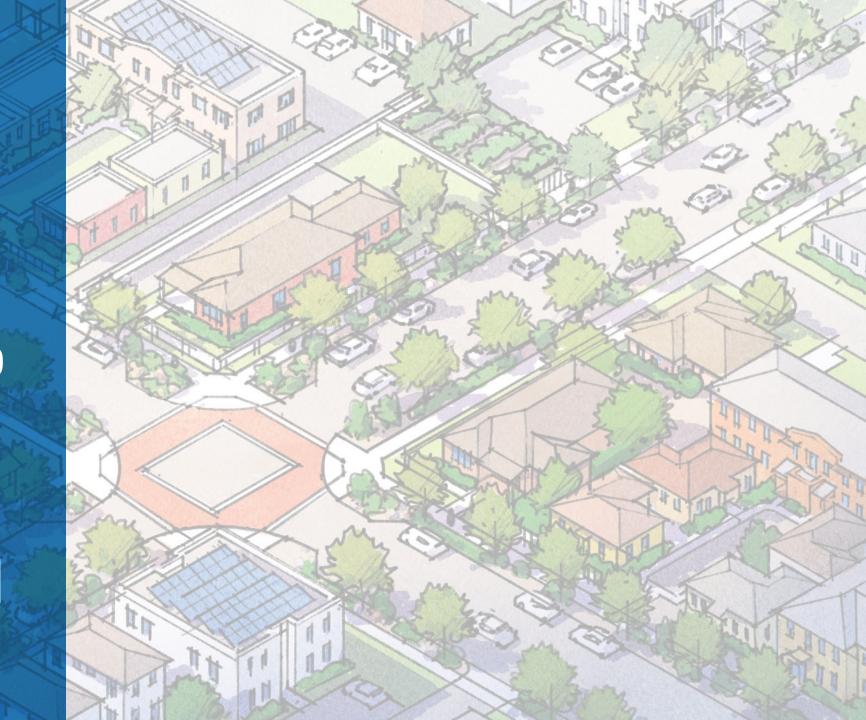
CAN YOUR ZONING HACK IT?

TESTING YOUR CODE TO ENSURE INTENDED OUTCOMES

APA NPC Denver

March 30, 2025



SESSION BREAKDOWN

PART 1

INTRODUCTION (5 MIN)

PART 2

WELCOME TO POMONA, CA (10 MIN)

PART 3

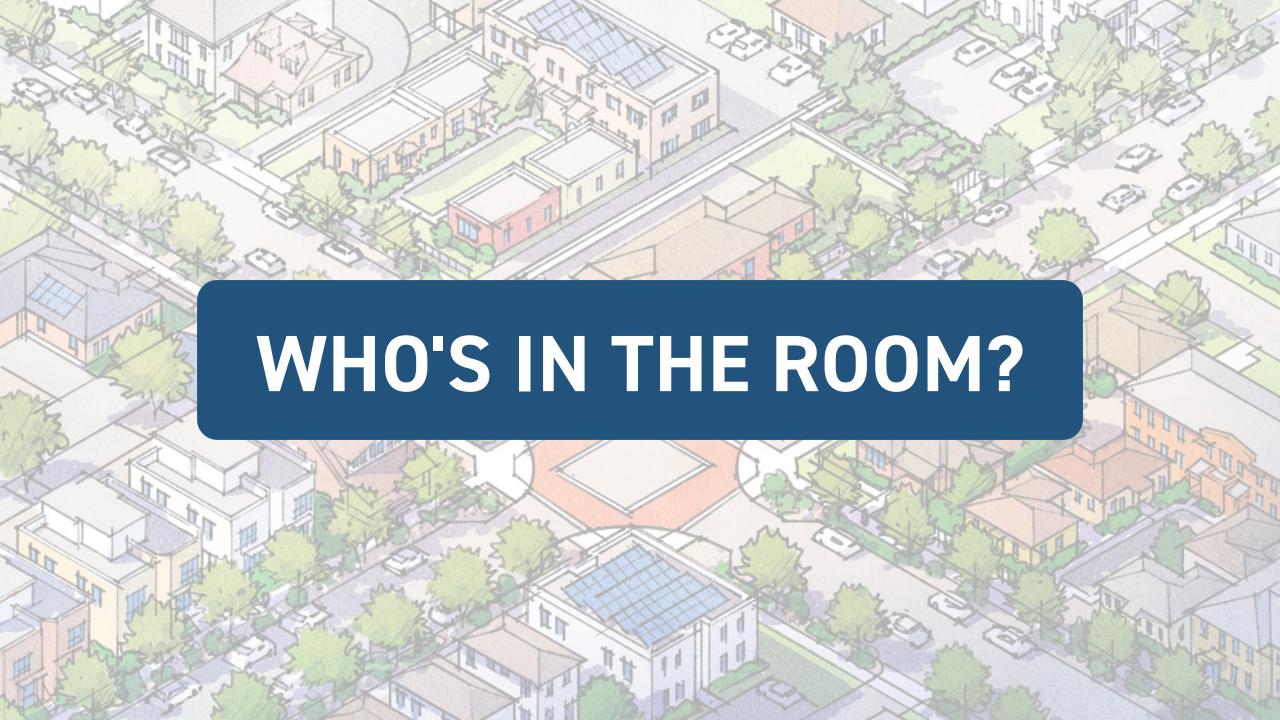
WELCOME TO GREENVILLE, SC (10 MIN)

PART 4

CODE HACK EXERCISE (50 MIN)

PART 5

DISCUSSION, Q&A (15 MIN)



INTRODUCTIONS



CHRISTY DODSON, AICP (she/her)

Associate Principal

Code Studio



ALINA BARRON (she/her)

Senior Planner

Development Services Department

City of Pomona, CA





MAX PASTORE (they/them)

Associate Planner

Development Services Department

City of Pomona, CA





MICHAEL FRIXEN, AICP (he/him)

Principal Development Planner

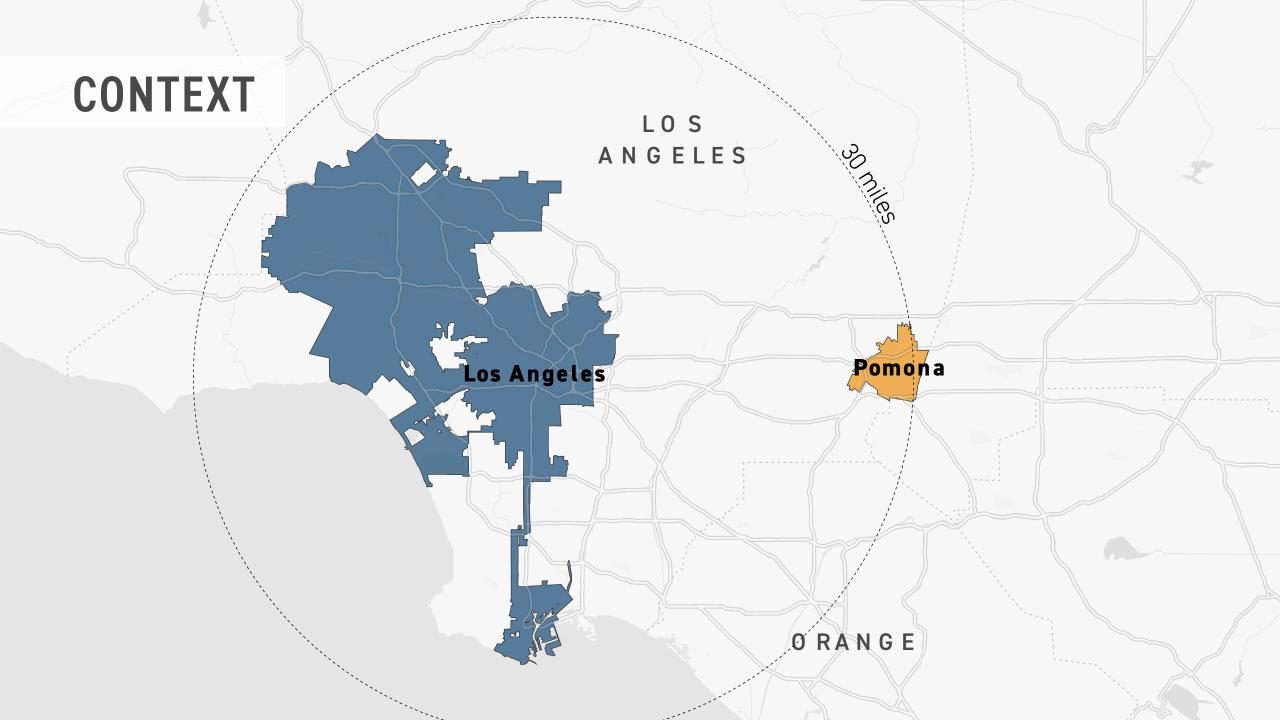
Planning & Development Services Department

