DRAFT

November 30, 2006

Smart Neighborhood Analysis Protocol

This document outlines the procedure that will empower community stakeholders to provide a vision for redevelopment opportunities appropriate to their community's character.

The **Smart Neighborhood Analysis Protocol** (SNAP) is a comprehensive ranking criteria system to guide the development of smart neighborhoods. It is anticipated that community development corporations or other neighborhood groups will lead the effort for implementing the SNAP by facilitating **data collection and analysis by citizen volunteers.** The community organization would then **compile results and demonstrate support** for redevelopment recommendations, and then submit the summary to the City. Based on the results, the **City prioritizes neighborhood development sites** and focuses its redevelopment efforts appropriately. The **resulting Smart Neighborhoods** will be efficient locations for infill development that feature brownfield redevelopment and building renovation, and they will decrease dependence on the automobile through pedestrian-oriented design of the built environment.

Smart Neighborhood Analysis Protocol
Overview

Smart Neighborhoods for Live, Work and Play

This project and its goals are guided by the input provided by Toledo citizens in participatory meetings, including an Image Preference Survey[SM]; Strengths, Weaknesses, Opportunities and Threats Survey; and a participatory charrette addressing two redevelopment sites. The results of these exercises and the opinions voiced by participants called for strengthening Toledo's existing resources and neighborhoods and for support of Smart Growth principles.

We considered how Smart Growth is applied on the neighborhood scale in an existing urban context, and we call the resulting development a Smart Neighborhood. Typical features of a Smart Neighborhood include a compact, walkable center of activity incorporating a mix of retail stores, residences, and offices; accommodation for pedestrians, bicyclists, and transit riders, as well as for automobiles; amenities for increased pedestrian safety and comfort; a variety of housing options; parks within walking distance of each residence; and civic uses that are integrated into the surrounding community.

Benefits of Smart Neighborhoods

Smart Neighborhoods provide a more sustainable solution to conventional suburban development by decreasing reliance on the automobile and encouraging reinvestment in Toledo. In addition to the environmental benefits of reducing pollution associated with vehicular use, pedestrian-oriented neighborhoods also provide health benefits by encouraging residents, employees, and visitors to walk or bicycle to their destinations.

Further, social interactions are facilitated in Smart Neighborhoods, particularly for populations that do not drive such as children and the elderly. Smart Neighborhoods are places where a car is not required for transportation: residents can walk to stores or even to work, and children can walk or bike to school and parks.

In addition to improving the quality of life for Toledo residents, Smart Neighborhoods can also improve the economic health of the City as a whole. The enhancement of existing neighborhoods into Smart Neighborhoods can play a key role in helping Toledo recover from years of population loss and the resultant decline in the tax base. Smart Neighborhoods will make Toledo a more competitive and attractive place to live, reversing the trend of population decline and encouraging companies to locate in the City. Population growth and increased business activity will strengthen the tax base, enabling Toledo to provide more competitive schools and improved City services.

Shaping Smart Neighborhoods with the Smart Growth Ranking Criteria

The Smart Neighborhood Analysis Protocol (SNAP) ranking criteria is a key strategy to plan an improved quality of life for the citizens of Toledo. Although designed using Toledo neighborhoods as case studies, the SNAP will be applicable with minimal adjustment to guide redevelopment efforts in other cities.

The intent of the SNAP ranking criteria is to evaluate existing neighborhoods in urban areas and proposed infill redevelopment projects in accordance with Smart Growth principles, resulting in Smart Neighborhoods. The SNAP includes a method for prioritizing development projects, to maximize the City's redevelopment efforts and to enhance the benefits of future investments in Toledo.

The SNAP will help Toledo's leaders and citizens to recognize their communities' strengths and determine how to enhance their assets, to result in more sustainable, value-enhancing, and attractive development options. For maximum benefit, the SNAP would be implemented as a City-wide initiative and would include support from the City. However, Part 1 of the SNAP, which is described below, can "stand alone" for use by neighborhood residents, community groups, City staff, or other stakeholders to inventory a neighborhood's assets and to target appropriate types of development. Over time, Part 1 may be revisited to evaluate how a neighborhood's development efforts have progressed.

Refer to the full Smart Growth in Brownfield Communities report for further insight on how the Smart Neighborhood Analysis Protocol (SNAP) Ranking Criteria is a component of the City of Toledo's strategy for redevelopment of its neighborhoods using Smart Growth principles.

Assumptions of the SNAP

The three core assumptions of this strategy are as follows:

1. The recognition that private citizens have the strongest vested interest in bettering their neighborhoods and are in the best position to promote local business and spending; the input that they provided in the Image Preference Survey[SM] guided the development of the SNAP and helped shape the role of neighborhood stakeholders in this project.
2. The recognition that there is latent demand for healthy and complete neighborhoods and, with it, a willingness for Toledoans to shift their spending habits toward high-quality neighborhood businesses and away from drive-to chain stores.
3. The acknowledgment that the private sector is the rightful source of investment in the neighborhoods, but that the government has a role to play in shaping and defining those investment opportunities.

Citizen stakeholders participated in the Image Preference Survey to provide their opinions on future growth in Toledo; their input helped shape the SNAP.

Attributes Assessed by the SNAP

The SNAP is designed to assess three key attributes required to develop and sustain neighborhoods with a high quality of life:

1. the physical attributes and assets of an existing neighborhood,
2. the capacity of citizens and community groups to invest time to bring development to their neighborhood, and
3. the interest and capacity of locally owned private sector developers and business owners to open and operate neighborhood-based businesses.

Development of the SNAP

For the development and testing of the SNAP, the tool was applied to three Toledo neighborhoods:

- Manhattan Marsh/Chase Elementary School: a redeveloping, primarily residential area
- Uptown: an existing mixed-use corridor
- Toledo-Miami Riverfront: an underutilized brownfield site with redevelopment potential

The analysis of the Chase Elementary School/Manhattan Marsh site is given in the following pages based on the site analysis and recommendations provided during the June 22, 2005 charrette. More information on the charrette results is provided in the Community Involvement Plan section of this report. The worksheets used in the analysis of the other sites are provided in the Appendix.

Smart Neighborhood Analysis Protocol
Implementation

Implementation of the SNAP

The following key roles and activities are recommended for implementing the SNAP as a City-sponsored initiative. Ideally, a coordinator within the City's Department of Neighborhoods will be appointed to manage the implementation of the SNAP and serve as support to the community organizations participating in the SNAP.

1. Recruit Community Organizations

The City, members of City Council, and any city-wide partnering organizations will invite Community Organizations, such as community development corporations and neighborhood groups, to participate in the SNAP. The project coordinator will assist with the recruitment of community organizations as part of the Community Involvement Plan, and the Neighborhood Coordinator would manage the outreach effort.

Outreach may be accomplished through letters to community leaders as well as with website listings on the City site and by submitting press releases to the local media. In Toledo, the inventory of community organizations, which was completed in recent years, will be revisited to ensure that it is complete, and letters of invitation would be sent to its leaders. An effort will be made to attract a group of participants that are diverse by ethnicity and income.

2. Information and Training Workshop

In Toledo, the City's project coordinator will organize an information and training workshop to present the rationale and goals of the SNAP, as well as an overview of the procedure and administration. The leaders of the Community Organizations considering participation in the SNAP will receive guidance on recruiting and training citizen volunteers, called Neighborhood Builders.

For the pilot of the SNAP, it is anticipated that the consultant team will provide training and support to a City project coordinator and will hold several workshops tailored to different audiences, including not only the community leaders but also the development and business communities and City staff. Questions and comments from these interactive sessions will be compiled as a project resource, available to other cities launching the SNAP.

3. Preparation of Materials

To prepare for the SNAP, the City will work with participating Community Organizations to compile base information for use in the exercises.

The basic materials required for this step include the following:

- Scaled, measurable base map of the neighborhood with about 1/4 mile "cushion" surrounding it*
  This map should include:
  - Streets
  - Property lines, if available
  - A recent aerial map, if available
  Other useful information includes parks and schools; these features can be added later.
- Colored markers
- Tracing paper
- Engineering scale

* Note: The base map should include the greatest area expected to be part of the neighborhood plus the indicated "cushion"; the Neighborhood Builders will help refine the boundaries and identify sub-areas within the neighborhood. It is anticipated that instructions on creating the map and compiling the materials will be provided in the information and training workshop.

4. Recruiting Neighborhood Builders

Ideally, members of the general public will learn about the SNAP through the media and other avenues and will approach their neighborhood groups with interest in participating. However, the recruitment of citizen volunteers, called Neighborhood Builders, to participate in the project, will be a critical component of the SNAP's strategy.

Participating Community Organizations will utilize grass-roots efforts to notify neighborhood stakeholders, such as disseminating flyers at schools and posting notices in local shops. The Community Organization will hold an informational meeting on the SNAP, outlining the process and encouraging participation. At this meeting, materials and the schedule for completing the worksheets and submitting the results would be provided to the participants.

All local stakeholders will be encouraged to participate; the SNAP welcomes input from all age groups. The SNAP can even be a school or family activity.

5. The Neighborhood Builders' Role

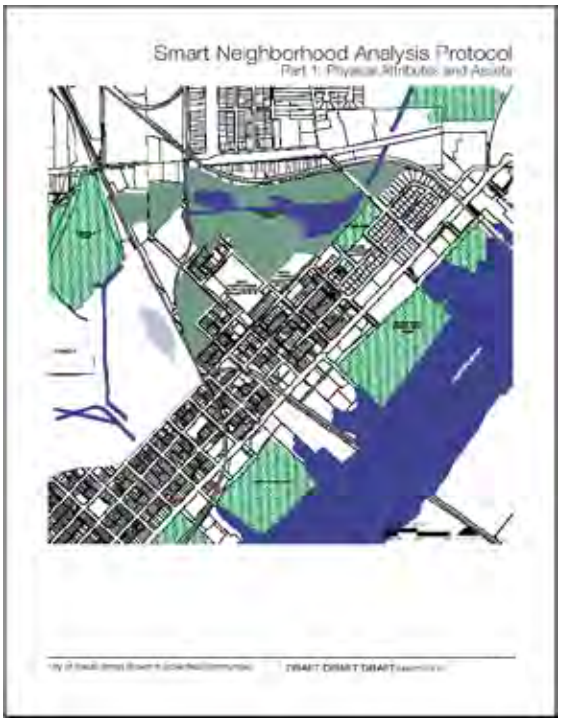
Part 1: Physical Attributes and Assets

As detailed in the following pages, the five tasks of the Physical Attributes and Assets analysis are:

1. Identifying site characteristics,
2. Inventorying neighborhood uses,
3. Mapping the neighborhood,
4. Navigating through the neighborhood, and
5. Analyzing the pedestrian environment.

The volunteer Neighborhood Builders will collect information and record their perspectives and submit their completed worksheets to the community organization for compilation and further analysis. The results of the Neighborhood Builders' efforts will provide a vision for a complete neighborhood and serve as a guide to the community's preferred redevelopment projects.

Note that Part 1 may be revisited over time to evaluate how the neighborhood development efforts have progressed and what additional efforts may need to be targeted. For "blank slate" sites with limited existing neighborhood features, the site plan rather than the existing conditions will be evaluated using the SNAP.



Sample worksheet, before identifying site characteristics.

6. The Community Organization's Ongoing Role

Part 2: Neighborhood Capacity Building

While the Neighborhood Builders work on the SNAP, the City will provide guidance to the participating community organizations to help them identify informal partnerships, funding sources, and other resources to facilitate future development efforts.

The community organization participating in the SNAP will rely on the information and vision provided by its Neighborhood Builders. Upon submittal of the Neighborhood Builders' worksheets, the community organization will compile the results into an aggregate summary, score the Part 1 (Physical Attributes and Assets) results on the applicable Score Sheet, and collect additional data on overall neighborhood characteristics to provide additional insight on existing conditions.

Sample worksheet, after identifying site characteristics; see Part 1, Physical Attributes and Assets.

7. The City's Role

Part 3: Evaluation of Smart Development Potential

After the collection, compilation and submittal of the data to the City, the next step is the evaluation of Smart Development potential and prioritization of development opportunities.

