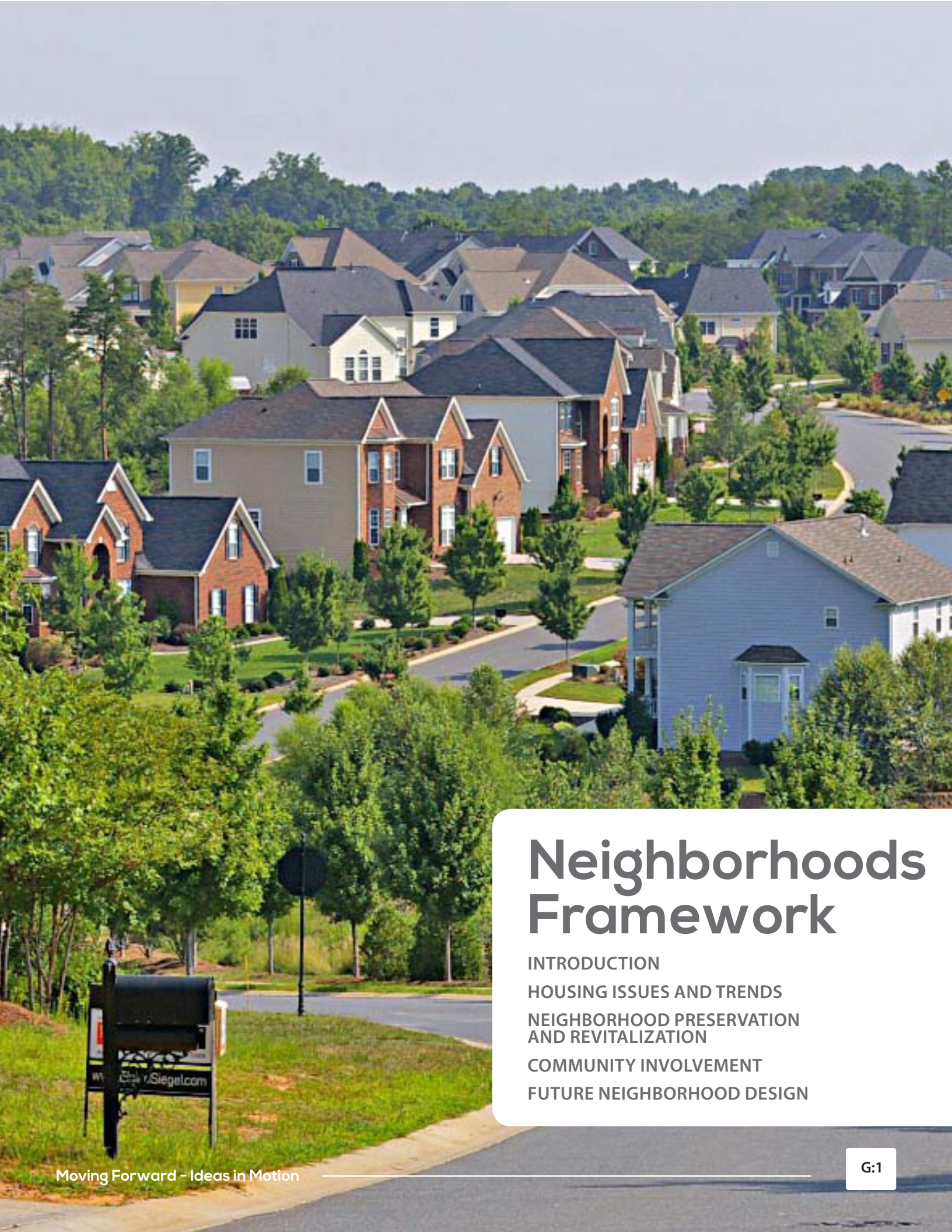


Neighborhoods Framework

INTRODUCTION

HOUSING ISSUES AND TRENDS

NEIGHBORHOOD PRESERVATION AND REVITALIZATION

COMMUNITY INVOLVEMENT

FUTURE NEIGHBORHOOD DESIGN

INTRODUCTION

Warrenton's neighborhoods are the backbone of the community. Their appearance, amenities and function are key to the health of the City. Strong neighborhoods help to bolster nearby commercial areas by providing a safe environment and a strong customer base. At the same time, strong commercial areas provide residents with increased property values and a convenient outlet to purchase goods and services. Maintaining and enhancing Warrenton's existing and future neighborhoods is a priority of this Plan.

What is a neighborhood?

A neighborhood is more than territory within a boundary drawn on a map. It is a place with its own unique qualities, amenities and characteristics, where people can live, work, shop, and interact with their neighbors. The most sustainable neighborhoods tend to exhibit high levels of walkability, a sense of place, and social connectedness. The neighborhood is a place to live. Homes of all sizes, prices and styles provide the environment for a wide range of residents, both home buyer and renter.

Neighborhoods are a blend of homes, shops, schools, churches, and parks. They are the building blocks of the city, with each one as distinct as the next. The City of Warrenton's goal is to preserve, reinforce, and where appropriate, revitalize the core characteristics and stability that define all of its neighborhoods. By making sure that changes in neighborhoods harmonize with the existing character, by enhancing neighborhoods' defining features, and working towards their long-term attractiveness and economic integrity, the unique character and special qualities of each neighborhood can be enhanced.

Existing and Future Neighborhoods

Warrenton embraces a variety of housing opportunities that enhance the character, diversity, and vitality of the City. This involves protecting the existing housing inventory and offering support programs to help with improvements and upkeep. It also means encouraging builders through incentives to broaden the spectrum of new home options in proposed residential developments. Housing options should include a wide range of opportunities for people living and working in Warrenton, people at different life stages, income levels, and social and physical needs.

As the City matures, fewer new homes may be constructed and more attention will be needed to aging areas. Warrenton's future as a desirable place to live, work, and visit is dependent upon a stable economic base, but equally dependent upon strong, livable neighborhoods. The elements within this framework contain the foundation for creating strong neighborhoods built upon community involvement and participation.

HOUSING ISSUES AND TRENDS

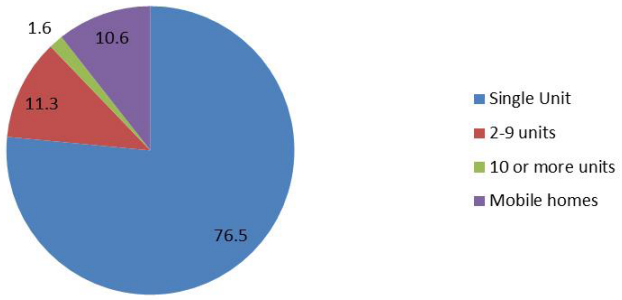
Housing Issues

Warrenton has a comparatively new and modest housing stock. The city has approximately 3,100 units, approximately 38 percent of which were built since 2000. The American Community Survey estimated the median value of the owner-occupied homes to be about $132,000 in 2013. An analysis in 2015 of 55 recent sales indicated a median sale price of $130,500. Most houses sold for less than $100 per square foot. The more expensive properties, with prices of $120 to $150 per square foot typically were setting on three- to four-acre lots. With an estimated vacancy rate of five to seven percent, supply and demand appear to be well balanced.

