Best Practices for Creating and Implementing a Comprehensive Plan

Mitchell Silver, FAICP
@mitchell_silver

San Antonio, TX
5.17.17
1. Purpose of a comprehensive plan
2. Be clear on the problems you are solving
3. Setting the framework
4. Understand the value of land
5. Engagement process
6. Adoption and Implementation
Purpose of a comprehensive plan
Role of planning

• **Manage growth and change.** Planning deals with risk and uncertainty about the future. Plans for present and future generations. Planning is about place, but also about people.

• Planners shall have **special concern** for the long-term consequences of present actions. There are also consequences for no action!

• Have **ONE** comprehensive plan and not many fragmented and dissociated plans.

• When you say **no** to something, you are saying **yes** to something else. What are you saying yes to?
Plan making city
Deal making city

If you are a deal making city, your plan will lose creditability and public trust
Plan vs. Code

• The **Comprehensive Plan** is a public policy document – a blueprint. It should represent your city’s **vision and values** for the future. **A plan helps local government manage growth or change, decision-making, public improvements and capital investment.**

• The **Development Code** “codifies” part of the vision and values to ensure the future development pattern is **predictable**.
How is the plan used?

• Guides all rezoning requests

• Guides policy decisions on land use and economic development matters

• Guides public investment through the Capital Improvement Plan

• Updated annually to ensure the plan is current, reflect markets trends

• Implement through an action plan to hold city agencies and elected officials accountable (annual report card)

• Used to help departments prepare work plans
Be clear on the problems you are solving
21st Century Issues and Challenges

- Graying and browning of America
- Rise of the single person households
- Traditional family is changing
- Aging infrastructure
- Climate change
- Water
- Energy
- Obesity, public health, food security
- Jobs and the economy
- Equity
- Affordability
The “Planning Raleigh 2030” Challenge

How will Raleigh manage growth over the next 20 years?

Raleigh must find where to place:
- **120,000 dwellings units (270,000 people)**
- **170,000 jobs (85 million s.f. of non-residential)**
- Land for infrastructure and open space

As of 2010, Raleigh has about:
- **19,000 acres to develop within Raleigh’s jurisdiction**
- 20,000 acres outside our ETJ

• **Low density and sprawl was no longer an option!**
Selected List of Challenges

- Not everyone believed proactive planning was vital to our competitiveness
- Had a small town identity. Had to transition from “Mayberry to Metro”
- Growing fast – 12,000 to 15,000 newcomers a year
- Would run out land to develop in 20 years. Running out of water.
- Sprawl was fiscally irresponsible and too expensive to maintain
- Raleigh was not aware demographics shifts and its implications
- Did not offer housing, transportation and lifestyle choices for new markets
The New Reality in the U.S.

- More diversity and multiculturalism.
- More single mothers. Fewer couples getting married.
- Immigration and migration will continue.
- By 2030, majority of households will be single persons.
- By 2044, no majority race.
Fragile Families – The rise of unwed births

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1960</td>
<td>5.3%</td>
</tr>
<tr>
<td>1970</td>
<td>10.7%</td>
</tr>
<tr>
<td>1980</td>
<td>18.4%</td>
</tr>
<tr>
<td>1990</td>
<td>28.0%</td>
</tr>
<tr>
<td>2000</td>
<td>23.2%</td>
</tr>
<tr>
<td><strong>2009</strong></td>
<td><strong>41.0%</strong></td>
</tr>
</tbody>
</table>

Blacks: 73%
Hispanics: 53%
Whites: 29%

Source: National Center for Health Studies
Marriage Rates at Lowest Recorded Levels

Marriage Rates Among Young Adults Ages 25-34, 1965-2010 (Percent)

Source: Population Reference Bureau
## Household Change in the U.S (1960-2025)

<table>
<thead>
<tr>
<th></th>
<th>1960</th>
<th>2000</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Households with children</td>
<td>48%</td>
<td>33%</td>
<td><strong>28%</strong></td>
</tr>
<tr>
<td>Households without children</td>
<td>52%</td>
<td>67%</td>
<td><strong>72%</strong></td>
</tr>
<tr>
<td>Single person households</td>
<td>13%</td>
<td>26%</td>
<td><strong>28%</strong></td>
</tr>
</tbody>
</table>

Implications of an Aging Population

- Land use patterns and transportation choices will change as millions of aging Americans realize they can no longer drive.
- **600,000 over the age of 70 stop driving every year.**
- NIMBYism may grow.

