

February 2012

Proposal to Prepare a  
**Zoning Code Assessment**  
Sparks, Nevada  
RFP #11/12-016



**C L A R I O N**  
In Association with CFA, Inc.

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Denver, Colorado 80293  
303.830.2890  
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Zoning and Design Standards  
Impact Fees  
Growth Management  
Sustainability

C L A R I O N

February 2, 2012

City of Sparks Purchasing Division  
Dan Marran, CPPO, C.P.M., Contracts and Risk Manager  
431 Prater Way  
Sparks, Nevada 89432

Re: Proposal to Prepare a Zoning Code Assessment

Dear Mr. Marran and Members of the Selection Committee:

We are pleased to submit this response to your request for a proposal to prepare a Zoning Code Assessment for the City of Sparks.

**Clarion Associates** is a nationally recognized land-use consulting firm specializing in zoning, land-use planning, growth management, and historic preservation. We have offices in Denver and Fort Collins, Colorado; Chapel Hill, North Carolina; and affiliated offices in Chicago, Cincinnati, and Philadelphia. Our team has significant experience in drafting and revising development codes for dozens of jurisdictions in the West and across the United States. Our local partner on this effort is Angela Fuss, AICP, Director of Planning for **CFA, Inc.**

Highlights of our team's strengths include the following:

- **Broad Nationwide Code-Assessment and Drafting Experience**—Clarion team members have conducted assessments of and/or drafted dozens of successful land development ordinances across the United States and have substantial experience tailoring each of those efforts to the specific needs of the government and property owners for whom it was written. We have worked on regulations for large communities such as Anchorage, Arlington, Austin, Chicago, Detroit, Philadelphia, Pittsburgh, Reno, Sacramento County, and Winnipeg; small- and medium-size communities such as Aurora and Englewood, Colorado; Rowlett, Texas; Pasadena, California; and Santa Fe, New Mexico; rural counties like Mesa County, Colorado; and progressive, fast-growing communities such as Boise, Idaho; Henderson, Nevada; Fort Collins, Colorado; and Cary, North Carolina.
- **Local and Regional Knowledge**—Clarion has worked with the City of Sparks and numerous other communities in the Reno/Sparks area over the past ten years on both planning and zoning efforts, including the cities of Carson City and Reno, and the Truckee Meadows Regional Planning Agency. Currently, Clarion is leading an effort to rewrite the codes for the Tahoe Regional

Planning Agency. CFA has extensive experience working with both private developers and local governments in Sparks and throughout the region. This combined, public/private sector experience provides our team with a clear understanding of major issues the region has faced over the previous decade—rapid growth at the urban fringe, water rights, a desire to shift away from auto-oriented development patterns, and many others. Our team also has a clear understanding of the acute economic challenges the region has faced during the current economic downturn that are driving and will help inform this process.

- ***Project Management Expertise***— This project will require strong leadership and effective project management. Our team members have a proven track record of being able to manage projects of this nature, bringing them in on time and within budget.

We are very excited about the prospect of working with the City of Sparks again and would welcome an opportunity to discuss our proposal with you in person. Please do not hesitate to contact me if you need additional information to evaluate our qualifications.

Sincerely,

Matthew Goebel, AICP  
Principal, Vice President

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# 1. COMPANY OVERVIEW

Clarion Associates will lead the team's work on the zoning code assessment from its Denver office, with support from local team member CFA, Inc. A brief overview of each firm's capabilities and key staff members assigned is provided below. Resumes for each team member are provided in the Appendix.

## Clarion Associates

Clarion Associates is a national land-use consulting firm with offices in Denver and Fort Collins, Colorado, and Chapel Hill, North Carolina; and affiliate offices in Chicago, Philadelphia, and Cincinnati. Clarion has worked nationally for a variety of clients including government agencies, municipalities and counties, and not-for-profit organizations.

Clarion is particularly known for its expertise in master and comprehensive planning, development regulations, and plan implementation. Since our founding in 1992, the firm has developed expertise in a broad range of planning areas, including:

- Community and regional comprehensive plans;
- Downtown and corridor revitalization plans;
- Sustainable community plans and codes;
- Zoning codes, development and design standards and guidelines;
- Growth management strategies for cities and regions;
- Web-based plans and planning processes;
- Citizen participation strategies, including workshops, public meetings, and other forms of community outreach; and
- Plan implementation strategies.

## KEY TEAM MEMBERS

*Matt Goebel, AICP*, is a vice president of Clarion Associates and based in the Denver office. He works principally in the areas of planning and zoning, growth management, and historic preservation. His numerous projects have included development codes and growth management plans for a variety of large and small jurisdictions around the country.