The neighborhoods that have existing conditions and opportunity sites conducive to infill development would likely receive high Part 1 scores. In addition to the Part 1 score, however, the Community Organization coordinating the SNAP will also be evaluated and scored based on its ability to play a role in future neighborhood building efforts. The combined scores for Parts 1 and 2 will be compiled on the applicable Score Sheet; additionally, this Score Sheet includes additional information in support of the proposed Smart Neighborhood site, as determined by the City.

Neighborhoods receiving high scores on the SNAP indicate good potential for development into a Smart Neighborhood. These neighborhoods will receive priority for applicable redevelopment efforts. Regardless of score or participation in the SNAP, any neighborhood may be targeted for City-wide initiatives such as new stormwater and recreational parks within walking distance from all residences.

8. Next Steps: Implementation

The City will work with the community organization and identified partners to attract the required investment. The City could also facilitate the development of Smart Neighborhoods by accomplishing the following:

- requiring the application of the SNAP and related resources for all New Schools New Neighborhoods sites.
- establishing pilot programs that support development of Smart Neighborhoods.
- creating a Neighborhood Enterprise Zone with bonding capacity, funding opportunities, and fee waivers.
- providing zoning and entitlement support that focuses retail districts on neighborhood shopping streets.

A Final Note: Incorporating SNAP Results into a Neighborhood Plan

The results of the SNAP should be used to drive a neighborhood plan. The SNAP will guide the creation of a redevelopment plan that takes advantage of the identified opportunity sites, filling retail voids, and increasing density to support the recommended retail uses. The result is a Smart Neighborhood with a walkable neighborhood center and appropriate infill development that enhances the quality of life.

The following pages illustrate the worksheets used and a sample analysis for the Chase Elementary School/ Manhattan Marsh site. Following the analysis is an example of a recommended development plan for this site that takes advantage of the identified opportunity sites, filling retail voids, and increasing density to support the recommended retail uses. The result is a Smart Neighborhood with a walkable neighborhood center and appropriate infill development that enhances the quality of life.

Overview of the SNAP

Part 1: Physical Attributes and Assets

Part 1 of the SNAP is completed by volunteer "Neighborhood Builders," who are members of the general public and stakeholders in the community. It involves data collection based on the neighborhood's existing physical conditions and the impressions they give its residents and visitors.

The Neighborhood Builders will compile information and record their perspectives and submit their completed worksheets to the sponsoring Community Organization for compilation and further analysis. The results of the Neighborhood Builders' efforts will provide a vision for a complete neighborhood and serve as a guide to the community's preferred redevelopment projects.

All local stakeholders will be encouraged to be Neighborhood Builders; the SNAP welcomes input from all age groups. The SNAP can even be a school or family activity.

Part 2: Neighborhood Capacity Building

Part 2 of the SNAP is completed by the Community Organization sponsoring the project and will rely on the information and vision provided by its Neighborhood Builders.

Upon submittal of the Neighborhood Builders' worksheets, the Community Organization will compile the results into an aggregate summary, score the Part 1 (Physical Attributes and Assets) results on the applicable Score Sheet, collect additional data on overall neighborhood characteristics, and submit the results of the analysis to the City department with jurisdiction for this project.

Throughout Part 1 and 2, the City will provide guidance to the participating community organizations to help them identify informal partnerships, funding sources, and other resources to facilitate future development efforts.

Part 3: Evaluation of Smart Development Potential

Part 3 of the SNAP is completed by the City department with jurisdiction over the project.

The City department overseeing the SNAP is responsible for evaluating Smart Development potential and prioritization of development opportunities, based on the compiled data submitted by the Community Organization.

Neighborhoods receiving high scores on the SNAP indicate good potential for development into a Smart Neighborhood. These neighborhoods will receive priority for applicable redevelopment efforts. Regardless of score or participation in the SNAP, any neighborhood may be targeted for City-wide initiatives such as new stormwater and recreational parks within walking distance from all residences.

Smart Neighborhood Analysis Protocol
Overview of the SNAP Procedure

Application of the SNAP based on Existing Conditions

Typically, two types of redevelopment sites exist in urban areas:

Existing Development

These sites typically include a commercial area or street adjacent to residential neighborhoods, or a large commercial development like a mall that is being redeveloped. The SNAP is tailored to address existing conditions and development opportunities in existing neighborhoods.

"Blank Slate" Development

These sites are primarily large redevelopment projects without roads or other infrastructure, such as a brownfield redevelopment. The SNAP will be used to guide development plans for "blank slate" sites.

Applying SNAP to "Blank Slate" Sites

The main purpose of the SNAP is to evaluate neighborhoods that already exist, so some factors measured by the SNAP procedure may not apply to "blank slate" sites with no roads or infrastructure. In these instances, the SNAP should be used to guide certain key neighborhood features and to determine how a neighborhood plan might complement its surrounding context. The SNAP would be used to evaluate proposed neighborhood plans.

The Manhattan Marsh/Chase Elementary School site is located in an existing neighborhood. The SNAP will be easily applied to this site.

The Toledo-Miami site identified above is a "blank slate" on a former industrial site. Since it doesn't include an existing neighborhood, the SNAP will be used to guide development plans.

Refining Smart Neighborhood Design with LEED-ND

The SNAP identifies the key features of a Smart Neighborhood and provides a mechanism to prioritize development efforts, but other resources will be useful for guiding design elements of new buildings or infrastructure. The U.S. Green Building Council's Leadership for Energy and Environmental Design for Neighborhood Development (LEED-ND) is recommended for the design of any built improvements to a neighborhood.

For any project involving new construction, building rehabilitation, or street/sidewalk improvements, LEED-ND should be used as a complementary resource to the SNAP. Regardless of how a neighborhood or development site scores through application of the SNAP ranking criteria, LEED-ND's concrete requirements should be used to guide the design of streets, sidewalks, and building elements, and meeting LEED-ND requirements will result in development features typical of Smart Neighborhoods.

The general principles of LEED-ND were applied to the sample Neighborhood Plans for the three case studies provided in the Appendix.

A draft of the LEED-ND rating system can be downloaded from
http://www.usgbc.org/DisplayPage.aspx?CMSPageID=148

The SNAP Ranking Criteria at a Glance

Part I. Physical Attributes & Assets 2

Description: Data Collection

To be completed by: Volunteer Neighborhood Builders

Step 1: Identify Site Characteristics 3
Step 2: Inventory Neighborhood Uses.....6
Step 3: Map the Neighborhood.....7
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Step 5: Evaluate the Pedestrian Environment.....12

Part 2. Neighborhood Capacity Building 14

Description: Data Analysis

To be completed by: Sponsoring Community Organization

Step 1: Summarize Site Characteristics 15
Step 2: Summarize Neighborhood Uses.....15
Step 3: Summarize Neighborhood Mapping Results.....16
Step 4: Summarize Neighborhood Features.....21
Step 5: Analyze PedZone℠ Study.....22
Step 6: Summarize Neighborhood Opportunities.....24
Step 7: Compile Results and Complete Score Sheet.....26

Part 3. Evaluation of Smart Development Potential 27

Description: Summary and Scoring

To be completed by: City Department Coordinating the SNAP

Step 1: Score Part 2 Submittal.....28
Step 2: Evaluate Additional Resources and Opportunities.....33
Step 3: Final Scoring and Prioritization.....34
Next Steps: Incorporating SNAP Results into a Neighborhood Plan.....36

Part 1: Physical Attributes and Assets
Introduction

The Neighborhood Builders' Role in Smart Development

The Community Organization coordinating the SNAP will recruit volunteer community stakeholders, called Neighborhood Builders, who will collect information about their neighborhood using the instructions on the following pages. The exercises are designed to summarize each participant's opinions on the elements of their neighborhood that are perceived as strong and points of pride to be enhanced, as well as features that need improvement.

Description of Role

Each step of Part 1 involves recording information that addresses various features of the neighborhood. Input is provided by drawing and writing on worksheets that use maps of the neighborhood, as well as providing comments about the "Key Features" of the neighborhood.

This information will typically be provided by residents who are very familiar with the neighborhood. However, the SNAP will encourage the stakeholders to look at specific features of their neighborhoods more carefully than they may see things every day. This exercise includes a "site visit" involving the recording of data as each participant walks through the neighborhood; participants can do their site visits in small groups or by themselves. Some data may be collected in advance using the participants' knowledge of where specific features are located or even using the internet.

Next Step: Advancing to Part 2

The Neighborhood Builders should turn in their worksheets and comments to the Community Organization within the timeframe designated by the project coordinator. Each participant or family should make sure they join any appropriate mailing lists so that they learn about the SNAP's progress.

Overview

Part I. Physical Attributes & Assets

Description: Data Collection
To be completed by: Volunteer Neighborhood Builders

Step 1: Identify Site Characteristics
Step 2: Inventory Neighborhood Uses
Step 3: Map the Neighborhood
- 3A: Identify the center of activity
- 3B: Identify PedShed
- 3C: Identify neighborhood boundaries

Step 4: Navigate through the Neighborhood
- 4A: Identify key connector streets
- 4B: Identify street connectivity patterns
- 4C: Identify barriers to pedestrian circulation

Step 5: Evaluate the Pedestrian Environment

Step 1: Identify Site Characteristics

Rationale

An evaluation of site characteristics and general land uses will lay the groundwork for the neighborhood analysis.

Identifying Existing Features

Locate the following features on the base map, as appropriate. This page serves as a key to Worksheet #1.

Nodes of Activity

With a black marker, circle any places that tend to be busy with pedestrian activity, such as schools, transit stations, intersections where multiple bus lines cross, community centers, etc.


Sample nodes of activity: Transit station (left) and neighborhood shopping district (right)

Edges

With a black marker, draw a jagged line along any barriers or natural features that serve as edges to the neighborhood, such as highway or a river.


Sample edges: Railroad tracks (left) and wide, busy street (right)

Landmarks

Draw a star on any prominent landmarks or monuments, such as places of worship or historic buildings with significance to the neighborhood.


Sample landmarks: Church at prominent intersection (left) and historic mansion (right)

Part 1: Physical Attributes and Assets
Step 1 Instructions

Districts

On Worksheet #1, indicate land use districts using the following colors. Consider ground-floor and upper-floor uses, where applicable, and write in any additional details if known:

Yellow: Single-family residential districts
Write in "rental" or "owner-occupied" if known.

Orange: Multi-family residential districts

Brown: High-rise residential districts

Purple: Mixed-use districts
Write in the use of upper floors, e.g. "residential."

Red: Retail districts

Pink: Office

Light Blue: Civic or institutional uses

Gray: Industrial districts

Green: Parks or trails

Also, indicate any districts that have already been identified for planning purposes, such as entertainment districts.

Corridors

Label all major streets in the area around the neighborhood.

Draw in the site's linear features using the following colors and symbols.

- Dotted gray lines: 
  Transit corridors (indicate direction for one-way streets)
- Heavy gray lines:
  Rail lines
- Brown lines:
  Historic streetcar corridors, if known
- Blue:
  Rivers, creeks, and other water features

!!! TIP !!!

It may be useful to begin compiling information on districts and uses before your "site visit" to the neighborhood. Then verify the information during a visit to the neighborhood.