Types of Structures

As is common in small communities, Warrenton's housing stock is dominated by single-family homes. More than three-fourths of the housing units are single-family houses. Only 1.6 percent of the units are in structures with 10 or more units. Countywide1.4 percent of housing units are in structures of this size. As in the rest of Warren County, mobile homes account for more than 10 percent of the housing units in Warrenton. Mobile homes constitute 11.3 percent of Warrenton's housing units compared to 13.2 percent county wide.

Percentage of Housing Units by Type of Structure



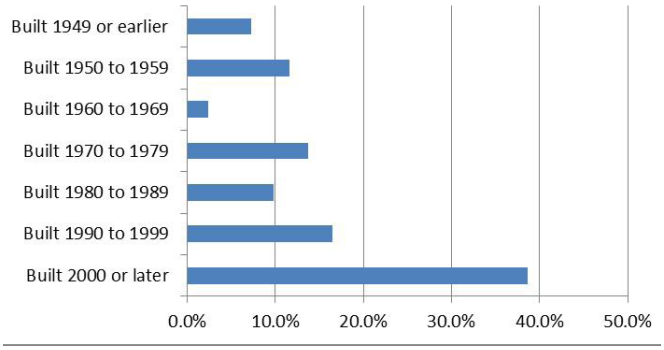
Tenure

Homeownership in Warrenton is comparatively low for a small community. In Warren County 79.4 percent of the occupied housing units are owner-occupied. This compares to 68.7 percent of Warrenton. While many of the community's renters are housed in the multi-unit structures and mobile homes, 150 to 200 are also likely to be renting single-family homes.

Age of Housing

While there is some diversity in the housing in Warrenton, most of the diversity is concentrated in a few blocks around the city's downtown and traditional main street commercial and civic center. The comparative newness of the housing stock has resulted in a predominance of similar, ranch style houses throughout large sections of the community. Only a little over seven percent of Warrenton's housing units were built prior to 1950 and more than half of the city's housing has been constructed since 1990. This balance will shift dramatically over the life of this Plan.

Age Of Housing Stock



Affordable Housing

Most of the affordable housing developments in Warrenton were funded through the Rural Development Administration (RDA) low interest housing loan programs. In addition, the tenants in some of these properties can receive RDA housing assistance, a program that mimics Section 8 housing assistance programs in which the tenant pays 30 percent of their income in rent. Some of the affordable units incorporated Low-Income-Housing Tax Credits into their financing packages. For these units, the tenant must pay the full rent but it is generally lower than market rent eligibility is limited to low-income households. There are 140 affordable housing units in Warrenton, 96 of which are located in the Hawthorn Apartments and Villas complex just west of the Walmart retail center. In addition, to providing affordable housing, the 48 Villas units are accessible for persons with disabilities.

Another 261 rental units in Warrenton are currently occupied by persons with Housing Choice Vouchers issued through the Northeast Community Action Council, which serves a 12 county area of northeast Missouri. Households with these vouchers can locate anywhere within Warren County so the number of vouchers holders residing in Warrenton will vary over time.

Today's Dream

Housing choices that meet the varied lifestyles of our increasingly diverse population. From empty nesters to young professionals, childless couples to working class residents, our population is changing and increasingly opting for the convenience, flexibility and walkability of apartment life.

Looking Forward

Recent builders have begun to introduce new forms of housing to Warrenton, including some attached townhouses As Warrenton grows it will need to continue this trend in order to have housing that appeals to a diverse range of home buyers and renters. Future housing development will need to be more architecturally diverse and contain a slightly larger mix of multi-units structures.

There will also be a need over the next 20 years for housing designed specifically for senior citizens. There are already more than 1,000 persons aged 65 and older living in Warrenton and about one-third of these individuals live alone. There are currently fewer than 50 units specifically designed to meet the needs of this population. Many of the persons who might benefit from living in an environment designed for older persons will also need the housing to be affordable. Households that are not headed by a person over age 65 will also need affordable housing. Today there are approximately 300 households that are receiving either place-based or tenant-based housing assistance. But there are approximately twice that many households that would potentially be eligible for similar assistance.

Booming Rental Demand

The U.S. is on the cusp of a fundamental change in our housing dynamics. Changing demographics and new economic realities are driving more people away from the typical suburban house and causing a surge in rental demand. Tomorrow's households want something different. They want more choice. They are more interested in urban living and less interested in owning. They want smaller spaces and more amenities. And increasingly, they want to rent, not own. Unfortunately, our housing policy has yet to adjust to these new realities.

- One-third of Americans rent their housing, and nearly 14 percent—17 million households—call an apartment their home.
- Changing demographics mean changing housing preferences.
  - Married couples with children are now less than 22% of households and that number is falling. By 2030, nearly three-quarters of our households will be childless.
  - 78 million Echo Boomers (children of baby boomers) are beginning to enter the housing market, primarily as renters.
  - 78 million Baby Boomers are beginning to downsize, and many will choose the convenience of renting.
  - In this decade, renters could make up half of all new households—more than seven million new renter households.
- Because of these changes, University of Utah Professor Arthur C. Nelson predicts that half of all new homes built between 2005 and 2030 should be rental units.

National Multi Housing Council 2011 Website August 24, 2011

Senior Boomer Lifestyles.

Senior Boomer Lifestyles.

The Graying of Suburbia

"The State of Metropolitan America", prepared by the Brookings Institute in 2010, illustrates how our nation now faces a series of new realities that will redefine who we are, where and with whom we live, and how we provide for our future welfares. Cities and suburbs share more than ever in these new realities. As this report outlines below, a growing share of elderly and smaller households are found in suburbia, a trend that will only accelerate as the boomers, more than 70 percent of whom live in suburbs, enter seniorhood during the life of this Plan.

"The phrase 'demography is destiny' was never more appropriate than when used to characterize the impending 'age tsunami' that is about to hit America's population. After modest growth in the past two decades, America's senior population will begin to mushroom as the leading edge of the huge baby boom generation turns 65 in 2011. As this unique generation has plowed its way through the nation's school systems and labor, housing, and stock markets, it has transformed institutions both public and private in its path. Boomers' impending seniorhood carries important implications not just for themselves or even the nation as a whole, but also for the specific places where they will live, and the other portions of the population (such as children) with whom they will share those communities.