Currently he is managing the firm's work rewriting the codes for the Tahoe Regional Planning Agency and Arlington, Texas. Other recent clients have included Henderson, Nevada; Buckeye, Arizona; Broken Arrow, Oklahoma; Santa Fe and Silver City, New Mexico; Englewood, Colorado; and San Miguel County, Colorado. Mr. Goebel will serve as the Overall Project Director for this assignment, overseeing team members, leading the team's work on the zoning code assessment, and serving as the team's primary point of contact.

**Darcie White, AICP**, is a Principal in Clarion's Denver and Fort Collins offices. She is a planner and landscape architect with nearly 14 years of professional experience in land use planning, urban design, public outreach, and GIS mapping and analysis. During her twelve years with Clarion she has gained extensive experience working with communities throughout the West and across the country on comprehensive plans, downtown plans and strategies, and design standards and guidelines. Many of her projects focus on design and policy issues as they relate to downtown revitalization areas, infill and redevelopment and transit-oriented development. On many of these efforts she has been responsible for the development of design standards and/or zoning to implement key aspects of the plan concurrent with or immediately following adoption. Recent experience includes a Comprehensive Plan for Boise, Idaho; a Town Center Code for Morrisville, North Carolina; and a set of mixed-use districts for a new Regional Center in Hillsboro, Oregon. Ms. White has worked extensively for cities in the region on projects such as the City of Sparks TOD Plan and Design Manuals; Reno Wells Avenue Neighborhood Plan and Design Standards; and Carson City Master Plan and Downtown Mixed-Use District. Ms. White will serve as Project Manager for this assignment.



**Christopher Duerksen, Esq.**, serves as senior council for Clarion Associates. He has represented local governments, nonprofits, and the private sector in a variety of land-use and zoning matters and specializes in sustainable development code revisions, growth management planning, historic preservation, natural resource protection strategies, and airport-area development. Chris co-founded the Rocky Mountain Land Use Institute at the University of Denver School of Law, where he conceived and directs the Model Sustainable Development Code project. Duerksen has written and spoken extensively on land use issues across the United States and has authored many books and articles on land use and conservation issues, including Nature Friendly Communities and Takings Law in Plain English. He served two terms as an elected member of the city council in Fredericksburg, Virginia, and directed the Gateway/Stapleton Development Office for the City of Denver prior to



joining Clarion. He has a law degree from the University of Chicago. Mr. Duerksen brings his experience working with the City of Sparks on targeted amendments to the industrial zoning districts to the team. He will serve as strategic advisor to the team, reviewing draft work products and providing input and key points in the process.

## **CFA, Inc.**

As one of the lead planning and engineering firms in Northern Nevada, CFA offers full service capabilities and expertise in land use planning, civil engineering, hydrologic and hydraulic engineering, landscape architecture, surveying, and construction observation. Our employees specialize in providing services to private developers and local governments. Specific areas of planning expertise offered by CFA include:

- Feasibility Studies
- Due Diligence Investigations
- Impact Assessments
- Site Planning
- Entitlement Permitting and Approvals
- Public Participation
- Design Standards
- Comprehensive Planning Studies
- Policy Planning

## **KEY TEAM MEMBERS**

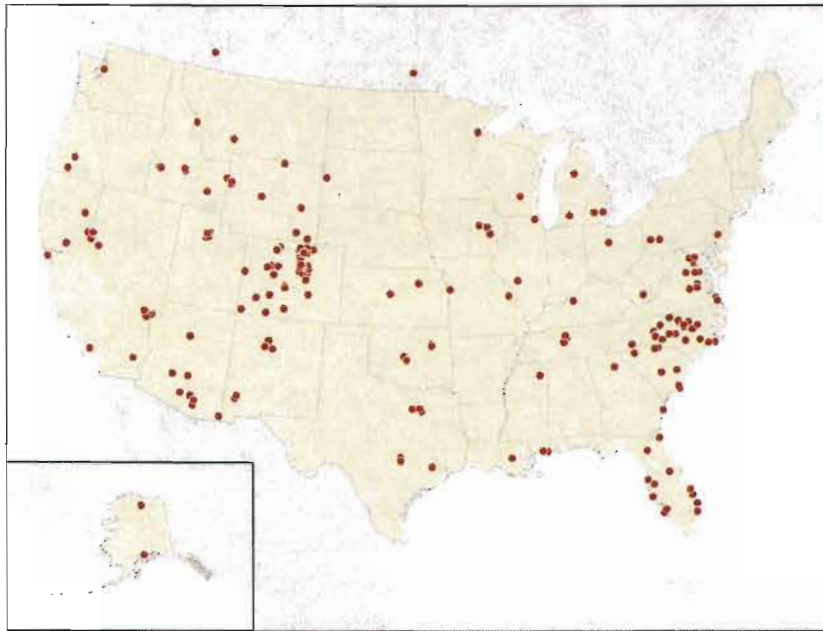
*Angela B. Fuss, AICP* is Director of Planning for CFA. She has over eleven years of professional planning and urban design experience in the land use planning field. Prior to joining CFA in 2004, she worked for the Truckee Meadows Regional Planning Agency, and the Carson City Community Development Department. Angela has a broad breadth of knowledge in professional planning, design, land entitlement, project management, and advocacy. Her organization and project management skills have been instrumental in overseeing many successful developments in northern Nevada. Her project experience includes a mixture of residential, commercial, industrial, redevelopment, mixed-use, and public facility planning. Ms. Fuss will bring her knowledge of local and regional development issues to the team, participating in stakeholder interviews and other meetings and serving as a sounding board for the team throughout the process.

