

# PROPOSAL TO PROVIDE

## A Zoning and Subdivision Ordinance Rewrite



**Prepared for:**  
City of Columbus  
February 21, 2025

- in partnership with -  
**ZONE**CO++

## **WE BELIEVE:**

Diverse options are essential to healthy, thriving communities, and we believe that local government plays an important role in planning for and guiding investment.

## **WE CAN:**

Help you understand your market, offer realistic options for local action to meet change in demand, and facilitate discussions on policy and implementation options in your community.

February 21, 2025



Mike Kornman, Director of Community and Economic Development  
City of Columbus  
105 N Dickason Boulevard  
Columbus, WI 53925

- in partnership with -  
**ZONECO**

Re: Proposal for City of Columbus Zoning and Subdivision Ordinance Rewrite (Ch 114 and 90)

Dear Mr. Kornmann,

As the markets and the needs of the community change, you recognize the need to complete a rewrite of the City's zoning and subdivision ordinances. Regulatory tools like design guidelines, codes and zoning ordinances translate planning visions and recommendations into enforceable code language that shapes the physical development of the community. They are essential to develop a community's character, maintain neighborhood livability, encourage sound development, and protect historic and natural resources.

MSA Professional Services, Inc. (MSA) is excited about the opportunity to work with the City to improve these important development regulatory tools in response to and address the goals, policies and implementation of the Columbus Comprehensive Plan. We are committed to creating a zoning ordinance that reflects the unique character of Columbus's neighborhoods, supports diverse housing options, and promotes sustainable development practices. Key elements of our proposal include:

- **Comprehensive Plan and State Statute Alignment:** Making sure that the new zoning and subdivision codes are consistent with the policy direction of the Comprehensive Plan and other relevant plans, as well as following state statutes.
- **Best Practices:** Incorporating modern best practices in zoning and subdivision regulations, including form-based and character-based approaches where appropriate.
- **Removing Barriers:** Reduce barriers to affordable housing and housing diversity to allow for thoughtful and strategic density increases that does not negatively impact the historic development patterns in the City.
- **User-friendly Code:** Enhancing the organization, format and legibility of the code through the use of tables, graphics and clear language to make it accessible to all users.
- **Community Engagement:** Supporting the City will developing a solid outreach and engagement strategy to gather input from a broad range of stakeholders, including residents, business owners and development professionals.

The combined team of MSA and ZoneCo, LLC (ZoneCo) provides both local and national experience to assist the City in rewriting these codes. Our backgrounds provide a full range of expertise that will support you in this endeavor, as further explained below. This same project team is currently working together on zoning rewrite in the City of Sun Prairie.

- **MSA** will lead the engagement process, develop the subdivision ordinance, assist in technical standards review, and support graphic production. As a multidisciplinary firm, we are constantly working with boards, supervisors, officials, councils, commissions, planners, engineers, administrators, public works directors, staff and residents to share and present information clearly and with purpose.
- **ZoneCo's** core service is modernizing and auditing zoning and subdivision codes. They are unique in marriage of law and planning, and our guiding vision is to make zoning codes clear, consistent, usable, equitable and defensible. They will provide legal review, craft the zoning ordinance, and provide peer review of the subdivision ordinance.

We were recently hired by the City to provide building inspection services. We see this as another great opportunity to further assist the City of Columbus. Please do not hesitate to reach out if you have additional questions.

Sincerely,  
MSA Professional Services, Inc., Planning + Design Studio

A handwritten signature in black ink, appearing to read "Stephen Tremlett".

Stephen Tremlett, AICP, CNU-A  
Project Manager | Authorized Agent | Contact Person  
(608) 242-6621 | [stremlett@msa-ps.com](mailto:stremlett@msa-ps.com)



**MSA PROFESSIONAL SERVICES, INC.**  
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**OUR PURPOSE:**

POSITIVELY IMPACTING THE LIVES OF OTHERS.  
IN EVERY PROJECT. IN EVERY PLAN.



## FIRM OVERVIEW

### WHO WE ARE

MSA Professional Services, Inc. (MSA) specializes in the sustainable development of communities. We achieve this by building honest, open relationships that go beyond the project to become a trusted source of expertise and support for immediate challenges and long-term goals. Big or small, we do whatever it takes to meet each need, working to make communities stronger in the process. **It's more than a project. It's a commitment.**

### HISTORY

MSA's roots reach back to 1919. Our firm consists of 450+ engineers, architects, planners, landscape architects, funding experts, surveyors, GIS experts and environmental scientists. MSA excels at helping clients identify grant and funding sources and then delivering high-quality, cost-effective solutions.

### OWNERSHIP

Our professionals think like owners because they are owners. When you partner with MSA, your team will be comprised of individuals who are invested in your success and committed to a high standard of performance. We're proud to be 100% employee owned.

### TEAM

Our 450+ planners, landscape architects, engineers, architects, surveyors, funding specialists, and environmental professionals are dedicated to your success. While you know the faces behind your projects, we are a team that works as one to support our clients. When you work with MSA, you're not just working with individuals—you're working with all of us.

### RECOGNITION

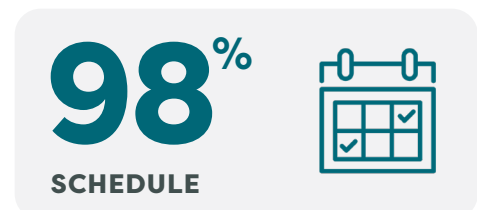
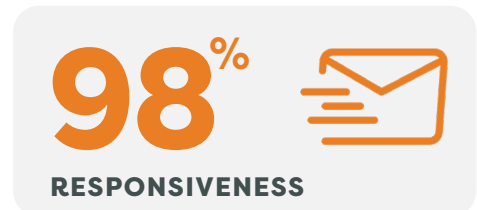
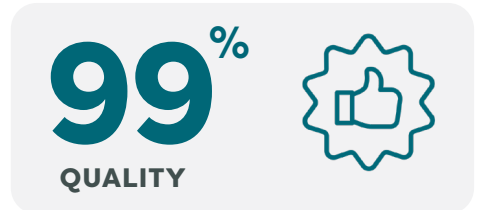
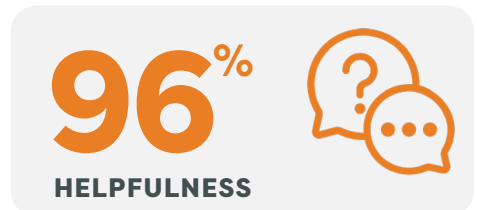
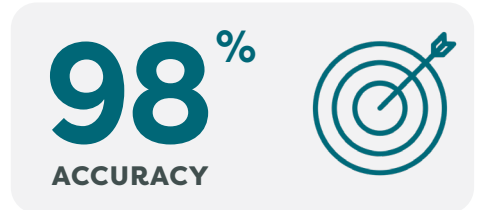
Since 2017, we've been recognized throughout the Midwest with more than 33 industry awards. And, we're just getting started. When you partner with MSA you know you're in good hands.

