

HOUSES & BUILDINGS

VISION

The City of Goshen will encourage residential and commercial buildings that are safe, habitable, attractive, and reflective of community values and historical context. Development that is socially, economically, and environmentally viable will be promoted.

The City will use tools that include but are not limited to architectural guidelines, building codes and ordinances to ensure that buildings meet or exceed the standards of the architecture and historical context of their neighborhoods.

The City will facilitate the formation of neighborhood associations which may adopt plans to define and address neighborhood issues.

The City will encourage environmentally responsible building that minimizes energy use and utilizes renewable resources.

A variety of housing and building alternatives will be made available to a productive, diverse community.

Introduction

The character of housing and its quality and availability define a community. The Housing and Buildings element of the Comprehensive Plan addresses issues of housing standards; residential and commercial architecture; the development of new housing; historic preservation; affordable housing options; compact, attractive neighborhoods; the impact of housing on community character; revitalization; energy conservation; and landscaping.

As with Land Use, housing issues overlap with nearly every other element of the Plan. See references as they apply.

H-1 Goal

Revitalize existing industrial, commercial and residential districts

H-1 Programs

1. Protect existing historic districts and identify additional areas with historical and/or architectural significance.
2. Adopt detailed and clearly articulated tiered “design guidelines.” (See Redevelopment chapter)
3. More restrictive in defined historic and architectural zones
4. Provide a framework and support for neighborhood associations to adopt and enforce in areas not defined as historic or architectural zones.
5. Develop incentives to promote renovation of buildings (commercial and residential) within defined zones to meet or exceed “design guidelines”.
6. Promote new construction that matches the character, look, and feel of the “design guidelines.”

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H-1 Implementation

1. Inventory architectural and historic character throughout the city by neighborhood.
2. Develop and outline neighborhood design guidelines.
3. Evaluate current renovation subsidy programs and explore expansion of those programs.
4. Develop renovation incentives.
5. Evaluate ordinances and modify to enhance complementary infill development.
6. Support and enhance existing rehabilitation efforts.

H-2 Goal

Expand housing options and opportunities.

H-2 Programs

1. Identify and meet community needs for low and median income housing.
2. Encourage increased densities in specified areas.
3. Promote choices in housing types and locations throughout the city.
4. Promote diversity in new development.
5. Promote mixed use and mixed occupancy buildings.
6. Amend zoning ordinances to allow for smaller lots, smaller setbacks where compatible with surrounding neighborhoods.
7. Support educational programs for homeownership.
8. Initiate or support existing programs which incorporate social services for the elderly, the handicapped, child care, youth services, and transit access into housing.
9. Provide additional housing for persons with special needs.

H-2 Implementation

1. Develop overlay for city to identify areas suitable for mixed and increased density development.
2. Amend ordinances as needed.
3. Develop incentives for social services partnerships.
4. Remove barriers for creating affordable housing.
5. Use existing and creative financing options for home ownership.
6. Seek all available state and federal funding to help house low and moderate-income families.
7. Evaluate and fill the need for transitional housing.

H-3 Goal

Bring rental units up to standards where needed.

H-3 Programs

1. Achieve healthy ratio of rentals to homeownership (meet or improve on national standard for our size city.)
2. Evaluate existing tenant/landlord rights/obligations guidelines.
3. Replace (demolish and construct new) substandard housing in all areas of the city.
4. Expand enforcement of property maintenance standards.
5. Expand opportunities for rehabilitation of housing units.
6. Work toward eliminating substandard housing.

H-3 Implementation

1. Evaluate existing rental/ownership ratios and develop programs to encourage more even distribution of rentals throughout the city.
2. Develop overlay showing distribution of substandard properties.
3. Improve and distribute tenant/landlord guidelines.
4. Identify strategies for tenant/landlord/neighborhood relationships through education and mediation including roundtables, neighborhood advocacy, hiring neighborhood planner.
5. Hire additional City staff for code and ordinance compliance.
6. Develop a plan for elimination/replacement of homes beyond rehabilitation.
7. Support existing agency efforts and partnerships (and develop new programs, as needed) to facilitate the acquisition, rehabilitation, and operation of rental housing.



H-4 Goal

Promote environmental stewardship in new and existing housing and buildings.

H-4 Programs

1. Develop incentives to promote “green” (environmentally responsible) construction and renovation in both commercial and residential buildings.
2. Promote energy efficiency and conservation of resources in new and renovated buildings.
3. Promote preservation and expansion of green space in new and existing industrial, commercial and residential development.