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## 2. COMPANY EXPERIENCE

This section contains a summary of three projects recently completed by Clarion that are of particular relevance to the services sought by the City of Sparks.



### What Sets Us Apart?

In addition to the three projects highlighted in this section, Clarion Associates has completed dozens of zoning code assessments and updates for cities and counties across the United States and Canada—rural and urban, large and small. Many of these project locations are highlighted on the map at left.

Clarion also has experience successfully working with the City of Sparks—both on the TOD Plan and Design Manuals and on targeted updates to the Industrial Zoning Districts.

## Garfield County, Colorado

### Zoning Code Assessment and Targeted Updates



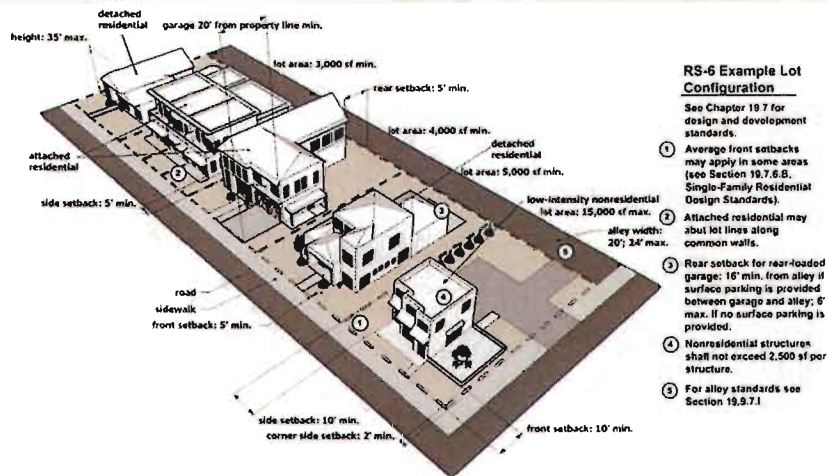
Clarion Associates was retained by Garfield County to prepare an assessment of and targeted updates to the existing land use regulations to encourage economic development. The goals for the project included: eliminating barriers to economic development, streamlining development procedures, making the overall code more efficient, and increasing the user-friendliness of the document. Working with county staff and members of an advisory committee, Clarion identified key updates to: establish a functioning minor subdivision process, establish a design review committee, allow minor modifications to development standards, streamline submission requirements and review processes, incorporate a series of oil and gas-oriented revisions, and modernize land use approvals. Chapters of the code were reformatted to eliminate repetition and the remaining information was reorganized and converted, where possible, into a number of tables for ease of understanding and comparison. Throughout the process, Clarion worked closely with County staff and a committee appointed by the Board of County Commissioners.

#### Contact Information:

Fred Jarman, Director of Building and Planning  
108 8<sup>th</sup> Street, Suite 401 Glenwood Springs, Colorado  
970. 945.8212 [fjarman@garfield-county.com](mailto:fjarman@garfield-county.com)

# Henderson, Nevada

## Comprehensive Zoning Code Revisions



Influenced by the growth of the Las Vegas area, Henderson has been one of the fastest-growing areas in the West. Clarion Associates prepared a complete rewrite of the Henderson zoning code in the late 1990s, leading a team that included Duncan Associates. At that time, key elements of the code revision included implementation of a town center concept contained in the new comprehensive plan, design standards, landscaping provisions, and revamping of the development review process. The Nevada Chapter of the American Planning Association honored the 1998 Henderson code with a statewide planning award. Beginning in 2008, the city again retained a team led by Clarion Associates to prepare a new version of the code that implemented the city's most recent planning efforts, including a new comprehensive plan and a new open space and trails plan. Key features of this newest Henderson code include a comprehensive rewrite of the development standards, which will allow the city to move from a fragmented, district-based approach to development quality towards a more uniform set of citywide standards. The new code also is more graphically rich than the earlier version and features a user-friendly approach that illustrates prototypical development. Throughout the process, Clarion worked closely with City staff and an advisory committee.

