NEEDS ASSESSMENT

City of Huntington Woods

Study of Eleven Mile Road Municipal Property &
Age-Specific Housing

This report was prepared by the City of Huntington Woods in January 2015 with assistance from Clearzoning, Inc.

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Executive Summary

In 2014, the retiring City Administrator for the City of Huntington Woods planted the seeds for an innovative project. His idea was somewhat non-traditional; he envisioned a public/private partnership where the City and a private developer would combine City resources (municipal property) with private resources (financing and professional know-how), with the end result being upgraded municipal facilities and senior housing—both of which would enable the City to provide improved services to its residents with minimal impact on the City's finances. Clearly, the exploration of such a unique redevelopment opportunity needs considerable research, study, and evaluation. **This report should be considered a very preliminary and cursory identification of issues the City should explore with further study before reaching any final conclusions**.

Background. The City of Huntington Woods owns about 4.6 acres of property on Eleven Mile Road, at the City's northern border. About 3 acres of this property was developed with municipal buildings, starting with the Department of Public Works building in the early 1940's.   For the most part, the City Hall (ca. 1954), Department of Public Safety (ca. 1963), and DPW building have not been improved or altered significantly in 50 years. Recognizing that technology and other factors have changed the delivery of municipal services, the City seeks to explore the needs of City staff and whether changes to the municipal complex are needed. In addition, the City recognizes the aging of its population and seeks to understand if an age-specific housing alternative could be provided through a public-private partnership on municipal property.

Process. This study gives an overview of the conditions of municipal property on 11 Mile Road. It is not an engineering, structural or architectural study, nor is it a feasibility assessment of the costs involved with making needed improvements. Rather, this study is the first step in identifying what services are offered at these facilities and asks the people most intimately involved with their daily functions (staff) what's working and what needs work. It should be made clear that one of our primary findings is that the City of Huntington Woods is tremendously fortunate to have a dedicated, committed, and loyal team of professionals who keep the City running as efficiently and effectively as possible.

In addition to the assessment of the municipal complex, this study offers some background on the aging population in Huntington Woods and throughout the US. It is important for the community to understand the issues surrounding aging and identify ways in which older residents can live comfortably in the community as long as they desire. Interviews with Huntington Woods seniors and a short survey for seniors and those that care for seniors focused on housing, of primary concern in a community where single family detached homes comprise all but one of the City's housing units (there is one duplex in the City).

Municipal Complex

The City's Municipal Complex is comprised of five buildings and houses the City's essential services: City Hall, Public Safety, and Public Works. In addition, the Parks & Recreation department uses the complex for storage of materials and equipment. The location of the complex makes it easy for residents to access City Hall and Public Safety, as well as for Public Safety and Public Works to access the rest of the City. Structurally, most of the buildings appear to be in satisfactory condition, although anecdotal evidence suggests possible foundation problems at Public Safety. Aesthetically, the buildings could use improvements, both inside and out. Furnishings and room layouts are dated and worn, and some rooms are "fixed" in layout, due to concrete block walls. Parking and service areas are cramped and in various states of repair. Most vehicles are kept outside, including public safety vehicles. Improvements in technology and newer vehicles and equipment could be better accommodated. Efficiencies are needed in terms of access and storage of equipment, files, and vehicles.

Housing Needs of Seniors

The City has seen its population increase by 1.4% between 2000 and 2010; however, the segment of the population over 65 increased 8.6% during that time. The median age of City residents increased from 40.6 to 42. This aging of the population is occurring throughout the state and rest of the country. This trend will continue well into the future as baby boomers continue to age, people live longer, and family sizes remain small. With all of the City's housing stock built as detached single family homes, it will be likely that many older residents "age in place;" most residents will need some modifications made to their homes for safety and other reasons as they age.

Public-Private Partnerships

Across the county, there are many examples of public/private partnerships (P3's) that leverage private investment to fund public improvements. Infrastructure improvements are popular P3 projects because they are very expensive but can often offer ongoing revenue streams for investors. This study provides a few examples of P3 projects around the country, including an example of a public library in Dallas, TX that was funded through a partnership between the City of Dallas and the Kroger company.

Further Study Recommended

The remainder of this report contains the early exploration of municipal facilities and senior housing needs. With such a complicated and important project, small steps are advised. Before the City is able to make any determination on moving forward, further study could begin to address the following questions:

1. Certain functions, like DPW, could be relocated to a larger site out of the city while still maintaining a high level of service to residents. What other locations could offer a DPW office, shop, and parking complex? Assess the distance in terms of miles and minutes from the City. Explore how larger cities manage to provide efficient public works services with greater distances to travel.

2. If DPW could be relocated, that would enable more opportunities for redevelopment of the municipal complex. What would the costs be for the City to redevelop the municipal complex for administration and public safety? Are these costs the City is able and willing to bear?

3. Are there developers interested and experienced in public/private partnerships of this nature? What would a private developer gain from investing in the construction of municipal buildings?

4. Looking beyond the municipal complex to Woodward Avenue, what could the City do to entice higher density development in this location?

5. Could there be an opportunity for a P3 development of municipal services and senior housing on Woodward? What resources, other than property, could the City contribute towards such a project? If so, could the City retain and redevelop the DPW site to better accommodate facility, parking, and storage needs?

6. The City should explore and understand additional opportunities for the funding of housing through the Michigan State Housing and Development Authority (MSHDA). A third party such as MSHDA may offer additional financial leverage.

Discussing these ideas in an open, transparent manner that encourages and facilitates open dialogue will enable City residents, staff, and officials the opportunities to understand possibilities, trade-offs, benefits, and consequences of future action or inaction.

Huntington Woods Municipal Complex

Most of the City's municipal services are housed in the municipal complex. The complex area totals approximately three acres and contains parking areas and several buildings: City Hall, the Department of Public Safety, the Department of Public Works, and the Parks Department Storage facility.

- **City Hall**: Approximately 5,000 gross square feet. Single story with a basement. Built in 1954 in the "art deco" style, originally as a fallout shelter. On the main floor, the building contains three offices, one "bullpen" divided with cubical dividers, council chambers, and a "computer/media room."

- **Public Safety**: Approximately 4,600 gross square feet. Single story, constructed of concrete block in 1963. The building contains offices and a locker room for male officers; there are no similar facilities for female officers. The basement is used for storage. Vehicles are parked behind the building in an uncovered parking area.

- **Parks & Recreation Storage**: Approximately 2,700 square feet. Single story, unknown construction date (originally built as the fire hall). Used for storage and work area.

- **Public Works**: Approximately 6,000 square feet. Single story, constructed of concrete block. Original portion of building built around 1940 with a garage bay addition in 1961. Contains one office, a "bullpen" area with service counter, and several bays for vehicle maintenance and repair.

- **Animal shelter/sign shop**: Small building at back of complex for animal holding and workshop for making municipal signs.

In the past, the City has discussed the location, size, and sufficiency of municipal facilities, especially with regards to the departments of public works and public safety. In addition, sharing or consolidating services with neighboring communities has been discussed but largely deferred. Currently, the public safety department uses the City of Berkley's gun range and holding cell and Public Works stores the largest of its vehicles in the City of Troy.

The primary objective of this study was to understand how the existing municipal facilities meet the variety of departmental needs. A cursory overview of the adequacy of the municipal facilities described above is provided in an effort to identify some possible alternatives for future management of municipal service. The information that follows is based on face-to-face interviews and written responses to a questionnaire provided to staff.

Six full-time employees perform a variety of administrative municipal services within City Hall. Departments housed within City Hall include:

Department	Staff	Function
Planning, Zoning & Code Enforcement	1 full-time	Plan review and enforcement of local development ordinances
Finance	3 full-time	Budgeting, accounting, contracts, personnel functions
Clerk	1 full-time	Water/tax bills, building permit fees, election support
City Manager	1 full-time	City administration and management

Office space. The "bullpen" area of City Hall (both photos above) separates the City Manager and Finance department from the customer service counter. There are three offices for four staff: one for the City Manager, one for the Finance Director, and one that is shared by the Deputy Finance Director and the Treasurer (below left). The former Planning Director used an office carved out of the lunch room (below right). If additional staff are added, finding adequate space will be challenging.

Generally, staff finds the individual offices to be adequate, although there are some heating/cooling issues that impact day-to-day comfort. The layout of the bullpen area meets the expectations of the public in terms of accessibility, yet requires someone from staff to always be in the bullpen area, because the presence of the cubicles limits views from the offices to the counter. All of the departments find a need for privacy at some point, particularly finance due to the collection of money, as well as private human resource issues.

City Hall

Meeting Space. All public meetings are held in the council chambers at City Hall (right). The furnishings in the council chambers and women's restroom (below center) are original to the building's construction in 1954. Without any other conference rooms, the chambers also serves as a meeting place for a variety of informal and formal meetings with staff, officials, and residents. This can cause a conflict when multiple meetings arise at the same time.

The building contains one set of restrooms that is used by staff as well as the public. Staff raises concerns over privacy, security, and the accessibility of these facilities to the public.
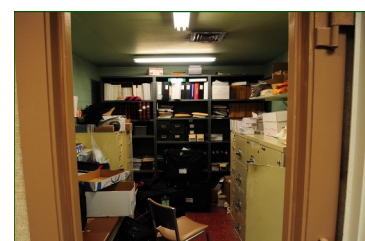
Storage. Storage is a big concern of staff and is accommodated wherever possible, including hallways (above left) and in the old vault (above right). In addition, the basement of the building also contains files. The severe flooding of the summer of 2014 impacted some of the files stored on the floor of the basement and they had to be thrown away. The conversion of paper files into electronic documents will require significant time but will relieve some of the demands of space for storage.

Technology. Over the years, the City has tried to accommodate technology such as computers, servers, printers, and audio/visual recording. Building layout and construction make updating technology challenging. Newer technologies exist today that reduce the size of hardware and could make several processes easier. For example, a large format scanner/plotter could be used to scan and store building plans in electronic format.

City Hall—Take Away

What's Working:
- Sturdy construction
- Adequate space
- Great location

What Needs Work:
- Needs meeting space
- Needs more storage (or conversion of documents)
- Needs technology upgrades to improve service delivery (electronic documents, accept credit card payments, etc.)
- Needs reconfigured office space and customer service areas
- Needs improved security
- Needs accessible public restrooms and separate staff restrooms
- Fresh décor and furnishings would be a plus

Department of Public Safety

Eighteen full-time employees and one part-time employee comprise the Department of Public Safety. This department provides the City of Huntington Woods with police, fire, and emergency medical services (EMS) in its own building, separate from civilian City employees. The City shares lockup and regional dispatch with neighboring communities. Public safety officers may use the gun range at the City of Berkley; however due to the location outside the City, officers cannot be on-duty during practice and training.

The Public Safety building was built in 1963 with concrete block construction.

Interior space. The two main office spaces (for the Director and the Lieutenant) are adequate. However, the configuration of the office interior does not meet the needs of today's public safety department in several important ways. Concrete block makes remodeling, adding, or reconfiguring challenging. Needs include:

- Separate interview room for victims and suspects. This impacts the safety and privacy of all parties involved.

- Technology upgrades, including a camera system for monitoring of inside and outside activities. The concrete walls make the addition of new technology difficult.

- A separate facility for female officers and staff. Currently, women use a restroom as a locker room.

- A conference room

- Lighting and ventilation improvements (challenging with the concrete wall construction.

- The basement is used for storage, but ongoing flooding issues impact the overall usability of that space, as do problems of foundation settlement.

Department of Public Safety

Vehicle parking. There are currently seven public safety vehicles, all of which are parked outside behind the public safety building. There, vehicles sit uncovered. In the winter months, vehicles are left running at all times so they are frost-, ice-, and snow-free and can be ready at a moment's notice in order to ensure quick response times for residents.

The outdoor storage and parking area is shared between public safety, public works, and the parks and recreation department. Due to the layout of the outdoor storage and parking area, there is sometimes a need to shuffle vehicles and equipment around to obtain access.

Public Safety—Take Away

What's Working:

- Location
- Adequate space for administrative offices

What Needs Work:

- Needs meeting space
- Needs technology upgrades to improve safety and service delivery (especially cameras)
- Needs reconfigured office space to allow private interview room (s)
- A separate locker room for women is needed
- A covered/heated vehicle parking area is needed
- Improved lighting and ventilation is needed
- Basement flooding issues need to be resolved

1C. Department of Public Works

The Department of Public Works is comprised of eight full-time employees and one part-time employee. This department provides the City of Huntington Woods with the maintenance and repair of the City's water and sewer system as well as handles local street repairs. City vehicles are also maintained and repaired on site. The DPW site is also used as a recycling drop-off location for residents.

Because City vehicles cannot contain everything that may be needed in the field, staff finds the location optimal in terms of easy access back to the shop area.

The Public Works building is concrete block construction and was originally built in the early 1940's with an additional garage space built in 1961.

Interior Space. The interior of the office areas is dimly lit and tired-looking. The office areas include a service counter for visitors, an office that is shared by the Public Works manager and superintendent. There are restrooms for men and women, but a shower facility would allow employees to clean up from working in the field on water, sewer, and road repairs. There is a break room that is also used for storage. With the concrete block construction, it is difficult to reconfigure space in this building to better accommodate the needs of the department. Those needs include:

- An additional office area

- A locker room/shower facility

- A dedicated break room

- Improved appearance

Department of Public Works

Interior Storage/Repair. There is considerable space provided for interior storage of most of the City's vehicles and equipment. Newer vehicles, however, tend to be taller than older ones, and some adjustments to the garage entries are needed to accommodate newer vehicles. In addition, the City owns one large piece of equipment, a vactor truck, that is too large to be stored on site. This truck should be stored in temperatures above 40 degrees. Therefore, in the winter months, this truck is stored in Troy (about a 20-minute drive time from the office).

Exterior space. The outside areas between the Public Works and Public Safety, and Parks & Recreation departments contains City vehicles, trailers, and equipment. The configuration of the outdoor areas often makes maneuvering of vehicles and equipment challenging and time consuming.

Public Works—Take Away

What's Working:
- Location
- Adequate amount of space for administrative needs

What Needs Work:
- A shower/locker room is needed
- An improved break room is needed
- Improved organization of storage areas is needed
- Improved appearance of the building's interior office areas is needed
- Accommodation for newer, larger trucks on-site is needed
- Building depth is inadequate for several existing vehicles

The Parks & Recreation department uses the old fire hall next to the Public Safety department for storage and maintenance needs. There are two full-time employees year-round and four part-time employees in the summer who use this facility. Due to the success and popularity of Parks & Recreation facilities and programming, the storage and maintenance needs of the department are growing.

Interior Space. The interior of the office areas is adequate but could be updated, especially with improved lighting. In addition, a heater pad is needed to prevent water pipes from freezing and bursting. The building is not air conditioned. There is an office area that could be improved with better internet access and updated computer/printing equipment.

The building contains the outdoor community swimming pool cover, tennis court netting, and a variety of miscellaneous storage. Because there is so much stored in this building, it can be very difficult to easily access items. In addition, there is not room for a dedicated shop area, so any shop work that needs to be done means moving things around to make a clear space.

Exterior Space. The department has three tractors/mowers, three trucks, and one trailer, all of which are kept outside with no overhead covering. The space is shared with public works and public safety, and moving of vehicles to provide access is often required.

Public Works—Take Away

What's Working:
- Location

What Needs Work:
- Improved organization of interior and exterior storage areas is needed
- Improved interior lighting is needed
- Improved heating and cooling system is needed
- Dedicated workshop area is needed
- More interior space for vehicles, equipment, and materials

2. Needs of Aging Population—Focus on Housing

As noted in the City's recent Master Plan Update, **the City's population is aging.** Changing demographics in the City of Huntington Woods will have implications on needs for housing, transportation, and municipal services.

* Since 2000, the City has seen a decrease in the 18-34 age group of 14% while those in the 35-64 years age group increased by 12%.

* The Southeast Michigan Council of Governments (SEMCOG) estimates by the year 2040, the City can expect to see a decline of 14.3% in is population under 18 and an **increase of 104.6% in its senior population**.

* The SEMCOG projection forecasts that in 25 years, the over 65 population will comprise almost 27% of the City's total population—up from 13.5% in the 2010 Census.

These numbers and projections are a part of a nationwide trend towards an overall aging population. According to the American Planning Association in its 2014 *Aging in Community Policy Guide*, (provided in the appendix) the aging of America is "fueled by 72 million baby boomers [born 1946-1964] aging through the life cycle in combination with a profound increase in longevity." A 2013 report by MetLife notes that, "The fastest growing segment of America's aging population are those people over the age of 85 who are most likely to need the support of family, friends and the community to remain living independently."

Local governments throughout the region, state, and country are beginning to understand the benefits and challenges associated with an aging population. On the one hand, there are many active and engaged older adults extending their careers, allowing them to continue their participation in the economy. Many others share their experience and wisdom through volunteer efforts. On the other hand, aging residents often do need increased community support and services.

In a 2007 report, *Global Age-Friendly Cities: a Guide*, the World Health Organization (WHO) encouraged cities across the world to become more "age-friendly." They suggested that "in practical terms, an age-friendly city adapts its structures and services to be accessible to and inclusive of older people with varying needs and capacities." The report notes that "older people in particular require supportive and enabling living environments to compensate for physical and social changes" associated with aging. The WHO wisely recognizes that when communities strive to be "age-friendly," the benefits are spread throughout its population, not only the elderly.

"Barrier-free buildings and streets enhance the mobility and independence of people with disabilities, young as well as old. Secure neighbourhoods allow children, younger women and older people to venture outside in confidence

According to AARP, "a livable community is one that has affordable and appropriate housing, supportive community features and services, and adequate mobility options, which together facilitate personal independence and the engagement of residents in civic and social life."

to participate in physically active leisure and in social activities. Families experience less stress when their older members have the community support and health services they need. The whole community benefits from the participation of older people in volunteer or paid work. Finally, the local economy profits from the patronage of older adult consumers."

Closer to home, the Southeast Michigan Council of Governments (SEMCOG), a regional planning agency, encouraged communities to explore opportunities to be "age-friendly" in 2009 with its "Community-based Senior Readiness Assessment Tool." The tool poses a series of questions aimed at local government services (including emergency services, community services, and support services), community planning and land use (including master plans and zoning ordinances, age-friendly buildings, and housing stock analysis), housing, transportation, recreation and well-being.

While there are many issues for Huntington Woods to consider regarding its aging population, this study focuses on housing, and, more particularly, on the need for an alternative to the single-family detached homes that make up the city's entire housing stock, with only one exception (a duplex home). As city residents age, then, they have two choices: remain in their homes or move out of the community.

A study by the AARP showed nearly 90% of older adults agreed, saying that the love of their current home or neighborhood, a desire to stay in familiar surroundings, a lack of affordable, convenient, or attractive options, and a desire to remain independent all are factors in their wish to remain in their existing homes.

Given the importance of "home" on our lives as individuals and for our communities, it isn't surprising that most older people say they want to stay in their homes as long as possible. A study by the AARP showed nearly 90% of older adults agreed, saying that the love of their current home or neighborhood, a desire to stay in familiar surroundings, a lack of affordable, convenient, or attractive options, and a desire to remain independent all are factors in their wish to remain in their existing homes. Yet, is that the best option for individuals--and the community? It might be for some people, but not for all. What this means is that communities with a variety of housing options may be better prepared to accommodate the needs of all of their residents throughout their lives.

Ideally, housing for older adults should provide accessibility into the home (without steps), full living accommodations on the first floor (full bathroom, bedroom, kitchen), wide doors and hallways, and safety features (including grab bars, carpeting on stairs, and non-slip rugs). A quick and easy checklist is available from the AARP and has been included in the appendix. Many of these features are being included in new homes today, but older homes tend not to address many of these important features.

Needs of Aging Population—Focus on Housing

In 2012, the City of Huntington Woods Senior Advisory Committee started to explore these issues with a survey of older adults conducted by Wayne State University's Institute of Gerontology. This study concluded that "the far most expressed need and potential for [supportive services] fell into the home maintenance area. This is a reflection of Huntington Woods as a community of single-family homes." In fact, 35% of respondents over age 65 expressed an interest in housing alternatives within the City. Of those, 75% expressed an interest in condominiums, 71% in rental apartments or cooperatives, and 59% expressed an interest in housing with meals or other assistance. The study reports that, "healthy older adults generally find it difficult to anticipate their future needs if they were to become ill or disabled, and that those who live in single-family dwellings are often not included to consider different forms of housing such as condos or co-ops. These results indicate a higher level of demand for such senior housing developments in Huntington Woods than we would have expected." The study concluded with four recommendations, summarized as follows:

- The City should consider a way to provide or facilitate the provision of home maintenance to its older residents;

- The City should also consider whether to encourage and support the construction of congregate housing for older adults within the city;

- The City should promote civic engagement, venues for social interaction, opportunities for volunteers, and exercise and health promotion for its older citizens.

- The City should continue to communicate with older residents by mail, rather than electronic methods.

Again, this study, through a small focus group interview and survey, asked Huntington Woods residents what they like best about living in the City, what the City could do to better serve its older residents, and specifics about their current and future living arrangements. Findings from the focus group interviews are included below (a more complete summary is included in the appendix):

Best things about living in HW
- Intergenerational neighborhoods
- Great city services, especially snow removal and keeping city clean
- Library, pool and community center
- Good school district
- Senior activities, including trips, immunizations, etc.,

What is lacking for older residents?
- Exercise facilities
- Resources for improving older homes
- Designated space for seniors to hang out-- play cards, chat

Images of the City's housing stock, including the one non-single family home, a duplex on 11 Mile Road (above).

Needs of Aging Population—Focus on Housing

Huntington Woods Recreation Center

Huntington Woods Library

How could the city be more accommodating to older residents?

- Local retail, restaurant, and services

- More opportunities for public transportation and non-motorized transportation.

- Housing analysis (education) that would show people how residents could make their homes more livable as they age.

- Senior housing

NEIGHBORHOOD

Are there any challenges with getting around?

- Street lights are somewhat dim in the evening hours.

- Enforce clear walking areas on and above the sidewalk

- Need help with transportation, especially in the winter

HOME

What type of home do you live in?

- Housing types represented included two-story homes with no first floor living; 1.5 story with bed and bath on first floor

- It was noted that homes are hard to remodel for access with the limited lot size.

Have you made any improvements over the past few years?

- A few improvements were made including: generator, addition, ramp/ access to home, and grab bars

How does your home accommodate visitors?

- Few homes are easily accessible for those with mobility issues.

What are the best things about your home?

- Walk to library, rec center

- Great neighbors of all ages

- Backyard, garden

- Good size

Do you have concerns about living in home in the future?

- Accessibility to second floor. No first floor area can be converted

- Access into home

- Services inside like housecleaning, maybe even caregivers

- Costs of remodeling

- Costs of services

- Lighting in the home

Needs of Aging Population—Focus on Housing

- Laundry room in basement
- Trade-off for home improvement vs. travel

Would you consider alternative housing options?

- Responses included: Yes, I would move if I had another option
- I'm not sure I would be interested.
- Probably not—would move to a continuing care community like Fox Run.

Survey Summary

The survey conducted for this study asked similar questions to the focus groups, and findings were consistent. 64 respondents completed the survey. Generally, respondents seem satisfied with the current services and amenities the City offers. However, many people cited opportunities to improve in the specific area of transportation as well as recreational and cultural opportunities.

Three Best Things/Three Things Lacking. The survey started by asking for the three best things about Huntington Woods for older adults and then asked three things that need improvement. These were open-ended questions, allowing the respondents to provide their own insights. The word clouds at right highlight the most commonly used words. The City's location within the region, with access to roads and highways, regional shopping, employment centers, and medical facilities, seems to be important for most respondents. Yet, there is a recognition that transportation to access the goods, services, and cultural amenities in the region will need to be addressed.

Housing does appear on the list of things that are lacking for older residents. While some respondents mentioned having services available for home improvements, most respondents indicated a need for additional housing types.

The "word clouds" below illustrate the most frequently used words in response to survey questions. The larger the word appears, the more frequently it was mentioned.

"Word Cloud" - Summary of Open Ended Responses to
"Three Best Things About Living in Huntington Woods for Older Residents"

"Word Cloud" - Summary of Open Ended Responses to
"Three Important Things Huntington Woods Lacks for Older Residents"

Needs of Aging Population—Focus on Housing

Visitability refers to a home that can be lived in or visited by people with mobility issues, which could include those who have trouble with steps, or use wheelchairs, walkers, canes, and strollers.

Generally, a house is "visitable" when it features:

- A zero–step entrance

- Doors and hallways with 32 inches of clear passage space

- One bathroom on the main floor accessible for a wheelchair.

Many communities across the country are encouraging the development of new homes that incorporate visitability standards. In 2014, the city of Cincinnati became the first large city in the country to offer property tax abatement for including visitability features in new home construction.

According to Rachel Adelson, author of **Staying Power: Age–Proof your Home for Comfort, Safety, and Style**, "By opening our homes to others, we also make them better for ourselves. So look at your home through the eyes of visitors, and press for change as well. You might not need it for yourself, right now, but eventually someone is going to cross that threshold...and it's better when the threshold is low."

Visitability. The concept of visitability is aimed at improving neighborhoods and social interactions by increasing awareness of a home's access for those with mobility issues.

The survey asked the question, "What challenges do you see for older residents to visit friends in and around the neighborhood without assistance?" Transportation was the most common response. Other responses generally indicated that while most local streets and sidewalks are usable, some could be improved and maintained in better repair, particularly in the winter.

When asked if the respondent's home included a first floor bedroom and full bathroom, about half said no. Respondents were asked if they had made any changes to the home to accommodate mobility concerns and the overwhelming majority (81%) had not. Given the responses to those questions, respondents seem to realize that their homes cannot easily accommodate a friend or family member with mobility limitations (61%).

Housing Concerns. When asked about the concerns over aging in their current homes, respondents cited the ability to keep up with outside maintenance (74%), stairs in the home (56%), and single floor living (34%). Narrow doors/hallways and access into the home also were cited by 24% of respondents. Two comments included "I would like to downsize from a four bedroom home," and "I will move when necessary—time for a new, young family."

Housing Alternatives. The survey asked the question, "if there were alternative housing options in Huntington Woods for residents over age 55, such as attached townhomes or condominiums, would you consider moving?" 66% of the respondents indicated that they would move, with 34% saying no. Comments from this question indicated that respondents recognize the benefit of housing alternatives in keeping residents in the city as long as they would like to remain. However, some questioned the need for such alternatives, saying there is no room and that type of development is not consistent with the community character.

Open House

In January 2015, about 25-30 residents attended an open house that was held to share information obtained during the study. Some who attended had been concerned that the study was farther along and had moved into implementation or construction considerations. It was reiterated that the study was a preliminary step and that further study will likely be needed. Comments offered were generally supportive of the study and its findings.

Needs of Aging Population—Focus on Housing

Sample Survey Comments

Huntington Woods has provided my family with a home away from my birth place. It is truly a neighborhood community, and I would like to be able to age here. However, I have a 2-story colonial, with the laundry in the basement, and I don't have the need for the size of my current home any longer, either. But since we have such limited options available here for housing, and I fear that the high prices of housing here, I will probably be forced to eventually look to our neighboring communities, such as Berkley and Royal Oak to meet our needs for housing. I will be saddened by that circumstance.

I think it's wonderful that the city is exploring options for seniors. At present, I'm able to maintain and navigate my house and the community.

Programs of aging, create a focus group to determine desires and needs. More programs on easy healthy eating, and exercise as we age. Thanks. (I just turned 65 and don't think of myself with senior needs. I have to think about it.)

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It is not incumbent upon the
  city to meet the medical/
  mobility/ or housing needs
 of seniors. The city already
   provides programs and
   services. To change the
    nature of the city for
 seniors is not a good idea.
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The City needs to look at the needs of ALL older adults 55 and over. This includes empty nesters, those still gainfully employed, those retired and those needing additional assistance. Aging in place is not just walls, a floor and ceiling.

The older population is living just fine in huntington woods. There is no need for this.

"A Public–Private Partnership (P3) is a contractual arrangement between a public agency (federal, state or local) and a private sector entity. Through this agreement, the skills and assets of each sector (public and private) are shared in delivering a service or facility for the use of the general public. In addition to the sharing of resources, each party shares in the risks and rewards potential in the delivery of the service and/or facility."

—The National Council for Public–Private Partnerships

"Public–Private Partnerships do not make bad projects good, but they do make good projects develop faster, easier and to a greater scope than would otherwise be possible. PPP success is not simply about sound economics, but also about the uality, character, commitment, flexibility and creativity of its partners."

—David Wallace, "Vision, Leadership, Commitment, Flexibility and Experience—A Model Public–Private–Partnership" (International Council of Shopping Centers, Retail Property Insights—2011)

The basis for this study was the idea that a redevelopment of municipal property and addition of senior housing could be made possible within the framework of a public-private partnership (P3). Leveraging the city's municipal property in exchange for new municipal offices and housing is not a simple arrangement, but it is a model that is being used around the country and around the world to help local, state, and federal governments develop and redevelop facilities and infrastructure.

This study includes research on examples to help the City begin to better understand what P3 projects are, how they work, and possible applications in the City. A few of the cited examples are at a larger scale than a likely project in Huntington Woods, but have been provided as examples of variety of innovative public-private partnerships are being undertaken around the country. At the end of this chapter, important steps in the process are offered. Additional information on these projects as well as general information about public-private partnerships is included in the appendix.

Case Study #1. Oak Lawn Branch Library (Dallas, Texas)

In 1999, the City of Dallas and the Kroger Company created a public-private partnership for the development of a new grocery store and public library. The Kroger Company built a new 12,900

Oak Lawn Branch Library (Dallas, TX)

sq ft branch library to replace an existing 11,000 sq ft library, which allowed Kroger to build a new grocery store on its property. The City allowed Kroger to develop a shared parking lot on municipally-owned property, which is shared between the grocery store and the library. Not only did the partnership allow the City to build a new library, but the draw of these two uses at the same location increased library patronage. According to the Oak Lawn Library website, "Kroger paid $1,000,000 for the land and for the construction of the new building and the temporary quarters. The old multi-level branch library suffered from structural and design problems that had been too costly for the city to repair. "Kroger is very much a believer in community. We're very proud to be here," said Leigh Honeycutt, manager of the new Kroger store. Taxpayers paid nothing for the building, which is 2,000 ft² larger than the old building and was equipped with the new STAR computer databases. "We got a larger building on only one floor, which works better for a library," said Joe Bearden, assistant director for support services.

Comparable Research

Case Study #2. Hayward City Hall & Mixed Use Complex (Hayward, CA)

Since 1987, the City of Hayward, largely through the Hayward Redevelopment Agency, has used public-private partnerships to finance public improvements, including street and sidewalk projects, transit-supportive development, and housing. Involvement from the City has included land acquisition, site clearance (environmental assessments). In 1998, the City of Hayward developed a new city hall in conjunction with its Hayward Redevelopment Plan. Additional funding for the city hall project included federal transportation funds due to the relationship between city hall and the public transit authority (Bay Area Rapid Transit). In 2003, 77 residential units in two and three-story buildings was constructed. The City participated in land assembly, street closures, and site clearance. In 2008, Eden Housing and the city created a partnership for the development of a 60-unit senior housing project. A portion of this project was funded through the Hayward Redevelopment Agency loan of $507,000 for low and moderate income housing.

Hayward, CA City Hall

Case Study #3. Anderson School Site Redevelopment (Bothell, WA)

Starting in 2005, the City of Bothell, Washington has been planning for public-private partnerships as their approach to implementing the community's vision for the future. In 2009, the city acquired the Anderson School Building and its surrounding outbuildings as a part of an 18-acre parcel, purchased from the Northshore School District (NSD). Located at the heart of downtown, the city recognized that the parcel was critical in it's redevelopment efforts. By late spring of 2010, the City came to an agreement with Oregon-based hotelier McMenamins for the purchase of the Anderson School Building and its outbuildings, a 5.41 acre portion of the NSD site. According to the city's website, "this transaction represents the first private investment in the City's redevelopment effort, and preserves the historic art deco Anderson School Building which originally opened its doors to students in 1931." The city has several additional projects planned, including a new city hall and the redevelopment of a Safeway site into a mixed use project. The City notes that, "To date, the City has invested over $100M in vital capital projects as part of a $150M program initially planned and approved several years ago. These improvements, according to economic studies, will leverage $650M in private investment. Already Bothell has garnered $200M in private investment planned for downtown in the next several years."

Source: Van Meter Williams Pollack, LLP

Eden Senior Housing, Hayward CA

Emerald Vista Mixed Use—Dublin, CA

Case Study #4. Emerald Vista Mixed Use Development (City of Dublin, CA)

In 2011, the City of Dublin, CA created a four-way public/private partnership composed of the city of Dublin, the Housing Authority of the County of Alameda, regional nonprofit developer Eden Housing, and KB Home, a for-profit national homebuilder. This partnership redeveloped an old public housing project into a mixed use, mixed-income community. The housing agency sold the land for the project and leveraged the revenue to obtain low– to moderate-income housing. Tax exempt bonds, low-interest loans, and grants were also used.

Case Study #5. Eden Senior Housing Mixed-Use Apartments. (El Cerrito, CA)

In 2013, the City of El Cerrito selected a developer, Eden Housing, to develop a 40,000 sq ft site adjacent to its City Hall as a P3 project. The mixed use transit-oriented development is proposed to include 63 units of affordable housing for seniors, ground-floor commercial space, and a medical clinic.

El Cerrito Senior Housing—in predevelopment

El Cerrito, CA

Getting Started

The National Council for Public-Private Partnerships recommends seven "key steps" for any P3 project.

1. PUBLIC SECTOR CHAMPION. Recognized public figures should serve as the spokespersons and advocates for the project and the use of a P3. Well-informed champions can play a critical role in minimizing misperceptions about the value to the public of an effectively developed P3.

2. STATUTORY ENVIRONMENT. There should be a statutory foundation for the implementation of each partnership. Transparency and a competitive proposal process should be delineated in this statute. However, unsolicited proposals can be a positive catalyst for initiating creative, innovative approaches to addressing specific public sector needs.

3. PUBLIC SECTOR'S ORGANIZED STRUCTURE. The public sector should have a dedicated team for P3 projects or programs. This unit should be involved from conceptualization to negotiation, through final monitoring of the execution of the partnership. This unit should develop Requests For Proposals (RFPs) that include performance goals, not design specifications. Consideration of proposals should be based on best value, not lowest prices. Thorough, inclusive Value for Money (VfM) calculations provide a powerful tool for evaluating overall economic value.

4. DETAILED CONTRACT (BUSINESS PLAN). A P3 is a contractual relationship between the public and private sectors for the execution of a project or service. This contract should include a detailed description of the responsibilities, risks and benefits of both the public and private partners. Such an agreement will increase the probability of success of the partnership. Realizing that all contingencies cannot be foreseen, a good contract will include a clearly defined method of dispute resolution.

5. CLEARLY DEFINED REVENUE STREAM. While the private partner may provide a portion or all of the funding for capital improvements, there must be an identifiable revenue stream sufficient to retire this investment and provide an acceptable rate of return over the term of the partnership. The income stream can be generated by a variety and combination of sources (fees, tolls, availability payments, shadow tolls, tax increment financing, commercial use of underutilized assets or a wide range of additional options), but must be reasonably assured for the length of the partnership's investment period.

The Rackham Golf Course continues to operate today within a public-private partnership framework.

6. STAKEHOLDER SUPPORT. More people will be affected by a partnership than just the public officials and the private sector partner. Affected employees, the portions of the public receiving the service, the press, appropriate labor unions and relevant interest groups will all have opinions, and may have misconceptions about a partnership and its value to all the public. It is important to communicate openly and candidly with these stakeholders to minimize potential resistance to establishing a partnership.

7. PICK YOUR PARTNER CAREFULLY. The "best value" (not always lowest price) in a partnership is critical in maintaining the long-term relationship that is central to a successful partnership. A candidate's experience in the specific area of partnerships being considered is an important factor in identifying the right partner. Equally, the financial capacity of the private partner should be considered in the final selection process.

Conclusion

There are many options for public-private partnerships that facilitate the provision of needed services and achievement of long-term community development visions. Additional study is needed for the City of Huntington Woods, starting with the provision of municipal services, and the determination of alternative locations for the parking and storage of large vehicles and equipment. Through this study, the assessment suggests that municipal facilities are not currently up to the standard that residents expect in their neighborhoods. Overcrowding at current facilities results in many inefficiencies that staff have to accommodate.

Recommendations for Future Research on Municipal facilities:

- Research how other, larger communities address the distance between facilities and the extent of their community boundaries.

- Understand how planning for service delivery from a satellite campus could allow the City to move some of its facility needs off-site

While the City does a good job of providing services for all of its residents, clearly there are other areas in which the aging population has special needs that could be addressed. Housing, access to transportation, and assistance finding senior-related resources are important issues for the community to address.

Recommendations for Future Research on Housing Needs:

- Research and understand the variety of housing types available. During the study, many referenced "high-rise apartments," but there are many other housing types, including townhomes, courtyard cottages, and accessory dwellings. (See appendix for additional information on these housing types).

- Understand the footprint/area needs for the various housing types— where could they be located? Should they be concentrated, or dispersed throughout the community.

- Understand where there may be available property in the City—including vacant lots and lots that are ripe for redevelopment.

- Explore opportunities to promote a variety of housing types that will make Huntington Woods an "age-friendly" community—ready to serve everyone from children to seniors.

Change can be difficult; people can be anxious about what is unknown. But nothing stays the same and communities must always consider new ways to meet the needs of residents and businesses.

Appendix

- Senior Focus Group Summary

- Senior Survey Results Summary

- AARP Home Fit Guide

- Alternative Housing Types—Courtyard Cottages & Accessory Dwelling Guide

- American Planning Association 2014 Aging in Community Policy Guide

- Case Study Information

    * Dallas, TX—Oak Lawn Branch Library

    * Hayward, CA

    * Bothell, WA

    * Dublin, CA

- Pubic–Private Partnership Information

    * Ten Facts

    * Types of Partnerships

HW SENIOR FOCUS GROUP MEETINGS – December 4, 2014

CITY

Best things about living in HW

- Living in intergenerational neighborhoods
- Great city services, especially snow removal and keeping city clean
- Keeping sidewalks safe for exercising. But some of the streets aren't great for cycling. I'd like to see more safe places for biking
- I know where to go with my needs. I know who to contact
- The facilities here are great, especially the pool and community center
- Having a good school district is important. Keeps property values up and attracts young families that keep the community vibrant.
- There are senior trips, immunizations, etc., that allow people to build a network. You don't have to be bored here.
- We realize now that we are a one-income family there are free resources (like renting movies at the library) available to us here.
- Lots for seniors to do in a small geographic area
- Senior events for groups

What is lacking for older residents?

- Exercise facilities (goes to the Y) another to la fitness
- 59-yr old resident not sure-not at that place. Thinks at a home-level, there are opportunities to improve older homes (but that can be costly)
- Designated space for seniors to hang out-- play cards, chat

How could the city be more accommodating to older residents?

- Shopping--groceries. Especially for those who don't drive
- Three drug stores and two banks, but no food
- No downtown and no services a downtown gives us.
- HW is walkable, but I am concerned about public transportation. I'm very interested i seeing the rail line extended. Has a friend with limited eyesight and I see how she needs public transit.
- Housing analysis (education) that would show people how residents could make their homes more livable as they age. Show people how life could be easier
- Some kind senior housing could be great for some in the community who want to stay
- It gets expensive to maintain a single family home, but there are no other options.
- The more I live here, the more I want to stay
- Helping them maintain their homes--" all my memories are in that house"

NEIGHBORHOOD

Are there any challenges with getting around?

- Street lights are somewhat dim in the evening hours.
- On my block, there are two neighbors who are quite ill. We didn't have a way to help out before the police came up with the lock box idea.
- We do have a good sidewalk network. Pruning of bushes could help. Ask city to enforce clear walking areas above the sidewalk
- It seems that the people who live on corners only clear snow and ice from one side, but both are needed.
- Great job on sidewalks
- Need help with transportation, especially in the winter

HOME

What type of home do you live in?

- 2- story: no first floor living. The home had a porch enclosed for a bedroom years ago, now used as office
- 2 story: 1/2 bath. We did use our family room as bedroom for mother in law
- 1.5 story: bed and bath on first floor
- Bungalow with bedroom and bath on first floor
- $25,000 on a recent remodeling to add first floor bedroom and widen hallways
- End up "trading" spaces if adding on isn't feasible
- Although I'm more able bodied, I have a neighbor who has trouble visiting my home
- Housing stock isn't great for adding ramps to get to front door. Hard to remodel these homes with the limited lot size.
- same house for 45 years. 1.5 story, have a bed/bath on first floor but current master bed upstairs after combining two upstairs bedrooms

Have you made any improvements over the past few years?

- Generator
- Back room addition
- Ramp for parents to access home through garage but not many attached garages here
- I'm not doing anything yet
- Added grab bars to one bath, but will do more
- Need to add lighting options. I'm paying attention to my friends who have fallen
- Would like to bring washer and dryer up from the basement.
- Kitchen cabinets are hard to reach into. Especially lower cabinets are low and top are too high
- Reference made to accessing lower cabinet as "worshipping the cabinets," which is difficult as we get older.
- Always a tradeoff between function and cost

- With out of state kids, trade-off is home improvement or travel to visit.
- Likes idea of "in-law" suite with adult kids-- back to idea of intergenerational living. But needs space to accommodate that extra space.
- It's hard to make decisions to move someone into assisted living or out of their home
- I'd like to make gardening easier
- Redid stairs for friends who needed better access. House is pretty user friendly

How does your home accommodate visitors?
- Have built temporary ramp for neighbor visit
- Ramps are unattractive
- When I broke my leg, I was in a wheelchair and crashed into doors. I never realized how hard it would be in my home. Visibility: home is hard to enter in wheelchair or walker. Bathroom is ok.

