



Smart Growth America  
Making Neighborhoods Great Together

SMART GROWTH IMPLEMENTATION TOOLKIT

# 1. Quick diagnostic

## Growing Smarter

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Communities across the country are facing tremendous opportunities to shape their future and provide solutions to the most pressing local, national and global challenges of our time. Community leaders, serving as stewards of the future, have the power to change previous patterns of unsustainable growth and realize the benefits of smarter growth.

A growing number of local political, civic and business leaders understand that with smarter patterns of growth and development, our towns, counties and cities can enjoy the fruits of growth without the costs of poorly planned development. They understand that smart growth strategies can help communities to generate more jobs, enjoy a more stable tax base, provide more choice in the location and cost of housing and build a healthy economy while reducing our impact on the environment, securing our energy independence and creating safe and healthy neighborhoods for our children, our seniors and our families. They understand that communities that choose to grow smarter are also improving their ability to compete in the global marketplace for investments and talent.

While the challenge of building healthier and safer communities has not changed, the opportunities to move away from previous unsustainable patterns have increased. These opportunities are driven by dramatic demographic changes and shifting lifestyle preferences in our population and by a growing understanding of our shared responsibility for the future of our planet. At the same time, the prospect of ever lengthening commutes and rising gas prices is leading growing numbers of people to seek locations where they are not completely automobile-dependent. More and more people prefer neighborhoods where they can improve their health by choosing to walk or bike to the grocery store or shrink their “carbon footprint” (reduce their greenhouse gas emissions) by taking public transit to work or to school. They want to live where they can still be active citizens as they age and where their

children and grandchildren can enjoy healthy physical activity everyday.

Shortsighted planning sacrifices the long-term fiscal health of our communities — starving our established downtown businesses, overlooking existing investments in our older communities, eating up our farms and open spaces and damaging our environment. Many communities are envisioning an alternative future. They want to rebuild our existing communities and design new ones to better respond to the needs and preferences of their citizens

Getting there from where we are today can look like an overwhelming task because it asks community leaders to overhaul outdated plans. It requires rewriting laws and regulations to transform the existing development patterns.

The good news is that we can take advantage of the opportunities simply by allowing walkable, mixed-use development to happen in our communities. The tools in the Smart Growth Implementation Toolkit can help community leaders take the first step of removing the regulatory obstacles to smarter growth. The tools can help your community level the playing field to encourage development that meets your community’s goals and your citizens' aspirations.

## The Goals of Smart Growth

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Smart growth can help communities achieve their shared vision by building on these goals:

### **Healthier, Safer Communities**

The central goal of any smart growth plan or project is to improve the quality of the neighborhoods where we live. Our efforts should make our communities healthier, safer, more convenient, more attractive and more affordable.

### **Protecting the Environment**

Neighborhoods designed to reduce our dependence on automobiles also reduce our impact on the environment. By creating streetscapes that encourage walking or biking, we create opportunities for individuals to reduce their carbon footprint.

### **Better Access, Less Traffic**

Mixing land uses, clustering development, and providing multiple transportation choices helps us to encourage healthier lifestyles, manage congestion, pollute less and save energy.

### **Thriving Cities, Suburbs And Towns**

By guiding development to existing towns and cities, we maximize our investments in transportation, schools, libraries and other public services. Our public dollars can serve the communities where people live today.

### **Shared Benefits**

Building a comprehensive transportation system and locating jobs and accessible housing within reach of each other expands opportunities for all income levels.

### **Lower Costs, Lower Taxes**

Taking advantage of existing infrastructure keeps taxes down. Convenient transportation choices also reduce our household

transportation costs, leaving our families with more money for other needs.

### **Keeping Open Space Open**

Protecting our natural resources creates healthier air and cleaner drinking water. From forests and farms to wetlands and wildlife, let us pass on to our children the landscapes we love.

Smart growth implementation is shaped by ten principles:

1. Provide a Variety of Transportation Choices
2. Mix Land Uses
3. Create a Range of Housing Opportunities and Choices
4. Create Walkable Neighborhoods
5. Encourage Community and Stakeholder Collaboration
6. Foster Distinctive, Attractive Communities with a Strong Sense of Place
7. Make Development Decisions Predictable, Fair and Cost Effective
8. Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas
9. Strengthen and Direct Development Towards Existing Communities
10. Take Advantage of Compact Building Design and Efficient Infrastructure Design

## The Smart Growth Implementation Toolkit

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**The Smart Growth Implementation Toolkit** is a set of practical tools to help your community grow smarter. It will help you untangle the thicket of policies and procedures that get in the way of smarter growth and sustainable development. Smart Growth America's Leadership Institute developed the tools through a four-year technical assistance program funded by the U.S. Environmental Protection Agency.

The tools are designed to help communities that are committed to (or are exploring) smart growth but struggle with implementation, with building support, with identifying the most problematic policies and with other issues that typically accompany a major change in development practice. The tools can help a community reach its goals, its vision for the future, and help leaders discuss how to retain the great parts of the community while improving other parts.

Each tool may be used independently or in combination with others. Each user should customize the tools appropriately for local or regional use. The tools are intended to be templates. The tools include:

### **Quick Diagnostic**

The Quick Diagnostic is a simple flowchart that will help you to understand which of the Smart Growth Implementation Tools can best help your community.

### **Policy Audit**

The Smart Growth Policy Audit will help you assess whether existing land use and development policies align with your community's aspirations for its future.

### **Code and Zoning Audit**

The Smart Growth Code and Zoning Audit will help you check if the zoning codes and regulations in your community implement your vision for smarter growth.

### **Audit Summary**

The Smart Growth Audit Summary will help you summarize the findings from the Smart Growth Policy Audit and the Smart Growth Code and Zoning Audit, and help you to begin to prioritize the opportunities that are ripe for action.

### **Project Scorecard**

The Smart Growth Project Scorecard will help you to evaluate how closely a proposed development project adheres to your community's vision for smarter growth.

### **Incentives Matrix**

The Incentives Matrix for Smart Growth Projects will help you mobilize available incentives to encourage specific smart growth projects in your communities.

### **Strategy Builder**

The Smart Growth Strategy Builder will help you implement smart growth in your community by identifying the most promising avenues to lasting change. It will help you map the strengths, weaknesses, opportunities and challenges facing smart growth implementation in your community.

## About the Smart Growth Quick Diagnostic

The Smart Growth Quick Diagnostic is a simple flowchart that will help you to understand which of the Smart Growth Implementation Tools can best help your community.

Most communities that begin the work of changing their growth and development patterns do so because they are facing one of the following situations:

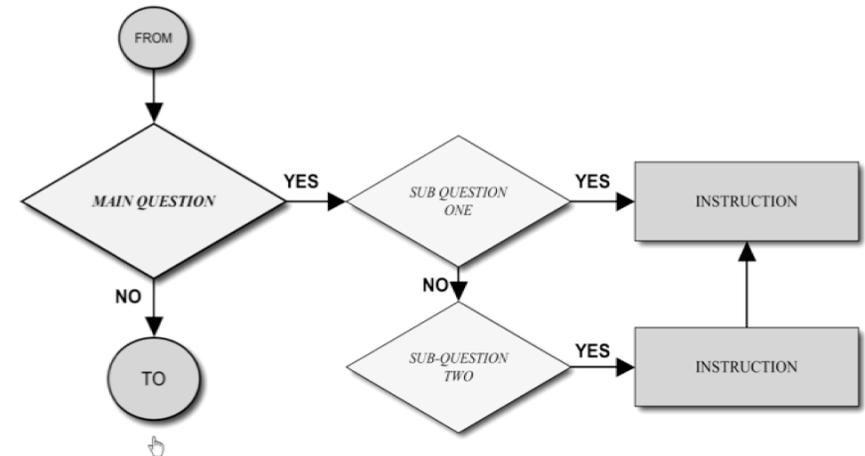
- Your community is facing issues related to land use (water, farm preservation, bases conversion, etc.);
- Your community is facing rapid growth and may be experiencing the adverse effects of that growth (congestion, stress on the local services, constrained budgets, etc.);
- Your community is considering a development or redevelopment project in a significant location;
- Your community is considering providing incentives to a project that will help achieve your community's vision for smarter growth;
- Your community is working on a new vision for your shared future; or,
- Your community is revising its plans, policies or codes to help achieve its new vision.

Each situation will require different tools in the Smart Growth Implementation Toolkit (in different combinations). This very simple flow chart will direct you to the right set of tools and the best order to use them.

### Organization

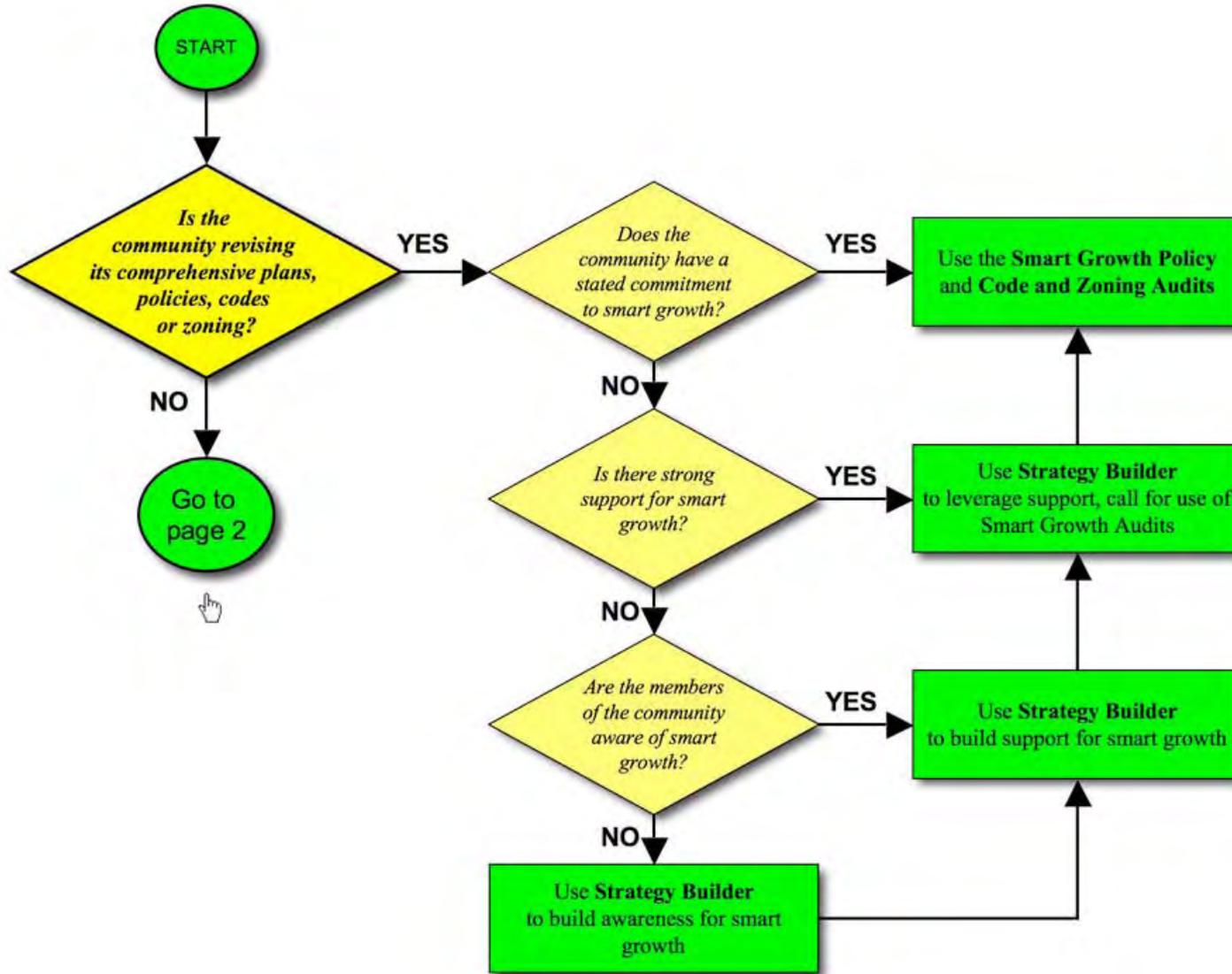
The first part of the tool is a **simple flow chart** that asks questions answerable with **yes or no**. Follow the arrows and redirections (e.g. –"go to page 3") to get to the recommended tools and actions.

The basic flow chart will look like this:

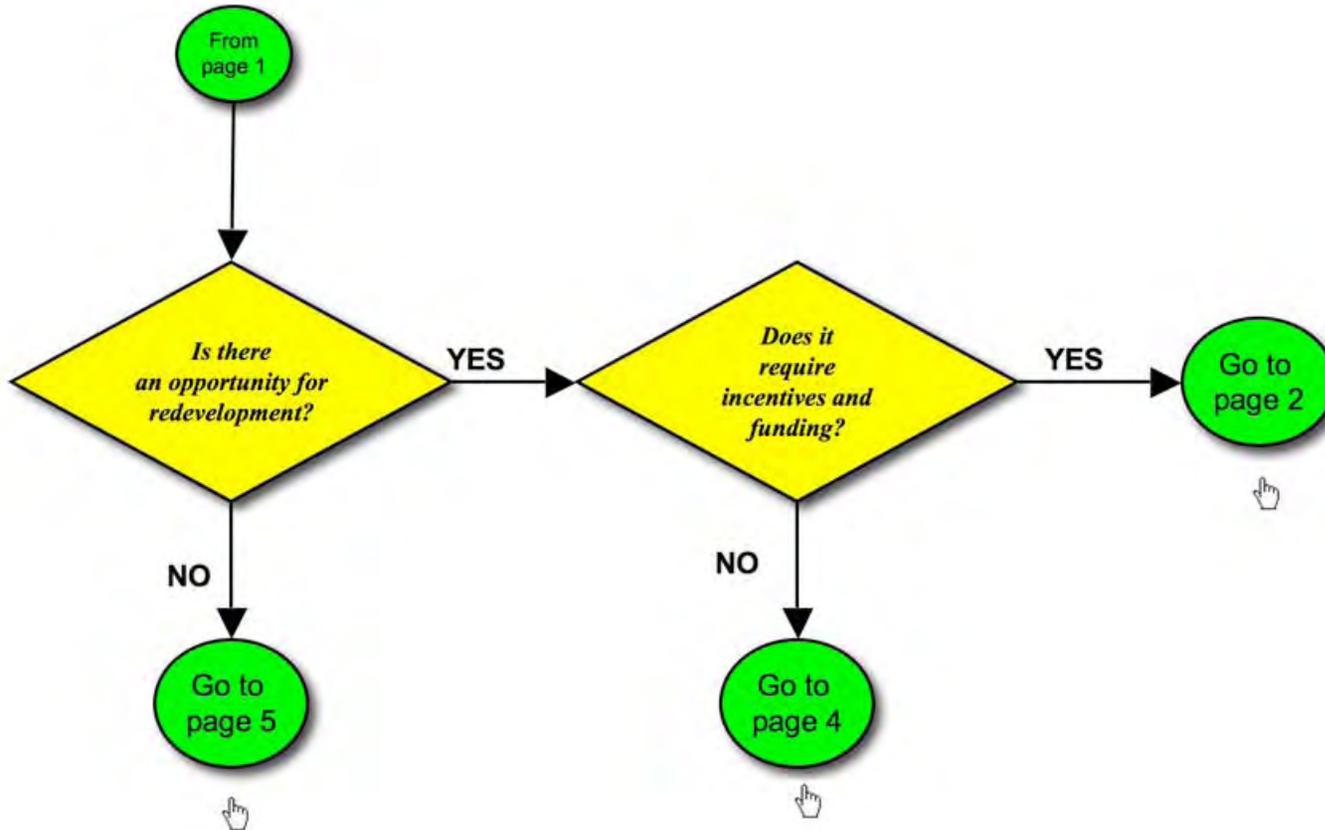


The last page of the tool is a matrix that lets you to select the tools you need and defines your primary task to help your community achieve its vision for smarter growth.

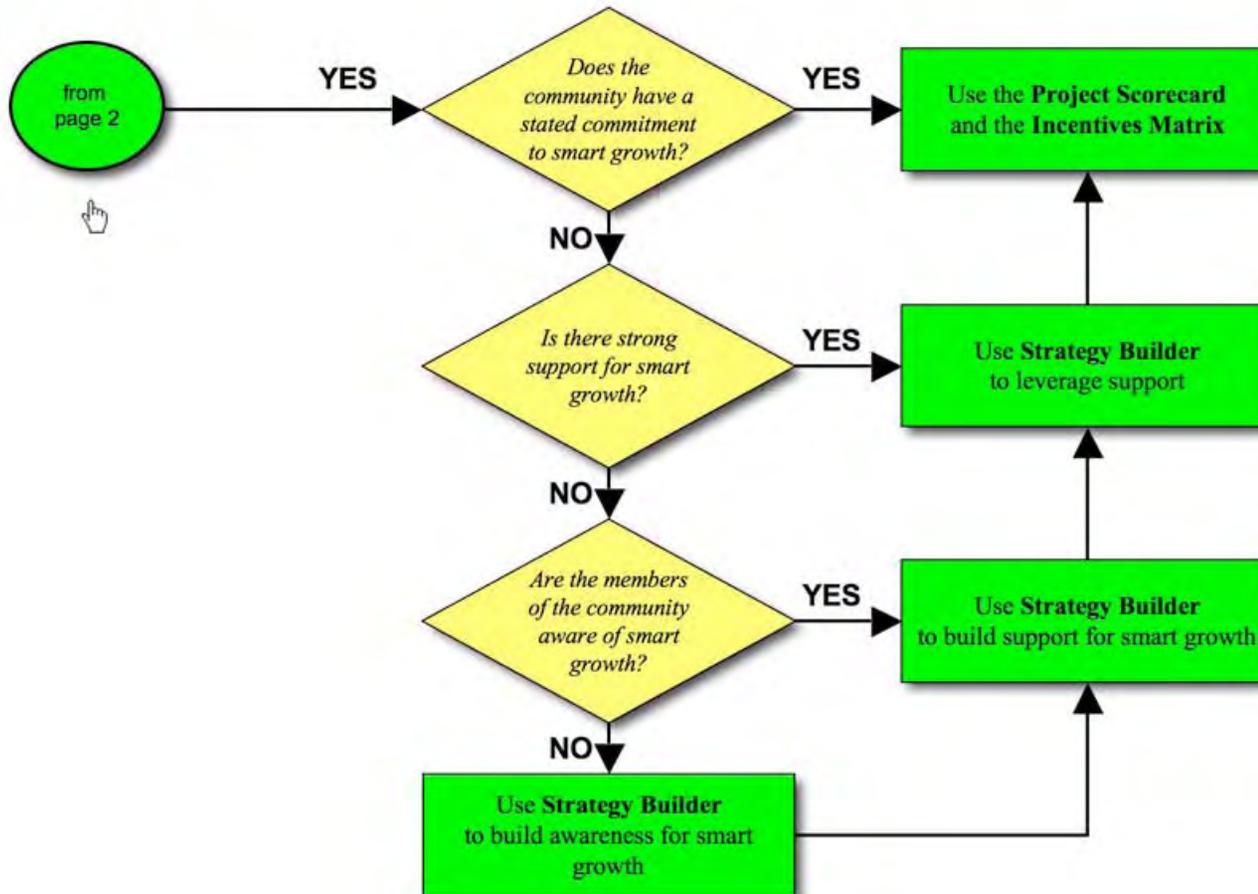
If your community **is revising** its plans, policies, codes and zoning:



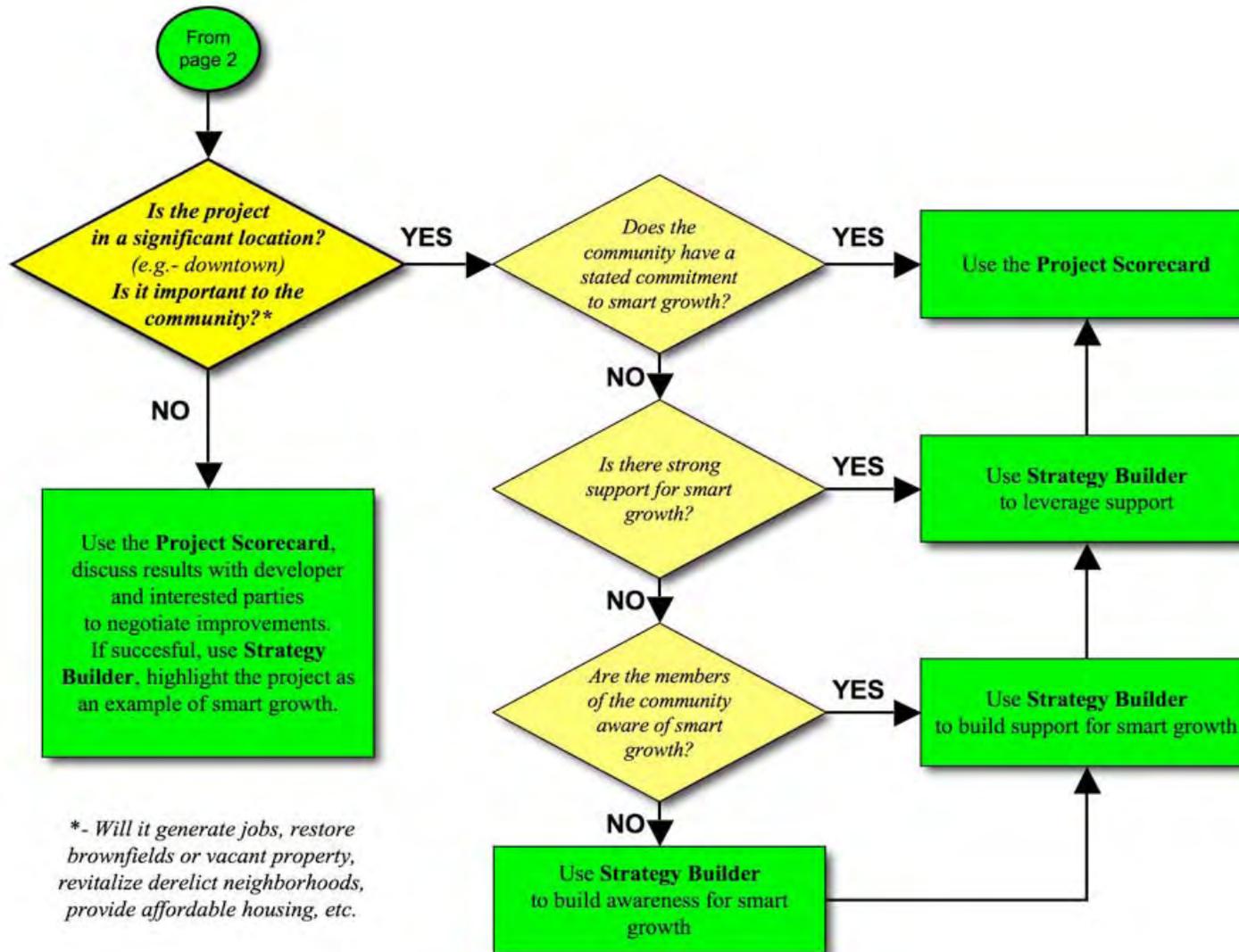
If your community is **NOT revising** its plans, policies, codes and zoning:



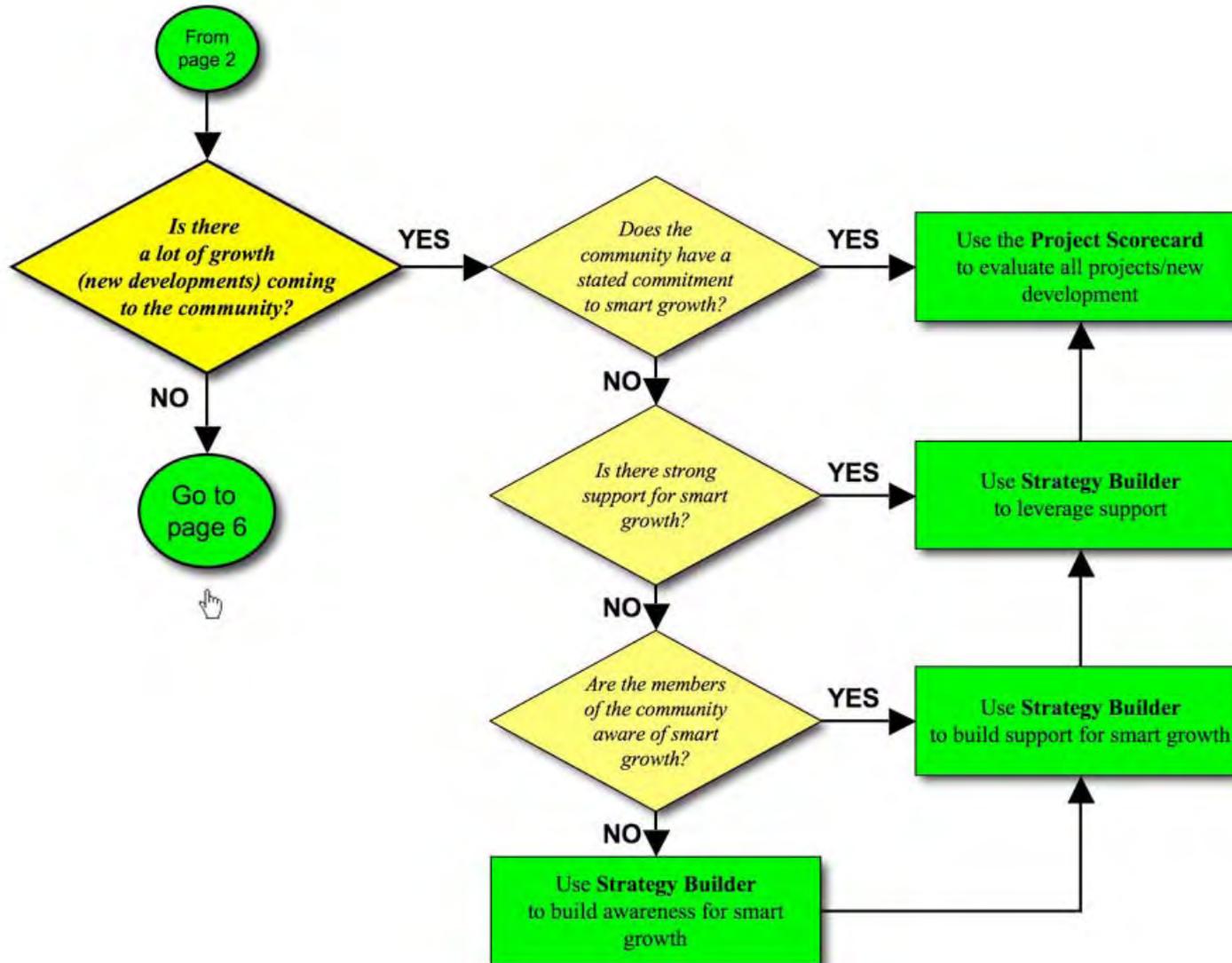
If your community has an opportunity for development or redevelopment that requires incentives:



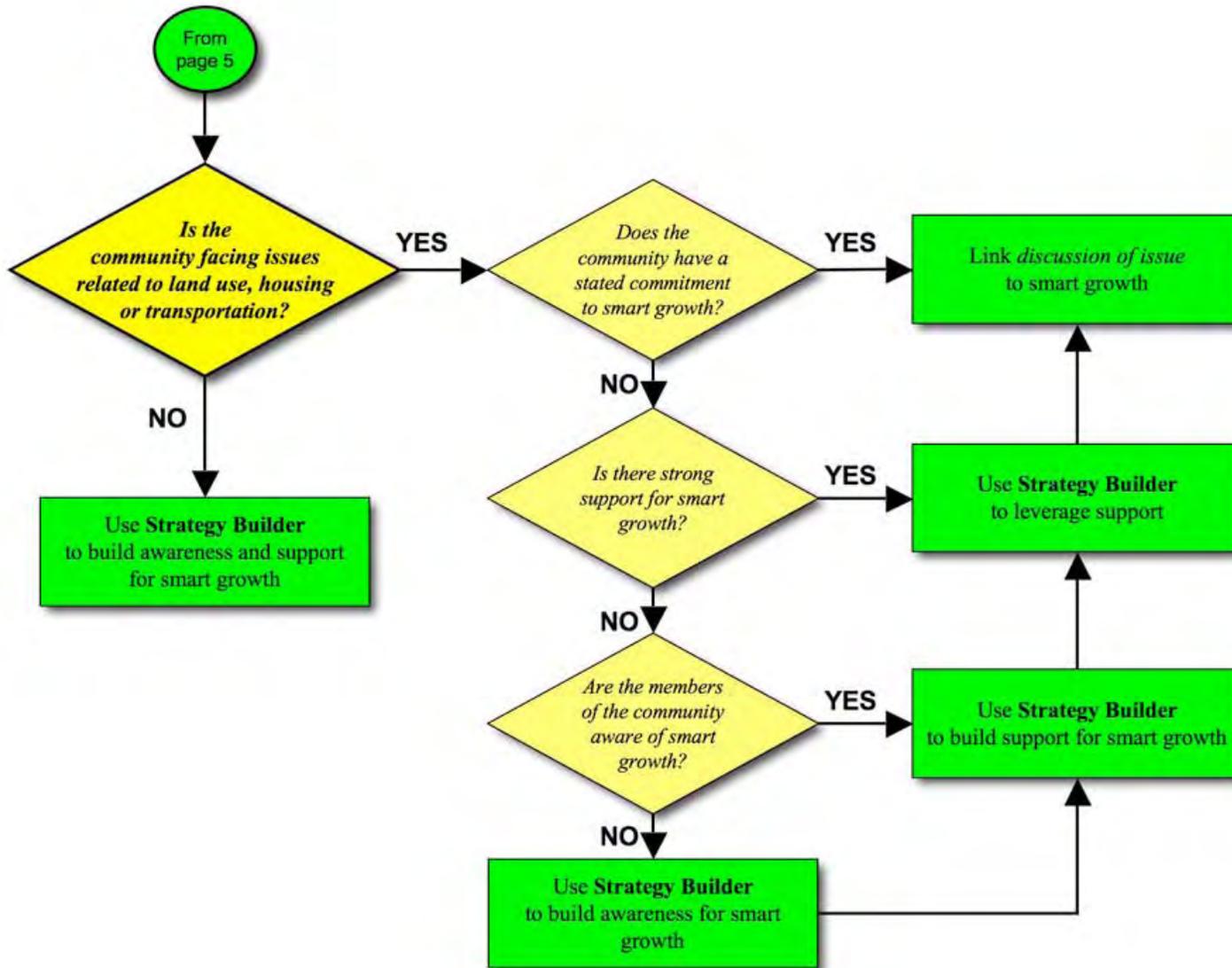
If your community has an opportunity for development or redevelopment that **DOES NOT** require incentives:



If your community is facing rapid growth:



If your community is facing issues related to land use, housing or transportation:



## Smart Growth Implementation Tools Quick Diagnostic Matrix

Use the left most column to select the row that best describes *the level of awareness or support for smart growth in your community*, then use the first row to select the column that best describes *the opportunity your community is currently facing*.<sup>1</sup> Use all the tools layered below the column/s you selected (e.g. *Incentives Matrix* + *Project Scorecard* + *Strategy Builder*, etc.) The rightmost column describes your *primary task* as you work to achieve your community's vision for smarter growth.

If your community:	Is facing issues related to land use, housing or transportation	Is experiencing rapid growth	Has an opportunity for development or redevelopment	The development or redevelopment project requires incentives	Is revising its plans, policies or codes	Your primary task is:
<i>Is not aware of smart growth</i>						Build awareness and support
<i>Understands smart growth.</i>						Build support
<i>Strongly supports smart growth.</i>						Leverage support
<i>Has a stated commitment to Smart Growth</i>						Call for use of tools
STRATEGY BUILDER		PROJECT SCORECARD		INCENTIVES MATRIX	SMART GROWTH AUDITS	
Use the Strategy Builder to move your community from the top (yellow) row to the bottom (green) row.						

<sup>1</sup> Note: your community may be facing more than one opportunity.



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## 2. Policy audit

## Summary and Reference

Use this final section of the tool to quickly summarize the findings of your policy audit. Check the appropriate box on the right to show your findings for each element under each principle. Put a check under "Not Addressed" if the element was not discussed or addressed at all in the policy documents you audited.

Smart Growth Principle #1 <b>PROVIDE A VARIETY OF TRANSPORTATION CHOICES</b>	Excellent	Needs Improvement	Poor	Not Addressed
1. Provide transportation choices to densely populated areas as well as major employment centers.				
2. Link land use and transportation choices at the local and regional levels.				
3. Address jobs and housing balance in the General Plan.				
4. Locate new development, especially public facilities, in areas supported by a balanced transportation network.				
5. Require roadway design standards that protect pedestrians and support transit and non-automotive modes.				
6. Encourage transit-oriented (TOD) and transit friendly developments.				
7. Grant density bonuses in transit or mixed -use districts.				
8. Offer TOD-promoting incentives such as down payment assistance, reduced transit passes, and location efficient mortgages.				
9. Encourage public transit use by integrating multimodal use and connectivity (Park and Ride lots, transit centers, etc.).				
10. Plan or maintain high-occupancy vehicle (HOV) lanes.				
11. Encourage the formation of vanpools and carpools.				

Smart Growth Principle #2 <b>MIX LAND USES</b>	Excellent	Needs Improvement	Poor	Not Addressed
12. Encourage mixing of uses at building, site, and neighborhood levels				
13. Designate appropriate areas for mixed-use developments.				
14. Encourage residential uses in the downtown districts.				
15. Allow for home/office use in residential areas.				

Smart Growth Principle #3  
**CREATE A RANGE OF HOUSING OPPORTUNITIES AND CHOICES**

	Excellent	Needs Improvement	Poor	Not Addressed
16. Encourage traditional neighborhood residential patterns, which include diverse housing types (e.g. large family homes, cottages, boarding houses, duplexes and small apartments) and configurations (e.g. town homes, condominiums, or garden courtyard cottages).				
17. Provide opportunities for a wide range of housing types (e.g. duplexes, apartments, live/work units, assisted living facilities, pre-fab houses).				
18. Allow local zoning flexibility in housing sizes (smaller dwelling units).				
19. Encourage mixed income housing developments.				
20. Meet housing needs for all income groups.				
21. Allow minimum lot-sizes low enough to accommodate all income groups.				
22. Meet or exceed the fair share housing allocation for both market-rate and affordable housing within the region.				
23. Allow for accessory housing within single-family residential zoning districts.				
24. Encourage live-work homes by establishing zones where residents' businesses may share location with their homes. These uses are differentiated from "home occupations" in that they allow for non-resident employees and visitors. Uses may range from professional services to small manufacturing concerns.				

Smart Growth Principle #4  
**CREATE WALKABLE NEIGHBORHOODS**

	Excellent	Needs Improvement	Poor	Not Addressed
25. Allow for narrow street widths to promote walkability and bicycle friendliness.				
26. Adopt traffic-calming measures and pedestrian-controlled traffic signals to encourage bike and pedestrian friendliness.				
27. Require sidewalks on both sides of the street.				
28. Regulate curb cuts to enhance pedestrian use of sidewalks.				
29. Connect sidewalks to amenities such as parks and open space.				
30. Establish a trail system or other non-motorized public access to amenities.				

Smart Growth Principle #5  
**ENCOURAGE COMMUNITY AND STAKEHOLDER COLLABORATION**

	Excellent	Needs Improvement	Poor	Not Addressed
31. Provide a process for public participation in drafting and adopting the General Plan and supporting ordinances.				
32. Support and implement incentives for adoption of comprehensive plans and Capital Improvement Plans prior to imposition of local land use regulations and controls.				
33. Strengthen state, metro, and regional institutions to facilitate multi-jurisdictional decision-making and problem solving.				

Smart Growth Principle #6  
**FOSTER DISTINCTIVE, ATTRACTIVE COMMUNITIES WITH A STRONG SENSE OF PLACE**

	Excellent	Needs Improvement	Poor	Not Addressed
34. Encourage or require the inclusion of places for interaction among residents within neighborhoods--such as parks, community centers, schools, commercial areas, churches and other gathering places.				
35. Public and private development should support or strengthen the character of existing neighborhoods and enhance the sense of neighborhood identity.				
36. Discourage new development that introduces elements that will cause neighborhood instability or create barriers within or among neighborhoods. Encourage development that abates any existing disruptive elements.				

Smart Growth Principle #7  
**MAKE DEVELOPMENT DECISIONS PREDICTABLE, FAIR, AND COST EFFECTIVE**

	Excellent	Needs Improvement	Poor	Not Addressed
37. There are incentives for historic preservation and infill development that make these projects as attractive to developers as building on green fields.				
38. There are clear design and construction standards, and review and approval processes set out for all types of development.				

Smart Growth Principle #7  
**MAKE DEVELOPMENT DECISIONS PREDICTABLE,  
 FAIR, AND COST EFFECTIVE**

Excellent	Needs Improvement	Poor	Not Addressed

39. The local comprehensive plan, government regulations and action plans should be consistent with one another.

Smart Growth Principle #8  
**PRESERVE OPEN SPACE, FARMLAND, NATURAL BEAUTY AND  
 CRITICAL ENVIRONMENTAL AREAS**

Excellent	Needs Improvement	Poor	Not Addressed

40. Establish guidelines to regulate development in critical areas such as wetlands, fish and wildlife conservation areas, frequently flooded areas, and geologically hazardous areas.

41. Establish open space and farmland protection programs.

42. Establish guidelines for the protection of important view sheds and natural vistas.

43. Establish codes to guide environmentally compatible development in coastal communities.

44. Establish mechanisms such as transfer of development rights (TDR) and financial incentives to protect, preserve, and maintain natural assets.

Smart Growth Principle #9  
**STRENGTHEN AND DIRECT DEVELOPMENT  
 TOWARDS EXISTING COMMUNITIES**

Excellent	Needs Improvement	Poor	Not Addressed

45. Discourage sprawl-generating subsidies and encourage structured incentives for urban infill or transit-oriented development.

46. Locate schools and coordinate school investments to support existing neighborhoods.

47. Require schools to be centrally located to avoid extensive transporting and to minimize student travel distance and traffic congestion

48. Establish regulations that support land reuse and require new urban growth to be coordinated with provision of infrastructure capacity.

49. Encourage infill development with specific zoning ordinances.

Smart Growth Principle #9  
**STRENGTHEN AND DIRECT DEVELOPMENT  
 TOWARDS EXISTING COMMUNITIES**

	Excellent	Needs Improvement	Poor	Not Addressed
50. Establish tax credits/incentives or other policies to encourage infill over greenfield development.				
51. Establish regulations that promote redevelopment of previously developed, underused or derelict properties (greyfields) for housing and/or mixed-use.				
52. Establish land use strategies and incentives for redevelopment of brownfields.				
53. Promote brownfields redevelopment for housing and/or mixed-use.				
54. Establish minimum clean-up standards associated with brownfield proposed land uses.				
55. Favor the use of existing infrastructure over new, and require that new development either is self-paying or that any required subsidization is made explicit.				
56. Encourage regional tax sharing to discourage fiscalization of land use and destructive sales tax competition.				
57. Establish an urban growth boundary.				

Smart Growth Principle #10  
**ADOPT COMPACT BUILDING PATTERNS  
 AND EFFICIENT INFRASTRUCTURE DESIGN**

	Excellent	Needs Improvement	Poor	Not Addressed
58. Connect infrastructure decisions to land use planning.				
59. Invest in rehabilitation of existing neighborhood schools over construction of new schools. Remove all minimum school acreage requirements				
60. Encourage energy efficient buildings and public infrastructure				
61. Encourage utilization of the full development capacity (density or floor area ratio).				
62. Encourage reduced lot size and setback guidelines to encourage higher density.				
63. Establish minimum densities for higher density development.				
64. Allow for conversion of existing underutilized and/or abandoned non-residential sites into housing and/or mixed-use developments.				
65. Allow density bonuses along transit corridors.				

Smart Growth Principle #10  
**ADOPT COMPACT BUILDING PATTERNS  
 AND EFFICIENT INFRASTRUCTURE DESIGN**

	Excellent	Needs Improvement	Poor	Not Addressed
66. Adopt reduced parking ratio requirements or establish maximums.				
67. Provide for shared parking.				
68. Allow for reduction in parking requirements in transit-oriented development (TOD).				

- end of form -

Smart Growth Policy Audit Version 1.0, 2007  
 by the Smart Growth Leadership Institute with  
 Susan Weaver, Benjamin de la Pena, Bill Fulton, Tamar Shapiro,  
 Harriet Tregoning, Ilana Preuss, Jessica Cogan-Millman, Deepak Bahl, Tridib Banerjee,  
 Chris Williamson, Will Fleissig and Parris Glendening



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SMART GROWTH IMPLEMENTATION TOOLKIT

## 3. Code and zoning audit

## About the Smart Growth Code and Zoning Audit

The Smart Growth Code and Zoning Audit will help you review the land use (zoning) codes and regulations in your community to see if they help your community achieve its vision for smarter growth.

This tool will help you identify the rules and regulations in your community that support or block smart growth. It will also show the gaps in the regulations where a lack of standards may be hindering smart growth development.

### About its use

Depending on what your community needs, you can **use the whole audit** or you can **use segments of the audit**.

- You can use this tool as a **guide to understanding** your community's codes and zoning regulations. It will help you appreciate which regulations are critical to achieving smart growth and how standards imposed by regulation can enable or hinder smart growth.
- You can use this tool to **learn more about a how each smart growth principle is expressed in regulations** and to understand what kind of regulations support the principle.
- You can use it to **audit one specific topic** (such as street connectivity) of your codes and zoning regulations.
- You can **conduct a full audit of all your community's codes and zoning regulations**.
- You can also use this tool **to review proposed changes** in your community's codes and zoning regulations

### About the documents

Your community's codes and zoning regulations are usually set out in the following types of documents:

- The Land Use Code
- The Zoning Code and Zoning Regulations
- Subdivision Regulations and Ordinances
- Overlay District Regulations
- Special Use District Regulations

They may also be in your transportation policies, street standards, parking, design guidelines, parks and open space plans, etc. Some caveats

This tool is not intended to "grade" your community's performance. Don't use the tool expecting to measure how well your community (and its leadership) is doing in implementing smart growth. Use it instead to identify areas for improvement.

Undertaking a complete audit is a time-consuming process. You should be prepared to spend several hours (and several sittings) if you are using the tool for this purpose.

This is an audit tool, and though it does list some suggested standards that help to implement smart growth, it does not provide an extensive list or actual code language you can adopt. You will find more materials about actual standards in publications like EPA's **Getting to Smart Growth: 100 Policies for Implementation**, and **Getting to Smart Growth II: 100 More Policies for Implementation**.

## How to use the Smart Growth Code and Zoning Audit

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### Preparation

You will need copies (and we recommend paper copies) of all the code and zoning documents you are reviewing (see the list above).

If you are unfamiliar with the documents, take the time to read each one at least twice. Read it the first time to get a general understanding of the scope of the regulatory document. Read it a second time, and this time mark or highlight any section or statement that may have answers to the questions below. (Consider whether the regulations are positive –they allow for smart growth; or are negative –that they prevent smart growth.) What does the document say about...

**Connectivity?** Does it require an interconnected street pattern? Does it require pedestrian connectivity between zones and neighborhoods?

**Circulation?** Does it prescribe street widths and streetscapes that encourage people to walk or bike? Does it protect pedestrians and require pedestrian friendly environments? Does it make sure open spaces and recreation areas are accessible to the public?

**Parking?** How does it treat parking lots and parking spaces? Does it prescribe a particular relationship between parking, street and buildings? Does it vary the parking requirements so that areas that are served by transit can reduce the amount of parking they have to provide?

**Land subdivision and land use?** Does it allow for a mix of land uses so people can live, work and shop within the same or nearby neighborhoods? Does it allow for areas where people can run businesses from their homes?

**Housing?** Does it require a mix of lot sizes to encourage a mix of housing options? Does it allow or prevent accessory units or apartments, town homes and condominiums?

**Special land use zones and special districts?** Does it provide protections for historic districts? Are there special design and architecture requirements for certain districts?

### Organization

This audit is organized into two general sections: Section A, **Connectivity and Circulation**, looks at how your community's regulations shape your community's street network and streetscapes; parking; walking, biking and multi-use trails; and, transportation and transit zones.

Section B, **Land Subdivision, Zoning and Services**, looks at the way your community regulates the subdivision of land; at how the regulations allocate land use; and, at how the community connects services to development.

There is a third section, Section C, **Special Use Districts and Zones**, that looks specifically at any special zoning districts in your community. These special zoning districts usually provide exceptions to the general rules (e.g. – *special land use districts*, or *historic overlay districts*, or *planned unit development districts*.) Use this section to review each special use district. You will need to replicate the section for each special use district in your community.

The next pages show the steps you need to take as you use this tool.

### STEP 1: ANSWER THE QUESTION

The first column will ask if your community has regulations that specifically address the question. (e.g. – *Is the width of sidewalks regulated?*) Each question focuses on a particular dimension of development that supports smarter growth.

Go through each of the regulatory documents you are auditing and note the articles which actually address each question.

If there are regulations which address a question, highlight or markup the document and list the article address (e.g. – "*Zoning Code 12J.6.9.10*"). This is why having paper copies of the actual documents makes it easier to conduct the audit.

Put a mark under the Y column if your community's regulations address that question. Put a mark under the N column if the regulation actually **prohibits** or **does not address** the question.

Most of the questions are phrased so that answering "yes" means that the regulations are implementing smart growth principles.

### STEP 2: LIST THE IMPLEMENTING CODE

Copy the text of the regulations in the next column, marked "**From Local Code and Zoning Regulations.**" Be sure to identify the document address (e.g. – "*Zoning Code 12J.6.9.10*") where the regulation comes from.

Go through each document you are auditing, making sure you capture all the relevant regulations.

Mark up the document you are auditing to keep track of which regulations you have already listed.

If the documents you are auditing contain no regulations or standards that address the question, then put down "**Not Addressed**" in this column.

### STEP 3: LIST POSSIBLE IMPROVEMENTS

List possible improvements to the code in the last column. You can refer to the *Suggested Standards* at the end of most sub-sections of the audit.

The *Suggested Standards* are some measures your community can take to implement smart growth. It is not an extensive list and the standards are also listed as general approaches rather than specific code language you can adopt.

#### WHERE TO FIND MODEL CODES

You will find more standards you can use in publications such as the U.S. Environmental Protection Agency's ***Getting to Smart Growth: 100 Policies for Implementation***, and ***Getting to Smart Growth II: 100 More Policies for Implementation***.

For examples of code language you can adopt, refer to:

- The American Planning Association's ***Model Smart Growth Codes*** ([www.planning.org/smartgrowthcodes/](http://www.planning.org/smartgrowthcodes/)).
- "***Smart Growth Zoning Codes: A Resource Guide***," by Steve Tracy, published by the Local Government Commission. (Available from the LGC website: [www2.lgc.org/bookstore/](http://www2.lgc.org/bookstore/))
- The resources section of **Envision Utah's** website ([www.envisionutah.org](http://www.envisionutah.org)) provides sample ordinances for various aspects of smart growth (pdf documents).

The next page shows an example of how you can fill out this audit tool.

## Example

Here's is an example of how you might fill out this tool:

1. EXAMPLE	Y	N	Local Code and Zoning Regulations	Possible Improvements to Codes
1.1. Are standards set for curb cut frequency?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>(ZONING 12J.6.9.10) Curb cuts are not allowed on community boulevards or community avenues when access may be provided from a side or rear street located immediately adjacent to a contiguous property.</li> <li>(ZONING 12J.6.9.12) Properties with more than 1 curb cut must space them a minimum of 100' apart</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>
1.2. Is a minimum sidewalk width established?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>(ZONING 8Q.1.5.3) Min=5' on neighborhood streets, min=8' on collector roads; min=10' on business district boulevards;</li> <li>Not addressed for arterials</li> </ul>	<ul style="list-style-type: none"> <li>Require sidewalks on arterials.</li> </ul>
1.3. Are crosswalks allowed	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> <li>Not addressed.</li> </ul>	<ul style="list-style-type: none"> <li>Revise to allow crosswalks on long blocks, especially in business and commercial districts</li> </ul>

The last part of the tool will allow you to quickly summarize your findings and see how those finding relate to the ten smart growth principles. You can also use it as a quick reference guide to identifying the regulations that must change to allow your community to implement smart growth.

*The **Smart Growth Code and Zoning Audit** works best when you also conduct a **Smart Growth Policy Audit**.*

*You can distill your findings from both audit tools using the **Smart Growth Audit Summary**.*

*You can download all of the Smart Growth Implementation Tools at [www.smartgrowthamerica.org/implementation-toolkit](http://www.smartgrowthamerica.org/implementation-toolkit)*

## A. CONNECTIVITY AND CIRCULATION

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Your community's codes and zoning regulations about connectivity and circulation determine whether your community is pedestrian friendly and whether it provides people with the option of not having to drive everywhere they need to go.

The regulations (or the absence of regulations) shape the way a district connects to the next district; how a neighborhood connects to the next neighborhood; how the whole community is interconnected; and, how people can get around the community (on foot, or by cars, bikes, or public transportation). They determine what your roads look like and what your sidewalks look like. They prescribe where cars should park and how much parking is required for each type of development. They either allow bikes and bike lanes or prevent them (making streets more dangerous for would-be bikers). They also determine whether your land uses align with your transportation policies so that your community makes the most out of its investments.

Regulations that define connectivity and circulation encourage smart growth if they follow the following principles:

### **Provide A Variety of Transportation Choices**

(SMART GROWTH PRINCIPLE #1)

Providing a variety of transportation options – like safe and reliable public transportation, sidewalks, bike paths and walking trails –promotes and improves our health, conserves energy and safeguards the environment.

There are also many members of our communities who can't drive or don't have access to a car. Providing transportation options creates more inclusive communities, where our seniors, young people below driving age, and the disabled can all live comfortably.

### **Create Walkable Neighborhoods**

(SMART GROWTH PRINCIPLE #4)

A compact, walkable neighborhood encourages physical activity and protects the environment while saving energy by reducing the miles we drive. Walkable neighborhoods are also safer neighborhoods for our children, allowing them to walk or bike to school or the local park and not have to dodge high-speed traffic. They are healthier environments for our seniors who can get their daily exercise by walking to their friends' homes or to a nearby restaurant.

Walkable neighborhoods also create more opportunities to get to know our neighbors when we meet them on the sidewalk.

There are six sub-sections that define your community's connectivity and circulation:

1. **Street Network and Plan**
2. **Streetscape Features**
3. **Parking**
4. **Walking, Biking and Multi-Use Trail Facilities**
5. **Transportation and Transit Zones**

## A. CONNECTIVITY AND CIRCULATION

1. Street Network and Plan	Y	N	Local Code and Zoning Regulations	Possible Improvements to Codes
1.1. Is there a prescribed street hierarchy in place? (List hierarchy)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
1.2. Do street widths vary by type of zone? (Identify each zone)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
1.3. Are design speed standards used?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
1.4. Are standards set for width, intersection and corner radii for <b>neighborhood access</b> streets? (List standards)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
1.5. Are standards set for width, intersection and corner radii for <b>neighborhood connector</b> streets? (List standards)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
1.6. Are standards set for width, intersection, and corner radii for <b>regional access</b> streets? (List standards)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
1.7. Are block perimeter lengths prescribed?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
1.8. Are block face lengths prescribed?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
1.9. Do prescribed block lengths differ by zone? (List block perimeter and face lengths by zone)	<input type="checkbox"/>	<input type="checkbox"/>	•	•

1. Street Network and Plan	Y	N	Local Code and Zoning Regulations	Possible Improvements to Codes
1.10. Are standards set for curb cut frequency?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
1.11. Are cul-de-sacs discouraged?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
1.12. Are the length and size of cul-de-sacs regulated?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
1.13. Are there provisions to ensure both pedestrian and street connectivity between neighborhoods?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
1.14. Are alleyways allowed?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
1.15. Are there restrictions on their use?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
1.16. Are there width standards for alleyways?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
Y = Yes, N = No	Indicate if <b>Not Addressed</b>		Refer to <b>Suggested Standards</b> (below)	

SUGGESTED STANDARDS:

- Divisions within categories will permit a finer grained street system (e.g. different widths in commercial and residential areas).
- Use design speed standards to establish pedestrian and bicycle friendly environments. Designing streets for higher speeds encourages speeding even through lower speed limits are set and often necessitates retrofitting traffic-calming features.
- Vary required Right of Way (R.O.W.) to reflect the nature of each district.
  - Major arterials - 110' with center median
  - Town center streets - 88' to 60' depending on whether center median, bike lanes, and/or angled parking are included in design.
- Consider using design speeds of 25 mph for **neighborhood access** streets.
- Tighten curb radii to shorten pedestrian crossings and force vehicles to make turns at lower speeds.
- Limit curb radii and require a 25' clear zone to accommodate the wider turning radii required by emergency vehicles.

- Consider using lower design speeds for **neighborhood connectors** and streets in commercial and industrial zones.
- Where wider streets are desired, require center medians to maintain a pedestrian-friendly environment.
- Excessively long blocks discourage pedestrian traffic.
  - Limit block perimeters (e.g. 1600 ft.).
  - Limit block face lengths (e.g. 500 ft.)
- Limit use of cul-de-sacs. When used, require pedestrian or bike connections to surrounding neighborhoods.
- Require mid-block pedestrian passages in commercial and mixed-use zones (e.g. at 250' intervals maximum).

2. Streetscape Features	Y	N	Local Code and Zoning Regulations	Possible Improvements to Codes
2.1. Are different streetscape features applied to different districts/zones? (List requirements by district/zone)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
2.2. Are there provisions for traffic calming? <sup>1</sup>	<input type="checkbox"/>	<input type="checkbox"/>	•	•
2.3. Are crosswalks required? (List if conditions vary by district/zone)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
2.4. Are crosswalks allowed? List if conditions vary by district/zone)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
2.5. Do pedestrians have the right-of-way at crosswalks? (List if condition varies by district/zone)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
2.6. Are provisions made to ensure pedestrian right-of-way and safety in crosswalks?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
2.7. Are sidewalks allowed?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
2.8. Are sidewalks required?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
2.9. Are complete sidewalk networks required within one mile of any school?	<input type="checkbox"/>	<input type="checkbox"/>	•	•

<sup>1</sup> Traffic calming should be a last resort and roads should be designed for speed safe for pedestrians.

