



Title 19 Audit

Initial Findings and
Recommendations

What is the Purpose of Zoning?

To implement
plans and policies

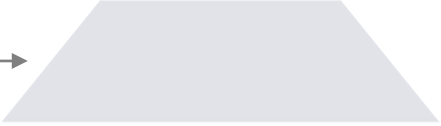






To safeguard
public interests

To preserve,
create, and protect
community

To protect public
and private
investment

To encourage
better
development

AN EFFECTIVE ZONING CODE:

-  **USES SIMPLE, CLEAR LANGUAGE**
-  **USES TABLES TO ORGANIZE INFORMATION**
-  **USES GRAPHICS TO CONVEY CONCEPTS**
-  **ALLOWS REASONABLE FLEXIBILITY**
-  **HAS CONSISTENT, PREDICTABLE PROCESSES**
-  **IMPLEMENTS PLANS AND POLICIES**
-  **IS SUPPORTED WITHIN THE ORGANIZATION**

Why Audit Title 19?

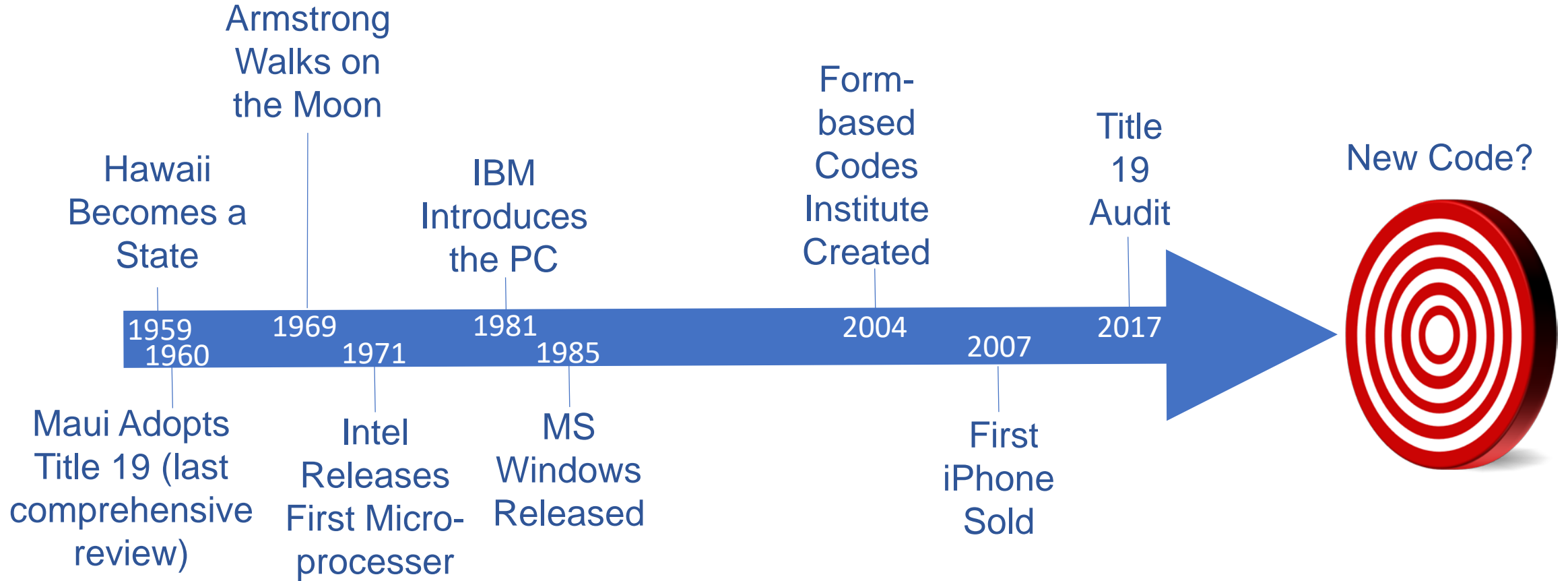
The code framework is obsolete

To determine how the code can be improved

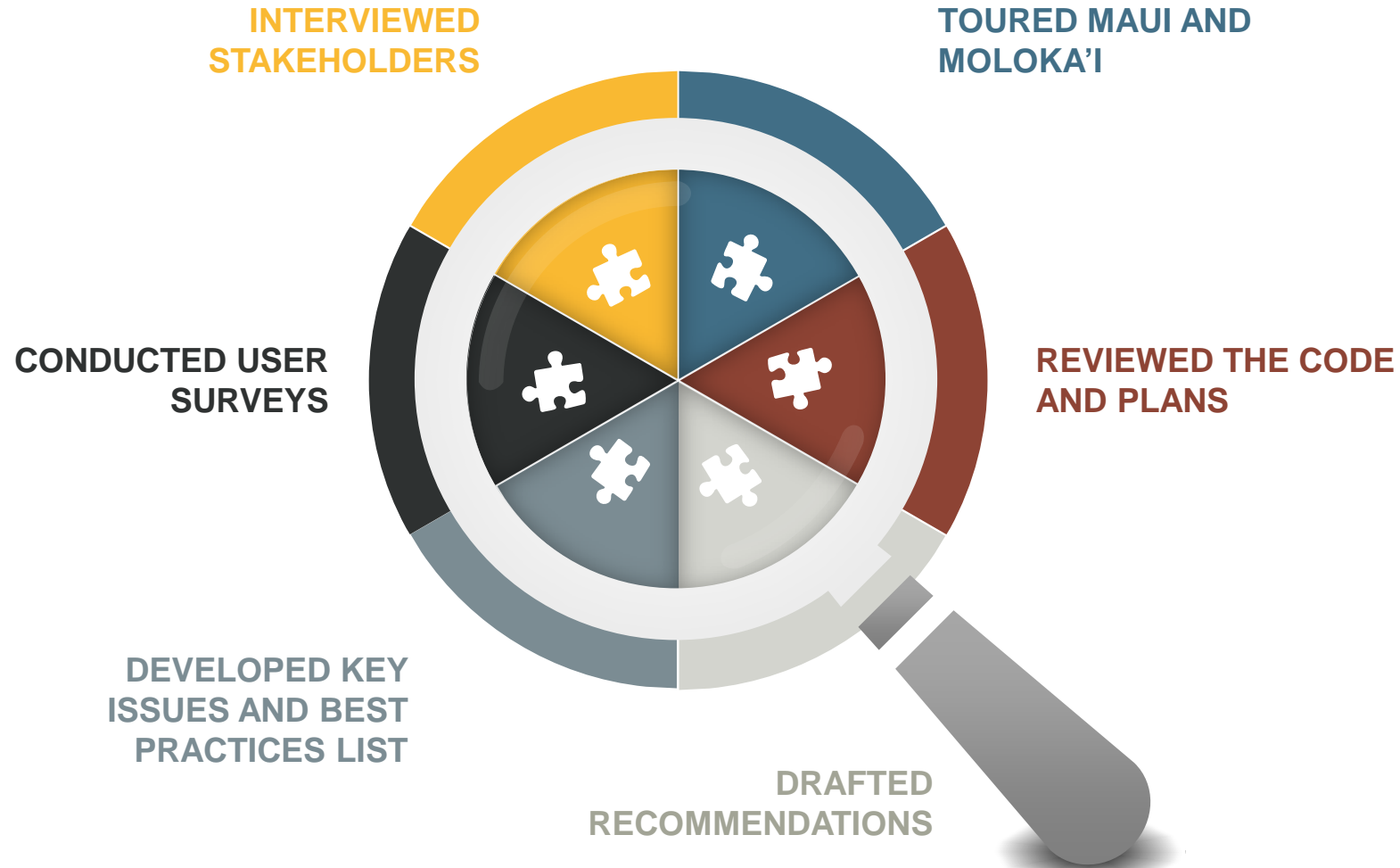
To determine how the current code does or does not work with plans

To explore how contemporary best practices could help Maui

Just How Old Is Title 19?



ACTIVITIES TO DATE



Stakeholder Issues Summary

- Confusing **relationship between code and plans**: plans are viewed as both regulatory and advisory
- Need for **affordable housing**
- Outdated **interim zoning**; keeping interim status may give intervenors "two bites at the apple"
- **Inconsistent standards/interpretations**



Stakeholder Issues Summary

- **Affordable housing** exemptions and short time frames for marketing and purchase reduce the actual affordability of units. By not requiring sidewalks and other infrastructure improvements where affordable housing is concerned, these developments create a less connected, safe, walkable and bikeable environment for residents
- **Innovative housing products** like co-housing, cottages, 'footprint' lots not anticipated or defined in Title 19; traditional 'village' type housing development is also desired
- **Infrastructure** inadequacy; lack of knowledge/use of concurrent financing tools



Stakeholder Issues Summary

- Problems with **stacked zoning** (especially light industrial); challenge to keep enough lower cost land for industry needs when higher-value office and apartment use can take the same space
- Need better **definition of agriculture**
- **Sliding scale for agricultural land** doesn't yield usable space; cannot create large enough blocks for efficient farming with requirement to "farm" on lots
- **Farm plan requirement**, enforcement complexities, 2nd farm dwelling unit requires compliance but frequently abused



Stakeholder Issues Summary

- Need better **mobility** and **connectivity**; West Maui and South Maui are ripe for multimodal development
- **Environmental challenges** need to be addressed (e.g. water quality, erosion and sedimentation, invasive species, wetlands, flooding, sea level rise, etc.)
- Need **mixed-use**
- **Project districts** are complicated; cumbersome administration; expensive, onerous engineering requirements for Phase II; must go back one or two steps for beneficial re-design or minor changes; not working



Stakeholder Issues Summary

- Need for **adequate public facilities** ordinance/impact fees/concurrency requirements
- **Community plans and the Maui County Code don't work well together**; the code is not updated to reflect community plans, especially on desired uses and built forms
- Underlying **code is old** and doesn't reflect current goals, priorities, or contemporary development practices.
- **Layering** of plans and processes creates inconsistency and challenge of interpretation
- Need better **clustering** provisions
- Need for **online** resources



And the Survey Says...

Respondent Info

Internal

61 Total

38 Staff

8 PC

5 each BVA, UDRB

1 Elected Official

External

122 Total

37 Design Professionals

27 Interest Group

23 Other

20 Builder/Developer



And the Survey Says...

Reasons for Approval Delays

	Internal	External
Title 19 Rules and Standards	33%	18%
Outside Rules and Standards	37%	25%
Title 19 Process Requirements	41%	43%



And the Survey Says...

Title 19 Problems

Internal		External	
Subjectivity	Lack of Clarity	Subjectivity	Too Many Permits
Too Specific	Does Not Tie to Plans	Inflexibility	Too Much Interpretation
Outdated	Too Complicated	Staff Issues	Does Not Tie to Plans
Inflexible	Project Districts	Too Much Process	AG Zoning



And the Survey Says...