The difference that good landscape stock and design can make to the livability, economy and first impressions of a community is enormous.

An idea frequently raised to soften expanses of asphalt is the addition of trees to the grassy grade of the SR 15 overpass, a high-traffic approach to the historic district.

Landscape architects suggest that vertical plantings like trees and evergreen shrubs add 'exclamation points' to commercial entrances, raise expectations, and direct attention.

Traffic engineers use the same concept to remove distractions and improve the quality of commutes.

4. Incorporate transportation options (pedestrian and bicycle friendly characteristics, transit centers) into new development.
5. Develop a landscape ordinance.

H-4 Implementation

1. Identify "green" options.
2. Identify and develop incentives for energy efficiency.
3. Review and improve ordinances for open space requirements.
4. Create standards for transportation access for new development.
5. Develop educational resources for residents, builders, City staff on environmental stewardship in construction.
6. Approve and implement a landscape ordinance.

H-5 Goal

Create development that reduces sprawl, provides convenient amenities, and complements community character.

H-5 Programs

1. Explore and define standards for clustered developments.
2. Promote mixed commercial and residential developments.
3. Develop provisions for "village" amenities (gathering space, parks, police and fire stations, recreation opportunities) in new development.
4. Promote complementary architectural styles and neighborhood design in new development.
5. Combine development decisions with planning strategies for transportation, community services, and utility capacity.

H-5 Implementation

1. Develop overlay for City to identify preferred locations for development.
2. Apply design guidelines.
3. Identify and implement incentives for mixed use, infill, and "village" style development.
4. Ensure development review processes that integrate planning decisions across departments and reflect the triple-bottom line approach outlined in this document.

La Casa: Goshen's Community Development Organization (CDO)

LaCasa of Goshen is a community development organization whose mission is to work in partnership with individuals and communities to create opportunities for economic development, personal growth, and neighborhood improvement.

HOUSING programs include:

Owner-Occupied Rehab– assists Goshen residents with rehabilitation costs related to their primary residence. Financing is a combination of loan, lien or grant depending on source of funds and recipient's income.

Acquisition/Rehab/Resale– homeownership program allowing clients to purchase homes in established neighborhoods and participate in decision-making regarding grant-supported repairs.

New Single Family Construction– provides a homeownership option for families below 60% of average median income who have complete LaCasa's Financial Fitness and Homeownership training and are pre-approved by LaCasa's Loan Committee.

Community Home Ownership Center– a Neighborhood Reinvestment Corporation–certified program offering Financial Fitness and Home Ownership Training, Private Credit Counseling, Flexible Loan Products and Grants, Home Rehabilitation Services, New Construction Homes, Post-Purchase Counseling and Education, and Foreclosure Intervention.

Loan/Grant Programs– These include a revolving loan fund attached to homes as second or third mortgages, HOME grants funded by the Indiana Housing Finance Authority, FHLB-AHP Grants to assist home acquisition or owner-occupied rehab homes, Community Development Block Grant funds from the City of Goshen for rehab, and the Elkhart County Loan Pool which provides first mortgages for qualified homebuyers.

Individual Development Accounts – a matched savings account to encourage low-income households to acquire and maintain assets.

COMMUNITY SERVICES include:

- Immigration services
- Translation/language services
- Individual Development Accounts
- Neighborhood revitalization
- Tenant development
- Crisis counseling
- Rental management

Larry Gautsche, Executive Director of LaCasa, sees these needs in the community:

- Childcare
- Donations of scattered site rentals for low-income families
- Transitional housing in combination with on-site services for clients
- Women's shelter
- Conflict resolution and landlord/tenant relationship building, especially to address language barriers.
- Enforcement of existing ordinances
- Large base of Spanish resources to provide commitment and stability
- Strong partnerships to enhance neighborhood revitalization and promote sustainable growth.



LaCasa photo

Rental Property Survey

In targeting neighborhoods for revitalization, LaCasa conducts door-to-door residential mapping, and discovers changes in rental concentrations that can be of concern. In general, Goshen's rental rates are on par with similar Indiana communities, but more intense use in certain areas is a concern. For example, in older neighborhoods, many of the larger houses have been split into 3 or 4 units. The land parcels and the streets were not laid out to handle an exponential increase in cars and other effects of high density. On the other hand, newer neighborhoods like Arbor Ridge are stable, well maintained areas designed for a rental clientele. LaCasa continues to monitor housing's impact on land use and social services, as well as facilitate a transition to home ownership, community-wide.

