

# Planning

When **planning** for multi-family development, the city should:

- 1. Provide opportunities for residents to learn about the city's planning process and housing development needs.**
  - a. Improve the city website:
    - Post proposals early in the planning process
    - Provide a listserv for email notifications
    - Provide education materials, such as:
      - A "Day in the Life of a Planning Commissioner" guide
      - Timeline on the planning process and when residents can get involved
  - b. Study the impacts of similar development early in the review process and share the results with residents.
  - c. Include citizen comments in reports to the Planning Commission and City Council.
  - d. Consider how to organize neighborhoods so that they can more effectively participate in the planning process for local developments.
- 2. Participate in multi-family housing developments, when appropriate, to increase the city's ability to affect the project outcomes.**
- 3. Identify opportunities to integrate required replacement housing units into quality development projects.**
  - a. Integrate replacement housing around the city to avoid over-concentration of rental or affordable housing in one place.
- 4. Consider establishing project thresholds for affordability and rental that are specific to the geographic area of the city to avoid over concentration of affordable or rental housing in certain neighborhoods.**
- 5. Promote housing that offers residents options and amenities, and provides a unit mix.**
  - a. Consider instituting caps on the number of units constructed annually, the number of affordable units, the densities of developments, and the number of rental units.
- 6. Ensure multi-family housing is sited in appropriate locations.**
  - a. Integrate new apartments throughout the city, rather than concentrating them near existing apartments.
  - b. The city's land use plan should demonstrate spacing of apartments.

# Partnering

When **partnering** with multi-family housing developers financially, the city should:

- 1. Establish and document clear expectations for housing partners:**
  - a. Adopt a policy for partnering with housing developers that includes:
    - i. Requirement to integrate some affordable housing
    - ii. Pro-rated financial assistance to ensure performance over time
    - iii. Deed restrictions, when appropriate
    - iv. Contract elements that discourage ownership changes of multi-family rental developments
    - v. Requirement to provide a management plan
  - b. Establish performance criteria
    - i. Excess police calls to a development could trigger repayment of public funds
    - ii. Poor property management could trigger repayment of public funds
- 2. Encourage ownership housing.**
- 3. Consider the value of working with developers and/or managers with local interests on multi-family housing projects.**

# Reviewing

When **reviewing** multi-family developments, the city should:

- 1. Create and follow a philosophy of including the community in the development process.**
  - a. Require the developer to meet with the neighborhood before presenting a project formally to the City.
  - b. Improve the city's notification process for development proposals.
    - Make notices more attractive.
    - Mail notices to a larger geographic area (suggested 2,500 feet from site).
    - Send notices earlier in the planning process.
  - c. Use technology to enhance communication with residents.
    - Improve the information available on the city's website (i.e. provide information about upcoming proposals).
    - Create a listserv for residents interested in various city topics, including multi-family housing developments.
    - Develop a way for residents to provide feedback on development proposals.
- 2. Require multi-family housing developments to meet design standards for quality, aesthetics, and materials.**
  - a. Develop design guidelines for multi-family housing developments.
  - b. Utilize a design consultant to provide professional analysis of the city's design policies and ordinance, and to provide recommendations related to development proposals.
  - c. Require transitions or buffers to immediate neighbors to minimize conflicts with existing development.
  - d. Ensure Crime Prevention Through Environmental Design, or CPTED, techniques are incorporated into the proposal to discourage crime.
- 3. Consider the economic and environmental sustainability of multi-family housing developments.**
  - a. Adopt a housing policy or related ordinances that:
    - Require new multi-family housing developments to have a healthy unit mix.
    - Supports mixed income development rather than 100% affordable developments.
  - b. Review the long-term management program for the development that describes who will manage the property, how tenant screening and lease enforcement will be handled, and what funding will be provided for a maintenance reserve.
  - c. Minimize traffic impacts on surrounding neighborhoods. Require traffic studies for large developments and consider impacts on nearby larger roads and freeways.

# Enforcing

When **enforcing** standards for existing multi-family housing developments, the city should:

1. **Continue and promote the current strategies for ensuring compliance with city standards, including:**
  - a. Rental licenses and inspections
  - b. Proactive code enforcement
  - c. Property managers coalition
2. **Develop and track housing and economic trends (or health indicators) to annually assess the condition of the city's housing stock and neighborhoods.**
3. **Undergo periodic review of the city's policies and codes to ensure the city's standards (policy and law) relate to current housing and economic conditions.**
4. **Continue the redevelopment of the most challenged apartment complexes in the Zane Avenue corridor, as supported by the findings of the 2005 Stable Neighborhood Action Plan (SNAP) and the 2004 Apartment Housing Enhancement and Dispersal (AHEAD).**
5. **Consider other options for persuading property owners to comply with city standards**
  - a. Consider preparing an annual compliance report that shows which properties are complying with city standards and which are not.
  - b. Consider the role of property owner and manager peer groups in promoting compliance.