

TO: Town of Palm Beach

FROM: Sean Suder, ZoneCo, LLC

DATE: 2 / 4 / 2022

RE: RFQ No. 2022-10 Planning Services for Code Reform for Town of Palm Beach

The team of ZoneCo, LLC and YARD & Company (“YARD”) is excited about the opportunity to provide planning services for the Town of Palm Beach and we thank you in advance for your time in reviewing our proposal.

Both ZoneCo and YARD have extensive zoning code experience. As a team, they have worked on successful, innovative code updates in several states. Furthermore, YARD & Company was recently awarded the contract for Palm Beach’s Retail Analysis and Development Strategy. We believe that our team’s involvement in that project will supplement our understanding of the Town’s zoning needs to better integrate the strategy into the code. Our team has an ideal combination of deep zoning and land use law experience mixed with the following additional skills: long-range planning, market analysis and business district activation, public engagement, design, water resource management, real estate/development, historic ordinances, and design guidelines.

All ZoneCo’s staff members have administered a zoning code from the public sector, and we understand the challenges that can arise from inconsistencies, outdated regulations, inaccurate or incomplete definitions, and standards that are not achieving desired outcomes. Our codes are easy to use and easy to administer. They are graphically-rich, and we utilize language that carefully balances legal defensibility with usability. Furthermore, our team has experience training zoning boards and commissions, as well as serving on them.

Our codes integrate character- and form-based standards. Design and historic preservation are greatly valued in Palm Beach and we will be attuned to the community’s desire to preserve, maintain, and promote the Town’s architectural assets. ZoneCo has extensive experience writing historic ordinances and design guidelines.

We utilize a three-module approach for project delivery that is streamlined, efficient, and is consistent with the project’s scope of work. The modules are: 1. Diagnose, 2. Calibrate, and 3. Codify. We first diagnose the zoning code using a line-by-line analysis that compares the zoning regulations against planning goals and objectives, and prioritizes recommendations. From there, we calibrate the base regulations of the code prior to drafting the code language. The first two modules are collaborative, and we integrate feedback meaningfully. Once the



community has provided feedback on proposed base regulations, we will draft the full language of the code document within the codification module.

Our projects employ thoughtful and effective engagement. YARD & Company has received national attention for their innovative public engagement. They are adept and making information accessible and visual. Engagement exercises are tailored to the needs of the project, and feedback is effectively integrated.

We custom-tailored this team to the needs of the project, and we have the necessary skills and experience to develop a code that is usable, defensible, and achieves desired outcomes for your community.

Thank you for your consideration of our proposal. Please do not hesitate to reach out for additional information.

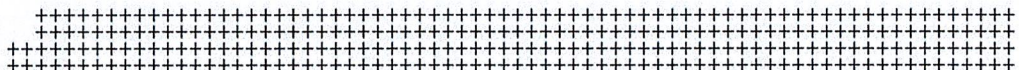
Sincerely,



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.



ZONE CO ++

DESCRIPTION OF FIRM

We craft clear, consistent, user-friendly, equitable, and defensible zoning codes that remove barriers and achieve desired outcomes.

ZoneCo is a national zoning code consulting firm and our core focus is updating and auditing zoning codes. 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 Midwest and Eastern United States, and we are passionate about being part of positive change in the communities we serve.

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

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.

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

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



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

WHAT WE ARE ABOUT



YARD & Company is a Cincinnati-based urban growth firm that uses place to solve problems. We are a team of designers, development strategists, and planners who double as people connectors, activators, and storytellers. We thrive at the intersection of community and commerce. Sometimes complicated, sometimes tense, and sometimes downright messy, that energy is the same space where growth begins. We believe development shouldn't develop-out the community, and the best way to get there is through a collaborative process for building places that people connect to emotionally and economically.

WE BELIEVE...

- » In using physical spaces to solve social and economic problems
- » Solutions are often hidden in plain sight
- » Iterating is a powerful tool for human-centered problem-solving
- » Growth and change should happen *with* a place, not to a place

WHAT WE DO

- » Urban Design + Planning
- » Experience Management
- » Development

OUR EXPERIENCE

“

“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
Reynoldsburg, Ohio

“

“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.”

PLANNING COMMISSIONER
Winchester, Connecticut

“

“This citywide code is an excellent model for any city - particularly legacy cities-seeking to use code reform to promote fiscally and environmentally sustainable urban regeneration, greater housing diversity, walkable neighborhoods, and stronger urban design. The code's helpful "how to use" guide, clean easy-to-read graphics, and logical layout make navigation easy for administrators, applicants, and citizens. The historic preservation provisions, bike and car parking standards, and clever treatment of cul-de-sacs are some of the many exemplary features...This new code will have a lasting and positive transformational impact on South Bend's future and provides many lessons for other cities considering a form-based code.”

SMART GROWTH AMERICA / FBC INSTITUTE
ZoneCo, Co-Winner of Driehaus Award, South Bend, IN

SOUTH BEND, INDIANA ZONING ORDINANCE PEER REVIEW



21-04-02 SPECIAL USE DISTRICTS
University

Uses	Standards	Special Exception
Principal Uses		
Agriculture	U 21-0504	
Community Center	■ 21-0504	
Child Daycare	■ 21-0504	
Assembly, Neighborhood	■ 21-0504	
Assembly, General	■ 21-0504	
Cemetery	■ 21-0504	
College/University	■ 21-0504	
Hospital	■ 21-0504	
Library/Museum/Cultural Facility	■ 21-0504	
Park & Open Space	■ 21-0504	
Retail, Fine Retail	■ 21-0504	
Regional Amusement	■ 21-0504	
School, Pre-K/Primary/Secondary	■ 21-0504	
Industrial, Medium	■ 21-0504	
Research/Laboratory Facility	■ 21-0504	
Lodging	■ 21-0504	
Rest & Breakfast	■ 21-0504	
Hotel	■ 21-0504	
Office	■ 21-0504	
Professional Offices	■ 21-0504	
Residential	■ 21-0504	
Dwelling, Ancillary	■ 21-0504	
Dwelling, Multi-Unit	■ 21-0504	
Day Care Center	■ 21-0504	
Religious	■ 21-0504	
Child Daycare	■ 21-0504	
Commercial School	■ 21-0504	
Day Care Center	■ 21-0504	
Elementary/Pre-Elementary Facility	■ 21-0504	
Hotel	■ 21-0504	
Intermediate/Secondary Facility	■ 21-0504	
Office	■ 21-0504	
Personal Care Services	■ 21-0504	
Research	■ 21-0504	
Special Exception		
Transportation	■ 21-0504	
Airport	■ 21-0504	
Passenger Terminal	■ 21-0504	
Traffic Station	■ 21-0504	
Utilities	■ 21-0504	
Cable Plant	■ 21-0504	
Utilities, Major	■ 21-0504	
Utilities, Minor	■ 21-0504	
Wireless Communications	■ 21-0504	

Key: ■ Allowed, ■ Allowed with Conditions, ■ Special Exception

6-14 DRAFT March 18, 2019

OVERLAY DISTRICTS
Northwest High School Zoning Overlay

21-05-02

1) Intent

2) Building Encompasses

3) Access

4) Mechanical Equipment and Utilities

5) Landscaping

6) Parking and Access

SOUTH BEND ZONING ORDINANCE

6-9

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 crafted 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. ZoneCo is part of a team currently nominated for a national award for work on this project.