Source: Transportation for America, Center for Neighborhood Technology and Mitchell Silver
Plan for the Generations

Greatest Generation 1901-1924
Silent/Mature Generation 1923-1945
Baby Boom Generation 1946-1964
Generation X 1965-1981
Generation Y 1982-1995
Generation Z 1996-today
Future Consumer Demand

Future consumer preferences and market demands

---

Source: James Chung, Reach Advisors
### Generational Profiles: San Antonio

<table>
<thead>
<tr>
<th>Generation</th>
<th>Birth Year Range</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greatest Generation</td>
<td>1901-1924</td>
<td>1.4%</td>
</tr>
<tr>
<td>Silent/Mature Generation</td>
<td>1923-1945</td>
<td>9.7%</td>
</tr>
<tr>
<td>Baby Boom Generation</td>
<td>1946-1964</td>
<td>23.1%</td>
</tr>
<tr>
<td><strong>Generation X</strong></td>
<td>1965-1981</td>
<td>20.5%</td>
</tr>
<tr>
<td><strong>Generation Y</strong></td>
<td>1982-1995</td>
<td>23.7%</td>
</tr>
<tr>
<td><strong>Generation Z</strong></td>
<td>1996-today</td>
<td>21.6%</td>
</tr>
<tr>
<td><strong>XYZ total</strong></td>
<td>(53 and under)</td>
<td>65.8%</td>
</tr>
</tbody>
</table>

Source: Methodology developed by Mitchell Silver based on 2015 American Community Survey
Implications of the Generational Shift

• It’s not just about “What’s Next” but “Who’s next”

• There will be tension between over the next 10 years as generations transform attitudes and values. Generation X and Y will begin to influence laws and public policy.

• 20th Century belongs to us. 21st Century belongs to them. Let them own it.

Source: Mitchell Silver
Setting the framework
Comprehensive Plan
2030 Comp Plan Is Defined by Six Themes

- Economic Prosperity & Equity
- Expanding Housing Choices
- Managing Our Growth
- Coordinating Land Use & Transportation
- Greenprint Raleigh—Sustainable Development
- Growing Successful Neighborhoods & Communities
Department Plans became plan elements
Policy LU 7.5
High Impact Commercial Uses

Ensure that the City’s zoning regulations limit the location and proliferation of fast food restaurants, sexually-oriented businesses, night clubs, bars, liquor establishments, convenience stores, 24-hour mini-marts and convenience stores, and similar high impact commercial establishments that generate excessive traffic, noise, or otherwise affect the quality of life in nearby residential neighborhoods. (3, 6)

More effectively control the uses that are permitted as a matter-of-right in commercial zones.
Avoid the excessive concentration of particular uses with the potential for adverse effects, such as convenience stores, fast food establishments, and liquor licensed establishments.
Consider performance standards to reduce potential conflicts between certain incompatible uses.

Action LU 7.2
Height and Bulk Hierarchy

Review the City’s Zoning Ordinance to differentiate the height and bulk requirements for commercial and residential development based on its location within a designated center.

Action LU 7.3
Promoting Commercial Reinvestment

Identify incentives and other economic development tools to promote reinvestment in underperforming commercial corridors.

A.3 Neighborhood Conservation and Development

One of Raleigh’s major assets is its tree-lined, historic residential neighborhoods and street car suburbs within and adjacent to downtown Raleigh. The City also has a number of historic districts. The inner-ring suburbs of the 1930s and 1940s are also well-regarded due to their housing stock, mature trees, and connectivity to surrounding neighborhoods.
New direction: 60% to 70% of all new growth will be directed to 8 growth centers and 12 multi-modal corridors.