In 1999, Goshen College students taking a Methods of Social Research class conducted a survey of rental properties and renters in Goshen. Surveys were divided into four regions of the City (south, north, west, central) and random addresses were chosen for interviews. Of 4,000 rental households (out of 10,000 total Goshen households,) 180 interviews were conducted. Their conclusions include the following:

- 23% of rental households had two people
- 22% of rental households had three people
- 15% of rental households had one person
- 25% of rental households had four or five people
- 13% of rental households had six or more people

- 27% of renters were between ages 21 and 25
- 24% of renters were between ages 26 and 30
- 18% of renters were between ages 31 and 35
- 21% of renters were between ages 36 and 45
- 7% of renters were over age 45
- 3% of renters were under age 20

- 58% of renters have a high school diploma or less
- 35% of renters are high school graduates
- 14% of renters have had some high school
- 7% of renters completed grade 8
- 22% of renters include college graduates
- 15% of renters have had some college

- 57% of households had Caucasian renters
- 27% of households had Hispanic renters
- 11% of households had a mix of Hispanic and Caucasian renters

- 13.38% of renters were 'professional'
- 5% of renters were 'managerial'
- 7% of renters were 'administrative'
- 4% of renters were 'technical'
- 3% of renters were in 'sales'
- 15% of renters were in 'services'
- 10% of renters were in 'construction and repair'
- 43% of renters were 'operators/laborers'
- Grouping categories, 25.48% of renters were white collar, 73.98% blue collar

- 13% of renter households made less than \$15,000 per year
- 20% of renter households made between \$15,000 and \$24,999
- 24% of renter households made between \$25,000 and \$34,999
- 21% of renter households made between \$35,000 and \$49,999
- 13% of renter households made between \$50,000 and \$74,999

- 17% of renters receive public assistance
- 83% of renters receive no public assistance

- 24% of renters have lived in their homes between 6 month and one year
- 19% of renters have lived in their homes for one to two years
- 17% of renters have lived in their homes for between 3 and 6 months
- 11% of renters have lived in their homes for less than three months
- 13% of renters have lived in their homes for 2 to 3 years
- 16% of renters have lived in their homes for over 3 years

- 51% of renters reported their homes in ‘good’ condition
- 24% of renters reported their homes in ‘fair’ condition
- 18% of renters reported their homes in ‘poor’ condition

- 5% of renters speak to their landlords daily
- 36% of renters speak to their landlords weekly
- 33% of renters speak to their landlords monthly
- 26% of renters speak to their landlords occasionally
- 6% of renters never speak to their landlords
- Of the 86 additional comments received, 86% had landlord complaints.

- 73% of renters felt their rent was reasonable
- 27% of renters felt their rent was unreasonable
- 44% of Hispanics felt their rent was unreasonable
- 83% of Caucasians felt their rent was unreasonable

- Of white collar renters, (28% of respondents) 37% felt their home was high quality, 25% felt their home was medium quality, and 37% felt their home was low quality
- 55% of blue collar renters (72% of respondents) felt their home was low quality

Departmental Input

Goshen Building Department

The Goshen Building Department consists of three full-time and two part-time staff. They manage building permits for new construction and remodeling, licensing for contractors, rental permits, enforcement of building ordinances, responding to complaints, inspections of new construction, remodeling, and rental units, and conflict mediation dealing with construction or rentals.

The staff feel like they receive good training, do a good job with customer service, have a good relationship with other City departments, and keep good records and are working toward even better record-keeping.

Challenges include lack of staff, particularly for conducting inspections and enforcing the Neighborhood Preservation Ordinance. Only one staff speaks Spanish and becomes responsible for dealing with issues of racism and language conflicts. There is a significant demand for conflict mediation in the area of rentals and staff feel the need additional training and time to handle these situations. They also find themselves handling ordinance issues not related to building.

In the future, department staff would like to find a way to deal with problem landlords and address owner-occupied properties for which they presently have no jurisdiction unless there is a request for a building permit. They would like tools for educating contractors about building requirements and feel the need to stream-



line the permitting process and coordinate it with the Planning Department. They would like a plan review process and trained plan review staff created that addresses building permitting as they feel unqualified for the task.

Goshen Housing Authority

The Goshen Housing Authority is a federal agency serving the Goshen area with rental housing vouchers for low-income families or disabled persons (Housing Choice Program). The Family Self Sufficiency Program, home ownership programs, advocacy, referral, and counseling. The office has six staff people.