BUDGET / TIMELINE

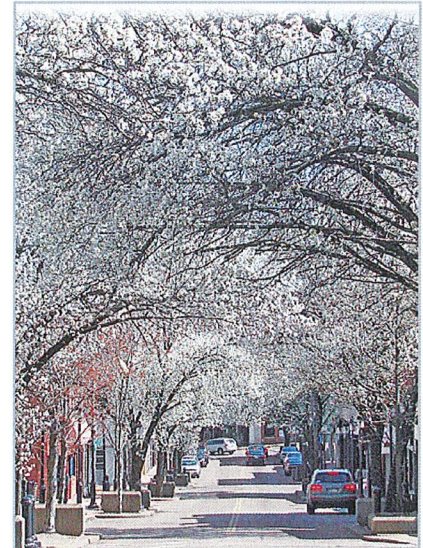
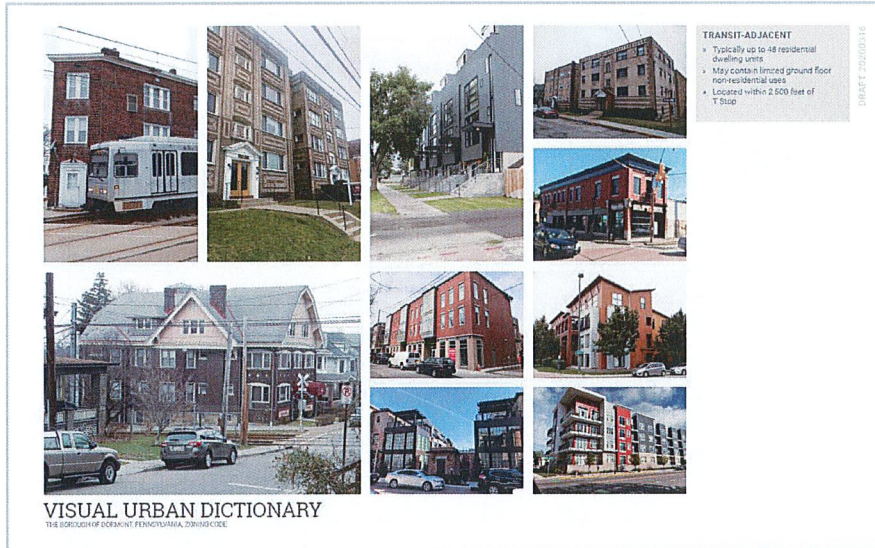
\$40,000 / 10 months*
*completed within budget

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

ZONECO

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.

BUDGET / TIMELINE

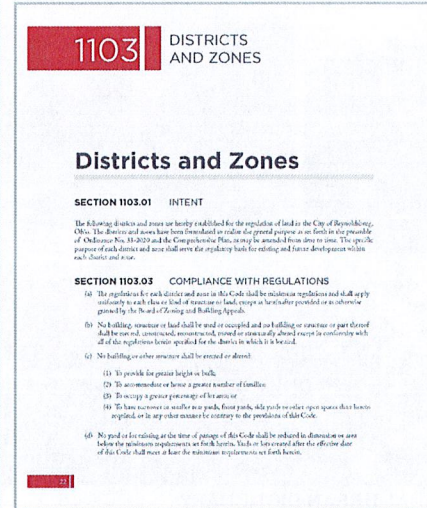
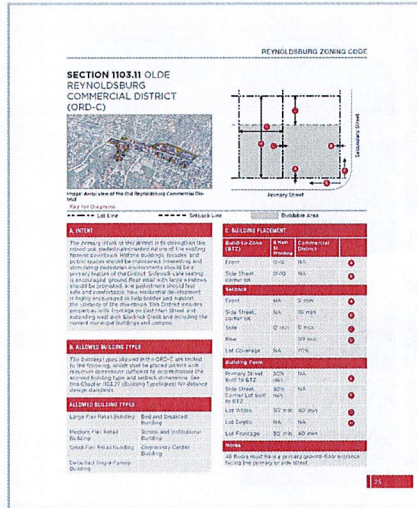
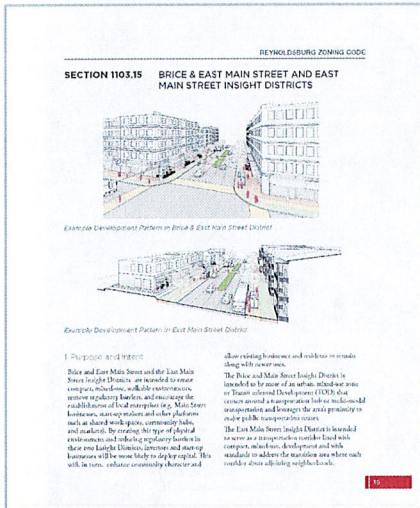
\$140,000 / 15 months*
*completed within budget

MUNICIPAL PROJECT MANAGER REFERENCE

Benjamin Estell
Borough Manager
1444 Hillsdale Avenue,
Pittsburgh, PA 15216
(412) 561-8900
bestell@boro.dormont.pa.us

ZONECO##

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
- 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.

BUDGET / TIMELINE

\$155,000 / 17 months*
*completed within budget

MUNICIPAL PROJECT MANAGER REFERENCE

Andrew Bowsher
Former Development Director
(Now City Manager in Sidney, Ohio - ZoneCo is also updating their code)
(937) 498-8110
abowsher@sidneyoh.com

ZONECO++

DUNWOODY, GEORGIA

SIGN ORDINANCE UPDATE

ARTICLE IV. - SIGN LIGHTING TYPES

Certain sign types may be illuminated as indicated herein. The type of lighting depends on the sign type and district in which it is located as set forth herein. The following defines and provides example depictions of the various sign lighting types used in this chapter.

Sign Lighting Type	Definition	Example Graphic
Direct Lighting	A specific style of illumination where the source of light is internal and integral to the sign structure and where the resultant illumination radiates out in the direction of the viewer. This designation includes face-lighted channel letters and sign panels with routed and push-through graphics (backlit).	
Internal Box Lighting	Signs that use a lightbox configuration where a light fixture is inside a box with the front surface consisting of a translucent panel that becomes illuminated on which information is displayed.	
Shadowhalo Lighting	A specific style of illumination where the sign face and letters are mounted on standoffs away from the wall which project illumination to the wall surfaces giving the sign a halo effect. In some instances, lighting that creates a shadowhalo effect may be located on the interior of the lettering - this is permissible if the light radiation is not visible on the front surface of lettering, logo or symbols, and the font is entirely opaque.	
Indirect Lighting	A specific style of illumination where the source of light is external to, and independent of, the sign structure, and the illumination radiates toward the message area away from the viewer. This includes poster rack, linear sign lights, and ground mounted spotlights.	

Chapter 20 - Signs
Sign Standards: Office Districts (O-1, O-1-T, O-D, OCR, DV-2)

(4) WATYFINDING SIGN

STANDARDS (all measurements in accordance with Sec. 20-3 (b) above)	O-1	O-1-T	O-D	OCR	DV-2
Count					
Sign Face Area	Max. 2 per curb cut				
Total Sign Height	8 sq. ft. Max.				
Supports	3 ft. Max.				
Illumination Types	Shall be mounted on base of same material as sign. Direct indirect shadowhalo				

(5) PAINTED MURAL SIGN

STANDARDS (all measurements in accordance with Sec. 20-3 (b) above)	O-1	O-1-T	O-D	OCR	DV-2
Location and Size	On side facade only not larger than 1/8 of the total facade wall area not including the area of glazing.				
Illumination Types	Indirect				

Chapter 20 - Signs
Commercial and Industrial Districts (IS, C-1, CR-1, C-2, M, DV-1, DV-4)

