

Gorton
Blues
Gray
Ellinger
James
Lawless
Beard
Feigel
Stinnett
McChord

A G E N D A

PLANNING COMMITTEE

June 16, 2009
1:00 P.M.

1. **Loudon Ave Widening Project** – James (1)
Written Update Only
2. **Downtown Master Plan** (2-33)
 - a. Recommendation # 2 “Formed Based Building Guidelines” pg 2-16
 - b. Status Recommendations 1, 3-16 pg 17-33
3. **Items Referred to Committee** (34)

“Planning Committee, to which should be referred matters relating to parks, planning and zoning, housing, transportation, grants, legislation and social services.”

Council Rules & Procedures, Section 2.102(1)

LEXINGTON-FAYETTE URBAN COUNTY COUNCIL
Memorandum

TO: Planning Committee

FROM: Paul Schoninger
Staff to Council

DATE: June 11, 2009

SUBJECT: Update on Loudon Ave Road Reconstruction

For some time the Planning Committee has been receiving periodic updates from the Division of Engineering re the Loudon Avenue road reconstruction project.

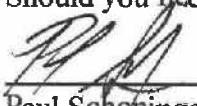
The project is essential complete except for the following:

1. Final Punch List; and
2. Warfield Place Entrance Walls.

The following from Engineering is a status of the Warfield Place entrance walls.

"There is another matter that is still being addressed, and this is the reconstruction of the Warfield Place corner entrance walls at the intersection with Loudon Avenue. Because of the substantial alteration of the roadway and sidewalks at this intersection, considerable coordination with neighborhood residents and historic preservation officials has been necessary in an effort to come up with an acceptable compromise plan for assembling walls that are unavoidably altered, but still sufficiently true to their original appearance. Until such a plan is obtained—hopefully in the near future—the wall reconstruction will be on hold."

Should you need any further information please do not hesitate to contact me at 258-3208.



Paul Schoninger
Staff to Council

Recommendation Two

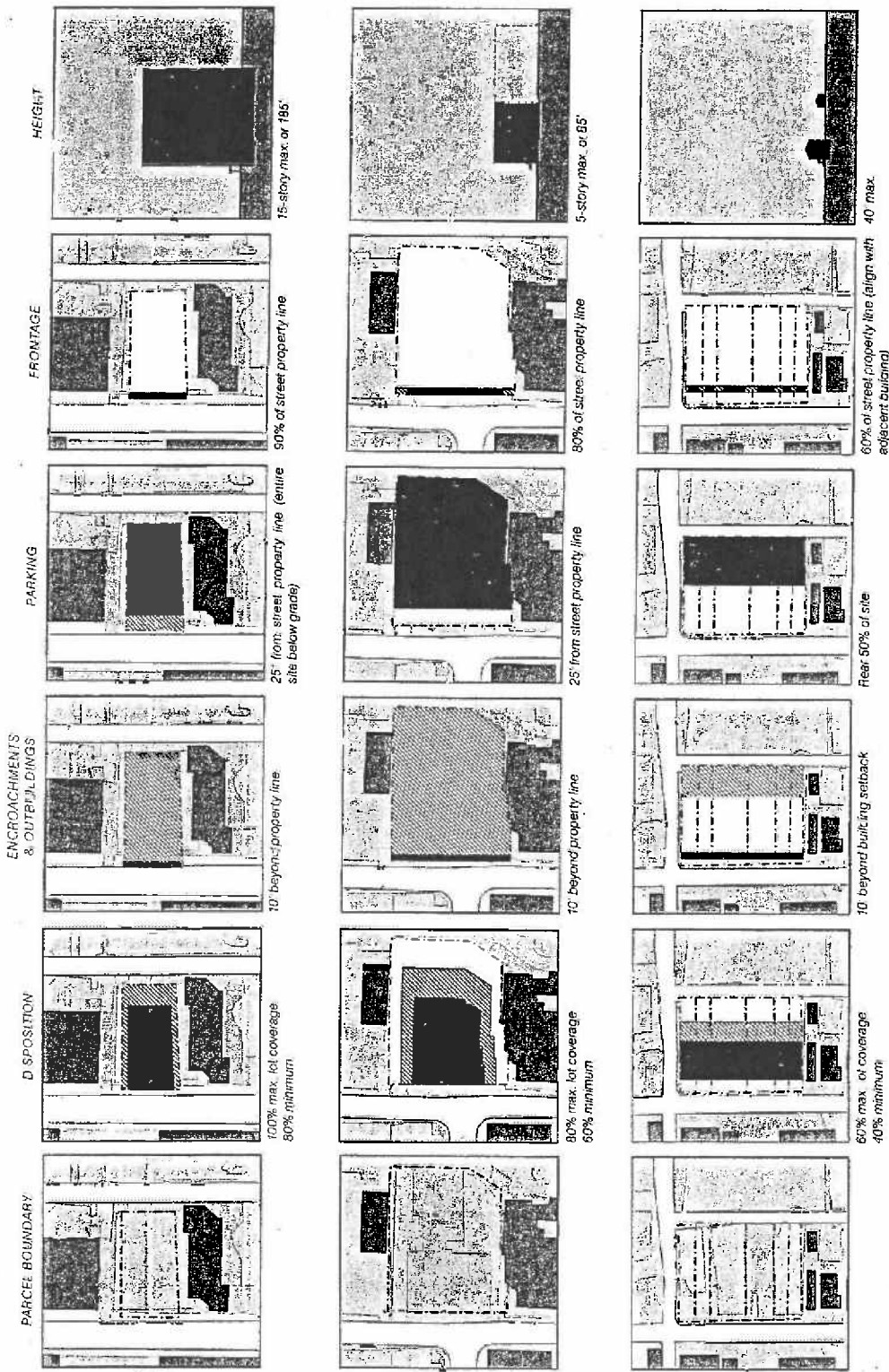
ESTABLISH FORM-BASED BUILDING GUIDELINES

The diagrams on the right are the schematic basis for a form-based code for the three zones proposed for downtown Lexington. The code envisions and encourages a certain physical outcome that conforms to the form of the city, the block structure, and the morphology of the building. The code also identifies where cars may be parked, and specifies that off-street parked cars should not be visible from the public realm.

This code is different from conventional codes that are based primarily on use, process, performance, or statistics – and do not envision or require any particular physical outcome.

"All buildings, large or small, public or private, have a public face, a facade; they therefore, without exception, have a positive or negative effect on the quality of the public realm, enriching or impoverishing it in a lasting and radical manner. The architecture of the city and public space is a matter of common concern to the same degree as laws and language – they are the foundation of civility and civilisation."

– Leon Krier, *Architecture, Choice or Fate*



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Definition of a Form-Based Code

Draft Date: January 29, 2008

A method of regulating development to achieve a specific urban form. Form-based codes create a predictable public realm primarily by controlling physical form, with a lesser focus on land use, through city or county regulations.

Form-based codes address the relationship between building facades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks. The regulations and standards in Form-based codes, presented in both diagrams and words, are keyed to a *regulating plan* that designates the appropriate form and scale (and therefore, character) of development rather than only distinctions in land-use types. This is in contrast to conventional zoning's focus on the micromanagement and segregation of land uses, and the control of development intensity through abstract and uncoordinated parameters (e.g., FAR, dwellings per acre, setbacks, parking ratios, traffic LOS) to the neglect of an integrated built form. Not to be confused with design guidelines or general statements of policy, Form-based codes are regulatory, not advisory.

Form-based codes are drafted to achieve a community vision based on time-tested forms of urbanism. Ultimately, a Form-based code is a tool; the quality of development outcomes is dependent on the quality and objectives of the community plan that a code implements.

Form-based codes commonly include the following elements:

- *Regulating Plan.* A plan or map of the regulated area designating the locations where different building form standards apply, based on clear community intentions regarding the physical character of the area being code.
- *Public Space Standards.* Specifications for the elements within the public realm (e.g., sidewalks, travel lanes, on-street parking, street trees, street furniture, etc.).
- *Building Form Standards.* Regulations controlling the configuration, features, and functions of buildings that define and shape the public realm.
- *Administration.* A clearly defined application and project review process.
- *Definitions.* A glossary to ensure the precise use of technical terms.

Form-based codes also sometimes include:

- *Architectural Standards.* Regulations controlling external architectural materials and quality.
- *Landscaping Standards.* Regulations controlling landscape design and plant materials on private property as they impact public spaces (e.g. regulations about parking lot screening and shading, maintaining sight lines, insuring unobstructed pedestrian movements, etc.).
- *Signage Standards.* Regulations controlling allowable signage sizes, materials, illumination, and placement.
- *Environmental Resource Standards.* Regulations controlling issues such as storm water drainage and infiltration, development on slopes, tree protection, solar access, etc.
- *Annotation.* Text and illustrations explaining the intentions of specific code provisions.

Related Resources:

- [Checklist for Identifying and Evaluating Form-Based Codes](#)
- [Eight Advantages to Form-Based Codes](#)
- [More...](#)



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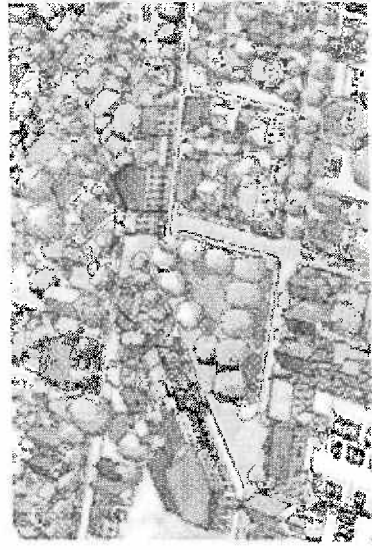
Form-Based Codes Lay the Foundation of Communities

By Trey Akers

Form-based codes are a critical and rapidly evolving tool for planners and communities. Many cities are now turning to these instruments as a means to manage growth, preserve and promote character, or even respond to climate change and a host of other issues.

Form-Based Codes vs. Traditional Zoning

Unlike traditional zoning, form-based codes emphasize urban form, with a building's particular use playing an important but subordinate role. By definition, form-based codes regulate development to achieve a specific urban form. Traditional zoning, by contrast, often employs quantitative measures such as minimum parking standards that are tied to a building's use and can determine a building's design, but sometimes with unintended results. For example, a typical code requiring four parking spaces per 1,000 square feet of office space means that a two-story, 20,000-square-foot office building (with 10,000 square feet per floor) needs 80 parking spaces. At 350 square feet per space (the minimum allowance for the car and circulation), this equates to 28,000 square feet of surface parking, or nearly double the building footprint.¹ Coupled with a 50-foot minimum roadway setback, this arrangement, pre-determined by the office use parking standards, leaves little choice in site or building design — the building must be set behind the over-built parking lot. Auto circulation and storage then become the site's dominant use, to the detriment of the public realm.



Form-based codes, however, set out to shape a community through building types and street standards that accentuate the public realm. They devise qualitative criteria that emphasize shared spaces, such as the location and size of building facades, and create settings conducive to human interaction. Mandated setback maximums and multiple stories in urban areas foster a sense of enclosure vital to pedestrian activity. In residential districts, standards ranging from narrow streets and on-street parking to maximum building setbacks and height caps define public spaces at a different, but appropriate, scale. The idea that attention to form can foster a better public realm establishes the foundation of form-based codes. As Elizabeth Plater-Zyberk writes, "Priority must be given to the management of *places*," and form-based codes work toward this priority.²



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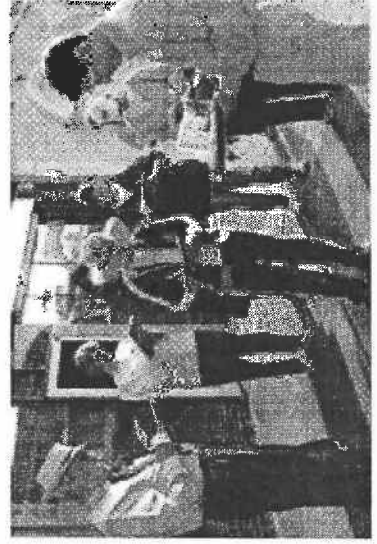
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Components, Principles, and Process

Most form-based codes contain five key elements. The Form-Based Codes Institute succinctly explains each component:⁴

1. *Regulating Plan.* A plan or map of the regulated area designating the locations where different building form standards apply, based on clear community intentions regarding the physical character of the area being coded.
2. *Public Space Standards.* Specifications for the elements within the public realm (e.g. sidewalks, travel lanes, on-street parking, street trees, street furniture, etc.).
3. *Building Form Standards.* Regulations controlling the configuration, features, and functions of buildings that define and shape the public realm.
4. *Administration.* A clearly defined application and project review process.
5. *Definitions.* A glossary to ensure the precise use of technical terms.

In addition, form-based codes may include architectural, landscaping, signage, and environmental standards, depending on the community's desires. Most importantly, each code operates under the structure of an *organizing principle*. Municipalities may organize a code by building types, frontage-based standards (such as maximum setback), street characteristics (such as lane or sidewalk width), or according to the transect, an urban-planning model that defines local landscapes through scale as well as transitions between various ecological and urban environments. Among these principles, the transect is the most common organizational tool, as it is applicable across a range of settings within a community.⁵ Under the transect organizing principle, building types and public space standards govern the relationships throughout the built environment. They address building forms and issues such as rights-of-way, connecting rather than separating the private and public realms to achieve an integrated whole — a sense of place. Planning holistically at the human scale permits communities to be more compact and saves on infrastructure costs by reducing the need for roadways, making form-based codes a suitable tool for municipalities concerned about climate change. Affordable housing advocates also extol the mixture of housing types, sizes, and tenure opportunities promoted by form-based codes.



It is important to note that the building types component is geared toward regulating form, not architectural styles.⁶ It normalizes variations in scale and intensity of development both within and across transition zones, as denoted in the Regulating Plan.⁷ For instance, a three-story building placed along a high-traffic thoroughfare must descend appropriately in height, volume, and scale toward the adjacent residential street and properties to its rear. This ensures that the building respects the surrounding residential character, creating a fine-grained urban texture that is human-scaled. Because regulation occurs at the street and



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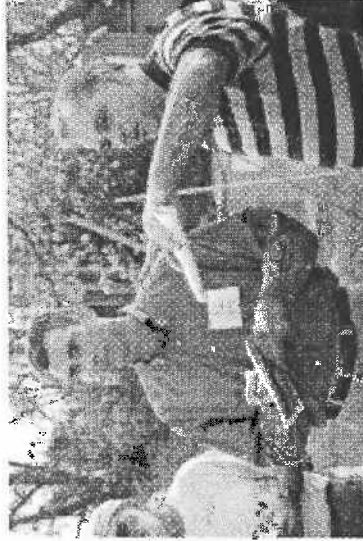
Ukiah Transect (pdf)

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The process of developing and documenting a form-based code is crucial to the code's success. Intensive design charrettes draw local officials, staff, and citizens together to examine their community and determine the Regulating Plan's scope. According to David Walters, "This inevitably widens the debate on codes to include the opinions of people other than architects," including the urban environment's daily users.⁹ Studying regional precedent assists communities in crafting regulations that help ensure that new development promotes local character and architecture. A well-designed code documents these standards extensively and uses a highly illustrative format to clarify existing building types as well as those expected.

Pros and Cons

Form-based codes offer communities many advantages. Chief among these is the ability to calibrate the codes locally — a practice essential to code development. Tailoring standards across various local transects enables application at many different scales. Form-based codes even work well within existing neighborhoods, especially historic districts, where they are used to "codify the DNA" of an area that may otherwise lack a strategy to manage growth.¹⁰ A good understanding of vernacular forms among staff, officials, and citizenry will make the codes readily enforceable at the local level.