City of Greenville, SC







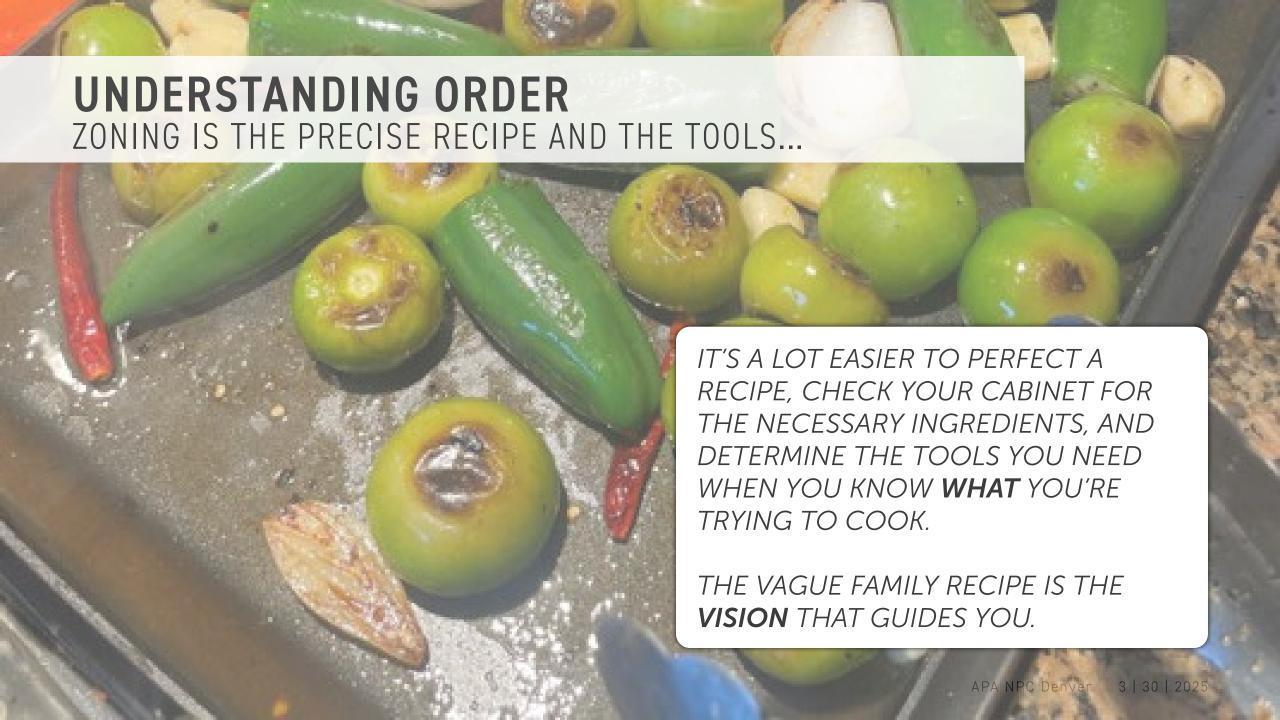


SOME POLICY CONTEXT FOR TODAYS SESSION POLICY COMES FIRST



ZONING MUST ALWAYS FOLLOW THE DIRECTION OF **POLICY**





UNDERSTANDING ORDER

ZONING IS THE PRECISE RECIPE AND THE TOOLS...

THE SAME TOOLS CAN WORK TO CREATE DIFFERENT THINGS

A T FOR S, AND

DETERMINE THE TOOLS YOU NEED WHEN YOU KNOW **WHAT** YOU'RE TRYING TO COOK.

THE VAGUE FAMILY RECIPE IS THE **VISION** THAT GUIDES YOU.

FORM-BASED CODES CAN STILL REGULATE USE

Use	Use Module															
	R1	RX1	CX1	CX2	СХЗ	CX4	CX5	IX1	11	12	13	P1	P2	OS1	OS2	Reference
Media Production:												The state of the s				
Backlot/Outdoor Facility	-	-	-	-	-	-	-	-	P*	P*	P*	-	FD	-	-	Sec. 540.F.1
Indoor Support Facility	-	-	-	-	-	-	-	-	P*	P*	P*	-	FD	-	-	Sec. 540.F.1
Soundstage	-	-	-	-	-	-	-	-	P*	P*	P*	-	FD	-	-	Sec. 540.F.1
Research and Development	-	-	-	- 1	7	-	-	P*	P*	P*	P*	-	FD	-	-	Sec. 540.F.1
Pallet Yard	-	-	-	-	-	-	-	-	-	-	-	-	FD	-	-	
DISTRIBUTION-ORIENTED INDUSTRIAL																
Product Distribution	-	-	-	-	-	-	-	-	Р	Р	Р	-	FD	-	-	
Cold Storage	-	-	-	-	-	-	-	-	-	-	-	-	FD	-	-	
FULFILLMENT-ORIENTED INDUSTRIAL																
Microbusiness	-	-	-	-	-	-	-	-	Р	Р	Р	-	FD	-	-	
Product Fulfillment	-	-	-	-	-	-	-	-	-	-	-	-	FD	-	-	
Product Transportation	-	-	-	-	-	-	-	-	-	-	-	-	FD	-	-	
WASTE-ORIENTED INDUSTRIAL																
Automobile Dismantling Facility	-	-	-		-	-	-	-	-	-	-	-	FD	-	-	
Waste:																
Construction and																
Demolition Waste Facility	-	-	-	-	-	-	-	-	-	-	-	-	FD	-	-	
Electronic Waste Facility	-	-	-	- 1	-	-	-	-	-	-	-	-	FD	-	-	
Food Waste Facility	-	-	-	- 1	-	-	-	-	-	-	-	-	FD	-	-	
Green Waste Facility	-	-	-	-	-	-	-	-	-	-	-	-	FD	-	-	
Hazardous Waste Facility	-	-	-	- 1	-	-	-	-	-	-	-	-	FD	-	-	
Medical Waste Facility	-	-	-	- 1	-	-	-	-	-	-	-	-	FD	-	-	
Solid Waste Facility	-	-	-	- 1	-	-	-	-	-	-	-	-	FD	-	-	
Waste Transfer Facility	-	-	-	-	-	-	-	-	-	-	-	-	FD	-	-	

CALIFORNIA IN THE LAST 10 YEARS



Some California Realities

- + Contending with State housing legislation.
- + Infilling single-family neighborhoods.
- + Design guidelines for housing don't hold legal weight anymore.
- + General Plans hold more legal weight than ever.

FAQ

DEFINING THE PROBLEM



BROKEN ZONING SYSTEM

- 1-size-fits-all districts
- Neighborhoods treated the same
- Implementing outdated ideas
- Inconsistent with best practices
- Specific plans are zoning band-aids
- Vague yet too wordy



MISALIGNMENT WITH GENERAL PLAN

- Not nuanced enough to implement the General Plan (2014)
- Does not appropriately deal with recent State laws