(6) CANOPY SIGN AND AWNING SIGN

STANDARDS (all measurements in accordance with Sec. 20-3 (b) above)	IS	C-1, DV-1, DV-4	CR-1	C-2, M
Count	One per building at main pedestrian entrance, or one per tenant suite with an exterior pedestrian entrance, if applicable.			
Location	Affixed above canopy			
Sign Face / Lettering Area	If one per building: 1 sq. ft. per linear foot of width of ground floor glazing over which the sign is located. If one building mounted sign per tenant suite with exterior pedestrian entrance: 1 sq. ft. per linear foot of width of tenant suite pedestrian entrance doors.			
Illumination Types	Indirect			

STANDARDS (all measurements in accordance with Sec. 20-3 (b) above)	IS	C-1, DV-1, DV-4	CR-1	C-2, M
Count	1 Max. per building, or one building mounted sign per tenant suite with an exterior pedestrian entrance, if applicable.			
Sign Face Area (% of awning)	75% valance area Max.; 25% sloping portion area Max.			
Materials	Metal supports; vinyl face			
Illumination Types	Indirect			
Lettering	Lettering may not extend beyond the awning and a single row of lettering may not cover both the valance and sloping portion			

PROJECT SCOPE

Update to the City sign code

GEOGRAPHY

Atlanta Metropolitan Area

SKILLS AND TECHNIQUES

- Creation of Sign Menu by District
- Content Neutral Sign Code
- Signage Standards Calibrated by Character Area
- Signage Inventory Created to Understand Existing Conditions

PROJECT OVERVIEW

ZoneCo was retained to rewrite Dunwoody's sign code to reflect community preferences with regards to sign lighting and aesthetics, and provide greater flexibility for institutions and establishments. Special signage regulations were created for the new development at the Perimeter Center.

Sign area permissions in the previous sign code were difficult to administer and leading to unintended outcomes. The permitted amount of signage was tailored to districts and building types. The code itself was simplified and streamlined.

BUDGET / TIMELINE

\$80,000 / 12 months*
*completed within budget

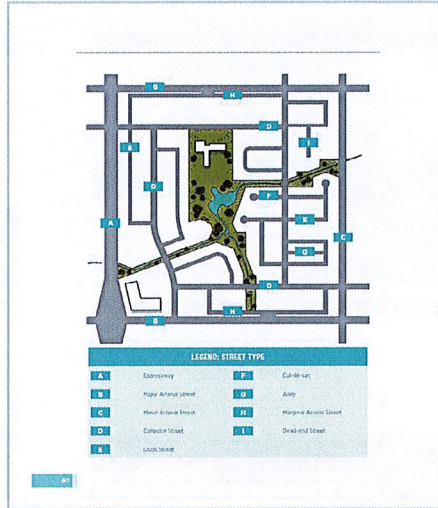
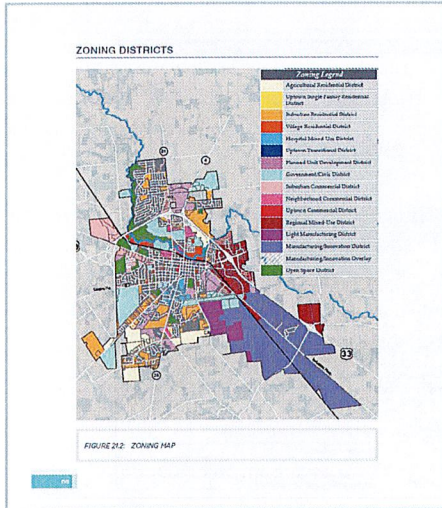
MUNICIPAL PROJECT MANAGER REFERENCE

Paul Leonhardt, AICP
Planning & Zoning Manager
Deputy Community Development Director
4800 Ashford Dunwoody Road
Dunwoody, Georgia 30338
(678) 382-6811
Paul.Leonhardt@dunwoodyga.gov

ZONECO

MARYSVILLE, OHIO

ZONING CODE MODERNIZATION



1121

1121 Districts and Overlays

1121.01 INTENT
The following zoning districts and overlays are hereby established for the City of Marysville, Ohio. For the implementation of this Zoning Ordinance, the zoning districts and overlays have been formulated to make the general program as set forth in the provisions of original Ordinance 1035.77 and the Comprehensive Plan as amended from time to time. The specific purpose of each zoning district or overlay shall serve as guidance for regulating existing and future development within each zoning district or overlay.

1121.02 COMPLIANCE WITH REGULATIONS
The regulations for each district set forth by the Zoning Ordinance shall be minimum regulations and shall apply until and only until such time as a kind of amendment or change in regulations provided or otherwise issued by the Board of Zoning Appeals:
(a) No building, structure or land shall be used, occupied and no building or structure in such district shall be moved, reconstructed, extended or substantially altered except in conformity with all of the regulations herein specified for the district in which it is located.
(b) No building or other structure shall be erected or placed.

1121.03 OFFICIAL SCHEDULE OF DISTRICT REGULATIONS ADOPTED
(1) District regulations shall be set forth in the Official Schedule of District Regulations hereby adopted and located in the back of the Zoning Ordinance, and in Chapter 1121, "Supplementary District Regulations." Regulations for each district:

- To provide for greater height or bulk.
- To accommodate or house a greater number of families.
- To occupy a greater percentage of the lot area.
- To have narrower or wider lot widths. Street yards, side yards or other open space.

That better regulated, or, in any other matter be necessary in the provisions of this Zoning Ordinance.

(2) The yard set for zoning at the time of passage of this Zoning Ordinance shall be reduced to a minimum or area below the minimum requirements set forth herein. Such reduction shall be effective date of the Zoning Ordinance that meets or exceeds the minimum requirements set forth herein.

(3) No building existing prior to the passage of this Zoning Ordinance shall be subject to the minimum requirements set forth herein.

(4) District regulations shall be set forth in the Official Schedule of District Regulations hereby adopted and located in the back of the Zoning Ordinance, and in Chapter 1121, "Supplementary District Regulations." Regulations for each district:

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.

BUDGET / TIMELINE

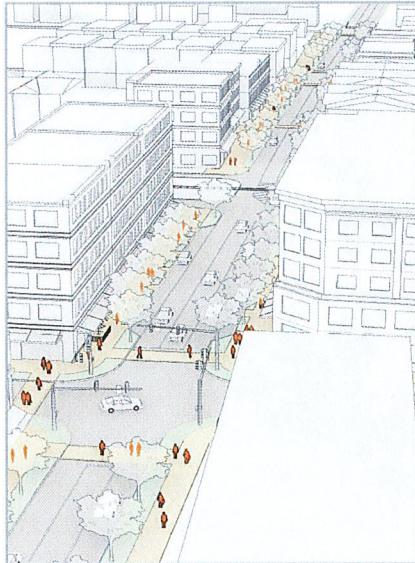
\$140,000 / 19 months*
*completed within budget

MUNICIPAL PROJECT MANAGER REFERENCE

Ron Todd
Zoning Administrator
209 South Main Street
Marysville, Ohio 43040
(937) 645-7359 (office)
rtodd@marysvilleohio.org

ZONECO

BOWLING GREEN, OHIO GATEWAY DISTRICT AND FULL CODE RE-WRITE



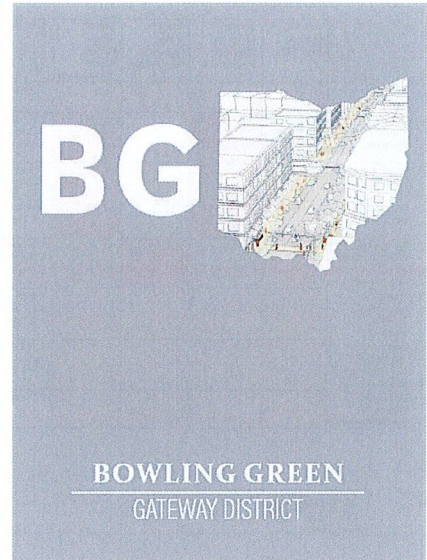
**BOWLING GREEN GATEWAY DISTRICT
PERMITTED USES**

6. Permitted Uses
The following uses are permitted within the BG Gateway District either throughout the whole building, in the street level or first floor of the building or within the upper floors as indicated below. Permitted accessory uses are also listed below.