2. Streetscape Features	Y	N	Local Code and Zoning Regulations	Possible Improvements to Codes
2.10. Are sidewalks required on both sides of the street?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
2.11. Is a minimum sidewalk width established?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
2.12. Is a maximum sidewalk width established?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
2.13. Are sidewalks required to provide access to amenities such as parks and open space?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
2.14. Are ADA <sup>2</sup> access standards strictly enforced or improved upon?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
2.15. Are there regulations that allow street vendors in specific district? (e.g.-main street, commercial zones or the central business district)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
2.16. Is the landscaping of medians or curbsides required?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
2.17. Are street trees, street plantings required?	<input type="checkbox"/>	<input type="checkbox"/>	•	•

<sup>2</sup> ADA –Americans with Disabilities Act

2. Streetscape Features	Y	N	Local Code and Zoning Regulations	Possible Improvements to Codes
2.18. Is street furniture required? (Benches, waiting sheds, etc.) Are they required to be weather protected?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
2.19. Is pedestrian street lighting required?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
2.20. Are provisions made for low-voltage street lighting?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
Y = Yes, N = No		Indicate if <b>Not Addressed</b>		Refer to <b>Suggested Standards</b>

SOME SUGGESTED STANDARDS:

- Crosswalks should not only be allowed but required on long blocks to provide access to commercial areas, schools, places of worship, transportation and recreation facilities.
- Crosswalk signals increase pedestrian safety and encourage walking.
- Landscaping softens the street environment and makes it more attractive to pedestrians.
- Sidewalks promote walking and contribute to pedestrian safety.
- Sidewalks should be required in urban and suburban areas to provide for pedestrian safety.
- Sidewalks should be provided on both sides of the street in commercial and industrial zones, and on at least one side of internal residential subdivision streets.
- Sidewalk minimums should take into account the nature of the street and the anticipated volume of pedestrian traffic.
- Pedestrian facilities should provide uninterrupted routes to public amenities such as parks, libraries, schools, etc.
- Limiting curb cuts reduces potential conflict between pedestrians and vehicles, and increases pedestrian safety.
- Where street design speeds encourage speeding, traffic calming features should be allowed to create conditions conducive to walking and bicycling, and to discourage the routine use of local residential streets by through traffic.
- Require alleys and limit number of curb cuts allowed on streets.
- Use should dictate width. In commercial zones, alleys can function as drive aisles for off-street parking lots and as fire lanes.

3. Parking	Y	N	Local Code and Zoning Regulations	Possible Improvements to Codes
3.1. Are minimum parking space requirements set?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
3.2. Are maximum parking space requirements set?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
3.3. Is <b>land use</b> used as a basis to establish parking requirements??	<input type="checkbox"/>	<input type="checkbox"/>	•	•
3.4. Is <b>district type</b> used as a basis to establish parking requirements?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
3.5. Is <b>building type</b> used as a basis to establish parking requirements?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
3.6. Are there provisions that allow reductions in parking requirements along transit routes?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
3.7. Are reductions in parking requirements allowed in exchange for bike parking?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
3.8. Is on street parking allowed? Does it count for meeting parking requirements?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
3.9. Are there provisions for <b>shared parking</b> ? <sup>3</sup>	<input type="checkbox"/>	<input type="checkbox"/>	•	•
3.10. Are there provisions for <b>joint</b>	<input type="checkbox"/>	<input type="checkbox"/>	•	•

<sup>3</sup> **Shared parking** – a parking facility use of which is allowed to two or more users based on different peak hours (e.g. businesses with peak patronage during the day, theaters and restaurants with peak patronage at night); promotes efficient use of space.

3. Parking parking? <sup>4</sup>	Y	N	Local Code and Zoning Regulations	Possible Improvements to Codes
3.11. Are there prescriptions defining the relationship between parking spaces and the street?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
3.12. Are there prescriptions defining the relationship between parking spaces and buildings?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
3.13. Are there prescriptions for the location of parking lots?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
3.14. Is street parking metered?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
3.15. Do street parking rates vary with time of day/ day of week?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
3.16. Are there landscaping requirements for large parking lots?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
3.17. Are impervious surfaces minimized?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
Y = Yes, N = No	Indicate if <b>Not Addressed</b>		Refer to <b>Suggested Standards</b>	

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<sup>4</sup> **Joint parking**- a common parking facility designed for simultaneous use by two or more uses (e.g. municipal structures or lots; privately developed structures or lots); allows for off-site provision of parking.

## SOME SUGGESTED STANDARDS:

- Among other benefits, on-street parking encourages pedestrian traffic, and can act as a buffer between pedestrians and moving vehicles.
- Shared parking should be encouraged.
- Joint parking should be considered where conditions warrant.
- On street parking should count towards fulfilling parking requirements
- Building by building parking requirements should not be used, instead encourage neighborhood parking within ¼ mile distance from the destination (using shared or joint parking)
- Parking fees should be demand driven.
- Zone and use specific parking requirements should be established and should take transit facilities into consideration.
- Reductions for transit availability should be allowed.

4. Walking, Biking and Multi-Use Trail Facilities	Y	N	Local Code and Zoning Regulations	Possible Improvements to Codes
4.1. Are there walkway, greenway or hiking trails?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
4.2. Are all new developments required to connect to existing or planned walkway, greenway or hiking trails?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
4.3. Are safe pedestrian routes to school required?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
4.4. Are safe biking routes to schools required?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
4.5. Is a multi-use trail provided for or planned?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
4.6. Are there requirements for open space connectivity?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
4.7. Are bicycle lanes required?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
4.8. Are bicycle lanes accommodated?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
4.9. Is bicycle parking required?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
4.10. Are standards established for bicycle lane width?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
4.11. Are standards established for bicycle lane surface?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
4.12. Are standards established for	<input type="checkbox"/>	<input type="checkbox"/>	•	•

4. Walking, Biking and Multi-Use Trail Facilities	Y	N	Local Code and Zoning Regulations	Possible Improvements to Codes
separation of bike lanes from motorized vehicle lanes?				
4.13. Are all new developments required to connect to existing or planned multi-use trails?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
Y = Yes, N = No	Indicate if <b>Not Addressed</b>		Refer to <b>Suggested Standards</b>	

SOME SUGGESTED STANDARDS:

- Provide for a network of bicycle routes, lanes, or shared-use trails to promote bicycle use in all zones.
- Retrofit bicycle lanes into roads by changing on-street parking configuration.
- Require bike-parking facilities in commercial and industrial projects to encourage the use of bikes as alternative transportation.
- Provide for both short and secured long-term parking within convenient distances of building entrances, varying standards with use type.
- On new roads, a minimum lane width of 6' is suggested. A minimum width of 5' is suggested for retrofits.
- Where a shared lane for bikes and parking is provided, a minimum total lane width of 12' (7' for parking and 5' for bikes) is suggested.
- Grade differences between gutter pans and street surface should be eliminated. Uniform, smooth surfaces should be specified..

5. Transportation and Transit Zones	Y	N	Local Code and Zoning Regulations	Possible Improvements to Codes
5.1. Are multi-modal transit centers identified? (e.g. – from train to bus, or water to land transport)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
5.2. Is development encouraged around multi-modal transit centers?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
5.3. Are transit zones specifically established?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
5.4. Are there standards that determine the locations of transit zones?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
5.5. Is a systems-approach used to identify transit zones? (i.e. transit corridors)?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
5.6. Is a nodal-approach used to identify transit zones? (i.e. transit oriented development)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
5.7. Are level-of-service (LOS) standards moderated or modified for roads in transit zones? (List modifications)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
5.8. Are higher densities permitted in transit zones?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
5.9. Are public transit facilities (e.g. – bus waiting stations) required?	<input type="checkbox"/>	<input type="checkbox"/>	•	•

5. Transportation and Transit Zones	Y	N	Local Code and Zoning Regulations	Possible Improvements to Codes
5.10. Are park-and-ride facilities provided?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
5.11. Are high-occupancy vehicle (HOV) lanes in use or planned?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
Y = Yes, N = No		Indicate if <b>Not Addressed</b>		Refer to <b>Suggested Standards</b>

SOME SUGGESTED STANDARDS:

- Plan and provide for multi-modal transit centers to make public transit more efficient and attractive as an alternative. Include bus stops and weather protected benches and waiting sheds.
- Encourage development around transit centers (and at higher densities) to maximize municipal investments (e.g. - bringing more potential users closer to the transit options).
- Transit corridors and transit oriented development tie land use to transportation investments.
- Modifying the level of service (LOS) around transit zones moderates traffic in the area to encourage more walking and taking public transport.
- HOV lanes and park-and-ride facilities encourage car pooling and more efficient road use.

## B. LAND SUBDIVISION, ZONING and SERVICES

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Your community's regulations about land subdivision, zoning and services determine whether your community allows for a mix of land uses, allowing homes and businesses and stores to co-exist in the same district; and whether your community remains competitive by providing housing for all segments of the market. They determine whether the rules of development are biased against infill and redevelopment. They also encourage developers to build attractive and distinctive neighborhoods (or not) and engage all the members of the community in development decisions.

Regulations that define land subdivision, zoning and services encourage smart growth if they follow the following principles:

### **Mix Land Uses**

(SMART GROWTH PRINCIPLE #2)

Mixing land uses, allowing stores and offices and residences to be built next to or on top of each other, where appropriate, allows people to work, shop and enjoy recreation close to where they live.

### **Create a Range of Housing Opportunities and Choices**

(SMART GROWTH PRINCIPLE #3)

The best neighborhoods offer a range of options: single-family houses of various sizes, duplexes, garden cottages, condominiums, affordable homes for low or fixed-income families, “granny flats” for empty nesters, and accommodations for dependent elders. Not everyone has the same housing wants or needs. Some singles prefer to rent small apartments, young couples need starter homes, empty nesters look for a condominium close to town, and retirees need a caring community.

Creating options and opportunities also allow those who do important work for our community (policemen, firemen, teachers,

etc.) to find homes they can afford within the community they serve. It also allows us to continue to live close to our families and friends even as our life-stages and needs (including the need to work from home) change.

### **Encourage Community and Stakeholder Collaboration**

(SMART GROWTH PRINCIPLE #5)

By building stakeholder participation and input into the planning and development process, communities encourage and nurture the civic spirit. They allow ordinary citizens, civic and business groups, and institutions to come together to identify the shared values and common vision of what they want their communities to be.

### **Foster Distinctive, Attractive Communities with a Strong Sense of Place**

(SMART GROWTH PRINCIPLE #6)

Our regulations create distinctive communities when they allow development to celebrate our natural settings and reflect the character and values of the citizens. The regulations also contribute to our community's unique sense of place when they intentionally provide welcoming public spaces, preserve spectacular vistas, define well-designed focal points (including civic buildings) and encourage appropriate architectural styles and scales of neighborhoods.

### **Make Development Decisions Predictable, Fair, and Cost Effective**

(SMART GROWTH PRINCIPLE #7)

Our regulations can make it easier for developers to build the kind of neighborhoods we all desire. They can reduce the barriers to restoring historic buildings and creating infill development, making this as easy as building on green fields.

Regulations can also fast track those projects that will create the community we envision. They can provide clear design and

construction standards and review and approval processes for all types of projects so we can avoid the uncertainty that so often creates misunderstanding, aggravates disagreements, and costs developers time and money. These uncertainties serve no one in the community.

### **Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas**

(SMART GROWTH PRINCIPLE #8)

Our regulations can encourage us to care for the environment and to invest not only in the beauty that surrounds our community, but also to preserve the very wealth and resources that will sustain our children and all future generations. Our regulations can protect the environment (keeping our air, water and soils clean, keeping the climate stable, conserving valuable farmlands, preserving critical areas) and safeguards our own health and shield us from severe weather and natural disasters.

### **Strengthen and Direct Development Towards Existing Communities**

(SMART GROWTH PRINCIPLE #9)

Our regulations can maximize our community's investments in public infrastructure (roads, water, sewer, etc.) and save tax money by strengthening and directing development towards our established places. They can strengthen and revitalize our neighborhoods by encouraging and facilitating infill development, the redevelopment of underutilized or derelict properties, the rehabilitation of brownfield sites, and the adaptive reuse of our older structures.

These regulations can also help us to care for our natural environment and preserve it for future generations.

### **Encourage Compact Building Patterns and Efficient Infrastructure Design**

(SMART GROWTH PRINCIPLE #10)

Our regulations can help our communities become more energy efficient by allowing for higher densities and compact development

patterns. Regulations that encourage these patterns reduce the amount of land we consume, leaving more for future generations. They also minimize the amount of infrastructure we have to build and service to support our community. This translates to lower municipal costs, keeping our tax rates down. There are three sub-sections that define your community's land subdivision, zoning and services:

- 6. Land Subdivision and Lot Size**
- 7. Use (Zoning) Districts**
- 8. Services**

## B. LAND SUBDIVISION, LAND USE AND SERVICES

6. Land Subdivision and Lot Size	Y	N	Local Code and Zoning Regulations	Possible Improvements to Codes
6.1. Is a wide-range of lot sizes allowed within each zone?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
6.2. Are minimum lot sizes established?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
6.3. Are maximum lot sizes established?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
6.4. Are there minimum frontage requirements? Do these vary by zone/district?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
6.5. Is a wide range of lot sizes allowed within each neighborhood or subdivision?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
6.6. Are small single-family lots permitted (e.g. 5,000-6,000 sq. ft.)?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
6.7. Are Rural Residential, Residential Estate, or Suburban Residential lots of an acre or more discouraged?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
6.8. Are various parcel configurations allowed?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
<b>Y = Yes, N = No</b>			<b>Indicate if Not Addressed</b>	<b>Refer to Suggested Standards</b>

SOME SUGGESTED STANDARDS:

- Large minimum lot sizes discourage a mix of uses, and contribute to sprawling land use patterns.
- Establishing large minimum lot sizes effectively prevents a mix of housing types and affordability levels within neighborhoods.
- Allowing a wide range of lot sizes permits a variety of housing type and range of affordability which allows residents to remain in their neighborhoods even as their needs and circumstances change (life cycle planning).
- Dictating large minimum frontage requirements contributes to sprawl. Allowing various parcel configurations and clustering of structures promotes the efficient use of space and limits infrastructure requirements.

7. Use (Zoning) Districts	Y	N	Local Code and Zoning Regulations	Possible Improvements to Codes
7.1. Are zones generally based on land use (e.g. –residential, commercial, industrial, etc.)?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.2. Are zones based on building type (e.g. – low rise, mid rise, high density, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.3. Is the vertical stacking of land use allowed? (e.g –residential on top of commercial)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.4. Are there form-based overlay districts?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.5. Are there flex-zoning <sup>5</sup> areas?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.6. Are there zones that allow for more than one land use (e.g. – residential and commercial) in the same zone? (List zones and uses allowed)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.7. Is there a specific mixed-use zone designation?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.8. Are there live-work zones?	<input type="checkbox"/>	<input type="checkbox"/>	•	•

<sup>5</sup> **Flex Zoning** lets the developer or building owner to change the use of the building (assuming conformity to building codes for the new use) without the requiring a lengthy variance or approval process.

7. Use (Zoning) Districts	Y	N	Local Code and Zoning Regulations	Possible Improvements to Codes
7.9. Are there planned-unit development (PUD) zones?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.10. Are there traditional neighborhood district (TND) zones?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.11. Are there historic preservation districts/zones?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.12. Are there transit oriented development (TOD) zones?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.13. Are land conservation subdivisions allowed?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.14. Are there other special use zones? (Identify zones and allowed uses)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.15. Is vehicular and pedestrian connectivity to adjacent zones/neighborhoods required?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.16. Is consideration given to each zone's relationship to adjacent zones?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.17. Are there provisions for transitions between zones?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.18. Are there standards that allow redevelopment of formerly single-use buildings into multi-use?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.19. Are residential uses encouraged	<input type="checkbox"/>	<input type="checkbox"/>	•	•

7. Use (Zoning) Districts in the CBD or other business/commercial districts?	Y	N	Local Code and Zoning Regulations	Possible Improvements to Codes
7.20. Is ground floor retail encouraged in business/commercial districts?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.21. Are neighborhood stores/ neighborhood scale groceries allowed in residential areas?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.22. Are distinctions made between infill or brownfield and greenfield development?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.23. Are density standards established? (e.g. –dwelling units/acre)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.24. Are there standards matching building scale to street type?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.25. Are there <b>minimum</b> density requirements? (e.g. –dwelling units/acre)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.26. Is the use of minimum residential square-footages discouraged?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.27. Are minimum residential square-footages affecting the affordability of housing?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.28. Are floor area ratios (FAR) severely limiting lot usage? (List how)	<input type="checkbox"/>	<input type="checkbox"/>	•	•

7. Use (Zoning) Districts	Y	N	Local Code and Zoning Regulations	Possible Improvements to Codes
7.29. Are set back requirements severely limiting lot usage? (List how)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.30. Are safety codes (primarily fire codes) restrictive? Do they effectively disallow commercial or home occupation uses?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.31. Are landscaping standards affecting efficient lot usage?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.32. Are provisions made for cluster development?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.33. Are there provisions to encourage or expedite developments that include affordable housing units?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.34. Are multi-family units <sup>6</sup> allowed in all zones?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.35. Are multi-family units allowed as of right?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.36. Are multi-family units allowed by use permit?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.37. Are multi-family units allowed in the same zones as single family units?	<input type="checkbox"/>	<input type="checkbox"/>	•	•

<sup>6</sup> Multi-family units include apartments, duplexes, townhomes, condos, group housing, etc.

7. Use (Zoning) Districts	Y	N	Local Code and Zoning Regulations	Possible Improvements to Codes
7.38. Are accessory units allowed as of right?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.39. Are accessory units allowed by use permit?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.40. Is fast track permitting provided for accessory units?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.41. Are manufactured homes allowed in all zones as of right?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.42. Are manufactured homes allowed in all zones by use permit?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.43. Is <b>public</b> open space required?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.44. Is <b>private</b> open space required?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.45. Are different uses permitted in open space areas as of right? What uses?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.46. Are different uses permitted in open space areas by use permit? What uses?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.47. Are standards set for development scale or design elements? (List standards)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.48. Are building frontage standards established?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.49. Are there provisions for design	<input type="checkbox"/>	<input type="checkbox"/>	•	•

7. Use (Zoning) Districts	Y	N	Local Code and Zoning Regulations	Possible Improvements to Codes
compatibility with adjacent structures?				
7.50. Is development allowed in floodplains?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.51. Are there conditions specifying when development can be allowed in floodplains?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.52. Are view corridors and view sheds considered?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.53. Are restrictions placed on signage?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.54. Are there special rehab codes that encourage the re-use of historic, old or abandoned buildings?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.55. Is there a public consultation/input process in place for all new developments?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.56. Is there a design review board in place for any district/zone? (List districts, if any)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
7.57. Are business improvement districts (BIDs) encouraged?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
Y = Yes, N = No	Indicate if <b>Not Addressed</b>		Refer to <b>Suggested Standards</b>	

SOME SUGGESTED STANDARDS:

- Allowing a full mix of compatible development provides for round-the-clock use of the CBD and other business and commercial districts.
- Infill and brownfield development should be encouraged using mechanisms such as transferable density credits, streamlined permitting, reduced development fees.
- School siting requirements should allow schools to be located in existing neighborhoods.
- Accessory units can provide affordable life-cycle housing options for extended families.
- Pre-fab or manufactured housing can expand affordable housing options.
- Minimum residential square-footage requirements may preclude building affordable housing.

8. Services	Y	N	Local Code and Zoning Regulations	Possible Improvements to Codes
8.1. Are school siting requirements and investments coordinated with the comprehensive plan?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
8.2. Are fire, police, public transit and trash disposal coverage considered when choosing or locating school facilities?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
8.3. Are schools siting requirements designed to allow schools to be built on infill or redevelopment areas?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
8.4. Are schools and community services allowed to share buildings where possible?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
8.5. Are <b>school</b> impact fees established for new development?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
8.6. Are <b>water service</b> impact fees established for new development?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
8.7. Are <b>sewer service</b> impact fees established for new development?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
8.8. Are <b>park facilities</b> impact fees established for new development?	<input type="checkbox"/>	<input type="checkbox"/>	•	•

8. Services	Y	N	Local Code and Zoning Regulations	Possible Improvements to Codes
8.9. Are <b>other impact fees</b> established for new development? (Identify service or facility)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
8.10. Are differential impact fees established to encourage infill or brownfield development?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
Y = Yes, N = No		Indicate if <b>Not Addressed</b>		Refer to <b>Suggested Standards</b>

SOME SUGGESTED STANDARDS:

- School to be centrally located to reduce school transportation costs and to minimize student travel distance and traffic congestion.
- School sites should also be conveniently located for fire and police protection, public transit, and trash disposal.
- Where impact fees are allowed, they should be structured to encourage compact development.
- Direct new development to areas where excess infrastructure capacity exists by charging lower fees for connections to existing infrastructure.
- Discourage development in areas where new infrastructure must be added by charging relatively higher fees.
- Differential impact fees are justified by the increased cost of providing expanded capacity, concomitant service and maintenance to extensions.
- Infill and brownfield development should be encouraged in areas where sufficient public facility capacity exists. Fees in these areas should be lower than those imposed on greenfield developments.

## FINDINGS SUMMARY

Use this section to summarize your findings from the audit. The columns on the right show the smart growth principles addressed by the question.

### A. CONNECTIVITY AND CIRCULATION

1. Street Network and Plan			#1 Provide A Variety of Transportation Choices	#4 Create Walkable Neighborhoods
	Y	N		
1.1. Is there a prescribed street hierarchy in place?	<input type="checkbox"/>	<input type="checkbox"/>	x	x
1.2. Do street widths vary by type of zone?	<input type="checkbox"/>	<input type="checkbox"/>	x	x
1.3. Are design speed standards used?	<input type="checkbox"/>	<input type="checkbox"/>	x	x
1.4. Are standards set for width, intersection and corner radii for <b>neighborhood access</b> streets?	<input type="checkbox"/>	<input type="checkbox"/>		x
1.5. Are standards set for width, intersection and corner radii for <b>neighborhood connector</b> streets?	<input type="checkbox"/>	<input type="checkbox"/>		x
1.6. Are standards set for width, intersection, and corner radii for <b>regional access</b> streets?	<input type="checkbox"/>	<input type="checkbox"/>		x
1.7. Are block perimeter lengths prescribed?	<input type="checkbox"/>	<input type="checkbox"/>		x
1.8. Are block face lengths prescribed?	<input type="checkbox"/>	<input type="checkbox"/>		x
1.9. Do prescribed block lengths differ by zone?	<input type="checkbox"/>	<input type="checkbox"/>		x
1.10. Are standards set for curb cut frequency?	<input type="checkbox"/>	<input type="checkbox"/>		x
1.11. Are cul-de-sacs discouraged?	<input type="checkbox"/>	<input type="checkbox"/>		x

1.12. Are the length and size of cul-de-sacs regulated?	<input type="checkbox"/>	<input type="checkbox"/>		X
1.13. Are there provisions to ensure both pedestrian and street connectivity between neighborhoods?	<input type="checkbox"/>	<input type="checkbox"/>	X	X
1.14. Are alleyways allowed?	<input type="checkbox"/>	<input type="checkbox"/>		X
1.15. Are there restrictions on their use?	<input type="checkbox"/>	<input type="checkbox"/>		X
1.16. Are there width standards for alleyways?	<input type="checkbox"/>	<input type="checkbox"/>		X

2. Streetscape Features			#1 Provide A Variety of Transportation Choices	#4 Create Walkable Neighborhoods
	Y	N		
2.1. Are different streetscape features applied to different districts/zones?	<input type="checkbox"/>	<input type="checkbox"/>	X	X
2.2. Are there provisions for traffic calming?	<input type="checkbox"/>	<input type="checkbox"/>	X	X
2.3. Are crosswalks required?	<input type="checkbox"/>	<input type="checkbox"/>		X
2.4. Are crosswalks allowed?	<input type="checkbox"/>	<input type="checkbox"/>		X
2.5. Do pedestrians have the right-of-way at crosswalks?	<input type="checkbox"/>	<input type="checkbox"/>		X
2.6. Are provisions made to ensure pedestrian right-of-way and safety in crosswalks?	<input type="checkbox"/>	<input type="checkbox"/>		X
2.7. Are sidewalks allowed?	<input type="checkbox"/>	<input type="checkbox"/>		X
2.8. Are sidewalks required?	<input type="checkbox"/>	<input type="checkbox"/>		X
2.9. Are complete sidewalk networks required within one mile of any school?	<input type="checkbox"/>	<input type="checkbox"/>	X	X

2. Streetscape Features	Y	N	#1 Provide A Variety of Transportation Choices	#4 Create Walkable Neighborhoods
2.10. Are sidewalks required on both sides of the street?	<input type="checkbox"/>	<input type="checkbox"/>		x
2.11. Is a minimum sidewalk width established?	<input type="checkbox"/>	<input type="checkbox"/>		x
2.12. Is a maximum sidewalk width established?	<input type="checkbox"/>	<input type="checkbox"/>		x
2.13. Are sidewalks required to provide access to amenities such as parks and open space?	<input type="checkbox"/>	<input type="checkbox"/>		x
2.14. Are ADAaccess standards strictly enforced or improved upon?	<input type="checkbox"/>	<input type="checkbox"/>		x
2.15. Are there regulations that allow street vendors in specific districts?	<input type="checkbox"/>	<input type="checkbox"/>		x
2.16. Is the landscaping of medians or curbsides required?	<input type="checkbox"/>	<input type="checkbox"/>		x
2.17. Are street trees, street plantings required?	<input type="checkbox"/>	<input type="checkbox"/>		x
2.18. Is street furniture required? (Benches, waiting sheds, etc.) Are they required to be weather protected?	<input type="checkbox"/>	<input type="checkbox"/>		x
2.19. Is pedestrian street lighting required?	<input type="checkbox"/>	<input type="checkbox"/>		x
2.20. Are provisions made for low-voltage street lighting?	<input type="checkbox"/>	<input type="checkbox"/>		x