What are the best things about your home?
- Walk to library, rec center
- Great block where neighbors interact
- Great neighbors
- So many young new families
- Backyard, garden
- Lot and half has been nice
- City services so helpful with snow and leaf removal and trash pickup
- Best things about home: right size for us; in one of the best communities in US to live

Do you have concerns about living in home in the future?
- Accessibility to second floor. No first floor area can be converted
- Access into home
- Services inside like housecleaning, maybe even caregivers
- Costs of remodeling
- Costs of services
- Learning more about the "village" concept where the community can help with services
- Emergency response efforts: how do we reach shut-ins? How do we keep in touch with people who don't use newer technology? A story about city staff following up with seniors after the flood.
- Neighborhood watch program might be useful here
- Important for neighbors to interact and talk with neighbors. That's a social issue.
- The village model is based on fees, but there are people here who can't afford that.
- Concerns: number of stairs: upstairs master and finished basement
-

Would you consider alternative housing options?

- How important is it that it is HW residents?
- Yes, I would move if I had another option
- I don't think the city should be obligated to do that. But if a company came in to do that, that might be ok. Concern over removing homes to build this type of housing.
- I know people who definitely would.
- Baldwin house in Birmingham took a long time because of resistance over bringing in nonresidents.
- I'm not sure I would be interested.
- I'm not sure how many people would benefit because it would only be 2-3 stories.
- Probably not. We're pretty able to manage in this house. Likes idea of moving to a continuing care community like Fox Run.

Other:

- We should consider what good retirement communities offer that we could be offering here.
- Lived here for 45 years. Community is getting older but still families moving in
- Transform apartments on Woodward into independent senior apartments
- No room for senior apartments except maybe sam's market
- The city couldn't do it themselves but partner w another agency/health care system
- Men's field could work, but a third party would have to run it.
- Develop partnership with Berkley or Royal Oak to accommodate seniors close to a downtown.

Q1 What are the three best things about living in Huntington Woods for older residents?

Answered: 59   Skipped: 5

Answer Choices	Responses	
1.	**100.00%**	59
2.	**98.31%**	58
3.	**86.44%**	51

#	1.	Date
1	Snow Removal	2/25/2015 9:17 AM
2	Neighbors	2/10/2015 9:21 AM
3	Social Groups	2/10/2015 9:16 AM
4	Sidewalks	2/10/2015 9:13 AM
5	Friends and neighbors	2/10/2015 9:11 AM
6	We enjoy our young neighbors	2/10/2015 9:10 AM
7	walkable community	2/1/2015 12:46 PM
8	Trees and parks	1/27/2015 3:11 PM
9	Rec Center Programs	1/27/2015 2:39 PM
10	A community feel	1/27/2015 1:58 PM
11	small , safe city, friends, organizations	1/26/2015 2:16 PM
12	Great homes	1/26/2015 2:09 PM
13	Location, Location, Location	1/25/2015 8:14 PM
14	activities and groups available	1/25/2015 12:12 PM
15	community groups and clubs	1/25/2015 9:42 AM
16	great location in metro area	1/25/2015 8:21 AM
17	location	1/24/2015 7:58 PM
18	Services	1/21/2015 12:29 AM
19	walkability	1/20/2015 7:51 AM
20	Parks	1/20/2015 6:34 AM
21	transportation	1/19/2015 9:13 PM
22	close city services and all shopping	1/19/2015 6:24 PM
23	Safety, security and help from the Public Safety Dept.	1/19/2015 5:22 PM
24	Being surrounded by neighbors of various ages and who believe in a sense of community	1/19/2015 11:59 AM
25	Recreation center programs for adults	1/19/2015 11:03 AM
26	Living on a street with a good mix of young families and older residents	1/19/2015 10:14 AM
27	neighborhood	1/19/2015 10:00 AM

28	Safe	1/19/2015 9:57 AM
29	Good neighbors	1/19/2015 9:52 AM
30	Community	1/19/2015 9:38 AM
31	location	1/18/2015 8:32 PM
32	Age diversity.	1/18/2015 5:55 PM
33	sidewalks	1/18/2015 5:17 PM
34	city services and activities	1/18/2015 4:43 PM
35	Wide variety of activities to keep active in the city	1/18/2015 4:27 PM
36	walkable streets	1/18/2015 12:57 PM
37	Services	1/17/2015 4:39 PM
38	Location	1/17/2015 3:57 PM
39	walkability	1/17/2015 3:09 PM
40	walkability	1/17/2015 3:09 PM
41	Good Public Safety	1/17/2015 3:03 PM
42	public services and safety	1/17/2015 2:50 PM
43	Social activities/transporation	1/17/2015 1:55 PM
44	Good community services	1/17/2015 1:47 PM
45	Neighbors	1/17/2015 10:33 AM
46	proximity to city buildings	1/17/2015 9:40 AM
47	location	1/17/2015 8:53 AM
48	Curb-to-Curb Transportation	1/17/2015 8:20 AM
49	friendly neighbors	1/17/2015 8:05 AM
50	safety	1/16/2015 11:03 PM
51	safety	1/16/2015 11:03 PM
52	Public safety	1/16/2015 10:30 PM
53	Availability to transportation when needed	1/16/2015 6:40 PM
54	sidewalks for walking	1/16/2015 5:58 PM
55	tranportation	1/16/2015 5:35 PM
56	Activites	1/16/2015 5:32 PM
57	programs at rec center and library	1/16/2015 5:25 PM
58	Walkability	1/16/2015 5:16 PM
59	swift public safety response; feeling safe	1/15/2015 7:40 PM
#	**2.**	**Date**
1	Police & Fire Response	2/25/2015 9:17 AM
2	Sidewalk winter cleaning and streets	2/10/2015 9:21 AM
3	Sense of Community	2/10/2015 9:16 AM
4	Library	2/10/2015 9:13 AM
5	sidewalks/walking	2/10/2015 9:11 AM

6	We live in HW for 27 years	2/10/2015 9:10 AM
7	close to Woodward for busses	2/1/2015 12:46 PM
8	Diversity of home styles	1/27/2015 3:11 PM
9	Smart service	1/27/2015 2:39 PM
10	Small Community	1/27/2015 1:58 PM
11	library services and programs	1/26/2015 2:16 PM
12	Caring Neighbors	1/26/2015 2:09 PM
13	Community Outreach for seniors (transportation, activities, etc.)	1/25/2015 8:14 PM
14	transportation / bus	1/25/2015 12:12 PM
15	library	1/25/2015 9:42 AM
16	security and safty	1/25/2015 8:21 AM
17	city services	1/24/2015 7:58 PM
18	Neighbors	1/21/2015 12:29 AM
19	clubs and organizations offer activities	1/20/2015 7:51 AM
20	Library	1/20/2015 6:34 AM
21	senior programming	1/19/2015 9:13 PM
22	senior trips	1/19/2015 6:24 PM
23	Library and Rec Ctr.	1/19/2015 5:22 PM
24	Having access to a central place for community communication ie. city hall, rec center, and available through different means of communication	1/19/2015 11:59 AM
25	close to shopping and freeways	1/19/2015 11:03 AM
26	opportunities for community involvement.	1/19/2015 10:14 AM
27	sidewalks	1/19/2015 10:00 AM
28	Excellent city services	1/19/2015 9:57 AM
29	Proximity of services	1/19/2015 9:52 AM
30	Library	1/19/2015 9:38 AM
31	sense of community	1/18/2015 8:32 PM
32	Wonderful library that has some good programming for active older residents at times when those still working can participate.	1/18/2015 5:55 PM
33	all home are in close proximity to library	1/18/2015 5:17 PM
34	proximity to shopping and restaurants	1/18/2015 4:43 PM
35	Proximity to arts and culture in the area	1/18/2015 4:27 PM
36	trees for aesthetics	1/18/2015 12:57 PM
37	Neighborly	1/17/2015 4:39 PM
38	Safety	1/17/2015 3:57 PM
39	safety	1/17/2015 3:09 PM
40	safety	1/17/2015 3:09 PM
41	Good Neighbors	1/17/2015 3:03 PM
42	community, knowing your neighbors	1/17/2015 2:50 PM

43	Safe	1/17/2015 1:55 PM
44	centrally located, with easy access to downtown Detroit	1/17/2015 1:47 PM
45	HW Center and Library	1/17/2015 10:33 AM
46	safety	1/17/2015 9:40 AM
47	ease of walking	1/17/2015 8:53 AM
48	Health Fair	1/17/2015 8:20 AM
49	close to library and good place to walk	1/17/2015 8:05 AM
50	great city services	1/16/2015 11:03 PM
51	great city services	1/16/2015 11:03 PM
52	Sidewalks cleaned by the city after snowfall	1/16/2015 6:40 PM
53	nearby rec center for sr activities	1/16/2015 5:58 PM
54	proximity to essential stores	1/16/2015 5:35 PM
55	Support from neighbors	1/16/2015 5:32 PM
56	bus service	1/16/2015 5:25 PM
57	The library	1/16/2015 5:16 PM
58	recreation offerings	1/15/2015 7:40 PM
#	**3.**	**Date**
1	No overnight parking	2/25/2015 9:17 AM
2	closeness to city hall, rec center, etc.	2/10/2015 9:21 AM
3	Ability to walk	2/10/2015 9:16 AM
4	Rec Center	2/10/2015 9:13 AM
5	We have our routine in HW	2/10/2015 9:10 AM
6	senior support	2/1/2015 12:46 PM
7	Ease of reaching Detroit	1/27/2015 3:11 PM
8	Library	1/27/2015 2:39 PM
9	Friendships	1/27/2015 1:58 PM
10	rec center programs and services	1/26/2015 2:16 PM
11	Great city services	1/26/2015 2:09 PM
12	Neighborhood Variety -- young, middle, old	1/25/2015 8:14 PM
13	sense of community / people like living here	1/25/2015 12:12 PM
14	services, ie trash pickup, etc	1/25/2015 9:42 AM
15	well managed small city	1/25/2015 8:21 AM
16	activities	1/24/2015 7:58 PM
17	Location	1/21/2015 12:29 AM
18	other seniors to socialize with	1/20/2015 7:51 AM
19	Rec programs	1/20/2015 6:34 AM
20	safety	1/19/2015 6:24 PM
21	Availability of a bus to transport seniors to stores and appt.	1/19/2015 5:22 PM

22	Having close access geographically to meet some of my needs, ie. library, rec center, parks	1/19/2015 11:59 AM
23	access to healthcare (doctors office and hospitals)	1/19/2015 11:03 AM
24	Library and pool	1/19/2015 10:14 AM
25	services available locally	1/19/2015 10:00 AM
26	Close to amenities	1/19/2015 9:57 AM
27	City activities	1/19/2015 9:52 AM
28	Location	1/19/2015 9:38 AM
29	walkability	1/18/2015 8:32 PM
30	Some clubs that are welcoming to all ages.	1/18/2015 5:55 PM
31	senior programs sponsored by rec dept	1/18/2015 5:17 PM
32	proximity to freeways	1/18/2015 4:43 PM
33	Sense of community	1/17/2015 3:57 PM
34	mixed neighborhoods	1/17/2015 3:09 PM
35	mixed neighborhoods	1/17/2015 3:09 PM
36	City Van	1/17/2015 3:03 PM
37	Good public services	1/17/2015 1:55 PM
38	sidewalks	1/17/2015 1:47 PM
39	location	1/17/2015 10:33 AM
40	accessibility	1/17/2015 9:40 AM
41	library	1/17/2015 8:53 AM
42	Leisure Forum	1/17/2015 8:20 AM
43	activities to do	1/17/2015 8:05 AM
44	access to freeways	1/16/2015 11:03 PM
45	access to freeways	1/16/2015 11:03 PM
46	city sidewalks are brushed when it snows	1/16/2015 5:58 PM
47	safe streets	1/16/2015 5:35 PM
48	Support fom city	1/16/2015 5:32 PM
49	location to hospitals,shopping, family and friends	1/16/2015 5:25 PM
50	A congenial community	1/16/2015 5:16 PM
51	city services...plowing sidewalks, streets promptly	1/15/2015 7:40 PM

Q2 What three important things does Huntington Woods lack for older residents?

Answered: 47   Skipped: 17

Answer Choices		Responses	
1.		**100.00%**	47
2.		**65.96%**	31
3.		**40.43%**	19

#	1.	Date
1	housing	2/25/2015 9:17 AM
2	Generally seniors don't exist.	2/10/2015 9:21 AM
3	Drivers for peole no longer able to drive	2/10/2015 9:16 AM
4	Small grocery store like used to be on 11 Mile	2/10/2015 9:13 AM
5	reasonable taxes	2/1/2015 12:46 PM
6	closer grocery stores (to be reached by walking)	1/27/2015 3:11 PM
7	City dictating rules without considering seniors' fixed incomes	1/27/2015 2:39 PM
8	Housing	1/27/2015 1:58 PM
9	some form of exercise equipment indoors and out	1/26/2015 2:16 PM
10	Affordable housing	1/26/2015 2:09 PM
11	Medical closet/ place people can get the use of certain needed equipment on a temporary basis after a surgery, etc.	1/25/2015 12:12 PM
12	physical fitness opportunities	1/25/2015 9:42 AM
13	condo type residency	1/24/2015 7:58 PM
14	Housing	1/21/2015 12:29 AM
15	Places for seniors to watch concerts, fireworks if they have mobility problems.	1/20/2015 9:40 PM
16	close shopping (groceries)	1/20/2015 7:51 AM
17	Too much red tape for remodeling	1/20/2015 6:34 AM
18	aging in place education	1/19/2015 9:13 PM
19	Senior Housing	1/19/2015 5:22 PM
20	Not enough appropriate housing that is accessible ie. ranches, first floor laundry room	1/19/2015 11:59 AM
21	Senior center with workout equipment	1/19/2015 11:03 AM
22	Senior housing	1/19/2015 9:57 AM
23	condo/apt type living	1/18/2015 8:32 PM
24	Better transportation (longer hours and weekends)	1/18/2015 5:55 PM
25	indoor walking track/area for exercise in inclement weather	1/18/2015 5:17 PM
26	free medical care (a joke, but I do think we are fine)	1/18/2015 4:43 PM
27	Senior housing	1/18/2015 4:27 PM

28	none	1/18/2015 12:57 PM
29	Better dedicated facility	1/17/2015 4:39 PM
30	It doesn't lack anything	1/17/2015 3:57 PM
31	housing	1/17/2015 3:09 PM
32	housing	1/17/2015 3:09 PM
33	Community Support	1/17/2015 3:03 PM
34	close by general strore	1/17/2015 2:50 PM
35	No close super markets	1/17/2015 1:55 PM
36	housing	1/17/2015 1:47 PM
37	food shopping	1/17/2015 9:40 AM
38	senior housing with elevators	1/17/2015 8:53 AM
39	Property taxes are much too high making Huntington Woods unaffordable for many elderly people on fixed incomes.	1/17/2015 8:20 AM
40	consistent snow removal-improved since last year	1/17/2015 8:05 AM
41	senior housing for those unable to care for a home	1/16/2015 11:03 PM
42	senior housing for those unable to care for a home	1/16/2015 11:03 PM
43	Senior apartment residency	1/16/2015 6:40 PM
44	housing	1/16/2015 5:58 PM
45	enough ranch houses	1/16/2015 5:25 PM
46	A place to sit, drink coffee, meet and greet	1/16/2015 5:16 PM
47	apartment alternatives in the city	1/15/2015 7:40 PM
#	**2.**	**Date**
1	exercise and swim	2/25/2015 9:17 AM
2	nothing for decent exercise/should be basic for any community and is elsewhere	2/10/2015 9:21 AM
3	Housing-Apartment Complex	2/10/2015 9:16 AM
4	benches on the streets to make walking and sitting easier	1/27/2015 3:11 PM
5	Emergency contact with older adults	1/27/2015 2:39 PM
6	comfortable access to rec center	1/26/2015 2:16 PM
7	Mass Transit	1/26/2015 2:09 PM
8	railing going into the rec dept.	1/25/2015 12:12 PM
9	housing	1/25/2015 9:42 AM
10	Extensive recreation programming	1/21/2015 12:29 AM
11	seniors who know how good they have it here	1/20/2015 7:51 AM
12	Enough park benches	1/20/2015 6:34 AM
13	Available ranch style homes with an attached garage.	1/19/2015 5:22 PM
14	Affordable as well as smaller accessible housing	1/19/2015 11:59 AM
15	Meal delivery	1/19/2015 9:57 AM
16	wellness/health programs for this age range	1/18/2015 8:32 PM
17	Need more cultural programs for active seniors.	1/18/2015 5:55 PM

18	exterior benches & handrails leading to rec center	1/18/2015 5:17 PM
19	Lack of pubkic transportatioln	1/18/2015 4:27 PM
20	Clone of Collette	1/17/2015 4:39 PM
21	transportation	1/17/2015 3:09 PM
22	transportation	1/17/2015 3:09 PM
23	Nearby shopping (grocery,etc)	1/17/2015 3:03 PM
24	broader senior outreach, help	1/17/2015 2:50 PM
25	transportation	1/17/2015 1:47 PM
26	transportation for the whole region	1/17/2015 8:53 AM
27	more 1 level housing with 1st floor laundry	1/17/2015 8:05 AM
28	Lower real estate taxes based on income	1/16/2015 6:40 PM
29	companianship among elders	1/16/2015 5:58 PM
30	indoor swimming pool & fitness facility for seniors	1/16/2015 5:25 PM
31	Shopping	1/16/2015 5:16 PM
#	**3.**	**Date**
1	good communications from the city as to dangers	1/27/2015 3:11 PM
2	Computer and Smart phone classes	1/27/2015 2:39 PM
3	pool availability, exercises and use	1/26/2015 2:16 PM
4	grocery shopping	1/25/2015 9:42 AM
5	Exercise equipment	1/21/2015 12:29 AM
6	seniors who are able to stay healthy and independent but expect things done for them	1/20/2015 7:51 AM
7	Work out facility	1/20/2015 6:34 AM
8	Condominiums or apartments for those who want to downsize, but stay in the community	1/19/2015 11:59 AM
9	Fitness center	1/19/2015 9:57 AM
10	More cross genertional programming	1/18/2015 5:55 PM
11	non slip steps at library	1/18/2015 5:17 PM
12	Outreach to include in non-senior activities	1/17/2015 4:39 PM
13	local store within walking distance	1/17/2015 3:09 PM
14	local store within walking distance	1/17/2015 3:09 PM
15	Daily activities	1/17/2015 3:03 PM
16	access to markets	1/17/2015 1:47 PM
17	housing with progressive care	1/17/2015 8:53 AM
18	handymen for minor home repairs	1/16/2015 5:58 PM
19	condo living so older residents don't have to keep up outdoor space	1/16/2015 5:25 PM

Q3 What three things could Huntington Woods do to be more accommodating for older residents? (consider opportunities for and access to recreation, culture, shopping, and services)

Answered: 41   Skipped: 23

Answer Choices	Responses	
1.	100.00%	41
2.	65.85%	27
3.	39.02%	16

#	1.	Date
1	recreation/culture Senior swim time	2/25/2015 9:17 AM
2	recreation/culture Get exercise room (not only for Seniors)	2/10/2015 9:21 AM
3	support services Communication system for the older residents who do not have computer skills	2/10/2015 9:16 AM
4	transportation Transportation	2/10/2015 9:13 AM
5	transportation more rides	2/1/2015 12:46 PM
6	Keep sidewalks clear	1/27/2015 3:11 PM
7	access to shopping Grocery store shopping	1/27/2015 2:39 PM
8	housing Housing	1/27/2015 1:58 PM
9	housing provide grants or programs for safety features for homes -	1/26/2015 2:16 PM
10	recreation/culture Fitness center	1/26/2015 2:09 PM
11	transportation easier access to transportation and a greater distance	1/25/2015 12:12 PM
12	recreation/culture provide workout facilities	1/25/2015 9:42 AM
13	recreation/culture keep library open and active	1/25/2015 8:21 AM
14	recreation/culture senior gym and work out room	1/24/2015 7:58 PM
15	recreation/culture Recreation exercise equipment and instruction	1/21/2015 12:29 AM
16	recreation/culture have social activities every day for seniors like Berkley i.e. cards, WII bowling et	1/20/2015 9:40 PM
17	access to shopping closer grocery shopping	1/20/2015 7:51 AM
18	access to shopping Shopping trips	1/20/2015 6:34 AM
19	I'm satisfied with what is available.	1/19/2015 5:22 PM
20	transportation Provide a transportation service (other than the bus) that is available not only during daytime, but into evenings, also	1/19/2015 11:59 AM
21	recreation/culture More programs for seniors	1/19/2015 11:18 AM
22	HW already provides superb access to these items	1/19/2015 11:03 AM
23	recreation/culture Bubble the pool so that it could be used year round and have water programs for seniors.	1/19/2015 10:14 AM
24	transportation more use of Smart Bus day and evening	1/19/2015 10:00 AM

25	housing Affordable 1-2 bedroom apartments or condos	1/19/2015 9:57 AM
26	Assist in finding / providing home maintenance services	1/19/2015 9:52 AM
27	transportation Better transportation	1/18/2015 5:55 PM
28	see item #2 above	1/18/2015 5:17 PM
29	nothing	1/18/2015 12:57 PM
30	access to shopping Local or assisted shopping	1/17/2015 4:39 PM
31	transportation Regular route - daily for transportation	1/17/2015 3:03 PM
32	support services online bulletin board high school students willing to work doing this or that	1/17/2015 2:50 PM
33	access to shopping access to shopping	1/17/2015 1:47 PM
34	access to shopping provide food shopping	1/17/2015 9:40 AM
35	not sure what is already done	1/17/2015 8:53 AM
36	support services Provide support for families who are caring for elderly parents.	1/17/2015 8:20 AM
37	transportation Transportation	1/16/2015 10:30 PM
38	housing build affordable housing	1/16/2015 5:58 PM
39	recreation/culture More activites geared for seniors	1/16/2015 5:32 PM
40	housing create condo/apartment living with fitness facilities and clinic	1/16/2015 5:25 PM
41	recreation/culture Schedule concerts/entertainment more frequently	1/16/2015 5:16 PM
#	2.	Date
1	recreation/culture Exercise park for seniors	2/25/2015 9:17 AM
2	recreation/culture Benches in new playground for adults	2/10/2015 9:21 AM
3	housing Build apartment complex	2/10/2015 9:16 AM
4	recreation/culture more social evenets	2/1/2015 12:46 PM
5	Pick up dog poop	1/27/2015 3:11 PM
6	transportation Transportation	1/27/2015 1:58 PM
7	recreation/culture dedicated pool hours for senior use and exercise	1/26/2015 2:16 PM
8	transportation Mass transit stops	1/26/2015 2:09 PM
9	recreation/culture more theater trips/ regular trips to the Fisher, Fox etc.	1/25/2015 12:12 PM
10	access to shopping something to do everyday at the rec center.	1/20/2015 9:40 PM
11	seniors have it pretty good here!	1/20/2015 7:51 AM
12	access to shopping Exercise access	1/20/2015 6:34 AM
13	support services Provide access to home maintenance workers who might be willing to discount their services for seniors	1/19/2015 11:59 AM
14	transportation Regular transportation	1/19/2015 11:18 AM
15	transportation More bus shuttles for cultural activities	1/19/2015 10:14 AM
16	transportation trips to local markets	1/19/2015 10:00 AM
17	access to shopping Fitness center in housing center	1/19/2015 9:57 AM
18	access to shopping Things that are aimed at empty nesters who should be considered older residents by the administration	1/18/2015 5:55 PM
19	housing Housing	1/17/2015 4:39 PM

20	`support services` Check in calls	1/17/2015 3:03 PM
21	`housing` affordable senior housing	1/17/2015 1:47 PM
22	provide easy access to city buildings	1/17/2015 9:40 AM
23	`support services` access to supportive services - help finding them	1/17/2015 8:53 AM
24	`support services` Recruit volunteers to regularly visit homebound elderly residents.	1/17/2015 8:20 AM
25	`access to shopping` have weekly bus trips to grocery stores	1/16/2015 5:58 PM
26	other opportunities seem to be addressed	1/16/2015 5:25 PM
27	`transportation` Bigger street signs so strangers can find us at night	1/16/2015 5:16 PM

#	3.	Date
1	`housing` Senior apartments	2/25/2015 9:17 AM
2	`recreation/culture` Railings for walkway to Rec Center, especially in the winter.	2/10/2015 9:21 AM
3	`support services` Have a "Help" line to answer Seniors and anyone's concerns	1/27/2015 3:11 PM
4	`access to shopping` Shopping	1/27/2015 1:58 PM
5	Find better ways of reaching out to them to assess their needs. IT is not the best way	1/26/2015 2:16 PM
6	`housing` Access to funds to modify homes for ease of use	1/26/2015 2:09 PM
7	`support services` clearing snow for those who cannot clear their own and cannot afford to hire a regular snow removal company	1/25/2015 12:12 PM
8	`support services` Providing snow removal for seniors; not everyone can afford to hire a service	1/19/2015 11:59 AM
9	`transportation` more organized tours with rides available from home	1/19/2015 10:00 AM
10	`transportation` Shuttle service	1/19/2015 9:57 AM
11	`support services` Better outreach at all levels of capability.	1/18/2015 5:55 PM
12	`support services` buddy system	1/17/2015 3:03 PM
13	provide better lighting	1/17/2015 9:40 AM
14	`transportation` transportation	1/17/2015 8:53 AM
15	Reduce property taxes so elderly residents can afford to remain in their homes.	1/17/2015 8:20 AM
16	`support services` have affordable handymen for minor repairs	1/16/2015 5:58 PM

Q4 What challenges do you see for older residents to visit friends in and around the neighborhood without assistance?

Answered: 35   Skipped: 29

#	Responses	Date
1	`local streets/sidewalks` More railings, Clean walkways (good at this point) Bigger meeting room at Rec Center	2/10/2015 9:21 AM
2	`transportation` Not enough drivers to take seniors where they want to go	2/10/2015 9:16 AM
3	`local streets/sidewalks` Snow and ice	2/10/2015 9:13 AM
4	`local streets/sidewalks` Tripping on broken sidewalks, and potholes in the streets; lack of street lights and clear addresses; lack of bike lanes separate from sidewalks. Also, lacking in the encouraging seniors to participate with the children so that there is a strong intergenerational component.	1/27/2015 3:11 PM
5	`local streets/sidewalks` maneuvering around soccer moms and need for better handicap parking, walking in street where cars are parked in driveways across sidewalks	1/26/2015 2:16 PM
6	`transportation` Transportation limitations	1/26/2015 2:09 PM
7	`local streets/sidewalks` I frequently encounter ice and snow that residents have not shoveled, especially those who live on corner lots. Very dangerous.	1/25/2015 9:42 AM
8	`transportation` Getting there	1/21/2015 12:29 AM
9	`local streets/sidewalks` maybe residents keeping their sidewalks clear of vehicles, ice & snow	1/20/2015 7:51 AM
10	`local streets/sidewalks` Certain corners need stop signs!	1/20/2015 6:34 AM
11	there are alreAdy busses and private means of transport	1/19/2015 9:13 PM
12	`local streets/sidewalks` Making sure the sidewalks are free of ice and free from dips that could trip individuals.	1/19/2015 5:22 PM
13	`local streets/sidewalks` `transportation` The pavement around the neighborhood is not regularly checked and corrected for cracks/ breaks/ loose concrete which makes walking unsafe in some places. And some people are now not driving any longer; maybe a volunteer driving service would help.	1/19/2015 11:59 AM
14	None. Sidewalks are available and cleared in the winter by the city. Roads are in good shape. Parking is available in the street.	1/19/2015 11:03 AM
15	`local streets/sidewalks` Sidewalks are sometimes not cleared in winter	1/19/2015 9:57 AM
16	`local streets/sidewalks` Dealing with severe weather (snow on sidewalks, etc).	1/19/2015 9:52 AM
17	`transportation` transportation	1/18/2015 8:32 PM
18	NO transportation	1/18/2015 5:55 PM
19	`local streets/sidewalks` Cars parked in driveways that block the sidewalks - requiring person to walk around vehicles on uneven lawns and/or into street	1/18/2015 5:17 PM
20	I don't really see any	1/18/2015 4:43 PM
21	`local streets/sidewalks` Delays in getting snow off sidewalks (THis is NOT intended as a criticism.	1/18/2015 4:27 PM
22	`transportation` challenges are decrease in mobility; but seniors need to address them on their own I think the bus is terrific for those who want to use it. I had a neighbor who used it frequently as she did not drive.	1/18/2015 12:57 PM
23	`local streets/sidewalks` Parking across sidewalk	1/17/2015 4:39 PM
24	I imagine that most of our seniors, and I include myself and my husband have the resources they need to get around.	1/17/2015 3:57 PM
25	`transportation` transportation	1/17/2015 3:03 PM

26	`transportation` Transportation	1/17/2015 1:55 PM
27	`transportation` transportation	1/17/2015 1:47 PM
28	`local streets/sidewalks` snow reremoval	1/17/2015 9:40 AM
29	`transportation` Transportation and access to homes.	1/17/2015 8:53 AM
30	`local streets/sidewalks` Add ramps, improve street lighting and visibility of street signs.	1/17/2015 8:20 AM
31	`transportation` Transportation	1/16/2015 10:30 PM
32	`transportation` Ways to get around if you don't drive.	1/16/2015 5:58 PM
33	`local streets/sidewalks` Icy conditions in the winter - better snow plowing	1/16/2015 5:32 PM
34	`transportation` too far to walk sometimes especially winter, no longer able to drive and have to rely on others	1/16/2015 5:25 PM
35	`local streets/sidewalks` some uneven sidewalks	1/15/2015 7:40 PM

Q5 Does your current home have a bedroom and full bathroom on the first floor?

Answered: 63   Skipped: 1
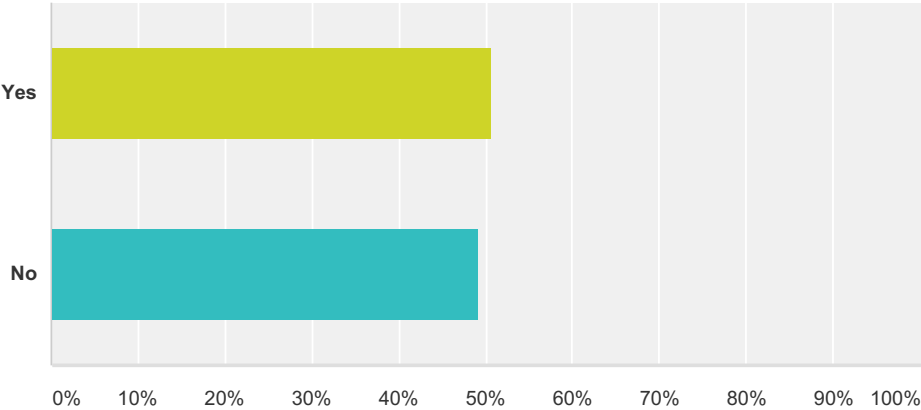
Answer Choices	Responses	
Yes	**50.79%**	32
No	**49.21%**	31
Total		63

Q6 What types of physical accommodations have you made in your home, or are planning to make in your home, to assist you with mobility and/or livability? (check all that apply)

Answered: 58   Skipped: 6
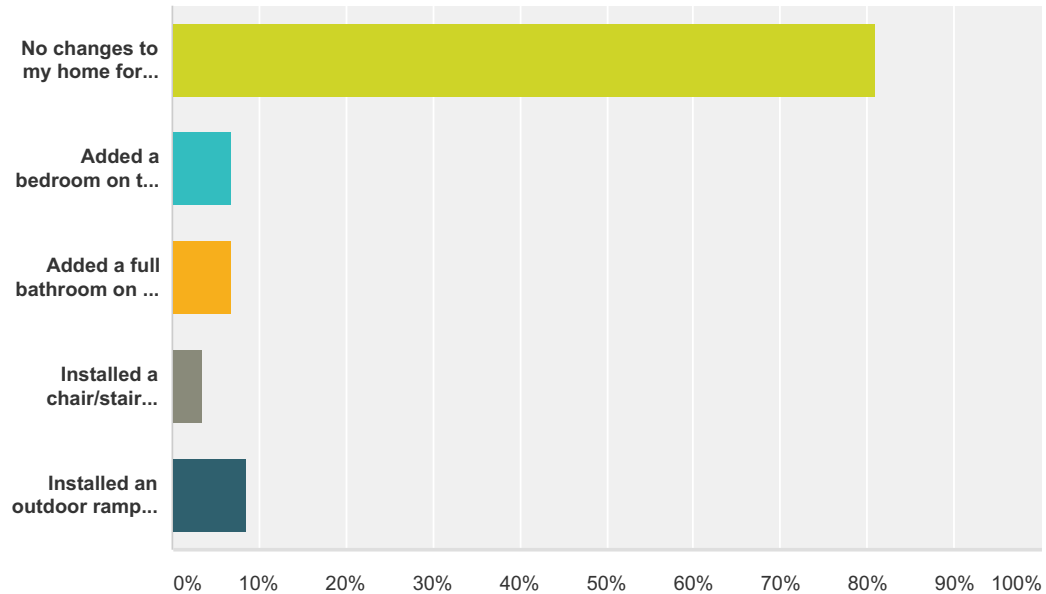
Answer Choices	Responses	
No changes to my home for mobility needs	**81.03%**	47
Added a bedroom on the first floor	**6.90%**	4
Added a full bathroom on the first floor	**6.90%**	4
Installed a chair/stair lift	**3.45%**	2
Installed an outdoor ramp for entrance to my home	**8.62%**	5
Total Respondents: 58		

Q7 Can you host a friend with mobility limitations in your home? (entrance, bath, bedroom)

Answered: 62   Skipped: 2
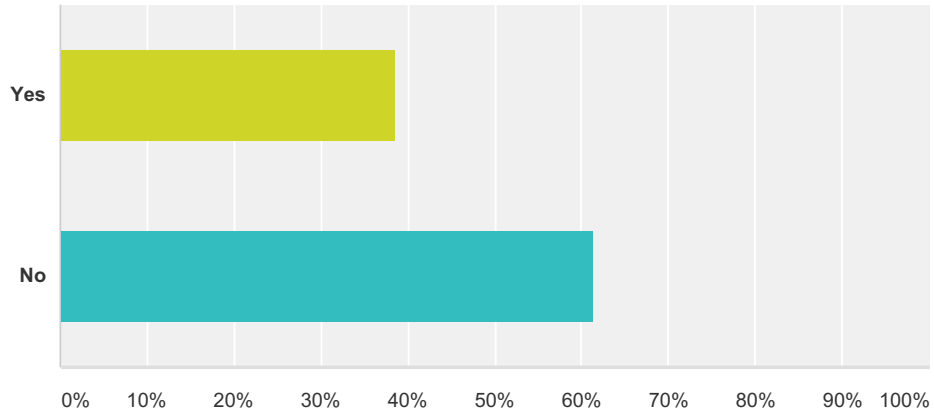
Answer Choices	Responses	
Yes	**38.71%**	24
No	**61.29%**	38
Total		**62**

Q8 What concerns do you have about living in your current home as you age? (check all that apply)

Answered: 50 Skipped: 14
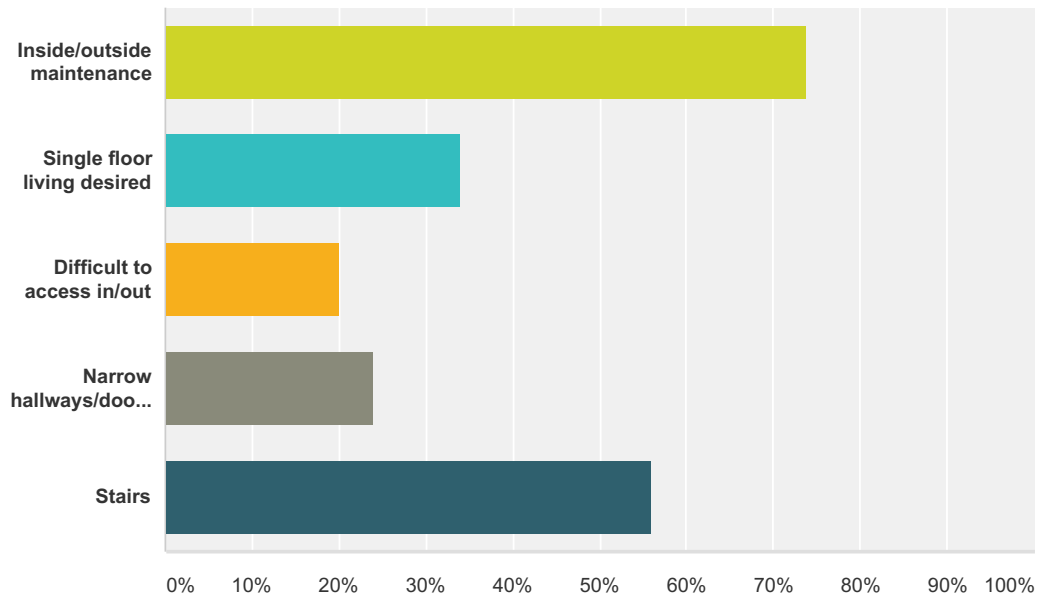
Answer Choices	Responses	
Inside/outside maintenance	**74.00%**	37
Single floor living desired	**34.00%**	17
Difficult to access in/out	**20.00%**	10
Narrow hallways/doorways	**24.00%**	12
Stairs	**56.00%**	28
Total Respondents: 50		

#	Other (please specify)	Date
1	None - we remolded out house in 2005 to be completely handicapped accessible.	2/10/2015 9:13 AM
2	None	1/27/2015 3:11 PM
3	the possibility of falling - for me and others who live alone	1/26/2015 2:16 PM
4	basement laundry	1/25/2015 12:12 PM
5	none at this time	1/20/2015 7:51 AM
6	May not need all space.	1/20/2015 6:34 AM
7	None	1/19/2015 9:13 PM
8	Want to downsize from four bedroom home	1/19/2015 9:57 AM
9	I will move when necessary - time for a new, young family	1/17/2015 3:03 PM
10	None	1/16/2015 10:30 PM

| 11 | Bathroom facilites | 1/16/2015 5:32 PM |

Q9 If there were alternative housing options in Huntington Woods for residents over age 55, such as attached townhomes or multi-story condominiums, would you consider moving? Please offer comments why or why not in the space below.