Title 19 Problems—More Details

- Current design standards
- Code and process driven by the market rather than good planning principles
- Not enough enforcement
- Disconnect between Title 19, builders, and communities
- Title 19 gets in the way of good development
- Stacked zoning
- Lack of incentives to exceed minimums
- Lack of mixed-use and form-based regulations



And the Survey Says...

Parts of the Code that Need the Most Interpretation

Internal

Definitions

Vacation Rentals

Project Districts

AG Zoning

Parking

Uses

External

Definitions

AG Zoning

Uses

Project Districts

Parking

Stacked Zoning

Dimensional
Standards

Historic Districts



And the Survey Says...

How Title 19 Stacks Up (Weighted Average)

	Internal	External
Clarity	Poor	Fair
Consistency	Fair	Fair
Predictability	Fair	Fair
Efficiency	Fair	Poor
Community Support	Fair	Fair



And the Survey Says...

Top Concerns About Future Residential Development

Internal		External
Affordability	Traffic	Affordability
Environmental Prot.	Infrastructure	Housing Choice
Historic Protection	Community Facilities	Traffic
Housing Choice		Infrastructure



And the Survey Says...

Top Concerns About Future Commercial Development

Internal			External	
Design/Character	Historic Protection	Housing Choice	Energy Use	
Compatibility	Community Facilities	Connection	Traffic	
			Infrastructure	
Parking	Energy Use	Traffic		
Environmental Prot.	Hazards	Infrastructure		



And the Survey Says...

Recommendations for Improvement

- More and better definitions
- Use of tables
- More graphics, illustrations, and diagrams
- Less use of technical jargon, more plain English
- Development of a zoning code users guide
- Consistent notices of warning and notices of violations
- Sufficient and applicable fines
- Dedicated ombudsman
- Annotated regulations





Summary of Key Findings

Key Findings Summary (Not in Order of Significance)

The plan-code
relationship is weak
and unclear

Many plans are very
outdated and do not
easily relate to each
other

Vision is lost in the
amount of plan
material

Key Findings Summary (Not in Order of Significance)

The role of the Maui
Island Plan is unclear

Maui is auto-centric
and there is no
requirement to build
complete
communities

Interim and stacked
zoning produce
undesirable outcomes

Key Findings Summary (Not in Order of Significance)

Historic buildings
face obstacles under
Title 19

Traditional Hawaiian
land use practices
and building are not
evident

There is a backlog of
enforcement issues

Key Findings Summary (Not in Order of Significance)

Short-term
rental
regulations are
burdensome

There is little
contextual
design or
placemaking

Affordable
housing and
climate change
need to be
addressed

Agricultural
zoning practices
aren't working

Key Findings Summary (Not in Order of Significance)

Processes aren't
clear and
transparent

No unified effort

Text and maps
are difficult to
read and access

Excessive
discretion in
rulemaking

Recommendations

Create a Simplified, Hybrid Code

| Hybrid Ordinances

Integrate the concepts of two or more zoning methods.

Usually have Euclidean zoning as the foundation, but could use any of the zoning methods.

Normally attempt to maximize the advantages of different zoning methods while minimizing the disadvantages.

Summary of Zoning Approach Characteristics

Type of Code	Characteristics	Examples
Euclidean	<ul style="list-style-type: none"> Includes "districts," "uses", and "dimensional standards" "Proscriptive": prohibits development not consistent with code Generally text-based 	<ul style="list-style-type: none"> Use districts Use classifications Development standards: setbacks, height, lot size, density, floor-area ratio.
Performance Zoning	<ul style="list-style-type: none"> Regulates "impacts" of development, such as nuisance impacts, impervious surface, trip generation, etc. Sometimes combined with "point system" to compare planned development to basic zoning standards 	<ul style="list-style-type: none"> Nuisance (odor, noise, vibration, glare, toxics, etc.) standards in industrial or commercial zones Performance criteria (floor area, impervious surface, trip generation, etc.) to compare development alternatives
Form-based Codes	<ul style="list-style-type: none"> Graphic-based and design approach to outlining regulations, including design "typologies" for homes, shopfronts, public spaces, streetscapes, etc. "Prescriptive": outlines what is expected of development, especially design Uses downplayed 	<ul style="list-style-type: none"> Traditional neighborhood development (TND) zone Urban village zone Transit-oriented development (TOD) zone
Incentive Zoning	<ul style="list-style-type: none"> Flexibility to achieve objectives through optional "incentives" such as density or floor area bonuses in exchange for historic preservation, affordable housing, etc. 	<ul style="list-style-type: none"> Increased density for preserving open space Density bonuses for affordable housing. Reduced parking requirements for increased landscaping.

Summary of Advantages and Disadvantages of Zoning Approaches

Type of Code	Advantages	Disadvantages
Euclidean	<ul style="list-style-type: none"> • <u>Easy</u> for City staff to implement and for the public to interpret, if well organized. • Familiar to professionals, staff, public officials, and public. • Flexibility for varied design within parameters of use and dimensional standards. 	<ul style="list-style-type: none"> • Lack of flexibility to address different site characteristics and surroundings. • Only prevents the "worst" from happening.
Performance Zoning	<ul style="list-style-type: none"> • <u>Flexibility</u> to vary uses, density and intensity of development and to address impacts. 	<ul style="list-style-type: none"> • Impact approach may not address site-specific conditions or constraints. • Difficult to implement - complex calculations.
Form-based Codes	<ul style="list-style-type: none"> • Graphics are more readily understood by public, public officials, and professionals. • "<u>Prescriptive</u>" approach outlines design visually. • Integrates the principles of mixed-use and pedestrian orientation. • Useful for developing new areas and some infill sites. 	<ul style="list-style-type: none"> • Not readily applicable to built-out urban or suburban areas. • Requires much up-front effort to develop regulating plan and design specifics. • Can be highly subjective.
Incentive Zoning	<ul style="list-style-type: none"> • <u>Optional</u> for developer. • May provide public amenities with "win-win" approach. 	<ul style="list-style-type: none"> • Incentives may not be used, and amenities not provided • Win/win may be hard to achieve.

Districts and Maps

- There are too many districts
- The districts don't implement many of the community plan concepts
- Interim zoning is confusing and outdated

- R-0
- R-1
- R-2
- R-3
- D-1
- D-2
- A-1
- A-2
- H-1
- H-M
- H-2
- Hotel
- B-1
- B-2
- B-3
- B-R
- B-CT
- SBR
- M-1
- M-2
- M-3
- AG
- PK
- GC
- County Rural
- RU-.5
- RU-1
- RU-2
- RU-5
- RU-10
- OS-1
- OS-2
- HD 1
- HD 2
- HD 3
- P-1
- P-2
- Maui RTPD
- Kihei RTPD
- Napili Bay Civic Improvement District
- Airport District
- Interim District
- Urban Reserve Project Districts (18) and numerous subdistricts

Create inclusive,
complete communities
and affordable public
assets

Ensure daily needs can be
met within walking
distance; by transit

Develop comprehensive
context-sensitive design
standards

Specific Actions

Make zoning maps
accessible online

Consolidate, and avoid
project districts

Develop a "User's Guide"

Specific Actions

Create an interactive
digital code

Simplify code language

Create a Unified
Development Ordinance

Specific Actions

Practical Tips for Code Writing--Example

Section 19.34.010

Civic improvement districts are authorized and may be established by the planning commission **and/or**¹ the council **for the purpose of**² encouraging, securing and maintaining the orderly and harmonious **appearance, attractiveness and aesthetic**⁴ development of structures and developments **in such districts**³ **in order that**⁵ the most appropriate use and value **thereof**⁶ be **determined**⁷ and protected and **that the**⁸ public health, safety and general welfare be preserved.

Civic improvement districts are authorized and may be established by the planning commission or council to encourage, secure, and maintain the orderly and harmonious appearance of structures and developments, to ensure the most appropriate use, to protect property values, and to preserve public health, safety, and general welfare.

Graphically rich

ORION
PLANNING*DESIGN

Digitally Formatted and Web-served Mapping

General Parcel Data

Tract Id: 2821X07-KA6-11-BLK240
Assessor: 0064300
Geocode: 07396607438110000
Approximate GIS Acreage: 0.2
City: KALISPELL
Subdivision Name: KAL ADD 6
Owner: SCHLEGEL, TRINITY D
Address: (M) 385 2ND AVE WN KALISPELL MT 59901
Owner: SCHLEGEL, TRINITY D
Address: (P) 385 2ND AVE WN KALISPELL MT 59901

Certificates of Survey

Tract Land: None available
Subdivision RTMT/BLA: None available

Subdivision Plats
[KAL_ADD_6_3-3-5_KA6.TIF](#)

School Districts

School District Name: KALISPELL
School District Number: 5
High School District: FLATHEAD
Kalispell Elementary District: RUSSELL

Voting Districts

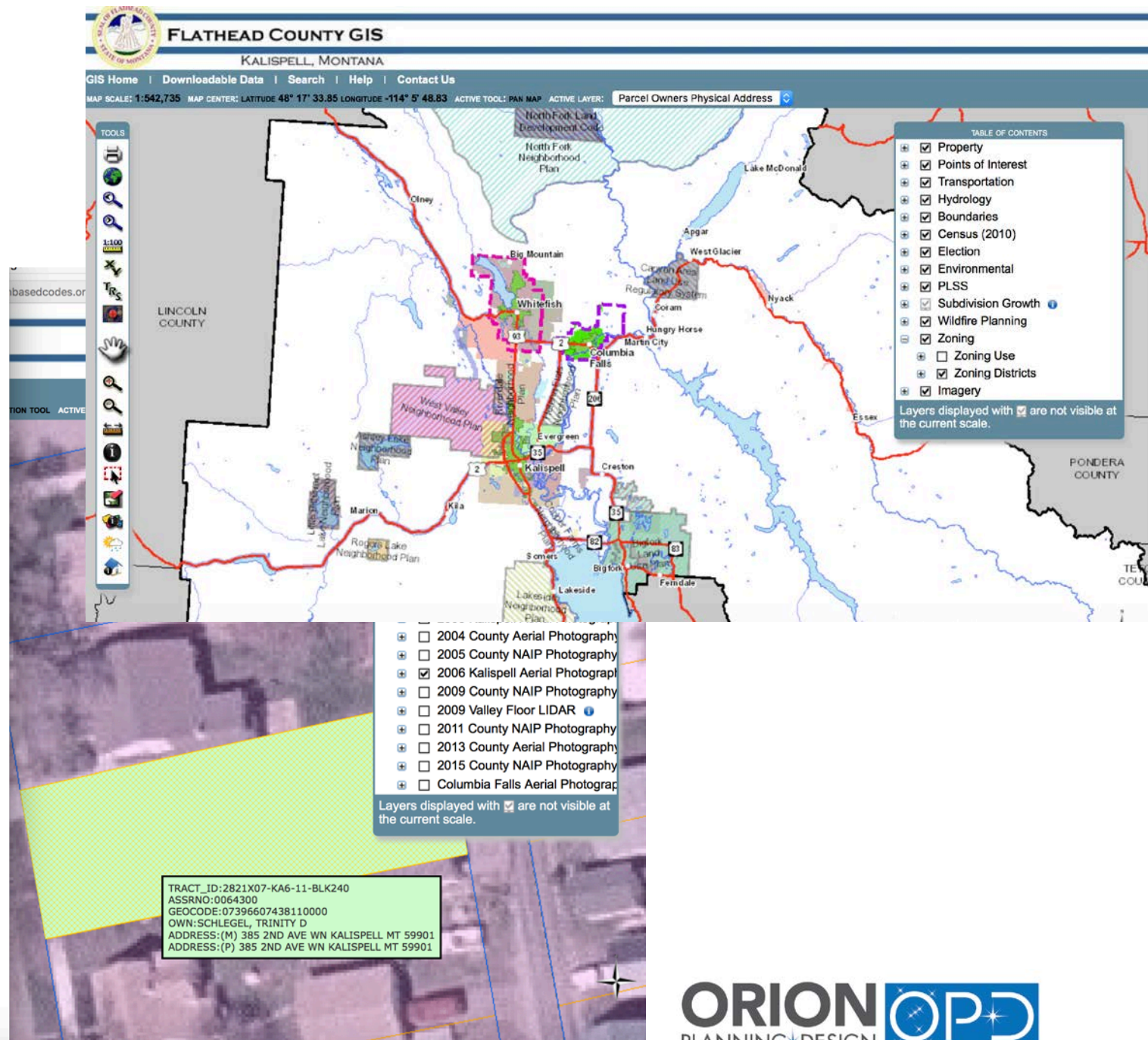
Commissioner District: 2
Precinct Number: 1
House District: 7
Senate District: 4
Kalispell Ward Number: 2