### Contact Information:

Michael Tassi, Planning Manager, City of Henderson  
240 Water Street, Henderson, NV 89015  
702.267.1524 Michael.Tassi@cityofhenderson.com

## Tahoe Regional Planning Agency

### Update of the Regional Plan Code of Ordinances

Phase 1 of the update project occurred in 2010 and involved an extensive reorganization and reformatting of the Code of Ordinances to improve the flow of information, eliminate redundant and obsolete provisions, and improve the overall user-friendliness of the



document. No substantive changes were made in Phase 1. Phase 1 resulted in an improved working draft of the code that will be used as the basis for substantive changes in Phase 2.

Phase 2 of the code rewrite began recently and will include a wide variety of substantive changes to implement the new Regional Plan. The first task will be to streamline the development review procedures. The remainder of the project will focus on changes to the code in areas such as zoning districts, allowed land uses, natural resource protection, and development quality standards that are needed to ensure consistency with the agency's new Goals and Policies. Improved development standards and maps for the many Plan Area Statements will be provided. In addition, form-based coding, to be completed by Dyett & Bhatia, will be integrated into the code for each of the primary mixed-use areas in the basin.

#### Contact Information:

Jerry Wells, Director, Special Projects, Tahoe Regional Planning Agency  
Post Office Box 5310, Stateline, NV 89449  
775.589.5303 jwells@trpa.org

## 3. PROJECT APPROACH

The work program below outlines our proposed approach to the zoning code assessment and anticipated timeline associated with each task. We are flexible in our approach and view this work program as a starting point for discussion with City staff.

### Work Program

Our proposed work program for the Zoning Code Assessment is divided into three primary tasks as follows:

- Task 1: Project Initiation and Analysis
- Task 2: Assessment Report
- Task 3: Public Draft of Assessment Report

### Task 1. Project Initiation and Analysis

#### 1.1. Finalize Work Program and Schedule

The Clarion team will conduct a conference call with City planning staff to finalize the project work program and schedule and coordinate on background materials and initial project meetings.

#### 1.2. Initial Document Review

In preparation for initial project meetings/stakeholder interviews, the Clarion team will review in greater detail Title 20, along with the draft sign ordinance, draft comprehensive plan, and any other relevant plans, ordinances, and policies as identified by the City. We will analyze and compare draft plan policies with the current code language, map, and regulatory structure to identify key issues and opportunities in the ordinance update project. This review will draw on staff input as well as the team's previous experience working with the City of Sparks and other communities and agencies within the Truckee Meadows Region and Clarion's national experience. This background review will form the basis for the initial project meetings and stakeholder interviews described below.

### 1.3. Initial Project Meetings/Stakeholder Interviews

The Clarion team will meet with the City planning staff and other City officials as appropriate to discuss overall project goals in preparation for the stakeholder interviews. If time permits and if recommended by the staff, we will also tour the City with staff to see first-hand how key substantive issues with the code are playing out in practice.

Following the initial project meetings, the Clarion team will oversee an intensive initial discussion of land development issues with City staff and elected and appointed officials, as appropriate. With staff's guidance, the consultant team also will interview key players in the development process (e.g., developers, business owners, neighborhood group representatives, development professionals such as engineers and planners) in small groups or one-on-one to get their views on the same topics. These discussions and review will give us a clear understanding of how the existing code works (and doesn't work) in practice, and key issues and practical problems that need to be addressed by the revised code. The purpose of the stakeholder interviews is to obtain input about the strengths and weaknesses of the current land development ordinances. We will rely heavily on this input in drafting the Assessment Report.

Below are some suggested groups with whom interviews would be helpful. We will rely on staff to review and modify this list as appropriate, to identify the particular representative, and to schedule the interviews. Generally, if there is more than one person from a category below (e.g., two or more commercial developers) that will be participating, then it would be most efficient to meet with all those people at one time. Ideally, there should not be more than four interviewees in any one meeting to ensure all attendees have an opportunity to provide meaningful input. Meetings with elected officials should be limited as necessary so that open meeting rules are not violated.