DEFINING THE SOLUTION



REFRESHED ZONING CODE

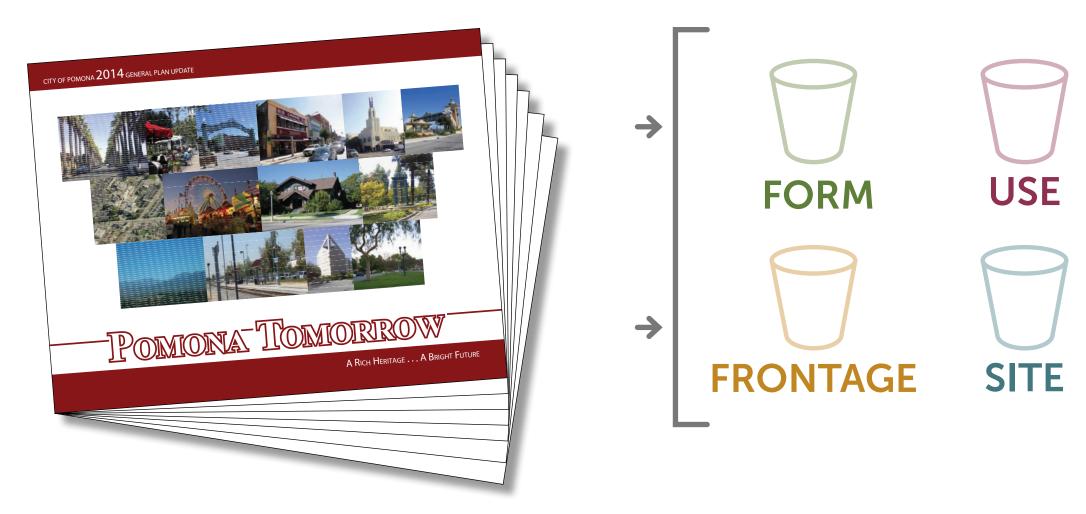
- Replaces outdated rules with contextually appropriate best practices
- Measurable and objective standards
- Introduces graphics and userfriendly navigation



MODULAR ZONING CODE

- Aligns zoning with General Plan (2014)
- Addresses recent State bills
- Flexible system can implement nuanced standards to implement future planning policies

SORTING PLACETYPE RECOMMENDATIONS INTO ZONING RULES



SORTING PLACETYPE RECOMMENDATIONS INTO ZONING RULES

6D - NEIGHBORHOOD EDGES

The major vehicular corridors that traverse the City are primary unifying elements of the broader future City structure. These corridors connect employment and mixed-use activity centers with each other, freeway interchanges, transit stations, and Downtown. While their predominant commercial use is an artifact of their pre-freeway pattern of development, these corridors represent opportunities for the future. In recognition of local, regional, and wider forces of change, the Plan envisions new potentials for major corridors (and the centers they connect) through reuse and targeted intensification, mixed-use development, and streetscape enhancements.

This shift in character and market focus will cast these corridors in a new role as edges to adjacent City neighborhoods. These edges will accommodate larger scale development that is more suitable for wider, more heavily trafficked roads and will function as buffers for residential neighborhoods behind them. Taking into account the built-out character of the City, the General Plan anticipates a reasonable amount of infill development along Pomona's major corridors, emphasizing streetscape improvements to add visual appeal and value, development continuity along the street edge, and buffering and compatibility with adjacent neighborhoods.

Garey Avenue will play a prominent role as a major north-south City spine, with land use variation reflecting the diversity of place types and activity occurring along the corridor (Downtown, historic neighborhoods, freeway access, medical district, schools, etc.). Continuous streetscape features such as median landscaping, ample sidewalks and street trees will provide a cohesive character for the commercial, mixed-use, and residential segments.

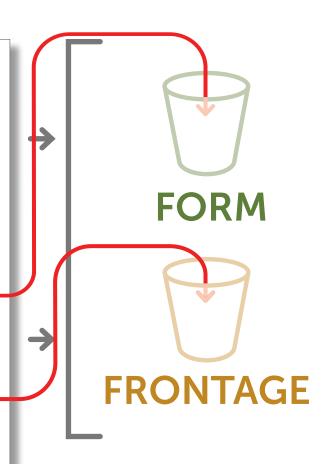
Substantial portions of Mission Boulevard and Holt Avenue - the two major east-west corridors - have conditions ripe for conversion of obsolete commercial properties to uses such as multi-family residential and mixeduse development, as market demand dictates. Parks, green spaces, and improved sidewalk environments are part of the plan for creating "humanscaled" environments along the Mission and Holt corridors.

Downtown Gateway Segments

The transformation of the City's major corridors located between Downtown Pomona and its major freeway access points from I-10, SR-71, and SR-60 will be most visible along the "Gateway Boulevard" segments of Garey and Holt Avenues. This transformation would significantly improve the character of these highly visible segments that create the first impressions of the City for people arriving by car. Vacant and underutilized developments in these locations - often characterized by low-rise, singleuse commercial development with large surface parking lots and little architectural expression - will provide opportunities for infill development that takes advantage of the segments' high visibility and accessibility. The infill development will be configured to create a civic and attractive gateway experience, make walking a viable choice, accommodate a wider range of uses, and offer more economic opportunities for owners and

A greater proportion of buildings will be positioned between the street and parking lots (or above parking facilities in some cases), focusing and encouraging activity on public sidewalks - in contrast to traditional "strip" property frontages dominated by surface parking lots and buildings set back far from the sidewalk. New and existing developments on properties lining Downtown gateway segments will typically feature a mixture of townhomes, smaller scale multi-family homes, and single use retail shops, services, offices, or hotels - all oriented towards the street, and combining to define varied but recognizable "street walls." Some buildings may be taller than two stories with a scale better suited to the wide street corrido space; at the same time, their profiles will be adjusted to be compatible with the scale of existing neighborhoods to the side or rear.

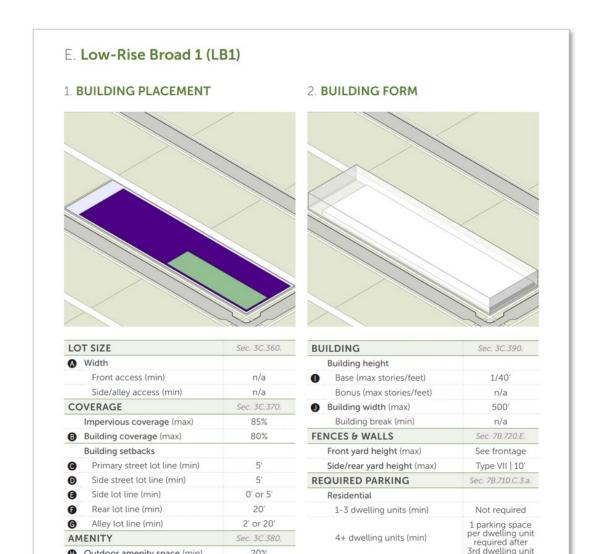
The transformation of Downtown gateway segments will be supported by streetscape improvements, with tree-lined landscaped medians helping to break up the corridor width, continuous street tree canopies and planter strips to create a comfortable "buffer zone" for pedestrians, and broad sidewalks for walkability. Substantial Downtown gateway streetscape improvements have previously been implemented on South Garey Avenue. These improvements will enable a better match between the street type a wide arterial road and grander scale of streetscape landscaping - with the development type - corridor buildings creating attractive street edge with front facades and entrances, and parking to the sides or rear. They are a key to the creation of successful settings for new investment and revitalized activity on Downtown gateway segments, and to the creation of a stronger identity for the City.







CALIBRATING STANDARDS TO MEET POLICY GOALS





CALIBRATING STANDARDS TO MEET POLICY GOALS



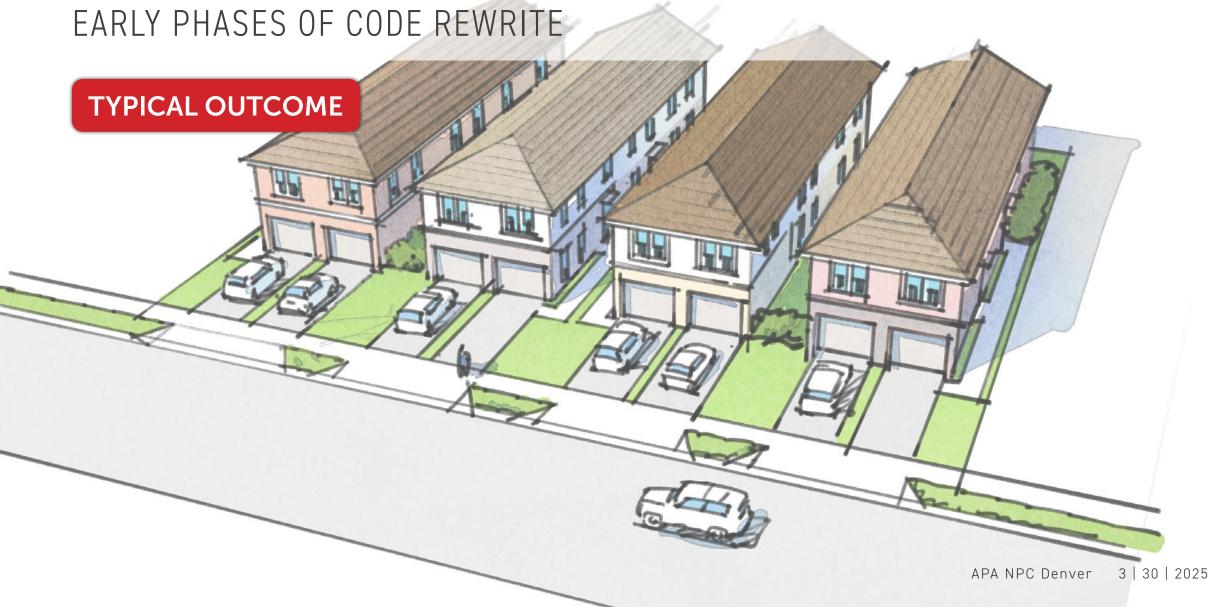


CODE HACK APPLICATIONS WHY? WHEN?