3. Parking	Y	N	#1 Provide A Variety of Transportation Choices	#4 Create Walkable Neighborhoods
3.1. Are minimum parking space requirements set?	<input type="checkbox"/>	<input type="checkbox"/>	x	
3.2. Are maximum parking space requirements set?	<input type="checkbox"/>	<input type="checkbox"/>	x	
3.3. Is <b>Land Use</b> used as a basis to establish parking requirements??	<input type="checkbox"/>	<input type="checkbox"/>	x	
3.4. Is <b>District Type</b> used as a basis to establish parking requirements?	<input type="checkbox"/>	<input type="checkbox"/>	x	
3.5. Is <b>Building Type</b> used as a basis to establish parking requirements?	<input type="checkbox"/>	<input type="checkbox"/>	x	
3.6. Are there provisions that allow reductions in parking requirements along transit routes?	<input type="checkbox"/>	<input type="checkbox"/>	x	
3.7. Are reductions in parking requirements allowed in exchange for bike parking?	<input type="checkbox"/>	<input type="checkbox"/>	x	
3.8. Is on street parking allowed? Does it count for meeting parking requirements	<input type="checkbox"/>	<input type="checkbox"/>	x	x
3.9. Are there provisions for <b>shared parking</b> ?	<input type="checkbox"/>	<input type="checkbox"/>	x	
3.10. Are there provisions for <b>joint parking</b> ?	<input type="checkbox"/>	<input type="checkbox"/>	x	
3.11. Are there prescriptions defining the relationship between parking spaces and the street?	<input type="checkbox"/>	<input type="checkbox"/>	x	x
3.12. Are there prescriptions defining the relationship between parking spaces and buildings?	<input type="checkbox"/>	<input type="checkbox"/>	x	x
3.13. Are there prescriptions for the location of parking lots?	<input type="checkbox"/>	<input type="checkbox"/>	x	x

3. Parking	Y	N	#1 Provide A Variety of Transportation Choices	#4 Create Walkable Neighborhoods
3.14. Is street parking metered?	<input type="checkbox"/>	<input type="checkbox"/>	x	
3.15. Do street parking rates vary with time of day/ day of week?	<input type="checkbox"/>	<input type="checkbox"/>	x	
3.16. Are there landscaping requirements for large parking lots?	<input type="checkbox"/>	<input type="checkbox"/>		x
3.17. Are impervious surfaces minimized?	<input type="checkbox"/>	<input type="checkbox"/>		x

4. Walking, Biking and Multi-Use Trail Facilities	Y	N	#1 Provide A Variety of Transportation Choices	#4 Create Walkable Neighborhoods
4.1. Are there walkway, greenway or hiking trails?	<input type="checkbox"/>	<input type="checkbox"/>	x	x
4.2. Are all new developments required to connect to existing or planned walkway, greenway or hiking trails?	<input type="checkbox"/>	<input type="checkbox"/>	x	x
4.3. Are safe pedestrian routes to school required?	<input type="checkbox"/>	<input type="checkbox"/>	x	x
4.4. Are safe biking routes to schools required?	<input type="checkbox"/>	<input type="checkbox"/>	x	
4.5. Is a multi-use trail provided for or planned?	<input type="checkbox"/>	<input type="checkbox"/>	x	
4.6. Are there requirements for open space connectivity?	<input type="checkbox"/>	<input type="checkbox"/>	x	x
4.7. Are bicycle lanes required?	<input type="checkbox"/>	<input type="checkbox"/>	x	
4.8. Are bicycle lanes accommodated?	<input type="checkbox"/>	<input type="checkbox"/>	x	

4. Walking, Biking and Multi-Use Trail Facilities	Y	N	#1 Provide A Variety of Transportation Choices	#4 Create Walkable Neighborhoods
4.9. Is bicycle parking required?	<input type="checkbox"/>	<input type="checkbox"/>	x	
4.10. Are standards established for bicycle lane width?	<input type="checkbox"/>	<input type="checkbox"/>	x	
4.11. Are standards established for bicycle lane surface?	<input type="checkbox"/>	<input type="checkbox"/>	x	
4.12. Are standards established for separation of bike lanes from motorized vehicle lanes?	<input type="checkbox"/>	<input type="checkbox"/>	x	
4.13. Are all new developments required to connect to existing or planned multi-use trails?	<input type="checkbox"/>	<input type="checkbox"/>	x	

5. Transportation and Transit Zones	Y	N	#1 Provide A Variety of Transportation Choices	#4 Create Walkable Neighborhoods
5.1. Are multi-modal transit centers identified?	<input type="checkbox"/>	<input type="checkbox"/>	x	
5.2. Is development encouraged around multi-modal transit centers?	<input type="checkbox"/>	<input type="checkbox"/>	x	
5.3. Are transit zones specifically established?	<input type="checkbox"/>	<input type="checkbox"/>	x	
5.4. Are there standards that determine the locations of transit zones?	<input type="checkbox"/>	<input type="checkbox"/>	x	
5.5. Is systems-approach used to identify transit zones?	<input type="checkbox"/>	<input type="checkbox"/>	x	
5.6. Is a nodal-approach to identify transit zones?	<input type="checkbox"/>	<input type="checkbox"/>	x	

5. Transportation and Transit Zones	Y	N	#1 Provide A Variety of Transportation Choices	#4 Create Walkable Neighborhoods
5.7. Are level-of-service (LOS) standards moderated or modified for roads in transit zones?	<input type="checkbox"/>	<input type="checkbox"/>	x	
5.8. Are higher densities permitted in transit zones?	<input type="checkbox"/>	<input type="checkbox"/>	x	
5.9. Are public transit facilities required?	<input type="checkbox"/>	<input type="checkbox"/>	x	
5.10. Are park-and-ride facilities provided for?	<input type="checkbox"/>	<input type="checkbox"/>	x	
5.11. Are high-occupancy vehicle (HOV) lanes in use or planned?	<input type="checkbox"/>	<input type="checkbox"/>	x	

## B. LAND SUBDIVISION, LAND USE and SERVICE

6. Land Subdivision and Lot Size	Y	N	#2 - Mix Land Uses	#3 - Create a Range of Housing Opportunities and Choices	#5 - Encourage Community and Stakeholder Collaboration	#6 - Foster Distinctive, Attractive Communities with a Strong Sense of Place	#7 - Make Development Decisions Predictable, Fair, and Cost Effective	#8 - Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas	#9 - Strengthen and Direct Development Towards Existing Communities	#10 - Encourage Compact Building Patterns and Efficient Infrastructure Design
6.1. Is a wide-range of lot sizes allowed within each zone?	<input type="checkbox"/>	<input type="checkbox"/>		x						
6.2. Are minimum lot sizes established?	<input type="checkbox"/>	<input type="checkbox"/>		x						x
6.3. Are maximum lot sizes established?	<input type="checkbox"/>	<input type="checkbox"/>		x						
6.4. Are there minimum frontage requirements?	<input type="checkbox"/>	<input type="checkbox"/>		x						x
6.5. Is a wide range of lot sizes allowed within each neighborhood or subdivision?	<input type="checkbox"/>	<input type="checkbox"/>		x						
6.6. Are small single-family lots permitted?	<input type="checkbox"/>	<input type="checkbox"/>		x						x
6.7. Are Rural Residential, Residential Estate, or Suburban Residential lots	<input type="checkbox"/>	<input type="checkbox"/>		x						x

<p><b>6. Land Subdivision and Lot Size</b></p>	<p><b>Y</b></p>	<p><b>N</b></p>	<p><b>#2 - Mix Land Uses</b></p>	<p><b>#3 - Create a Range of Housing Opportunities and Choices</b></p>	<p><b>#5 - Encourage Community and Stakeholder Collaboration</b></p>	<p><b>#6 - Foster Distinctive, Attractive Communities with a Strong Sense of Place</b></p>	<p><b>#7 - Make Development Decisions Predictable, Fair, and Cost Effective</b></p>	<p><b>#8 - Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas</b></p>	<p><b>#9 - Strengthen and Direct Development Towards Existing Communities</b></p>	<p><b>#10 - Encourage Compact Building Patterns and Efficient Infrastructure Design</b></p>
<p>of an acre or more discouraged?</p>										
<p>6.8. Are various parcel configurations allowed?</p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><b>x</b></p>							

7. Use (Zoning) Districts	Y	N	#2 - Mix Land Uses	#3 - Create a Range of Housing Opportunities and Choices	#5 - Encourage Community and Stakeholder Collaboration	#6 - Foster Distinctive, Attractive Communities with a Strong Sense of Place	#7 - Make Development Decisions Predictable, Fair, and Cost Effective	#8 - Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas	#9 - Strengthen and Direct Development Towards Existing Communities	#10 - Encourage Compact Building Patterns and Efficient Infrastructure Design
7.1. Are zones generally based on land use?	<input type="checkbox"/>	<input type="checkbox"/>	x							
7.2. Are zones based on building type	<input type="checkbox"/>	<input type="checkbox"/>	x							
7.3. Is the vertical stacking of land use allowed? (e.g –residential on top of commercial)	<input type="checkbox"/>	<input type="checkbox"/>	x							
7.4. Are there form-based overlay districts?	<input type="checkbox"/>	<input type="checkbox"/>	x		x					
7.5. Are there flex-zoning areas?	<input type="checkbox"/>	<input type="checkbox"/>	x				x			
7.6. Are there zones that allow for more than one land use (e.g. –residential and commercial) in the same zone? (List zones and uses allowed)	<input type="checkbox"/>	<input type="checkbox"/>	x							
7.7. Is there a specific mixed-use zone designation?	<input type="checkbox"/>	<input type="checkbox"/>	x							
7.8. Are there live-work zones?	<input type="checkbox"/>	<input type="checkbox"/>	x							
7.9. Are there planned-unit development (PUD) zones?	<input type="checkbox"/>	<input type="checkbox"/>	x							

7. Use (Zoning) Districts	Y	N	#2 - Mix Land Uses	#3 - Create a Range of Housing Opportunities and Choices	#5 - Encourage Community and Stakeholder Collaboration	#6 - Foster Distinctive, Attractive Communities with a Strong Sense of Place	#7 - Make Development Decisions Predictable, Fair, and Cost Effective	#8 - Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas	#9 - Strengthen and Direct Development Towards Existing Communities	#10 - Encourage Compact Building Patterns and Efficient Infrastructure Design
7.10. Are there traditional neighborhood district (TND) zones?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	x			x				x
7.11. Are there historic preservation districts/zones?	<input type="checkbox"/>	<input type="checkbox"/>				x			x	
7.12. Are there transit oriented development (TOD) zones?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	x							x
7.13. Are land conservation subdivisions allowed?	<input type="checkbox"/>	<input type="checkbox"/>				x		x		
7.14. Are there other special use zones? (Identify zones and allowed uses)	<input type="checkbox"/>	<input type="checkbox"/>	x			x				
7.15. Is vehicular and pedestrian connectivity to adjacent zones./neighborhoods required?	<input type="checkbox"/>	<input type="checkbox"/>	x							x
7.16. Is consideration given to each zone's relationship to adjacent zones?	<input type="checkbox"/>	<input type="checkbox"/>				x				x
7.17. Are there provisions for transitions between zones?	<input type="checkbox"/>	<input type="checkbox"/>				x				x
7.18. Are there standards that allow redevelopment of formerly single-use buildings into multi-use?	<input type="checkbox"/>	<input type="checkbox"/>	x				x		x	

7. Use (Zoning) Districts	Y	N	#2 - Mix Land Uses	#3 - Create a Range of Housing Opportunities and Choices	#5 - Encourage Community and Stakeholder Collaboration	#6 - Foster Distinctive, Attractive Communities with a Strong Sense of Place	#7 - Make Development Decisions Predictable, Fair, and Cost Effective	#8 - Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas	#9 - Strengthen and Direct Development Towards Existing Communities	#10 - Encourage Compact Building Patterns and Efficient Infrastructure Design
7.19. Are residential uses encouraged in the CBD or other business/commercial districts?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	x							
7.20. Is ground floor retail encouraged in business/commercial districts?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	x							
7.21. Are neighborhood stores/ neighborhood scale groceries allowed in residential areas?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	x							
7.22. Are distinctions made between infill or brownfield and greenfield development?	<input type="checkbox"/>	<input type="checkbox"/>							x	
7.23. Are density standards established? (e.g. – dwelling units/acre)	<input type="checkbox"/>	<input type="checkbox"/>		x						
7.24. Are there standards matching building scale to street type?	<input type="checkbox"/>	<input type="checkbox"/>				x				
7.25. Are there <b>minimum</b> density requirements? (e.g. –dwelling units/acre)	<input type="checkbox"/>	<input type="checkbox"/>		x						
7.26. Is the use of minimum residential square-footages discouraged?	<input type="checkbox"/>	<input type="checkbox"/>		x						x
7.27. Are minimum residential square-footages	<input type="checkbox"/>	<input type="checkbox"/>		x						x

7. Use (Zoning) Districts	Y	N	#2 - Mix Land Uses	#3 - Create a Range of Housing Opportunities and Choices	#5 - Encourage Community and Stakeholder Collaboration	#6 - Foster Distinctive, Attractive Communities with a Strong Sense of Place	#7 - Make Development Decisions Predictable, Fair, and Cost Effective	#8 - Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas	#9 - Strengthen and Direct Development Towards Existing Communities	#10 - Encourage Compact Building Patterns and Efficient Infrastructure Design
affecting the affordability of housing?										
7.28. Are floor area ratios (FAR) severely limiting lot usage?	<input type="checkbox"/>	<input type="checkbox"/>		x						x
7.29. Are set back requirements severely limiting lot usage?	<input type="checkbox"/>	<input type="checkbox"/>		x						x
7.30. Are safety codes (primarily fire codes) restrictive? Do they effectively disallow commercial or home occupation uses?	<input type="checkbox"/>	<input type="checkbox"/>	x							x
7.31. Are landscaping standards affecting efficient lot usage?	<input type="checkbox"/>	<input type="checkbox"/>								x
7.32. Are provisions made for cluster development?	<input type="checkbox"/>	<input type="checkbox"/>								x
7.33. Are there provisions to encourage or expedite developments that include affordable housing units?	<input type="checkbox"/>	<input type="checkbox"/>		x						
7.34. Are multi-family units allowed in all zones?	<input type="checkbox"/>	<input type="checkbox"/>		x						x
7.35. Are multi-family units allowed as of right?	<input type="checkbox"/>	<input type="checkbox"/>		x			x			x
7.36. Are multi-family units allowed by use	<input type="checkbox"/>	<input type="checkbox"/>		x			x			x

7. Use (Zoning) Districts	Y	N	#2 - Mix Land Uses	#3 - Create a Range of Housing Opportunities and Choices	#5 - Encourage Community and Stakeholder Collaboration	#6 - Foster Distinctive, Attractive Communities with a Strong Sense of Place	#7 - Make Development Decisions Predictable, Fair, and Cost Effective	#8 - Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas	#9 - Strengthen and Direct Development Towards Existing Communities	#10 - Encourage Compact Building Patterns and Efficient Infrastructure Design
permit?										
7.37. Are multi-family units allowed in the same zones as single-family units?	<input type="checkbox"/>	<input type="checkbox"/>		x			x			x
7.38. Are accessory units allowed as of right?	<input type="checkbox"/>	<input type="checkbox"/>		x			x			x
7.39. Are accessory units allowed by use permit?	<input type="checkbox"/>	<input type="checkbox"/>		x			x			x
7.40. Is fast track permitting provided for accessory units?	<input type="checkbox"/>	<input type="checkbox"/>		x			x			x
7.41. Are manufactured homes allowed in all zones as of right?	<input type="checkbox"/>	<input type="checkbox"/>		x			x			x
7.42. Are manufactured homes allowed in all zones by use permit?	<input type="checkbox"/>	<input type="checkbox"/>		x			x			x
7.43. Is <b>public</b> open space required?	<input type="checkbox"/>	<input type="checkbox"/>				x			x	
7.44. Is <b>private</b> open space required?	<input type="checkbox"/>	<input type="checkbox"/>				x			x	
7.45. Are different uses permitted in open space areas as of right? What uses?	<input type="checkbox"/>	<input type="checkbox"/>				x	x		x	
7.46. Are different uses permitted in open space areas by use permit? What uses?	<input type="checkbox"/>	<input type="checkbox"/>				x	x		x	

7. Use (Zoning) Districts	Y	N	#2 - Mix Land Uses	#3 - Create a Range of Housing Opportunities and Choices	#5 - Encourage Community and Stakeholder Collaboration	#6 - Foster Distinctive, Attractive Communities with a Strong Sense of Place	#7 - Make Development Decisions Predictable, Fair, and Cost Effective	#8 - Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas	#9 - Strengthen and Direct Development Towards Existing Communities	#10 - Encourage Compact Building Patterns and Efficient Infrastructure Design
7.47. Are standards set for development scale or design elements? (List standards)	<input type="checkbox"/>	<input type="checkbox"/>				x				x
7.48. Are building frontage standards established?	<input type="checkbox"/>	<input type="checkbox"/>				x				
7.49. Are there provisions for design compatibility with adjacent structures?	<input type="checkbox"/>	<input type="checkbox"/>				x				
7.50. Is development allowed in floodplains?	<input type="checkbox"/>	<input type="checkbox"/>					x	x		
7.51. Are there conditions specifying when development can be allowed in floodplains?	<input type="checkbox"/>	<input type="checkbox"/>					x	x		
7.52. Are view corridors and view sheds considered?	<input type="checkbox"/>	<input type="checkbox"/>				x		x		
7.53. Are restrictions placed on signage?	<input type="checkbox"/>	<input type="checkbox"/>				x				
7.54. Are there special rehab codes that encourage the re-use of historic, old or abandoned buildings?	<input type="checkbox"/>	<input type="checkbox"/>				x			x	
7.55. Is there a public consultation/input process in place for all new developments?	<input type="checkbox"/>	<input type="checkbox"/>			x					

7. Use (Zoning) Districts	Y	N	#2 - Mix Land Uses	#3 - Create a Range of Housing Opportunities and Choices	#5 - Encourage Community and Stakeholder Collaboration	#6 - Foster Distinctive, Attractive Communities with a Strong Sense of Place	#7 - Make Development Decisions Predictable, Fair, and Cost Effective	#8 - Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas	#9 - Strengthen and Direct Development Towards Existing Communities	#10 - Encourage Compact Building Patterns and Efficient Infrastructure Design
7.56. Is there a design review board in place for any district/zone? (List districts, if any)	<input type="checkbox"/>	<input type="checkbox"/>			x					
7.57. Are business improvement districts (BIDs) encouraged?	<input type="checkbox"/>	<input type="checkbox"/>			x					

8. Services	Y	N	#2 - Mix Land Uses	#3 - Create a Range of Housing Opportunities and Choices	#5 - Encourage Community and Stakeholder Collaboration	#6 - Foster Distinctive, Attractive Communities with a Strong Sense of Place	#7 - Make Development Decisions Predictable, Fair, and Cost Effective	#8 - Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas	#9 - Strengthen and Direct Development Towards Existing Communities	#10 - Encourage Compact Building Patterns and Efficient Infrastructure Design
8.1. Are school siting requirements and investments coordinated with the comprehensive plan?	<input type="checkbox"/>	<input type="checkbox"/>					X		X	X
8.2. Are fire, police, public transit and trash disposal coverage considered when choosing or locating school facilities?	<input type="checkbox"/>	<input type="checkbox"/>								
8.3. Are schools siting requirements designed to allow schools to be built on infill or redevelopment areas?	<input type="checkbox"/>	<input type="checkbox"/>							X	X
8.4. Are schools and community services allowed to share buildings where possible?	<input type="checkbox"/>	<input type="checkbox"/>								X
8.5. Are <b>school</b> impact fees established for new development?	<input type="checkbox"/>	<input type="checkbox"/>					X		X	
8.6. Are <b>water service</b> impact fees established for new development?	<input type="checkbox"/>	<input type="checkbox"/>					X		X	
8.7. Are <b>sewer service</b> impact fees established for new development?	<input type="checkbox"/>	<input type="checkbox"/>					X		X	
8.8. Are <b>park facilities</b> impact fees established	<input type="checkbox"/>	<input type="checkbox"/>					X		X	

8. Services	Y	N	#2 - Mix Land Uses	#3 - Create a Range of Housing Opportunities and Choices	#5 - Encourage Community and Stakeholder Collaboration	#6 - Foster Distinctive, Attractive Communities with a Strong Sense of Place	#7 - Make Development Decisions Predictable, Fair, and Cost Effective	#8 - Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas	#9 - Strengthen and Direct Development Towards Existing Communities	#10 - Encourage Compact Building Patterns and Efficient Infrastructure Design
for new development?										
8.9. Are <b>other impact fees</b> established for new development?	<input type="checkbox"/>	<input type="checkbox"/>					X		X	
8.10. Are differential impact fees established to encourage infill or brownfield development?	<input type="checkbox"/>	<input type="checkbox"/>				X			X	

<b>COMMUNITY:</b>	
<b>DOCUMENTS REVIEWED:</b>	
<b>REVIEWED BY:</b>	
<b>DATE:</b>	

- end of form -

Smart Growth Code and Zoning Audit Version 1.0, 2007  
 by the Smart Growth Leadership Institute with key inputs from: Susan Weaver, Benjamin de la Pena, Bill Fulton, Tamar Shapiro, Harriet Tregoning, Ilana Preuss, Jessica Cogan-Millman, Deepak Bahl, Tridib Banerjee, John Bailey, Will Fleissig and Parris Glendening

## C. SPECIAL USE DISTRICTS AND ZONES

### Replicate for each identified Special Use Zone

Use this section for each special use district specified in your community's land use plan or policy documents. Replicate the audit for each identified special use district or zone. This section repeats several of the questions from the previous section but asks if they apply directly to the special district.

**Special land use districts may include (but are not limited to):** Mixed Use Districts, Historic Preservation Districts, Special Overlay Districts, Town Center or Main Streets Districts, Planned Unit Developments, Transit Oriented Developments, Traditional Neighborhood Districts

Use the top column to identify the specific district you are auditing.

9. [Specify Zone or District Here]	Y	N	Local Code and Zoning Regulations	Possible Improvements to Codes
9.1. Is vehicular and pedestrian connectivity to adjacent neighborhoods required?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.2. Is consideration given to the zone's relationship to other zones?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.3. Are there provisions for transitions between zones?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.4. Are there provisions for transitioning this zone/district to adjacent suburban neighborhoods?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.5. Is internal transportation and pedestrian connectivity considered?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.6. Is block length regulated?	<input type="checkbox"/>	<input type="checkbox"/>	•	•

9. [Specify Zone or District Here]	Y	N	Local Code and Zoning Regulations	Possible Improvements to Codes
9.7. Are density bonuses granted in this district/zone? (List conditions)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.8. Is more than one land use allowed in this zone? (List allowed uses)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.9. Is the vertical stacking of land use allowed? (e.g –residential on top of commercial)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.10. Is flex zoning <sup>7</sup> allowed in this district/zone?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.11. Are home occupations or commercial ventures allowed in this zone?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.12. Are space ratios (e.g. residential square footage to work area) established?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.13. Is the number of employees per square foot of workspace regulated?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.14. Are compatibility standards established for commercial ventures?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.15. Are compatibility standards established for home occupations?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.16. Are parking standards customized for the zone? How?	<input type="checkbox"/>	<input type="checkbox"/>	•	•

<sup>7</sup> **Flex Zoning** lets the developer or building owner to change the use of the building (assuming conformity to building codes for the new use) without the requiring a lengthy variance or approval process.

9. [Specify Zone or District Here]	Y	N	Local Code and Zoning Regulations	Possible Improvements to Codes
9.17. Are there provisions for <b>shared parking</b> ? <sup>8</sup>	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.18. Are there provisions for <b>joint parking</b> ? <sup>9</sup>	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.19. Is centralized parking allowed?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.20. Do parking standards prevent home occupation use or commercial use in this zone?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.21. Are density standards established?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.22. Are there requirements to provide a mix of housing units affordable to all income levels within this zone?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.23. Are accessory units allowed as of right?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.24. Are accessory units allowed by use permit?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.25. Are manufactured homes allowed in this zone as of right?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.26. Are manufactured homes allowed in this zone by use permit?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.27. Are floor area ratios (FAR)	<input type="checkbox"/>	<input type="checkbox"/>	•	•

<sup>8</sup> **Shared parking** – a parking facility use of which is allowed to two or more users based on different peak hours (e.g. businesses with peak patronage during the day, theaters and restaurants with peak patronage at night); promotes efficient use of space.

<sup>9</sup> **Joint parking**- a common parking facility designed for simultaneous use by two or more uses (e.g. municipal structures or lots; privately developed structures or lots); allows for off-site provision of parking.

9. [Specify Zone or District Here]	Y	N	Local Code and Zoning Regulations	Possible Improvements to Codes
severely limiting lot usage? (List how)				
9.28. Are set back requirements severely limiting lot usage? (List how)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.29. Are safety codes (primarily fire codes) restrictive? Do they effectively disallow commercial or home occupation uses?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.30. Are landscaping standards affecting efficient lot usage?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.31. Is public open space required?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.32. Is private open space required?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.33. Is consideration given to open space connectivity?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.34. Are different uses permitted in open space areas as of right? What uses?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.35. Are different uses permitted in open space areas by use permit? What uses?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.36. Are provisions made for cluster development?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.37. Are standards set for development scale or design elements? (List standards)	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.38. Are building frontage standards	<input type="checkbox"/>	<input type="checkbox"/>	•	•

9. [Specify Zone or District Here]	Y	N	Local Code and Zoning Regulations	Possible Improvements to Codes
established?				
9.39. Are there provisions for design compatibility with adjacent structures?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.40. Are there provisions for the preservation of historic structures?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.41. Are there special rehab codes that encourage the re-use of historic, old or abandoned buildings?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.42. Are restrictions placed on signage?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.43. Are view corridors and view sheds considered?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.44. Are proposed developments in this zone/district subject to a special review process?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.45. Does the special review process take longer than standard review process for other zones?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
9.46. Is there opportunity for public input in the special review process?	<input type="checkbox"/>	<input type="checkbox"/>	•	•
Y = Yes, N = No			Indicate if <b>Not Addressed</b>	Refer to <b>Suggested Standards</b>

- end of form -

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# Smart Growth Project Scorecard

Version 1.0 | December 1, 2007

Smart Growth Implementation Toolkit

## Growing Smarter

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Communities across the country are facing tremendous opportunities to shape their future and provide solutions to the most pressing local, national and global challenges of our time. Community leaders, serving as stewards of the future, have the power to change previous patterns of unsustainable growth and realize the benefits of smarter growth.

A growing number of local political, civic and business leaders understand that with smarter patterns of growth and development, our towns, counties and cities can enjoy the fruits of growth without the costs of poorly planned development. They understand that smart growth strategies can help communities to generate more jobs, enjoy a more stable tax base, provide more choice in the location and cost of housing and build a healthy economy while reducing our impact on the environment, securing our energy independence and creating safe and healthy neighborhoods for our children, our seniors and our families. They understand that communities that choose to grow smarter are also improving their ability to compete in the global marketplace for investments and talent.

While the challenge of building healthier and safer communities has not changed, the opportunities to move away from previous unsustainable patterns have increased. These opportunities are driven by dramatic demographic changes and shifting lifestyle preferences in our population and by a growing understanding of our shared responsibility for the future of our planet. At the same time, the prospect of ever lengthening commutes and rising gas prices is leading growing numbers of people to seek locations where they are not completely automobile-dependent. More and more people prefer neighborhoods where they can improve their health by choosing to walk or bike to the grocery store or shrink their “carbon footprint” (reduce their greenhouse gas emissions) by taking public transit to work or to school. They want to live where they can still be active citizens as they age and where their

children and grandchildren can enjoy healthy physical activity everyday.