- Members of the City Council
- Members of the Planning Commission and other appointed boards
- City Attorney
- Representatives from staff agencies beyond planning that work with the land development ordinances (e.g., public works)
- Residential developers
- Nonresidential developers (commercial, industrial, light industrial)
- Neighborhood representatives or other citizen groups

- Local architects and/or builders
- Consultants that know the land development ordinances well and work with local developers and builders
- Chamber of commerce / economic development groups

We recommend that the interviews be scheduled to last one hour each, with a 15-minute break between each interview. We also recommend that all interviews be held in one location if possible to minimize travel time. There will be three principal attendees from the Clarion team on this trip: Matt Goebel, Darcie White, and Angela Fuss. We can break apart into separate groups for simultaneous interviews if necessary.

#### 1.4. Questionnaire

To supplement the stakeholder interviews, the Clarion team will also develop a questionnaire for circulation to key staff in other departments and for staff to place on the City’s website to assist in producing a methodical analysis and record of strengths and weaknesses of the existing code.

TASK 1: PROJECT INITIATION AND ANALYSIS RESPONSIBILITIES AND DELIVERABLES	
Clarion	City Staff
Conference call with staff to finalize work program and schedule and coordinate on Task 2 logistics	Conference call with Clarion to finalize work program and schedule and coordinate on Task 2 logistics
Review Title 20 and other background documents provided by City	Send copies of relevant documents not available on internet to Clarion (including editable digital version of Title 20)
Draft questionnaire	Circulate questionnaire to City departments and others
Prepare for and conduct project meetings and interviews with staff, other departments, stakeholders, working group, Planning Commission, and City Council	Organize and attend project initiation meetings and interviews
Participate in City tour with staff	Organize and accompany Clarion team on City tour
<b>Trips</b>	
One 2-day trip to City to meet with staff, conduct interviews, tour City, and facilitate kick-off meetings.	
<b>Schedule</b>	
Complete within six weeks of contract initiation.	

## Task 2. Assessment Report

### 2.1. Staff Draft of Assessment Report

Based on information gathered during Task 1, our team will prepare a targeted analysis of Title 20 in order to refine the key issues and themes

to be addressed through the project. This analysis will focus on the strengths and weaknesses of the current code, including:

- Areas of consistency and inconsistency between existing City policies and preferences and the regulations;
- Ways to make the revised document more user-friendly; and
- Ways to streamline the review process.

Particular areas of focus during our analysis of Title 20 are anticipated to include Chapter 20.92 (Transit-Oriented Development Corridor Overlay District), the special use permit process, mobile food vendor requirements, and others identified by City staff.

The Assessment Report will present options and may, in some cases, alternative techniques for addressing these issues based on our work in other jurisdictions and additional best practices research.

As part of the Assessment Report, Clarion will draft an annotated outline of recommended revisions. The purpose of the outline is to allow City staff, elected and appointed officials, and the public an opportunity to review the overall structure of the proposed revisions before a process for implementing the revisions is defined. The outline will set out the proposed structure of the code amendments, providing commentary explaining the purpose and scope of each new or amended provision.

We believe this outline step is critical because it helps establish a structure for the proposed regulatory amendments that meets City objectives, clarifies how old and new sections will work as a whole, and provides an early opportunity to make corrections or suggest other approaches before significant time and resources are spent on actual drafting of the targeted amendments following the completion of this process.

The first draft of the Assessment Report will be for internal staff review only. That review allows staff time to provide the consultant team with substantive feedback and identify any factual errors or major issues that should be adjusted in the document prior to public review.

We will use the staff draft of the Assessment Report as the basis for a discussion with staff about how to prioritize code amendments for future revisions. We will then identify these priorities as part of the public draft of the document.



## 2.2. Conference Call with Staff

The Clarion team will conduct a conference call with City staff to discuss comments provided by staff and revisions to be incorporated into the public draft of the Assessment Report during Task 3.

TASK 2: ASSESSMENT REPORT RESPONSIBILITIES AND DELIVERABLES	
Clarion	City Staff
Prepare staff draft of Assessment Report	Review and provide comments on draft Assessment Report
Conference with City staff to discuss staff feedback and revisions to be incorporated into public draft	Conference with Clarion to decide on revisions to be incorporated into public draft
<b>Trips</b>	
None.	
<b>Schedule</b>	
Complete within three months of contract initiation.	

## Task 3. Public Draft of Assessment Report

### 3.1. Public Draft of Assessment Report

The Clarion team will prepare a public draft of the Assessment Report based on consolidated written comments from City staff.