Source: City of Raleigh
City of Raleigh
Future Land Use
DRAFT 11/25/08
Understand the value of land
Strategic planning adds value

- It would take 600-single family homes on a 150-acre subdivision to equal the tax value of the Wells Fargo Capital Center, which sits on 1.2 acres of land.

- Wells Fargo Capital Center in downtown Raleigh has 90 times the tax value per acre than the average suburban acre.

Source: Kristopher Larson and Mitchell Silver, 2008
Return on Investment

• **Downtown high rise residential on 3-acre site** pays off its infrastructure in **3 years**. The return on infrastructure investment is **35%**.

• **Suburban multi-family complex on a 30-acre site** pays off its infrastructure in **42 years**. The return on infrastructure investment is **2%**.

Source: Public Interest Projects, Inc.
<table>
<thead>
<tr>
<th></th>
<th>Asheville Wal Mart</th>
<th>Downtown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Consumed (Acres)</td>
<td>34.0</td>
<td>0.5</td>
</tr>
<tr>
<td>Real Estate Taxes/Acre</td>
<td>$6,500</td>
<td>$640,000</td>
</tr>
<tr>
<td>Total City Taxes/Acre</td>
<td>$50,800</td>
<td>$414,000</td>
</tr>
<tr>
<td>Residents per Acre</td>
<td>0.0</td>
<td>90.0</td>
</tr>
<tr>
<td>Jobs per Acre</td>
<td>5.9</td>
<td>73.7</td>
</tr>
</tbody>
</table>
Annual tax yield per acre: Asheville, North Carolina

- County residential — $1,236*
- City residential — $1,716*
- City commercial — $2,406*
- Asheville Mall — $7,995
- 1-2 story office buildings — $7,059
- 4-story apartments — $18,109
- 4-story mixed-use condos — $44,887
- 6-story mixed-use condos — $250,125

New Urban News; Source: Joe Minicozzi, Public Interest Projects.
*Average values as per Board of Realtors
Experience of Place: Placemaking and Spacemaking

- Experience of Place
- Memory of Place
- Authenticity of Place
Consumer Preferences

Previous generations were **consumers of goods**.

New generations are **consumers of experiences**.

We should not be just designers and planners, **but experience builders**.
Leveraged Public Investment

CITY OF RALEIGH COMPREHENSIVE PLAN
Target Areas for Economic Development

Target Areas
1. Glenwood Ave. - ATH from P_INST to Boulevard Church Rd.
2. Falls of Neuse Rd from Linn Rd. to Newton Rd.
3. Min-City
4. Atlantic Ave. from I-440 to Spring Forest Rd.
5. Capital Blvd. from I-440 to Min-City
6. Midtown Ave. / I-440 East
7. Capital Blvd. from Downtown to I-440
8. Seventy North
9. Winnie St. from I-440 to I-440
10. Hillsborough St. / University North
11. Downtown East
12. Poole Rd. South
13. I-440 Southeast
14. Autumn Church
15. I-440 South from Lake Wheeler Rd. to S. Saunders St.
16. Glen X Place
17. University West
18. NC 54 / Jones Franklin Rd.
Converting asphalt to a place
The engagement process
Engaging Generations

- Greatest Generation: Public Meetings, direct mail, votes
- Silent/Chosen/Mature: Public Meetings, direct mail, votes
- Baby Boom: Public Meetings, Social Media, web, votes
- Gen. X: Public & Interactive Meetings, Social Media, web
- Gen. Y: Social media, web, interactive meetings
- Gen. Z: Social media, web, interactive meetings

