Smart Growth America
Making Neighborhoods Great Together

City of Royal Oak, Michigan
Sustainable Code Audit
October 4-5, 2016
Report and Suggested Next Steps
Building Blocks for Sustainable Communities Program

To: James Ellison, Mayor
Royal Oak City Commission
Donald Johnson, City Manager
From: Chris Duerksen, Clarion Associates
John Robert Smith, Smart Growth America
Date: November 16, 2016
Re: Sustainable Code Workshop Summary And Suggested Next Steps As Outcome Of Technical Assistance

1. Overview/Background

The City of Royal Oak, Michigan, submitted an application for and was selected to receive a sustainable land use code audit technical assistance workshop from Smart Growth America. The workshop was funded by a *Building Blocks for Sustainable Communities* grant from the US Environmental Protection Agency's Office of Sustainable Communities. The purpose of the audit was to identify potential revisions to the zoning code and other provisions of the city code to promote community sustainability goals related to stormwater management, green infrastructure, and housing diversity. The audit was completed by Smart Growth America in consultation with city staff in July 2016 and was the focus of an all-day workshop in Royal Oak on October 5, 2016.

Mr. John Robert Smith, co-chair of T4America and senior policy advisor at Smart Growth America, and Chris Duerksen, a land use attorney and senior counsel at Clarion Associates, who drafted the audit, traveled to Royal Oak to conduct the workshop. On October 4, city staff led them on a community tour to further familiarize them with the key sustainability issues on-the-ground. After the tour, Mr. Smith and Mr. Duerksen recorded a presentation on the audit to be aired on the city's public access TV channel. The presentation summarized the main issues to be discussed during the workshop on October 5 and the menu of options and recommendations from Smart Growth America that would be considered by the working group

to address the city's major sustainability topics of stormwater management, green infrastructure, and housing diversity.

At the October 5 all-day workshop a working group of about 15 people (including appointed planning and zoning board members, city staff, and representatives from the business community, land-use professionals, and a city commission member who attended a portion of the workshop) reviewed the recommendations for sustainable code amendments from the SGA/Clarion team. They were assisted by experts from the Michigan Department of Environmental Quality, the Southeast Michigan Council of Governments (SEMCOG), and Michigan State University. (List of attendees follows at the end of this memo.)

The week before the tour with the staff, the neighboring city of Detroit experienced a major rain storm which led to serious flooding, underscoring the need for action to control stormwater in the region. Notably, Detroit is employing an aggressive green infrastructure strategy to cope with future flooding.

2. Key Issues Addressed during the Site Visit

Based on the city's grant application and further discussions with city staff, the Smart Growth America (SGA) team focused on key sustainability topics for further detailed analysis in terms of potential city code amendments as discussed below. The city's goals in each of these areas are discussed in greater detail in the 2012 Amendments to the Royal Oak Master Plan and other city plans, policies, and documents.

- Stormwater Management and Green Infrastructure—Address the city's significant stormwater management issues and consider steps to utilize "green," non-structural approaches such as bioswales, tree protection, and pervious pavement in concert with more traditional "gray" infrastructure engineered solutions. Additionally, address concerns that city stormwater management regulations are costly and may hamper economic development.

- Housing Diversity—Unlike many communities in Michigan, Royal Oak is growing and has one of the hottest housing markets in the region. Population estimates from SEMCOG and other sources confirms Royal Oak has grown at about one-half percentage annually since 2010 and that the number of households is increasing even more quickly because of a decrease in household size, mirroring a national trend. Population forecasts from SEMCOG and other sources suggest a population of around 60,000 in Royal Oak by 2025, up from about 57,000 in 2015. This indicates a potential demand for 1,000-1,500 new housing units over the next decade. Various sources see a shortage of affordable homes and multi-family units for younger buyers, and the 2012 amendments to the city master plan also

identified the lack of housing choices for senior citizens as a significant issue for the community. Lack of housing choices could have an impact on economic development efforts.

The SGA team conducted a detailed audit of the city's zoning and stormwater management regulations to determine where amendments should be considered to help implement the city's goals in each of these areas. The team's recommendations were offered to the working group in a PowerPoint presentation, which was followed by an in-depth discussion as recounted in the following section.