### 3.2. City Council Presentation

Prior to finalizing the Assessment Report, key members of the Clarion team will present key findings to City Council, conduct a discussion regarding the key findings, and receive comments.

### 3.3. Final Assessment Report

The Clarion team will finalize the Assessment Report based on feedback received from City Council and discussions with City staff.

TASK 3: PUBLIC DRAFT OF ASSESSMENT REPORT RESPONSIBILITIES AND DELIVERABLES	
Clarion	City Staff
Prepare public review draft of Assessment Report	Distribute revised draft to City Council
Present Assessment Report to City Council	Attend City Council meeting
Prepare final Assessment Report	Distribute final Assessment Report as appropriate
<b>Trips</b>	
One trip to present Assessment Report to City Council (Goebel)	
<b>Schedule</b>	
Complete within five months of contract initiation.	



## 4. FEE PROPOSAL

A cost proposal to conduct the work program outlined in Section 3 of this proposal is provided below.

TASK	CLARION			CFA	TOTAL
	Goebel	White	Duerksen	Fuss	
Billable Rate \$ /Hour	\$185	\$125	\$300	\$100	
<b>Task 1: Project Initiation and Analysis</b>					
1.1 Finalize Work Program and Schedule	2	2	0	0	
1.2 Initial Document Review	4	4	2	4	
1.3 Initial Project Meetings/Stakeholder Interviews	24	24	2	18	
1.4 Questionnaire	2	4	0	2	
<b>Task Hours</b>	<b>32</b>	<b>34</b>	<b>4</b>	<b>24</b>	<b>94</b>
<b>Subtotal Labor</b>	<b>\$5,920</b>	<b>\$4,250</b>	<b>\$1,200</b>	<b>\$2,400</b>	<b>\$13,770</b>
Trips	1	1	0	0	2
Travel	\$700	\$700	\$0	\$0	\$1,400
<b>TASK TOTAL</b>	<b>\$6,620</b>	<b>\$4,950</b>	<b>\$1,200</b>	<b>\$2,400</b>	<b>\$15,170</b>
<b>Task 2- Assessment Report</b>					
2.1 Staff Draft of Assessment Report	12	32	2	12	
2.2 Conference Call with Staff	2	2	0	2	
<b>Task Hours</b>	<b>14</b>	<b>34</b>	<b>2</b>	<b>14</b>	<b>64</b>
<b>Subtotal Labor</b>	<b>\$2,590</b>	<b>\$4,250</b>	<b>\$600</b>	<b>\$1,400</b>	<b>\$8,840</b>
Trips	0	0	0	0	0
Travel	\$0	\$0	\$0	\$0	\$0
<b>TASK TOTAL</b>	<b>\$2,590</b>	<b>\$4,250</b>	<b>\$600</b>	<b>\$1,400</b>	<b>\$8,840</b>
<b>Task 3- Public Draft of Assessment Report</b>					
2.1 Public Draft of Assessment Report	4	7	2	8	
2.2 City Council Presentation	12	2	0	4	
2.3 Final Assessment Report	2	2	0	0	
<b>Task Hours</b>	<b>18</b>	<b>11</b>	<b>2</b>	<b>12</b>	<b>43</b>
<b>Subtotal Labor</b>	<b>\$3,330</b>	<b>\$1,375</b>	<b>\$600</b>	<b>\$1,200</b>	<b>\$6,505</b>
Trips	1	0	0	0	1
Travel	\$0	\$0	\$0	\$0	\$0
<b>TASK TOTAL</b>	<b>\$3,330</b>	<b>\$1,375</b>	<b>\$600</b>	<b>\$1,200</b>	<b>\$6,505</b>
<b>TOTAL PROJECT COST</b>	<b>\$12,540</b>	<b>\$10,575</b>	<b>\$2,400</b>	<b>\$5,000</b>	<b>\$30,515</b>



## APPENDIX

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Complete resumes for each team member are provided as follows:

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### **Clarion Associates**

- Matt Goebel, AICP
- Darcie White, AICP
- Chris Duerksen

### **CFA, Inc.**

- Angela Fuss, AICP

Qualifications of  
**Matthew Goebel, AICP**  
**Clarion Associates**

Matthew Goebel, Partner and Vice President with the firm, is a planner and attorney in the Denver office of Clarion Associates. He works principally in the areas of planning and zoning, growth management, and historic preservation. His numerous projects have included development codes and growth management plans for a variety of large and small jurisdictions around the country. Mr. Goebel is co-author of *Aesthetics, Community Character, and the Law*, published by the American Planning Association, and also was principal author of a study of the regulatory barriers to affordable housing in Colorado, which won a statewide award from the Colorado chapter of the American Planning Association. He is a frequent speaker at national, regional, and state planning and historic preservation conferences.

