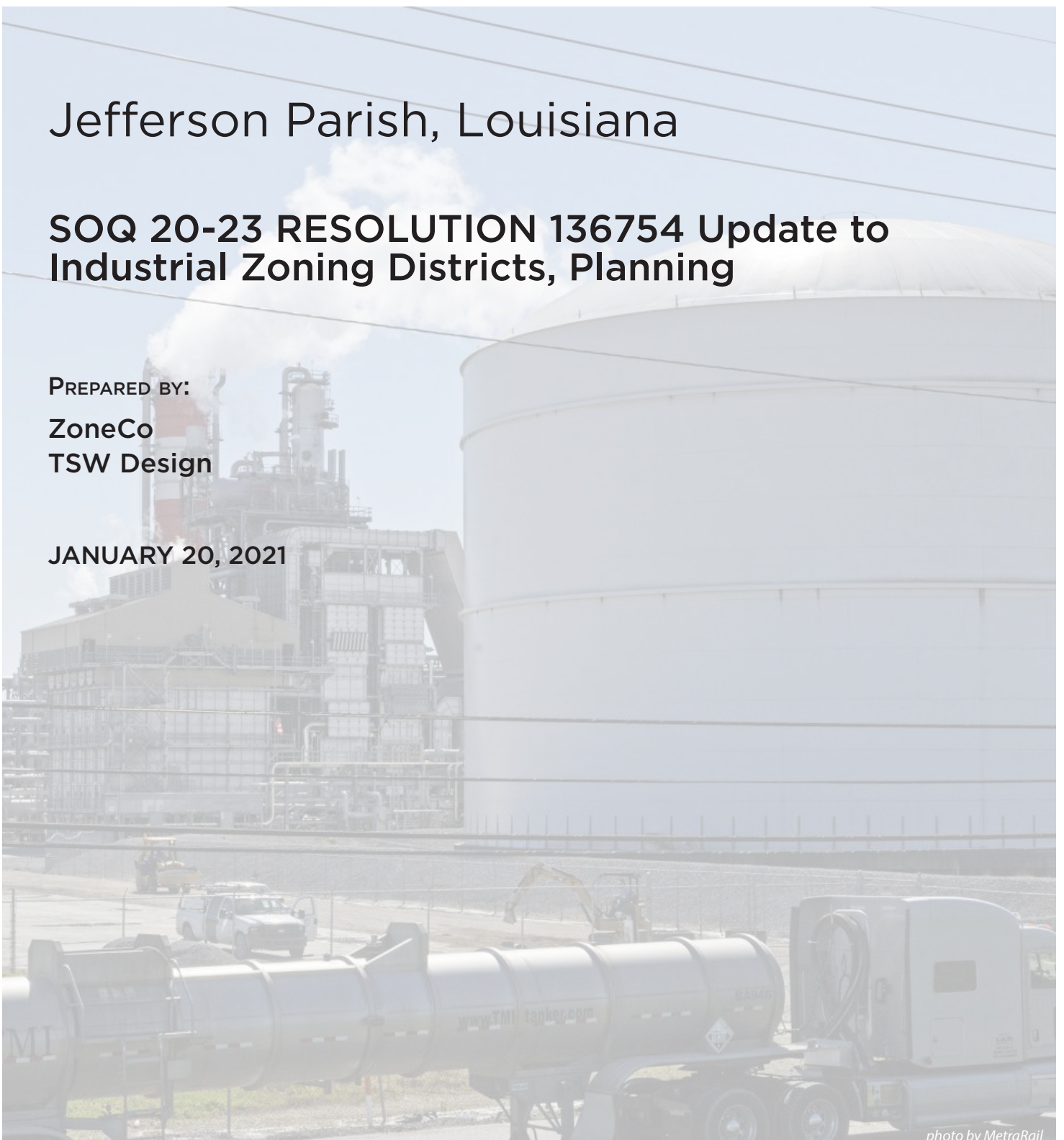


# Jefferson Parish, Louisiana

## SOQ 20-23 RESOLUTION 136754 Update to Industrial Zoning Districts, Planning

PREPARED BY:  
ZoneCo  
TSW Design

JANUARY 20, 2021



*photo by MetraRail*

**ZONE**CO<sup>++</sup>



ZoneCo LLC | 1010 Delta Avenue, Suite #1 | Cincinnati, Ohio 45208  
TSW Design | 1447 Peachtree Street NE Suite 850 | Atlanta, GA 30309

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# 1. Introduction

The National team of ZoneCo and TSW Design is excited about the opportunity to provide consulting services for the Jefferson Parish Industrial Districts Update. ZoneCo is a national consulting firm that focuses exclusively on zoning while TSW is a planning, architecture, and landscape architecture firm with substantial experience developing land use regulations, in addition to experience working within Jefferson Parish. We have tailored our team to this important project.

In addition to our zoning acumen, all of our ZoneCo's team members have worked with industrial property in capacities outside of zoning; Jocelyn Gibson was previously employed by CBRE where she was a portfolio strategist that dealt exclusively with industrial property across the country and gained an understanding of industrial building specifications for various industries. Nolan Nicaise, through his experience with environmental review and water quality/waterway preservation, has gained an intimate understanding of chemical storage and environmental considerations for industrial zoning (above and beyond federal and state regulations). Sean Suder has experience with land use law and real estate law\* that covers all types of commercial real estate, in addition to a growing list of adaptive reuse project experience. Sean will be the project manager for this project; he has six years of experience managing zoning code projects, as well as experience as chief land use counsel for a major American city.

We understand the importance of balancing environmental sensitivity with economic development goals as they pertain to industrial property. Industrial zoning regulations must also account for innovation and evolving technologies and materials. We have revised industrial districts in locations across the country, and we will combine our expertise with best practices.

TSW will contribute local knowledge, innovation in public engagement, graphic skills, technical knowledge of industrial architecture, and peer review.

The following proposal outlines our team's qualifications, skills, philosophies, passions, sets forth our approach to the project, and demonstrates our relevant work experience. Our team members have worked locally, regionally, and nationally on the very issues that this project is looking to get right for Jefferson Parish. We will ensure that this update accomplishes your project goals, and facilitates desired outcomes. We hope you will agree that our team is tailored to and well-suited for this impactful project.

Sincerely,



Sean S. Suder, Esq., LEED AP  
Lead Principal/Founder  
ZoneCo

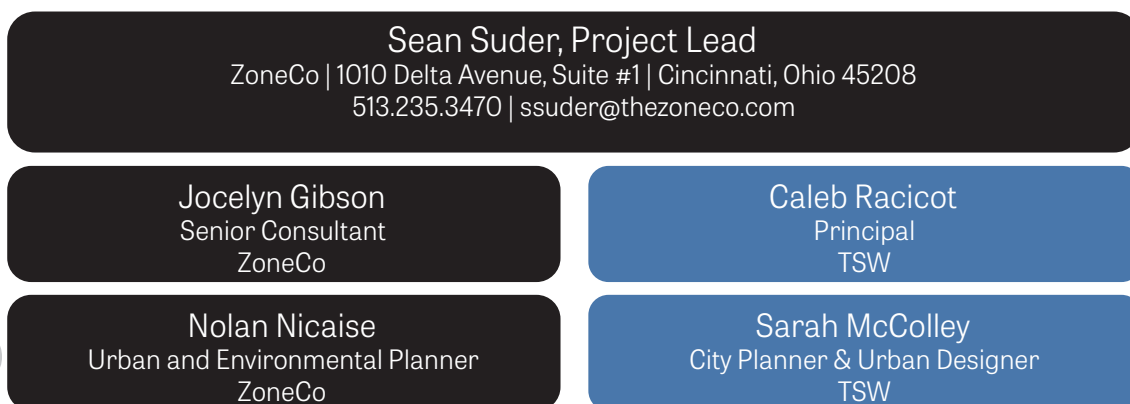
**\*Important Notice**

Although some of our professionals are also attorneys who may be separately engaged to provide legal representation in states where we are licensed to practice law, we are not a law firm and ZoneCo does not provide legal representation or services and is not engaged in the practice of law in any jurisdiction. Engaging ZoneCo does not form an attorney-client relationship and, as such, the protections of the attorney-client relationship do not apply. If you wish to create an attorney-client relationship, you are encouraged to contact counsel of your choosing.

## 2. Consultant Team

ZoneCo's core service is the updating and auditing of zoning and subdivision codes across the United States. All of ZoneCo's professionals have worked in the public sector and understand the complexities of administering a zoning code. TSW has worked on almost every type of planning project across the United States, including comprehensive planning and zoning standards. We will seek to hear perspectives from a wide array of community members, in addition to seeking out detailed research regarding the make-up of the existing stock of industrial property, latent demand, and the direction of future investment. We will pay careful attention to issues of water quality, soil quality, air quality, environmental justice, and compatibility with adjacent land uses. Our team is excited about the prospect of working with Jefferson Parish, and please find below an organizational chart that lays out our team structure.

OUR TEAM



ZoneCo is unique in our marriage of law and planning. We craft development regulations that are the implementation of a community vision and they facilitate desired outcomes in the built environment. We are client focused, and we will develop a workflow that meets your needs.



# ZONECO<sup>++</sup>



## ZoneCo'S CORE BELIEFS

Zoning Should Respect Existing and Reflect Desired Development Patterns

Zoning Should Regulate Only What Actually Needs to Be Regulated and Focus on Desired Outcomes

Zoning Should Be the Implementation of a Plan, not a Barrier to Achieving the Vision

Zoning Should Promote Equity and the Health of the Environment



Zoning Codes  
and Ordinance  
Modernization

ZoneCo is a zoning code consulting firm based in the Midwest. Our professionals have all held public positions, and we understand the complexities of administering a zoning code. Public sector experience has also enabled us to effectively facilitate and foster public engagement. Our work has spanned the Eastern United States, and we are passionate about being part of positive change in the communities we serve.



Zoning Diagnostics  
and Audits

We believe that zoning should facilitate a community's desired outcomes, not serve as a barrier to development and placemaking.



Historic  
Preservation  
Ordinances and  
Guidelines

ZoneCo has developed a unique method of code development called Development Pattern Districting (DPD) that is outcome-focused, and brings together elements of character-based, form-based, and Euclidean zoning. DPD is flexible and adaptable, and ensures that communities have all the tools at their disposal to realize their vision.



Staff and Board  
Training

Our codes are user-friendly and graphically-rich; we prioritize usability and streamlined language.



Adaptive Reuse  
Consulting

ZoneCo professionals are thought leaders, and have presented on zoning, planning, equity, placemaking, and economic development issues at national and regional conferences.

Learn more about us at

**[www.thezoneco.com](http://www.thezoneco.com)**



## SEAN SUDER, LEED® AP, PROJECT LEAD

### ABOUT

As a city planner and lawyer who has worked in both the private and public sectors, Sean combines his technical and practical knowledge and experience with innovative zoning methodologies. In his role as the City of Cincinnati's chief land use counsel, Sean served as lead counsel for the award-winning Cincinnati form-based code and historic preservation ordinances. He is a national authority on innovative zoning methods and practices, including Development Pattern Districting (DPD), our widely-acclaimed intuitive zoning approach.

### EDUCATION

- Bachelor of Urban and Environmental Planning (BUEP), University of Virginia School of Architecture, with honors
- Juris Doctor, University of Virginia School of Law

### LICENSES AND CERTIFICATIONS

- Leadership in Energy and Environmental Design Accredited Professional (LEED®AP)
- Admitted to practice law in OH, KY, IN, and D.C.