By way of introduction to the suggested revisions, the SGA team pointed out that Royal Oak has already taken a number of important steps that give the city a running head start to realize its sustainability goals, including:

- Facilitating substantial mixed-use and infill development in the central business district and other locations throughout the community such as vacant school sites;
- Initiating several green infrastructure projects such as rain gardens and bioswales along city streets;
- Enacting zoning code standards for community gardens and solar and wind power;
- Implementing a city-wide recycling program with overwhelming community support;
- Adopting a progressive non-motorized transportation plan.

While the city has taken these and other positive steps, the code audit points out many other actions Royal Oak has available to it to address its key sustainability issues.

The SGA team also stressed that the audit was not intended to be a one-size-fits-all set of recommendations, but a menu of options and alternatives that the city would need to carefully consider, tailoring actions and implementation to the unique circumstances of Royal Oak.

3. Targeted Sustainable Code Issues and Recommendations Discussed during the Workshop

This section summarizes the key sustainability issues discussed at the October 5th workshop and recommendations for potential zoning code and other city code amendments. In each category, the working group discussed removing barriers in the existing codes, creating incentives, and filling regulatory gaps.

Stormwater Management and Green Infrastructure: The city experienced devastating flooding in 2014 that caused millions of dollars in damages and led combined sewage system overflows. An unprecedented rain overwhelmed the city and regional stormwater management system, which was designed only to handle a ten-year storm and is not able to handle increasingly severe storms. The bottom line is that the city needs to reduce stormwater runoff. Nationally, the United States EPA is encouraging the use of green infrastructure as key element of stormwater management systems to complement engineered "gray" infrastructure.[1] This approach embodies three elements: Increase infiltration of stormwater, increase evapotranspiration (mainly from trees and vegetation), and storage/reuse of stormwater (e.g., use of rain barrels). Zoning and related development codes can have a direct impact on a number of these techniques, such as limiting impervious surfaces, promoting green roofs, and protecting mature trees on private property.

Zoning Code Provisions Related To Off-Street Parking: One important way to reduce runoff is to eliminate excessive off-street parking requirements that result in more impervious pavement. Moreover, not only does excessive parking contribute to stormwater problems, but one surface parking space can cost $5-10K, thus reduction of excessive parking requirements can be a major cost savings for developers.

The 2012 amendments to the city's master plan (at p. 53) specifically note that most commercial, office, and industrial sites have a hard time meeting the current standards. While the city's zoning code has a few progressive parking regulations that help limit impervious surfaces (e.g., no parking required for most commercial uses in Central Business District Zone, parking maximums, especially for larger retail establishments) overall the current standards in Section 770 are some of the most demanding that the SGA team has seen in development codes across the U.S. For example, parking requirements for multi-family (2 spaces/unit) are very high, especially for a mature community as is the 1.5/unit space requirement for residential in the CBD. One to 1.5 per unit is more typical for multi-family buildings in older,

[1] "Green infrastructure" can be defined as a cost-effective, resilient approach to managing wet weather impacts that relies more on natural systems than traditional gray infrastructure. While single-purpose gray stormwater infrastructure—conventional piped drainage, detention, and water treatment systems—is designed to move urban stormwater away from the built environment, green infrastructure reduces and treats stormwater at its source. Green infrastructure elements that can be woven into a community, from small-scale elements integrated into sites to larger scale elements spanning entire watersheds include rain barrels and rainwater harvesting, rain gardens, bioswales, permeable pavements, green streets and alleys, green roofs, tree preservation, and open land conservation.

mature communities like Oak Park, Illinois, and Clayton, Missouri (St. Louis). Staff reports that the city has granted variances recently to reduce the multi-family requirement to 1.5 for selected developments.

Similarly, most of the city's commercial/office off-street parking requirements are very high (1 space/200-225 square feet vs. 1/300-400 in other mature communities). Moreover, no credit is given for adjacent on-street parking and no more than 50% of parking can be off site for major uses, provisions that would help reduce impervious cover while still providing needed parking spaces.

Recommendations: The working group reached a general consensus that the city should initiate a comprehensive review of existing parking standards with an eye towards reducing required off-street parking standards where they are found to be excessive, thereby reducing impervious surfaces and stormwater runoff. In doing so, the city will need to examine its standards governing lot coverage and the extent of impervious surface allowed in a development to ensure that any reductions in off-street parking on a site are not offset by allowing additional impervious cover for buildings or other structures. The study should also examine city parking lot landscaping standards to ensure they allow depressed landscaped islands that allow inflow and infiltration of stormwater.