1 EARLY PHASES OF A CODE REWRITE → To Visualizing Policy

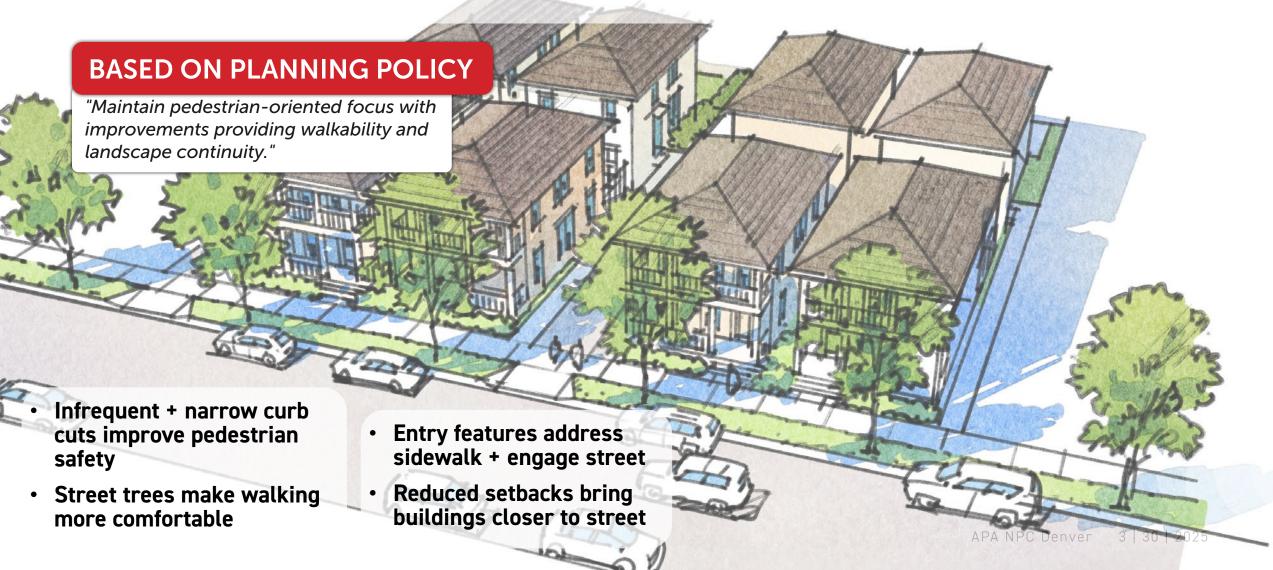
- 2 MID PHASES OF A CODE REWRITE → To Evaluate Trade-offs
 - **3** POST ADOPTION → To Evaluate Results + Identify Potential Amendments

APPLICATION 1: VISUALIZING POLICY



APPLICATION 1: VISUALIZING POLICY

EARLY PHASES OF CODE REWRITE





APPLICATION 2: EVALUATING TRADE-OFFS MID PHASES OF CODE REWRITE **UNDER OLD PARKING REQUIREMENTS** + \$355,393 + \$969,672 + \$2,302,314 + \$4,187,381 + \$459,543 **Negative impacts on: Building &** Walkability **Affordability** Site Design APA NPC Denver 3 | 30 | 2025

APPLICATION 2: EVALUATING TRADE-OFFS

MID PHASES OF CODE REWRITE

ULTIMATE RESULT:



Standards

- a. Required Parking
 - 1. General
 - i. Automobile parking must be provided in accordance with the following table.

REQUIRED AUTOM	OBILE PARKING					
Use	Required Off-Street Parking Spaces (min)					
RESIDENTIAL						
All:						
1st 3 dwelling units	none					
4th+ dwelling units	1 per 1 du after 3rd du					
NONRESIDENTIAL						
All:						
Under 15,000 SF	none					
15,000+ SF	subject to a parking study					
	·					





APPLICATION 3: EVALUATING RESULTS

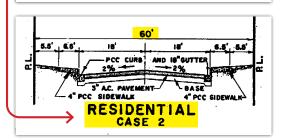
POST ADOPTION

DOESN'T MEET NEW CODE:

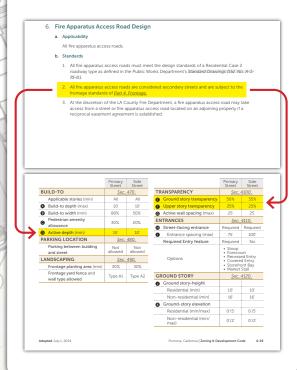


(SEC. 610.A.6.1)





FIRE LANE FRONTAGE (SEC. 610.A.6.2.)



STREET-FACING FRONTAGE (SEC. 440.A.)





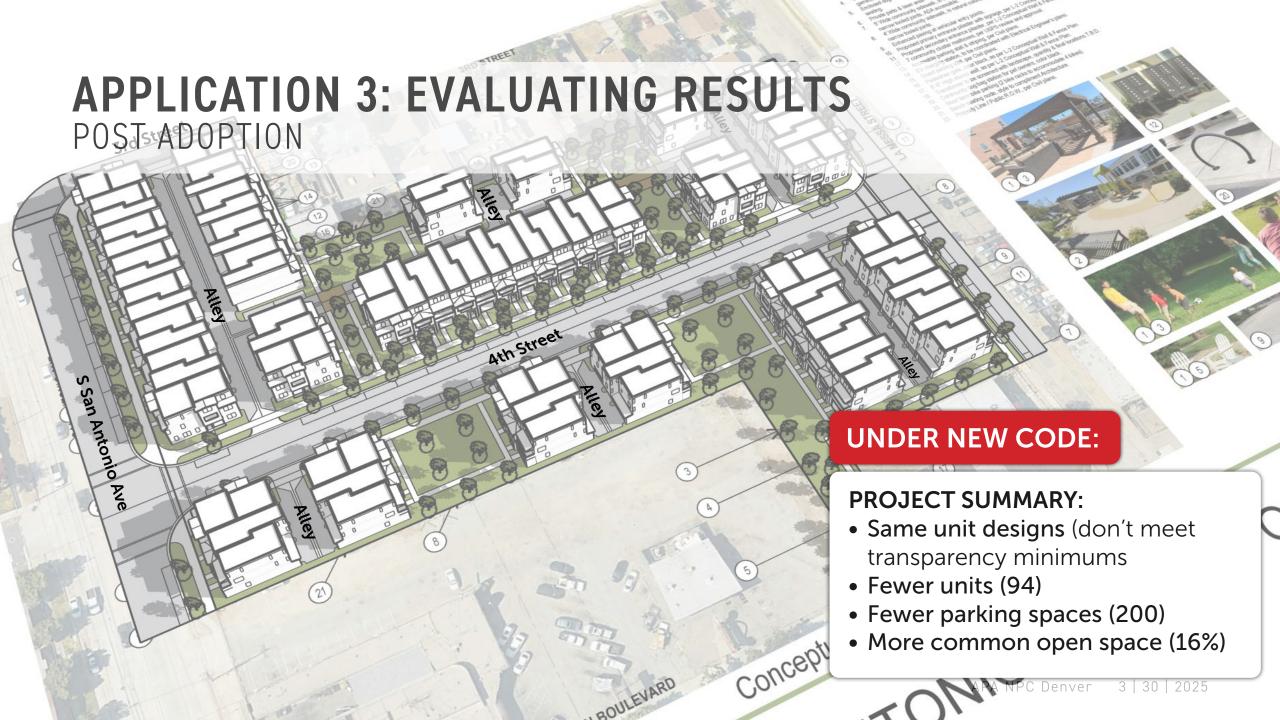
OPEN SPACE DESIGN

(SEC. 380.B.)