### PROFESSIONAL AFFILIATIONS

- Congress for New Urbanism (CNU) (Member)
- American Planning Association (APA) (Member & Amicus Committee)
- National Trust for Historic Preservation (Member)
- Over-the-Rhine Foundation (Trustee & Preservation)
- Urban Land Institute (ULI) (Member/Regional Leader)

### ZoneCo

**Lead Principal and Founder (2016 - Present)**  
**(Prior: ZoneCo, 2016-2020); Graydon Land Use Strategies, LLC, 2014-2016)**

Sean consults with communities of all sizes on crafting zoning regulations that are consistent, clear, usable and defensible. As an experienced private sector land use lawyer with extensive local government experience, Sean brings a unique perspective and experience to zoning codes.

### City of Cincinnati

**Chief Counsel, Land Use and Planning (2010-2014)**

As Chief Counsel for Land Use and Planning for the City of Cincinnati, Sean worked with a team of city staff, consultants, elected officials, and citizens to develop legally defensible zoning and land use regulations that reduced regulatory risk to property owners, increased certainty for the community, and reduced litigation risk and expense for the city. Sean served as lead counsel for Cincinnati's Historic Preservation Code (Winner of the 2012 Cincinnati Preservation Award), Cincinnati Land Development Code, which includes the City's first stream corridor protection overlay district, and Cincinnati Form-Based Code (Winner of CNU 22 Award), all of which was funded by a 2010 HUD Sustainable Communities Challenge Grant.

### Adjunct Professor/Speaker/Author

Sean has served as an Adjunct Professor of Land Use Law at the University of Cincinnati College of Law and a guest lecturer in land use law and historic preservation at the University of Cincinnati College of Design, Art, Architecture and Planning. Sean is a frequent speaker on zoning topics at planning and historic preservation conferences across the country, including at the 2017 APA National Conference in New York City and numerous APA state and regional conferences. He is also a frequent contributor to planning and zoning periodicals, blogs and newspapers.

**ZONE**CO++



## JOCELYN GIBSON SENIOR CONSULTANT

### **ZoneCo, Senior Consultant and Planner (2018-Present)**

Jocelyn brings both private and public sector experience in the areas of urban planning and corporate real estate. Jocelyn is a perfect fit with ZoneCo due to her passion for zoning as a way to bring long-range planning visions into reality. Her cross-section of urban planning with real estate experience ensures that she is attentive to the needs of both the community, its people and their quality of life, and also the needs of businesses and institutions.

### **CBRE Group Senior Client Strategy & Consulting Analyst (2015-2018)**

In her role with CBRE, Jocelyn evaluated the real estate portfolios of large corporate clients in an effort to optimize their real estate expenditure across the globe. She helped clients visualize portfolios, expenditure and potential savings in unique and accessible ways. Jocelyn has worked with industrial, commercial and office real estate portfolios. She utilized mapping and analytics tools to evaluate locations, consolidations, and workspace planning. Her clients included several Fortune 500 companies.

### **City of Cincinnati City Planner (2013-2015)**

Jocelyn served as a City Planner with the City of Cincinnati during the final stages of completion of the award-winning Comprehensive Plan, the creation of the City's award-winning Form-Based Code, and the creation of the City's Land Development Code. Jocelyn participated in all of these efforts, in addition to regular recommendations and presentations to the City Planning Commission and City Council. Jocelyn also gave zoning recommendations to the City's Zoning Hearing Examiner.

### **ABOUT**

Jocelyn has always been passionate about zoning as a vehicle for bringing about change in the built environment. As a City Planner in the public sector, she took special interest in Zoning Hearings and the every day development decisions that lead to profound change over time. She has both public and private sector code writing and planning experience, supplemented by private sector real estate experience.

### **EDUCATION**

- Bachelor of Arts in International Affairs, University of Cincinnati
- Master of Community Planning, DAAP, University of Cincinnati

### **PROFESSIONAL AFFILIATIONS**

- Congress for New Urbanism (CNU) (Current Chair & Co-Founder of Midwest Chapter)
- President of the North College Hill Board of Zoning Appeals
- Urban Land Institute (ULI)





## NOLAN NICAISE

### URBAN & ENVIRONMENTAL PLANNER

#### **ZoneCo, Urban & Environmental Planner (2021-Present)**

Nolan combines real-world planning experience with a depth of knowledge about environmental policy. Additionally, Nolan has excellent composition, mapping, and long-range planning acumen. He has a range of experience across the Midwest, including public sector experience, which means he understands the complexity of administering a zoning code.

#### **Planning and Development Services of Kenton County, Planner, (2020)**

Prior to joining ZoneCo, Nolan received public sector experience in Kenton County, Kentucky. He was engaged in a variety of planning activities for smaller municipalities within Kenton County, including zoning administration, mapping, and long-range planning.

#### **Parsons Corporation Planner & Environmental Scientist, (2017-2019)**

Nolan evaluated environmental impacts of proposed pipeline construction projects, coordinate with local, state, and federal officials to determine environmental permitting requirements, prepare and submit permit applications to governmental agencies, and inspect construction sites to ensure compliance.

He specialized in stormwater regulations and site design (stormwater pollution prevention plans, as part of the National Pollutant Discharge Elimination System), threatened and endangered species protections, and dredge and fill activity permitting (Clean Water Act Section 404).

Nolan Provided scientific monitoring support for environmental remediation sites, such as oil terminals and industrial landfills. He regularly coordinated with state environmental protection agencies, state departments of natural resources, local soil and water conservation districts, and the US Army Corps of Engineers.

#### **ABOUT**

Nolan is an urban planning, environmental science, and policy professional. He has worked as a planner, scientist, environmental policy specialist, higher education program administrator, lecturer, consultant, research assistant, and leader.

He holds an MA degree in Urban and Environmental Policy and Planning from Tufts University and a BS degree in Biology from the University of Dayton, where he focused on water science.

#### **EDUCATION**

- MA, Urban and Environmental Policy, Tufts
- BS, Biology, University of Dayton

#### **PROFESSIONAL AFFILIATIONS**

- Congress for New Urbanism (CNU)
- Indiana Sustainability Development Network
- Urban Land Institute (ULI)



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Suite 850  
Atlanta, GA 30309

Phone: 404.873.6730  
www.tsw-design.com

## FIRM PROFILE

### History: Celebrating more than 30 Years of Enhancing Communities

Tunnell, Spangler & Associates, Inc. was founded in 1990 by partners William T. Tunnell and Jerry W. Spangler in Atlanta, Georgia. TSW builds upon the foundation of two predecessor firms whose founders worked with Charles Fraser and the Sea Pines Company. The firm's name was changed to Tunnell-Spangler-Walsh & Associates in September of 2002 when principal Thomas H. Walsh became a partner in the firm and shortened to TSW in 2013.

### Company Structure and Staff:

Currently, our personnel includes: 3 registered architects, 9 project architect designers, 4 registered landscape architects, 9 landscape designers, 12 planners (9 with AICP accreditation), 10 LEED Accredited Professionals, and 2 administrative employees. Several staff members work in multiple studios. TSW is recognized as a Small Business Enterprise (SBE) by the City of Atlanta's Small Business Administration Program (Certification # 2016-21-204).

#### TSW Company Employees and Officers:

- *Founding Principals:* William Tunnell, Jerry Spangler, Thomas Walsh
- *Senior Principals:* Caleb Racicot, Adam Williamson, Bryan Bays
- *Principal:* Heather Hubble
- *Senior Associates:* Rebekah Calvert, Woody Giles, Lionel Johnson, David Lintott, Betsy Walsh
- *Associates:* Sarah McColley, Alex Fite-Wassilak, Laura Richter, Kristin L'Esperance, Jared Christensen, John Hand, Peyton Peterson, Ryan Snodgrass, Ross Vogel
- *Staff:* David Argo, Allison Bustin, Robert Huber, Lauren Buss, Eloisa De Leon, Chris Morphis, Tiffany Moo-Young, Houston Harris



### Capabilities and Services:

TSW is a full service planning, architecture, and landscape architecture firm with approximately 30 full-time employees. Maintaining a small office size allows our principals to be hands-on in every aspect of a project and allows for more multidisciplinary collaboration. TSW works throughout the Southeast and in the Caribbean on projects, including downtown master plans, corridor studies, coding and guidelines, mixed-use developments, multifamily, civic buildings, ecclesiastical, single-family homes, park and recreation facilities, and streetscapes. TSW's design philosophy is guided by a commitment to developing sustainable places for future generations. We design tailored solutions for each project and focus on an approach grounded in collaboration, relationships, and trust between TSW, our clients, and area stakeholders.

As a full service firm, TSW is able to take a development project from the conceptual phase to master planning to permitting to construction documents and through all of the critical steps in between. We are not only committed to creative and innovative designs, but also think in terms of implementation and the actual built product, which ensures an efficient overall process.

Within our three studios (Planning, Architecture, and Landscape Architecture), we offer the following services:

- Urban and Town Planning (including Traditional Neighborhood Development)
- Urban Streetscape and Civic Spaces Design
- Mixed-Use and Community/Civic Architecture
- Residential Product Design
- College and University Campus Master Planning
- Campus Landscape Design
- Resort and Community Planning and Landscape Design
- Park and Recreational Facilities



## CALEB P. RACICOT, AICP, LEED AP

### Senior Principal

#### Education:

2001 Master of City Planning  
Georgia Institute of Technology

1997 Bachelor of Science in  
Environmental Design  
University of Massachusetts at  
Amherst

#### Professional Affiliations:

- American Planning Association
- Georgia Planning Association (GPA)
- Congress for the New Urbanism

#### Awards:

- 2015 GPA Outstanding Planning Document (Large Community): Alpharetta Downtown Master Plan
- 2012 GPA Outstanding Plan Implementation: Crabapple SmartCode and TDR Ordinance
- 2011 GPA Outstanding Planning Document: Doraville Downtown Master Plan LCI
- 2010 APA Arkansas Chapter, Achievement in Comprehensive Plan: Argenta District
- 2010 APA South Carolina Chapter, Outstanding Planning Project: Town of Blythewood
- 2007 GPA Outstanding Planning Document: Bells Ferry LCI Design Guidelines

Caleb, a Senior Principal at TSW, is a community planner specializing in urban design, smart growth codes, community retail strategies, and the use of corridor studies as catalysts for community building. Caleb has worked in both the public and private sectors and led numerous community workshops. Caleb frequently speaks on coding implementation to municipalities, professional organizations, and neighborhood groups.

#### Work Experience:

Prior to 2001, Caleb practiced planning in Atlanta with the City of Atlanta Bureau of Planning. While with the City, Caleb worked on a variety of projects including urban design studies, zoning initiatives, land use plans, community facilitation, and Geographic Information Systems.

#### Representative Projects:

**City of Atlanta Zoning Ordinance Rewrite Assessment** (Atlanta, GA) - Principal-in-Charge/Project Manager to conduct a general assessment of the existing Zoning Ordinance, focusing on policy strengths and weaknesses and identification of other municipal zoning ordinance models/typologies that may be appropriate for the City and will work under State Zoning Statutes.

**Argenta Master Plan & Smart Code** (North Little Rock, AR) - Project Manager for comprehensive master plan for this downtown district, including detailed analysis maps, conceptual redevelopment plans, and SmartCode zoning recommendations.

**Decatur Unified Development Ordinance** (Decatur, GA) - Principal-in-Charge/Project Manager for developing a unified development code that support the 2010 Decatur Strategic Plan.

**City of Snellville Towne Center Districts** (Snellville, GA) - Principal-in-Charge for Towne Center Districts regulations to support the vision of the 2003 LCI, 2030 Comprehensive Plan, and Towne Center Master Plan.