Figure 606: City Gateway graphic illustrating of uses permitted within street-level building.

WHOLE BUILDING USES*	STREET LEVEL / FIRST FLOOR USES
<ul style="list-style-type: none"> Condominiums Multiple-Family Dwelling Bed and Breakfast Conference Center Professional Offices <p>*Single-use buildings are not permitted on the Major Development Sites.</p>	<ul style="list-style-type: none"> Bar or Tavern Barber Shop or Beauty Shop Check-In Services for a Hotel Child Day-Care Center Conference Center Fire Station Limited Commercial Restaurant Retail Sales Professional Offices Retail Services
UPPER FLOOR USES	ACCESSORY USES*
<ul style="list-style-type: none"> Condominiums Efficiency Apartments Multiple-Family Dwelling(s) University Related Residential Conference Center Hotel Professional Offices 	<ul style="list-style-type: none"> Home Occupations Swimming Pool Parking Lot Parking Structure <p>*The Major Development Site shall have structural parking only provided, however, up to 10% of the total parking area may be located on surface parking areas in the rear of buildings.</p>

5



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. ZoneCo was subsequently retained to write the full code.

GEOGRAPHY

Toledo Metropolitan Area, Population

SKILLS AND TECHNIQUES

- Calibration of Development Standards and Regulations
- Mixed-Use and Pedestrian-Oriented

Standards

- Design Standards
- Document and Graphic Design

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 walkable 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 is in the codification module.

BUDGET / TIMELINE

\$140,000 / Ongoing

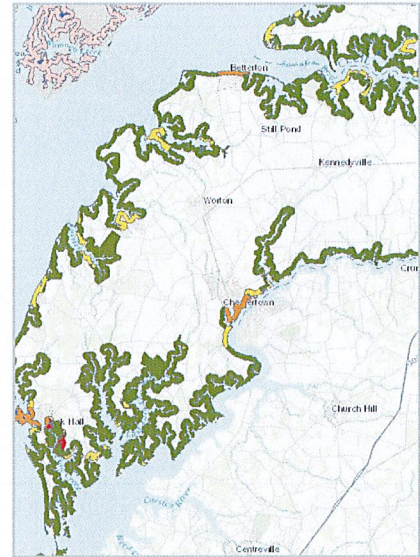
MUNICIPAL PROJECT MANAGER REFERENCE

Heather Saylor
Planning Director
304 N. Church Street
Bowling Green, OH 43402
(419) 354-6218
hsaylor@bgohio.org

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 includes current best practices for the significant amount of sensitive shoreline and agricultural land in Kent County, which will require careful zoning calibration, and an assessment of consistency with State of Maryland environmental 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.

BUDGET / TIMELINE

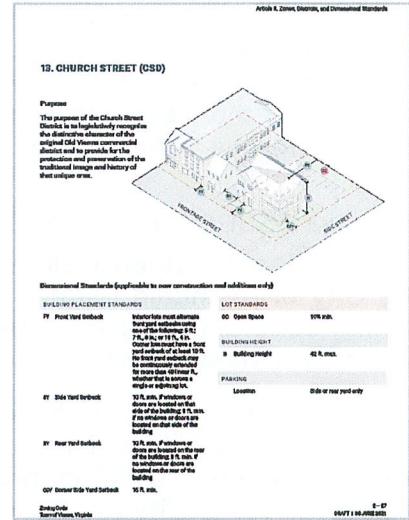
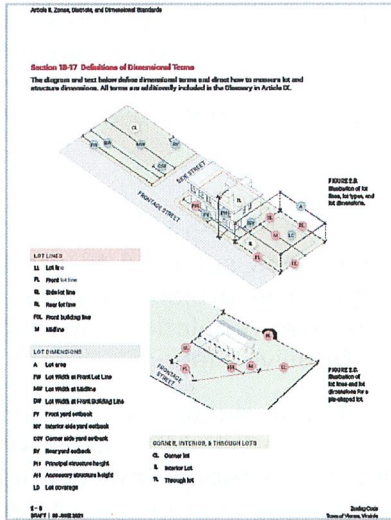
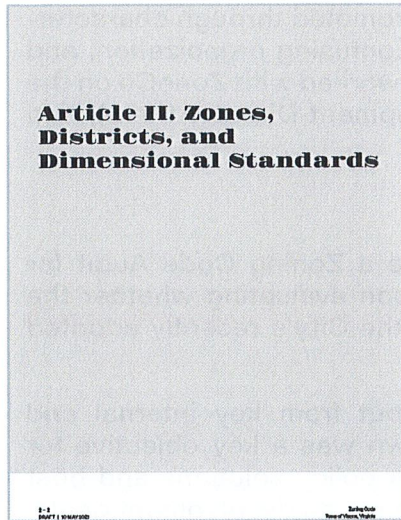
\$210,000 / Ongoing

MUNICIPAL PROJECT MANAGER REFERENCE

William Mackey
Dir. of Planning, Housing, & Zoning
400 High Street
Chestertown, MD 21620
(410) 778-7473
wmackey@kentgov.org

ZONE CO ‡

VIENNA, VIRGINIA ZONING & SUBDIVISION ORDINANCES



PROJECT SCOPE

ZoneCo was chosen to re-write Vienna, Virginia's subdivision and zoning ordinances as the lead consultant joined by Venable LLP, Nelson Nygaard, and YARD & Company.

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.

BUDGET / TIMELINE

\$225,000 / Ongoing

MUNICIPAL PROJECT MANAGER REFERENCE

Cindy Petkac
 Director of Planning & Zoning
 127 Center St S
 Vienna, VA 22180
 (703) 255-6341
 cindy.petkac@Viennava.gov



ADDITIONAL PROJECTS

ZONING CODE UPDATE - SIDNEY, OH

The Sidney, Ohio zoning code update was recently completed and adopted in early 2022. The code guides new development and infill in a manner that is consistent with the desired character for the town. The character in Sidney's downtown is promoted through character-based standards. The code update removed inconsistencies, confusing organization, and dated regulations. Sidney's City Manager, Andrew Bowsher, has worked with ZoneCo on the adoption of the Reynoldsburg, Ohio code (while he was Development Director there), and recently, for the Sidney code.

ZONING ASSESSMENT - AVONDALE ESTATES, GA

In 2017, ZoneCo (then Calfee Zoning) was selected to produce a Zoning Code Audit for the City of Avondale Estates Georgia. The project centered upon evaluating whether the zoning code and supplementary land use regulations advance the City's recently adopted Downtown Master Plan and Comprehensive Plan.

ZoneCo designed a public engagement module to foster input from key internal and external stakeholders. The facilitation of walkability in downtown was a key objective for the assessment. The final product was a report that highlights policy solutions and best practices for the City to consider and implement in order to advance its development goals.

ZONING ASSESSMENT - FLORENCE, KY

ZoneCo was hired as part of a team led by Yard & Company to assess the zoning regulations governing the Main Street District in the City of Florence, Kentucky. It had been nearly thirty years since the Main Street District regulations had been adopted. Utilizing the planning vision of the City's steering committee and core planning documents, ZoneCo reviewed each regulation governing the City's Main Street District to determine whether the provision (i) advanced the planning vision; (ii) had a neutral impact on the planning vision; or (iii) served as a barrier to the planning vision.

The final diagnostic report incorporated summary conclusions and recommendations for overhauling the Main Street District regulations to ensure that the district develops as a vibrant, pedestrian-oriented destination in Northern Kentucky. The findings in the diagnostic report will serve as a foundation for codifying new zoning regulations that will govern the Florence Main Street District moving forward.