The next two decades portend rapid increases in America's senior (age 65 and over) population. From 2000 to 2010, "pre-seniors" (age 55 to 64) experienced the nation's fastest growth, as the leading edge of the baby boomers (born between 1946 and 1955) entered those ages and expanded their overall numbers by half. The 45-to-54 year-old group continued to grow as well, as the larger, younger boomer cohort (born between 1956 and 1965) increasingly occupied that demographic territory. The result is that over the next two decades, from 2010 to 2030, the nation's 65-and-over population will grow much faster than in recent U.S. history. While the nation as a whole is projected to grow at roughly 8 to 9 percent each decade, senior growth rates will top 30 percent."

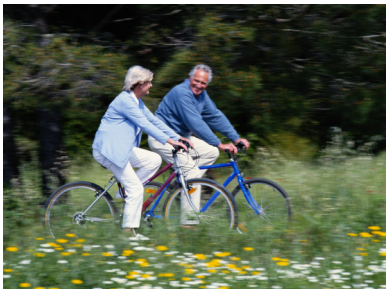
"Baby boomers are contributing to a significant "graying" of suburbia, as of now almost 40 percent of suburban residents are age 45 or older, up from 34 percent in 2000. Moreover, their numbers, especially those seniors - grew faster in suburbs than in cities over the course of the decade. The suburbs are thus poised to house an older population than has been the case in the past."

"What are the local and regional ramifications of this impending transformation? These populations may create demands for new types of housing and cultural amenities, and may continue to fuel the economic and civic growth of these areas as they remain involved in the labor force. On the other hand, slow-growing areas will age as well. As a result, large senior populations could be comprised of disproportionately older individuals who are less well-off financially or health-wise. They may require greater social support, along with affordable private and institutional housing, and accessible health care providers.

Graying of Suburbia

America's population of "pre-seniors" (age 55 to 64) grew by half in the 2000s.

This leading edge of the baby boom generation will not only transform the profile of seniors in U.S. society, but will contribute to massive growth rates of the 65-and-over population in the next two decades.



Senior Boomer Lifestyles.

Senior Boomer Lifestyles.

National Trends

Suburbs are aging more rapidly than cities with higher growth rates for their age-45-and-above populations and larger shares of seniors.

People age 45 and older represent 40 percent of suburban residents, compared to 35 percent of city residents.

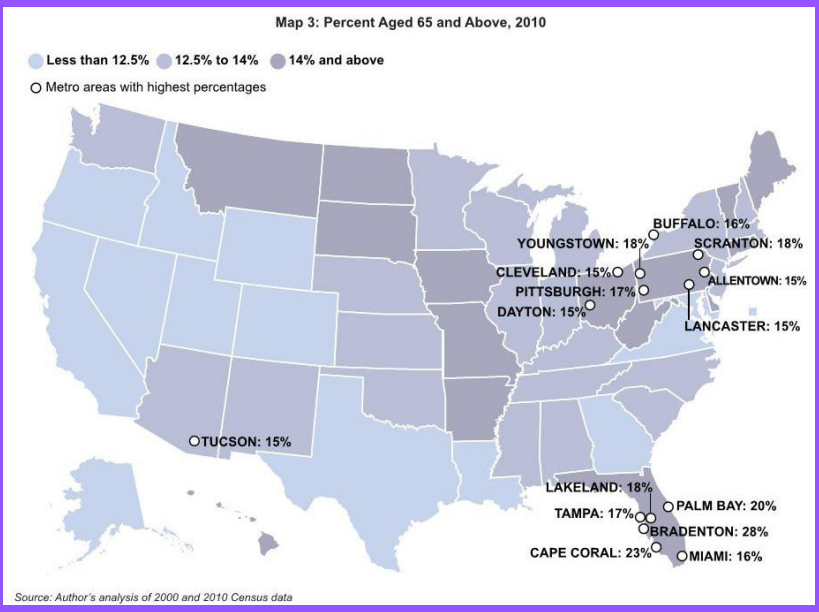
"The Uneven Aging and 'Younging' of America."

If Baby Boomers Stay in Suburbia.

With the leading edge of boomers now reaching 65 years of age, the group may find their homes are too big. Their child-rearing days are ending and some may prefer to stay in the suburbs but want to trade in their large single-family homes for smaller-lot homes, townhouses, or condos in or near activity centers. Freedom for many in this generation may mean living in walkable, accessible communities with good public services like libraries, cultural activities, and health care. The ever increasing demand for homes in walkable communities has the potential to reshape communities and rejuvenate their economy in a profound way, possibly likened by some as profound as the wave of suburbanization after World War II. In addition to fueling long-term economic growth, the new demand for walkable neighborhoods could provide other health benefits.

During the past decade, the ranks of people who are middle-aged and older grew 18 times as fast as the population younger than 45, according to Brookings Institution demographer William Frey, who analyzed the 2010 Census data on age for his report, "The Uneven Aging and 'Younging' of America." For the first time, they represent a majority of the nation's voting-age population.

- The nation's baby boomers — 76 million people born between 1946 and 1964 — were the first generation to grow up in suburbia, and the suburbs is where many chose to rear their own children. Now, as the oldest boomers turn 65, demographers and local planners predict that most of them will not move to retirement areas such as Florida and Arizona. They will stay put.
- According to the AARP, nine in 10 older Americans want to stay in their homes as they age, a figure the association predicts that the boomers will match. Not all communities are prepared.
- "AARP research shows that most communities are behind in planning for their aging populations, but those that are adapting have come up with common-sense solutions to improve home design and make transportation easier," said Nancy LeaMond, the AARP vice president, in a written statement.



Source: Author's analysis of 2000 and 2010 Census data

NEIGHBORHOOD PRESERVATION AND REVITALIZATION

Warrenton is a maturing city with diverse neighborhoods that vary in age, size, character, and composition. The community values its neighborhoods highly and desires to preserve and enhance them for all citizens who live, work, and visit here.

Neighborhood cleanup volunteers.

Many of Warrenton's mature neighborhoods reflect the more traditional neighborhood model where most commercial, educational, and recreational services are either integrated into residential areas or located in convenient proximity. Some of Warrenton's rural neighborhoods offer limited immediate access to such services while promoting the distance between residential and commercial and other services as part of a rural lifestyle amenity.

The City must continue to look at preserving and enhancing its built environment. The preservation and revitalization of Warrenton's mature neighborhoods are critical to maintaining and strengthening the health, safety, prosperity, and enjoyment of the community. The objectives and strategies of this framework focus on the need to support and promote a diversity of housing that accommodates a variety of income levels, households, and socioeconomic needs.

Objective NPR 1:

Enhance and promote City programs that provide for the safety and security of neighborhoods.

- **NPR-1.1:** Establish a proactive approach to code enforcement which preserves, enhances, and promotes healthy neighborhoods.
- **NPR-1.2:** Utilize community policing techniques such as neighborhood watch groups to discourage criminal activity in neighborhoods.

Neighborhood volunteer efforts.

Objective NPR 2:

Preserve the quality of existing dwellings and neighborhoods so that people will find our community a healthy, safe, and attractive place to call home.