**Town of Blythewood Master Plan, Town Center District Code, & Design Guidelines** (Blythewood, SC) - Project Manager for comprehensive master plan for a suburb facing development pressure. Includes a new town center concept, rural land preservation techniques, implementation strategy, and town center district code that focuses on commercial corridors and their downtown.

**Hampton Zoning Update** (Hampton, GA) - Principal-in-Charge for comprehensive update of this small city's zoning and subdivision codes, including community engagement, code writing, and coordinating with subconsultant experts.

**City of Lawrenceville Downtown District Code Update** (Lawrenceville, GA) - Principal-in-Charge for preparation of text changes and maps for the Downtown District zoning code.

**City of McDonough Unified Development Ordinance** (McDonough, GA) - Principal-in-Charge for developing a unified development code.

**City of Milton Form-Based Codes** (Milton, GA) - Principal-in-Charge for locally-calibrated SmartCode for the Crabapple and Deerfield (Highway 9 corridor) areas. Both codes included an extensive public participation process.

**Unified Development Code** (Roswell, GA) - Project Planner for developing a unified development code to help implement their 2030 Comprehensive Plan.

**Bells Ferry LCI Community Design Guidelines** (Cherokee County, GA) - Principal-in-Charge/Project Manager for design guidelines for suburban corridor.







## SARAH MCCOLLEY, AICP

Associate / Community Planner + Urban Designer

Sarah is a landscape designer and planner specializing in urban design. Sarah has combined her background in landscape architecture and planning to gain expertise in downtown master planning, green space and parks systems analysis and design, urban design, GIS analysis, illustrating zoning regulations and design guidelines, and research. In addition to excellent communication and project management skills, Sarah focuses on inclusive and interactive community engagement techniques to ensure meaningful input informs design.

### Education:

2013 Master of City and Regional Planning  
Georgia Institute of Technology

2011 Bachelor of Landscape Architecture, Honor Graduate, Summa Cum Laude  
Ball State University

### Professional Status:

- American Institute of Certified Planners

### Teaching Experience:

- Lecturer for Visualization for Planning Course (Fall 2019); Georgia Institute of Technology Graduate School of City and Regional Planning

### Professional Affiliations:

- American Planning Association
- Emerging Planners of Georgia - Co-Programs Chair
- American Society of Landscape Architects

### Awards:

- 2017 Georgia Planning Association Outstanding Planning Document: Buckhead Redefined LCI
- 2015 Georgia Planning Association Outstanding Planning Process: South Downtown Transit Stations Enhancements LCI
- 2013 Georgia Planning Association Outstanding Student Project Award: Northside Drive as a Multimodal Development Corridor

### Work Experience:

Prior to joining TSW in 2013, Sarah worked in both the public and private sectors for AECOM, the Atlanta Regional Commission, and the Northern Kentucky Area Planning Commission (now Planning and Development Services of Kenton County). As a project manager at TSW, she has focused on downtown planning and urban design projects guided by listening to and analyzing public and stakeholder feedback.

### Representative Projects:

**Kenner Rivertown and Esplanade Mall Planning** (Kenner, LA) - Project Manager and Planner for a revitalization plan for the Rivertown area and redevelopment plan for the Esplanade Mall to attract private investment and guide future growth and redevelopment.

**Cultivate Lake City: Downtown Master Plan** (Lake City, SC) - Project Manager and Planner for a downtown master plan to guide future development and enhance connectivity in the area. The planning process included an extensive public participation program to ensure that the vision was community-supported.

**Downtown Milton / Crabapple Placemaking Plan** (Milton, GA) - Project Manager and Planner for a plan focusing on Crabapple as an area of growth, TDR receiving area, and downtown for Milton. The plan provides recommendations on future development, street and pedestrian connections, parks and open spaces, parking, and historic preservation. The City has begun implementing recommendations from this plan.

**Clayton Downtown Master Plan** (Clayton, GA) - Project Manager and Planner for a downtown master plan that capitalizes on the extensive natural resources and tourism in this small, mountain town. Recommendations include a connected parks and trail network, infill residential and mixed-use development, floodplain and hillside preservation, stream restoration, and zoning code updates.

**Downtown Sumter Master Plan** (Sumter, SC) - Project Manager and Planner for downtown master plan, creating a consensus-driven vision and road map to continue strengthening the downtown area with redevelopment opportunities, infrastructure enhancements, and policy changes to ensure implementation. Public engagement included focus group and stakeholder interviews, public meetings, steering committee, online and paper surveys, student survey, 3-day charrette, and a final public open house.

**City of Canton River Mill LCI Master Plan** (Canton, GA) - Project Planner for supplemental LCI study to maximize the opportunity for mixed-use quality development, improve connectivity, and recommendations for catalyst projects to strengthen existing businesses and attract new business and development. The LCI study included an extensive public participation program.

**Buckhead Action Plan LCI Update - Buckhead Redefined** (Atlanta, GA) - Project Planner and Outreach Coordinator for major update to the existing LCI study, focusing on recommendations to help the community achieve greater connectivity and placemaking for current and future residents.





### 3. Representative Projects (References Included)

*“The Westerville Zoning Code has evolved as a hybrid code, with strategic areas as form-based and other areas as traditional zones, albeit updated as “walkable suburban.” ZoneCo continues to review drafts, planning commission suggested edits, and has also given us many important public outreach and marketing lessons learned for the completion of our plan this year.*

*I appreciate Sean’s brains on our team, his willingness to play whatever role is asked of him (planner, attorney, public policy analyst) as well as his sense of humor. I would highly recommend Sean as part of, and lead, any zoning code rewrite team.”*

**- Kimberly Sharp, AICP,  
Westerville, OH Former Planning  
& Development Deputy Director  
and Current Senior Director of  
Development at Central Ohio  
Transit Authority (COTA), 2019**

*“ZoneCo took what we had in our heads, and transferred those thoughts and plans into a defensible, yet progressive document. Our experience with ZoneCo is one of pride in our local community, as we grow into one of the most forward thinking, and development friendly municipalities in the state! Our new zoning code will live long after I’m gone, still providing a framework for the built environment of a more prosperous Reynoldsburg.”*

**- Andrew Bowsher, Development  
Director, Reynoldsburg, Ohio  
7/1/2020**

*“I go to a lot of towns and states. I have never seen regulations that have really jumped out at me as clear and well-organized as what Sean has provided to us.”*

**- Member, Winchester,  
CT Planning and Zoning  
Commission, The Register  
Citizen, 1/13/16**

# SOUTH BEND, INDIANA ZONING ORDINANCE PEER REVIEW



21-04.02		SPECIAL USE DISTRICTS	
Uses		U University	
(U) Principal Uses	Standards	(S) Principal Uses (continued)	
Agriculture	U 21-09.04	Transportation	
Community Garden	U 21-09.04	Airport	21-09.04
Civic & Institutional	U 21-09.04	Helipad	21-09.04
Assembly, Neighborhood	21-09.04	Parking Lot	21-09.04
Assembly, General	21-09.04	Passenger Terminal	21-09.04
Cemetery	21-09.04	Transit Station	21-09.04
College/University	21-09.04	Utilities	
Hospital	21-09.04	Solar Farm	21-09.04
Library/Museum/Cultural Facility	21-09.04	Utilities, Major	21-09.04
Parks & Open Space	21-09.04	Utilities, Minor	21-09.04
Police/Fire Facilities	21-09.04	Wireless Communications	21-09.04
Religious Institutions	21-09.04		
School, Pre-K/Primary/Secondary	21-09.04		
Industrial			
Industrial, Artisan	21-09.04		
Research/Laboratory Facility	21-09.04		
Logistics			
Bed & Breakfast	21-09.04		
Hotel	21-09.04		
Office			
Professional Offices	21-09.04		
Residential			
Dwelling, Ancillary	21-09.04		
Dwelling, Multi-Unit	21-09.04		
Group Residence	21-09.04		
Retail & Service			
Bar/Tavern	21-09.04		
Commercial School	21-09.04		
Day Care Center	21-09.04		
Entertainment/Recreation Facility, Indoor	21-09.04		
Entertainment/Recreation Facility, Outdoor	21-09.04		
Personal Care Services	21-09.04		
Restaurant	21-09.04		

Key: ■ Allowed ■ Allowed with Conditions ■ Special Exception

4-14 DRAFT March 18, 2019

OVERLAY DISTRICTS		21-05.02	
Northeast Neighborhood Zoning Overlay			
(C) Colors	<ul style="list-style-type: none"> <li>Bright colors are prohibited as primary house colors but may be used for subtle trim accents in amounts not to exceed 5% of the facade area. All colors shall complement the architectural style and character of the house and the surrounding neighborhood.</li> </ul>	(I) Porch/Screen and Guards	<ul style="list-style-type: none"> <li>Porch/Screen and guards of perforated metal, stainless steel cables, or unfinished metal mesh are prohibited.</li> </ul>
(E) Building Components	<ul style="list-style-type: none"> <li>Main entrances shall be visible from the primary street, easily accessible, and well-lit. Architectural elements such as porches, stoops, and canopies are required to identify main entrances and maintain the existing neighborhood's architectural character.</li> <li>A Porch shall cover a minimum of 50 percent of the Primary House Form. A Stoop shall cover a minimum of 30 percent of the Primary House Form, as referenced in the accompanying graphic.</li> </ul>	(F) Mechanical Equipment and Utilities	<ul style="list-style-type: none"> <li>Window-mounted air conditioning units placed facing primary or secondary street frontages are prohibited.</li> </ul>
		(G) Landscape	<ul style="list-style-type: none"> <li>Steeply-sloped yards in excess of a slope of 2 to 1 (two foot horizontal for one foot vertical) shall incorporate a slope retention element of either a small retaining wall with steps as a transition to the sidewalk or ground cover/low shrub planting schemes.</li> <li>Decorative walls and fences shall be consistent with the house's architectural style and character and meet the height regulations of the applicable zoning district.</li> </ul>
		(H) Parking and Access	<ul style="list-style-type: none"> <li>Off-street parking shall be provided by an enclosed garage located to the rear of the primary building footprint.</li> <li>If the garage door on an attached garage must face a primary street, the garage door must be set back a minimum of 20 feet from the primary building footprint, as referenced in the accompanying graphic.</li> </ul>
SOUTH BEND ZONING ORDINANCE		5-9	

## PROJECT SCOPE

Peer review services were provided for the re-write of the Zoning Ordinance.