Shortsighted planning sacrifices the long-term fiscal health of our communities — starving our established downtown businesses, overlooking existing investments in our older communities, eating up our farms and open spaces and damaging our environment. Many communities are envisioning an alternative future. They want to rebuild our existing communities and design new ones to better respond to the needs and preferences of their citizens. Getting there from where we are today can look like an overwhelming task because it asks community leaders to overhaul outdated plans. It requires rewriting laws and regulations to transform the existing development patterns.

The good news is that we can take advantage of the opportunities simply by allowing walkable, mixed-use development to happen in our communities. The tools in the Smart Growth Implementation Toolkit can help community leaders take the first step of removing the regulatory obstacles to smarter growth. The tools can help your community level the playing field to encourage development that meets your community’s goals and your citizens’ aspirations.

*If you are new to the ideas of Smart Growth,  
visit [smartgrowthtoolkit.net](http://smartgrowthtoolkit.net)  
to find more resources available for download  
as well as links to other helpful sites.*

## The Goals of Smart Growth

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Smart growth can help communities achieve their shared vision by building on these goals:

### ***Healthier, Safer Communities***

The central goal of any smart growth plan or project is to improve the quality of the neighborhoods where we live. Our efforts should make our communities healthier, safer, more convenient, more attractive and more affordable.

### ***Protecting the Environment***

Neighborhoods designed to reduce our dependence on automobiles also reduce our impact on the environment. By creating streetscapes that encourage walking or biking, we create opportunities for individuals to reduce their carbon footprint.

### ***Better Access, Less Traffic***

Mixing land uses, clustering development, and providing multiple transportation choices helps us to encourage healthier lifestyles, manage congestion, pollute less and save energy.

### ***Thriving Cities, Suburbs And Towns***

By guiding development to existing towns and cities, we maximize our investments in transportation, schools, libraries and other public services. Our public dollars can serve the communities where people live today.

### ***Shared Benefits***

Building a comprehensive transportation system and locating jobs and accessible housing within reach of each other expands opportunities for all income levels.

### ***Lower Costs, Lower Taxes***

Taking advantage of existing infrastructure keeps taxes down. Convenient transportation choices also reduce our household

transportation costs, leaving our families with more money for other needs.

### ***Keeping Open Space Open***

Protecting our natural resources creates healthier air and cleaner drinking water. From forests and farms to wetlands and wildlife, let us pass on to our children the landscapes we love.

In practice, smart growth implementation is shaped by ten principles:

1. Provide a Variety of Transportation Choices
2. Mix Land Uses
3. Create a Range of Housing Opportunities and Choices
4. Create Walkable Neighborhoods
5. Encourage Community and Stakeholder Collaboration
6. Foster Distinctive, Attractive Communities with a Strong Sense of Place
7. Make Development Decisions Predictable, Fair and Cost Effective
8. Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas
9. Strengthen and Direct Development Towards Existing Communities
10. Take Advantage of Compact Building Design and Efficient Infrastructure Design

## The Smart Growth Implementation Toolkit

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The **Smart Growth Implementation Toolkit** is a set of practical tools to help your community grow smarter. It will help you untangle the thicket of policies and procedures that get in the way of smarter growth and sustainable development. The **Smart Growth Leadership Institute** developed the tools through a four-year technical assistance program funded by the **U.S. Environmental Protection Agency**.

The tools are designed to help communities that are committed to (or are exploring) smart growth but struggle with implementation, with building support, with identifying the most problematic policies and with other issues that typically accompany a major change in development practice.

The tools will check if your community's policies and regulations are creating safer, healthier, more livable neighborhoods. They will examine whether the policies, codes, zoning and development requirements are helping your community to protect the environment and reduce energy consumption and if they are expanding housing options, lowering household expenses and making full use of existing community investments. The tools can help the community reach its goals, its vision for the future, and help leaders discuss how to retain the great parts of the community while improving other parts.

Each tool may be used independently or in combination with others. Each user should customize the tools appropriately for local or regional use. The tools are intended to be templates. The tools include:

### **Quick Diagnostic**

The Quick Diagnostic is a simple flowchart that will help you to understand which of the Smart Growth Implementation Tools can best help your community.

### **Policy Audit**

The Smart Growth Policy Audit will help you assess whether existing land use and development policies align with your community's aspirations for its future.

### **Code and Zoning Audit**

The Smart Growth Code and Zoning Audit will help you check if the zoning codes and regulations in your community implement your vision for smarter growth.

### **Audit Summary**

The Smart Growth Audit Summary will help you summarize the findings from the Smart Growth Policy Audit and the Smart Growth Code and Zoning Audit, and help you to begin to prioritize the opportunities that are ripe for action.

### **Project Scorecard**

The Smart Growth Project Scorecard will help you to evaluate how closely a proposed development project adheres to your community's vision for smarter growth.

### **Incentives Matrix**

The Incentives Matrix for Smart Growth Projects will help you mobilize available incentives to encourage specific smart growth projects in your communities.

### **Strategy Builder**

The Smart Growth Strategy Builder will help you implement smart growth in your community by identifying the most promising avenues to lasting change. It will help you map the strengths, weaknesses, opportunities and challenges facing smart growth implementation in your community.

*You can download all these tools from  
[www.smartgrowthtoolkit.net](http://www.smartgrowthtoolkit.net)*

## About the Smart Growth Project Scorecard

The Smart Growth Project Scorecard will help you to measure the qualities of proposed development projects to see if they correspond to your community's vision for smarter growth. This tool will provide you with a way to evaluate any proposed project using very specific standards. It will help you identify the good qualities of the project as well as the qualities that could be improved.

### About its use

Depending on what your community needs, you can **use the whole scorecard** or you can **use segments of the scorecard**.

- You can use this tool as a **guide to understanding** how your community's vision for smarter growth can be expressed through very specific development standards.
- You can use this tool to **learn more about how each smart growth principle is expressed in specific (often physical) standards** and to identify the standards that best support each principle.
- You can use it to **measure one specific dimension** of a proposed project (such as street connectivity) to see how the project can be improved.
- You can use it **as a checklist that citizens can use within a stakeholder or community review process**, to discover the merits of proposed projects and to identify areas for improvement.
- You can use it as a way **to compare two or more competing projects**, to see which one can best fulfill your community's vision.
- You can use it **in a negotiation process** to see how a developer can improve their proposed project.
- You can use the scorecard **as a requirement that proposed projects must hurdle** before the community provides incentives.

- You can also use the scorecard as **a seal of good housekeeping** to recognize projects that fulfill your community's vision for smarter growth.

### Some caveats

If you are using this scorecard within your community's citizen and stakeholder participation process, then it should be used early in the process and should be integrated with the community's standard project approval process.

The community can use the scorecard to identify their concerns giving the developer enough time to adjust the designs of the project.

You should use the scorecard to **expedite the approval of projects that fulfill your community's vision**. Using the scorecard in the approval process does not make sense unless the scorecard makes it easier for developers to build smart growth projects. The scorecard should speed up the process, not delay it. **This tool does not provide an overall scoring or weighting system.**

Your community can choose to create its own scoring system based on your community's priorities.

*Visit the [www.smartgrowthtoolkit.net](http://www.smartgrowthtoolkit.net)  
to find more resources and links to other helpful sites.*

## How to use the Smart Growth Code and Zoning Audit

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### Preparation

You will need as much information as you can get about the proposed project (including maps, plans and street and building designs).

Provide the scorecard to the developer ahead of the review (and preferably very early in the project development process) so the developer understands the standards by which your community will measure their proposal.

You may choose to discuss the scorecard with the developers to clarify the standards and your community's expectations.

Your community can choose to emphasize specific sections of the scorecard in its evaluation process to highlight important elements.

You can choose to emphasize the section on *Environmental Protection* for projects located in environmentally sensitive areas or choose *Pedestrian Safety, Streetscapes and Parking* for projects within designated downtowns, town or village centers. (Your community can choose to require that the project meet only *Excellent* standards in these categories.)

Emphasizing or de-emphasizing sections of the scorecard should be based on the community's long-range land use plan or the comprehensive plan or the community's general or master plan.

***If you are using the scorecard to help developers improve their project proposals or achieve a set standard to receive incentives, then you should apply the scorecard several times to measure where the proposal has improved and to identify elements that still need to be addressed.***

### Organization

This tool is organized into eight sections:

- A. Location and Service Provision
- B. Density and Compactness
- C. Diversity of Use
- D. Diversity of Housing
- E. Accessibility, Mobility and Connectivity
- F. Pedestrian Safety, Streetscapes and Parking
- G. Environmental Protection
- H. Community Needs and Local Development

These eight sections reflect the basic smart growth concepts: that growth should be directed towards existing communities, and away from designated agricultural, open space, cultural and environmentally sensitive areas; and, that development should occur at densities that reduce patterns of sprawling land consumption and encourage walking or biking.

Each section will list a set of questions to "ask" about the project, and each question will list specific project characteristics that are rated as *Poor, Good, Very Good* or *Excellent* depending on how closely the characteristics adhere to the principles of smart growth.

There is a matrix at the end of the tool to help you summarize the results of the scorecard.

*Visit the [www.smartgrowthtoolkit.net](http://www.smartgrowthtoolkit.net) to find more resources and links to other helpful sites.*

## A. LOCATION AND SERVICE PROVISION

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Growing smarter means we locate development where infrastructure and services are already developed and have capacity or where infrastructure is already planned that will provide adequate capacity. Doing so saves taxpayers money and maximizes the benefits of public investment. Steering development toward established places can help to revitalize neighborhoods that are languishing. It saves government funds by avoiding the unnecessary expenses of recreating or expanding roads, water and sewer capacity and schools.

Growing smarter means we encourage development on vacant or underused land, redevelop derelict properties, rehabilitate industrial “*brownfield*” sites, and adapt and reuse our old and historic structures. Doing so not only strengthens our existing communities, but also helps us to care for our natural environment and preserve it for future generations.

The location of a project within a metropolitan region is critical because even projects designed to be compact and walkable can have unwanted impacts on transportation systems and natural areas if they are dependent on overburdened roads, or are disconnected from the transit system, or require unnecessary destruction of irreplaceable farms or forests.

### 1. How well does the project's location reinforce and logically extend existing and planned development?

<b>Poor</b>	<i>Project is on a greenfield site, is not zoned and/or planned for development and is not located adjacent to any areas already developed or zoned for development.</i>	<input type="checkbox"/>
<b>Good</b>	<i>Project is on a greenfield site but the site is contiguous to already developed areas. Or, the project is not adjacent to any areas already developed but the site is zoned for development at a minimum net density of 5 dwelling units/acre<sup>1</sup> or at a minimum FAR<sup>2</sup> of 0.5.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>Project is on a site zoned for development at net densities of 5 DU/acre or at a minimum FAR of 0.5 and is contiguous to areas already developed or zoned for development.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>Project is on a site zoned for development and is, either infill (surrounded by development at net densities of 5 DU/acre or at a minimum FAR of 0.5); or, the project redevelops and increases the density of a previously developed site; or, the project redevelops a brownfield site or a site/location designated to receive federal, state or local assistance to support redevelopment.</i>	<input type="checkbox"/>

Note: Brownfields are typically former industrial sites that may have (or may be perceived to have) contamination issues. "Brownfield" is an environmental designation that is often adapted in state or federal regulations to define concomitant requirements for the reuse of the site (such as: stipulations for cleaning and remediation, the provision of state or federal funding for decontamination or the availability of incentives to encourage reuse).

Examples of federal or state designations that qualify a site for assistance include Designated Neighborhoods, Empowerment or Enterprise Zones, Main Streets, Local and National Historic Districts and Community Legacy sites.

<sup>1</sup> All density figures in the scorecard represent net density.

<sup>2</sup> Floor to Area Ratio.

**2. Is the project located at a site that the community or the local comprehensive plan<sup>3</sup> identifies as a priority area for development?**

<b>Poor</b>	<i>Project site is outside and not contiguous to and is more than a ¼ mile away from any area that the community (through the local comprehensive plan) has identified as a priority area for development.</i>	<input type="checkbox"/>
<b>Good</b>	<i>Project is contiguous to an area that the community (through the local comprehensive plan) has identified as a priority area for development and is within ¼ of a mile from existing developed areas.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>Project is within an area that the community (through the local comprehensive plan) has identified as a priority area for development.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>Project is within an area that the community (through the local comprehensive plan) has identified as a priority area for development and is within ¼ of a mile from existing developed areas.</i>	<input type="checkbox"/>

<sup>3</sup> This scorecard assumes your community has a local comprehensive plan and that the plan is in accordance with your community's vision for smarter growth.

### 3. Does the project location align with the community's long-range land use plan?<sup>4</sup>

<b>Poor</b>	<i>Project does not align with the community's long-range land use plan and proposes: development at lower densities than the long-range plan; or single-use development in areas designated for mixed-use development; or requires an expansion/extension of community services (water, sewer) not contemplated by the long-range plan.</i>	<input type="checkbox"/>
<b>Good</b>	<i>Project aligns with the community's long-range land use plan.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>Project aligns with the community's long-range land use plan and is contiguous to existing water/sewer and road infrastructure.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>Project aligns with the community's long-range land use plan and is located within ¼ mile of existing development.</i>	<input type="checkbox"/>

<sup>4</sup> This scorecard assumes that your community has a long-range land use plan and that the plan is in accordance with your community's vision for smarter growth.

**4. Does the project provide housing that is consistent with the growth and demand projections (demographic) for the area?**

<b>N.A.</b>	<i>Not applicable. Project does not provide housing.</i>	<input type="checkbox"/>
<b>Poor</b>	<i>The project provides housing at lower densities than programmed in the long-term land use plan.</i>	<input type="checkbox"/>
<b>Good</b>	<i>The project provides housing at lower densities but offsets this through a transfer of development rights to areas designated for higher density development.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>The project provides housing at densities that are consistent with the growth and demand projections for the area.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>The project provides housing at higher densities through the purchase/transfer of development rights.</i>	<input type="checkbox"/>

5. Does the project require an expansion or extension of the water service in the area?

<b>Poor</b>	<i>No water service is available and the project is NOT adjacent to areas currently served by water service infrastructure.</i>	<input type="checkbox"/>
<b>Good</b>	<i>The project site is in an area where the community already plans to extend water service and the public sector funding for the extension is programmed and available; or, the project provides its own infrastructure to collect rainwater for drinking and other uses.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>The project is within the water service area and public sector funds that will expand the capacity of the system to accommodate the project are available (and programmed); or, the project provides its own infrastructure to collect rainwater and reuses grey water for drinking, irrigation and other uses.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>The project is within the water service area and takes advantage of existing capacity in the network;<sup>5</sup> or, the project is within the water service area and expands the capacity of the existing network by using <b>Living Machines</b>,<sup>6</sup> constructed wetlands and other techniques to purify grey and/or black water for drinking, irrigation and other uses.</i>	<input type="checkbox"/>

<sup>5</sup> Most local jurisdictions have developed standards for measuring adequacy of existing public facilities and the impact of new development on capacity.

<sup>6</sup> **Living Machines** are a form of biological wastewater treatment designed to mimic the cleansing functions of wetlands.

6. Does the project require an expansion or extension of the sewer service in the area?

<b>Poor</b>	<i>No sewer service is available and the project will require individual septic fields for each lot.</i>	<input type="checkbox"/>
<b>Good</b>	<i>No sewer service is available but the project is adjacent to areas currently served by sewer infrastructure; or the project is in a planned service area, or in an area already programmed for expansion; or, the project provides its own infrastructure such as a packaged wastewater treatment plant that meets or exceeds local health or environment standards.<sup>7</sup></i>	<input type="checkbox"/>
<b>Very Good</b>	<i>The project is within the sewer service area and public sector funds that will expand the capacity of the sewer system to accommodate the project are available (and programmed); or, the project provides its own infrastructure to purify and reuse grey and black water for drinking, irrigation and other uses.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>The project is within the sewer service area and takes advantage of existing capacity in the network; or, the project is within the sewer service area and expands the capacity of the existing network by using <b>Living Machines</b>,<sup>8</sup> constructed wetlands and other techniques to purify grey and/or black water for drinking, irrigation and other uses.</i>	<input type="checkbox"/>

<sup>7</sup> Consider the possible negative environmental impacts of the proposed packaged wastewater treatment plants on local water quality before awarding this rating.

<sup>8</sup> **Living Machines** are a form of biological wastewater treatment designed to mimic the cleansing functions of wetlands.

### 7. Will the project require an expansion of school capacity?

<b>Poor</b>	<i>School capacity is not available and the project targets segments of the housing market likely to need school services (i.e. –households that have or generate school-aged children).</i>	<input type="checkbox"/>
<b>Good</b>	<i>Existing capacity is not available but capacity is planned by the school district within the project’s development time frame or the project targets segments of the housing market not likely to need school services (i.e. –empty nesters or single-person households); or the project provides new and adequate school facilities.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>Existing capacity is not available, but expanded capacity (that can accommodate the school children likely to live in the project) is planned by the school district, and public funds are available and already programmed; or the project provides new and adequate school facilities (within the project boundaries) that are within walking distance of most residential areas in the community where the attending school children will likely come from.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>School capacity is available and, for projects likely to attract families with children as residents, project is within walking distance from existing schools where the children residing in the project are likely to attend.</i>	<input type="checkbox"/>

8. Will the project require an expansion of school transportation services?<sup>9</sup>

<b>Poor</b>	<i>Project is not within the coverage of current school bus routes. Project requires a significant expansion of the school bus route and is likely to increase the operating costs of the existing school bus system.</i>	<input type="checkbox"/>
<b>Good</b>	<i>Project is within ¼ mile of the current school bus routes. Project provides safe walking routes to the existing bus routes and the existing school bus service has adequate capacity.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>Project is within the existing school bus routes and the existing school bus service has adequate capacity.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>Project is within walking distance from existing schools where the children residing in the project are likely to attend. Additionally, the project plans demonstrate how children can walk safely to school.</i>	<input type="checkbox"/>

<sup>9</sup> Consider this criterion only if the project is likely to generate school aged children.

**9. Does the proposed project adversely impact the fiscal health of local or other government entities?**

This criterion may not be appropriate for certain public uses or projects utilizing publicly sponsored incentives to promote certain kinds of development.

<b>Poor</b>	<i>Considering both revenues<sup>10</sup> and expenditures, the project will be a fiscal loss to the community and other government entities.</i>	<input type="checkbox"/>
<b>Good</b>	<i>Considering both revenues and expenditures, the project will be fiscally neutral to the community and other government entities.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>Considering both revenues and expenditures, the project will be fiscally positive for the community and other government entities.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>Considering both revenues and expenditures, the project will be significantly fiscally positive to the community and other government entities</i>	<input type="checkbox"/>

Note: This criterion favors projects with commercial uses (either single use or mixed uses). Balance this criterion against the criteria set in sections C, Diversity of Use, and D, Diversity of Housing.

<sup>10</sup> Caution should be taken when considering impact fees in the equation. Ideally, revenues and expenditures should be considered in the long-term, e.g. –future revenue streams vs. future operating and capital expansion costs.

## B. DENSITY AND COMPACTNESS

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Growing smarter means we encourage energy efficiency and consume less land (and leave more for future generations) by encouraging higher density development and compact building patterns. We lower our municipal costs and keep our tax rates down by reducing the footprint of needed infrastructure and services.

Density is context driven. The density appropriate to a rural village or suburb may not be appropriate to a town or city center, and vice versa. Local governments plan for certain densities through their zoning, with an eye to having these areas accommodate a certain amount of growth in the future. Failure to meet these “as-of-right” zoning densities results in inefficient land consumption and outward development pressures.

Sites served by high-capacity transit, such as rail or bus rapid transit, are especially suited to higher densities. Establishing minimum densities in these areas helps ensure higher transit ridership and accommodates a significant share of expected growth in a compact footprint.<sup>11</sup>

Compact building patterns address the efficient use of space through the design and location of development on a given site. Measures for compact development can include clustering,<sup>12</sup> minimizing the coverage of areas devoted to parking and reducing setbacks or road widths. Again, because of the range of project types and locations, this scorecard looks less to absolute numbers and more towards a project’s relationship to existing zoning, codes and plans.

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<sup>11</sup> *Your community should revisit and revise your prescribed densities if the zoning did not take into account current or future transit investments.*

<sup>12</sup> *Clustering is a technique to preserve larger contiguous areas of open space by locating developed areas more closely together.*

**10. Is the project developed at planned densities?**

<b>Poor</b>	<input type="checkbox"/> <b>Residential:</b> <i>Less than 4 d.u./acre<sup>13</sup> and/or less than 80% of as-of-right zoning.</i> <input type="checkbox"/> <b>Non-Residential:</b> <i>Less than a FAR<sup>14</sup> of 0.4.</i>	<input type="checkbox"/>
<b>Good</b>	<input type="checkbox"/> <b>Residential:</b> <i>Equal to or greater than 4 d.u./acre and within 80% of as-of-right zoning.</i> <input type="checkbox"/> <b>Non-Residential:</b> <i>Equal to or greater than a FAR of 0.4 and 80% of as-of-right zoning.</i>	<input type="checkbox"/>
<b>Very Good</b>	<input type="checkbox"/> <b>Residential:</b> <i>Equal to or greater than 4 d.u./acre and within 90% of as-of-right zoning.</i> <input type="checkbox"/> <b>Non-Residential:</b> <i>Equal to or greater than a FAR of 0.4 and 80% of as-of-right zoning</i>	<input type="checkbox"/>
<b>Excellent</b>	<input type="checkbox"/> <b>Residential:</b> <i>Equal to or greater than 4 d.u./acre and meets or exceeds<sup>15</sup> as-of-right zoning.</i> <input type="checkbox"/> <b>Non-Residential:</b> <i>Equal to or greater than a FAR of 0.4 and meets or exceeds of as-of-right zoning.</i>	<input type="checkbox"/>

The scorecard looks at density per net buildable acre, excluding rights of ways, parks and other public tracts. Ideally, the project should increase density over as-of-right provisions through density bonuses or the transfer of development rights.

<sup>13</sup> Dwelling Unit. Figures represent net density.

<sup>14</sup> Floor to Area Ratio

<sup>15</sup> Density is increased through density bonuses given in return for the project's provision of public amenities or through a transfer of development rights.

### 11. Does the project plan minimize areas devoted to parking?

<b>Poor</b>	<ul style="list-style-type: none"> <li>■ <i>All Commercial: more than 5 parking spaces per 1000 gross square feet of building area</i></li> <li>■ <i>Residential: more than 2 parking spaces per dwelling unit</i></li> </ul>	<input type="checkbox"/>
<b>Good</b>	<ul style="list-style-type: none"> <li>■ <i>All Commercial: 3-5 parking spaces per 1000 gross square feet of building area</i></li> <li>■ <i>Residential: 1.5 to 2 parking spaces per dwelling unit</i></li> </ul>	<input type="checkbox"/>
<b>Very Good</b>	<ul style="list-style-type: none"> <li>■ <i>All Commercial: 2-3 parking spaces per 1000 gross square feet of building area</i></li> <li>■ <i>Residential: 1 to 1.5 parking spaces per dwelling unit</i></li> </ul>	<input type="checkbox"/>
<b>Excellent</b>	<ul style="list-style-type: none"> <li>■ <i>All Commercial: less than 2 spaces per 1000 gross square feet of building area</i></li> <li>■ <i>Residential: less than 1 parking space per dwelling unit.</i></li> </ul>	<input type="checkbox"/>

#### Notes:

- All on-street parking must be counted towards the parking requirement.
- Building-by-building on-site parking requirements should not be used. Instead, the project should be allowed to meet the parking requirement anywhere within ¼ mile distance of the used served (including municipal lots and on-street parking).
- The use of structural parking moves a project up one ranking.

**12. Does the project meet or reduce the on-site parking requirements with the inclusion of on-street parking and/or with complimentary parking strategies such as shared<sup>16</sup> or joint<sup>17</sup> parking?**

<b>Poor</b>	<i>Project does not provide street parking and project does not attempt to reduce parking requirements</i>	<input type="checkbox"/>
<b>Good</b>	<i>Project meets its parking requirements with on-street parking. Some of the parking requirements are met through the provision of joint or shared parking spaces.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>Project meets its parking requirements with on-street parking. A majority of the parking requirements are met through the provision of joint or shared parking spaces.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>Project meets its parking requirements with on-street parking. A majority of the parking requirements are met through the provision of joint or shared parking spaces. In addition, project uses a demand-driven parking fee schedule<sup>18</sup> for on-street parking (metered) and for parking facilities.</i>	<input type="checkbox"/>

<sup>16</sup> **Shared parking** – a parking facility use of which is allowed to two or more users based on different peak hours (e.g. businesses with peak patronage during the day, theaters and restaurants with peak patronage at night); promotes efficient use of space.

<sup>17</sup> **Joint parking**- a common parking facility designed for simultaneous use by two or more uses (e.g. municipal structures or lots; privately developed structures or lots); allows for off-site provision of parking.

<sup>18</sup> Parking and parking meter fees vary with demand based on time of day and/or day of week. Also, base price is calibrated to maintain only 20% vacancy.

### 13. Does the project plan achieve the smallest possible development footprint?

<b>Poor</b>	<i>Overall, the project design <b>only meets</b> the as-of-right minimum development footprint<sup>19</sup> for roads, parking, setbacks, buildings and lot sizes.</i>	<input type="checkbox"/>
<b>Good</b>	<i>The project design <b>goes below</b> the as-of-right minimum development footprint for a significant amount of the roads, parking, setbacks, buildings and lot sizes.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>The project design <b>goes below</b> the as-of-right minimum development footprint for <b>all</b> of the roads, parking, setbacks, buildings and lot sizes.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>Overall project design <b>goes significantly below</b> the as-of-right minimum requirements for roads, parking, setbacks, buildings and lot sizes; project also uses clustering and/or phasing for increasingly compact design.</i>	<input type="checkbox"/>

Evaluation should consider the difference between as-of-right minimum development footprint requirements and those proposed by the project. Also consider these how these design strategies are used throughout the project:

- Development is clustered to provide the same or higher density with large areas of open space.
- Lot sizes are minimized.
- Roads and parking areas use the minimum allowable widths and sizes.
- Buildings are located at setbacks, or setbacks are reduced through variances.
- Project is designed to allow future phases that will increase density or provide more compact development.

<sup>19</sup> **Development footprint** - the area of land covered by a structure or paving such as a building, roads or parking lot. Often expressed as a percentage of total land area (e.g. -30%)

## C. DIVERSITY OF USE

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Growing smarter means we create walkable neighborhoods by mixing land uses. By building stores, offices and residences next to (or on top of) each other in appropriate locations, we allow people to work, shop and enjoy recreation close to where they live. Mixing land uses makes walking more attractive and convenient (encouraging healthier lifestyles) and also protects the environment and conserves energy by reducing our dependence on cars.

Since the 1920's, Euclidean zoning<sup>20</sup> has promoted highly segregated single-use areas. Together with auto-oriented design strategies, this approach has made it difficult to reach daily uses (such as work or shopping) by anything other than a car, and/or to fulfill several needs with one trip.

Growing smarter means supporting a mixture of land uses to create multiple destinations that are within walking distance<sup>21</sup> of each other. This helps our households minimize the number and length of their car trips, helping them to save on fuel and lower their household expenses.