Answered: 61   Skipped: 3
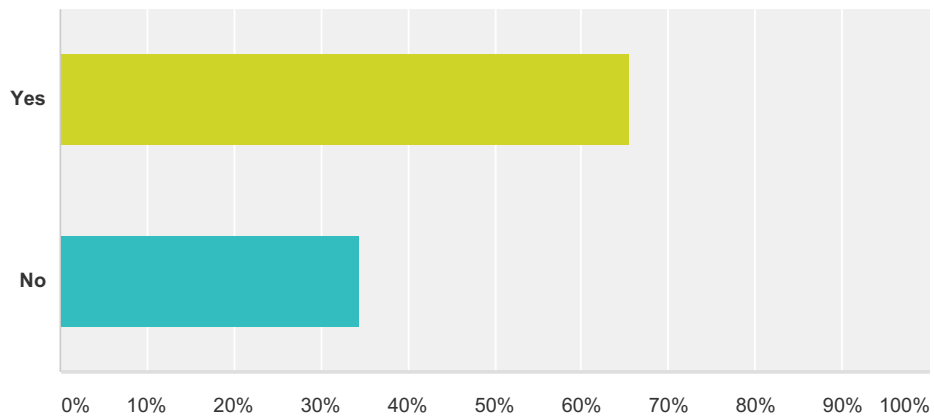
Answer Choices	Responses	
Yes	**65.57%**	40
No	**34.43%**	21
Total		**61**

#	Why or why not?	Date
1	Depends if it is affordable - great to continue living with known friends and family!	2/10/2015 9:21 AM
2	I hate to even consider moving from Huntington Woods!	2/10/2015 9:16 AM
3	My home is adequate	2/10/2015 9:13 AM
4	As long as ranch / one floor	2/10/2015 9:11 AM
5	HW is close to Beaumont Hospital	2/10/2015 9:10 AM
6	I created my home to be for aging; if single, I would still want a small house.	1/27/2015 3:11 PM
7	Not necessary.	1/27/2015 2:39 PM
8	Want to stay in HW in my house, or senior housing when/if that is not possible but in senior but as but assume that as I age: assume there will be a time when	1/26/2015 2:16 PM
9	I would want to be able to stay in Huntington Woods when we downsize.	1/26/2015 2:09 PM
10	We love our home; have made it accessible throughout 25 years ago when my handicapped Mother came to live with me	1/25/2015 8:14 PM
11	want to stay in the community but would like to not have maintenance issues with my home	1/25/2015 12:12 PM
12	Rather stay in home, but, if necessary, would prefer HW	1/25/2015 9:42 AM
13	Like living in Huntington woods	1/24/2015 7:58 PM

14	Single floor, safety access to public safety, not worry about inside & outside maintenance	1/21/2015 12:29 AM
15	Where would there be townhouses in HW? There is not enough space. Seniors are expecting too much from the city - be real!	1/20/2015 7:51 AM
16	I want to stay in my home.	1/20/2015 6:34 AM
17	there are no houses built in hw with the door width to accomodate a wheelchair and a limited few with handicap bathroom. There is space for this on woodward , very opposed to this on 11 mile	1/19/2015 9:13 PM
18	As we age stairs become increasingly difficult.	1/19/2015 5:22 PM
19	It would allow me to stay longer in my community	1/19/2015 11:59 AM
20	Weather!	1/19/2015 11:18 AM
21	I think it would detract from the charm of our city to have a multistoried senior building. We are a small, quaint neighborhood.	1/19/2015 11:14 AM
22	Seniors do not want multi-story living arrangements. Most want a single floor residence due to limited mobility.	1/19/2015 11:03 AM
23	If I moved to senior housingI would want to move to a large senior complex. This would include the option of meals, housekeeping assistance, etc. The idea of taking theballfield away for a senior complex does not make any sense to me.	1/19/2015 10:14 AM
24	depends on price and services available	1/19/2015 10:00 AM
25	Excellent idea. Would love to stay in HW when I downsize house	1/19/2015 9:57 AM
26	Huntington Woods is about homes and neighbors. There are plenty of townhouses and condos nearby. Such ideas are a terrible fit for HW. There has been discussion of building housing on 11 mile or Woodward. Leave 11 mile alone and promote tax-paying business to locate on Woodward	1/19/2015 9:52 AM
27	But not in the immediate future...only when stairs become a problem.	1/19/2015 9:38 AM
28	The problem off poor access to good public transportation will not be solved by new houses in HW.	1/18/2015 5:55 PM
29	If I could not maintain my home it would be nice to have the option of remaining in the city I enjoy being a part of.	1/18/2015 5:17 PM
30	maybe	1/18/2015 4:43 PM
31	If I were to leave my current home I would prefer a warmer climate	1/18/2015 4:27 PM
32	City space is so small don't know how we can accommodate such structures. I don't believe city government should be involved in providing residences for seniors.	1/18/2015 12:57 PM
33	Great living and stay in city	1/17/2015 4:39 PM
34	I've lived in this house for 44 years and I will make changes if necessary	1/17/2015 3:57 PM
35	Not necessary to have Senior housing, but I am sure some would benefit	1/17/2015 3:03 PM
36	no close shopping, restaurants, for instance, within walking distance	1/17/2015 2:50 PM
37	Only because my house is a colonial so it lacks a downstairs bedroom/shower	1/17/2015 1:55 PM
38	Should not take space.	1/17/2015 10:33 AM
39	if located on easy access road such as woodward	1/17/2015 9:40 AM
40	I'd love to be able to stay here when I need one floor.	1/17/2015 8:53 AM
41	I would not be opposed to senior housing if it was tastefully designed to fit in with the architecture of Huntington Woods homes.	1/17/2015 8:20 AM
42	perhaps-depending on health and mobility at that time	1/17/2015 8:05 AM
43	have a dog	1/16/2015 11:03 PM
44	have a dog	1/16/2015 11:03 PM
45	Happy in my home	1/16/2015 10:30 PM

46	alternative housing options would eliminate the upkeep needed for a private home. Also, staying in the City of Huntington Woods is essential.	1/16/2015 6:40 PM
47	It must be affordable.	1/16/2015 5:58 PM
48	My home is very large	1/16/2015 5:35 PM
49	Love the city - been here 41 yrs	1/16/2015 5:32 PM
50	all depends on appearance, amenities and price	1/16/2015 5:25 PM
51	If I ever need it, I'd rather stay than leave.	1/16/2015 5:16 PM
52	If frailer and found it hard to keep up a house	1/15/2015 7:40 PM

Q10 Please indicate your gender:

Answered: 63   Skipped: 1
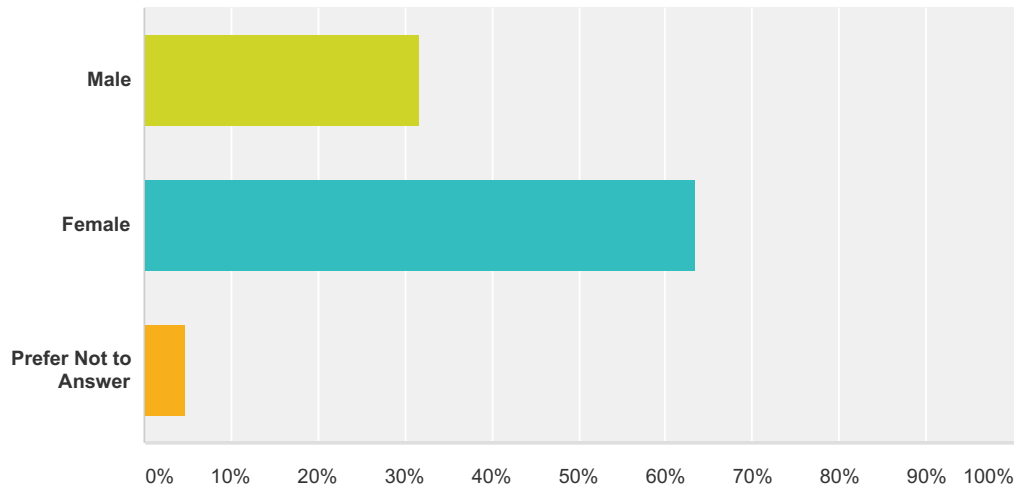
Answer Choices	Responses	
Male	**31.75%**	20
Female	**63.49%**	40
Prefer Not to Answer	**4.76%**	3
Total		63

Q11 Please indicate your age group:

Answered: 63   Skipped: 1
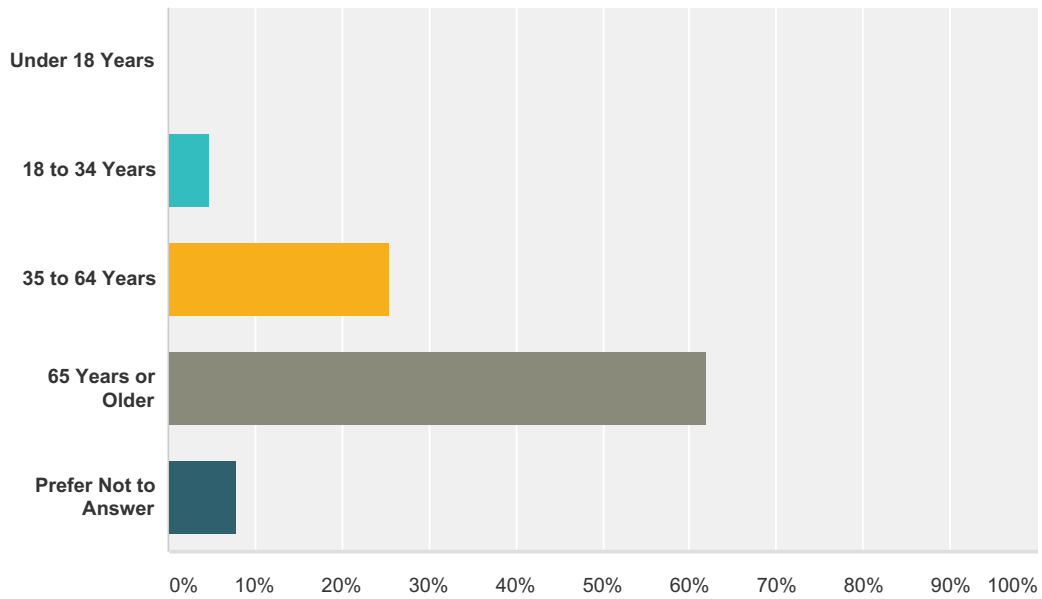
Answer Choices	Responses	
Under 18 Years	**0.00%**	0
18 to 34 Years	**4.76%**	3
35 to 64 Years	**25.40%**	16
65 Years or Older	**61.90%**	39
Prefer Not to Answer	**7.94%**	5
Total		**63**

Q12 Please provide any additional comments that may assist the City in understanding needs of older Huntington Woods residents.

Answered: 32   Skipped: 32

#	Responses	Date
1	Many H.W. seniors are physically fit but are no outdoor facilities (except pool which as no designated senior time only) to keep seniors fit. How about a park with some equipment designed for seniors and pool time for seniors only.	2/25/2015 9:17 AM
2	Our tax money needs to be equally represented in the city. There appears to be no support for seniors, but boy do the children of this community get taken care of i.e. The Men's Club donation for "2" years for playground - thought the Men's Club was for the good of the entire city !!! Guess not!	2/10/2015 9:21 AM
3	Do not build senior housing. It will bring down propery values.	2/1/2015 12:46 PM
4	Assuming some would like an apartment in HW, I think the Rite-Aid block could be reconfigured with a 3 story building, main floor (Lincoln to Elgin) for a grocery, RiteAid, and recreation, with two floors of one and two bedroom appartments. It should not be built or managed by the City but by a private developer. People who want larger living space, could buy a small house.	1/27/2015 3:11 PM
5	The 35-64 age group is too broad. You should have 24-45 and 46-64.	1/27/2015 2:39 PM
6	As much consideration should be given to senior's needs as is given to children's needs. Remember, the children have parents to advocate for them; seniors often have no one to do this. Also, many of them have been here 30, 40, 50 years or more and contributed much in time and energy (in addition to the taxes they paid over the years) to give Huntington Woods the reputation that is has today.	1/26/2015 2:16 PM
7	I have met several people who would have loved to stay here but were forced to move because suitable housing was unavailable.	1/25/2015 9:42 AM
8	lets go forward with this idea, it may be the best thing for HW seniors who love living here	1/25/2015 8:21 AM
9	Build senior housing above city hall and public safety. Updates 2 buildings public safety and city hall, uses existing space and 24/7 use, offers immediate public safety response for residents, plus frees up existing homes to expand total population and school population	1/21/2015 12:29 AM
10	If I were going to move into assisted living, I would move out of HW to a place with rivers/ponds and walking paths.	1/20/2015 6:34 AM
11	The older population is living just fine in huntington woods. There is no need for this.	1/19/2015 9:13 PM
12	Huntington Woods has provided my family with a home away form my birth place. It is truly a neighborhood community, and I would like to be able to age here. However, I have a 2-story colonial, with the laundry in the basement, and I don't have the need for the size of my current home any longer, either. But since we have such limited options available here for housing, and I fear that the high prices of housing here, I will probably be forced to eventually look to our neighboring communities, such as Berkley and Royal Oak to meet our needs for housing. I will be saddened by that circumstance.	1/19/2015 11:59 AM
13	No new senior housing!	1/19/2015 11:18 AM
14	Building a senior complex in a city this size is not appropriate. The city provides seniors with transportation and many activities already. Strongly against a high rise building.	1/19/2015 11:14 AM
15	There is plenty of condominium style/multi-level housing available in neighboring Royal Oak. Seniors are not looking for homes with stairs and multiple levels. Mobility restrictions cause seniors to seek single floor dwellings with attached, direct access garages. Building multi-level townhomes will not meet the needs of seniors. While condominium style housing usually reduces an individual's need to perform outdoor maintenance, most of the lots in HW are small enough that seniors can contract to have their yards taken care of at an insignificant cost (as compared to condo dues). If home maintenance is an issue, the city could offer the service to seniors for a fee.	1/19/2015 11:03 AM
16	More social activities for seniors.	1/19/2015 10:14 AM

17	Programs of aging, create a focus group to determine desires and needs. More programs on easy healthy eating, and exercise as we age. Thanks. (I just turned 65 and don't think of myself with senior needs. I have to think about it.)	1/19/2015 10:00 AM
18	Affordable housing. Better fitness center	1/19/2015 9:57 AM
19	As an active 62 year old lifetime resident, I think HW should continue to provide and improve outreach services such as transportation for shopping and doctors, as well as activities for seniors. These should be subsidized by the city to the extent possible and costs beyond that should be paid by the users.	1/19/2015 9:52 AM
20	I think it's wonderful that the city is exploring options for seniors. At present, I'm able to maintain and navigate my house and the community.	1/19/2015 9:38 AM
21	The City needs to look at the needs of ALL older adults 55 and over. This includes empty nesters, those still gainfully employed, those retired and those needing additional assistance. Aging in place is not just walls, a floor and ceiling.	1/18/2015 5:55 PM
22	I do think a daily phone call to those residents who live alone and may not have anyone to check on them might be a critical service. For a city this size, I believe the services offered are probably sufficient; although there is far too much focus on services for kids -- what is the appropriate amount of funding/focus for a city this size? We are not Rochester Hills or Bloomfield Township.	1/18/2015 12:57 PM
23	It is not incumbent upon the city to meet the medical/mobility/ or housing needs of seniors. The city already provides programs and services. To change the nature of the city for seniors is not a good idea.	1/17/2015 3:57 PM
24	Transportation is was of the most important needs - I would like to see a regular 3-4 day a week route provided to Seniors. I would also like to see a Senior buddy system created.	1/17/2015 3:03 PM
25	I do not want senior housing to be built on 11 mile and take away the ball field. I would need to see reasons why city hall would have to be remodeled.	1/17/2015 2:50 PM
26	Although I am 65+ (my husband also), as of now our home suits our needs with no difficulties. We do not utilize most opportunities offered to the senior community residents except for a few outings with the rec. center. Also my son lives near by so I would want to stay close to him.	1/17/2015 1:55 PM
27	Seniors are important part of our community but we are a small community and can not and should try to make something for everyone. Space is a premium. Should not lose park space.	1/17/2015 10:33 AM
28	important to maintain the peace and quiet of green areas, to see children at play, to be part of a living community	1/17/2015 9:40 AM
29	Explore and implement ways to minimize social isolation for our elderly residents.	1/17/2015 8:20 AM
30	This is slanted and leading	1/16/2015 10:30 PM
31	Mobility of older people needs to be addressed for things like fireworks and concerts in the park. I.e. How can someone see the concert if they can't walk to the park?	1/16/2015 5:58 PM
32	I feel it is a person's responsibility to make plans for your older years in terms of housing and there are lots of options available. It is not the responsibility of the city to provide alternative housing	1/15/2015 7:40 PM

Is My Home "Home Fit"?

Record your answers as "Yes, "No" or "Sort of." (Skip any questions that don't apply or you're unsure about.)

1. _____ Is there at least one step-free entrance into the home?
2. _____ Is there a bedroom, full bathroom and kitchen on the main level?
3. _____ Are the doorways in the home at least 36" wide?
4. _____ Are the hallways in the home at least 42" wide?
5. _____ Does the kitchen have a lever-style faucet?
6. _____ Can a kitchen countertop be used as a work surface while seated?
7. _____ Are the kitchen cabinets and shelves easy to reach?
8. _____ Are there secure handrails on both sides of the stairs?
9. _____ Are the staircases well-lighted?
10. _____ Are the hallways well-lighted?
11. _____ Is the exterior walkway, entrance and stoop or porch well-lighted?
12. _____ Is the house, building or apartment number clearly visible from the street?
13. _____ Are the exterior walkways in a safe condition, free of tripping hazards?
14. _____ Is the entrance door easy for you to unlock, lock, open and close?
15. _____ Do all exterior doors have deadbolt locks?
16. _____ Does the entrance door have a security peephole or viewing panel?
17. _____ Are the exterior door thresholds easy to see (so you or a visitor won't trip)?
18. _____ Do all area rugs have non-slip grips to prevent tripping or slipping?
19. _____ Is the carpeting on the stairs secure and in good condition?
20. _____ Are the switches that control stairway light fixtures located at both the top and bottom of the stairs?
21. _____ Are electrical or telephone cords placed in spots a person might walk or step?
22. _____ Do I have a step stool with non-slip steps and a grip handle?
23. _____ Are the bathroom cabinets and shelves easy to reach?
24. _____ Does the bathroom have lever-style rather than handle-style faucets?
25. _____ Are there non-slip grips or non-slip mats on the bottom of bathtubs and/or showers?
26. _____ Is there "blocking" (e.g. a wood stud or other solid surface) behind the bathroom walls so grab bars can be securely installed in the bathtub, shower and toilet areas?
27. _____ Is the hot water heater set at 120° F?
28. _____ Is there a fire extinguisher within easy reach of the oven or cooktop?
29. _____ Are there smoke and carbon monoxide detectors on each floor of the home?
    _____ (Can a detector alarm be heard in every bedroom?)
30. _____ Is a telephone easily accessible on each floor of the home?

East Greenwich, Rhode Island: Cottages on Greene's Innovative Approach to Infill

Cottages on Greene is a privately financed infill development composed of mixed income housing located in the historic downtown of East Greenwich, Rhode Island. Prior to construction, Cottages on Greene's nearly one-acre site had sat derelict for several years. In early 2009, as the recession slowed development, a team led by 620 Main Street Associates responded by providing a project concept that leveraged the site's walkable location and an emerging demand for scaled-down, urban-style living. As a 15-unit "cottage" development, a style influenced by the preserved cottage on the site, Cottages on Greene has contributed five deed-restricted units to the community's supply of affordable housing. The Congress for the New Urbanism awarded the project an Honorable Mention in its 2011 Charter Awards program, which recognizes projects for excellence in walkable and sustainable design.1 Completed in November 2010, Cottages on Greene demonstrates how innovative housing solutions can succeed, even in challenging economic times.

Project Context and History

Originally settled in the late 17th century, East Greenwich is a picturesque New England town with a population of approximately 13,000. During the 18th and 19th centuries, the downtown and waterfront areas were largely developed around the prevailing maritime and railroad-based trades. The lower-density residential areas that dominate much of the town's present land area were built during the latter half of the 20th century, during the rise of the automobile era.2 This development history is still visible today, with the 18th century street grid emerging from the waterfront to form the backbone of the town's thriving historic district.3

The town's historic and cultural assets, combined with its proximity to the cities of Providence and Boston, help make East Greenwich a desirable community for middle- and upper-income households.4 House values in East Greenwich are among the highest in Rhode Island.5 In 2010, the median value of a single-family house in East Greenwich was $433,750, while the median value in all of Rhode Island was $210,000. The average monthly cost of a two-bedroom apartment in both East Greenwich and the state was $1,165 in 2010.6 East Greenwich's housing values are, in part, affected by the low-density development trends, with most of the town's land dedicated to single-family houses on lots of two acres or fewer.7 There is also a limited supply of land available for future residential development.8 Together, these factors have contributed to a shortage of affordable housing in East Greenwich.

Rhode Island's Low and Moderate Income Housing Act of 1991 states that at least 10 percent of a jurisdiction's housing units should be affordable for households with low- or moderate-incomes. In 2004, East Greenwich's officials determined that only about 4 percent of the town's total housing units qualified as affordable for low- and moderate-income households, amounting to a shortage of 292 affordable housing units.9 In response, the town adopted an affordable housing plan that identified goals for affordable housing production, strategies — such as density bonuses — to facilitate this production, and sites where potential development could be accommodated.10

At this time, local leaders viewed the lot at 46 Greene Street – the site of a six-bay automotive service garage – as an optimal location for infill development.11 The site is located one block from the downtown commercial area and is bordered by residential neighborhoods to the north, south, and west. Although the recession stalled the site's redevelopment, it did not stop the development team from creating a project that can serve as a model for future infill developments across the country.

Planning and Design

The 620 Main Street development team sought to create an economically feasible project that would include affordable units and incorporate a sustainable design. Although 620 Main Street has experience in low-density subdivision development, that approach would not be a good fit for this project's site, nor would it serve the developer's objectives. The developers instead used Cottages on Greene's desirable location in the historic downtown and an original, cottage-style house design to attract homeowners who value a walkable, urban lifestyle.12 The development team emphasized high-quality design over volume of living space to help align this project with the historic architecture of the surrounding neighborhood.

The development team's vision for the project was achieved through a partnership with town officials. Due to design elements and the proposed housing density, the proposal did not comply with several of the town's existing codes, including zoning and fire and life safety. However, early in

the development process, local planning officials supported the project concept because five units (33 percent of the total number of units proposed) would have deed restrictions for low-income households. These affordable units met state and local zoning requirements and helped qualify it as a comprehensive project, which expedites the approval process based on the project's capacity to address a range of socioeconomic needs. The affordable units also qualified Cottages on Greene for a density bonus, making it economically viable.

Although planning department support for the project was important, the project faced other barriers to approval. Early in the planning process, the development team communicated their vision to local officials and the public. The project's architects, Union Studio, and engineering designers, Morris Beacon Design, used detailed renderings and site plans to illustrate how the project would fit within the existing fabric and architectural traditions of the surrounding historic neighborhood. By collaborating with local officials, the development team was able to proactively address potential hurdles, such as the fire and life safety code compliance issues. The development team conducted research on fire and life safety solutions and proposed a fire suppression sprinkler system for the cottages with entry doors that were beyond the required 50 feet distance to an emergency apparatus. This proposed alternative effectively demonstrated conformance with the underlying intent of the codes.

In the neighborhood context, Cottages on Greene's design is well integrated with the surrounding area. The eastern boundary is Greene Street, which runs northwest to southeast. Low-density residential areas line the northern and western borders, and commercial areas are along the eastern and southern borders. The parking lot, located on the property's southeastern edge, provides a buffer between the cottages and the more intense commercial uses nearby. The cottages are arranged in two rows around community spaces, and the preserved cottage sits on the property's easternmost edge. The duplexes that front Greene Street were built to conform to traditional building setbacks along the road, with one façade facing Greene Street and the other facing the community green. The property maintains a sight line that cuts through the rows of cottages from Greene Street to Olson Way, an adjacent cul-de-sac.

The developers also focused on designing high-quality living spaces. The size of the site required a design that would balance community spaces with private spaces. The 15 cottages are styled in the form of a triplex, three duplexes, and six single-detached houses, with floor areas ranging from 851 to 1,094 square feet. To foster privacy, the floor plans are designed to minimize sight lines between cottages. The low- and moderate-income units are scattered throughout the site and are indistinguishable from the market-rate units. To help foster community, there are communal vegetable and cutting gardens. The gardens are part of a larger, environmentally sustainable development strategy, which includes a system of bioretention and bioswales, permeable pavement, and an underground stormwater recharge system.

This detailed, context-sensitive design played a key role in getting the project approved and attracting buyers. After an expedited approval process, the East Greenwich planning board granted final approval for the project in November 2009.

Sustainable by Design

Several elements of the Cottages on Greene development make it a model solution for sustainable development. The only subsidy the project received was a density bonus, which was granted for incorporating affordable units in the development. The density bonus helped make the project economically viable. Of the project's five affordable units, two were sold to households with incomes below 80 percent of the area median income (AMI) and three were sold to households with incomes below 120 percent of AMI.

Sustainable elements of this project include its application of infill development to a walkable location and its innovative use of cottages, a housing style that increases the supply of smaller homes and encourages reduced energy consumption.[13] The development is located one block from the downtown commercial area, where there are numerous restaurants, cafés, and parks, as well as banks and a pharmacy. The website WalkScore.com rates Cottages on Greene as very walkable, with a "walkability" rating of 82 out of 100, which places it in the top 85th percentile among all locations in the website's database.

In addition to the development's attractive location, Cottages on Greene enhances the area's supply of alternative housing types. According to the U.S. Census Bureau's Survey of Construction, the average size of a single-family house constructed in the United States in 2011 was 2,480 square feet, more than twice the size of the largest units in the Cottages on Greene development.[14] In this project, the smaller housing units — which are associated with households that consume less energy[15] — are combined with energy-efficient technologies such as Energy Star®-rated appliances, doubled-paned windows, and high-efficiency heating and air conditioning systems. These design elements reflect the growing trend of building residential and commercial buildings with energy efficiency in mind.[16]

Experience Gained

Cottages on Greene offers important development and construction process lessons. A unique component of the project is the development partnership that formed between 620 Main Street Associates and Union Studio. Rather than a typical fee-for-service arrangement, Union Studio

requested an equity stake in the project. As equity partners, the designers were able to provide input throughout the construction process and help make cost decisions related to construction which helped ensure that the architectural vision was carried out. This type of partnership is believed to have improved the design quality of the built project.17

The developers were also presented with logistical challenges that are associated with constructing nine buildings on a mere acre of land. A site area of this size is normally not considered large enough to accommodate the number of builders and tradesmen that were required for the Cottages on Greene project. In addition, the minimal site area complicated the process of excavating and pouring foundations for the cottages. To address this problem, the development team used precast foundations that could be set expeditiously, one after the other, resulting in a more efficient use of the construction workspace.

Within a year of the project's completion, nearly all of the cottages had sold. This project demonstrates that even in a region where large lots and residences are the norm, there can be a demand for housing units with smaller floor areas. The success of this project represents the confluence of many factors, from the inclusion of affordable units in the project concept, which provided the developers with a density bonus and an expedited permitting process, to the close working relationship between the development team and local officials. The Cottages on Greene project provides a valuable lesson in how to use infill development to build high-quality, mixed-income housing that is sustainable and fits within the neighborhood context.

1. Congress for the New Urbanism. "2011 Recipients." Accessed 12 June 2012.

2. East Greenwich Historic Preservation Society. 2006. *Images of America: East Greenwich*. Charleston, SC: Arcadia Publishing, 9-29; Town of East Greenwich. November 2004. "Town of East Greenwich Comprehensive Community Plan: Housing Element Year 2025 Affordable Housing Plan," 6-13. Accessed 12 June 2012.

3. East Greenwich Historic Preservation Society. 2006, 9-29.

4. Town of East Greenwich, Rhode Island. 2003. "Comprehensive Community Plan 2003 Update," 3–10. Accessed 12 June 2012.

5. HousingWorks RI. 2011. "2011 Fact Book." Accessed 12 June 2012.

6. Ibid., 4,14, 23.

7. Town of East Greenwich, Rhode Island. 2003, 3–9.

8. In the town's "Comprehensive Community Plan 2003 Update" (pp. 4–16, 5–3), the most recent analysis of the town's land supply and housing capacity projected that, of the 10,438 acres of total land area, approximately 2,855 acres were available for residential development, with the ability to accommodate 1,638 additional housing units. At the time of this projection the town had 5,157 housing units; also see Town of East Greenwich. 2004, 6, 12–13.

9. Town of East Greenwich, Rhode Island. 2004, 5.

10. Ibid., 5-29.

11. Internal documents provided by the American Planning Association Rhode Island Chapter.

12. Christopher B. Leinberger and Mariela Alfonzo. May 2012. "Walk this Way: The Economic Promise of Walkable Places in Metropolitan Washington, D.C." Prepared for the Brookings Institution, Metropolitan Policy Program. Accessed 16 June 2012.

13. U.S. Department of Housing and Urban Development. "Kirkland, Washington: Cottage Housing Ordinance." Accessed 12 June 2012.

14. U.S. Census Bureau. "Characteristics of New Housing, 2011: Highlights of Annual 2011 Characteristics of New Housing." Accessed 16 June 2012.

15. Alex Wilson and Jessica Boehland. 2005. "Small Is Beautiful: U.S. House Size, Resource Use, and the Environment," *Journal of Industrial Ecology* 9:1–2.

16. McGraw-Hill Construction. August 2010. "Energy Efficiency Trends in Residential and Commercial Buildings." Prepared for the U.S. Department of Energy, Office of Energy Efficiency and Renewable Energy. Accessed 16 June 2012.

17. Internal documents provided by the American Planning Association Rhode Island Chapter.

Cottages on Greene is located within walking distance of commercial district amenities and East Greenwich's historic waterfront area. Image courtesy of Union Studio.
Image 1 of 9

The site plan responds to the neighborhood context; parking is located adjacent to the commercial uses on the southeastern portion of the property and the housing abuts residential areas to the south and west. Affordable and market rate units are mixed throughout the site. Image courtesy of Union Studio.
Image 2 of 9

A study that clearly articulated the project's impact on the neighborhood as compared to a traditional multifamily structure helped gain the project support from local officials and residents. Image courtesy of Union Studio.
Image 3 of 9

Cottages on Greene is integrated seamlessly with the surrounding neighborhood. Image courtesy of Union Studio.
Image 7 of 9

Various housing typologies were used, including single-family attached and detached houses. Image courtesy of Union Studio.
Image 8 of 9

Images from http://www.huduser.org/portal/casestudies/study_07022012_1.html

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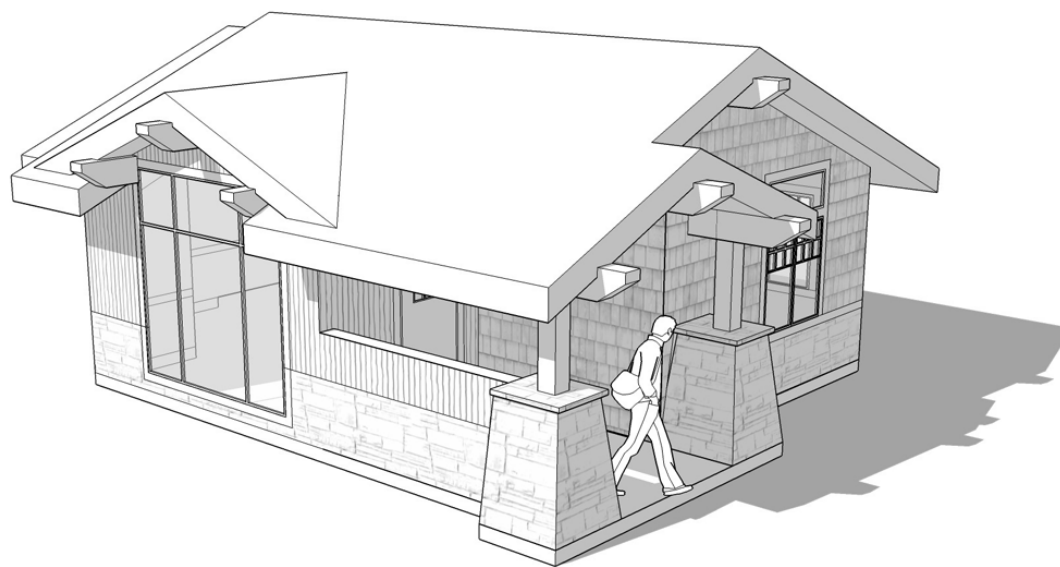
A GUIDE TO BUILDING A **BACKYARD COTTAGE**

JUNE 2010

CITY OF SEATTLE

SEATTLE PLANNING COMMISSION www.seattle.gov/planningcommission

DEPARTMENT OF PLANNING AND DEVELOPMENT www.seattle.gov/dpd/backyardcottages

A GUIDE TO BUILDING A **BACKYARD COTTAGE** | **JUNE 2010**

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Josh Brower
Chair, Seattle Planning Commission

Diane Sugimura
Director, Department of Planning and Development

"...a small but important part of what makes Seattle livable and sustainable."

image courtesy Johnston Architects pllc ©Ben Benschneider

The Seattle Planning Commission is pleased to provide this guide for creating attractive Backyard Cottages that are designed to fit well in their neighborhoods. The guide addresses the full range of issues associated with building a Backyard Cottage, from land use regulations to site planning to good design features. The guide also offers some examples of good Backyard Cottages, tips for working with building professionals, and ideas on estimating costs and finding financing. The Planning Commission strongly supports this type of housing as one of Seattle's housing choices.

Backyard Cottages are a small but important part of what makes Seattle livable and sustainable. They offer an option for renters and for homeowners seeking to remain in their present homes. This type of housing can be more affordable and helps reduce sprawl which addresses climate issues. The Department of Planning and Development is pleased to have collaborated with the Seattle Planning Commission in developing this guide for homeowners – supporting good design, promoting neighborhood sensitivity, and offering practical suggestions for developing a Backyard Cottage.

FOREWORD

INTRODUCTION

image courtesy the City of Seattle

This guide was created to help residents explore possibilities for Backyard Cottages and offer advice and practical information on costs, the permit process, construction, and rental management, should you want to rent out your Backyard Cottage. By promoting affordability and good design, the goal of this guide is to expand housing choices for Seattle residents.

This is not intended to offer specific legal or technical advice, and should not be relied upon solely for such details. Property owners should always consult state and local laws to determine current, specific requirements applicable to their project and property. DPD staff are available and able to answer any specific questions you may have about your potential project.

WHAT IS A BACKYARD COTTAGE?

A Backyard Cottage is a small residential structure sharing the same lot as a house, but self-contained and physically separate from the primary house. In the Seattle Municipal Code (SMC) zoning provision, Backyard Cottages are referred to as "Accessory Dwelling Units, detached." They are also sometimes referred to as detached accessory dwelling units, granny flats, mother-in-law apartments, and carriage houses. Backyard Cottages generally include a living room, sleeping area, kitchen, and bathroom and have a lockable entrance door. On some lots, a Backyard Cottage may be located in a side yard.

image courtesy PLACE Architects pllc

REASONS TO BUILD A BACKYARD COTTAGE

Because of their small scale, Backyard Cottages can create attractive and affordable rental opportunities for Seattle residents without changing the neighborhood or quality of life for other residents. They can provide greater financial flexibility for homeowners by letting them collect rent for a portion of their existing property or help accommodate larger or multi-generational families. Backyard Cottages also offer a new housing type to Seattle that is desirable, quiet, and compatible with other homes in single-family neighborhoods.

Backyard Cottages provide a surprising number of benefits to communities, homeowners, and renters. Although much of the attention given to Backyard Cottages revolves around their potential for increasing the supply of affordable housing opportunities, Backyard Cottages may also help to address other social issues, particularly those relating to housing options for the growing elderly population.

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For more information see:

• **CAM 116B**
*Establishing a Backyard Cottage
(Detached Accessory Dwelling Unit)*

• **CAM 606**
Illegal Dwelling Units

• **DPD DIRECTOR's RULE 7-83**
*Determining the Existence of a
Dwelling Unit for Purposes of Code
Enforcement*

• **DPD DIRECTOR's RULE 28-06**
*Attached vs. Detached as Applied to
Accessory Structures and Uses*

• *Additional Income from Rent:*
Backyard Cottages can provide homeowners with extra income to meet mortgage and maintenance costs. Young people and families buying their first homes as well as elderly homeowners living on fixed incomes might find additional rental income from Backyard Cottages particularly helpful.

Renter Benefits
• *Moderately-Priced Rental Housing in Single-Family Neighborhoods:* Backyard Cottages can be offered for reasonable rents since construction costs are often less than for conventional apartment projects.

Also, Backyard Cottages offer housing opportunities in single-family neighborhoods where some people may otherwise not be able to afford to live.

Living in a Backyard Cottage gives these households the opportunity to enjoy the amenities that many who live in single-family neighborhoods often treasure, including more privacy, a quieter environment, and less traffic congestion.[1]

Community Benefits
• *Increase Supply of Affordable and Aesthetically Pleasing Housing:* Backyard Cottages are one way communities can provide more affordable housing opportunities without the necessity of local government expenditures or subsidies. Backyard Cottages can be cost-effective housing to build because they do not require additional land or construction of additional public infrastructure.

• *Encourage Better Housing Maintenance and Neighborhood Stability:* Backyard Cottages can encourage better upkeep of existing housing since homeowners can apply a portion of the rental income to maintaining their property.

Homeowner Benefits
• *Housing for Extended Family:* Backyard Cottages can provide needed housing for young adult family members and young couples who are just getting started. Elderly family members can avoid both the emotional and financial costs of having to move into a nursing home. Another possible option to assist the elderly is for the elderly homeowner to build and move into the Backyard Cottage and rent out the main house to relatives or a tenant. This scenario allows the elderly homeowners to live their lives out on their property without the expense and maintenance of the larger home.

• *Increased Property Value:* The addition of a Backyard Cottage can increase the current and resale value of the property significantly. A secondary rental unit or "guest house" can be very attractive to potential buyers. Also, if financed through a mortgage on the property, the interest payments and some of the closing costs might be tax deductible. You should consult a tax professional if you have specific tax questions.

[1]"What is an ADU?" ADU Building Company. 2007. 11 September 2007. <www.adubuilding.com>.

WHO CAN BUILD A BACKYARD COTTAGE?

In December, 2009 Seattle City Council adopted legislation to allow the construction of backyard cottages on eligible lots in single-family zones throughout the city. Prior to the December 2009 legislation, Backyard Cottages were permitted only in Southeast Seattle, where they were authorized by legislation in 2006.

image courtesy PLACE Architects pllc
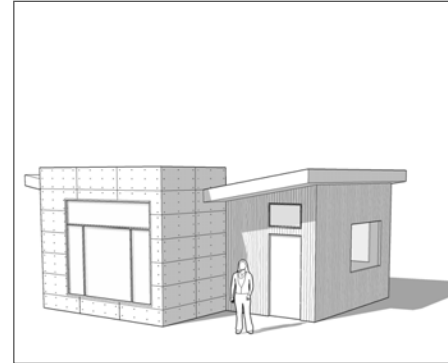
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You can build a Backyard Cottage if you meet the following requirements:

• You are a homeowner.
• Your property is located in a single-family residential zone (SF 5000, SF 7200 or SF 9600 zoned area).
• Your lot is not in a Shoreline District.
• Your lot is at least 4,000 square feet in area.
• You or your property co-owner(s) will occupy either the main house or the Backyard Cottage as a permanent and principal residence.
• You or your property co-owner(s) plan to live in the main home or the Backyard Cottage for more than six months of each calendar year.
• You or your property co-owner(s) who live on the property have a 50 percent or greater interest in the property.

If you have any doubt about whether your property is in a zone that allows Backyard Cottages, you can research your property's zoning on the DPD website: www.seattle.gov/dpd.

You may also visit or contact DPD directly at their Public Resource Center (PRC).

City of Seattle
Department of Planning and Development
Seattle Municipal Tower, 20th floor
700 Fifth Ave, Suite 2000
Seattle, WA 98124

206 684-8467
or PRC@seattle.gov

image courtesy David Wike
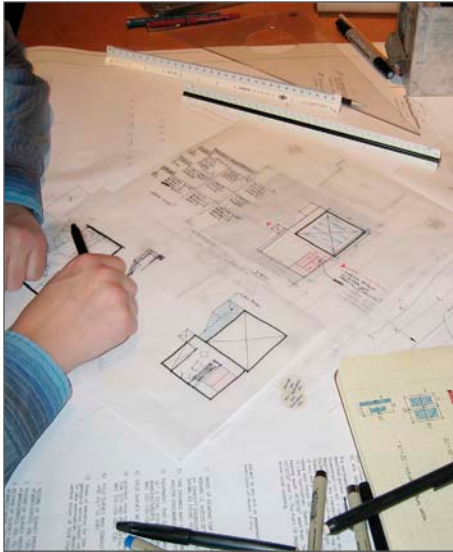
If your property is large enough for a Backyard Cottage there are a variety of other issues you will need to think about. This guide addresses many aspects of the following considerations:

- Even if your lot is 4,000 square feet or greater, do you have extra space to spare?
- How will your lot and neighborhood look with a Backyard Cottage?
- How can the design of the Backyard Cottage maintain your privacy and that of your neighbors?
- Will you rent the unit? Who is your potential renter and how can you build the unit to meet the demands of your rental market?
- Do you have time to care for an additional unit?

- Converting a detached garage might save money. Can you convert an existing detached garage into a Backyard Cottage?
- Besides exterior and interior work, are you prepared for the cost and disruption of extending the sewer, water, and electrical connections?
- Do you want to have separate utility meters?
- How will your tenants access the Backyard Cottage? Can you use a side yard or alley for this purpose?
- Will you need to hire professionals to help you design and build the Backyard Cottage?

image courtesy PLACE Architects pllc

PLANNING A BACKYARD COTTAGE: INITIAL CONSIDERATIONS

In many ways, building a Backyard Cottage requires the same thought as any major investment in your home or property. Carefully consider your needs and finances to determine if a Backyard Cottage makes sense for you at this time.

The minimum lot size required to build a Backyard Cottage in Seattle is 4,000 square feet. The unit itself is limited to a total of 800 square feet. If your property already contains an Attached Accessory Dwelling Unit (or "mother-in-law" apartment) within the main house, you cannot also build a Backyard Cottage on your single-family residential lot.

GETTING STARTED

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KNOW THE RULES: DEVELOPMENT STANDARDS FOR BACKYARD COTTAGES

The City of Seattle has specific development standards for Backyard Cottages. These standards are intended to make Backyard Cottages work with the city's small lots and compact neighborhoods, allowing additional housing that does not seem intrusive in an established neighborhood of single-family homes. You and your design professional will need to review the standards to design your Backyard Cottage.

The table to the right provides a summary of some of the City's standards for Backyard Cottages located in a single-family zone. There are exceptions and other conditions that may apply to your property. Consult Seattle Municipal Code 23.44.041 for the complete requirements. Contact DPD if you have questions.

	REQUIREMENTS	SPECIFICATIONS				
SITE STANDARDS	Minimum lot size	4000 square feet (sf)				
	Minimum lot width	25 feet				
	Minimum lot depth	70 feet				
	Maximum lot coverage (including main structure)	Lots less the 5000 sf – 1000 sf + 15% of lot area Lots more than 5000 sf – 35% of lot area				
	Maximum rear yard coverage	40% of the area required for the rear yard				
HEIGHT	Lot width	**Less than** 30'	30' or greater up to 35'	36' or greater up to 40'	41' or greater up to 50'	50' **or greater***
	Maximum structure height	12'	14'	15'	16'	16'
	Maximum height with pitched roof	15'	21'	22'	22'	23'
	Maximum height with shed or butterfly roof	15'	18'	19'	20'	20'
	Minimum Separation from Principal Structure	5 feet				
GROSS FLOOR AREA	Maximum Backyard Cottage gross floor-to-lot area ratio	800 sf, including garage or storage area.				
SETBACKS	Minimum front yard setback	Backyard Cottages are not allowed in the front yard				
	Minimum side yard setback	5 feet to property line; 10 feet on corner lots				
PARKING		No parking space is required if located in a designated urban village or urban center. Otherwise, one parking space is required for the Backyard Cottage in addition to the required parking space for the principal house.				
Number of Backyard Cottages per lot		*A lot can only have one accessory dwelling unit (either an ADU or a Backyard Cottage).*				
Entrances		*May not face the nearest side lot line or the rear lot line, unless there is an alley, or other public right-of-way, abutting on that side of the lot to maintain the neighbor's privacy.*				
Windows		*There shall be at least one operable window or exterior door approved for emergency escape or rescue. The window must be operable from the inside. See CAM 303A, Common Seattle Residential Code Requirements (Life Safety Requirements).*				
Owners		*At least one of the property owners must occupy either the main house or the Backyard Cottage as their permanent and principal residence for at least six months of each calendar year. The owners are allowed to receive rent (from roommates or housemates) for the owner-occupied unit and must have 50 percent or greater interest in the property.*				
Residents		*Unless all residents of both units are related to each other, the total number of residents in both units may not exceed eight.*				

* Backyard cottages may also be built to the maximum height limits listed in this column if both of the following conditions are met: a) the Backyard Cottage is located on a lot with a rear lot line adjacent to an alley; and b) the width of the lot is 40 feet or greater.