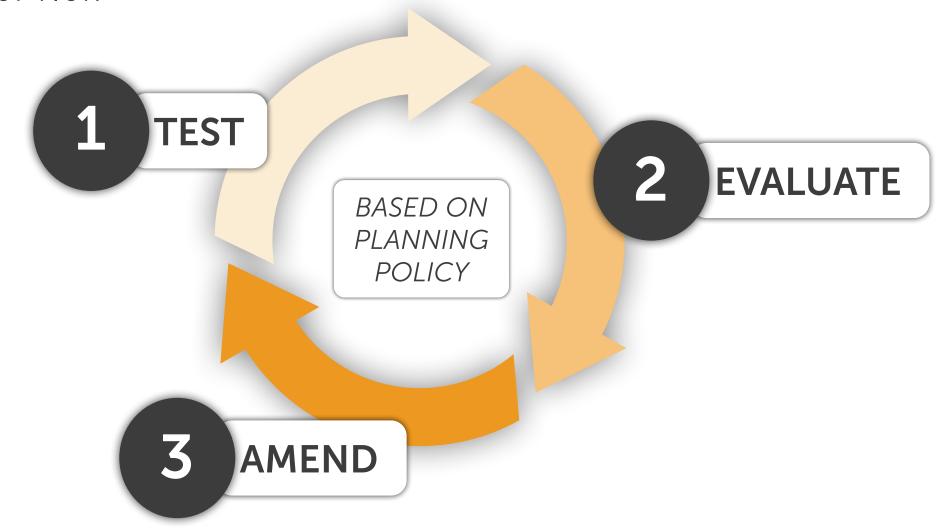
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CODE HACK LIFECYCLE

POST ADOPTION

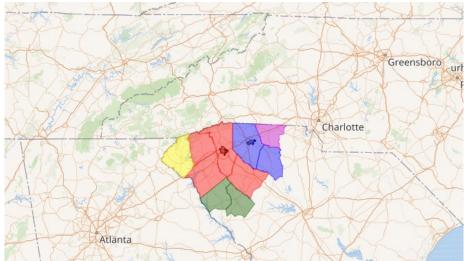






CITY OF GREENVILLE, SC





CONTEXT

+ City Population: 78,600

+ MSA Population: +1 Million

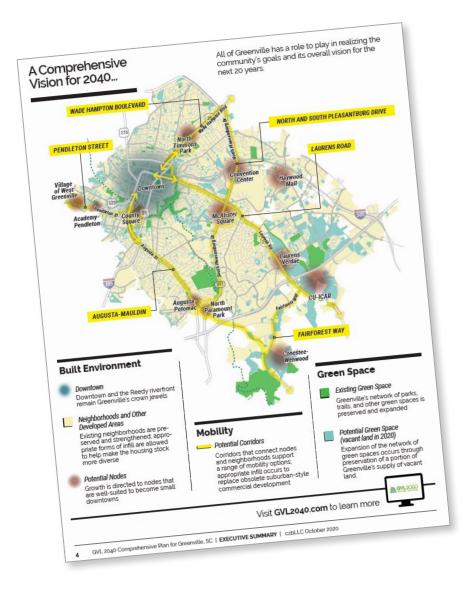
+ 31 Square Miles

+ Urban center of Upstate South Carolina

CURRENT ISSUES

- + Suburban and Urban development patterns
- + Significant population growth and housing demand since 2020

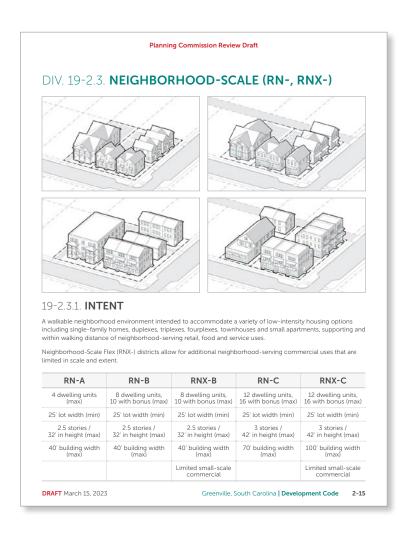
A NEW DEVELOPMENT CODE FOR GREENVILLE



PROJECT GOALS

- + Implement the GVL 2040 Comprehensive Plan, adopted early 2021
- + Easy-to-use, highly illustrated document
- + Form-based code
- + Incorporate zoning incentives for open space and affordable housing
- + Transitions between commercial areas and residential neighborhoods
- + Gentle density with Missing Middle housing options and ADUs

THE CODE: RIGHT-SIZED DISTRICTS



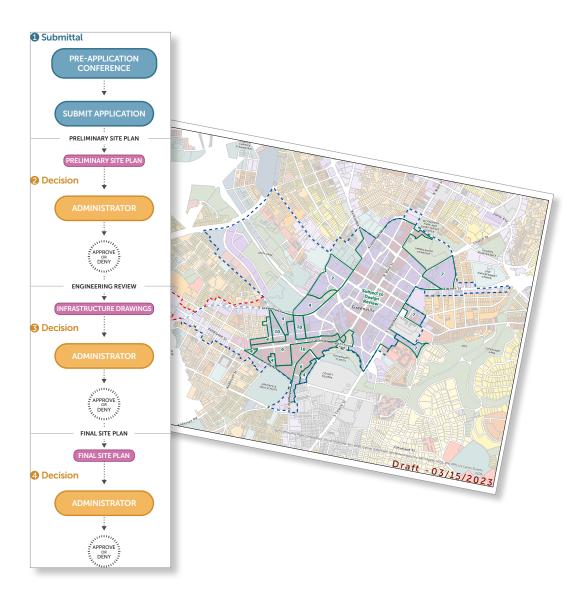
EXISTING DISTRICTS

- + No allowance for ADUs
- + Large-lot single family or large-scale multifamily districts
- + Controlled for units / acre

NEW DISTRICTS

- + All single-family districts allow for ADUs (attached or detached)
- + New neighborhood-scale districts
 - Flexible housing options
 - Some allowance for commercial uses
- + New mixed use districts
 - No density limits
- Bonus density and height for affordable units and open space

THE CODE: BY-RIGHT PROCESS



BY-RIGHT REVIEW

- + Design Review limited to Downtown and Historic Overlays
- + Streamline Subdivision and Site Plan review

REVISIT + REVISE

+ Committed to evaluating standards in 6 months and annually

THE PROCESS

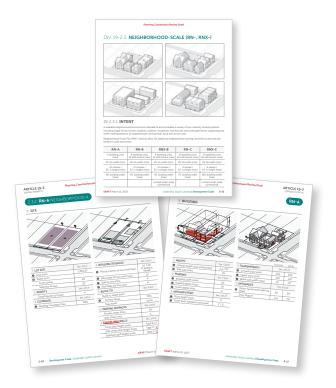


Seamless transition from Comprehensive Plan





Translate plans and existing districts into new code

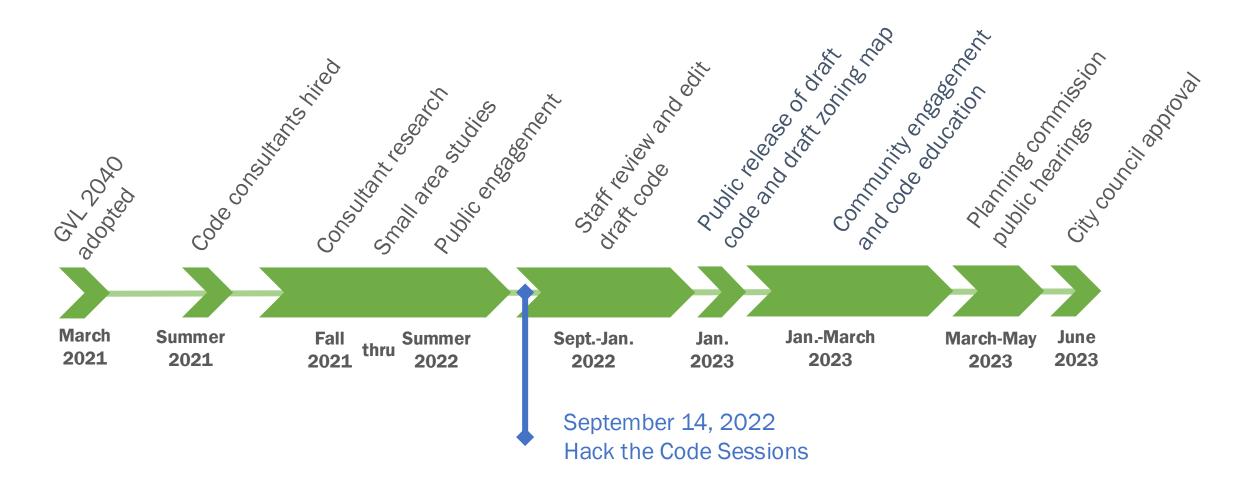




Tested and retested new code



PROJECT TIMELINE



PUBLIC OUTREACH + ENGAGEMENT



MANY WAYS TO ENGAGE + LEARN

- + 75 public meetings and presentations from January-May 2023. Over 1,500 people attended.
- + Prepared 5 small area "test" plans with steering committees comprised of neighborhood residents
- + "Hack the code" session with developers
- + Public Open Houses and Learning Labs
- + Dedicated project website with 28,165 unique page views
- + City social media posts with 82,000 impressions
- + Over 1,000 public hearing signs
- + Nearly 22,000 postcards mailed to all City property owners

