



VIENNA, VA

RFP #20-05

**CLARIFY, SIMPLIFY & UPDATE
THE SUBDIVISION AND
ZONING ORDINANCE**

MARCH 2020



YARD & COMPANY

CALFEE ZONING | 255 EAST FIFTH STREET, SUITE 2800 | CINCINNATI, OHIO 45202 | 513.693.4883
1627 I STREET NW, SUITE 1120 | WASHINGTON, D.C. 20006-4127

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1 | Letter of Interest

The national, regional, and local team of Calfee Zoning, YARD & Company, and Nelson Nygaard is excited about the opportunity to provide zoning and subdivision ordinance consulting services to Vienna. Our team excels at zoning for demand generation in underutilized corridors and districts, at creating and implementing transportation-related zoning, and at creative public engagement that utilizes existing assets to both elicit public input but also showcase opportunities for creative placemaking.

Vienna is sought out for its small town order among a chaotic metropolitan expanse. With clear, consistent, user-friendly, defensible, and custom-tailored zoning, the Town's commercial corridors and nodes can better serve as a walkable amenity to the surrounding neighborhoods, can provide a greater range of inter-generational housing options, and can create a character and sense of place unique to Vienna.

Lead Consultant Calfee Zoning works almost exclusively with communities of populations between 10,000 and 50,000, with an average population of approximately 35,000, situated within larger metropolitan areas. YARD & Company is changing the way places can change through place activation through bringing people together. Nelson Nygaard brings a plethora of experience rooted in a focus on the intersection of transportation and place.

In 2015, Calfee Zoning Lead Principal and Founder Sean S. Suder developed a new zoning methodology that fits perfectly into Vienna's regulatory strategy for its commercial corridors. Development Pattern Districting (DPD) mixes elements of character-based, form-based and Euclidean zoning, as appropriate, is flexible and adaptable, and much more responsive to context, character and sense of place than other zoning approaches. This means that the Town will have all the tools to ensure that the zoning method is specifically tailored to the Town's various corridors, districts, and nodes. While our team encourages and will work with the Town on an approach that works best for Vienna, the DPD methodology demonstrates that our team thinks creatively and innovatively about land use methods.

The following proposal outlines our team's qualifications, skills, and philosophies, and passions, sets forth our approach to the project, and demonstrates our relevant work experience. Our team members have worked locally, regionally, nationally, and globally on the very issues that this project is looking to get right for Vienna. We hope you will agree that our team is tailored to and well suited for this impactful project.

We look forward to an opportunity to discuss our proposal with you further.

Sincerely,



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

***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 Calfee Zoning does not provide legal representation or services and is not engaged in the practice of law in any jurisdiction. Engaging Calfee Zoning 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 | Statement of Qualifications

WHY OUR TEAM?

The team of **Calfee Zoning, YARD & Company, and Nelson Nygaard** is uniquely qualified to undertake this project and develop an innovative code that is clear, simple, and well-organized. Calfee Zoning specializes in zoning codes and has worked throughout the Midwest and Eastern United States, YARD & Company has received national attention for their innovative and inclusive approach to public engagement, urban design, and urban revitalization, and Nelson Nygaard is an international leader in transportation and sustainability. We are the ideal team for this project.

ZONING

Calfee Zoning is a zoning code consultancy that was founded with the goal of making zoning codes “clear, consistent, usable, and defensible.” This is Calfee Zoning’s mantra, and we have worked to streamline zoning codes throughout the United States. Our team has zoning expertise, in addition to experience in land use law, planning, economic development, and real estate. We have all worked in the public sector, and we understand the challenges of administering a zoning code. Our approach to zoning is innovative, adaptable, and defensible.

PUBLIC ENGAGEMENT & URBAN DESIGN

YARD & Company has 25 years of global experience interweaving urban design, engagement, and development strategy with hyper-local get-it-done creativity. Their approach to engagement revolves around education, meeting people where they are, and testing ideas. They will develop a brand and strategy for the modernization of the zoning ordinance. Their talented urban designers will provide graphics and design support.

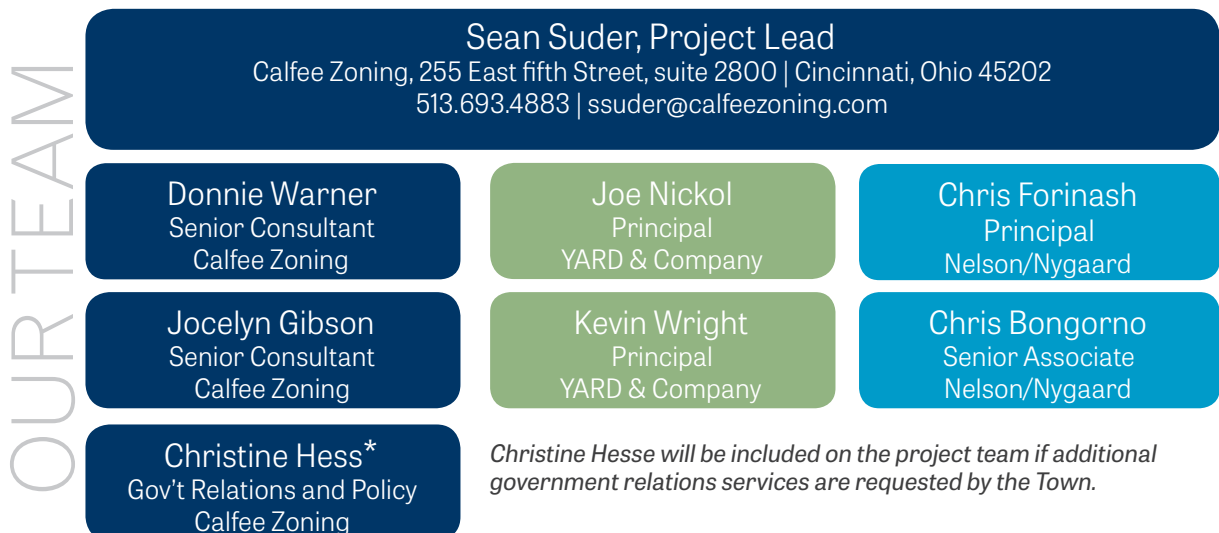
CONNECTIVITY & TRANSPORTATION

Nelson Nygaard draws from their national and international experience to develop solutions that are rooted in the context of a community’s needs and goals. They are an industry leader in planning for transportation and land use coordination, as well as unique transportation solutions. They will be an invaluable asset to ensure that the subdivision design standards are innovative, and that the code promotes walkability and alternative modes of transportation.

OUR TEAM COLLABORATIONS

Calfee Zoning has worked with YARD & Company on several projects, most recently in Florence, Kentucky and currently in Dormont, Pennsylvania. YARD & Company has worked with Nelson Nygaard on the Cleveland, Ohio form-based code, and Master Plans for Moscow, Russia and Calgary, Alberta. Outside of professional lives, our teams have known each other for many years, and we have all worked with each other in various capacities over the last decade. For example, four of our team members worked on the Cincinnati form-based code while in different roles.

All of our team members will have full availability for this project. We are wrapping up several projects and look forward to the opportunity to work with the Town of Vienna.



3 | Firm / Team Information



CALFEE ZONING'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 Codes and Ordinance Modernization

Calfee Zoning 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

Calfee Zoning 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. Calfee Zoning professionals are thought leaders, and have presented on zoning, planning and economic development issues at national and regional conferences.



Staff and Board Training

Learn more about us at:
www.calfeezoning.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)

Calfee Zoning

Lead Principal and Founder (2016 - Present)
(Prior: 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.



DONALD WARNER

SENIOR CONSULTANT

Calfee Zoning, Senior Assistant Project Manager (2017-Present)

Donnie brings his perspective on the intersection between land use and economic development to the Calfee Zoning team. When working with communities to identify barriers to achieving their desired development outcomes, Donnie takes a holistic approach that incorporates his experience helping to foster a burgeoning downtown district through leveraging its historic assets. Understanding and recognizing the common areas within land use regulations that can leave a City vulnerable to contentious and time-consuming challenges, Donnie looks forward to assisting communities with reconstructing their regulations to promote a more seamless development process.