Use the aerial map provided by the community organization coordinating this project or refer to:

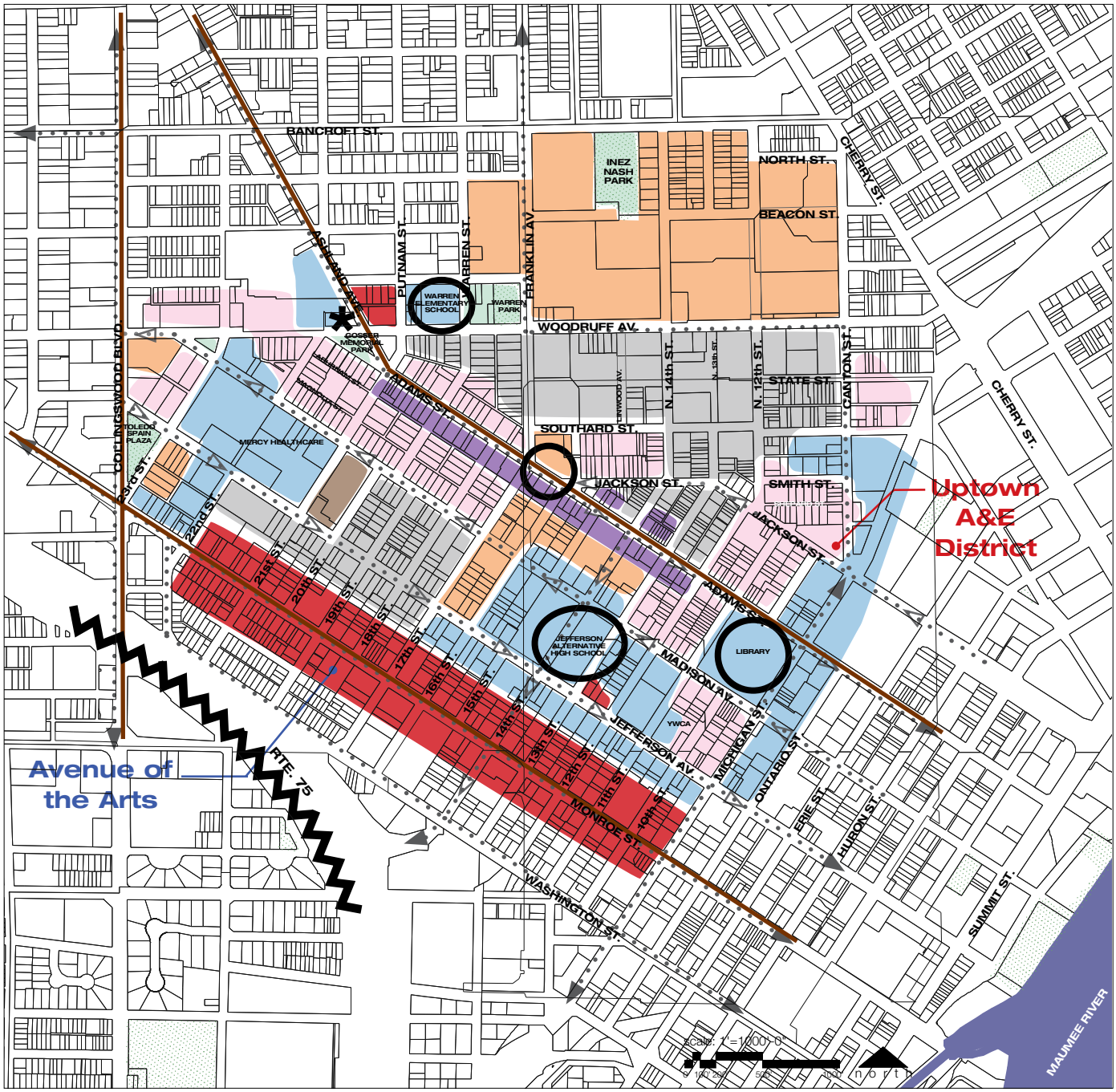
www.maps.google.com
to refer to color aerials; see also "hybrid" feature.

Another useful resource is:
www.tarta.com
to identify transit lines.

To verify the exact locations of businesses before the site visit, you can refer to:
www.superpages.com.

Part 1: Physical Attributes and Assets

Worksheet #1



Analysis of the Uptown Neighborhood Site

Site Characteristics

Key Features:

- Several nodes of activity exist at schools, library, and mixed-use area on Adams St. in historic streetcar corridor
- Boundaries of Arts & Entertainment District and Avenue of the Arts have been identified by local stakeholders
- Residential uses are multi-family or above retail spaces
- Light industrial, office, & public uses are significant; several artists' studios and workshops are located north of Adams
- Single-use, auto-oriented commercial uses are primarily located on Monroe St.
- Neighborhood is well served by multiple transit lines, although one-way streets restrict flow of traffic

Part 1: Physical Attributes and Assets
Step 2 Instructions

Step 2: Inventory Neighborhood Uses
Rationale

The next step of the analysis identifies specific uses that are conducive to neighborhoods that provide a complete array of services.

Complete Neighborhood Service Inventory

Locate the key uses listed in the table on this page. Number the uses where they are found on Worksheet #2. Indicate any missing uses with an **x** in the "voids" column of the table.

Neighborhood Service Inventory

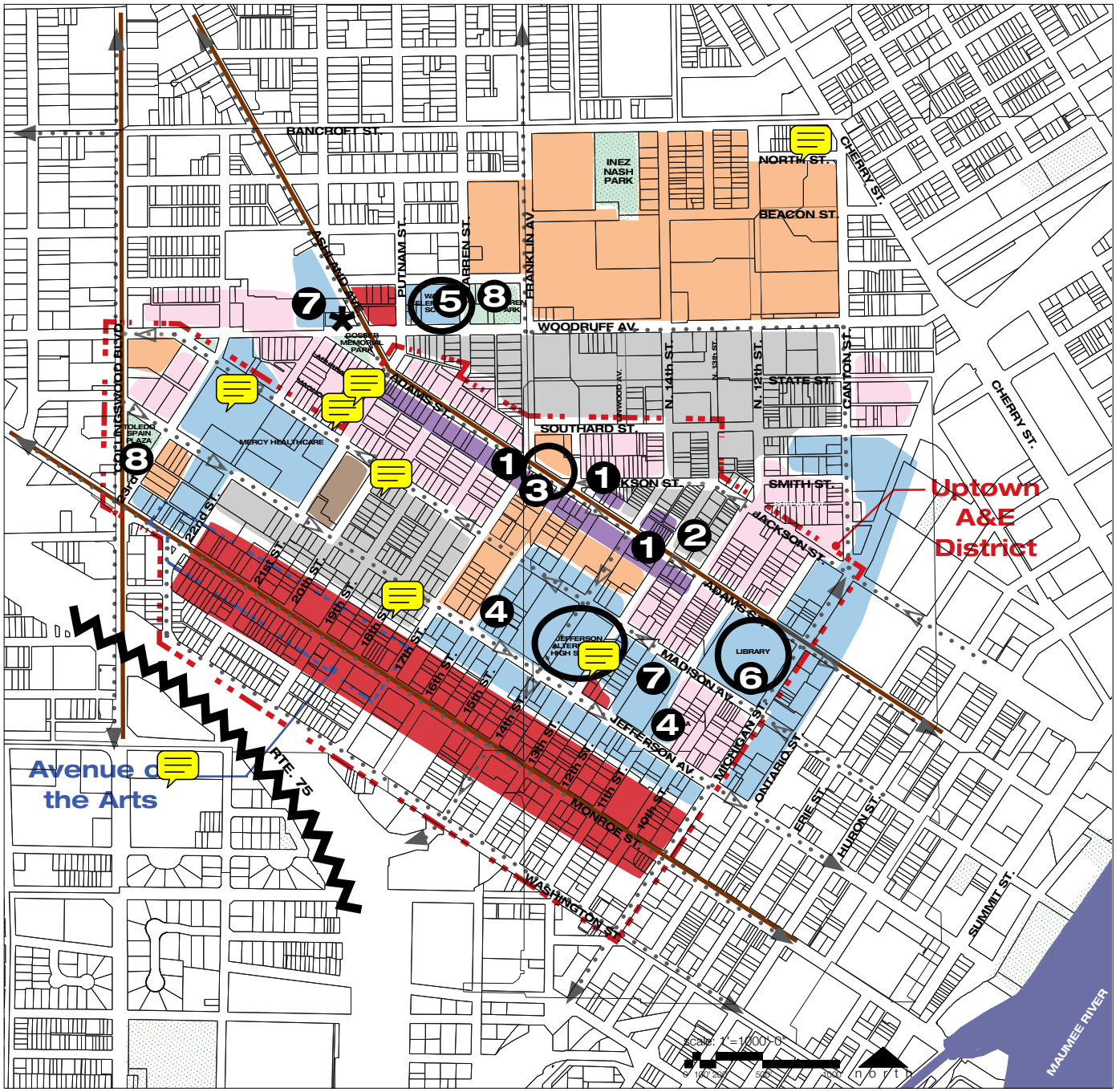
Use	Location	Voids
Convenience food store		x
Family restaurant	❶	
Coffee shop		x
Bank	❷	
Laundry/dry cleaner	❸	
Drug store		x
Medical/dental office		x
Day care center	❹	
Elementary school	❺	
Library	❻	
Community center		x
Place of worship	❼	
Post office/govt services		x
Park	❽	
Transit lines	• • • • • • • • •	
Bonus: shared cars		N/A

Totals: 9 **of 15 key uses**

Score: 60 **%**

Part 1: Physical Attributes and Assets

Worksheet #2



Analysis of the Uptown Neighborhood **Site**
Neighborhood Uses

Key Features:

- Although many key retail and service uses are present, they are scattered through the district
- Retail uses are clustered on Adams between 15th and 18th Streets
- Public and service uses are clustered at Woodruff School and at the edge of the district at the library
- Parks are located at the north and west edges of the site

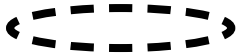
Part 1: Physical Attributes and Assets
Step 3 Instructions

Step 3: Map the Neighborhood

Rationale

Identification of the PedShed[SM], or the comfortable walking distance from any node of activity, and the primary center of activity will indicate where more intense development should be located. Delineation of the neighborhood boundaries will indicate the surrounding area associated with the neighborhood center.

Step 3A: Identify the center of activity



To identify the center of activity in the neighborhood, consider where multiple uses are clustered and other key features of the site, such as commercial districts, nodes of activity, and transit lines are located. If there currently is no strong center, propose a future center of activity based on existing uses and key intersections.

The neighborhood center should be within a commercial corridor and is typically 1/8 to 1/4 mile long. In complete neighborhoods, the key features should be located within a 3-minute walk or approximately 1/8 mile of the neighborhood center.

Draw a heavy dashed line around the neighborhood center on Worksheet #3.

Step 3B: Identify PedShed[SM]

This PedShed[SM] diagram illustrates a 3-minute and 5-minute walk around existing nodes of activity. Further, it indicates where potential future nodes of activity or more intense development should be located to maximize pedestrian activity.

Draw a dot at all nodes of activity or key intersections and, using the scale, measure a circle around it with a radius of 660' (1/8 mile, or a 3-minute walk). Draw another circle with a radius of 1320' (1/4 mile, or a 5-minute walk). If applicable, draw in additional circles to designate potential future nodes of activity.

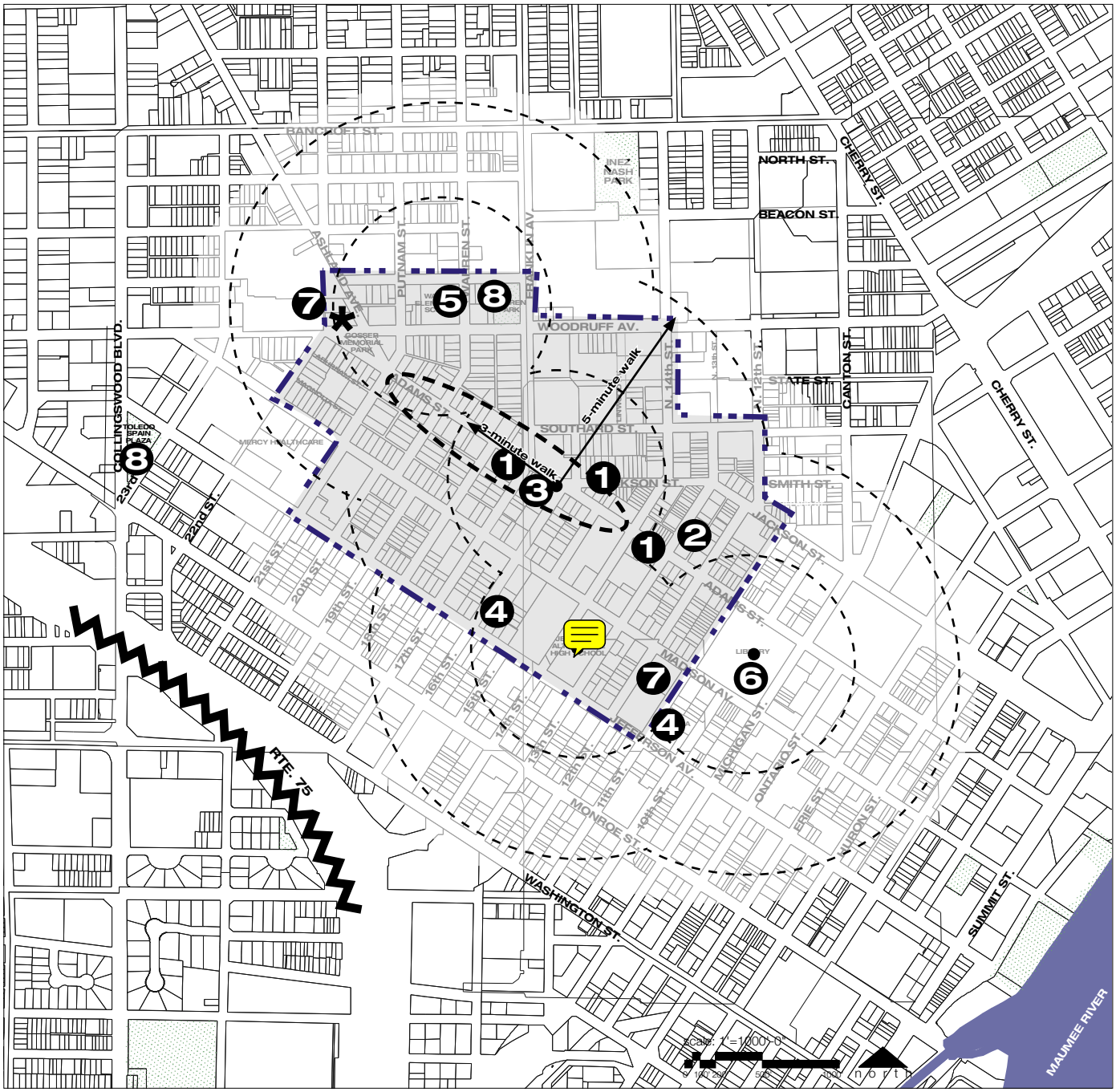
Step 3C: Identify the neighborhood boundaries

