



CITY OF PLANO

NOTICE OF MEETING

PLANNING & ZONING COMMISSION

PLANO MUNICIPAL CENTER

1520 K AVENUE

OCTOBER 21, 2003

6:00 PM	Dinner	Planning CR 2E
6:30 PM	Work Session	Council Chambers

WORK SESSION AGENDA

- 1. Discussion and Direction: Comprehensive Plan Updating**
 - Land Use & Transportation Chapter – Issues & Objectives
- 2. Discussion and Direction: Retail Study Implementation**
 - Proposed Amendments

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CITY OF PLANO
PLANNING AND ZONING COMMISSION

October 21, 2003

Agenda No. 1

Discussion and Direction: Comprehensive Plan Revision

Applicant: City of Plano

DESCRIPTION:

Discussion and direction on the revision of the Land Use and Transportation Elements of the Comprehensive Plan.

REMARKS:

Background

Attached are outlines for the Land Use and Transportation Elements of the Comprehensive Plan. These outlines provide a brief description of the issues, and indicate some possible objectives. They are not intended to display the actual texts as they will appear in the final documents.

At the Commission's work session in September, staff discussed the outlines for the Introductory, Land Use, and Transportation Chapters of the Comprehensive Plan. The outlines that were presented for the Land Use and Transportation Chapters have been further developed to allow for further discussion of the various issues.

The attached outlines have grouped the issues according to the Major Themes as previously discussed by the Commission – Livable City, City of Organized Development, and City in Transition. Additionally, each issue is described briefly to give some sense of its relevance to the Major Themes and also to the respective Comprehensive Plan chapters. As staff continues to revise these chapters, more detailed discussion will be included on each of the issues in the outlines. Staff has also included possible objectives for each of the Major Themes. The intent is to develop a list of objectives that address the issues that have been identified. These objectives should be general statements of purpose within each theme.

Policy Papers

A list of possible topics for Policy Papers for both the Land Use and Transportation Elements is also included. As staff has indicated, these documents would include detailed descriptions of various topics. This discussion would include background information on the select topic, alternatives to addressing the topic, and a recommended policy for addressing the topic.

Staff's list of possible policy papers is preliminary only. Staff requests that the commission review this list and identify other possible topics for policy papers. Policy papers are not intended to discuss issues for which the City has a resolved, stated position. It is anticipated that policy paper recommendations will primarily address zoning and development review issues.

RECOMMENDATION:

The purpose of the attached outlines is to promote discussion on the various items. The final wording will be developed as staff continues to work with the commission. Staff is seeking the commission's direction on the scope of issues, and the objectives identified for each Chapter. If the commission is comfortable with the information presented here, staff will elaborate on the discussion of the issues and develop specific strategies to address the objectives identified in each outline.

Land Use Element Issues and Objectives

The following is a brief summary of the key issues and objectives relating to the 2003 update of the Land Use Element of the Comprehensive Plan.

Theme I - Livable City

Issues

Regional Context

Collin County continues to be one of the fastest growing areas in the Metroplex, and the country. This growth will have a significant impact on Plano's role, in terms of land use, within the region. Plano is no longer an "outer-ring" suburb with expanses of green-fields to develop. The focus will now be on infill-and redevelopment activities.

Regional Mobility

Rising traffic volumes within the City will remain a key concern. Given the significant number of residents and jobs in Plano, the City is expected to remain a major origin and destination point for persons traveling within the region. Land use concepts that promote the use of mass transit as well as a compact form of development will become increasingly important.

Economic Center

This issue is related to the "Regional Context" issue as outlined above. As surrounding cities continue to develop non-residential uses, Plano's market share in certain retail areas may continue to be eroded. The City must now focus on retaining the wide range of businesses that it has attracted over the years. These may not always be high-tech businesses with highly paid work forces, therefore making housing affordability a more important issue.

Air/Water Quality

Land use strategies that reduce the reliance on individual vehicle trips is one way to address air and water quality issues. The Transportation Element addresses this issue in greater detail.