Given the varying nature of development conditions in Royal Oak, there was also agreement that the city may need to tailor new standards to different areas of city with differing parking/land availability issues. Fortuitously, city staff noted that Royal Oak is commissioning a target market analysis to identify potential development opportunities for the community. It would be useful if this analysis addressed parking needs for the various target uses identified.

Finally, any parking analysis should consider several broader issues. First, there is potential to reduce the large areas of the central business district devoted to public and private surface parking by constructing multi-story parking garages. Many other communities (e.g., neighboring Birmingham and Pittsburgh, Pennsylvania) have utilized municipal parking districts with taxing and assessment powers to raise funds for the construction of such facilities. Reducing the amount of surface parking would allow the city to install more green infrastructure stormwater management controls on former public surface parking lots. Well-placed parking structures would also give developers the option of "buying" into parking in such decks, thus reducing the need to use valuable private property for impervious surface parking. Second, any study should consider the potential of bus mass transit being considered in region which may further help reduce the need for parking in areas near transit stops.

Stormwater Management Regulations: Royal Oak does not have a comprehensive stormwater management plan or implementation standards. The bulk of the city's existing stormwater management regulations are found in Chapter 644 of the city code. On one hand, the traditional methods of stormwater management and flood control required by the city (on-site retention of a ten-year storm) are quite strict and according to city staff can be costly. This can

make renovation and redevelopment very expensive, which the city's application for technical assistance states can stifle revitalization and economic development efforts. Additionally, it can contribute to flooding, because stormwater management facilities on existing sites are not upgraded. On the other hand, the current regulations exempt a significant amount of development. For example, one- and two- family residential and small developments under 6,100 square feet are exempt from stormwater management requirements as are most sites within the core of the central business district.

Notably, Chapter 644 nowhere mentions green infrastructure nor specifically allows the use of green infrastructure as an integral part of stormwater management on a development site, although city staff noted that green infrastructure techniques have been allowed in some instances through the code's variance process. No credit is given if a development uses green infrastructure approaches such as a green roof, rain garden, pervious pavement, or tree preservation as part of its stormwater management system, although some city staff maintain it would be considered on a case-by-case basis if proposed. While the city has been a leader in the region in installing rain gardens and bioswales in and along city streets, city staff have been wary of wider use of such techniques in private developments citing challenges of measuring the effectiveness of such techniques and long-term maintenance issues.

The zoning ordinance also contains provisions that could be interpreted to prohibit use of permeable pavement. All parking lot pavement installation must obtain a permit, and Section 770-109 of the zoning code (parking lot design/construction) requires a hard asphalt or concrete surface which would appear to prohibit permeable pavement or pavers. As noted above, Section 770-90.E (parking lot landscaping/screening) requires perimeter/interior tree/vegetation planting and landscaped islands, but it is not clear if the islands can be depressed and constructed to allow infiltration of stormwater, which would reduce runoff.

Various other provisions of the city code have an impact on stormwater management. Royal Oak is justly proud of its extensive and beautiful tree canopy that graces its streets and residential areas. It is well-established that mature trees absorb large amounts of greenhouse gases, as well as helping to reduce stormwater runoff. The city code provides extensive protections for trees on public property, but unlike thousands of communities across the United States, does not protect trees on private property from being damaged during construction on a site or being cut down.

Recommendations: The working group engaged in a lengthy discussion of the challenges the city faces regarding stormwater management and the role of green infrastructure. Drafting and implementing comprehensive, modern stormwater management standards will involve a collaborative effort with the state, local developers, city staff, and others—and the recently appointed city stormwater management task force can be a potential vehicle to initiate this

comprehensive review. The task force reached general agreement on key points that the task force should address, including:

- Make clear throughout Chapter 644 and the zoning code that green infrastructure is allowed and encouraged (e.g., tree protection, rain gardens, permeable pavement in parking lots). With the assistance of experts from the Michigan Department of Environmental Quality, Southeast Michigan Council of Governments, and U.S. EPA, the city staff/task force should review existing resources to assist the city in calculating stormwater management credit for green infrastructure techniques as complements to gray infrastructure and as an integral part of stormwater management on a site.
- Examine the existing stormwater management exemptions for smaller developments and portions of the CBD. The working group felt this was a golden opportunity to utilize an educational approach before new regulations are considered or applied to currently exempt sites. For example, the city might promote the use of rain barrels for existing residences to reduce stormwater runoff as has been done successfully in Arlington County, Virginia, (a mature suburb of Washington, D.C.) which has helped install over 4,000 rain barrels in that community through a series of educational workshops that have engaged citizens in stormwater management in a positive way. As discussed below, Arlington County also offers a wide range of incentives for retrofit of existing sites with green infrastructure to build on those educational efforts. In a related matter, the working group had unanimous consensus that the city should immediately take steps to amend the stormwater management ordinance to plug what they agreed was a loophole that allows development on one site to dump its stormwater on an adjacent lot despite potential adverse impacts. In review of building and site plans for any development, all stormwater should be required to drain to approved stormwater management facilities.
- Use incentives as a complement to educational efforts. There was a consensus among the working group to utilize a range of incentives to promote green infrastructure as a complementary approach to stormwater management regulations. This could take several forms—both through financial and regulatory incentives. Cities with a solid commitment to sustainable development and green infrastructure are employing a variety of financial incentives to complement regulatory approaches. For example, Arlington County provides cost sharing for homeowners who install rain gardens or rip up old driveways and replace them with permeable pavement. As discussed below, funding for such incentives might come from the revenue generated by a municipal stormwater utility fee. With regard to regulatory incentives, the group felt that density and height incentives like that offered in Portland, Oregon, to promote installation of green roofs would be effective in Royal Oak, particularly in the downtown and surrounding transitional areas. Another incentive the city might

consider would be waiving or reducing building permit fees for projects that incorporated substantial green infrastructure elements.

- Protect trees on private property. The city code (Chapter 710) currently provides protection for trees on public property, but offers none for mature trees on private property. It also provides some modest construction protection standards (e.g., no trenching near public trees). Several working group members from Royal Oak related personal experiences where beautiful mature trees on properties near their homes were cut down to make way for larger houses on small lots. The working group agreed the city should consider adding new standards to its zoning ordinance to protect existing trees of a specified size when new development on a site occurs and to strengthen construction protection provisions. The tree protection regulations in the zoning ordinance of Clayton, Missouri, a progressive suburb of St. Louis, might serve as a model for the city to consider. It requires developers to protect existing trees to the maximum extent feasible and install fencing to protect mature trees during construction. Recognizing that not all trees can always be protected on infill and redevelopment sites, as an alternative the Clayton ordinance permits replacement on a caliper inch for caliper inch basis any trees removed (or payment into a city tree planting fund). The American Planning Association has also published a Planning Advisory Service Report and a Zoning Memo on tree protection ordinances that contain information about successful tree protection regulations in other communities across the nation.
- Consider a city wide stormwater utility district/fee to generate funds to deal with existing stormwater management problems and provide incentives for green infrastructure installations. As with most cities, Royal Oak faces budgetary limitations on how much money it can spend on stormwater-related issues. An approach to generate adequate funding that is gaining momentum in Michigan and in other states is the creation of jurisdiction-wide stormwater management districts or utilities with the power to assess fees on existing properties as well as new development based on measures such as amount of impervious surface on a lot. According to Mr. Wyckoff, a notable expert on Michigan land use planning and law who attended the workshop as a resource professional, Michigan communities have legislative authority to create such districts, as Detroit is now reportedly in the process of doing. Other fee/tax approaches that are community wide may also be viable and should be investigated as part of the process of discovering what will work best in Royal Oak. Some working group members questioned whether such fees would be politically acceptable in Royal Oak, but City Manager Johnson pointed out that the city's recycling tax was recently extended by an 88% favorable vote, a strong indication of citizen's commitment to sustainability. Other working group members believe that with a strong educational

effort, the community would accept a utility district/fees when the benefits are made clear.

- Work closely with state agencies such as the Michigan Department of Transportation to address existing stormwater management issues associated with state highways and roads in Royal Oak. City staff noted that some of the most significant stormwater problems the city faces are directly associated with the lack of management of stormwater runoff from state highways. The representative of the state Department of Environmental Quality who served as an expert resource for the working group agreed to meet with city officials to better understand the problem, discuss the issues with relevant state agencies, then convene a meeting of all relevant parties to examine potential solutions.

Housing Diversity

Demographic experts widely agree that the United States will grow and add millions more people by mid-century. A new generation of young professionals and seniors will be looking for different housing in different environments. Experts state that the nation has a huge oversupply of single-family homes and not enough multi-family and smaller single-family dwellings. They estimate that 90% of the demand for new housing in the next ten years will be by households without children and 47% will be by senior citizens many of whom are selling off their larger single-family homes. Of seniors who move, 60% will be moving into multi-family units. Royal Oak is already witnessing these trends and facing the challenges they bring.

