

City of  
HARRISONBURG, VIRGINIA

---

Project Introduction  
Zoning and Subdivision Ordinance Update

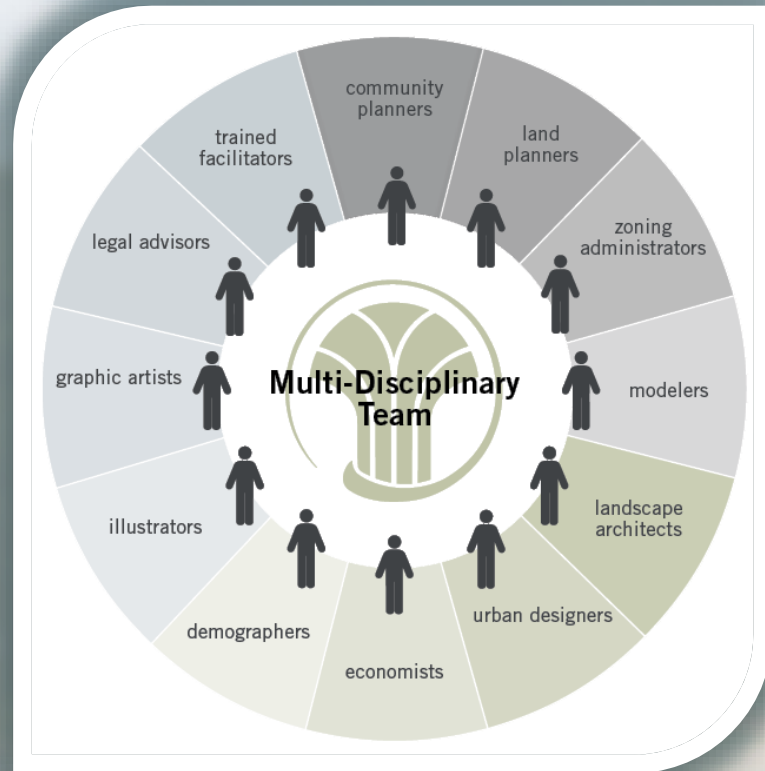
Bret Keast, AICP, Owner / CEO

Brian Mabry, AICP, Code Practice Leader

August 25, 2020



## Who We Are | Introduction



- Kendig Keast Collaborative
- enCodePlus
- White and Smith



Zoning and Subdivision Update

## Who We Are | Team



**CITY OF HARRISONBURG  
OFFICIALS, STAFF, RESIDENTS**

**CITY OF HARRISONBURG  
THANH DANG, AICP,  
PROJECT DIRECTOR**



**KENDIG KEAST COLLABORATIVE**  
**BRET C. KEAST, AICP  
PRINCIPAL-IN-CHARGE**  
**BRIAN MABRY, AICP  
PROJECT MANAGER**  
**KELLI McCORMICK, AICP  
CODE DRAFTER**



Code Practice Leader



Senior Associate



Owner / CEO



Founding  
Partner

**ENCODEPLUS, LLC  
CODE PUBLISHING**

**WHITE & SMITH, LLC  
SIGNS, REVIEW PROCEDURES**

Planning | Coding | Law

Zoning and Subdivision Update



## Who We Are | Team



- ✓ Planning | Coding specialists since 1982
- ✓ *Best Practices* experience (175+ codes)
- ✓ Plan implementers not zoning purists
- ✓ Former City planners / zoning administrators
- ✓ Planners, attorney, urban designers, economic developer, modelers, moderators and illustrators
- ✓ Project management

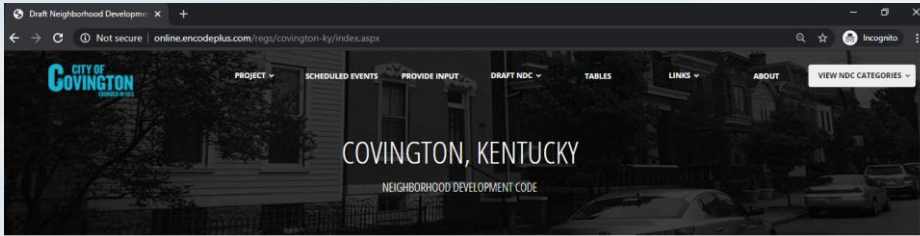


- ✓ Legal and plan implementation specialists since 2005
- ✓ Together with KKC, 350+ ordinance projects
- ✓ Subconsultant Roles: Diagnostic, sign regulations, procedures, and legal oversight
- ✓ National leader in content neutrality and First Amendment legal issues related to signage

