

# City of HARRISONBURG, VIRGINIA

## Project Introduction Zoning and Subdivision Ordinance Update

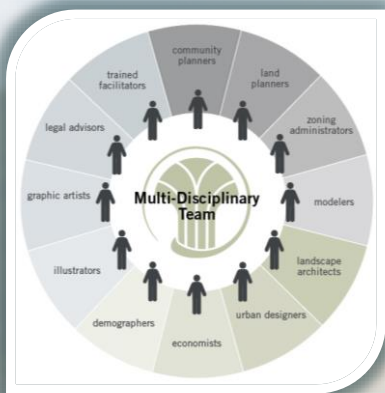
Bret Keast, AICP, Owner / CEO  
Brian Mabry, AICP, Code Practice Leader  
Kelli McCormick, AICP, Senior Associate

October 12, 2020



# City of HARRISONBURG, VIRGINIA

## 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



KENDIG KEAST  
COLLABORATIVE



### 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

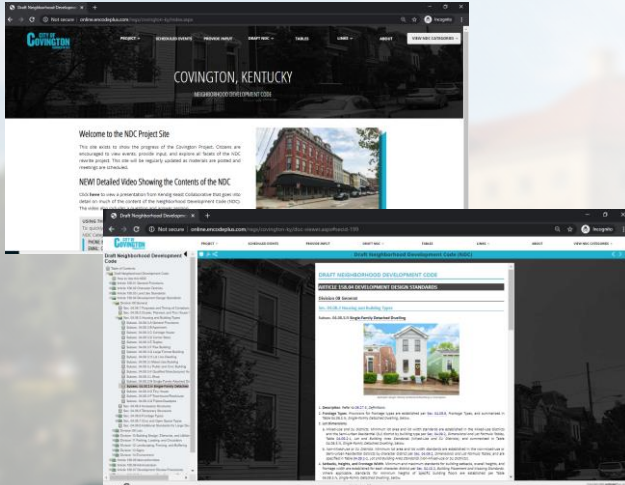


KENDIG KEAST  
COLLABORATIVE



Zoning and Subdivision Update

## 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



Zoning and Subdivision Update

## 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



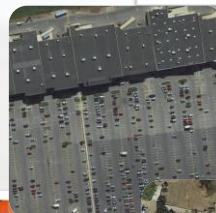
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SMITH, LLC  
PLANNING AND  
LAW GROUP

## 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



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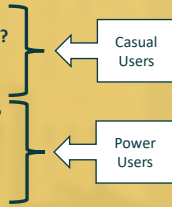
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## Project Introduction | Objectives & Outcomes

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

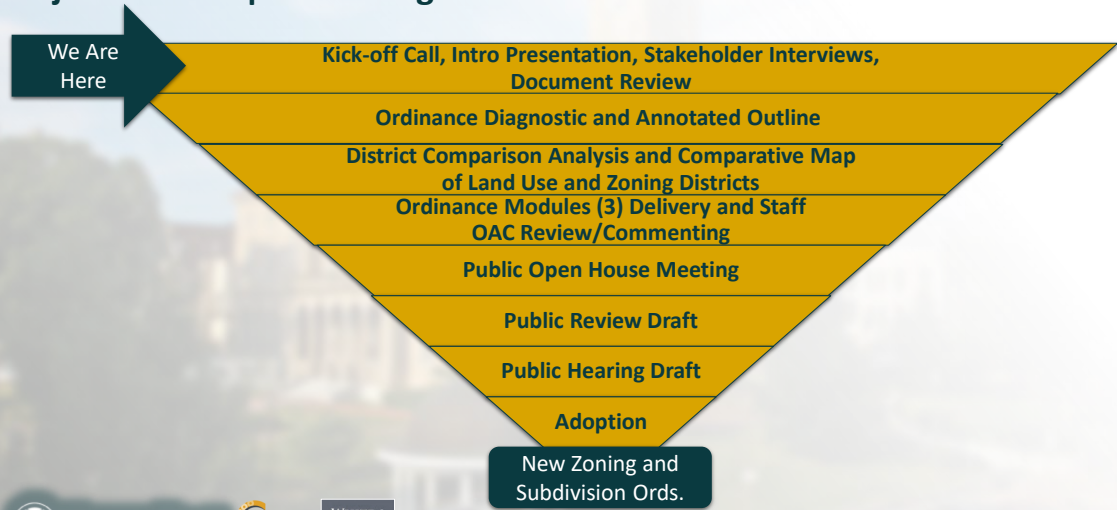
### • Outcomes

- 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



Zoning and Subdivision Update

## Project Process | Narrowing the Focus



Zoning and Subdivision Update

## Project Process | Milestones

<p><b>PHASE 1:</b> PROJECT INITIATION &amp; ORIENTATION</p> <p>July - December 2020</p>	<ul style="list-style-type: none"> <li>• Review plans and ordinances</li> <li>• Field reconnaissance</li> <li>• Stakeholder interviews (Oct. 5-7)</li> <li>• Meetings with STT &amp; OAC (Oct. 12)                             <ul style="list-style-type: none"> <li>➢ Summary of Input, Diagnostic, Annotated Outline</li> </ul> </li> </ul>	<p><b>PHASE 3:</b> PUBLIC REVIEW &amp; COMMENT</p> <p>August – September 2021</p>	<ul style="list-style-type: none"> <li>• Compilation of Public Review Drafts                             <ul style="list-style-type: none"> <li>➢ Public Review Draft</li> <li>➢ Public Review Draft Presentations</li> </ul> </li> </ul>
<p><b>PHASE 2:</b> ITERATIVE DRAFTING</p> <p>January – August 2021</p>	<ul style="list-style-type: none"> <li>• Staff, Ord. Advisory Comm., and Open House meetings / coordination</li> <li>• STC &amp; OAC review and comment</li> <li>• Revisions to modules                             <ul style="list-style-type: none"> <li>➢ Ordinances in 3 draft modules with revisions (enCodePlus)</li> <li>➢ Module presentations</li> </ul> </li> </ul>	<p><b>PHASE 4:</b> ADOPTION</p> <p>September – December 2021</p>	<ul style="list-style-type: none"> <li>• Compilation of Public Hearing Drafts</li> <li>• Public Hearings                             <ul style="list-style-type: none"> <li>➢ Public Hearing Drafts</li> <li>➢ Finalized enCodePlus site</li> <li>➢ Adopted Ordinances</li> </ul> </li> </ul>



Zoning and Subdivision Update

## Stakeholder Interviews | Recurring Themes

- Student Housing
  - Built, heavily used, use declines, then becomes lower-income housing but without the support infrastructure needed for lower income populations
  - Impacts on neighboring properties
- Creation of Multi-Modal, Mixed-Use Environments
  - Very few, if any areas of town are truly mixed use and open to all travelers
  - Interest in form-based codes
- Affordable Housing
  - Cannot get off the ground
  - What can Zoning and Subdivision Ordinances do to make affordable housing a reality?
- Density
  - The City cannot annex any additional land; have to grow denser and upwards, rather than out
  - How to accomplish this with good design and development that aligns with the Comprehensive Plan?
- Parking
  - City needs to modernize and right-size its parking requirements
  - Explore parking maximums and more credits / reductions
- Timeliness of Review
  - Ordinances should have more Administrative / Staff authority to make decisions
  - Look for other opportunities to improve efficiency



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**HARRISONBURG, VIRGINIA**

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