## GEOGRAPHY

Northern Indiana

## ZONECO REVIEWED THE FOLLOWING:

- Signage Standards
- Special Districts
- Overlay Districts
- Standard Districts
- Form-Based Standards
- Mixed-Use Standards
- Building Standards
- Parking Standards
- Floodplain Standards

## PROJECT OVERVIEW

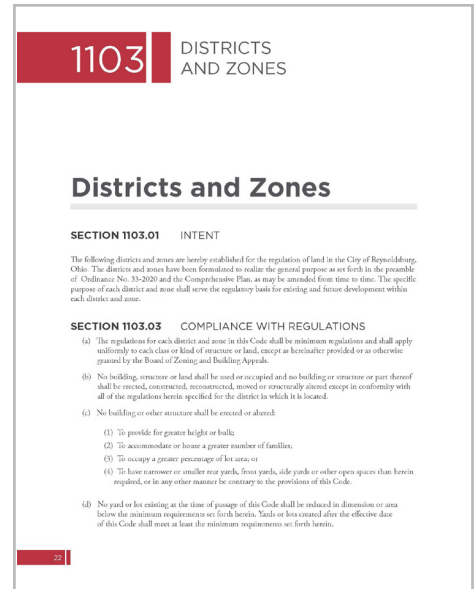
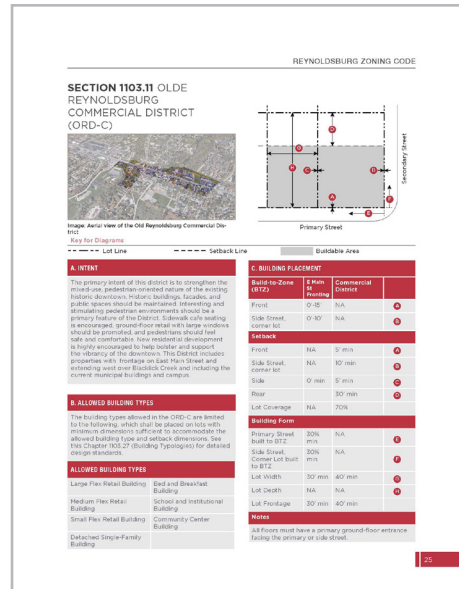
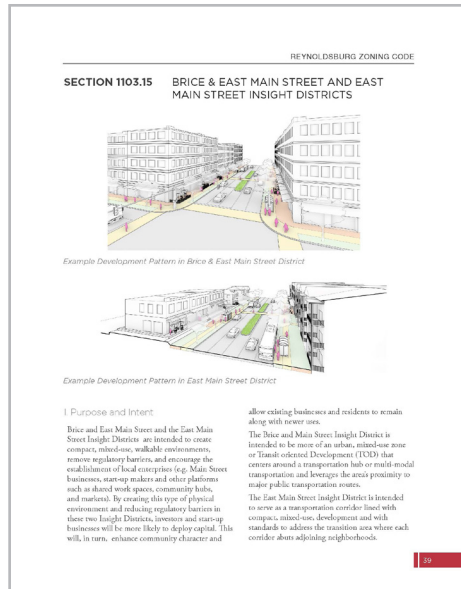
ZoneCo was hired to provide peer review services for the South Bend, Indiana zoning ordinance re-write. South Bend is seeking to craft a zoning code that provides flexibility while achieving the desired urban form. The code is highly visual, and ZoneCo helped to ensure that the code is facilitating the community vision while checking for compliance with Indiana statutes.

## MUNICIPAL PROJECT MANAGER REFERENCE

Michael Divita, AICP  
Principal Planner  
City of South Bend  
227 W. Jefferson Blvd., Suite 1400S  
South Bend, IN 46601  
(574) 235-5843  
mdivita@southbendin.gov

# REYNOLDSBURG, OHIO

## ZONING ORDINANCE UPDATE



### PROJECT SCOPE

A modernized, streamlined, and updated zoning code.

### GEOGRAPHY

Columbus Metropolitan Area

### SKILLS AND TECHNIQUES

- Full Code Diagnostic
- Calibration of all Regulations and Standards
- Old Towne District Infill Analysis
- Development Pattern Districting
- Form-Based Coding
- Character-Based Zoning
- Recommendations and Considerations for Suburban Retrofit
- Presentations at all Adoption Meetings

### PROJECT OVERVIEW

In 2018, Reynoldsburg, Ohio retained ZoneCo and OHM Advisors to re-write the City's Planning and Zoning Code. Prior to this, OHM Advisors completed an update of the Comprehensive Plan which sets new goals for the City for the next 10 to 20 years. The land use goals of the plan relate strongly to the East Main Street Corridor, strengthening Olde Reynoldsburg, and promoting economic diversity and economic development.

In the Diagnostic Module, ZoneCo compared each section of the existing Zoning Code against the specific objectives and land use goals of the Comprehensive Plan. The calibration of the code's regulations included a thoughtful and exhaustive evaluation of the

desired development patterns in Olde Reynoldsburg.

The final code was adopted in Spring of 2020.

### MUNICIPAL PROJECT MANAGER REFERENCE

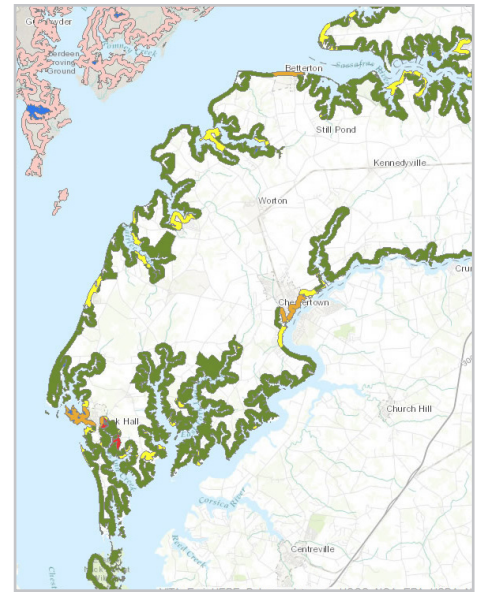
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**ZONECO**

# KENT COUNTY, MARYLAND

## LAND USE ORDINANCE

	Goal #1: Preserve Agriculture	Goal #2: Locate and Expand Employment	Goal #3: Create Housing Opportunities	Goal #4: Ensure Future Growth Complements	Comments
Statement of Intent					This purpose statement has a neutral impact on the Land Use Goals.
Permitted Principal Uses and Structures					The permitted principal uses fail to reflect a mix of modern uses that are consistent with best practices. There is no opportunity for a mixed-use building. Uses such as artisan shops should be promoted to permitted uses rather than special exceptions.
Special Exceptions					Cottage industries and artisan shops should be permitted uses and will build interest in the district as well as a critical mass of employees.
Accessory Uses and Structures					The inclusion of apartments as an accessory use promotes Land Use Goal #3. Consider including offices as an accessory to a permitted use.
Density, Area, Height, Width and Yard Requirements					The flexibility of minimum lot sizes in the district allows for range of new development opportunities, which promotes Land Use Goal #2 and also promotes unique character consistent with Land Use Goal #4.
Crossroads Commercial General Standards					Several of the general standards could apply to several districts and should be moved to a separate generally applicable chapter rather than being stated specifically under these regulations.
Crossroads Commercial Environmental Standards					Consider incorporating these standards within a generally applicable environmental standards chapter.
Crossroads Commercial Design Standards					These provisions have a neutral impact on the Land Use Goals.



### PROJECT SCOPE

An update of the Kent County Land Use Ordinance which includes new Development Pattern Districts and accompanying standards for environmentally sensitive shoreline. The process is in the Calibration phase.

### GEOGRAPHY

Maryland's Eastern Shore

### SKILLS AND TECHNIQUES

- Land Use Assessment
- Calibration of Development Standards and Regulations
- Environmentally-Oriented Zoning
- Mixed-Use Standards
- Design Standards
- Agricultural Land Planning and Maintenance

### PROJECT OVERVIEW

The Land Use Ordinance update will include current best practices and the latest tools that are appropriate for application in the context of unincorporated Kent County, Maryland. Kent County has a significant amount of sensitive shoreline and agricultural land, which will require careful zoning calibration, and also an assessment of consistent with State of Maryland environment and land use law.

ZoneCo is calibrating the zoning within population centers to be walkable with mixed-use centers of activity that reflect the unique and historic context of Kent County. The standards will be a mixture of form-based and character-based.

### MUNICIPAL PROJECT MANAGER REFERENCE

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wmackey@kentgov.org

**ZONE**CO++




# CINCINNATI, OHIO


## FORM-BASED CODE

**1703-3.80 Specific to Building Types**


**1703-3.80 Duplex**



A side-by-side duplex in a higher-density urban neighborhood with formally landscaped courtyard



A duplex with separate, unique porches for each entrance



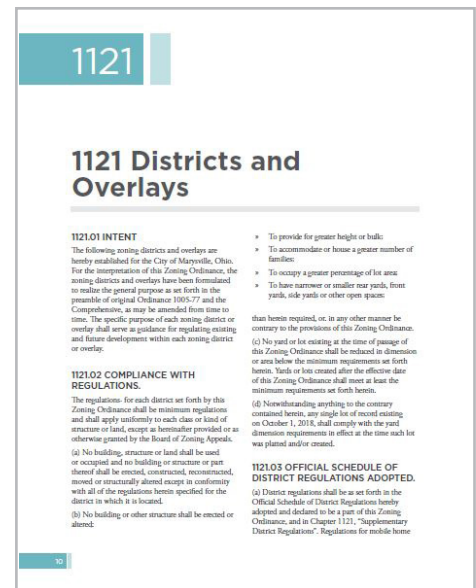
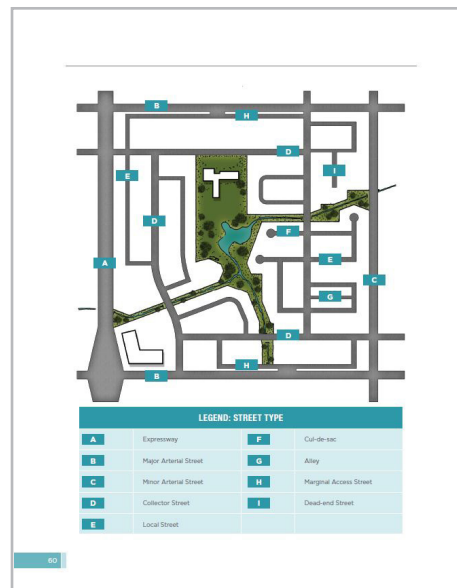
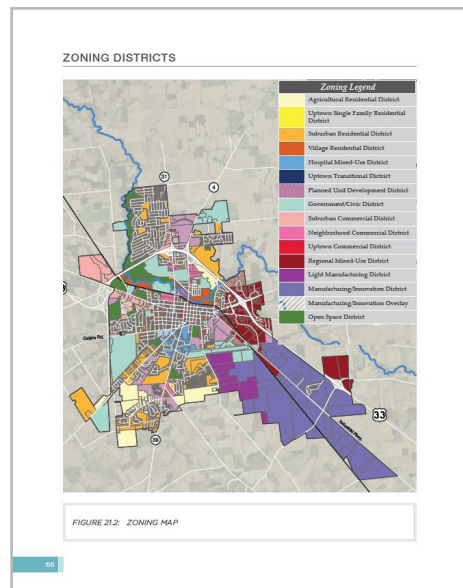
A duplex with stacked units and symmetrical facade

**A. Description**  
The Duplex Building Type is a small- to medium-sized structure that consists of two side-by-side or stacked dwelling units, both facing the street, and within a single building massing. This Type has the appearance of a medium- to large single-family home and is appropriately scaled to fit within primarily single-family neighborhoods or medium-density neighborhoods. It enables appropriately scaled, well-designed higher densities and is important for providing a broad choice of housing types and promoting walkability.

**Key**  
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# MARYSVILLE, OHIO

## ZONING CODE MODERNIZATION



### PROJECT SCOPE

A modern, streamlined, and updated zoning ordinance.

### GEOGRAPHY

Columbus Metropolitan Area

### SKILLS AND TECHNIQUES

- Full Code Diagnostic
- Calibration of all Regulations and Standards
- Development Pattern Districting
- Form-Based Coding
- Character-Based Zoning
- Collaborative Public Engagement
- Comprehensive Strategy to deal with Non-Conformities
- Presentations at all Adoption Meetings

### PROJECT OVERVIEW

The team of ZoneCo and OHM Advisors was selected to update the City of Marysville, Ohio's Zoning Ordinance to implement the 2018 Comprehensive Plan.

ZoneCo created custom districts that promote and reflect the City's desired development patterns and reduce unnecessary or burdensome regulations. The uses and development regulations have been carefully crafted and revised to ensure that the goals of the Comprehensive Plans are met, while still respecting the existing urban fabric.

Due to the proximity of the Plan update and the Code development, joint public engagement sessions for visioning took place, with additional sessions to allow the public to walk through how the

new regulations affect their built environment.

