is being held by a "holding" corporation or other "holding" entity not an individual, state the names and addresses of all parties holding more than a 3% interest in that "holding" corporation or entity as required in 1(a), 1(b), 1(c), 2(a), and 2(b).

- 4c. If "constructive control" of any interest named in Sections 1, 2, 3, or 4 is held by another party, give name and address of party with constructive control. ("Constructive control" refers to control established through voting trusts, proxies, or special terms of venture of partnership agreements.)

I have not withheld disclosure of any interest known to me. Information provided is accurate and current.

June 1 2026
Date

[Redacted Signature]
Signature of Person Preparing Statement

Vice President
Title

ATTEST:

[Redacted Notary Signature]
Notary Public

(Notary Seal)

Commission Expires: 02/28/2030

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California
County of Los Angeles

Subscribed and sworn to (or affirmed) before me on this 1st
day of JUNE, 2026, by COLIN SCARFF

proved to me on the basis of satisfactory evidence to be the
person(s) who appeared before me.



(Seal)

Signature

[Redacted Signature]

FOR: EXHIBIT A - DISCLOSURE OF OWNERSHIP
INTERESTS PG 25

EXHIBIT B

ADDITIONAL INFORMATION SHEET

Proposal Name: City of Evanston Zoning Update

Proposal Number #: 26-28

Company Name: Code Studio

Contact Name: Colin Scarff

Address: 1800 E 4th ST, #125

City, State, Zip: Austin Texas 78702

Telephone/FAX: # 512 478 2200

E-mail: colin@code-studio.com

Comments: _____

Exhibit C

CONFLICT OF INTEREST FORM

Code Studio, inc

_____, hereby certifies that it has conducted an investigation into whether an actual or potential conflict of interest exists between the bidder, its owners and employees and any official or employee of the City of Evanston.

Proposer further certifies that it has disclosed any such actual or potential conflict of interest and acknowledges if bidder/Proposer has not disclosed any actual or potential conflict of interest, the City of Evanston may disqualify the bid/proposal.

Colin P Scarff, Vice President

(Name of Bidder/Proposer if the Bidder/Proposer is an Individual)
(Name of Partner if the Bidder/Proposer is a Partnership)
(Name of Officer if the Bidder/Proposer is a Corporation)

The above statements must be subscribed and sworn to before a notary public. Subscribed and Sworn to this 1st day of JUNE, 20 26

(see attached CA jurat for
notary seal)

Notary Public

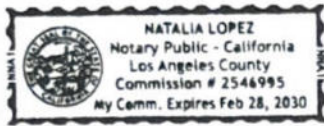
Failure to complete and return this form may be considered sufficient reason for rejection of the bid / proposal.

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California
County of Los Angeles

Subscribed and sworn to (or affirmed) before me on this 1st
day of JUNE, 2026, by COLIN P. SCARFF

proved to me on the basis of satisfactory evidence to be the
person(s) who appeared before me.



(Seal)

Signature

FOR: EXHIBIT C - CONFLICT OF INTEREST FORM

pg. 27

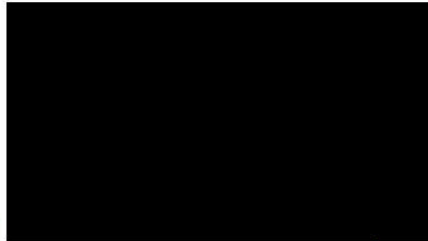
Exhibit D

ACKNOWLEDGMENT OF UNDERSTANDING

THE SECTION BELOW MUST BE COMPLETED IN FULL AND SIGNED

The undersigned hereby certifies that they have read and understand the contents of this solicitation and attached service agreements, and agree to furnish at the prices shown any or all of the items above, subject to all instructions, conditions, specifications and attachments hereto. Failure to have read all the provisions of this solicitation shall not be cause to alter any resulting contract or to accept any request for additional compensation. By signing this document, the Proposer hereby certifies that they are not barred from bidding on this contract as a result of bid rigging or bid rotating or any similar offense (720 ILCS S/33E-3, 33E-4).