- **NPR-2.1:** Strive for ongoing property and rights-of-way maintenance to sustain neighborhood vitality, value, and overall sense of community pride.
- **NPR-2.2:** Foster long-term housing and neighborhood vitality through preservation and revitalization of mature neighborhoods.
- **NPR-2.3:** Coordinate City programs dealing with neighborhood enhancement and support activities that work to revitalize neighborhoods.
- **NPR-2.4:** Educate property owners on the value of maintaining and improving their properties.
- **NPR-2.5**: Identify and promote the preservation of neighborhoods that exhibit unique cultural or architectural attributes.

Neighborhood volunteer efforts.

Objective NPR 3:

Support strategies and programs that provide opportunities for residential property owners to update or renovate their properties and examine existing regulations that may be barriers to adaptation of existing homes.

- **NPR-3.1:** Develop rehabilitation programs to promote the stabilization of housing stock that is in need of significant rehabilitation.
  - Investigate utilization of Community Development Block Grant and HOME funds, and emphasize the leveraging of private funds to extend the use of scarce public resources.
  - Promote the use of programs which help to convert existing rental housing stock to owner-occupancy. These programs include the FHA 203(K) program, an FHA mortgage insurance program, which combines loans for purchase and rehabilitation of property into a single, unified loan.
  - Investigate establishing a Revolving Loan Program. A revolving loan program makes low-interest loans available to property owners for rehabilitation projects. Initial funds come from grants, donations, and City allocations. Qualifying projects receive loan assistance. The

loans are repaid, thus replenishing the fund.

- **NPR-3.2**: Investigate the feasibility of establishment of a purchase and resale program which would purchase and rehabilitate suitable houses for resale to new owners. For example, a Community Development Corporation and/or private lender may finance the acquisition and rehabilitation, with a take-out on the interim financing funded as the FHA or conventional mortgage. Houses are marketed through the normal real estate sales process, or by the development group. A purchase and resale program can be combined with an effort to build affordable housing for seniors or youth.
- **NPR-3.3:** Open lots may provide good opportunities for residential infill development. A housing partnership can be helpful in packaging and financing appropriate projects on these sites.
- **NPR-3.4:** Design and implement a Resources Clearinghouse or "tool kit" to provide a mechanism to get useful and important maintenance and rehab information to the neighborhood in an understandable and timely manner.
  - Provide a menu of "hand holding services" for the neighborhood.
  - Technical assistant, rehab assistance, and/or create a technical assistance swat team.
  - Establish a link to qualified contractors and funding.
  - Workshops, seminars, and other "hands-on" activities to teach proper maintenance and rehab techniques.

Objective NPR 4:

Promote homeownership as a way to strengthen the sense of community and encourage investment in housing.

- **NPR-4.1:** Support programs that will increase home ownership among entry level and moderate income households who work in Warrenton.
- **NPR-4.2:** Support home buyer assistance programs to qualified persons.
- **NPR-4.3:** Provide educational programs for home buyers to understand their financial obligations and loss prevention options.

Objective NPR 5:

Compel Absentee Landlords to be Responsive and Responsible.

- **NPR-5.1**: Create a Landlord Training Program that educates and informs those who own rental properties to take better care of their property. Investigate best practices to learn about communities elsewhere that have established "landlord training programs". Encourage landlords to attend City meetings in order to improve understanding of property maintenance standards.
- **NPR-5.2:** Inspect rental sites that may have safety and health code violations. Investigate development of a Residential Occupancy Inspection that requires existing dwelling units be brought up to present new construction Building Code standards, in addition to the inspection for health and safety measures and sanitation.
- **NPR-5.3:** Provide education regarding renter rights concerning housing and property maintenance standards.

Objective NPR 6:

Promote the value and richness of neighborhoods.

- **NPR-6.1:** Develop a marketing program to encourage use of neighborhood properties. Develop a local media strategy through partnerships between the neighborhood and small local publications.

Example Revitalization Incentives

Existing residential neighborhoods and structures are important to the overall character and density of Warrenton's neighborhoods. Utilizing the currently available, and understanding additional tools that may be available in the future to incentivize the rehabilitation of these properties, is critical to the success of future revitalization of the neighborhood.

NPA – Neighborhood Preservation Act

Purpose: The Missouri Department of Economic Development (DED) issues state tax credits to a homeowner who rehabilitates a home or to a homeowner or developer that constructs a new home for owner-occupancy in certain areas of the state. Applications are made through MODED and are granted per a lottery process.

Eligible Areas: "Qualifying Areas" include "distressed communities," ….and areas with a median household income of less than 70% of the median household income for the applicable MSA or non-MSA.

Eligible Uses: This tax credit can be applied to: Income tax, corporate franchise tax, bank tax, insurance premium tax, other financial institution tax. The credits can be carried back 3 years, can be carried forward 5 years and are sellable or transferable.

Funding Limits: The credits for a project are determined as follows:

- New Residences in Eligible Areas – 15% of eligible costs, tax credits cannot exceed $25,000 per residence;
- New Residences in Qualifying Areas – 15% of eligible costs, tax credits cannot exceed $40,000 per residence;
- Substantial Rehabilitation in Eligible Areas – 25% of eligible costs, minimum costs $10,000, tax credits cannot exceed $25,000 per residence;
- Substantial Rehabilitation in Qualifying Areas – 35% of eligible costs, minimum costs the greater of $5,000 or 50% of the purchase price, tax credit cannot exceed $70,000 per residence.
- Non-substantial Rehabilitation in Qualifying Areas – 25% of eligible costs, minimum costs $5,000, tax credits cannot exceed $25,000 per residence.
- https://ded/mo/gov/BCS%20ProgramDetails.aspx?BCSProgramID=67

Chapter 353 Tax Abatement Redevelopment Incentive

The 353 Tax Abatement Redevelopment incentive is a potential tool for neighborhood revitalization that could be explored. Chapter 353 tax abatement is a redevelopment incentive that is allowed by Missouri law to encourage development of blighted areas through abatement of real property taxes.

Example comparable communities that have implemented this incentive include: Liberty, Independence, Blue Springs and Grandview. Some of these incentives focus on residential properties, while others include commercial properties.

- **Liberty, Mo -** Liberty's 353 District allows partial abatement of property taxes for properties within the redevelopment area that are rehabilitated or redeveloped in accordance with their redevelopment plan. The purpose of their plan is to provide a streamlined, cost-effective means for individual property owners to obtain partial tax abatement on their properties in return for making improvements. (Taken from the Liberty Program Guidelines, 2014). Information regarding their specific program can be found on their website http://Libertymissouri.gov/DocumentCenter/View/19505.
- **Independence, Mo -** Independence has offered three neighborhoods the utilization of the 353 Tax Abatement Program. In these neighborhoods, homeowners have previously been or are currently offered a chance to invest in their homes, many which are considered to be historic, and qualify for property tax abatement. The Independence program guidelines can be found on their website http://www.ci.independence.mo.us/comdev/TaxAbatement.