Sources: Mitchell Silver
<table>
<thead>
<tr>
<th>Quadrant 1</th>
<th>Quadrant 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not informed/Not</td>
<td>Not informed but interested/Wants to be</td>
</tr>
<tr>
<td>engaged or interested</td>
<td>engaged</td>
</tr>
<tr>
<td>Quadrant 3</td>
<td>Quadrant 4</td>
</tr>
<tr>
<td>Well-informed but not</td>
<td>Well-informed and engaged</td>
</tr>
<tr>
<td>engaged</td>
<td></td>
</tr>
</tbody>
</table>
PLANNING the City of Raleigh for the Next Generation

The Department of City Planning will be leading the effort to update the City’s Comprehensive Plan. Three rounds of large public meetings will be held at different locations across the city in November 2007, March 2008, and November 2008. Roundtable discussions will also be held throughout the process to focus on specific issues and opportunities facing the city. There will be periodic meetings with the City Planning Commission and City Council to provide updates and obtain feedback. A draft Comprehensive Plan is scheduled to be published in October 2008. A final draft plan will be published in January 2009 with City Planning Commission and City Council public hearings to follow. The roundtable discussions and the City Planning Commission and City Council meeting will be open to the public.

1. RESEARCH THE PLAN
- Collect all citywide plans and policies
- Conduct an audit of the existing plans and policies
- Document existing conditions
- Prepare base maps

2. DEFINE THE PLAN
- Evaluate data
- Analyze trends
- Identify key themes
- Meet with the public
- Establish vision framework

3. DEVELOP THE PLAN
- Incorporate public input
- Develop policy options and recommendations
- Develop maps and other illustrations
- Meet with the public

4. REFINISH THE PLAN
- Release Draft Plan for public comment
- Meet with the public
- Incorporate changes

5. ADOPT THE PLAN
- Public Review Draft
- City Council and City Planning Commission hold public hearings
- Adopt and finalize the Plan

PLANNING Raleigh 2030
planningraleigh.com
The Raleigh Department of City Planning presents

DESIGNING A 21ST CENTURY CITY

Urban designers, planners, policy makers and interested citizens—join us to consider, discuss and understand the implications of decisions made today that affect our city's future.

November 2, 2006

Dr. Donald Shoup:
What Are the Hidden Costs of Free Parking?

February 8

Urban Trends and the Urban Age:
How Do We Design a 21st Century City?

Transit-Oriented Development:
How Do We Get There from Here?

May 10

Public Realm:
How Do We Create a Pedestrian-Friendly City?

September 20

A Model For Urban Form:
Traditional Codes versus Form-Based Codes

November 8

By 2020 Raleigh will emerge as one of the top 50 cities in America, and the southern anchor of the Atlantic Triangle megaregion.

GET ANSWERS TO YOUR QUESTIONS:
What are the top issues that Raleigh faces as the 21st century unfolds?
How can we accommodate growth?
How can cities position themselves in the new global economy?
What can Raleigh learn from other emerging 21st Century cities? What are their best practices?
How are other megaregions planning for sustainability, multi-modal cities, transit, demographic trends and density?
What is the roadmap to the future?

ALL LECTURES ARE FREE AND OPEN TO THE PUBLIC. REGISTER NOW FOR THE FEBRUARY 8 LECTURE!

February 8, 2007
6:00-8:30 p.m.

The Progress Energy Center
for the Performing Arts in Raleigh, NC

Paul Forman, Executive Director & CEO, American Planning Association—Opening Remarks

Our Presenter

Bruce Katz is the Vice President at the Brookings Institution and Founding Director of the Brookings Metropolitan Policy Program. The Metro Program seeks to redefine the challenges facing cities and metropolitan areas. Mr. Katz regularly advises leaders and policy makers on the competitiveness of metro areas. His recent publications include Redefining Urban and Suburban America, Volumes 1-3, ed. with Robert E. Lang.

To access Mr. Katz's publications and presentations, see www.brookings.edu/metro.

A special thanks to our sponsors for the Art of Downtown Living Home Tour:
Join us for the next tour May 19.