There are over 300 families receiving Housing Choice vouchers and a waiting list of that many more. The Fair Share program also provides vouchers and the office has been successful in receiving the grants necessary to increase the number of people served. The goal of the programs the Housing Authority administers is to help people stay in full-time jobs, seek home ownership and be free of cash public assistance programs. They feel they are successful in treating people with dignity and respect. Though the achievement of interpersonal goals may cause the work load to suffer, the department is unified in believing it is well worth the extra time.

They all agree that they enjoy their work and each other, laugh a lot, in part because of the stress created by needy clients, and appreciate the linear (rather than hierarchical) communication.

A need for more space was met by a move to a larger facility on West Lincoln Avenue. Availability of program funding and federal grants is an ongoing concern, as well as more transitional housing, (particularly single people who are not presently being served), and a women's domestic abuse shelter.

They feel they are handling the systemic fallout of a low-wage culture that fails to support employee housing needs. They are also concerned about landlord accountability and how that relates to neighborhoods.

Making Smart Growth and Affordable Housing Compatible

1. Combine peripheral land use strategies with **community-based revitalization**.
2. Promote **compact development** that reduces the costs of infrastructure and pass on the savings to already developed areas.
3. **Create densities** that promote transit to benefit all community residents.
4. Include **housing choices** (attached units, multifamily housing, smaller homes) in new developments and redevelopment.
5. Use **economic incentives** in focused areas to promote wise land use rather than generalized growth management restrictions.
6. **Work regionally** to encourage jurisdictions to provide their fair share of affordable housing.
7. Promote **inclusionary zoning** that encourages density, smaller lots, smaller homes, attached houses and apartments and reduces costs of providing public services.
8. Establish **fair-share housing** programs with regional support.
9. **Improve development practices** which may include density bonuses, performance-based or impact zoning, provisions for accessory dwelling units, and infill promotion strategies.



10. **Address gentrification** by working with community-based organizations to create land trusts, land banking, homeownership incentives, and financial assistance.
11. Establish **building code flexibility** for rehabilitation projects.
12. Develop a program to make use of **Location-efficient Mortgages and Resource-efficient Mortgages** as incentives in new development and rehabilitation projects.
13. Establish **housing trust funds** that dedicate revenue to support the creation and preservation of affordable housing.

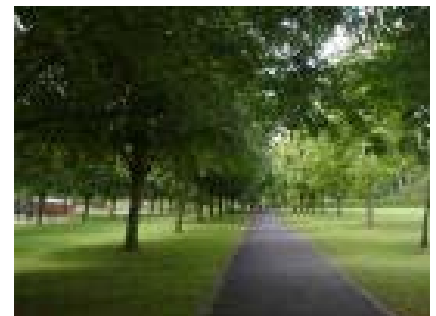
Some Elkhart County Housing Statistics

- Occupancy rate in Elkhart County is 95%, higher than the region, state, or nation. 72% of the occupied housing is owner-occupied, also higher than the state or the nation.
- 69.5% of housing units in Elkhart County are single-family units. The next largest category is mobile homes at 9.1%. 19.3% of housing units are multi-family housing structures.
- Elkhart County experienced a 74.2% increase in building permits between 1990 and 2000. Nearly 70% of building permits were issued for single-family homes in 2000. 26% were issued for structures of five or more units, compared to under 10% in 1990.

Developing a Landscape Ordinance

Identify the benefits of plants and their uses

- summer shade
- seasonal color
- winter texture
- visual interest and variety
- add human scale to large buildings
- screening
- define a view
- emphasize focal points
- complement man-made or natural features
- unify site elements
- bring coherence and visual continuity
- modify the climate
- improve air quality
- reduce glare from the sun, street lights, or automobile lights
- absorb and disperse sound
- reduce soil erosion and water pollution
- conserve energy
- deflect wind
- increase property values
- add character
- make commercial areas more appealing to shoppers
- set mood or tone, affect emotions and enjoyment of surroundings.



Define landscape zones

Buffer yard or transitional zone - Applies to areas between incompatible or uncomplementary uses. Determine impact of uses and create three or four flexible categories. Base the size of the land area required on the relationship between the uses and create a formula for each type (i.e. size of land area times number of required plant units.)

Parking lots - Applies to any area intentionally surfaced for cars other than roads. Three aspects of parking areas need to be addressed: the public right-of-way, the perimeter, and the interior. Create a formula for each as above.

Landscaped commercial strips - Applies to areas between transportation corridors and commercial uses. The size of the road may determine minimum width and the formula is based on the length times numbers and types of plant units.

