

Recommendations Matrix

Market-Based Recommendations

1. Zoning Intervention

- a. New code/ classification such as planned development districts and overlays
- b. Allow for flexibility within master plans and sites
- c. Realign zoning code to market realities
- d. Create a plan for a specific site or district, such as small area plans
- e. Design guidelines
- f. Minimum densities
- g. Planned densification

2. Public Private Partnership

- a. Land swaps/donations
- b. Joint development/development assistance
- c. Parking

3. Public Finance Options

- a. Special assessment district (including: set cash contribution, supplemental tax rate, and supplemental FAR options)
- b. Permitting fee district
- c. Tax Increment Financing (TIF)
- d. Tax Credits
- e. Tax abatements
- f. Payment in lieu of taxes (PILOT)
- g. Tenant incentives for property improvements
- h. Low-interest loans
- i. Site specific
 - i. Brownfield programs
 - ii. Enterprise zone
 - iii. HUB Zone (historically underutilized business zones)

Market-Based Recommendations, continued

4. Incentivize Development

- a. Density Bonuses
- b. Reduced impact fees
- c. Tiered incentives
- d. Land acquisition/land banking
- e. Establish development selection criteria
- f. Transfer of Development Rights (TDR)
- g. Prioritize catalyst projects

5. Branding / Marketing

- a. Categorize businesses
- b. Create marketing/branding campaign

6. Beautification/Placemaking/Streetscape

- a. Strengthen single-family neighborhoods

7. Development Stewardship Entities / Place Management Organizations

- a. SSD – special service district (often in conjunction with TIF)
- b. BID – business improvement district
- c. CID – community improvement district
- d. CRA – community redevelopment area
- e. DDA – downtown development authority
- f. CDE - Catalytic development entity

8. Transportation/ Transit/ Infrastructure Improvements

Equity-Focused Recommendations

9. Planning & Community Building

- a. Visioning
- b. Focused planning efforts
 - i. Economic development
 - ii. Specific plans
 - iii. Transit-oriented development plans
- c. Community engagement efforts
- d. Education and outreach

10. Affordable Housing Strategies

- a. Creating or enhancing inclusionary zoning policies
- b. Development incentives, e.g. density bonuses
- c. Target local and regional subsidies to high-vulnerability areas
- d. Land acquisition through community land trusts, land acquisition funds, other financing mechanisms
- e. Attracting subsidized catalytic affordable mixed-use programs to areas with weaker markets

11. Local Infrastructure Investments

- a. New sidewalks
- b. Sidewalk enhancements
- c. New bicycle lanes and bicycle-supportive facilities
- d. Bicycle parking at key destinations and transit stations
- e. Linkage of adjacent public realm improvements to real estate development projects
- f. Wayfinding and increased visibility
- g. Street lighting
- h. Parking management
- i. Stormwater and utility upgrades

12. Workforce Development

13. Jobs & Services

14. Diversification of Housing Stock

15. Regional Access & Transit System Improvements

Placemaking Recommendations (by State of Place dimension)

Category: Fabric

Dimension: Form (Amenable to public involvement)

16. Encourage redevelopment or reuse of empty and underutilized parcels

a. Add/incentivize new mixed use development

b. Adopt urban design guidelines for new development that address the other State of Place dimensions (e.g. buildings that front the street, no monolithic buildings, fenestration, interesting signage, etc.)

c. Identify temporary uses for empty lots, including farmer's markets, community events, community gardens, etc.

Category: Fabric

Dimension: Density

17. Target underutilized, low-density retail areas for mixed-use or multi-use redevelopment

18. Add/incentivize new mixed use development

19. Adopt urban design guidelines for new development that address the other State of Place dimensions (e.g. buildings that front the street, no monolithic buildings, fenestration, interesting signage, etc.)

20. Identify temporary uses for underutilized land, including farmer's markets, community events, community gardens, etc.

Placemaking Recommendations, continued (by State of Place dimension)

Category: Fabric

Dimension: Connectivity

21. Mitigate barriers within the neighborhood (e.g. 6+ lane roads, blocks > 1000ft long, excessive driveways, etc.)

a. Consider “road diet” intervention

i. Add median

ii. Add pedestrian access points

iii. Add sidewalk buffers

b. Create overlay plan for new street grid, when possible. Include:

i. Short blocks (<500ft)

ii. Narrow streets (2-4 lanes)

22. Create way finding system to help pedestrians avoid/overcome potential barriers

Category: Destination

Dimension: Proximity (Amenable to private involvement with public incentives; amenable to public involvement)

23. Consider opportunities for new walkable destinations, e.g. markets, gathering places, and services.

a. Small/medium markets (e.g., grocery stores, corner stores)

b. Farmer’s markets

c. Soft good retailers (e.g. clothing & shoe stores, lifestyle retailers, etc.)

d. Gathering places – formal (e.g. coffee shops, restaurants, bars/lounges, bookstores,

e. Gathering places – informal (community centers, organized block parties, etc.)

f. Services (e.g., dry cleaners, dentists, pharmacies, etc.)