# Who We Are | Team



- ✓ Subsidiary of KKC
- ✓ Cloud-based platform for our Ordinance drafting
- ✓ Collaborative commenting / editing tools
- ✓ Built for Ordinances rich in tables and graphics
- ✓ Integrated GIS text / map interface
- ✓ Development calculators
- ✓ Ongoing updates and amendments

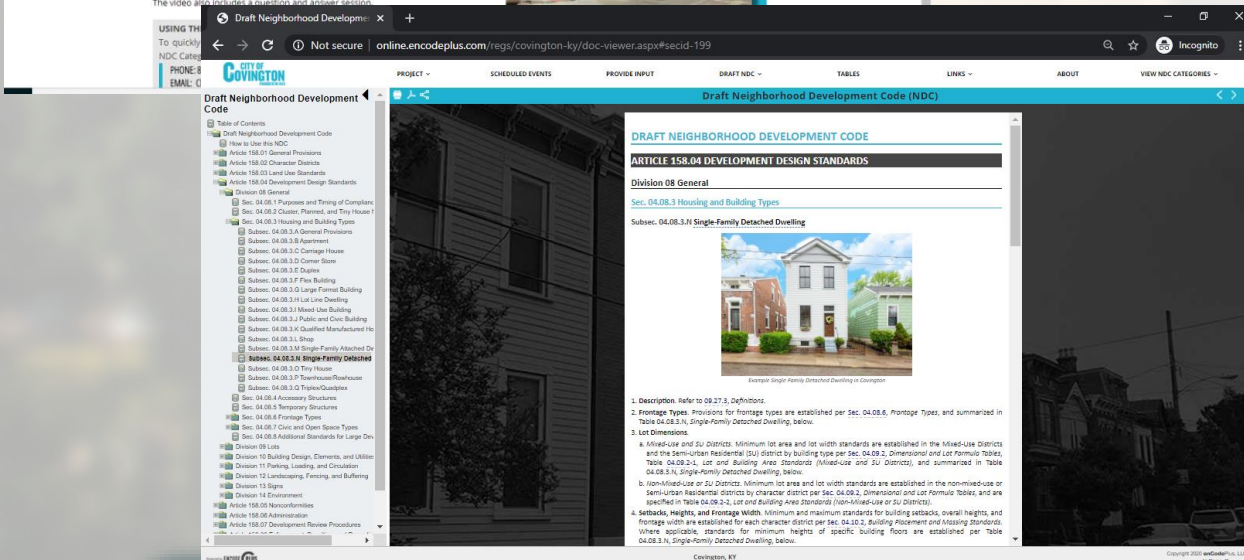


## Welcome to the NDC Project Site

This site exists to show the progress of the Covington Project. Citizens are encouraged to view events, provide input, and explore all facets of the NDC rewrite project. This site will be regularly updated as materials are posted and meetings are scheduled.

## NEW! Detailed Video Showing the Contents of the NDC

Click [here](#) to view a presentation from Kendig Keast Collaborative that goes into detail on much of the content of the Neighborhood Development Code (NDC). The video also includes a question and answer session.



## Project Introduction | Goals

- Encourage areas with a **mix of uses, housing types, and lot sizes.**
- Promote more **single-family detached** and **duplex** housing units.
- Promote the development of lower cost and **affordable** housing.
- Expand opportunities for **infill, reuse and redevelopment.**
- Promote **walkable** neighborhoods.
- Provide **off-street parking** to adequately meet demand **without oversupply.**
- Adapt to **new trends and demands** while ensuring that new development and redevelopment of residential, commercial, and industrial properties will be **compatible** with existing land uses and with planned land uses of surrounding properties.