City of Covington, Development Manager/Assistant City Solicitor (2014-2017)

In his role with the City of Covington, Donnie served as lead counsel for the City for the 20 million-dollar Duveneck Square multi-family development from the inducement of City-issued industrial revenue bonds through final review of all bond closing documents, including trust indenture, lease agreement, home office payment agreement, and related documents.

He also served as project lead and general counsel for the City for the 30 million-dollar 501 Main mixed use development, including providing guidance and advisement with regards to all phases of development from the execution of agreements through the issuance of permits.

In his role, Donnie served as general counsel to the Zoning and Planning Specialist and the Historic Preservation Specialist with regards to all land use and planning issues, including interpretation of the Covington Zoning Code, KRS 100, and the Covington Historic Design Guidelines.

ABOUT

Donnie focuses on the interaction between zoning and economic development. He works with clients to reduce barriers to develop clear, consistent, usable and defensible regulations to promote and advocate their placemaking vision. As the former Development Director for Covington, Kentucky, Donnie was instrumental in several key developments that helped increase the vibrancy and maintain the unique character of this historic Kentucky city.

EDUCATION

- Bachelor of Arts in English, DePaul University
- Master of Arts in English, University of Cincinnati
- Juris Doctor, University of Cincinnati College of Law, cum laude

PROFESSIONAL AFFILIATIONS

- Congress for New Urbanism (CNU)
- Urban Land Institute (ULI)

PROJECT ROLES

- Donnie will support this project as a Senior Consultant



JOCELYN GIBSON

SENIOR CONSULTANT

Calfee Zoning, 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 Calfee Zoning 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)

PROJECT ROLES

- Jocelyn will support this project as a Senior Consultant

welcome to

YARD & COMPANY



YARD & Company is an urban growth firm that uses urban design and development strategy to help people uncover what is possible for their places through market making, storytelling, and problem solving. We value authentic neighborhood growth, the hyper-power of what can be done in small spaces, collaborative development and a human-scaled approach to the way places can change for the better. Our designers, tacticians, and neighborhood development specialists have over 25 years of combined experience in urban design, architecture, urban planning, public space activation, engagement, journalism, marketing, community development corporation leadership, and real estate development. We are unapologetically born out of the Midwest experience and export the lessons learned here about post-industrial cities and neighborhoods across the globe. Our core purpose is to provide real, active, and adaptable solutions for our clients that meaningfully grow their place.

CORE SERVICES

- » Urban Design + Development Strategy
- » Real Estate + Economic Development
- » Demand Discovery

BUILDING BLOCKS

- » Engagement + Discovery
- » Activation + Testing
- » Community Operations
- » Scenario + Story
- » Master Planning
- » Strategic Investment

CONTACT

Box 29
151 West 4th Street
Cincinnati, Ohio 45202
United States of America
513.813.8266

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](#)

PERSONAL EXPERIENCE

- » [Currie Barracks](#)
Calgary, AB
- » [Walnut Hills Reinvestment Plan](#)
Cincinnati, OH
- » [Highland Park Strategic Plan](#)
Highland Park, MI
- » [Troy Downtown Plan](#)
Troy, OH
- » [Norfolk Arts District](#)
Norfolk, VA
- » [Sobro Master Plan](#)
Nashville, TN
- » [Riverwest](#)
Indianapolis, IN

EDUCATION

- » B-ARCH, University of Notre Dame

AFFILIATIONS

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

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](#)

PERSONAL EXPERIENCE

- » [Executive Director, WHRF](#)
Cincinnati, OH
- » [Five Points Alley](#)
Cincinnati, OH
- » [Cincinnati Street Food Festival](#)
Cincinnati, OH
- » [Old Kentucky Makers Market](#)
Bellevue, KY
- » [Trevarren Flats](#)
Cincinnati, OH
- » [Paramount Square](#)
Cincinnati, OH

EDUCATION

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

ACCREDITATIONS

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

NELSON NYGAARD: A DIFFERENT KIND OF TRANSPORTATION FIRM

Nelson\Nygaard Consulting Associates, Inc. is an internationally recognized firm committed to developing transportation systems that promote vibrant, sustainable, and accessible communities. Founded by two women in 1987, Nelson\Nygaard has grown from its roots in transit planning to a 130-person, full-service transportation firm with offices across the United States.

In keeping with the values set by our founders, Nelson\Nygaard puts people first. We recognize that transportation is not an end by itself but a platform for achieving broader community goals of mobility, equity, economic development, and healthy living. Our hands-on, national experience informs but doesn't dictate local solutions. Built on consensus and a multimodal approach, our plans are renowned as practical and implementable.

Nelson\Nygaard specializes in:



STREETS AND CITIES

Balancing the mobility needs of everyone to create thriving places



ENGINEERING DESIGN AND DEVELOPMENT

Analyzing movement to improve connectivity and reduce environmental impacts



PARKING AND DEMAND MANAGEMENT

Creating livable places with better management of parking supply and demand



TRANSIT CORRIDORS

Building vibrant, equitable communities with high-quality transit at the center

Recognized for projects around the world, Nelson\Nygaard has received awards and honors from professional organizations and government agencies including the American Planning Association, the Federal Transit Administration, the Association of Environmental Professionals, the American Society of Landscape Architects, the Congress for the New Urbanism, and the Canadian Institute of Planners.

Nelson\Nygaard Consulting Associates, Inc.
1250 24th Street, NW, Suite 800
Washington, DC 20037
Primary Contact: Chris Forinash

Phone: 202-315-5221
Email: cforinash@nelsonnygaard.com





CHRISTOPHER FORINASH

PRINCIPAL

Chris is the firm's Washington DC office lead and Cities & Streets Sector co-lead. He is an expert in sustainable transportation and smart growth, helping to create great places where people love to live, work, and play. He brings 25 years of experience in multimodal transportation, including complete streets, transit systems, pedestrian networks, parking policies, and transportation modeling. Prior to joining Nelson\Nygaard, Chris held various key roles at both the Institute for Sustainable Communities and the U.S. Environmental Protection Agency, providing leadership and guidance on complex, multimillion-dollar projects on smart growth and climate change resiliency. He has also chaired the Planning Commission for Arlington County, VA, a complex urban/suburban context.

EDUCATION

M.S., Civil Engineering, Northwestern University
B.S., Engineering, Duke University

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.
Principal, 2017–Present

Residential Redevelopment, Confidential Client (Arlington, VA) 2018–Ongoing. Project manager for support of owner's redevelopment of 36-acre site near new Amazon HQ2. Scope includes multimodal transportation impacts assessment, transportation demand management plan, parking plan, and narrative and analysis to support public engagement.

Comprehensive Plan, City of Charlotte (Charlotte, NC) 2018–Ongoing. Transportation lead on team developing the first comprehensive plan for this large and growing city. Plan is firmly grounded in equity and inclusion. Work includes development of multimodal transportation alternatives to complement development alternatives based in place typology, related public engagement, and code development.

Campus Plan, American University (Washington, DC) 2019–Ongoing. Project manager for transportation components of this plan update for an urban context serving 13,000 undergraduate and graduate students and 2600 faculty and staff. Work includes shuttle planning and operations; parking management; transportation demand management (TDM) program; multimodal improvements for walking, biking, scooters, etc.; and vehicle traffic mitigation.

Parkway Employment Center Small Area Plan, Prince William County (Woodbridge, VA) 2019. Led team for this quick-response development of a preferred land development

alternative, accompanying transportation system changes, and design guidelines for this growing area of urbanizing Prince William County. Result focused mixed-use development in a new town center, while preserving open space, increasing connectivity, and managing continued presence of park-and-ride demand.

Comprehensive Access and Mobility Plan, City of Rochester (Rochester, NY) 2017–2019. Project manager for this citywide plan, which included extensive public engagement focused on the most vulnerable system users, five modal plans, five concept plans for priority projects, and a street design guide.