ZONING CODE UPDATE - PROJECT MANAGEMENT, PEER REVIEW, AND SIGN ORDINANCE: WESTERVILLE, OH

ZoneCo was 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.

ADDITIONAL PROJECTS

ZONING ASSESSMENT - HARRISON TOWNSHIP, OH

In 2018, a multi-disciplinary team led by Yard & Company, completed the Forest Park Area Plan. The Plan focused on establishing planning goals and objectives to guide the redevelopment of a former amusement park and shopping plaza in Harrison Township, Ohio. In conjunction with the planning efforts, ZoneCo conducted a zoning diagnostic report to benchmark the Plan's goals and objectives against the Township's zoning code.

ZONING ASSESSMENT - ORANGE TOWNSHIP, OH (ZONING CODE UPDATE ONGOING)

In 2019, ZoneCo completed a diagnostic report for Orange Township, Ohio. Orange Township has seen substantial growth; recent development has almost exclusively occurred through the Planned Development process within their zoning code. The code is old, difficult to navigate, and creating administrative challenges. Their goals for walkability, a town center, and housing variety cannot be accommodated by the current zoning regulations. ZoneCo created a report that analyzed every section of the code, and provided a clear assessment of how the code is not achieving the community's vision. ZoneCo was subsequently retained to rewrite the full code.

ZONING ASSESSMENT AND RE-WRITE OF COMMERCIAL ZONING DISTRICTS - WHITEHALL, OH (ZONING CODE UPDATE ONGOING)

In 2019 ZoneCo completed a zoning diagnostic report in conjunction with the Whitehall Works Development Blueprint. The zoning diagnostic report benchmarked the City's current zoning code against the planning goals and objectives set forth in the City's plan. The diagnostic report also included recommendations regarding updates to the zoning code to advance the City's goals and objectives. ZoneCo and OHM Advisors was subsequently retained to re-write the zoning code. The commercial districts were updated and adopted in late 2021; the new districts accommodate improved flexibility and walkability within the districts.

ZONING ASSESSMENT - GERMANTOWN, TN

In 2015, Sean Suder (then Lead Principal of Graydon Land Use Strategies, LLC) was hired as part of a team to provide zoning consulting services to suburban Germantown, Tennessee (Memphis area). Sean provided a review of the current zoning resolution to determine how it may be promoting the city's desired development outcomes and in what instances it may be serving as a barrier to achieving its land use goals and objectives.

ZONING CODE UPDATE - GREENWOOD, IN

In 2019-2020, ZoneCo (then Calfee Zoning) completed a full update of the Greenwood, IN zoning code. The City is growing at a fast rate, and sought to develop a more granular development pattern in downtown Greenwood. Non-monotony and design standards were integrated into the residential areas while the industrial areas were adjusted to accommodate the changing needs within the logistics sector, which has a presence in Greenwood.

WORK SAMPLES

Please find the full **Reynoldsburg Zoning Code** here:

<https://publizr.com/reynoldsburg/reynoldsburg-zoning-code?html=true#/0/>

Please find the **South Bend, Indiana Zoning Regulations** here (Peer Review by Sean Suder):

<http://docs.southbendin.gov/WebLink/Browse.aspx?dbid=0,0&startid=291740&row=1&cr=1>

Please find the full **Marysville Zoning Code** here:

https://www.marysvilleohio.org/DocumentCenter/View/4375/Marysville-Zoning-Code_Revised-as-of-111920

Please find the **Bowling Green Gateway District** here:

<https://www.bgohio.org/wp-content/uploads/2020/02/Draft-Gateway-Zoning-District-2-3-2020.pdf?x33100>

Please find the **Dormont, Pennsylvania Development Code** here:

http://boro.dormont.pa.us/wp-content/uploads/2021/05/20003-Code_Book-5_6_21.pdf

Please find the **Litchfield, Connecticut Zoning Regulations** here (Completed by Sean Suder):

https://www.townoflitchfield.org/sites/g/files/vyhlf796/f/uploads/scrivners_errors_sept_2019.pdf

Please find the **Winchester Winsted, Connecticut Zoning Regulations** here (Completed by Sean Suder):

https://www.townofwinchester.org/sites/g/files/vyhlf1461/f/uploads/zoning_regulations_-_approved_12_09_2019.pdf

TECHNICAL APPROACH: SUMMARY

1 Diagnose

The main objective within this module is to understand current planning practice and the dynamics of administration, procedures, bottlenecks, and outdated regulations.

We compare and score your current ordinance against all of the components listed in the scope of work, including goals from the Palm Beach Comprehensive Plan.

We summarize our findings into a Diagnostic Report. This report helps to orient the project, provides insight into focus areas, and allows us to create a prioritized list of objectives for updates. We outline any suggested changes to zoning districts for review at the end of this module.

Our environmental planner provides a sustainability assessment of the code.

2 Calibrate

Once changes to zoning district composition have been finalized, we move into calibrating base regulations. A draft zoning map is prepared.

We create a Calibration Table that lays out all proposed regulation alongside existing regulations and recommendations from your long-range plans within a table format.

The Calibration module creates efficiencies; when we begin to draft new language, the base regulations will be hashed out and the team can focus on the document text.

We create an administrative inventory and assess how processes could be adjusted.

3 Codify

Once the base regulations, updated use tables, and administrative inventory have been revised, we draft the language of the code. At the close of the Calibrate module, our designers will draft graphics and visuals.

We recommend that as we undertake the drafting process, that we deliver the language in sections. We can work with you to prioritize section delivery. We have found efficiencies in providing clients a chance to review completed chapters or sections while the team moves forward with document drafting. This also saves our clients from reviewing a document that is possibly several hundred pages at one time.

OUR PROCESS

ZoneCo employs a three-module approach for delivering code updates that is intuitive and streamlined, and the summary above provides an overview of this process. Public engagement will be prioritized throughout this process to ensure that we are attentive to community perspectives and feedback, particularly in the Calibrate and Codify modules. Our module-based approach encapsulates all of the items listed your RFQ. Through our many zoning code projects, this approach has maximized meaningful collaboration and project schedules.

Project Initiation & Orientation (Month 1)

- a. **Kick-Off Meeting.** We initiate the project with a kick-off meeting. We review project goals, timeline, work approach, and the public outreach and engagement strategy.
- b. **Plan Review.** We begin with a robust planning document review, including the existing code, the Palm Beach Plan, and any relevant forms or documents. We furthermore review development patterns within Palm Beach.
- c. **Staff Feedback Form.** We create a supplementary form that we will distribute to staff which compiles comments about where they feel there is most opportunity for change or revision.
- d. **Stakeholder Meetings.** We meet with Town officials and stakeholders to understand their experiences with the code.

Module 1: Diagnose (Months 2-3)

- a. **Draft Diagnostic Report.** At the close of the previous task, we will have an understanding of current planning practice in the Town and we will begin to draft a Diagnostic Report that outlines exactly how the current code is succeeding and/or falling short in meeting objectives, and how the code compares with best practices in zoning and planning. We undertake a thorough line-by-line analysis that provides detailed notes for every section within a matrix. We track instances inconsistency and problematic language, as well. The matrix scores the entire code, and the findings from this exercise are subsequently distilled and summarized within the Diagnostic Report.

- a. **Sustainability Assessment.** A sustainability assessment will discern where there are either barriers to adopting sustainable solutions, or where regulations can promote the adoption of sustainable building or site development.
- b. **Prioritized List of Changes and Updates.** As we finalize the Diagnostic Report, we create a prioritized list of changes and updates. We uncover how zoning districts could be re-organized or updated. At the close of this task, we provide the Town with the deliverables listed below.