#### Representative Major Projects

- Land development regulations: Anchorage, Alaska; Buckeye, Oro Valley, and Tucson, Arizona; Pasadena and Sacramento County, California; Englewood, Erie, Lake County, Mesa County, Pagosa Springs, and San Miguel County, Colorado; Boise, Idaho; Detroit, Michigan; Henderson, Nevada; Santa Fe and Silver City, New Mexico; Apex, Cary, and Morrisville, North Carolina; Broken Arrow, Oklahoma; Jackson County, Oregon; Greenville, South Carolina; Arlington, Austin, Irving, and Rowlett, Texas; Dodge County, Wisconsin
- Plans: Apex, Cary, and Wake County, North Carolina (growth management); Beaufort County, South Carolina (growth management); McAllen, Texas (preservation); Salt Lake City, Utah (preservation)
- Studies of the economic impacts of historic preservation for the States of Michigan and Colorado (The Colorado report was recognized by the Colorado Historical Society as an outstanding contribution to preserving Colorado's cultural heritage.)

#### Professional History

- Partner and Vice President, Clarion Associates of Colorado, LLC, 2001 - present
- Associate, Clarion Associates of Colorado, LLC, 1997-2000
- Research Assistant, Professor David R. Godschalk, Chapel Hill, North Carolina, 1993-1997
- Researcher and Office Manager, Hardy-Heck-Moore & Associates, Austin, Texas, 1989-1993

#### Education

- Juris Doctor, University of North Carolina at Chapel Hill
- Master of Regional Planning, University of North Carolina at Chapel Hill
- Bachelor of Arts in Plan II Honors, cum laude, and with Special Honors, University of Texas at Austin

#### Publications

- *Aesthetics, Community Character, and the Law*. Chicago: American Planning Association, Planning Advisory Service Report Number 489/490, 2000. (with Christopher J. Duerksen)
- *Natural Hazard Mitigation: Recasting Disaster Policy and Planning*. Washington, D.C.: Island Press, 1999. (with David R. Godschalk et al.)
- *Reducing Housing Costs Through Regulatory Reform: A Handbook for Colorado Communities* (principal author) (Received Colorado APA Statewide Planning Award)

#### Professional Associations

- Member, American Planning Association
- Member, American Institute of Certified Planners
- Member, Denver, Colorado, and American Bar Associations

#### Civic Involvement

- Board of Directors (1999-2003), Capitol Hill United Neighborhoods, Denver, Colorado

Qualifications of  
**Darcie White, AICP**  
**Clarion Associates**

Ms. White is a Principal with Clarion Associates, based in Denver and Fort Collins, Colorado. She is a planner and landscape architect with nearly 14 years of professional experience developing comprehensive land use plans and design standards. She has been involved in numerous planning projects for a range of local, state, and non-profit agencies locations across the country. Much of her work has focused on comprehensive planning for small and mid-sized communities, downtown revitalization, context sensitive design, infill and redevelopment, design standards, and transit-oriented development.

**Representative Major Projects**

- Blueprint Boise | Boise, Idaho
- Residential Design Standards | Glenwood Springs, Colorado
- Downtown Mixed-Use District | Carson City, Nevada
- Wells Avenue Neighborhood Plan and Design Standards | Reno, Nevada
- Base Area Design Standards | Steamboat Springs, Colorado
- Downtown Master Plan and Guidelines | Broken Arrow, Oklahoma
- Carson City Master Plan Update | Carson City, Nevada
- Boulder Highway Corridor Investment Strategy and Design Standards | Henderson, Nevada
- Riverfront Strategic Action Plan and Overlay District | Oklahoma City, Oklahoma
- Comprehensive Design Manual | Henrico County, Virginia
- Multi-family Design Standards | Erie, Colorado
- Northern Colorado I-25 Corridor Plan and Design Standards | Colorado
- Commercial Design Standards | Marana, Arizona
- Urban Design District Standards | Steamboat Springs, Colorado
- Mixed-Use Zone Districts and Standards | Colorado Springs, Colorado
- Urban Design District Standards | Clayton, Missouri
- Downtown Design Standards | Glenwood Springs, Colorado
- TOD Corridor Plan and Design Manuals | Sparks, Nevada

**Professional History**

- Principal, Clarion Associates | 2007—present
- Associate/Senior Associate, Clarion Associates | 2000-2007
- Planner/GIS Analyst, Balloffet & Associates, Inc., Fort Collins, Colorado
- Planner, Tri-County Metropolitan District, Portland, Oregon