PREVIOUS EXPERIENCE

Institute for Sustainable Communities – U.S. Urban Program
Director of Implementation, and Director of Washington, D.C. Office, 2017

Director of U.S. Programs, 2015

Program Director, National Sustainable Communities Learning Network, 2011–2015

U.S. Environmental Protection Agency – Office of Sustainable Communities

Senior Advisor for Smart Growth and Climate, 2016–2017

Senior Policy Analyst – Sustainable Communities and Transportation, 2011

Transportation Analyst; Environmental Protection Specialist, 2000–2006

Parsons Brinkerhoff Quade & Douglas

Transportation Planner; Travel Demand Forecaster, 1994–2000



CHRISTOPHER BONGORNO

SENIOR ASSOCIATE

Chris has more than 13 years of professional planning experience, applying a detail-oriented and client-focused skill set to extensive work in the fields of transportation and community planning, mixed-use and institutional development, and place management. Chris's recent work with Nelson\Nygaard has tapped into his passion for uncovering solutions that improve mobility, accessibility, sustainability, and economic development in a variety of communities. Chris joined the firm in January 2018 after 4 years of independent consulting and 8 years as a planner in Cleveland, Ohio. He currently lives in Yellow Springs, Ohio and is affiliated with Nelson\Nygaard's New York City office.

EDUCATION

Master in Urban Planning, Design and Development, Cleveland State University, OH

B.S., Urban Studies, University of Cincinnati, OH

EXPERIENCE

Nelson\Nygaard Consulting Associates, Inc.
Senior Associate, 2018–Present

Dublin Mobility Plan, City of Dublin (Dublin, OH) 2016–Ongoing. Project Manager for multiple phases of a citywide effort to improve public health, expand residents' multimodal travel options, and promote equitable access & mobility in Dublin, Ohio.

Grand Rapids Equitable Mobility Plan, City of Grand Rapids (Grand Rapids, MI) 2019. Project Manager for a 3-part equitable strategic plan that integrates economic development and mobility strategies in Grand Rapids, with a guiding principle of racial equity.

Carnegie Avenue Corridor Plan, City of Cleveland (Cleveland, OH) 2018-2019. Project Manager for a Transportation for Livable Communities Initiative (TLCI) plan developed with the City of Cleveland and MidTown Cleveland that evaluated traffic calming, multimodal connectivity, streetscape improvements, and development opportunities throughout the Carnegie Avenue commercial corridor.

Downtown Parking & Mobility, City of Fort Wayne (Fort Wayne, IN) 2018. Project Manager as a subconsultant to

American Structurepoint (ASI) for a project that focused on parking, mobility, and development opportunities in downtown Fort Wayne, where development activity has grown in recent years and disjointed parking and transportation networks were identified as barriers to future growth.

Shaker Square Public Realm, Cleveland Neighborhood Progress (Cleveland, OH) 2018-2019. Project Manager for the mobility components of a public realm enhancement project that aims to reinvigorate Cleveland's historic shopping center and greenspace, built at the confluence of two light rail lines.

Downtown Detroit Transportation Study, SEMCOG (Detroit, MI) 2017–2018. Deputy Project Manager for a collaborative effort of the Southeast Michigan Council of Governments (SEMCOG), the City of Detroit and the Michigan DOT.

PREVIOUS EXPERIENCE

Bongorno Consulting LLC
Owner/Principal, 2013–2017

Sample Projects:

Moving Greater University Circle Transportation & Mobility Plan, University Circle Inc., (Cleveland, OH) 2015.

Strategic Plan, University Circle Inc. (Cleveland, OH) 2017.

University Circle Incorporated, Cleveland, OH
Director of Planning, 2006–2013

4 | Scope of Work

“Honing Excellence in an Exceptional Small Town”

Our team understands the challenges of approving modern projects under outdated zoning regulations. Piecemeal updates, while addressing discrete problems, frequently do not address the bottlenecks, inefficiencies, and undesirable outcomes that can plague efforts to modernize the built environment.

We will balance the existing character of the Town with the desire to encourage a variety of housing options to attract a diverse population, and also the desire to increase the commercial footprint. We frequently factor in the findings and objectives from economic development studies into our regulations as we consider and anticipate future land uses. Nelson Nygaard will provide input throughout the project in order to ensure that the ordinance is effectively considering pedestrians and other alternative modes of transportation, and the nearby transit stations for the Orange Line and the Silver Line.

Calfee Zoning has developed a three module approach to zoning ordinance updates that is intuitive, and ensures that current issues are uncovered, and then addressed with efficiency and attention to detail. The tasks listed in the RFP have been organized into our three-module format within the work plan on the following pages.

The goal of each module is summarized below:

Diagnose. The diagnostic module begins with a robust planning document review, followed by a comparison of the current ordinance against the goals from the Town's Comprehensive and Strategic plans. We develop an intimate understanding of current planning practice in the Town while creating a report that outlines exactly how the current document, and current zoning districts, are falling short. Recommended changes are prioritized and reviewed by the Town.

Calibrate. In this module, we calibrate the base regulations. The calibration module rigorously tests and refines the base regulations within each section of the code so that they are ready to input when we get to the codification stage. The Town will review and greenlight these regulations so that they can be codified.

Codification.* The final module takes the calibrated regulations, and inputs them into an ordinance that is clear, consistent, usable and defensible. The final document will be well-designed, graphically-rich, and improve the user experience for both staff and residents.

*For outside legal review, Calfee Zoning partners with the Tyson's Corner office of Venable LLP for review and advice on Virginia law.



Scope of Work: Diagnose

Task 1: Project Initiation and Orientation

We will initiate the project with an in-person kick-off meeting. We will review project goals, timeline, work approach, and the public engagement strategy. YARD & Company will prepare a draft engagement strategy for review. We will tour the Town and familiarize ourselves with the internal project team.

We will begin with a robust planning document review, including the existing ordinances, the 2016 Comprehensive Plan, the Town Strategic Plan, and any other forms or documents deemed relevant.

We will supplement our review with feedback from elected officials, committees, commissions and boards, staff, and stakeholders, including residents, business owners, property owners, builders, and developers so that we can fully understand the experiences with the existing ordinances.

Task 2: Code Assessment

At the close of Task 1, 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 ordinances are falling short.

We start with a thorough line-by-line analysis that scores goals and objectives from the Comprehensive Plan and the Strategic Plan against the current ordinances and provides supplementary notes for every section within a matrix.

The matrix scores the entire code, and the findings from this exercise are subsequently distilled and summarized within the Diagnostic Report.

As we finalize the Diagnostic Report, we will create a prioritized list of changes and updates. We will begin to uncover how zoning districts could be re-organized to better meet Town objectives, and how they are not serving the Town's vision. We will be sure to highlight the findings pertaining to the commercial districts as we understand that they are a special focus of this project.

At the close of this task, we will provide the County with the deliverables listed below.

Deliverables:

- Diagnostic Report accompanied by the line-by-line scoring matrix
- A list of zoning districts (some may not change)
- A draft table of contents which will display how we intend to re-organize the code
- A mock-up of the document design style we intend to use

Meetings:

- Meeting One – Kick-off Meeting, Solidification of Engagement Strategy
- Meeting Two – Exploratory Session with stakeholders, which could include elected officials, committees, commissions and boards, staff, business owners, property owners, builders, and developers



Scope of Work: Calibrate

Task 3.1: Draft Subdivision and Zoning Base Regulations

In the previous tasks, we will have developed new districts, and created a prioritized list of updates for the ordinance. We will lay out base regulations for the various sections of the code, like districts, generally applicable regulations, and the subdivision ordinance within a table format. At the same time we will create an “administrative inventory” whereby we assess the kinds of approvals needed and in which scenarios. We will communicate with staff to understand where they feel there are administrative bottlenecks or inefficiencies.

We will begin to “calibrate” all of these regulations. The Calibration Table lays out all of the standards and base regulations for each zoning district and the rest of the ordinance. The Calibration module creates efficiencies; when we begin the drafting phase of the project, the base regulations will be fleshed out and the team can focus on the document text and graphics.

Task 3.2: Test Subdivision and Zoning Base Regulations

After receiving feedback, we will review and revise the calibration table. When we have a complete table, we will hold a public meeting to review the base regulations. Calfee Zoning will work with YARD & Company to engage and elicit productive feedback from stakeholders. As opposed

to a presentation-style meeting, we find that it is helpful to have a workshop-style meeting to vet the regulations and discuss their application in practical scenarios. We will demonstrate and visualize the proposed changes for the commercial and mixed-use zoning districts.

When the calibration table is finalized, YARD and company will begin to create graphics that will make the code more readable and user-friendly.