**Authorized
Signature:**



**Company
Name:**

Code Studio

**Typed/Printed
Name:**

Colin Scarff

Date:

06/01/2026

Title:

Vice President

**Telephone
Number:**

512 478 2200

Email:

colin@code-studio.com

**Fax
Number:**

Exhibit E

ANTI-COLLUSION AFFIDAVIT AND PROPOSER'S CERTIFICATION

Colin Scarff _____, being first duly sworn,
deposes and says that he is Officer
(Partner, Officer, Owner, Etc.)
of Code Studio, inc
(Proposer)

The party making the foregoing proposal or bid, that such bid is genuine and not collusive, or sham; that said bidder has not colluded, conspired, connived or agreed, directly or indirectly, with any bidder or person, to put in a sham bid or to refrain from bidding, and has not in any manner, directly or indirectly, sought by agreement or collusion, or communication or conference with any person; to fix the bid price element of said bid, or of that of any other bidder, or to secure any advantage against any other bidder or any person interested in the proposed contract.

The undersigned certifies that he is not barred from bidding on this contract as a result of a conviction for the violation of State laws prohibiting bid-rigging or bid-rotating.

Colin Scarff, Vice President _____

(Name of Bidder if the Bidder is _____
(Name of Partner if the Bidder is a Partnership)
(Name of Officer if the Bidder is a Corporation)

The above statements must be subscribed a sworn to before a notary public.

Subscribed and Sworn to this 1st day of JUNE, 20 26

Notary Public

Commission Expires: 02/28/2030

(see attached CA jurat for notary seal)

Failure to complete and return this form may be considered sufficient reason for rejection of the bid.

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California
County of Los Angeles

Subscribed and sworn to (or affirmed) before me on this 1st
day of JUNE, 2026, by COLIN SCARFF

proved to me on the basis of satisfactory evidence to be the
person(s) who appeared before me.



(Seal)

Signature

FOR: EXHIBIT E - ANTI-COLLUSION AFFIDAVIT
AND PROPOSER'S CERTIFICATION pg. 29

EXHIBIT F

CITY OF EVANSTON M/W/D/EBE POLICY

A City of Evanston goal is to provide contracting and sub-contracting opportunities to Minority Business Enterprises, Women Business Enterprises, Disadvantaged and Evanston Business Enterprises. The goal of the Minority, Women, Disadvantaged and Evanston Business Enterprise Program (M/W/D/EBE) is to assist such businesses with opportunities to grow. To assist such growth, the City's goal is to have general contractors utilize M/W/D/EBEs to perform no less than 25% of the awarded contract.

Firms bidding on projects with the City must work to meet the 25% goal or request a waiver from participation. It is advised that bidders place advertisements requesting sub-contractors and that they email or contact individual firms that would be appropriate to partner in response to the project. For samples of possible advertisements, see the City of Evanston's Business Diversity Section <http://www.cityofevanston.org/business/business-diversity/> ([Sample Advertisement](#))

If a bidder is unable to meet the required M/W/D/EBE goal, the Bidder must seek a waiver or modification of the goal on the attached forms. Bidder must include:

1. A narrative describing the Bidder's efforts to secure M/W/D/EBE participation prior to the bid opening.
2. Documentation of each of the assist agencies that were contacted, the date and individual who was contacted, and the result of the conversation (see form)
3. A letter attesting to instances where the bidder has not received inquiries/proposals from qualified M/W/D/EBEs
4. Names of owners, addresses, telephone numbers, date and time and method of contact of qualified M/W/D/EBE who submitted a proposal but was not found acceptable.
5. Names of owners, addresses, telephone numbers, date and time of contact of at least 15 qualified M/W/D/EBEs the bidder solicited for proposals for work directly related to the Bid prior to the bid opening (copies must be attached).