Water conservation should also be addressed. Policies that act as an incentive for increased water use should be closely examined. Studies have shown that urban uses such as car-washing and lawn-watering account for a significant portion of the water use in most cities. The City should work with other cities and regional entities to promote water conservation.

Objectives

- Enhance Plano's position as a "City of Choice" by providing a wide range of opportunities for employment, residence, recreation, and shopping.

- Enhance Plano's "sense of community" by creating "people friendly" environments.
- Encourage land use strategies that are conducive to reducing traffic volumes throughout the City. Mixed-use, compact development that can benefit from mass transit should be encouraged where feasible. These kinds of development can accommodate a variety of activities in a single location, thereby reducing the dependence on automobile trips.
- Provide for an economic base that generates jobs for current and future residents and revenue sources for public facilities, infrastructure, and services.

Theme II – City of Organized Development

Issues

Local Context

As infill and redevelopment become the primary focus of development activity, compatibility of land uses will continue to be a key issue. Strategies to address this and other issues regarding infill development will have to be considered.

Balanced Consistent Zoning

Plano has a limited availability of undeveloped residential land. This will continue to present a challenge for the City. Clearly defining parameters to govern the rezoning of non-residential land for residential uses of varying densities, will be important to the future development of the City.

Continuous Planning Process

The Land Use Element should maintain the current update schedule - every two years. By updating this information regularly, the document will continue to be a source of current information to guide land use decisions. A key component of this regular update will be continued public involvement.

Land Use Categories

Provide a general description of each land use category indicated on the Land Use Plan. These descriptions should provide enough information to guide decisions regarding appropriate zoning throughout the City.

Objectives

- Maintain a continuous and coordinated planning process.
- Provide for efficient use of land.
- Continue to ensure that infrastructure and facilities are provided as development occurs.

- Ensure land use compatibility by grouping beneficial land use activities, and continuing to implement policies that minimize the impact of potentially incompatible activities.
- Maintain adequate parks and open space to complement existing development and future redevelopment.
- Protect and enhance the environment, while promoting appropriate development and redevelopment.

Theme III – City in Transition

Issues

Impacts of Maturation

As Plano continues to mature, the City will be confronted with a different set of land use issues. Neighborhood aging, infill development and redevelopment will emerge as the key issues for the City to address. The long-term sustainability of the City will depend on the ability to address these issues in a timely and appropriate manner.

Changing Demographics

Recent census data indicates that Plano's population is an older and significantly more ethnically diverse population than a decade ago. These changes may have implications regarding the City's future land use. Housing for elderly citizens and opportunities for cultural and recreational activities are two examples of land use needs that may be affected by the City's demographics.

Changing Regional Context

Plano will continue to be affected directly by the growth in adjacent cities. Plano is no longer an "outer-ring" suburb and as a result the City will be addressing a different set of issues than in the past. Traffic patterns and volumes, and changing development trends (further described below) have already given some indications of Plano's changing "position" within the region.

As Plano continues to be a major employment center within the region; traffic in and through the City will be a key issue to be addressed. Mass transit, alternative modes of transportation and transportation demand management are issues that will require continued consideration.

Development Trends

The City should continue to be open to considering creative and "non-traditional" suburban development opportunities. Mixed-use development, transit-oriented or otherwise, can be a useful tool in the future development of the City. This style of development usually requires building forms with a more "urban" quality including higher densities, and reduced setbacks. Single-family neighborhoods will continue to be the basic building block of the City; however there are limited areas that would be suitable for development as urban centers. These urban centers would be areas of higher density, mixed use development.

Objectives

- Continue to ensure the sustainability of existing residential areas throughout the City.
- Encourage continued growth of Plano's economy by supporting infill, and redevelopment initiatives.
- Develop places of interest in Plano through the use of urban design principles and other planning activities.
- Identify areas within the City that would be conducive to the development of "urban centers".
- Monitor national, regional, and local trends in population and land use.
- Consider recommendations from other studies that would support the implementation of the City's land use policies.