Deliverables:

- Draft Calibration Table
- Final Calibration Table

Meetings:

- Meeting Three – Public workshop to review Base Regulations / Calibration Table

A man in a grey suit is standing in front of a wall, pointing at a large map. The map appears to be a zoning map with various colored areas. To the left, there is a projection screen showing a map with the text 'District (ARD)' visible. The background is a light-colored wall with a dark baseboard.

Scope of Work: Codify

Task 3.3: Draft Subdivision and Zoning Ordinances

The previous modules efficiently flow into the Codification Module. With the base regulations fleshed out, The team can leverage our attention to detail to ensure that the new document lays out all of the base regulations and administrative processes intuitively, and with well-crafted language and graphics.

We recommend that as we undertake the drafting process, that we deliver the draft 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.

When all sections have been drafted and reviewed by staff, we will have the first draft ready for the public open house. We will have draft graphics completed at this time.

Task 4: Test Subdivision and Zoning Ordinances

YARD & Company will develop a strategy for engaging stakeholders and residents for the review of the administrative draft with input from staff. It is likely that residents will focus on an area of interest, whether that is a commercial zoning district, or the residential standards that apply to their home.

Task 5: Prepare Public Hearing Draft of Subdivision and Zoning Ordinances and Zoning Map

We will create an inventory of feedback received during Task 4 and integrate it into the document. We will produce a draft that is ready for adoption, and attend all adoption meetings, and make all subsequent changes that arise from these meetings.

Task 6: Procedures Manual and Application Forms

Upon adoption, we will assist in the creation of new application forms as needed to respond to changes to administration and procedures. Calfee Zoning has experience in creating manuals and guides for newly adopted zoning codes as this scoped in many of our projects. We will produce a user's guide that will supplement the new ordinances and include details about review processes and submission requirements.

Deliverables:

- Draft Subdivision and Zoning Ordinances
- Public Review Draft of Subdivision and Zoning Ordinances
- Final Subdivision and Zoning Ordinances
- User Manual

Meetings:

- Meeting Four – Public Meeting to Test Subdivision and Zoning Ordinances
- All Subsequent Adoption Meetings

5 | Budget & Timeline

MODULES AND TIMELINE	DELIVERABLES AND MEETINGS	COST ESTIMATE
MODULE 1 - DIAGNOSE <i>MONTHS 0 - 3</i>	Deliverables: <ul style="list-style-type: none"> Diagnostic Report accompanied by the line-by-line scoring matrix A list of zoning districts (some may not change) A draft table of contents which will display how we intend to re-organize the code A mock-up of the document design style we intend to use. Meetings: <ul style="list-style-type: none"> Meeting One – Kick-off Meeting, Solidification of Engagement Strategy Meeting Two - Exploratory Session with stakeholders, which could include elected officials, committees, commissions and boards, staff, business owners, property owners, builders, and developers 	\$40,200
MODULE 2 - CALIBRATE <i>MONTHS 4-8</i>	Deliverables: <ul style="list-style-type: none"> Draft Calibration Table Final Calibration Table Meetings: <ul style="list-style-type: none"> Meeting Three – Public workshop to review Base Regulations / Calibration Table 	\$84,900
MODULE 3 - CODIFY <i>MONTHS 9-16</i>	Deliverables: <ul style="list-style-type: none"> Draft Subdivision and Zoning Ordinances Public Review Draft of Subdivision and Zoning Ordinances Final Subdivision and Zoning Ordinances User Manual Meetings: <ul style="list-style-type: none"> Meeting Four – Public Meeting to Test Subdivision and Zoning Ordinances All Subsequent Adoption Meetings 	\$98,800
COST PROPOSAL		\$223,900

The final terms agreed upon between the parties will be memorialized in a written agreement executed prior to the commencement of the project. All consultant expenses, including, but not limited to, travel expenses and document preparation and printing, are included in the agreed upon guaranteed maximum price.

6 | Relevant Experience

“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.” Calfee Zoning 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.”

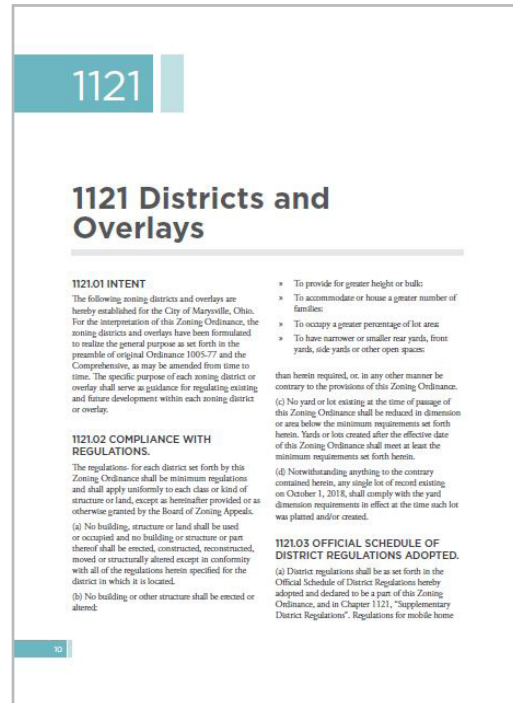
**- Kimberly Sharp, AICP,
Westerville Former
Planning & Development
Deputy Director**

“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**

MARYSVILLE, OHIO

ZONING CODE MODERNIZATION



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

Calfee Zoning is working to craft 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 will be an intuitive and user-friendly set of character-based land use regulations that promote the City's development vision.

MUNICIPAL PROJECT MANAGER REFERENCE

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

GREENWOOD, INDIANA

ZONING CODE RE-WRITE



ARTICLE 2

Districts and Zones

I. Intent

The following zones, districts, and overlays are hereby established for the City of Greenwood, Indiana. The specific purpose of each zone, district or overlay shall serve as guidance for regulating existing and future development.

II. Compliance with Regulations

The regulations for each zone and district set forth by this UDO shall be minimum regulations and shall apply uniformly to each class or kind of structure or land, except as hereinafter provided or as otherwise granted by the applicable review authority set forth herein.

1. No building, structure or land shall be used or occupied, and no building or structure or part thereof shall be erected, constructed, reconstructed, moved or structurally altered except in conformity with all of the regulations herein specified for the district or zone in which it is located.
2. No building or other structure shall be erected or altered:
 - » To provide for greater height or bulk;
 - » To accommodate or house a greater number of dwelling units or households;
 - » To occupy a greater percentage of lot area;
 - » To have narrower or smaller yards or other open spaces than herein required, or in any other manner be contrary to the provisions of this UDO.
3. No yard or lot existing at the time of passage of this UDO shall be reduced in dimension or area below the

minimum or above the maximum requirements set forth herein. Yards or lots created after the effective date of this UDO shall meet at least the minimum requirements and shall not exceed the maximum requirements set forth herein.

4. Notwithstanding anything to the contrary contained herein, any single lot of record existing before the effective date of this UDO shall comply with the yard dimension requirements in effect at the time such lot was platted and/or created.

III. District Regulations

1. The base use regulations and development standards applicable to each district and zone shall be as set forth in this Article. Regulations for mobile home parks shall be those specified in Article XX.
2. Permitted uses (P) and Special Exception (SE) supplemental regulations applicable to certain uses or standards in a district or zone shall be set forth in Article 3 "Generally Applicable Standards". Permitted Accessory Uses (PA) are listed separately within each use table. Special exceptions require the grant of a Special Exception permit by the Plan Commission.
3. Any use not specifically listed in any district or zone, shall only be allowed:
 - » Upon amendment of this UDO and/or the Zoning Map as provided herein;
 - » Upon a finding by the Planning Director that the use is substantially similar to a permitted use in the zone or district; or

Greenwood, Indiana selected Calfee Zoning to re-write their zoning code in 2018. The re-write process is now at the codification stage, 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 Calfee Zoning is proposing a mix of form-based and character-based zoning solutions to maintain the massing, building placement, and architectural integrity of the District.