Unlike most cities in Michigan, Royal Oak is growing again after years of declining population. Royal Oak has been one of the hottest markets in region during the economic recovery due to assets like a vibrant downtown, good schools, and attractive parks. Many homes are being sold in the $400,000 to $1,000,000 range. Overall population growth has been modest but steady—about one-half percentage annually since 2010, and the number of households is increasing more quickly because of a decrease in household size, mirroring a national trend. Some projections from SEMCOG and other sources suggest a population of around 60,000 in Royal Oak by 2025, up from about 57,000 in 2015. This means a demand for 1,000-1,500 new housing units over the next decade. Already city staff is seeing shortage of a senior housing, and affordable homes and multi-family units for younger buyers. The 2012 amendments to the city master plan also identified the lack of housing choices for senior citizens as a significant issue for the community.

Royal Oak has a good track record of encouraging mixed-use residential development, especially in its downtown, and more recently approving major multi-family development on

infill locations such as vacant school sites. While much of the residential development in the downtown was relatively high density, most of this was approved and constructed pre-Great Recession. More recent multi-family development in Royal Oak has been approved at a much lower town-house density. According to staff, most of these developments have been approved through conditional rezonings or planned unit developments, processes that can be time-consuming and expensive to navigate for developers.

Currently, the city's zoning ordinance has a number of provisions that create barriers to promoting housing choices and housing diversity in Royal Oak. For example, Section 770-37 (multi-family district) restricts such developments to 30 feet high and a density of approximately 13 dwelling units/acre. These limitations in effect prohibit many forms of development such as what has been termed the "missing middle" of housing choices—two and three story garden- and bungalow-court style apartments that already exist in some areas of the city that have a density between townhouse developments and high rises in the city center. (See missingmiddlehousing.com for more detail.) The two mixed-use districts contain similar limitations (Sections 770-45/46). The central business zone district does allow buildings up to 125 feet with substantial setbacks required from residential zone districts to protect views and access to sunlight.

Another form of missing middle housing that is becoming increasingly popular nationally is live-work units—incidental residential allowed in commercial, office, and industrial areas, often above working businesses. This housing form helps provide affordable, convenient housing for small business people (artists, personal services, restaurants, etc.) while bringing 24-hour presence to commercial areas as well as other benefits such as reducing vehicle miles traveled and associated greenhouse gases. Many communities promote live-work units (Chicago, Oakland, Denver) and several such developments have been approved in cities surrounding Royal Oak.

While live-work units would appear to be allowed in central business zone district (Section 770-42.B(4)), it is not clear if they would be allowed by right in Royal Oak's mixed-use districts (Sec. 770-45/46) because of restrictions such as a minimum 50-foot lot frontage and district use restrictions. Additionally, residential dwelling units are allowed above first floor of a permitted use only by special land use permit. Live-work units appear to be prohibited in the office service district and only allowed in most of the zoning ordinance's other commercial/office districts by special land use permit—a process that can be time-consuming and expensive.

Other communities facing housing problems similar to Royal Oak have found that encouraging accessory dwelling units (e.g., basement apartments, carriage house/garage units) in single- and two-family residential areas can be a very good way to add housing choices near jobs and transit without building large multi-family structures. Allowing accessory dwelling units can also helps seniors and young home buyers generate income to pay mortgages and make

housing affordable. The Royal Oak zoning ordinance appears to severely limit accessory housing in single-family zone districts to senior accessory housing (Sec. 770-71), but with significant design and other restrictions (max. 600 square feet, dedicated off-street parking space). According to staff, this option is not being utilized very frequently.

Many communities (Portland, OR, Lexington, MA, Chula Vista, CA, Salt Lake City, UT) are adopting more modern regulations to promote accessory housing units with standards to protect existing neighborhoods. These standards address issues such as ownership and occupancy, lot and building design standards, size, location of entrances and access, and parking.

Finally, a growing number of communities throughout the United States are enacting inclusionary housing ordinances and housing impact fees to promote construction of affordable workforce housing units. For example, in Denver every housing development greater than 30 units must set aside ten percent of the units as dedicated affordable housing.