In order for a Chapter 353 tax abatement to be available to the neighborhood, the City of Warrenton or a private entity must first pass an Urban Redevelopment Corporation (URC). The purpose of this URC would be to rehabilitate a blight area.

Tax abatement may be available for a period up to 25 years. Typically, during the first 10 years, the property is not subject to taxes, except that assessed on the land. For the next 15 years, the property may be taxed on an amount equal to 50% of its value.

Post War Housing.

CONSERVATION, REHABILITATION, AND REDEVELOPMENT

As a maturing city, Warrenton will increasingly need to focus on the conservation and rehabilitation of aging properties, seek creative infill development strategies, and support context-sensitive redevelopment in areas showing signs of decline. It is also critical to involve residents in infill and redevelopment decisions affecting their neighborhoods.

Redevelopment means to change existing development in an entire area or on an individual property through modification or complete replacement. These "informal" redevelopment efforts are typically led by the private sector to enhance aging areas. Sometimes cities help with and encourage informal redevelopment through supportive ordinances, processes, or public-private partnerships, such as funding public infrastructure to benefit the redevelopment purpose and community.

At times it may be necessary for the City to use the "formal" Authority granted to cities by the State of Missouri. The Redevelopment Authority Statute provides tools for protecting the health, safety, and welfare of citizens by improvement of deteriorated urban conditions, acquisition and sale of property, establishment of open space, and achievement of other locally-approved redevelopment Objectives. To use this Authority, the city must designate an area as a formal Redevelopment Area, according to statutory criteria, and adopt a Redevelopment Plan to establish Objectives and policies to accomplish the redevelopment intent.

The objectives and policies of Conservation, Rehabilitation, & Redevelopment discuss both "informal" and "formal" redevelopment, recognizing that any "formal" redevelopment must be approved by the City and conform to State Statute requirements.

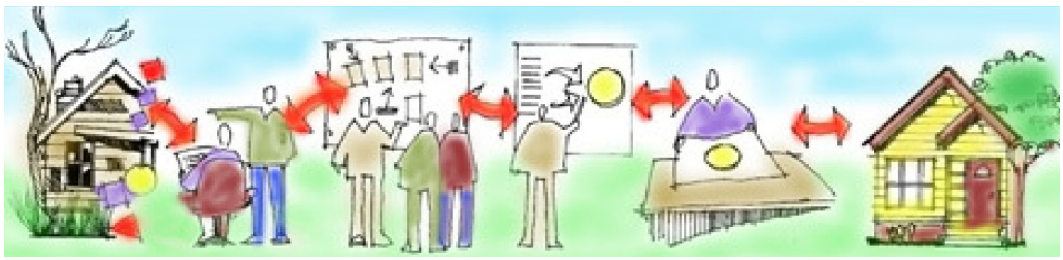
Post War Housing.

Objective CRR 1:

Use redevelopment to provide for the long-term stability of Warrenton's maturing residential, commercial, and civic neighborhoods.

Post War Housing.

- **CRR-1.1:** Use redevelopment tools to help maintain the community's mature areas and sustain Warrenton's quality of life.
- **CRR-1.2:** Establish a strategic and proactive policy of redevelopment intervention efforts in areas that show signs of decline.
- **CRR-1.3:** Provide, maintain, and support the legal tools that allow redevelopment to occur in the community.
- **CRR-1.4:** Support proactive communication with affected residents and business owners during the planning and implementation of redevelopment projects.
- **CRR-1.5:** Support redevelopment activities that provide opportunities to address housing affordability challenges.
- **CRR-1.6:** Redevelop blighted, distressed, or underutilized properties.
- **CRR-1.7:** Upgrade substandard infrastructure during redevelopment projects.
- **CRR-1.8:** Proactively redevelop or regenerate antiquated commercial properties.



Other Programs and Incentives

MHDC HeRO Program

Through MHDC, the Home Repair Opportunity Program provides funding for repair and maintenance to homeowners through a selected agency, non-profit organization or municipality. Homeowners may receive cash assistance up to $22,500. http://www.mhdc.com/homes/hero/

First Place Home Buyers and Veterans Assistance

Through MHDC, first-time home-buyers and qualified vets may be eligible for assistance with a purchase of a home. More information may be found at: http://www.mhdc.com/homes/firstplaceloans/

USDA Single Family Housing Direct Home Loan

Through the USDA Rural Development Agency, a Section 502 subsidy loan program may assist applicants. http://www.rd.usda.gov/programs-services/single-family-housing-direct-home-loans

USDA Guaranteed Housing Loans

Through the USDA assists approved lenders to purchase or rehabilitate a home in an eligible rural area. http://www.rd.usda.gov/programs-services/single-family-housing-guaranteed-loan-program

USDA Single Family Housing Repair Loan & Grant Program

The USDA Rural Development Agency provides low interest loans and grants up to $7,500 for repair of health and safety hazards. http://www.rd.usda.gov/programs-services/single-family-housing-repair-loans-grants

COMMUNITY INVOLVEMENT

Public participation is an important component of successful neighborhood planning, community building, and decision-making. Citizens (residents, business owners, and property owners) need and deserve ongoing communication regarding projects and issues that affect their community. While it is recognized that a community will rarely have consensus, public participation may bring understanding and dialogue to complex issues.

Example Strategic Planning Workshop.

Through the guidelines contained in this framework, this Plan recommends encouraging early and meaningful citizen input in these important processes. Such participation will help the City resolve concerns early and level the playing field for citizens, property owners, elected officials, the development community, and other stakeholders. It also provides an opportunity for early input into the formation of City policy and regulations. The City will consider new ways to promote community involvement, recognizing the diversity and unique elements of the community.

The ultimate objective is to work towards a level of dialogue that is mutually respectful, responsible, and civil. The City's role is to reflect and respond to citizen proposals/comments by forging partnerships between citizens, stakeholders, elected officials, and the City organization, so that all parties are involved, informed, and responsive to the needs of a dynamic community. The Objectives and Strategies included in this element are meant to serve as suggestions for ways to effectively inform and involve the community in City related discussions and decision making processes.

Objective CI 1:

Seek early and ongoing involvement in project/policy making discussions.

Example Strategic Planning Workshop.

- **CI-1.1:** Maximize opportunities for cost effective and efficient early notification of proposed plans, projects, and/or Strategies under consideration using signs, information display boards, website posting, written correspondence, and other methods, as available.
- **CI-1.2:** Institute and use public involvement meetings to identify and engage interested parties regarding their concerns and interests, and provide opportunities for information exchange and involvement.
- **CI-1.3:** Require that project sponsors conduct community involvement programs, share information, and communicate issues and opportunities surrounding projects.
- **CI-1.4:** Require that project sponsors show accountability for being responsive to constructive community comments and concerns and demonstrate how community comments are ultimately addressed.