**Education**

- Bachelor of Science, Landscape Architecture, Colorado State University

**Professional Associations**

- Member, American Institute of Certified Planners
- Member, American Planning Association

Qualifications of  
**Christopher J. Duerksen**  
**Clarion Associates**

Chris Duerksen is Managing Director of Clarion Associates, LLC, a land use consulting firm with offices in Colorado, Florida, and North Carolina; and affiliated offices in Chicago, Cincinnati, and Philadelphia. He has represented local governments, nonprofits, and the private sector in a variety of land-use and zoning matters and specializes in development code revisions, growth management planning, urban design and form-based standards, natural resource and scenic area protection regulations, and airport-area development strategies. He has written numerous development codes for communities across the United States. A co-founder of the Rocky Mountain Land Use Institute, Mr. Duerksen has written and spoken extensively on land use issues nationally. He has authored many books and articles on land use and conservation issues, including *Takings Law in Plain English*, *Nature-Friendly Communities*, *True West*, and *Aesthetics, Community Character, and the Law* and is currently working on a model *Sustainable Community Development Code*.

### **Representative Major Projects**

- Southern Nevada Regional Plan
- Franklin, Tennessee, and Pitkin County, Colorado | Zoning Ordinance Rewrite
- Blaine County, Idaho, and Erie, Colorado | Growth Strategy and Code Revisions
- Overland Park, Kansas, and Glenwood Springs, Colorado | Design Standards
- Louisville, Kentucky | Form-Based Zoning Code
- State of Minnesota | Airport Zoning Regulation Revisions
- Salt Lake City, Utah, and Emirate of Abu Dhabi | Sustainable Code Revisions

### **Professional History**

- Managing Director, Clarion Associates of Colorado, LLC, 1992 - present
- Director, Gateway/Stapleton Development Office, City and County of Denver, 1988-1991
- Director, Development & Public Policy, The Enterprise Foundation, Columbia, Maryland, 1987-1988 (Low-Income Housing Organization)
- Senior Associate and Director of Land Program, The Conservation Foundation, and World Wildlife Fund Washington, D.C., 1978-1987
- Associate and Attorney, Ross & Hardies, Chicago, 1973-1978

### **Education**

- Juris Doctor, University of Chicago
- Bachelor of Arts, *cum laude*, Kansas State College
- Ford Foundation Local Government Fellowship, City of Oak Park, Illinois

### **Publications**

- Author or co-author of six major books on historic preservation law, environmental regulation of industrial facilities siting, river conservation, national parks, rural western development patterns, and nature-friendly communities.
- Author or co-author of four major planning advisory service reports for the American Planning Association.

### **Professional Associations and Offices**

- Member, American Planning Association
- Former Chair, American Bar Association Committee on Land Use, Planning, & Zoning
- Member, Illinois Bar
- Elected member of Fredericksburg, Va., City Council (1983-1987)
- Who's Who In The West



## ANGELA B. FUSS, AICP

Director of Planning

### EXPERIENCE

Ms. Fuss has over eleven years of professional planning and urban design experience in the land use planning field. Prior to joining CFA in 2004, she worked for the Truckee Meadows Regional Planning Agency, and the Carson City Community Development Department. Angela has a broad breadth of knowledge in professional planning, design, land entitlement, project management, and advocacy. Her organization and project management skills have been instrumental in overseeing many successful developments in northern Nevada. Her project experience includes a mixture of residential, commercial, industrial, redevelopment, mixed use, and public facility planning.

### SELECTED PROJECTS

Wright Street Senior Apartments, Sparks, Nevada  
Hyatt Place Hotel, Reno, Nevada  
East Truckee River Canyon Area Plan, Sparks, Nevada  
UNR Master Plan, Reno, Nevada  
Village at Idlewild Park Condominiums, Reno, Nevada  
Monterra Development, Fernley, Nevada  
Vista Business Park, Sparks, Nevada  
Belvedere Towers Condominiums, Reno, Nevada  
Paradise Plaza, Sparks, Nevada  
Shoppers Square, Reno, Nevada  
Airport Square East, Reno, Nevada



Village at Idlewild Park Condominiums

### EDUCATION

Bachelor of Science, Environmental Policy Analysis, University of Nevada, Reno

### PROFESSIONAL REGISTRATION

Member, American Institute of Certified Planners

### AFFILIATIONS

City of Sparks Parks and Recreation Commissioner  
Northern Nevada American Planning Association Board Treasurer  
Washoe County HOME Consortium Committee Member  
Regional Transportation Commission Community Working Group Member  
MS Society Leadership Board Member