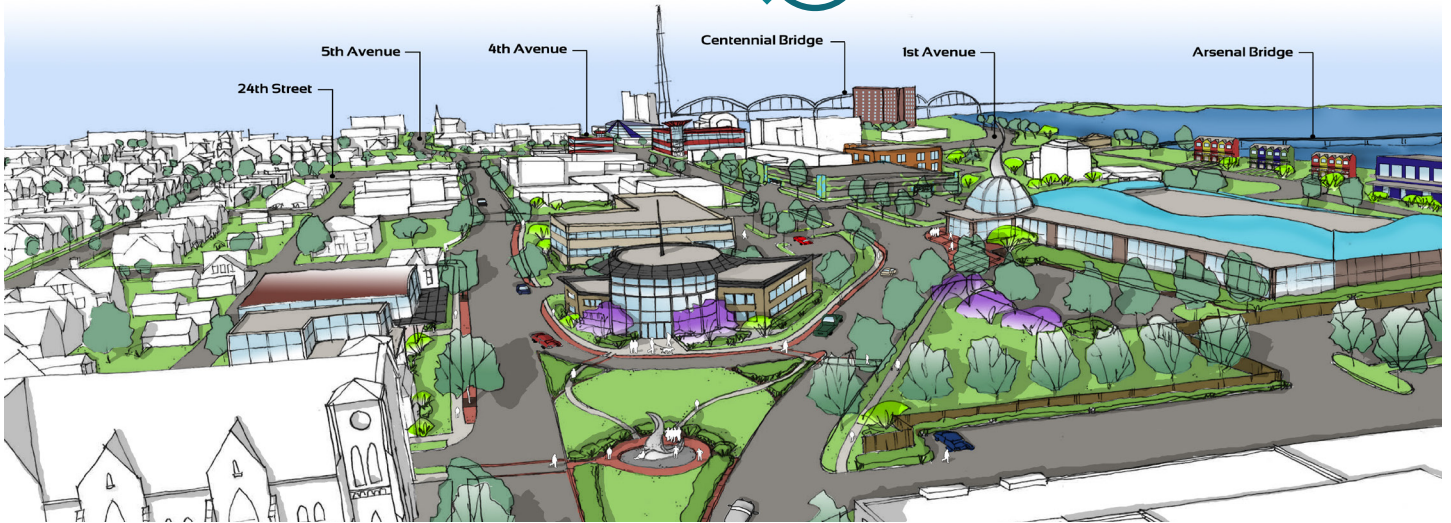
### POSITIVE IMPACT

Finding funding for projects is what we do. We know projects and plans are no good to you if they don't work toward implementation. We get creative. And, it's led to securing over \$625 million in grants and low-interest loans to offset costs for our partner communities.

## CLIENT EXPERIENCE

The pillar of our success is seeing our clients succeed. The graphic below shows the percentage of clients who say MSA met or exceeded their expectations based on the following categories.





## PLANNING AND DESIGN STUDIO

MSA's Planning + Design Studio is our team of dedicated planning experts. At MSA, we know that every project starts with a plan – a clear and consensus-driven vision for the future that can be realistically implemented. Our Planning + Design Studio is 29 strong consisting of:

- 11 Planning & Economic Development Specialists
- 9 American Institute of Certified Planners (AICP)
- 3 Professional Landscape Architects (PLA)
- 3 Landscape/Urban Designers
- 3 Housing Specialists

Members of our studio regularly give presentations on various planning topics at state and national conferences. The professional planners that comprise the Studio have helped hundreds of communities and private organizations define their vision, obtain funding, and implement the improvements they seek. And, because our planners are part of a multi-disciplinary firm, they are able to engage our professional engineers and architects in the planning processes to aid our clients in developing sustainable, implementable plans.

### CORE SERVICES

Below is a sample of the services that MSA's Planning and Design Studio can offer.

- Capital Improvement and Strategic Plans
- Comprehensive Plans
- Zoning: Ordinance Creation, Code Rewrites, Development Regulations and Zoning Administration
- Community Blight Studies
- Cooperative Boundary Agreements
- Economic Development: Market Analysis, Tax Increment Financing, Feasibility Studies
- Funding: Grant Writing, Grant Administration, Fundraising
- Housing Studies: Analysis of Impediments to Fair Housing, Market Analysis
- Impact Fee Studies
- Landscape Architecture
- Park and Recreation Planning: Park Master Plans, Comprehensive Outdoor Recreation Plans, ADA Studies
- Public Engagement
- Redevelopment Studies: Downtown, Neighborhood, Corridor, and Site Planning
- Transportation Planning: Bicycle + Pedestrian Plans, Safe Routes to Schools Plans, Access Management Studies
- Urban Design: Wayfinding, Streetscaping, and Design Standards

*Short case studies of similar projects carried about by the firm are provided in the "Examples" section of our proposal.*

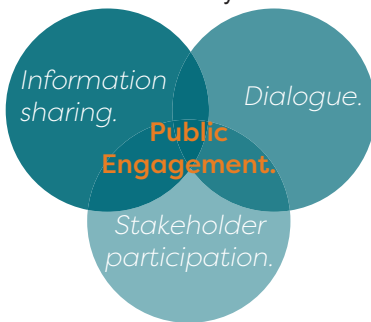


## PUBLIC ENGAGEMENT EXPERTISE

At MSA, we believe that when planning a public project, it must be done with the public's advice and input. Decisions made by local governments affect the future of all those who live and work in the community. We are committed to helping governments and organizations understand the diverse needs and concerns of the public, non-profit organizations, business interests and local governments. Aside from community support, this process also lends itself to ensuring the final project reflects the community's ethos and vision for its future.

## AN INTEGRATED SOLUTION

We specialize in working alongside our clients and selecting the best available methods to hear the voices of many citizens through the process. The type and combinations of methods selected will ensure a balance of informing, consulting, involving, collaborating and empowering the public. Therefore, engagement can and should be accomplished by tapping into a variety of sources, including community and non-profit organizations, public officials, youth, individuals with disabilities, mature citizens and those that have been traditionally underserved. Listed below are a few techniques we use to strengthen public involvement for your community.



- Neighborhood advisory committees
- Open houses
- StoryMaps
- POLCO community engagement polling
- Pop-up booths at community events
- Community surveys
- Media relations
- Project websites
- Project newsletters/direct mailers
- Neighborhood office hours
- Stakeholder interviews/focus groups
- Interactive community mapping tools
- Door hangers/leave behinds
- Translation of materials into other languages

## REACH. LISTEN. MEET. INCLUDE. ANALYZE.

MSA is dedicated to helping you improve relationships and build trust with your residents. The goal is to reach more people and simplify the process. One of the ways we do so is through the use of Project Websites.

Project Websites offer an integrated solution that helps engage stakeholders:

- Impact more residents.
- Gather stakeholder input across multiple channels.
- Keep stakeholders informed through project website, email, and social media updates.
- Monitor and manage data and reporting.

To explore a live planning site using project website:



[Waverly Process Engagement Portal](#)

## StoryMaps

One of the ways our teams engage the community is through the use of Esri ArcGIS StoryMaps. Click the link below to view the Final Master Plan StoryMap for San Damiano.



ArcGIS StoryMaps



[San Damiano StoryMap](#)

## CONSENSUS BUILDING | COMMUNITY RELATIONS | STAKEHOLDER ENGAGEMENT

Our ability to create and implement effective, comprehensive public participation plans is one of the many reasons communities turn to MSA for their public engagement needs.

# WE ARE ZONECO

*The Intersection of Planning + Design + Law*



KEEP IN TOUCH

Contact: Sean Suder  
ssuder@thezoneco.com  
513-694-7501

WWW.THEZONECO.COM

## ABOUT ZONECO

The importance and complexity of zoning policy inspired the founding of ZoneCo, LLC. Zoning code consulting is our core service. We are focused and passionate, and we strive to help communities become more vibrant, resilient, equitable, and sustainable places through land use policy.

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

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

## ABOUT OUR TEAM

Our team is multi-disciplinary, which reflects our belief that land use planning and zoning should integrate expertise from various disciplines. Our personable, professional staff collectively have skills in planning, zoning, urban design, historic preservation, environmental science, mapping, architecture, real estate, public finance, public engagement, graphic design, and project management. Several of our staff members have land use law experience.

All ZoneCo professionals have public sector experience. We understand the complexities of administering a zoning code, which helps us to better understand our clients and their challenges.

## CONSULTING SERVICES

- Zoning Codes
- Subdivision Codes
- Sign Ordinances
- Historic Ordinances
- Zoning Diagnostics
- Equity Zoning Audits
- Board & Commission Training
- Code Graphics
- Public Engagement
- Coastal Zoning
- Form-Based Codes
- Design Standards
- On-Call Planning & Zoning Services
- Land Use Planning & Long Range Plans
- Planning Approvals

## WHERE WE'VE WORKED

- |             |               |                |
|-------------|---------------|----------------|
| Alabama     | Maryland      | Pennsylvania   |
| Connecticut | Massachusetts | South Carolina |
| Florida     | Minnesota     | Tennessee      |
| Georgia     | Mississippi   | Vermont        |
| Illinois    | Montana       | Virginia       |
| Indiana     | New York      | Wisconsin      |
| Kentucky    | Ohio          |                |



1502 Vine Street. 4th Floor. Cincinnati. Ohio 45202



# CENTERING EQUITY IN ZONING

## OUR COMMITMENT TO EQUITY

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ZoneCo has taken steps to ensure that our commitment to equity goes beyond words. We want to ensure that the solutions are implementable. We desire a more just and equitable society as do our local government clients, and we look forward to working together to identify and remove the barriers to achieving this vision.