If a bidder is selected with a Sub-contractor listed to meet the M/W/D/EBE goal, a "monthly utilization report" will be due to the City prior to each payment being issued to the Contractor. This report will include documentation of the name of the firm hired, the type of work that firm performed, etc. Should the M/W/D/EBE not be paid according to the schedule proposed in this document, the City reserves the right to cancel the contract. Examples of this monthly form can be found on the City's website: <http://www.cityofevanston.org/business/business-diversity/> ([MWDEBE Monthly Utilization Report](#)).

EXHIBIT G

M/W/D/EBE PARTICIPATION COMPLIANCE FORM

I do hereby certify that

Rudd Resources LLC (Name of firm) intends to participate as a Subcontractor or General Contractor on the project referenced above.

This firm is a (check only one):

- _____ Minority Business Enterprise (MBE), a firm that is at least 51% managed and controlled by a minority, certified by a certifying agency within Illinois.
- _____ Women's Business Enterprise (WBE), a firm that is at least 51% managed and controlled by a woman, certified by a certifying agency within Illinois.
- X _____ Disadvantaged Business Enterprise (DBE), a firm that is at least 51% managed and controlled by a disadvantaged, certified by a certifying agency within Illinois.
- _____ Evanston Based Enterprise (EBE), a firm located in Evanston for a minimum of one year and which performs a "commercially useful function".

Total proposed price of response \$ 1,088,580.00

Amount to be performed by a M/W/D/EBE \$ 235,400.00

Percentage of work to be performed by a M/W/D/EBE 22% %

Information on the M/W/D/EBE Utilized:

Name Kimberley Rudd for Rudd Resources LLC

Address 56 E. 47th Street, Suite 300, Chicago, IL 60651

Phone Number [REDACTED]

Signature of firm attesting to participation [REDACTED]

Title and Date President | June 1, 2026

Type of work to be performed Community engagement and communications support

Please attach:

1. Proper certification documentation if applying as a M/W/D/EBE and check the appropriate box below. This M/W/D/EBE will be applying with documentation from:

- | | |
|--|--|
| ☐ Cook County | ☒ State of Illinois Certification |
| ☐ Federal Certification | ☐ Women's Business Enterprise National Council |
| ☐ City of Chicago | ☐ Chicago Minority Supplier Development Council |

2. Attach business license if applying as an EBE



Illinois Department of Transportation

Office of Business & Workforce Diversity
2300 South Dirksen Parkway / Springfield, Illinois 62764

May 28, 2026

Ms. Kimberley Rudd
Rudd Resources, LLC
56 E. 47th St., Ste 300C
Chicago, IL 60653

Dear Ms. Rudd:

The Illinois Department of Transportation (IDOT) has approved the *Declaration of Eligibility (DOE)* for **Rudd Resources LLC** and determined that the firm continues to meet Disadvantaged Business Enterprise (DBE) eligibility standards to perform work towards DBE goals.

To remain certified and in good standing, you must annually submit a *DOE*. Your firm's next DOE is due on **October 3, 2026**, which is the anniversary date of your original DBE Certification. IDOT will send a DOE form 60 days prior to that date.

Should the submitted information change, you are required to notify IDOT's Bureau of Small Business Enterprises within 30 days of the change.

Note: Pursuant to 49 CFR Part 26.83(i), whenever there is a change in circumstances affecting your firm's eligibility status, your firm must provide written notification to IDOT within 30 days of the occurrence of the change. If you fail to make timely notification, it may result in the loss of your firm's certification.

If you have any questions, please contact the Bureau of Small Business Enterprises at (217) 782-5490.

Sincerely,



Lincoln Blackwell
Acting DBE Certification Section Manager
Bureau of Small Business Enterprises

EXHIBIT G

M/W/D/EBE UTILIZATION SUMMARY REPORT

The following Schedule accurately reflects the value of each MBE/WBE/DBE/EBE sub-agreement, the amounts of money paid to each to date, and this Pay Request. The total proposed price of response submitted is \$1,088,580.