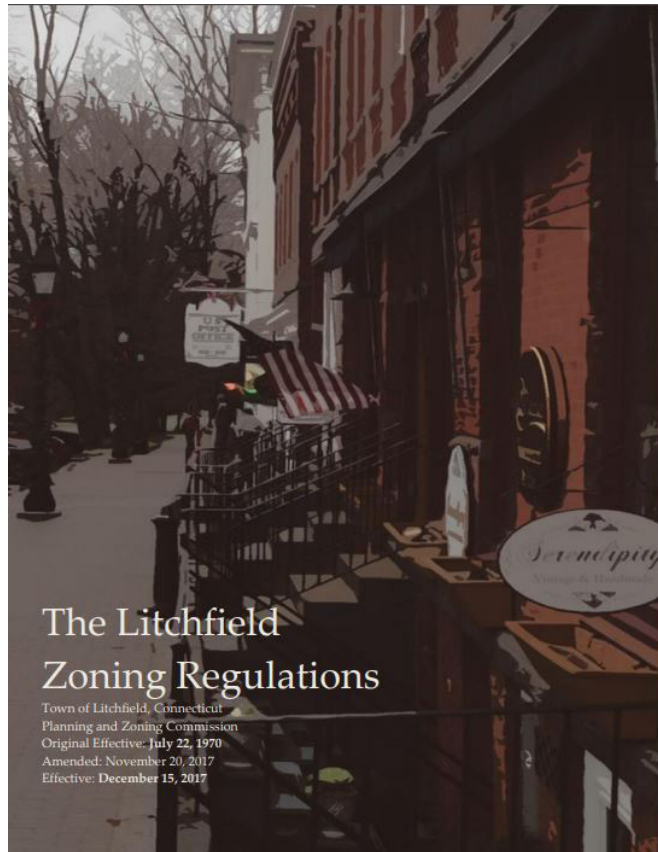
Greenwood has also been a destination for companies drawn to the Indianapolis area, and the growth seen across the region. Calfee Zoning is working with Greenwood to develop districts focused on innovation and employment, as well as sustainable development patterns.

MUNICIPAL PROJECT MANAGER REFERENCE

Dale Davis, Planning Director
300 S. Madison Avenue
Greenwood, IN 46142
(317) 881-8698
david@dgreenwood.in.gov

LITCHFIELD, CONNECTICUT

ZONING CODE RE-WRITE



In 2016, Sean Suder (then at Graydon Land Use) was contracted as a sub-consultant to assist in the modernization of the Litchfield, Connecticut Zoning Code, Subdivision Code, Aquifer Projection Regulations, and all administrative forms and applications.

Sean spent more than a year reviewing the regulations and developing revisions that also focus on parking regulations, new development, and requirements for signs. He advanced new zoning districts, including a "Riverview Commerce District" along Thomaston Road in East Litchfield.

The final result is a code that is clear, simple, and has helped the community execute the vision of their Comprehensive Plan.

MUNICIPAL PROJECT MANAGER REFERENCE

Dennis Paul Tobin, Land Use Administrator
Town of Litchfield

74 West Street, Litchfield, CT 06759

(860) 567-7565

dtobin@townoflitchfield.org

WESTERVILLE, OHIO

ZONING CODE RE-WRITE & SIGN ORDINANCE



Westerville, Ohio is currently embarking on an update of their Zoning Code, which was launched after the completion of the City's Comprehensive Plan, called the Westerville Community Plan. The previous Zoning Code adoption was in 1973.

Calfee's Sean Suder has been engaged to provide special legal and administrative counsel to the project. Calfee Zoning also serves as lead local consultant to the City and has undertaken a diagnostic of the existing Code, and is leading the final stages of codification at the request of the City. Calfee Zoning's engagement on this

Westerville is hoping to implement a code that will both reflect the community's goals for growth, as well as streamline the approvals process. Calfee Zoning is drawing on its extensive experience in the creation and implementation of public zoning documents.

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: 1. Identify issues pertaining to the current Code, 2. Review options for solving the most pressing issues; and 3. Recommend alternative solutions.

MUNICIPAL PROJECT MANAGER REFERENCE

Thomas Schmitt, Law Director
Metz Bailey
(614) 423-4619
tschmitt@metzbailey.com

WINCHESTER/WINSTEAD, CONNECTICUT

ZONING CODE RE-WRITE



In 2016, Calfee Zoning was hired as part of a team 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.

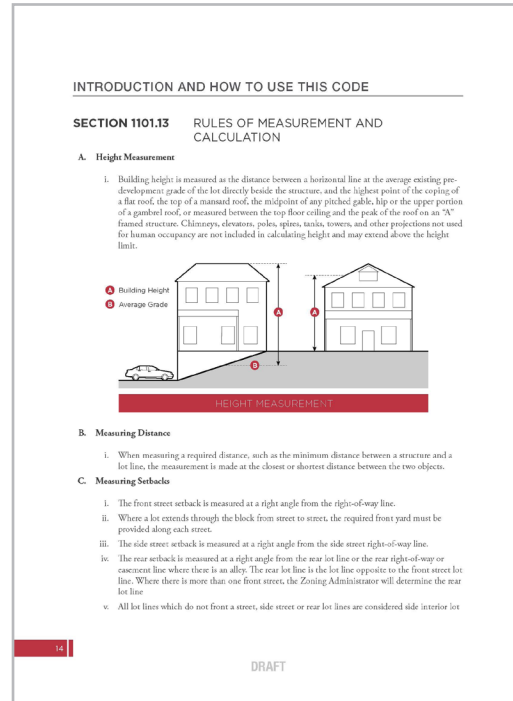
This is a character-based code, and the community was engaged in visioning exercises, as well as focus group exercises that allowed residents to give specific feedback related to their vision for the built environment.

MUNICIPAL PROJECT MANAGER REFERENCE

Pamela Colombie
Land Use Planner
338 Main St, Winsted, CT 06098
(860) 738-6593
pcolombie@townofwinchester.org

REYNOLDSBURG, OHIO

ZONING CODE RE-WRITE



In 2018, Reynoldsburg, Ohio retained Calfee Zoning 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.

The diagnostic and calibration modules of the project are complete and we have produced a first draft of the code. In the Diagnostic module, Calfee Zoning compared the individual lines of the Planning and Zoning Code against the specific objectives and land use goals from the Comprehensive Plan. The calibration of the code's regulations are a thoughtful and exhaustive evaluation of the desired development patterns in Olde Reynoldsburg.

MUNICIPAL PROJECT MANAGER REFERENCE

Andrew Bowsher, Development Director
7232 East Main Street
Reynoldsburg, OH 43068
(614) 322-6831
ABowsher@ci.reynoldsburg.oh.us

FLORENCE, KENTUCKY

ZONING CODE AUDIT - MAIN STREET DISTRICT



In 2019, Calfee Zoning completed a zoning diagnostic 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, Calfee Zoning 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.

MUNICIPAL PROJECT MANAGER REFERENCE

Patricia Wingo
Main Street and Revitalization Program Manager
8100 Ewing Boulevard, Florence, KY 41042
(859) 647-8177
patricia.wingo@florence-ky.gov

AVONDALE ESTATES, GEORGIA

ZONING CODE AUDIT



In 2017, Calfee Zoning was selected to produce a Zoning Code Audit for the City of Avondale Estates Georgia. The project is centered upon evaluating whether the zoning code and supplementary land use regulations advance the City's recently adopted Downtown Master Plan and Comprehensive Plan. Calfee Zoning has designed a public engagement module to foster input from key internal and external stakeholders. The final product will be a report that highlights policy solutions and best practices for the City to consider and implement in order to advance its development goals.

