

**OKI STRATEGIC REGIONAL POLICY PLAN**  
**Updated Goals, Strategic Issues, Objectives and Policy Recommendations**

**September 2014**

**Transportation**

Goal

Provide an effective, balanced, integrated and financially constrained<sup>1</sup> transportation system for the entire region.

Strategic Issue

1. At the local level, there is little coordination among transportation planning, land use planning, capital budgeting and economic development.

Objective

- 1.A. Each local government should have an up-to-date comprehensive plan that links transportation, land use, economic development, public facilities, public health, housing, natural systems, recreation, intergovernmental coordination and capital improvements<sup>2</sup>.

Policy Recommendations

- 1.A.1. OKI will maintain the Elements of an Effective Local Comprehensive Plan, a model to link transportation, land use, economic development, public facilities, public health, housing, natural systems, recreation, intergovernmental coordination and capital improvements for use by local governments in the region. Local government comprehensive plans should be consistent, as appropriate, with the OKI Elements of an Effective Local Comprehensive Plan, and OKI will provide information and technical assistance to local governments for this purpose.
- 1.A.2. The long-range transportation plan and the transportation improvement program will continue to reference and be consistent with the strategic regional policy plan, and the transportation elements of local comprehensive plans will be consistent with the long-range transportation plan and the transportation improvement program.
- 1.A.3. The transportation element of each local comprehensive plan should emphasize the high priority of operating, maintaining and improving existing transportation systems, as appropriate.
- 1.A.4. Local comprehensive plans should be implemented through local regulations and incentives, such as zoning and subdivision regulations, that are consistent with such comprehensive plans.

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<sup>1</sup> **Financially constrained** means that the Long-Range Transportation Plan must compare the estimated *revenue* from existing and proposed funding sources that can reasonably be expected to be available for transportation projects, to the estimated *costs* of constructing, maintaining, and operating the total transportation system over the period of the plan.

<sup>2</sup> **Capital improvements** are physical assets constructed or purchased to provide, improve or replace a public facility and which are large scale and high in cost. The cost of a capital improvement is generally nonrecurring and may require multi-year financing. A capital improvements budget is the set of capital improvements put into dollars and cents terms, indicating the prorated amount to be expended for each project listed over a multi-year period, and including the projected sources of revenue.

### Strategic Issue

2. On a regional scale, there are few available modes of transportation. Limited public transit is an obstacle to accessibility and mobility for the region's citizens, especially the environmental justice populations,<sup>3</sup> which include the elderly, people with disabilities, low income, minority populations and zero-car households.

### Objective

- 2.B. Actions at the local and regional levels should promote the availability of multimodal transportation choices that link the region's cities and villages, employment centers and residential areas, urban cores and suburbs, and that provide mobility options for all the region's residents.

### Policy Recommendations

- 2.B.1. The transportation network, especially public transportation facilities and services, should provide convenient, efficient and affordable access for people to places of employment, commensurate with transportation funds available.
- 2.B.2. OKI's long-range transportation plan will provide for a well-integrated, multimodal transportation system that serves local, regional, state, and national needs, and the long-range transportation plan's recommended projects will provide choice, mobility, access, and efficiency, commensurate with transportation funds available.
- 2.B.3. Coordination of service among transportation providers should be strongly encouraged especially for the special needs of environmental justice population groups.
- 2.B.4. Transit development plans<sup>4</sup> should facilitate the design of a system that incorporates multiple modes of transit service, links stations/stops and adjacent land uses, as well as integrates station/stops into neighborhoods. The recommendations of these transit development plans will focus on the desired outcomes of transit-friendly development<sup>5</sup>, including accessibility, walkability, and interconnectivity and high levels of ridership.

### Strategic Issue

3. The costs associated with transportation are rising. There is a lack of adequate financial resources to operate, maintain and improve transportation systems in the region.

### Objective

- 3.C. OKI will continue to use a prioritization process as a tool for evaluating transportation project costs, will pursue additional transportation funding, and will ensure the prioritization process includes current Land Use Commission recommendations.

### Policy Recommendations

- 3.C.1 The OKI long-range transportation plan and the transportation improvement program will continue to be the primary tools for prioritizing regional transportation investments.
- 3.C.2. Transportation investments that help to meet regional needs and maximize the effectiveness and efficiency of the transportation network will be given funding priority.

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<sup>3</sup> **Environmental Justice Populations** are population groups which OKI defined in the Public Participation Plan.

<sup>4</sup> **Transit development plans** are strategic planning documents that define public transit needs. Purposes typically include soliciting broad input, coordinating with other plans, exploring community goals, defining alternative courses of action and developing systematic plans and monitoring programs.

<sup>5</sup> **Transit-friendly development** is a mix of residential, retail, and office uses that is accessible to transit service and encourages walking and bicycling in the community.