Objective CI 2:

- **Proactively seek community-wide representation on issues through outreach programs that inform and engage citizens.**
- **CI-2.1:** Determine the range and distance of public notification based on the characteristics of the specific case, plan and/or policy. At a minimum, all notification should include a focus on directly affected stakeholders. Depending on the interest level of the community, enhanced notification may be warranted.
- **CI-2.2:** Create and use community-wide contact lists that include representation from homeowners associations, neighborhood and service groups, the faith community, school districts, business community, and other interested groups.
- **CI-2.3:** Incorporate public involvement opportunities in order to engage a broad cross section of community members.
- **CI-2.4:** Provide opportunities for civic education and participation to ensure informed community-wide representation on municipal issues.

Example Strategic Planning Workshop.

Objective CI 3:

Publish and process public information in a manner that is relevant to citizen's daily lives and personal and professional interests.

- **CI-3.1:** Provide multiple locations/times/communication tools in order to accommodate a wide diversity of community lifestyles, work schedules, and time availability in public involvement efforts.
- **CI-3.2:** Form and utilize multidisciplinary teams to provide information to community groups and organizations.
- **CI-3.3:** Provide community-wide information and notification of public involvement opportunities in a variety of conventional and nonconventional ways to communicate with the diverse population.

Objective CI 4:

Augment face to face interaction with new communication techniques.

- **CI-4.1:** Provide multiple opportunities for input through use of new and evolving technologies.
- **CI-4.2:** Partner with other organizations, when appropriate, to use networks and tools to further communication and to sponsor links to City information.

Objective CI 5:

Provide information about community characteristics to increase understanding and insight into the complexity of opportunities and challenges that affect the City.

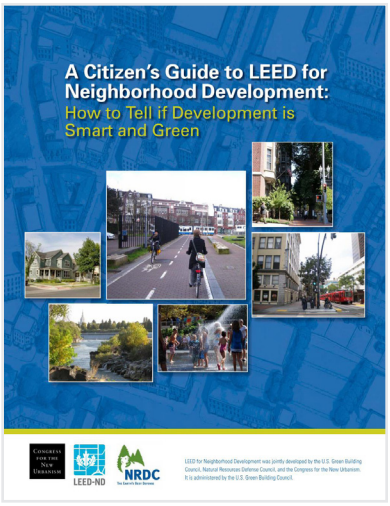
- **CI-5.1:** Track, measure, identify, and convey information regarding community issues, opportunities, trends, and concerns.
- **CI-5.2:** Provide community-wide access to data that reflects current facts, figures, demographics, trends, and analysis.
- **CI-5.3:** Create public information materials in a variety of formats that accurately reflect the facts surrounding opportunities and issues, i.e. the purpose, timing, and need/benefits for a project or proposal, and when possible, explain the differing perspectives for each.

Objective CI 6:

Foster community partnerships, catalysts, and networks as a means of sharing information and responsibilities, to work toward collaborative solutions.

- **CI-6.1:** Clarify citizen, private entity, and the City's role in responsible civil dialogue on community opportunities and issues.
- **CI-6.2:** Continue the tradition of "community visioning" to reevaluate community issues, objectives, and vision for the future.

FUTURE NEIGHBORHOOD DESIGN



Neighborhoods that will be developed in the future as part of the City will need to be designed within an environmental context. The ability to leap-frog rural land and existing communities is not a recommended practice. In addition, development should be designed around sensitive natural land formations and habitats to protect the environment. Because of the impacts on the environment and the City's ability to maintain additional infrastructure, future neighborhoods must be designed within a changing context.

These challenges provide an opportunity for developers and designers to create solutions that minimize environmental and financial impacts. The efficient use of resources is important to the development of new communities. The physical context provides interesting design challenges.

Recommended Framework for Decision-making

There are many ways to create a sense of community. Good site planning preserves the quality of the existing landscape and natural features. The site layout of a neighborhood is the plan for how the three dimensional form will evolve. Open space is often used as an important design element to provide orientation and relief. In addition, the transportation network will need to accommodate multiple modes of movement.

The following decision-making criterion is recommended as a framework for planning decisions. It was adopted from "A Citizen's Guide to LEED for Neighborhood Development", codeveloped by the Natural Resources Defense Council, the Congress for the New Urbanism, and the U.S. Green Building Council. It is a reference guide to help communities improve their community and neighborhoods. The City does not require projects to pursue LEED-ND certification.

Criterion includes:

- Smart Location and Linkage: Where to Build
  - Smart LOCATIONS
  - Design with Nature
  - Connected Neighborhoods
  - Mobility
- Neighborhood Pattern and Design: What to Build
  - Neighborhoods that use Land Efficiently
  - Diverse and Convenient Neighborhoods
  - Walkable Streets
  - Reduced Parking and Transportation Demand
  - Bicycle-Friendly Design
  - Mixed Uses and Community Spaces
- How to Manage Environmental Impacts
  - Green Buildings
  - Reusing Older Buildings
  - Reducing Pollution
  - Keeping Things Cool
  - Neighborhood-wide Energy Efficiency
  - Reuse and Recycling

Smart Location and Linkage: Where to Build

LEED-ND can be used to help you discern whether a proposed development—or even an existing neighborhood, plan, or policy—rates as a good one when compared to environmental and community criteria. When making this determination, the first question to ask may be the most basic of all: Is this a good place to build something? LEED-ND encourages strategies that conserve resources such as reinvesting within existing neighborhoods, cleaning up contaminated sites, protecting natural areas, and facilitating connections to the surrounding community.

Design with Nature.

SMART LOCATIONS

Selecting and planning for the location of development is fundamental to environmental sustainability and, according to research, the most important determinant of how much residents will drive. Even if a building or larger development uses green construction techniques, a poor location that destroys natural areas, requires people to drive long distances, or exposes people to toxic substances will likely overshadow the benefits of green construction. Building on, or "redeveloping," **previously developed sites** (where there has been previous construction or paving) and "infill" sites (which are surrounded or mostly surrounded by previously developed land) is a key smart growth strategy. Building in these locations uses land efficiently and preserves open space, ecological areas, sensitive natural areas, and agricultural land around cities. It also tends to cluster housing, jobs, stores, and public spaces together. When these conveniences are within easy reach, it makes public transit, cycling, and walking more feasible and reduces the length of car trips.

Cleaning up and redeveloping **contaminated sites—or "brownfields"**—such as old gas stations, industrial facilities, storage facilities for toxic substances, or contaminated military sites is a goal of this Plan. They often lie vacant unless there are incentives for cleanup, which can be complicated, unpredictable, and expensive.

Design for people.