Residential landscaping - Applies to new development or as guidelines for infill development. Categories can be developed such as perimeter plantings, accent plantings (along house foundation or fence) and freestanding vegetation or beds. There can be designations for each and coordinated with a formula for lot size times number of plant units.

Define types of plants and the number of units they are worth - For example, a deciduous ornamental may be worth 6 units, an evergreen tree worth 10 units, an evergreen shrub worth 4 units. If a buffer strip is 25 feet long, it may require 50 units worth of plant materials. This leaves flexibility for the types of plants and their arrangement, reducing uniformity and encouraging creativity.

Determine what other standards may apply - These might include: condition of plants, mixture of plants, plant life guarantees (usually one year), minimum measurements at planting, planting methods, maintenance requirements (irrigation, edging, mulching), land preparation, and/or submission of a site design.



Dottie Kauffman photo

HOUSES AND BUILDINGS

IMPLEMENTATION STRATEGIES

proposed for the Goshen Comprehensive Plan 2004-2013

The implementation strategies identified earlier in this chapter are summarized here. Each strategy is listed under the numbered goal (H1, for instance) **and is evaluated for the following features (column heads):**

Funding – \$ symbols are used to indicate comparative values. A zero indicates that the strategy would fall under the responsibilities of existing City staff or is at least in part already incorporated into the budget of the lead agency. A single \$ symbol indicates that the strategy would probably cost less than \$10,000 and could be incorporated into operating budgets for lead agencies. A \$\$ symbol indicates the strategy might cost as much as \$50,000 (this includes new staff positions) but would probably be considered an operating budget item. \$\$\$ symbol indicates that the project might require capital expenditure and, in some cases (new water tower, water treatment facility upgrades) cost in excess of a million dollars. The symbols do not necessarily indicate that the City would be responsible for the costs. In many cases, state or federal funding or grant funding would be used to cover at least a portion of the expense. And as these are suggested initiatives to implement goals that may or may not be attainable, no commitment by the City or anyone else has been made toward this end, nor is one implied.

Lead Agency – This column identifies who in the community is or might be involved in providing leadership for implementing the strategy. In some cases, the lead agency is a city department. In some, city government would be the responsible party. In other cases, a community group or local agency might provide the lead for the strategy.

Partners – Listed in this column are potential partnerships that may facilitate the implementation of the strategy. The list is not designed to be all-inclusive nor is implementation dependent on the involvement of all organizations listed.

City Department – This column identifies the City department (or office) under which responsibility for the implementation strategy is most likely to fall.

New/Expanded Program – This column addresses whether the implementation strategy has been addressed in any form either at the city level or in the community. A strategy is listed as "new" if it shifts attention from existing strategies.

Ordinance Change – Each strategy is evaluated for whether it requires an ordinance change. In some cases (listed as "possibly,") ordinance requirements would be dependent on the direction that implementation takes or on the priority it receives.

Further Resources – This column refers to the need for informational resources. A strategy was listed as "no" if it was understood that all information necessary for implementation is presently available to the lead agency. The strategy is listed as "yes" if more information would be needed to implement the strategy.

Defined duration, or ongoing – A determination was made for how long it might take to implement the listed strategy. "Short" indicated that implementation could be initiated fairly immediately (within the next one to two years.) "Medium" indicated that the strategy could take from two to five years, based on a need for further information, lower priority, or hurdles to overcome in initiation. "Long" indicated that the strategy could take over five years to initiate. The terms did not indicate how long it would take to implement the strategy but were based on estimates for initiation. "Ongoing" is indicated when the strategy would continue over time once initiated.

P. 2 Implementation Strategy <i>(Full descriptions are at the beginning of this chapter.)</i>	Funds	Lead agency	Partners	City Dept (s)	New or expanded program?	Ordinance change?	Further resources?	Defined duration or ongoing
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H1. Revitalize existing industrial, commercial and residential districts

1. Inventory architectural and historic character	0	Planning	City, Historical Society, neighborhoods	Planning	New	No	Yes	Medium
2. Develop neighborhood design guidelines	0	Planning	City, neighborhoods, Redev Comm	Planning	New	Maybe	Yes	Short
3. Evaluate current renovation subsidy programs	\$\$	Building	City, agencies, neighborhoods	Building	Expanded	No	Yes	Short
4. Develop renovation incentive	\$\$	Building	City, agencies, neighborhoods	Building	New	No	Yes	Short
5. Evaluate ordinances for infill development	0	Planning	City, agencies	Planning	New	Yes	Yes	Medium
6. Support rehabilitation efforts.	\$\$	Agencies	City, agencies, grants	Building	Expanded	No	No	Medium, ongoing

H2. Expand housing options and opportunities.