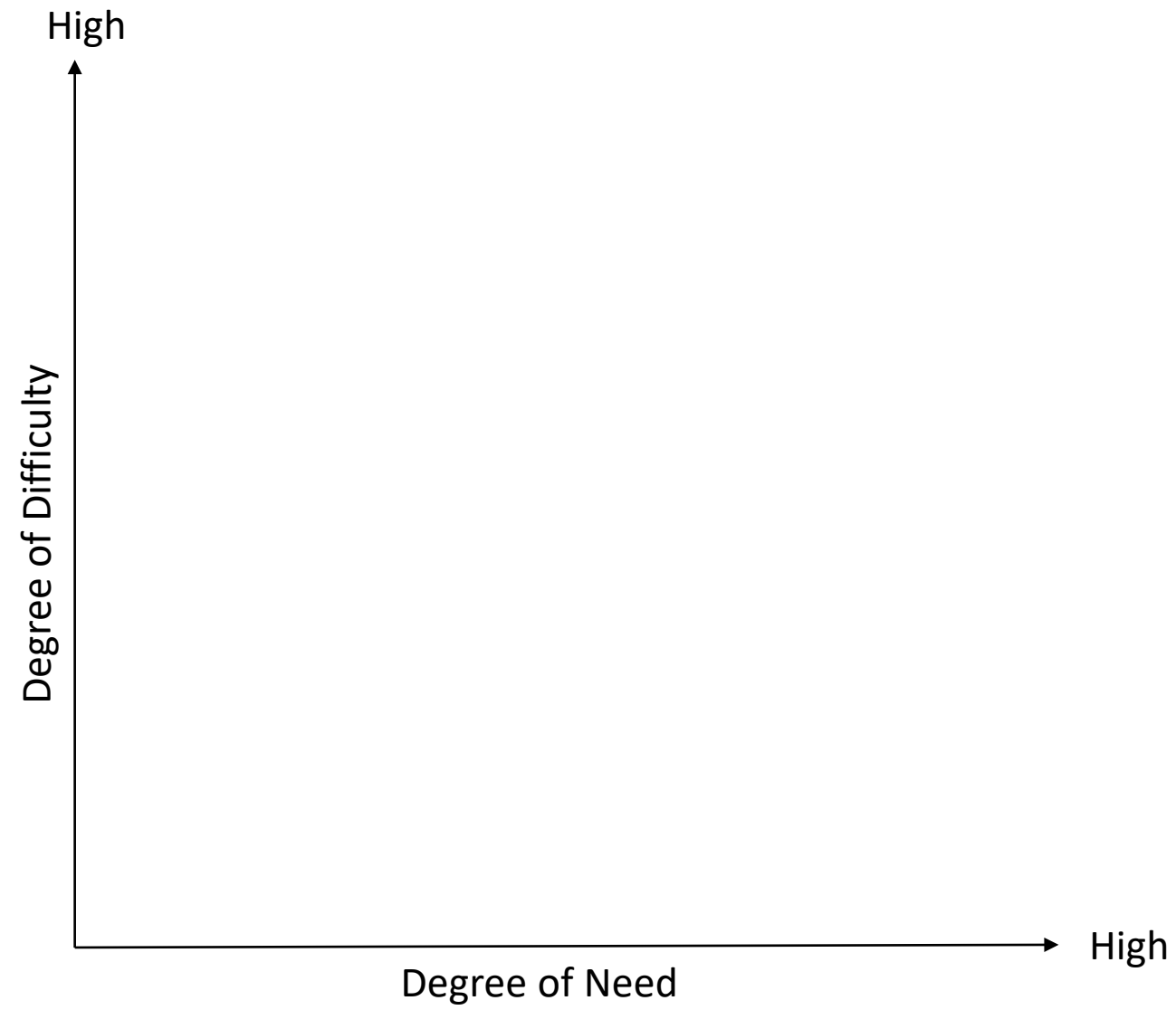
Water, Sewer and Fire Districts

Fire District: NA
Water & Sewer District: NA

Zoning Districts

Neighborhood Plan: NA
County Zoning District: NA
County Zoning Use: NA
Whitefish Zoning: NA
Kalispell Zoning: R-3
Columbia Falls Zoning: NA





Recommendations

**Promote Housing Choice
and Affordability**

Qualify and, when possible, quantify barriers to affordable housing

Identify and remove regulatory barriers

Do not exempt affordable housing from mobility requirements

Specific Actions

Address illegal
conversions
sensitively

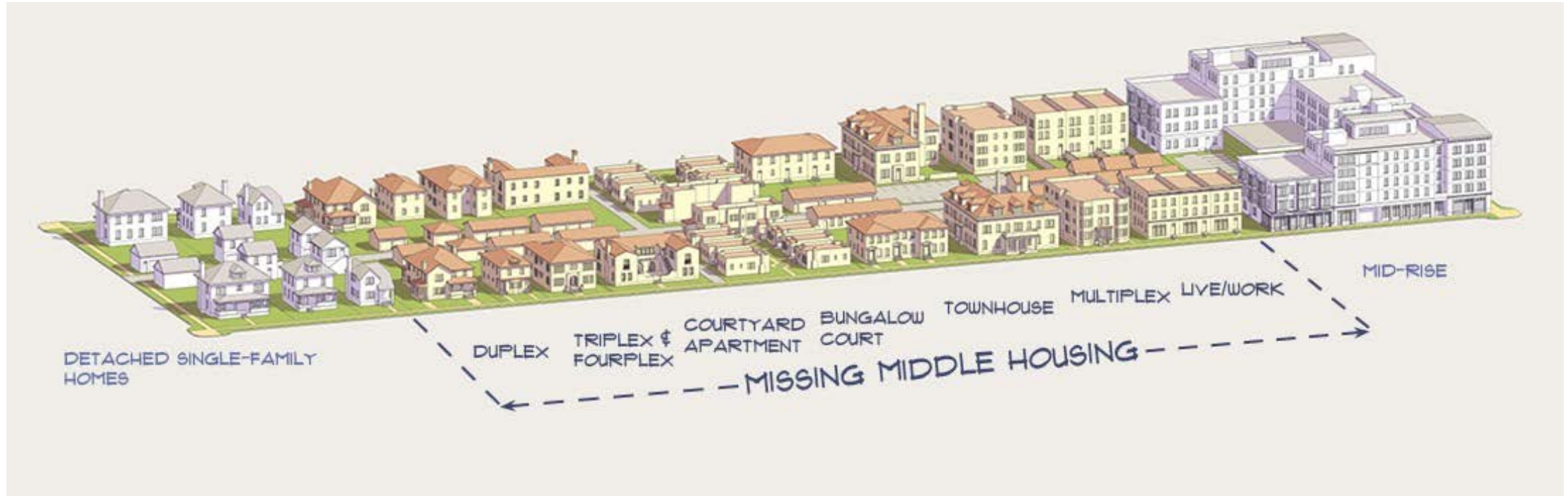
Focus on “missing
middle” housing
choices and mixed
residential
communities

