
APPENDIX H**COMMUNITY SITE PRINCIPLES**

The Community Site Principles respond to the question of the demand for multi-family housing in terms of the type and location of future multi-family housing development. The principles emphasize housing choice and options, and creating neighborhoods where people want to live through site planning, design, and community involvement. Through the application of the site principles, the City can move toward a strong housing stock that is diversified to protect neighborhoods and the tax base against market slumps in any one market area.

1. Creates *housing opportunities and choice*
 - a. mixed housing types
 - b. mixed housing sizes
 - c. mixed incomes
 - d. mixed uses
2. Creates a *positive community image*
 - a. design guidelines
 - b. utilizes design strategies that deter criminal activity (Crime Prevention Through Environmental Design)
 - c. integrates within the existing community
 - d. complements city's long range comprehensive plan
3. Fosters a *sense of place*
 - a. distinct and attractive
 - b. community gathering spaces within site and/or within walking distance
 - c. front doors to the street
 - d. homes are oriented with eyes on public greens and/or "play" spaces
 - e. buildings directed away from hard edges (freeways and industrial uses)
 - f. integrated into and directed toward existing neighborhood
4. Matches *housing and jobs*; both existing and future jobs
 - a. price points (rent/purchase price) are affordable for workers in the community
 - b. tie housing types, prices and location to jobs in retail, commercial and industrial sectors of the city
5. Creates or links to *walkable neighborhoods*
 - a. connection to pathways and/or sidewalks
 - b. access to essential services such as convenience / food stores, parks/open space and recreational areas with a convenient and comfortable 5 to 10 minute walk (standard guideline of 1/4 to 1/2 mile distance)
6. Provides *access to nearby transit or transportation choices* that are convenient and a comfortable 5 to 10 minute walk or 30 minutes bike (standard guideline is 1/4, 1/2 mile distance for walking and 2-5 mile for biking)



7. Creates a *mix of land uses* within the site or within a walkable distance of the site that includes:
 - a. housing, retail, office, restaurant, daycare, medical
 - b. civic, educational, social and recreational uses (examples: community centers, social services entities, schools and parks/sporting centers)

8. Encourages *compact building design and efficient use of infrastructure* to support long term sustainability
 - a. density that allows project to be financially feasible
 - b. site that has access to existing infrastructure – roads, water, sewers
 - c. maximizes green/open space
 - d. provides opportunities for multi-purpose\multi-use infrastructure such as storm water serving as greenway and/or water amenity
 - e. locate new developments near natural amenities with flexible buffers based on community surface water management and other environmental protection plans for wetlands, critical slope areas and/or land identified as habitat for a threatened or endangered species

9. Ensure the projects *long term success and marketability* through the review of:
 - a. financial feasibility – cost of land, rents, sale prices, lease rates, permitting time and cost
 - b. Demographic market evaluation – who will live and shop there, are the uses already in the market?

10. Provides *energy efficiency and/ or green building techniques*
 - a. site allows building orientation with the greatest potential for passive solar heating and cooling and maximization of day lighting
 - b. use of green materials (examples: natural, renewable, locally sourced, durable)
 - c. storm water on site that serves as an amenity
 - d. minimize impervious surfaces
 - e. employs water conservation strategies

11. Encourages *community and stakeholder collaboration*
 - a. planning process that includes positive public participation
 - b. guidance and input from school districts



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CITY TOOLS FOR MULTI-FAMILY HOUSING DEVELOPMENT

The City Tools for Multi-Family Housing Development provide ways that the City can intervene to ensure that during the planning, reviewing, partnering, and enforcing stages of development, the City can promote the qualities and characteristics of multi-family housing that lead to successful development and at the same time avoid the potential negative impacts of multi-family housing in new developments.

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 and participate in the planning efforts.
 - 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, if not already included.
 - 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 committed 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. Plan for the staging of multi-family housing development over time so that new multi-family housing units are not all of the same age or type.
6. Promote housing that offers residents options and amenities, and provides a unit mix.
7. Ensure multi-family housing is sited in appropriate locations.
 - a. Consider the context of the site, including the percentage of existing affordable housing units in the neighborhood.



- b. Integrate new multi-family housing throughout the city, rather than concentrating them near existing apartments.
- c. The city's land use plan or other policy documents should demonstrate spacing of multi-family housing.

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:
 - Requires new multi-family housing developments to have a healthy unit mix.
 - Requires developers of new multi-family housing to complete a professional market study that demonstrates the market demand for the proposed housing in light of other proposed housing developments such as the development planned by the Target Corporation.
 - Supports mixed income development.
 - 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.

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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:
 - Requirement to review the integration of some affordable housing
 - Pro-rated financial assistance to ensure performance over time
 - Deed restrictions, when appropriate
 - Contract elements that discourage ownership changes of multi-family rental developments
 - Requirement to provide a management plan
 - b. Establish performance criteria
 - Excess police calls to a development could trigger repayment of public funds
 - Poor property management could trigger repayment of public funds
2. Encourage ownership housing using models that are sustainable over time.
3. Consider the value of working with developers and/or managers with local interests on multi-family housing projects.

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 ensuring that 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.