- 3.C.3. OKI will continue to explore funding options for motorized and non-motorized transportation improvements to supplement traditional transportation funding sources.
- 3.C.4. OKI will continue to support and assist local governments in applying and qualifying for federal funding for transportation projects, where consistent with the long-range transportation plan.

#### Strategic Issue

- 4. There is insufficient coordination of land use issues between local, state and regional transportation planning agencies.

#### Objective

- 4.D. All levels of government within the region should coordinate transportation and land use planning.

#### Policy Recommendations

- 4.D.1. Local governments should coordinate with each other and with state and regional transportation planning and transit agencies on land use and transportation actions, such as access management<sup>6</sup>, that affect state and regional facilities and services.
- 4.D.2. State transportation planning agencies should coordinate with OKI to ensure that transportation capital improvement decisions are consistent with locally adopted comprehensive plans.
- 4.D.3. All levels of government should apply land use controls, such as access management and innovative subdivision design<sup>7</sup>, to manage increased traffic associated with new development.

#### Strategic Issue

- 5. Traffic congestion remains an issue in the region, with multiple implications including loss of productivity, increased pricing of goods and services, loss of personal time, wasted fuel and degradation of air quality.

#### Objective

- 5.E OKI will enhance its evaluation of regionally significant transportation projects to assist communities with identifying sub-regional congestion impacts.

#### Policy Recommendations

- 5.E.1. OKI will continue to evaluate transportation projects on the basis of regional need, efficiency, safety, access, land use impact and economic vitality.
- 5.E.2. OKI will continue to provide technical assistance to help communities identify sub-regional congestion impacts.
- 5.E.3. OKI will continue to promote travel demand management and education programs, such as Rideshare, van pools and trip reduction, that shift travel demand from single-occupant vehicles and peak travel periods, reducing the need for new capital investments in surface transportation.

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<sup>6</sup> **Access management** involves planning and coordinating the location, design and operation of driveways together with internal roadway design features such as medians, median openings, interchanges and street connections.

<sup>7</sup> **Innovative subdivision design** provides attention to the environment, arrangements of housing and neighborhood aesthetics, and interconnections with nearby subdivisions.

- 5.E.4. All levels of government should continue to promote reduction in vehicle miles traveled through such measures as provision of a street and parking network designed for pedestrians, the disabled, bicyclists, transit, automobiles and trucks.
- 5.E.5. Regional corridor studies should continue to consider transit systems within congested corridors that connect urban and suburban centers to help reduce vehicle miles traveled.
- 5.E.6. All levels of government should emphasize access management and signal coordination and optimization along arterials and collectors to increase roadway efficiency.

#### Strategic Issue

- 6. Local trips on Interstate highways reduce the efficiency of the Interstate system.

#### Objective

- 6.F. Transportation funding priority should be given to projects consistent with comprehensive plans that encourage the use of arterial and collector roadways for local trips.

#### Policy Recommendations

- 6.F.1. Increased traffic volume and safety impacts on existing arterial and collector roadway systems should be considered during development reviews by all local governments.
- 6.F.2. All levels of government should give high priority to preservation and rehabilitation projects on existing arterial and collector roadways.

#### Strategic Issue

- 7. Transportation project choices affect the region's ability to attain air quality standards.

#### Objective

- 7.G. The various elements and policies of each local government comprehensive plan should help minimize air pollution emissions from transportation sources.

#### Policy Recommendations

- 7.G.1. Local and regional investments in transportation facilities and services should support compact, pedestrian-, bicycle- and transit-friendly land uses, where appropriate, and facilitate travel demand management strategies.
- 7.G.2. Local comprehensive plans should support a mix of land uses, high density development and non-motorized connections to reduce single-occupant vehicle trips, where appropriate.
- 7.G.3. Local land use and infrastructure decisions and regional capital investments should support compliance with federal clean air standards.

### **Public Facilities and Services**

#### Goal

Adequate public facilities and services will be available for all planned development<sup>8</sup>, and adequate capacity will be maintained for all existing development and re-development areas.

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<sup>8</sup> **Planned development** means new development that is in accordance with an adopted comprehensive plan.

### Strategic Issue

8. There is little coordination among public facilities and services planning, transportation planning, and land use planning.

### Objective

8.H. Each local government should have an up-to-date comprehensive plan that links public facilities, transportation, land use, economic development, public health, housing, natural systems, recreation, intergovernmental coordination, and capital improvements.