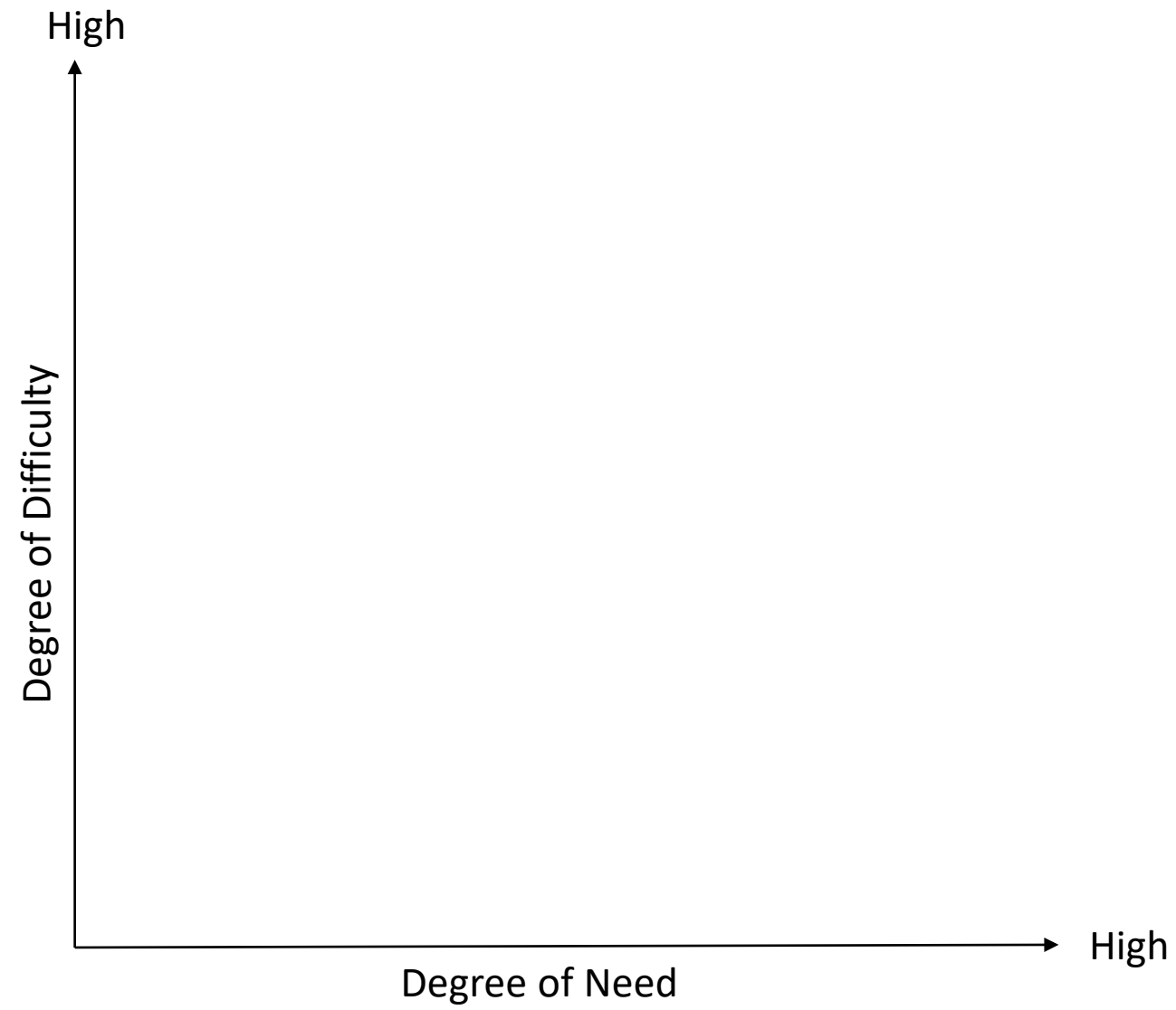
Encourage
accessory
dwellings

Balance the
tourism economy
with the need to
have affordable
housing

Specific Actions

Encourage Missing Middle Housing Options





Recommendations

Address Specific Use Needs and Issues

Accommodate new
technology and trends

Protect agricultural land
from pseudo farms

Fix the short-term rental
program

Specific Actions

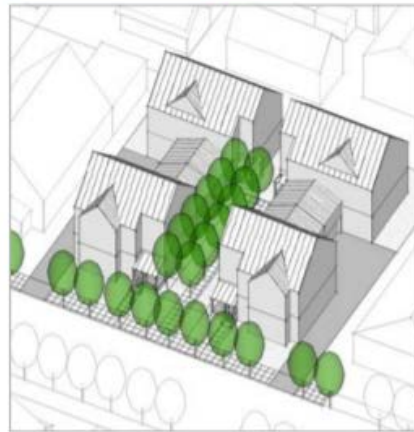
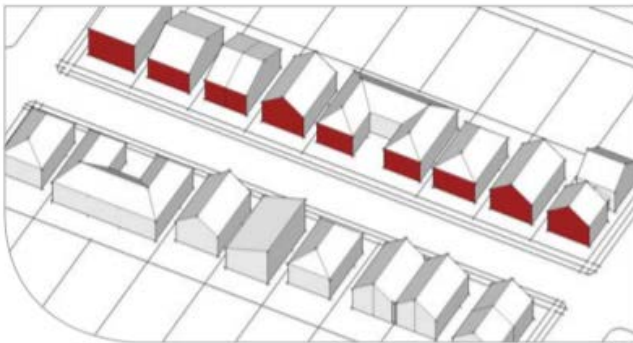
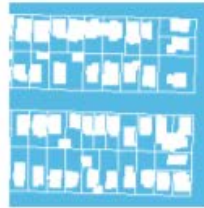
Create infill and
redevelopment standards

Encourage mixed-use

Address agricultural zoning

Specific Actions

The Infill Design Toolkit: Medium-Density Residential Development



A Guide to Integrating Infill Development
into Portland's Neighborhoods

December 2008

<https://www.portlandoregon.gov/bps/49254>

Seminar 2 Thursday, April 14, 6:30-8:15 PM Best Practices in Infill Development

California infill builders have created large- and small-scale infill developments in urban and suburban communities throughout the state. Learn from a few of them who have worked successfully with local government policymakers, planners and neighborhood groups. They will offer insights, based on prior projects, into ways of achieving successful outcomes through an ever-increasing number of hurdles.



"Infilling California: Tools and Strategies for Infill Development" presentation by Meea Kang

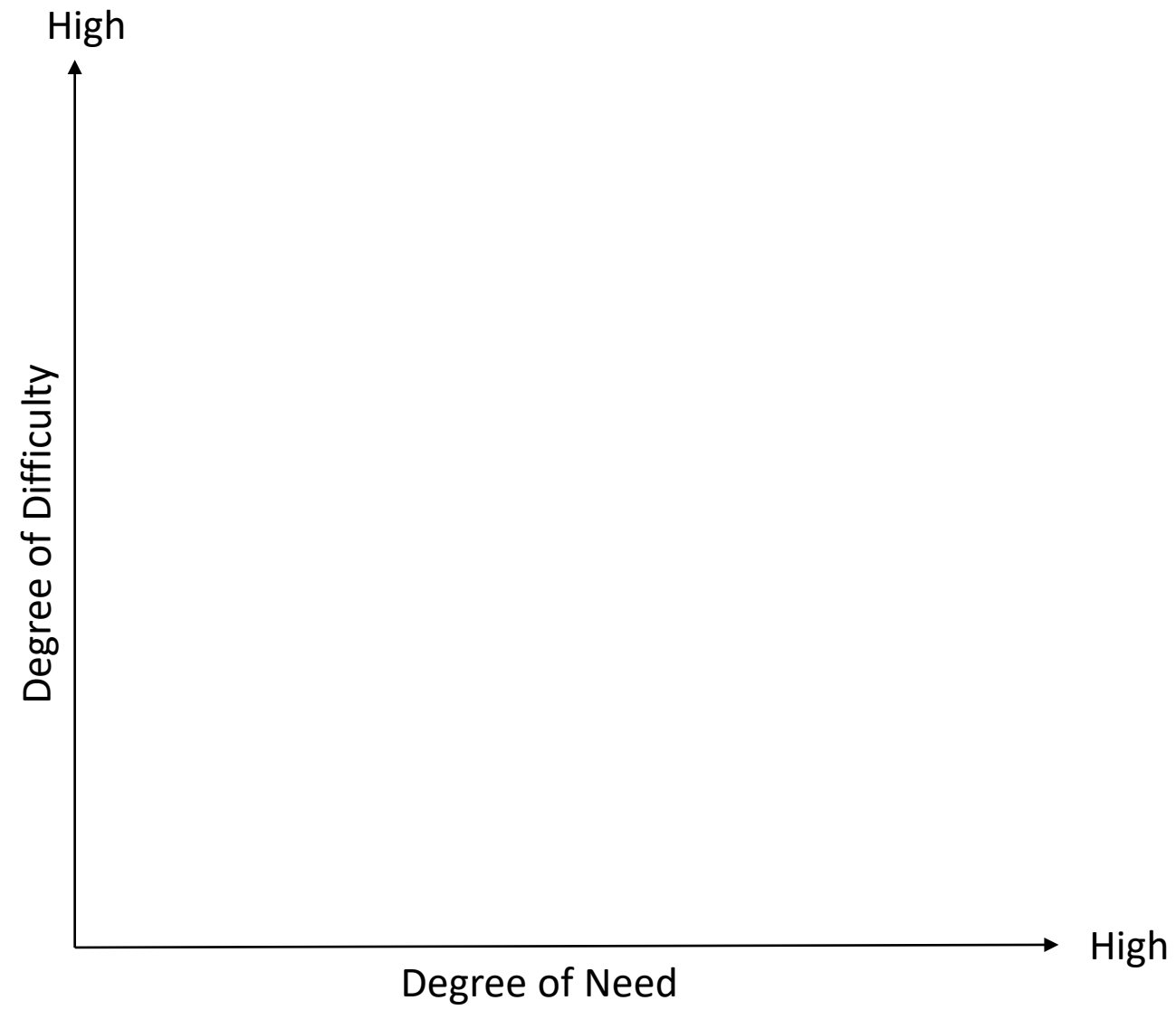
Meea Kang, President of *Domus Development*, an affordable housing development company with offices in San Francisco, Los Angeles and Irvine, California, has helped create nearly 2,000 units of affordable and market-rate housing in California. Since 2003, her company, Domus Development has produced socially- and environmentally-conscious ventures by revitalizing underutilized properties, improving infrastructure, involving communities in the planning process, creating public-private partnerships and assembling complex layered financing. For her achievements, Kang was recently honored with a Visionary 2020 Award from the Sierra Business Council. This award is presented to "leaders and visionaries who have made remarkable contribution in the areas of conservation, energy efficiency, smart planning and growth, sustainable development and affordable housing". Kang earned a Masters of Architecture from UC Berkeley and a Bachelor of Fine Arts from Cornell University. She is a founding member and President of the California Infill Builders Association Board of Directors, a not-for-profit organization advancing the goals of focusing development inside cities and towns and controlling sprawl.



"Infill in Berkeley" presentation by Patrick Kennedy

Patrick Kennedy is the owner of *Panoramic Interests*, a development firm that has been building housing, live-work space, and commercial property in Berkeley since 1990. The firm has focused on dense mixed-use, mixed-income, infill developments, typically financed with private funds. All of the multi-family housing projects include below market rate units (usually 20%). Since 1995, Panoramic Interests has built 483 units of housing in several mixed used projects in and around the downtown. In August 2004, the firm finished three projects.