Recommendations

The working group considered all of the issues and options discussed above and reached the following conclusions:

- With regard to multi-family development, the city should consider amending the zoning ordinance to allow greater height and density for multi-family residential structures in selected locations in the city where such development can be compatible with existing residential neighborhoods. The new regulations should be tailored to accommodate the types of "missing middle" housing discussed and illustrated by Mr. Wyckoff. One candidate area for such multi-family development as pointed out by staff is the transitional district around the downtown where confusion currently exists whether such developments are permitted. Other candidate areas might be corner sites along some of the city's commercial arterial corridors and as buffers between office/commercial areas and single-family neighborhoods where current transitions are often stark (large blank walls) and there are spillover impacts such as harsh lighting and noise. In tandem with revamping zoning code standards to make development of multi-family buildings easier, the city should explore simple design standards for these structures to make sure they are compatible with surrounding residential areas. Such standards typically address key issues such roof pitch, location of balconies, lighting, front façade orientation, and building materials.

- Staff cited examples of where live-work units have been built in Royal Oak outside of the CBD, apparently through use of special land-use permits or conditional rezonings. The city should consider revising the zoning code to make clear live-work units are permitted by-right versus a special land use permit in most commercial/office zone districts and

also clarify that they are allowed in the mixed-use and multi-family zone districts in appropriate areas.

- Most of the working group members felt that allowing accessory housing units under liberalized zoning standards in existing residential neighborhoods would be very controversial and met with significant opposition. Consequently, they recommended that the city not pursue this option at this time.

With regard to inclusionary housing techniques and impact fees, the working group suggested that the city should pursue an incentive versus a regulatory approach, particularly in light of the cloudy legal picture in Michigan in this subject area. They agreed that offering zoning code incentives such as reduced off-street parking requirements and density and height bonuses to developers of multi-family and mixed-use projects in exchange for inclusion of affordable workforce units and a variety of unit types (e.g., 1-, 2-, and 3-bedrooms) would be a more acceptable and effective approach in Royal Oak.

Implementation Strategies

The working group concluded its deliberations with a discussion of strategies for implementing the audit recommendations. Given the city's desire to promote economic development in Royal Oak, a number of members expressed concern about adopting a plethora of new regulations that might impede desired development and growth. The general consensus was to focus on removing regulatory barriers such as excessive off-street parking standards and providing incentives such as density bonuses or financial assistance for sustainable development initiatives whenever possible to achieve the city's sustainability goals. They felt that education will be an important complement to these efforts. Moreover, one of the most important assets the city has as it goes forward is the strong overall support for sustainability citizens have exhibited, as witnessed by their backing for the city's recycling program.

Group members were asked by the SGA team which of the recommended steps they had discussed should be pursued as "low-hanging fruit" to show immediate progress towards sustainability goals in the target sustainability areas and which should be considered as longer-term initiatives. The following items were suggested for immediate or short-term action:

- Amend the city's stormwater management to prohibit runoff from one property from being dumped on an adjacent property without any control. The city should recognize this may require additional staff for administration and enforcement. Additionally, add language to the Chapter 644 making clear that green infrastructure techniques are allowed and encouraged in the city.

- Initiate educational programs that were discussed above. Programs such as promoting use of rain barrels on residential properties can jump start discussions about using green infrastructure techniques on private property to reduce stormwater runoff. As a part of this educational process, a pilot project of residential green infrastructure implementation could be initiated as a way to demonstrate the benefits of such techniques and "ease" the community into a broader adoption of these solutions. This first phase could be competitive in nature and limited in scope to minimize costs to the city. At the same time the city should pursue funding mechanisms such as a municipal stormwater utility/fee to provide funds to broaden this cost-sharing program like that of Arlington County, Virginia. Cost-sharing programs promote use of permeable pavement, rain gardens, green roofs, and rain barrels as well as providing funding for educational programs and additional city staff that may be required by expanded city green infrastructure programs.
- Encourage construction of "missing middle" multi-family housing on property on the periphery of the CBD and elsewhere as appropriate, such as city owned property that is being offered for development. At the same time, add simple and clear multi-family design standards (e.g., building materials, façade treatments, roof pitch, etc.) or form-based code standards to the zoning code to ensure any new multi-family projects adjacent to established residential neighborhoods are compatible.
- When using the conditional rezoning or PUD process to review and approve developments, require protection of existing desirable trees. At the same time, immediately begin work on a tree preservation ordinance that protects mature trees of a specified size on all private property within the city or provides for contribution to a city tree-planting fund as an alternative. Include enhanced construction protection provisions.
- While working on an overhaul of the city's off-street parking standards, adopt targeted revisions in the short-term such as crediting adjacent on-street parking towards off-street parking requirements, thereby reducing impervious surface and runoff.

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