Use the information from the prior steps to identify the neighborhood boundaries. A neighborhood should be approximately 1/4 to 1/2 a mile from the center to the edge.

Draw the neighborhood boundaries on Worksheet #3 with a dotted and dashed line, as shown.

Part 1: Physical Attributes and Assets

Worksheet #3



Analysis of the Uptown Neighborhood **Site**
Mapping the Neighborhood

Key Features:

- Center of activity identified along Adams St., which has the greatest pedestrian activity and strongest identity within the study area
- PedShed of multiple nodes overlap, indicating short walking distances in between them
- Identified neighborhood boundaries focus on the retail district along Adams St. and include the surrounding area

Part 1: Physical Attributes and Assets
Step 4 Instructions

Step 4: Navigate through the Neighborhood

Rationale

Identification of key connector streets and the existing street connectivity patterns will build off the prior Worksheets, helping to determine any issues for navigating through the neighborhood. Identification of barriers to pedestrian circulation as well as features that facilitate pedestrian crossings will indicate where the negative impacts of auto traffic may need to be mitigated.

Step 4A: Identify key connector streets

Identifying key connector streets indicates which streets carry the bulk of the traffic to and through the neighborhoods. This will help site the neighborhood center, either existing or proposed.

Draw the key streets that connect the neighborhood to surrounding areas in red. Draw a double line for any street with more than one lane in each direction.

Step 4B: Identify street connectivity patterns

This step helps identify the existing street pattern and frequency of intersections, which indicate how well auto, pedestrian, and bike traffic circulate through a neighborhood.

Draw thick grey lines at each intersection where 3 or more segments of a street or streets meet. Refer to the symbols above as examples; they indicate 3- and 4-way intersections.

Step 4C: Identify barriers to pedestrian circulation

This step identifies adverse impacts on the pedestrian network that are caused by auto traffic.

Indicate any features that may impede pedestrian traffic, as well as traffic control devices like stop signs and traffic lights that may facilitate pedestrian crossings.

Barriers

Speed limit
Indicate speed limit of any street over 25 mph

Difficult crossings
Draw black x's at any traffic light without crosswalks and at pedestrian crossings that are difficult due to volume or speed of auto traffic.

Disconnected streets
Draw red x's at any street that is disconnected from the street network, like a cul de sac or a dead end.

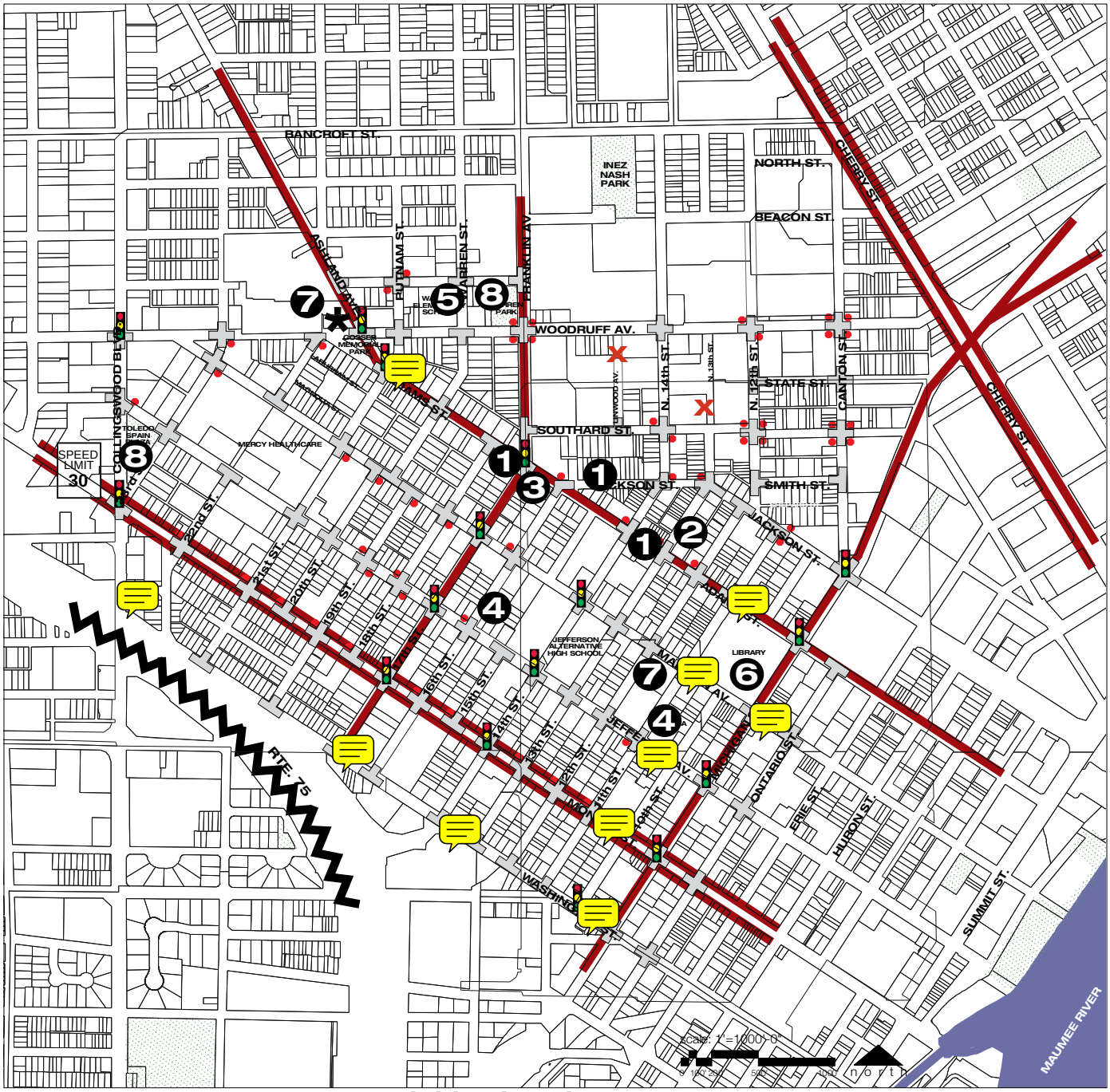
Features that may mitigate auto traffic

Stop signs & traffic lights

Draw in traffic lights and stop signs along these streets. Traffic lights and all-stop intersections facilitate crossings; however, stop signs only on low-traffic or residential streets may accelerate traffic speed on through-streets.

Part 1: Physical Attributes and Assets

Worksheet #4



Analysis of the Uptown Neighborhood Site

Navigating through the Neighborhood

Key Features:

- Good connections to and through the neighborhood, despite the many one-way streets and large blocks at institutional uses, including Woodruff School, Warren Park and at Mercy Health Care.
- Linwood Ave. and N. 13th St. are dead-end streets, although the City owns the right-of-way that would connect them
- Stop signs and traffic lights facilitate pedestrian crossings, although traffic speed on Monroe emphasizes its orientation toward autos

Part 1: Physical Attributes and Assets
Step 5 Instructions

Step 5: Evaluate the Pedestrian Environment

Rationale

The pedestrian environment should be evaluated to see where it is strong and where it needs improvement. This is accomplished through the PedZone℠ mapping technique, which provides additional perspective to the results of the previous exercise.

PedZone℠ Map

The PedZone℠ analysis uses a three-color coding system to survey and map the walkability of a pedestrian network. As an analytical tool, the PedZone℠ offers a clear indication of the pedestrian friendliness of a neighborhood and is extremely useful to inform recommendations on the change of land form as well as land use.

Using the aerial photograph, and giving special attention to the results of Step 3, color along the sidewalk or pedestrian path as follows:

Safe and rewarding pedestrian routes
including sidewalks along buildings, ideally with windows and doors facing the sidewalk

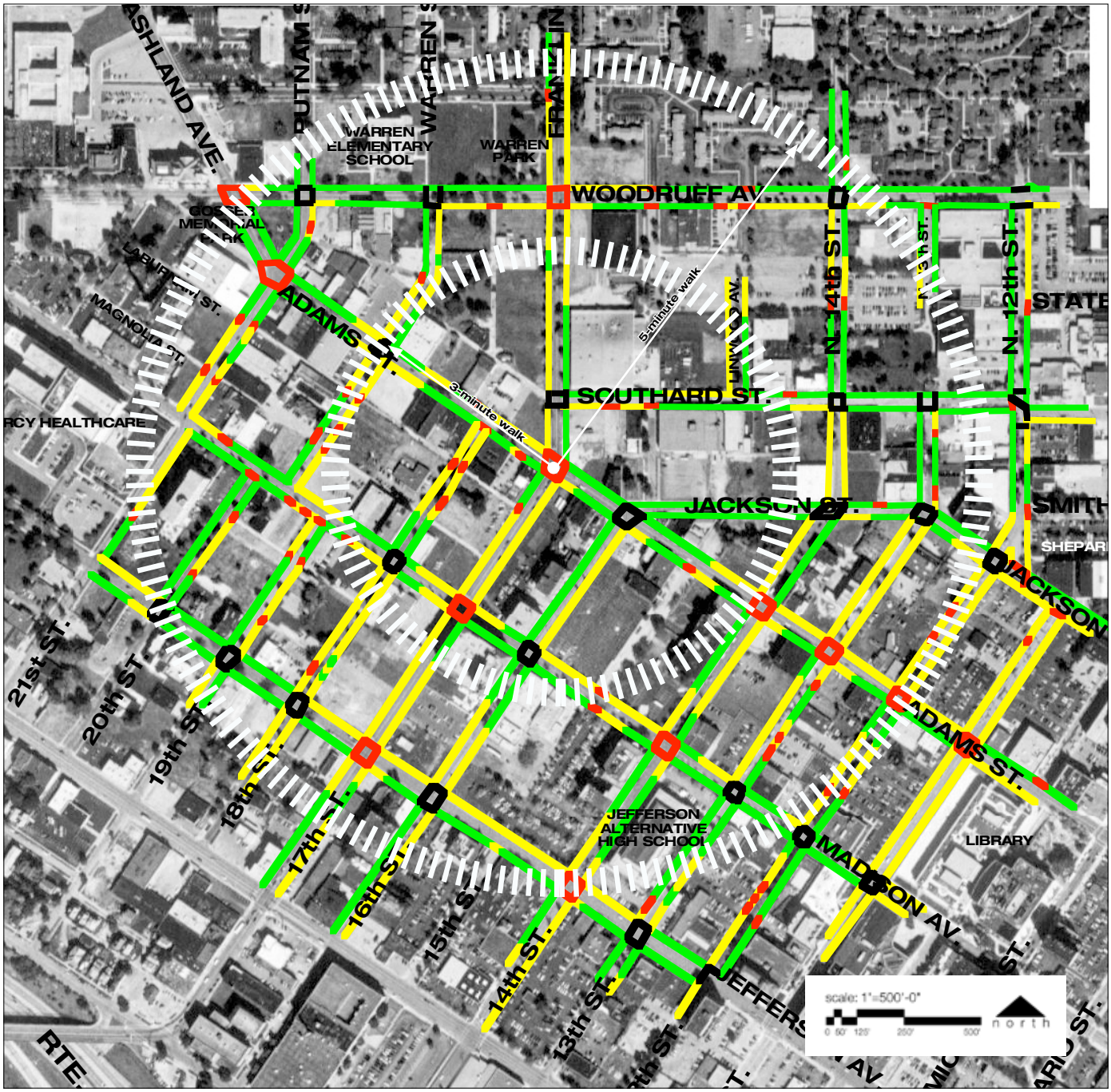
Safe but uninteresting or unrewarding
including sidewalks along vacant lots, parking lots, or buildings set back far from the street

Pedestrian/auto conflict zone
including driveways, alleys, and crosswalks

Missing pedestrian path
including areas without sidewalks or crosswalks

!!! TIP !!!