<http://iurd.berkeley.edu/news/bestpractices.shtml>



Recommendations

Create Multimodal Mobility Standards

ECONOMIC BENEFITS

COST SAVINGS
JOB GROWTH
PRODUCTIVITY

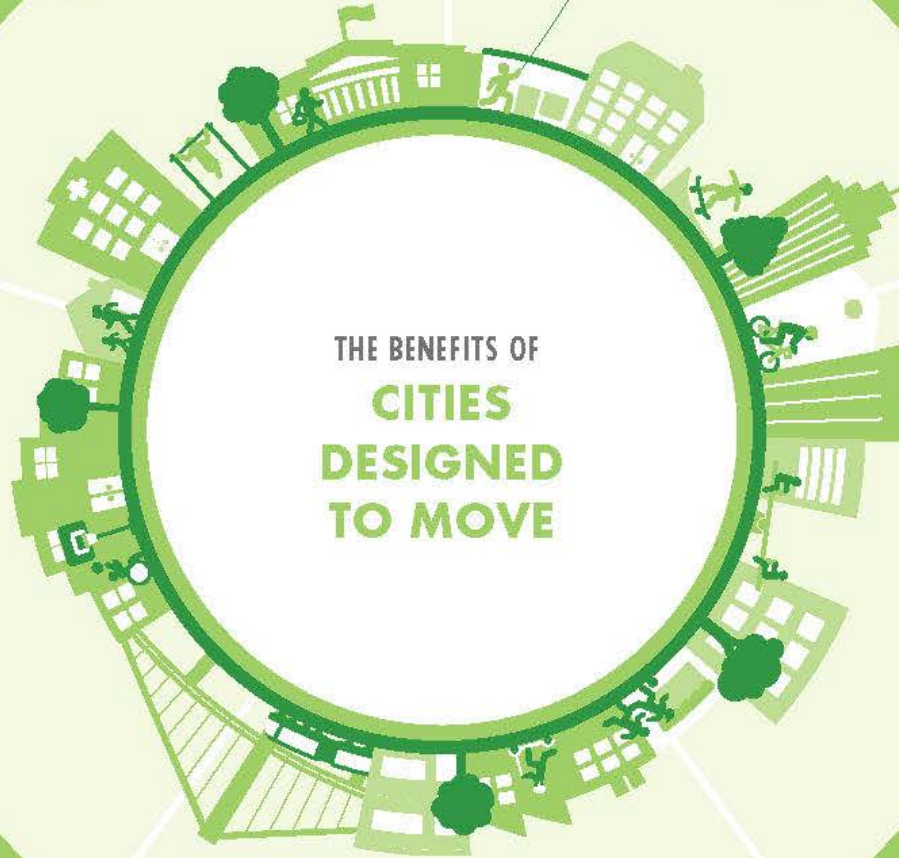


SAFETY BENEFITS

LESS CRIME
FEWER PEDESTRIAN AND CYCLIST INJURIES



THE BENEFITS OF CITIES DESIGNED TO MOVE



SOCIAL BENEFITS

BETTER COHESION
INCREASED CIVIC ENGAGEMENT



ENVIRONMENTAL BENEFITS

REDUCED POLLUTION
IMPROVED CLIMATE



HEALTH BENEFITS

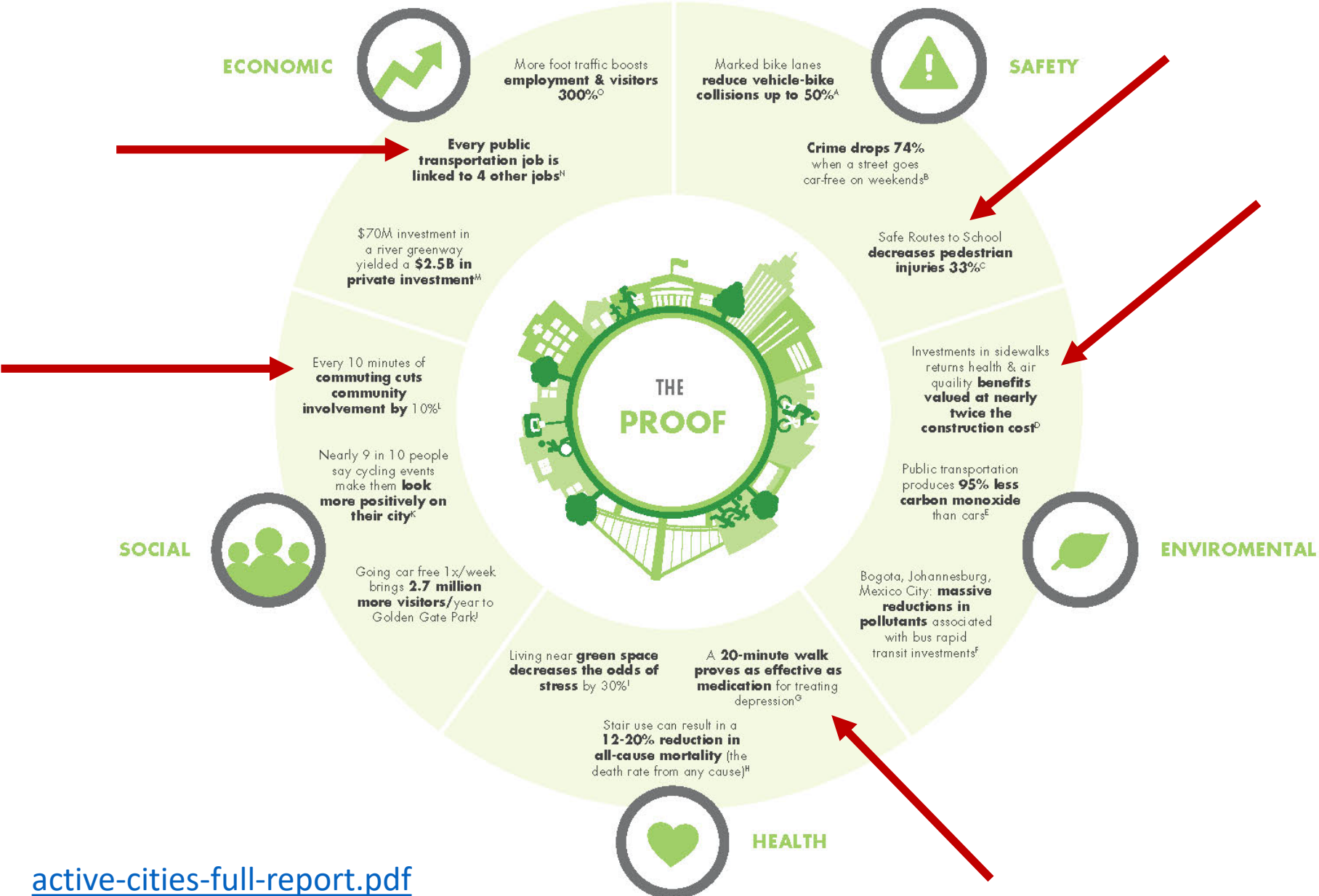
LESS DEPRESSION, ANXIETY AND STRESS
LESS OBESITY AND CHRONIC DISEASE



[active-cities-full-report.pdf](#)

fig 2

THE BENEFITS ARE BIGGER THAN YOU THINK



Enforce comprehensive
multimodal mobility
standards

Prioritize pedestrian
movement

Encourage or at least
allow bike share

Specific Actions

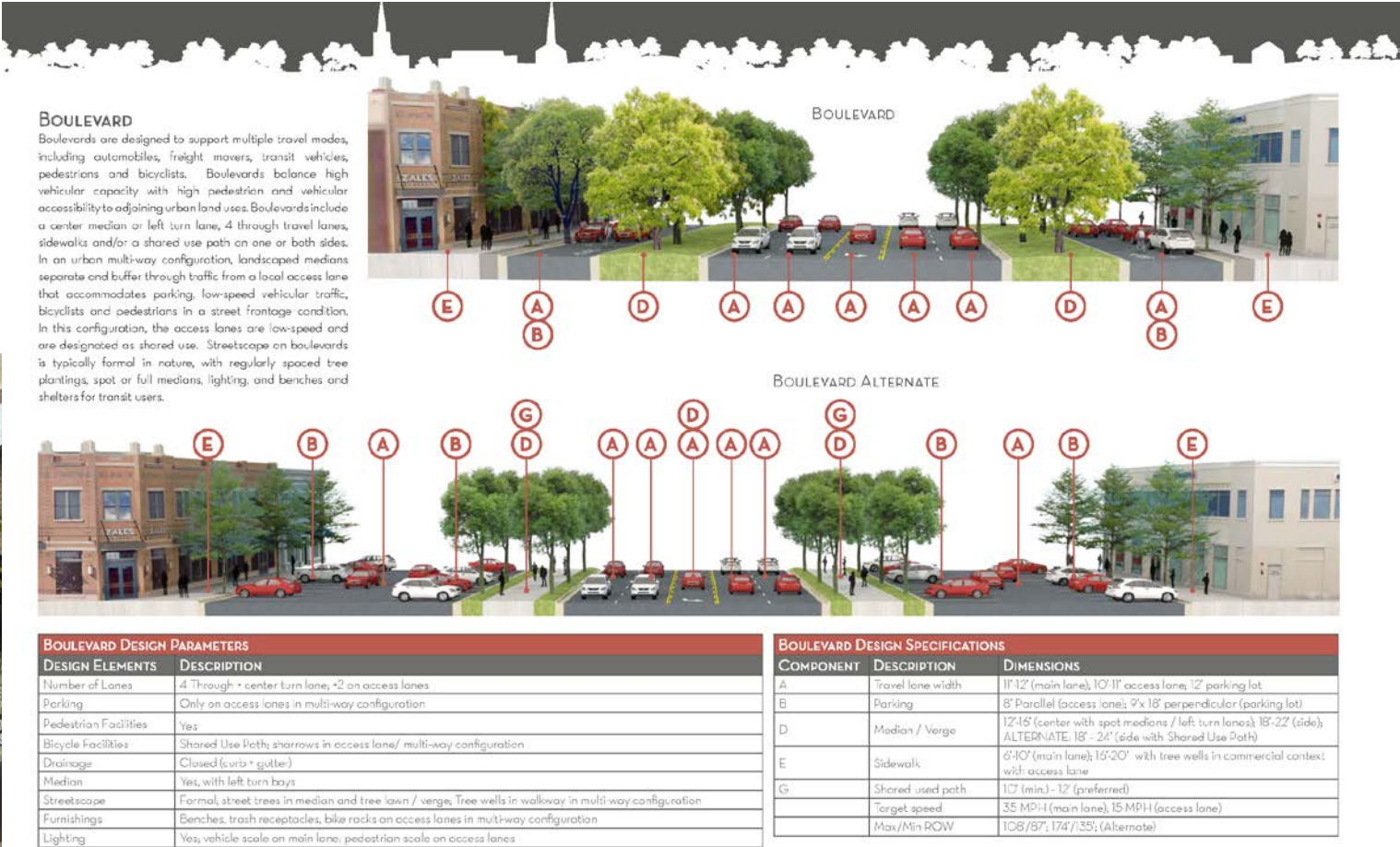
Require connectivity

Re-evaluate parking
standards

Incorporate Planting Plan
standards and other low
impact design
landscaping principles in
parking

Specific Actions

Multimodal Design Standards



AN EXAMPLE OF A SHARED PARKING CALCULATION

Calculate the shared parking required for a mixed use development with a 40,000-gross-square-foot (GSF) office building and a 5,000 GSF restaurant.

Step 1. Determine the base parking required (as per the local parking ordinance) for each land use.

Assume the parking standards ordinance requires, at a minimum, 2.7 spaces per 1,000 GSF for office uses and 15.3 spaces per 1,000 GSF for restaurants.

Parking for offices = $2.7 \times 40,000/1,000 = 108$ spaces

Parking for restaurant = $15.3 \times 5,000/1,000 = 77$ spaces

Combined base requirement: $108 + 77 = 185$ spaces

Step 2. Based on the hourly variation in parking demand, determine the peak parking demand for the combined demand of all the uses in the development.