To attend the lecture, please register at www.raleighnc.gov.
For more information on the lecture and to sign up for the lecture series mailing list, email tisha.hausch@ci.raleigh.nc.us or call 919-857-8460.
The Big Issue

What course should Raleigh chart for future growth?

More Ideas Inside

A windshield tour of development in Eastern Wake County. Blog Bits 28A

Readers respond: What happened to thrift? Final Word 28A

Illegal immigrants and the ire they provoke. Sunday Forum 29A

Are journalists in Iraq covering what’s really going on there? Public Editor 31A

www.newsobserver.com/news/q

What should Raleigh look like in 2030?

We want your ideas on the city’s future.

What did Will Shriner send to U.S. troops in Iraq and Afghanistan? You’ll never guess. Page 27A

FROM NOW TO 2030

What should Raleigh look like in 2030?

We want your ideas on the city’s future.

Take a drive along the edges of Raleigh. You’ll see signs of change. What would you like to see years from now? We want your ideas on the city’s future.

Fayetteville Street, as seen from the Capitol. The tallest structure at the time was the Citizens National Bank. It was demolished in 1964. The Grand Theatre, at left, burned down in 1928.

News & Observer file photo
Imagine Raleigh without sprawl

BY BOB GEARY

In the run-up to this week's public hearing on Raleigh's draft comprehensive plan, the advice to city leaders from a stream of visiting experts has been remarkably unified. Success, experts say, depends on taking city life "back to the future."

The era of suburban sprawl is ending, these planners maintain, not simply because of high gas prices, but because it is fundamentally unsustainable. As Christopher Leinberger, a fellow at the Brookings Institution in Washington, D.C., put it in a recent talk, the more "durable suburban" neighborhoods a city allows, the lower the quality of life becomes for everyone living in them. The fastest-growing market now, said Leinberger, a developer, is for "walkable urban" places: the kind Raleigh doesn't have, yet needs to create, that are modeled on what cities were before cars took them over.

Such places are far more complicated to build and manage than the suburbs, Leinberger said. But done right, these areas improve as they grow. They have more cultural diversity and housing options—and with public transit, the chance for people to save money by owning fewer cars, or none. If Raleigh wants to create them, Leinberger warned, "you will be left in the 20th century." The question for Raleigh is where these walkable urban places should be.

Leinberger's analysis and the other experts' ideas with the basic goal of the comprehensive plan to curb sprawl and mid-rise development into dense.

However, Raleigh Planning Director Mitch Silber, who will present a revised draft of the comprehensive plan at a joint public hearing of the City Council and Planning Commission Thursday, doesn't think the highway and rail-transit locations conflict. He says Raleigh will grow fast enough over the 20-year span of the comprehensive plan for both to develop successfully.

Silber argues that the number of strip malls in Raleigh, the city must encourage their redevelopment, using "very robust" bus service and a new zoning code for highway spaces. But Silber is aware of the question, and posed thoroughfares and skinny or missing sidewalks be asked.

Simon Atkinson, a professor of planning at the University of Texas School of Architecture, shook his head. "The suburb was designed not to have a public realm." The whole point of suburbs, Atkinson added, a privacy.

In contrast, the walkable urban places that the planners describe are typically located on a grid of city streets, not highway thoroughfares. They feature sidewalk storefronts, public parks and streets that help to offset the mass of high-density housing developments. They usually

Most such places are accessible by transit or by car, bicycle and on foot, said James Chatter, a Boulder, Colo., transportation planner who spoke at the conference. Once people arrive, though, there are "pedestrian districts" where people can hang out, have fun, shop and live—while the cars are parked.

Chatter calls these pedestrian districts to distinguish the real pedestrian places from the new flot of "pedestrian-friendly" roadways that, despite cosmetic changes, continue to function as "traffic secrets" hostile to walkers.

The only way to turn a highway mall into an urban place is to tear it down, start over on a grid and connect it to the adjoining neighborhoods, he said.

At the same conference, Mindy Fullilove, professor of clinical psychology at Columbia University Medical Center in New York, said true urbanism is characterized by a sense of connectedness that allows people of diverse backgrounds and incomes to nonetheless feel that they live in the same community and share an identity with the same "great place."