The final product is an intuitive and user-friendly set of character-based land use regulations that promote the City's development vision.

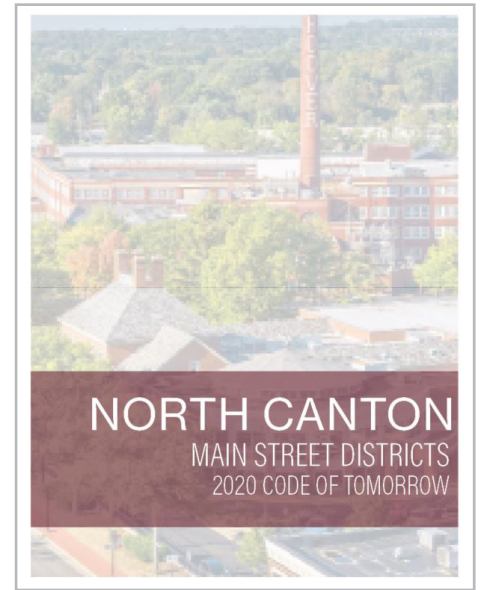
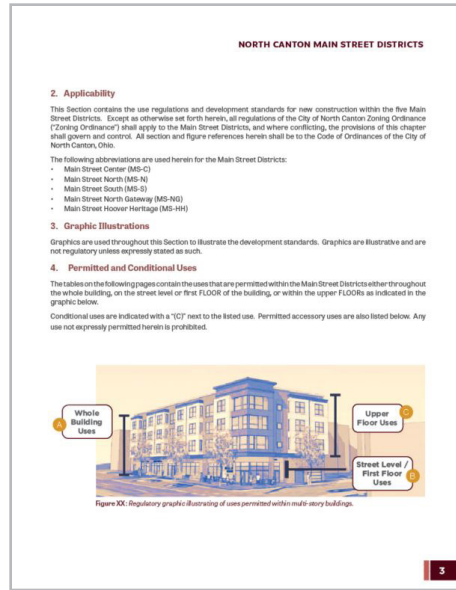
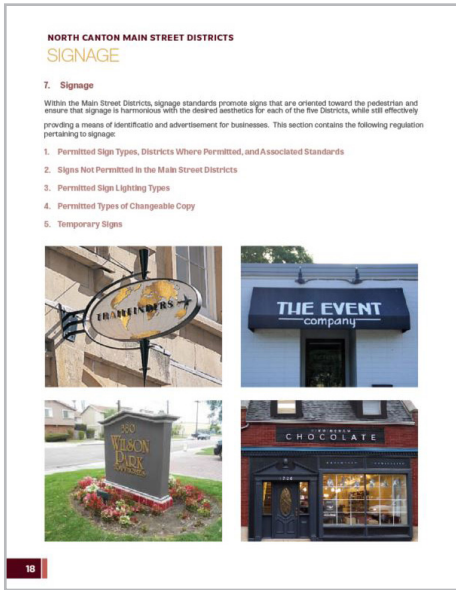
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**ZONECO** ++

# NORTH CANTON, OHIO

## MAIN STREET DISTRICT



### PROJECT SCOPE

Created five unique character areas which include use, design and development standards within the North Canton Main Street District.

### GEOGRAPHY

Akron Metropolitan Area

### SKILLS AND TECHNIQUES

- Commercial District Land Use Analysis
- Design Standards
- Calibration of all Regulations and Standards
- Character-Based Zoning
- Calibration of Pedestrian-Oriented Signage
- Assessment of Development Scenarios for the old Hoover Site

### PROJECT OVERVIEW

North Canton's Main Street is the city's central commercial corridor and is comprised of five primary districts: (i) Main Street Center; (ii) Main Street North; (iii) Main Street South; (iv) Main Street North Gateway; and (v) Main Street Hoover Heritage. These districts are established to promote the development of a higher intensity urban development pattern and attract increased investment in key commercial corridors and nodes. The Main Street Districts are intended to respect existing surrounding development patterns while promoting desired development patterns within the districts.

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**ZONE**CO++



# WINCHESTER/WINSTED, CONNECTICUT

## ZONING ORDINANCE UPDATE

**Winchester Zoning Regulations** **HL HIGHLAND LAKE DISTRICT**

Additional Regulations of the HL District

i. **Building Height.**  
Buildings in the HL district shall be no taller than 30 feet in height. The building height is the distance between a horizontal line at the average existing pre-development grade of the lot directly beside the structure, and the highest point of the coping of a flat roof, the top of a mansard roof, the midpoint of any pitched gable, hip or the upper portion of a gambrel roof, or measured between the top floor ceiling and the peak of the roof on an "A" framed structure.

Diagram showing example Building Height Calculation.

ii. **Impervious Surfaces.**  
Except as otherwise provided herein, impervious surfaces on a lot shall not exceed 15% of the total area of the lot; provided, however, if LID Regulations are employed in the development of the lot, then the lot may, by Special Exception issued by the Zoning Board of Appeals, receive a 5% impervious surface bonus to allow for a maximum of 20% impervious surfaces on a lot. The LID practice(s) must provide a "Primary Stormwater Treatment Practice" as described in section 6.2 of the 2004 CT Stormwater Quality Manual, as amended, that will accept, at the least, the "Water Quality Volume" (1<sup>st</sup> inch of rainfall) of storm water generated by the activities on the property that are in excess of the 15% limit.  
For driveways, walkways and patios, if a design showing an engineered pervious design, such as pervious pavers, asphalt or concrete is utilized along with an appropriate base, these surfaces shall be exempt from the above limits. Such design must demonstrate that the product will be able to completely accept at least the "Water Quality Volume" (1<sup>st</sup> inch of rainfall) for the life of the surface. Decks constructed over a pervious surface such as grass or soil shall also be exempt from the above limits.

iii. **Fences and Walls.** All fences and walls in the HL district shall comply with these Regulations, and all fences or walls within 20 feet of the high waterline or exceeding four feet in height shall require a Special Permit approved by the Commission in accordance with the following:  
a) In reviewing applications under this section, the Commission shall take into consideration the impact of proposed fences or walls on the visual access to Highland Lake from both private properties and the public way, and to the greatest extent possible, fences and walls shall be located in such a way as to maintain views of Highland Lake from neighboring properties and from the nearest public right-of-way. At a minimum, fences or walls shall be located to maintain one straight-line uninterrupted view-shed

ZONING DISTRICTS 12

**Winchester Zoning Regulations** **TCR TOWN CENTER RESIDENTIAL**

B. **TCR TOWN CENTER RESIDENTIAL**  
TCR districts are intended to reflect and promote a higher density, walkable development pattern. In these districts, use and density regulations are of primary importance to maintain existing and to promote desired development patterns. Certain uses are permitted, while others require a Special Permit. All other uses are prohibited. Density is controlled by the establishment of a uniform set of setbacks, building coverage, and height regulations, along with an allowable number of units per acre, which determine the size of a building, and will vary depending on the size of the lot. The natural environment is considered through the establishment of a maximum impervious surface coverage ratio.

A. USES	B. BUILDINGS	C. PARKING & SIGNAGE
<b>1. Permitted Uses</b> - Accessory Residential Use - Community Center, Private - Family Day Care Home - Single-Family Dwelling - Home Farming	<b>1. Maximum Lot Coverage</b> - Maximum Front Yard Setback = 25 feet - Other setbacks per Principal Structure, Inset - Principal Structure - Maximum Street Frontage of Lot = 150 ft. - Minimum Lot Area/Dwelling Unit = 4,000 sq. ft. - Maximum Front Yard Setback = 10 feet - Maximum Side Yard Setback = 10 feet - Maximum Rear Yard Setback = 10 feet - Maximum Building Height = 30 feet - Maximum Impervious Surface Coverage Ratio = 20% - One principle building per lot except as otherwise allowed via a Special Permit.	<b>1. Signage</b> - SEE TABLE OF USES AND PARKING REQUIREMENTS AT APPENDIX A <b>2. Parking</b> - Minimum of two different sign types per Table of Uses and Parking Requirements at Appendix A - One sign per lot for a Family Day Care Home - One Sign Types in Conjunction Regulations
<b>2. Special Permits Required</b> - All other buildings - Bed and Breakfast - Boarding House - Cemetery - Congregate Residences - Continuing Care Retirement Community - Convalescent Home/Nursing Home - Country Inn - Home Occupation - Independent Living / Retirement Facility - Industrial Heritage House - Mixed-Use Building - Multi-Family Dwelling - Public Recreation Facility - Public Safety Facility - Recreation and Entertainment Facility, Outdoor Events - Restaurant - School - Two-Family Dwelling - Workshop Place		

ZONING DISTRICTS 6



## PROJECT SCOPE

Modernized, streamlined, and updated the Town's Zoning Ordinance.

## GEOGRAPHY

New York City Metropolitan Area

## SKILLS AND TECHNIQUES

- Full Code Diagnostic
- Calibration of all Regulations and Standards
- Flood Plain and Lakeside Land Use Analysis
- Low Impact Development Regulations
- Development Pattern Districting
- Character-Based Zoning

## PROJECT OVERVIEW

In 2016, ZoneCo was hired to write modern zoning regulations for Winchester/Winsted, Connecticut.

The aim of rewriting the standards was to simplify the regulations, and provide for future development and population growth, according to a vision for each district. Developers and property owners were experiencing practical difficulties moving their projects through the administrative process. The new code created eight zoning districts in town — down from 24 in the previous regulations, and provided additional flexibility that was congruent with the community's vision for the built environment.

This is a character-based code, and the community was engaged in visioning exercises, as well as focus group exercises that allowed residents to give specific feedback related to their vision for the built environment.

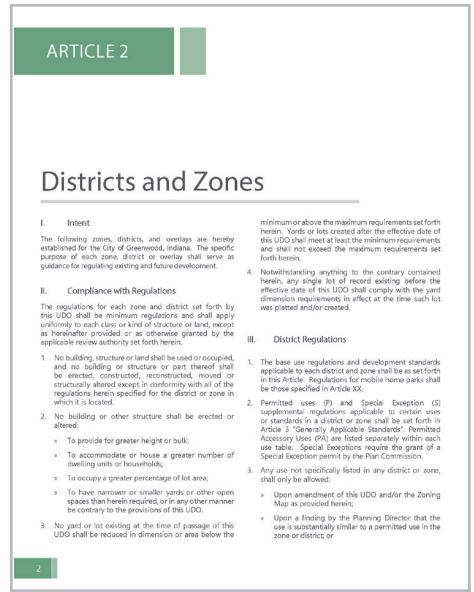
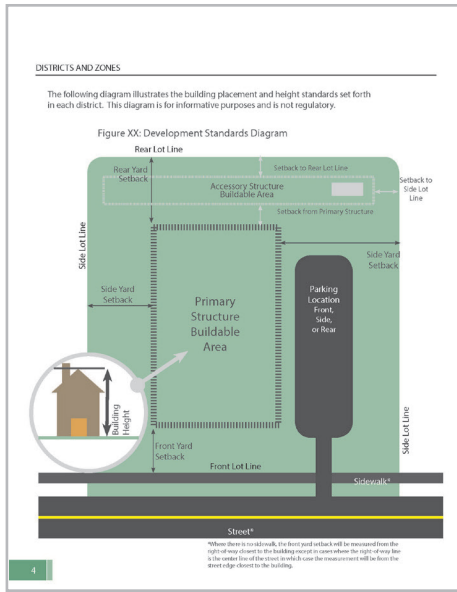
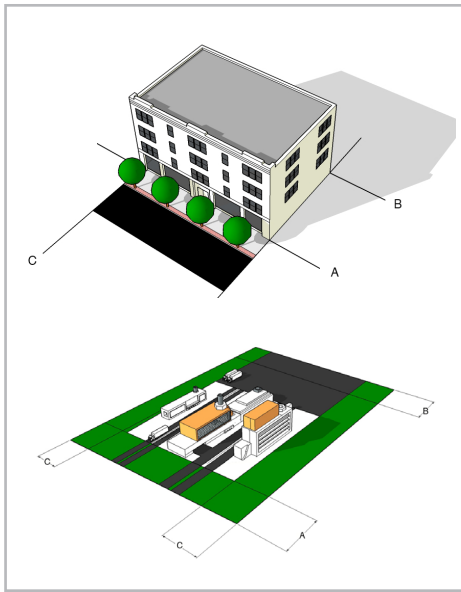
## MUNICIPAL PROJECT MANAGER REFERENCE

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**ZONE**CO

# GREENWOOD, INDIANA

## ZONING ORDINANCE UPDATE



## PROJECT SCOPE

A modern, streamlined, and updated Unified Development Ordinance.