### HOW WE ARE ENSURING THAT EQUITY PLANNING IS ACTIONABLE

We embrace our duty as law and planning practitioners to ensure that zoning does not perpetuate inequity, but rather advances more equitable development patterns. To this end, ZoneCo has critically assessed our service offerings and we formed an Equitable Zoning Advisory Committee (the "EZAC") to engage in critical and exploratory discussions with a diverse group of nationally recognized experts on issues of equitable and just planning practice. These have been necessary and important steps toward ensuring that our work promotes more equitable communities.

In addition to our current zoning code diagnostics, which benchmark an existing zoning code against a comprehensive plan, and much like environmental and public health assessments required in many jurisdictions, we developed an equity assessment to uncover the ways that a zoning code is, or may

be, perpetuating inequitable outcomes. As a law and planning organization focused on crafting clear, consistent, user-friendly, and defensible zoning regulations, ZoneCo is uniquely positioned to assist communities in establishing, implementing, and conducting equity assessments.



## PROJECT UNDERSTANDING

The City is prepared to undertake a comprehensive update of its zoning and subdivision ordinances, which have remained largely unchanged since their original adoption in the 1970s. This significant revision is driven by the recent adoption of the 2040 Comprehensive Plan, which outlines a forward-thinking vision and policy framework to guide the City's growth and development over the next two decades.

By aligning the zoning and subdivision ordinances with the 2040 Comprehensive Plan, the City aims to create a more cohesive, accessible and effective regulatory framework. This update will make sure that the ordinances are not only legally compliant and easier to navigate but also responsive to the specific needs and characteristics of various parts of the City. The new codes will promote the quality of life for residents, enhance sustainable development, and support the creation of vibrant, well-defined districts and neighborhoods.

Our experience with zoning code rewrites, amendments and administration has shown that it is common for zoning codes to require attention in terms of document arrangement, simplification and content organization. Graphics can greatly enhance readability and understanding for various users. Your code is no different and can greatly benefit from a full update.

This comprehensive update, aligned with the 2040 Comprehensive Plan, will promote sustainable development, improve the quality of life for residents, and support the creation of vibrant, well-defined communities. Our experience with zoning code rewrites underscores the importance of clear document arrangement, simplified content, and the use of graphics to enhance readability and understanding. Columbus's zoning code will greatly benefit from this holistic update, make sure it meets contemporary needs and fosters a connected, livable city.

## PROJECT APPROACH & SCOPE

Our approach is organized into six work items generally outlined in the RFP designed to specifically address the desired objectives. The policy direction provided by the Comprehensive Plan, combined with a detailed understanding of the built environment, will guide the core aspects of the code update, including urban design standards and regulations. A critical component of our approach is to better understand and define the character areas of the city's built environment.

Our approach is structured around the following principles:

- **Policy Alignment:** Working from a clear understanding of the policy direction of the Comprehensive Plan, as well as other plans and policies referenced in the RFP.
- **Consistent Communication:** Maintaining regular communication with staff, the Steering Committee, and a broad range of community stakeholders.
- **Character and Built Form:** Recognizing the unique character and built form of the City.
- **Curated Outreach and Engagement:** Implementing a structured outreach and engagement process with multiple levels of activities, tools and techniques.
- **Timeline:** Following an approximate 12-month schedule (to be reviewed and approved by the City) that revolves around key milestones with the Plan Commission and public meeting events.

### WORK ITEM 1 – PLANS & BACKGROUND REVIEW

We will review all applicable plans and policies that may influence the code considerations, including the Comprehensive Plan and Outdoor Recreation Plan. Outline relevant law changes that have impacted codes over the last decade.

#### **Deliverables**

- **Memo 1:** Summarizing the review of the comprehensive plan and related plans and policies, as well as changes in law.



## WORK ITEM 2 – DIAGNOSE

The project team will prepare a thorough review of the existing code, including sign and subdivision regulations, to identify options for the code update. This will be split into two parts: 1) code review and 2) existing context review.

**Part 1** includes reviewing for inconsistencies and conflicts in current zoning and development regulations and standards.

- **Gaps in the Code:** The project team will review variances and Planned Urban Development districts to determine common requested exemptions to the current code.
- **Common Conditions Identification:** Review of recent conditional use permits will help identify if there are conditions consistently used that may allow these uses to become permitted with conditions in an updated code.
- **Barriers:** Identify components that could provide barriers to achieving mixed uses, affording housing and housing diversity.

**Part 2** focuses on reviewing the current code and gaining a thorough understanding of the existing physical development of the City's neighborhoods, districts and corridors (NDC). This includes identifying any mismatches between the City's current regulations and the actual physical development. Key tasks include:

- **GIS Analysis:** Performing a mapping analysis to identify significant areas of nonconformity based on current regulations (e.g., lot size, use).
- **Character & Built Form Documentation:** Conducting site visits and walking area surveys to document existing development patterns relative to the City's existing built form.

### Deliverables

- **Memo 2:** Summarizing existing zoning code, subdivision regulations and zoning map. Documenting critical conditions, physical character, and built form, inclusive of maps analyzing nonconforming lots, uses and issue areas.

## WORK ITEM 3 – BEST PRACTICES & OUTLINE

Recognizing that a one-size-fits-all approach is not suitable for every neighborhood or business corridor, we will clearly outline options to select a clear direction before moving forward with targeted code updates. This includes providing a summary of best practices that may benefit the City, including potential for form-forward, character-based, and form-based district in specific areas within the City. We will review the current use of tables, graphics and visual methods to best represent development regulations and standards.

### Key tasks include:

- **Specific Code Approaches:** Using information from Part 1 and the code review to identify likely approaches for specific neighborhoods, districts or key corridors. Options may include form-forward, form-based, and a mix of conventional use-based regulations and overlays/special areas needing additional attention.
- **Annotated Outline:** Developing an Annotated Outline to address the organization, format and legibility of the code. The annotated outline will highlight the solutions and potential direction for each zoning district as well as all the other sections of the code. This outline will be detailed and reviewed by City Staff and stakeholders before full code development begins.

### Deliverables

- **Memo 3:** Best Practices Summary.
- **Memo 4:** Annotated Outline and Targeted Update Recommendations.

## WORK ITEM 4 – WORKING MEETINGS & MANAGEMENT

Our Project Management approach will focus on clear and consistent communication. We will conduct a range of meetings with internal staff, the Plan Commission and Common Council.

**Key meetings include:**

- **Staff Coordination:** Regular coordination with staff leadership during key milestones. We can hold monthly check-in meetings remotely and in-person for key milestones.
- **Departmental Work Group:** Collaborating with an internal group of departments to gather review, direction and feedback. We anticipate two (2) meetings through the process as outlined in the timeline.
- **Plan Commission Meetings:** As outlined in the timeline, the project team will attend up to five (5) meetings to review, discuss and refine the codes.
- **Common Council Meetings:** The project team will attend two (2) meetings inclusive of draft updates and adoption. Additional meetings can be added for an additional fee or handled by City staff.

**Staff Responsibilities**

Planning staff will assist with gathering local data, coordinating with owners and stakeholders, arranging meeting venues, advertising/public notices, refreshments, and conducting local stakeholder group meetings.

**WORK ITEM 5 – OUTREACH & ENGAGEMENT**

The project team will work with staff to develop a fully inclusive engagement and communications strategy to build trust, understand issues and chart a course for engagement throughout the project. We envision a range of public engagement activities organized around in-person, virtual, and social media opportunities, including:

- **Design Preference Survey** providing acceptance of a variety of design elements inclusive of buildings by type, parking, landscaping, etc.
- **Focus Groups / Roundtables** discussing key topics in the community. Typically, these activities bring together developers, builders, housing specialists and others knowledgeable on development and zoning issues.
- **Workshop(s)** for development of district standards and regulations.
- **Pop Up Event(s)** to gain support and provide promotional opportunities.
- **Draft Plan Open House** to share and review draft materials prior to finalize the codes.

As part of supporting City Staff during the development of public engagement strategies and materials, MSA will facilitate the following:

- **Prepare Engagement Information/Materials:** Identifying target audiences and crafting promotional materials that speak to them, using a communications and marketing lens.