Project scale is important. An infill apartment building, although a single use, may add to the mix of uses in a block. A very large project may have many different kinds of uses, but these uses might occur in single use areas physically separated from other uses --*multiple*, rather than mixed, use. Very large projects may have a mixture of single use areas and mixed-use areas.

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<sup>20</sup> Named for the type of zoning code adopted in the town of Euclid, Ohio. Euclid is the site of the 1926 case **Village of Euclid, Ohio v. Ambler Realty Co.**, in which the Supreme Court decided the Village of Euclid acted constitutionally and within its police power by establishing zones for varying intensities of land use. Also known as "Building Block" zoning, Euclidean zoning is characterized by the segregation of land uses into specified geographic districts and dimensional standards stipulating limitations on the magnitude of development activity that is allowed to take place on lots within each type of district. (Wikipedia, 2007)

<sup>21</sup> A one-quarter (1/4) mile distance, which translates to a 10 minute walk, is frequently used as a reasonable one-way trip distance for walkability.

**14. Does the project provide a mix of land uses? For single-use projects, does it add to the diversity of uses within ¼ mile?**

When considering the mix of land uses, refer to this list:

- Single family detached housing
- Small lot single family detached housing
- Single family rowhouses
- Condominiums
- Rental units
- Grocery/convenience shopping
- Restaurant/entertainment
- Significant office
- Recreational/community facility
- Park/playing fields
- School/day care
- Religious or other institutional

<b>Poor</b>	<i>Provides single use that is prevalent in surrounding neighborhood.</i>	<input type="checkbox"/>
<b>Good</b>	<i>For small projects, provides a single use that IS NOT prevalent in the surrounding neighborhood (within ¼ of a mile from the project). For large projects, provides at least four (4) of the above uses within ¼ mile of each other.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>For small projects, provides at least two uses that ARE NOT prevalent in the surrounding neighborhood (within ¼ of a mile from the project). For infill projects, provides at least two of the above uses. For large projects, provides at least six of the above uses.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>For small projects, provides at least four uses that ARE NOT prevalent in the surrounding neighborhood (within ¼ of a mile from the project). For infill projects, provides at least two uses and one of the uses is NOT prevalent in the surrounding neighborhood (within ¼ of a mile from the project). For large projects, provides at least 8 of the above uses.</i>	<input type="checkbox"/>

Note: "Large" projects are 10 or more acres.

**15. Does the project physically mix uses or types within the site or within the adjacent (1/4 mile) neighborhood?**

When considering the mix of land uses, refer to this list:

- Single family detached housing
- Small lot single family detached housing
- Single family rowhouses
- Condominiums
- Rental units
- Grocery/convenience shopping
- Restaurant/entertainment
- Significant office
- Recreational/community facility
- Park/playing fields
- School/day care
- Religious or other institutional

<b>Poor</b>	<i>Uses are separated into homogenous clusters.</i>	<input type="checkbox"/>
<b>Good</b>	<i>Different uses are located within ¼ mile of each other and can be easily accessed on foot.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>Different uses are located on adjacent blocks and can be easily accessed on foot.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>Different uses are located along the same street (within 300-500 feet) and/or within a block; and/or different uses are vertically mixed in a single building.</i>	<input type="checkbox"/>

## D. DIVERSITY OF HOUSING

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Growing smarter means we provide a diversity of housing options. Not everyone has the same housing wants or needs. Some singles prefer to rent small apartments, young couples need starter homes, empty nesters look for a condominium close to town and retirees need a caring community. Our neighborhoods should offer a range of options: single-family houses of various sizes, duplexes, garden cottages, apartments, condominiums, affordable homes for low or fixed-income families, “granny flats” for empty nesters, and accommodations for dependent elders.

Our teachers, police officers, firefighters and others who do important work for our community should be able find homes they can afford within the community.

The citizens of our communities should also be able to continue living close to their families and friends even as their life-stages and needs (including the need to work from home) change.

Growing smarter means valuing projects that provide and expand the range of housing opportunities and choices for all of our citizens.

**16. Does the project provide different housing types and/or does it increase the diversity of housing options in the immediate (1/4 mile) neighborhood?**

When considering the mix of housing types, refer to this list:

- Single family detached
- Small lot, single family detached
- Single family attached
- Condominiums
- Apartments
- Senior housing

<b>Poor</b>	<i>For large projects (over 50 units), provides a single type of housing and same housing type that is prevalent in the surrounding neighborhood.</i>	<input type="checkbox"/>
<b>Good</b>	<i>Provides two housing types or provides a single housing type but adds a new housing type to surrounding neighborhood.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>Provides three housing types.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>Provides four housing types.</i>	<input type="checkbox"/>

**17. Does the project provide a variety of housing prices accessible to different income levels and/or increase the diversity of housing prices in the immediate (1/2 mile) neighborhood and/or does it provide workforce housing?**

To provide a rough calculation of the gradations between price point levels, look at income levels using various percentages of the Adjusted Area Median Income<sup>22</sup> (AMI) for a family of four in the county. No more than thirty percent (30%) of pre-tax household income should be allocated towards housing<sup>23</sup> for any income level.

Use the following breakpoints for income levels:

80% or less of AMI | 80% to 120% of AMI | 120% to 180% of AMI | 180% or more of AMI

Multiply each figure above by 30% to get the price point that is the acceptable annual cost of housing (mortgage or rent) for that income level.

For example, if the Adjusted Area Median Income for a family of four in your county is \$ 40,000, then housing available to families earning 80% of AMI (\$ 32,000) should cost the household no more than \$ 9,600 a year in mortgage payments or rent. Workforce housing is housing that your local firefighters, police, teachers, nurses and other civil servants can afford. In some places, people in these occupations may earn *80% or less of AMI*.<sup>24</sup>

<b>Poor</b>	<i>For large projects (over 50 units), provides single housing price option that is similar to housing prices in the immediate neighborhood.</i>	<input type="checkbox"/>
<b>Good</b>	<i>Provides single housing price option but adds a new housing price option to surrounding neighborhood</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>Provides two to four housing price options.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>Provides four (or more) housing price options.</i>	<input type="checkbox"/>

<sup>22</sup> The **Adjusted Area Median Income** is the Area Median Income adjusted by HUD for family size and it is used to determine eligibility for their various programs

<sup>23</sup> US Department of Housing and Urban Development (HUD)

<sup>24</sup> The Bureau of Labor Standards provides an online list of lists occupational wages for the nation, counties and MSAs at [http://www.bls.gov/oes/oes\\_dl.htm](http://www.bls.gov/oes/oes_dl.htm)

**18. Does the project physically mix housing types and/or price levels within the project or within the adjacent (1/4 mile) neighborhood?**

<b>Poor</b>	<i>Housing types/prices are separated into homogenous clusters.</i>	<input type="checkbox"/>
<b>Good</b>	<i>Different types/prices are located within ¼ mile of each other and can be easily accessed on foot.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>Different types/prices are located on adjacent blocks and are easily accessed on foot.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>Different types/prices are located along the same street (within 300-500 feet) or are mixed in the same building.</i>	<input type="checkbox"/>

**19. Are at least 10% of the residential units provided by the project affordable (less than 120% of AMI x 30%), or at a price level or type that meets an explicitly stated housing goal of the local government?**

Score as either N/A or excellent.

<b>N.A.</b>	<i>Not applicable.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>At least 10% of the residential units are affordable or at a price level or type that meets an explicitly stated housing goal of the government.</i>	<input type="checkbox"/>

## **E. ACCESSIBILITY, MOBILITY AND CONNECTIVITY**

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Growing smarter means we provide a variety of transportation options – like safe and reliable public transportation, sidewalks, bike paths and walking trails –promotes and improves our health, conserves energy and safeguards the environment. We can only reduce our dependency on automobiles if there are other attractive and convenient ways to get where we want to go.

There are also many members of our communities who can't drive or don't have access to a car. Providing transportation options creates communities where our seniors, young people below driving age, and the disabled can all live comfortably.

Accessibility means that residents and workers in a given area can find shops, restaurants, services and other daily needs in close proximity, or by means of transit or a short car trip. Connectivity means minimizing the obstacles and barriers to reaching nearby destinations by the most efficient pedestrian, bicycle or vehicle route. Typical barriers include overly large arterial roads that are hard to cross on foot or streets that dead-end rather than connecting in a network. Projects should take advantage of existing or proposed transit, or they should provide transit facilities that will logically extend and support the existing transit service.

**20. Are frequently visited uses within 1/2 mile of the proposed project?**

Frequently visited uses include the following:

- Housing
- Grocery/convenience shopping
- Restaurant/entertainment
- Significant office
- Recreational
- School/day care
- Religious or other institutional

<b>Poor</b>	<i>None or only one frequently visited use is within 1/2 mile of the majority of the project. Or, there are physical barriers that effectively prevent access to frequently visited uses without use of a car (such as high speed roadway or highway).</i>	<input type="checkbox"/>
<b>Good</b>	<i>Two to four frequently visited uses are within 1/2 mile of the majority of the project.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>Five or more frequently visited uses are within 1/2 mile of the majority of the project.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>Five or more frequently visited uses are within <b>1/4 mile</b> of the majority of the project and most are accessible on foot.</i>	<input type="checkbox"/>

**21. Will the majority of the residents or employees in the proposed project safely and reasonably reach existing or planned public transit service without a car (either by walking, biking or using a shuttle)?**

<b>Poor</b>	<i>There is no available transit service, or most of the people in the project (residents or employees) will not be able access existing or planned transit facilities without a car.</i>	<input type="checkbox"/>
<b>Good</b>	<i>Transit service that provides a direct and efficient route to likely destinations is available and is accessible to a majority of people (residents or employees) in the project even without a car. Or, transit service is not currently available, but an existing service plan or TDP<sup>25</sup> will provide accessible service to the majority of people in the project. Funds are available and already programmed to implement the service plan or TDP.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>Existing transit service provides a direct and efficient route to likely destinations and transit facilities are located within a ½ mile of the project. The transit service is accessible to a majority of people (residents or employees) in the project even without a car.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>Project extends and supports existing transit service by providing transit facilities within the project. Transit service provides a direct and efficient route to likely destinations. Transit facilities are located within a ¼ mile radius of the majority of people in the project and are accessible on foot.</i>	<input type="checkbox"/>

Note: To provide effective alternatives to private car use, transit services should run frequently, providing services at 15 minute intervals particularly during rush hour. Projects that offer connecting shuttle services should run the shuttle at the same intervals as the transit service.

<sup>25</sup> *Transportation Development Plan*

**22. Does the project interconnect the surrounding street system and does it provide an interconnected internal street network?  
Does it improve connectivity for pedestrians and for all forms of transport?**

<b>Poor</b>	<i>The project is accessible from surrounding development only through one or two arterial road connections. Addresses within the project can only be reached through one or two internal collector roads.</i>	<input type="checkbox"/>
<b>Good</b>	<i>The project is accessible from surrounding development through several arterial and non-arterial road connections and through bicycle and pedestrian connections. (With connections occurring, on the average, more than 600 feet apart.) Addresses within the project can be reached through several interconnected main roads and arterials.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>The project is accessible from surrounding development through several arterial and non-arterial road connections and through bicycle and pedestrian connections. (With connections occurring, on the average, every 600 feet or less.) The internal road network is a grid (or warped grid), is highly interconnected and provides multiple route options to get to any address within the project. Additionally, all roads within the project are designed for speeds rated safe for pedestrians and bikers<sup>26</sup> and project plans explicitly provide for bike lanes on all major roadways.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>The project plan takes every road that abuts its boundaries,<sup>27</sup> brings it in and through the project and connects it into the internal road network. The project street plan also provides for future connections with adjacent as yet undeveloped properties. The internal road network is a grid (or warped grid), is highly interconnected and provides multiple route options to get to any address within the project. The internal road system also provides multiple pedestrian and bicycle connections to addresses within the project and to the surrounding areas. All roads within the project are designed for speeds rated safe for pedestrians and bikers<sup>28</sup> and project plans explicitly provide for bike lanes on all major roadways. Additionally, the development will potentially expand and interconnect existing transit networks.</i>	<input type="checkbox"/>

<sup>26</sup> See section on Pedestrian Safety, Street Design and Parking (#25).  
<sup>27</sup> Consider restrictions such as wetlands or other sensitive environmental areas.  
<sup>28</sup> See section on Pedestrian Safety, Street Design and Parking

**23. Does the street plan avoid cul-de-sacs and promote connectivity?**

<b>Poor</b>	<i>Most streets are cul-de-sacs, or complete blocks (with through streets on all four sides) average over 2000 feet in perimeter.</i>	<input type="checkbox"/>
<b>Good</b>	<i>Few streets are cul-de-sacs, and complete blocks (with through streets on all four sides) average between 1600 feet and 2000 feet in perimeter.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>No streets are cul-de-sacs, and blocks average less than 1600 feet in perimeter.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>Additionally, mid-block pedestrian paths are provided through all blocks longer than 500'.</i>	<input type="checkbox"/>

**24. Does the project provide easy pedestrian access to parks and public open spaces?**

<b>Poor</b>	<i>No active parks or pocket parks within safe walking distance.</i>	<input type="checkbox"/>
<b>Good</b>	<i>Safe 1-mile walk to active park, safe 1/4-mile walk to pocket park.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>Safe 1/2-mile walk to active park, safe 1/4-mile walk to pocket park.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>Safe 1/4-mile walk to active park, safe 1/8-mile walk to pocket parks.</i>	<input type="checkbox"/>

Safe walk = via sidewalks or walking trails, preferably without crossing large (high speed) arterials.

## **F. PEDESTRIAN SAFETY, STREETSCAPES AND PARKING**

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Growing smarter means we create walkable neighborhoods that have streets and streetscapes designed for the safety and comfort of the pedestrian and where bike riders can safely share the road with vehicles.

Such streets are safer and healthier for our seniors and our children, who can walk or bike without having to dodge high-speed traffic.

Creating a walkable environment, where it is possible to accomplish more with less driving, requires accommodating the movement of vehicles while also creating an inviting environment for people-powered transport. Important design elements include street widths that minimize crossing distances for pedestrians, street trees to provide shade, locating parking to the rear or side of buildings, rather than in front, as well as myriad architectural and landscape features that create interest for people. The placement and operation of parking also are important.

**25. Does the project promote safe environments for pedestrians by using appropriate road design speeds and appropriate street widths?**

<b>Poor</b>	<p><i>Streets have design speeds of greater than 35 MPH, sidewalks are frequently crossed by drives, and curb-return radii exceed 25 feet.</i></p> <p><i>Driving lanes are more than 11 feet wide and parking lanes are more than 8 feet wide, measuring curb-face to curb-face.</i></p>	<input type="checkbox"/>
<b>Good</b>	<p><i>Streets have design speeds of 30-35 MPH, sidewalks are sometimes crossed by drives, and curb-return radii are between 20 feet and 25 feet.</i></p> <p><i>Driving lanes are 10-11 feet wide and parking lanes are 7- 8 feet wide, measuring curb-face to curb-face.</i></p>	<input type="checkbox"/>
<b>Very Good</b>	<p><i>Streets have design speeds of 25-30 MPH, sidewalks are rarely crossed by drives, and curb-return radii are between 15 feet and 20 feet.</i></p> <p><i>Driving Lanes are 10 feet wide and parking lanes are 7 feet wide, measuring curb-face to curb-face.</i></p>	<input type="checkbox"/>
<b>Excellent</b>	<p><i>On heavily trafficked streets, driving lanes are 10 feet wide and parking lanes are 7 feet wide, measuring curb-face to curb-face.</i></p> <p><i>On less heavily trafficked streets, driving lanes are 8 feet wide and parking lanes are 7 feet wide, measuring curb-face to curb-face. Multiple-lane one-way streets are avoided.</i></p>	<input type="checkbox"/>

**26. Are the local streets in single-family residential areas designed for safety?**

Use these standards for streets that are meant to carry only local traffic and serve areas dominated by single-family (attached or detached) housing units. Thoroughfares in these areas may be designed as *queuing streets*<sup>29</sup> in which one or two 7 foot-wide parking lanes flank a shared two-way, 12 foot-wide travel lane.

<b>Poor</b>	<i>Queuing streets are not provided.</i>	<input type="checkbox"/>
<b>Good</b>	<i>Queuing streets are not provided, but local single-family thoroughfares have driving lanes that are less than 10 feet wide and parking lanes are 7- 8 feet wide, measuring curb-face to curb-face.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>Queuing streets are provided, but not consistently.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>Queuing streets are provided for all local thoroughfares serving single-family housing units.</i>	<input type="checkbox"/>

**27. Is the project pedestrian friendly? Does it provide adequate sidewalks?**

<b>Poor</b>	<i>Few or no sidewalks are provided in the project.</i>	<input type="checkbox"/>
<b>Good</b>	<i>Every street has a sidewalk on at least one side, and the sidewalk is at least 5 feet wide.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>Every street has a sidewalk on both sides, and sidewalks are at least 5 feet wide.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>Every street has a sidewalk on both sides. Residential-fronting sidewalks are at least 5 feet wide, and commercial-fronting sidewalks are at least 12'-wide.</i>	<input type="checkbox"/>

<sup>29</sup> Refer to the American Association of State Highway and Transportation Officials (AASHTO) Green Book.

**28. Does the project encourage walking through the provision of trees and tree cover?**

<b>Poor</b>	<i>Sidewalks are not provided with regular tree cover.</i>	<input type="checkbox"/>
<b>Good</b>	<i>Sidewalks are provided with fairly consistent tree cover.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>All sidewalks are provided with consistent tree cover, such that deciduous shade trees are planted at an on-center distance that matches their mature crown width.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>In addition to the above: trees in residential areas are placed in a continuously landscaped strip at least 7 feet wide located between the street and the sidewalk; trees in commercial areas are placed in sidewalk planters approximately 5'-square in size. Ideally, a continuous root trench connects these planters such that the outer 5 feet of sidewalk edge is surfaced in permeable pavers.</i>	<input type="checkbox"/>

**29. Does the project provide pedestrian-friendly streetscapes?**

<b>Poor</b>	<i>Few or no improved sidewalks are provided in the project, and weather-protected benches are not provided in transit areas. Project only meets minimum ADA requirements of 4 feet of unobstructed travel way.</i>	<input type="checkbox"/>
<b>Good</b>	<i>Improved sidewalks on all street frontages and/or improved, defined paths are provided throughout the project. Project exceeds ADA requirements for accessibility.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>...In addition to full sidewalk and/or path improvements and exceeding ADA requirements, the project provides pedestrian-scaled lighting, street trees and landscaping and transit stops with weather-protected benches.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>...In addition to the above, the project also provides pedestrian safety features such as crosswalks or curb extensions, particularly in high-traffic areas. In areas with residential or retail uses, on street parking and/or landscaping protects pedestrians from the roadway. In areas with commercial uses, the streetscape is designed with a full array of pedestrian and transit-friendly amenities (such as bicycle racks, transit signs and way finding signage).</i>	<input type="checkbox"/>

## 30. Does the plan establish a consistent street edge? Are buildings oriented toward the street?

<p style="text-align: center;"><b>Poor</b></p>	<p><b>For buildings:</b> Buildings are oriented away from the main street frontage and provide no pedestrian access from street front. Buildings have an irregular street line, and multiple curb cuts for vehicle entrances occur within 200ft of each other. Buildings retract from prescribed build-to line (vs. adjacent existing development). Or, building frontages are dominated by parking or vehicular access (driveways) and provide no pedestrian friendly streetscape features.</p> <p><b>For large developments:</b> Buildings are set back more than 100ft from the road and/or buildings on the same street have irregular build-to or setback lines. Building frontages are dominated by parking with no provisions for pedestrian buffers (hedges, trees, etc.). Vehicle entrances (driveways) take up most of the building frontages. Service vehicle entrances or loading docks front the main street.</p>	<input type="checkbox"/>
<p style="text-align: center;"><b>Good</b></p>	<p><b>For buildings:</b> Buildings are oriented towards the main street frontage and provide good pedestrian access (ingress/egress) from the street front. Buildings follow the street line and curb cuts for vehicle entrances are held to a minimum. Buildings follow existing setback/build to lines.</p> <p><b>For large developments:</b> Plan maintains a consistent or an intentionally shaped street edge for all buildings on the same street. Vehicle entrances, parking lots and loading docks are located behind buildings.</p>	<input type="checkbox"/>
<p style="text-align: center;"><b>Very Good</b></p>	<p><b>For buildings:</b> Pedestrian access is prominent on building frontages. Buildings restore intended build-to or setback lines (particularly in areas designated for redevelopment) and provide landscape buffers where the building must unavoidably set back from the road. Vehicle entrances are located behind or on the sides of buildings.</p> <p><b>For large developments:</b> Efforts are made to retain the human scale of the street by maintaining comfortable build-to lines; locating vehicle entrances, parking lots and loading docks behind the building/s and minimizing curb cuts by sharing driveway access between adjacent buildings.</p>	<input type="checkbox"/>
<p style="text-align: center;"><b>Excellent</b></p>	<p><b>For buildings:</b> In addition to the above, building entrances include provisions for access for the disabled at the front.</p> <p><b>For large developments:</b> In addition to the above, the plan intentionally provides pedestrian friendly streetscapes. (See previous criteria in items #27, 28 and #29.)</p>	<input type="checkbox"/>

**31. Do the proposed buildings present visually interesting street frontage?**

<b>Poor</b>	<i>Buildings present a blank wall on all façades facing the main streets. Building faces are visually monotonous and are dominated by opaque materials. Blank walls face the sidewalk and there are no views from street level into the building.</i>	<input type="checkbox"/>
<b>Good</b>	<i>Buildings present façades that provide regular views into the building from street level such that pedestrians can catch glimpses of activities within the building.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>..in addition, the street level facades of large buildings with long street frontages are broken up into smaller, distinct faces or feature multiple ingress and egress points. Building entrances and frontages provide shade and weather protection for pedestrians (awnings, etc.) or include features intended to encourage street life</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>...In addition, buildings actively engage the street and attempt a civic presence or contribute to the public realm through the provision of public art or by highlighting local history or local and regional landmarks.</i>	<input type="checkbox"/>

**32. Does the project provide on-street parking?**

<b>Poor</b>	<i>Parking spaces are not provided on street.</i>	<input type="checkbox"/>
<b>Good</b>	<i>Some streets provide parallel parking spaces on at least one side.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>All streets provide parallel parking spaces on at least one side.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>All streets provide parking spaces. These spaces are distributed based upon intensity of use, roughly as follows:</i> <ul style="list-style-type: none"> <li>- <i>One side parallel for single-family neighborhoods.</i></li> <li>- <i>Both sides parallel for multifamily and mixed-use neighborhoods.</i></li> <li>- <i>Both sides parallel for commercial streets, with double-head-in or double-rear-in parking also acceptable on main street locations.</i></li> </ul>	<input type="checkbox"/>

**33. Is off-street parking within the project designed and located to maintain safe, pedestrian-friendly environments?**

<b>Poor</b>	<i>Surface parking is provided in front of the building(s), and/or parking lots or structures front sidewalks for distances larger than 100 feet. Garage doors dominate single-family house fronts.</i>	<input type="checkbox"/>
<b>Good</b>	<i>Surface or structured parking is provided at the sides of buildings, so that parking lots or structures front sidewalks for distances less than 100 feet with attractive walls and/or landscaping provided along street fronts. A rear alley serves all row house lots, and all single-family house garage faces are set back a minimum of 20 feet from house faces.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>All surface parking lots are located at mid-block behind buildings, and all structured parking lots have a habitable edge against the sidewalk(s) at ground level. A rear alley serves all single-family house lots narrower than 50 feet, and all garage faces are set back a minimum of 20 feet from house faces.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>Aside from signage and entry drives, all parking lots and structures are hidden from all streets. A rear alley serves all single-family house lots narrower than 65 feet, and all garage faces are set back a minimum of 20 feet from house faces.</i>	<input type="checkbox"/>

## **G. ENVIRONMENTAL PROTECTION**

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Growing smarter means that we care for the environment invest not only in the natural beauty that surrounds us, but also preserve the very wealth and resources that will sustain our children and all future generations.

Protecting the environment (keeping our air, water and soils clean, conserving valuable farmlands, preserving critical areas) also safeguards our own health and can shield us from severe weather and natural disasters.

Growing smarter means we must consider a project's impact on our environment and our resources. Does it generate or minimize pollution? Does it use innovative designs or technology to protect the sensitive environmental areas or to conserve water and energy? Is the design of the project appropriate for the climate? Does it promote the wise use of our local resources (environmental and cultural)?

**34. Does the project use design techniques such as clustering and vertical development to avoid sensitive environmental features, minimize development area and/or maximize areas of contiguous open space on site?**

<b>N.A.</b>	<i>Not applicable</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>Project uses design techniques such as clustering and vertical development to avoid sensitive environmental features, minimize development area and/or maximize areas of contiguous open space on site.</i>	<input type="checkbox"/>

**35. Does the project relieve development pressure on natural resources on or off site through the use of transfer of development rights, long-term protection strategies or other means?**

<b>N.A.</b>	<i>Not applicable.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>Project relieves development pressure on natural resources on or off site through use of transfer of development rights, long-term protection strategies or other means.</i>	<input type="checkbox"/>

**36. Does the project respect the site's original topography, highlight natural features in the existing landscape and maintain or rehabilitate existing structures for continuing use?**

<b>Poor</b>	<i>Historic and/or usable buildings are demolished and new landscaping, grading or paving eliminates natural features.</i>	<input type="checkbox"/>
<b>Good</b>	<i>Some existing, viable structures are rehabilitated and reused. Some existing landscape features are preserved.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>Most existing, viable structures are rehabilitated and reused; and/or historic structures are preserved. Most of natural features are highlighted as public amenities.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>Project rehabilitates and reuses significant community asset or historic structures. Most of the project site's original topography is preserved and natural features are highlighted as public amenities.</i>	<input type="checkbox"/>

**37. Will the project design and location likely contribute to improving regional air quality?**

<b>Poor</b>	<i>The project will result in worsening regional air quality or increase air pollution at a rate consistent with conventional development patterns by encouraging more car use or maintaining the existing rate of emissions.</i>	<input type="checkbox"/>
<b>Good</b>	<i>The project reduces average vehicle miles traveled for its employees or residents (by increasing density and mixing uses or by its proximity to frequently visited uses or already developed areas) such that the project will have a net neutral effect on regional air pollution</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>...In addition, the project promotes transport alternatives by providing the densities required to support mass transit.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>...In addition, the project will contribute to arresting air pollution and improving regional air quality by providing carbon offsets or mechanisms for carbon capture.</i>	<input type="checkbox"/>

**38. Will the project use “green building” design techniques (for site selection, construction and operation practices, energy and water use efficiency, and the provision of healthy building spaces)?**

<b>Poor</b>	<i>The project provides only conventional energy and water use features and no recycling during or after construction.</i>	<input type="checkbox"/>
<b>Good</b>	<i>Buildings are designed to take advantage of the local climate and a majority of the buildings in the development contain at least one significant green building feature such as solar or wind energy, passive heating or cooling systems, green roofs, gray or black water reuse.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>All buildings in the project are LEED® Certified or achieve LEED® Silver standard,<sup>30</sup> or the project is an infill development or is a Transit Oriented Development (TOD).</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>All buildings in the project achieve the LEED® Gold or Platinum standard.</i>	<input type="checkbox"/>

Note: Your community should consider waiving the use of this scorecard for any projects that achieve LEED® for Neighborhood Development (LEED-ND®) certification or achieve any of the LEED-ND® ratings.