Deliverables:

- Diagnostic Report accompanied by the line-by-line scoring matrix and Sustainability Assessment
- Outline of zoning district changes and map
- A draft table of contents which will display how we intend to re-organize the code
- A mock-up of the document design style for review

Meetings:

- Kick-off meeting
- Stakeholder meetings

Module 2: Calibration (Months 3-6)

- a. **Base Regulations.** In the previous tasks, we outlined zoning district changes, and created a prioritized list of updates for the code. In the Calibrate Module, we lay out base regulations for the various sections of the code, like districts and generally applicable regulations within a table format which we call the "Calibration Table". At the

same time, we create an administrative inventory whereby we assess the kinds of approvals needed and in which scenarios, and lay out recommendations.

- b. **Calibration Table.** The Calibration module creates efficiencies; when we draft new language, the base regulations will be fleshed out and the team can focus on the document text, graphics, and readability. We will ensure that proposed regulations are consistent with FEMA guidance/ standards for rising sea levels.
- c. **Review & Test.** We will hold an internal review of the Calibration Table with staff and then test the base regulations with residents and other stakeholders at a public forum.
- d. **Diagrams & Graphics.** When the calibration table is finalized, we will create graphics that will make the code more readable and user-friendly.

Deliverables:

- Draft Calibration Table
- Final Calibration Table

Meetings:

- Forum to review Base Regulations / Calibration Table

Module 3: Codification (Months 7-14)

- a. **Code Language.** The previous modules efficiently flow into the Codification Module. With the base regulations fleshed out, the team can focus on the language of the code. We recommend that as we undertake the drafting process, that we deliver the new code language in sections. We can work with you to prioritize section

delivery.

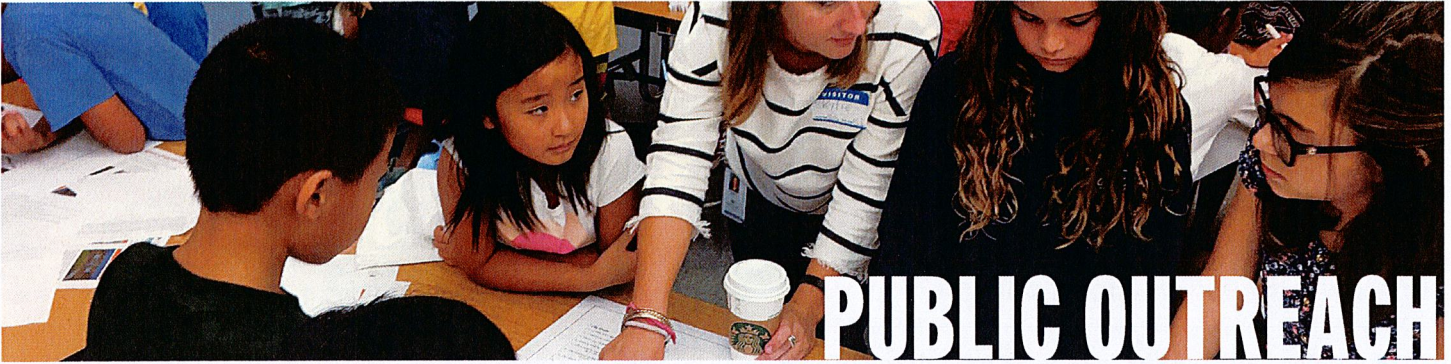
- b. **First Draft & Public Review Draft.** When all sections have been drafted and reviewed by staff, we will have the first draft ready for the public forum. We will have graphics completed at this time. We will work with staff to coordinate the public forum to review the document. We will create an inventory of feedback received during the forum and integrate it into the document and the map. The draft code should also be available online along with a means for submitting comments electronically.
- c. **Final Draft.** A public review draft will garner additional comments, after which we will produce a final code draft of the code. We will attend meetings of the Planning and Zoning Committee and Town Council through adoption.
- d. **Design Guidelines/Comprehensive Plan.** Develop design guidelines and assist with the 2024 Evaluation and Appraisal Review of the Comprehensive Plan.

Deliverables:

- Draft Code
- Public Review Draft of Code
- Final Code
- Design Guidelines and Comprehensive Plan review

Meetings:

- Forum to Review Draft Code Language
- Presentation of Draft Code
- Presentation of Final Code (after all revisions from draft are made)



Public Outreach & Engagement Strategy

We will collaborate with the Town to design and implement community outreach and engagement for the code update. We will learn about the ways in which the Town of Palm Beach, institutions, and civic-focused organizations communicate with their respective constituencies, and integrate those existing platforms where possible. These could include websites, e-newsletters, blogs, social media, radio, newspaper, and other methods. The following is the general framework for how we will approach public and stakeholder engagement in Palm Beach.

- a. **Create Identity.** One of the first decisions to make is how to name this project or process. The name should be interesting and engaging. All outreach materials should include the logo.
- b. **Key Community Groups.** It is important that this project engage a variety of demographics, geographies, and citizenry, especially groups that are frequently under-represented at public meetings. Working with staff to develop a list of community groups to engage will position us to better ensure that we've reached out to a diverse set of community members.
- c. **Create an FAQ.** Key to this process is that residents and other stakeholders have the same baseline information and understanding of this initiative, its goals, potential outcomes, and make sure to build an understanding of why zoning is important. We would create a one- to two-page FAQ that will accomplish this aim.

- d. **Develop/Update Web Site.** The project should have a presence on the Web. We will work with the Town to create a dedicated webpage - it will serve as a repository for project information, updates, deliverables, important dates, etc. We can provide Town staff to provide language and images for the selected social media accounts upon request.
- e. **Planning Pop-Ups.** Traditional public meetings are not well-suited for modern busy lifestyles. Our planning pop-ups bring the plan directly to the community by participating in local events, festivals, and gatherings. By "popping up" at places where residents and stakeholders are already attending, we can educate and engage with a diverse audience. These ongoing opportunities for public involvement feature informational tools, mapping exercises, and thematic activities.
- f. **Appropriate Mix of Engagement Sessions.** We will work with the Town to ensure that our format for meetings works for the community. There will also be an array of virtual engagement options. We will custom-tailor engagement to this community.

All of the elements of the community outreach and engagement process will be organized into a matrix that describes each element, assigns responsibilities among the consultant team and the Steering Committee, and sets a timeline for their deployment. As stated in our project approach, or three-module approach ensures that engagement occurs at key points in the project so that engagement and feedback is integrated in a meaningful way.



SEAN SUDER

LEAD PRINCIPAL
AND PROJECT MANAGER

ssuder@thezoneco.com

www.thezoneco.com

513.694.7500

455 Delta Avenue, Suite 203

Cincinnati, OH 45226

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

JURIS DOCTOR
UNIVERSITY OF VIRGINIA SCHOOL
OF LAW

BACHELOR OF URBAN AND
ENVIRONMENTAL PLANNING
UNIVERSITY OF VIRGINIA

CREDENTIALS

Leadership in Energy and
Environmental Design
Accredited Professional
(LEED@AP)

Admitted to practice law in OH,
KY, IN, and D.C.

PROFESSIONAL ASSOCIATIONS

- ▶ Congress for the New Urbanism
- ▶ Form-Based Code Institute
- ▶ Heritage Ohio
- ▶ Urban Land Institute
- ▶ American Planning Association

PAST EXPERIENCE

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 has spoken at planning conferences across the country.