### Policy Recommendations

- 8.H.1. OKI will maintain the Elements of an Effective Local Comprehensive Plan, a model to link transportation, land use, economic development, public facilities, public health, housing, natural systems, recreation, intergovernmental coordination and capital improvements for use by local governments in the region. Local government comprehensive plans should be consistent, as appropriate, with the OKI Elements of an Effective Local Comprehensive Plan, and OKI will provide information and technical assistance to local governments for this purpose. (same as 1.A.1.)
- 8.H.2. Local subdivision regulations and other development related regulations should be consistent with the public facilities and services goals, objectives and policies of the local comprehensive plan.
- 8.H.3. The intergovernmental coordination element of each local comprehensive plan should encourage cooperation within and between local governments on issues related to public facilities, land use, and transportation.
- 8.H.4. The public facilities element of each local comprehensive plan should encourage coordination with and among water and sewer providers and stormwater management authorities.

### Strategic Issue

9. Local comprehensive planning efforts in the region have significantly improved in the past decade, but the extension of water, sewer and road facilities and community services may expedite inefficient development when communities do not plan comprehensively.

### Objective

9.I. Each local government should have an up-to-date comprehensive plan that recommends that the necessary public facilities and services will be in place at the time the impacts of development occur, and that discourages the provision of public facilities outside of areas recommended for new development.

### Policy Recommendations

- 9.I.1. The public facilities element of each local comprehensive plan should analyze the need for public facilities and services, as well as specify areas for capital improvements, in consultation with water, stormwater and sewer managers.
- 9.I.2. OKI will inventory and track the growth of water and sewer systems to help local and regional planners understand where new development is being encouraged and where transportation system improvements could be needed.

- 9.I.3. Local planners should collaborate with relevant economic development organizations and water, stormwater and sewer managers to identify areas well-positioned for development and redevelopment.

#### Strategic Issue

10. While in some cases adequate<sup>9</sup> infrastructure has kept pace with the impacts of development, long term maintenance costs for aging infrastructure make it a challenge for communities to serve existing demand while enabling economic development.

#### Objective

- 10.J. Measures should be in place to require the provision of adequate infrastructure.

#### Policy Recommendations

- 10.J.1. Local governments should ensure that the costs of providing infrastructure for development are accounted for and covered by available funds, fee structures, and financial benefits to the community.
- 10.J.2. Each local comprehensive plan should include level of service standards<sup>10</sup>, identify the facilities needed to meet them, and reference capital improvement plans from relevant jurisdictions and water and sewer utilities.
- 10.J.3. Local governments should evaluate land use proposals for consistency with the capacity and level of service of the public facilities and services identified in their comprehensive plans, and estimate public facility and service costs and benefits associated with these proposals.
- 10.J.4. OKI will continue to investigate the feasibility of various funding sources to maintain or provide adequate infrastructure, including public-private sector partnerships, and will share relevant information with local governments.
- 10.J.5. OKI will continue to encourage partnerships among utilities to avoid duplication of effort and maximize efficient use of funds without sacrificing customer service.

#### Strategic Issue

11. Events such as flooding, tornadoes and wind storms, as well as increasing stormwater runoff, have implications for roadway safety, utility infrastructure and stormwater management facilities.

#### Objective

- 11.K. Regional consistency should be developed in efforts to control runoff at the source to minimize downstream impacts.

#### Policy Recommendations

- 11.K.1. OKI will continue to work with local governments and stormwater management agencies to identify and promote best management practices<sup>11</sup> most relevant for use in the region.

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<sup>9</sup> **Adequate** means having sufficient capacity in our water, sewer and roadway systems to accommodate the needs of the region's existing and future populations, or meet a required level of service standard.

<sup>10</sup> **Level of service standards** are qualitative ratings of the effectiveness of a facility or service to meet the public demand. They indicate the extent or degree of service provided by, or proposed to be provided by a facility based on and related to the operational unit of demand for each public facility.

- 11.K.2. Local governments should encourage stormwater management practices that emulate natural flow regimes<sup>12</sup>.
- 11.K.3. Local planners and stormwater managers should be encouraged to integrate stormwater management efforts on a watershed basis.
- 11.K.4. Local comprehensive plans should consider the cumulative impacts of stormwater from projected land use.

## **Natural Systems<sup>13</sup>**

### Goal

Protect and improve the diversity and sustainability of the region's natural systems.

### Strategic Issue

12. There is little coordination among natural systems planning, land use planning, transportation planning, public facilities planning and other types of planning.

### Objective

12.L. Each local government should have an up-to-date comprehensive plan that links natural systems, recreation, public facilities, public health, land use, transportation, economic development, housing, intergovernmental coordination and capital budgeting.

### Policy Recommendations

- 12.L.1. OKI will maintain the Elements of an Effective Local Comprehensive Plan, a model to link transportation, land use, economic development, public facilities, public health, housing, natural systems, recreation, intergovernmental coordination and capital improvements for use by local governments in the region. Local government comprehensive plans should be consistent, as appropriate, with the OKI Elements of an Effective Local Comprehensive Plan, and OKI will provide information and technical assistance to local governments for this purpose. (same as 1.A.1)
- 12.L.2. Local governments should enable the use of environmentally sensitive building practices<sup>14</sup> to integrate growth with protection of the region's natural systems.
- 12.L.3. OKI will develop regional green infrastructure<sup>15</sup> strategies by working with local governments, agencies and institutions, the private sector, conservation districts, state agencies, and non-profit interest groups.