MBE/WBE/DBE/EBE FIRM NAME	FIRM TYPE (MBE/WBE/ DBE/EBE)	SERVICES PERFORMED	AMOUNT OF SUB- CONTRACT	PERCENT OF TOTAL CONTRACT AMOUNT
Rudd Resources	DBE	Outreach	\$ 235,400	22%
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	
TOTAL			\$ 235,400	22%

Exhibit H

M/W/D/EBE PARTICIPATION WAIVER REQUEST

I am Vice President of Code Studio, and I have authority to
(Title) (Name of Firm)

execute this certification on behalf of the firm. I Colin Scarff do
(Name)

hereby certify that this firm seeks to waive all or part of this M/W/D/EBE participation goal
for the following reason(s):

(CHECK ALL THAT APPLY. SPECIFIC SUPPORTING DOCUMENTATION MUST BE ATTACHED.)

 1. No M/W/D/EBEs responded to our invitation to bid.

 2. An insufficient number of firms responded to our invitation to bid.

For #1 & 2, please provide a narrative describing the outreach efforts from your firm and proof of contacting at least 15 qualified M/W/D/EBEs prior to the bid opening. Also, please attach the accompanying form with notes regarding contacting the Assist Agencies.

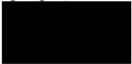
 3. No sub-contracting opportunities exist.

Please attach a written explanation of why sub-contracting is not feasible. Please provide details supporting your request.

 X 4. M/W/D/EBE participation is impracticable.

We maxed out Rudd at 22%. We have included Katie Ashbaugh on the team to cover the remaining 3%. Katie's firm is very new and she is in the process of obtaining certification.

Therefore, we request to waive 3% of the 25% utilization goal for a revised goal of 22% %.

Signature: 
(Signature) 

Date: 06/01/2026

Exhibit J

Professional Services Agreement Acknowledgment Page

The City has attached its standard professional services agreement as an exhibit to this RFP. Identify all exceptions to the agreement that would prevent your firm from executing it. **The City shall not consider or negotiate regarding exceptions submitted at any time after the submission of the Proposer's response.** *Please check one of the following statements:*

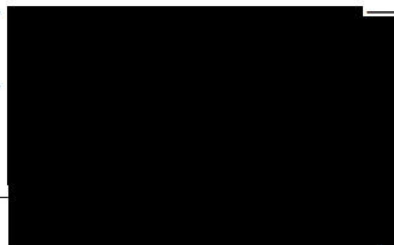
X I have read the professional services agreement and plan on executing the agreement without any exceptions.

 My firm cannot execute the City's standard professional service agreement unless the exceptions noted below or in the attached sample professional services agreement are made.

*****Please be aware that submitting exceptions to the contract may impact the likelihood of your firm being selected to perform this work.**

List exceptions in the area below:

Authorized
Signature:



Company
Name:

Code Studio

Typed/Printed
Name and Title:

Colin Scarff, Vice President

Date:

06/01/2026

Exhibit J

Consultant Certification and Verification

I certify in accordance with the Professional Services Agreement, the agents, employees and subcontractors of Code Studio are in compliance and will comply with City work rules and policies applicable to City employees while they are on City property, including the City's Workplace Harassment Policy; COVID-19 Vaccination Policy; and Sexual Harassment Policy. I further certify that the agents, employees and subcontractors of Code Studio are in compliance with OSHA emergency temporary standard to protect workers from coronavirus.

CONSULTANT:

By Colin Scarff

Its: Vice President

FEIN Number: 20-5214309

Date: 06/01/2026

CODE STUDIO

1800 East 4th Street #125
Austin, TX 78702

www.code-studio.com

info@code-studio.com

(512) 478-2200