MUNICIPAL PROJECT MANAGER REFERENCE

Keri Stevens, City Planner & Community Development Officer
21 North Avondale Plaza,
Avondale Estates, Ga. 30002
(404) 294-5400
kstevens@avondaleestates.org

GERMANTOWN, TENNESSEE

ZONING CODE AUDIT



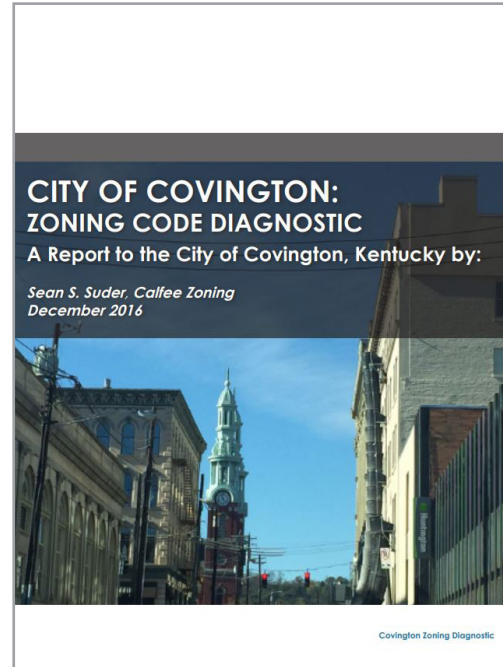
In 2015, Sean Suder (then of Graydon Land Use Strategies, LLC) was hired as part of a team to provide zoning consulting services to suburban Germantown, Tennessee (Memphis area). Sean provided a review of the current zoning resolution to determine how it may be promoting the city's desired development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

MUNICIPAL PROJECT MANAGER REFERENCE

Sheila Pounder
Planning Manager
1930 South Germantown Road
Germantown, TN 38138
(901) 757-7281
spounder@germantown-tn.gov

COVINGTON, KENTUCKY

ZONING CODE AUDIT



In 2016, Calfee Zoning produced a Zoning Code Diagnostic Report for the City of Covington, a historic river city located in Northern Kentucky. Working with key stakeholders, Calfee evaluated how each provision of the Covington Zoning Code had a positive impact, a negative impact, or a neutral impact on advancing the development goals set forth in Covington's Center City Action Plan.

The City's development goals included promoting mixed-use development, promoting the adaptive reuse of historic buildings, and allowing for more flexibility through streamlined processes.

The final diagnostic report incorporated recommendations for potential amendments to the text of the Zoning Code as well as for the structural reorganization of key sections to achieve the City's goals.

MUNICIPAL PROJECT MANAGER REFERENCE

Alex Koenig
Zoning & Development Specialist
City of Covington, KY
(859) 292-2135
akoenig@covingtonky.gov

FORT WAYNE SE

2019



The City of Fort Wayne, Indiana, is updating its plan for the Southeast quadrant of the city. While this is mostly an in-house effort led by City staff the City engaged the services of YARD & Company to prepare a detailed development strategy for key focus areas within the Southeast. The priorities for this work included enacting a diverse, creative and active engagement strategy that connect stakeholders to the process; offer an immersive design charrette experience for specific opportunity areas; make recommendations for housing, retail (with particular focus on small-scale minority owned businesses), commercial, light industrial, adaptive reuse and supportive infrastructure such as streets (both as places and for mobility); and all with implementation strategies that are focused on what can be done within the first year.

IMPACT

Week-long charrette that connected hundreds of people across a large geographical area to the visioning process.

Popup activations throughout the community to explore spaces

36-month strategic investment plan with particular focus on the first year

PROJECT LOCATION

Southeast Fort Wayne, Indiana

BUILDING BLOCKS + TOOLS

Engagement + Discovery

Activation + Testing

Community Operations

Scenario + Story

Strategic Investment

REFERENCE

Russell Garriott
City of Fort Wayne
Community Development Division

200 E. Berry St.
Suite 320
Fort Wayne, IN 46802

(260) 427-1127
Russell.Garriott@cityoffortwayne.org

FORT WAYNE SE: Development Strategy

The first 36 months...



...unlocks the future



LOVELAND, OHIO

2018-PRESENT



The City of Loveland, Ohio, has become a popular trail and river town in the Cincinnati region. As the number of visitors and residents grows for these amenities, Loveland sees the need to rethink its approach to growth so that the growth is happening with the community and not to it. YARD & Company was engaged to lead a strategic development planning process for the city's downtown that would smartly address traffic and parking while creating a vision for high-impact development sites. The planning process engaged stakeholders and had nearly a thousand interactions with residents, developers, business owners and City officials. The Plan includes a 3, 5 and 10 year strategy with particular emphasis in the first 3 years through a detailed 36-month work plan.

IMPACT

Nearly 1,000 interactions with residents and stakeholders

Phased strategy for what growth looks like in Loveland for next 5-10 years

PROJECT LOCATION

[Loveland, OH](#)

BUILDING BLOCKS + TOOLS

Engagement + Discovery

Scenario + Story

Strategic Investment Plan

REFERENCE

Dave Kennedy
City Manager, City of Loveland, Ohio

513.683.0150
dkennedy@lovelandoh.gov

SEE MORE

[The Look Book](#)

MEMPHIS UPTOWN

2018-PRESENT



Uptown Memphis is the oldest subdivision of Memphis, just north of downtown. Once a thriving streetcar neighborhood, it suffered generations of decline and malinvestment through urban renewal. More recently, it has seen modest investment through HOPE VI redevelopment of housing projects and the Harbortown on Mud Island. In 2018, the City/County government allocated a new \$95 million TIF allocation through the Community Reinvestment Agency (CRA) to be invested into the community in the next 14 years. To assist in the smart leveraging of this funding, a master plan and implementation strategy accompanied by a community operations plan for the CRA was developed. The process included active engagement, a week-long design charrette, and a detailed build out of a development toolkit that met the diverse communities where they are today. To aid in the CRA Board's investment decisions, a development Scorecard was also developed that ensured transparency and efficiency in meeting community goals.

IMPACT

Hundreds engaged in a historically disengaged community
Development Toolkit
Reinvestment Scorecard
Development concepts for eight priority areas

PROJECT LOCATION

[Memphis, Tennessee](#)

BUILDING BLOCKS + TOOLS

Engagement + Discovery
Community Operations
Smart Small Development
Strategic Investment Plan

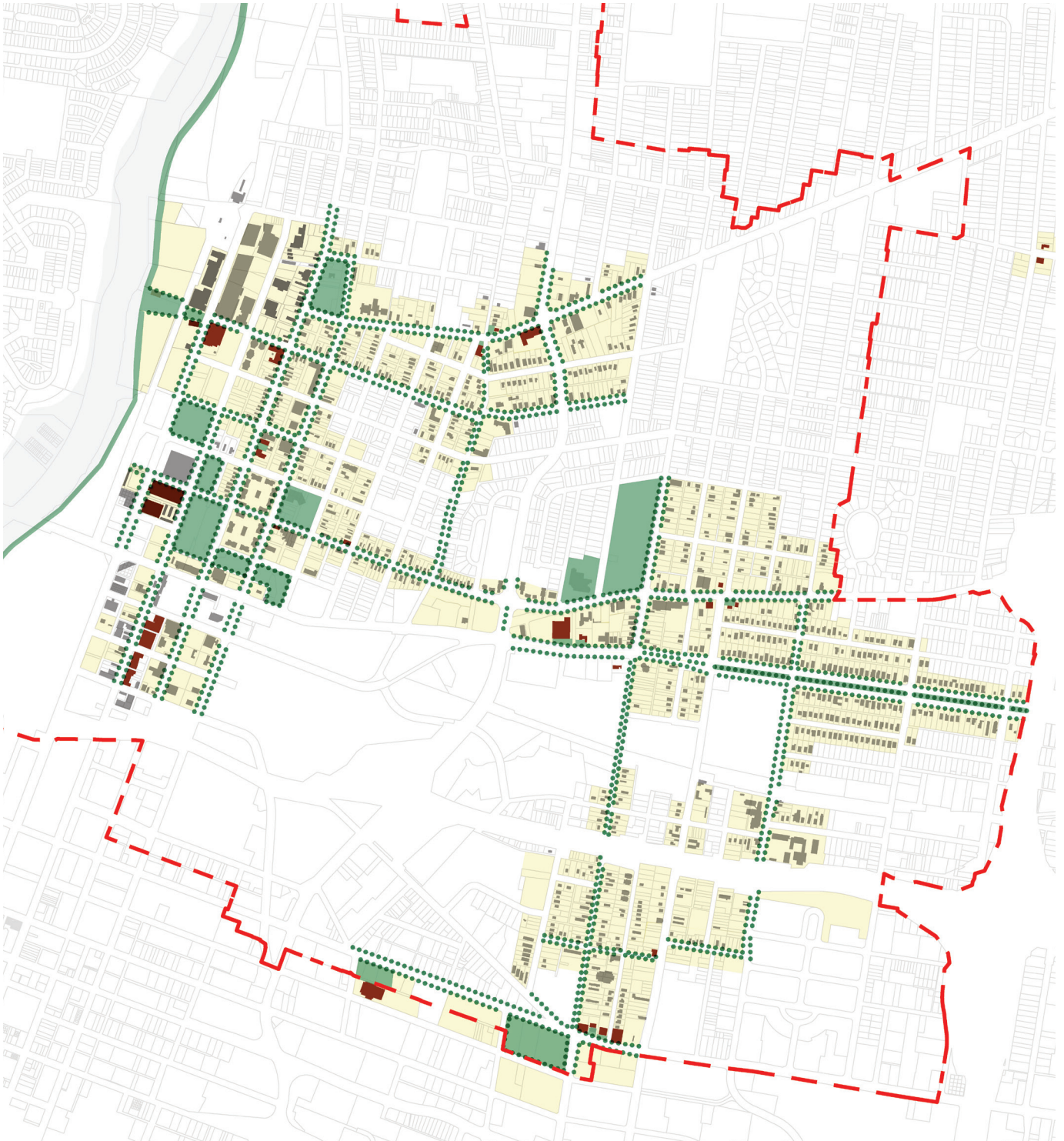
REFERENCE

Andrew Z. Murray, AICP, LEED GA
Memphis and Shelby CRA
Director of Planning and Community Development
125 N. Main St. Suite 308
Memphis, TN 38103
(901) 636-6544
Andrew.Murray@memphistn.gov