### Strategic Issue

13. Protection and sustainability of groundwater and surface water resources are not always addressed in local, state, regional, and federal planning processes.

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<sup>11</sup> **Best management practices** are a pollution control system, or combination of systems, that improve water quality conditions for surface or groundwater bodies by dealing with runoff (nonpoint sources of pollution).

<sup>12</sup> **A natural flow regime** is the characteristic pattern of a stream's flow quantity, timing and variability.

<sup>13</sup> **Natural systems** mean regularly interacting and interdependent components of air, water, land and biological resources.

<sup>14</sup> **Environmentally sensitive building practices** typically involve environmentally friendly materials; water efficiency, energy efficiency, and renewable energy; improved indoor environmental quality; less natural habitat loss; and design/construction practices that focus on return on investment.

<sup>15</sup> **Green infrastructure** is an interconnected network of natural lands and working landscapes that conserve ecological functions such as flood reduction and pollution absorption and provide associated benefits.

### Objective

- 13.M. Groundwater and surface water resource protection and sustainability should be addressed in local government comprehensive plans, and will continue to be addressed in relevant OKI planning efforts.

### Policy Recommendations

- 13.M.1. Local jurisdictions should protect water quality through land use decisions and implementation of best management practices for stormwater run-off, with consideration of downstream impacts.
- 13.M.2. Local jurisdictions should develop and adopt updated zoning and subdivision regulations that support implementation of the local comprehensive plan goals, objectives and policies, such as conservation design practices<sup>16</sup> for new developments.
- 13.M.3. OKI will serve as a clearinghouse for incentives and programs that could be used to conserve regionally significant natural systems. The incentives and programs should include, but not be limited to the following: tax abatement or incentives, conservation easements, transfer of development rights, purchase of development rights and land acquisition.
- 13.M.4. OKI will pursue funding sources for water quality management to ensure continued regional planning as required by the federal government and continued technical assistance to local governments and others.

### Strategic Issue

- 14. The value and preservation of diverse natural systems, which includes air, water, wildlife, plantlife, and land are not always examined in local, state, regional, and federal planning processes.

### Objective

- 14.N. Models, data sources, GIS data, and analytical tools that help to indicate the economic and environmental value of natural systems should be used in planning processes at all governmental levels.

### Policy Recommendations

- 14.N.1. OKI will identify and share models, data sources, GIS data and other analytical tools that help to indicate the economic and environmental value of natural systems and provide technical assistance to encourage their use.
- 14.N.2. Local governments should consider information and feedback available through natural systems analysis to establish comprehensive plan policies that protect natural systems such as wetlands, groundwater recharge areas, fish and wildlife habitat conservation areas, riparian zones, flood plains, and steep slopes, as well as source water protection areas and other areas they identify as environmentally sensitive.

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<sup>16</sup> **Conservation design practices** incorporate the conservation of land, natural features, and open space into the project design, resulting in substantial natural systems protection that would not be possible under traditional zoning and subdivision standards. Conservation design practices include shared driveways, stormwater runoff reduction, relaxed setback standards, smaller lots, and cluster housing.

### Strategic Issue

15. Protection and sustainability of water resources are most effectively addressed on a watershed basis, while local governments make planning and budgeting decisions on a jurisdictional basis.

### Objective

- 15.O. Each local government should integrate watershed planning efforts with other planning efforts to make more informed planning and budgeting decisions.

### Policy Recommendations

- 15.O.1. OKI will share information about watersheds in the region where land use decisions, pollution, and/or flooding pose risks to human health and welfare, natural systems or desirable uses of water.
- 15.O.2. OKI will continue to assist local governments, other utilities and watershed groups in establishing source water protection programs, wellhead protection programs and undertaking watershed restoration and protection programs.
- 15.O.3. Local governments should use watershed plans, conservation district plans and source water protection plans in the development of comprehensive plan goals, objectives, policies and implementing regulations.
- 15.O.4. OKI will continue to provide technical assistance to protect and sustain water resources on a watershed basis.

## **Housing**

### Goal

Offer a diverse mix of housing choices – in terms of size, price, type, transit accessibility and location – within communities throughout the region, and maintain and improve the quality of the housing stock in every community in the region, whether newer developments or older neighborhoods, owner-occupied or rental.

### Strategic Issue

16. The housing stock in many of the region's neighborhoods is in need of stabilization and revitalization or blight removal in order to maintain the community's fiscal strength and protect the property owner's assets.

### Objective

- 16.P. Each local government should comprehensively address housing needs.