Policy Papers

- Rezoning property from non-residential to residential.
- Identifying areas appropriate for:
 - Mixed-use, and
 - Transit-oriented Development.
- Development of options for retail sites and other properties in saturated market areas.
- Infill Housing.

Transportation Element Issues and Objectives

The following is a brief summary of the key issues and objectives relating to the 2003 update of the Transportation Element of the Comprehensive Plan.

Theme I - Livable City

Issues

Air Quality

The Dallas-Fort Worth Metroplex has been classified as having serious air quality issues in regards to ozone by the Environmental Protection Agency (EPA). The major source of pollution is emissions from motor vehicles. If this situation does not improve, the EPA could impose sanctions that could result in the loss of federal funding for major transportation projects. This is a major regional issue. Plano should work with other communities in the region to develop ideas that could improve air quality and keep federal funding to assist with projects that could improve transportation in the region.

Regional Mobility

Plano's rail, roadway and transit networks are interconnected with the Metroplex. It is important to continue to ensure that the transportation system is consistent with that provided throughout the region in order to keep traffic moving as efficiently and quickly as possible. Much discussion by community leaders has been occurring around the Metroplex regarding transportation issues. Plano should continue to participate in these discussions.

Accessibility to Neighborhoods

Most properties within Plano have access to the roadway system that serves the community. Access to subdivisions should be maintained while mitigating cross through traffic in residential neighborhoods.

Transit Oriented Development (reference Land Use Element)

Transit Oriented Development is important for Plano because it allows a variety of uses to occur at one location. This reduces usage of the automobile and could help improve air quality. The Eastside Village in Downtown Plano provides an example of transit oriented development. However, the issue remains as to what type of development would be appropriate around the Parker Road Station.

Objectives

- Consider what can be done at the city-level initiatives to improve air quality in the region and how to work with other cities in Metroplex to address this issue.
- Continue to participate in discussions concerning regional transportation issues in Metroplex.
- Continue to provide a well maintained and efficient transportation system that meets the needs of the community and region.

- Promote opportunities for transit-oriented development.

Theme II - City of Organized Development

Issues

Surface Street System

Most of the roadway system in Plano is complete and additional capacity improvements are not feasible. Since most people in Plano use personal vehicles for travel, the challenge is then how to maximize efficiency of the existing roadway system. Plano's surface street system is also dependent on facilities operated by the Texas Department of Transportation (TxDOT) and the North Texas Turnpike Authority (NTTA). The City of Plano must continue to work with TxDOT, NTTA, and surrounding communities to ensure that adequate funding is provided and that timely improvements are made.

Intersection Improvement Upgrades

Many years ago, Plano designated certain intersections as candidates for grade separated interchanges. However, these improvements were never built due to concerns about the impact of such facilities on quality of life in Plano, access to commercial development and the cost of construction. The Preston Road Corridor Study indicated that the overpasses would not do much to improve traffic flow at some of the intersections. After reviewing information from the Spring Creek Parkway Study, Council recommends that designations for overpass along the roadway be removed from the Thoroughfare Plan. The right-of-way at these locations would be maintained in order to accommodate future at grade improvements.

Regional Transit System

The Dallas Area Rapid Transit (DART) provides mass transit service to Plano residents. Light rail service began in Plano in December of 2002. The City continues to receive bus service. There is discussion of creating a larger transit system to serve the entire region. If this is established, Plano's role in the system and its impact on existing services will have to be determined. Providing mass transit for east-west travel in the North Dallas region is another issue to be resolved in the near future.

Bicycle Transportation System

The City of Plano is served by the Bicycle Transportation Plan. The plan identifies the location of existing and proposed trails throughout the city. Plano has several on-street and off-street trails. The main issue for bicycle transportation in Plano is providing safe access for cyclists across regional highways, such as U. S. 75, and the major thoroughfares. Another issue is the implementation of the Bicycle Transportation Plan in light of reduced municipal revenues.