If it is difficult to determine the required information from the aerial photograph, or if the photograph is outdated, estimate the approximate location of driveways, new development, or other features that may be difficult to discern, and verify during a site visit.



Analysis of the Uptown Neighborhood **Site**
Evaluating the Pedestrian Environment with PedZone℠

Key Features:

- The many vacant lots and parking lots substantially deteriorate from the pedestrian environment
- Many crosswalks are missing throughout the study area
- Crosswalks along Adams facilitate pedestrian crossings at stop signs and traffic signals; all other crosswalks (such as those along 14th and 17th Streets) coincide with traffic signals

Part 2: Neighborhood Capacity Building
Introduction

The Community Organization's Role in Smart Development

With guidance from the City, the Community Organization coordinating the SNAP will facilitate the Neighborhood Builders' data collection and will complete further analysis of the neighborhood's existing conditions and opportunities.

Description of Role

In Part 2, Steps 1 through 5 focus on compiling information submitted by all the volunteer Neighborhood Builders participating in the project. Further, these Steps require collecting additional data on overall neighborhood characteristics to provide additional information on existing conditions. Step 6 takes a closer look at opportunities for the neighborhood, based on input from Neighborhood Builders and any further insight the Community Organization may have based on its efforts in the neighborhood. Step 7 includes both scoring the compiled Part 1 data and compiling additional information on the SNAP Score Sheets given on the following pages. It is recommended that the entire SNAP, including Part 3, is read by the Community Organization's project manager before the SNAP is initiated, to ensure that the most complete and accurate information is provided.

Next Step: Advancing to Part 3

When the data collected in Part 1 is summarized and compiled in accordance with the directions provided in Part 2, SNAP Score Sheets #1 and #2 and the applicable summary worksheets should be completed. These materials will then be forwarded to the City department coordinating the SNAP for review and evaluation.

Overview
Part 2. Neighborhood Capacity Building

Description: Data Analysis
To be completed by: Sponsoring Community Organization

Step 1: Summarize Site Characteristics
Step 2: Summarize Neighborhood Inventory
- 2A: Summarize Neighborhood Service Inventory
- 2B: Determine neighborhood residential composition

Step 3: Compile Neighborhood Mapping Results
- 3A: Determine neighborhood center and size
- 3B: Count households in walking distance of neighborhood center
- 3C: Compile neighborhood center's service inventory

Step 4: Summarize Neighborhood Features
- 4A: Evaluate block size
- 4B: Determine connector street quality

Step 5: Analyze PedZone℠ Study
Step 6: Summarize Neighborhood Opportunities
- 6A: Identify opportunity sites
- 6B: Identify new connections

Step 7: Compile Results and Complete Score Sheet

Part 2: Neighborhood Capacity Building
Step 1 Instructions

Step 1: Summarize Site Characteristics

Referring to the Worksheet #1 submittals completed in Part 1 by the Neighborhood Builders, compile the data and resolve any discrepancies as appropriate. Summarize the results on a Worksheet #1, and label it "Summary." If Average Daily Traffic (ADT) numbers are available, indicate them on the streets. Also, compile the list of Key Features provided by the Neighborhood Builders.

Points are awarded based on existing site characteristics. Complete the table below. Each "yes" answer in the table below scores the corresponding number of points. Circle any points awarded in the table below.

Scoring: Maximum 12 points, as follows:

Site Characteristics	yes	no	points
node of activity present?	☐	☐	4
mixed-use district present?	☐	☐	6
mix of single-family & multi-family housing?	☐	☐	2

Interpretation

Communities with features of a Smart Neighborhood already have strengths to be optimized through redevelopment. Regardless of existing conditions, redevelopment efforts will benefit the community when targeted to meet the criteria of a Smart Neighborhood.

A mixed-use node typically forms the center of a neighborhood shopping district; existing nodes should be strengthened, and a node should be created if one is lacking. Edges help determine the neighborhood boundaries and landmarks contribute to the character of a neighborhood.

Corridors may serve as a linear source of activity, as in the case of transit corridors and historic streetcar lines (which are typically lined with traditional mixed-use buildings), or an edge, as in the case of rail or water features. Successful corridors serve as a "zipper" that joins both of its sides together rather than acting as an edge or a division between the two sides.

Step 2: Summarize Neighborhood Inventory

Compile and verify the service inventory completed in Worksheet #2 submittals completed in Part 1 by the Neighborhood Builders. This Step also includes gathering additional data on the residential composition of the neighborhood.

Step 2A: Summarize Neighborhood Service Inventory

Compile the data provided by the Neighborhood Builders in Worksheet #2 submittals and the associated Neighborhood Service Inventory tables completed. Verify the data with a site visit, and complete a Worksheet #2 and Neighborhood Service Inventory indicating the verified locations of the service uses; label it "Summary."

Also, compile the list of Key Features provided by the Neighborhood Builders.

Scoring: N/A

Compiled data will be scored in Step 3C below.

Interpretation

The Neighborhood Service Inventory will be revisited after the boundaries of the neighborhood and the center of the district are established.

!!! TIP !!!

Note that, in Part 2, each Step refers back to the associated exercise in Part 1; for example, Part 2, Step 4 refers to the work done by the Neighborhood Builders in Part 1, Step 4.

Part 2: Neighborhood Capacity Building
Step 2 Instructions

Step 2B: Neighborhood Residential Composition

Refer to www.census.gov and determine the census tract(s) of the neighborhood, if not known. For the applicable census tract(s), access Summary File 4 ("SF-4") sample data, and select DP-1, Profile of General Demographic Characteristics. Scroll down to "Occupied housing units" and record the percentage of owner-occupied housing here:

_____%

Scoring: N/A

Scoring will be used to guide the mix of new housing.

Interpretation

For residential uses, a mix of owner-occupied and rental units may be proposed, depending on the existing housing mix. In 2000, the City average of owner-occupied housing was 59.8%, and the U.S. average was 66.2%. Recommendations should be in keeping with a market study for housing demand; a rule of thumb is that if the existing rate is over 65%, rental units may be most appropriate and, if the rate is under 50%, owner-occupied housing is recommended.

Step 3: Summarize Neighborhood Mapping Results

This step summarizes the results of the Step 3 data compiled by the Neighborhood Builders in Part 1. Information on commercial and residential uses will help refine the location of the neighborhood center and identify the neighborhood boundaries.

Step 3A: Determine Neighborhood Center & Size

Referring to Worksheet #3 submittals completed by the Neighborhood Builders, compile the data, resolving any discrepancies as appropriate. Give particular attention to the center of activity, PedShed[SM], and neighborhood boundaries included in the Summary Neighborhood Map Worksheet completed in the prior step. Also, compile the list of Key Features provided in the exercise.

Compute the acreage of the developable neighborhood, omitting large parks and natural areas. Determine the area of the neighborhood by square feet, and divide by 43,560.

Acreage of developable neighborhood:_____

Scoring: Maximum 5 points

Circle points awarded in the table below.

Neighborhood Size	
Acreage	**Points**
<130 acres	**0**
130-150 acres	**1**
150-170 acres	**5**
170-200 acres	**4**
200+ acres	**0**

Interpretation

Mapping the neighborhood highlights any pedestrian boundaries to be improved and identifies the area to be targeted with more intense development. The ideal size of a neighborhood is approximately 160 acres, which is sufficient size for a neighborhood center and surrounding lower density residential uses. The neighborhood center should have easy access by car, transit, bicycle, and on foot.

SNAP Score Sheet #1

General Information

Name of Community Organization _____

Contact Person/Project Coordinator _____

Address _____

_____

Phone Number _____

Email _____

Neighborhood Capacity Building

Refer to Part 3, Step 1 for insight on the scoring system and yo ensure that complete answers are provided.

1. Number of Neighborhood Builders participating in project: _____

2. Has the Community Organization compiled parcel data on property ownership, vacancy, or tax delinquency? If so, please indicate what data has been collected. _____

3. List any existing or anticipated initiatives or assets that strengthen neighborhood capacity, such as a New Schools/New Neighborhoods project or Shop the Neighborhood campaign.

4. Does the Community Organization have the ability to coordinate development projects? Please describe past projects.

5. List any partners recruited by the Community Organization to support redevelopment efforts (local developers, Chamber of Commerce, etc.), and explain capacity for each partner listed.

6. Has the Community Organization identified any funding sources? If so, please describe applicability to expected redevelopment efforts.

Part 2: Neighborhood Capacity Building
Step 3 Instructions

Step 3B: Count Households in Walking Distance of Neighborhood Center

Referring to the Summary Neighborhood Map Worksheet and the aerial photograph available, if sufficiently recent and accurate, estimate the number of households within a five-minute walk of the neighborhood center. Count the number of houses based on the aerial, and estimate the number of households in multi-family buildings. Verify as needed with a site visit, and record the data in the following blank:

Households within five-minute walk: _____

Scoring: Maximum 6 points

Circle points awarded in the table below.

Households in Walking Distance of Neighborhood Center	
Households	**Points**
<375	**0**
375-750	**1**
751-1000	**2**
1001-1250	**4**
1250+	**6**

Interpretation

A significant number of households within a five-minute walk of the neighborhood center will indicate support for a walkable, mixed-use neighborhood center in advance of redevelopment efforts. A neighborhood center will be stronger if it may be accessed from all directions; the location of a neighborhood center is not ideal at a strong or uncrossable edge, which will be reflected in this score.

SNAP Score Sheet #2

Compilation & Analysis of Physical Attributes and Assets

Provide a compilation and analysis of the Physical Attributes and Assets data collected by the Neighborhood Builders. Fill in the blanks below based on the scores determined in Part 2, and attach the following:

- Summary Worksheet #1, Site Characteristics
- Summary Worksheet #2, Neighborhood Service Inventory
- Summary Worksheet #3, Neighborhood Map
- Summary Neighborhood Service Inventory Table, using template in Part 1, Step 3
- Summary Worksheet #4, Neighborhood Features
- Summary Worksheet #5, PedZone℠ Analysis
- Worksheet #6, Summary of Neighborhood Opportunities

Step 1: Site Characteristics	**yes**	**no**	**points if "yes"**	**subtotals**	
Is a node of activity present?	☐	☐	**4**	_____	**of 4**
Is a mixed-use district present?	☐	☐	**6**	_____	**of 6**
Is a mix of single-family & multi-family housing present?	☐	☐	**2**	_____	**of 2**

Step 2A: Summarize Neighborhood Service Inventory

Refer to Step 3C.