SEE MORE

[The Plan](#)

Memphis Uptown



Strategic Investment Illustrative Plan showing where to focus over next ten years.

CONNECT NEWPORT

2019



The Devou Good Project is a nonprofit agency dedicated to building vibrant communities and, as part of that focus, desires to see more equitably mobile cities. To further the pursuit of that goal, Devou Good engaged YARD & Company to build and manage the Connect Challenge program that invites cities to compete for funding to design and install pilot street projects with the community that will inform permanent investment in safer, more active streets. The program's first recipient was the City of Newport together with its nonprofit community development corporation, ReNewport. Over four months, YARD & Company engaged the community to identify the route, organize supporting private-sector partners, design the demonstration project, manage the installation of the project and monitor its use during a ten day run time. The project expanded access to the regionally significant Purple People Bridge and spanned over 7,000 linear feet of remade streets that included sharrows, buffered bike lanes, a two-way cycle track and bike boxes at intersections. The program also included parklets at painted bump outs, signage, marketing and regular programming such as slow rides, yoga and sidewalk dining.

IMPACT

Successful hosting of model city competition and award of program to Newport, Kentucky

Over 7,000 feet of demonstration bike infrastructure installed for ten days with community

PROJECT LOCATION

Newport, Kentucky

BUILDING BLOCKS + TOOLS

Engagement + Discovery

Activation + Testing

REFERENCE

Matt Butler
Founder, Devou Good Project
matt@devougood.com



PIQUA, OH

CODE PIQUA

A large focus of the plan is to improve safety and promote walkable, bikeable streets in the downtown area.

PROJECT DURATION

2018–Ongoing

NELSON\NYGAARD BUDGET

\$8,000

FOR MORE INFORMATION

City of Piqua
201 W. Water Street
Piqua, OH 45356

CONTACT

Chris Schmiesing
Planning Director
937-778-2049
cschmiesing@piquaoh.org

Nelson\Nygaard, on a team led by Code Studio, is leading the transportation component of a larger planning effort in Piqua, Ohio, a city of 20,000 in Southwest Ohio. The larger plan will create a new development code for the City, with Nelson\Nygaard's component focusing on a context-sensitive multimodal transportation plan that will encourage greater adoption of active travel modes by Piqua residents.

A large focus of the plan is the re-routing of truck traffic around the downtown area to improve safety and promote walkable, bikeable streets. Connections from an existing off-road trail network into the downtown area, as well as to community schools, parks, and other destinations, have also been identified as key objectives. Nelson\Nygaard participated in a recent series of design charrettes that engaged a broad cross-section of the community and communicated strategic opportunities to explore during the remainder of the plan.



MONTGOMERY COUNTY, MD

MONTGOMERY COUNTY PARKING REQUIREMENTS STUDY

One of the outcomes of this new code is the lauded Flats at Bethesda Avenue joint-development.

PROJECT DURATION

2010–2016

NELSON\NYGAARD BUDGET

\$150,000

FOR MORE INFORMATION

MCDOT
Division of Parking Management
100 Edison Park Drive, 4th Floor
Gaithersburg, Maryland 20878

CONTACT

Jeremy Souders
240-777-8740
Jeremy.Souders
@montgomerycountymd.gov

Montgomery County in Maryland hired Nelson\Nygaard to update its Parking Lot District (PLD) program, including the parking requirements within those districts, to ensure that the two worked together to support established PLDs like Bethesda and Silver Spring, and to facilitate emerging districts like White Flint. One of the country's oldest parking-benefit districts, the PLD program initiated at a time when land costs were modest, and was supported through developer donations of land for constructing public parking facilities. To allow program expansion into new growth areas, where County land acquisition is not cost effective for public parking development, new zoning tools were necessary to support growth built around shared/public parking, and to minimize accessory/free parking in support of County traffic and sustainability goals.

To update the PLD program, Nelson\Nygaard developed a new funding framework to formalize the capacity to invest parking revenues on congestion-mitigation, transit, and streetscape/complete streets

initiatives. To update the parking requirements, Nelson\Nygaard developed a highly flexible regulatory framework that addresses the development complexities common to urban areas and those unique to the Washington, DC, region. The framework provides direct and indirect incentives for joint-use development of public parking within private development, as well as continued private contributions in-lieu of on-site parking. One of the outcomes of this new code is the lauded Flats at Bethesda Avenue joint-development, which replaced a County parking lot with a mixed-use development of housing and commercial uses, built next to a regional bike trail that is heavily used for commuting into the capital. Nelson\Nygaard has also provided ongoing support as the code was implemented, to assess impacts and recommend refinements and supportive-policy changes.



ASPEN, CO

ASPEN PARKING & MOBILITY STUDY

Called Aspen's "most progressive ordinance," the updates passed four to one by City Council in January 2017.

PROJECT DURATION

2016–2017

TOTAL BUDGET

\$107,000

NELSON\NYGAARD BUDGET

\$96,000

FOR MORE INFORMATION

Aspen City Hall
130 S. Galena St.
Aspen, CO 81611

CONTACT

Jessica Garrow
970-429-2780
jessica.garrow@cityofaspen.com

In 2016, the City of Aspen retained Nelson\Nygaard to update the City's off-Street parking requirements, with a particular focus on reducing single-occupancy travel into its downtown, known as the Infill Area, while supporting desired levels and forms of growth in this thriving walkable-urban center. Nelson\Nygaard worked with the City to track and document the relationship between the current parking requirements, the resulting supply and demand conditions, and traffic/mobility patterns, while also engaging with stakeholders and community members to better understand these conditions from the user perspective.

The clear conclusion was that current and historic parking requirements had resulted in a condition of parking scarcity and abundance, precisely because the majority of spaces were directly linked to specific land uses and destinations. From the user perspective, conditions were typically experienced as a dire shortage of parking, because most often, they were seeking parking where and when demand overwhelmed supplies. The fact

that they were surrounded by dozens of empty spaces offered no relief, because they could not use them. From the property-owners' perspective, a similar sense of constrained assets was common. When they most needed parking, they never had enough, and they could not make use of empty spaces nearby, because the common sense of scarcity has resulted in each property owner enforcing restrictions on the use of their spaces, even during times when they were largely unneeded.

While zoning codes cannot reverse such conditions in the short-term, the following set of zoning priorities was identified to reverse the influence of past codes: avoid oversupply of private parking; avoid undersupply of public parking; continue to emphasize investments in public/shared parking and mobility; and emphasize efficiency over redundancy. To achieve this, the new code integrates parking regulations, mobility improvements, and TDM into a parking impact requirement for all proposed development in the Infill Area. Developers can choose to provide on-site parking, mobility, and TDM resources as part of their projects. Or, they can pay a cash in-lieu fee, which the City can use to provide public parking, mobility, and TDM resources. This provides optimal flexibility for the developer at the time of the development proposal and for all parties to respond to changes in parking demand and mobility trends over the next several years.