## GEOGRAPHY

## Indianapolis Metropolitan Area

## SKILLS AND TECHNIQUES

- Full Code Diagnostic
- Calibration of Development Standards and Regulations
- Form-Based Standards
- Mixed-Use Standards
- Design Standards
- Development Pattern Districting
- Floodplain Standards
- Pedestrian-Oriented Signage
- Document and Graphic Design
- Illustrative Diagrams and Graphics for Standards

## PROJECT OVERVIEW

Greenwood, Indiana selected ZoneCo to re-write their zoning code in 2018. The re-write process is now at the codification stage and an administrative draft was delivered for staff review, after delivering a Diagnostic Report, draft districts, and a full Calibration Table to the client.

Greenwood would like to maintain and expand the traditional development patterns found in their Old Towne District, and ZoneCo is proposing a mix of form-based and character-based zoning solutions to maintain the massing, building placement, and architectural integrity of the District.

Greenwood has also been a destination for companies drawn to the Indianapolis area and the growth seen across the region.

ZoneCo is working with Greenwood to develop districts focused on innovation and employment, as well as sustainable development patterns.

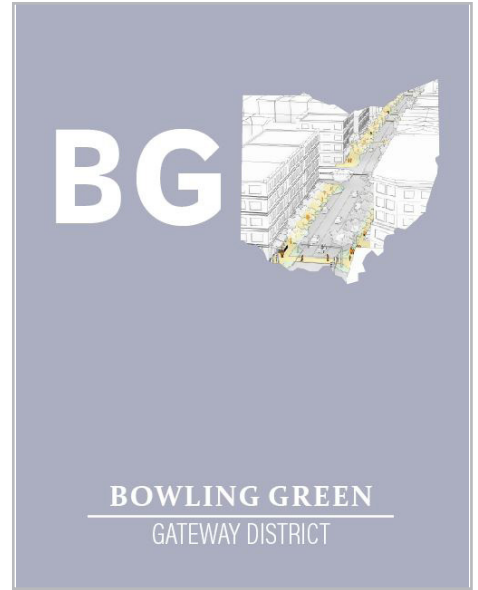
MUNICIPAL PROJECT  
MANAGER REFERENCE

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**ZONE**CO<sup>++</sup>

# BOWLING GREEN, OHIO

## GATEWAY DISTRICT



### PROJECT SCOPE

A new Development Pattern District and accompanying standards for a well-traveled Gateway between Downtown and the University in the City of Bowling Green, Ohio.

### GEOGRAPHY

Toledo Metropolitan Area,  
Population

### SKILLS AND TECHNIQUES

- Land Use Assessment
- Calibration of Development Standards and Regulations
- Form-Based Standards
- Mixed-Use Standards
- Design Standards
- Pedestrian-Oriented Signage
- Document and Graphic Design
- Illustrative Diagrams and

### Graphics for Standards

### PROJECT OVERVIEW

The team of ZoneCo and OHM Advisors was selected to create building, use, design and signage standards for the Gateway District in Bowling Green. This district is located in between the charming, walkable, and historic Downtown and Bowling Green State University. The corridor is currently comprised of disconnected commercial uses and the goal is to connect these two walkable places and make the new district human-scaled and pedestrian-oriented while creating an attractive gateway for the City and the University.

ZoneCo created a highly visual and streamlined document, consistent with City branding.

ZoneCo was subsequently retained

to complete a full re-write of the Zoning Code, which will be kicked-off in the summer of 2020.

### MUNICIPAL PROJECT MANAGER REFERENCE

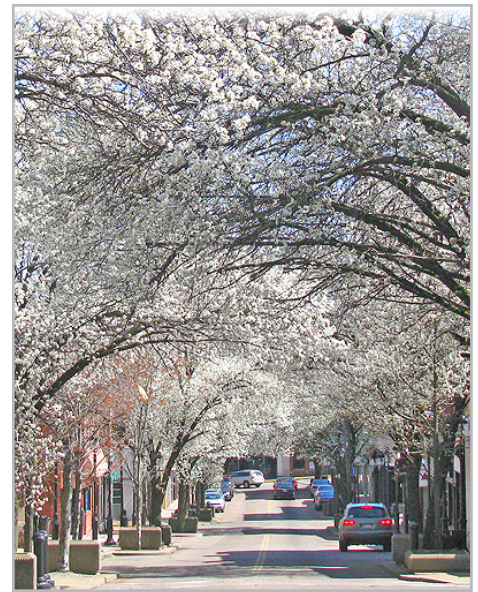
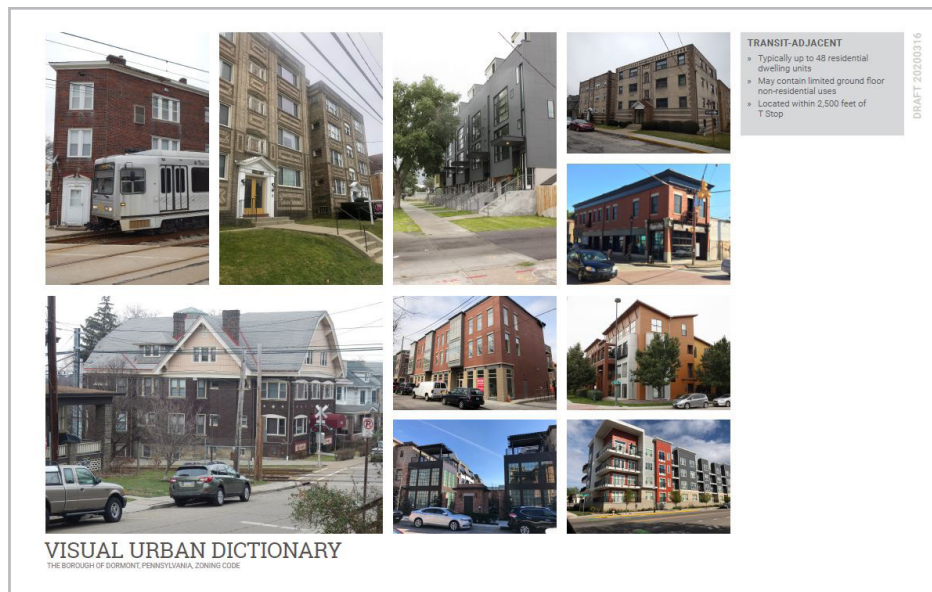
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hsaylor@bgohio.org

**ZONE<sup>CO</sup>++**



# DORMONT, PENNSYLVANIA

## ZONING ORDINANCE UPDATE



### PROJECT SCOPE

A modern, streamlined, and updated Zoning Ordinance, with transit-oriented and form-based elements.

### GEOGRAPHY

Pittsburgh Metropolitan Area

### SKILLS AND TECHNIQUES

- Transit-Oriented Standards
- Full Code Diagnostic
- Calibration of Development Standards and Regulations
- Form-Based Standards
- Mixed-Use Standards
- Design Standards
- Development Pattern Districting
- Floodplain Standards
- Visual Urban Dictionary

### PROJECT OVERVIEW

The Borough of Dormont, Pennsylvania, has engaged the team of ZoneCo and YARD & Company to help modernize its zoning ordinance. As one of Pittsburgh's several transit-oriented inner ring suburbs, Dormont seeks to build on the momentum created by recent regional transit-oriented development planning efforts. The team will craft a zoning ordinance that not only allows for context sensitive infill development and adaptive reuse but enables the borough to capitalize on several light rail stations and bus stops. The process includes active engagement and education; the testing of new ideas and zoning concepts to determine the most appropriate content; and a user-friendly tool to guide growth.

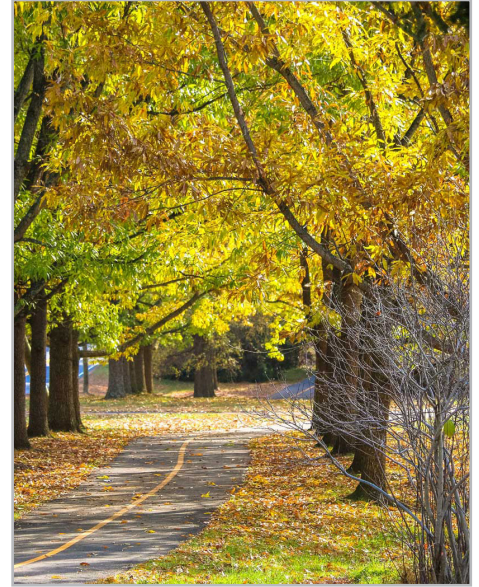
### MUNICIPAL PROJECT MANAGER REFERENCE

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**ZONE**CO++

# VIENNA, VIRGINIA

## ZONING & SUBDIVISION ORDINANCES



### PROJECT SCOPE

ZoneCo was recently chosen to re-write Vienna, Virginia's subdivision and zoning ordinances as the lead consultant joined by Venable LLP and YARD & Company. This project is in the diagnostic module (module 1).

### GEOGRAPHY

Washington D.C. Metropolitan Area

### SKILLS AND TECHNIQUES

- Land Use Assessment
- Calibration of Development Standards and Regulations
- Transportation-Land Use Coordination
- Mixed-Use Standards
- Design Standards
- Main Street Standards

### PROJECT OVERVIEW

ZoneCo will clarify, simplify, and reorganize its subdivision and zoning ordinances so the regulations are logically organized and easy to understand through the use of plain language, charts, tables, and illustrations.

In addition, the subdivision and zoning ordinances will be updated so they are in compliance with State statutes, recent Supreme Court decisions with regards to sign regulations, and consistent with the Town's Comprehensive Plan.

The update will address areas where the Code is silent and zoning determinations have been made over the years by the Town's zoning administrator, and where regulations are currently lacking, like for parking

standards and definitions for all uses. Engagement will comprise a strong, collaborative process between community stakeholders, Town Council, Planning Commission, and staff.