Step 2B: Determine Neighborhood Housing Composition

Percentage of owner-occupied housing: ..... _____

Step 3A: Determine Neighborhood Center & Size

Acreage of aggregate neighborhood: ..... _____ **points awarded:** _____ **of 5**

Step 3B: Determine Households in Walking Distance

Households within five-minute walk: ..... _____ **points awarded:** _____ **of 6**

Step 3C: Compile Neighborhood Center's Service Inventory

Use categories present: ..... _____ **points awarded:** _____ **of 6**

Total uses present: ..... _____ **points awarded:** _____ **of 5**

Step 4A: Evaluate Block Size

Average block perimeter: ..... _____ **points awarded:** _____ **of 3**

Step 4B: Determine Connector Street Quality **points awarded:** _____ **of 3**

Step 5: Analyze PedZone℠ Study

Connector street score: ..... _____ **points awarded:** _____ **of 4**

Residential block score: ..... _____ **points awarded:** _____ **of 3**

Crosswalk score: ..... _____ **points awarded:** _____ **of 3**

Step 6: Summarize Neighborhood Opportunities **(no points awarded)**

Step 7: Compile Results and Complete Score Sheet **(no points awarded)**

PART 1 SCORE: _____ **of 50 possible points**

Part 2: Neighborhood Capacity Building
Step 3 Instructions

Step 3C: Compile Neighborhood Center's Service Inventory

Referring to the Summary Neighborhood Map Worksheet, determine the uses located within a five-minute walk (1/4 mile) of the neighborhood center. In order for a use to earn a point, a pedestrian must be able to reach the use without crossing any street with a speed limit of 50 mph or greater or any street without a pedestrian crossing where traffic stops.

Count the types of uses located in this area as well as the total number of uses.

Use categories present:_____

Number of uses
within 1/4-mile radius of neighborhood center: _____

Scoring: Maximum 11 points
Circle points awarded in the table below.

Use Categories Present	
# of Use Categories	Points
0-2	0
3-5	2
6-10	4
11+	6

Total Uses Present	
# of Uses	Points
0-3	0
4-8	2
9+	5

Interpretation
Different use categories must be present in a neighborhood with sufficient services, and multiple occurrences of the same use will supplement the services available to a neighborhood resident.

Neighborhood Center's Service Inventory:

Uses located within 1/4 mile of neighborhood center

Use	Location	Voids
Convenience food store		
Family restaurant		
Coffee shop		
Bank		
Laundry/dry cleaner		
Drug store		
Medical/dental office		
Day care center		
Elementary school		
Library		
Community center		
Place of worship		
Post office/govt services		
Park		
Transit lines		
Bonus: shared cars		
Summary: **- _____ of 15 key uses** **- Total: ____ uses**		

Step 4: Summarize Neighborhood Features

Referring to Worksheet #4 submittals completed by the Neighborhood Builders, evaluate the physical assets that facilitate access to and through the neighborhood and any constraints that may need improvement.

Step 4A: Evaluate Block Size

Refer to a clean copy of the neighborhood base map or Worksheet #4 to determine the average block size. Using an engineering scale, measure the block perimeter for all blocks in the neighborhood, and determine the average.

Average block size (perimeter): _____

Scoring: Maximum 3 points

Average Block Perimeter	Points
800 to 1299 feet	3
1300 to 1550 feet	2
1551 to 1800 feet	1
Over 1800 feet	0

Interpretation

Small blocks encourage walkability and connectivity, providing many options for paths to take through a neighborhood. New blocks should be small, but appropriate for the surrounding neighborhood. Increased street connectivity, such as extending dead-end streets and avoiding cul de sacs, is encouraged in the neighborhood design.

Step 4B: Determine Connector Street Quality

Referring to Worksheet #4 submittals completed by the Neighborhood Builders, identify the neighborhood's connector streets that have pedestrian-friendly characteristics. Create a Summary Worksheet #4, indicating the key connector streets and any intersections requiring improved crossings.

Pedestrian-friendly streets have speed limits of 25 mph or less, and any streets with more than one lane in each direction have a landscaped median to serve as a refuge while crossing.

Scoring: Maximum 3 points

Connector Street Quality	Points
All connectors are ped-friendly	3
At least one connector is ped-friendly	1
No ped-friendly connectors	0

Interpretation

A Smart Neighborhood is easy for pedestrians to navigate, and all its streets should be easy to cross.

Part 2: Neighborhood Capacity Building
Step 5 Instructions

Step 5: Analyze PedZone℠ Study

Referring to the Worksheet #5 submittals completed by the Neighborhood Builders, compile the data to create a Summary Worksheet #5, ensuring that the information is current.

Connector Streets and Residential Blocks

Follow these steps to summarize the data for Connector Streets and Residential Blocks:

1. Measure the PedZone℠ color-coding for the appropriate street frontage,
2. Determine the approximate percentage of each color category, and
3. Record the percentage in the grey summary tables on the facing page.

Crosswalks

1. Refer to the Table "Determining the Length of Connector Streets to Measure" to establish the total linear feet to be used in this computation; record that number in the "Crosswalk Summary" table.
2. Count the number of crosswalks along the Connector Streets within 1/8 mile and 1/4 mile of the Neighborhood Center. Record that number in the appropriate grey summary table.
3. Divide the number of crosswalks by the length of linear feet determined in the first step of this task; see the explanatory note below for more information.

!!! TIP !!!

Note that the distance measured for the Crosswalk Summary may vary by site.

For example, the sample site provided in the Smart Growth study, the Chase Elementary School/Manhattan Marsh Site, included only three segments of connector streets in the Crosswalk Summary due to the termination of one of the streets at the river. Likewise, if the connector streets included a five- or six-way intersection, the number of street segments would be adjusted.

See Table "Determining the Length of Connector Streets to Measure" to determine the sum of the Connector Streets to be analyzed in the "Crosswalk Summary" Table.

PedZone℠ Summary: Connector Streets

PedZone℠ Code	Distance from Neighborhood Center	
	1/8 mile (660')	1/4 mile (1320')

PedZone℠ Summary: Residential Blocks

PedZone℠ Code	Distance from Neighborhood Center	
	1/8 mile (660')	1/4 mile (1320')

Determining the Length of Connector Streets to Measure

Total # of Connector Street segments	# Linear Feet* within **1/8-mile** radius	# Linear Feet* within **1/4-mile** radius
3	1980'	3960'
4	2640'	5280'
5	3300'	6600'
6	3960'	7920'

** Carry forward appropriate number to Crosswalk Summary Table.*

Crosswalk Summary: Crosswalks Across Connector Streets

	Distance from Neighborhood Center	
	1/8 mile; Total ____ feet	1/4 mile; Total ____ feet
Total # xwalks		
# xwalks per 1320'		

Part 2: Neighborhood Capacity Building
Step 5 Instructions

Scoring: Maximum 10 points

To score the PedZone[SM] summaries, compare the results with the percentage ranges on the following page. Points are awarded when the percentage for each color code falls within the percentage range given; i.e., 3 points are awarded if the Connector Street summary within 600' of the neighborhood center indicates a green percentage in the range 70-100%, yellow between 0-20%, red between 0-15%, AND black between 0-5%.

Circle any applicable points earned, and total them at the bottom of the page.

Interpretation

Pedestrian friendliness will encourage walkability in a neighborhood. Areas coded yellow and red in the PedZone[SM] analysis should be mitigated by reducing curb cuts and by constructing new buildings with minimal setbacks. Sidewalks or crosswalks should be installed at any areas coded black.

Note that the ranges required for earning points indicate acceptable but not ideal pedestrian conditions. Refer to the Appendix for more information on ideal PedZone[SM] conditions.

PedZone[SM] Scoring: Connector & Commercial Streets

Percentage from PedZone[SM] Summary	Distance from Neighborhood Center	
	1/8 mile (660')	1/4 mile (1320')
70%+	**3 points**	**1 point**
0-20%		
0-15%		
0-5%		

PedZone[SM] Scoring: Residential Blocks

Percentage from PedZone[SM] Summary	Distance from Neighborhood Center	
	1/8 mile (660')	1/4 mile (1320')
80%+	**2 points**	**1 point**
0-10%		
0-5%		
0-5%		

Crosswalk Scoring: Crosswalks Across Connector Streets

# of crosswalks per 1320'	Distance from Neighborhood Center	
	1/8 mile; Total _____ feet	1/4 mile; Total _____ feet
8+	**2 points**	**1 point**
5-7	**1 point**	**N/A**

Total Points Earned: _____

Part 2: Neighborhood Capacity Building
Step 6 Instructions

Step 6: Summarize Neighborhood Opportunities

Rationale

As a final exercise, the Community Organization will summarize the Neighborhood Opportunities, building off the recommendations provided by the volunteer Neighborhood Builders and including additional information compiled.

Underutilized sites should be identified for consideration for redevelopment efforts. Redevelopment efforts should improve auto, pedestrian, and bicycle connections to and through the neighborhood.

An aerial map will help provide a context of existing development, although new buildings may have been constructed or existing buildings demolished since the aerial photograph was taken.

Step 6A: Identifying Opportunity Sites

Potential redevelopment opportunity sites may include the following. Indicate any buildings available for adaptive reuse, and color the opportunity sites with the associated colors:

Purple:
Vacant lots

Grey:
Vacant buildings

Brown:
Brownfields

Red:
Inappropriate land uses inconsistent with neighboring properties

Blue:
City-owned vacant property

Orange:
Other potential redevelopment sites

Step 6B: Identifying new connections

Referring especially to the grey lines drawn in Step 3B, indicating existing street pattern and frequency of intersections, consider new pedestrian, auto, and bicycle connections to and through the neighborhood. In keeping with the surrounding context, include street connections through any large opportunity sites; cul de sacs and disconnected streets should be avoided. Blocks should be no longer than should not be longer than 600', and block perimeter should be no greater than 1800'.

Include crosswalks at intersections for the streets identified in Step 3C with speed limits over 25 mph and with more than one lane in each direction. Recommend bike lanes and off-street paths.

- Proposed street connection, including ped improvements & bike accommodations
- Proposed off-street paths for peds and bikes
- Proposed bike lane and pedestrian improvements
- Proposed ped improvements including crosswalks and sidewalks

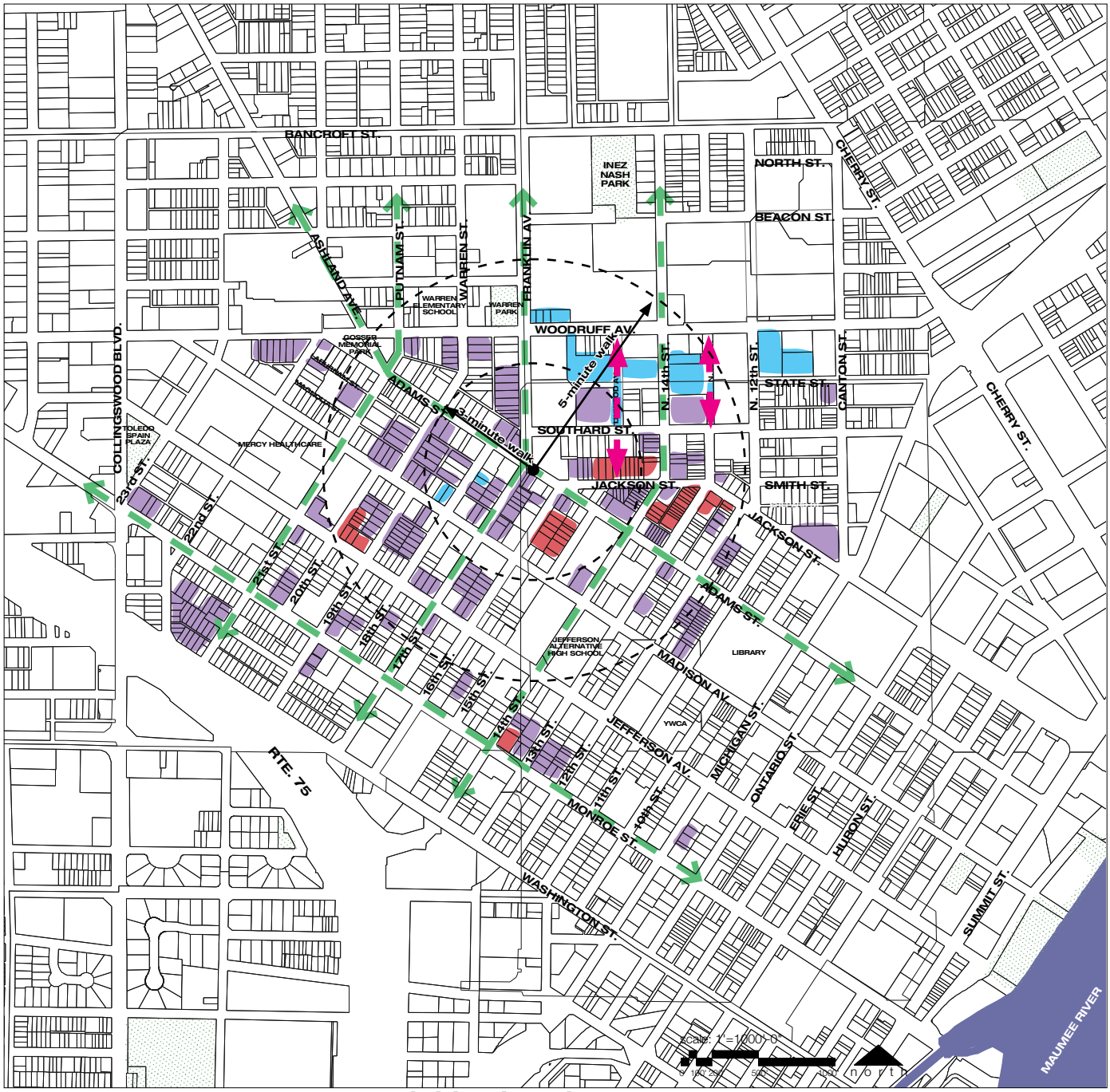
!!! TIP !!!