Zoning and Subdivision Update

## Project Introduction | Approach

### Be As Simple As Possible

- Draft in plain terms using graphics and tables
- Create flexibility and certainty for applicants and neighbors

### Balance City Policies and the Market To Achieve Objectives

- Understand the City's planning objectives
- Be market-realistic
- Provide for alternative compliance – multiple paths to “yes”

### Create Value

- Streamline review procedures
- Incorporate best practices for responsible development
- Conserve the character and quality of neighborhoods

### One Size Does Not Fit All

- Calibrate Ordinance administration based on staffing capabilities
- Understand the development climate and regulatory tolerance



Old Standards: Hard to understand



New Standards: Clear and Predictable



“My way or the highway!”



“Have it your way!”



Balance

Zoning and Subdivision Update

## Project Introduction | Hot Topics

- Community design (buildings, streets, pavement, green space)
- Housing types, lot sizes, location, choice, and affordability
- Home businesses/Home occupations
- Parking caps, sharing, and credits
- COVID-19 impacts



Zoning and Subdivision Update

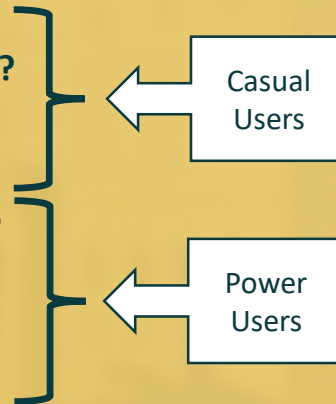


## Project Introduction | Objectives & Outcomes

### How would the Ordinances be organized?

#### As they are most often used:

1. What is my property's zoning or form district?
2. What uses or building types are permitted?
3. Where and how much can I build?
4. What are the building/site design standards?
5. What are the steps in the process?
6. From whom do I receive approval?
7. How are things measured or defined?



### • Objectives

- Implement the Comprehensive Plan and other policy documents
- Preserve / enhance neighborhood character and form, rather than regulation of uses
- Streamline review procedures
- Integrate flexible yet objective best practices

### • Outcomes

- Realization of character and form visualized in the plans
- Increased predictability and certainty
- Incentivize good development, preservation, and reinvestment
- Contemporary, well-articulated Ordinances that are understandable and workable

## Project Process | Narrowing the Focus



## Project Process | Milestones

### PHASE 1:

#### PROJECT INITIATION & ORIENTATION

July - December  
2020

- Review plans and ordinances
- Field reconnaissance
- Stakeholder interviews
- Meetings with STT & OAC
  - Summary of Input, Diagnostic, Annotated Outline

### PHASE 3:

#### PUBLIC REVIEW & COMMENT

August –  
September 2021

- Compilation of Public Review Drafts
  - Public Review Draft
  - Public Review Draft Presentations

### PHASE 2:

#### ITERATIVE DRAFTING

January – August  
2021

- Staff, Ord. Advisory Comm., and Open House meetings / coordination
- STC & OAC review and comment
- Revisions to modules
  - Ordinances in 3 draft modules with revisions (enCodePlus)
  - Module presentations

### PHASE 4:

#### ADOPTION

September –  
December 2021

- Compilation of Public Hearing Drafts
- Public Hearings
  - Public Hearing Drafts
  - Finalized enCodePlus site
  - Adopted Ordinances



City of  
HARRISONBURG, VIRGINIA

---

Project Introduction  
Zoning and Subdivision Ordinance Update

Bret Keast, AICP, Owner / CEO

Brian Mabry, AICP, Code Practice Leader

August 25, 2020



- **City Project Team** – Assist. Director and Director of Community Development, Zoning Administrator, Assist. City Attorney
- **Staff Technical Team** – Representatives from City Departments
- **Stakeholder Groups** – up to 8 focus groups with 8-10 community members each; each group will meet with KKC once in Fall 2020
- **Ordinance Advisory Committee** – 10-12 community members; will meet about 6 times throughout the project with KKC and the City Project Team