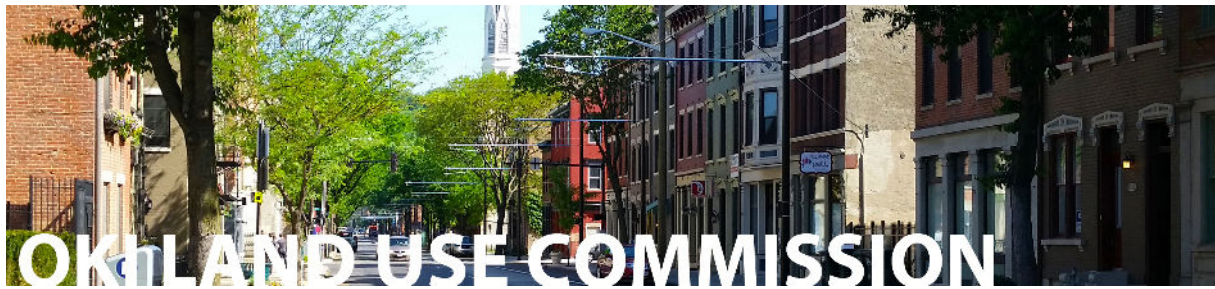




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While OKI has no authority – and seeks no authority – over local land uses, OKI’s Board created, and sat as, a land use commission to study the complex connection between transportation and how we use land for homes, businesses, parks, and factories. The primary goal of the OKI Land Use Commission is to bring about more consistency between local land use planning and regional transportation planning, so that scarce taxpayer dollars can be used for maximum benefit.

A Steering Committee of the Land Use Commission has convened since the 2005 adoption of the Strategic Regional Policy Plan (SRPP). The Steering Committee works to advance activities related to the implementation and maintenance of the SRPP. The Steering Committee includes representation from each county of the OKI region as well as individuals with expertise in all six topical areas of the SRPP.

The OKI Land Use Steering Committee

Ken Reed, Chair	OKI Treasurer; Vice Chair, SORTA Board of Trustees
Elizabeth Brown	Retired Executive Director, Housing Opportunities Made Equal (HOME)
Kevin Costello	Executive Director, Boone County Planning Commission
Dennis Gordon	OKI Executive Committee; Executive Director, Planning and Development Services of Kenton County
Andrew Kuchta	Clermont County Community and Economic Development
Christine Maticic	OKI Executive Committee; Liberty Township Trustee
Larry Maxey	OKI Executive Committee; Advisory Board Director, Park National Bank, Southwest Ohio & Northern Kentucky
Pamela Mullins	OKI Board of Directors; Retired Cincinnati Public Schools
David Okum	OKI Executive Committee; Hamilton County Regional Planning Commission
Randy Maxwell	Vice President, Maxwell Construction
Bruce Whitteberry	OKI Groundwater Committee Chair; Greater Cincinnati Water Works
Stan Williams	OKI Executive Committee; Executive Director, Warren County Regional Planning Commission
Tom Yeager	General Manager, Southwest Regional Water District



Planning is an orderly, open approach to reaching specific community-wide goals. It is a process to help a community examine where it has been, where it wants to go, and how to get there by identifying where investment will be aimed and what community priorities will be fostered. Planning also provides a community the opportunity to avoid costly impacts that can arise from short-sighted decision making. A comprehensive plan provides taxpayers and the private sector with predictability and certainty regarding future development and public investment in services and infrastructure.

Taxpayers should expect their substantial infrastructure investments to be tied to a plan and to a budget. This means planning efforts should be rational and fiscally constrained and that plans should prioritize investments, development, and policies that improve community wellbeing and value. Planning should be consensus-driven and reflect public concerns and priorities based on input from broad-based constituents, including citizens, businesses, community organizations, government leaders, and others.

The comprehensive plan is the fundamental tool for ensuring that development is consistent with community resources and priorities. Proper planning helps ensure adequate resources and services are available, helps prevent shortages and issues, and avoids the need for costly reactive mitigation of problems that would have otherwise arisen.