Save time during a site visit by using the base materials already prepared in advance. Vacant lots can be initially identified using an aerial map and easily verified by a site visit.

Other resources:
www.co.lucas.oh.us
Click on "AREIS" for the Auditor's Real Estate Information System, which can help verify whether a building is vacant.

Property ownership information can help identify opportunity sites, such as City-owned properties or multiple properties owned by the same person.

Also, photographs are available for many buildings. Click on "Structure Photo" to view a photograph for an identified parcel.



Analysis of the Uptown Neighborhood Site

Summary of Neighborhood Opportunities

Key Recommendations:

- Bike lanes are recommended primarily along Adams and Monroe to strengthen connections through the neighborhood and to downtown; sidewalk conditions should be evaluated and improved as necessary
- Street connections along City-owned right-of-way should be made at Linwood Ave. and N. 13th St. to reduce block size and encourage pedestrian traffic
- Many opportunities exist for redevelopment due to the great number of vacant lots and buildings and city-owned property

Part 2: Neighborhood Capacity Building
Step 7 Instructions

Step 7: Compile Results and Complete Score Sheets

Finally, the compiled results from the analysis of Part 1 Physical Attributes and Assets are used to fill out Score Sheets #1 and #2, given above. Fill out the Score Sheets as indicated.

The completed Score Sheets will include:

- general information about the Community Organization sponsoring the SNAP,
- basic information about the organization's capacity for neighborhood building,
- all summary Worksheets completed in Part 2, and
- the results of the scores computed in Part 2.

When this information is compiled and completed, the materials should be forwarded to the City department coordinating the SNAP for review and evaluation.

Part 3: Evaluation of Smart Development Potential
Introduction

The City's Role in Smart Development

The City department overseeing the SNAP is responsible for evaluating Smart Development potential and prioritization of development opportunities, based on the compiled data submitted by the Community Organization.

In addition to providing ongoing support to the Community Organizations participating in the SNAP, the City will use the compiled data to evaluate the Smart Development potential and prioritize redevelopment opportunities.

Description of Role

Step 1 of Part 3 evaluates the materials submitted by each Community Organization participating in the SNAP. Step 2 involves a review of additional resources available to facilitate a redevelopment project associated with the SNAP. Step 3 involves a final scoring of all three parts, which will guide the City's prioritization of redevelopment projects.

Next Steps: Implementation and Prioritization

Neighborhoods receiving high scores on the SNAP indicate good potential for development into a Smart Neighborhood. These neighborhoods should receive priority for applicable redevelopment efforts. Ideally, the City will continue working with the Community Organization and identified partners to attract the required investment. The City should also facilitate implementation through the creation of pilot programs to support development of Smart Neighborhoods.

Regardless of score or participation in the SNAP, any neighborhood may be targeted for City-wide initiatives such as new stormwater and recreational parks within walking distance from all residences.

Overview
Part 3: Evaluation of Smart Development Potential

Description: Summary and Scoring
To be completed by: City Department Coordinating the SNAP

Step 1: Score Part 2 Submittal
- 1A Evaluate stakeholder participation
- 1B: Evaluate parcel inventory
- 1C: Evaluate assets and incentives
- 1D Evaluate development capacity
- 1E: Evaluate potential partnerships
- 1F: Evaluate funding opportunities
- 1G: Summarize opportunity sites
- 1H: Summarize new connections
- 1I: Evaluate completeness of submittal

Step 2: Evaluate Additional Resources and Opportunities
- 2A: Prioritize special zoning designations
- 2B: Determine adaptive reuse opportunities
- 2C: Determine applicabililty of additional resources
- 2D: Evaluate market support for redevelopment

Step 3: Final Scoring and Prioritization

Part 3: Evaluation of Smart Development Potential
Step 1 Instructions

Step 1: Score Part 2 Submittal
Refer to SNAP Score Sheets #1 for the information needed to complete Part 2 Scoring.

Step 1A: Evaluate Stakeholder Participation
The number of local residents and business owners in the SNAP will be reported by the Community Organization.

Scoring: Maximum 2 points

Number of Neighborhood Builders	
# of Participants	**Points**
<15	**0**
16-30	**1**
over 30	**2**

Interpretation:
The number of Neighborhood Builders recruited and participating in the SNAP is an indicator of citizen support and community input in the vision for the neighborhood.

Step 1B: Evaluate Parcel Inventory
Data that will facilitate the development process includes the following, within 1/4-mile radius of the Neighborhood Center:

Addresses and property ownership data for
1. vacant buildings,
2. vacant lots, and
3. tax-delinquent parcels; as well as
4. addresses of City-owned parcels.

Scoring:
Two points are awarded if all of these data sets are complete.

Interpretation:
Compilation of these data sets indicates capacity of the Community Organization to compile applicable data, with which opportunity sites will be further refined. Ideally, the City would compile much of this data and provide it to the Community Organization, although the Community Organization would need to collect any additional data such as vacant buildings, which can be determined through site visits and data and photos available on the Auditor's Real Estate Information System (AREIS) at www.co.lucas.oh.us.

SNAP Score Sheet #3

Step 1: Score Part 2 Submittal

Step 1A: Evaluate Stakeholder Participation _____ **points awarded:** _____ **of 2**

Step 1B: Evaluate Parcel Inventory

List data sets available:

_____ **points awarded:** _____ **of 2**

Step 1C: Existing Assets and Initiatives

List qualifying initiatives:

_____ **points awarded:** _____ **of 7**

Step 1D: Development Capacity

List appropriate projects completed:

_____ **points awarded:** _____ **of 6**

Step 1E: Partners

List partners and extent of support for redevelopment efforts:

_____

_____ **points awarded:** _____ **of 4**

Step 1F: Funding Opportunities

List potential funding sources:

_____ **points awarded:** _____ **of 4**

Step 1G: Summarize Opportunity Sites

Area of opportunity sites:

- within 1/8-mile radius of neighborhood center: ..... _____ acres **points awarded:** _____ **of 4**
- within 1/4-mile radius of neighborhood center: ..... _____ acres **points awarded:** _____ **of 2**

Step 1H: Summarize New Connections

	yes	no	points if "yes"		
Is improved street connectivity attained?	☐	☐	2	_____	**of 2**

Step 1I: Evaluation of Submittal

	yes	no	points if "yes"		
Were Parts 1 & 2 accurately completed?	☐	☐	2	_____	**of 2**

PART 2 SCORE: _____ **of 35 possible points**

Part 3: Evaluation of Smart Development Potential
Step 1 Instructions

Step 1C: Evaluate Assets and initiatives

Existing assets and initiatives that qualify for points may include the following, if located within 1/4 mile radius of the Neighborhood Center:

- New Schools New Neighborhoods development
- Brownfields available for redevelopment
- Shop the Neighborhood campaign
- Community garden
- Other similar community assets or initiatives

Scoring: Maximum 7 points

Existing Assets and initiatives	
Type of Program	**Points**
New Schools New Neighborhoods site	**4**
Brownfields available for redevelopment	**3**
All other community assets or initiatives	**1 each**

Interpretation:

The existing assets and initiatives in a community indicate a strong level of commitment and opportunity to further strengthen the neighborhood.

Step 1D: Evaluate Development Capacity

Development Capacity addresses the Community Organization's experience developing mixed-use (commercial on the ground floor and residences on upper floors) and urban residential uses, including townhouses or apartment/ condominium buildings.

Scoring: Maximum 6 points

Development Capacity	
Type of Development Project	**Points**
Mixed-Use	**4**
Urban Residential	**2**

Interpretation:

The ability of the Community Organization to lead development projects appropriate for a Neighborhood Center will be an asset to a Smart Neighborhood.

Step 1E: Evaluate Potential Partnerships

Building partnerships will facilitate redevelopment efforts beyond the capacity of the Community Organization itself and will bolster the potential of the neighborhood. Partnership with the following will qualify for points:

- Local Chamber of Commerce
- Local developers
- Business owners considering locating in the neighborhood
- Other similar partners who have the capacity to invest in or promote the Smart Neighborhood.

Scoring:
1 point for each partner, up to a maximum of 4 points.

Interpretation:
A range of partners with different strengths and expertise will further increase the redevelopment potential of a neighborhood.

Step 1F: Funding Opportunities

Funding Sources identified by Community Organizations or their partners for redevelopment may be from private or public sources. Points will be awarded for funds raised by the Community Organization as well as for compiling a list of applicable funding sources targeted for the redevelopment efforts.

In-kind donations, such as solar panels to be used for new buildings, may also may earn points, if appropriate to the development of the Smart Neighborhood.

Scoring: Maximum 4 points

Step 1F: Funding Opportunities	
Resources	Points
Over $10,000 in funds raised	**1**
Over $25,000 in funds raised	**1**
Compiled list of funding sources	**1/2**
Applicable in-kind donation	**1/2 each**

Interpretation:
Fundraising efforts show strong commitment by the Community Organization and its partners. Available funding sources that are applicable to the development of a Smart Neighborhood and can be pursued by the Community Organization or its partners will strengthen the development potential of a Smart Neighborhood.

Part 3: Evaluation of Smart Development Potential
Step 1 Instructions

Step 1G: Summarize Opportunity Sites

Referring to the Opportunity Sites sheet completed by the Community Organization, evaluate the data based on existing conditions and knowledge of properties for sale. Refer to any additional parcel inventory data provided, to determine opportunities for land assembly. Also, refer to the list of Key Features compiled by the Community Organization to assist with the scoring.

Scoring: Maximum 6 points

Opportunity Sites Present	
Area	**Points**
3+ acres within 1/8-mile radius	**4**
7+ acres within 1/4-mile radius	**2**

Note: over 50% of the land potentially available for redevelopment shall be contiguous to have points awarded.

Interpretation

Identification of opportunity sites, including brownfields, vacant or underused properties, and inconsistent uses, will help guide redevelopment efforts. Incorporation of property ownership data, including City-owned parcels and owners of large sites or multiple lots, will provide more information on opportunities for land consolidation; additional points are awarded for collecting parcel data.

Step 1H: Summarize New Connections

Referring to the Opportunity Sites sheet completed by the Community Organization, score the recommendations for new connections. Also, refer to the list of Key Features compiled by the Community Organization to assist with the scoring.

Scoring: Maximum 2 points

If streets that are currently disconnected may be reintegrated into the street grid, to the extent feasible, and if any new streets are connected with surrounding street grid, then 2 points are awarded.

All recommendations serve as guidance to the City for improvements to streets, sidewalks, and bicycle facilities.

Interpretation

Identification of new transportation connections will be needed to prioritize future linkages to and through the neighborhood, promoting access and visibility from surrounding neighborhoods.

Step 1I. Evaluation of Submittal

Completeness of the submittal is an indicator of the Community Organization's ability and interest in pursuing development of a Smart Neighborhood.

Scoring:

Two points if the submittals were sufficiently and accurately completed.