Note: Please see Appendix for Glossary of Terms

BE A GOOD NEIGHBOR

An important part of being a good neighbor is discussing your plans with your neighbors, especially adjacent property owners. This can help you better understand how your Backyard Cottage can be designed to reduce the impact on your neighbor. In some cases, your neighbors may also be considering developing a Backyard Cottage, and you could coordinate the best placement and direction for both of you. Talking with your neighbors provides an opportunity to discuss the merits and trade-offs of different design approaches as well. Some issues you may want to discuss include:

• *Parking:* Parking standards for Backyard Cottages in Seattle have some flexibility. Although the location of your Backyard Cottage's parking must conform to City codes, the chosen spaces may still impact your neighbors.

• *Light:* Carefully consider placement of outdoor lighting and windows so that light emitted from the Backyard Cottage will not bother neighbors. In addition, ensure that light from the main house and neighboring houses will not disturb those living in the Backyard Cottage.

image courtesy the City of Seattle

• *Construction:* In some cases, your neighbors may have specific needs or schedules that will be affected by how you schedule your Backyard Cottage construction. You will want to discuss the schedule of your construction project, both in terms of start and finish dates and the times of day and days of the week that construction will take place.

• *Solar Access:* Access to the sun for gardens and yards is an important concern for neighbors. Placing a two-story unit close to your northern property line, for example, can shade a neighbor's yard significantly affecting the amount of sunlight in their home and yard.

• *Noise:* You should carefully consider noise coming from construction, yards, and the Backyard Cottage itself. In planning the unit and its construction, take measures to reduce noise.

• *Views:* In some of Seattle's neighborhoods, views of the water, mountains, woodlands, and other scenic features are important assets that are shared by neighbors. The placement of Backyard Cottages, particularly two-story buildings, should reflect an understanding that views are shared. Backyard Cottage placement, size, and roofline can impact your view and your neighbor's view.

Remember, your neighbor could build a Backyard Cottage in the future. If this happens, you would appreciate the same opportunity to discuss their project.

image courtesy PLACE Architects pllc

HIRING A PROFESSIONAL TO HELP

This manual includes prototypes of Backyard Cottages and suggests adaptations for various sites, neighborhoods, and architectural contexts. If you use these prototypes for your Backyard Cottage, remember you will still have site-specific conditions to accommodate, or you may want to customize the plans. You will also need to modify the plans for neighborhood compatibility. Or you may want to start from scratch and design your own unit. In any case, you will probably need to work with a qualified designer, builder, or engineer to make sure your project meets your needs as well as the City's permitting requirements.

Navigating the permitting process is just one of the many benefits of hiring a professional. In general, professionals help you save time by taking care of development challenges that arise during construction.

Types of Professionals

There are many types of professionals who can help you complete your project. Who are they and what do they do?

- *General Contractor:* Finds, manages and hires trade contractors to build a project according to the construction documents prepared by the architect or interior designer.

- *Trade or Sub-Contractor:* Trade contractors, also commonly known as sub-contractors, perform one specific type of construction service. Plumbers, electricians, painters, and carpenters are examples of trade contractors.

- *Design/Build Firm:* Provides both architectural design and construction services.[2]

- *Architect:* Designs your project to be structurally sound and develops construction documents that include a detailed floor-plan, sections, elevations, details and specifications that a contractor would use to build a project.

- *Interior Designer:* Selects finishes, fixtures, and furnishings and may design floor plans, particularly furniture placement plans. Creates interior designs that complement the work of an architect.

- *Landscape Architect:* Develops a design for your Backyard Cottage's exterior plantings and hardscape (patios, pergolas, sidewalks, and other exterior features).

- *Specialty Consultants:* A variety of consultants exist to help supplement the skills of the professionals listed above. These skills include knowledge about rainwater harvesting, solar energy, building material salvage, etc. These people may be referred to as "green" building specialists, universal design/accessibility experts, structural engineers, and others.

2 "Tips - Planning Your Project" Gardner/Fox. 7 July 2007. <www.gardnerfox.com/residential/tips.php>.

Now that you know the different types of professionals, you need to determine the types of professionals needed for your project. A Backyard Cottage project can be complex and will benefit from the knowledge and experience of an architect and general contractor, or a design/build firm. Choosing a professional is usually the first major decision you will have to make.

First things first, find a pool of candidates. Start your search by asking friends, family, and coworkers who have recent construction or even remodeling experience. Visit the websites of local architects and contractors. Then narrow the field of potential professionals to those who meet your personal criteria and budget. Keep in mind that professional service fees may vary considerably.

You'll need to verify for yourself if the professionals you are considering meet your requirements. The best method is to interview them to evaluate their education and experience. Reviewing a professional's experience is the key to identifying the right professional for your needs.

As you interview prospective professionals, consider the following:

• THEIR EXPERIENCE WITH BACKYARD COTTAGES:
Ask about specific training or experience with Backyard Cottages or other small building types. This training could include continuing education through design organizations.

• THEIR EXPERIENCE WITH PROJECTS LIKE YOURS:
Look for direct experience in areas that are most important to you. Can the candidate identify past projects with clients who had priorities similar to your own? Ask for and check references from projects like yours.

• THEIR PROJECT DOCUMENTATION:
Ask to see specifications, or specs, from their previous jobs similar to yours. Specs are part of the architect's or draftsman's construction documents that specify how and with what materials a building should be constructed. In addition, specs define the role of everyone involved in a building project and describe in detail the materials to be used and the way in which they will be installed or applied. Architects usually take standard specifications and then further modify them for each job.

• THEIR TRAINING AND CONTINUING EDUCATION:
Look for accessory dwelling unit books, information, and models when you visit their office. Inquire about subscriptions to design journals, or access to online design and construction resources.

• THEIR RATES AND PROJECT COSTS:
Ask about all of the potential service fees, permit costs and taxes.

It is important that a professional's designs and quality of work are agreeable to you. It is also helpful if they have experience in your community in the project review and development process. Often, professionals with local experience can better anticipate the types of technical and regulatory issues you will need to address. They can help you determine your needs, choose a design that suits you and your neighborhood, estimate costs more accurately, identify necessary technical studies, and administer construction more effectively.

Working with a Professional
Managing your relationship with the professional you hire is important to you and your project. Good and regular clear communication is the basis for a positive working relationship. While all of us hope we will work with professionals who are friendly, it is advisable to maintain a businesslike and respectful relationship in order to make sure you get exactly what you want.

Remember that the most successful projects include an actively involved client throughout the entire process. Maintain regular contact with your professional, and keep tabs on the project as it develops. Even with the best communication, plans can veer off track. Early identification and correction of problems will cost less and cause fewer disruptions, while keeping the project on its timeline.

Other Resources to Help You Get Started
There are a variety of books and other resources available online, at the Seattle Public Library, and in bookstores. The Appendix includes a list of some Backyard Cottage-related resources.

SITE PLANNING

As you begin to plan your Backyard Cottage, you will want to think about the criteria that will determine its size, layout, location on your property, and your budget. Besides your housing and economic needs, these types of decisions will be affected by the City's zoning, building, and municipal code. A summary of the Backyard Cottage Municipal Code is included in the Getting Started section. A link to the complete Seattle Municipal Code for Backyard Cottages is included in the Appendix.

HOW BIG? WHAT WILL BE INCLUDED?

In Seattle, Backyard Cottages are allowed to be built to a maximum of 800 square feet (including garage or storage area). Besides the zoning ordinance requirements, you will want to think about who will live there and what amenities or design features should be included. You may want to build a Backyard Cottage that is intended as a rental unit or to make room for an elderly parent or grown child.

Each Backyard Cottage resident will have different needs. For example, making a unit accessible for wheelchairs by locating it at grade and providing wider doors and larger bathrooms adds to the diversity of units in Seattle and provides greater flexibility by anticipating the needs of a physically challenged person or an elderly parent.

Think about the needs of the person or people who will live in the Backyard Cottage. Will they need additional storage space? Is it important that they have access to a laundry room? Will you provide a deck or private outdoor space? If a family member is the tenant of the cottage, you may want them to have easy access the main residence.

WHERE TO LOCATE THE BACKYARD COTTAGE ON YOUR PROPERTY?

In addition to the neighborhood context issues discussed in the next section, you may have personal reasons to locate a Backyard Cottage on one part of the site instead of another. For example, if you are building the Backyard Cottage for use by a family member, you may want it close to the main house where they would have easier access to the main residence and could share outdoor spaces.

In addition to privacy issues, there may be physical design criteria that are important to you or unique to your site. You may be an avid gardener, making the location and design of your Backyard Cottage important in that it doesn't affect your garden. Your yard could have an Exceptional Tree (see Appendix for a definition) that has to be saved or a patio or deck that must be worked around.

By considering all site plan variables at once, you have a better opportunity to create a design that satisfies you, your neighbors, and your future tenants.

MORE ON PARKING:

Unless you live in a designated urban village or urban center, where you are not required to provide parking for any type of accessory dwelling unit, you must provide one off-street parking space for your Backyard Cottage. A waiver may be granted if the site is too steep or the structure location makes it extremely difficult to provide (see CAM 117 *Parking Waivers for Accessory Dwelling Units*).

Because parking is a concern for many neighbors, **it is important to ensure your Backyard Cottage tenant uses the off-street parking space as intended.** In addition, ensuring your tenant knows about public and shared transportation opportunities in your neighborhood and providing a safe place for bicycle storage will help you be a good neighbor and make sure your Backyard Cottage doesn't contribute to neighborhood parking constraints.

Parking Considerations Diagram

These drawings are not meant to supersede the Land Use Code and permitting requirements—they are for illustrative purposes only.
Please refer to the Land Use Code for specific requirements or contact a permit specialist at DPD.

WITHOUT ALLEY

house (front) street	house (front) street	house (front) sidewalk	house (front)
not recommended	**not recommended**	**not allowed**	**best**

WITH ALLEY

house (front) street	house (front) street	alley house (front) sidewalk	house (front)
not allowed	**not allowed**	**better**	**best**

CORNER WITHOUT ALLEY

street (front) house sidewalk	street (front) house sidewalk	street (front) house sidewalk	street (front) house sidewalk
not allowed	**not allowed**	**better**	**best**

CORNER WITH ALLEY

street (front) house sidewalk alley	street (front) house sidewalk alley	street (front) house sidewalk alley	street (front) house sidewalk alley
not allowed	**not allowed**	**better**	**best**

garage with
Backyard Cottage
above

DESIGNING YOUR BACKYARD COTTAGE

NEIGHBORHOOD COMPATIBILITY

Designing a Backyard Cottage that will fit your block and yard requires understanding your neighborhood's unique features and a more focused examination of your lot and your neighbors' lots.

images courtesy

Johnston Architects pllc

Jacqueline Koch

PLACE Architects pllc

There are several elements that will determine the fit of your new unit. These include placement on the site, orientation, outdoor spaces, architectural design, and privacy issues.

Seattle's single-family neighborhoods have a broad variety of architectural styles, block and lot patterns. By understanding the unique features of your neighborhood, you can plan a Backyard Cottage to preserve or enhance some of these features, which may include yard configurations, views, and landscape or architectural character. To make sure your Backyard Cottage is a good neighbor, you will want to talk to your neighbors, take a look around, and see how your Backyard Cottage can best fit your site and neighborhood.

Some Seattle neighborhoods have been designated as historic districts with special guidelines and review procedures to protect their character. You will need to consider these guidelines if your property lies within one of these districts.

As the property owner, you will want to consider the compatibility of the Backyard Cottage design with your home. Look to the roof form, window design, materials and colors, and other architectural features of your home that can be referenced in your Backyard Cottage, creating an aesthetic and visual connection between it and the main house.

PRIVACY & NEIGHBORS

To respect your neighbors' privacy, you will need to think about how your Backyard Cottage is sited and designed. The views of private and shared spaces, noise levels, and location of entry routes used by tenants and parking spaces are important considerations. Each particular site will have its own set of issues.

The orientation of the Backyard Cottage is an important visual privacy consideration—for yourself, your neighbors, and your future tenant. The location on the lot, the entry, porches, private or shared outdoor spaces, window placement, and distance from your neighbors' property lines should be considered when designing your unit. You will need to consider views into neighboring houses and backyards, as well as from the neighbors into the unit. You will also want to consider how your Backyard Cottage might impact your neighbor's view or backyard privacy.

PRIVACY & THE MAIN HOUSE

Privacy between the main house and the Backyard Cottage should also be part of your design plan. Besides views from windows, there are other considerations including the use of rear and side yard spaces, entry pathways, and the parking location for the Backyard Cottage. When designing your Backyard Cottage, plan which parts of the yard will be exclusively for the tenant's or homeowner's use, and which parts will be shared. These areas can be defined with landscaping, gardens, paving and other screening devices.

The way someone enters the Backyard Cottage can have impacts on privacy as well. Plan the site to limit the routine use of private yard areas or the need to pass by private rooms to enter the Backyard Cottage. The location of parking can also have an impact on where tenants walk and determines who the noise and headlight glare from after-hour departures and arrivals can affect. Alley lots and corner lots provide more flexibility in terms of locating Backyard Cottage parking away from the main house.

Privacy Considerations Diagram

screening can shield the cottage and its outdoor space from neighbors

arrange private spaces in the cottage away from common access routes

strategic plantings help with privacy between your cottage and neighbors or between your home and your cottage

cottage entry towards alley lends privacy to main house

orient cottage outdoor space away from main house

minimize windows on cottage walls near adjacent homes and cottages

locate cottage away from property lines

maintain space between cottage and main house

fence or screen shields main house from headlights

locate your cottage away from your neighbors open space to enhance their back yard

house

How can I increase privacy between my cottage, my home and my neighbors?

SPECIAL DESIGN FACTORS

GREEN DESIGN

Green building is an approach to design that aims to capture long-term environmental and cost-saving benefits. These benefits include lower energy and water consumption, a more durable structure, and a healthier living environment. Benefits during construction can include reduced construction and demolition waste, improved worker health, and enhanced protection of existing site amenities, including surface water quality.

Since green building requires an informed client, designer, and builder, it's important to start early to determine what you want and what resources you need.

Begin your research by visiting DPD's City Green Building Program website at www.seattle.gov/dpd/greenbuilding. Explore the Residential section of the site to find specific resources as well as potential incentives for conservation activities.

In general, green building can be broken into two categories: **Design Strategies** and **Construction Practices.**

Design Strategies

Design is a powerful tool, and the more you understand the design implications of your decisions, the more likely you'll be happy with the final result. Just as energy inefficiency, inconvenience, and poor indoor environmental quality can inadvertently be built into a building, careful design can avoid them. Aim for designs that exhibit the following characteristics.
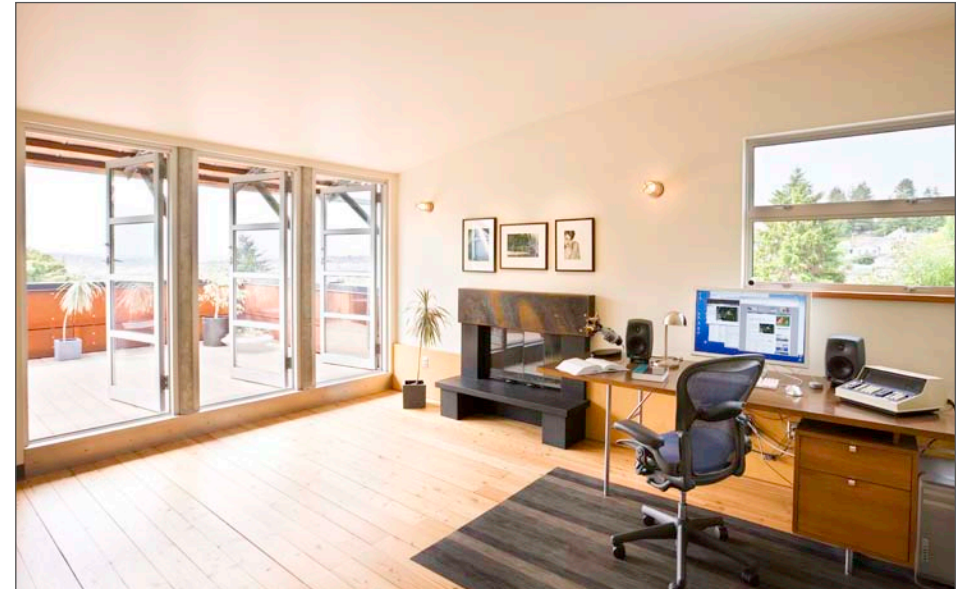
image courtesy PLACE Architects pllc

Healthy:
Designs that allow appropriate ventilation, control for moisture, reduce the likelihood of mold, and provide access to daylight and views are not only more pleasant to live in, they also help protect the health of occupants. Additional healthy home-design strategies include minimizing or even eliminating the use of carpet (carpet acts as a sink for toxins and allergens, and can retain moisture that leads to mold growth), specifying easy-to-clean surfaces (water-resistant and solid surface materials that can wipe clean with a damp cloth without the use of irritating and toxic materials), and installing dirt-catching walk-off mats at entries.

Selecting materials with healthy characteristics is another important healthy house strategy. Look for materials low in volatile organic compounds or VOCs (materials that easily convert to gas at room temperatures and can be irritating or even toxic to occupants). Low- and zero-VOC paints, finishes, and adhesives are now commonly available. Avoid materials with added formaldehyde and other compounds of concern. And remember that while reusing building materials is beneficial from the natural resource standpoint, be aware of hazards from lead on old painted surfaces.
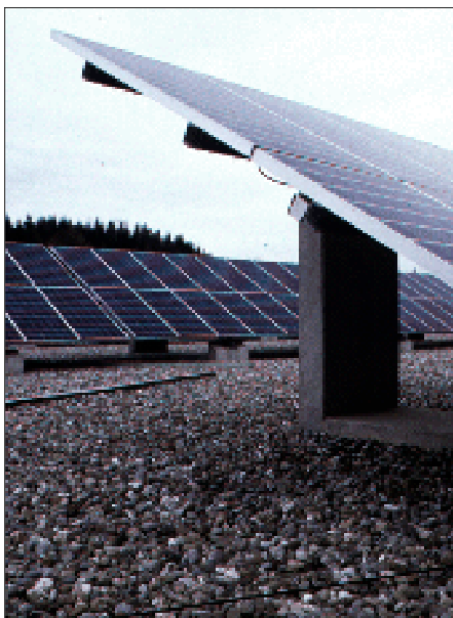
Energy Efficiency and Renewable Energy:

To further reduce the use of non-renewable energy sources, homeowners can install solar electric (photovoltaic) and solar hot-water systems. Design can also help take advantage of passive solar techniques, such as strategic window placement or providing floors and walls that capture and store heat.

Water Conservation:

Saving water in the home and landscape reduces bills and helps keep water in our local streams for fish. High efficiency fixtures, clothes washers, and dishwashers all contribute to water savings. Natural lawn and garden practices further reduce water use. And finally, rainwater harvest systems can capture this precious resource on site and put it to use to water plants or even flush toilets.

Efficient Materials Use:

A hallmark of green design is using materials for multiple purposes—A concrete slab that acts as structure as well as the finish floor. Additionally, advanced framing techniques, such as spacing wood framing at 24 inches on center rather than 16 inches, reduces the amount of materials needed for structural purposes.

Efficiently Sized:

Backyard Cottages are by definition small. Use design approaches to make the best use of space and keep the footprint as small as practical. Strategies include minimizing the use of hallways and other transitional spaces, creating flexible, open-plan designs, and maximizing the use of space by combining functions.

image courtesy PLACE Architects pllc

image courtesy Johnston Architects pllc

Durable:

Every construction project has environmental impacts. By designing for durability, those impacts occur less frequently and the impact over time is reduced. Durability is affected by both design choices and materials selection.

Durable design elements include sufficient roof overhangs (24 inches is recommended in the rainy Pacific Northwest), "rain screen" siding that allows moisture and wind-driven rain to escape, appropriate drainage around the home, keeping landscape plants at least 12 inches from the home, and providing adequate ventilation throughout the whole house.

Materials selection and specification are also keys to durability. Pair materials with similar life spans so that one element doesn't wear out before the rest. For example, pair stainless steel deck screws with recycled plastic composite lumber.

Durability is key in a Backyard Cottage, especially when being built as a rental space. Durable products and design details can help keep maintenance costs low. Commercial-quality products tend to be better constructed and more durable than standard quality products. A good proxy for a product's durability is its warranty length. Upfront investment in quality can reap long-term benefits: remember replacement involves not only purchasing the replacement product but also installing it, which can be both costly and disruptive.

Timeless:

A design often becomes outdated before it physically wears out. Identifying designs with staying power can help reduce the likelihood that your Backyard Cottage becomes dated before its time. Backyard Cottage designs that respect the era of your home's original architecture tend to withstand the test of time, although contrasting elements can be tastefully done as well.

Designs that can weather changes in use patterns do not require as many costly and resource-intensive modifications over time. For example, the use of universal design principles can build flexibility into a space in terms of usability, reducing the need for door widening, surface modification, or ramp installation when either the user's needs, or the user, change. One way to identify timeless designs is to look at design books and home magazines that are five to ten years old or older. If the design still looks fresh today, it's likely it will years from now.

Construction Practices

As green building encourages new approaches to the design process, it can do the same with construction. The construction process itself has environmental impacts, and these can be reduced or eliminated by new approaches.

Protect Site and Storm Water Quality:

When building your Backyard Cottage, make sure your project follows best management practices described in Seattle's surface water quality protection code to eliminate the downstream impacts of construction. Beyond this, it's possible to rehabilitate your site by amending soils with compost, eliminating invasive plant species, and introducing drought-tolerant and native plants. Additionally, you may be able to capture and infiltrate storm-water on site with porous paving surfaces and landscape features such as rain gardens.

Protect existing trees, and if possible, use them to screen your Backyard Cottage from neighbors for additional privacy.

Maximize Salvage and Recycling:

There are many practical ways to reduce construction waste and maximize recycling on a job. King County produces an excellent Contractor's Guide available at www.metrokc.gov. Use it as a resource on your project and require your contractor to follow a waste reduction and recycling plan.

Keep materials clean and dry. Leaving building materials exposed to the elements can damage or even destroy materials or introduce unwanted moisture into the home during construction—leading to mold and other problems down the road. Be sure you have a sheltered space to store materials before they're used, and order materials as you need them to avoid storage issues in the first place.

Protect Indoor Environmental Quality:

Ensuring proper ventilation, maintaining low moisture levels, and sealing air distribution systems during construction helps to protect a home's indoor environment down the road and the health of workers during construction.

Of course, specifying healthy and nontoxic materials in the first place helps reduce potential hazards.

*image courtesy Karen L Braitmayer
Studio Pacifica, Ltd*

*images courtesy Karen L Braitmayer
Studio Pacifica, Ltd*

*image courtesy Karen L Braitmayer
Studio Pacifica, Ltd*

UNIVERSAL DESIGN

Incorporating universal design into your Backyard Cottage design can further strengthen its sustainability, aesthetic appeal, and ease of access. The intent of universal design in building is to make your Backyard Cottage more usable for as many people as possible at little or no extra cost. Universal design benefits people of all ages and abilities and provides a level of accessibility for people with disabilities without having to make special accommodations.

The key element to universal design is usability for individuals with a wide variety of abilities. Whether you are considering building a Backyard Cottage for rental use or to accommodate a family member, using universal design principles can make the unit more useful and habitable.

It is easy to incorporate universal design principles in housing.

Elements can include raising the height of electrical outlets, including cabinets with pull-out shelves, or kitchen counters at several heights to accommodate different tasks. More examples of those principles in design:

- **Smooth ground surfaces for entrance ways; no stairs**
- **Wide interior doors and hallways**
- **Lever handles for opening doors rather than twisting knobs**
- **Light switches with large flat panels rather than small toggle switches**
- **Buttons on control panels that can be distinguished by touch**
- **Bright and appropriate lighting, particularly task lighting**
- **Ramp access**

image courtesy flatpak

PREFABRICATED DESIGNS

There are many more innovative options to consider when siting a Backyard Cottage on your property. While many homeowners will likely go the traditional route of working with an architect or contractor to build a Backyard Cottage, others might consider prefabricated, panelized, or modular Backyard Cottages.

In recent years, the term prefab has begun to take on a new meaning. By definition, prefab (prefabricated) homes are manufactured in sections in a factory and shipped to the building site for full assembly. Today's home buyers are beginning to embrace prefab as a way to achieve better quality housing, environmental advantages, and more recently, extensive design flexibility.

Prefab design offers some advantages:

• CONSISTENT QUALITY:
Prefab homes are built under controlled and precise conditions, undergoing standardized inspection before leaving the factory.

Factories ensure precise fitting of components and protection from weather damage during construction. As sections are shipped from the factory to the building site, they are built to tolerate long highway journeys.

• ENVIRONMENTAL ADVANTAGES:
Assembly-line construction generates much less waste than onsite construction. Also, the waste products in factories are typically reused or recycled instead of discarded at the site. Prefab homes are often more energy-efficient, due to tighter construction (including insulation and electrical wiring).

• REDUCED COSTS:
Prefab homes themselves are not necessarily cheaper than traditionally-built homes, but reduced onsite labor and less wasted material translate into reduced labor and material costs.

• FASTER CONSTRUCTION:
Precision components engineered to fit together can be easily and quickly assembled onsite—more so than a site-built house. This reduces time and error common in onsite building.

Panelized vs. Modular

Panelized and modular homes are often confused or equated under the name of "prefab."

image courtesy PLACE Houses llc

A *panelized home* is made of pre-built, two-dimensional, finished panels that are numbered and assembled at the site. Like modular homes, the process allows for fast assembly and less onsite labor. Panelized homes are a step between site-built and modular homes.

image courtesy HIVE Modular

A *modular home* is like building blocks: Fully-constructed, finished, three-dimensional boxes are assembled in a factory and shipped to the site where they are stacked or connected. They generally have finished interiors, and are shipped with cabinets, plumbing, drywall, and doors already installed. Finished modular homes are generally made up of two to four modules.

While the two building methods may appear quite similar, there are significant differences between modular and panelized homes that may affect your decision, based on your goals and values. Modular homes are quick, cost-effective solutions for Backyard Cottages. While they can also offer some opportunities for customization, it is generally more economical and timely to keep designs standard. Though panelized homes may take slightly longer to construct and be more expensive than modular homes (depending on size and design), they are ideal if you want more control over design or are building on varying terrain. The final decision comes down to your personal circumstances, priorities, and goals.[3]

Consider issues like shipping costs, the ease and speed of construction, overall cost, the ability to customize the plans, design and dimensions, and the choices of finishes, interior layouts, and exterior windows, ability to adapt for your site and topography, and whether or not you can obtain the financing.
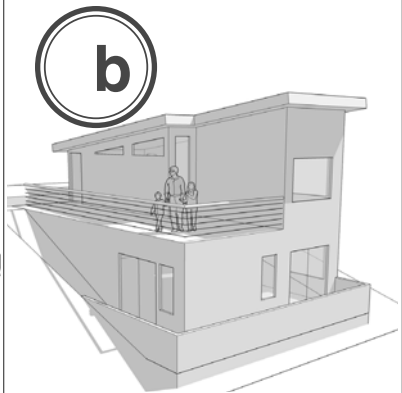
[3] "Prefab Options: Panelized vs. Modular Homes" Empyrean International, LLC ("Ideas to Dwell On" newsletter, The Dwell Homes). 2006. 17 July 2007. <www.empyreanapf.org/dwell/ideas/docs/ideas.html>.

EXAMPLES OF BACKYARD COTTAGES *

INTRODUCTION
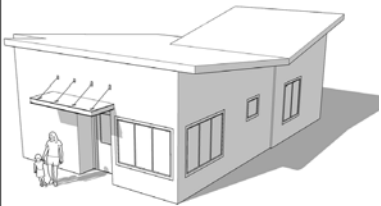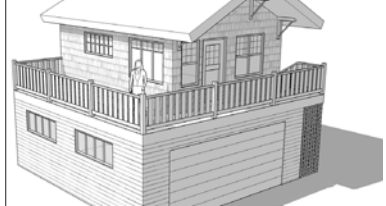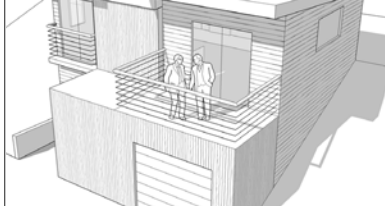
This section includes a range of Backyard Cottage design prototypes intended to help homeowners choose configuration, site planning, style and design features based on individual needs, financial resources and site conditions.

The prototypes suggest how universal, green, pre-fabricated and modular design features may be incorporated in the design of a Backyard Cottage. Each floor plan shows traditional and contemporary versions illustrating how it may fit with the primary structure and the surrounding neighborhood character.

The prototypes are conceptual and based on typical site conditions encountered in Seattle. Layout and placement of actual Backyard Cottages will need to be modified depending on the homeowner's specific site conditions. All prototypes are consistent with the City of Seattle's Zoning and Land Use Code at the time of publication. Design of an actual backyard cottage will still be subject to permit and approval.

	a	b
If your site is:		
small (< 35' wide)	●	●
medium (35' - 45' wide)		
large (> 45' wide)		
sloped		●
on a corner w/ street frontage		
This backyard cottage has:		
a garage		
two stories		●
two bedrooms		●
This backyard cottage can be built with:		
modular construction		
accessibility in mind		
advanced sustainable technologies	●	

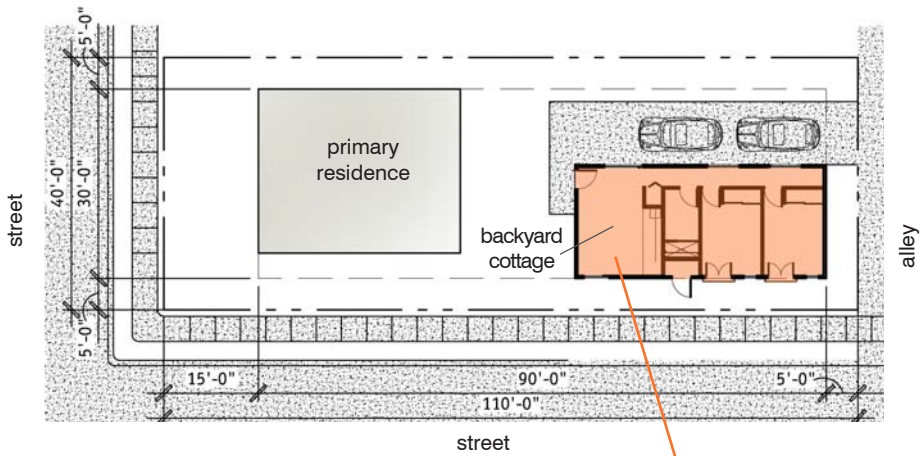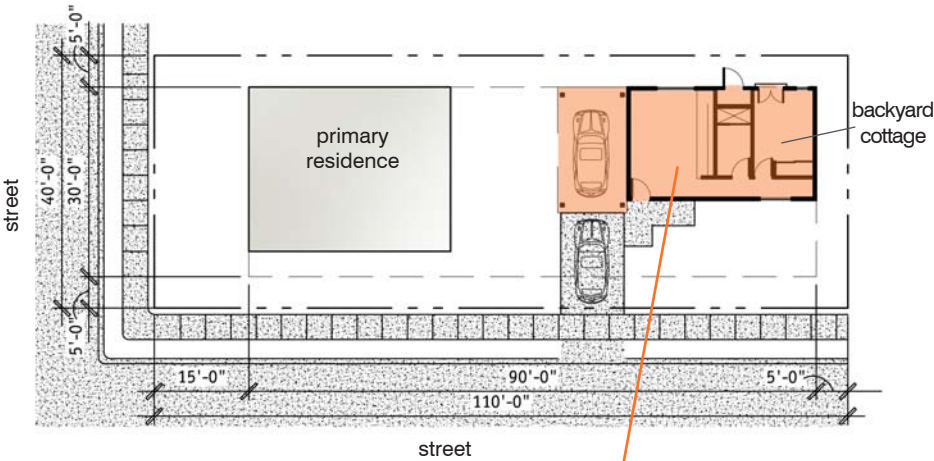***All drawings are for illustrative purposes only—they are not intended to override the Backyard Cottage (Detached Accessory Dwelling Unit) or Single-Family Zoning Code rules as outlined in the Seattle Municipal Code, including parking requirements.**

c	d	e	f	g
●	●			
		●	●	●
				●
	●	●	●	
●	●		●	●
		●	●	●
●				●
	●	●		
●				
●	●			

a

1 story stand-alone
flat to slightly sloping site
<30' to 35' wide lot
significantly less than 800 sf
advanced sustainable technology
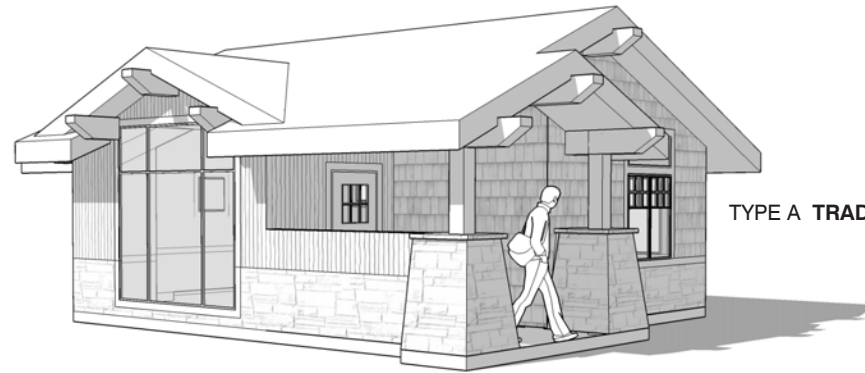
TYPE A **TRADITIONAL**

Prototype A

The smallest of the examples in this section, this studio cottage is suited for most flat to gently sloping sites. The primary entrance faces the house while a back entrance can face either an alley or private outdoor space.

type A **traditional elevations:**

11'-3"
15'-0"

TYPE A **CONTEMPORARY**
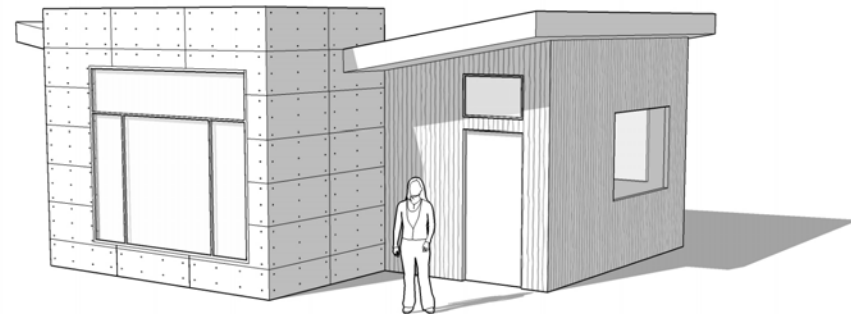
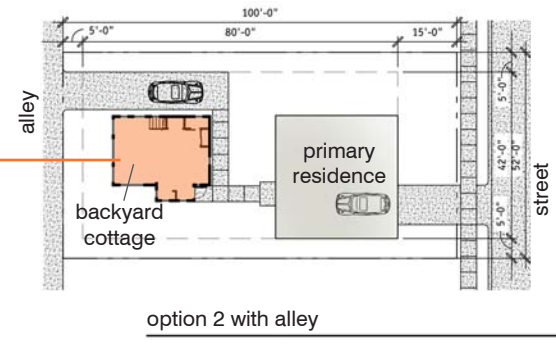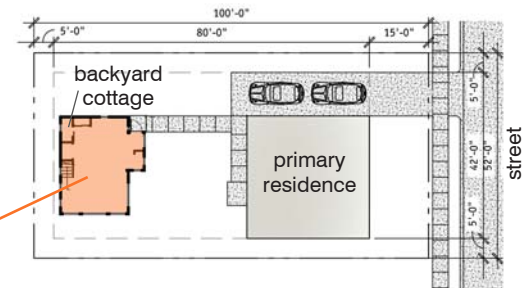type A **contemporary elevations:**

11'-9"
12'-10"

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TYPE A **SITE AND FLOOR PLANS**

primary residence **1040 gsf***

option 1: without alley	**505 gsf**
1 level	
1 bd 1 bath	

option 2: with alley	**505 gsf**
double height living space	
1 bd 1 bath	

option 1 without alley

option 2 with alley

option 1 without alley

option 2 with alley

*gsf: gross square feet=area to the interior face of interior finish

TYPE B **TRADITIONAL**

primary residence

Prototype B

This one story plus loft backyard cottage is a good solution for a small and steeply sloped site. The modeled perspectives (left, and below) illustrate how the cottage could be sited behind the primary residence. The cottages would be entered from above with the main living space or from a parking space that could be accessed by an alley.

type B **traditional elevations:**
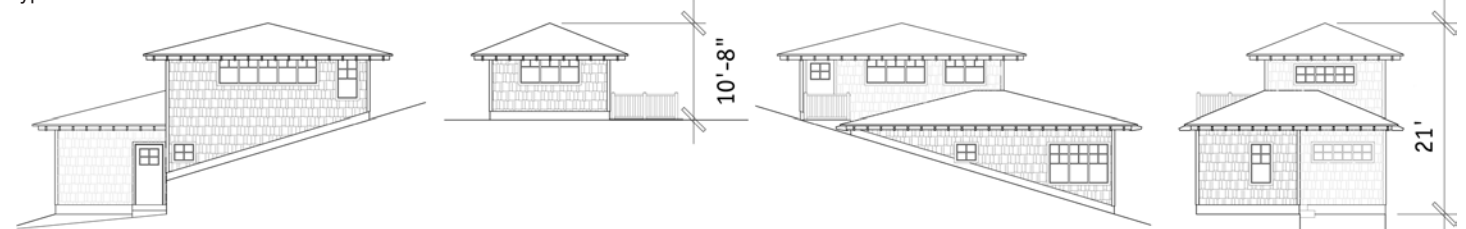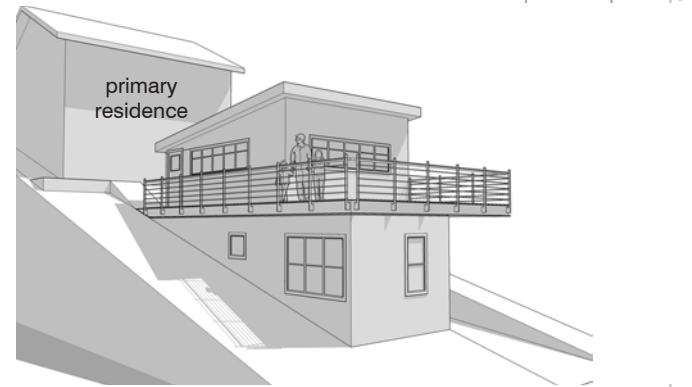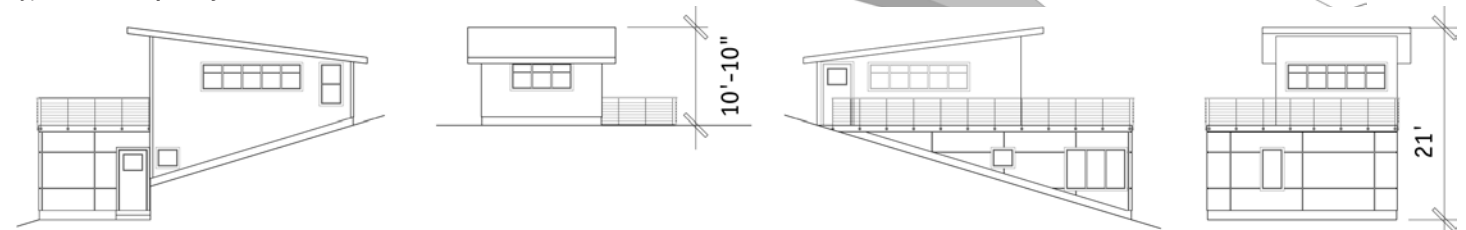
10'-8"

21'

TYPE B **CONTEMPORARY**

primary residence

type B **contemporary elevations:**

10'-10"

21'

b

1+ story

steeply sloping site

35' wide lot

1 bdrm option w/ private carport

2 bdrm option w/ shared parking

*All drawings are for illustrative purposes only—they are not intended to override the Backyard Cottage (Detached Accessory Dwelling Unit) or Single-Family Zoning Code rules as outlined in the Seattle Municipal Code, including parking requirements.
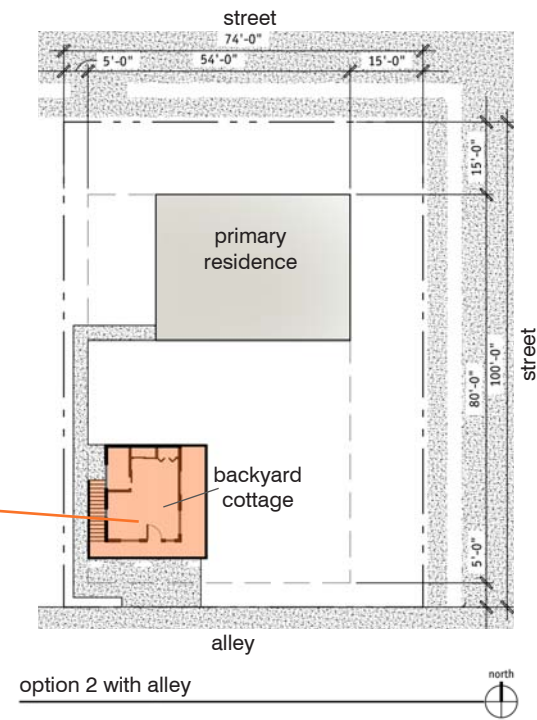
TYPE B **SITE AND FLOOR PLANS**

entry level

22'-8"

office

100'-0"