Objectives

- Ensure that the Thoroughfare Plan serves as an effective guide of the roadway transportation system in Plano.
- Continue to provide a roadway system that is safe and easy to navigate.

- Maximize the efficiency of intersections to cope with the increased traffic demand on the roadway system.
- Continue to encourage DART to provide a fiscally responsible, diversified transit system which addresses local and regional needs, and which maximizes the benefits derived by Plano.
- Ensure the implementation of the bicycle plan.
- Promote safety for bicycle and pedestrian traffic.

Theme III - City in Transition

Issues

Vehicular Origin and Destinations

Plano has been a city in transition since the 1960s. For many years, Plano was an agricultural community. In the 1960s and 1970s, the community began the process of change and growth into a suburb. The 1980s and 1990s witnessed another transition as Plano changed from a suburb into an employment center in the North Dallas region. The growth of the City's population and in employment has brought many people into the community and increased the usage of Plano's thoroughfare system. Even though population growth in Plano is beginning to level off, communities to the north of the City are still adding many people. This will result in an increase of through traffic. It will be important to identify where vehicle trips begin and end in order to plan for improvements to handle ever-increasing traffic volumes.

Regional Planning

Plano is nearing maturity and the neighboring communities continue to grow at a rapid rate. In order to ensure regional mobility, it is important that the transportation system within Plano interconnects with those in our neighboring communities. The City's regional planning efforts continued with this update by way of meeting with planning staff from neighboring cities to ensure that plans for future transportation projects were consistent. The City also had the opportunity during the 2001 update process to review the North Central Texas Council of Government's Thoroughfare Plan with that of Plano. Air transportation is a significant topic when it comes to economic viability and quality of life issues. Plano will need to define its role in the process of providing for adequate air service to the Collin County area.

Transportation Demand Management

Vehicular travel on Plano roadways is expected to continue to grow. This means an increase in traffic on roadways in Plano. Transportation Demand Management (TDM) is about reducing congestion on roadways. This includes educating employers and city residents about the different modes of transportation available in Plano. The City will need to determine how TDM measures can improve its circulation and accessibility.

Objectives

- Continue to meet with neighboring cities to discuss land use and transportation issues that impact our community and region.
- Become the leader among the communities of the Dallas-Fort Worth Metroplex in regional transportation issues and planning.
- Promote the use of alternative transportation opportunities by Plano businesses and residents.

Policy Paper

- Initiating a transportation demand management program to improve accessibility and air quality.

COMPREHENSIVE PLAN UPDATE
WORK PROGRAM (Revised)

Research / Issue Identification	April
Outreach Meetings	June - July
<ul style="list-style-type: none">• General Public• Homeowners Council• Developers Council• Homeowners Focus Group	August 12, 2003
Present proposed reformatting and issues to P&Z	August 19, 2003
Develop outline including strategies	August - September
Present outline to P&Z (work session)	September 16, 2003
Discuss issues and objectives (work session)	October 21, 2003
Present strategies and detailed discussion of issues	November 18, 2003
Present Draft to P&Z Text and Maps (work session)	January, 2004
Outreach Meetings (Second Round)	January, 2004
<ul style="list-style-type: none">• General Public• Homeowners Council• Developers Council	
Adoption	
<ul style="list-style-type: none">• Planning & Zoning Commission• City Council	February, 2004 February, 2004
Publication	March, 2004

CITY OF PLANO
PLANNING AND ZONING COMMISSION

October 21, 2003

Agenda No. 2

Discussion and Direction: Retail Study Implementation Plan

Applicant: City of Plano

DESCRIPTION:

In 2002, a document entitled "Retail Study of Underperforming and Vacant Retail Areas" was presented to the city councils and planning and zoning commissions of Carrollton, Plano, and Richardson. This study resulted from a joint effort by the three cities to address the singular objective of improving the productivity of vacant and underutilized retail structures and partially and wholly undeveloped retail-zoned tracts of land. The study was conducted by a committee of developers, homeowners, and council and commission members from each of the three cities. A technical committee, comprised of consultants and staff members, coordinated the process. The next step in the process is for each city to develop an implementation program using the recommendations from the report that best suit its individual needs.