<sup>30</sup> U.S. Green Building Council's Leadership in Energy and Environmental Design rating system.

**39. How does the project treat wetlands, streams, shorelines and related buffer areas?**

<b>Poor</b>	<i>The project avoids wetlands, streams, shorelines and buffer areas pursuant to regulatory requirements, except for minimized access and utility impacts, and avoids impacts during any site grading.</i>	<input type="checkbox"/>
<b>Good</b>	<i>The project provides protection of wetlands, streams, shorelines and buffer areas in excess of minimum regulatory requirements and/or proposes to improve degraded environmental resources. Project also clusters development and reduces impervious surfaces.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>...In addition, the project provides long-term protection for existing wetlands and actually improves the local hydrologic regime by reducing run-off, or by creating artificial wetlands as part of storm water and sewer mitigation.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>...In addition, the project incorporates the existing or expanded water features into the design aesthetics of the development. Project also improves local water quality by recycling and purifying gray and black water for drinking, irrigation and other purposes.</i>	<input type="checkbox"/>

**40. How does the project plan treat slopes steeper than 15%, or floodplains, or habitat for threatened or endangered species? How does it treat significant rock outcroppings, or tree stands, or farmland or critical and historic cultural icons?**

<b>Poor</b>	<i>Project meets regulatory requirements for avoiding flood plains, steep slopes or and/or habitat for threatened and endangered species,</i>	<input type="checkbox"/>
<b>Good</b>	<i>No on-site flood plains, steep slopes or and/or habitat for threatened and endangered species; or project development avoids these areas and provides long-term protection. Project site is developed in such a way as to maximize the preservation of high quality trees and/or significant groups of trees.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>...In addition, project avoids developing close to existing natural features (older tree stands, rock outcroppings, significant streams, etc.) and guarantees that these features are publicly accessible by partially fronting the features with public thoroughfares or with public tracts.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>...In addition, the project preserves and enhances existing natural or historic and cultural features by turning these into public amenities or publicly accessible natural preserves. The project celebrates significant hilltops with public tracts and/or civic buildings. Mountaintops and ridges are kept clear of private development.</i>	<input type="checkbox"/>

**41. Does the project's open space plan align with or complement the community's plan to preserve open spaces and environmentally sensitive areas.<sup>31</sup>**

<b>Poor</b>	<i>The project's open space plan is not contiguous to community's open space network and does not complement the community's environmental preservation plan. Open spaces are not contiguous and/or open spaces used mainly as buffers for the perimeter of the project.</i>	<input type="checkbox"/>
<b>Good</b>	<i>Project provides open space mainly on land not suitable for development but design of open spaces preserves environmentally sensitive areas and includes accessible walking and bike trails. The plan implements the community's environmental preservation plan.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>Project provides open spaces via a network that is contiguous to the community's open space plan. The design of open spaces preserves environmentally sensitive areas and includes accessible walking and bike trails. The plan implements and enhances the community's environmental preservation plan.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>Project provides significant open spaces that connect and expand the community's open space plan. The design of open spaces preserves environmentally sensitive areas and includes accessible walking and bike trails that are connected to community-wide or regional trails. The plan implements and enhances the community's environmental preservation plan.</i>	<input type="checkbox"/>

<sup>31</sup> This scorecard assumes that your community has an open space or environmental protection plan and that the plans correspond to your community's vision for smarter growth.

## H. Community Needs and Local Development

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Growing smarter means we value projects that meet the needs of our community and projects that directly contribute to our local economy. We consider whether the project will add jobs or will improve the balance of jobs and housing in our region. We also consider if the jobs that will be created are available to nearby residents or if the housing that will be built will be affordable to nearby workers. This approach will support our efforts to in create walkable neighborhoods, provide a variety of transportation choices and reduce our shared impact on our environment.

Growing smarter means we value projects that will support our local economy and make our community more competitive. It also means we consider not only the short term economic benefits but also the long-term economic impacts of any project.

**42. Does the proposed project meet identified community and area needs and plans?<sup>32</sup>**

<b>Poor</b>	<i>The proposed project provides uses that are discouraged in local and/or regional plans.</i>	<input type="checkbox"/>
<b>Good</b>	<i>Project replicates existing uses in community but is generally consistent with the objectives of the local government's comprehensive plan, other applicable local plans and/or regional plans.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>Project provides uses already in the community but specifically identified as appropriate and consistent with local and/or regional plans.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>Project provides (new or of limited availability) uses that are identified and sought by the locality or region, and are consistent with local and/or regional planning objectives.</i>	<input type="checkbox"/>

<sup>32</sup> Scorecard assumes that your community has a local development plan that corresponds with your community's vision for smarter growth.

**43. Does the proposed project positively impact employment opportunities within the community?**

This may include increasing community opportunities and access to training and education.

<b>Poor</b>	<i>The project will eliminate or destabilize existing jobs.</i>	<input type="checkbox"/>
<b>Good</b>	<i>The project stabilizes and/or maintains existing community jobs and/or provides planned and funded job relocations.</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>The project creates permanent and/or construction jobs available to the community.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>The project creates permanent jobs that provide “living wages” and are available to the community.</i>	<input type="checkbox"/>

**44. Does the project promote jobs/housing balance in the region?**

<b>Poor</b>	<input type="checkbox"/> <b>Residential:</b> <i>A majority of the future residents of the project will likely commute for 30 minutes or more by car to get to work.</i> <input type="checkbox"/> <b>Non-Residential:</b> <i>A majority of the future workers in the project will likely commute 30 minutes or more by car to get home.</i>	<input type="checkbox"/>
<b>Good</b>	<input type="checkbox"/> <b>Residential:</b> <i>A majority of the future residents of the project can opt to take public transit to work or will likely take less than 30 minutes to get to work by car.</i> <input type="checkbox"/> <b>Non-Residential:</b> <i>A majority of the future workers of the project can opt to take public transit to get home or will likely take less than 30 minutes to get to home by car.</i>	<input type="checkbox"/>
<b>Very Good</b>	<input type="checkbox"/> <b>Residential:</b> <i>A majority of the future residents will likely be employed at a major job center that is within ½ mile of the project site that is accessible through multiple transportation options.</i> <input type="checkbox"/> <b>Non-Residential:</b> <i>A majority of the future workers will likely live or can afford to live within ½ mile of the project site. Nearby residential areas are accessible through multiple transportation options.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>Project mixes land uses and a majority of the future residents will likely work in jobs available within the same project site or in adjacent development with ¼ of the project site.</i>	<input type="checkbox"/>

While it is often hard to determine the appropriate balance of jobs vs. housing in any area, communities should prioritize and reward projects that provide employment opportunities to nearby residents, or provide housing opportunities that cater to the income levels of nearby workers.

**45. Outside of tax receipts, does the project contribute new public resources to the community from the onset?<sup>33</sup>**

<b>N.A.</b>	<i>Not applicable as the project redevelops a brownfield site or is in a site/location qualified to receive federal, state or local assistance to support redevelopment.</i>	<input type="checkbox"/>
<b>Poor</b>	<i>Project relies on community funds or government subsidies (direct or through tax waivers) and provides no community amenities or future revenue streams (apart from property taxes) that will offset the provided funds.</i>	<input type="checkbox"/>
<b>Good</b>	<i>Project does not require any government subsidy (direct or through tax waivers). Project provides public amenities (publicly accessible open spaces, natural preserves, public transit, community facilities, etc.).</i>	<input type="checkbox"/>
<b>Very Good</b>	<i>Project provides public amenities (publicly accessible open spaces, natural preserves, public transit, community facilities, etc.) and provides private funding mechanisms or direct funding streams for the maintenance of the public amenities.</i>	<input type="checkbox"/>
<b>Excellent</b>	<i>Project provides public amenities (publicly accessible open spaces, natural preserves, public transit, community facilities, etc.) and provides private funding mechanisms or direct funding streams for the maintenance of the public amenities. Project permanently protects environmentally sensitive areas or cultural or historic locations/structures valued by the community.</i>	<input type="checkbox"/>

<sup>33</sup> Your community should balance this criterion against location incentives to encourage desired development or redevelopment projects or projects that meet your communities stated housing or economic goals.



# Smart Growth Incentives Matrix

Version 1.0 | December 1, 2007

Smart Growth Implementation Toolkit

## Growing Smarter

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Communities across the country are facing tremendous opportunities to shape their future and provide solutions to the most pressing local, national and global challenges of our time. Community leaders, serving as stewards of the future, have the power to change previous patterns of unsustainable growth and realize the benefits of smarter growth.

A growing number of local political, civic and business leaders understand that with smarter patterns of growth and development, our towns, counties and cities can enjoy the fruits of growth without the costs of poorly planned development. They understand that smart growth strategies can help communities to generate more jobs, enjoy a more stable tax base, provide more choice in the location and cost of housing and build a healthy economy while reducing our impact on the environment, securing our energy independence and creating safe and healthy neighborhoods for our children, our seniors and our families. They understand that communities that choose to grow smarter are also improving their ability to compete in the global marketplace for investments and talent.

While the challenge of building healthier and safer communities has not changed, the opportunities to move away from previous unsustainable patterns have increased. These opportunities are driven by dramatic demographic changes and shifting lifestyle preferences in our population and by a growing understanding of our shared responsibility for the future of our planet. At the same time, the prospect of ever lengthening commutes and rising gas prices is leading growing numbers of people to seek locations where they are not completely automobile-dependent. More and more people prefer neighborhoods where they can improve their health by choosing to walk or bike to the grocery store or shrink their “carbon footprint” (reduce their greenhouse gas emissions) by taking public transit to work or to school. They want to live where they can still be active citizens as they age and where their

children and grandchildren can enjoy healthy physical activity everyday.

Shortsighted planning sacrifices the long-term fiscal health of our communities — starving our established downtown businesses, overlooking existing investments in our older communities, eating up our farms and open spaces and damaging our environment. Many communities are envisioning an alternative future. They want to rebuild our existing communities and design new ones to better respond to the needs and preferences of their citizens.

Getting there from where we are today can look like an overwhelming task because it asks community leaders to overhaul outdated plans. It requires rewriting laws and regulations to transform the existing development patterns.

The good news is that we can take advantage of the opportunities simply by allowing walkable, mixed-use development to happen in our communities. The tools in the Smart Growth Implementation Toolkit can help community leaders take the first step of removing the regulatory obstacles to smarter growth. The tools can help your community level the playing field to encourage development that meets your community’s goals and your citizens' aspirations.

*If you are new to the ideas of Smart Growth,  
visit [smartgrowthtoolkit.net](http://smartgrowthtoolkit.net)  
to find more resources available for download  
as well as links to other helpful sites.*

## The Goals of Smart Growth

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Smart growth can help communities achieve their shared vision by building on these goals:

### ***Healthier, Safer Communities***

The central goal of any smart growth plan or project is to improve the quality of the neighborhoods where we live. Our efforts should make our communities healthier, safer, more convenient, more attractive and more affordable.

### ***Protecting the Environment***

Neighborhoods designed to reduce our dependence on automobiles also reduce our impact on the environment. By creating streetscapes that encourage walking or biking, we create opportunities for individuals to reduce their carbon footprint.

### ***Better Access, Less Traffic***

Mixing land uses, clustering development, and providing multiple transportation choices helps us to encourage healthier lifestyles, manage congestion, pollute less and save energy.

### ***Thriving Cities, Suburbs And Towns***

By guiding development to existing towns and cities, we maximize our investments in transportation, schools, libraries and other public services. Our public dollars can serve the communities where people live today.

### ***Shared Benefits***

Building a comprehensive transportation system and locating jobs and accessible housing within reach of each other expands opportunities for all income levels.

### ***Lower Costs, Lower Taxes***

Taking advantage of existing infrastructure keeps taxes down. Convenient transportation choices also reduce our household

transportation costs, leaving our families with more money for other needs.

### ***Keeping Open Space Open***

Protecting our natural resources creates healthier air and cleaner drinking water. From forests and farms to wetlands and wildlife, let us pass on to our children the landscapes we love.

In practice, smart growth implementation is shaped by ten principles:

1. Provide a Variety of Transportation Choices
2. Mix Land Uses
3. Create a Range of Housing Opportunities and Choices
4. Create Walkable Neighborhoods
5. Encourage Community and Stakeholder Collaboration
6. Foster Distinctive, Attractive Communities with a Strong Sense of Place
7. Make Development Decisions Predictable, Fair and Cost Effective
8. Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas
9. Strengthen and Direct Development Towards Existing Communities
10. Take Advantage of Compact Building Design and Efficient Infrastructure Design

## The Smart Growth Implementation Toolkit

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The **Smart Growth Implementation Toolkit** is a set of practical tools to help your community grow smarter. It will help you untangle the thicket of policies and procedures that get in the way of smarter growth and sustainable development. The **Smart Growth Leadership Institute** developed the tools through a four-year technical assistance program funded by the **U.S. Environmental Protection Agency**.

The tools are designed to help communities that are committed to (or are exploring) smart growth but struggle with implementation, with building support, with identifying the most problematic policies and with other issues that typically accompany a major change in development practice.

The tools will check if your community's policies and regulations are creating safer, healthier, more livable neighborhoods. They will examine whether the policies, codes, zoning and development requirements are helping your community to protect the environment and reduce energy consumption and if they are expanding housing options, lowering household expenses and making full use of existing community investments. The tools can help the community reach its goals, its vision for the future, and help leaders discuss how to retain the great parts of the community while improving other parts.

Each tool may be used independently or in combination with others. Each user should customize the tools appropriately for local or regional use. The tools are intended to be templates. The tools include:

### **Quick Diagnostic**

The Quick Diagnostic is a simple flowchart that will help you to understand which of the Smart Growth Implementation Tools can best help your community.

### **Policy Audit**

The Smart Growth Policy Audit will help you assess whether existing land use and development policies align with your community's aspirations for its future.

### **Code and Zoning Audit**

The Smart Growth Code and Zoning Audit will help you check if the zoning codes and regulations in your community implement your vision for smarter growth.

### **Audit Summary**

The Smart Growth Audit Summary will help you summarize the findings from the Smart Growth Policy Audit and the Smart Growth Code and Zoning Audit, and help you to begin to prioritize the opportunities that are ripe for action.

### **Project Scorecard**

The Smart Growth Project Scorecard will help you to evaluate how closely a proposed development project adheres to your community's vision for smarter growth.

### **Incentives Matrix**

The Incentives Matrix for Smart Growth Projects will help you mobilize available incentives to encourage specific smart growth projects in your communities.

### **Strategy Builder**

The Smart Growth Strategy Builder will help you implement smart growth in your community by identifying the most promising avenues to lasting change. It will help you map the strengths, weaknesses, opportunities and challenges facing smart growth implementation in your community.

*You can download all these tools from  
[www.smartgrowthtoolkit.net](http://www.smartgrowthtoolkit.net)*

## About the Smart Growth Incentives Matrix

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The Incentives Matrix will help you mobilize available incentives at the federal, state and local level to encourage specific smart growth projects in your community.

This tool provides a quick way to survey and summarize the various incentive programs that the federal government and many states and communities have provided to encourage redevelopment of brownfields, adaptive reuse of historic buildings, infill development and compact, mixed-use development.

It will help your community centralize all information about these programs, making potential smart growth development projects more attractive to would be developers.

### About its use

- You can use this tool to **catalog available incentives** (federal, state, local) particularly for projects that will help achieve your community's vision for smarter growth.
- You can use this tool as a template to **gather information and learn more about a particular incentive program** (e.g. –"Enterprise Zone Tax Credits").
- You can use the **information during a project review process to encourage developers to revise their projects** with more elements that achieve your community's vision. In return, your community can provide the specific designation that the incentive program requires before the project can qualify for the incentives.
- You can use this tool to **review if the incentives your community provides match up with the needs of the projects** you want to encourage.

### About incentives

Because many development regulations lend favor to projects that build on green fields and undeveloped land at the edge of communities, developers often shy away from smart growth projects. There may be larger up front costs for a smart growth project because it is located in an already built-up area where the land costs are higher. Sometimes there are also added costs of site clearance or remediation and restoration. This is particularly true of infill projects, redevelopment projects on brownfields and projects that restore historic buildings or neighborhoods.

Nevertheless, more and more developers and businesses are choosing to invest in existing communities. Communities can encourage those investments by providing more information about incentives that make infill a competitive strategy. These incentives often require a community to designate the project as one of the following: a *Priority Funding Area*, a *Designated Neighborhood*, an *Economic Distress Area*, an *Empowerment Zone* or *Enterprise Community*, a *Brownfield*, or an *Historic Property or District*.

Incentive packages can take the form of fee incentives, loans or grants, financing incentives, tax incentives, regulatory reductions or exemption/procedural relief, workforce development/business advocacy, or technical assistance.

These incentives both reduce the risk and improve the project's return on investments. In return, the smart growth project can bring the benefits of a healthier, more walkable community; a restored main street and a revival of downtown businesses; a more diverse community that offers options to singles, young couples and senior citizens; a more vibrant street life; more affordable work force housing; reduced air and water pollution; and, the preservation of critical environmental areas.

## How to use the Smart Growth Incentives Matrix

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### Preparation

You will need to research all incentive programs available to projects in your community. Information about these programs is usually available on government websites and from state and local economic development agencies.

Pay particular attention to:

- *the description of the available incentives;*
- *the description of the application process;*
- *the description of the staff discretion/decision-making process;*
- *the requirements for applicants;*
- *the eligibility criteria and requirements;*
- *the delineation of levels of incentive (if there are variants or a sliding scale of incentives); and,*
- *the required designations or determinations.*

Use this tool to summarize and create a quick reference of the above information.

*Visit the [www.smartgrowthtoolkit.net](http://www.smartgrowthtoolkit.net)  
to find more resources and links to other helpful sites.*

### Organization

This tool is organized into two (2) sections.

The first section is the *Project Summary*. Use it to list general information about the project such as location, description and project proponents. Include a short summary of the community's goals for the project and indicate which smart growth principles are fulfilled by the project.

The second section is the *Incentive Summary*. Use this section to summarize the available information about each particular incentive (under each designation) that might be available to this project.

The next pages show an example of how you might fill out this form.

## Example

Here's an example of how you might fill out the Project Summary:

<b>Project Name</b>	<i>Example: Acme Historic Waterfront Redevelopment Project</i>		
<b>Project Location</b>	<i>Example: Area south of Acme Boulevard to the waterfront and between 1<sup>st</sup> and 5<sup>th</sup> streets. Map attached.</i>		
<b>Project Description</b>	<i>Example: Redevelopment of historic warehouse district next to waterfront. Area covers 20 acres and 10 city blocks. Proposes 200 housing units and 100,000 sq.ft. of commercial space and 100,000 sq.ft. of office space</i>		
<b>Brief summary of community goals for the project</b>	<i>Example: Project is key to redeveloping the derelict industrial areas (old warehouses) on the waterfront and will extend the historic downtown and turn the waterfront into a public amenity. Project will also provide a linear waterfront park, a daycare and a grocery for an underserved neighborhood and a jobs training center. 20% of the housing units will be affordable.</i>		
<b>Smart Growth Principles fulfilled by the project</b>	<input checked="" type="checkbox"/> Provides a Variety of Transportation Choices <input checked="" type="checkbox"/> Mixed Land Uses <input checked="" type="checkbox"/> Creates a Range of Housing Opportunities and Choices <input checked="" type="checkbox"/> Creates Walkable Neighborhoods	<input checked="" type="checkbox"/> Encourages Community and Stakeholder Collaboration <input checked="" type="checkbox"/> Fosters Distinctive, Attractive Communities with a Strong Sense of Place <input type="checkbox"/> Makes Development Decisions Predictable, Fair and Cost Effective	<input type="checkbox"/> Preserves Open Space, Farmland, Natural Beauty and Critical Environmental Areas <input checked="" type="checkbox"/> Strengthens and Directs Development Towards Existing Communities <input type="checkbox"/> Takes Advantage of Compact Building Design and Efficient Infrastructure Design
<b>Project Proponents</b>	<i>Example: Acme Real Estate Group and the Acme Town Community Development Corporation</i>		
<b>Designation</b>	<input type="checkbox"/> Priority Funding Area <input checked="" type="checkbox"/> Designated Neighborhood <input type="checkbox"/> Economic Distress Area	<input checked="" type="checkbox"/> Empowerment Zone or Enterprise Community <input checked="" type="checkbox"/> Brownfield <input checked="" type="checkbox"/> Historic Property or District <input type="checkbox"/> Other: _____	

## Example

Here's an example of how you might fill out the Incentives Summary:

<b>Incentive Name</b>	<i>EXAMPLE: (State) Enterprise Zone Tax Credits</i>
<b>Incentive Type</b>	<input type="checkbox"/> Fee Incentive <input type="checkbox"/> Loan or Grant <input type="checkbox"/> Financing Incentive <input checked="" type="checkbox"/> Tax Incentive <input type="checkbox"/> Regulatory Reduction or Exemption/Procedural Relief <input checked="" type="checkbox"/> Workforce Development/Business Advocacy <input type="checkbox"/> Technical Assistance <input type="checkbox"/> Other: _____
<b>Description</b>	<p><b>Brief explanation of incentive.</b>  <i>Example: The State Enterprise Zone (EZ) Hiring Tax Credit is a state income tax credit for employers who hire job seekers from targeted groups. Employers can claim up to \$31,605 in tax credits over a five-year period when they hire qualified employees. Employees must perform at least 50% of their work within the boundaries of the Zone. Employers must have an EZ Voucher to claim the credit.</i></p>
	<p><b>Description of process and staff discretion/decision-making</b>  <i>The Enterprise Zone tax credit voucher application fee is \$40 per application. The normal voucher application turnaround time is 4 weeks; if a faster turnaround time is necessary (less than 4 weeks), the expedited voucher application fee is \$50 per application. Please attach payment with your voucher application(s).</i></p>
	<p><b>Applicant requirements</b>  <i>Example: Eligible employers must receive an EZ voucher prior to claiming the tax credit. Retroactive vouchering is allowed.</i>  <i>To claim the EZ Tax Credit fill out the Eligibility Checklist and Voucher Request Form for the State EZ hiring tax credit.</i></p>
<b>Eligibility Criteria</b>	<p><b>Brief explanation of eligibility requirements.</b>  <i>Example: Only businesses located in the city's Enterprise Zone are eligible to participate.</i>  <i>To qualify the business must hire at least one employee who:</i></p> <ul style="list-style-type: none"> <li>• <i>Is a new employee or an employee rehired after being laid off for more than one year;</i></li> <li>• <i>Worked for the business for at least 35 hours per week for 6 months or more;</i></li> <li>• <i>Earns at least 150% of the federal minimum wage</i></li> </ul>

<b>Eligibility Criteria</b>	<p><b><i>Delineation of levels of incentive.</i></b>  <i>Example: the EZ provides a five-year declining scale state income tax credit based on wages paid to eligible employees. Credit can be claimed over a five year period:</i></p> <ul style="list-style-type: none"> <li>• <i>First year: 50% of wages paid</i></li> <li>• <i>Second year: 40% of wages paid</i></li> <li>• <i>Third year: 30% of wages paid</i></li> <li>• <i>Fourth year: 20% of wages paid</i></li> <li>• <i>Fifth year: 10% of wages paid</i></li> <li>• <i>Credit is based on the lesser of the hourly wage paid or 150% of minimum wage. (The minimum wage is currently \$7.50; 150% of minimum wage is currently \$11.25.)</i></li> </ul>	
	<p><b><i>Required designations or determinations</i></b>  <i>Example: To qualify for the EZ Hiring Tax Credit, the job seeker your business hires must a Targeted Employment Area (TEA) resident</i></p>	
<b>Contact Information</b>	<b>Department</b>	<i>Example: State EZ Vouchering Administrator</i>
	<b>Phone number and email/website</b>	<i>Example: 123.456.7890 www.thisisjustanexample.state.gov</i>
	<b>Contact Name</b>	<i>Example: Kolme E. Zee</i>

*The **Incentives Matrix for Smart Growth Projects** works best when you also use the **Smart Growth Project Scorecard** as a way to evaluate the qualities of the project. You can use the Project Scorecard to set standards that the project must meet to qualify for a specific designation or incentive. Visit the [www.smartgrowthtoolkit.net](http://www.smartgrowthtoolkit.net) to find more resources and links to other helpful sites.*



# Smart Growth Strategy Builder

Version 1.0 | December 1, 2007

Smart Growth Implementation Toolkit

## Growing Smarter

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Communities across the country are facing tremendous opportunities to shape their future and provide solutions to the most pressing local, national and global challenges of our time. Community leaders, serving as stewards of the future, have the power to change previous patterns of unsustainable growth and realize the benefits of smarter growth.

A growing number of local political, civic and business leaders understand that with smarter patterns of growth and development, our towns, counties and cities can enjoy the fruits of growth without the costs of poorly planned development. They understand that smart growth strategies can help communities to generate more jobs, enjoy a more stable tax base, provide more choice in the location and cost of housing and build a healthy economy while reducing our impact on the environment, securing our energy independence and creating safe and healthy neighborhoods for our children, our seniors and our families. They understand that communities that choose to grow smarter are also improving their ability to compete in the global marketplace for investments and talent.

While the challenge of building healthier and safer communities has not changed, the opportunities to move away from previous unsustainable patterns have increased. These opportunities are driven by dramatic demographic changes and shifting lifestyle preferences in our population and by a growing understanding of our shared responsibility for the future of our planet. At the same time, the prospect of ever lengthening commutes and rising gas prices is leading growing numbers of people to seek locations where they are not completely automobile-dependent. More and more people prefer neighborhoods where they can improve their health by choosing to walk or bike to the grocery store or shrink their “carbon footprint” (reduce their greenhouse gas emissions) by taking public transit to work or to school. They want to live where they can still be active citizens as they age and where their

children and grandchildren can enjoy healthy physical activity everyday.

Shortsighted planning sacrifices the long-term fiscal health of our communities — starving our established downtown businesses, overlooking existing investments in our older communities, eating up our farms and open spaces and damaging our environment. Many communities are envisioning an alternative future. They want to rebuild our existing communities and design new ones to better respond to the needs and preferences of their citizens.

Getting there from where we are today can look like an overwhelming task because it asks community leaders to overhaul outdated plans. It requires rewriting laws and regulations to transform the existing development patterns.

The good news is that we can take advantage of the opportunities simply by allowing walkable, mixed-use development to happen in our communities. The tools in the Smart Growth Implementation Toolkit can help community leaders take the first step of removing the regulatory obstacles to smarter growth. The tools can help your community level the playing field to encourage development that meets your community’s goals and your citizens' aspirations.