5'-0" 80'-0" 15'-0" 5'-0"

alley

backyard
cottage

primary
residence

30'-0" 40'-0" 5'-0"

street

option 1 with alley

north

35'-0"

bdrm

kitchen

bath

dining

living

21'-0"

option 1 with alley - main level

north

22'-8"

12'-8"

entry level

35'-0"

bdrm

kitchen

bath

bdrm

dining

living

21'-0"

option 2 without alley - main level

north

100'-0"

5'-0" 80'-0" 15'-0" 5'-0"

backyard
cottage

primary
residence

30'-0" 40'-0" 5'-0"

street

option 2 without alley

north

b

primary residence 1380 gsf*	
option 1: with alley	**757 gsf**
1 level +	
1 bd 1 bath + office	
adjacent parking	
option 2: without alley	**776 gsf**
double height living space	
2 bd 1 bath	

*gsf: gross square feet=area to the interior face of interior finish

C

1 story
flat to slightly sloping site
40' wide lot
street frontage
accessible

TYPE C **CONTEMPORARY**

Prototype C

Type C is a good example of variable plan for assisted living. One plan options demonstrates the plan with a garage. If a site has sufficient parking, the plan could accommodate someone with need of a caretaker or could be used as a cottage with a woodworking shop or art studio.
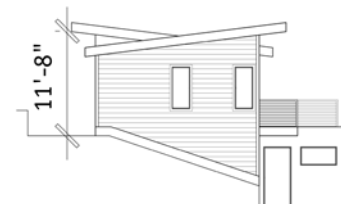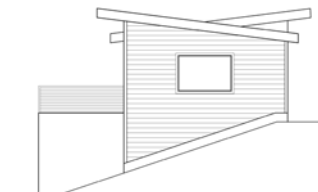
type C **contemporary elevations:**

13'-1"
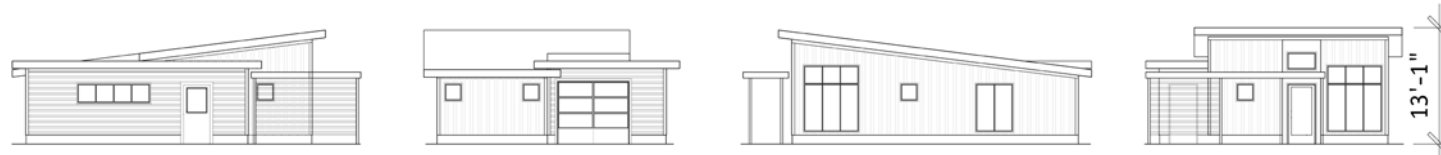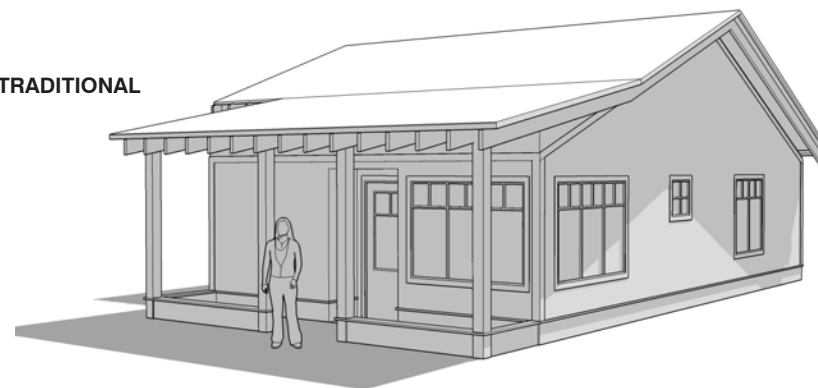
TYPE C **TRADITIONAL**

type C **traditional elevations:**
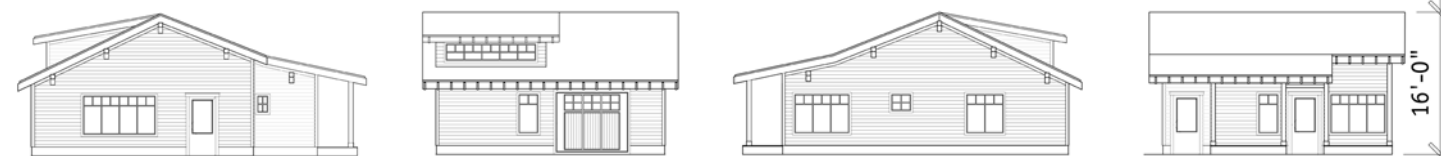
16'-0"

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TYPE C **SITE AND FLOOR PLANS**
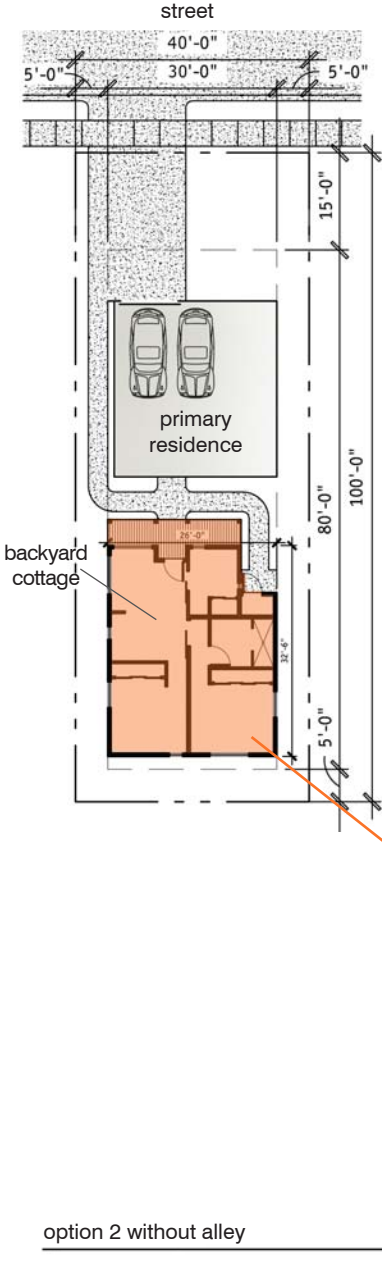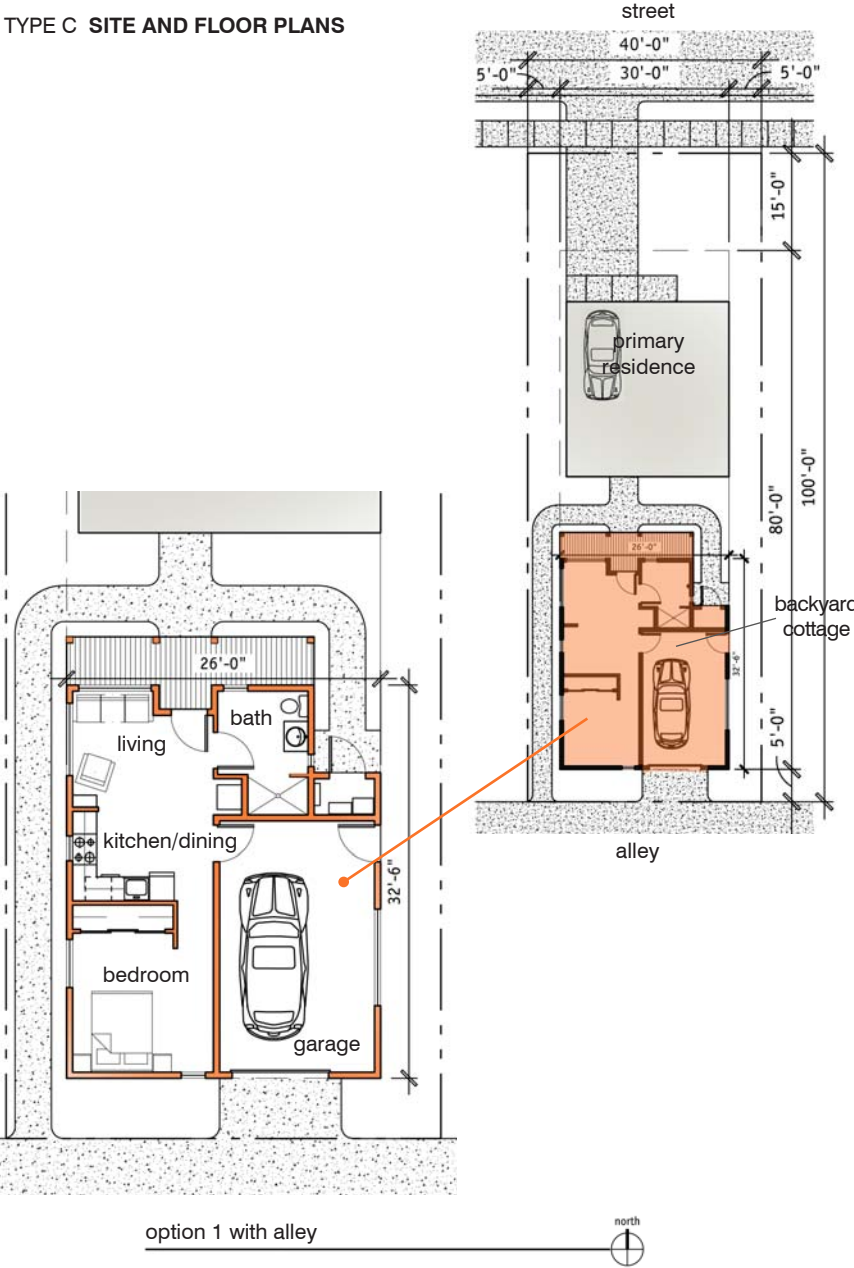
	primary residence 1460 gsf*
option 1: with alley	**736 gsf**
1 level	
1 bd 1 bath + garage	
option 2: without alley	**736 gsf**
1 level	
2 bd 2.5 bath	

street
40'-0"
5'-0" 30'-0" 5'-0"
15'-0"

primary residence

backyard cottage

80'-0" 100'-0"

26'-0"

32'-6"

5'-0"

alley

option 1 with alley
north

living
bath
kitchen/dining
bedroom
garage
26'-0"
32'-6"

street
40'-0"
5'-0" 30'-0" 5'-0"
15'-0"

primary residence

backyard cottage

80'-0" 100'-0"

26'-0"

32'-6"

5'-0"

option 2 without alley
north

living
bath
kitchen/ dining
bath
bedroom
bedroom
26'-0"
32'-6"

*gsf: gross square feet=area to the interior face of interior finish

d
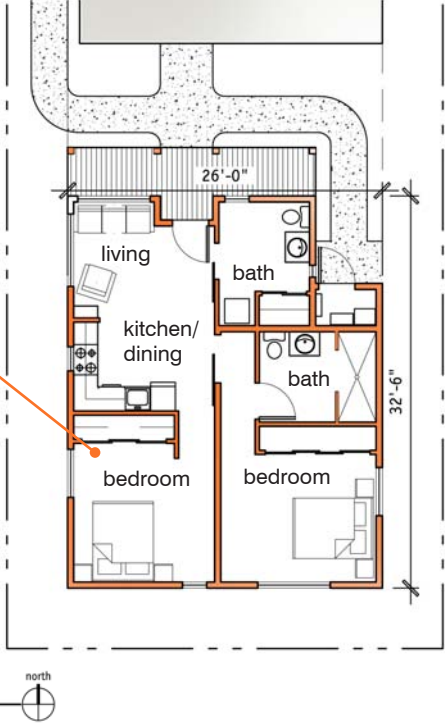
1 story w/ garage or carport
40' wide lot
street frontage
flat to slightly sloping site
modular construction
advanced sustainable technology

TYPE D TRADITIONAL

Prototype D

Modular construction can be a cost effective way to build a backyard cottage. If an additional bedroom is needed, the carport could be replaced with a bedroom module.

type D traditional elevations:

13'-9"

TYPE D CONTEMPORARY
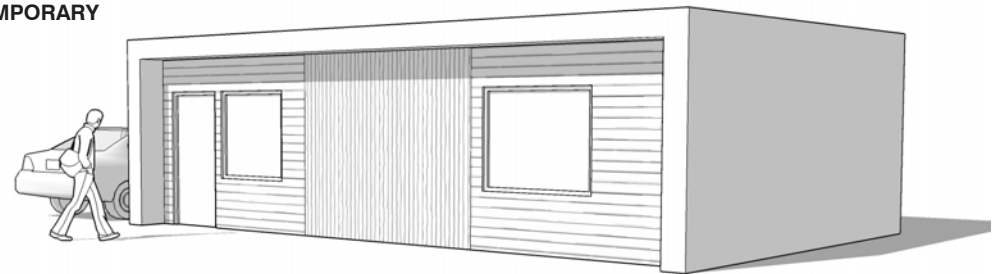
type D contemporary elevations:

9'-6"

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TYPE D SITE AND FLOOR PLANS

primary residence

backyard cottage

5'-0"

40'-0"

30'-0"

street

5'-0"

15'-0"

90'-0"

5'-0"

110'-0"

street

option 1 without alley

north

5'-0"

40'-0"

30'-0"

street

5'-0"

15'-0"

90'-0"

5'-0"

110'-0"

primary residence

backyard cottage

alley

street

d

primary residence 1350 gsf*	
option 1: without alley 1 level 1 bd 1 bath + carport	**693 gsf**
option 2: with alley 1 level 2 bd 1 bath	**666 gsf**

30'-0"

18'-0"

carport

kitchen dining

bath

bedroom

living

39'-10"

18'-0"

living kitchen dining

bath

bedroom

bedroom

option 2 with alley

north

*gsf: gross square feet=area to the interior face of interior finish

e

1.5 stories stand-alone
flat to slightly sloping site
52' wide lot
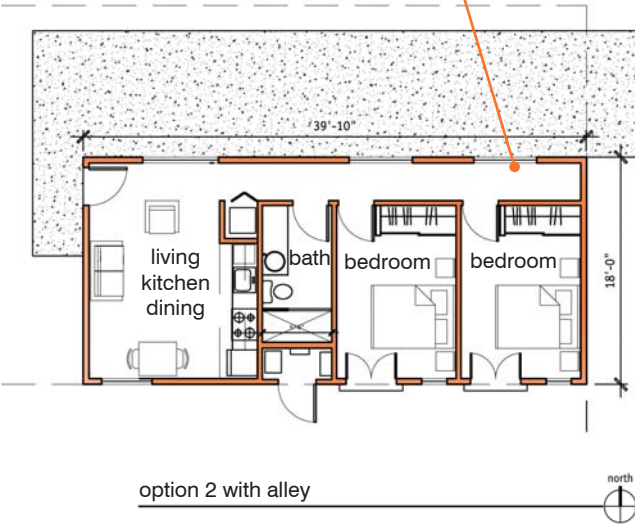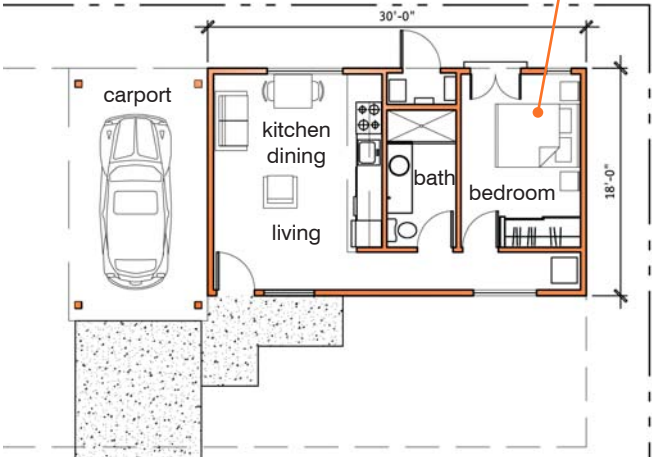
Prototype E

This cottage type demonstrates a one-story with loft option that would be suitable for a large site. It could be a wonderful option for someone not needing any accessibility requirements.

TYPE E **TRADITIONAL**

type E **traditional elevations:**
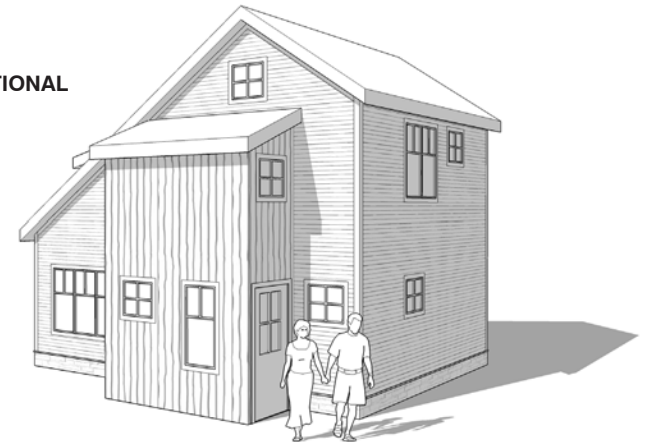
15'-8"
21'-8"

TYPE E **CONTEMPORARY**

type E **contemporary elevations:**
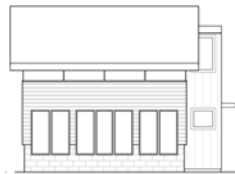
16'-0"
18'-2"

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loft floor plan

21'-8"

14'-0"

bath

loft bedroom

living

kitchen dining

21'-8"

25'-0"

ground floor plan

e
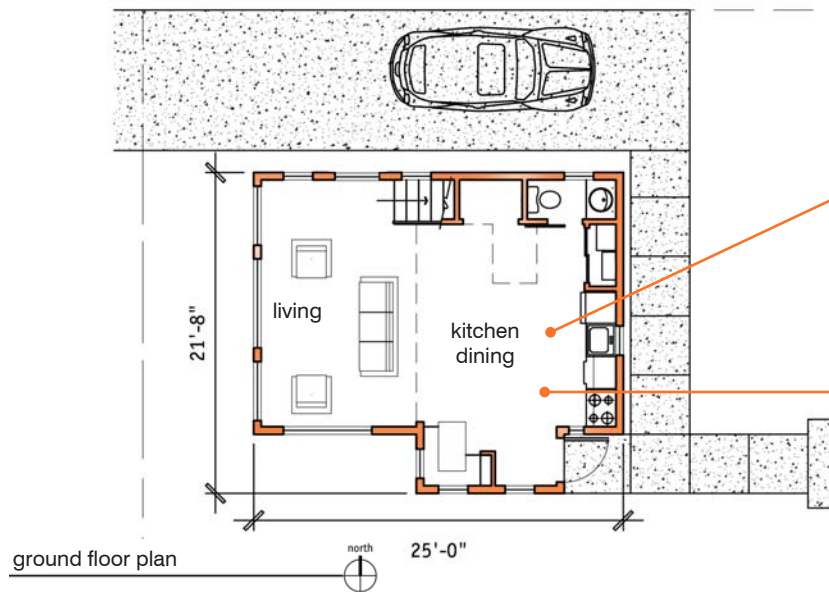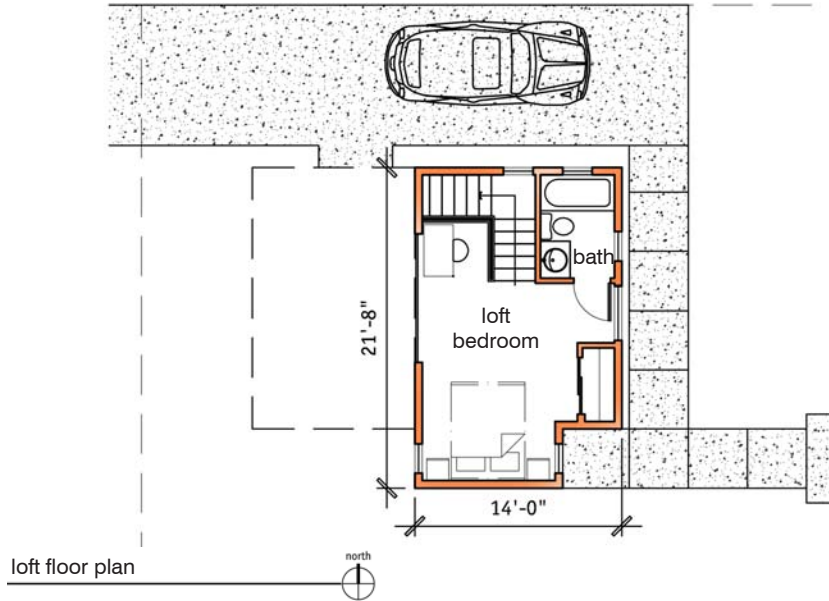
primary residence 1200 gsf*
option 1: without alley   **685 gsf** 1 level + loft 1 bd 2.5 bath + nook
option 2: with alley   **685 gsf** 1 level + loft 1 bd 2.5 bath + nook

100'-0"
5'-0" 80'-0" 15'-0"

backyard cottage

primary residence

street

option 1 without alley
cottage plan rotated 90°

100'-0"
5'-0" 80'-0" 15'-0"

alley

backyard cottage

primary residence

street

option 2 with alley

*gsf: gross square feet=area to the interior face of interior finish

f

2 story w/ garage + studio above

36' > 40' wide lot

street frontage

flat to slightly sloping site
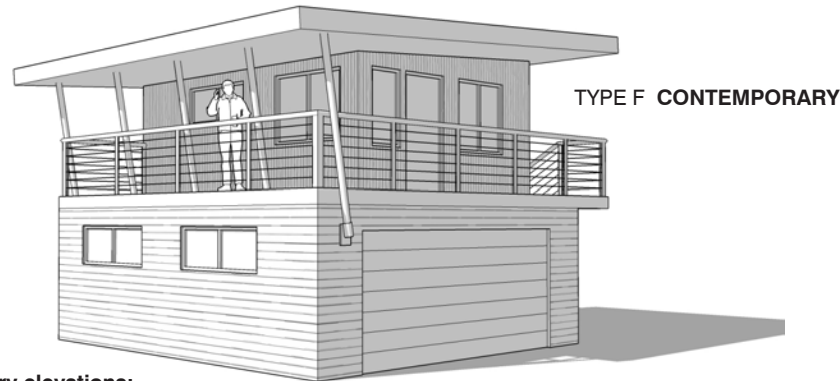
TYPE F **CONTEMPORARY**

type F **contemporary elevations:**

18'-10"
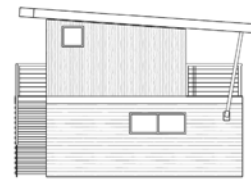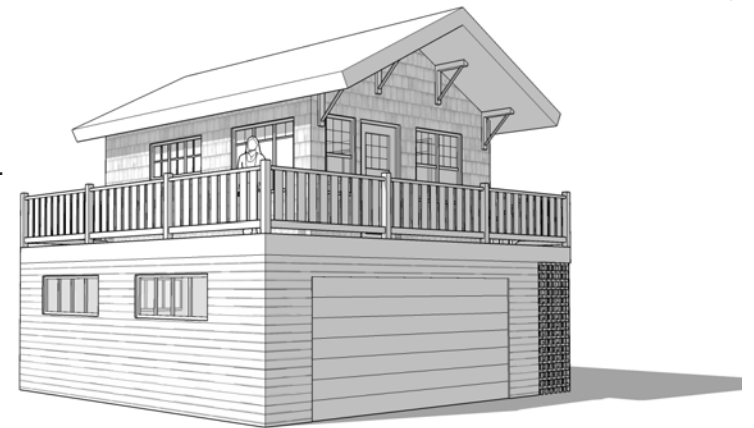
TYPE F **TRADITIONAL**

type F **traditional elevations:**

22'-0"

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Prototype F

Many homeowners may have need for a larger garage, but still would like to have an option for living quarters outside of the primary residence. Type F accommodates a two car garage while allowing for a studio apartment above.
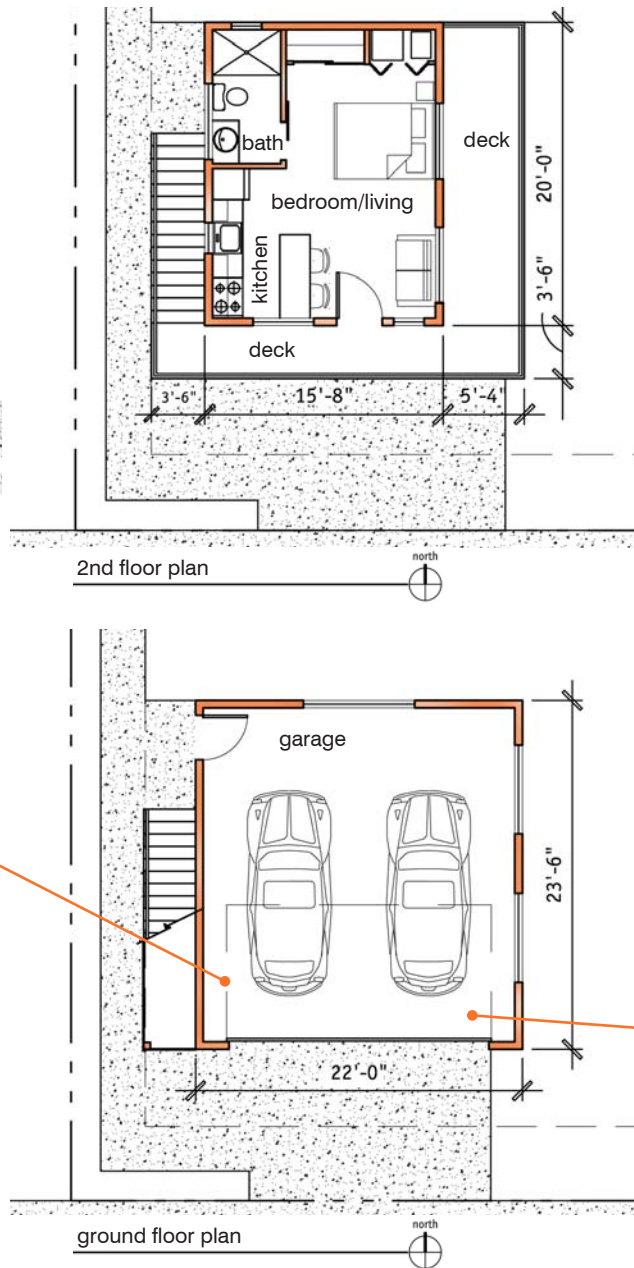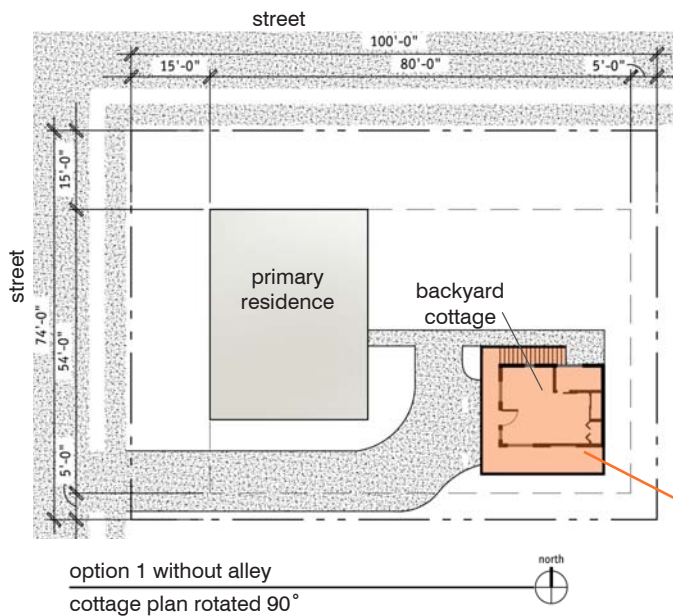
primary residence 1200 gsf*

option 1: without alley	**752 gsf**
1 level + garage	
1 bd 1 bath + garage	

option 2: with alley	**752 gsf**
1 level + garage	
1 bd 1 bath + garage	

2nd floor plan

bath

deck

bedroom/living

kitchen

deck

street
100'-0"
80'-0"
15'-0"
5'-0"
street
74'-0"
54'-0"
15'-0"

primary
residence

backyard
cottage

option 1 without alley
cottage plan rotated 90°

garage

23'-6"

22'-0"

ground floor plan

street
74'-0"
5'-0"
54'-0"
15'-0"

primary
residence

backyard
cottage

alley

option 2 with alley

street
100'-0"
80'-0"
5'-0"

g

1.5 - 2 stories w/ garage
steeply sloping site
36' > 40" wide lot

TYPE G **TRADITIONAL**

Prototype G

Homeowners with a sloping, medium width lot have the possibility of having a two story backyard cottage with garage. In Type G, the one bedroom apartment above can be connected to the garage or separated between renter and owner by locking a door in the stair hall.

type G **traditional elevations:**

13'-8"

21'-8"

TYPE G **CONTEMPORARY**

type G **contemporary elevations:**

11'-8"

20'-0"

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TYPE G SITE AND FLOOR PLANS

option 1 with alley

option 2 without alley

125'-0"
15'-0" 100'-0" 10'-0"
street
57'-0" 47'-0"
5'-0"
5'-0"
primary residence
backyard cottage
screen
alley

loft floor plan

18'-0"
26'-6"
deck
bedroom
green roof
bath
entry
deck
living
kitchen

ground floor plan

20'-0"
18'-0"
storage
garage
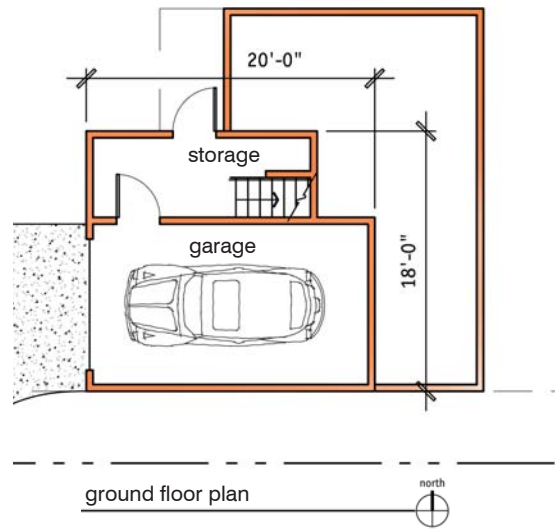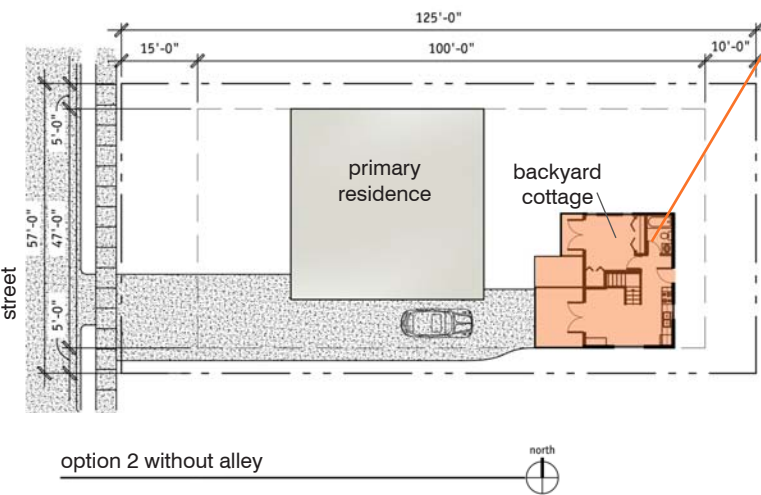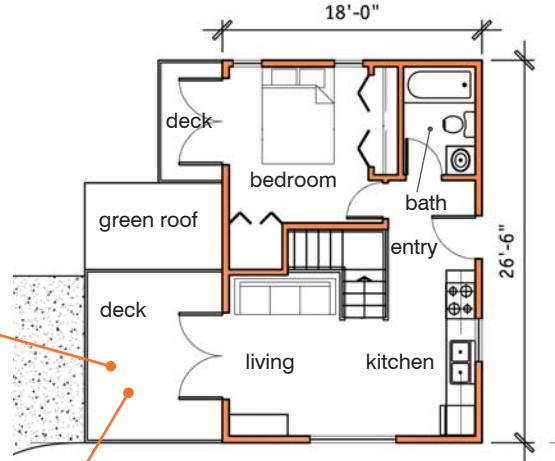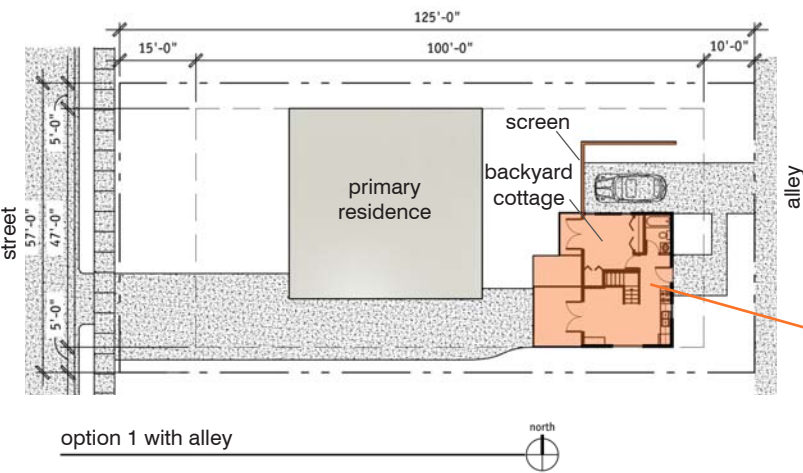
g	**primary residence**	**1420 gsf***
	option 1: with alley	**796 gsf**
	1 level + garage	
	1 bd 1 bath + green roof + garage	
	option 2: without alley	**796 gsf**
	1 level + garage	
	1 bd 1 bath + green roof + garage	

BUILDING YOUR BACKYARD COTTAGE

image courtesy PLACE Architects pllc

HOW TO WORK WITH A CONTRACTOR

For your Backyard Cottage project you will most likely want to work with a general building contractor or professional. One of the best ways to select a licensed professional is to get recommendations from friends who have had success in hiring a good contractor for their own projects.

You should ask two or three contractors to bid on your Backyard Cottage. All bids should be based on the same set of plans and specifications. Contractors should bid on the same materials, appliances, carpeting, windows etc., and bids should also include the contractor's profit, overhead and liability insurance.

Discuss the bids in detail with each contractor, and make sure you understand the reasons for any variations in price between one bid and the others. Watch out for any bid that is substantially lower than the others. A very low bid may indicate that the contractor has made a mistake or is not including all the work.

Make sure to ask the contractor for a business address and telephone number, and verify them. A contractor who operates out of the back of a pick-up truck with a cellular telephone may be difficult to find to complete a job or fix something that has gone wrong after the last bill is paid.

Ask the contractor for local references, and call them to see if they were satisfied with the contractor's work. If possible, go out and look at finished projects.

In addition to talking with other customers, you may want to obtain references from material suppliers, subcontractors, and financial institutions to determine whether the contractor is financially responsible.

Unless you are a contractor, architect, or developer, you may not have gone through the process of building a house. As the property owner, you will likely be working with a general contractor, architect or design professional (see the Getting Started Section of the guide on how to hire a professional).

You also may choose to act as the general contractor yourself and manage subcontractors. This section provides a summary of how to select a professional, what to include in your construction contract, and what happens during the inspection phase.

image courtesy Johnston Architects pllc

© www.rosschapin.com

In Washington, all contractors requires a Washington Contractor's Registration License. Ask to see the contractor's license and some additional form of identification. The name on the license should be the same as the name of the contractor or business name under which the contractor is working. Call the Washington State Department of Labor & Industries' Specialty Compliance Services Information Line at 1-800-647-0982 to verify the information.

Ask the contractor if the company is insured against claims covering workers' compensation, property damage, and personal liability in case of accidents. Ask to see a copy of the certificate of insurance, or ask for the name of the contractor's insurance carrier and agency to verify that the

You may want to ask the contractor to have you named as an *additional insured* on the policy. This may afford you and your property an extra level of protection if things go wrong on your project. You may choose to work with a contractor even if they are not insured but be aware that if the contractor does not have insurance and a worker is injured on your property, you may be the one billed for medical expenses.

THE CONSTRUCTION CONTRACT

Make sure you have a written contract in place with your contractor and do not sign anything until you completely understand what you are signing. One of the best ways to stop problems before the job begins is to create a detailed and complete contract. Get all oral promises in writing, and spell out exactly what the contractor will and will not do. If you intend to do some of the work yourself or hire another contractor to do it, this also should be written into the contract.

Be as specific as possible. Be sure the financial terms of the contract are clear. The contract should include the total price, when payments will be made and whether there is a cancellation penalty or liability for not completing the contract on time.

Make sure your contract includes everything you feel is important to the job, including complete clean-up and removal of debris and materials, and special requests like saving scrap lumber for firewood or protecting existing landscape features during construction. Also give instructions regarding pets, children, or areas where materials may not be stored. It is perfectly reasonable and legal for you to add or modify things in a contract offered to you by a contractor.

You can do so by attaching a written *exhibit* or *addendum* to the contract, and referencing the attachment in the body of the contract.

After the contract is signed and work has begun, your contractor may offer suggestions that will change your original ideas for the work. There may also be added costs associated with the change order. Always use a signed change order if you add or delete work, substitute materials or equipment, or change the completion date. It is very important to have all change orders signed by all parties to the contract, before the extra work is started.

OTHER CONSIDERATIONS

Remember that in some cases your neighbors may have needs that cause you to consider how you schedule your Backyard Cottage construction. You may want to discuss the schedule of your construction project, both in terms of start and finish dates and the times of day and days of the week that construction will take place.

PERMITTING YOUR BACKYARD COTTAGE

Your Backyard Cottage project will require permits to be issued by the Department of Planning and Development and a series of inspections to ensure that the project is being built according to plans you submitted for the permits. These inspections also verify that your project is complying with building, plumbing, mechanical, and electrical codes.

You as the property owner are ultimately responsible for calling for building inspections. The contractor is most always the one to do so, but you should always check the building permit (which must be posted on site) to ensure that necessary inspections have been performed in the correct order.

STEPS TO ESTABLISH A BACKYARD COTTAGE (DETACHED ACCESSORY DWELLING UNIT)

1. Complete a Preliminary Application Form. This form can be found online at www.seattle.gov/dpd (*Publications, Forms, Building Permit Forms, #25*) or obtained in person at the DPD Applicant Services Center (ASC):

> 20th floor of Seattle Municipal Tower
> 700 Fifth Ave, Suite 2000
> Seattle, WA 98124
> (206) 684-8850

This form is used to research the history and conditions of a development site, to verify that the provided legal description matches the site, to assign addresses, and to collaborate with other City departments early in the application process.

2. Complete a Pre-Application Site Visit Form. This form is part of the Preliminary Application Form and is required for all construction that involves a ground disturbance. If you are constructing a Backyard Cottage on the ground, DPD will perform a site visit a few working days after you submit the Site Visit Form.

During the site visit, a Site Inspector will verify field conditions and identify additional submittal requirements based on site observations.

Field conditions include, but are not limited to:
• Steep slopes
• Wetlands
• Drainage patterns / soils
• Large trees
• Existing structures
• Street / curb dimensions

Design considerations include but are not limited to:
• Location of existing slopes relative to proposed construction
• Location of existing structures relative to proposed construction

3. Schedule an intake appointment. Before your intake appointment you will need to prepare two copies of a plan set. If you are converting an existing structure, each of the two plan set copies must include the following items:

• DPD coversheet
• Site plan (including the main house and the Backyard Cottage)
• Floor plan (including the main house and Backyard Cottage)
• Energy calculations (for any new space that will be heated)

However, if your Backyard Cottage involves constructing an entirely new structure or building an addition to an existing structure, you must include two copies of additional items (below) to create a full plan set:

• Framing plans
• Foundation plans
• Building Sections
• Architectural and structural details*

Above all, your Backyard Cottage plans must clearly identify where new work will be done. The following resources can give more information on plan requirements. They can be found in the ASC or online at www.seattle.gov/dpd (*Publications, Client Assistance Memos (CAMs)*):

• CAM 103, *Site Plan Requirements*
• CAM 106, *General Standards for Plans and Drawings*
• CAM 116B, *Establishing a Detached Accessory Dwelling Unit*
• CAM 303, *Applicant Responsibilities and Plan Requirements for Single Family and Two-Unit Dwelling Units*
• CAM 303A, *Common Seattle Residential Code Requirements*

4. Complete an Application to Establish an Accessory Dwelling Unit (ADU or Detached ADU) form and an Accessory Dwelling Unit Owner Occupancy Covenant. *The Accessory Dwelling Unit Owner Occupancy covenant form must be recorded and filed with King County.*

If you are unable to meet the Backyard Cottage (Detached ADU) parking space requirement, see CAM 117, *Parking Waivers for Accessory Dwelling Units*. You may be able to obtain a waiver.

5. Bring your application materials to the ASC for screening. If your materials are complete, you will be able to schedule an *intake appointment*. The wait time between scheduling and attending an intake appointment is variable depending on volume and the seasonal nature of construction.

(continued)

*As necessary and as needed. This may include a foundation close-up, window schedule, or shear wall schedule. Shear walls withstand lateral loads from wind and earthquakes. Thus a shear wall schedule examines the use of ply-wood, sheetrock, and nail spacing.

6. Pay a permit and plan review fee based on the total cost of the project.**

During intake your permit application and plans will be screened for completeness and reviewability. You will be notified during the intake appointment or by mail of any plan corrections and / or decisions on waiver requests.

• If DPD determines that your plans are complete and review ready, 75% of the permit fees will be due during the intake appointment. You must pay the permit fees in order for your application to be accepted. If your plans require minor corrections only, you may have the opportunity to make plan corrections during intake.