Standardized data (e.g., those contained in ULI (1983)) or other studies should be used to estimate hourly variations. Field studies can also be performed on similar land uses within the jurisdiction to establish the hourly variation patterns. This analysis may be needed for both weekdays and weekends, depending on the type of uses involved, and may need to consider seasonal peak periods.

Example: Table 4.10.1 shows the various hourly parking demand rates for offices and restaurants (columns 2 and 4) from ULI data. These rates were multiplied by the GSF of each development to determine the number of parking spaces needed each hour during a typical weekday. The hourly parking demands for this example are shown in Table 4.10.1 above. Below is the combined peak parking demands for several critical hours during the day (Table 4.10.2):

TABLE 4.10.2. COMBINED PARKING REQUIREMENTS

Metro Codes	Office Code Requirements	40,000 GSF Office	Restaurant Code Requirements	5,000 GSF Restaurant	Total Required	Total Demand	Net Savings
Minimum	2.7	108	15.3	77	185	178	7
Maximum—Zone A	3.4	136	19.1	96	232	178	54
Maximum—Zone B	4.1	164	23	115	279	178	101

Adapted from Portland Metro 1997

Combined Demand for Office, peak hour at 11 a.m.:

Office = 3.0 spaces/1,000 GSF; Restaurant =

6.0/1,000 GSF

Combined Demand = $(3.0 \times 40) + (6.0 \times 5) = 120 + 30 =$
150 spaces

Combined Demand for Restaurant, peak hour at 7 p.m.:

Office = 0.2 spaces/1,000 GSF, Restaurant =

20.0/1,000 GSF

Combined Demand = $(0.2 \times 40) + (20.0 \times 5) = 8 + 100 =$
108 spaces

Peak Demand for Combined Uses at 1 p.m.:

Office = 2.7 spaces/1,000 GSF, Restaurant =

14.0/1,000 GSF

Combined Demand = $(2.7 \times 40) + (14.0 \times 5) = 108 + 70 =$
178 spaces

Peak-Hour Parking Demand for Combination of Uses =
178 spaces

Step 3. Compare the calculations of the two steps above. The lesser of the two parking demands shall be used as the minimum number of parking spaces required.

Minimum parking required for both uses according to local parking standards = 185 spaces

Peak-hour parking needs with shared parking =
178 spaces

$185 - 178 =$ Net savings of 7 spaces

TABLE 4.10.1. WEEKDAY HOURLY PARKING DEMAND RATIOS FOR OFFICE BUILDINGS AND RESTAURANTS

Hour of Day (1)	Office Parking Demand per 1,000 GSF (2)	40,000 GSF Office (3)	Restaurant Parking Demand per 1,000 GSF (4)	5,000 GSF Restaurant (5)	Total Spaces Needed to Meet Combined Demand (6)
10 a.m.	3.0	120	4.0	20	140
11 a.m.	3.0	120	6.0	30	150
12 noon	2.7	108	10.0	50	158
1 p.m.	2.7	108	14.0	70	178
2 p.m.	2.9	116	12.0	60	176
3 p.m.	2.3	92	12.0	60	150
4 p.m.	2.3	92	10.0	50	142
5 p.m.	1.4	56	14.0	70	126
6 p.m.	0.7	28	18.0	90	118
7 p.m.	0.2	8	20.0	100	108
8 p.m.	0.2	8	20.0	100	108

Re-Evaluate Parking Standards

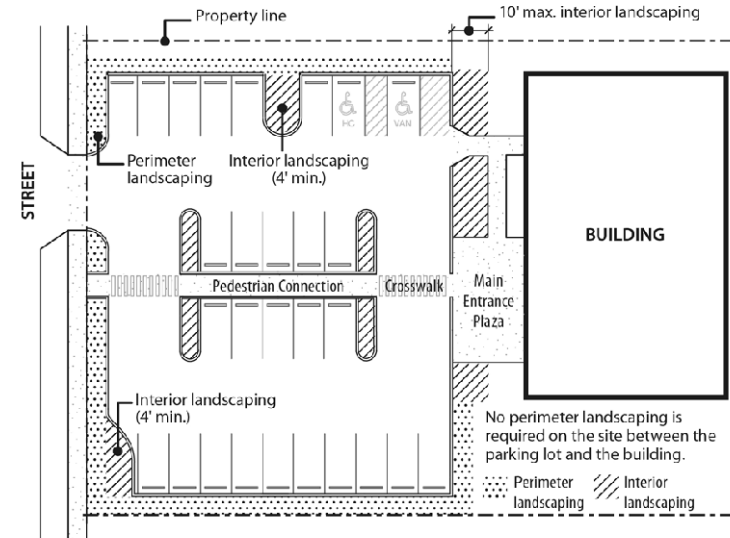
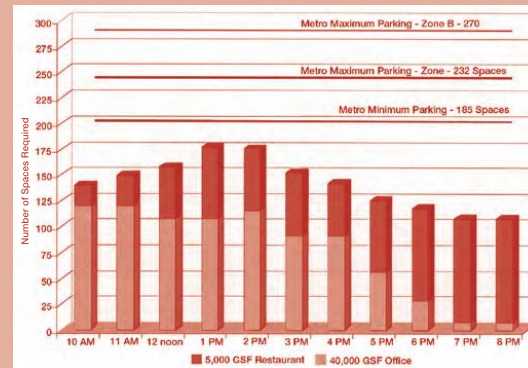
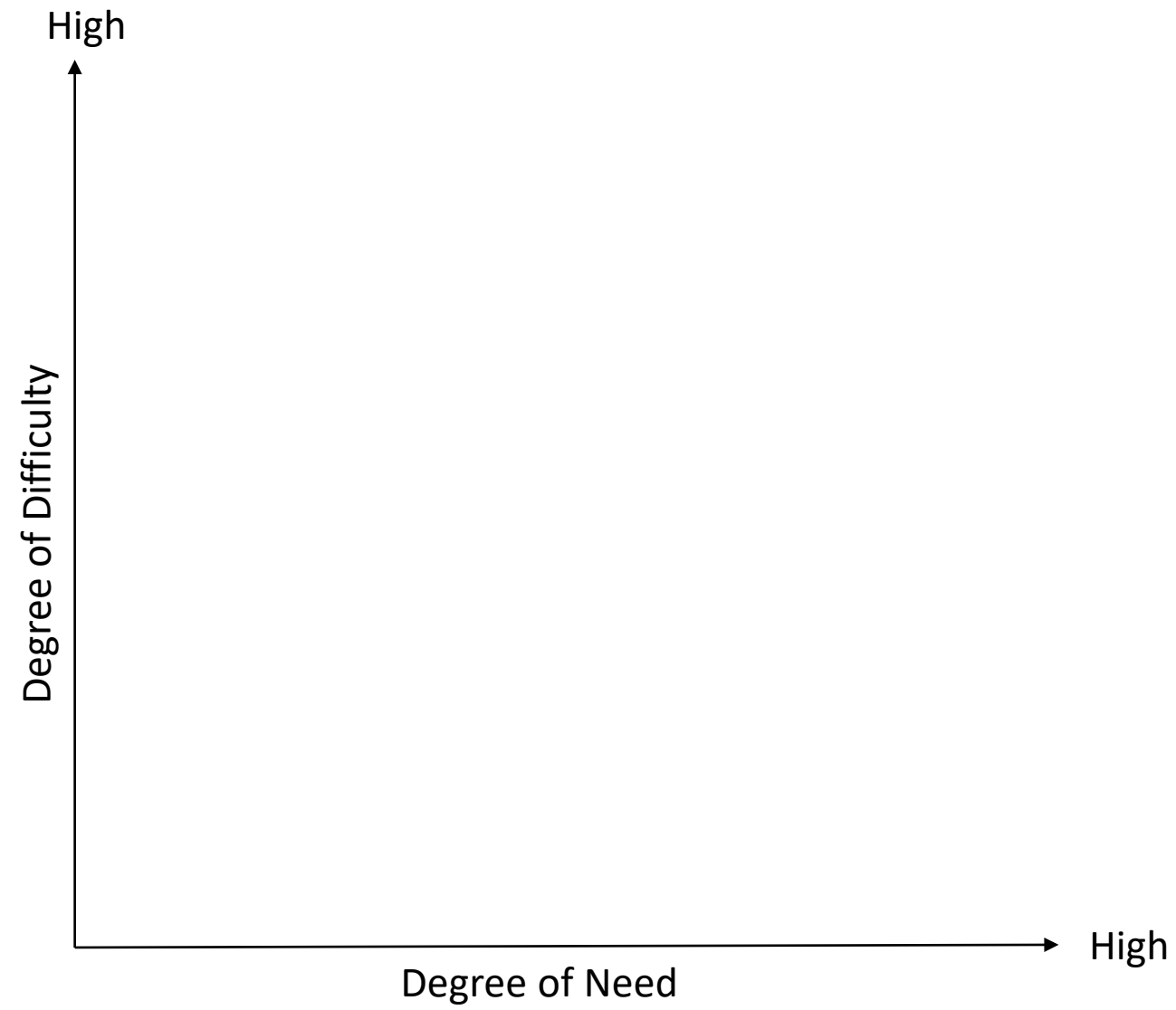