REMARKS:

In August, the commission discussed the attached preliminary outline. In September, it focused on possible zoning amendments to increase the flexibility of the Retail district so that developers can consider reasonable alternatives to typical shopping centers and pad sites. Flexibility in allowed uses is particularly important when retail market areas are saturated.

Based on the Commission's discussion in September, staff has provided a series of amendments to the Retail district as contained in Section 2-815 of the Zoning Ordinance. These amendments are based on the following:

1. Adding "Patio Home" (PH), "Single-Family Attached" (SF-A), and "Two-Family" (2F) by right;
2. Continuing to permit "Independent Living" for the elderly, by right, but with increased height allowances; and
3. Adding "Limited Assembly and Manufacturing" by Specific Use Permit (SUP).

To supplement the above amendments, the following provisions have also been made:

1. Minimum sizes and dimensions for residential sites and for residual tracts that remain for retail use;
2. Height/setback requirements for Independent Living facilities when placed in proximity to residential zoning districts; and
3. Special loading area provisions for Limited Assembly and Manufacturing operations.

RECOMMENDATIONS:

Staff is seeking input from the Commission on proposed amendments and whether or not they address key issues and concerns.

2.815 R - Retail

Purpose

The "R" district is intended to provide areas for neighborhood, local and regional shopping facilities for the retail sales of goods and services including convenience stores, shopping centers and regional malls but not including wholesaling or warehousing.

Permitted Uses (See Section 5.100 for site plan requirements and Subsection 2.502, Schedule of Permitted Uses, for a complete listing.)

Most uses from the following categories are permitted:

Retail
Service
Institutional
Professional
Transportation, Utility or Communication

Other potential uses include:

1. **Patio Homes (PH) per standards in sections 2.807 below.**
2. **Two-Family Residence (2F) per standards in Sections 2.808 and "Special Regulations" below.**
3. **Single-Family-Attached (SFA) per standards in Sections 2.809 and "Special Regulations" below.**
4. **Independent Living Facility per standards in Section 3.115 and "Special Regulations" below.**
5. **Limited Assembly and Manufacturing by Specific Use Permit (SUP) per "Special Regulations" on "off-street parking and loading" below.**

Area, Yard and Bulk Requirements

Minimum Lot Area:	None
Minimum Lot Width:	None
Minimum Lot Depth:	None
Minimum Front Yard:	50 feet, except as provided in Section 3.500
Minimum Side Yard:	None (See Section 3.600.)
--of Corner Lot:	50 feet on street side
Maximum Side Yard:	None

Minimum Rear Yard: 10 feet where no alley abuts the rear property line (See Section 3.700.)

Maximum Height: Two stories, 35 feet (See Section 3.800.)

Maximum Lot Coverage: 30% (For gasoline service stations see Special District Requirements below.)

Maximum Floor Area Ratio: 0.6:1

Parking Requirements (See Section 3.1100.)

Landscaping (See Section 3.1200.)

Special District Requirements (ZC 2002-33; Ordinance No. 2002-8-14)

For gasoline service stations, canopies shall be considered as an accessory structure and shall be included in all calculations of lot coverage. A maximum 30% of the lot may be covered by the primary and/or accessory structures.

For mini-warehouse/public storage developments, maximum 50% lot coverage shall be allowed.