RELEVANT PROJECT EXPERIENCE

PROJECT MANAGER Sean served as project manager for the following comparable projects:

- Reynoldsburg, OH: Zoning Code Update
- Gahanna, OH: Zoning Code Update
- Dormont, PA: Zoning Code Update
- Sidney, OH: Zoning Code Update
- Bowling Green, OH: Gateway District / Code Re-write
- Germantown, TN: Zoning Code Audit
- South Bend, IN: Zoning Code Peer Review Services
- Avondale Estates, Ga: Zoning Code Audit
- North Canton, OH: Main Street Districts Development and Full Zoning Code Re-Write
- Westerville, OH: Legal Counsel And Subsequently Retained As Project Manager
- Vienna, VA: Zoning And Subdivision Code Update
- Winchester/Winsted, CT: Zoning Ordinance Update
- Kent County, MD: Land Use Ordinance Update
- Litchfield, CT: Zoning Ordinance Update

JOE NICKOL AICP

PRINCIPAL, DIRECTOR OF DESIGN AND DEVELOPMENT

Joe has 15 years of experience in urban design, architecture, and development. He has directed projects for public and private clients in over 25 states and 7 countries, ranging from targeted pop-up initiatives to billion-dollar developments of city districts.

Joe grew up in a small, western resort town. The first city he lived in was not until after high school in Rome, Italy, where he learned the power of walkable neighborhoods, active streets and public spaces, and smartly adapted buildings and neighborhoods. He later settled with his wife in Pittsburgh, Pennsylvania, for ten years, experiencing first-hand how a deindustrializing city went from down and out to up and coming through bottom-up resourcefulness, smart leadership, technology, and an unshakable commitment to neighborhood livability. During that time he led the urban design studio at Urban Design Associates, designing districts, neighborhoods, and cities in North America and beyond. In 2015 he moved to Cincinnati, joining MKSK as a Senior Urban Design and Development strategist, wholly focused in cities from Detroit to Nashville. He co-authored with Kevin Wright the Neighborhood Playbook in 2016 based on their collective experiences before launching together YARD & Company in 2018.

Joe graduated summa cum laude from the University of Notre Dame in 2005 with a Bachelor's degree in Architecture. He is a co-founder of CNU-Midwest and a frequent contributor to Planning Magazine, Better! Cities and Towns, Planetizen, Smart Cities Dive, and the Congress for New Urbanism. He is a regular lecturer on urban development, placemaking, and the impact of technology on cities.



joe@buildwithyard.com

[LinkedIn](#)

[Twitter](#)

412-335-7742

PERSONAL EXPERIENCE

- » St. Louis West End Master Plan
St. Louis, MO
- » Elkhart County Mobility Plan
Elkhart, IN
- » Watkins Boulevard Multi-Modal Plan
Memphis, TN
- » Walnut Hills Reinvestment Plan
Cincinnati, OH
- » Highland Park Strategic Plan
Highland Park, MI
- » OpenNorfolk
Norfolk, VA

EDUCATION

- » B-ARCH, University of Notre Dame

AFFILIATIONS

- » ULI
- » CNU
- » APA
- » LEED AP
- » Placemaking Leadership Council
- » CNU-Midwest
Co-Founder and Board Member



JOCELYN GIBSON

SENIOR PLANNER

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

MASTERS OF COMMUNITY PLANNING
UNIVERSITY OF CINCINNATI

BACHELOR OF ARTS, INTERNATIONAL AFFAIRS
UNIVERSITY OF CINCINNATI

PROFESSIONAL ASSOCIATIONS AND CIVIC ENGAGEMENT

- ▶ Board Member, Congress for the New Urbanism
- ▶ Chair, Midwest Chapter of the Congress for the New Urbanism (2017-2021)
- ▶ American Planning Association, Diversity, Equity & Inclusion Committee, and Legislative Committee
- ▶ President, City of North College Hill Board of Zoning Appeals
- ▶ Trustee, Camp Washington Community Council
- ▶ Board Member, Camp Washington Community Board (CDC)

PAST EXPERIENCE

ZoneCo, Senior Consultant and Planner (2018-Present, Formerly called Calfee Zoning)

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.

RELEVANT PROJECT EXPERIENCE

SENIOR CONSULTANT JOCELYN SERVED AS A SENIOR CONSULTANT FOR THE FOLLOWING PROJECTS:

- Bowling Green, OH: Gateway District Development And Subsequently Retained For A Full Zoning Code Re-Write
- North Canton, OH: Main Street Districts Development
- Vienna, VA: Zoning And Subdivision Code Update
- Kent County, MD: Land Use Ordinance Update
- Sidney, OH: Zoning Code Update
- Westerville, OH: Code Re-Write
- Greenwood, IN Code Re-Write
- City of Cincinnati Land Development Code (while working in city government)
- City of Cincinnati Form-Based Code (while working in city government)

KEVIN WRIGHT

PRINCIPAL, DIRECTOR OF OPERATIONS AND STRATEGY

Kevin is a leader in community development, economic and real estate development finance, planning, and placemaking.

Kevin’s work as Executive Director of the Walnut Hills Redevelopment Foundation (WHRF) from 2011-2018 received local honors and was featured in national publications such as The Huffington Post. It was there where he used his diverse background in storytelling and community planning to help a struggling organization develop a new brand and mission and grow from a staff of one contracted employee to seven full-time employees and several interns. Additionally, he grew the foundation’s budget ten-fold and developed a more sustainable and diverse revenue stream. Kevin has led teams in the creation and implementation of dozens of projects ranging from small creative placemaking activities to multi-million dollar real estate deals. These projects have included several public and private partners and a diverse set of public financing tools such as Tax Increment Financing, public loans/grants, and Historic Tax Credits.

Kevin earned a Bachelor’s degree in journalism from Missouri State University and received a Master’s Degree in Community Planning from the University of Cincinnati with a specialization in urban real estate and neighborhood development. Kevin serves locally on the Board of The Community Development Corporations Association of Greater Cincinnati, Cincinnati Neighborhood Business Districts United, is a member of the Urban Land Institute and was recently named to the 40 under 40 list by The Cincinnati Business Courier.



kevin@buildwithyard.com
[LinkedIn](#)
[Twitter](#)
513-378-1826

PERSONAL EXPERIENCE

- » St. Louis West End Master Plan
St. Louis, MO
- » Elkhart County Mobility Plan
Elkhart, IN
- » Watkins Boulevard Multi-Modal Plan
Memphis, TN
- » OpenNorfolk
Norfolk, VA
- » SE Fort Wayne
Fort Wayne, IN

EDUCATION

- » Bachelor of Arts, Journalism
Missouri State University
- » Masters of Community Planning,
University of Cincinnati

ACCREDITATIONS

- » ULI
- » CNU
- » CDCA, Board Member
- » CNBDU, Board Member



NOLAN NICAISE

URBAN & ENVIRONMENTAL PLANNER

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 UNIVERSITY

BS, BIOLOGY, SUMMA CUM LAUDE
UNIVERSITY OF DAYTON

PROFESSIONAL ASSOCIATIONS

- ▶ Congress for the New Urbanism
- ▶ Indiana Sustainability Development Network
- ▶ Urban Land Institute

PAST EXPERIENCE

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.

RELEVANT PROJECT EXPERIENCE

URBAN AND ENVIRONMENTAL PLANNER NOLAN SERVED AS A PLANNER ON THE FOLLOWING PROJECTS:

- Dormont, PA: Zoning Code Update
- Bowling Green, OH: Gateway District Development And Subsequently Retained For A Full Zoning Code Re-Write
- North Canton, OH: Main Street Districts Development And Subsequently Retained For A Full Zoning Code Re-Write
- Vienna, VA: Zoning And Subdivision Code Update
- Kent County, MD: Land Use Ordinance Update
- Marysville, OH: Zoning Code Update
- Gahanna, OH: Zoning Code Update

DANIELLA BELTRAN AICP

URBAN DESIGNER

Daniella is motivated by opportunities that enable communities to become healthier, more productive, connected, equitable and joyful places for all who live in and care for them.