At a time of rapid upheaval in the world, Fullilove said, people yearn for the kind of stability and belonging that existed—before urban renewal cut through it—in the Hill district of Pittsburgh where her parents grew up. It was a relatively poor, predominantly African-American community of row houses, storefronts and apartments. There were no high-rises, nothing fancy. But it was a place where people believed "whatever problems you have ... you can get together and solve them."

Studies show that in such neighborhoods, the incidence of mental illness even for the poorest people is less than it is for the well-off who live
What happened to the Area Plans?

What is an Area Plan?
Area Plans were created as part of the 1989 Comprehensive Plan. There were plans designed to address unique issues requiring area-specific policies. In 1995, numerous Area Plans have been prepared in response to specific concerns that were brought to the Comprehensive Plan process. Since 1990, the need for Area Plans has decreased. Area Plans are now used to address issues within the general area of the Comprehensive Plan. Areas Plans have been either integrated into the Future Land Use Map, merged into the new Comprehensive Plan, or deleted entirely because their policies are no longer implemented or outdated. The list below describes what happened to each Area Plan.

74 Area Plans

21 Revised and kept

8 integrated into the Downtown Plan

16 integrated into the Future Land Use Plan

10 absorbed into citywide policies

19 eliminated and/or addressed in the Development code
Implementation
How to implement a Plan

- Comprehensive Plan
  - Policy Guidance
  - Public and/or Private Investment
  - Development Code
  - Capital, Equity or Incentives
Right Rules, Right Places

Next generation coding

Rethink purpose of codes

Meet demands of future markets

Raleigh’s New Development Code
Building a 21st Century City
Objective: “Right Rules, Rights Places”

- Implement Policies & Goals of the New Comprehensive Plan
- Remove Barriers to Infill & redevelopment and DT development
- **Increase predictability for citizens, developers and staff**
- **Offer flexibility to developers**
- **Streamline development review**
- More user-friendly format
- Make it easy to do the right thing
- **Address market trends**
- Incorporate best practices

Sources: City of Raleigh and Code Studio
Building Types: Context-based code

A. Detached House
A building type designed primarily to accommodate a one dwelling unit on an individual lot. In more intense districts, a detached house allows more than one dwelling unit and in certain settings may be used for nonresidential purposes.

B. Attached House
A building type designed primarily to accommodate two dwelling units on an individual lot. In more intense districts, an attached house may be used for nonresidential purposes.

C. Townhouse
A building type designed primarily to accommodate two or more dwelling units consolidated side-by-side into a single structure. In more intense districts, a townhouse may be used for nonresidential purposes.

D. Apartment
A building type containing three or more dwelling units consolidated into a single structure. Units must be either situated wholly or partially over or under other units, or back to back with other units in the same structure.

E. General Building
A building type intended primarily for commercial, office, manufacturing and employment uses.

F. Mixed Use Building
A building type intended primarily for ground floor commercial uses with upper-story residential or offices uses.

G. Civic Building
A building type intended primarily for civic, institutional or public uses.

H. Open Lot
Open lots are used to accommodate uses with large outdoor or open areas. An open lot can also accommodate open space or natural areas worthy of preservation.

Frontage + district + height (i.e., PK-RX-5) with transition
Article 2.4. Additional Housing Patterns

Sec. 2.4.1. Cottage Court

A. Description
A cottage court is a group of small houses centered around a common open space or courtyard. The cottage court limits the scale of each house, providing an opportunity for more affordable units. The central court enhances the character of the area through the provision of consolidated open space. Cottage courts are built on infill sites in established residential neighborhoods or in new neighborhoods. Residents may share common facilities such as open space, parking and storage areas.