- **Develop Outreach Materials for Stakeholder Meetings:** Assisting with identifying key stakeholders and preparing materials for meetings throughout the process, focusing on specific sections of the code.
- **Available to attend:** Our understanding is the City will facilitate the public engagement activities; however, MSA is available to support if desired with close proximity to the City.

**WORK ITEM 6 – DOCUMENT & ADOPT**

This part includes the development of the full draft code. We will work closely with City staff and Plan Commission to maintain a consistent review and discussion schedule. Key tasks include:

- **Agree on the Annotated Outline:** Making sure there is agreement on the outline from policymakers, advisory bodies, and city staff before preparing the code.
- **Draft Zoning Code & Subdivision Regulations:** Preparing a full draft of the code based on the vision, goals, priorities and annotated outline as approved. Submitting the draft for review by staff, the Plan Commission and the Common Council to gather comments and edits.
  - The project team will present options to include form-based or context sensitive districts, creating design and infill standards for development (specifically in the downtown and business / industrial parks, and growth areas, as identified in the City’s Comprehensive Plan). Should it be determined form-based districts are preferred, the production time will increase to provide the necessary graphics required for each unique district. **The budget for the project identifies an additional \$3,000 for each form-based district.**
- **Code & Subdivision Regulations Refinement:** Working with City staff through the QA/QC process, making modifications and edits before submitting the draft for review by the Planning Commission. Presenting the draft to the Common Council and a public open house.
- **Final Code, Regulations, and Adoption:** Developing a final draft of the code and subdivision regulations, incorporating feedback from policymakers. Following statutory requirements, including a formal public hearing, followed by final adoption by the Common Council.



## TIME SCHEDULE

The full draft plan will be developed in 12 months per the proposed schedule outlined below. The adoption process will extend beyond this timeframe.

	2025								2026						
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL
<b>Plans + Background Review</b>															
Review & Analysis	■	■													
Memo 1		■													
<b>Diagnose</b>															
Diagnose Zoning & Subdivision Code		■	■	■											
Memo 2				■											
<b>Best Practices</b>															
Document Practices				■	■										
Memo 3					■										
<b>Meetings &amp; Management</b>															
Staff Check-Ins	■	■	■	■	■	■	■	■	■	■	■	■	■		
Dept. Work Group				■			■								
<b>Outreach &amp; Engagement</b>															
Strategy	■														
Public Events		■		■		■				■					
<b>Official Meetings</b>															
Plan Commission (Meeting)			■			■		■			■			■	
Common Council										■				■	
<b>Document &amp; Adopt</b>															
Annotates Outline				■	■										
Review Draft Zoning Code				■	■	■	■								
Review Draft Subdivision Regulations					■	■	■	■							
Final Draft Zoning Code						■	■	■	■	■					
Final Draft Subdivision Regulations										■	■	■			
Adopt													■	■	

## WISCONSIN ZONING & DESIGN STANDARDS EXPERIENCE OVERVIEW

MSA's Planning and Design Studio is an award-winning team with expertise in market analysis, stakeholder engagement and urban design. We help our clients identify opportunities and resolve barriers to positive change — this includes large to small communities and private developers.



### ZONING CODE UPDATES

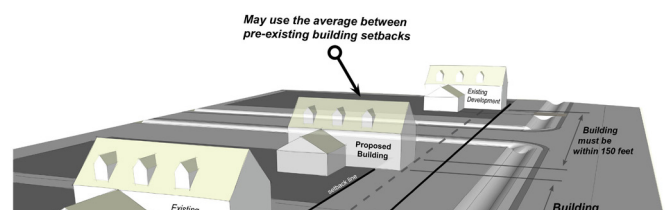
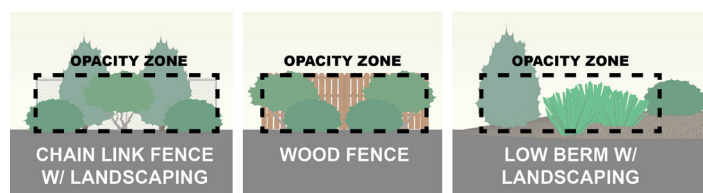
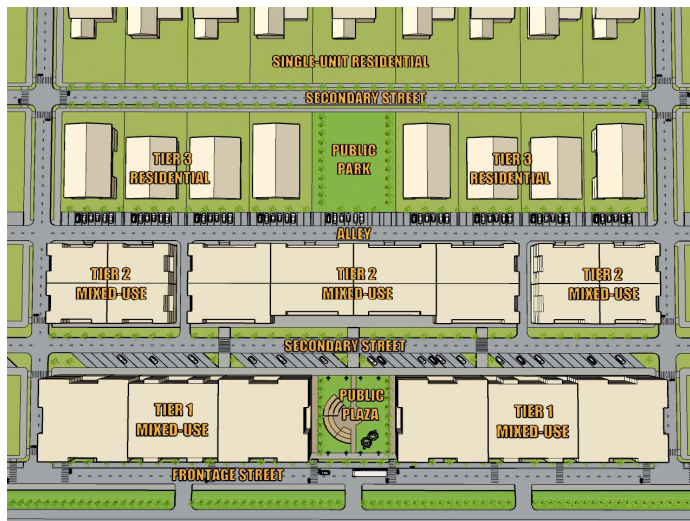
- Eau Claire County
- St. Croix County
- City of Elroy
- City of Fond du Lac
- City of Greenfield
- City of Lodi
- Village of Footville
- Village of Palmyra
- Village of Sauk City
- Village of Waunakee
- Town of Fulton
- Town of Lowell

### ZONING ADMINISTRATION ASSISTANCE

- City of Lodi
- Village of Hales Corners
- Village of Palmyra
- Village of West Baraboo
- Town of Fulton

### DESIGN STANDARDS

- City of Amery
- City of La Crosse
- City of Mauston
- City of Sun Prairie
- City of Tomah
- Village of Belleville
- Village of Holmen
- Village of McFarland
- Village of Sauk City





## RELEVANT EXPERIENCE

**MSA's and ZoneCo's partnership has been successful in our recent work with the Greenfield zoning code rewrite, and beginning efforts for a zoning rewrite in the City of Sun Prairie, WI.**

### ZONING REWRITE

#### Sun Prairie, WI

The City of Sun Prairie recognizes that many of the challenges faced by local governments are intricately related to the built environment and the choices made in how to regulate the form and use of property through development regulations such as zoning. The City recognizes that zoning has been and continues to be a significant barrier to achieving many community goals, and to governing consistent with our vision and values.

The City hired MSA and ZoneCo to provide a different approach to managing community change, and a dynamic reimagining of how and why we regulate development are needed. The project includes an extensive public engagement effort to gain support of the zoning changes desired by the City. Through this initial phase, we have participated in several pop up events, conducted an online survey, facilitated several focus groups and interviews and held a couple steering committee meetings. The project is beginning the calibration phase, establishing the framework for the new code.



### ZONING ORDINANCE REWRITE

#### Greenfield, WI

Like many communities, the City of Greenfield's Zoning Ordinance was in need of updating to reflect changes in technology, industry standards, construction and social needs. The City's zoning code dated from 1998 and did not always reflect best zoning and planning practices. Many of the requirements didn't reflect existing conditions, creating a large number of nonconforming properties. This led to frequent variance requests and zoning code amendments. With an updated Comprehensive Plan in hand, Greenfield turned to the team of MSA and ZoneCo to lead the necessary zoning ordinance rewrite.

Working closely with City staff, Plan Commission, relevant boards and committees, the Common Council and the general public, our team analyzed the City's existing code and are delivering a resulting user-friendly rewrite that will be used to facilitate an efficient and predictable development review process.