Placemaking Recommendations, continued (by State of Place dimension)
24. Conduct local charrette to identify community needs (RE destinations)
25. Consider opportunities and locations for temporary/flexible programming, e.g. food trucks, farmers markets, and public events
Category: Destination Dimension: Parks & Public Spaces
26. Identify locations for parks and public spaces
g. Vacant/abandoned lots not viable for redevelopment
h. Small government owned parcels that can be converted to community gardens
i. Temporary parks (e.g. "Park(ING)" day events; parklets, etc.)
27. Form public/private partnerships to develop quasi-public spaces
28. Provide for better programming/upkeep of existing parks and public spaces
Category: Destination Dimension: Public Activity Facilities
29. Increase access to existing public recreational facilities through partnerships with schools and other owners
30. Provide additional recreational opportunities within existing parks
Category: Upkeep Dimension: Safety (Amenable to private involvement; amenable to private involvement with public incentives)
31. Organize a "clean-up" campaign to address litter, graffiti, over-flowing/visible dumpsters
32. Create a "beautification program" for abandoned lots/buildings

Placemaking Recommendations, continued (by State of Place dimension)
33. Improve lighting, especially in public places/commercial centers
a. Add additional lighting as necessary
b. Upgrade lighting (e.g. human-scale, attractive) in public places/commercial centers
34. Organize a community safety organization/group
Category: Upkeep Dimensions: Aesthetics
35. Address façade improvements for buildings in commercial centers/public spaces
a. Create urban design guidelines for façade/streetscape
b. Creatively address blank walls (e.g. murals, fun/engaging advertising, food/street vendors)
36. Organize community event/organization around public art
37. Revise signage standards and consider signage/community-branding campaign
38. Add street trees/flowers, etc.
Category: Comfort Dimension: Traffic Safety (Amenable to public involvement)
39. Add pedestrian activated/automated signals in large and/or busy intersections; consider the most vulnerable pedestrians when allotting crossing time
40. Add crosswalk markings in large and/or busy intersections
a. Add paving treatments in crosswalks at key arterials in the neighborhood
b. Change to zebra or colored markings in large and/or busy intersections
c. Assess the convenience of the crosswalk marking location

Placemaking Recommendations, continued (by State of Place dimension)
41. Install traffic calming features in residential areas, especially those that are used as thru-fares
a. Roundabouts
b. Speed bumps/humps/tables
c. Rumble strips
42. Add curb bulb-outs in both residential and commercial roads
43. Where needed/possible, upgrade traffic standards with additional signals and stop signs
a. Replace four-way stop signs with traffic lights
b. Replace two-way stop signs with four-way
c. Replace yield signs with stop signs
d. Replace yield signs with stop signs
44. Add a pedestrian islands in large, busy intersections
45. In large or busy intersections, add protected left-hand turns; prohibit turning on red; or adjust turning radius to 90 degree angle
46. Add, repair, and upgrade curb cuts as needed
47. Identify and evaluate traffic “trouble spots” in the neighborhood
a. Evaluate traffic collision statistics
b. Organize a community charrette
c. Conduct spatial analysis of State of Place data to identify lowest performing blocks
Category: Comfort
Dimension: Ped/Bike amenities/infrastructure
48. Address the availability and adequacy of sidewalks
a. Add sidewalks where missing when feasible
b. Address incomplete sidewalks

Placemaking Recommendations, continued (by State of Place dimension)

c. Widen sidewalks where appropriate, especially in commercial locations

d. Add special paving in appropriate areas (e.g., large commercial centers)

49. Add sidewalk buffers, e.g. street trees, landscaping, on-street parking, etc.

50. Add bike lanes where feasible

a. Preference for protected bike lanes

51. Consider the addition of bikeshare stations

52. Adopt urban design guidelines that address streetscape/pedestrian amenities

a. Widen sidewalks

b. Add street furniture, especially in commercial areas

c. Add bus benches in heavy ridership areas

d. Add bike racks

e. Allow/encourage outdoor dining areas

f. Creative/unique signage

g. Add/encourage arcades/awnings where appropriate

53. Plant street trees that provide shade

54. Allow and encourage food vendors and other street vendors

55. Add public restroom facilities in large commercial centers