FIGURE 4.10.2. PARKING COMPARISONS: SHARED PARKING DEMAND VERSUS CODE REQUIREMENTS



Adapted from Portland Metro 1997



Recommendations


Revise Plan Content and Process

Re-envision the
Countywide Policy Plan as
the umbrella plan for
Maui

Focus community plans
on strategic issues and
community character

Plan and implement
Complete Communities

Specific Actions



Plan for people and
livability

Anticipate and plan for
disruption

Plan for strategic coastal
retreat and other climate
change strategies

Specific Actions

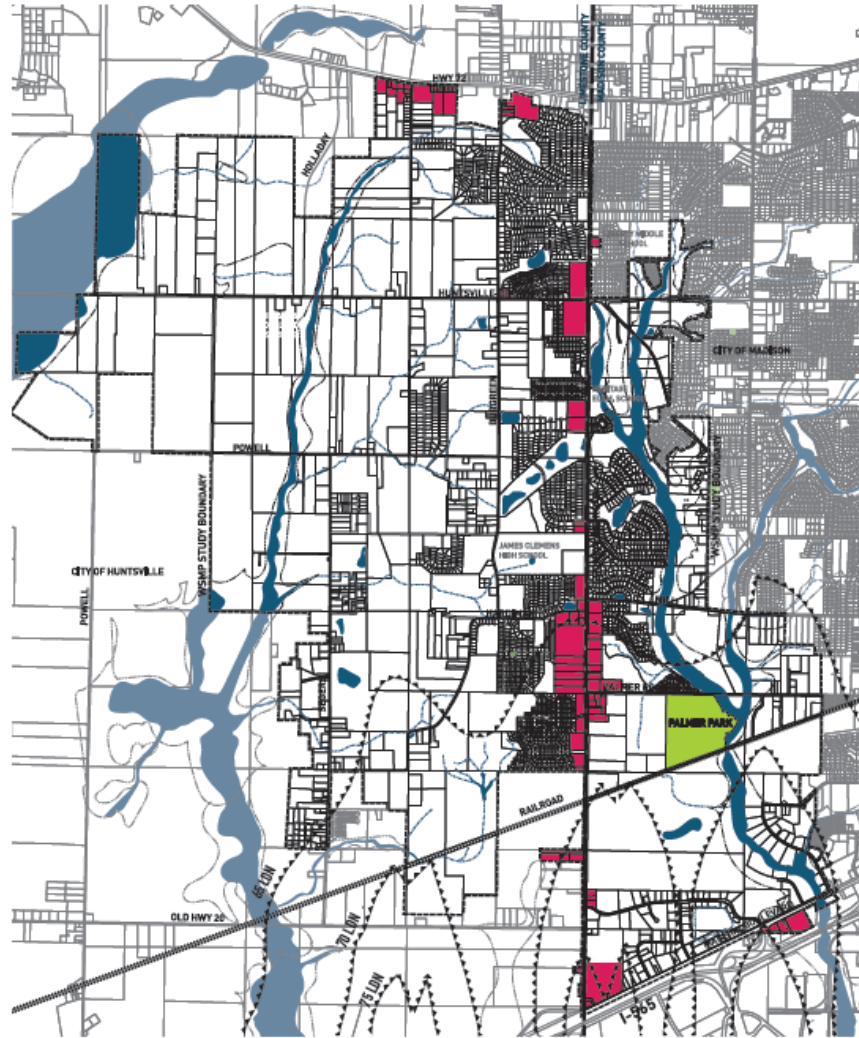
Create and
reinforce places

Speed up plan-
making

Require annual
reviews and
recommendations

Create robust
implementation
elements

Specific Actions



CONVENIENCE COMMERCIAL PLACE TYPE LOCATIONS

CONVENIENCE COMMERCIAL (CC)

The Convenience Commercial place type is intended to accommodate auto-oriented retail and service uses especially along County Line Road and Highway 72. Indoor and outdoor commercial recreation areas such as skate parks and arcades and paintball are possible uses where they do not abut residential neighborhoods. Rather than typical strip center commercial, however, this place type encourages out parcels with buildings close to the street to screen larger buildings and parking toward the rear of the lot. However, other configurations that create a street presence and screen parking are also permitted. This place type covers 386 acres or 4% of the total gross area of the West Side.

All of the existing commercial development within the West Side would fall into the Convenience Commercial place type. In general, this place type provides for retail, service and office uses that are geared toward a motoring public. This place type should be restricted to major streets and should include cross access easements that allow motorists, pedestrians and cyclists to move between development sites without having to access the public street.

Convenience Commercial may allow a range of retail footprints up to and including big box retail. Big box sites are encouraged to use outparcels and landscaping to screen large parking areas.

EXAMPLE IMAGERY



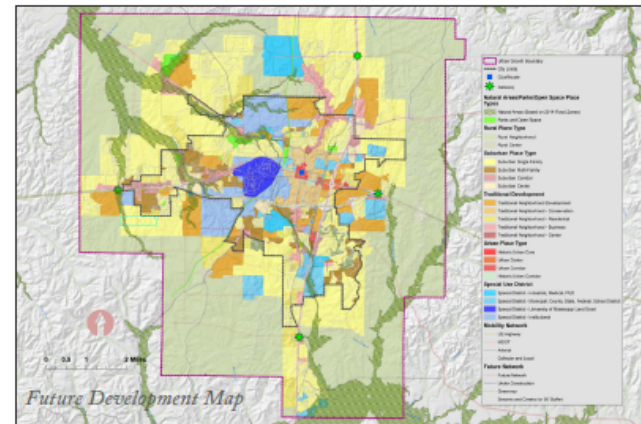
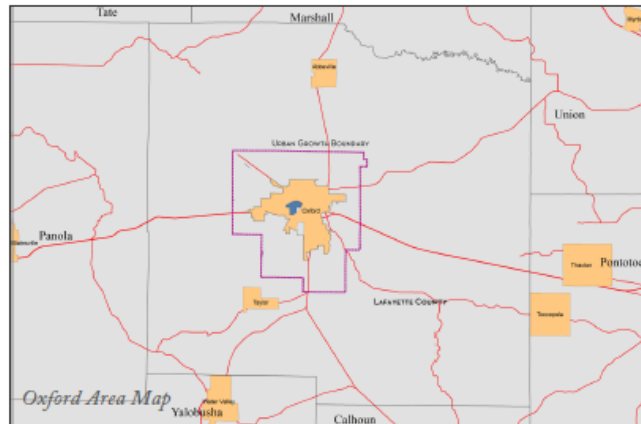
Rural Centers

Rural centers provide necessary services for the surrounding rural community and for compatible rural residential development. Rural centers are areas generally located at existing or proposed defined intersections and contain commercial, mixed use, residential, and institutional land uses. Rural centers serve rural areas with relative brief access times. Rural centers are generally small, not exceeding the four corners of an intersection of prominent rural roads though some may be larger.

Buildings are irregularly spaced, with minimal spacing between buildings when on narrow rural roads. Setbacks for buildings may be deeper when located on wide rural roads. Parking is ideally located behind or beside the buildings but often located to the front of the building. The public realm and streetscape features the infrequent use of lighting, and both formal and informal landscaping. They are ideally served by low to moderate levels of connectivity with rural roads and multi-use paths leading to surrounding rural areas and open space. The edges of rural centers should be firm with clearly distinguishable boundaries identified by land uses, building types,

building placement, block structure, and environmental features. Rural centers are generally surrounded by extensive areas of rural or suburban neighborhoods. New development should be appropriate in scale and designed to complement the unique character of the designated center area. Rural centers are also characterized by low density residential development situated on smaller lots within and in close proximity to the designated Rural center. These rural commercial nodes are typically located at road intersections and are scaled to complement the character of the existing community.

Rural centers should maintain a sense of place and unique character. New development should complement the existing community with regard to scale, architecture, materials, color, and texture. Rural centers should encourage a mix of uses, including neighborhood commercial, residential, as well as assembly or civic buildings.



RURAL CENTERS

POTENTIAL DEVELOPMENT USES AND POLICIES

Primary Land Uses	<ul style="list-style-type: none"> Commercial/office
Secondary Land Uses	<ul style="list-style-type: none"> Single-family detached residential Institutional
Development Intensity	<ul style="list-style-type: none"> Limited development potential
Sewage Treatment	<ul style="list-style-type: none"> Generally individual septic systems
Appropriate Development Policies	<ul style="list-style-type: none"> Zoned for commercial activity at cross roads. Building designs compatible with the area's rural setting are most appropriate. Outside storage to be minimized. Site plan review
Private and Public Amenities	<ul style="list-style-type: none"> Greenway or trail head

GENERAL DESIGN CHARACTER

Building Placement	<ul style="list-style-type: none"> Buildings setbacks from road vary Parking lots may occur in front or to the side of buildings
Building Frontage	<ul style="list-style-type: none"> Mixed-use/commercial buildings have shop fronts at street level Residential buildings have front porches At least one primary entrance faces the street
Building Height	<ul style="list-style-type: none"> Up to 3 stories with limitations per code
Parking	<ul style="list-style-type: none"> Parking areas located behind or beside street-facing facades on primary streets
Access	<ul style="list-style-type: none"> Limited curb-cuts, shared access
Landscaping and Transitions	<ul style="list-style-type: none"> Parking should be landscaped and street trees should be preserved or established. Vegetative buffering of nearby residential

MOBILITY

Street Types	<ul style="list-style-type: none"> Parkway, avenue, main street, local
Non-Vehicular Mobility	<ul style="list-style-type: none"> Greenways, bikeways
Transit	<ul style="list-style-type: none"> Minimal feasibility, but limited potential for park and ride lots

"The single largest source of income for the City of Madison, and likely all cities in Alabama, is sales tax."



V. Impact of Growth on City Finances

THE IMPACT OF GROWTH ON CITY FINANCES

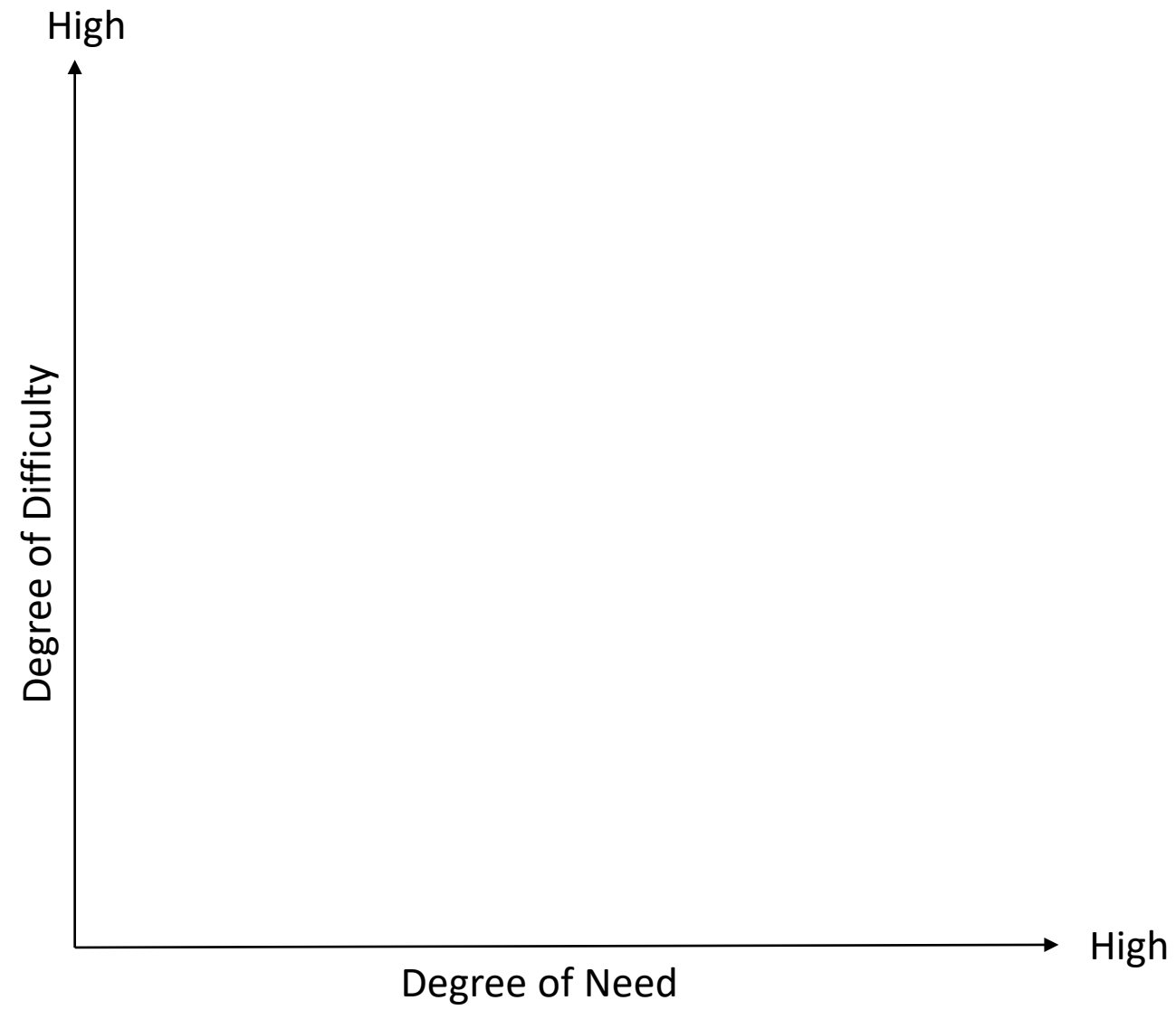
The City of Madison derives its revenue from a number of sources including taxes, licenses, permits, fines, and contributions and donations. The City does not collect impact fees to offset the cost of growth, nor does it require adequate public facilities or development agreements, as many cities do, to help with the staging and financing of infrastructure. The single largest source of income for the City of Madison, and likely all cities in Alabama, is sales tax. Sales tax represented 38% of total revenues for the fiscal year ended September 30, 2015. Property tax and payments in lieu of taxes generated 17% of the revenue, and licenses and permits another 16% for the same fiscal year rounding out the top four largest revenue generators. Nearly every structure that is added to the city adds to the tax base, and new residents and employees as well as businesses contribute sales tax.