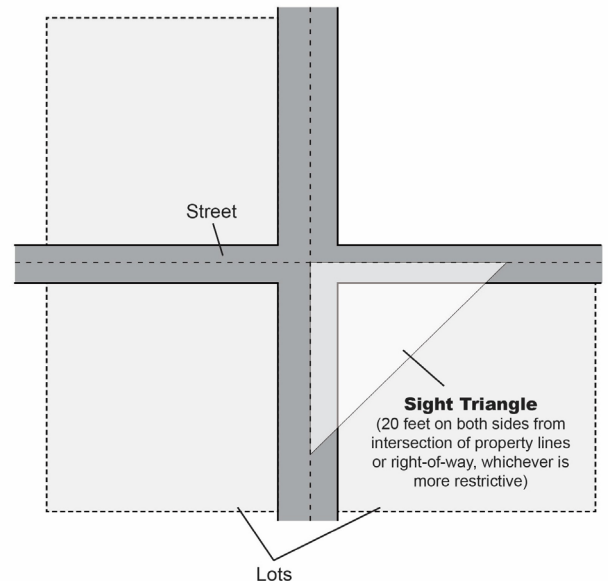
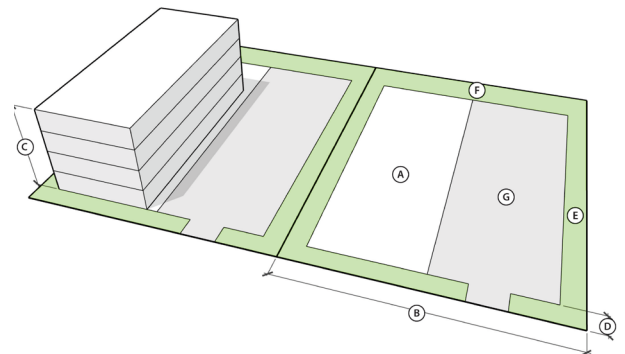
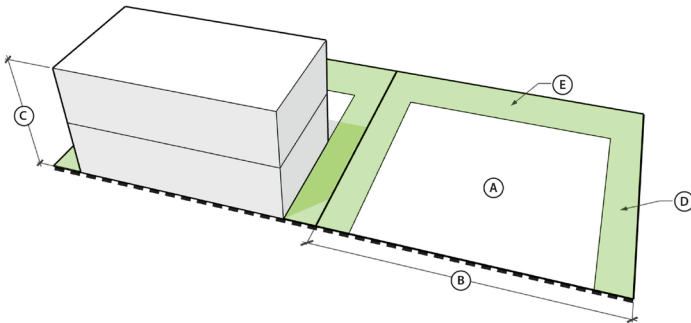
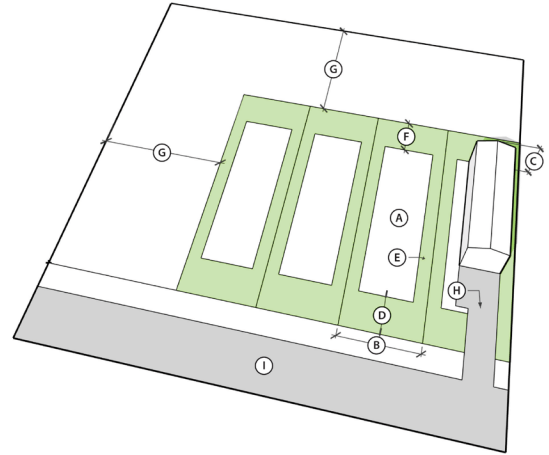


## RELEVANT EXPERIENCE

### UNIFIED DEVELOPMENT CODE

#### Becker, MN

MSA with sub-consultant Mike Lamb Consulting, LLC were chosen to join with the City in developing new land use, development, subdivision, and zoning regulations for the City of Becker. The new code will replace the current zoning and subdivision codes with a UDO (Unified Development Ordinance). The purpose of this document is to combine land use, zoning, development, and subdivision regulations into one place. The goal is to create a code that is innovative, illustrative, adaptive, development friendly, and user-friendly that can be used by professional staff, property owners, businesses, developers, and contractors. The project is anticipated to wrap up sometime first quarter of 2025.



# PROJECTS

We are very proud of our mission-driven, innovative, and award-winning work in communities of all sizes in 20 states and counting.

## Full Zoning Code Re-Write

Barberton, OH  
 Belgrade, MT  
 Bowling Green, OH  
 Charles County, MD  
 Cincinnati, OH  
 Clayton, OH  
 Colerain Township, OH  
 Crafton, PA  
 Dormont, PA  
 Elyria, OH  
 Fairborn, OH  
 Gaithersburg, MD  
 Gahanna, OH  
 Garfield Heights, OH  
 Greenfield, IN  
 Greenfield, WI  
 Greenwood, IN  
 Huntsville, AL  
 Ingram, PA  
 Kent County, MD  
 Lafayette, CO  
 Litchfield, CT  
 Orange Township, OH  
 Palm Beach, FL  
 Plain City, OH  
 Plattsburgh, NY  
 Portsmouth, OH  
 Prince William County, VA  
 Purcellville, VA  
 Reynoldsburg, OH  
 Rockville, MD  
 Sidney, OH  
 South Bend, IN  
 Southold, NY  
 Springfield, OH  
 Statesboro, GA  
 Sun Prairie, WI  
 Tallmadge, OH  
 Twinsburg, OH  
 University Heights, OH  
 Vienna, VA  
 Westerville, OH  
 Whitehall, OH  
 Winchester, CT

## Zoning Diagnostic Only

Avondale Estates, GA  
 Canfield Township, OH  
 Covington, KY  
 Evanston, IL  
 Germantown, TN  
 Hilton Head Island, SC  
 Minnetonka, MN  
 Monroe County, IN  
 Stow, OH  
 Sun Prairie, WI  
 Sycamore Township, OH

## Sign Code Re-Write

Dunwoody, GA  
 Hilton Head Island, SC  
 Marysville, OH  
 Murfreesboro, TN

## Historic Preservation Ordinances

Burlington, VT  
 Canfield, OH  
 Cincinnati, OH

## Corridor Zoning

Batavia Township, OH  
 Florence, KY  
 Hattiesburg, MS  
 Lexington, KY  
 North Canton, OH  
 Pierce Township, OH  
 Warrenton, VA  
 Wickliffe, OH

## Administration and Procedures Revisions

Boston, MA  
 Cincinnati, OH  
 Danville, KY  
 Vandalia, OH  
 Wooster, OH

## Redevelopment Site Zoning Strategy

Athens, OH  
 Harrison Township, OH  
 Lexington, KY

## Subdivision Ordinances

Litchfield, CT  
 Vienna, VA  
 Wadsworth, OH  
 Wayne County, OH  
 Winchester, CT

## Urban Agriculture Ordinance

Columbus, OH

## ZoneCoastal

Charles County, MD  
 Hilton Head Island, SC  
 Kent County, MD  
 Palm Beach, FL  
 Southold, NY

## Speaking Engagements

Athens, OH  
 Cincinnati, OH  
 Cleveland, OH  
 College Park, MD  
 Conneaut, OH  
 Detroit, MI  
 Hamilton, OH  
 Indianapolis, IN  
 Lafayette, IN  
 Louisville, KY  
 Memphis, TN  
 Muncie, IN  
 New Orleans, LA  
 New York, NY  
 Oklahoma, OK  
 Petoskey, MI  
 Pittsburgh, PA  
 San Diego, CA  
 Washington, DC  
 Winchester, VA

## Form Based Code

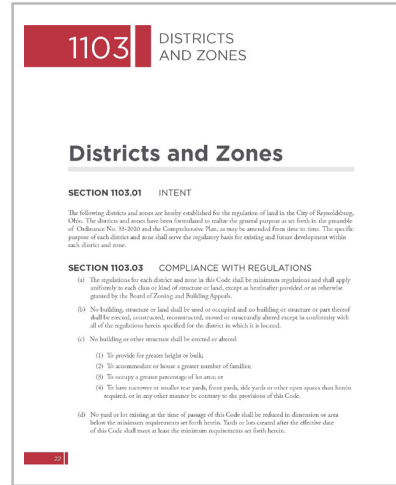
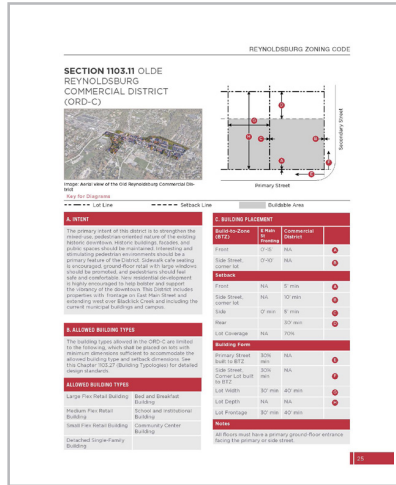
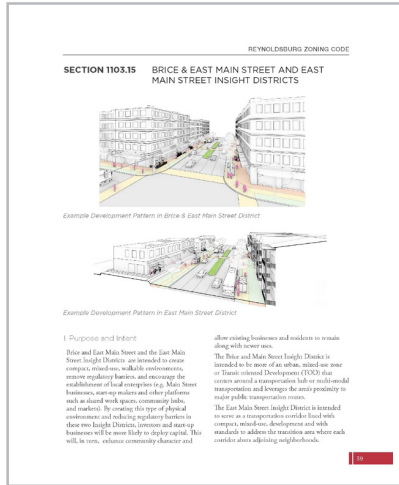
South Bend, IN

## On-Call Zoning Services

Hilton Head Island, SC  
 Onondaga County, NY  
 St. Louis, Missouri

**ZONECO** 

# REYNOLDSBURG, OHIO ZONING ORDINANCE UPDATE



## PROJECT SCOPE

A modernized, streamlined, and updated zoning code.