• If your plans do not conform to code, and are not review ready, or are otherwise incomplete, you may need to redesign your plans so that they conform to code and then reschedule the intake appointment.

• Once your application is accepted, it will be routed for review by assigned plans examiners. Target times for completion of all initial reviews depend upon the complexity of the project and vary seasonally. Following the initial reviews, any required corrections will be sent to you by mail. You will need to pick up your plans from the routing library, make the necessary changes and return them for further review.

Your notarized Certification of Owner Occupancy form will be recorded with the King County Department of Records and Elections where it will become part of the title records for your property.

7. Once your plans are approved, your permit will be issued at the DPD Permit Issuance Desk in the ASC.

If you are not adding floor area or breaking ground, you do not need a *Pre-Application Site Visit* or a *"post-permit" site inspection*. For example, in the case of a new second story addition with no expansion of the existing floor area, neither is required.

8. A "post-permit" site inspection is required before the ground breaking if your plan involves any ground disturbance. This is to determine erosion control measures and other such related environmental factors listed in #2. An appointment for your inspection can be made by phone as soon as your permit is issued.

9. If you are building a new structure or an addition, you must call the DPD Regulating Construction Program at (206) 684-8950 to schedule the following required inspections. These inspections will be ongoing as the work is performed:

• Foundation***
• Framing
• Insulation

10. When all the work is complete, a building inspector will conduct a final inspection. Electrical and plumbing work must be finalized first. When the final inspection approval is granted, a tenant may occupy the unit.

11. If your Backyard Cottage requires new electrical work, you will need a separate electrical permit from DPD. Your electrical contractor must apply for the permit. Otherwise, you may apply directly at the ASC if you plan to do the work yourself.

If plumbing work is also necessary, you will need a *plumbing permit* from the Seattle/ King County Health Department, which is currently located at the ASC. For information on plumbing permits, call (206) 684-5198.

The electrical and plumbing work will require *additional inspections* as the work is performed.

**A Fee Calculator is available online at www.seattle.gov/dpd (Under *Permits: How do I*, chose *Calculate Permit Fees*, *Fee Estimator*) The calculator is adjusted yearly.

PERMITTING A PREFABRICATED BACKYARD COTTAGE

Most Backyard Cottages will likely involve converting an existing structure or garage. However, many people may elect to construct an entirely new structure or even purchase a prefabricated Backyard Cottage.

For a description of prefabricated structures, see the Prefab Design section.

If you are purchasing a modular structure, you will need to follow a special permitting process. See CAM 305, *Factory-Constructed Structures for Residential and Commercial Use* for further instructions.

image courtesy kitHAUS

SELLING A LOT WITH A BACKYARD COTTAGE

The new purchaser of a home with a legally established Backyard Cottage must abide by the *Accessory Dwelling Unit Owner Occupancy Covenant,* or take the required actions to discontinue use. Check with DPD for more details when selling a home with a Backyard Cottage.

image courtesy PLACE Architects pllc

BACKYARD COTTAGES BUILT WITHOUT A PERMIT

If the DPD receives a complaint about an illegal backyard cottage or accessory dwelling unit, the department may inspect and cite the owner with a Notice of Violation. The owner will be required to legalize or eliminate the illegal unit. In addition, the owner may be subject to penalties.

***In the case of interior alterations only: If new interior walls or partitions are being added or a previously unheated space is being converted to living space, there will be inspections for the new framing and insulation, but not the pre-existing foundation.

ESTIMATING COSTS & FINANCING YOUR BACKYARD COTTAGE

image courtesy PLACE Architects pllc

COSTS TO CONSIDER

As with any development project, you want to be able to anticipate the costs of your Backyard Cottage project. There are several ways to look at these costs. If the intent of your Backyard Cottage is to increase your income, you will want to make sure the Backyard Cottage rent covers the costs of all or some of your monthly mortgage payment. If you are building a Backyard Cottage for other reasons, you will have to weigh the benefits with your own economic situation and family needs.

Regardless of your motivation, you will want to design a Backyard Cottage that meets your budget. One of the common pitfalls of any development project is to not accurately anticipate costs or understand the types of costs.

Hard Costs
• Demolition
• Site preparation
• Utilities
• Construction (materials and labor)
• Landscaping

Soft Costs
• Financing (second mortgage or construction loan)
• Professional design and engineering services
• Planning
• Building permits
• Development fees
• Utility hook up fees

Start by identifying costs with fixed fees. For example, you can find out what development fees you will need to pay to the City by contacting the appropriate City department. Then, a contractor, architect, or an estimating book can give you a range of construction costs on a square-foot basis for Seattle. These figures can provide you with a ballpark number to use for estimating. You should also check on types and amounts of financing that might be available to you before you start.

Even for *hard costs*, you may be surprised to find out that you do have some control over your bottom line. The following list explains some issues you, your contractor and/or architect might consider:

• **Lower Construction Costs:** Garage conversions can be an affordable way to utilize an existing structure to create a Backyard Cottage. Single-story at-grade units are also cost effective if you have room on your lot. If you build a Backyard Cottage above parking then you have to consider the cost of the garage. Two-story units can save yard space and have smaller foundations and less roof area, but tend to have higher structural costs and require the added cost (and lost usable square footage) of building stairs.

• **Parking:** For any Backyard Cottage type you will need to consider the cost of parking. Is it covered in a garage? Do you need to expand your driveway or build a new one? Will you access the Backyard Cottage from an alley?

• **Access to Utilities:** Planning your site to have easy access to utilities can save money by avoiding digging long utility trenches.

• **Utility Meters:** Utility meters and connections can be a big initial cost. Providing separate gas and water connections is complex and expensive, but could be an option if this is important to you. Seattle City Light does recommend installing a separate electricity meter, and makes this process simple and inexpensive for homeowners. On the other hand, sharing a meter can save money, but you will have to consider how to share the cost of utilities with your tenant if you are going to rent out your unit. Installing separate meters has been shown to encourage tenants to conserve energy and water by maintaining a connection between resource use and cost.

• **Materials:** The choice of building materials is a cost item over which you have some control. However, you can see from the cost ranges summary in the following pages that you might not save as much as you might think. Basic planning decisions can make a bigger difference in cost savings. Keep in mind that the size of your Backyard Cottage and the grade of materials you use will significantly impact total costs.

• **Labor:** The cost of labor can be a big variable. Are you going to do part of the work yourself? Will you be your own contractor? Should you be your own contractor? Carefully evaluate your skills and experience to determine what level of work you should take on yourself. Often, what looks like a money-saving strategy can result in a costly, emergency fix when you get in over your head.

• **Time:** Regardless of the budgeting approach you take for your Backyard Cottage, a common item is the cost of time. The longer the project takes, the longer you pay on your construction loan without rental income. Sometimes trying to make the construction costs cheaper by doing it yourself and not hiring a contractor extends the construction period, which in turn increases the soft costs.

FINANCING OPTIONS

Current laws and practices for home financing are changing and it is important to have a clear picture of your options. Financing a Backyard Cottage can be done several different ways, depending upon the total cost of the improvements and the individual circumstances of the homeowners. It is important to fully understand any loans or financing options. A knowledgeable loan officer might be able to help explain financing options but it is important to remember that most make a commission from your business. You need to make sure you understand the details and the pros and cons for any of the available financing options such as Equity Loans and Lines of Credit, First Mortgage Refinance and Renovation Loans.

image courtesy David Wike

image courtesy the City of Seattle

COST ESTIMATING WORKSHEET

This worksheet is intended to help you calculate preliminary costs for designing and building a backyard cottage.

HARD COSTS	*construction (labor)*	
	site preparation	$
	foundation	$
	framing	$
	electrical	$
	plumbing	$
	HVAC	$
	finish carpentry	$
	landscaping	$
	materials	
	concrete and paving	$
	framing	$
	floor surfaces	$
	roofing	$
	interior finish	$
	exterior siding	$
	windows and doors	$
	appliances	$
	electrical	$
	plumbing	$
	HVAC	$
	landscaping	$
SOFT COSTS	financing	$
	design and engineering	$
	permits	$
	survey	$
	utilities hook-up	$
	TOTAL ESTIMATED COSTS	$

RENTING YOUR BACKYARD COTTAGE

If you decide to rent out your Backyard Cottage you are taking on the role of landlord. The landlord-tenant relationship is governed by many local, state and federal laws, and new landlords need to familiarize themselves with these laws and follow them closely. Following is a list of resources that you may find helpful.

- **WASHINGTON STATE LAWS:**
  RCW Chapter 59.12 and RCW Chapter 59.18

- **CITY OF SEATTLE ORDINANCES:**
  SMC Chapter 7.24; SMC Chapter 14.08; and SMC Chapter 22.200, particularly SMC Sections 22.206.150-190

- **DPD's LANDLORD-TENANT INFORMATION:**
  www.seattle.gov/dpd/Publications/Landlord_Tenant

- **MOST 600 SERIES CAMs ARE FEATURED ON THE PREVIOUS PAGE, BUT SEE ALSO:**
  CAM 607, Seattle's Rental Agreement Regulation Ordinance:
  web1.seattle.gov/DPD/CAMs/CamList.aspx

- **WASHINGTON STATE BAR ASSOCIATION'S LANDLORD-TENANT PAGE:**
  www.wsba.org/media/publications/pamphlets/landlord-tenant.htm

- **WASHINGTON STATE LEGISLATURE'S RESIDENTIAL LANDLORD-TENANT ACT:**
  apps.leg.wa.gov/RCW/ (Title 59 – Landlord-Tenant)

- **WASHINGTON STATE APARTMENT ASSOCIATIONS:**
  www.clarkcountyrentalassociation.org/assoc.htm

- **RENTAL HOUSING ASSOCIATION OF PUGET SOUND:**
  www.rha-ps.com

- **OLYMPIC RENTAL ASSOCIATION:**
  www.olympicrental.com

SELECTING A TENANT

Selecting a tenant, having a solid rental contract, and managing the landlord-tenant relationship are important matters. A methodical selection process may help you avoid problems down the road. After all, now that you have a Backyard Cottage you will also have a new individual or household living with you on your property. Here are some suggestions to ease the transition into your new job as a landlord:

1. Use a Written Rental Application:
Find out the history of the individual(s) you are considering as a tenant using a good application which gives you access to verifiable information. You may want to contact a rental housing association or consult legal counsel for guidance. Make sure you have forms that were designed specifically for Washington, and are up-to-date and reflect the latest laws and practices.

2. Screening Process:
The goal is to attract responsible and honest applicants. Develop written, fair criteria that you will use to judge all applicants. Apply the criteria consistently to all applicants. Also, let the applicant know that you intend to do a background check. You are allowed to charge a reasonable fee to recover the costs of screening each individual on the application.

3. Credit Check:
You can use the information submitted on the rental application to request a credit check on each tenant who will be signing the contract. A credit check can be obtained from any one of three different credit reporting agencies, and will be useful in helping you make a decision on to whom to rent your Backyard Cottage. Be sure to consult state law requirements (RCW 59.18.257) prior to conducting this check. You can also contract this out to a screening agency.

4. Applicant References:
You might want to talk to previous landlords and confirm that your applicant actually rented from that person before. You can also call the applicant's employer to verify the employment information on the application is correct.

5. Making a Decision:

Use a process that is simple, legal, and fair. Washington and federal fair housing guidelines and civil rights laws are designed to protect the way applicants are screened and to make sure that all qualified applicants feel equally invited to apply. The purpose of these laws is to prevent discrimination on the basis of issues that are unrelated to a person's qualifications to be a good tenant. Nothing in these laws forbids you from setting screening guidelines for issues that relate to tenant compliance with your rental agreement, and applying them equally to all applicants.

The Open Housing Ordinance (SMC Chapter 14.08. Section 14.08.020) defines discrimination as: any conduct, whether by single act or as part of a practice, the effect of which is to adversely affect or differentiate between or among individuals or groups of individuals, because of race, color, creed, religion, ancestry, national origin, age, sex, marital status, parental status, sexual orientation, gender identity, political ideology, participation in a Section 8 program, the presence of any disability or the use of a trained dog guide or service animal by a disabled person.

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RENTAL AGREEMENTS

You should strongly consider having a written rental agreement. There are various types of rental agreements such as month-to-month, lease for a specific term of time, and lease for a specific term that automatically terminates at a specific time. Leases for over a year generally are prohibited by state law. A written agreement will help landlord and tenant understand their rights and obligations, and creates an even playing field from the start. Rental agreements or leases should be as clear and concise as possible, and spell out all expectations and responsibilities for each party.

In addition to a rental agreement, Seattle landlords must provide tenants with the following:

1. INFORMATION FOR TENANTS (SEATTLE LANDLORD TENANT LAWS):
This must be given to all prospective tenants at the time of application. However, since this publication is subject to change, it is a good practice to give it to your tenant annually.
www.seattle.gov/dpd/Publications/Landlord_Tenant
(under Rights & Responsibilities of Landlords and Tenants)

2. MOVE-IN INSPECTION CHECKLISTS:
If you collect a security or damage deposit from a tenant, you and your tenant must complete a move-in and inspection checklist, obtain the tenant's signature, and provide the tenant a copy. Use the form during move-out to assess damage and security deposit return. The Washington State Attorney General can provide you with a checklist. Access the Washington State Attorney General website and then look for landlord-tenant information.

3. INFORMATION ON PROTECTING YOUR FAMILY FROM LEAD IN YOUR HOME:
www.epa.gov/lead
(go to Basic Information, then Additional Resources at the bottom of the page)

4. INFORMATION ON MOLD:
See RCW 59.18.060 (12) for State Requirements
Go to **www.doh.wa.gov/ehp/ts/IAQ/Got_Mold.html** for questions about mold.

5. SMOKE DETECTION DEVICES:
A written notice is required stating that the unit is equipped with a smoke detection device pursuant to RCW 48.48.140

CONTACT INFORMATION FOR CITY-RELATED DEPARTMENTS

Questions regarding your Backyard Cottage can be answered by staff at these agencies. The following contact information is provided for your convenience.

Department of Planning and Development
700 5th Ave, Suite 2000
Seattle, WA 98124-4019
(206) 684-8850
www.seattle.gov/dpd

Fire Department
Fire Station #10
301 2nd Ave South
Seattle, WA 98104
(206) 386-1400
www.seattle.gov/fire

Puget Sound Energy (Gas)
10885 NE 4th St
Bellevue, WA 98009
(425) 452-1234
www.pse.com

Seattle City Light (Electric)
700 5th Ave, Suite 3300
Seattle, WA 98124-4023
(206) 684-3000
www.seattle.gov/light

Seattle Public Utilities
(Water, Drainage & Wastewater Utility, & Solid Waste)
700 5th Ave, Suite 4900
Seattle, WA 98124-4018
(206) 684-3000
www.seattle.gov/util

USEFUL RESOURCES
The City's web resources can provide useful information for planning, designing, and leasing your Backyard Cottage.

City of Seattle Backyard Cottage page:
www.seattle.gov/DPD/Planning/Alternative_Housing_Choices/ DetachedADUs/default.asp

DPD's Landlord-Tenant Information:
www.seattle.gov/dpd/Publications/Landlord_Tenant/default. asp#Rights

DPD's Green Building:
www.seattle.gov/dpd/GreenBuilding

Permit Fee Estimator:
www.seattle.gov/dpd/About/Fees

Seattle's Single-Family Residential Zones:
www.seattle.gov/dpd

Seattle Municipal Code: Accessory Dwelling Units:
www.seattle.gov/dpd
* Codes
* Land Use Code
* Search Seattle Municipal Code

CAM 116b, Establishing a Detached Accessory Dwelling Unit (Backyard Cottage):
www.seattle.gov/dpd

GLOSSARY OF TERMS AND RELATED DEFINITIONS

There are a number of terms used when discussing planning, designing, and developing Backyard Cottages. The following pages include some of the more important ones.

image courtesy PLACE Architects pllc
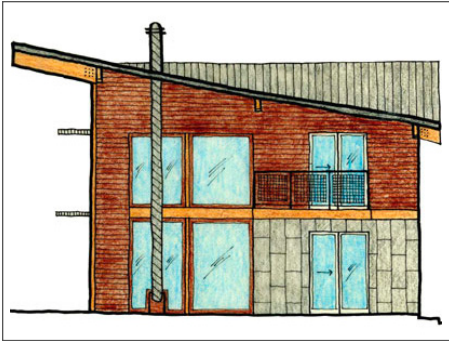
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Accessory Dwelling Unit (ADU): A residential dwelling unit located within an owner-occupied single-family structure or within an accessory detached structure on the same lot as an owner-occupied single family dwelling unit. An ADU is intended to house a person or household and is a separate, complete housekeeping unit with a separate entrance, kitchen, sleeping area, and full bathroom facilities, which is an attached or detached extension to an existing single-family structure.

Alley: A roadway not designed for general travel and primarily used as a means of access to the rear of residences and business establishments.

Conditional Use: A permit that is only granted with the consent of the Department of Planning and Development, and not as of right.

Duplex: A single structure containing two dwelling units, neither or which is an accessory dwelling unit.

Dwelling: A building or part of a building, containing living, sleeping, housekeeping accommodations, and sanitary facilities for occupancy by not more than one household as living accommodations independent from any other household.

Easement: A grant by a property owner to specific persons or to the public to use land for a specific purpose or purposes, such as gaining access to a lake or park.

Exceptional Tree: A tree that because of its unique historical, ecological, or aesthetic value constitutes an important community resource; it is designated by the Director of DPD according to standards established in the Seattle Municipal Code.

Green Building: Use of environmentally appropriate and resource-conserving materials and techniques.

Gross Floor Area: The total area of a building measured by taking the outside dimensions of the building at each floor level intended for occupancy or storage.

Household: Considered to be any number of related persons living together, eight or fewer people living together or a combination of related and non related people living together as long as that number does not exceed eight.

Loft: A space directly beneath the roof structure raised above the main floor which opens into interior space.

Lot: A measured parcel of land having fixed boundaries and designated on a plot or survey. Platted or unplatted parcel or parcels of land abutting upon and accessible from a private or public street sufficiently improved for vehicle travel or abutting upon and accessible from an exclusive, unobstructed permanent access easement. A lot may not be divided by a street or alley.

Off-street Parking Space: An area for the parking of one vehicle within a parking facility or parking area, exclusive of driveways, ramps, office, and work areas and not within the public right-of-way.

Primary Residence: A residential use on a lot legally established as the principal use of the lot.

Project Permit: A land use or environmental permit or license required from the local government for an action, including but not limited to building permits, subdivisions, binding site plans, planned unit developments, conditional uses, shoreline substantial development permits, site plan review, permits or approvals required by critical area ordinances, and site-specific rezones authorized by a comprehensive plan or sub-area plan.

Property Line: A line of record that divides one lot from another.

Setback: The required distances between every structure and the lot lines of the lot on which it is located.

Single-family Dwelling Unit: A detached structure containing one dwelling unit and having a permanent foundation. The structure may also contain an accessory dwelling unit.
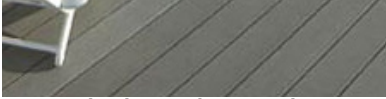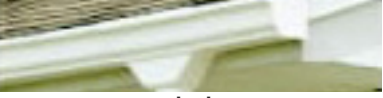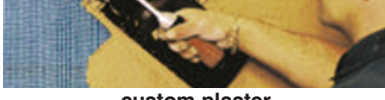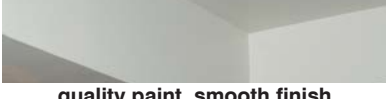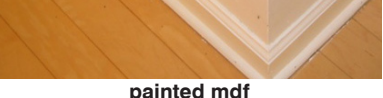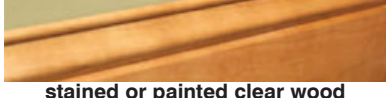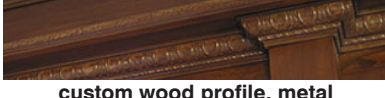
Single-family Zone: A residential neighborhood, where only freestanding homes on separate lots are allowed. Other types of buildings, such as businesses or apartment complexes, may not be built in a single family zone. The three single-family zones (SF 5000, SF 7200, and SF 9600) vary by the minimum lot size required for each home.

Universal Design: The intent of universal design is to simplify life for everyone by making products, communications, and the built environment more usable by as many people as possible at little or no extra cost. Universal design benefits people of all ages and abilities.

Variance: Waiver from planning code requirements due to hardship of the applicant.

Zoning: A term used in urban planning for a system of land-use regulation derived from the practice of designating permitted uses of land based on mapped zones which separate one set of land uses from another. Zoning is the legal mechanism by which the Department of Planning and Development regulates the use of land in the City.

Zoning Ordinance: A City designated regulation pertaining to a portion of the Official Land Use Map and within one of the land use classifications.

MATERIAL CHOICE COST COMPARISON

	LOW $	MEDIUM $$	HIGH $$$	LUXURY $$$$
SIDING	vinyl	cement fiber board	natural wood	sheet metals
ROOF	asphalt composite	metal	clay tile	slate
DECKING	pressure treated lumber	plastic wood composite	teak or ipe	teak or ipe
RAILINGS	simple paint grade wood	stock cable system	stock metal or custom cable	artisan metal work
GUTTERS & DOWNSPOUTS	vinyl	aluminium	steel galvanized	copper
DOORS & WINDOWS	vinyl	fiberglass	aluminum clad wood	steel, custom wood or clad
WALLS	1/2" gypsum board	5/8" gypsum board	plaster board	custom plaster
WALL FINISH	standard paint, textured finish	quality paint, smooth finish	clay finish or paneling	artisan finish
TRIM	painted mdf	paint grade wood	stained or painted clear wood	custom wood profile, metal
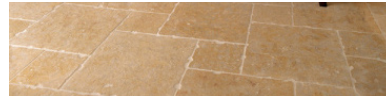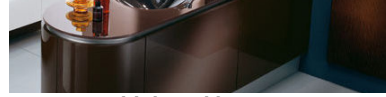
	LOW $	MEDIUM $$	HIGH $$$	LUXURY $$$$
LIVING & BEDROOM FLOORING	laminate, synthetic carpet	bamboo, wood laminate	solid wood, wool carpet	solid wood, high end carpet
KITCHEN & BATH FLOORING	vinyl, linoleum	concrete, various tile	mid-range tile	high end stone, artisan tile
COUNTERTOPS	laminate, basic tile	solid surface, stone	steel, concrete, butcher block	resin, glass, artisan tile, quality stone
SINKS	vinyl, fiberglass, porcelain	porcelain, stock steel	enameled iron or steel, solid surface	stone, custom or specialty metal
TUB SURROUND	vinyl or acrylic insert	solid surface, basic tile	high end tile, glass tile	stone, artisan tile, steel
SHOWER FLOORS	vinyl pan	solid surface pan	basic tile	artisan stone or tile
INTERIOR DOORS	hollow core wood, mdf	solid core wood, quality mdf	solid wood, wood & glass	custom or specialty woods
CABINETS	stock pre-manufactured	customizable manufactured	fully custom	high end import
NOTES	<td colspan="4">• Verify a material's appropriateness with local code (ex: 5/8" gypsum board may be required for fire rating purposes) • This chart is intended as a guide only and looks at the cost spread per category There are many more materials and products available and most materials come in a wide range of prices • Please verify a material's appropriateness per location (ex: mdf is not suitable for bathrooms or window stills) • Other considerations: sink & shower fixtures, toilets, appliances, door & cabinet hardware, lighting fixtures</td>			

ACKNOWLEDGEMENTS

image courtesy PLACE Architects pllc

image courtesy Johnston Architects pllc

image courtesy PLACE Architects pllc

Thank You

Aging in Community Policy Guide

Approved by the APA Delegate Assembly, April 26, 2014
Ratified by the APA Board of Directors, July 18, 2014

DECLARATIONS

INTRODUCTION

America is aging—rapidly. Older adults—65 and over—represent 13 percent of the population today. By 2030, one in every five people living in the US will be over the age of 65. This aging of America is fueled by 72 million baby boomers aging through the life cycle in combination with a profound increase in longevity. Average life expectancy doubled from the mid-thirties in the 19th century to age 78 today. Currently there are more than 70,000 centenarians in the United States, roughly four times the number from just ten years ago. And according to the U.S. Census, that number will likely exceed 1 million by 2050.

The American Planning Association (APA) recognizes that the aging of the population creates a unique opportunity and responsibility to apply sound planning approaches and policy to improve communities to serve the spectrum of needs and abilities of older adults. The APA supports the creation and integration of housing, land-use, transportation, economic, social service and health systems that support a high quality of life for people of all ages and abilities. A multigenerational planning approach ensures that the needs of all residents are met and that older members of our communities are not at risk of social isolation, poverty, declining health, and poor economic well- being. The planning community can be a leader in encouraging comprehensive approaches and in mobilizing resources to enhance the quality of life of our aging population

GUIDING POLICIES

A. **Actively Involve Older Adults and Engage the Aging Perspective in the Planning Process**

Older adults are the experts on their own lives, so effective planning in all dimensions—physical design, social and community supports—must involve older adult participation on an ongoing basis. Older adults are producers, consumers, leaders, community and family members, and when their potential is maximized, people of all ages benefit. Planners also must take a lead role in

bringing together leaders across sectors to assess and plan for the needs of older adults living in their jurisdictions.

B. **Ensure a Range of Affordable Housing Options are Available for Older Adults**
The promise of aging in community can be challenging to deliver. Communities should make provisions for ensuring a continuum of housing options to support older adults ranging from those who are fully independent to those requiring progressively more assistance in daily life. Policies and programs should promote affordability, safety and accessibility, incorporate enabling design-based home and energy efficiency modifications, and foster upkeep and sustainability of the housing stock. The design of homes should be adaptable and allow different generations or household types to live in a single home, as well as allow for technologies, devices and in-home management systems that optimize active aging. In addition, planners will need to work diligently to ensure access to fair housing, and address the disparate impacts of housing location and availability for elders of all races and incomes. There may also be an exit of older adults from homeownership as they seek to relocate, downsize, or withdraw from the housing market. Planners may need to anticipate and prepare for this transition.

C. **Ensure Access to Quality Transportation Options for Older Adults**
A range of transportation choices, including grassroots services such as shared autos, is critical for older adults to be able to maintain their independence. Transforming transportation systems to maximize connections with land-uses critical to older adults, particularly housing, health care, and human services will enhance the livability of our communities. Viable transportation options can directly benefit older adults, their caregivers, and health care workers, and emergency responders. Funding mechanisms should support new and improved transportation options. Funding and appropriate design of transportation components such as benches, bus shelters, good lighting, cross walks that are well marked, and crossing signals with adequate time to cross for persons of all abilities is essential. The cross- disciplinary education of planners, transportation engineers, and the people who use transportation systems in support of increasing these choices is imperative. When transportation systems are properly designed and implemented, they can help individuals maintain their independence and mobility by ensuring accessibility to destinations important to older adults. This includes the maintenance of sidewalks and lights for safe and walkable neighborhoods.

D. **Use Land-Use and Zoning Tools to Create Welcoming Communities for Older Adults**
In many communities, planning for an aging population often has been limited to concerns over providing space for nursing homes and age-restricted housing. As planners, we recognize that the location of where we develop or re-develop housing is equally as important as what type of housing we build, as is proximity

to essential goods and services. Policies, investments, and new tools such as form-based codes should help create a built environment that intentionally provides opportunities for older people to easily participate in community life and activities. This allows them to age in community and not in isolated age-specific enclaves. Because mobility limitations may increase with age, it is important to facilitate quality of life for older adults by creating mixed-use, well-connected neighborhoods with access to health centers, pharmacies, grocery stores, parks and cultural activities. This includes the maintenance of sidewalks and lights for safe environments, walkable neighborhoods, and natural areas to recreate. Redevelopment should occur in areas with an existing network of community supports and services.

E. **Support the Economic Well-Being of Older Adults and their Caregivers**
Local economic development policies and planning should address the needs of community members of all ages and income levels. When economic development policies and local businesses recognize the needs and assets of older adults as consumers, workers, mentors, and entrepreneurs, resilient economies are built. Additionally, formal and informal caregivers represent a large and largely invisible and undercounted component of local economies. Caregivers should be recognized and considered in planning, land-use, and economic policy development. Home care workers, in particular, need access to efficient transportation and affordable housing options.

F. **Strengthen the Community Assets of and Supports for Older Adults**
Planners need to design policy and planning responses that address the needs of older adults— particularly, those at-risk of homelessness—and also take advantage of the contributions of older adults in all community contexts. Inadequate physical design must be recognized as a barrier and addressed to ensure segments of our society are not excluded. Community services and the assets that older adults and their social networks represent are key complements to physical design. Older adults have the skills, connections, and time to put toward helping their communities and are looking to keep active and remain engaged in civic life. Communities that incorporate opportunities and services for older adults in all aspects of zoning and economic, land-use, and transportation planning will allow older adults and their families to engage more fully in community and economic activities, reducing the individual and societal costs of institutionalizing older adults who could be better cared for in community settings. Moreover, community inclusion of older adults will reduce both individual and societal costs associated with institutionalization. Greener buildings may also improve the health of their occupants.

DEFINITION, KEY FACTS, AND RATIONALE

Aging in community means that older adults are able to live as independently as possible as members of the community of their choice. For some, this means growing older in a long-time home; for others, it means transitioning to a more appropriate and supportive setting but still in their community. During a lifetime, people develop connections to place and form important social relationships within their neighborhoods and communities. Sustaining these relationships plays an important role in aging well. The aging population presents both a challenge and opportunity to transform and improve our communities. It will bring profound challenges to health care and social services, housing and transportation, the workforce and retirement safety net and every aspect of life. It is also an extraordinary opportunity to create healthy environments that encourage active lifestyles so all residents may thrive. Planners play a key role in the provision of access to the structures and services that either support or hinder resident well-being, independence, productivity, and prosperity.

COMMUNITY ENGAGEMENT
Jurisdictional plans should reflect the input and experience of people of all ages who live in different circumstances and with different abilities. The aging of the population demands a fundamental shift in planning in order to maximize the engagement of older adults and minimize the economic, social and health challenges that will otherwise overwhelm communities. Anticipating this demographic change early facilitates developing key relationships, coordinating critical strategies as well as creating new options. Finding common themes and opportunities to work with other strategic alliances will prove beneficial. Collaborative efforts allow partners to advance initiatives more quickly, share resources, and leverage funding.

HOUSING
Affordability is a major factor determining where older people live and their quality of life, especially for those with fixed, low-, or extremely-low incomes. There are long open and closed waiting lists for publicly-subsidized housing, and the need for the U.S. Department of Housing and Urban Development (HUD) Section 202 Supportive Housing for the Elderly, and the U.S. Department of Agriculture 515 and 521 programs continues to increase as people with limited incomes age.

The Seniors Commission Report shows that by 2020, there will be 2.6 million older Americans who require assistance with activities of daily living or have cognitive or mental disabilities living at or below 150% of poverty. At the same time, fiscal constraints have limited the construction of new units and the rehabilitation of existing units. This affordable housing shortage is a serious problem. Planners should initiate a dialogue with providers of federally-assisted housing to identify collaborative opportunities to assist in the rehabilitation of the housing stock and explore mechanisms and innovative models to create new housing units. Preserving existing

affordable rental housing offers cost advantages over new construction, especially if funding for new subsidized housing is limited.

The maintenance of the existing housing stock is not only critical to older adults, but also to their neighborhoods. Keeping homes affordable reduces deferred maintenance and its cumulative effects on the functioning, appearance, and quality of the home and neighborhood. Energy-efficiency improvements contribute to a high- performing housing stock and healthy neighborhoods. Making a home more energy efficient and maintenance-free can also help older adults remain in their homes longer. Other changes that can help improve affordability include co-housing, smaller housing types, and no minimum parking requirements.

Since its creation as part of corporate income tax reform in 1986, Low-Income Housing Tax Credit (LIHTC) has become the principal source of development equity for the production of low-income housing nationwide, including specific state-based allocations for senior housing. Over time, existing projects often lack sufficient resources to make necessary retrofits and are faced with raising rents to meet this need. The National Housing Trust Fund (NHTF) was authorized by Congress in 2008, and once funded can become a mainstay of capital for the development of affordable senior housing and other forms of affordable housing that can serve people of all ages.

Universal design and visitability standards promote the well-being of people of all ages. Enhancing the mobility and independence of people of all abilities, young as well as old, contributes to community vitality. Whether by ordinances or incentives, communities should explore the benefits of design features that enable residents with a range of ages and abilities to live as independently and interdependently as possible across their lifespan. With longer life expectancies and with less personal and societal economic resources available, minimizing or eliminating the need to retrofit a home, especially when on a fixed income, is a practical solution. If home modifications are needed, they should be affordable and from providers who understand the needs of older adults. Accessible housing environments may be considered a public health issue via building codes and a civil rights issue from a disability perspective. The applicability of accessibility standards such as Universal Design extends beyond housing to promote long-term stability for a wide range of mobility and sight disabilities.

TRANSPORTATION
Age-sensitive design and proper maintenance of the transportation system enables persons of all ages and abilities to benefit from system investments. Residents who are forced to navigate a system that does not address age- related changes will experience a lowered level of functioning, leading to reduced mobility, increased dependence on family and community supports, and be at greater risk for falls and other accidents. The consequence of poor environmental design is costly—to individuals, families, and the community in terms of overall health, quality life, and financial impacts. Communities

earn a greater return on investment from enabling design and a menu of active living opportunities.

Communities benefit when their planners and designers are well versed in design methods that result in enabling environments. Similarly, educational programs, such as transit travel training, encourage greater use of the transportation system by older adults, which connects them to community activities and services and potentially lowers the overall cost of providing transportation. It also encourages physical activity which can lower healthcare costs.

People differ in their degree of physical and cognitive ability, especially among the oldest community members. As such, a variety of transportation options are needed. Fixed route bus and rail services will meet the needs of many able to navigate their communities independently. Demand responsive service may be the most cost-effective form of public transportation in rural areas. For those unable to access fixed-route service, specialized transportation services, including human services transportation, provide an invaluable lifeline. Coordination of public, specialized, and human services transportation results in more efficient and effective service delivery.

Public funding for specialized transportation has not kept pace with growing demand. In some cases, private sector resources may be harnessed simply by removing legal barriers. In other cases, outreach to non-traditional funders can result in untapped resources for community benefit. After all, community transportation providers often transport the patients and residents of nursing homes, hospitals and health clinics.. Employers benefit from reduced time off work when their employees can rely on community transportation services for family members. Home health care workers caring for older adults often rely on public transportation to get to and from their jobs.

The availability of transportation options facilitates personal independence. Older adults in many communities rely on their own personal vehicle for transportation, and if that option is restricted or removed, older adults may become isolated and depressed, as well as lose their ability to contribute to the economy and the community. This can be a particular problem in rural and suburban areas, but also in urban areas. Maintaining social connections is critical for the health and well-being of older adults.

LAND-USE
Enabling design standards which respect the varied needs and abilities of older adults can decrease demand for services, increase housing choice, and increase level of functioning, independence, physical activity, social interaction, community involvement, and civic and economic engagement.

A jurisdiction's policies, services, settings and structures affect people's ability to age actively in community. For example, policies such as tax abatements may lead to aging-in-community by going beyond minimum accessibility levels when transit-oriented.

Optimizing opportunities for health, participation, and security will enhance the quality of life as people age. Communities must provide the structures and services to support active aging including the redesign and retrofit of community centers and neighborhood hubs to serve as one-stop resource centers for wellness and social engagement including the joint use of schools, churches, and other community institutions.

Older adults often require supportive and enabling living environments to compensate for physical and social changes associated with aging. The use of new technologies for affordable home-centric assistance products and broadband connectivity provide social engagement and stimulation, a sense of purpose, safety, and healthcare applications to cope with and embrace aging. These technologies include innovative, "smart home" models and environments that access in-home healthcare and wellness options, caregiving, and social and learning opportunities. Planners need to be flexible and address planning and zoning barriers to emerging home-centric options.

Parks and recreation facilities and community amenities provide opportunities for not only physical activity, but also social engagement, education, nature study, and environmental awareness. Proper nutrition is a key to maintaining good health; farmer's markets and community gardens can facilitate healthy eating and access to fresh fruits and vegetables as well as opportunities for social engagement.

ECONOMIC WELL-BEING
Older adults and their caregivers represent an under-recognized market segment; serving these groups offers a new business niche that can meet the needs of older adults while at the same time promoting economic development.

Older adults continue to work long past traditional retirement age. For many, the supplemental income is critical for reducing poverty. Older adults also provide a skilled labor force for the local economy, and work is valued by many as a way to stay engaged in community life. Tapping into the experience, skills, and wisdom of older adults can offer tremendous educational and training benefits to younger workers. Volunteer efforts provide another opportunity for civic engagement and social involvement.

Most caregiving is informal—from neighbors helping neighbors to family caregivers to car shares and time banks. Planners can facilitate these informal networks and link them to formal support systems. The caregiver support ratio (number of potential caregivers aged 45 to 64 for each person aged 80 and older) is expected to decline sharply, placing increasing demands on local services. Today, women outnumber men as caregivers three to one. Leaving the primary burden of care for children and elders on women is poor economic policy, inequitable toward women and has been shown to reduce women's health and economic well-being in older age. Long-term lifetime earnings and subsequent retirement benefits are negatively affected by the inequitable care burden that women face throughout their lifetimes. Formal child care, elder care and other

social service supports, including transportation, are critical economic infrastructure for healthy aging.

People live in all types of households. Discriminatory family definitions unnecessarily burden older adults who wish to cohabitate for financial or other reasons, including the LGBT and immigrant communities of elders. Discriminatory practices undermine the potential for new, more innovative housing arrangements that promote household sharing across generations and non-family members.
Immigration status and work in the informal sector can render subsets of older adults ineligible for appropriate income support and necessary health insurance. Planners have an ethical obligation to support federal, state, and local policies that overcome such discrimination. The perception of growing inequality—especially among residents outside the labor force, e.g., children and older adults—must be addressed through public policies at all levels—federal, state, and local. Planners should be careful not to deepen inequalities through policies that privilege the financially well-off.

COMMUNITY ASSETS OF AND SUPPORTS
Currently, housing and services designed for older adults are principally age-segregated (senior housing, senior centers, home-delivered meals, adult day care, etc.) This service design model has several unintended negative effects: it reinforces ageism, as there is less contact with older people by other generations; areas with smaller populations or fewer resources lack many of these facilities; and the many existing community assets (libraries, schools, parks, public transportation, cultural institutions, and businesses) are often not physically accessible and inviting to older adults. Communities—large and small—where individuals of all ages, identities, and abilities have opportunities to both contribute and receive support and share each other's efforts, talents, and assistance, promote interdependence and connectedness that make people happy and communities resilient.

Interdependencies between generations are beneficial to communities, including both the critical role of informal family caregivers in caring for older adults and the critical role of older adults within families (caring for grandchildren, contributing to household support, providing emotional support, and performing other key domestic roles). Communities where people of different generations live in proximity, work together and engage in civic activities together, are more sustainable and more resilient. A community's policies, services, settings, and structures support and enable people to age actively in community. Optimizing opportunities for maintaining health, participation, and security will enhance the quality of life as people age. Communities must provide the structures and services to support active aging, including the redesign and retrofit of community centers and neighborhood hubs to serve as one-stop resource centers for wellness and social engagement, including the joint use of schools, churches and other community institutions.

Older adults represent untapped, vital human resources for communities, contributing their talents and experience to social, cultural, economic, and civic life. Care-related services are an economic investment, not just expenditures. These services provide the foundation for economic development and also provide critical support to family caregivers. Services such as transportation and home-delivered meals can help ensure full functionality of older adults. Services for older adults can be linked to services for children and caregivers thereby increasing access and quality of life for all. Such shared services also help build political will for community financing.

POLICY OUTCOMES
This section summarizes the desired results from implementation of the guiding policies above.

COMMUNITY ENGAGEMENT
Actively Involve Older Adults and Engage the Aging Perspective in the Planning Process

1. The American Planning Association and its Chapters and Divisions support community engagement of older adults in all dimensions of planning. Planners must reach out to all members of the community, making participation possible across age, language, class, race, gender, sexual orientation, immigration status, ability and technology barriers.

1.1 Planners should develop mechanisms to regularly consult with older adults on specific plans, policies, and codes (form-based codes, building codes and land use codes), Planning paradigms such as Healthy Communities, (codes) Sustainability, Complete Streets, Transit-Oriented Development and Traditional Neighborhood Design should be systematically reviewed from an aging perspective. For older adults particularly, it is important to consider meeting times, physical accessibility of locations, transportation options, accessibility of oral and written communications, and relevant agendas. Planners must actively seek out those who are homebound, who speak languages other than English and those who may not have access to computers. Family caregivers and paid caregivers can also provide planners with insight into their needs and desires, and those of their loved ones.

2. The American Planning Association and its Chapters and Divisions encourage planners to meet with public, private, and community stakeholders (including older adults) in their jurisdictions to assess, discuss, and develop strategies to address unmet needs as well as apply the strengths of older adults living in their jurisdictions.

2.1 Planners should foster opportunities for community-wide dialogue to bring together professionals from a variety of fields, including transportation, planning, physical and mental health, architecture, developers, geriatrics, gerontology, housing, faith communities, and social work to identify appropriate community designs to support and

involve older adults throughout their lifetime. Planners should align the goals of aging in community with broader local community priorities to gain trust and participation in the process and intentionally facilitate intergenerational dialogue.

HOUSING

Ensure that a Range of Affordable and Accessible Housing Options are Available for Older Adults

3. The American Planning Association and its Chapters and Divisions support federal funding for the production of new and preservation of existing low-income rental housing, including subsidies and financing structures that ensure long-term viability of affordable rental housing developments, and programs to prevent and reduce homelessness in an aging population. There should be greater flexibility in management policies and within rental subsidy programs to allow for the development and preservation of co-housing and other intergenerational living opportunities.