Daniella has over eight years of professional experience in a variety of roles including urban planner, community building specialist, development team member and graphic designer. She is skilled in effectively communicating complex, community development related topics to inspire possibilities, inform thoughtful decision making, and guide successful implementation. Daniella has contributed to street and public realm initiatives that are facilitating expanded transportation options, strengthening social interactions and boosting economies. Her recent work includes strategic investment and corridor plans as well as development and design guidelines.

Daniella is active in her community, serving as a vice co-chair of the board for the Over-the-Rhine Museum in Cincinnati, co-chair of Cincinnati's Urban Land Institute Young Leaders Group, a steering committee member of Ride the Cov in Covington, Kentucky. She is an active member in ULI's Women's Leadership Initiative, the Congress for New Urbanism and the American Planning Association. Daniella is an alumna of The Ohio State University where she earned a Bachelor of Science degree in Architecture with a minor in City and Regional Planning. In 2017, she completed the Master of Community Planning program with a Graduate Certificate in Real Estate at the University of Cincinnati. In that year, Daniella published her thesis research on the Commercial Evolution in Over-the-Rhine, Cincinnati, OH.



daniella@buildwithyard.com

PERSONAL EXPERIENCE

- » Carmel Clay Comprehensive Plan
Carmel, IN
- » Dormont Development Code
Dormont, PA
- » St. Louis West End Master Plan
St. Louis, MO
- » Elkhart County Mobility Plan
Elkhart, IN
- » Watkins Boulevard Multi-Modal Plan
Memphis, TN

EDUCATION

- » Master of Community Planning and Graduate Certificate in Real Estate, University of Cincinnati
- » Master Student Semester Exchange Program, University of Leuven, Belgium
- » Bachelor of Science in Architecture with a minor in City and Regional Planning, The Ohio State University

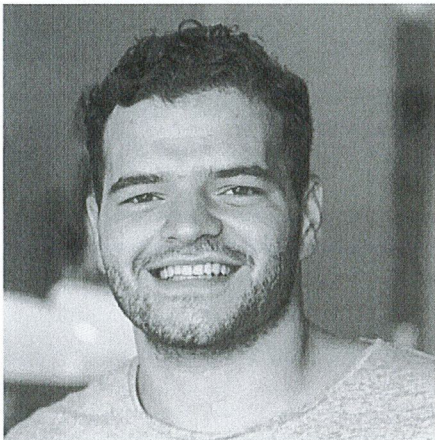
LAYNE FERGUSON

BRAND + EXPERIENCE DESIGNER

Layne is an urban designer, brand artist, serial small business entrepreneur and ice cream aficionado.

Layne has five years of professional experience where he has performed a variety of roles including urban planner, project manager and designer. He is skilled in public space and multi-modal street design. He has extensive experience working with Cities and Districts on placemaking and place-branding initiatives. Prior to YARD & Company, Layne served as the Director of Design for Team Better Block, where he worked with cities across the country on engaging the community through pop-up urbanism projects. Most notably, he wrote the award winning 'Pop-Up Placemaking Toolkit' in coordination with AARP Livable Communities that has been used as an accessible tool to implement placemaking demonstrations across the United States. Layne also understands the role of small business in communities as a co-owner of two ice cream shops and a coffee shop in the Oklahoma City area.

Layne serves on the Board of Directors for Oklahoma City's Midtown Association and as Chair of Oklahoma's Urban Land Institute Young Leaders Group. He is an alumnus of the University of Oklahoma where he earned a Bachelor of Arts degree in Public Affairs and Administration. In 2016, he completed the Master of Science of Architecture degree at the University of Oklahoma. In that year, Layne published his thesis research on Reclaiming Infrastructure to build a Signature Bicycle Network in Oklahoma City.



layne@buildwithyard.com

PERSONAL EXPERIENCE

- » Vine Nite Market
Kalamazoo, MI
- » Walnut Hills Town Hall
Cincinnati, OH
- » 757 Market
Norfolk, VA
- » Pop-Up Placemaking Toolkit*
AARP Livable Communities
- » Spin Space Intersection Design*
Salt Lake City, Utah
- » Fitchburg Arts & Culture Plan*
Fitchburg, MA

*work completed prior to YARD & Company.

EDUCATION

- » Master of Science in Architecture, University of Oklahoma
- » Service Learning Study Abroad, Lusaka, Zambia
- » Bachelor of Arts in Public Affairs and Administration, University of Oklahoma

WORKLOAD AND SCHEDULING

OUR TEAM

Sean Suder

ZoneCo Principal and Project Manager

(Specialty: Zoning, Project Management, Regulatory Frameworks, Real Estate, Historic Preservation, Regulatory Risk, Land Use Law Experience)

Jocelyn Gibson

ZoneCo, Senior Consultant

(Specialty: Zoning, Planning, Real Estate)

Joe Nickol

YARD & Company, Principal

(Specialty: Urban Design, Engagement, Activation, Development Strategy)

Nicole Nicaise

ZoneCo, Urban & Environmental
Planner

(Specialty: Environmental Policy, Zoning)

Kevin Wright

YARD & Company, Principal

(Specialty: Development Strategy, Engagement, Economic Development)

Daniella Beltran

YARD & Company, Urban Designer

(Specialty: Urban Design, Engagement, Planning)

Layne Ferguson

YARD & Company, Designer

(Specialty: Urban Design, Engagement, Planning)

WORKLOAD AND SCHEDULING

The technical approach provided with this proposal assigns a duration to each of the three project modules, which is also summarized below. Meetings and deliverable due dates can vary within these modules, but the schedule below provides the framework for the project schedule. Although listed as part of the Codification for simplicity, the creation of the Design Guidelines could be intergrated into the project or completed as a separate document at the close of adoption, along with comprehensive plan review.

Both teams, ZoneCo and YARD, and are in the adoption phase of several projects. For example, ZoneCo is now working through the adoption of three code projects, with one recently adopted in January, 2022. Our team will have capacity to take on this project.

Please find the proposed project budget and timeline below.

COST FOR FULL CODE UPDATE BROKEN DOWN BY MODULE AND TASK		
Kick-Off Meeting (includes engagement strategy)	<i>Months 1</i>	<i>\$8,000</i>
Diagnose		
In-Depth Document Review	<i>Months 1-2</i>	<i>\$3,500</i>
Input from Staff/Stakeholders	<i>Months 2-3</i>	<i>\$4,000</i>
Diagnostic Report and Sustainability Review (Draft & Final Version)	<i>Months 2-3</i>	<i>\$16,000</i>
Calibrate		
Draft Calibration Table and Draft Map	<i>Months 3-4</i>	<i>\$26,000</i>
Input from Staff/Stakeholders	<i>Month 4</i>	<i>\$8,000</i>
Public Review of Calibration / Base Regulations	<i>Month 4</i>	<i>\$15,000</i>
Final Calibration Table	<i>Months 6</i>	<i>\$6,000</i>
Codify		
Consultant develops preliminary sections of the draft code	<i>Months 7-12</i>	<i>\$62,000</i>
Consultant develops public review draft of code (graphics and visual aids included)		
Consultant facilitates and integrates public feedback on the draft document and draft map		
Consultant makes revisions and produces adoption draft of code and map		
Public review process and public hearings with Town Commissions and Town Council. Consultant provides any needed support to staff to answer questions and address changes.	<i>Months 12-14</i>	<i>\$12,000</i>
FINAL	14 Months	\$160,500
Additional fee for Design Guidelines and Comprehensive Plan Evaluation/Appraisal Review	<i>Post-Adoption</i>	<i>\$27,000</i>