HACKING THE DEVELOPMENT CODE



TWO 90-MINUTE SESSIONS

- + Session 1: Design professionals architects, engineers, etc.
- + Session 2: Developers and brokers

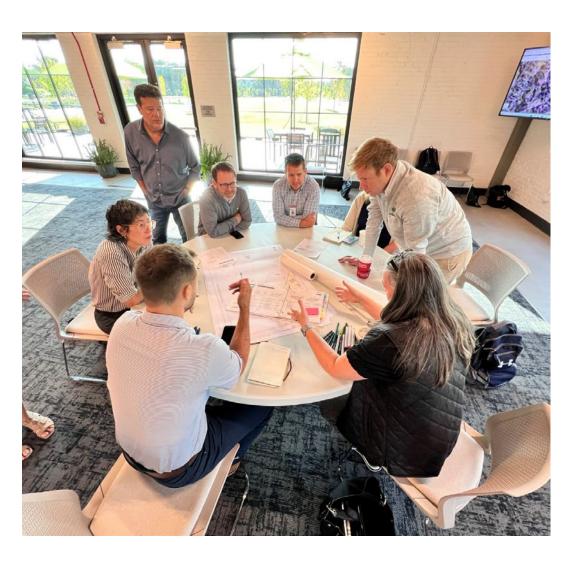
ORGANIZATION

- + Groups of 3-4 people at round tables
- + Staff also seated at tables

MATERIALS

- + Parcel/site map
- + Tracing paper
- + Tape
- + Pens and markers
- + Zoning district pages
- + Rules and development standards
- + Plenty of coffee!

HACKING THE DEVELOPMENT CODE



ASSIGNMENT 1: DESIGN A "GOOD" PROJECT

+ Use the draft code to design a quality project that meets the code and would be a benefit to the community.

ASSIGNMENT 2: DESIGN A "BAD" PROJECT

+ Use the draft code to design a project that maximizes buildout and zoning allowances but still meets the code.

BENEFITS + TAKEAWAYS



ARE WE GETTING THE INTENDED OUTCOMES?

- + Chance for developers to get a sneak peek of the future code.
- + Allows staff to gauge initial reaction from the development community.
- + Demonstrate if new code is intuitive and user-friendly.
 - Ability of developers design a project.
 - Ability of staff to answer questions.
- + See if code allows creativity while promoting desired outcomes.
- + Appropriate safeguards against bad development.



THE CHALLENGE

THE POLICY

Your community just adopted a plan to:

- + Build more housing in all residential areas to address the housing affordability crisis
- + While maintaining historic neighborhood development patterns and character

THE REGULATIONS

You have been charged with recommending amendments to zoning to meet these policy goals.

ZONING FOR GOOD OUTCOMES



Choose your development controls and tools.



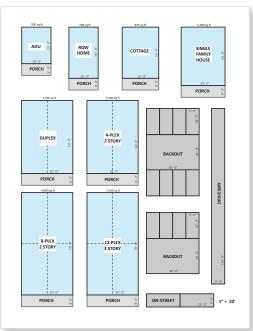
Dial them in based on desired outcomes and current conditions.

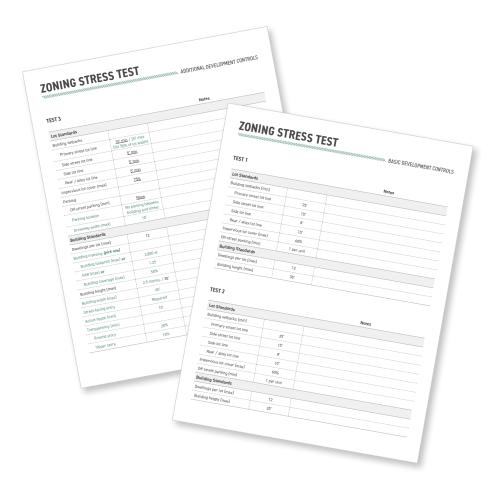


Ensure they work for your context.

EXERCISE







SITE PLAN WORKSHEET



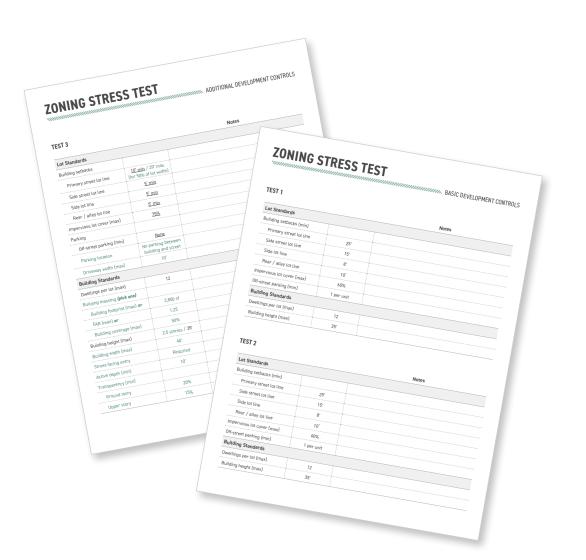
- + Some groups have corner lots, some groups have an interior lots.
- + Both lots have an alley that can be used for vehicle access.
- + Use the site plan worksheet as the site to test your proposed developments.
- + You can use one or both lots for your development.

BUILDING + PARKING FOOTPRINTS



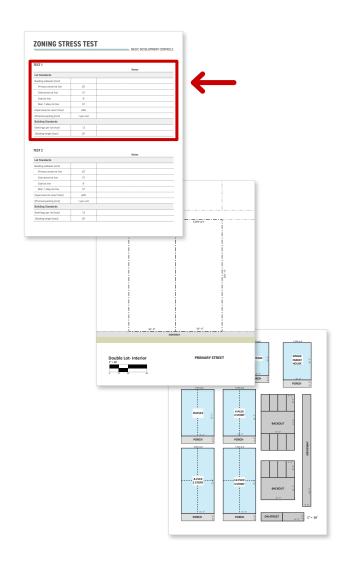
- + The buildings and parking footprints should be your guide.
- + Includes diverse housing types, different parking arrangements, and dimensions.
- + You can trace them, use dimensions for your calculations, or just use them as a inspiration.