7 | References

Calfree Zoning References			
Municipality	Project/ Service	Dates of Service	Project Contact
Marysville, OH	Zoning Code Modernization	2018 to Present	Ron Todd, Zoning Administrator 209 South Main Street Marysville, Ohio 43040 (937) 645-7359 (office) rtodd@marysvilleohio.org
Greenwood, IN	Creation of Consolidated Development Ordinance	2018 to Present	Dale Davis, Planning Director 300 S. Madison Avenue Greenwood, IN 46142 (317) 881-8698 david@d@greenwood.in.gov
Reynoldsburg, OH	Zoning Code Diagnostic and Zoning Code Re-write	2018 to Present	Andrew Bowsher Development Director 7232 E. Main Street Reynoldsburg, Ohio 43068 (614) 322-6831 abowsher@ci.reynoldsburg.oh.us
Tallmadge, OH	Zoning Code Modernization	2019 to Present	Rita Weinberg, Planning Director / Economic Developer 46 North Avenue Tallmadge, Ohio 44278 (330) 633-5127 RWeinberg@tallmadge-ohio.org
Gahanna, OH	Zoning Code Modernization Project	2018-2019	Anthony Jones, Director, Planning & Development 200 S Hamilton Rd Gahanna, OH 43230 (614) 342-4015 Anthony.Jones@gahanna.gov

7 | References

Calfee Zoning References			
Municipality	Project/ Service	Dates of Service	Project Contact
Westerville, OH	Zoning and Plan Consistency Analysis Zoning Code Modernization / Form-Based Code, and Sign Code	2016-2018 and current (sign code)	Thomas Schmitt, Law Director Metz Bailey (614) 423-4619 tschmitt@metzbailey.com
Sycamore Township, OH (subconsultant)	Zoning and Plan Consistency Analysis	2016-2018	Greg Bickford, AICP Township Administrator (513) 791-8447 Gbickford@sycamoretownship.org
Vandalia, OH	Administration and Procedures	2017-2018	Amber Holloway City Planner (937) 415-2301 Aholloway@vandaliaohio.org
Avondale Estates, GA	Zoning Code Plan Consistency Analysis Zoning Code Modernization Strategy	2017	Keri Stevens City Planner & Development Officer 21 North Avondale Plaza, Avondale Estates, Ga. 30002 (404) 294-5400 kstevens@avondaleestates.org
Wooster, OH	Zoning Code Modernization	2017	Andrew Dutton, AICP Planning & Zoning Manager (330) 263-5238 adutton@woosteroh.com

7 | References

Calfee Zoning References			
Municipality	Project/ Service	Dates of Service	Project Contact
Fairborn, OH (subconsultant)	Zoning and Plan Consistency Analysis; Zoning Code Modernization; Property Maintenance Code Revisions	2016-2017	Michael Gebhart Community Development Director 44 W. Hebble Avenue Fairborn, OH 45324 (937) 754-3056
Litchfield, CT	Zoning Code Modernization	2016-2017	Dennis Paul Tobin, Land Use Administrator Town of Litchfield 74 West Street, Litchfield, CT 06759 (860) 567-7565 dtobin@townoflitchfield.org
Winchester / Winsted, CT	Drafting of Modern Zoning Regulations	2016-2017	Pamela Colombie Land Use Planner 338 Main St, Winsted, CT 06098 (860) 738-6593 pcolombie@townofwinchester.org
Covington, KY	Zoning Diagnostic Report	2016	Alex Koenig Zoning & Development Specialist City of Covington, KY (859) 292-2135 akoenig@covingtonky.gov

8 | Signed Cover Page & Addendum



TOWN OF

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Purchasing Office

REQUEST FOR PROPOSAL

RFP NUMBER: 20-05

RFP SUBJECT: CLARIFY, SIMPLIFY, REORGANIZE & UPDATE
THE SUBDIVISION & ZONING ORDINANCES

PROPOSALS MUST BE SUBMITTED TO:

Purchasing Agent
Town of Vienna – Vienna Town Hall
127 Center Street, S.
Vienna, Virginia 22180

**MANDATORY PRE-PROPOSAL
MEETING:**

FEBRUARY 13, 2020 @ 11:00 AM

**SEALED PROPOSALS
DUE DATE AND TIME:**

MARCH 2, 2020 @ 11:00 AM

All inquiries should be made, in writing, to Gina Gilpin, Purchasing Agent, at ggilpin@viennava.gov by **FEBRUARY 20, 2020 AT 2:00 PM.**

In compliance with this Request For Proposal and to all the conditions imposed herein, the undersigned offers and agrees to furnish the services in accordance with the attached signed proposal or as mutually agreed upon by subsequent negotiation.

NAME & ADDRESS OF FIRM:

Calfee Strategic Solutions d/b/a Calfee Zoning
2800 First Financial Center, 255 E. Fifth Street
Cincinnati, OH 45202 EEI/FIN NO: 34-0732302

SIGNATURE: [Signature] **DATE:** 2/28/20 **TITLE:** Principal

PRINTED NAME: Sean Suder

TELEPHONE NO: 513-693-4883 **EMAIL:** ssuder@calfeezoning.com



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February 20, 2020

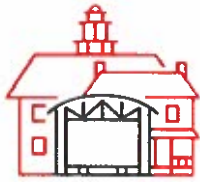
ADDENDUM #1

**RFP 20-05 CLARIFY, SIMPLIFY, REORGANIZE & UPDATE THE
ZONING & SUBDIVISION ORDINANCES**

*******ATTENTION BIDDERS*******

(To be completed and returned with the proposal)

1. Q: On a scale of 1-10, how many of the articles require rewrite vs. just filling in holes? Are there any safe articles?
A: All of the articles in the zoning ordinance need to be reviewed but we anticipate the commercial zoning districts and related development standards will require the most work.
2. Q: The RFP mentions an economic development study. What are the goals of that in relation to this rewrite? What is the timeline for the study? How much overlap is there with that study and the rewrite?
A: The RFP for the economic development strategy and market study should be released in spring 2020. The project is anticipated to take six months to complete. Results from the market study should be utilized by this consultant in updating the commercial zoning districts.
3. Q: What was the comprehensive plan process like? What type of community engagement was done? Anything creative?
A: While the Town Council and Planning Commission had a lot of input at work sessions, most of the input from the public came during the public hearing process. The plan itself was a complete overhaul from previous plans. Our webpage has previous comprehensive plans posted as well as a page with background info for the RFP.
4. Q: What do you anticipate staff involvement to be in outreach?
A: Town staff plans to be very involved in community engagement activities for this project. We are open to all creative ideas.
5. Q: How active has the community been in the past? Are there any specific voices that are more vocal?
A: Neighbors of proposed Maple Avenue Commercial (MAC) rezoning projects have been very involved. They have attended and provided comments during the public hearings for those projects at both Planning Commission and Town Council meetings. Concerns have centered on the amount of multifamily proposed in mixed-use developments as well as concerns over the height, massing and density of the projects. The MAC Zone is currently suspended.
6. Q: For the examples of work requested, can those be provided on flash drives and can the cover page be included as an appendix?
A: Yes, examples of work can be provided on flash drives. If doing so, five flash drives should be provided. And, yes, the cover page can be included as an appendix.
7. Q: Is the Town Attorney in house?
A: He is in Town Hall two days a week.



TOWN OF

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8. Q: When was the last time a consultant was used for the Town code?

A: Implementation of the Maple Avenue Vision, which resulted in the creation of the MAC Zone, was the most recent time a consultant was retained by the Town to update the zoning ordinance. The MAC Zone was adopted by Town Council on October 20, 2014.

ALL OTHER TERMS, CONDITIONS, AND SPECIFICATIONS SHALL REMAIN THE SAME.

A copy of this signed addendum must accompany your response as an acknowledgment of its receipt:

NAME AND ADDRESS OF VENDOR:

Calfee Strategic Solutions d/b/a Calfee Zoning


2800 First Financial Center, 255 E. Fifth Street, Cincinnati OH, 45202

PHONE #: 513-692-4883 EMAIL: SSuder@calfeezoning.com

NAME OF AUTHORIZED REPRESENTATIVE:

Sean Suder
Please Print

SIGNATURE:

 DATE: 2/28/2020



IN SERVICE TO YOUR **COMMUNITY.**

Cincinnati | 255 E. Fifth Street, 28th Floor | Cincinnati, Ohio 45202 | 513.693.4883

1627 I Street, Suite 1120 | Washington, D.C. 20006-4127

Sean S. Suder | Lead Principal | ssuder@calfeezoning.com