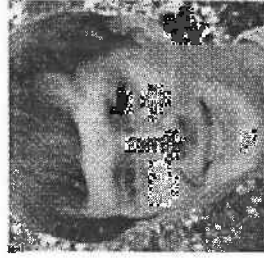
Form-based codes also allow creativity in site design by right, rather than through a lengthy permit process, as long as an applicant meets the established minimum standards. One illustrative approach involves regulating buildings by stories, not interior ceiling height, which permits a range of different development types (loft, townhome, apartment) or uses (office, live-work) within the same standards on the upper floors of a multi-story, mixed-use building. As Tony Sease, an architect/engineer with Civitech, Inc., explains, "This enables creativity from a design standpoint, where what's been proposed needs to be adjusted based on particular site or market demands."¹¹

Because form-based codes are prescriptive and not proscriptive, municipalities aim for what they do want rather than what they don't. This model generates strong citizen buy-in and clear expectations. Coupled with an illustrative and simplified format, form-based codes can streamline the permitting process. In the end, they can require less oversight by subjective, discretionary review bodies, saving time and money for staff, officials, and developers.

Grass Valley Development Code (pdf)

Form-based codes are not without their challenges, though. As with any regulation, staff capacity must be assessed correctly in the development of new codes. Planners without a basic understanding of design principles will need to grasp quickly the fundamentals of building massing, form, and much more to effectively administer the code. Moreover, each community must possess the political fortitude to enforce the code. Issues can arise if the codes are adopted alongside and not in place of

In each community, the goal remains the same: to create thriving, distinct places. Form-based codes can assist municipalities toward this end. Undoubtedly, it will be up to the next generation of planners to effectively develop and administer these tools across an array of landscapes, some old places in need of repair and some new places yet formed.



Trey Akers is the Robert E. Stipe Fellow in Historic Preservation at UNC-Chapel Hill's Department of City and Regional Planning, where he is specializing in Design and Preservation. He has worked as a planner in the Davidson, North Carolina, office of The Lawrence Group, a design firm specializing in new urbanist, LEED, and smart growth practices, and TND Partners, a traditional neighborhood developer in Durham, North Carolina.

RESOURCES

Images: Top — This neighborhood rendering from the Montgomery, Alabama, Downtown Master Plan depicts the gradual yet distinct transition between multi-story buildings and the surrounding single-family residences as a result of form-based code guidelines. Image City of Montgomery, Alabama, and Dover, Kohl & Partners, 2007. Middle — Planners from The Lawrence Group lead a mobile workshop with citizens as part of the Jacksonville, NC Master Plan. The award-winning plan relied heavily on citizen input to shape a code-based strategy for downtown redevelopment. Photo The Lawrence Group. 2007. Bottom — Craig Lewis, a principal with The Lawrence Group, discusses existing site conditions with a downtown Jacksonville business owner. A well-developed code serves both educational and regulatory purposes. Photo The Lawrence Group, 2007.

NOTES

1. Walters, David. 2004. *Design First: Design-based Planning for Communities*. Oxford, U.K.: Elsevier Ltd. Page 93.
2. Plater-Zyberk, Elizabeth. 2008. Foreword to *Form-Based Codes: A Guide for Planners, Urban Designers, Municipalities, and Developers*, ix-xii. Hoboken, N.J.: John Wiley & Sons. Page ix.
3. Parolek, Daniel, Karen Parolek, and Paul Crawford. 2008. *Form-Based Codes: A Guide for Planners, Urban Designers, Municipalities, and Developers*. Hoboken, N.J.: John Wiley & Sons. Page 1.
4. Form-Based Codes Institute. 2008. Definition of a Form-Based Code, January 29. <http://www.formbasedcodes.org/definition.html>
5. Parolek et al. 2008, 104.
6. Parolek et al. 2008, 78.
7. Parolek et al. 2008, 9.
8. Parolek et al. 2008, 17-18.

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Eight Advantages to Form-Based Codes

1. Because they are prescriptive (they state what you want), rather than proscriptive (what you don't want), form-based codes (FBCs) can achieve a more predictable physical result. The elements controlled by FBCs are those that are most important to the shaping of a high quality built environment.
2. FBCs encourage public participation because they allow citizens to see what will happen where—leading to a higher comfort level about greater density, for instance.
3. Because they can regulate development at the scale of an individual building or lot, FBCs encourage independent development by multiple property owners. This obviates the need for large land assemblies and the megaprojects that are frequently proposed for such parcels.
4. The built results of FBCs often reflect a diversity of architecture, materials, uses, and ownership that can only come from the actions of many independent players operating within a communally agreed-upon vision and legal framework.
5. FBCs work well in established communities because they effectively define and codify a neighborhood's existing "DNA." Vernacular building types can be easily replicated, promoting infill that is compatible with surrounding structures.
6. Non-professionals find FBCs easier to use than conventional zoning documents because they are much shorter, more concise, and organized for visual access and readability. This feature makes it easier for nonplanners to determine whether compliance has been achieved.
7. FBCs obviate the need for design guidelines, which are difficult to apply consistently, offer too much room for subjective interpretation, and can be difficult to enforce. They also require less oversight by discretionary review bodies, fostering a less politicized planning process that could deliver huge savings in time and money and reduce the risk of takings challenges.
8. FBCs may prove to be more enforceable than design guidelines. The stated purpose of FBCs is the shaping of a high quality public realm, a presumed public good that promotes healthy civic interaction. For that reason compliance with the codes can be enforced, not on the basis of aesthetics but because a failure to comply would diminish the good that is sought. While enforceability of development regulations has not been a problem in new growth areas controlled by private covenants, such matters can be problematic in already-urbanized areas due to legal conflicts with first amendment rights.

~ Peter Katz, President, Form-Based Codes Institute

Related Resources:

- [Definition of a Form-Based Code](#)
- [Checklist for Identifying and Evaluating Form-Based Codes](#)
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ZONING: READY TO BE REFORMED?

Neal Peirce



CHICAGO--Are the zoning codes that shaped America's great 20th century suburban boom ready for a retread--or a replacement?

Chicago is in the midst of a massive rewrite of its zoning codes, aimed at preserving pedestrian life and the city's vitality by protecting the great shopping streets from strip malls and drive-throughs, and the residential neighborhoods from looming blank walls and loss of front yards.

But in selected spots from South Florida to Tacoma, Wash., Nashville, Tenn., to Fort Collins, Colo., the very practice of zoning is getting challenged by alternative land regulations--increasingly called "form-based codes."

Old-fashioned zoning practices are delaying and discouraging the current surge of mixed-use developments in the nation's cities, Bruce Katz of the Brookings Institution asserted at a meeting here in January jointly sponsored by Brookings and the American Planning Association.

We're not about to jettison all land use regulations--they've been around since the Norman invasion of England and are necessary on many grounds, APA executive director Paul Farmer told the group of public-sector planners, architects, developers, and land-use academics from across the nation. But, said Farmer, it's time we develop new and more flexible codes that can "serve all citizens far more effectively than their 20th century predecessors."

The central problem, say critics, is that we've stopped creating--as earlier Americans did--great cities, towns and neighborhoods, places with public squares and greens that invite monuments. Nor such inviting features as shopfront windows lined up along inviting sidewalks.

The chief villain, they say, is zoning, and not just because most of it is written in arcane language with complex mathematical formulas. Even worse, zoning focuses so narrowly on protecting us from bad development that it ends up thwarting healthy mixed-use communities in our time.

Zoning first sprang up to segregate and separate uses--to protect residential areas, for example, from such blight as tanneries and industrial plants. In today's world of office, light industrial and residential uses, that's an almost irrelevant concern.

Now zoning fosters the big single-use pods of suburbia--malls and big box stores, subdivisions, industrial parks, isolated office buildings, plus massive parking requirements. Net result: big distances, auto dependence, vast road networks, and dull cookie-cutter places.

So what's the nature of form-based codes, the substitute now being pushed by advocates of richer mixed-use developments? Peter Katz, founder and former director of the Congress for the New Urbanism, reeled off the claimed benefits at the Chicago meeting.

The new codes, he says, focus less on what's forbidden and more on what's desired--the kind of town or city that people indicate they want. Mixed use is welcomed back. Basic rules are specified--for example a range of acceptable building types from apartments and townhouses to detached villas or high-rise towers (leaving individual design, for the most part, to owners). There are regulations, but fairly modest ones: typically the new codes specify minimum and maximum height, avoiding blank walls, and especially building out to the sidewalks to create a sense of place.

Underlying the codes, says Katz, each area needs a vision or plan--a community design, if you will--so that private building decisions more easily harmonize with and add excellence to the *public realm* we've so neglected in recent decades, especially our communities' streetscapes, squares and public buildings.

Let the form-based codes, he suggests, be simple and straightforward, backed up by easily accessible, computer-based graphics, and avoid the legalisms and obscurities typical of so much zoning.

There are barriers: Only a handful of town planning firms are adept with the new codes--nearly all with some connection to the Miami-based firm of Duany Plater-Zyberk, which "invented" the technique with its 1982 plan for Seaside, Fla.

And of those firms, even fewer have conducted the "charrettes" of week-long community meetings to focus on redesign of individual neighborhoods or commercial centers and gauge public choices from real alternatives. Such meetings (which Seattle planner Mark Hinshaw would call "public workshops") establish the vision on which local codes can then be fashioned.

What's against form-based codes is that they're new and disturbing to many developers, politicians and homeowners afraid of any change. And they aren't familiar (and thus reassuring) to big lenders. At worst, University of Pennsylvania land use expert Jonathan Barnett told the Chicago gathering, introducing form-based codes says to politicians: "Let's anticipate every land use fight we could have in the next 20 years, and have it now."

Most likely, the new codes will make their mark first for individual projects and only go citywide or countywide later.

What they have on their side is their relative simplicity and "transparency"--a clear vision of future development that a community can grasp. Compare that to the dinosaur zoning codes, and it's hard to believe history doesn't ride with them.

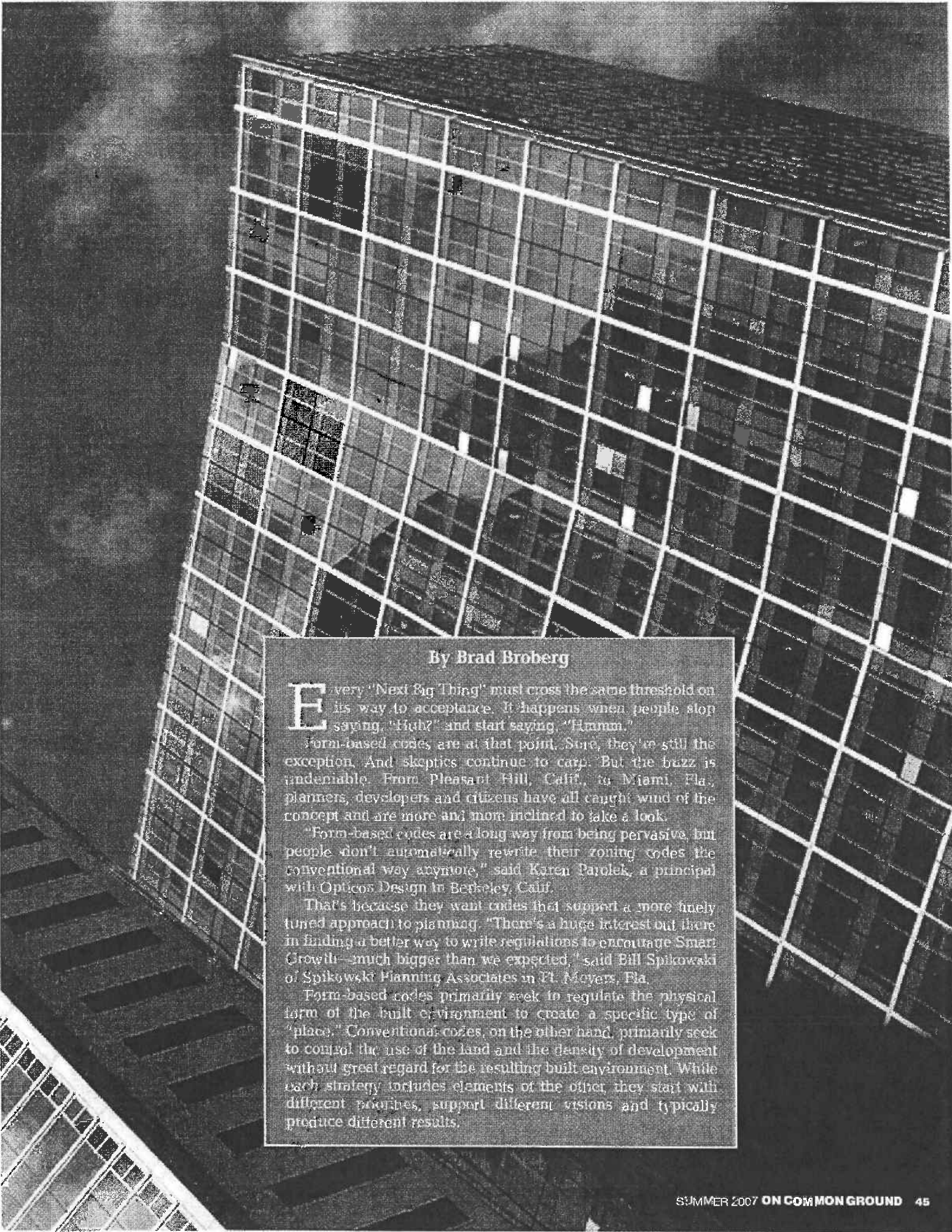
Neal Peirce's e-mail address is nrp@citistates.com.

Making

SMART GROWTH

possible with

Form-Based
Codes



By Brad Broberg

Every "Next Big Thing" must cross the same threshold on its way to acceptance. It happens when people stop saying, "Huh?" and start saying, "Hmmm."

Form-based codes are at that point. Sure, they're still the exception. And skeptics continue to carp. But the buzz is undeniable. From Pleasant Hill, Calif., to Miami, Fla., planners, developers and citizens have all caught wind of the concept and are more and more inclined to take a look.

"Form-based codes are a long way from being pervasive, but people don't automatically rewrite their zoning codes the conventional way anymore," said Karen Payolek, a principal with Opticos Design in Berkeley, Calif.

That's because they want codes that support a more finely tuned approach to planning. "There's a huge interest out there in finding a better way to write regulations to encourage Smart Growth—much bigger than we expected," said Bill Spikowski of Spikowski Planning Associates in Ft. Meyers, Fla.

Form-based codes primarily seek to regulate the physical form of the built environment to create a specific type of "place." Conventional codes, on the other hand, primarily seek to control the use of the land and the density of development without great regard for the resulting built environment. While each strategy includes elements of the other, they start with different priorities, support different visions and typically produce different results.

"You could use form-based codes to create any kind of vision, but nobody uses them to create suburban sprawl—the current codes do that just fine," said Spikowski. "With form-based codes, the most common vision is the Smart Growth vision."

The right tool

Form-based codes are to Smart Growth what rudders are to ships. It's possible to reach port without them, but good luck. "When the codes don't spell it out, the chances of getting [Smart Growth] are not as good," said Spikowski.

Conventional zoning codes were not conceived to create walkable neighborhoods with a mix of uses and a range of housing choices—three major principles of Smart Growth and its cousin new urbanism. They were conceived in the early part of the 20th century primarily to separate homes from industry and other incompatible activities.

"One of the major impetuses of zoning was ... to separate noxious uses from residential areas," said Bob Spikowski, an attorney with Robinson & Cole, a Connecticut-based firm with a well-known land-use practice. "But times have changed. Today, more and more communities are looking for ways to shape the look and feel of the built environment and not just control the use."

In at least one sense, form-based codes are no different than conventional codes. Both are tools to support better planning. But, as the decades passed, the challenge that inspired conventional zoning codes—the intrusion of noxious uses into neighborhoods—morphed into a new set of challenges: sprawl, congestion, environmental issues. As new strategies emerged to meet those challenges, so did the need for an alternative to conventional zoning codes.

"As people attempted to implement Smart Growth and new urbanism, they discovered a need for a different way to regulate development that was appropriate to those new models," said Peter Katz, president of the Form-Based Code Institute and former director of the Congress for New Urbanism. "You can do Smart Growth and new urbanism with conventional zoning codes, but they're not the best tool for the job."

In terms of supporting Smart Growth, conventional codes don't—at least not very well. Their emphasis on separating uses and controlling density force homes to be built far from work and shopping, makes inefficient use of available land and requires car trips for nearly every activity. In other words, conventional codes contribute to sprawl. They also make key

elements of Smart Growth—such as mixed use and greater densities—illegal without variances or rezones.

That's why form-based codes occupy such a prominent place in the Smart Growth tool box. "It stands to reason that a different form of development would go hand-in-hand with a different form of regulation," said Katz. "Use still matters. It just falls to a different level in the hierarchy of considerations."

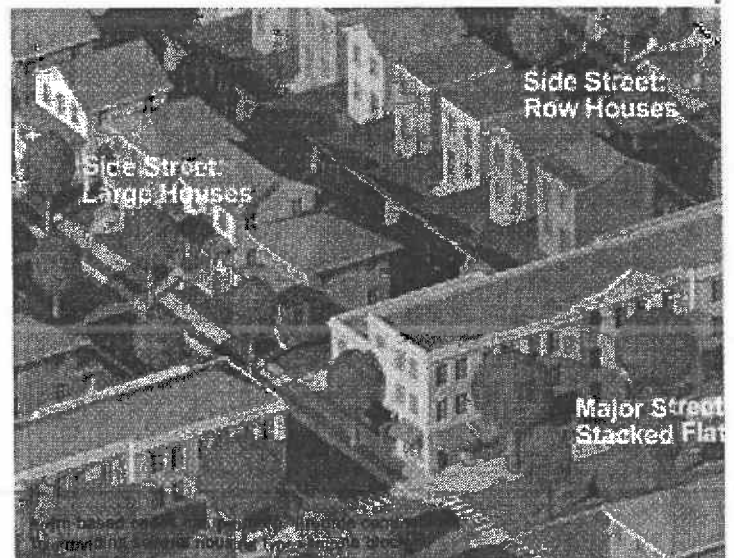
One of the benefits of that approach is it arguably makes it easier to convert buildings to new uses, promoting sustainability and allowing developers to respond to changes in demand. "It gives the market more flexibility on a finer scale to determine which uses are appropriate to be near each other," said Spikowski.

Miami's bold move

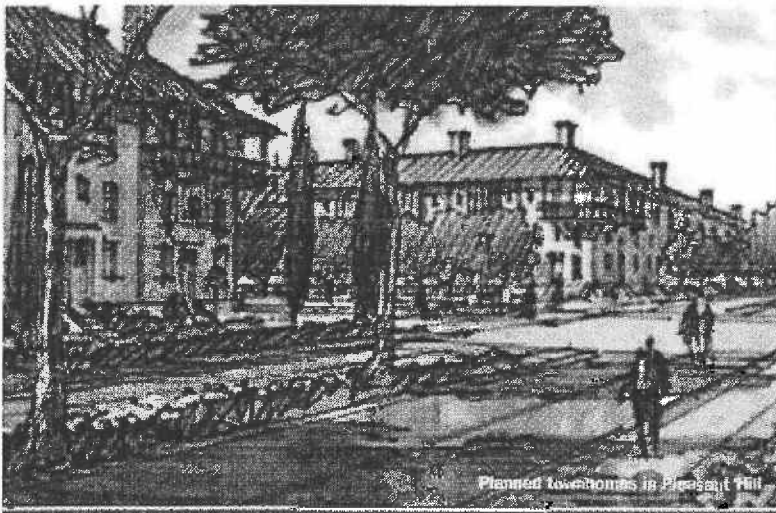
In the 25 years since Duany Plater-Zyberk & Co. (DPZ) used a form-based code to plan Seaside, Fla.—considered the birthplace of the concept—the number of projects involving form-based codes has grown, but their application has somewhat narrowly focused. "They're usually applied when you have a clear vision for a particular development," said Spikowski.

Now, all eyes are on the city of Miami. Instead of applying a form-based code to a particular project or even neighborhood, Miami is rolling out a new form-based code for the entire city. "It's unprecedented—such a project has never been done in a city as large as Miami," said Luciana Gonzalez, assistant to the director of the department of planning.

The form-based code is the backbone of Miami 21, Mayor Manny Diaz's blueprint to guide the



With form-based codes, the most common vision is the Smart Growth vision.



Planned townhomes in Pleasant Hill



Miami development

bustling city's future growth. "The city of Miami has experienced an enormous development boom in the last few years," said Gonzalez. "The regulations we had in place created chaos, failed to protect historic and traditional neighborhoods and affected the quality of life of our residents."

Developed with help from DPZ, Miami 21 will take effect over the next two years in one quadrant of the city at a time. "The entire concept of Miami 21 is based on a form-based code that emphasizes the shape and envelope of buildings rather than their use and density," said Gonzalez.

Why does that distinction matter? Because regulating use and density does little to ensure that the look and feel of a building—its configuration and relationship to the street—will be in harmony with its surroundings. Form-based codes do. In Miami, the hope is that a form-based code will, among other things, address the spread of high-rise residential buildings that are "way out of character and proportion" to adjacent neighborhoods—but without reducing development capacity, said Gonzalez. Another goal is to foster the development of live/work/play neighborhoods. "Long term, we hope to create a more walkable city," she said.

The straightest line

Parolek is excited to see a city the size of Miami embrace form-based codes in such a comprehensive manner. "Miami will prove how successful they can be when applied citywide," she said. Katz, on the other hand, is taking more of a wait-and-see approach. "When you find something good, there's always a tendency to want to extend it to as many situations as possible," he said. "I don't maintain that form-based codes are intended to be applied to an entire city. It's too massive."

Katz said form-based codes tend to work best with neighborhood-scale projects and are especially good at turning controversy into consensus. That's because form-based codes evolved in tandem with a strong commitment to community-driven design through charrettes. A charrette is a three- to seven-day process that establishes a specific overall vision for the desired look and feel of development in a specific project, a neighborhood or an entire community.

All stakeholders—planners, developers, property owners, elected officials, local citizens—participate in the charrette. The goal is to produce a mutually acceptable and highly detailed final design that will allow development to move forward without the usual logjams. "Normally, a developer puts a proposal on the table and everybody attacks it," said Parolek. "This way, the community puts the proposal on the table and says



Before: Pleasant Hill BART Station in Contra Costa County, California

Form-based codes seemed to be the best regulatory mechanism we could find.

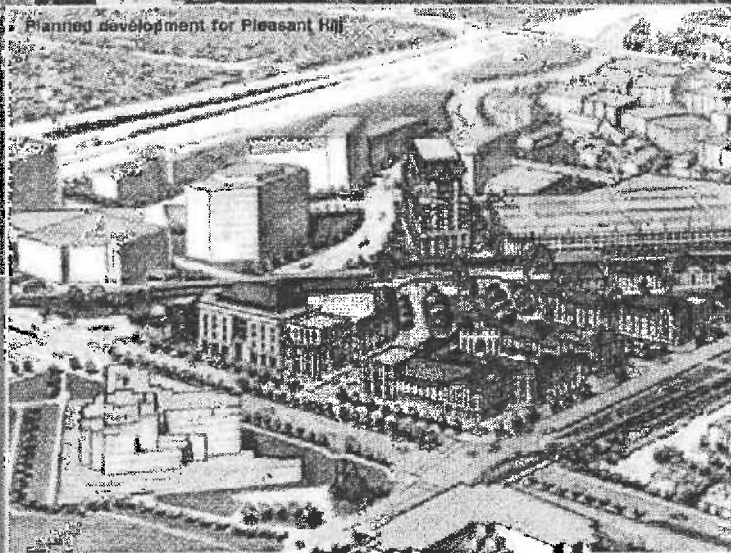
this is what we want, as long as you build it that way, go ahead and do it."

Where do form-based codes fit in? The codes, created in close concert with the overall vision, ensure that what gets built looks and feels like what people expected it to look and feel like—something conventional codes don't do so well. Conventional codes are essentially "defensive codes," said Parolek. "They say what you can't do, but they leave open any number of windows for what you could do. Form-based codes say this is what you must do."

Form-based codes are a means to a predictable end. "A form-based code is the straightest line from the vision to the actual implementation of that vision," said Katz. "All the code is really doing is delivering the vision."

All aboard

A good example of form-based codes helping a stalled project get unstuck is the Pleasant Hill BART Station in Contra Costa County, Calif. Over



the years, various proposals to redevelop a large parking lot surrounding the rail station were fought by the community, which considered the proposals incompatible. Finally, the county hooked up with a developer and held a charrette to produce a vision for the 18-acre site that everyone could support.

Attended by 500 different people over the course of six days, the charrette resulted in a plan for a transit-oriented development featuring 549 dwelling units, 270,000 square feet of commercial space, 35,590 square feet of retail space and a new parking garage. The creation of a form-based code to regulate the development played no small role in winning community support. "It helped the community believe it was going to get what it approved," said Maureen Toms, a principal planner with the county.

The Pleasant Hill model—a city or county working with a specific developer at a specific site—is one of the most common applications of form-based codes. A variation is the approach taken by Farmers Branch, Texas, a suburb of Dallas.

There, the city is using form-based codes to guide redevelopment in two specific districts but without a specific developer in tow. "These are two very good opportunities to experiment with live/work/play projects," said Andy Gillies, the city's planning director. "From the research we did, form-based codes seemed to be ... the best regulatory mechanism we could find."

St. Lucie County in South Florida adopted a form-based code to support a master plan for the future creation of four new towns—from scratch—within a 28-square-mile of grapefruit groves. The plan preserves 60 percent of the land as agricultural by relying on the transfer of development rights to locations where the towns will be built. "That's very different from what Miami is doing, but it's still cutting edge," says Spikowski, who helped create the master plan. "Quite a few developers are looking at this area."

More than a 'cool thing'

St. Lucie County is just another example of how "communities are finding creative ways to try form-based codes," said Parolek. Many are getting their feet wet by adopting form-based codes as overlays to existing codes, allowing developers to pick which code they want to follow. "The biggest problem we have is misinformation," said Parolek. "People think form-based codes are being done just because they're the cool thing to do." What most people probably don't realize, she said, is that many of the country's most vibrant neighborhoods sprang up before the advent of zoning codes and could not be built today without replacing conventional codes with form-based codes.

"We're also seeing a lot of jurisdictions latch on to the term form-based code ... without any real knowledge of it," said Parolek. "Form-based codes involve a much finer level of detail than many people are used to." Katz has observed a similar phenomenon. "A lot of communities are recognizing the value of mixed use, but the hard part is writing an ordinance that defines what mixed use is," he said. "They're either too loose or too restrictive."

To promote better understanding of form-based codes, the Form-Based Code Institute (www.formbasedcodes.org) offers three levels of courses and this spring gave out its first Driehaus Form-Based Codes Award. Another resource is the SmartCode manual, a guide to the form-based codes created by DPZ and available at www.placemakers.com.

Brad Broberg is a Seattle-based freelance writer specializing in business and development issues. His work appears regularly in the Puget Sound Business Journal and the Seattle Daily Journal of Commerce.

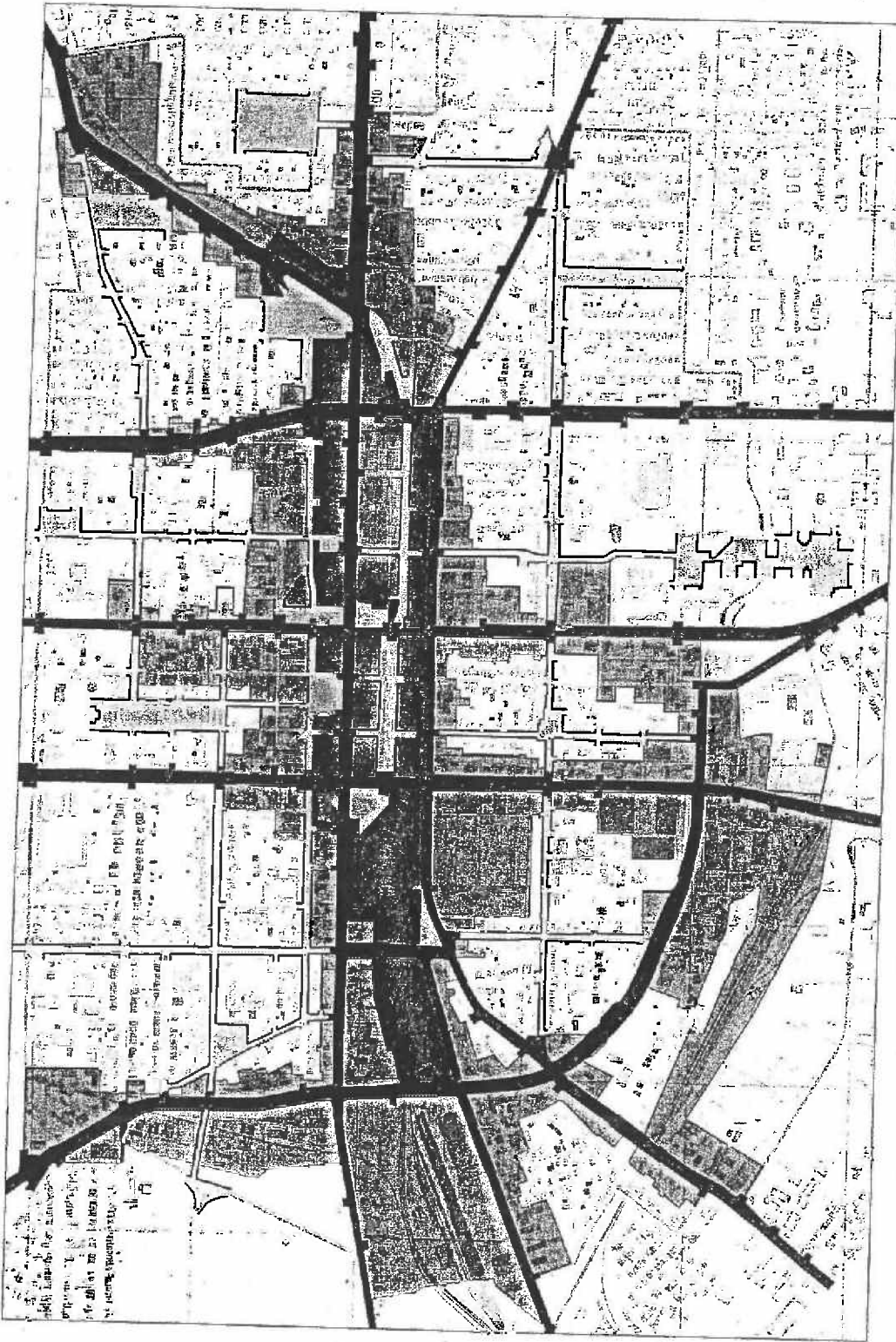
Recommendation One

CHANGE LAND USE

1. Organize land use according to how the city functions
2. Think of each property in relation to the entire downtown system
3. Understand the role and link the relationship between the arterial streets and the central core, the mixed-use and neighborhood zones.

As the diagram indicates, the Urban Core of Lexington is elongated and serviced by two thoroughfares, Main and Vine Streets, which run parallel to the core. Three public parks exist within the core - Triangle, Phoenix and Thoroughbred. The master framework plan proposes to link all three parks with a pedestrian network along Vine Street. Additionally, Cheapside and the new Courthouse Square are connected to this spine of urban parks. These five urban spaces shall act as the lungs of the downtown core.

Memorable cities are known for their public realm. The proposed plan creates a clear framework of streets and squares, connected by a welcoming pedestrian network. Additionally, existing public spaces and parks such as Gratz Park are integrated into this network. The end result is that each neighborhood has its own identifiable public space.

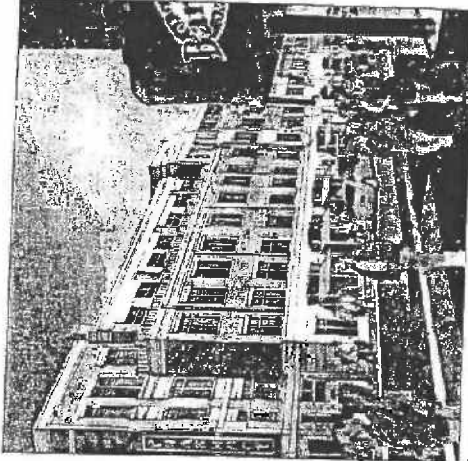


INFILL DEVELOPMENT

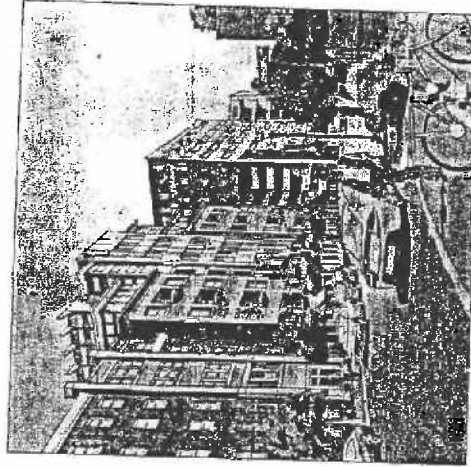
Another crucial element of land-use change is infill development. Infill can absorb tremendous growth within a city, reducing pressure on rural areas and on the urban growth boundary. As the analysis indicates, an abundance of vacant and underutilized properties exist within Lexington's city limits, a condition not uncommon in most American cities.

In many locations around the country, infill development has proven to be an efficient use of land, infrastructure, and services. It can substantially improve the quality of life in older communities, enhancing their character, viability, and function. The strategy for successful infill is the restoration of the street wall and the spatial continuity of the streetscape. Infill should strive to strengthen existing neighborhoods by respecting the historic fabric and introducing compatible uses that complement the community's attributes and needs.

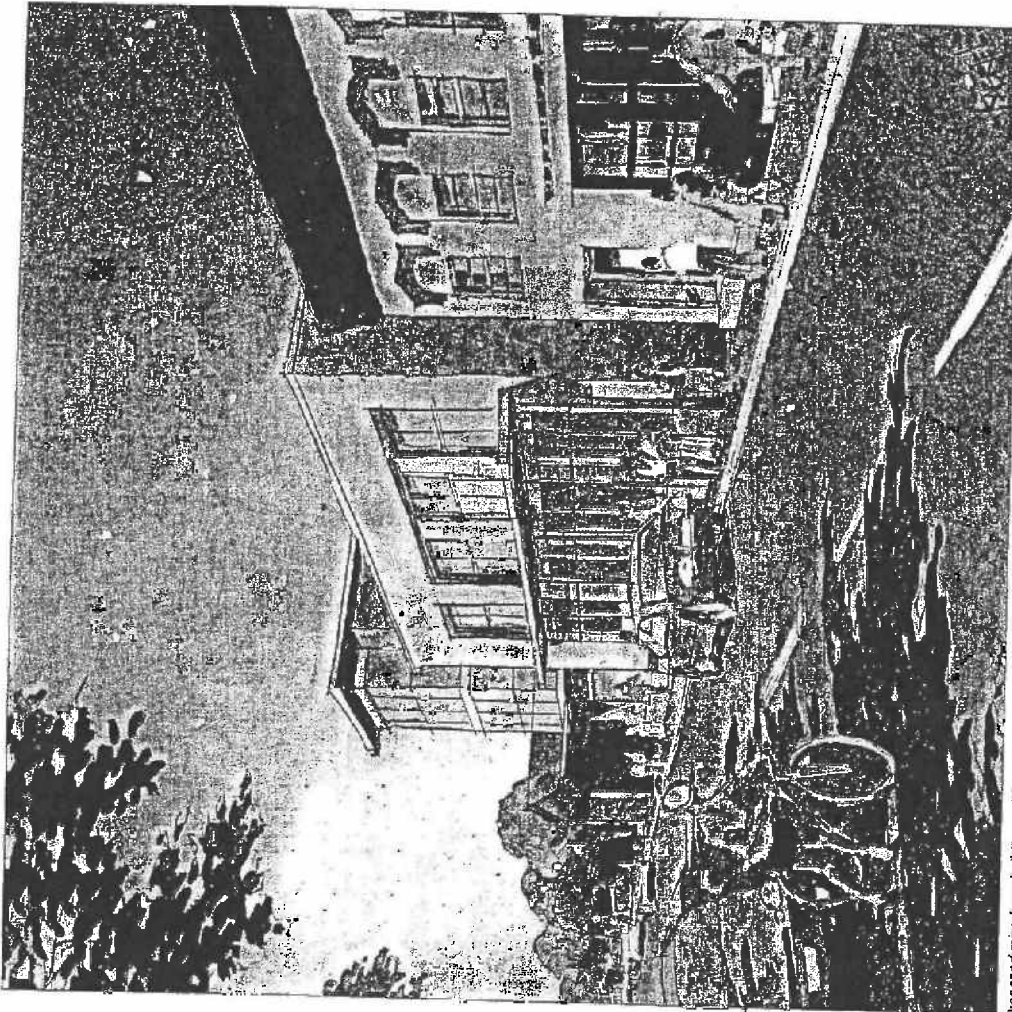
Each property within the study area has been verified, analyzed, and documented. Vacant and underutilized properties that can potentially be developed have been identified, and a proposed building footprint drawn on the master plan. The proposals for infill development are made in relationship to adjacent properties and immediate context. The images on the left illustrate potential development in Lexington on existing vacant lots.



Proposed mixed-use building on Main Street (the old Woodworth building site)



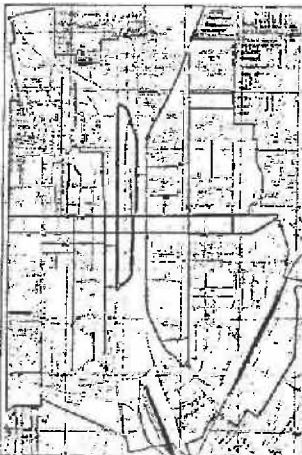
Proposed residential building on Vine Street



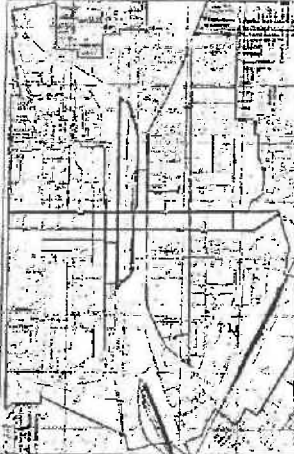
Proposed mixed-use building on Maxwell Street



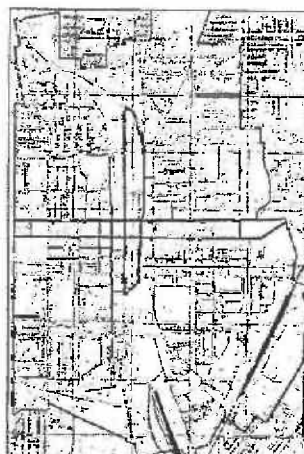
Existing Condition



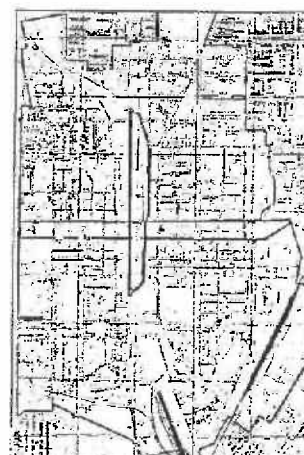
Northside



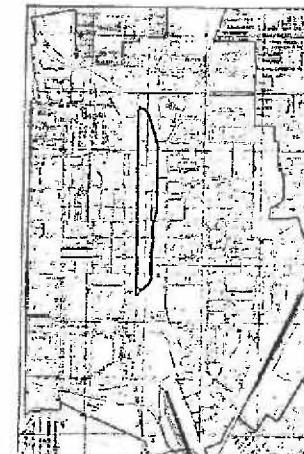
Maxwell and High



Short and Church



Limestone and Upper



Vine and Main

Recommendation Three

CONVERT ALL ONE-WAY STREETS TO TWO-WAY

The master plan proposes a phased conversion of all one-way streets. Studies have shown that one-way streets have higher travel speeds and carry more vehicles per hour per lane than two-way streets. However, it is also documented that one-way streets are more dangerous for pedestrians.

Additionally, one-way streets have a negative impact on retail businesses. Visitors to Lexington find the one-way system difficult to navigate. Given the city's large tourist trade, the downtown businesses suffer from the unfriendly street network.

This condition is exacerbated by Lexington's radial city plan with its discontinuous grid. In the current traffic pattern, alternate streets do not always permit vehicular movement in the same direction.

Three goals to be accomplished are:

1. Reducing traffic speeds to create a safer pedestrian environment
2. Allowing slow-speed but free vehicular movement in and around the city
3. Creating a downtown environment that is welcoming for visitors as well as for residents

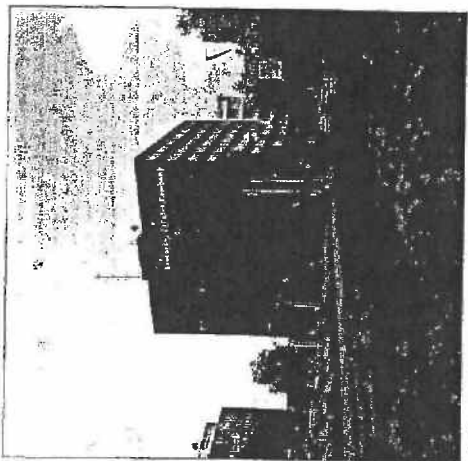
Recommendation Four

- INCREASE RESIDENTIAL DEVELOPMENT**
1. Introduce more housing into the Core
 2. Accommodate a diverse population through varied housing types and price points

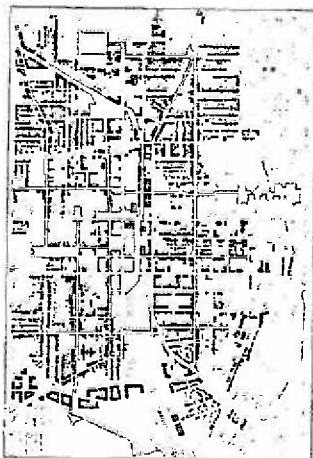
The underlying success to a thriving downtown is the addition of residential units into the existing fabric. Residents of the suburbs are increasingly aware that they could make better use of their time than spending an hour or more a day commuting. Additionally, they are aware that cities can offer great buildings and interesting housing options within walking distance of jobs and cultural activities.

In Lexington, it is imperative to encourage and build residential units downtown to help stabilize the area, create value, and establish a community of people who live and shop in the neighborhoods where they work.

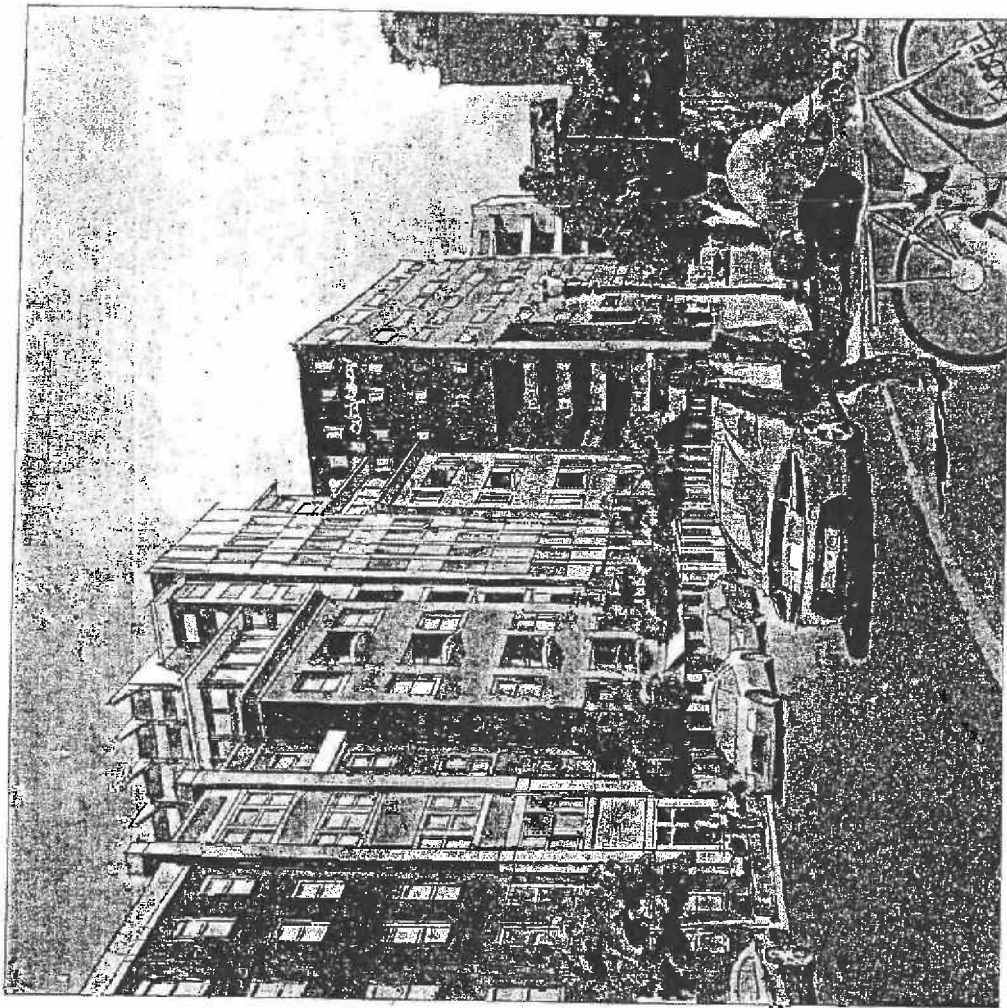
This plan suggests that a mix of housing units be built on vacant and underutilized sites within the downtown area. These units should vary in size, program, and price point to attract a diverse group of residents. In addition to a wide variety of housing opportunities, retail and service establishments, food stores, and other businesses providing basic goods and services should be available to these new urban dwellers.



Existing surface parking at Utility building



Residential potential throughout the downtown



Proposed new housing along Vine Street, opposite the Transit Center

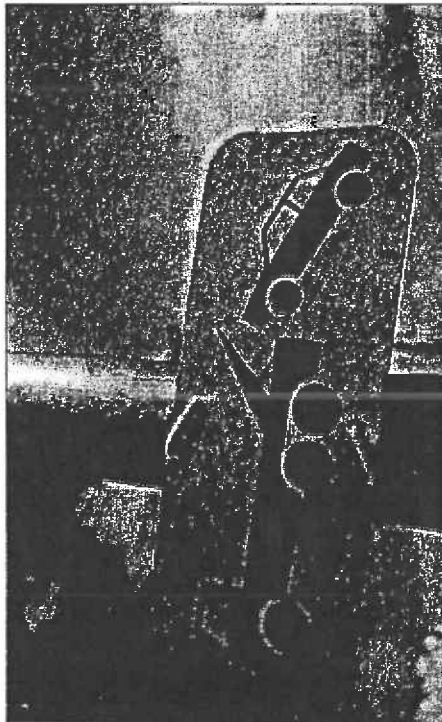
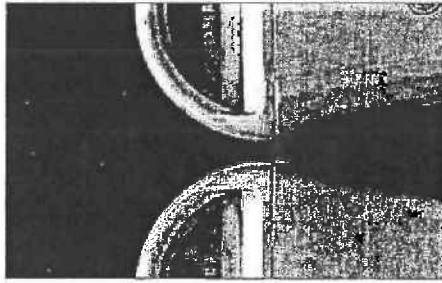
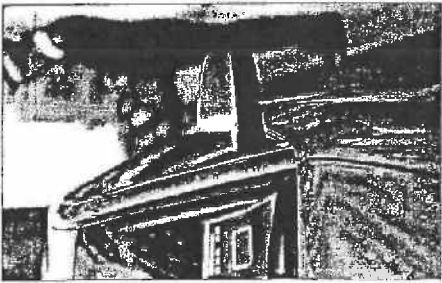
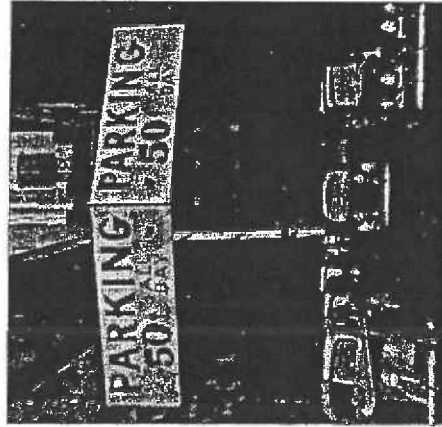
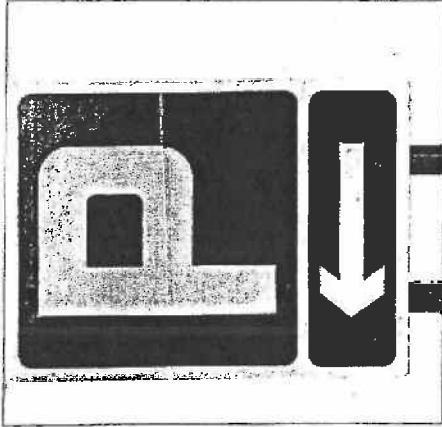
Recommendation Five

CREATE A PARKING AUTHORITY

The Lexington Downtown Development Authority (DDA) should be responsible for coordinating parking within the study area, with the following goals:

1. Provide residential parking permits to residents/cars, permitting them to park in Residential Zone parking in their neighborhoods. A nominal fee shall be charged for the permit. Cars without a permit may park in a neighborhood for a maximum of two hours.
2. Develop shared parking programs between different institutions and organizations, taking into account that various kinds of patrons that will utilize parking spaces at different hours of the day.
3. Create temporary loading/unloading zones on downtown streets for downtown residents to use for purposes such as unloading groceries.
4. Work with downtown residents and other stakeholders to resolve potential noise and transportation conflicts in the alleys, including parking impediments and trash pickup schedules.
5. Develop transportation programs for downtown residents and the University of Kentucky to encourage bicycle and bus usage. This may include car and bicycle storage facilities, bus pass programs, and working with Lexington to provide shelters and other amenities; and establish a free or low cost downtown circulation, such as a trolley system.
6. Consider developing outskirt parking storage locations for residents.
7. Organize an enforcement staff that frequently patrols the downtown and adjacent neighborhoods, issuing tickets for parking violations.

Recommendations 33



Source: Gerty Images

Recommendation Six

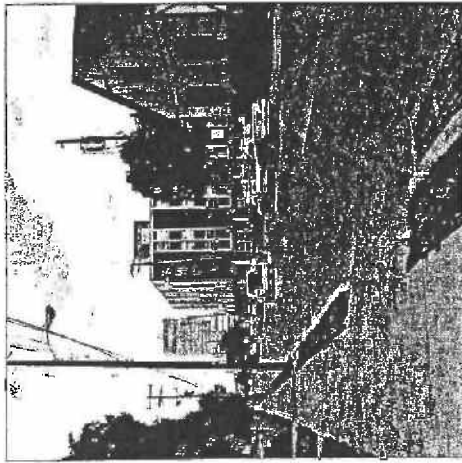
MAXIMIZE DENSITY IN VACANT SITES

Webster's Dictionary defines sprawl as a verb, "to cause to spread out carelessly or awkwardly." As a noun, sprawl can be defined as unregulated growth manifested as careless use of new land and resources as well as the disinvestment of older developed areas.

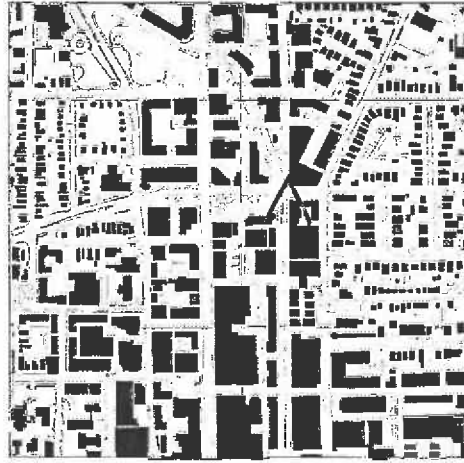
The underlying premise of this master plan is to combat sprawl development by studying every vacant and underutilized land parcel within the downtown area of Lexington. Most people mistakenly equate density with high-rise structures; the plan provides for an increase in density while keeping new structures compatible in form and character with the existing neighborhood.

As an example of typical residential densities, homes on large lots (10 acres) referred to as Ranchettes or Farmettes have 0.1 residential units per acre. Low-density single-family dwellings in sprawl developments comprise of large homes on acre lots have a density of 1.0 unit per acre.

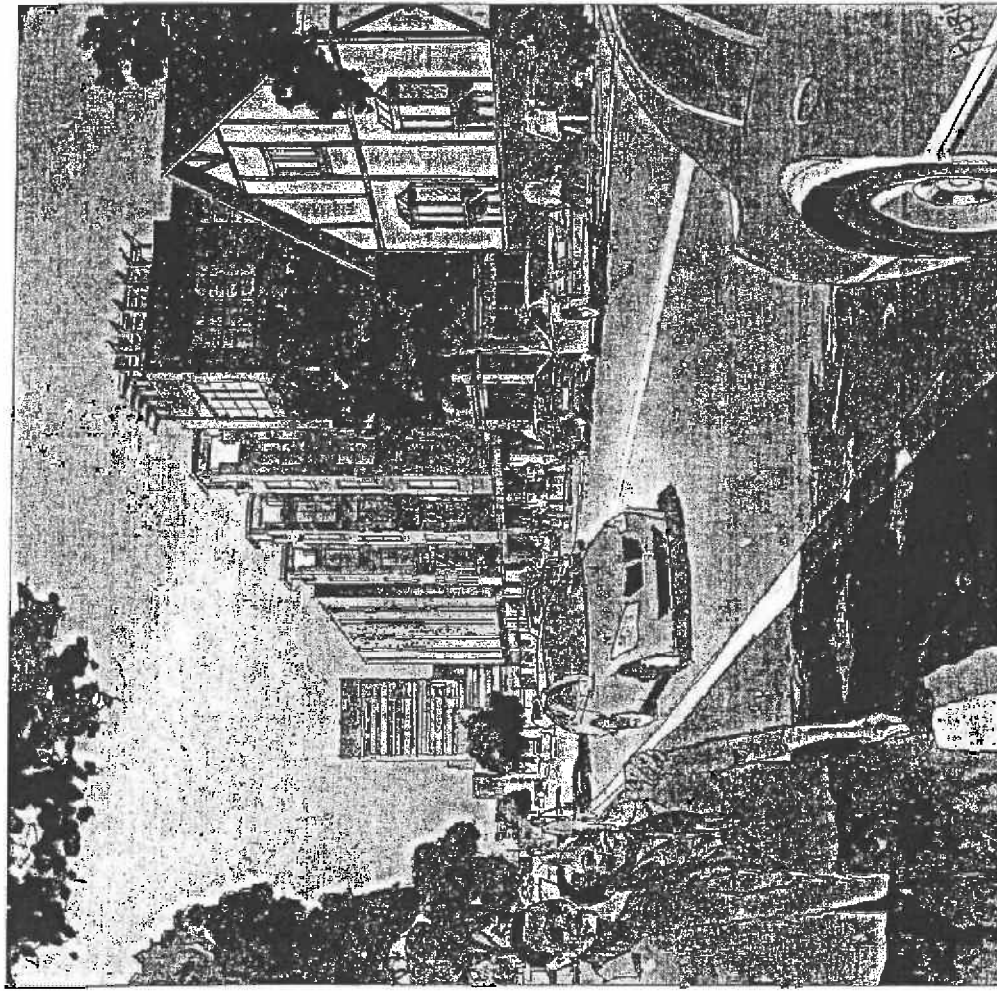
A typical neighborhood in an urban area which has small lots has a density of 3 units per acre, whereas a neighborhood of rowhouses with an occasional single-family dwellings and apartment building may have 10 units per acre. Urban areas that consist of mostly three-to-five-story apartments with occasional mid-to high-rises may have an average density of 100 units per acre.



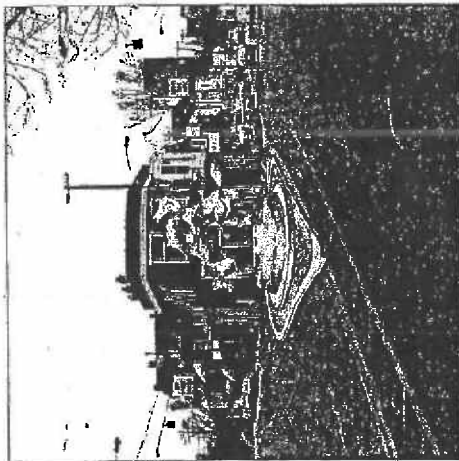
Existing view of YMCA



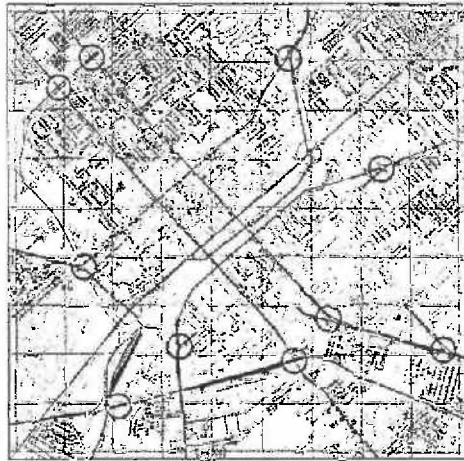
Partial plan showing infill properties along Vine Street



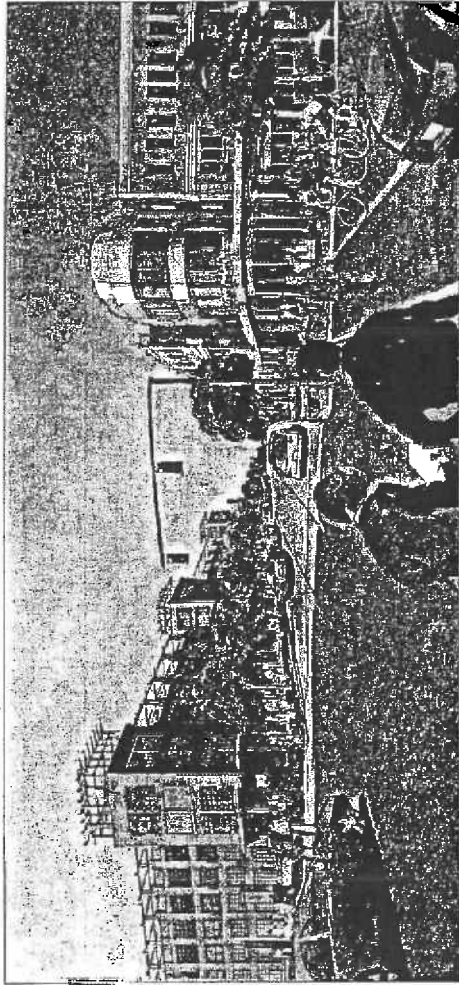
Proposed infill buildings with ground floor retail and residential above at a scale appropriate to the context



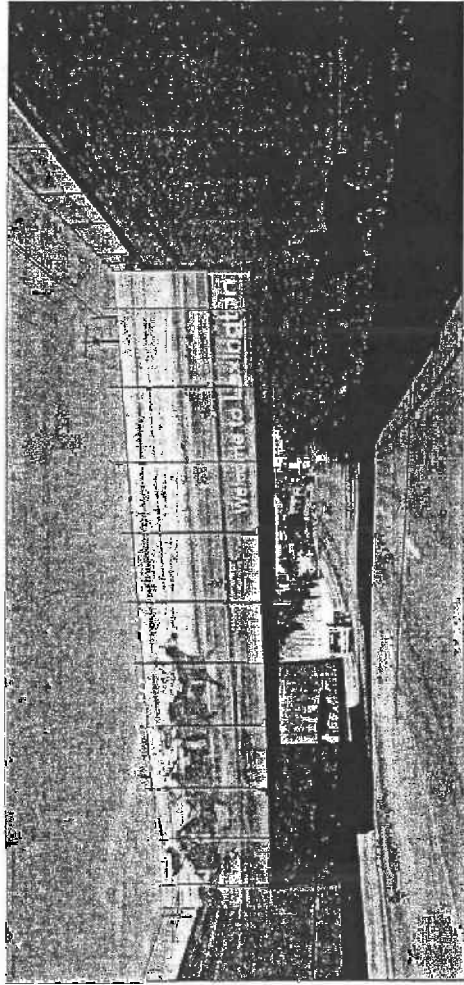
Neighborhood Gateways: Forks in the street network provide an opportunity for civic sculpture



Gateway - et al. Plan



At the two ends of the downtown spine, building forms that peer across Main Street are proposed, to create an urban gateway into downtown. Architectural elements on these new buildings accentuate the Newtoun Pike intersection.



An underpass at the periphery of the city provides an opportunity to announce the arrival into the city of Lexington.

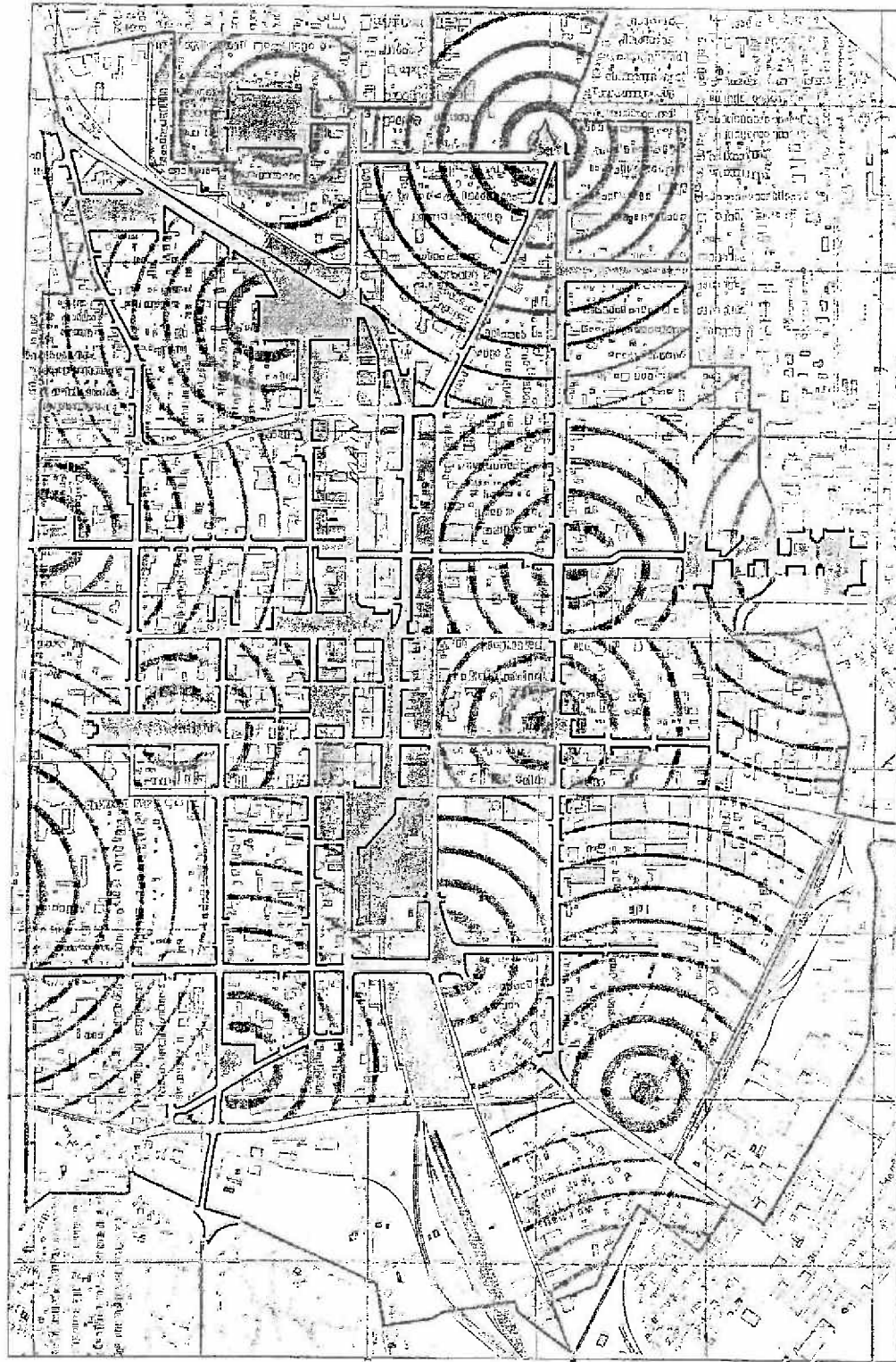
Recommendation Seven

CELEBRATE URBAN ENTRANCES

As in most urban areas, the visual and formal definition of neighborhoods in Lexington - downtown, College Town, rural farmland - have been blurred by the presence of non-contextual buildings. A high-rise at the outskirts of the city is just as inappropriate as a single-story fast-food structure in the middle of downtown. Subtle visual clues can inform visitors of their approach to the core of the city.

Three categories of gateways were identified for Lexington, to be developed as urban entrances into the central city.

1. **Peripheral Gateways (Blue)**
Several underpasses exist at the periphery of the city, where radial streets feed into the core. These present an opportunity for artists to enhance the visual impact of entering the city.
2. **Neighborhood Gateways (Red)**
The collision of the radial and grid street networks create several forks in the road as one approaches the downtown. These present an opportunity for public sculptures to act as neighborhood markers.
3. **Downtown Gateways (Yellow)**
The plan proposes the pairing of architectural forms at either end of the downtown core on Main Street, to create gateways into Lexington's downtown.



Recommendation Eight

INVEST IN A PEDESTRIAN NETWORK

The ten elements required to create a pedestrian friendly environment are:

1. Narrow streets
2. Interconnected streets
3. Sidewalks and crosswalks
4. Street trees
5. Sufficient lighting
6. Safe traffic volumes and speeds
7. On-street parking
8. Mixed land use
9. Buildings fronting the street
10. Police presence

The framework plan strives to link every existing neighborhood around Lexington's downtown core by an articulated and hierarchical pedestrian network. The diagram on the right represents this pedestrian network. It identifies central open spaces in every neighborhood surrounding the downtown, as well as open spaces within the core. It also shows each space linked by an existing street that has been identified as a major pedestrian corridor.

This diagram indicates the priority by which streets should receive funding for streetscape improvements and tree plantings, in order to create a green network through the city.

Recommendation Nine

INTEGRATE RUPP ARENA INTO THE URBAN FABRIC

Rupp Arena is situated to the west of the downtown core. With a \$50 million renovation of both the arena and the adjacent Lexington Convention Center, this multiuse entertainment, convention, and shopping complex has recently been transformed.

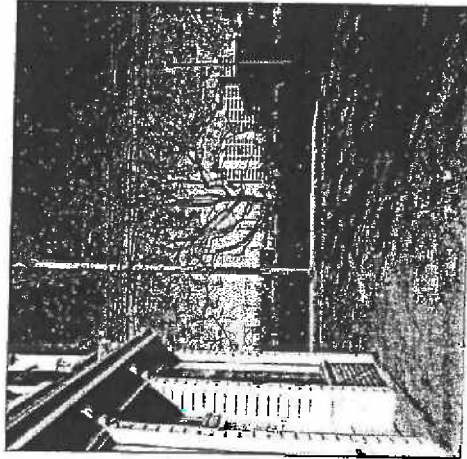
Home to University of Kentucky Wildcats basketball, Rupp Arena offers dozens of staging and seating configurations for all types of events. This multifunction facility seats up to 23,000 people, and offers spaces customized to accommodate as few as 2,300 people and as many as 8,500.

As detailed in Recommendation Eleven, the master plan proposes the development of an outdoor amphitheatre to the west of the existing building, with new structured and surface parking lots.

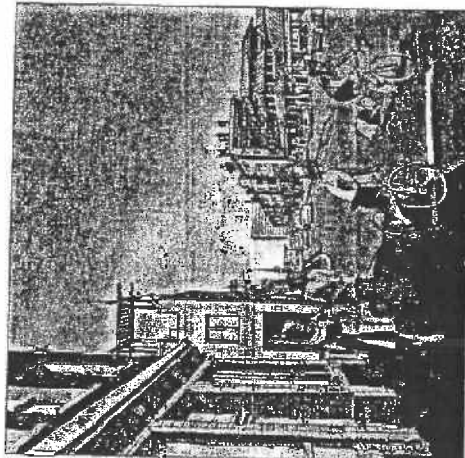
Additionally, the vacant surface lot to the south of the arena, which is usually empty except during an event at Rupp Arena, is proposed for mixed-used development with several structured parking garages accommodating both event parking and mixed-use parking requirements.

A pedestrian boulevard is proposed running parallel to Broadway and connecting Maxwell Street to the entry of Rupp Arena on High Street. Retail with housing above is planned for the boulevard to activate the area and support the convention center and arena.

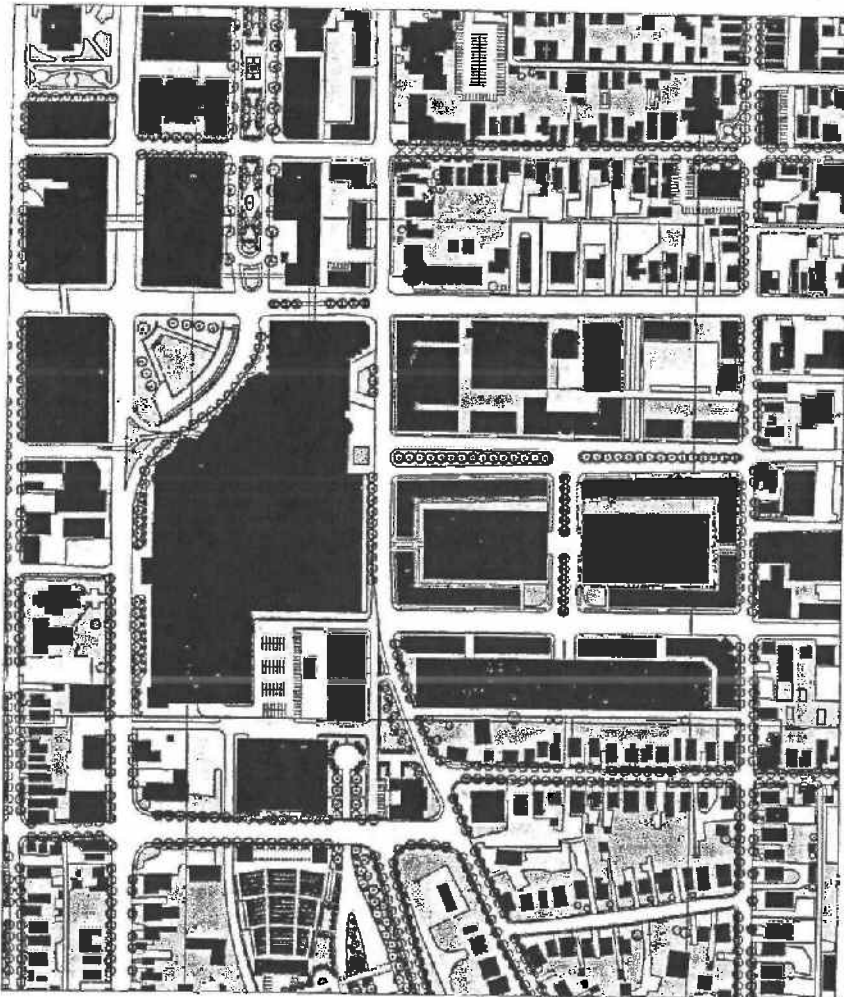
Recommendations 37



Existing view from West Maxwell Street looking north towards the Rupp Arena surface parking lot



Proposed view showing new north-south street leading to the Rupp Arena entrance



The Lexington Center and its Rupp Arena, Heritage Hall, Shops at Lexington Center and F-yet Hole! are an essential part of the growth and development of downtown. While this plan offers alternative uses of certain areas currently used for parking at the Lexington Center, there is no intention, with respect to any recommendations made to interfere with the future growth, development and operations of the Lexington Center as downtown Lexington's premier sports, entertainment and convention facility.

Recommendation Ten

DEVELOP VINE STREET

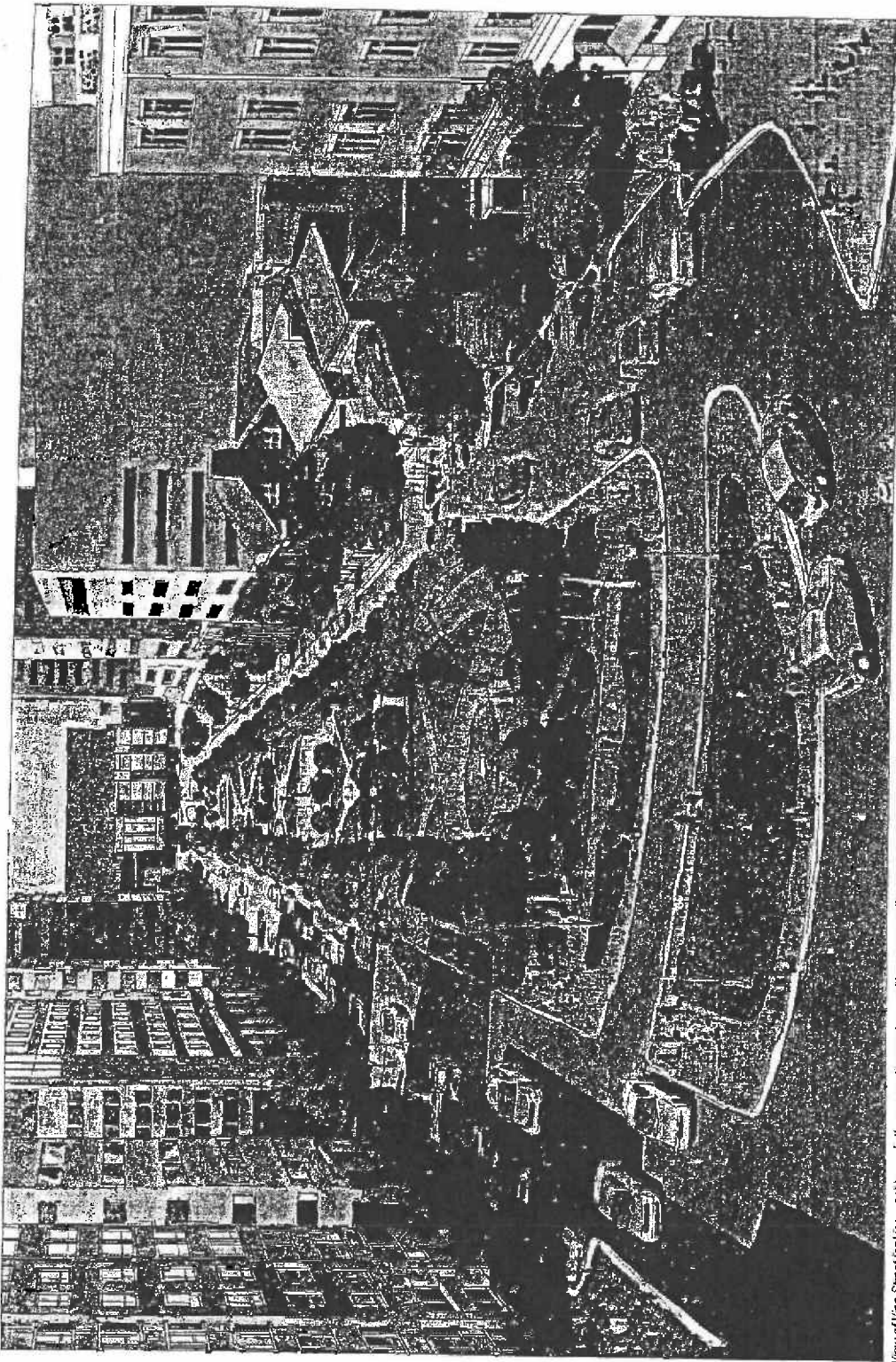
Lexington was laid out in 1779 along the banks of the Town Branch of Elkhorn Creek, chosen for its abundance of clear sparkling springs. The streets and rail lines follow the creek, and much of the early history is tied to this historic waterway. Town Branch is now buried under Water Street, Midland Avenue, and Vine Street.

At present Vine Street is a one-way street, five lanes wide, which encourages high-speed travel across the downtown core. The proposed plan transforms Vine Street to two-way traffic with a wide median down the middle as illustrated in the image on the right.

Vine Street originates at the Lexington Convention Center / Rupp Arena and Triangle Park and merges into Midland Avenue Street near Thoroughbred Park. The proposed green spine (linear park) connects the two parks at either end of the downtown core and is the urban connector segment within the Town Branch Trail.

The proposed greening of Vine Street integrates into the vision of the Town Branch Trail as a scenic route connecting downtown Lexington to McConnell Springs and Materson Station Park. The trail would provide miles of walking, running, and bicycle routes through neighborhoods, historic areas, and the Bluegrass countryside.

38 Downtown Lexington Master Plan



View of Vine Street looking west towards the convention center — with two way traffic and landscaped median

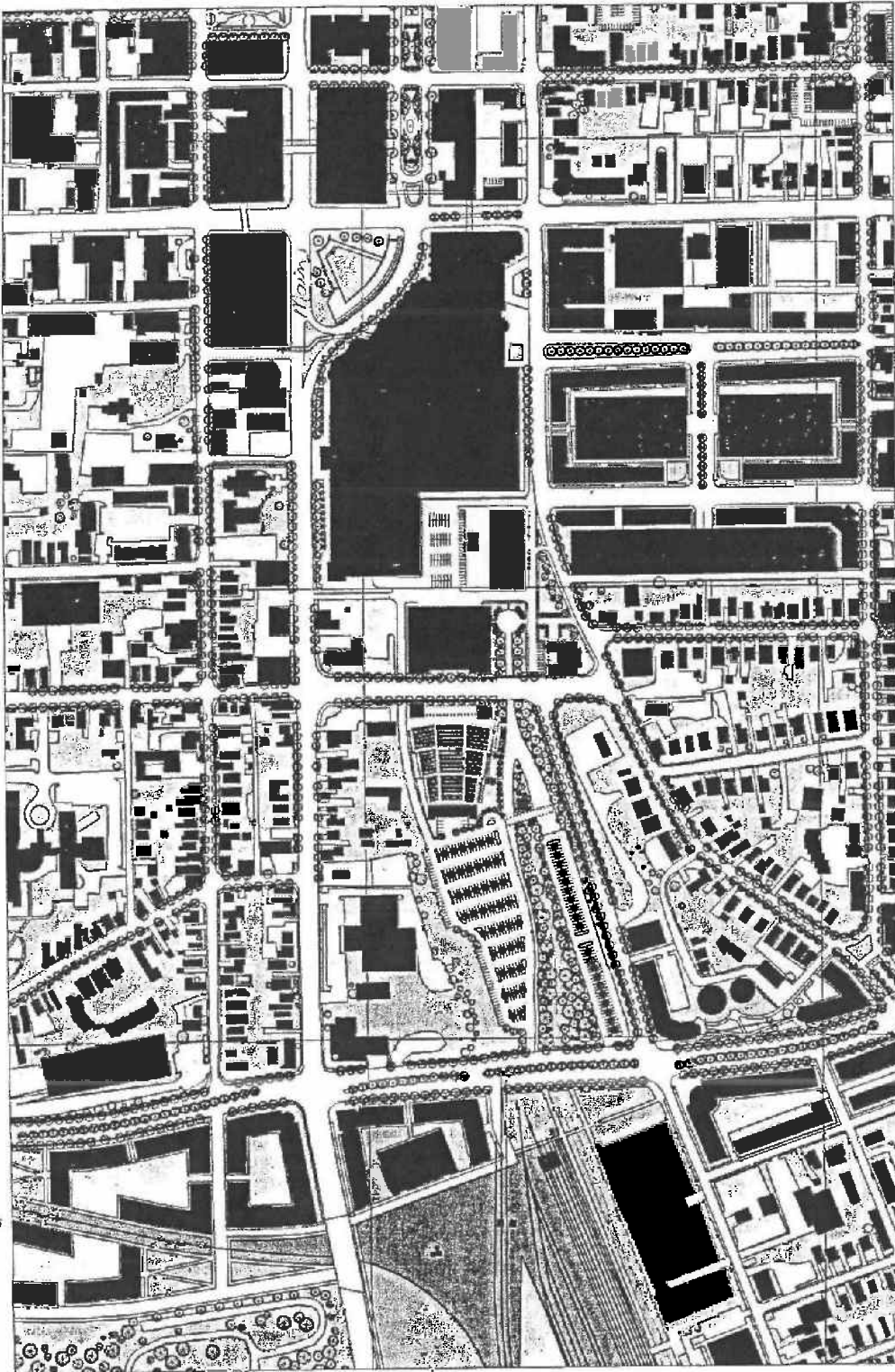
Recommendation Eleven

CREATE AN AMPHITHEATRE

To the west of the Rupp Arena exists a large surface parking lot that lies in the Town Branch creek valley. Jefferson Street crosses this parking lot at an elevation 30 feet above the parking lot. At the west end of the parking lot, Town Branch creek is "daylight" and the dry-laid stone creek banks that date back to Lexington's early history still line the stream.

An outdoor amphitheatre is proposed that steps down from Jefferson Street to the parking lot level. A new structured parking garage is proposed to the east of Jefferson Street to replace the parking spaces lost by the building of the amphitheatre.

The amphitheatre is one of many features proposed along the Town Branch Trail. To the west of the amphitheatre exists a series of railroad tracks, that terminate at Newtown Pike. A railroad carriage restaurant has been proposed for this location that will help complement the new development around the Rupp Arena.



Recommendation Twelve

CREATE A COMMUNITY CENTER / MUSEUM SITE

Civic structures are an essential ingredient – along with residential and commercial buildings – in creating a true city, and should be located on prominent sites within the urban fabric.

On the east side of the downtown core, north of Thoroughbred Park, exists a vacant underutilized land parcel. This recommendation proposes utilizing this hillside site for a museum / community center.

Given that many African-American jockeys lived close to the east end of Lexington, one suggestion is to build a museum on the specified site that commemorates the contribution of African-Americans to the horse-racing industry, which has now grown to an excess of \$2 billion annual sales.

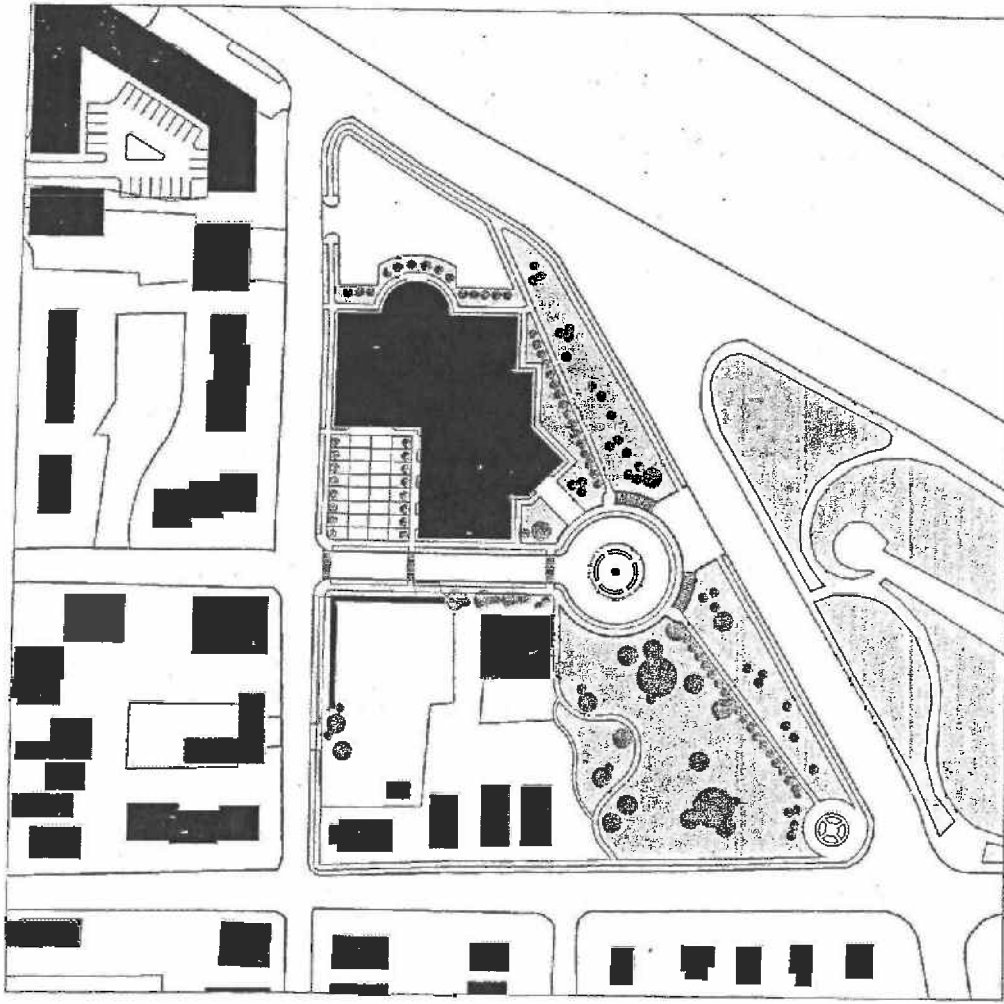
The history of thoroughbred horse racing in the Kentucky region is closely related to the African-American community. African-American horsemen played an influential role in the development of the sport between the Civil War and the turn of the century. Fifteen of the first 28 Kentucky Derby winners were ridden by African-American jockeys, and five were trained by African-American trainers.

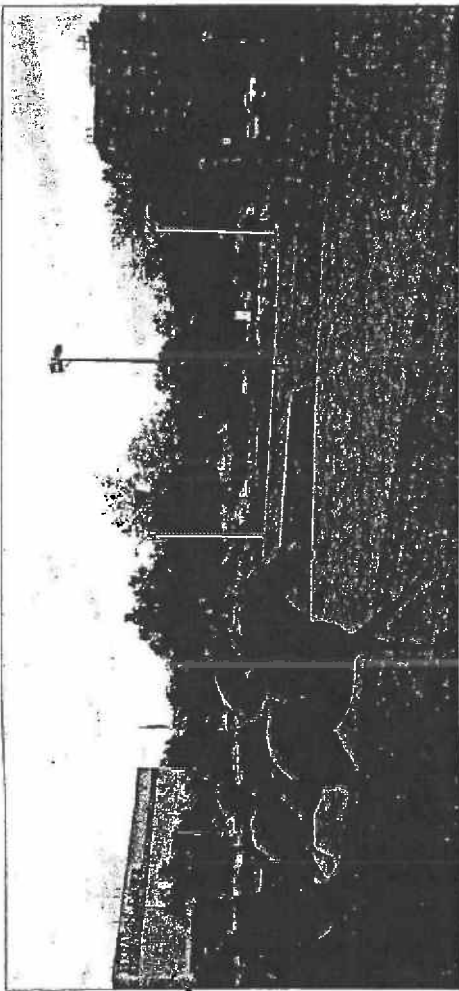
As horse racing obtained a higher profile at the turn of the century, African Americans

were relegated to stable help. Jimmy Winkfield, the last African-American jockey to win the Kentucky Derby, won in both 1901 and 1902. He left the U.S. for Europe to continue a lucrative racing career, with over 2,300 wins to his credit.

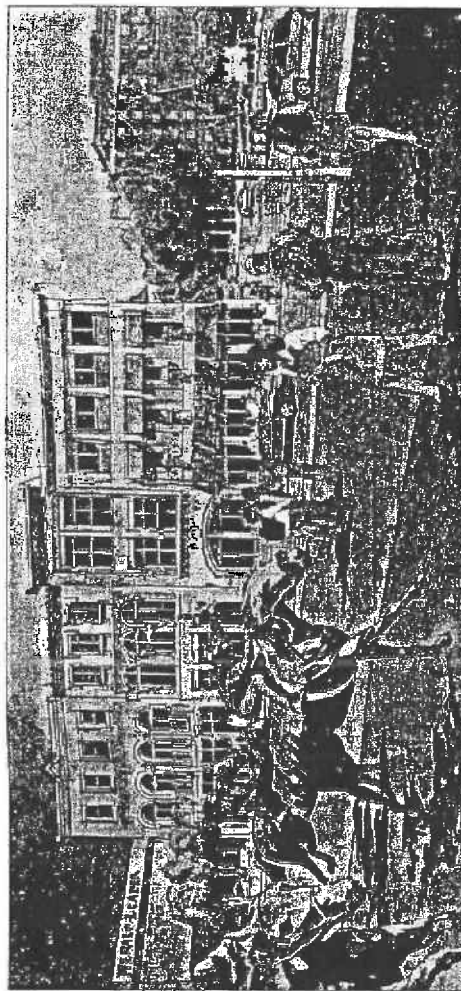
The African-American jockey Isaac Murphy is considered one of the greatest riders in American history. He was the first jockey to win three Kentucky Derbys, and won an astonishing 44 percent of all races he rode. That record has not been approached by any jockey since. Murphy was the first rider to be inducted into the Jockey Hall of Fame at the National Museum of Racing. He is buried next to Man O' War in the Kentucky Horse Park in Lexington.

It is appropriate and fitting that the site adjacent to Thoroughbred Park be utilized for a museum honoring the legacy of African-American horsemen who played a critical role in the development of the horse racing industry for which this region is so well known.

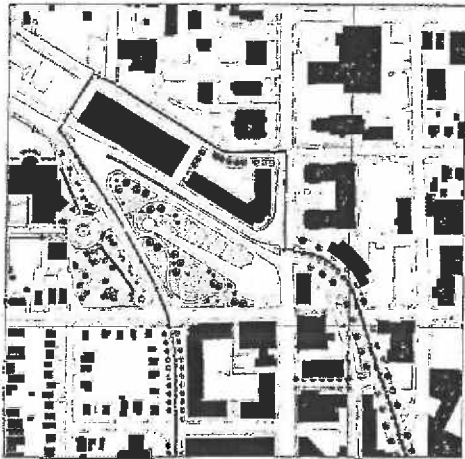




View from Thoroughbred Park looking to the east at a surface parking lot



Proposed commercial buildings (retail and offices)



Plan of Thoroughbred Park showing infill potential

Recommendation Thirteen

DEFINE THE SPATIAL CHARACTER OF THOROUGHBREDED PARK WITH BUILDINGS

Outdoor spaces within a city are the living rooms of the city. Like the walls that define a living room, - the facades of buildings surrounding a public space form the walls of that space. In the case of Thoroughbred Park, several of the walls that would define this outdoor room are missing.

To the east of the park is a surface parking lot currently used by the *Sun Herald*. The framework plan proposes that a group of small-scale buildings be built on this parking lot to enclose and frame the park space. These buildings would house the advertisement division of the newspaper, as well as a coffee shop on street level that would animate street life. Ground-floor retail would help address the street and orientate activity toward Thoroughbred Park.

Additionally, the vacant lot on the west side of the park should be developed as a mixed-use building to help enclose that edge of the public space. Residences in this building would provide the 24/7 activity that is needed in this part of town.

The north edge of the park is already loosely defined by the change in topography created by the existing hill.

Recommendation Fourteen

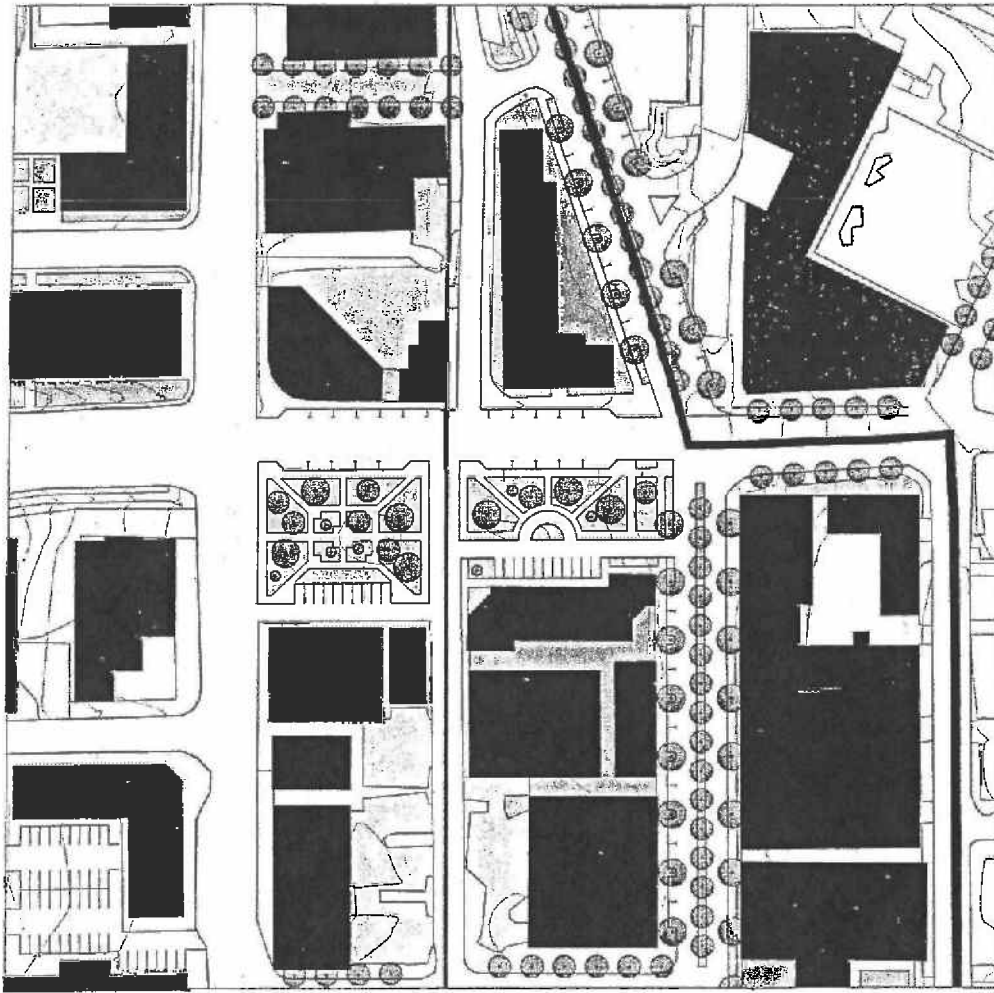
CREATE A NEW GREEN SPACE AT MAIN, VINE, ELM TREE, AND ROSE.

Entering Lexington from the east along Midland Avenue, the visitor does not get a favorable impression of the city. The area is riddled with surface parking lots and a discontinuous public realm. Every attempt should be made to minimize surface parking lots along major streets within the downtown core.

The plan proposes creating a pair of neighborhood scaled parks between Main and Vine Street, along Elm Tree / Rose Street. The parks would replace an existing surface parking lot, which does not contribute to the visual quality of the area.

It is envisioned that the parks would be accessible to the general public and would be passive rather than recreational.

The two apartment buildings that are set back from Elm Tree / Rose Street will benefit from this green forecourt that replaces the asphalt surface.



Recommendation Fifteen

MAKE FARMER'S MARKET A PERMANENT AMENITY

The Lexington Farmers' Market is an asset to the community that should be given a permanent home within the city. Although out-of-the-scope of this master plan, the design team felt strongly that the market should have a permanent home within the downtown area.

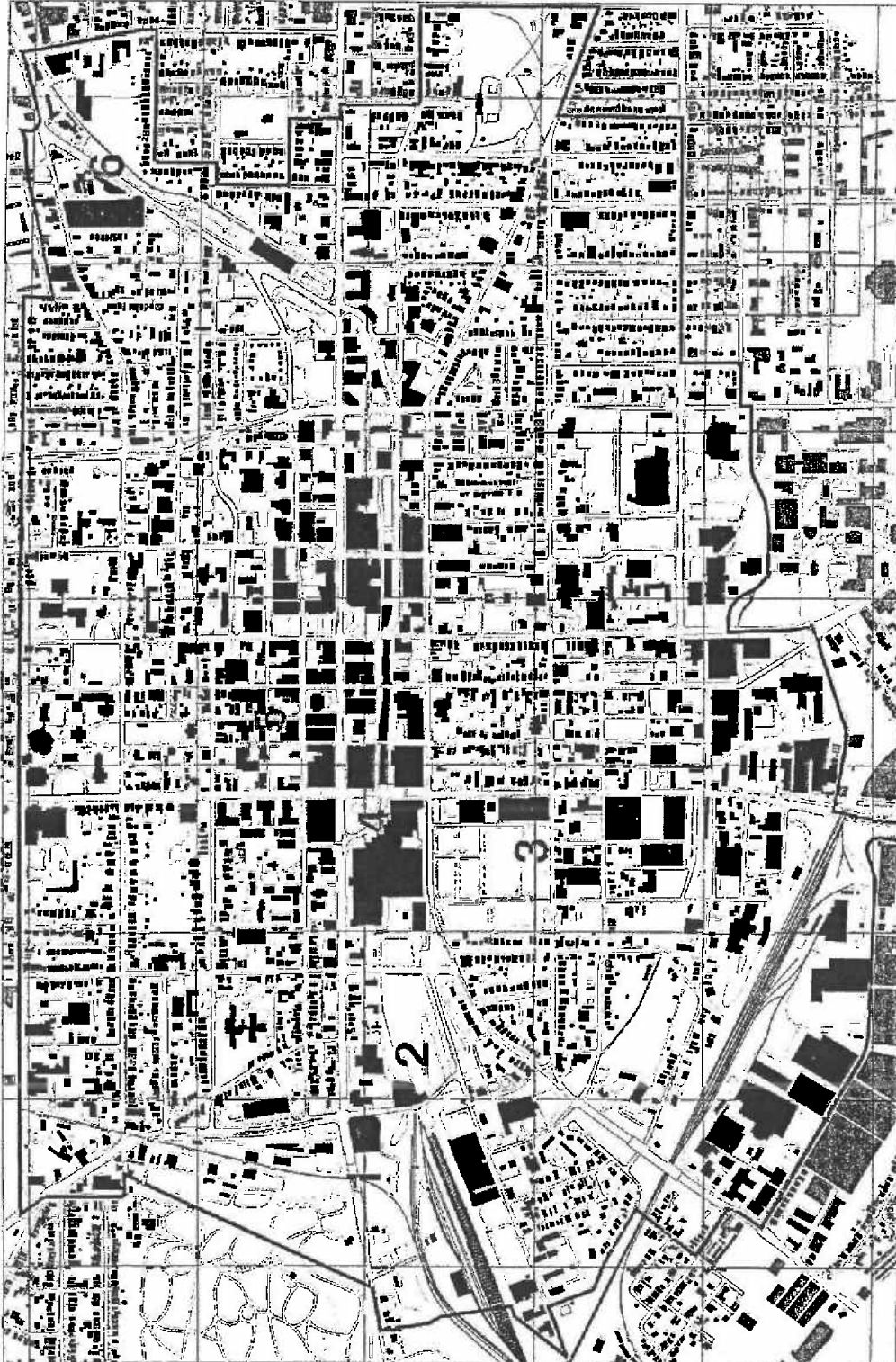
The Lexington Farmers' Market is a cooperative run by a board of directors elected by the membership. It was established in 1975 as the Farm and Garden Market Cooperative Association. The market is open outdoors on Tuesdays, Thursdays, Saturdays and Sundays. From mid-April until late November there are five farmers' markets at four different locations across Lexington. The traditional Saturday morning market on Vine Street between S Mill and S Limestone last until the farmers sell out and go home.

Several sites were considered as a permanent home for the market, which would include covered stalls, bathroom facilities, demonstration kitchens, and parking for shoppers as well as farmers.

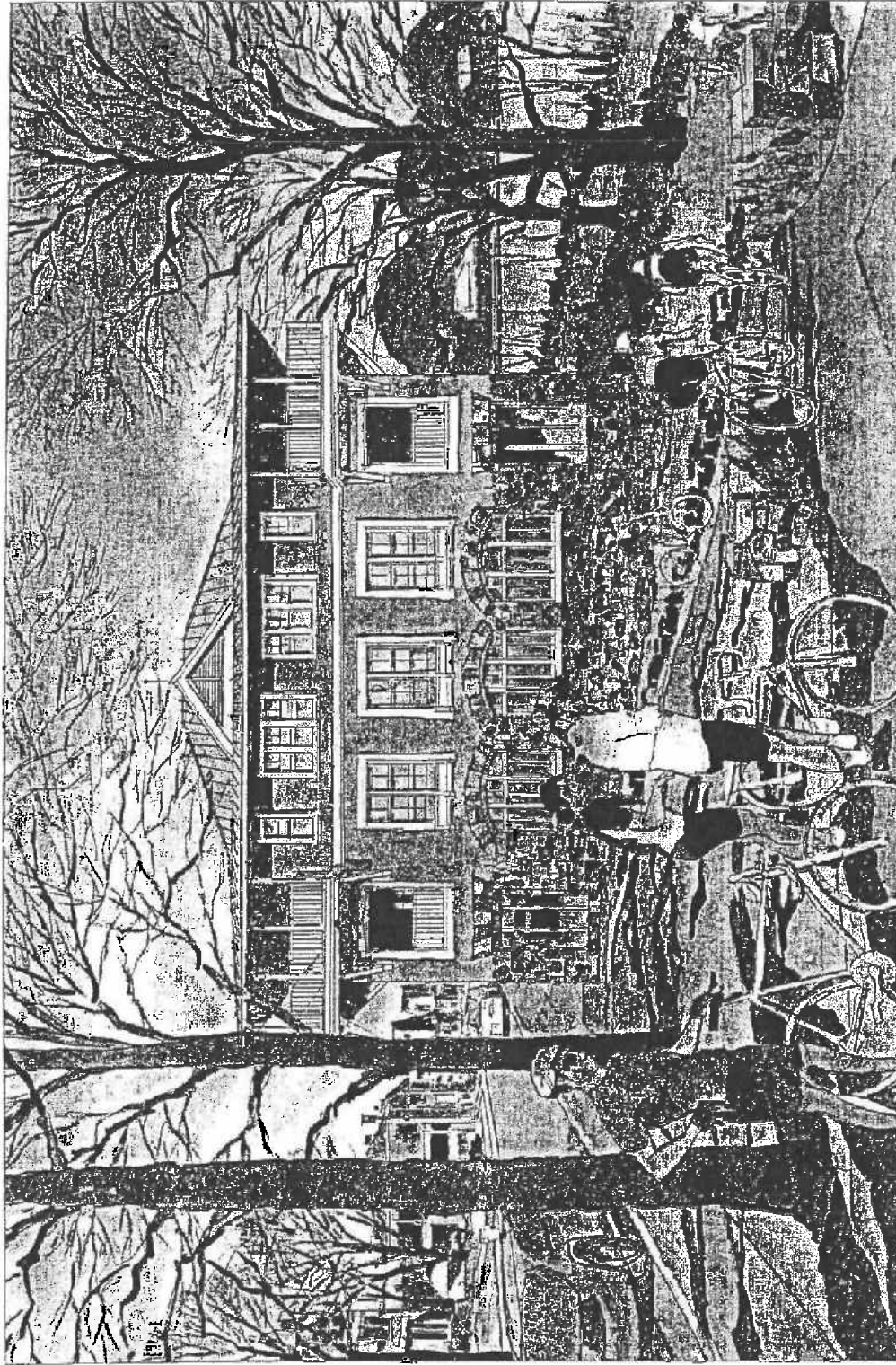
The sites studied included the following:

1. Main Street and Newtown Pike Extension
2. Cox Street
3. Broadway and West Maxwell
4. Vine Street
5. Cheapside Park
6. Charles Young Park

Recommendations 43



Proposed location for the farmer's market within the shaded area



View of proposed mixed-use building at the corner of High and Jefferson Streets

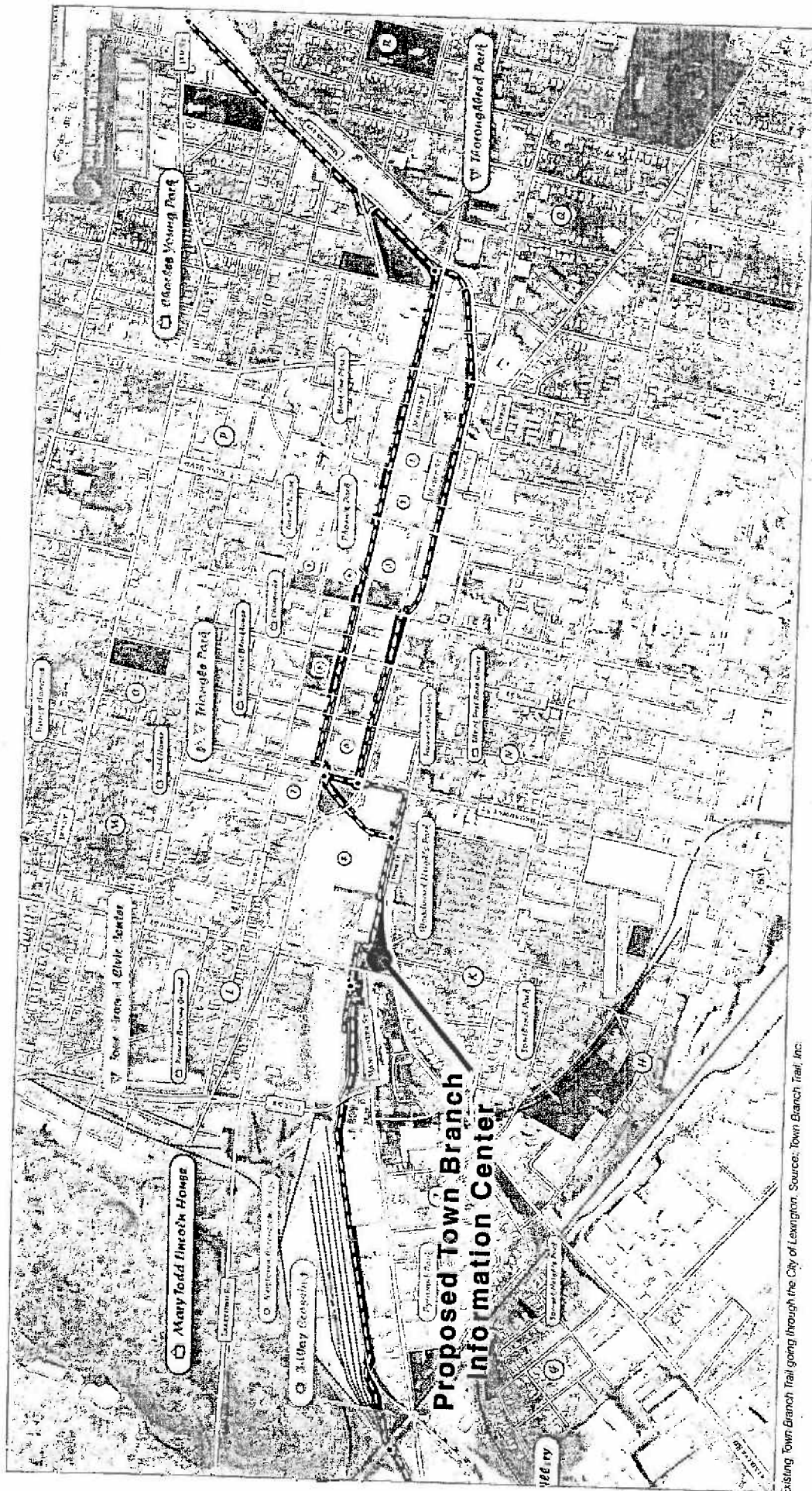
Recommendation Sixteen

INCORPORATE AND CELEBRATE THE TOWN BRANCH TRAIL AS A HISTORIC ASSET

At the intersection of Jefferson Street and High Street is a vacant lot. This lot is adjacent to where Town Branch is "daylight." The proximity of this lot to the trail makes it an ideal location for a visitor information center for hikers, runners, and bicyclists who wish to use the trail for recreation.

The proposed building for this property is mixed-use residential, with residential units on the upper floors and an office for the Town Branch Trail, Inc., on the lower level overlooking the trail.

Much has yet to be done to restore the creek to better serve wildlife, water quality, and flood control. At present, the pollution level of the creek makes it one of the state's most degraded waterways, a condition that Lexington residents should strive to see reversed.



Existing Town Branch Trail going through the City of Lexington. Source: Town Branch Trail, Inc.

Planning Committee- Issues Outstanding

04/16/09

Issue	Member Referred	Date Referred	Status
- Liberty Road Project Status - Newtown Pike Status - Loudon Avenue Phase 1 Status - Development Plan Adherence - Student Housing Issues - Fence Regulations- Sight Distance Issues - Mobile Home Trailer Park Quality of Life - Infill Redevelopment Committee Recommendations - Tree Protection Ordinance - Downtown Master Plan - Management Audit Recommendations - Review Civil Penalties/Impose Fines on Property Owners Who Operate a Home Office/Occupation in Violation of the Zoning Ordinance - Impose Restrictions on Issuing Permits to Individuals/Property Owners When There are Pending Written Complaints Regarding Violations of Zoning Ordinances - Place Reasonable Time Limits for Completion of Construction Projects Approved for Existing 1/2 Family Residential Building Permits and Fence/Retaining Wall Permits - Special Districts - Zoning Violation Fines - Extended Stay Zoning Ordinance Text Amendment - Art 16 Zoning Ordinance re Rear Yard Parking in Residential Areas - Parks Master Plan	Stinnett Blues James Myers Lawless Blues James Gray James Lawless Crosbie Henson Henson Henson Myers Myers Lane Henson Stinnett	Jan 06 Feb 06 Oct 06 Jan 07 Sept 07 Dec 07 Dec 07 Feb 08 Mar 08 Apr 08 May 08 July 08 July 08 July 08 Sept 08 Sept 08 Mar 09 Apr 09 Feb 09	Bi Monthly Written Report Bi Monthly Report Bi Monthly Written Report Winter-Spring 09 Fall 09 On Hold Unknown Unknown Review Recommendations Subcommittee Formed Working Group Working Group Working Group General Assembly Action Required Aug-Sept 09 Sub Committee Formed