DEVELOPMENT CONTROLS WORKSHEET



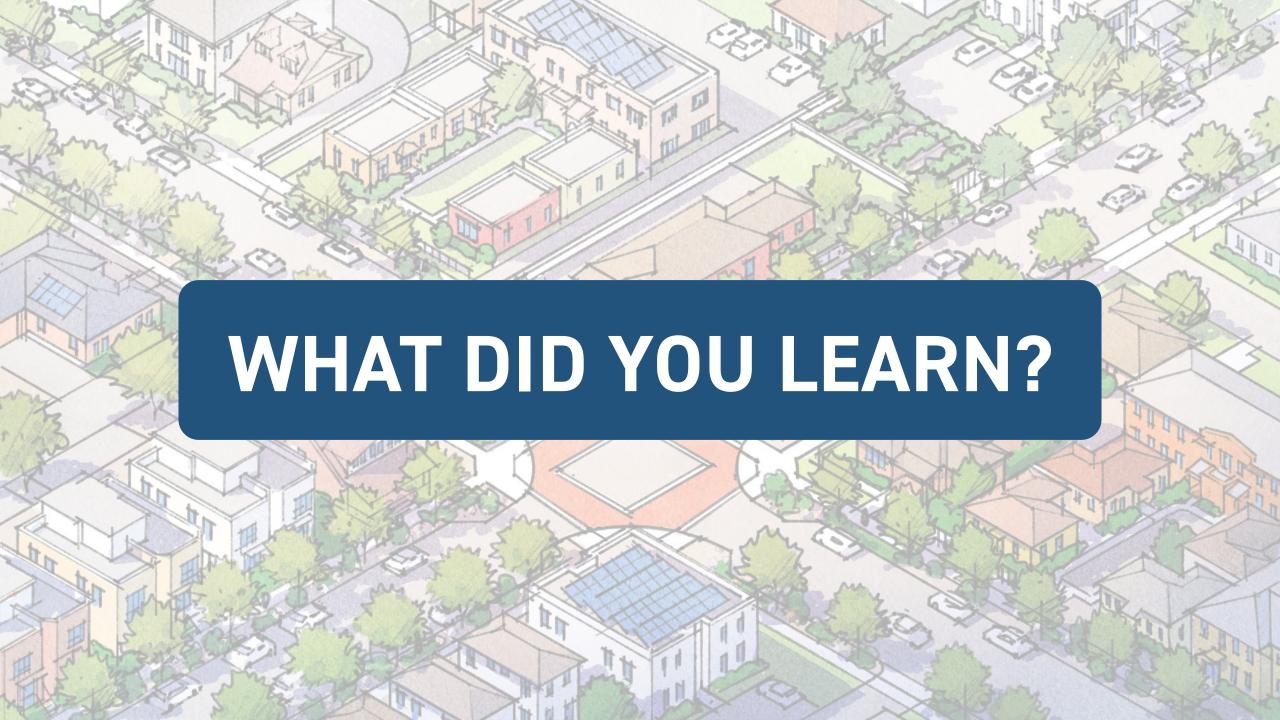
- + You will receive 2 versions of the development controls worksheet: basic and additional.
- + Use the development controls on the worksheet to guide your development.
- + Think about the required setbacks, parking location, max density, and building height.
- + Add notes on any issues that arise or if there are any loopholes to the development controls.

TEST 1: "GOOD" OUTCOMES

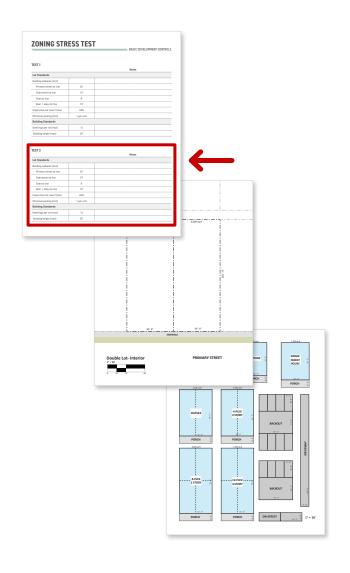


- + See what **good** development you can produce on your lots following the controls.
- + Follow the basic development controls on the worksheet.
- + Use buildings and parking footprints as a guide for typical building sizes.
- + Take note of any challenges that arise.



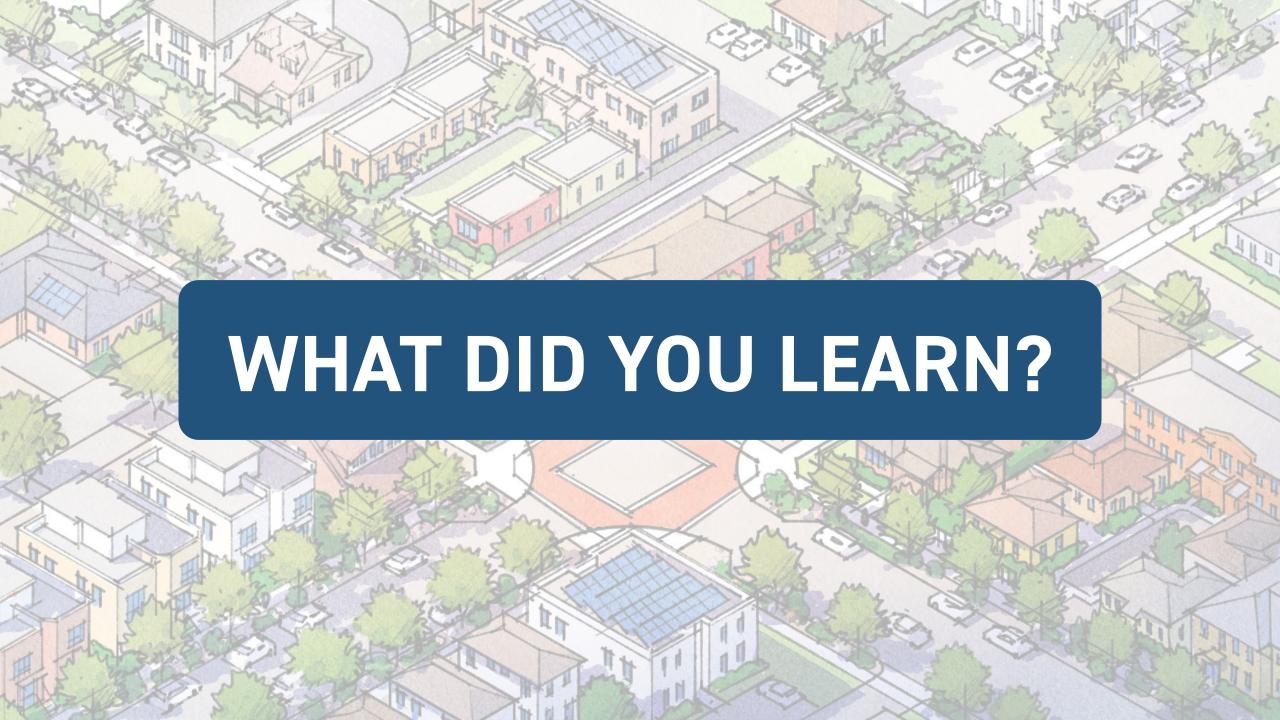


TEST 2: "BAD" OUTCOMES



- + See what **bad** development you can create following the controls.
- + Follow the basic development controls on the worksheet.
- + Use buildings and parking footprints as a guide for typical building sizes.
- + Take note of any loopholes that arise.





TOOLS FOR BETTER OUTCOMES



Massing + scale



Relationship of building to street



Parking location

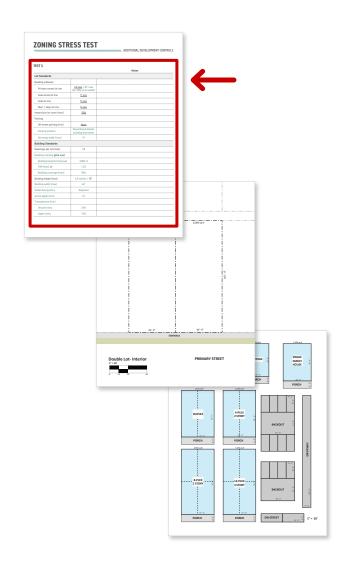








TEST 3: BETTER REGULATIONS



Think about:



Massing + scale



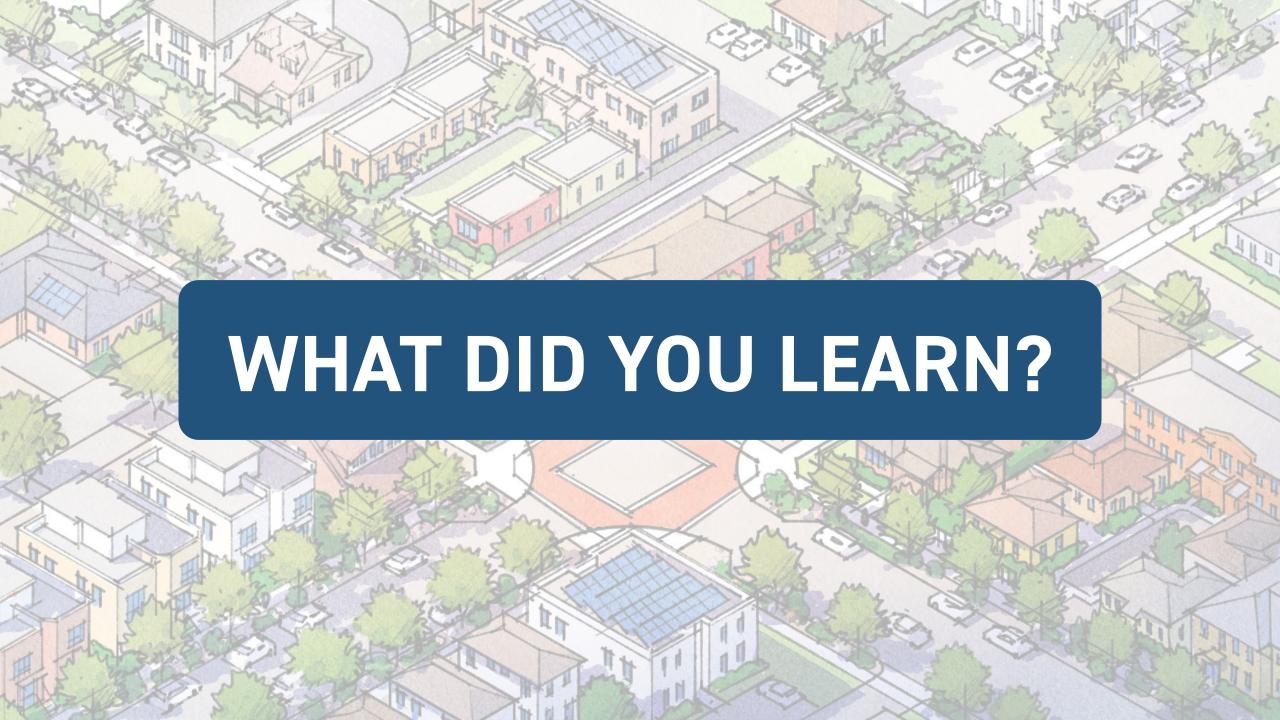
Relationship of building to street



Parking location

- + Repeat the exercise, this time with the additional development controls on the worksheet.
- + **Underlined** text highlights standards that have changed.
- + Blue text highlights additional standards.



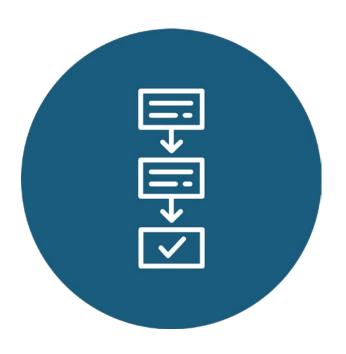


GETTING THE BASICS RIGHT



GOOD STANDARDS

Make sure requirements are easily understood, easily administered and well calibrated

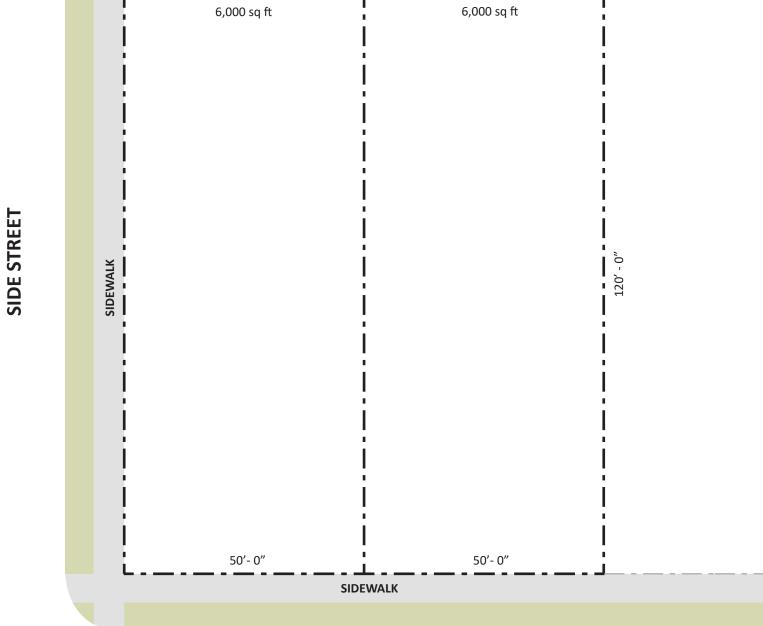


GOOD PROCESSES

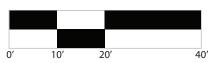
Make sure processes are clear, predictable, and, as much as possible, by-right



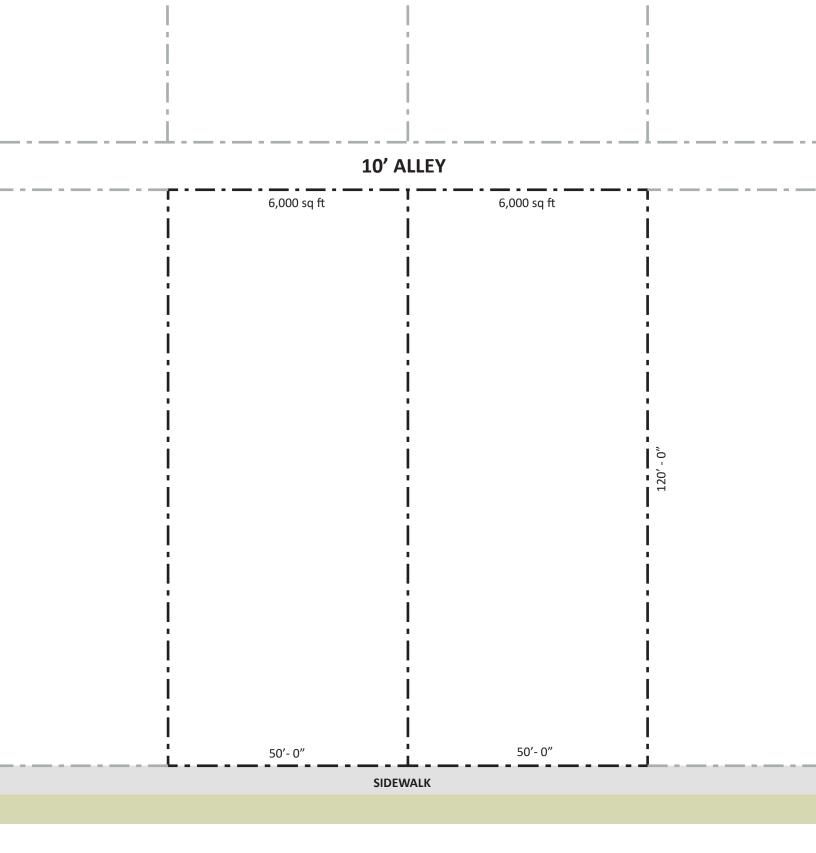




Double Lot- Corner



PRIMARY STREET







PRIMARY STREET



ZONING STRESS TEST

TEST 1

Notes

Lot Standards		
Building setbacks (min)		
Primary street lot line	25'	
Side street lot line	15'	
Side lot line	8'	
Rear / alley lot line	10'	
Impervious lot cover (max)	60%	
Off-street parking (min)	1 per unit	
Building Standards		
Dwellings per lot (max)	12	
Building height (max)	35'	

TEST 2

Notes

Lot Standards		
Building setbacks (min)		
Primary street lot line	25'	
Side street lot line	15'	
Side lot line	8'	
Rear / alley lot line	10'	
Impervious lot cover (max)	60%	
Off-street parking (min)	1 per unit	
Building Standards		
Dwellings per lot (max)	12	
Building height (max)	35'	

TEST 3

Notes

Lot Standards	
Building setbacks	
Primary street lot line	10' min / 20' max (for 50% of lot width)
Side street lot line	<u>5' min</u>
Side lot line	<u>5' min</u>
Rear / alley lot line	<u>5' min</u>
Impervious lot cover (max)	<u>75%</u>
Parking	
Off-street parking (min)	<u>None</u>
Parking location	No parking between building and street
Driveway width (max)	10'
Building Standards	
Dwellings per lot (max)	12
Building massing <i>(pick one)</i>	
Building footprint (max) <i>or</i>	2,800 sf
FAR (max) <i>or</i>	1.25
Building coverage (max)	50%
Building height (max)	2.5 stories / 35'
Building width (max)	40'
Street-facing entry	Required
Active depth (min)	10'
Transparency (min)	
Ground story	20%
Upper story	15%