While growth increases tax base and other revenue streams, it also costs the City in terms of services and facilities. During the time-frame of this planning process, the relationship between land use and revenue was studied by TischlerBise in an effort to better understand land use impacts on city finances. Five residential land use prototypes were studied along with eight non-residential prototypes:

RESIDENTIAL PROTOTYPES

- Single-Family Detached: Lot Size >12,000 SF
- Single-Family Detached: Lot Size <12,000 SF
- Single-Family Attached (Townhouse)
- Multi-Family: Apartments
- Mixed-Use: Apartments





Recommendations

**Implement
Organizational
Change**

Successful Change Management Practices in the Public Sector

Key Findings

- A third of respondents identify as successful organizations, and report change management success at their workplaces. Their success comes from their adaptability and amenability in implementing change.
- The top three strategies employed to minimize the negative impact of change are changing processes for efficiency, providing training, and improving the workplace culture. Successful organizations consistently use these strategies to their advantage.
- The top three roadblocks to change are siloing, flawed communication, and lack of buy-in.

Rebuild trust with the
community and among
departments

Create and harness
political, organizational,
and social capital

Be a leader in affordable
housing strategies

Specific Actions

Clear and transparent
rule-making

Clarify administrative
roles

Increase cross-
departmental and
functional collaboration

Specific Actions

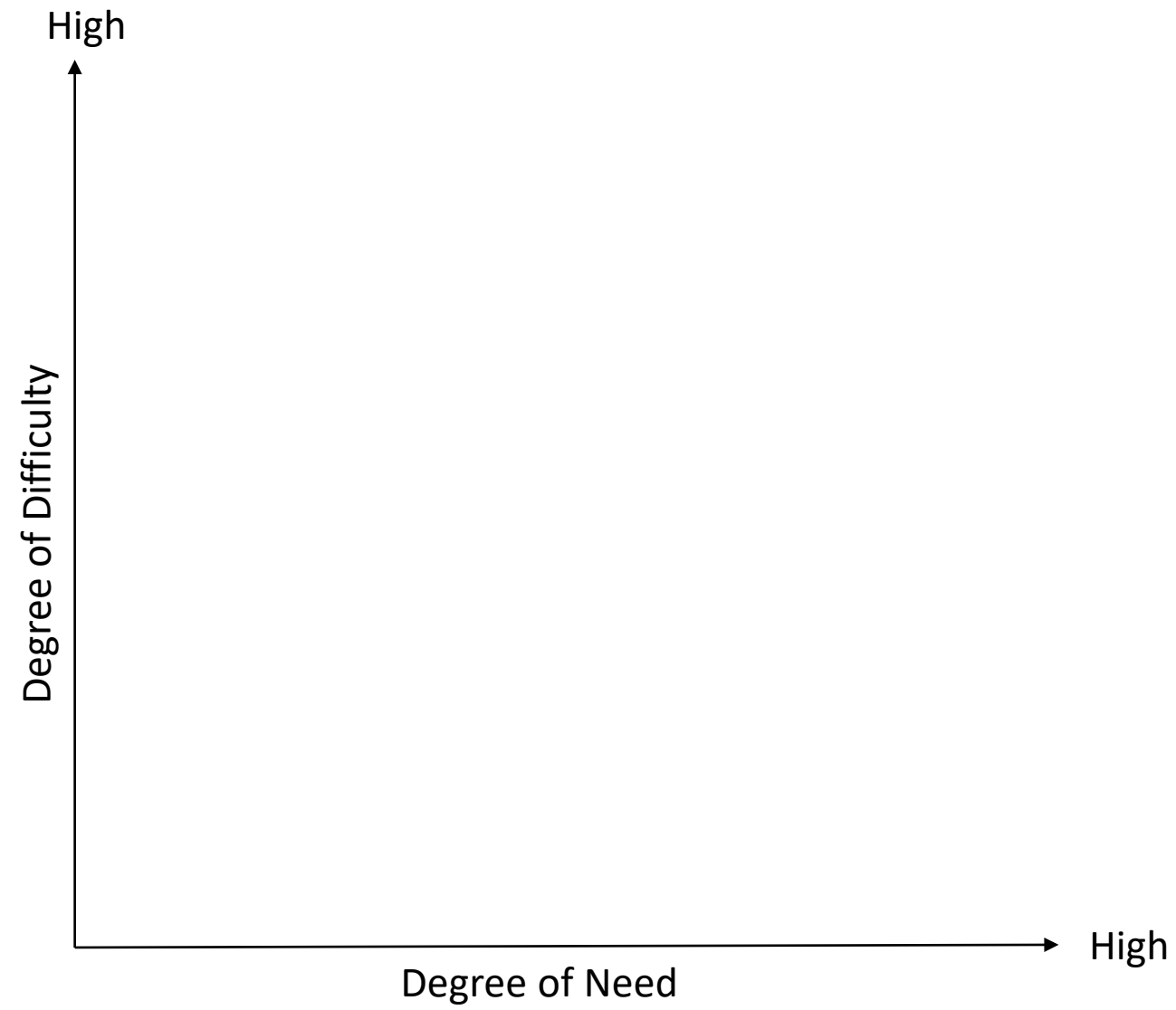
Designate a
bike/ped
coordinator

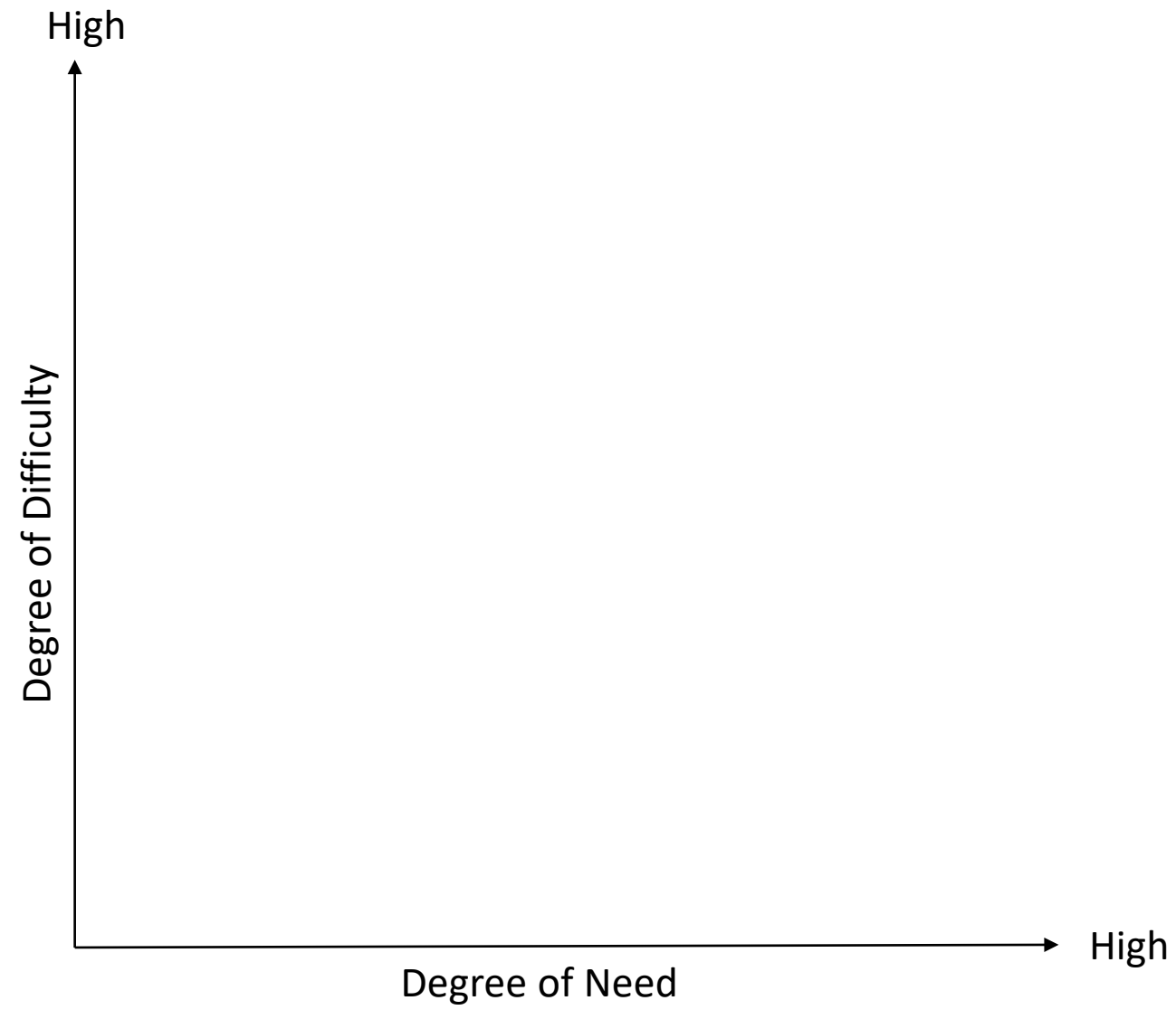
Establish a
technical review
committee

Conduct a
customer service
audit

Benchmark
processes and
track progress

Specific Actions







Your Thoughts?

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2000

20°52'39.72" N 156°28'35.25" W elev 83 ft eye alt 342 ft