### Policy Recommendations

- 16.P.1. OKI will maintain the Elements of an Effective Local Comprehensive Plan, a model to link transportation, land use, economic development, public facilities, public health, housing, natural systems, recreation, intergovernmental coordination and capital improvements for use by local governments in the region. Local government comprehensive plans should be consistent, as appropriate, with the OKI Elements of an Effective Local Comprehensive Plan, and OKI will provide information and technical assistance to local governments for this purpose. (same as 1.A.1)
- 16.P.2. Each local government should create a housing strategy to identify needs and options specific to their community, considering their housing stock, demographic and market trends.

- 16.P.3. Each local government should collaborate with developers and housing agencies in creating and realizing a housing strategy specific to their community's needs.
- 16.P.4. Local governments should review and revise design & development regulations to ensure that regulations will support housing revitalization, re-development and re-investment in existing housing stock.
- 16.P.5. Local governments should use and enforce zoning, building, property maintenance, historic preservation, health, fire and/or appropriate codes to protect the community's character, fiscal strength and property values.
- 16.P.6. Local governments should pursue public and private funding and technical assistance to improve and maintain the housing stock or to remove blight in their communities, where appropriate.
- 16.P.7. Local communities should encourage visitability<sup>17</sup> and universal design standards in new housing and when retrofitting housing within the community, where appropriate.

#### Strategic Issue

- 17. Generally, there is a lack of housing convenient to transit and services such as shopping and daycare.

#### Objective

- 17.Q. Each local community should plan for and encourage higher density housing near commercial centers, transit routes, and parks in both existing neighborhoods and new development areas.

#### Policy Recommendations

- 17.Q.1 . Local governments should encourage mixed-use<sup>18</sup>, walkable and transit-friendly development near centers of activity such as transit stops and neighborhood business centers.
- 17.Q.2. Local governments should identify residential neighborhoods that lack convenient access to services and encourage the development of shopping and services to support these neighborhoods through planning, zoning and private partnerships.
- 17.Q.3 Local governments' comprehensive plans, zoning codes and development regulations should accommodate mixed use development, where appropriate.
- 17.Q.4. Local governments should work with transit providers to identify areas where planned higher density housing and employment would create a demand for additional or new transit service.

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<sup>17</sup> **Visitability** refers to single-family or owner-occupied housing designed in such a way that it can be lived in or visited by people who have trouble with steps or who use wheelchairs or walkers. A house is visitable when it meets three basic requirements: 1) one zero-step entrance 2) doors with 32 inches of clear passage space and 3) one bathroom on the main floor you can get into in a wheelchair. <sup>18</sup> **Mixed-use** refers to development with more than one type of use (such as office, retail, residential, entertainment, cultural, recreation, etc.), all of which are physically and functionally integrated and are mutually supporting.

<sup>18</sup> **Mixed-use** refers to development with more than one type of use (such as office, retail, residential, entertainment, cultural, recreation, etc.), all of which are physically and functionally integrated and are mutually supporting.

- 17.Q.5 . OKI’s long-range transportation plan prioritization process will continue to acknowledge transit needs identified by local comprehensive plans and transit providers.

### Strategic Issue

18. Affordable housing<sup>19</sup> is not consistently available throughout the region.

### Objective

18.R. Local governments (working with homebuilders, state agencies, and housing authorities where they exist) should encourage a range of housing choices, in terms of price, size, type and location, dispersed throughout the region.

### Policy Recommendations

- 18.R.1. Local governments should use their comprehensive plans, zoning codes and development regulations to encourage a range of housing types, densities, and affordabilities within their communities.
- 18.R.2. Local governments should assess the condition of their existing housing stock and the current and future housing needs of residents and workers in consultation with major employers.
- 18.R.3. Local governments should continue to work with the community, developers, public housing authorities, nonprofit housing entities and private landlords to address the need for de-centralized quality subsidized housing<sup>20</sup>.
- 18.R.4. Local comprehensive plans and zoning regulations should enable diverse and affordable rental and homeownership opportunities (such as garage apartments, granny flats, co-housing, mixed residential/office/commercial structures, and multi-family buildings, where appropriate) including accessible<sup>21</sup> and visitable housing opportunities.
- 18.R.5. Local comprehensive plans, zoning codes and development regulations should enable the reduction of unnecessary regulatory barriers to build affordable housing.

### Strategic Issue

19. The quality of schools affects and is affected by migration and housing choice in the region.

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<sup>19</sup> **Affordable housing**, as defined by HUD, is housing, either ownership or rental, for which a household pays no more than 30 percent of its gross annual income.

<sup>20</sup> **Subsidized housing** refers to housing where rents are partially paid through government subsidies. It includes housing owned by housing authorities, Section 202 housing for the elderly, Section 811 housing for people with disabilities, project-based HUD-assisted housing, and Housing Choice Vouchers. The Housing Choice Voucher (sometimes called Section 8) is a tenant-based rental subsidy. The tenant qualifies for the subsidy based on family income and then finds a private rental unit in the neighborhood of their choice.

<sup>21</sup> **Accessible** housing refers to the construction or modification (such as through renovation) of housing to enable independent living for persons with disabilities. Accessibility is achieved through architectural design, but also by integrating accessibility features such as modified furniture, shelves and cupboards, or even electronic devices in the home.

### Objective

- 19.S. Local governments, school districts, institutions and community members should work together to achieve common goals for community walkability, safety, housing opportunities and quality schools.

### Policy Recommendations

- 19.S.1. Local comprehensive plans should encourage public and private actions that improve the physical and environmental conditions of all neighborhoods.
- 19.S.2. Local governments, law enforcement and school districts should work together to identify and resolve crime and safety issues that affect surrounding neighborhoods, where appropriate.

### Strategic Issue

20. Socioeconomic issues continue to fuel migration within the region.

### Objective

- 20.T. Local governments in the region should assess the issues prompting migration in and out of their jurisdictions, considering factors such as the degree of diversity, opportunities for upward mobility, aging in place<sup>22</sup>, and the role and ability of the private sector and non-profit organizations in responding to these issues.

### Policy Recommendations

- 20.T.1. Local governments should encourage public and private efforts to create and maintain safe and livable neighborhoods where people want to live, work, learn, play, shop and grow a business.
- 20.T.2. A local comprehensive plan's housing element should encourage a diverse mix of housing choices in order to attract and provide housing options for all ages and income levels.
- 20.T.3. Local governments should engage local residents in defining community assets, challenges and character as part of community planning efforts.

## **Economic Development**

### Goal

Improve cooperation and coordination on economic development efforts and opportunities throughout the region, and provide incentives for such cooperation in order to make our region the location of choice for diverse businesses and to build the regional tax base.

### Strategic Issue

21. Suburbs and cities are linked in a single regional economy, but numerous economic development organizations operate without a common mission, plan, or coordination and compete for economic development opportunities.

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<sup>22</sup> **Aging in Place** is defined by the Center for Disease Control as "the ability to live in one's own home and community safely, independently, and comfortably, regardless of age, income, or ability level."

### Objective

21.U. Local governments and other stakeholders should strengthen efforts necessary to support regional economic development practices.

### Policy Recommendations

- 21.U.1. OKI will maintain the Elements of an Effective Local Comprehensive Plan, a model to link transportation, land use, economic development, public facilities, public health, housing, natural systems, recreation, intergovernmental coordination and capital improvements for use by local governments in the region. Local government comprehensive plans should be consistent, as appropriate, with the OKI Elements of an Effective Local Comprehensive Plan, and OKI will provide information and technical assistance to local governments for this purpose. (same as 1.A.1)
- 21.U.2. Local comprehensive plans should encourage cooperation with economic development agencies and major institutions in the region.
- 21.U.3. Local governments should support and participate in regional economic development partnerships to develop and nurture businesses that contribute to the needs of the regional economy.
- 21.U.4. Local governments should work together to establish a set of best practices that can be used to streamline local regulatory and permitting processes.
- 21.U.5. Local comprehensive plans should support coordinated economic development by encouraging the location of new or expanded business in areas currently served by public facilities and services and transit or in areas that are planned for infrastructure and service expansion.
- 21.U.6 . Local comprehensive plans should support clusters<sup>23</sup> of related industries and businesses that export outside the region and have strong positive economic impacts, as identified through research at the regional level.

### Strategic Issue

22. Economic vitality depends on an educated, skilled workforce.

### Objective

22.V. State and local governments, economic development organizations, businesses and other stakeholders should work together to ensure that a variety of workforce development programs are available and utilized in the region.

### Policy Recommendations

- 22.V.1. Local governments should collaborate with local businesses and workforce policy boards to ensure the development of locally-driven training and placement programs that offer high-quality education to potential employees and technical assistance to new and established businesses, consistent with their specific needs.
- 22.V.2. Local governments should collaborate with educational institutions, local businesses and economic development agencies to encourage training opportunities for local entrepreneurs.
- 22.V.3. Local comprehensive plans should encourage and support mutually beneficial school-to-work alliances between educational institutions at all levels, employers and local

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<sup>23</sup> **Clusters** refer to concentrations of companies and industries in a geographic region that are interconnected by the markets they serve and the products they produce, as well as by suppliers, trade associations and educational institutions. Clusters capitalize on an industry's strengths, assets and potential.

- government to ensure that students are learning the technical and non-technical skills needed by businesses and necessary to function in the work environment.
- 22.V.4. Local comprehensive plans should support a living and working environment that is attractive to highly skilled and educated adults so that they will find sufficient reason to come to and remain in the region and the regional workforce.

#### Strategic Issue

23. Efforts to revitalize downtowns, neighborhoods and village business districts throughout the region should be supported by public policy, innovative financing and streamlined permitting procedures.

#### Objective

- 23.W. The region's communities should work individually and collectively toward establishing specific strategies to attract, develop, and retain businesses and residents.

#### Policy Recommendations

- 23.W.1. Local comprehensive plans should lead to the revision of zoning ordinances to allow mixed-use development, where appropriate.
- 23.W.2. Local comprehensive plans should support investments in public facilities and services within existing business districts, and foster the development of compact communities that are attractive to a range of income and skill levels, where appropriate.
- 23.W.3. Local governments should use their comprehensive plans to examine opportunities to improve the balance of jobs and housing within their jurisdictions in order to reduce commutes and enable people to live close to work, where appropriate.
- 23.W.4. Local comprehensive plans should promote the adaptive reuse of buildings and sites in the region's urban cores/business districts, where appropriate.
- 23.W.5. Local governments should coordinate with local employers to identify housing and transportation needs of employees and work to fill gaps.

#### Strategic Issue

24. Shared regional quality of life assets can be a tool for communities and the region to attract and retain economic growth.

#### Objective

- 24.X. Local communities and regional economic development agencies should work together on regional quality of life assets.

#### Policy Recommendations

- 24.X.1. OKI will convene local and regional chambers of commerce and regional economic development entities to identify consensus on our regional quality of life assets that contribute to economic growth of the entire region.
- 24.X.2 . Local governments should promote regional quality of life assets which benefit their community.
- 24.X.3. Local governments should utilize, when appropriate, a common language to discuss regional assets and strengths.

### **Land Use**

### Goal

Encourage local governments throughout the region to create up-to-date, consistent, and coordinated comprehensive plans.

### Strategic Issue

25. There are few truly comprehensive plans at the local government level which link land use policies with transportation planning and capital budgeting.

### Objective

25.Y. Each local government should have an up-to-date comprehensive plan that links land use, transportation, economic development, public facilities, public health, housing, natural resources, recreation, intergovernmental coordination and capital budgeting.

### Policy Recommendations

- 25.Y.1. OKI will maintain the Elements of an Effective Local Comprehensive Plan, a model to link transportation, land use, economic development, public facilities, public health, housing, natural systems, recreation, intergovernmental coordination and capital improvements for use by local governments in the region. Local government comprehensive plans should be consistent, as appropriate, with the OKI Elements of an Effective Local Comprehensive Plan, and OKI will provide information and technical assistance to local governments for this purpose. (same as 1.A.1)
- 25.Y.2. Local government comprehensive plans should guide the adoption and amendment of local zoning regulations.
- 25.Y.3. OKI's strategic regional policy plan and local government comprehensive plans should consider both the public interest and private property rights.
- 25.Y.4. Local governments should assure that adopted comprehensive plans are current by scheduling an update and public review at least once every five years.

### Strategic Issue

26. There is major fragmentation of political, legal, and land use authority in the region, including wide variations among state planning laws.

### Objective

26.Z. Local governments in the region should establish strategies for minimizing the inefficiencies that arise from fragmented government authority and duplication of services.

### Policy Recommendations

- 26.Z.1. Local governments should consolidate public facilities and services to achieve economies of scale where feasible, or establish equitable inter-local agreements to provide for more efficient delivery of public facilities and services.
- 26.Z.2. OKI will provide technical assistance to the region's local governments, agencies and land use authorities in an effort to adequately maintain and enhance manmade and natural infrastructure across local political boundaries.
- 26.Z.3. Local governments should work together to ensure that the timing and location of proposed development and transportation projects in one community do not adversely affect neighboring communities.

### Strategic Issue

27. The public costs associated with new development are not widely understood, leading to developments that may not generate anticipated revenues.

### Objective

- 27.AA. Local governments in the region should assess the public costs associated with new development.

### Policy Recommendations

- 27.AA.1. Local governments should consider the fiscal costs and benefits associated with new development, and OKI will continue to maintain the Fiscal Impact Analysis Model and provide technical assistance to local governments for its use.
- 27.AA.2. Local governments should foster creative public/private financing mechanisms and partnerships for public facility improvements.
- 27.AA.3. Local governments should consider public costs and revenues from new development, as well as the need for accommodating low revenue land uses (such as parks and affordable housing).

### Strategic Issue

28. Land is being consumed for new development at a rate three times faster than population growth, resulting in a decrease in population density and population movement toward communities farther away from current centers of population and employment.

### Objective

- 28.BB. New development should be guided toward areas of the region where centers of population and employment already exist, and where public facilities and services, roadways and other infrastructure have been expanded or are planned for expansion as outlined in local comprehensive plans.

### Policy Recommendations

- 28.BB.1. Local governments should use their comprehensive plans and zoning ordinances to direct new development with a residential density of two or more household units per acre to areas that already have sewers and other urban services, or to areas where development can be phased in with the provision of urban services.
- 28.BB.2. Local governments should use their comprehensive plans, zoning ordinances and other tools to encourage the preservation of green space and agricultural uses, where appropriate.
- 28.BB.3. Local governments should prioritize infrastructure investments to serve existing and planned centers of population and employment, rather than developing greenfields.
- 28.BB.4. Local governments should encourage patterns and forms of development and redevelopment that maximize multi-modal transportation where appropriate, to reduce the total amount of daily vehicle miles traveled.
- 28.BB.5. Local zoning ordinances should permit mixed-use developments in centers of population and employment that are recommended in local government comprehensive plans.

- 28.BB.6. OKI and local governments should give priority to transportation projects which facilitate infill and compact development and foster transit-friendly developments.

#### Strategic Issue

29. There is a tendency in the region to develop vacant land on the suburban fringe because greenfield development is more economical and less constrained than brownfield<sup>24</sup> redevelopment.

#### Objective

- 29.CC. Local governments, economic development agencies, developers and planners should work together to redevelop brownfield sites throughout the region.

#### Policy Recommendations

- 29.CC.1. OKI will research opportunities for grants and other funding sources and strategies to help make brownfield redevelopment more economically feasible while protecting public health and safety.
- 29.CC.2. Local governments should streamline brownfield redevelopment approval processes where possible, while protecting public health and safety.
- 29.CC.3. Local governments should identify and plan for commercial and industrial reuse of brownfield sites in their comprehensive plans.

#### Strategic Issue

30. Low-density developments, and the isolation of residential, work place, institutional and shopping uses increases the per-unit cost of public facilities, taxes or user fees, and the level of income needed to obtain housing.

#### Objective

- 30.DD. Local governments should use their comprehensive plans, land development regulations, and incentives to promote development patterns that encourage cost-effective public facilities and services and a diverse mix of housing choices.

#### Policy Recommendations

- 30.DD.1. Local comprehensive plans, zoning codes and development regulations should encourage compact, transit-friendly, pedestrian-oriented development and redevelopment, where appropriate, in an effort to minimize the per-unit cost of public facilities and services.
- 30.DD.2. Local comprehensive plans, zoning codes and development regulations should encourage the use of innovative street design<sup>25</sup> in conjunction with compact development to enhance or preserve community character, where such street design

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<sup>24</sup> **Brownfields** are abandoned, idled, or underutilized properties where use considerations are complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.

<sup>25</sup> **Innovative street design** means a design for new construction, reconstruction, resurfacing (except for maintenance resurfacing), restoration, or rehabilitation of a roadway which may take into account: a) the constructed and natural environment of the area; b) the environmental, scenic, aesthetic, historic, community, and preservation impacts of the activity; and c) access for other modes of transportation including walking and biking. Innovative street design may deviate from traditional roadway design standards and guidelines while at the same time maintaining safety margins.

can be implemented safely and with balanced consideration of capacity needs for vehicles, bicycles, and pedestrians.

#### Strategic Issue

31. The impacts of the built environment and mobility options on public health have implications for where and how we choose to live, work and play, and are not always considered when communities make land use decisions.

#### Objective

- 31.EE. Local governments should consider public health in the land use and development decision making process.

#### Policy Recommendations

- 31.EE.1. OKI will convene local planning agencies and public health organizations to identify strategies for considering public health in the land use and development decision-making process.
- 31.EE.2. OKI will develop model guidelines and technical assistance for communities to enable considering the impacts of the built environment and mobility options on public health in local planning processes. Impacts of the built environment and mobility options on public health can include potential health hazards, access to healthcare, healthy foods, and spaces for physical activity.

#### Strategic Issue

32. Major demographic shifts are creating needs for new types of housing, infrastructure, modes of travel, health care and community services, and are not always considered when communities make land use decisions.

#### Objective

- 32.FF. Local governments should consider and plan for changing demographic trends affecting housing, transportation and community services.

#### Policy Recommendations

- 32.FF.1. Local governments should use multiple methods to engage community members and organizations including those who do not traditionally participate in the planning and decision making process.
- 32.FF.2. Local comprehensive plans should assess the anticipated changes in demographic composition and evaluate the community needs resulting from those demographic changes.
- 32.FF.3. Local governments should work with local developers, homebuilders and contractors to address changing housing needs, including accessible and visitable housing.
- 32.FF.4. Local governments should identify transportation services and work with transportation providers to address gaps.
- 32.FF.5. Local governments should identify community services accessible to different demographic groups and work with businesses, non-profit organizations and social service agencies to address gaps.