## GEOGRAPHY

Columbus Metropolitan Area

## SKILLS AND TECHNIQUES

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

- Presentations at all Adoption Meetings
- ## PROJECT OVERVIEW

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

In the Diagnostic Module, ZoneCo compared each section of the existing

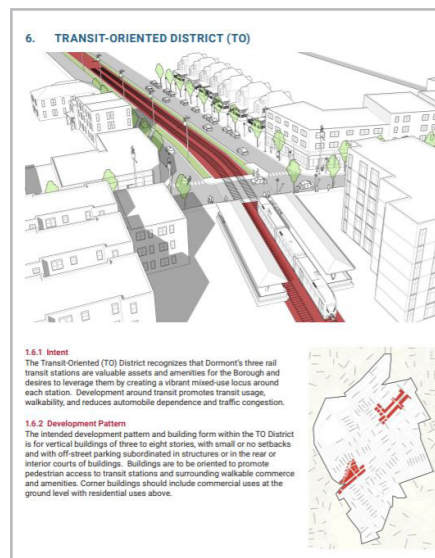
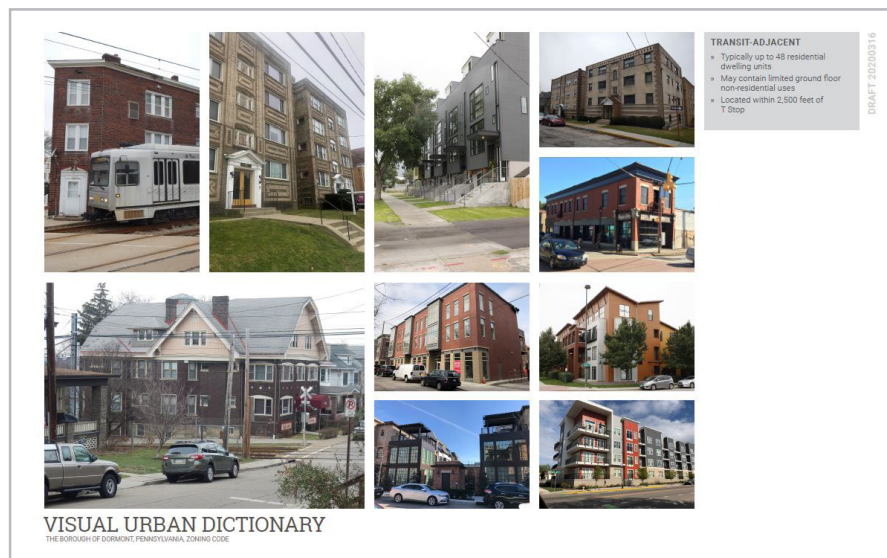
Zoning Code against the specific objectives and land use goals of the Comprehensive Plan. The calibration of the code's regulations included a thoughtful and exhaustive evaluation of the desired development patterns in Olde Reynoldsburg.

## MUNICIPAL PROJECT MANAGER REFERENCE

Andrew Bowsher  
Former Development Director now City Manager in Sidney, Ohio where ZoneCo also did a code update  
201 W Poplar Street  
Sidney, OH 45365  
(937) 498-8110  
abowsher@sidneyoh.com



# DORMONT, PENNSYLVANIA ZONING ORDINANCE UPDATE



## PROJECT SCOPE

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

## GEOGRAPHY

Pittsburgh Metropolitan Area

## SKILLS AND TECHNIQUES

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

## PROJECT OVERVIEW

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

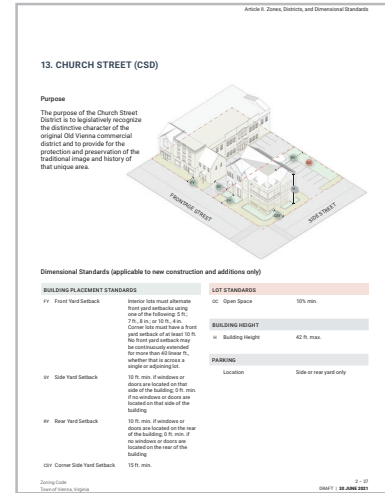
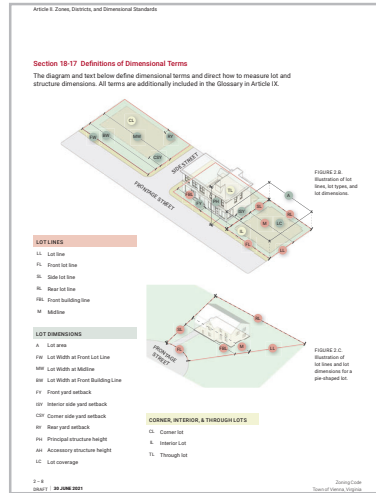
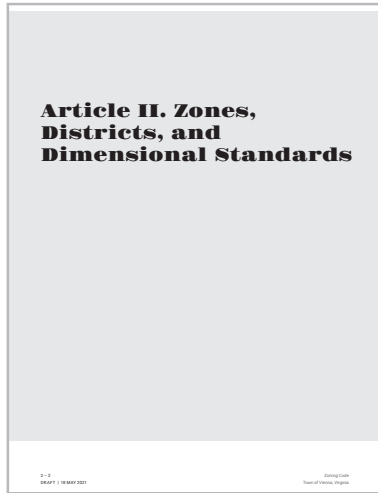
## MUNICIPAL PROJECT MANAGER REFERENCE

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

*Key Staff: Sean Suder, Nolan Nicaise*

**ZONE**CO 

# VIENNA, VIRGINIA ZONING & SUBDIVISION ORDINANCES



## PROJECT SCOPE

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

## GEOGRAPHY

Washington D.C. Metropolitan Area

## SKILLS AND TECHNIQUES

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

## PROJECT OVERVIEW

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

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

The update will address areas where the Code is silent and zoning determinations have been

made over the years by the Town's zoning administrator, and where regulations are currently lacking, like for parking standards and definitions for all uses.

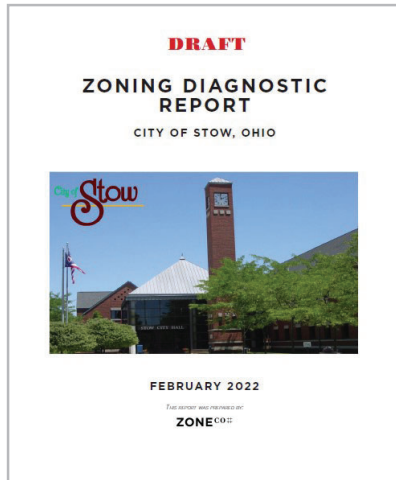
## MUNICIPAL PROJECT MANAGER REFERENCE

David Levy, AICP  
Director of Planning & Zoning  
127 Center St S  
Vienna, VA 22180  
(703) 255-6341  
david.levy@viennava.gov



# STOW, OHIO

## ZONING DIAGNOSTIC REPORT



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American State Suite, Lisa Pennington, and Nolan Novak, Coauthors of ZoneCo  
Published Date: February 2022

City of Stow Ohio      Zoning Diagnostic Report      Page 1

### PROJECT SCOPE

ZoneCo was hired to complete a Diagnostic Report for the Stow, Ohio Zoning Code.