3.1 The American Planning Association and its Chapters and Divisions support programs such as the Low-Income Housing Tax Credit Program and increased allocations, as well as increased funding for Community Development Block Grants, the HOME Investment Partnerships Program and funding to capitalize the National Housing Trust Fund.

3.2 The American Planning Association and its Chapters and Divisions support strategies that ensure quality housing choices for older adults, such as the maintenance and modernization of the existing housing stock through direct financial assistance from loan and grant programs, mortgage default avoidance education, home maintenance assistance, home modification programs for people with disabilities, and weatherization assistance programs.

3.3 The American Planning Association and its Chapters and Divisions support adopting policies, ordinances and incentives that facilitate affordable and inclusive housing and include enabling design - design that enables residents of varying levels of physical ability to live - in all multifamily housing and single family residential and advocates its use in housing assisted with federal subsidies.

3.4 The American Planning Association and its Chapters and Divisions support the preservation and modernization of federally-assisted housing for older residents; including the HUD Section 202 Supportive Housing for the Elderly, and the U.S. Department of Agriculture 515 and 521 programs.

3.5 The American Planning Association and its Chapters and Divisions support the identification and reuse of underutilized or vacant properties for the development of affordable housing, particularly housing for older adults.

TRANSPORTATION
Ensure Access to Quality Transportation Options for Older Adults

4. The American Planning Association and its Chapters and Divisions recommend that local, state, federal, and private entities evaluate and modify their transportation planning policies and land use practices to ensure accessibility, affordability, convenience and safety for older adults of all abilities.

4.1 The American Planning Association and its Chapters and Divisions support requiring design for the specific needs and abilities of older adults of each component of the transportation systems, including physical attributes (e.g., interior spaces, sidewalks, lighting, large button crosswalk controls, retro- reflective signs and pavement paint, low floor buses with stop enunciators, seating at bus stops), and information features (e.g., signage, schedules and website).

4.2 The American Planning Association and its Chapters and Divisions support the adoption of policies and implementation of plans consistent with the principles of Complete Streets, whereby everyone has convenient, safe, and reliable transportation regardless of whether they get around by car, bicycle, on foot, or by public transportation, and regardless of age and ability.

4.3 The American Planning Association and its Chapters and Divisions urge states and Metropolitan Planning Organizations and Regional Planning Commissions to explicitly address the needs and capacity of older road users (drivers, passengers, transit users, pedestrians, and bicyclists) in their transportation plans, policies, and design standards including their state-level Strategic Highway Safety Plans and Highway Design Manuals.

4.4 The American Planning Association and its Chapters and Divisions support cost benefit analyses of transportation investments to consider age- sensitive designs and systems to identify the best use of resources and potential savings in both transportation and broader community budgets.

4.5 Planners should advocate for funding to plan and develop well-integrated networks of pedestrian and bicycle paths, trails and facilities such as bus stops and rail stations.

5. The American Planning Association and its Chapters and Divisions support the education of the general public, stakeholders such as developers, decision makers, planners and older adults on the components of transportation systems and the effects such systems have on daily living.

5.1 The American Planning Association and its Chapters and Divisions support educational activities for planners, as well as other professionals in related disciplines, on enabling design to ensure that planning and design professionals understand how their work impacts older adults' mobility and overall quality of life.

5.2 The American Planning Association and its Chapters and Divisions support educational activities geared towards older adults and their support networks as well as the general public. All citizens must be more aware of and better-educated on transportation options and their successful use, including public transportation, mobility management, driver and car assessment programs, and other public and private services.

6. The American Planning Association and its Chapters and Divisions support increased local, state, and federal funding, and coordination of, fixed-route public transportation, specialized transportation (including demand responsive, paratransit, and human services transportation), and intercity bus and rail transit. The overall goal is a well-integrated or connected transportation system to allow access to daily needs and to ease moving from one mode of transport to another (e.g. bus to rail).

7. The American Planning Association and its Chapters and Divisions support policies that create incentives for private resources to support specialized transportation services for older adults, including volunteer driver programs, rideshare programs, and demand responsive paratransit service.

7.1 Congress should adjust the Internal Revenue Service charitable mileage deduction rate to the higher business-related mileage deduction rate to encourage participation in volunteer driver programs (in 2014, a $0.42 difference).

7.2 States should establish policies that protect volunteer drivers from unreasonable or unfair increases in liability or insurance rates that arise solely from volunteer driver status.

7.3 States and localities should exempt non-profit volunteer driver programs from livery laws when those programs collect payment for rides to help cover operating expenses.

7.4 States should establish policies that exempt non-profit volunteer driver programs from car dealership laws that impede their ability to exchange vehicles from older adults for transportation service.

7.5 Specialized transportation providers should be encouraged to reach out to hospitals, clinics, nursing homes, assisted living facilities, employers, etc. to help fund their services.

8. The American Planning Association and its Chapters and Divisions recognize the importance of transportation systems to the health and well-being of older adults.

LAND-USE

Use Land-use and Zoning Tools to Create Welcoming Communities for Older Adults

9. The American Planning Association and its Chapters and Divisions recognize that a gap exists between the needs and abilities of older adults and the design of the built environment throughout most communities and supports policies which eliminate this gap, using land-use and zoning as a vehicle for creating enabling environments to raise the level of functioning and independence of older adults.

9.1 The American Planning Association and its Chapters and Divisions support the development of zoning policies for accessible Accessory Dwelling Units (ADUs), which are recognized as an important mechanism to allow people to remain in their communities. ADUs can support caregiving and provide a source of essential income. Other residential design options include cottage housing, multigenerational homes, co-housing, or other creative designs.

9.2 The American Planning Association and its Chapters and Divisions recognize that the scale of development impacts an aging population with mobility concerns and supports policies that encourage smaller minimum floor areas, smaller lot sizes, and more compact development.

9.3 The American Planning Association and its Chapters and Divisions support land-use policies and building codes for the development and application of enabling design standards (such as large- button cross walk controls, large font signage, wayfinding and zero-step entries in housing) to ensure that design is accessible at a human-scale throughout a community.

9.4 The American Planning Association and its Chapters and Divisions recognizes that the provisions of independent and assisted living communities represent essential community facilities for which required mitigation of exactions may be reduced or eliminated.

10. The American Planning Association and its Chapters and Divisions support planning policies and zoning regulations that foster mixed-use development as opportunities to co-locate services, land-uses, and programs to offer a continuum of affordable, supportive living options for healthier, independent living.

11. The American Planning Association and its Chapters and Divisions support policies and zoning that facilitates the infrastructure, including emerging technologies, needed to promote and sustain aging in community and maintenance of day-to-day functioning, engagement, and contribution to community life.

12. The American Planning Association and its Chapters and Divisions recognize that physical and social connectivity such as lighting and wayfinding are critical for the health and well-being of older adults. The American Planning Association and its Chapters and

Divisions support policies that create seamless physical and social networks that facilitate improved health, economic opportunity, and community engagement.

12.1 Planners should coordinate transportation and land use that support community development policies that require homes, neighborhoods, goods, services, and community facilities to be physically connected to each other by a variety of comfortable, safe, and logical mobility options.

12.2 Planners should promote land use planning and zoning changes that support access to an efficient transportation network, such as mixed use development, transit-oriented development, and higher density development as appropriate for the community.

12.3 Planners should advocate for community parks and open space that offer opportunities to improve and maintain physical health and well-being, as well as park amenities to meet the needs of those with mobility and sensory issues.

12.4 Planners should advance policies that permit and encourage community gardening [consistent with the adopted Policy Guide on Community and Regional Food Planning] that offers opportunities for social connectivity, physical activity, and healthy food choices and use of products in senior nutrition programs. Raised planters can facilitate participation of those with difficulties with bending or kneeling.

12.5 Planners should eliminate physical and regulatory barriers as needed to promote communities with connected and accessible informal and formal gathering spaces, both indoor and outdoor.

12.6 Planners should encourage communities to consider proximity to environmental health risks when planning for citing location of residential uses for sensitive populations.

ECONOMIC WELL-BEING

Support the Economic Well-Being of Older Adults

13. The American Planning Association and its Chapters and Divisions support economic development policies that address the needs of people of all ages.

13.1 Planners should promote age-friendly businesses that facilitate access, employment and use by older adults.

13.2 Planners should promote workforce development programs and volunteer opportunities for and by   older adults.

14. The American Planning Association and its Chapters and Divisions support the development of policies and programs that recognizes the importance of informal caregivers (and often family members who are unpaid) as integral supports for the aging population.

14.1 Planners should change planning and zoning codes to allow child and elder care in residential settings and to allow older adults and caregivers to reside together.

14.2 Public and private sector employers should support informal caregiving by offering through strategies such as flexible work hours, referral to caregiver resources in the community, on-site support groups for working caregivers, and discounted backup home care for emergency needs.

15. The American Planning Association and its Chapters and Divisions believe that local, state and federal policy should not discriminate by gender, immigration status, employment status or family definition.

15.1 Planners should remove discriminatory definitions of family from zoning codes

15.2 Planners should design policies that encourage economic access for all ages.

COMMUNITY ASSETS AND SUPPORTS

Strengthen the Community Assets of and Supports for Older Adults

16. The American Planning Association and its Chapters and Divisions support an "age in everything" approach to planning, where older adults are considered in all program and facility planning along with green building practices to ensure healthy environments. This is especially critical in suburban and rural areas, where there may not be the population to support "older adult only" services, but where modification of existing assets makes them useful to older adults. New models such as the Village to Village Network and World Health Organization/AARP Age-friendly Cities/Communities are valuable approaches for active aging in community.

17. Planners should recognize that interdependencies between generations are beneficial to communities.

17.1 The American Planning Association and its Chapters and Divisions support planning policies and zoning regulations that foster mixed-use development as opportunities to co-locate services and programs in intergenerational settings such as schools and community parks and offer a continuum of affordable housing and service options for healthier, independent living.

18. The American Planning Association and its Chapters and Divisions believe that planners—who help shape the physical design of a neighborhood and community—are key leaders who can help ensure that older adults remain active and engaged in their community and that support services are easy to access so that frail older adults may continue to reside in the community and improve their health and quality of life.

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RELATIONSHIP TO OTHER POLICY GUIDES OF THE AMERICAN PLANNING ASSOCIATION
This Policy Guide is related to other Policy Guides adopted by the American Planning Association in recent years, including:

- Smart Growth Policy Guide (adopted 2012)
- Surface Transportation Policy Guide (adopted in 2010)
- Housing Policy Guide (adopted in 2006)
- Other policy guides addressing food systems planning, security, neighborhood collaboration, sustainability and public redevelopment all indirectly address the needs of the elderly. Please refer directly to these closely allied policy guides for additional policy reference on those topics: http://planning.org/policy/guides/.

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National Council for Public-Private Partnerships
City of Dallas/Dallas Public Library

1999 NCPPP Project Award Winner
Project Location: Dallas, Texas
Public Sector Partner: Dallas Public Library
Contact Name: Gail Bialas, 214.670.7808
Private Sector Partner: Kroger Company

Project Summary
 Although libraries are often located in commercial areas near shopping centers, the Oak Lawn Library project marks the first time that a Dallas Library has been constructed, sharing a parking lot with a commercial entity. But more than shared parking, the Library and Kroger have succeeded in making their services more accessible to the population they serve. A trip to the Library and to the grocery store are now easily combined. The Library and Kroger have been good neighbors to one another, sharing services with their mutual customers.

The Oak Lawn Library occupies one corner of a strip shopping center, next to a supermarket and a vast parking lot. Their challenge was to give the library a civic identity in anonymous surroundings, which they did by designing a formal public entrance, complete with columns and potico, then making the long street façade a store window advertising books and ideas.

After a year of negotiation, the City of Dallas and the Kroger Company entered into a development agreement which, in return for the construction of a new 12,900 square foot branch library to replace an existing 11,000 square foot building, allowed the Kroger Company to construct a new grocery store on property owned by Kroger and a joint-use parking lot on adjacent Library and Kroger property. In return for the joint parking, Kroger designed and constructed a new Library, including site preparation, parking, lighting and landscaping and contributed $175,000 for a temporary facility to operate Library services during the construction period. Once the agreement was signed, the Library found a temporary facility and moved into a nearby storefront for the period of time it would take to construct the new building.

Kroger paid for the architect's design of the building. The architect worked with library staff, incorporating the elements of contemporary library service with community expectations for the Library. The Library's location was moved closer to the corner to give it more street visibility and an entrance facing out onto a main thoroughfare. It was imperative that the design reflect the community's diversity by being accessible to children, the elderly and those with physical disabilities. The design included windows which flooded the building with light and made the building attractive to those walking and driving by it. Special lighting enhanced reading and computer use. The design was so successful that the building was recipient of the Texas Society of Architects 1998 Design award.

The shared parking arrangement benefits the Library and Kroger. The grocery store attracts library users and vice versa. The Library's use has increased considerably. Usage climbed from 112,141 people in fiscal year 1995-96 to 192,104 in fiscal year 1997-98, an increase of almost 80,000 people in a two-year period. Having the Library and the grocery store in close proximity made the Library a part of the neighborhood's traffic pattern, providing more visibility and convenience to its patrons.

FTA RESEARCH

FEDERAL TRANSIT ADMINISTRATION

Planning for Transit-Supportive Development: A Practitioner's Guide

Section 5: Local Planning and Transit-Supportive Development

JUNE 2014

FTA Report No. 0057
Federal Transit Administration

PREPARED BY

Dr. Colette Santasieri
Director, Strategic Initiatives
New Jersey Institute of Technology

U.S. Department of Transportation
Federal Transit Administration

B. Case Studies in Station Neighborhood Planning for Transit-Supportive Development

Prepared by:
New Jersey Institute of Technology

This section focuses on specific transit station neighborhoods. The station neighborhoods in this section correspond to the transit lines featured in the "Case Studies in Corridor Planning" section. These case studies do not focus on the design of the transit stations, but on the neighborhoods that surround the stations. Just as there is no single method of integrating transit planning and local land use planning on the corridor level, there is also no single planning method on the local level. Like the case studies in corridor planning, each station neighborhood has its own unique story.

The following case studies provide a reference for any entity or community embarking on station neighborhood planning. These examples:

- Discuss laws, regulations, and polices that can be created and implemented to encourage transit-supportive development around transit stations
- Illustrate the types of plans that can be created to support mixed uses and higher densities and address issues such as parking
- Provide the steps that the public sector can take to encourage and enable transit-supportive developments, including how to fund portions of the development, construct the needed infrastructure (such as new streets, sidewalks, and parking structures), and locate civic uses within the development
- Highlight the role of local stakeholders such as community organizations
- Feature real-world examples of transit-supportive developments constructed within the station neighborhoods
- Provide lessons learned that are transferrable to other local jurisdictions

The case studies are not intended to reflect all situations, but are meant to be illustrative of various experiences. Not all of the planning approaches discussed at the station neighborhood level can be replicated since communities are unique entities, but there is much to be learned by reviewing what others have done and how they have done it.

The station neighborhood case studies included in this section are as follows:

- Hayward Station, BART Richmond-Fremont Line, City of Hayward, CA (heavy rail/rapid rail)
- Plano Station, DART Red Line, City of Plano, TX (light rail)
- Del Mar Station, Gold Line, Pasadena, CA (light rail)
- Pearl District, Portland Streetcar Line, Portland, OR (streetcar)
- Orenco Station, Westside MAX Blue Line, Portland, OR (light rail)

Hayward Station, BART Richmond-Fremont Line, City of Hayward, CA

Prepared by:
New Jersey Institute of Technology
Van Meter, Williams, Pollack, LLP

A previous section of this Guide focuses on the BART Richmond-Fremont Line and its associated planning for transit-supportive development. This section focuses on one station neighborhood along the Richmond-Fremont Line and the specific planning and policies enacted to encourage and enable transit-supportive developments. Highlights of specific transit-supportive developments are also provided.

Case Facts

System Name:	Hayward
Station Location:	Hayward, California
Transit System Name:	BART
Transit Corridor Name:	Richmond-Freemont Line
Transit Mode:	Heavy rail
Region (USA):	West
Role of Station within Corridor:	Commuter
Station Typology:	Transit Town Center
Municipal Characteristics:	
Location	25 miles southeast of San Francisco
Size	62.55 square miles
Population	145,839 residents (as of January 1, 2011)

Overview of BART's Richmond-Fremont Line

The Richmond-Fremont Line is within the Bay Area Rapid Transit (BART) heavy rail (rapid transit) system. The line runs for 34.4 miles from Richmond to Fremont. Constructed in two separate stages—the A line from Fremont to Lake Merritt (23.8 miles) and the R line from Richmond to MacArthur (10.6 miles)—the line has 18 stations serving 8 communities (see Figure 5B-1). Additionally, the AirBart shuttle connects the Richmond-Fremont line to Oakland International Airport.

Figure 5B-1

Richmond-Fremont Line
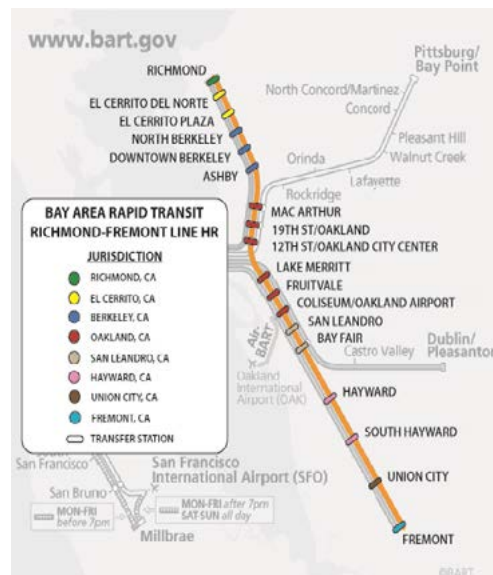
Source: http://www.bart.gov/stations/index.aspx and Van Meter Williams Pollack, LLP

Hayward Station Neighborhood

The Hayward Station is contained within the city of Hayward, California. The city of Hayward is in Alameda County and lies 25 miles southeast of San Francisco, 14 miles south of Oakland, and 26 miles north of San Jose. The Hayward Station is located toward the southern end of the Richmond-Fremont Line. One of two Richmond-Fremont Line stations located within the city, Hayward Station enjoys a downtown location and has benefitted from public investments, including a new City Hall and extended promenade and plaza designed to make the station an extension of the community. Hayward Station is a commuter station for city residents and, using the Center for Transit-Oriented Development's (CTOD's) "Transit-Oriented Places Typologies," would best fit into the "Transit Town Center" category, characterized as a local center for economic and community activity that includes a mix of moderate-density residential, commercial, employment, and civic uses. Transit in this neighborhood type is primarily commuter service to jobs.

The Hayward Station neighborhood, as defined for this case study, includes approximately 170 acres of land east and west of the Hayward BART Station within an approximate ¼-mile radius of the station. The boundaries include Mission Boulevard to the east and Alice Street to the west. The northern boundary, one block north of A Street, is Grace Street (east of BART) and Smalley Street (west of BART). The southern boundary starts at the intersection of Mission Boulevard and Jackson Street and follows Jackson Street diagonally and southerly to Sutro Street, then travels north to Dean Street, which runs west to meet with Alice Street, the western boundary (see Figure 5B-2). (See chart at the end of this section for data pertaining to the Hayward Station and its associated neighborhood.)

Figure 5B-2
Hayward Station Neighborhood Study Area
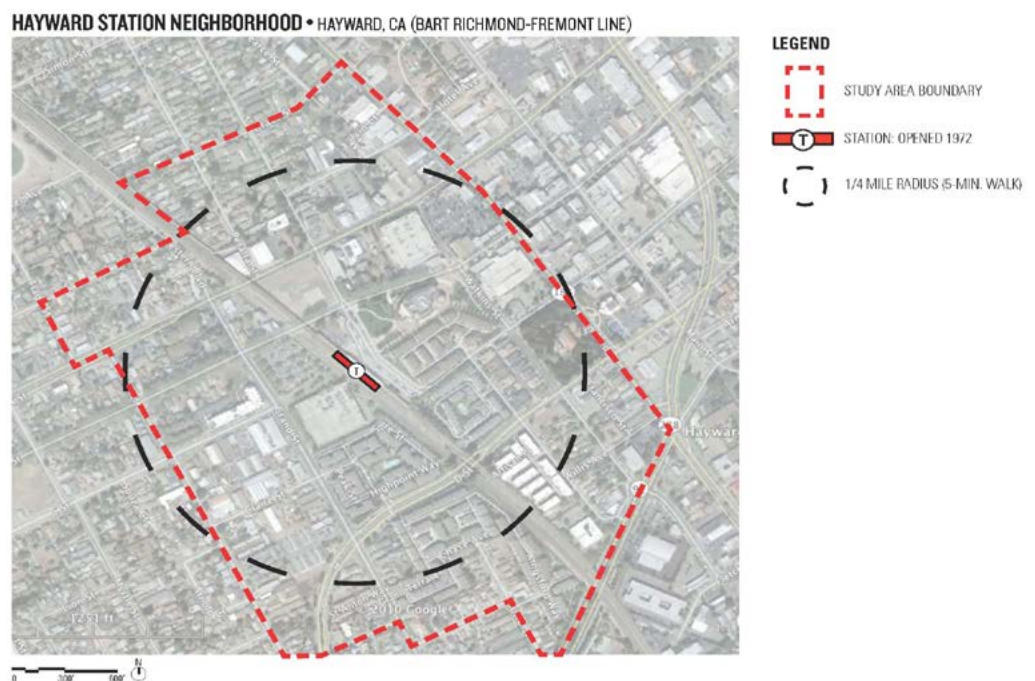
Source: Van Meter Williams Pollack, LLP

The neighborhood includes a healthy mix of land uses, including retail, residential, and civic buildings. The City Hall (opened in 1998), along with new retail establishments, contribute to the "city center" dynamic, while new residential projects are helping to enliven the downtown core. Neighborhood building heights are modest, ranging from 1–3 stories. Residential densities vary from 5 dwelling units per acre (du/acre) for single-family blocks to 35 du/acre for new multifamily housing blocks.

Planning for Transit-Supportive Development

The City of Hayward has long encouraged transit-supportive development. The downtown Hayward Station neighborhood has experienced considerable success anchored by public investments. A Downtown Hayward Design Plan was adopted in 1987 and has since been revised three times, most recently in 1992. The plan set forth a vision for the area and set a tone for other supportive actions taken by the City of Hayward. The General Plan, zoning ordinances, and Downtown Hayward Redevelopment Plans have all strongly encouraged transit-supportive development. The Central City Residential Zoning District, which encompasses land to the north and west of the study area, allows residential densities of 17–108 du/acre (see Figure 5B-3).

Figure 5B-3

Downtown Hayward Design Plan, Densities Map

Source: City of Hayward, http://www.hayward-ca.gov/municipal/ZoningOrd/sec%2010-1.1540%20central%20city%20plaza.pdf
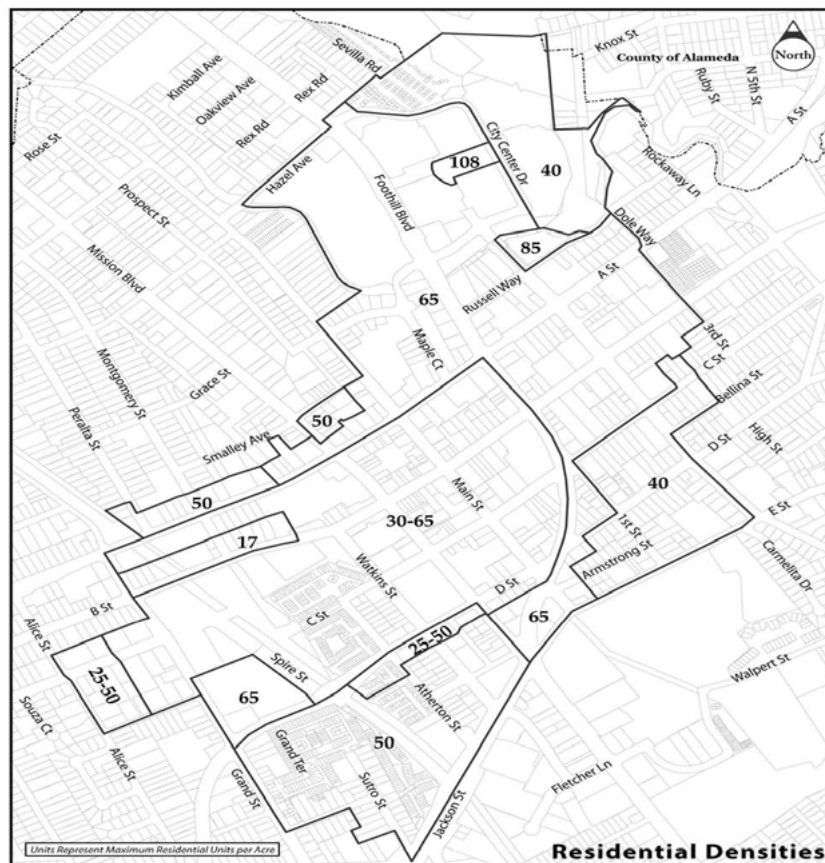
As a practical matter, most of the key projects and area-wide improvements have resulted from public/private partnerships, many involving the Hayward Redevelopment Agency. From a regulatory standpoint, these improvements were encouraged by the Planned Development District (PD) guidelines. The City of Hayward's emphasis has been on initiating projects, as opposed to achieving specific density targets. Most of the transit-supportive development projects constructed range from 20–30 du/acre. The catalyst City Hall project was accomplished with assistance from BART, which participated in both a land swap and a property sale, making it possible to construct the project and develop the pedestrian connection that effectively made the Hayward Station a part of the community.

The City of Hayward has used the Hayward Redevelopment Agency and TIF to develop public/private projects and to help finance public improvements. (For more information on TIF, see the "Funding and Financing Public Transit and Transit-Supportive Development" section.) The city government has also used a series of programs to improve the downtown area, including the Sidewalk Rehabilitation Program, the Clean and Safe Activities Program, and the Retail Attraction Program, which makes loans to both property owners and businesses. A Business Improvement District (BID) and a Community Development Block Grant provide funding to maintain the area.

The City of Hayward Redevelopment Project Area includes three redevelopment sub-areas—Redevelopment Sub-Area 1 (Downtown Redevelopment Area and 1987 Annex), Redevelopment Sub-Area 2 (Burbank-Cannery Sub-Area), and Redevelopment Sub-Area 3 (Mission-Foothill Sub-Area), (see Figure 5B-4). The Hayward Station Neighborhood is contained within in Redevelopment Sub-Area 1.

Figure 5B-4

*City of Hayward
Redevelopment
Project Area*

Source: http://www.hayward-ca.gov/departments/ced/documents/redevelopment/
RedevelopmentProjectAreaMap.pdf
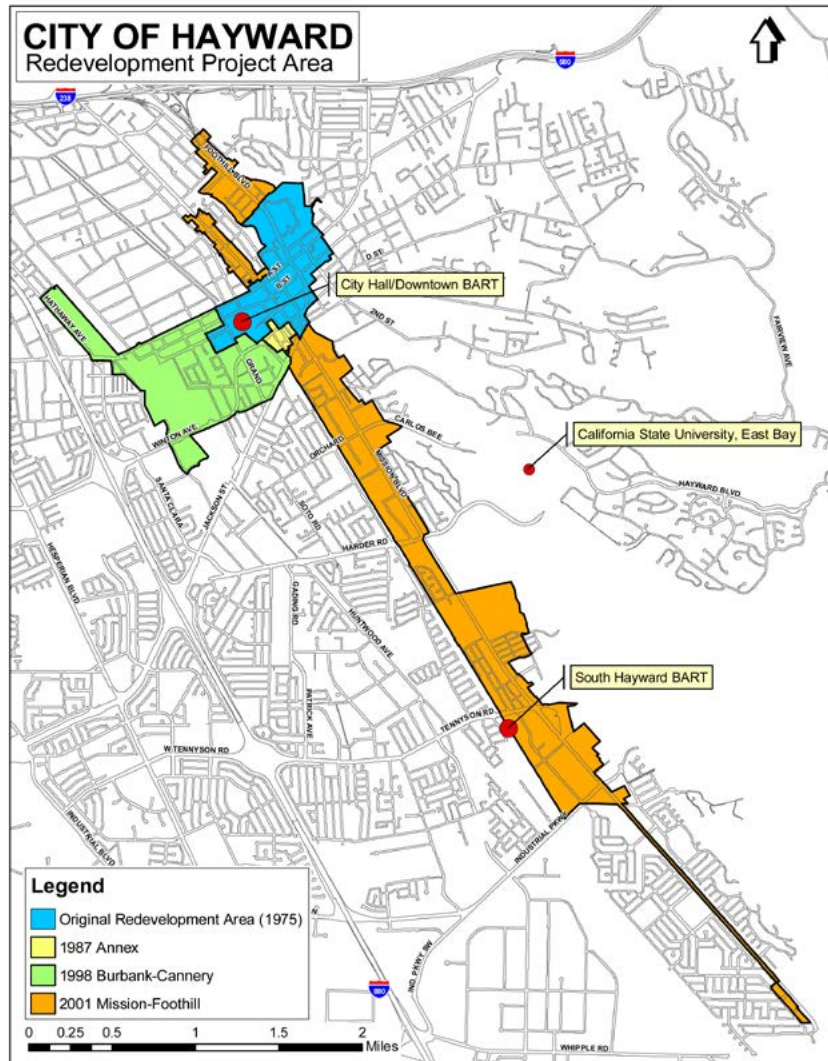
Hayward Station Neighborhood's Transit-Supportive Developments

The City of Hayward is an established community with existing transit-supportive development infrastructure, including a connective street grid and suitable block sizes. The effort to encourage transit-supportive development has included many separate factors. Within the Hayward Station neighborhood is the Downtown Redevelopment Area. The 1987 Annex transit-supportive development projects within this Redevelopment Sub-Area are the subject of the following discussion. Figure 5B-5 illustrates the areas of change within the neighborhood and the specific transit-supportive developments.

Source: Van Meter Williams Pollack, LLP
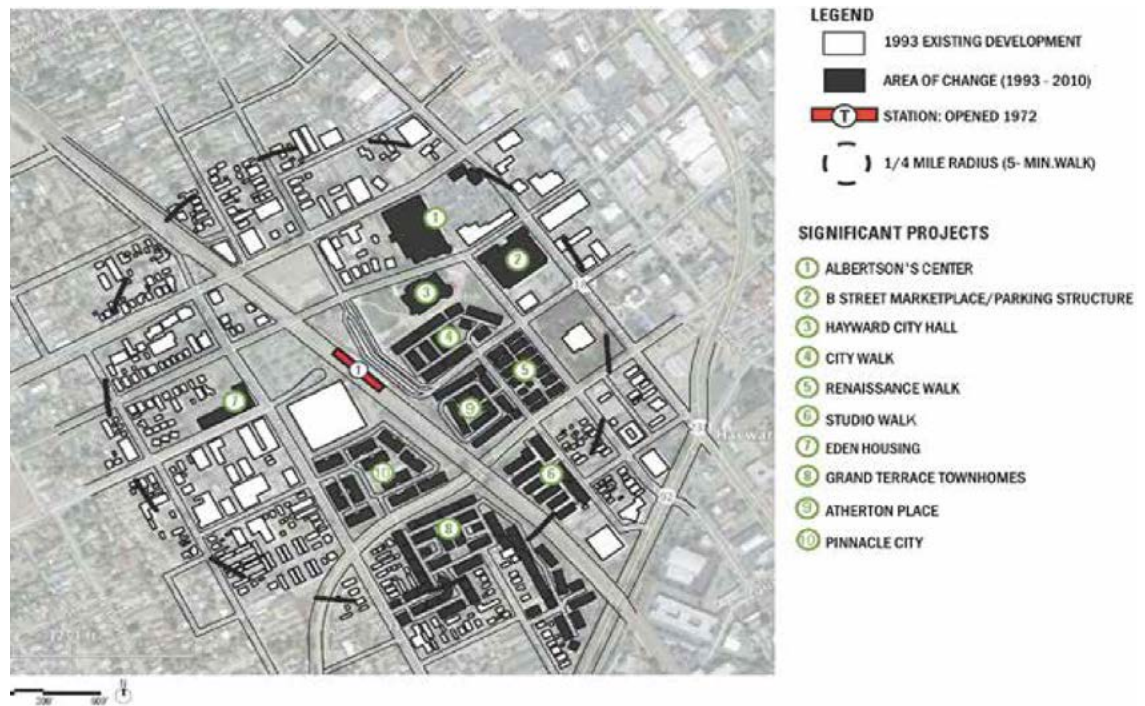
Figure 5B-5

Areas of Change and Transit-Supportive Developments in the Hayward Station Neighborhood

Redevelopment Sub-Area 1: Downtown Redevelopment Area and 1987 Annex

The Original Redevelopment Area and 1987 Annex comprise Redevelopment Sub-Area 1. In response to people moving away from the city center, this 240-acre area was established to revitalize the downtown core and create a civic presence within the downtown. The focus has been on attracting and keeping small businesses in downtown, concentrating retail and residential uses more centrally, and providing parking and infrastructure upgrades.

Albertson's Center

Located between A and B Streets along Mission Boulevard is the 62,000 SF Lucky Supermarket (formerly Albertson's). Also on this block is 18,000 SF of smaller retailers and surface parking. The presence of the large supermarket is masked by small, liner retailers along B Street, which helps to contribute to the pleasant pedestrian experience of B Street. Additional parking is provided atop the supermarket, accessed by a ramp adjacent to B Street.

This project was a six-year public/private effort between the Hayward Redevelopment Agency and Albertston's. The agency provided environmental assessments of the site, assembled the land, and then sold the land to the developer at market rate (see Figure 5B-6).

Figure 5B-6

Albertson's Center

Source: Van Meter Williams Pollack, LLP

B Street Marketplace and Public Parking Structure

Located across B Street from Albertson's Center is the B Street Marketplace, which includes approximately 15,000 SF of ground-floor retail for small tenants. Tenant improvements, funded by the Hayward Redevelopment Agency, were completed by 2002, which helped extend the commercial corridor of B Street closer to the Hayward Station and the City Hall. A public parking structure, located adjacent to the B Street Marketplace, is the result of a joint effort between the City of Hayward and the Hayward Redevelopment Agency. Originally constructed in 1999, the parking structure included 320 parking spaces on two levels. In 2005, the B Street Marketplace was subdivided and sold to a private owner for $3.65M. Revenue of $3.5M was used to add another level of parking to the structure with 178 parking spaces, for a total of 498 available spaces. This parking structure serves the B Street Marketplace, nearby merchants, and City Hall visitors and employees.

Hayward City Hall

The Hayward City Hall (see Figure 5B-7), opened in 1998, is the focal point of the Hayward Station neighborhood. This catalyst project includes a public pedestrian "paseo," which connects directly to the BART station, as well as a public park and plaza. The building offers a public rotunda and art gallery featuring local artists, as well as a public information center on the first floor. The plaza surrounding City Hall is used for Downtown street parties, held on the third Thursday of each month from June to September. The street parties are hosted by the Hayward Chamber of Commerce and include local merchant booths, community and civic organizations, food vendors, activities for families, and live music. This civic icon has helped spur other development in the neighborhood and has helped to extend the "city center" toward the Hayward Station.

Figure 5B-7

Hayward City Hall

Source: Van Meter Williams Pollack, LLP

The land for the City Hall redevelopment was made available through a land swap with BART. The City owned two parcels north and south of Atherton Street, and BART owned the portion closest to the transit station. To implement the city's vision for City Hall, BART exchanged land with the local government. The City took the western half of the block, and BART took the eastern half (where the City Walk development currently sits). BART also sold to the City, at fair market value, an 8,214 SF parcel for the pedestrian promenade linking City Hall to the Hayward Station. The City obtained a $1.1M Intermodal Surface Transportation Efficiency Act (ISTEA) grant to build the pedestrian promenade, which was similar to the grant BART won for the Fruitvale Station.

Funding for the City Hall project and the addition to the parking structure (mentioned above) was provided through funds borrowed from the City. The $7.5M borrowed was repaid at $800,000 per year. The secured funds were used for land acquisition, site costs, development of the civic plaza, and the parking structure addition.

City Walk Townhomes

City Walk Townhomes are located on the same block as Hayward City Hall. This project was completed in 2003 and includes 77 residential units in 2- and 3-story buildings at 22 units per acre. Parking is provided individually per unit in tuck-under garages. This project was a public/private partnership between the Olson Company, the Hayward Redevelopment Agency, and BART. The agency's cost toward the project was $3.M, which covered the land assembly, street closures, and site clearance. The Hayward Redevelopment Agency acquired the land from BART (see previous land swap for City Hall) by purchasing and swapping a county parcel at A and Montgomery streets. The land was sold to the developer for approximately $2M. This project has helped to populate downtown with higher-density housing (see Figure 5B-8).

Figure 5B-8

City Walk Townhomes

Source: Van Meter Williams Pollack, LLP

Renaissance Walk

Renaissance Walk, completed in the summer of 2005, is located on Watkins Street between C and D streets. This 46-unit condominium development, at 24 units per acre, consists of four-plex, tri-plex, and duplex units on one block. Twenty-two of the units are priced for affordable- to moderate-income homebuyers. Affordable units were made possible through a public/private partnership with the Olson Company and Hayward Redevelopment Agency. The agency assembled, cleared, and environmentally-remediated the land for $4.8M, and then sold the land to the developer for $2M, enabling the developer to build affordable units. The loan from the Hayward Redevelopment Agency was repaid in full, in installments, as each unit was sold (see Figure 5B-9).

Figure 5B-9

Renaissance Walk

Source: Van Meter Williams Pollack, LLP

Studio Walk

Studio Walk, located on the corner of Atherton and D streets, was developed by Ryland Homes and completed in 2005. At 35 units per acre, this condominium project consists of 70 loft units in 3-story buildings. Two-story ground floor units and three-story flats are available. Parking is provided on-site with tuck-under garages (see Figure 5B-10).

Figure 5B-10

Studio Walk

Source: Van Meter Williams Pollack, LLP

Atherton Place Townhomes

Constructed in 1997, this 83-unit townhome project is bounded by C, D, and Atherton Streets (see Figure 5B-11). It is the result of a successful public/private effort between the Hayward Redevelopment Agency and the Sares-Regis Group. Adjacent to the BART Station and downtown Hayward, this project represents the agency's first effort to introduce new housing to the downtown core.

Figure 5B-11

Atherton Place Townhouses

Source: City of Hayward Development Services

Redevelopment Sub-Area 2: Burbank-Cannery Sub-Area

The Burbank Cannery Area is one of the largest redevelopment areas (370 acres) undergoing significant change. It is partially included in the western edge of the Hayward Station neighborhood study area and is less than ¾ mile from the station. This former Hunt-Wesson Cannery industrial site will be transformed over time into a desirable urban neighborhood with connected streets, parks, a

school, and residential and commercial uses. The master plan proposes adding up to 950 dwelling units, 250,000 SF of commercial space, a 25,000 SF community center, a new elementary school, and 29 acres of public open space and parks. The new Burbank Elementary School and Cannery Park have been completed, but residential development has been slow to follow due to the current real estate market conditions. The design concept is shown in Figure 5B-12.

Design Concept

Hayward Cannery Area Design Concept | Hayward, California

Solomon E.T.C. Architecture & Urban Design   10

Source: http://www.hayward-ca.gov/departments/ced/documents/redevelopment/haywardredevelopmentagency/Cannery%20Area%20Plan/Cannery%20Area%20Study.pdf

Figure 5B-12 *Hayward Cannery Area Design Concept*

Eden Housing

Located adjacent to Hayward Station, at the corner of C and Grand streets, is the 60-unit Eden Housing project. Completed in 2008, this rental project is restricted to low-income older adults and also serves as the new administrative headquarters for Eden Housing, Inc. This public/private partnership between the developer and Hayward Redevelopment Agency included a $507,000 loan from the agency's Low and Moderate Income Housing fund.

Another 22-unit, low- to moderate-income older adult housing project is currently being developed next to the Eden Housing project at B and Grand Streets. Eden Housing, Inc., is also developing this site with land donated by the City of Hayward under the Cannery Inclusionary Housing Agreement (see Figure 5B-13).

Figure 5B-13

Eden Housing

Source: Van Meter Williams Pollack, LLP

Grand Terrace Townhomes

Located on the corner of D and Grand streets are the Grand Terrace Townhomes, the largest residential redevelopment project to be built in the Burbank-Cannery Sub-Area to date. Developed by Pulte Homes, this project includes 235 units completed in two phases. The first phase, completed in June 2004, included 161 units. The second phase, completed in December 2004, consisted of 74 units. At a net density of 35 du/acre, this development is one of the densest developments in the neighborhood (see Figure 5B-14).

Figure 5B-14

Grand Terrace Townhomes

Source: Van Meter Williams Pollack, LLP

Pinnacle City Centre

This 192-unit rental condominium development located at the corner of C and Grand streets was completed in 1999 (see Figure 5B-15). It is located adjacent to the Hayward BART Station and within walking distance of downtown.

Figure 5B-15

Pinnacle Centre

Source: City of Hayward Development Services

Redevelopment Sub-Area 3: Mission-Foothill Sub-Area

While beyond the Hayward Station Neighborhood study area, the Mission-Foothill Sub-Area is worthy of mention. As seen in Figure 5B-4, this redevelopment sub-area is a corridor extending from north of downtown Hayward to the South Hayward BART Station. The corridor is the newest redevelopment area and includes multiple plans for redevelopment although implementation has been slow. The South Hayward BART/Mission Boulevard

Form-Based Code is anticipated to be adopted in 2011, replacing the Concept Design Plan. It will guide new development surrounding the South Hayward Station area. A Corridor Specific Plan for Mission Boulevard, which will entail a form-based code, is also underway and should help guide development and revitalization along the corridor.