For Independent Living the following area, yard and bulk requirements shall apply:

Minimum Lot Area: 2 acres

Minimum Lot Width: 100 feet

Minimum Lot Depth: 100 feet

Minimum Front Yard: 25 feet except as provided in Section 3-500

Minimum Side Yard: None (see Section 3-610)

Minimum Side Yard

-- of Corner Yard: 25 feet on street side

Minimum Rear Yard: Ten feet where no alley abuts rear property line (see Section 3-800)

Maximum Height: Three stories with maximum 3rd floor top plate of 35 feet and maximum 45 foot height for any portion of the building. Top plate line is defined as the top horizontal member of an exterior frame with wall supporting ceiling joists, rafters or other members. The minimum setback from the zoning district boundary for an independent living building adjacent to land proposed (as shown on an approved land study), developed, or zoned for single-family, patio home or two-family shall be:

One story: 20 feet

Two story: 60 feet

Three story: 150 feet

Maximum Lot

Coverage: 40% plus 10% additional coverage for accessory buildings (see Section 3.701.)

* Patio homes, two-family residences, and single-family-attached residences shall comply respectively with standards specified in sections 2.807, 2.808, and 2.809.

When a portion of a retail-zoned property is used for patio homes, single-family-attached, two-family, and/or independent living developments, and a residual tract has been left, it shall have a minimum of two acres and a minimum dimension of 175 feet.

Any portion of a retail-zoned tract that is developed for patio home, single-family-attached, and/or two-family residences, shall have a minimum land area as follows:

1. Patio Homes – 8 acres
2. Single-Family-Attached – 4 acres
3. Two-Family – 8 acres

Off-street parking and loading requirements for limited assembly and manufacturing or portions of building used for limited assembly and manufacturing:

Maximum Loading Facilities

Buildings in RT districts shall not exceed the following ratios for loading spaces:

<u>Square Feet of Gross Floor Area in Structure</u>	<u>Maximum Loading Spaces or Berths</u>
<u>0 to 20,000</u>	<u>Four</u>
<u>Over 20,000</u>	<u>One for each additional 10,000 square feet up to a maximum of 12</u>

The design and orientation of the building(s) shall minimize the exposure of loading and trash collection areas from adjacent streets and from adjacent properties unless they are part of the same approved preliminary site plan. No loading spaces shall face streets. In addition, the Planning & Zoning Commission may require a combination of wing walls extended from a building, screening walls, landscaped berms, and plant materials to further obscure the view of loading and trash collection areas. The above screening elements shall be

designed and located in conformance with applicable yard and setback requirements. Screening must extend the entire length of loading area.

Screening elements should be a minimum of eight feet in height at installation. Berms should not exceed a slope of three feet, horizontal to one foot, vertical. Retaining walls may be used on the interior side of the berm but should not face adjacent streets or properties. The height shall be measured from the top of the curb of adjacent streets or from the average grade of property lines with adjacent tracts of land. Depending upon the average grade of the adjacent streets and properties, the minimum height at installation may be increased to as high as 12 feet.

Plant materials used for screening shall include a combination of shade and ornamental trees (four-inch minimum caliper), conifers (eight-foot minimum height) and shrubs (five gallon minimum). The plant materials shall be arranged in a manner which significantly obscures the view from adjacent streets and properties.

Proposed screening elements shall be identified on the preliminary site plan. A detailed plan showing the angles of view and the specific placement of screening elements shall be submitted with the final site plan.

Loading areas for limited assembly and manufacturing are intended to provide for short-term pick-up and delivery. Onsite storage of delivery vehicles, including trailers and shipping containers, is prohibited. No delivery vehicles shall be parked outside of the designated loading areas.

RETAIL STUDY IMPLEMENTATION PROGRAM

PRELIMINARY OUTLINE

Planning and Zoning Commission
July 2003

DESCRIPTION:

The Retail Study Implementation Program is intended to assist the City of Plano in identifying the applicable components of the "Retail Study of Underperforming and Vacant Retail Areas" and developing approaches for implementing them. This study was prepared jointly by the cities of Carrollton, Richardson, and Plano to provide approaches for increasing the productivity of vacant and/or underused retail structures and partially developed and/or undeveloped retail tracts. Each city is now responsible for adapting the key recommendations of the plan to its specific needs and circumstances.