1. Develop overlay for mixed use and increased density	0	Planning	Planning, Redev. Com, neighborhoods	Planning	New	Maybe	Yes	Medium
2. Amend ordinances as needed.	0	Planning	Planning, City Council,	Planning	New	Yes	No	Medium
3. Develop incentives for social services	0	Mayor	Agencies, City, service providers, developers	Building	New	No	Yes	Short
4. Remove barriers to affordable housing	0	Planning	City, agencies, neighborhood, landlords	Planning	New	Maybe	Yes	Medium, ongoing
5. Use creative financing for home ownership.	\$\$	Agencies	City, agencies, neighborhoods, grants	Building	Expanded	No	Yes	Medium ongoing
6. Seek state and federal funding to house low and moderate-income families.	0	Agencies	City, agencies, neighborhoods, grants, State and Fed gov's	Building	New	No	Yes	Medium ongoing

P. 3 Implementation Strategy <i>(Full descriptions are at the beginning of this chapter.)</i>	Funds	Lead agency	Partners	City Dept (s)	New or expanded program?	Ordinance change?	Further resources?	Defined duration or ongoing
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7. Address transitional housing	\$\$	Agencies	City, agencies, neighborhoods	Building	New	No	Yes	Medium ongoing
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H3. Bring rental units up to standards where needed ...								
1. ...encourage more even distribution of rentals throughout the city.	0	Building	City, agencies, grants	Building, Planning	New	No	Yes	Medium ongoing
2. Develop overlay for city to show distribution of substandard properties.	0	Planning	City, agencies, grants	Building, Planning	New	Maybe	Yes	Medium
3. Improve and distribute tenant/landlord guidelines.	\$	Building	City, landlords, tenants, neighborhoods, agencies	Building	Expanded	No	Yes	Short
4. Identify strategies for tenant/landlord/neighborhood relationships	\$\$	Building	City, landlords, tenants, neighborhoods, agencies	Building, human relations	Expanded	No	Yes	Short, ongoing
5. Hire additional staff for code/ordinance compliance.	\$\$	Legal	City	Legal	Expanded	No	No	Medium
6. Develop elimination/replacement for homes past rehabilitation.	\$\$	Building	City, agencies, grants, neighborhoods	Building	Expanded	No	Yes	Long ongoing
7. Support existing agency efforts for rentals.	\$\$	Building	City, agencies, neighborhoods, financial institutions, grants, builders	Building	Expanded	No	Yes	Long, ongoing

P. 4 Implementation Strategy <i>(Full descriptions are at the beginning of this chapter.)</i>	Funds	Lead agency	Partners	City Dept (s)	New or expanded program?	Ordinance change?	Further resources?	Defined duration or ongoing
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H4. Promote environmental stewardship in new and existing housing and buildings

1. Identify “green” options.	0	Building	City, not for profits, community groups,	Building	New	No	Yes	Short
2. Identify incentives for energy efficiency.	0	Building	City, not for profits, community groups	Building	New	No	Yes	Medium
3. Review ordinances for open space requirements.	0	Planning	City, developers, neighborhoods	Planning	Expanded	Yes	Yes	Short
4. Create standards for transportation access for new development	0	Engineering	City, community groups, developers	Planning Engineering	Expanded	No	Yes	Short
5. Develop educational resources on environmental stewardship in construction.	\$	Building	City, residents, builders, financial institutions, community groups, Parks	Building	New	No	Yes	Short
6. Implement a landscape ordinance.	0	Planning	City, developers, Parks, community groups	Planning	Expanded	Yes	Yes	Short

H4. Create development that reduces sprawl, provides amenities, and complements character.

1. Develop overlay for City to identify preferred locations for development.	0	Planning	City, developers, community groups	Planning	New	Yes	Yes	Medium
2. Apply design guidelines.	0	Planning	City, developers, Redev. Com	Planning	New	Yes	Yes	Short
3. Identify and implement incentives for mixed use, infill, and “village” style development.	0	Planning	City, developers, Redev. Com	Planning	New	Maybe	Yes	Short
4. Ensure development review that integrates triple-bottom-line planning across depts.	0	Planning	City, all depts., developers, Redev. Com	All	Expanded	No	Yes	Short