B. Districts Allowed In
R-10, RX, DX, NX, CX

C. Building Types Allowed
Detached house, attached house

D. Site Dimensions
- D1 Area (min)
- D2 Width (min)
- D3 Depth (min)
- D4 Dwelling units per min site area (max)
- D5 Lot area per dwelling unit [min]
- D6 Dwelling units per project (max)
- D7 Building footprint (max)
- D8 Detached accessory structure footprint (max)

E. Internal Courtyard
- E1 Area (min)
- E2 Width (min)
- E3 Additional area per unit (min)
Sec. 2.4.2. Backyard Cottage

A. Description
A backyard cottage is a small self-contained dwelling unit located on the same lot as a detached house but is physically separated from the main house. Backyard cottages typically include a living room, sleeping area, kitchen, and bathroom and have a lockable entrance door. A backyard cottage may be located above a garage.

B. Districts Allowed In
R-1, R-2, R-4, R-6, R-10, R-60, CL, NL, CX.

C. Building Types
A backyard cottage is allowed on a lot associated with a detached house provided the lot is at least 4,000 square feet in size.

D. Lot Specifications

<table>
<thead>
<tr>
<th>LOT SIZE</th>
<th>20,000 sf</th>
<th>10,000 sf</th>
<th>6,000 sf</th>
<th>4,000 sf</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOT SIZE</td>
<td>&gt;40,000sf</td>
<td>39,999sf</td>
<td>19,999sf</td>
<td>9,999sf</td>
</tr>
</tbody>
</table>

- **D1** Area (min) 40,000 sf, 20,000 sf, 10,000 sf, 6,000 sf, 4,000 sf
- **D2** Depth (min) 15’ 13’ 15’ 12’ 10’
- **D3** Dwellings units per lot (max) 2 2 2 2 2
- **D4** Additional on-site parking 1 space 1 space 1 space 1 space 1 space
- **D5** Living area (max) 800 sf 800 sf 700 sf 550 sf 450 sf

E. Building Setbacks

- **E1** From primary street (min) Must be located to the rear of the house
- **E2** From side street (min) 20’ 20’ 20’ 20’ 20’
- **E3** From side lot line (min) 10’ 5’ 5’ 5’ 5’
- **E4** From rear lot line (min) 10’ 5’ 5’ 5’ 5’
- **E5** From alley (min) 4’ or 20’ 4’ or 20’ 4’ or 20’ 4’ or 20’ 4’ or 20’
- **E6** Building separation (min) 35’ 35’ 20’ 16’ 16’

F. Height

- **F1** Overall height (max) 25’ 25’ 25’ 25’ 25’
- **F2** Wall plate height (max) 15’ 15’ 15’ 15’ 15’

G. Vehicular Access

From alley or street when no improved alley present.
Focus on implementation!

- Policy recommendations
- Action items
- Development code
- Design Guidelines or standards
- Incentives
- Special assessment districts
- Tax increment financing
- Capital improvement program
- Bonds or General Fund
- Referenda (sales tax, property tax)
- Public Private Partnerships
- Grants
New Implementation Team

• **Moving from plan to action**
• Oversee Comprehensive Plan implementation
• Ensures consistency with other department plans
• Creates a matrix for all plan recommendations
• **Cost estimates in area plans and/or studies**
• **Prepare annual reports to City Council about the plan’s progress**
• Identify funding options
• Capital Improvement Program, GIS mapping
• Departments to develop work plans
<table>
<thead>
<tr>
<th>Number</th>
<th>Action</th>
<th>Responsible Agency</th>
<th>Time Frame</th>
<th>Action Type</th>
<th>Priority Level</th>
<th>Capital Funds Needed (Y/N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action T 4.10</td>
<td>Local Financing for Transit</td>
<td>DCP, DOF, ASD, CMO</td>
<td>Mid-term</td>
<td>Program/ organization</td>
<td>Y</td>
<td>N</td>
</tr>
<tr>
<td>Action T 4.11</td>
<td>Bench and Shelter Standards</td>
<td>PW</td>
<td>Mid-term</td>
<td>Systems/ support</td>
<td>N</td>
<td>N</td>
</tr>
<tr>
<td>Action T 4.12</td>
<td>Bench and Shelter Siting</td>
<td>PW</td>
<td>Mid-term</td>
<td>Coordination/ outreach</td>
<td>N</td>
<td>N</td>
</tr>
<tr>
<td>Action T 4.13</td>
<td>Transit Stop Design</td>
<td>PW</td>
<td>Short-term</td>
<td>Program/ organization</td>
<td>N</td>
<td>N</td>
</tr>
</tbody>
</table>