MAJOR CONSEQUENCES IF CURRENT CONDITIONS CONTINUE

- Underuse and deterioration of shopping centers can lead to property devaluation and public revenue decreases.
- The city will continue to lose revenues on tracts that remain undeveloped.
- Deteriorating shopping centers can negatively impact surrounding non-residential and residential properties and potentially decrease their property values.
- Under-producing shopping centers can lead to job loss and income decline.
- Unstable retail and residential areas can negatively impact efforts to recruit major employers and improve the local economy.
- Unstable retail and residential areas can negatively impact the image and identity of the community.

MAJOR CHALLENGES TO CONSIDER

- Plano's retail market share is eroding due to the growth of outer suburbs.
- Ever-changing retail trends and formats often make existing shopping centers obsolete. It may be more feasible to build a new facility on an undeveloped site than it is to retrofit an existing facility.
- Market saturation in certain geographical areas limit the marketability of existing shopping centers and undeveloped retail tracts;
- Changing demographics, particularly for age and ethnicity, impact local retail markets.
- Reinvestment in existing centers sometimes does not result in commensurate lease rate increases.
- "Hidden" barriers to redevelopment such as special lease requirements and deed restrictions often inhibit the implementation of practical solutions.
- The study recommends "pruning" excess retail properties through rezoning. However, a wholesale "back-zoning" program would be more controversial and more disruptive than other approaches.

MAJOR OPPORTUNITIES

- Unlike some inner-ring suburbs, most retail space in Plano is leased and productive.
- Changing demographics can also lead to emerging markets that were previously unavailable.
- There are some housing types and other uses that may be suitable and practical for undeveloped retail sites.
- Despite recent economic trends, Plano continues to have a strong economic base that offers a variety of employment and shopping opportunities.

POSSIBLE IMPLEMENTATION PROPOSALS

- Amend the "Retail" zoning categories to include townhouses, patio homes and other medium density housing options with provisions for minimum site size and number of total units to ensure economic feasibility. Require that residual tracts, retained for retail use, be a minimum of two acres in size. Review residential adjacency standards (RAS) to ensure that they adequately address transition issues.
- Amend Retail zoning to allow "Limited Assembly/Production by Specific Use Permit (SUP).
- Amend Retail zoning to allow retirement housing up to three stories in height with reasonable setbacks. It is currently allowed with a maximum height of two stories. Most retirement housing developments require three-stories to achieve economically feasible projects. Also, require a minimum of two acres for residual retail tracts and review RAS for possible transition issues.
- Provide other zoning incentives for redeveloping unproductive retail properties such as increasing lot coverage and floor area ratios (FAR), reducing parking requirements, reducing setbacks, and commensurate adjustments in landscaping requirements.
- Explore the development of economic incentives such as waiving fees, rebating a certain percentage of sales taxes, providing low interest loans (or interest rate buy-downs), and credits against debt service as ways of encouraging reinvestment in retail properties. Some of these approaches could apply to the conversion of underperforming retail properties to other uses. Criteria for selecting deserving projects could include:
 1. Taxable sales growth;
 2. Taxable increases in property value;
 3. Amount of private investment;
 4. Creation of new jobs and/or residences (particularly affordable housing);
 5. Age and condition of the shopping center;
 6. Adaptability of the center to current retail trends and/or other uses;
 7. Attracting of new tenants from outside the area as opposed "cannibalizing" existing centers;

8. Location of the property in areas that the city has identified for other special projects and programs; and
 9. Potential impact on surrounding properties or specific revitalization goals of the city.
- Select an underperforming retail property as a case study, work with the property owner to identify the factors that deter reinvestment, and develop a specific program for increasing the property's productivity. Base the selection of the property on the above factors plus the following:
 1. A limit on investment by the city (could be limited to in-kind services using city staff) that is established up front;
 2. Willingness of a property owner to work with the city and to disclose relevant financial and operational information; and
 3. Commitment by the property owner to reinvest in the property.