Interpretation:

It is expected that almost all submittals will be sufficiently complete to earn points; recontact by the City for clarification will not penalize the Community Organization.

Part 3: Evaluation of Smart Development Potential
Step 2 Instructions

Step 2: Evaluate Additional Resources and Opportunities

Step 2 identifies resources and opportunities that may be coordinated or leveraged with other City initiatives or policies. This will help identify the availability of additional resources that may be used to initiate development efforts for a particular Smart Neighborhood development opportunity.

Step 2A: Urban Village/Neighborhood Commercial Designation

The City will prioritize neighborhoods designated as Urban Village or Neighborhood Commercial nodes in the 20/20 Plan.

Scoring: Maximum 3 points

Urban Village/ Neighborhood Commercial Designation	
Designation in Toledo's 20/20 Plan	**Points**
Urban Village/Neighborhood Commercial Node	**3**
Neighborhood Commercial Zoning District	**2**

Interpretation:

Neighborhood development that meets the goals of the Comprehensive Plan should be encouraged.

Step 2B: Adaptive Reuse Opportunities

Existing buildings, particularly those with historic character, should be evaluated for adaptive reuse. This includes any schools slated for demolition through the New Schools New Neighborhoods initiative. In addition to retaining the existing character of a neighborhood, buildings that are renovated instead of demolished conserve resources and reduce waste that would otherwise be sent to a landfill.

Scoring: Maximum 3 points

Adaptive reuse of a school earns 2 points, and any other building with historic or local significance that is targeted for adaptive reuse earns 1 point.

Interpretation:

In addition to encouraging adaptive reuse of existing buildings, the City should release a Request for Proposal for retrofitting schools; for example, senior housing would be an appropriate new use for a school with historic character. Demolition funds slated for any schools with redevelopment potential should be passed through as a funding source to the winning proposal.

Redevelopment efforts in Urban Villages and Neighborhood Commercial districts are encouraged in the SNAP.

This school is slated for demolition under the New Schools New Neighborhoods initiative, but its adaptive reuse would benefit the community while preserving neighborhood character. The SNAP helps identify such opportunities.

Part 3: Evaluation of Smart Development Potential
Step 2 Instructions

Step 2C: Determine Applicability of Additional Resources

In addition to potential resources identified by the Community Organization, current resources available for the development of the Smart Neighborhood will be considered by the City. Potential funding sources and partners such as local entrepreneurs that can be tapped into the development will be identified.

Scoring:

Excluding those resources identified by the Community Organization, each resource identified by the City qualifies for 2 points. Up to 4 points may be earned in each category (funding opportunities and additional partners), up to a maximum of 6 points.

Interpretation:

The City will provide advice on any identified opportunities for funding or partners, regardless of the project's final score and priority.

Step 2D: Evaluate Market Support for Redevelopment Projects

If available for the neighborhood or applicable sub-area of the City, the market study will indicate that certain uses are appropriate for the neighborhood in question.

Scoring:

Three points may be earned if an available market study indicates support for the type of development or land uses appropriate for the development of a Smart Neighborhood. If no market study is available, no points are earned.

Interpretation:

Market support is a strong indicator that the Smart Neighborhood will be successful.

Step 3: Final Scoring and Prioritization

The scores from the prior parts of the SNAP are carried forward to Score Sheet #4. The scores from Part 3 are then added, and a Grand Total of points scored for the proposed redevelopment site is established.

The minimum points for each section, which are required to indicate a sufficient level of support and opportunity, are given on Score Sheet #4.

Next Steps: Implementing SNAP Results

The SNAP Ranking Criteria results for a given project may be used to evaluate the redevelopment potential for the site as well as to facilitate comparison among multiple sites, to help determine which are potentially the strongest Smart Neighborhoods.

The SNAPs completed for different sites and neighborhoods throughout the City that meet the minimum required points are prioritized by the Grand Total. The highest-scoring SNAPs will be given priority for the City's development efforts. The intent is to focus on not just one but several neighborhoods at a time to create a critical mass of investment.

Even those projects that do not receive priority for development efforts will benefit from the SNAP Ranking Criteria, which may be used to guide the community as its stakeholders and leaders take stock of available assets.
Regardless of prioritization, any redevelopment efforts should strive to meet the specifications of @@@LEED-ND.

SNAP Score Sheet #4

Part 1 Score

Carry forward score from Score Sheet #2. **PART 1 SCORE:** ____

Part 2 Score

Carry forward score from Score Sheet #3. **PART 2 SCORE:** ____

Part 3 Summary and Score

Step 2: Evaluate Additional Resources & Opportunities

Step 2A: Prioritize Special Zoning Designations

List any special zoning or planning designation:

_____ **points awarded:** _____ **of 3**

Step 2B: Determine Adaptive Reuse Opportunities

List applicable school or buildings to be targeted for reuse.

_____ **points awarded:** _____ **of 3**

Step 2C: Determine Applicability of Additional Resources

List potential local partners:

_____ **points awarded:** _____

List available funding sources:

_____ **points awarded:** _____ **of 6**

Step 2D: Evaluate Market Support

	yes	no	N/A	points if "yes"		
Does a market study support the proposed redevelopment?	☐	☐	☐	3	_____	of 3

PART 3 SCORE: ____ **of 15 possible points**

GRAND TOTAL: (maximum 100 points) ____

Minimum Required Points		yes	no
Part 1	15*	☐	☐
Part 2	12	☐	☐
Part 3	5	☐	☐

** Note: A score over 40 for Part 1 indicates a Smart Neighborhood with existing development momentum.*

If scoring for all 3 Parts meets the minimum threshold, SNAP qualifies for prioritization.

Part 3: Evaluation of Smart Development Potential

Incorporating SNAP Results into a Neighborhood Plan

The building and open space types on these pages are recommended for urban neighborhood redevelopment sites. They correspond to the cardboard pieces used in the charrette for designing the neighborhood sites. These pages serve as a key to the sample development plan for the Chase Elementary School/Manhattan Marsh included on page 49@@.

Single-Family Residential

Above: Typical building in plan; see coach house for alternative to garage.

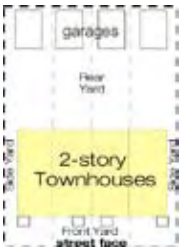
Right: Examples of comparable development.

Coach House

Above: Typical building in plan.

Right: Examples of comparable development.

Townhouses



Above: Typical building in plan.

Right: Examples of comparable development.

Apartment/Condominium Building

Above: Typical building in plan. Number of units per building may vary by footprint and height of building.

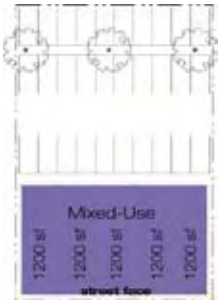
Right: Examples of comparable development.

Scale for all diagrams this page: 1" = 100'

Part 3: Evaluation of Smart Development Potential

Incorporating SNAP Results into a Neighborhood Plan

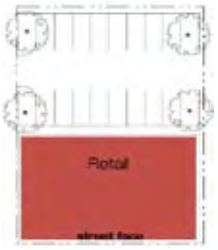
Mixed-Use Building



Above: Typical building in plan. Standard module of each ground-floor retail unit is 1200 sf.

Right: Examples of comparable development.

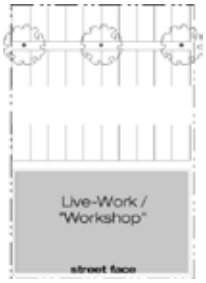
Retail/Commercial



Above: Typical building in plan. Square footage varies.

Right: Examples of comparable development with recommended siting on lot (with parking located behind the building).

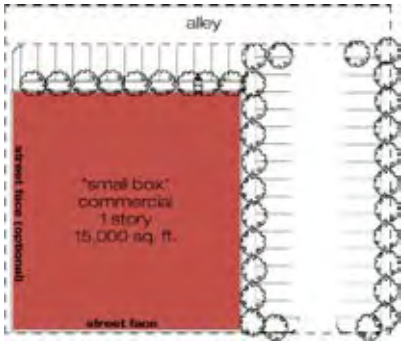
Live-Work / "Workshop"



Above: Typical building in plan. Square footage varies, and modules of units are similar to those of mixed-use building.

Right: Examples of comparable development. Activities such as studios or workshops are typical.

"Small Box" Retail/Commercial



Above: Typical building in plan. Square footage is typically approx. 12,500 - 20,000 sf.

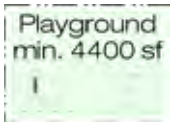
Right: Examples of comparable development with recommended siting on lot (with parking located behind the building).

Scale for all diagrams this page: 1" = 100'

Part 3: Evaluation of Smart Development Potential

Incorporating SNAP Results into a Neighborhood Plan

Playground



Above: Typical playground in plan.

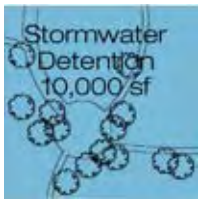
Right: Examples of comparable open space.

Pocket Park

Above: Typical park in plan. Size of example shown is approx. one standard lot.

Right: Examples of comparable open space.

Stormwater Detention



Above: Typical stormwater detention area in plan. Note that stormwater areas may be smaller and/or linear features, such as swales.

Right: Examples of comparable open space.

Scale for all diagrams this page: 1" = 100'

Part 3: Evaluation of Smart Development Potential

Incorporating SNAP Results into a Neighborhood Plan

Part 3: Evaluation of Smart Development Potential

Incorporating SNAP Results into a Neighborhood Plan

An example of a recommended development plan for the Uptown neighborhood is on the facing page. It takes advantage of the identified opportunity sites, filling retail voids, and increasing density to support the recommended retail uses. The result is a Smart Neighborhood with a walkable neighborhood center and appropriate infill development that enhances the quality of life.

Although not all the elements of the recommended plan are necessarily feasible, the overall concept and some of the specific recommendations can be used to guide redevelopment efforts.

Further Analysis

The existing neighborhood may also be evaluated with the applicable sections of the U.S. Green Building Council's Leadership in Energy and Environmental Design for Neighborhood Developments (LEED-ND), which may supplement the SNAP by providing guidance on specific building elements and site features for a development site. The recommended site design and proposed development is in keeping with the goals of LEED-ND.

Ideal Neighborhood Inventory

Use	Location	Voids
Convenience food store	a	
Family restaurant	1	
Coffee shop	b	
Bank	2	
Laundry/dry cleaner	3	
Drug store	c	
Medical/dental office	d	
Day care center	4 e	
Elementary school	5	
Library	6	
Community center	f	
Place of worship	7	
Post office/govt services	g	
Park	8 h	
Transit lines	· · · · · · · · ·	
Bonus: shared cars	i	
Totals: 15 of 15 key uses		
+ 1 bonus use		
Score: 100%		

Key

● *existing uses*

● *recommended uses*

SNAP Summary: Recommended Future Development

Key Recommendations:

- Retail and service uses are recommended to be clustered on Adams between 15th and 18th Streets, filling in the vacant lots and buildings between existing uses
- Intersection at Franklin, Adams, and 17th can become a key focal point and center of activity with the construction of new mixed-use buildings to complement the existing neighborhood
- Mixed-use node includes approx. 15,000 to 20,000 square feet of neighborhood retail
- Recommended residential unit types include apartment/condo buildings, residential units above shops in mixed-use buildings, and townhouses; density should be concentrated on Adams
- Workshop and studio uses are recommended north of Adams, to buffer the industrial district and enhance the arts community
- Warren Elementary School should serve as a community center by adding programs for adults and the elderly
- Magnolia St. is extended as a narrow yield street; townhouses facing a new park are recommended
- The new Magnolia Park would be good asset for nearby mixed-use; ideally, a child-care facility would be located there, allowing access to outdoor play areas and green space without having to cross a busy street

Part 3: Evaluation of Smart Development Potential

Incorporating SNAP Results into a Neighborhood Plan

Sample Plan of the Uptown Neighborhood: Recommended Future Buildings and Uses

- New parks provide open space within a three-minute walk for all residences; at least one stormwater park should be located in a high-visibility area
- Stormwater parks and swales are recommended throughout the site, particularly adjacent to paved parking areas
- A car-sharing location would be ideally placed adjacent to new mixed-use construction