### MUNICIPAL PROJECT MANAGER REFERENCE

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**ZONE**CO<sup>++</sup>



# WESTERVILLE, OHIO

## ZONING CODE RE-WRITE AND SIGN ORDINANCE

CHARACTER AREA TYPES			
<b>MIXED EMPLOYMENT CENTER 2</b> Intense development focused on job growth and amenities intended to be places employees and employees want to be, appealing to a different demographic than typical suburban office districts. Walkable and well-connected able to park once and visit many places.		<b>NEIGHBORHOOD CENTER</b> Mixed use development that provides goods and services to and within walking distance of surrounding neighborhoods. Addressing working, shopping, eating, entertainment and parking designed respectfully of context.	
<b>BUILDING BLOCKS</b>	2-4 stories, most buildings are multi-story	<b>BUILDING BLOCKS</b>	1-4 stories
<b>Building Form</b>	Village character with commercial office on first floor, office/residential above.	<b>Building Form</b>	Charming architecture with antennas on the street, pedestrian focused design.
<b>Setbacks</b>	Minimal setbacks, 0-20 feet	<b>Setbacks</b>	0-20 feet, allow for on-street dining and bicycle parking.
<b>Public Space</b>	Strategic shared spaces, plazas, and public outdoor patios, urban gardens.	<b>Public Space</b>	Streetscapes, plazas, urban gardens, central "parks" for public events. Tree canopy and well-connected to trail network.
<b>Open Space</b>	Increased landscaping and "green infrastructure" elements per site and integrated in streetscape. "Parks, patios and tree corridors" as amenities.	<b>Open Space</b>	Increased landscaping and "green infrastructure" elements per site and integrated in streetscape. Parks, patios and tree corridors as amenities.
<b>Transportation</b>	Transit-oriented development with clear pedestrian and bicycle connections, automobiles.	<b>Transportation</b>	Access to transit, walkways and blue paths, automobile access, main street.
<b>Streets</b>	Grid pattern with alleys.	<b>Streets</b>	Easy access to major corridor, major "main" designed for scenic navigation and pedestrian safety.
<b>Parking</b>	On street, shared structure and surface lot behind building.	<b>Parking</b>	On street, shared lots and structures.
<b>DESIGN USES</b>	<ul style="list-style-type: none"> <li>Office</li> <li>Commercial serving the workforce</li> <li>Research &amp; development</li> <li>Health/tech office</li> <li>Artisan studio</li> <li>Live/work units</li> </ul>	<b>DESIGN USES</b>	<ul style="list-style-type: none"> <li>Small scale retail, services</li> <li>Office</li> <li>Neighborhood scale commercial/office lot floor and office</li> <li>Public family residential, accessory use in mixed-use development</li> <li>Carri (gar, w, etc.)</li> <li>Parks and open space</li> </ul>
<b>DEVELOPMENT PATTERN</b>		<b>CHARACTER IMAGE</b>	
<b>DEVELOPMENT PATTERN</b>		<b>CHARACTER IMAGE</b>	



### PROJECT SCOPE

A modern, streamline, and updated zoning code.

### GEOGRAPHY

Columbus Metropolitan Area

### SKILLS AND TECHNIQUES

- Consistency Review for Code Language
- Consistency Review to Maintain Compliance with Ohio Revised Code
- Development Pattern Districting
- Form-Based Coding
- Character-Based Zoning

### PROJECT OVERVIEW

ZoneCo's Sean Suder has been engaged to provide special legal counsel to the project, being led by Lisa Wise Consulting (LWC). ZoneCo has undertaken a diagnostic of the existing Code and is leading the final stages of codification at the request of the City.

Westerville is hoping to implement a code that will both reflect the community's goals for growth, as well as streamline the approvals process.

Stakeholder meetings were held with developers and the business community, the Chamber of Commerce, Westerville Schools, Otterbein University, and community groups to ensure that the Code reflects all members of the Community. Instead of

asking for stakeholder commentary upon completion of the Code, local practitioners and experts in zoning, land use, environmental conservation, urban design, historic preservation, transportation, lighting, parks, recreation, and economic development were invited to give granular feedback.

### MUNICIPAL PROJECT MANAGER REFERENCE

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**ZONECO**



## PUBLIC MEETING

Rivertown



Esplanade Mall  
Revitalization Plans

Wednesday, January 20, 2021  
6:00 PM via ZOOM

Stay tuned for more details  
coming soon!



# KENNER RIVERTOWN AND ESPLANADE MALL

Kenner, Louisiana

The City of Kenner received Community Development Block Grant Disaster Recovery (CDBG-DR) funding and retained TSW to produce a revitalization plan for Rivertown and a redevelopment plan for the Esplanade Mall in order to present a vision for economic vitality in each area. The final plans will include conceptual design plans and an action plan for implementation to attract private investment in retail, housing, and services. These plans will consider and leverage community assets, like the Louis Armstrong International Airport and the Mississippi River, to recommend economic development strategies, potential zoning changes, and design elements.

TSW began this process in December 2020, but we have already seen significant enthusiasm and engagement for this project through our stakeholder interviews and focus groups. Due to the COVID-19 pandemic, TSW is using a hybrid approach to public engagement by taking full advantage of virtual tools that allow on-going feedback and virtual public meetings reaching a broad audience and by hosting in-person design meetings with safety protocol later in 2021. The project officially kicks off with the public on January 20, 2021, with a virtual kick-off meeting and the release of an online interactive map and surveys for each of the sites. This feedback, combined with our site analysis and market analysis, will inform how to move forward with design work during the design charrette scheduled for Spring 2021. TSW anticipates finishing the planning process by August 2021.

### Client

City of Kenner

### Project Status

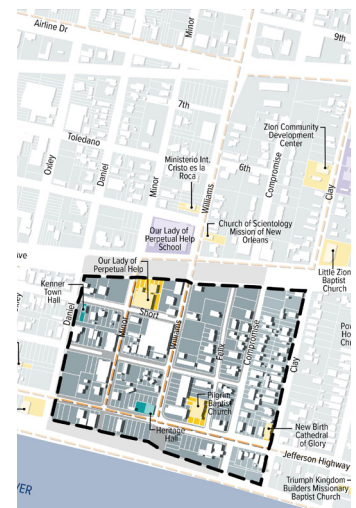
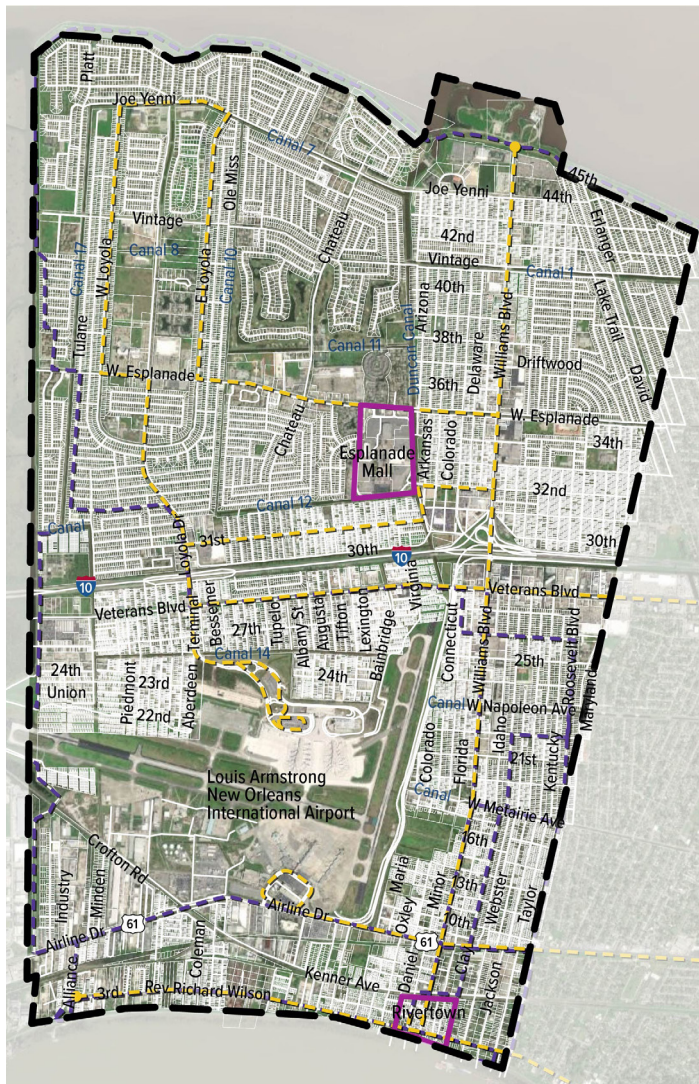
In progress

### Project Overview

- Working with City of Kenner and Community to prepare Revitalization Plan for Rivertown and Redevelopment Plan for Esplanade Mall
- Virtual public input due to COVID-19 pandemic with hopes of in-person engagement later in the process



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**Client:**  
City of Brookhaven

**Project Status:**  
Completed in 2018

**Project Overview:**

- Independent process to review the current Overlay and develop a new code that ensures high quality development to account for the transition of development that has and will take place
- Guidance and standards on developing a coherent, consistent, and straightforward set of regulations

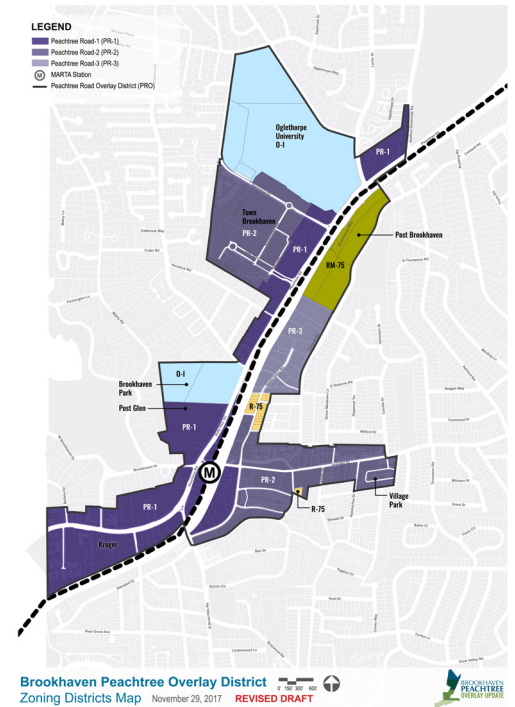
## BROOKHAVEN-PEACHTREE OVERLAY DISTRICT

Brookhaven, Georgia

The Brookhaven-Peachtree Overlay district was created in 2007 to implement the community's vision for growth and development around the Brookhaven MARTA Station. For ten years, this code supported walkable, mixed-use development patterns, but was not without its shortcomings, including a cumbersome overlay format that often conflicts with the underlying zoning, unclear regulations, and lack of form-based regulations.

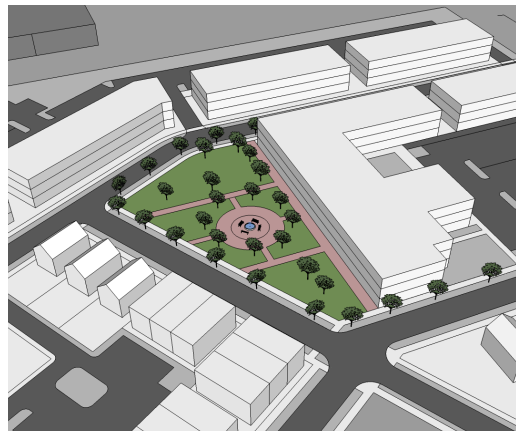
In 2017, following several controversial zoning cases and the imposition of a 180-day zoning moratorium, TSW was retained to lead a multidisciplinary team to update the overlay for greater usability and conformance with recent planning efforts.

The process began with a technical review of the study area, existing regulations and policies, best practices, and community goals. As part of this, susceptibility to change and build-out analyses were conducted to understand the impacts of the existing code and future changes. Digital models were also created to show what was permitted under current zoning and future scenarios.



For four months, the TSW Team worked closely with Brookhaven stakeholders to explore existing regulations, options for updates, and their potential trade-offs. This was guided along the way by sounding board meetings, stakeholder interviews, public meetings, web-based outreach, and pop-up events that sought to engage folks who don't usually attend "zoning meetings."

The outcome of the process was a strategy that updated the existing Overlay to only regulate streetscapes and public infrastructure, hand-in-hand with a new Peachtree-Brookhaven Zoning Districts that replaced the base zoning with a highly graphic, user-friendly form-based code. Key regulatory changes included the use of building types to regulate design, detailed open space standards, enhanced neighborhood protections and transitions, density bonuses, reduced parking requirements, and several site-specific design requirements. The updated regulations became law in January 2018.