**B.5 Pedestrian and Bicycle Circulation**

| Action T 5.1 | Sidewalk Inventory                                   | PW                 | Mid-term   | Study/ plan                                     | N              | N                         |
| Action T 5.2 | Updating Sidewalk Standards                          | DCP, CAO, PW       | Short-term | Development Regulations                         | N              | N                         |
| Action T 5.3 | Sidewalk Requirements                                | DCP, CAO, PW       | Short-term | Development regulations                        | Y              | Y                         |
| Action T 5.4 | Sidewalk Funding                                     | PW                 | Short-term | Program/ organization                           | N              | N                         |
| Action T 5.5 | Trail and Path Width                                 | P&R                | On-going   | Systems/ support                                | Y              | Y                         |
| Action T 5.6 | Bicycle Plan Implementation                         | PW                 | On-going   | Systems/ support                                | N              | N                         |
| Action T 5.7 | Reserved                                           |                    |            |                                                 |                |                           |
| Action T 5.8 | Pedestrian and Bicycle Facilities in Development Regulations | DCP, CAO, PW   | Short-term | Development Regulations                         | N              | N                         |
| Action T 5.9 | Personal Motorized Modes                             | PW, P&R            | Long-term  | Study/ plan                                     | N              | N                         |
| Action T 5.10 | Pedestrian Crossing Standards                        | DCP, CAO, PW       | Short-term | Development Regulations                         | N              | N                         |
| Action T 5.11 | Crosswalk Safety                                    | PW                 | Long-term  | Systems/ support                                | Y              | Y                         |
| Action T 5.12 | Pedestrian Signals                                  | PW                 | On-going   | Systems/ support                                | Y              | Y                         |
| Action T 5.13 | Pedestrian Plan                                     | PW                 | Short-term | Study/ plan                                     | N              | N                         |
| Action T 5.14 | Railroad Greenway Trails                             | P&R, DCP           | Mid-term   | Systems/ support                                | Y              | N                         |

**B.6 Parking Management**

| Action T 6.1 | Large Surface Lots                                  | DCP, CAO           | Short-term | Development Regulations                         | N              | N                         |
| Action T 6.2 | Shopping Center Park and Ride                       | DCP, CAO, PW       | Short-term | Development Regulations                         | N              | N                         |
| Action T 6.3 | Parking Study Implementation                        | DCP, CAO           | Short-term | Development Regulations                         | N              | N                         |
| Action T 6.4 | Criteria for Changing On-Street Parking Regulations | DCP, CAO           | Mid-term   | Program/ organization                           | N              | N                         |
| Action T 6.5 | Parking Lot Landscaping                              | DCP, CAO           | Short-term | Development Regulations                         | N              | N                         |

**B.7 Transportation Safety Improvements**

| Action T 7.1 | Street Lighting                                    | PW                 | On-going   | Systems/ support                                | N              | N                         |
| Action T 7.2 | Crash Analysis                                     | PW                 | Mid-term   | Systems/ support                                | N              | N                         |
Annual Progress Reports

- Emerging issues
- Policies or actions implemented
- Policies or actions to be added or removed
Continue to sell your plan after adoption

- Talk about the value of the plan
- Be honest and talk about how **good outcomes are related to the plan**
• The public will take the plan seriously when you take it seriously
• Must be the city’s plan that transcends the term of elected officials
• Ensure predictability and flexibility
• You must understand the value of land
• Offers certainty about the future development patterns
• Implementation is the most important part of the plan
Thank you