*If you are new to the ideas of Smart Growth,  
visit [smartgrowthtoolkit.net](http://smartgrowthtoolkit.net)  
to find more resources available for download  
as well as links to other helpful sites.*

## The Goals of Smart Growth

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Smart growth can help communities achieve their shared vision by building on these goals:

### ***Healthier, Safer Communities***

The central goal of any smart growth plan or project is to improve the quality of the neighborhoods where we live. Our efforts should make our communities healthier, safer, more convenient, more attractive and more affordable.

### ***Protecting the Environment***

Neighborhoods designed to reduce our dependence on automobiles also reduce our impact on the environment. By creating streetscapes that encourage walking or biking, we create opportunities for individuals to reduce their carbon footprint.

### ***Better Access, Less Traffic***

Mixing land uses, clustering development, and providing multiple transportation choices helps us to encourage healthier lifestyles, manage congestion, pollute less and save energy.

### ***Thriving Cities, Suburbs And Towns***

By guiding development to existing towns and cities, we maximize our investments in transportation, schools, libraries and other public services. Our public dollars can serve the communities where people live today.

### ***Shared Benefits***

Building a comprehensive transportation system and locating jobs and accessible housing within reach of each other expands opportunities for all income levels.

### ***Lower Costs, Lower Taxes***

Taking advantage of existing infrastructure keeps taxes down. Convenient transportation choices also reduce our household transportation costs, leaving our families with more money for other needs.

### ***Keeping Open Space Open***

Protecting our natural resources creates healthier air and cleaner drinking water. From forests and farms to wetlands and wildlife, let us pass on to our children the landscapes we love.

In practice, smart growth implementation is shaped by ten principles:

1. Provide a Variety of Transportation Choices
2. Mix Land Uses
3. Create a Range of Housing Opportunities and Choices
4. Create Walkable Neighborhoods
5. Encourage Community and Stakeholder Collaboration
6. Foster Distinctive, Attractive Communities with a Strong Sense of Place
7. Make Development Decisions Predictable, Fair and Cost Effective
8. Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas
9. Strengthen and Direct Development Towards Existing Communities
10. Take Advantage of Compact Building Design and Efficient Infrastructure Design

## The Smart Growth Implementation Toolkit

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The **Smart Growth Implementation Toolkit** is a set of practical tools to help your community grow smarter. It will help you untangle the thicket of policies and procedures that get in the way of smarter growth and sustainable development. The **Smart Growth Leadership Institute** developed the tools through a four-year technical assistance program funded by the **U.S. Environmental Protection Agency**.

The tools are designed to help communities that are committed to (or are exploring) smart growth but struggle with implementation, with building support, with identifying the most problematic policies and with other issues that typically accompany a major change in development practice.

The tools will check if your community's policies and regulations are creating safer, healthier, more livable neighborhoods. They will examine whether the policies, codes, zoning and development requirements are helping your community to protect the environment and reduce energy consumption and if they are expanding housing options, lowering household expenses and making full use of existing community investments. The tools can help the community reach its goals, its vision for the future, and help leaders discuss how to retain the great parts of the community while improving other parts.

Each tool may be used independently or in combination with others. Each user should customize the tools appropriately for local or regional use. The tools are intended to be templates. The tools include:

### **Quick Diagnostic**

The Quick Diagnostic is a simple flowchart that will help you to understand which of the Smart Growth Implementation Tools can best help your community.

### **Policy Audit**

The Smart Growth Policy Audit will help you assess whether existing land use and development policies align with your community's aspirations for its future.

### **Code and Zoning Audit**

The Smart Growth Code and Zoning Audit will help you check if the zoning codes and regulations in your community implement your vision for smarter growth.

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The Smart Growth Audit Summary will help you summarize the findings from the Smart Growth Policy Audit and the Smart Growth Code and Zoning Audit, and help you to begin to prioritize the opportunities that are ripe for action.

### **Project Scorecard**

The Smart Growth Project Scorecard will help you to evaluate how closely a proposed development project adheres to your community's vision for smarter growth.

### **Incentives Matrix**

The Incentives Matrix for Smart Growth Projects will help you mobilize available incentives to encourage specific smart growth projects in your communities.

### **Strategy Builder**

The Smart Growth Strategy Builder will help you implement smart growth in your community by identifying the most promising avenues to lasting change. It will help you map the strengths, weaknesses, opportunities and challenges facing smart growth implementation in your community.

*You can download all these tools from  
[www.smartgrowthtoolkit.net](http://www.smartgrowthtoolkit.net)*

## About the Smart Growth Strategy Builder

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The Smart Growth Strategy Builder will help you to create a strategy for building the momentum your community needs to achieve its vision for smarter growth. It will help you to think strategically about smart growth implementation.

Very few communities are ready to completely revise their policies, codes and zoning all at once. Leaders in most communities must first build support for the new community vision. Achieving your community's vision for smarter growth requires taking strategic steps that will gain quick wins and build long-term commitment.

This tool will help you map and understand the issues that either support or hinder smart growth. There will be many challenges but there will also be many opportunities. This tool will help you identify the opportunities and challenges in your community.

### About its use

Depending on what your community needs, you can **use this whole tool** or you can **use segments of this tool**.

Don't be constrained by the format of the tool. You can use the questions as a way to frame your thinking about smart growth implementation in your community.

- You can use this tool as a **group discussion guide** to help you discover what opportunities and challenges you may have overlooked as you build support around your community's vision. (e.g., *Are there local leaders or groups you have not yet tapped?*)
- You can use this tool to **learn how to lead change** in your community. What issues can help to build support for smarter growth?

- You can use **as a complete exercise** to examine all the critical factors that help or hinder your community's vision.

### Some caveats

This Tool is not intended to "grade" your community's performance. Don't use the tool expecting to measure how well your community (and its leadership) is doing in implementing smart growth. Use it instead to identify issues that you can leverage to build up support for smart growth.

This tool works best in a group discussion process to make sure you have the benefit of multiple viewpoints.

There is an old adage that the only thing constant in life is change – and any strategic analysis is essentially a snapshot of a moving target. Return to this tool often to see if any of the answers or assumptions you have made have changed and if your strategy needs to be adjusted accordingly

### A note about public officials

As you use this tool, consider that it may be inappropriate for public officials (elected or appointed) to answer questions about who supports or disagrees with smart growth in the local leadership. They may find their position prevents them from answering certain sections of this tool, especially if the answers must go on public record.

*Visit [www.smartgrowthtoolkit.net](http://www.smartgrowthtoolkit.net)  
for more resources and links to other helpful sites.*

## How to use the Smart Growth Strategy Builder

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### Organization

This tool is organized under the following sections:

- A. **Urgency of Issues** – Does your community feel an urgent need to change its current pattern of development?
- B. **Strength of Leadership** –Who are the leading proponents of smart growth? Are there other leaders you can tap?
- C. **Level of Commitment from Local Government** –How do your local government leaders (elected and appointed officials) feel about smart growth?
- D. **Support and Participation of Developers** –Do you have local developers (or developers in nearby communities) who understand and want to build smart growth projects?
- E. **Support and Participation of Community Groups** – Are the major civic groups in your community supportive of smart growth?
- F. **General Perception and Community Assets** – How does the majority of the community feel about smart growth? Are there examples of smart growth or traditional neighborhoods that are valued by your community?
- G. **Market Conditions and Demand for Smart Growth** – Is your community growing or losing population? Is there a demand for walkable neighborhoods?
- H. **Fiscal Considerations and Constraints** – Do current fiscal considerations or constraints make a good case for adopting smart growth principles?

- I. **Regional Growth Issues** – Are there regional growth issues that directly impact your community?
- J. **Catalytic Projects** – Are there major projects coming to your community that you can leverage to bring smart growth?

Each section will have a general question followed by several sub-questions that look into specific issues in your community. The sub-questions will be listed in the first of three columns.

Answer each sub-question using the 2<sup>nd</sup> and 3<sup>rd</sup> columns. Use the 2<sup>nd</sup> column to answer the sub-question with a summary of your observations about *the current status of that issue in your community*.

Use the 3<sup>rd</sup> column to answer the sub-question with a *list of opportunities connected to that issue* in your community. Also list possible *ways to leverage that issue to build support* and bring your community closer to its vision of smarter growth. Try to write your answers in the last column as actionable items. (e.g., "Do this...")

The next pages show examples of how you might respond to the questions.

*Visit [www.smartgrowthtoolkit.net](http://www.smartgrowthtoolkit.net) for more resources and links to other helpful sites.*

## Examples

Here's an example of how your community might answer Sections A to I

**What are the major problems/issues in the community? What events (threats, opportunities) create urgency to act?**

	<b>What is the current status?</b>	<b>What are the opportunities? How can you leverage these opportunities?</b>
<b>1. What is the biggest source of change in the community?</b>	<i>Growing traffic congestion. Community <u>does not</u> recognize the linkage between growing traffic congestion <u>and</u> sprawl.</i>	<i>Opportunity to change how the issue is talked about in the local media. The debate should not just be about the road budget but how our communities don't encourage walking or biking.</i>
<b>2. How are people reacting to the issues and how do you want them to react?</b>	<i>People are asking for better traffic management/road expansion. The community <u>is ambivalent about</u> land use decisions that lessen automobile dependency</i>	<i>Change the discussion about traffic congestion so the community supports land use decisions to reduce car use (by providing options). 1) Write more articles in the local paper making the connection between land use and dependence on cars. 2) Make presentations to various groups and clubs (i.e. Rotary, Kiwanis)</i>

*Use the **Smart Growth Quick Diagnostic** to see which other tools might help you after you complete the **Smart Growth Strategy Builder**.  
You can download all of the Smart Growth Implementation Tools from [www.smartgrowtoolkit.net](http://www.smartgrowtoolkit.net).*

**A. URGENCY OF ISSUES**

What are the major problems/issues in the community? What events (threats, opportunities) create urgency to act?

	<b>What is the current status?</b>	<b>What are the opportunities? How can you leverage these opportunities?*</b>
<b>1. What is the biggest source of change in the community? If there are several, which ones seem the most urgent?</b>		
<b>2. How are people reacting to the issues?</b>		
<b>3. What are the issues that the local papers/local media seem to focus on?</b>		
<b>4. How are these issues connected to land use, transportation and smart growth?</b>		
<i>*What are the action steps? Prioritize the steps.</i>		

**B. STRENGTH OF LEADERSHIP**

Where is the leadership on smart growth coming from?

	What is the current status?	What are the opportunities? How can you leverage these opportunities?*
5. Are there leaders in the business community calling for smart growth? <sup>2</sup>		
6. Are there leaders in the non-profit and civic community calling for smart growth? <sup>2</sup>		
7. Are there leaders in the local government (elected or appointed) calling for smart growth? <sup>2</sup>		
8. Among the elected officials, how many are for smart growth and how strong are their commitments? <sup>1</sup>		
9. Are the smart growth proponents engaging these leaders directly?		
10. Which sectors (business, local government, non-profit, civic) are in the best position to move the smart growth forward?		

<sup>1</sup> List these leaders if you can.

	What is the current status?	What are the opportunities? How can you leverage these opportunities?*
11. Who are the key constituents –the base of support for smart growth?		
12. What efforts are in place to broaden the support?		
13. What issues can you use to broaden the support?		
14. Where is the opposition coming from and who is leading the opposition?		
<i>*What are the action steps? Prioritize the steps.</i>		

**C. LEVEL OF COMMITMENT FROM LOCAL GOVERNMENT**

How deep and strong is your community’s political commitment to smart growth? It might feel easy to say that this commitment is there, but think about the following questions:

	What is the current status?	What are the opportunities? How can you leverage these opportunities?*
15. Has a compelling alternative to traditional growth patterns been presented or discussed within your community? How was it received?		
16. Are your elected officials willing to take the lead in helping to put smart growth projects on the ground?		
17. Are your senior staff members (city manager, county CEO, department heads) willing to take the lead in order to change practices and put smart growth projects on the ground? Do they have the staff and budget to devote to these efforts?		
<i>*What are the action steps? Prioritize the steps.</i>		

Also Consider:

- Are there existing or past efforts to implement smart growth? How are they regarded? (Successes or failures?)
- Have any attempts to address these issues failed in the recent past? If so, why?

**D. SUPPORT AND PARTICIPATION OF DEVELOPERS**

How receptive are your developers to smart growth ideas?

	What is the current status?	What are the opportunities? How can you leverage these opportunities?*
18. Have local developers participated in the process that created new policies or a new vision?		
19. If the answer to the question above is "yes" – What was their reaction/opinion of the process and the product?		
20. Are local developers knowledgeable about smart growth?		
21. Are there local developers who have the knowledge and expertise to get smart growth projects off the ground?		
<i>*What are the action steps? Prioritize the steps.</i>		

*NOTE: If the answer to c) and/or d) is "no," are they open to the learning from developers in other locales with more experience?*

**E. SUPPORT AND PARTICIPATION OF COMMUNITY GROUPS**

How receptive are your community and citizen groups to smart growth ideas?

	What is the current status?	What are the opportunities? How can you leverage these opportunities?*
22. Have local community groups participated in the process that created new policies or a new vision?		
23. If the answer to the question above is "yes" – What was their reaction/opinion of the process and the product?		
24. Is smart growth seen as a way to restrain/block growth? <sup>2</sup>		
25. Are there neighborhoods that want smart growth? Are they receptive to improving their existing development patterns?		
26. Do the community and citizen groups know how to have a constructive dialogue with developers about how to shape new growth and new development projects?		

<sup>2</sup> Is the local discussion about smart growth becoming a cover for "no growth" or exclusion?

	What is the current status?	What are the opportunities? How can you leverage these opportunities?*
<p><b>27. Are there trusted organizations that can act as intermediaries to facilitate a more cooperative development process? (Including government entities, non-profits or business organizations.)</b></p>		
<p><b>28. Are there good examples of successful momentum or collaboration in the region? Are smart growth leaders citing those examples? (This may not even have to do with land use – it’s just a question about what works in getting people to collaborate.)</b></p>		
<p><i>*What are the action steps? Prioritize the steps.</i></p>		

**F. GENERAL PERCEPTION AND COMMUNITY ASSETS**

Are there existing assets in the community or the region that are good examples of smart growth?

	<b>What is the current status?</b>	<b>What are the opportunities? How can you leverage these opportunities?*</b>
<b>29. Are any of the characteristic elements of smart growth already present in established districts in your community (e.g. central business district, original neighborhoods)?</b>		
<b>30. If yes, how are these elements valued by district residents? By the community as a whole?</b>		
<b>31. Are there successful on-the-ground examples of smart growth projects nearby? Is your community aware of these projects?</b>		
<b>32. Are there iconic projects (well-loved buildings, historic districts, old mills needing restoration and re-use) in the community? Have you linked these places/buildings to the issues of smart growth?</b>		
<i>*What are the action steps? Prioritize the steps.</i>		

**G. MARKET CONDITIONS AND DEMAND FOR SMART GROWTH**

Do local real estate market conditions lend themselves to a smart growth approach? Is the area fast growing? Steady? Shrinking in population? What are the rents? The demographics? These factors play an important role in determining what steps will work. Although most of these factors may be outside your community's control, it is important to consider them in your strategy.

	<b>What is the current status?</b>	<b>What are the opportunities? How can you leverage these opportunities?*</b>
<b>33. Is demand for real estate development strong? What are the characteristics (age, family size) of most people moving into or leaving the area?</b>		
<b>34. Does there appear to be a market in your community for projects such as town homes, multi-family and condominium housing, and Main Street retail? If so, how strong and how well established is this market segment?</b>		
<b>35. Is your local community land-constrained in any way? Is it built-out within its borders or surrounded by greenbelts or other land that is off-limits for development?</b>		
<i>*What are the action steps? Prioritize the steps.</i>		

**H. FISCAL CONSIDERATIONS AND CONSTRAINTS**

Do current fiscal considerations or constraints argue for adoption of smart growth principles? Will smart growth projects help to maximize returns from existing infrastructure investments (schools, roads, water, sewer)?

	What is the current status?	What are the opportunities? How can you leverage these opportunities?*
36. Do current development standards encourage the efficient (and economical) construction and use of infrastructure? <sup>3</sup>		
37. Do current development standards consider the costs of (extending) fire and police protection, public transit and garbage collection?		
38. Do current development standards consider school location and school capacity?		
39. Does infrastructure in developed areas have unused capacity? Will it be used more efficiently if infill development were encouraged?		
40. Will new development support itself or require a		

<sup>3</sup> Include decisions on school siting and school investments.

	What is the current status?	What are the opportunities? How can you leverage these opportunities?*
public subsidy? Do current development standards ensure that fees and/or tax receipts will be sufficient to operate and maintain the required infrastructure?		
41. Do current development standards provide enough flexibility so that the local economy can respond to changing economic conditions and market demands?		
42. Is the productivity of resource land (e.g. agricultural, scenic, environmental recharge areas) threatened by encroaching development? Is conversion of agricultural or scenic resources adversely affecting the economy of the region?		
<i>*What are the action steps? Prioritize the steps.</i>		

## I. REGIONAL GROWTH ISSUES

Are there regional growth issues that directly impact your community?

	What is the current status?	What are the opportunities? How can you leverage these opportunities?*
43. Is there a large geographical feature (i.e., a river, lake, or national park) that is threatened by unchecked growth? (including pollution or runoff)		
44. How does the local community feel about this shared natural resource?		
45. Are there growth (or growth management) related issues at the regional level?		
46. How are local smart growth leaders addressing or connecting these regional issues?		
47. How does the local community feel about these regional growth issues?		
48. Are there regional or state level smart growth advocates? Are local leaders working with the regional advocates?		

**J. CATALYTIC PROJECTS**

The campaign to implement smart growth can often be anchored by the presence of or the possibility of catalytic projects that may energize the community. The following questions point to those possible projects. If the answer to the question on the left is "yes" – how are smart growth leaders leveraging these issues? What actions can they take to leverage these issues?

	<b>What is the current status?</b>	<b>What are the opportunities? How can you leverage these opportunities?*</b>
<b>49. Are there “catalytic” public works projects in the planning or design stages that could be used to set the table for smart ? (e.g., roads, transit projects, parks, convention centers, sports arenas, etc.)</b>		
<b>50. Are there major local government-controlled parcels of land (or state-parcels that you might get first crack at) that could be used to catalyze redevelopment? (e.g., surplus schools, hospitals, obsolete facilities, properties in tax-arrears)</b>		

	What is the current status?	What are the opportunities? How can you leverage these opportunities?*
<p><b>51. Are there major governmental or institutional players in town that have significant landholdings and/or will need new facilities? Some examples include county or state agencies, universities, medical centers, research institutes, even private sector owners of large land holdings such as an underperforming strip shopping center, mall or stadium. Could these serve as a catalytic project?</b></p>		
<p><i>*What are the action steps? Prioritize the steps.</i></p>		



# Smart Growth Audit Summary

Version 1.0 | December 1, 2007

Smart Growth Implementation Toolkit

## Growing Smarter

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Communities across the country are facing tremendous opportunities to shape their future and provide solutions to the most pressing local, national and global challenges of our time. Community leaders, serving as stewards of the future, have the power to change previous patterns of unsustainable growth and realize the benefits of smarter growth.

A growing number of local political, civic and business leaders understand that with smarter patterns of growth and development, our towns, counties and cities can enjoy the fruits of growth without the costs of poorly planned development. They understand that smart growth strategies can help communities to generate more jobs, enjoy a more stable tax base, provide more choice in the location and cost of housing and build a healthy economy while reducing our impact on the environment, securing our energy independence and creating safe and healthy neighborhoods for our children, our seniors and our families. They understand that communities that choose to grow smarter are also improving their ability to compete in the global marketplace for investments and talent.

While the challenge of building healthier and safer communities has not changed, the opportunities to move away from previous unsustainable patterns have increased. These opportunities are driven by dramatic demographic changes and shifting lifestyle preferences in our population and by a growing understanding of our shared responsibility for the future of our planet. At the same time, the prospect of ever lengthening commutes and rising gas prices is leading growing numbers of people to seek locations where they are not completely automobile-dependent. More and more people prefer neighborhoods where they can improve their health by choosing to walk or bike to the grocery store or shrink their “carbon footprint” (reduce their greenhouse gas emissions) by taking public transit to work or to school. They want to live where they can still be active citizens as they age and where their

children and grandchildren can enjoy healthy physical activity everyday.

Shortsighted planning sacrifices the long-term fiscal health of our communities — starving our established downtown businesses, overlooking existing investments in our older communities, eating up our farms and open spaces and damaging our environment. Many communities are envisioning an alternative future. They want to rebuild our existing communities and design new ones to better respond to the needs and preferences of their citizens. Getting there from where we are today can look like an overwhelming task because it asks community leaders to overhaul outdated plans. It requires rewriting laws and regulations to transform the existing development patterns.

The good news is that we can take advantage of the opportunities simply by allowing walkable, mixed-use development to happen in our communities. The tools in the Smart Growth Implementation Toolkit can help community leaders take the first step of removing the regulatory obstacles to smarter growth. The tools can help your community level the playing field to encourage development that meets your community’s goals and your citizens’ aspirations.

*If you are new to the ideas of Smart Growth,  
visit [smartgrowthtoolkit.net](http://smartgrowthtoolkit.net)  
to find more resources available for download  
as well as links to other helpful sites.*

## The Goals of Smart Growth

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Smart growth can help communities achieve their shared vision by building on these goals:

### ***Healthier, Safer Communities***

The central goal of any smart growth plan or project is to improve the quality of the neighborhoods where we live. Our efforts should make our communities healthier, safer, more convenient, more attractive and more affordable.

### ***Protecting the Environment***

Neighborhoods designed to reduce our dependence on automobiles also reduce our impact on the environment. By creating streetscapes that encourage walking or biking, we create opportunities for individuals to reduce their carbon footprint.

### ***Better Access, Less Traffic***

Mixing land uses, clustering development, and providing multiple transportation choices helps us to encourage healthier lifestyles, manage congestion, pollute less and save energy.

### ***Thriving Cities, Suburbs And Towns***

By guiding development to existing towns and cities, we maximize our investments in transportation, schools, libraries and other public services. Our public dollars can serve the communities where people live today.

### ***Shared Benefits***

Building a comprehensive transportation system and locating jobs and accessible housing within reach of each other expands opportunities for all income levels.

### ***Lower Costs, Lower Taxes***

Taking advantage of existing infrastructure keeps taxes down. Convenient transportation choices also reduce our household

transportation costs, leaving our families with more money for other needs.

### ***Keeping Open Space Open***

Protecting our natural resources creates healthier air and cleaner drinking water. From forests and farms to wetlands and wildlife, let us pass on to our children the landscapes we love.

In practice, smart growth implementation is shaped by ten principles:

1. Provide a Variety of Transportation Choices
2. Mix Land Uses
3. Create a Range of Housing Opportunities and Choices
4. Create Walkable Neighborhoods
5. Encourage Community and Stakeholder Collaboration
6. Foster Distinctive, Attractive Communities with a Strong Sense of Place
7. Make Development Decisions Predictable, Fair and Cost Effective
8. Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas
9. Strengthen and Direct Development Towards Existing Communities
10. Take Advantage of Compact Building Design and Efficient Infrastructure Design

## The Smart Growth Implementation Toolkit

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The **Smart Growth Implementation Toolkit** is a set of practical tools to help your community grow smarter. It will help you untangle the thicket of policies and procedures that get in the way of smarter growth and sustainable development. The **Smart Growth Leadership Institute** developed the tools through a four-year technical assistance program funded by the **U.S. Environmental Protection Agency**.

The tools are designed to help communities that are committed to (or are exploring) smart growth but struggle with implementation, with building support, with identifying the most problematic policies and with other issues that typically accompany a major change in development practice.

The tools will check if your community's policies and regulations are creating safer, healthier, more livable neighborhoods. They will examine whether the policies, codes, zoning and development requirements are helping your community to protect the environment and reduce energy consumption and if they are expanding housing options, lowering household expenses and making full use of existing community investments. The tools can help the community reach its goals, its vision for the future, and help leaders discuss how to retain the great parts of the community while improving other parts.

Each tool may be used independently or in combination with others. Each user should customize the tools appropriately for local or regional use. The tools are intended to be templates. The tools include:

### ***Quick Diagnostic***

The Quick Diagnostic is a simple flowchart that will help you to understand which of the Smart Growth Implementation Tools can best help your community.

### ***Policy Audit***

The Smart Growth Policy Audit will help you assess whether existing land use and development policies align with your community's aspirations for its future.

### ***Code and Zoning Audit***

The Smart Growth Code and Zoning Audit will help you check if the zoning codes and regulations in your community implement your vision for smarter growth.

### ***Audit Summary***

The Smart Growth Audit Summary will help you summarize the findings from the Smart Growth Policy Audit and the Smart Growth Code and Zoning Audit, and help you to begin to prioritize the opportunities that are ripe for action.

### ***Project Scorecard***

The Smart Growth Project Scorecard will help you to evaluate how closely a proposed development project adheres to your community's vision for smarter growth.

### ***Incentives Matrix***

The Incentives Matrix for Smart Growth Projects will help you mobilize available incentives to encourage specific smart growth projects in your communities.

### ***Strategy Builder***

The Smart Growth Strategy Builder will help you implement smart growth in your community by identifying the most promising avenues to lasting change. It will help you map the strengths, weaknesses, opportunities and challenges facing smart growth implementation in your community.

*You can download all these tools from  
[www.smartgrowthtoolkit.net](http://www.smartgrowthtoolkit.net)*

## About the Smart Growth Code Audit Summary

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The Smart Growth Audit Summary will help you summarize the findings from the Smart Growth Policy Audit and the Smart Growth Code and Zoning Audit. It will help you to list the changes needed in policies and the changes needed in regulations (codes and zoning) to help your community achieve its vision for smarter growth.

The Summary will also help you compile the findings of the audits so you can:

- Identify the documents (including sections) that contain the policies or codes that need to be improved or changed;
- Identify the agency responsible for implementing changes in the document; and,
- Identify the decision-making body that is in charge of reviewing and approving the changes (like the county commission, or the planning review board or the city commission).

### About its use

Use this tool only if you have conducted partial or complete audits using both the Smart Growth Policy Audit and the Smart Growth Code and Zoning Audit.

If you used only one of the Audit tools, then the summary provided at the end of each tool will be enough to help you collate your audit findings. If you used both Audits, then transfer your findings from each tool to this Audit Summary.

### Organization

This form is organized into ten (10) sections representing the Ten (10) Principles of Smart Growth.

Each section will declare the relevant principle and explain why that principle is important to our communities.

Each section will ask you to list the changes needed in policies and the changes needed in regulations (codes and zoning). It will also ask you for the relevant documents (the documents containing the policies or regulations that need changing), the lead agency (which agency is responsible for implementing changes in the document), and the decision-making body (i.e. – the county commission, or the planning review board or the city commission.) Note: the numbers in the first column are there for your convenience. You should list as many items as you need and not be constrained by the numbering.

### Some caveats

The audit tools are not intended to "grade" your community's performance. Don't use the tool expecting to measure how well your community (and its leadership) is doing in implementing smart growth. Use it instead to identify areas for improvement.

*Visit the [www.smartgrowthtoolkit.net](http://www.smartgrowthtoolkit.net)  
to find more resources and links to other helpful sites.*