## 4. Statement of Understanding & Scope



Jefferson Parish will face several significant challenges in the decades ahead. One such challenge is an ever-changing global economy. The industries that thrived yesterday may not remain strong tomorrow. As examples, the water transportation and the oil and gas production and transportation sectors are expected to lose one-third of their jobs. To encourage resiliency, the 2019 Comprehensive Plan Envision Jefferson 2040 identifies a vision that Jefferson Parish's “businesses and industry clusters comprise a diverse economy” and encourages “adaptive reuse or redevelopment of aging commercial properties and structures.” It identifies five industry clusters (Food, Beverage, Fishing & Seafood; Water Transportation, Distribution & Logistics; Health Care; IT Systems & Products; and Environmental Management) to target.

Another challenge is land subsidence and sea-level rise. According to the Coastal Protection and Restoration Authority Master Plan, Jefferson Parish may lose 42% of its land over the next 50 years, largely in the southern portion of the county, which provides protection from storm surge and wave energy. These factors increase Jefferson Parish's future susceptibility to inundation and resulting property damage. Envision Jefferson 2040 addresses flooding in several ways. It envisions buildings “constructed or retrofitted using low-impact development approaches and green infrastructure” and “new technology for living with and managing water more effectively and sustainably”. Furthermore, the plan describes the parish's goal to preserve and enhance the tree canopy, an important step in mitigating stormwater impacts. Much of the industrial land in Jefferson Parish borders waterways; effective water management is essential for flourishing industry clusters.

Lastly, Jefferson Parish has an aging population. On both the West Bank and East Bank, the population over 55 years old is increasing, while the population under 55 is decreasing. An aging population impacts industries in the area, which depend on a local workforce. The comprehensive plan addresses this challenge by targeting the needs of industry clusters with the largest opportunities for growth, such as the healthcare and environmental management clusters, which could attract new talent to the parish. Furthermore, the comprehensive plan identifies goals to increase the walkability of several districts, expand the bike trail network, and improve access to the waterfront, all which increase the attractiveness of the area for employers and young professionals alike.

# Scope of Work:

# Diagnose

ZoneCo has developed a three module approach for Code delivery that is intuitive, where each step builds on the next.

## PROJECT INITIATION AND ORIENTATION

The project initiation will consist of a kick-off meeting, a review of goals and objectives for the project, and the solidification of the engagement strategy.

We will work closely with the city to develop a list of stakeholders to engage throughout this process.

## MODULE 1: DIAGNOSE

Our diagnostic reports always compare the goals of a comprehensive plan against zoning regulations. We will furthermore compare the goals and recommendations from Envision Jefferson 2040, best practices and local research including existing inventories of buildings and industry types, environmental policy and plans, current and future industrial demand, emerging industries and technologies, and any other documents or research relevant to this project. Using the aforementioned information as a comparison point, we will go through the current industrial districts (and all other applicable portions of the existing code) and do a line-by-line analysis of the existing text. We will create a diagnostic matrix whereby we score and provide notes for all existing provisions.

Supplemental to this diagnostic assessment, we will interview the public, stakeholders, and staff/officials. All of this information will be summarized and distilled within a diagnostic report. The diagnostic

report will outline exactly how language and districts should be updated. As part of this exercise, we will thoroughly review the procedures and approvals necessary for industrial uses and structures to ensure they are appropriate for the intensity of use and provide appropriate oversight in the instances that existing uses modify or alter operations.

## DELIVERABLES:

- Diagnostic Report accompanied by the line-by-line evaluation of existing provisions
- Proposed Updates to Industrial Districts

## MEETINGS:

- Kick-off Meeting, Solidification of Project Goals
- Public and Stakeholder input into Diagnostic Report

## MODULE 2: CALIBRATION

The first module will give us an understanding of the existing and desired conditions, objectives, and regulations. The calibration phase lays out all the base regulations that have been identified for updates (including administration and procedures). We will create a table where we will populate all the proposed provision changes alongside existing provisions, which includes all existing and proposed industrial districts and standards therein, the use matrix, and procedures. We have found that laying out existing and proposed regulations assists with communication and general understanding of what we are proposing. The calibration is an iterative process whereby staff, officials, the public,



## Scope of Work: Calibrate & Codify

stakeholders and local business leaders can provide input and we can “calibrate” the regulations as we move through the process.

Given that some uses or industrial terms may not be familiar, we will additionally provide a list of definitions that will be added or updated as part of this process.

No less than two versions of the calibration table will be produced. All revisions will culminate into a final calibration table. Our process creates efficiencies; all the base regulations and procedural changes will be fleshed out prior to drafting new language, which requires attentiveness and consistency for language and formatting.

### **DELIVERABLES:**

- Draft Calibration Table
- Final Calibration Table

### **MEETINGS:**

- Public and Stakeholder Meeting to review Base Regulations / Calibration Table

### **MODULE 3: CODIFICATION**

In the codification stage of the project, we will draft all the language for the proposed districts and other associated updates. We recommend providing the language in sections for review by the city, starting with the updated districts. TSW will create graphics and any regulatory illustrations that will assist in making the code more visual and readable for users. We will provide three drafts of the updated districts and associated provisions – an initial draft, a public review draft, and a final draft. We will hold a public input session during this

module whereby the public will review and give input on the public review draft.

### **DELIVERABLES:**

- Draft Updates
- Public Review Draft of Updates
- Final Update Language

### **MEETINGS:**

- Review Draft Language with Staff
- Public and Stakeholder Meeting to Review all Update Language
- All Adoption Meetings



**ZONE**CO++



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TSW Design | 1447 Peachtree Street NE Suite 850 | Atlanta, GA 30309



## **General Professional Services Questionnaire Instructions**

- The General Professional Services Questionnaire shall be used for all professional services except outside legal services and architecture, engineering, or survey projects.
- **The General Professional Services Questionnaire should be completely filled out. Complete and attach ALL sections. Insert “N/A” or “None” if a section does not apply or if there is no information to provide.**
- Questionnaire must be dated and signed by an authorized representative of the Firm. Failure to sign the questionnaire shall result in disqualification of proposer pursuant to J.P. Code of Ordinances Sec. 2-928.
- All subcontractors must be listed in the appropriate section of the Questionnaire. Each subcontractor must provide a complete copy of the General Professional Services Questionnaire, applicable licenses, and any other information required by the advertisement. Failure to provide the subcontractors' complete questionnaire(s), applicable licenses, and any other information required by the advertisement shall result in disqualification of proposer pursuant to J.P. Code of Ordianances Sec. 2-928.
- If additional pages are needed, attach them to the questionnaire and include all applicable information that is required by the questionnaire.

## General Professional Services Questionnaire

**A. Project Name and Advertisement Resolution Number:**

**B. Firm Name & Address:**

**C. Name, title, & contact information of Firm Representative, as defined in Section 2-926 of the Jefferson Parish Code of Ordinances, with at least five (5) years of experience in the applicable field required for this Project:**

**D. Address of principal office where Project work will be performed:**

**E. Is this submittal by a JOINT-VENTURE? Please check:**

YES \_\_\_\_\_ NO \_\_\_\_\_

**If marked “No” skip to Section H. If marked “Yes” complete Sections F-G.**

**F. If submittal is by JOINT-VENTURE, list the firms participating and outline specific areas of responsibility (including administrative, technical, and financial) for each firm. Please attach additional pages if necessary.**

**1.**

**2.**



## General Professional Services Questionnaire

G. Has this JOINT-VENTURE previously worked together? Please check: YES \_\_\_\_\_ NO \_\_\_\_\_

H. List all subcontractors anticipated for this Project. Please note that all subcontractors must submit a fully completed copy of this questionnaire, applicable licenses, and any other information required by the advertisement. See Jefferson Parish Code of Ordinances, Sec. 2-928(a)(3). Please attach additional pages if necessary.

Name & Address:	Specialty:	Worked with Firm Before (Yes or No):
1.		
2.		
3.		
4.		
5.		



## General Professional Services Questionnaire

<b>I. Please specify the total number of support personnel that may assist in the completion of this Project:</b> _____
<b>J. List any professionals that may assist in the completion of this Project. If necessary, please attach additional documentation that demonstrates the employment history and experience of the Firm's professionals that may assist in the completion of this Project (i.e. resume). Please attach additional pages if necessary.</b>
<b>PROFESSIONAL NO. 1</b>
<b>Name &amp; Title:</b>
<b>Name of Firm with which associated:</b>
<b>Description of job responsibilities:</b>
<b>Years' experience with this Firm:</b>
<b>Education: Degree(s)/Year/Specialization:</b>
<b>Other experience and qualifications relevant to the proposed Project:</b>

## General Professional Services Questionnaire

<b>PROFESSIONAL NO. 2</b>
<b>Name &amp; Title:</b>
<b>Name of Firm with which associated:</b>
<b>Description of job responsibilities:</b>
<b>Years' experience with this Firm:</b>
<b>Education: Degree(s)/Year/Specialization:</b>
<b>Other experience and qualifications relevant to the proposed Project:</b>



## General Professional Services Questionnaire

<b>PROFESSIONAL NO. 3</b>
<b>Name &amp; Title:</b>
<b>Name of Firm with which associated:</b>
<b>Description of job responsibilities:</b>
<b>Years' experience with this Firm:</b>
<b>Education: Degree(s)/Year/Specialization:</b>
<b>Other experience and qualifications relevant to the proposed Project:</b>

## General Professional Services Questionnaire

<b>PROFESSIONAL NO. 4</b>
<b>Name &amp; Title:</b>
<b>Name of Firm with which associated:</b>
<b>Description of job responsibilities:</b>
<b>Years' experience with this Firm:</b>
<b>Education: Degree(s)/Year/Specialization:</b>
<b>Other experience and qualifications relevant to the proposed Project:</b>

## General Professional Services Questionnaire

<b>PROFESSIONAL NO. 5</b>
<b>Name &amp; Title:</b>
<b>Name of Firm with which associated:</b>
<b>Description of job responsibilities:</b>
<b>Years' experience with this Firm:</b>
<b>Education: Degree(s)/Year/Specialization:</b>
<b>Other experience and qualifications relevant to the proposed Project:</b>



## General Professional Services Questionnaire

**K. List all prior projects that best illustrate the Firm's qualifications relevant to this Project. Please include any and all work performed for Jefferson Parish. Please attach additional pages if necessary.**

### **PROJECT NO. 1**

<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>

### **PROJECT NO. 2**

<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>

## General Professional Services Questionnaire

<b>PROJECT NO. 3</b>	
<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>

<b>PROJECT NO. 4</b>	
<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>

## General Professional Services Questionnaire

<b>PROJECT NO. 5</b>	
<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>

<b>PROJECT NO. 6</b>	
<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>



## General Professional Services Questionnaire

<b>PROJECT NO. 7</b>	
<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>

<b>PROJECT NO. 8</b>	
<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>

## General Professional Services Questionnaire

<b>PROJECT NO. 9</b>	
<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>

<b>PROJECT NO. 10</b>	
<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>

## General Professional Services Questionnaire

**L. List all prior and/or on-going litigation between Firm and Jefferson Parish. Please attach additional pages if necessary.**

Parties:		Status/Result of Case:
Plaintiff:	Defendant:	
1.		
2.		
3.		
4.		

**M. Use this space to provide any additional information or description of resources supporting Firm's qualifications for the proposed project.**

**N. To the best of my knowledge, the foregoing is an accurate statement of facts.**

**Signature:**  **Print Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_ **Date:** \_\_\_\_\_

Signature:

