

TEMPORARY RESOLUTION NO. 76-22

PERMANENT RESOLUTION NO. \_\_\_\_\_

A RESOLUTION TO AUTHORIZE THE SERVICE-SAFETY DIRECTOR TO ENTER INTO A CONTRACT WITH CROSSROADS COMMUNITY PLANNING, LLC FOR PROFESSIONAL SERVICES

WHEREAS, the City of Lancaster desires to create a City Planner Position and update its current zoning code for the benefit of economic development and orderly growth; and

WHEREAS, Holly Mattei, the owner of Crossroads Community Planning, LLC has met with the Economic Development Committee and offered to use her technical expertise in planning and zoning to assist the City with these important objectives; and

WHEREAS, she provided the City with a "Planning Technical Assistance Proposal" and "Zoning Code Update Proposal" outlining the scope of the services that Crossroads Community Planning, LLC is able to provide, attached hereto as Exhibits A and B; and

WHEREAS, the Economic Development Committee found that she is uniquely qualified to offer the professional services that the City needs based on her skills, experience, local knowledge, and business structure; and

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF LANCASTER, STATE OF OHIO

SECTION 1. That the Service-Safety Director is hereby authorized to enter into an agreement for professional services as outlined in Exhibits A and B for Planning Technical Assistance and a Zoning Code Update with Crossroads Community Planning, LLC in an amount not to exceed Ninety Six Thousand Five Hundred Dollars (\$96,500.00).

SECTION 2. That this resolution shall take effect and be in force from and after the earliest period allowed by law.

Passed: \_\_\_\_\_ after \_\_\_\_\_ reading. Vote: Yeas \_\_\_\_\_ Nays \_\_\_\_\_

Date Approved: \_\_\_\_\_

\_\_\_\_\_  
President of Council

Clerk: \_\_\_\_\_

\_\_\_\_\_  
Mayor

Offered by: \_\_\_\_\_

Second by: \_\_\_\_\_

Requested by Economic Development Committee



**CROSSROADS COMMUNITY PLANNING, LLC**  
**CITY OF LANCASTER, OH**  
**PLANNING TECHNICAL ASSISTANCE**  
**PROPOSAL**

February 7, 2022

Mayor David L. Scheffler  
Lancaster City Hall  
104 East Main Street  
Lancaster, Ohio

Dear Mayor Scheffler:

Thank you for reaching out to discuss the potential opportunity of providing planning and zoning technical assistance services to the City of Lancaster. At this key juncture in the City's development, proper planning is essential to delivering a prosperous future. This will ensure Lancaster continues to be successful and assist the city in reaching its goal of being a regional success story. After reflecting on your discussion and considering the planning division and related commission's current needs, Crossroads Community Planning, LLC ("Crossroads") offers the following proposal to partner with Lancaster:

A. Scope of Services

1. Assist with creating a Planner Position: The City's ultimate goal is to create a planning position that can be housed within its own department or a division of an existing department. Crossroads believes hiring an intern and creating a career pathway within the city is the best first step in achieving this goal. As part of our services, Crossroads would serve as a mentor to this intern and assist with handling the day-to-day activities while concurrently teaching the intern the best practices needed to be a successful planner. The goal of this service will be to grow this intern into a full-time planner who can assume the planning technical assistance duties related to this contract upon graduation.
2. Plan Review. Crossroads will provide immediate technical expertise to assist the City with current and upcoming planning and development proposals. This includes conducting and preparing full review and recommendations for all proposals submitted, including but not limited to:
  - a. Reviewing proposed plans to provide guidance on the zoning process and appeals of decisions;
  - b. Attending meetings with city entities as needed and appropriate; and

- c. Providing general consulting and professional recommendations related to planning, land use and proposed development activity within the City, as requested by the Mayor.

Crossroads will provide a written report outlining the facts and findings for each specific case utilizing the then current adopted criteria and standards for the City of Lancaster and provide same to any designated Department(s). Crossroads would be available to provide in advance any and all information on cases and provide recommendations to staff. Crossroads will attend and provide a presentation of all prepared materials described herein to all boards and commissions as required during regular meetings and public hearings.

3. Workflow/Plan Review Process. Crossroads will provide development and planning support to the City regarding development, planning and/or zoning matters and assist with creating a streamlined permitting process. Crossroads will work to identify and include all relevant departments in this process.

B. Compensation/Hours

Crossroads proposes a fee of \$100 per hour of work related to work outlined within this proposal, related duties and any additional assistance requested from management. This contract shall not exceed \$48,000. Although none are anticipated, any reimbursable expenses such as printing, mapping, meeting materials, must be pre-approved by the Mayor or designee. Additional hours and duties required outside the scope of the proposal will be mutually agreed upon by both parties as the need arises.

C. City Responsibilities:

1. Transmittal of Applications. The City shall forward all applications and a list of potential applicants who make inquiry to Crossroads within five (5) days from the application submittal date. Crossroads shall review and provide a detailed written report outlining the facts and findings for application requiring action or assistance, utilizing the current adopted criteria and standards for the City of Lancaster, no less than one week prior to the scheduled public hearing for said application.
1. Meeting Notices. The City shall be responsible for the distribution of all required meeting notices in accordance with the State of Ohio Sunshine Laws and existing Zoning Code. The City shall also be responsible for all associated costs for said meeting notices.
2. File Access. The City shall provide access to Crossroads to files as may be needed to complete its the scope of services.

D. Payments

Crossroads will invoice the City monthly and shall include an itemized list of all applications, related work and hours associated with said invoice. The City will pay each invoice within thirty (30) days of the date of invoice.

E. Terms of Agreement

The terms of the agreement shall be February 10, 2022 through December 31, 2022.

The consistently changing landscape and economic outlook of the region and State require the city to enhance its planning services to remain competitive in the region. The City has also requested proposals to of updating its zoning code and develop a comprehensive plan to help move the city to the next level, and Crossroads will soon provide two additional proposal for these other services. We believe the technical services outlined in this proposal are the best first step.

If this scope of services and proposed compensation are acceptable, we can convert this into contract form with the appropriate signature lines. I believe that working together we can provide for exceptional service to the City and community. Please let me know how you would like to proceed and thank you again for reaching out to me. We look forward to the opportunity to work with the Lancaster community.

Sincerely,

*Holly R. Mattei, AICP*

Holly R. Mattei, AICP  
Owner/President

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# City of Lancaster Zoning Code Update Proposal

Presented by: Crossroads Community Planning, LLC

February 23, 2022

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<https://www.flickr.com/photos/2groin/3985208065/photoset/>

## **Proposal for City of Lancaster for a Comprehensive Zoning Code Update**

*Presented by Crossroads Community Planning, LLC*

### **Crossroads Community Planning's Professional Approach to the Process:**

Crossroads Community Planning is pleased to provide this proposal for an update of the City's zoning code. Lancaster has the opportunity to capitalize on the growing region by utilizing a new zoning code prepared in conjunction with a professional, experienced Planner, who can help prepare the City to forge its best future. Historically, the City has not had a professional Planner, with zoning being implemented by the Building Department.

This process will be comprehensive and inclusive, in order to confidently prepare an updated Zoning Code during a time of transition, as well as provide a foundation for a new planner position when the City is preparing for a future full of potential.

The process, work and product will be completed professionally, with deliverables completed that will include a fully refreshed and improved City of Lancaster Zoning Regulations Update, developed in partnership with City leaders, the Council, the Planning Commission and the greater Lancaster Community over a 14-month period.

### **Task 1: Evaluation**

#### ***Review of Existing Zoning Code***

Crossroads will carefully review the City's current zoning code, and any related State and County rules and regulations, and identify areas that need to be updated. Based upon an initial, cursory review we believe there are specific updates needed to the code to ensure the regulations are guiding the positive and appropriate development of Lancaster in a newer economy than when the regulations were previously updated in 2001.

Specifically, and based on previous discussions and review, we will be working to ensure a) the proper boards are reviewing each application to deliver efficiency, and consistency of process; b) that all legal requirements are being met; and c) a streamlined process for approvals with a focus on reducing any potentially burdensome requirements of the City and community. Additionally, we also understand that some code sections do not meet current business or housing needs, and this will be a central focus of our review. As part of this contract, we will complete a comprehensive review and analysis to provide specific recommendations for areas where detailed changes can serve to benefit the City.

## **Task 2: Drafting of Code**

### ***Drafts of Code and Zoning Commission Work Sessions***

Under the leadership of Holly Mattei, Crossroads will complete up to four (4) drafts of the Zoning Code update prior to the adoption process. We propose a hybrid-zoning code where the document will include both text and graphics to depict the regulations. Crossroads has experience with preparing hybrid zoning codes for the City of Circleville, as well as Orange and Berlin Townships. Crossroads is currently in the epicenter of the Intel project in Licking County and is providing zoning code update services to Jersey Township to prepare for the anticipated growth in and around this major economic ecosystem.

### **Steering Committee Collaboration**

We will use a Steering Committee representing a cross-section of opinions to review each draft. This Steering Committee will include (as selected by the City where not specifically noted):

- 1) 1-2 Members of the City Council
- 2) 1-2 Members of the Planning Commission
- 3) 1 Chamber of Commerce Representative
- 4) 2 Residents
- 5) Mayor or Designee
- 6) Economic or Community Development Department Director or Designee
- 7) Building Official or Designee
- 8) Engineer or Transportation Representative or Designee

Our team will attend up to two work sessions for each draft to discuss and receive feedback from the steering committee. Working sessions will be programmed to meet the City's scheduling and posting requirements. Crossroads recommends the dual working sessions for each draft be arranged on back-to-back days/evenings to maintain a steady pace for the project and because it has proven to enhance participation. At the conclusion of the dual work sessions for each draft, Crossroads will complete the necessary revisions and provide a redlined version of the next draft to the City.

Crossroads follows the "two-hour rule" for meetings, where we believe that after two hours, meetings become less effective. Therefore, we define a dual work session as two (2), two-hour (2) hour meetings to discuss and receive feedback from the Steering Committee or the Zoning Commission, as requested by the City, related to the draft regulations.

This provides for a total of up to four (4) hours of meeting time, as needed, with the Steering Committee and/or Zoning Commission, for each draft. If additional meetings are needed, Crossroads can cover them at a small fee, which will be listed as an option(s) at the end of this proposal.

Crossroads has successfully utilized this approach in many zoning code updates managed by Holly Mattei and adopted by various townships and villages. Due to the size of the City and the complexities of the potential Zoning Code enhancements within the current economic climate, Crossroads would recommend a more robust public outreach and participation process to ensure full transparency and a diverse collection of voices be heard both prior to the full process occurring and while the work is underway. Consistent with this priority being placed on public participation and community input, Crossroads recommends and would assist in hosting a Public Hearing not only at the required times as outlined in law and regulation, but also at the half-way mark of the process to ensure everyone is engaged with the plan being developed.

The schedule contained within this proposal illustrates the approximate timing of each draft, subsequent dual work sessions, additional and required public hearings and committee and commission meetings required for the process. (Please note: If delays to the timeline occur due to forces outside of Crossroads, we reserve the right to work with the City to adjust the schedule to ensure a top-quality product.)

After the completion of the dual work sessions for the fourth draft, Crossroads will make any necessary final revisions and deliver a "Public Hearing Draft" to the City.

### **Task 3 Zoning Map**

Crossroads will develop a Zoning Map to reflect the districts within the new code. The Zoning Map will be sent electronically and provided both as a GIS Shape File and as a PDF.

### **Task 4: Adoption Process (Initiation to Adopt Zoning Code Update)**

#### ***Planning & Zoning Commission Public Hearing***

Crossroads will attend all required public hearings held by the Planning and Zoning Commission during the adoption process and make any necessary revisions required through this process in consultation with City officials when necessary. (If additional, substantially amended drafts are required beyond those outlined in this proposal, Crossroads is pleased to provide the additional service, as needed, or as requested. Any additional cost is outlined in the Optional Cost section outlined toward the end of this proposal.)

### ***Council Public Hearing***

Crossroads will attend all required public hearings held by the Council during the adoption process. We will continue to make any adjustments or amendments as required by the City during this portion of the process. (If additional, substantially amended drafts are required beyond those outlined in this proposal, Crossroads is pleased to provide the additional service, as needed, or as requested. Any additional cost is outlined in the Optional Cost section outlined toward the end of this proposal.)

### ***Final Adopted Zoning Code Delivered***

Crossroads will deliver the final adopted zoning code in electronic form, as outlined above, after its adoption and prior to its effective date, within the timelines necessary to successfully meet all advertising requirements.

### **Proposed Fee Schedule:**

\$12,000 – Public, Committee and Commission engagement and participation

\$26,500 – Process of crafting, drafting, and editing code

\$10,000 – Adoption process

**\$48,500 - Total Project Cost**

These fees are targets based on previous experiences of Crossroads. Please note that fees will be charged based on hours at \$100 per hour.

### **Optional Costs:**

*The only optional costs anticipated, beyond traditional reimbursables, would be if additional meetings or additional drafts are required up and above those outlined in this proposal. If this is requested by the City, the work will be billed on an hourly basis at Crossroads hourly rate of \$100 per hour.*

Thank you for the opportunity to present this proposal to you. We are very excited about both the opportunity to work with and assist Lancaster in this process. In addition, Crossroads sees the great potential contained in developing a comprehensive Zoning Code Update that best reflects the goals of Lancaster, protects the history and preservation desires of the community, and ensuring that your City is best prepared to guide its destiny within the dynamic and evolving economy in our region and state. Developing and striking that proper balance of planning, protection and helping to guide appropriate development is our strength, because we believe this is at the very core of what a successful planning and zoning processes can and should look like.

This is what we propose delivering for Lancaster in this comprehensive Zoning Code Update.