DESIGN WITH NATURE

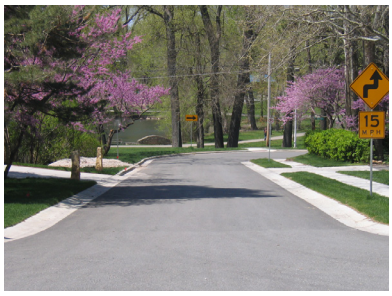
Locating development in a way that is **sensitive to its natural setting** is an important aspect of protecting local environmental quality. This is particularly important for habitat areas, wetlands and water bodies, prime agricultural land, and floodplains.

Other important strategies include restoring and conserving habitat areas and wetlands, minimizing on-site construction impacts, and protecting steep slopes from erosion that can pose safety risks and pollute streams and rivers. Infill and previously developed sites are much less likely to contain valuable biological resources like farmland, wetlands, and plant and wildlife habitats.

CONNECTED NEIGHBORHOODS

Good connections for pedestrians, cyclists, and vehicles—both within a neighborhood and to surrounding areas—are essential for a neighborhood to capitalize on a smart location.

This means frequent **street connections and pathways** to surrounding areas, a high degree of internal connectivity, and few barriers—such as cul-de-sacs or difficult-to-cross streets—to adjacent areas and uses. Research shows that walking and physical fitness increase with greater street connectivity, measured by the number of intersections per square mile. Curving, suburban-style streets with long blocks and multiple dead-ends, on the other hand, require long, circuitous walking or driving routes to nearby destinations, reducing walking. Street connectivity is an important cross-cutting strategy for neighborhood sustainability since it also improves access to parks, schools, transit, businesses, jobs, and shopping.



Neighborhood Streets.

MOBILITY

Locating housing and jobs in compact clusters near major arterials or bus transit increases the likelihood that people will walk, bike or take available bus transit rather than drive. In the United States, most vehicle miles traveled (VMT) are by single-occupancy vehicles, which generate more greenhouse gas emissions and pollution per mile than car sharing, carpooling, walking, cycling, and most forms of public transit. Smart growth reduces greenhouse gas emissions, provides riders necessary to support transit systems, offers an alternative to automobile use, reduces demand for parking, and captures many of the other benefits of infill development. And even when residents do drive, their central location means their trips are often shorter.

Neighborhood Pattern and Design: What to Build

The Neighborhood Pattern and Design section addresses what to build. It encourages strategies like walkable streets, diverse and compact neighborhoods, high quality public spaces, reduced dependence on automobiles, and community participation in design.

Housing Choice.

NEIGHBORHOODS THAT USE LAND EFFICIENTLY

Neighborhoods that make efficient use of land help limit the spread of suburban sprawl, which consumes and fragments the rural landscape along with watersheds, wildlife habitat, and prime farmland. In addition, more efficient neighborhood design means that destinations like schools, shops, and parks can be closer together, making walking and cycling more efficient. Future public transit systems are also more likely to be successful in compact neighborhoods because there are more potential riders near each bus stop or future station and, even when people do drive, they tend to drive less. Finally, compact development requires less infrastructure—such as water, sewer, and electricity facilities—to serve the same number of people, saving economic resources.

DIVERSE AND CONVENIENT NEIGHBORHOODS

Though it is still considered best practice to separate polluting or heavy industrial land uses from others, there are a number of benefits to mixing residential, commercial, and live-work land uses. The diverse uses of **blended neighborhoods** tend to support each other and reinforce a sense of neighborhood character, while decreasing the need to travel long distances for goods, services, or work. Uses can be mixed within the same neighborhood—such as when homes are located next to a corner store—or even within the same building—such as live-work spaces or ground-level shops with housing or office space above them.

Housing Choice.

In addition, a neighborhood with a wide **range of housing types and sizes**—such as large and small townhouses, duplexes, single-family homes, or special needs housing—can support a diverse population that includes students, families, seniors, group housing, young singles, or couples. This mix reinforces neighborhood stability by allowing people to stay in the same community throughout different stages of their lives. It can also add a sense of texture and character to a place, encouraging social and economic diversity, along with multiple levels of affordability. When housing is available at an affordable range of prices, people who earn less but are vital parts of any community—such as teachers, police officers and public sector employees, or artists—can live and work in the same community as those with higher incomes. This encourages economic opportunity and social diversity, and can sometimes reduce commute times by allowing people to live closer to work.

Key techniques include designing some housing to have "step-less" entrances and other accessible features, making public portions of buildings universally accessible, and including wheelchair access at traffic intersections and between buildings.

WALKABLE STREETS

Walking has cross-cutting benefits for public health, environmental sustainability, and neighborhood vitality, and further unlocks the advantages of neighborhoods with smart locations, a mix of uses, and compact development. A number of features working together can ensure that a street is **comfortable, safe, and inviting for pedestrians.** These include a connected pedestrian network and elements of high-quality urban design.

Housing Choice.

Too many poorly designed neighborhoods are uninviting to pedestrians. For example, buildings that are set far back from the street, are separated from the sidewalk by large parking lots, or are too low in comparison to the width of streets often lack a sense of place or undermine pedestrian comfort. Excessive blank walls, a lack of frequent building entrances onto public space, shuttered or infrequent windows, and unattractive building facades can also deteriorate the pedestrian environment. Frequent garage doors and driveway intrusions across the sidewalk can further diminish the pedestrian experience.

By contrast, streets designed for walkability include building entrances that are easy to reach from the sidewalk and include doorways and window displays that create a sense of interest and architectural diversity along the path. Frequent, well established street trees can make pedestrians more comfortable by providing shade and contact with nature. Continuous sidewalks, low-speed traffic, and on-street parking that provides a buffer between the sidewalk and the street can also increase pedestrian comfort and safety.

REDUCED PARKING AND TRANSPORTATION DEMAND

Large surface **parking lots** discourage pedestrian access from sidewalks and other nearby buildings, especially when they are located between sidewalks and buildings. Parking lots also diminish the quality of nearby public spaces like parks, plazas, or sidewalks. The pavement used to construct parking lots also leads to more polluted stormwater runoff after rainstorms.

In addition, parking and building design, and operation all affect how much people drive. Strategies like an on-site vehicle sharing program, providing shuttle service to jobs or transit, providing transit passes to project occupants, or selling parking spots separately from dwelling units can all reduce the need for car ownership. Other strategies that can reduce how many trips people take include ride sharing, flexible working hours, pedestrian and bicycle promotion, and reduced amounts of parking.

Design for Mobility Choice.

BICYCLE-FRIENDLY DESIGN

Cycling is an efficient mode of transportation without the negative environmental effects or high installation costs of many other modes. It can improve public health by providing regular physical activity. Like pedestrian facilities, successful bicycle facilities should be arranged in a connected network, providing safe, comfortable, and well-maintained access to a variety of destinations while decreasing conflicts with cars and transit vehicles. Sufficient, secure, and well-placed bicycle parking for visitors and for building occupants also encourages cycling. Compared to car parking, bike parking requires very little space: just one off-street car parking spot usually takes up about same amount of space as 10 to 12 bicycle parking spots.

MIXED USES AND COMMUNITY SPACES

In the same way that a mixed-use environment creates a sustainable and diverse neighborhood by integrating both residential and commercial uses into one building or neighborhood, they also place a variety of shops, services, and amenities within walking distance of neighborhood residents and each other. This reduces car trips and facilitates walking, which contributes to health and fitness. A sustainable neighborhood also offers public facilities and services for residents and visitors in various stages of life. These can include schools, libraries, civic buildings, community centers, places of worship, recreation facilities, and community gardens. Amenities like these are critical to meeting a community's cultural, social, spiritual, and physical needs.

Parks, open spaces, gardens, and natural resource areas are particularly important for urban environments where green space and places of refuge can be in short supply. Proximity to parks is often associated with increased physical activity, more social interaction, and reduced stress. Likewise, physical and economic access to sources of healthy food such as community gardens, farmer's markets, full-service grocery stores, or other sources of fruit and vegetables is associated with higher intakes of healthy foods and reduced risk of chronic diseases.

Pedestrian friendly design.

Design quality public spaces.

How to Manage Environmental Impacts

Even if your neighborhood has a great location and layout, it won't have excellent environmental performance without thoughtful and innovative green design. This includes strategies like incorporating energy and water efficiency, reusing older buildings, recycling materials, reducing stormwater runoff, and eliminating pollution sources.

Sustainable home design.

GREEN BUILDINGS

"Green buildings" emphasize environmental excellence and sensitivity in their design, incorporating strategies like energy and water efficiency, high indoor air quality, and sustainability sourced (or recycled) materials.

In addition to water efficiency inside buildings, **water used outside buildings** for landscaping and street trees determines a neighborhood's overall water use. Planting native species is preferable as they are less disruptive to natural ecosystems; in arid climates they tend to be drought-tolerant and require less irrigation. For plants that require irrigation, using efficient irrigation equipment, capturing rainwater, or recycling wastewater can reduce overall water consumption.

REUSING OLDER BUILDINGS

Reusing as much of a building as possible—whether it be the entire building, the building shell, or just salvageable components of the building. In addition to eliminating waste and reducing the energy and resources needed to produce building material, reusing or adapting buildings reinforces a neighborhood's existing character. Neighborhood landmarks and historic or architecturally significant buildings are particularly valuable because they can provide visible public gathering places and generate interest and investment in a neighborhood.

Water used outside buildings.

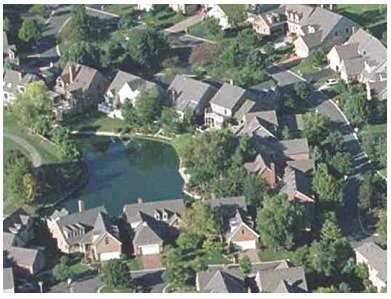
REDUCING POLLUTION

A neighborhood's design and manner of construction influences the amount of air and water pollution it generates. **Preventing pollution during construction** is considered essential to good building practice. It is also often required to some extent by federal, state, or local regulation.

Contaminated **stormwater** is one of the largest sources of water pollution in the United States, but neighborhoods can reduce stormwater pollution by keeping as much runoff as possible from flowing off the site. This reduces erosion, pollution, and flooding of downstream water bodies by naturally filtering and reabsorbing stormwater runoff. It can also help recharge natural aquifers below the neighborhood. Green stormwater retention techniques include use of street-side "swales" (low-lying areas with native vegetation), water-pervious paving materials, stormwater detention basins, green roofs, open green space, and landscaping, all of which can facilitate stormwater capture, absorption by trees and plants, or reuse.

KEEPING THINGS COOL

"Heat islands" are localized areas, usually within cities, where the ambient temperature is significantly warmer than the natural environment or surrounding areas. Unshaded pavement, dark-colored rooftops, and other building and infrastructure surfaces that absorb and then radiate heat from the sun can all contribute to creating heat islands. A study by the ***Local Government Commission*** found wide streets without a tree canopy to be 10 degrees warmer on hot days than nearby narrow, shaded streets. In addition to creating discomfort for pedestrians and health risks for vulnerable populations and manual laborers, heat islands can also create difficult growing conditions for plants and increase irrigation demand. Proven techniques to counteract heat island effects include tree planting, smaller and narrower streets and parking lots, light colored solar-reflective roofing (which also reduces demand for air conditioning), vegetated roofs or other landscaping, open-grid and solar-reflective paving, and covering parking with solar-reflective roofing. Other cost effective energy conservation methods include insulation, thermostats and sensibly designed buildings and homes.



Stormwater best management practices.

NEIGHBORHOOD-WIDE ENERGY EFFICIENCY

An energy-efficient building is good. An entire neighborhood that is energy-efficient is better. The initial layout and orientation of a neighborhood can affect its ability to use solar energy both actively (such as for photovoltaic cells) and passively (such as for natural lighting or direct solar heating through windows and walls). In the United States, sunlight from the south is stronger and more consistent than sunlight from other directions, while northern light can provide a consistent, glare-free source of interior daylighting. For this reason, it is ideal when neighborhood blocks (or lower density buildings) can maximize their northern and southern exposure. Similarly, installing renewable energy sources and distribution systems at a neighborhood scale, which serves multiple buildings or homes, is often more cost- and energy-efficient than installing them building-by-building. Examples include geothermal wells, photovoltaic (solar) or wind-powered electrical systems, combined heat and power plants using biofuels, hydroelectric power, and wave or tidal power.

Cost effective energy conservation using shade trees.

Heating and cooling multiple buildings through a centralized system requires less infrastructure and capacity per individual building. This is true whether it harnesses renewable sources, conventional boilers and air-conditioning systems, or heat that is a by-product of industrial processes. Installing either shared renewable energy sources or shared heating and cooling usually requires close collaboration between multiple buildings and landowners.

Energy-efficient streetlights, traffic lights, park lights, water pumps, and sewer systems can also significantly reduce a neighborhood's total level of energy consumption. Common examples of energy-efficient infrastructure include light-emitting diode (LED) technology for traffic and other lights, efficient or adjustable-power water pumps, or solar-powered lights.

REUSE AND RECYCLING

Reusing and recycling materials preserves natural resources while reducing waste and energy used in industrial manufacturing. There are often opportunities to use recycled material for new infrastructure—including streets, sidewalks, or water piping. Commonly available types of materials include reused cement or asphalt, rubberized asphalt incorporating scrap tires, refabricated metal for piping, or industrial by-products such as coal fly ash mixed into concrete.

Energy conservation alternatives.

Reusing wastewater from buildings reduces overall water use, demands on public infrastructure, energy use, and chemical inputs from conventional wastewater treatment. Wastewater reuse can range from relatively simple graywater systems that harness non-sewer wastewater for irrigation, to complex constructed wetlands or biological wastewater systems that completely treat all forms of wastewater on site.

Residential green roof.