### GEOGRAPHY

Akron Metropolitan Area

### SKILLS AND TECHNIQUES

- Full Code Diagnostic
- Prioritization of Code Updates
- Presentation of Findings to Staff and Officials

### PROJECT OVERVIEW

In late 2021, ZoneCo was contracted to conduct a Diagnostic Report of the Stow Zoning Code to ensure consistency with the Comprehensive Plan, to rectify inconsistencies in language, to identify conflicts with the Ohio Revised Code, and to make recommendations for streamlined procedures.

ZoneCo's environmental planner made in-depth recommendations assessing how the code can further the goals of resiliency and sustainability.

The final report provided recommendations for uses, development standards, and administration of the code.

### MUNICIPAL PROJECT MANAGER REFERENCE

Nathan Leppo  
 Director of Planning & Development  
 City of Stow  
 3760 Darrow Road  
 Stow, Ohio 44224  
 (330) 689-2811  
 nleppo@stow.oh.us

## REFERENCES



### ST. CROIX COUNTY

**John Hilgers, Senior Planner, St. Croix County**

**1101 Carmichael Road, Hudson, WI 54016**

Zoning Ordinance Comprehensive Update

P: (715) 386-4672

E: john.hilgers@sccwi.gov

### CITY OF SUN PRAIRIE

**Joshua Clements, Planning Director**

**300 E Main Street, Sun Prairie, WI 53590**

Zoning Rewrite

P: (608) 622-3411

E: jclements@cityofsunprairie.com

# ZONECO<sup>++</sup>

### CITY OF REYNOLDSBURG

**Andrew Bowsher, Former Development Director now City Manager in Sidney, Ohio where ZoneCo also did a code update**

**201 W Poplar Street, Sidney, OH 45365**

Zoning Ordinance Update

P: (937) 498-8110

E: abowsher@sidneyoh.com

### BOROUGH OF DORMONT

**Benjamin Estell, Borough Manager**

**1444 Hillsdale Avenue, Pittsburgh, PA 15216**

Zoning Ordinance Update

P: (412) 561-8900

E: bestell@boro.dormont.pa.us

### TOWN OF VIENNA

**David Levy, Director of Planning & Zoning**

**Address**

Zoning and Subdivision Ordinances

P: (703) 255-6341

E: david.levy@viennava.gov

### CITY OF STOW

**Nathan Leppo, Director of Planning & Development**

**3760 Darrow Road, Stow, Ohio 44224**

Zoning Diagnostic Report

P: (330) 689-2811

E: nleppo@stow.oh.us



## ORGANIZATIONAL CHART

Our team is staffed to handle the needs of your project. We are a group of experienced planners backed by more than 450 other technical specialists who are accustomed to working together on similar projects. Our familiarity with each other will enable us to meet your workload and timeline requirements.



**Stephen Tremlett, AICP, CNU-A**  
Project Manager



**Brad Vowels-Katter**  
Project Planner



**Vanessa Abou Harb**  
Urban Designer



**Jenna Gilliam**  
Project Planner

## ZONE CO<sup>##</sup>



**SEAN SUDER**  
LEAD  
PRINCIPAL



**NOLAN NICAISE, AICP**  
URBAN &  
ENVIRONMENTAL  
PLANNER,  
DIRECTOR OF  
INNOVATION



**RHYS WILSON**  
SENIOR CITY  
PLANNER, PROJECT  
MANAGER



## Stephen Tremlett, AICP, CNU-A

### PROJECT MANAGER

*Steve is the overall project manager, client contact, lead content editor for subdivision regulation, support on zoning, code and lead support on public engagement.*

With more than 17 years of consulting experience, Steve has taken on primary roles in downtown planning and design projects, commercial/residential development concept plans, bike/pedestrian plans, and the development of comprehensive plans and design standards. His architectural and planning background includes emphases in site planning, urban redevelopment, zoning administration and urban design using a variety of applications, including AutoCAD, Photoshop, InDesign, Illustrator, GIS, SketchUp, Lumion and Microsoft Office applications.

#### EDUCATION

M.S., Architecture & Urban Planning  
University of Wisconsin-Milwaukee

B.S., Architecture  
University of Wisconsin-Milwaukee

#### CERTIFICATIONS

American Institute of Certified Planners

Congress of New Urbanism - Accredited

#### AFFILIATIONS

American Planning Association

#### AREAS OF EXPERTISE

- Urban Design and Redevelopment
- Comprehensive Planning
- Park Planning
- Streetscape Planning
- 3-D Modeling

#### SELECTED PROJECT EXPERTISE

##### ZONING CODE AMENDMENTS,

##### UPDATES & REWRITE

- Eau Claire County, WI
- St. Croix County, WI
- Whiteside County, WI
- City of Fond du Lac, WI
- City of Lodi, WI
- City of Tomah, WI
- City of Sun Prairie, WI

##### DESIGN STANDARDS

- City of Amery, WI
- City of La Crosse, WI
- City of Mauston, WI
- Village of Holmen, WI
- Village of Sauk City, WI
- Village of Belleville, WI
- Village of McFarland, WI

##### ZONING ADMINISTRATION

- City of Lodi, WI
- City of Tomah, WI

##### PRIVATE DEVELOPMENT

- Senior Housing Concept, Cambridge, WI
- Woodstone Subdivision Entitlements & Engineering, Madison, WI
- Mixed Residential Neighborhood Concept, Sussex, WI
- Residential Subdivision Concept & Engineering, Evansville, WI
- Bridgewood Square Commercial District Concept, Richfield, WI
- Neighborhood Concept, Abbotsford, WI
- Mixed Residential Subdivision Concept, Sun Prairie, WI
- Mixed Residential Entitlements & Engineering, Sun Prairie, WI
- 51 North Mixed Use District Concept, Stoughton, WI
- Pumpkin Farms Commercial District Entitlements & Engineering, Sun Prairie, WI



## Brad Vowels-Katter

### PROJECT PLANNER

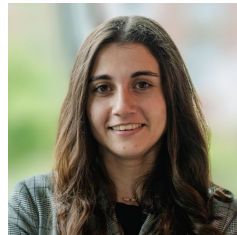
Brad specializes in spatial analysis, community planning and landscape design with experience across a variety of project types and scales. Brad combines his experience of landscape architecture, planning and social science into an interdisciplinary approach toward planning, design and research projects. Brad has worked as a landscape designer at small private design firms, coordinated community grant programs and managed park development for a rural municipality.

#### Education

M.S., Water Resources Management, University of Wisconsin-Madison  
M.S., Landscape Architecture, University of Wisconsin-Madison  
B.S., Landscape Architecture, University of Kentucky

#### Selected Project Experience

- Zoning Administration and Planning Services, Lodi, WI
- Zoning Administration, Fulton, WI
- East Side Neighborhood Plan, McFarland, WI
- Comprehensive Plan Update, Somerset, WI
- Comprehensive Plan Update, Sharon, WI
- North Main Street Redevelopment Plan, Fond du Lac, WI
- LaFollette Street Area Development, Pardeeville, WI
- Stockbridge Munsee Community Civil Engineering for New Subdivision, Red Springs, WI
- Junction Road Conceptual Design, Jefferson, WI



## Vanessa Abou Harb

### URBAN DESIGNER

Vanessa specializes in the intersection of urban design, environmental sustainability and community development. She is skilled in data visualization, maps digitization, framework plans, design proposals, and community engagement. She is a Fulbright Scholar, and a firm believer in the power of cultural exchange. Prior to her planning career, Vanessa worked as an architect and project manager in a consultancy firm in Beirut, leading several architectural projects in the UAE and Thailand.

#### Education

M.S., Urban and Regional Planning, University of Wisconsin-Madison  
Bachelor of Architecture, Lebanese American University - Byblos, Lebanon

#### Affiliations

American Planning Association

#### Selected Project Experience

- Comprehensive Plan, West Baraboo, WI
- Comprehensive Plan, Holmen, WI
- Comprehensive Plan, Eden, WI
- Comprehensive Plan, Tigerton, WI
- Comprehensive Plan, Waunakee, WI
- Land Use Planning for Redevelopment, Districts 1 & 2, McFarland, WI
- Greenfield Neighborhood Plan, Fitchburg, WI
- South Stoner Prairie Neighborhood Plan, Fitchburg, WI
- Impediment to Fair Housing Plan, La Crosse, WI
- Sustainability Plan, Waunakee, WI



## Jenna Gilliam

### PROJECT PLANNER

Jenna's experience extends across both public and private sectors, with a strong emphasis on land use and zoning policy and administration. She has ample experience with comprehensive planning, and is committed to assisting clients with equitable, inclusive public engagement and community visioning.