Lessons Learned

It is never too late to capitalize on redevelopment opportunities near transit stations. The Hayward Station has been a work-in-progress for many years. Redevelopment takes time and consistent effort. The City of Hayward has made continuous efforts toward a more vibrant downtown. Changing economies and longstanding property owners not presently interested in development/ redevelopment have had a major impact on timetables. The City of Hayward's longstanding commitment to change and willingness to invest public funds have ultimately made the difference.

Public agency collaboration is critical. A shared vision and a land swap between the City of Hayward and BART made it possible to extend the benefits of the new City Hall to the wider neighborhood.

Plans must be flexible. The City of Hayward has a station area density goal and has taken a practical approach toward achieving it. In negotiations with developers, the city has been able to realize densities that, while lower than those permitted, are higher than had previously existed in the station area. The city has also shown a willingness to change its plans to realize its goals. In the South Hayward Station Area, this has led to the development of a new form-based code.

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Hayward Station Neighborhood Data

Transit Operator Bay Area Rapid Transit

Transit System Name BART

Transit Corridor Name Richmond-Fremont Line

Transit Mode Heavy Rail (HR)

Location (Metro Area) San Francisco, CA

Region (USA) West

Station Name Hayward Station

Station Location Hayward, CA

Station Typology* Transit Town Center

Role of Station within Corridor Commuter

Defined Neighborhood Size Approximately 1/4 mile from station

Land Use Description Hayward Station Neighborhood includes a rich mix of town center uses such as civic, entertainment, retail, office and residential. New multi-family residential and retail projects are being planned and built at a rapid pace, including the Cannery Area—120 acres of transforming industrial land into urban housing.

Redevelopment Plan/Special Zoning City of Hayward Design Guidelines (1993); Downtown Hayward Design Plan (1992); The Core Area Plan (1992); Downtown Hayward Redevelopment Plan (1992). Zoned CC-C and CC-R (City Center special zoning)

Land Use Standards that Encourage TSD

Governing Document Downtown Hayward Design Plan

Densities 17 - 85 DU/AC

Building Heights 42' (on B Street between Watkins and Foothill Blvd.) and 55' elsewhere

Floor Area Ratios limited by max. building heights and design principles

Parking Requirements Commercial: 1 per 315 SF, except for theaters (1 per 4 seats) Residential: 1 covered and 0.5 open spaces per dwelling unit (may be reduced to 1 space per DU minimum in Downtown Core provided the aggregate parking supply at build-out is 1.5 per DU); 0.5 per unit for senior housing

Encouraged Land Use Mix Residential and mixed-use Residential

Station Placemaking Features New City Hall with pedestrian promenade and public plaza and park

Significant Transit Supportive Development

1. **Albertson's Center (22555 Mission Blvd.)** 62,000 SF Albertson's supermarket (now Lucky) with parking atop building and surface parking, plus 18,000 SF of retail space along B Street and at the corner of A Street and Mission Blvd. Total site is approximately 5 acres. Public/private partnership between Albertson's and Hayward Redevelopment Agency.

2. **B Street Marketplace/Parking Structure (805-895 B Street)** 2-level parking structure (320 stalls) and B Street Marketplace (15,000 SF retail) completed in 1999 on approximately 1.7 acres. In 2005, a 3rd level was added to the parking structure (total 498 stalls) and retail center sold to private owner.

3. **Hayward City Hall (777 B Street)** Civic building including a plaza and pedestrian "paseo" connecting to the Hayward BART Station on 2.2 acres.

4. **City Walk Townhomes (Intersection of Watkins Street and C Street)** 77 residential units on 3.5 acres adjacent to BART station and City Hall. Project was a public/private partnership between Olson Company and Hayward Redevelopment Agency.

5. **Renaissance Walk (Watkins Street/Atherton Street between C and D Streets)** 46 residential units on 2 acres built in four-plex, tri-plex and duplex typologies (22 units were priced affordable to moderate-income and deed restricted). The Agency assembled, cleared and remediated the 17 parcel property and wrote the land cost for the developer, enabling the developer to build affordable units.

6. **Studio Walk (Intersection of Atherton Street and D Street)** 3-story privately developed building complex with 70 residential units (2-story ground floor units with flats above) on approximately 2.8 acres. Parking is available in tuck-under and on-site parking areas.

7. **C and Grand Street (Intersection of C and Grand Streets)** Eden Housing inclusionary housing project with assistance from Hayward Redevelopment Agency. Project includes 60 affordable residential units for seniors on 1.3 acres.

8. **Grand Terrace Townhomes (Intersection of Grand and D Streets)** 235 privately developed townhomes on approximately 6.7 acres built in two phases.

9. Atherton Place Townhouses 83-unit townhome project is bounded by C, D and Atherton Streets. It is the result of a successful public/private effort between the Hayward Redevelopment Agency and the Sares-Regis Group. Adjacent to the BART Station and downtown Hayward, this project represents the Agency's first effort to introduce new housing to the downtown core.

10. Pinnacle City Centre 192-unit rental condominium development located at the corner of C Street and Grand Street was completed in 1999. It is located adjacent to the Hayward BART Station and within walking distance of downtown.

NOTES: * From CTOD's *Station Area Planning:*
How to Make Great Transit-Oriented Place

U.S. Department of Transportation
Federal Transit Administration

U.S. Department of Transportation
Federal Transit Administration
East Building
1200 New Jersey Avenue, SE
Washington, DC 20590
http://www.fta.dot.gov/research

Vision, Leadership, Commitment, Flexibility and Experience — A Model Public-Private-Partnership

Bothell, Washington is applying private-sector approaches and principles to shape its destiny and achieve its goals

DAVID G. WALLACE*

Abstract: *Public-Private-Partnerships (PPP) do not make bad projects good, but they do make good projects develop faster, easier and to a greater scope than would otherwise be possible. PPP success is not simply about sound economics, but also about the quality, character, commitment, flexibility and creativity of its partners. This article focuses on Bothell, Washington, a community that demonstrates how a clear vision, creative economic development tools and compelling project economics, combined with sophisticated and experienced public-sector involvement, are essential in executing a private-sector approach to public-sector goals.*

Whether you live in Cincinnati, Amarillo, Texas, or almost any community in the United States, downtown business districts have changed and evolved over the years. Bothell, Washington, a Seattle suburb, was no different. Its history dates back to the 1880s, and its downtown was founded on a small block grid in the early 1900s. The city's growth was relatively steady and slow until after World War II, whereupon expansion accelerated, followed by a decline in the downtown area which began in the late 1970s.

In 2005, city leaders asked, "What do we want the future of Bothell to be?" To answer the question, the city took a private-sector approach to address a public-sector initiative: i.e., it defined the needs of their shareholders, the residents, assessed the marketplace, crafted a strategic plan and then implemented it to achieve a determined return on investment (ROI).

That methodical approach makes sense to a private-sector, for-profit business, but it is not always common in government.

Businesses are organized to meet the needs of shareholders. Leadership defines a strategic vision, then crafts an implementation plan that addresses customer needs and provides an appropriate ROI. The plan aligns different departments to achieve corporate goals.

However, as odd as it may seem, governmental entities sometimes do not operate with the same clarity of purpose or alignment of operations. Cities have departments that provide sewer, water, trash services, infrastructure construction and maintenance, public safety, parks and recreation departments, etc. Even though these departments interact daily with residents and the business community, they frequently focus only on delivery of service, not on a bottom-line ROI. Often they do not see how their efforts relate to the total success of the community. Additionally, local politics may play a part in capital decisions, thereby misaligning decisions and processes.

Therein lies the opportunity for applying simple private-sector approaches to public-sector problems. Communities employ business principles when they:

- Recognize that its residents are both its shareholders and its customers;
- Understand the elected leadership can function much like a board of directors, creating policy and setting the strategic direction of the community;
- Define ROI in terms of direct and indirect benefits with both tangible and intangible elements;
- Have elected and administrative leadership that remains focused on goals;
- Understand that returns can be enhanced with the application of sound business principles and then employ tactics which focus departments on organizational goals and the impact of their efforts

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on the targeted ROI; and

- Observe that politics can be mitigated through sound planning and commitment.

Bothell's leaders recognized these principles from the start. Their first task focused on the requirements of their shareholders when they set about a well-structured process that reflected the wants, needs and aspirations of the community as determined through extensive public input. Recognizing the significance of its central business district, the City Council appointed a Downtown Stakeholders Resource Group and a Downtown Visionary Committee which was comprised of a cross-section of the community, including:

- Nearby residents and businesses;
- Downtown property owners;
- Institutional representatives; and
- Developers.

The city further expanded input by involving a number of city boards and commissions in development, including the:

- Planning Commission;
- Landmark Preservation Board;
- Parks and Recreational Board;
- Shoreline Hearings Board; and
- Library Board.

Over four years, with the assistance of key staff, departments and consultants, the city held numerous public meetings, workshops and roundtable discussions to create a clear vision and road map.

Creating a "Place to Go" in the Heart of the City

In 2009, the city adopted a vision statement[1] that said:

"It is the intention of the City of Bothell and the purpose of this Plan to provide a policy framework to positively affect the evolution of the downtown and its environments, to reverse the forces of disinvestment in its historic center, to fully restore and heighten the vitality, character and civic beauty of the district, thereby reviving and enhancing its iconic image and function as the real heart of the city. More specifically, it is the community's intention to:

1) Give the community 'A Place to Go' in the heart of the city—one that is meaningful to community members, provides for daily needs as well as special events and appeals to families and Bothell citizens of all ages.

2) Enhance the essential 'publicness' of downtown—its wide range of public places, civic buildings and community services. Make downtown the welcoming

place to go to meet, be at the center, and feel a sense of shared common ground in Bothell.

3) Revitalize the economic fortunes and visual character of downtown, and particularly of the city's historic Main Street.

4) Maintain downtown's distinctive regional character as a town center set amidst forested hills.

5) Link the downtown core to the Sammamish River and the Park at Bothell Landing.

6) Link the downtown core to the University of Washington Bothell/Cascadia Community College campus (UWB/CCC).

7) Enhance mobility and connectivity to and through the district via automobile, transit, bicycle and pedestrian travel.

8) Protect the character and quality of life of residential neighborhoods at the edges of downtown.

9) Support sustainable, environmentally responsible development."

In pursuit of the achievement of that stated vision, the city established a revitalization strategy with five major priorities:

1) Reposition downtown to tap into pent-up demand for downtown lifestyle and "convenience living";

2) Foster development of a strong retail, services and entertainment core;

3) Build a captive audience;

4) Make downtown look and feel like the heart of the city; and

5) Enhance downtown's visibility and access.

Part of the vision for downtown involves The Junction. As seen in Figure 5-1, this new alignment of Main Street and two state routes created three new blocks for redevelopment.

The leadership then took proactive and direct steps to create policies, apply city resources and undertake specific municipal efforts to promote and guide new investment to accomplish these goals.

A public-private-partnership will not make a bad project a good project, but it can make a good project possible. The reality of this is that even if the economics of a project are positive, a partnership alone will not make it a success. Success is only achieved when a community is engaged, understands the project, knows its limitations, agrees with the need for the project and is committed to move forward despite ups and downs. Said another way, in the vernacular of the unofficial mantra of the U.S. Marine Corps, focus on the objective, then "improvise, adapt and overcome!"

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[1] Freedman, Tung & Bottomley, "City of Bothell, Washington: Downtown Subarea Plan and Regulations," http://www.ci.bothell.wa.us/Site/Content/Planning%20and%20Development/Downtown%20Revitalization/Web_revised_Part1.pdf, retrieved Feb. 23, 2011.

Figure 5-1
The Junction, A New Alignment of Main Street

Source: City of Bothell, Washington

Bothell city leaders began correctly from the start with a private-sector approach to solving public-sector problems, fostering growth and shaping redevelopment of their downtown. They involved community customers in crafting a vision that resulted in "buy-in" from all stakeholders. This approach allowed the Bothell leadership to proceed with a framework for measuring success and a solid backbone as they took limited political risk.

Market and Economic Considerations

In proceeding with the project, Bothell's leaders undertook market assessments that determined that there was an opportunity to attract the type of development to the downtown area that was anticipated in the visioning efforts. Among the elements identified in the market assessment were the needs for:

- More than 2,700 new residential units;
- Approximately 250,000 square feet (sf) of new office space; and
- Nearly 400,000 sf of retail space.

A 2007 economic-impact assessment, conducted by a third-party consultant, presented favorable results. It estimated new capital investment as more than $668 million, which would create over 8,000 temporary and 1,600 new permanent positions during the next 25 years. As seen in Table 5-1, the estimated direct economic impact of this employment is over $220 million to the state and local entities.

After the most recent recession began, the city updated its economic assessment to ensure that it was not proceeding under a false premise. It recognized that, more than likely, they were proceeding at the most opportune time, because given development time horizons, it would be starting at a low point in the economic cycle before catching the upswing.

That said, the change in the economy also presented problems for the development community and thus problems for the city's efforts. Always flexible and always focused, the city moved from soliciting a developer to becoming the master developer for the project.

As the city examined the economics further, it realized that changes in lifestyle would drive the development, but certain issues in the project needed to be addressed. This "gap" was in two areas. The first shortfall was found in Bothell Crossroads, a project that will provide a four-lane road with dedicated turn lanes and sidewalks separated from traffic by tree-lined medians. This involved purchasing land and realigning State Route 522. The second issue dealt with the development of structured parking that was essential to achieving the urban vision of increased density.

The problem with the parking, in turn, was twofold. First, like so many communities, Bothell does not have a "pay-for-parking" marketplace; second, the parking patterns and the current economic crunch posed issues for the budget. To make the development work required increased density, and this density drove the need for a different approach to parking. However, the development costs and revenues would not provide for the structured parking to be funded by the projects.

Undeterred and armed with information provided by

Table 5-1 Anticipated Tax Revenues		
	City of Bothell	**Washington State**
Annual Average		
Sales and Use Tax	$774,211	$5,920,435
Property Tax	$671,069	$1,392,219
Total	**$1,445,280**	**$7,312,654**
Total Over Local Infrastructure Financing Tool Authority		
Sales and Use Tax	$20,129,479	$153,931,312
Property Tax	$17,447,807	$36,197,688
Total	**$37,577,286**	**$190,129,000**

Source: Calculated by ECONorthwest

independent third parties, the city turned to a parking consultant to look at a combination of solutions including:

- The potential creation of a "Parking District";
- Changes to parking regulations to provide alternative means of meeting the requirement there by increasing the amount of a lot that may be developed (examples of alternatives include shared parking as well as fees in lieu of providing parking on site);
- Creative funding solutions and partnership with the regional transportation effort for "park and rides" which are used at a different time of day than the entertainment facilities; and
- Potential incentives to developers providing additional dedicated space for shared parking opportunities.

Continuing to work on Bothell Crossroads, a portion of the development staff of the city teamed with the State of Washington to solve the funding gap in the project. Once again, their approach was successful because the state recognized the tax benefits of the project, and was willing to partner with the city by awarding one of a very few Washington State authorizations which allowed for $25 million from the state Local Infrastructure Financing Tool program. The city then leveraged this with $7 million from state capital programs, along with other local dollars, to proceed with the project.

The next critical element of success was that the city put competent staff in charge of the project, which helped define "success" for the city and determined what it meant to the internal departments. After all, it is impossible to measure success without benchmarks and goals. The city looked at all elements of the project and what it would take to make it a success. As a part of that effort, the city also looked at what it needed to do to compete in the marketplace.

The impact of this approach was substantial, as the

city:
- Clearly articulated project expectations in documents that can be provided to private-sector partners;
- Engaged proactively to:
1) Achieve unanimity of political and administrative leadership;
2) Utilize staffers experienced in community and economic development;
3) Review city processes for improvement and institute organizational expectations for customer service;
4) Institute a business approach to management which focuses on "profit" for the city in the project and delivery of services (city profit equals direct, indirect, tangible and intangible benefits from a project); and
5) Institute a "commitment to continuous improvement" with department meeting representation by all functional areas of the city with ties to the project and a focus on "points of fright," i.e., issues impacting multiple areas that keep city staff awake. These meetings provide the opportunity to create a more open organizational culture where information and tough problems are shared, thus encouraging the collaboration, team building and focus which leads to increased success.
- Decided that the city would serve as "master developer" with functions that include:
1) Purchasing significant quantities of land in the targeted area of approximately 25 acres;
2) Focusing on core catalyst projects: over $150 million of transportation improvements;
3) Defining the city's role in gathering information, creating development plans and framework;
4) Investing in regional infrastructure;
5) Engaging qualified consultants to assist in planning and development efforts;
6) Listing qualified target industries;
7) Identifying retailer market gaps and a target retailer list;
8) Creating development standards, signage standards, established way finding, landscape guidelines, etc.;
9) Creating predictable development costs and processes;
10) Reducing development costs through regional utility;
11) Investing in such key projects supporting the master development as the new city hall, plaza, parks projects, etc. (See, for instance, Figure 5-2, the design for the new development area that incorporates a local stadium into the downtown core);
12) Conducting an environmental assessment of property and performing mitigation; and
13) Conducting an historic review and mitigating any

Figure 5-2
Downtown, Looking Toward Stadium

Source: City of Bothell, Washington

related issues.

- Bothell committed to all projects in the redevelopment area, including projects on land not owned by the city, thereby supporting private developers in selling and developing land in the area; and

- The city proceeded with a community "green" focus to create sustainable projects over time that are "triple bottom line." To Bothell, "sustainability" is a three-legged stool where the project is environmentally and financially sound, as well as socially acceptable. Accordingly, if any of these characteristics is not present in a "Bothell-related" project, then it is not sustainable and is nothing more than "green washing."

Recent Successes Validate the City's Approach

Bothell's efforts have generated a number of early successes, including the following:

Anderson School Site Redevelopment

As a result of the marketing effort, Bothell was able to attract the McMenamins, a local development company which operates brewpubs and hotels throughout Washington and Oregon. A subsequent agreement called for the development team to purchase approximately 5.5 acres from the city containing the Anderson school site including the building's redevelopment into a 70-room hotel. The anticipated development will also provide a restaurant, pub, movie theater, live music, spa, community garden, community pool and community meeting space by 2013. The project will both preserve

and reuse an existing historic structure, as well as incorporate green building practices.

One of the many noteworthy elements of this complex effort was the public-public-partnership between Bothell and the Northshore School District (NSD). Following three years of negotiations, the city and the district combined their public works and mechanical and bus yard into a joint facility sharing economies of scale for development and operations. This approach is structured to meet the needs of both the city and the NSD for the next 75 years.

City Hall Campus Project

Bothell is also seeking to support the development with a publicly developed catalyst project of a city hall campus which, when developed, will feature:

- A 60,000-sf Bothell City Hall with at least a gold rating from the Leadership in Energy and Environmental Design (LEED) certification program;
- A grand plaza for community gatherings, concerts and events;
- Development of adequate parking on the property sufficient to support the project;
- Mixed-use retail and commercial office space; and
- A residential housing component.

The vision for the existing city hall site is to accommodate more than just civic facilities. When completed, the $40-million project is expected to achieve the city's goal of a dynamic mixed-use civic campus that will energize the economic development of downtown, by creating a strong community core.

Safeway Site Redevelopment

The city's efforts have also gone beyond the land it controls directly by setting the stage for private investment in the targeted redevelopment area on privately controlled property. City leaders have worked with industry professionals to create change. An example is the sale and $50-million redevelopment of a Safeway site to a 250-unit multi-family complex containing 11,000 sf of retail. Bothell leaders met with Safeway officials and then supported the company's sale and closing to a third-party developer. The project, which is currently called Boulevard Place, is expected to begin almost immediately, and the partnership (Pacific Northern Construction and Senior Housing Assistance Group) credits the city's involvement with successfully closing the transaction.

The site, which the city calls Bothell Landing, is planned for a major redevelopment. The effort involves two ongoing transportation projects, including one that will turn Bothell Way into a boulevard. (See Figure 5-3, which depicts side-access lanes of the new multi-way

Figure 5-3
Design for the New Multi-Lane Boulevard

Source: City of Bothell, Washington

boulevard.)

Lessons Learned

As I consider the efforts by Bothell, I am struck by the following:

1) The city leadership began by focusing on the needs of "shareholders," involving the community with a thorough and proactive public input process. Involving the public and stakeholders early on in the process was critical, as it ensured that the project was not just a city project or a developer project, but also the community's project;

2) They defined what they needed in an ROI. The city's efforts in proceeding were logical, iterative and constrained by financial feasibility and the desires of the customers. This thoughtful approach provided the opportunity to ensure the project under consideration was consistent with the goals, had the opportunity to be successful and described specific and defined expectations. This approach also increased public confidence and minimized political pitfalls.

3) The city's leadership was bold, committed and unwavering in supporting the project that was defined through a public process. Once the vision was defined, the goals set and the framework in place, the leadership took steps to acquire 25 acres in the redevelopment area. This, along with efforts to invest in infrastructure and public facilities, sent strong signals to the citizens and private sector of the city's commitment, thereby enhancing the opportunities for success.

4) The city

a) clearly defined the outcomes they sought and then constrained them with sound business principles. This effort is key for all communities as it assists in weeding out projects that are desired, but not feasible. If done correctly, it helps select the good projects from the bad ones.

b) put talented teams in place to administer the project and let them do their work.

c) identified the benefits of the project, and with the support of qualified consultants, undertook an independent evaluation of the project opportunities to ensure the premise was sound in attracting additional support from the state.

d) evaluated costs and other barriers to entry in the market, including existing city processes and other development-related regulations and ordinances.

e) remained focused, but flexible. In response to changes in the economy, the city assumed the role of master developer, taking all steps necessary to create value and a framework for success.

f) modified procedures to ensure that public processes provided predictability for the development requirements, steps and timeframes (e.g., short

forms created after environmental analysis suggested their usefulness).

g) identified opportunities for city-supported catalyst projects such as the new city hall project.

The approach and efforts taken by Bothell are not unique in and of themselves. However, what is unique, or at the very least uncommon, is a holistic approach where the city's "investment" is as a public- and private-sector partner, as well as a master developer, in accomplishing a redevelopment project.

Successful businesses implement strategies and apply resources appropriate for markets and core competencies. Clarity of purpose, the strong economic foundation of the project, backing of public-sector staff and leadership, commitment and flexibility, as well as the self-awareness of internal capabilities, led Bothell's project participants to assume roles not common for most cities that undertake public-private partnerships.

This private-sector approach for both staff and elected leadership, though seemingly simple and obvious, is truly a "lesson learned" in creating a successful public-private-partnership.

David G. Wallace is an ICSC Research Scholar Emeritus for Economic Development and a former three-term mayor of Sugar Land, Texas. He is currently Chief Executive Officer for Wallace Bajjali Development Partners L.P., a real-estate development firm active in the Texas market. He served on the U.S. Department of Homeland Security Advisory Council's State and Local Officials Senior Advisory Committee and on the Board of Directors for the Texas Economic Development Corporation. Most recently, he is the author of *Retail Development Through Public-Private Partnerships* (2011, ICSC). He can be contacted at dwallace@wallacebajjali.com.

JACK KEMP
EXCELLENCE IN
AFFORDABLE & WORKFORCE
HOUSING AWARDS

2014 WINNER

DEVELOPERS
Eden Housing Inc.
KB Home

PARTNERS
City of Dublin
Housing Authority of the County of Alameda
Wells Fargo

DEVELOPMENT COSTS
$135,516,800

DEVELOPMENT TIMELINE
Site acquired: June 2011
Construction started: July 2011
Sales/rentals opened: October 2012
Completed: December 2012

WEBSITE
www.edenhousing.org/property/wexford-way-apartments-emerald-vista

Emerald Vista
Dublin, California

Emerald Vista is a 24-acre master-planned community in Dublin, California, that involved redevelopment of a flagging public housing site into a vibrant, mixed-use, mixed-income community. An innovative public/private partnership produced 198 for-sale homes and 180 affordable rental apartments for families and seniors.

Emerald Vista is a mixed-income property on a 24-acre site in Dublin, California, a suburban community of 52,000 about 35 miles east of San Francisco. The master-planned community is a redevelopment project that transformed the low-density Arroyo Vista Public Housing site into a new vibrant, mixed-use, mixed-income community of 378 households.

Emerald Vista consists of four residential land uses: 130 affordable rental apartments for families (Wexford Way); 50 affordable seniors' housing rentals (Carlow Court); and 184 for-sale market-rate homes and 14 for-sale below-market-rate homes (Crossroads and Amador Pointe). The revitalized neighborhood includes a community center, a child care center, active open-space areas, access to a regional trail, and proximity to bus routes and Bay Area Rapid Transit rail service.

Integral to the planning, financing, and implementation of the redevelopment was an innovative four-way public/private partnership composed of the city of Dublin, the Housing Authority of the County of Alameda, regional nonprofit developer Eden Housing, and KB Home, a for-profit national homebuilder. From its inception, the development team was committed to creating a mixed-income community and a new neighbor-

Urban Land Institute
Terwilliger Center for Housing

hood that provided a broad range of housing types and choices, along with important amenities.

Emerald Vista replaced 150 units of run-down public housing with 180 affordable rental units developed by Eden Housing, targeted to households with incomes from 30 to 55 percent of the area median income (AMI). To preserve the affordability, the rents of the affordable units are restricted for 55 years under an agreement between Eden Housing and the city of Dublin.

In addition, 198 for-sale single-family homes and townhouses were developed by KB Home. These include 14 workforce units specifically targeted to low- and moderate-income buyers earning 60 to 120 percent of AMI; the rest are for sale at market rates. The for-sale market-rate homes sold out in just over two years at prices averaging $612,500, as did the below-market-rate for-sale homes, which were sold for an average of $354,000.

As a private sector, market-rate developer, KB had the capability to demolish the existing structures at the site and install new infrastructure for the combined redevelopment—something Eden would have been unable to accomplish on its own. Through a cost-sharing arrangement, KB split the expenses with Eden when the affordable components were developed.

The Housing Authority sold the land to the for-profit developer, leveraging cash from the sale to give $11 million to Eden Housing. The project also used tax-exempt bonds, fees-in-lieu, and low-income housing tax credits. Other sources of funding included permanent loans for predevelopment and/or construction from the city of Dublin, the California Community Reinvestment Corporation, the Federal Home Loan Bank Affordable Housing Program, and Wells Fargo.

The Emerald Vista community blends well into the surrounding neighborhood and has been well received by neighbors in surrounding developments. The four residential land uses in the community—affordable subsidized rentals, seniors' affordable subsidized rentals, and for-sale workforce and market-rate units—

HOUSING TYPES AND AFFORDABILITY

378 total units

KB Home:

128 townhouses and 70 small-lot single-family homes
- 14 below-market-rate for-sale townhouses: $354,000 (average)

- 184 market-rate for-sale homes: $612,500 (average)

Eden Housing:

80 rental units with one to four bedrooms
- 130 family rental apartments affordable to households below 60 percent of AMI: $526–$1,491/month

- 50 affordable seniors' rental apartments: $526–$876/month

together with ancillary uses, are integrated seamlessly. The one-to three-story, wood-frame project fits with the context of existing structures in the area, and buildings feature details such as gables, overhangs, porches, and decks. The affordable rental homes are primarily in six-plex configurations of four townhouses over a pair of flats. The three-story market-rate and affordable for-sale units are indistinguishable.

Emerald Vista was built using the latest green building techniques and materials, including effective water management, solar hot water and photovoltaics, and reuse of over 80 percent of the concrete from the old public housing site. These measures helped earn the development a high rating from Build It Green's GreenPoint Rated rating system.

The site includes a network of pocket parks and playgrounds for the whole neighborhood to enjoy and provides access to the local creek trail, which facilitates biking and walking. A daycare center is available at sliding-scale rates for residents, providing high-quality child care close to home. In an intergenerational touch, the seniors' building is adjacent to the child care facility.

Eden's free resident services program offers a variety of programming, including technology training, financial literacy programs, and after-school on-site programming. Seniors have access to programs designed to help them live independently for as long as they are able. In addition, all Eden residents are eligible to apply for an internal scholarship to pursue their education and career goals.

The project took an underused parcel in an infill location next to transit and not only built the affordable housing at a more than 1-to-1 replacement rate, but also more than doubled the residential densities with a variety of housing types and excellent access to mass transit, employment centers, activities, and services.

Across the country, declining funding is making it difficult for housing authorities to maintain important affordable public housing assets. According to Linda Mandolini, president of Eden Housing, "Small housing authorities struggle with maintaining aging housing stock. In many instances, this housing is lost altogether because it cannot be maintained.

"This development is an example of creating opportunity out of adversity," she adds. "The re-visioning of this property resulted in the beautiful new community that is there today. More affordable units were rebuilt on the site than existed beforehand, and all former public housing residents were given first priority to return."

The public/private partnership that developed Emerald Vista preserved and expanded a critical affordable housing asset while also creating a new mixed-income community that enhances the local quality of life.

"We had one of the best teams anyone could ask for. The City, the Housing Authority and the developers all worked together to make this happen."

Linda Mandolini
President
Eden Housing

Urban Land Institute
Terwilliger Center for Housing

Top Ten Facts About PPPs

1. **Public-private partnerships are just what the name implies.** Public-private partnerships are a contractual arrangement whereby the resources, risks and rewards of both the public agency and private company are combined to provide greater efficiency, better access to capital, and improved compliance with a range of government regulations regarding the environment and workplace. The public's interests are fully assured through provisions in the contracts that provide for on-going monitoring and oversight of the operation of a service or development of a facility. In this way, everyone wins — the government entity, the private company and the general public.

2. **Public-private partnerships are more common than you may think.** Public-Private Partnerships have been in use in the United States for over 200 years and thousands are operating today. These contractual arrangements between government entities and private companies for the delivery of services or facilities is used for water/wastewater, transportation, urban development, and delivery of social services, to name only a few areas of application. Today, the average American city works with private partners to perform 23 out of 65 basic municipal services. The use of partnerships is increasing because they provide an effective tool in meeting public needs, maintaining a high level of public control, improving the quality of services, and are more cost effective than traditional delivery methods.

3. **They are an essential tool in challenging economic times.** Even in the best of times, governments at all levels are challenged to keep pace with the demands of their constituencies. During periods of slow growth, government revenues are frequently not sufficient to meet spending demands, necessitating painful spending cuts or tax increases. Partnerships can provide a continued or improved level of service, at reduced costs. And equally important, partnerships can also provide the capital needed for construction of major facilities. By developing partnerships with private-sector entities, governments can maintain quality services despite budget limitations.

4. **Successful partnerships can lead to happy employees.** In many partnerships created today, public employees are retained and usually at equal or improved benefits. One of the greatest areas of improvement for employees is with opportunities for career growth — private companies spend two to three times more on training and personnel development than their public-sector counterparts, as a way of gaining the maximum efficiency out of every person, and the maximum amount of job satisfaction.

5. **Successful partnerships can lead to better public safety.** From Los Angeles to the District of Columbia, local governments have formed creative partnerships with private companies to enhance the safety of its streets and its citizens. By turning over the operation of parking meters or the processing of crime reports to private-sector partners, police officers can spend more time on the streets doing the jobs for which they are trained. This is particularly important as Home Land Security has risen as a concern for many.

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6. Partnerships give many children better educational opportunities. In Virginia, public-private partnerships were instrumental in constructing over 30 new school buildings. By working with a private real estate development company, city and county school systems were able to build state-of-the-art facilities with a modern computer lab, gym and library. Often, allowing the private sector to utilize publicly-owned underutilized assets for commercial activities provides a major portion of the funding for these projects. Today, a number of other states are now following this example, driven by the need to address the problem of aging education infrastructures.

7. Drivers appreciate public-private partnerships. These are not easy times for America's roads and highways. Increasing numbers of vehicles means more roadway wear and tear and increasing traffic congestion. In states like California, Virginia and Texas, private-sector companies are working with state and local governments to build roads, making it possible to finance construction and upkeep without having to impose general tax increases. While tolling on one means of generating the revenue to cover the investment, in a number of cases Transportation Oriented Development (TOD) of adjacent properties can provide a significant portion of the revenue stream.

8. Clean, safe water is achieved through public-private partnerships. The stringent health and environmental standards of the Safe Drinking Water Act and Clean Water Act have presented difficulties for some local governments without the budget flexibility to make major capital improvements in water and wastewater facilities. Public-private partnerships have enabled the construction of state-of-the-art water management facilities, while using efficient operations to hold down costs to ratepayers and provide a way of meeting those "un-funded mandates" from the federal government.

9. Partnerships make the information revolution accessible to more Americans. This is the age of information technologies, but there can be a hefty cost of getting a system operating. Through public-private partnerships, many governments are now able to fully participate in "E-government" with their constituents, or effectively coordinate government activities and budgets. Better service, improved tools and saving money are exactly what public-private partnerships are all about.

10. Governments themselves are the biggest supporters of public-private partnerships. While there can be substantial misperceptions about the value of partnerships, a look at who endorses them should clarify the picture. Federal agencies like the Environmental Protection Agency, the Department of Defense, and the Veterans Administration all use partnerships. And the number of state and local governments using this tool is even greater. For example, the U.S. Conference of Mayors is enthusiastically working with private-sector providers to discuss ways to make partnerships more effective. Numerous surveys indicate why — governments traditionally realize cost savings of 20 to 50 percent when the private-sector is involved in providing services

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Types of Partnerships

Public-Private Partnerships (P3) come in a variety of forms and no two P3 projects are exactly alike.

The below definitions were extracted from "Public-Private Partnerships: Terms Related to Building and Facility Partnerships", Government Accounting Office, April 1999. The National Council for Public-Private Partnerships was a resource used in developing the GAO report.

O&M: Operations and Maintenance
A public partner (federal, state, or local government agency or authority) contracts with a private partner to provide and/or maintain a specific service. Under the private operation and maintenance option, the public partner retains ownership and overall management of the public facility or system.

OMM: Operations, Maintenance & Management
A public partner (federal, state, or local government agency or authority) contracts with a private partner to operate, maintain, and manage a facility or system proving a service. Under this contract option, the public partner retains ownership of the public facility or system, but the private party may invest its own capital in the facility or system. Any private investment is carefully calculated in relation to its contributions to operational efficiencies and savings over the term of the contract. Generally, the longer the contract term, the greater the opportunity for increased private investment because there is more time available in which to recoup any investment and earn a reasonable return. Many local governments use this contractual partnership to provide wastewater treatment services.

DB: Design-Build
A DB is when the private partner provides both design and construction of a project to the public agency. This type of partnership can reduce time, save money, provide stronger guarantees and allocate additional project risk to the private sector. It also reduces conflict by having a single entity responsible to the public owner for the design and construction. The public sector partner owns the assets and has the responsibility for the operation and maintenance.

DBM: Design-Build-Maintain
A DBM is similar to a DB except the maintenance of the facility for some period of time becomes the responsibility of the private sector partner. The benefits are similar to the DB with maintenance risk being allocated to the private sector partner and the guarantee expanded to include maintenance. The public sector partner owns and operates the assets.

DBO: Design-Build-Operate

A single contract is awarded for the design, construction, and operation of a capital improvement. Title to the facility remains with the public sector unless the project is a design/build/operate/ transfer or design/build/own/operate project. The DBO method of contracting is contrary to the separated and sequential approach ordinarily used in the United States by both the public and private sectors. This method involves one contract for design with an architect or engineer, followed by a different contract with a builder for project construction, followed by the owner's taking over the project and operating it.

A simple design-build approach creates a single point of responsibility for design and construction and can speed project completion by facilitating the overlap of the design and construction phases of the project. On a public project, the operations phase is normally handled by the public sector under a separate operations and maintenance agreement. Combining all three passes into a DBO approach maintains the continuity of private sector involvement and can facilitate private-sector financing of public projects supported by user fees generated during the operations phase.

DBOM: Design-Build-Operate-Maintain

The design-build-operate-maintain (DBOM) model is an integrated partnership that combines the design and construction responsibilities of design-build procurements with operations and maintenance. These project components are procured from the private section in a single contract with financing secured by the public sector. The public agency maintains ownership and retains a significant level of oversight of the operations through terms defined in the contract.

DBFOM: Design-Build-Finance-Operate-Maintain

With the Design-Build-Finance-Operate-Maintain (DBFOM) approach, the responsibilities for designing, building, financing, operating and maintaining are bundled together and transferred to private sector partners. There is a great deal of variety in DBFOM arrangements in the United States, and especially the degree to which financial responsibilities are actually transferred to the private sector. One commonality that cuts across all DBFOM projects is that they are either partly or wholly financed by debt leveraging revenue streams dedicated to the project. Direct user fees (tolls) are the most common revenue source. However, others ranging from lease payments to shadow tolls and vehicle registration fees. Future revenues are leveraged to issue bonds or other debt that provide funds for capital and project development costs. They are also often supplemented by public sector grants in the form of money or contributions in kind, such as right-of-way. In certain cases, private partners may be required to make equity investments as well. Value for money can be attained through life-cycle costing.

DBFOMT: Design-Build-Finance-Operate-Maintain-Transfer

The Design-Build-Finance-Operate-Maintain-Transfer (DBFOMT) partnership model is the same as a DBFOM except that the private sector owns the asset until the end of the contract when the ownership is transferred to the public sector. While common abroad, DBFOMT is not often used in the United States today.

BOT: Build-Operate-Transfer

The private partner builds a facility to the specifications agreed to by the public agency, operates the facility for a specified time period under a contract or franchise agreement with the agency, and then transfers the facility to the agency at the end of the specified period of time. In most cases, the private partner will also provide some, or

all, of the financing for the facility, so the length of the contract or franchise must be sufficient to enable the private partner to realize a reasonable return on its investment through user charges.

At the end of the franchise period, the public partner can assume operating responsibility for the facility, contract the operations to the original franchise holder, or award a new contract or franchise to a new private partner. The BTO model is similar to the BOT model except that the transfer to the public owner takes place at the time that construction is completed, rather than at the end of the franchise period.

BOO: Build-Own-Operate
The contractor constructs and operates a facility without transferring ownership to the public sector. Legal title to the facility remains in the private sector, and there is no obligation for the public sector to purchase the facility or take title. A BOO transaction may qualify for tax-exempt status as a service contract if all Internal Revenue Code requirements are satisfied.

BBO: Buy-Build-Operate
A BBO is a form of asset sale that includes a rehabilitation or expansion of an existing facility. The government sells the asset to the private sector entity, which then makes the improvements necessary to operate the facility in a profitable manner.

Developer Finance
The private party finances the construction or expansion of a public facility in exchange for the right to build residential housing, commercial stores, and/or industrial facilities at the site. The private developer contributes capital and may operate the facility under the oversight of the government. The developer gains the right to use the facility and may receive future income from user fees.

While developers may in rare cases build a facility, more typically they are charged a fee or required to purchase capacity in an existing facility. This payment is used to expand or upgrade the facility. Developer financing arrangements are often called capacity credits, impact fees, or extractions. Developer financing may be voluntary or involuntary depending on the specific local circumstances.

EUL: Enhanced Use Leasing or Underutilized Asset
An EUL is an asset management program in the Department of Veterans Affairs (VA) that can include a variety of different leasing arrangements (e.g. lease/develop/operate, build/develop/operate). EULs enable the VA to long-term lease VA-controlled property to the private sector or other public entities for non-VA uses in return for receiving fair consideration (monetary or in-kind) that enhances VA's mission or programs.

LDO or BDO: Lease-Develop-Operate or Build-Develop-Operate
Under these partnerships arrangements, the private party leases or buys an existing facility from a public agency; invests its own capital to renovate, modernize, and/or expand the facility; and then operates it under a contract with the public agency. A number of different types of municipal transit facilities have been leased and developed under LDO and BDO arrangements.

Lease/Purchase

A lease/purchase is an installment-purchase contract. Under this model, the private sector finances and builds a new facility, which it then leases to a public agency. The public agency makes scheduled lease payments to the private party. The public agency accrues equity in the facility with each payment. At the end of the lease term, the public agency owns the facility or purchases it at the cost of any remaining unpaid balance in the lease.

Under this arrangement, the facility may be operated by either the public agency or the private developer during the term of the lease. Lease/purchase arrangements have been used by the General Services Administration for building federal office buildings and by a number of states to build prisons and other correctional facilities.

Sale/Leaseback

This is a financial arrangement in which the owner of a facility sells it to another entity, and subsequently leases it back from the new owner. Both public and private entities may enter into sale/leaseback arrangements for a variety of reasons. An innovative application of the sale/leaseback technique is the sale of a public facility to a public or private holding company for the purposes of limiting governmental liability under certain statues. Under this arrangement, the government that sold the facility leases it back and continues to operate it.

Tax-Exempt Lease

A public partner finances capital assets or facilities by borrowing funds from a private investor or financial institution. The private partner generally acquires title to the asset, but then transfers it to the public partner either at the beginning or end of the lease term. The portion of the lease payment used to pay interest on the capital investment is tax exempt under state and federal laws. Tax-exempt leases have been used to finance a wide variety of capital assets, ranging from computers to telecommunication systems and municipal vehicle fleets.

Turnkey

A public agency contracts with a private investor/vendor to design and build a complete facility in accordance with specified performance standards and criteria agreed to between the agency and the vendor. The private developer commits to build the facility for a fixed price and absorbs the construction risk of meeting that price commitment. Generally, in a turnkey transaction, the private partners use fast-track construction techniques (such as design-build) and are not bound by traditional public sector procurement regulations. This combination often enables the private partner to complete the facility in significantly less time and for less cost than could be accomplished under traditional construction techniques.

In a turnkey transaction, financing and ownership of the facility can rest with either the public or private partner. For example, the public agency might provide the financing, with the attendant costs and risks. Alternatively, the private party might provide the financing capital, generally in exchange for a long-term contract to operate the facility.