#### Education

M.C.R.P., Community and Regional Planning, Iowa State University  
B.S., Community and Regional Planning, Iowa State University

#### Affiliations

American Planning Association

#### Selected Project Experience

- Zoning and Subdivision Update, Fairmont, MN
- Comprehensive Plan and Zoning and Subdivision Updates, Warren County, IA
- Comprehensive Plan, Corridor Plan, and Zoning Updates, Webster County, IA
- Comprehensive Plan, Oelwein, IA
- Comprehensive Plan Update, Prairie City, IA
- CDBG Neighborhood Revitalization Plan, La Porte City, IA
- Comprehensive Plan Update, Jo Daviess County, IL
- Comprehensive Plan Update, New Prague, MN



## ABOUT

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

## EDUCATION

JURIS DOCTOR  
UNIVERSITY OF VIRGINIA SCHOOL OF LAW

BACHELOR OF URBAN AND ENVIRONMENTAL PLANNING  
UNIVERSITY OF VIRGINIA

## CREDENTIALS

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

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

## PROFESSIONAL ASSOCIATIONS

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

# SEAN SUDER

LEAD PRINCIPAL

ssuder@thezoneco.com

www.thezoneco.com

513.694.7501

1502 Vine Street, 4th Floor

Cincinnati, OH 45202

## PAST EXPERIENCE

### ZoneCo

#### Lead Principal and Founder (2016 - Present)

(Prior: Calfee Zoning, 2016-2020; Graydon Land Use Strategies, 2014-2016)  
Sean consults with communities of all sizes on crafting zoning regulations that are consistent, clear, usable and defensible. As an experienced private sector land use lawyer with extensive local government experience, Sean brings a unique perspective and experience to zoning codes.

### City of Cincinnati

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

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

### Adjunct Professor/Speaker/Author

Sean has served as an Adjunct Professor of Land Use Law at the University of Cincinnati College of Law and has spoken at planning conferences across the country.

## RELEVANT PROJECT EXPERIENCE

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

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



# NOLAN NICAISE

URBAN & ENVIRONMENTAL PLANNER,  
DIRECTOR OF INNOVATION, AICP

## ABOUT

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

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

## EDUCATION

MA, URBAN AND ENVIRONMENTAL POLICY  
TUFTS UNIVERSITY

BS, BIOLOGY, SUMMA CUM LAUDE  
UNIVERSITY OF DAYTON

## PROFESSIONAL ASSOCIATIONS

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

## PAST EXPERIENCE

### ZoneCo, Urban & Environmental Planner (2020-Present)

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

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

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

### Parsons Corporation

#### Planner & Environmental Scientist, (2017-2019)

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

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

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

## RELEVANT PROJECT EXPERIENCE

- Portsmouth, OH: Full Zoning Code Re-write
- Barberton, OH: Full Zoning Code Re-write
- Purcellville, VA: Full Zoning Code Re-write
- Huntsville, AL: Full Zoning Code Re-write
- Springfield, OH: Full Zoning Code Re-write
- Lafayette, CO: Full Zoning Code Re-write
- Garfield Heights, OH: Full Zoning Code Re-write
- Charles County, MD: Full Zoning Code Re-write
- Stow, OH: Zoning Diagnostic Report
- Bowling Green, OH: Zoning Code Re-Write
- Sidney, Ohio: Full Code Re-write
- Vienna, VA: Zoning And Subdivision Code Update
- Kent County, MD: Land Use Ordinance Update
- Plain City, OH: Zoning Code Update
- Gahanna, OH: Zoning Code Update



# RHYS WILSON

## SENIOR CITY PLANNER, PROJECT MANAGER

### About

Rhys is an experience drafter of zoning codes, having focused on this vocation from both the public and private sectors. He has a depth of zoning code consulting experience and he is adept at navigating multi-faceted zoning issues with knowledge, attentiveness, and creativity. Rhys has managed dozens of zoning code update projects and excels at organized, transparent, and client-oriented project management. Rhys is passionate about zoning as a means to create walkable, livable, well-designed, equitable, healthy communities.

### Education

**Master of City and Regional Planning**  
University of Oklahoma

**Bachelor of Arts: Political Science and Geography**  
University of Oklahoma

### Professional Associations

American Planning Association  
Urban Land Institute

### Past Experience

**Freese and Nichols, Inc.**  
**Planning Consultant | Urban Planner (2022 - 2024)**

Freese and Nichols, Inc. is an engineering and land development firm, including an urban planning and design group responsible for long-range and special area planning, land use regulation drafting, and on-call planning services.

Rhys was an urban planner and code drafter, focused on preparing zoning, subdivision, and development regulations, serving as a lead project planner, and assistant project manager.

**White and Smith, LLC**  
**Urban Planner, (2019 - 2022)**

Served as a city planner, code drafter, and urban designer for the firm’s clients, specializing in development regulations (with a specific concentration in preparing use standards and parking regulations), code graphics (two- and three-dimensional graphics in Adobe Creative Cloud and SketchUp), special research reports, and facilitation skills. Rhys’ services were used in more than 22 jurisdictions in 13 states, including 4 Texas cities (Amarillo, Lubbock, San Antonio, and Laredo).

**City of McKinney, TX**  
**City Planner, (2018 - 2019)**

The Planning Department is located within the City of McKinney’s Development Services Division, which houses more than 14 full-time staff members. This department provides current, long-term, and infrastructure planning and development services to a rapidly growing community of 190,000 residents. Rhys worked within the Department’s Development Review Division, which is responsible for aligning new development with the City’s Comprehensive Plan goals.

### Zoning Code Project Experience

- Plano, TX
- Shawnee, OK
- Edmond, OK
- Georgetown, TX
- Anna, TX
- Hunt County, TX
- Cleburne, TX
- McAllen, TX
- Fairview, TX
- Abilene, TX
- Newcastle, OK
- Stillwater, OK
- Bella Vista, AR
- Hunt County, TX
- Victoria, TX
- Tomball, TX
- Hutto, TX
- Grapevine, TX
- Prosper, TX
- Allen, TX
- Las Cruces, NM

## BUDGET PROPOSAL | FEE SCHEDULE

The cost to complete the scope as outlined in this proposal is **\$126,250**. Should it be determined form-based code is desired for a specific district, we would request an additional **\$3,000** to provide the graphic production for each unique district.

The cost breakdown and hours by team member is provided below. We welcome review and revision to the scope and budget as necessary to achieve a successful project.

WORK ITEM	HOURS	COST
Plans & Background Review	9	\$1,400
Diagnose	62	\$11,120
Best Practices & Outline	23	\$5,350
Working Meetings & Management	185	\$36,360
Outreach & Engagement	40	\$5,000
Document & Adopt	357	\$67,020
<b>PROJECT TOTAL</b>	<b>676</b>	<b>\$126,250</b>

TEAM MEMBER   ROLE	HOURS	HOURLY RATE
Stephen Tremlett (MSA)	142	\$200/Hour
Brad Vowels-Katter (MSA)	50	\$120/Hour
Vanessa Abou Harb (MSA)	85	\$120/Hour
Jenna Gilliam (MSA)	35	\$105/Hour
Sean Suder (ZoneCo)	25	\$275/Hour
Nolan Nicaise (ZoneCo)	84	\$175/Hour
Rhys Wilson (ZoneCo)	255	\$200/Hour

### WHY OUR TEAM?

It is important that zoning professionals recognize the interdisciplinary nature of land use policy, in addition to the profound effects that zoning has on a community over time. We are a diverse field of experts with a range of skills and policy expertise, in addition to zoning acumen. It takes tenacity and passion to overcome roadblocks and pursue innovation in a policy area plagued by misunderstanding, lack of information, and NIMBY-ism. We have the experience, knowledge and passion to create an innovative, thoughtful Zoning and Subdivision Ordinance Rewrite for the City of Columbus.

**IT'S MORE THAN A PROJECT. IT'S A COMMITMENT.**

ZONING AND SUBDIVISION ORDINANCE REWRITE | COLUMBUS, WI | FEBRUARY 21, 2025



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