A strategic regional policy plan (SRPP) was adopted by OKI's board in 2005 and updated in 2014 after extensive review and input from experts and broad-based public participation from across the region. The SRPP is an online plan accessed at www.howdowegrow.org. The SRPP encourages consistent local comprehensive planning and rewards it with additional consideration in the funding for transportation projects. This report is intended as a tool to help guide local governments in their comprehensive planning efforts. The guidance included should be adapted to local circumstances, and should not be seen as a "one-size-fits-all" approach to producing a comprehensive plan.



An effective comprehensive plan should be scaled to local circumstances, resources, level of government and authority. It can be completed by competent, experienced planners using the best available existing data, unless the jurisdiction desires original data or special studies. Its successful completion should not require specialized services such as transportation modeling, laboratory work, or services obtained from specialists like fiscal consultants or utility engineers.

The following is intended to be a guide for preparing comprehensive plans at village, municipal, township, and county levels of government. This document is meant to assist communities in establishing and expressing a vision for the future. The elements of this document are not mandatory, but rather, are intended to be flexible to meet the needs and special circumstances of a community.

Some local communities have partial plans, or elements of a comprehensive plan, as separate documents (for example: land use plans, thoroughfare plans, sanitary sewer plans, capital improvement plans). The separation of planning functions among various authorities is a challenge for communities that want to create a truly comprehensive plan. It is important to recognize the relationships among these authorities and to plan accordingly. This document encourages the incorporation of existing data, cooperation between governmental agencies or quasi-governmental agencies, and integration of planning documents completed by authorities other than the planning commission into the comprehensive plan.

Minimum Goals of a Comprehensive Plan

- Address the community's key physical elements
- Provide long-term (20 years or more) guidance for the timing and location of development and redevelopment
- Provide for development and redevelopment choices as the community grows
- Provide a basis for defensible zoning and subdivision decisions
- Provide for routine evaluation and updating every five (5) years
- Should be scaled to local circumstances, resources, level of government, and authority

Elements of a Comprehensive Plan

- Transportation
- Public Facilities/Infrastructure
- Natural Systems
- Housing
- Economic Development
- Intergovernmental Coordination
- Capital Improvements
- Public Health
- Energy
- Community Character
- Land Use

A comprehensive plan is the only public document that describes the community as a whole in terms of its complex and mutually-supporting physical systems. A comprehensive plan may also address economic and social systems (for example: culture and recreation, education, environment, public safety, governance, health and human services). Existing conditions and trends are described and analyzed for each of the plan's chapters or elements. The plan also provides both a broad perspective and a guide for short-term community decisions. It depicts land use, infrastructure, and capital improvements policies through future-conditions maps. Charts and graphs are also useful tools to illustrate patterns.

The real value of a comprehensive plan is that it provides for the timing and location of development or redevelopment -- something that zoning or subdivision regulations by themselves do not. Rather, zoning and subdivision regulations are the legal means of implementation of the broader picture created through a community's comprehensive plan. Although this guidance deals only with the elements of an effective local government comprehensive plan, zoning and subdivision regulations should be consistent with the comprehensive plan in order to carry out the community's vision and to avoid needless public expenditures. Just as important, the comprehensive plan can be a tool to prevent the degradation of natural resources and historic buildings, to maintain the commercial and economic base, to provide adequate public facilities, or maintain housing stock. It can provide such guidance through several chapters or "elements."

This document should be seen as a checklist for local governments to use when formulating their own comprehensive plans. The content of this document includes guidelines for comprehensive plan components (inventories, analysis, goals and objectives, and implementation policies) for each of the eleven elements listed in the box above. Certain elements may be more prominent or important to achieving the vision in some communities than in others. The tenets laid out in this document, however, are those that will lead to a comprehensive plan that successfully guides development within a given jurisdiction.

Within each chapter, you will notice graphics that refer to related sections of various community's comprehensive plan. These plan references are meant to provide an example of a plan that has executed that particular topic thoroughly or in a way that is somewhat innovative. These examples are intended to provide inspiration for communities in formulating their own plans. However, the sample plans' goals, objectives, and policies are unique to those communities' situations and desires. It is important that you tailor each element of your plan in response to your own community's needs and goals.

Finally, this document attempts to account for three very different state enabling acts (listed below) for planning and zoning within the region (Ohio, Kentucky, and Indiana). Elements included in this document will meet the requirements of those statutes and, in most cases, go beyond the minimum requirements.

Kentucky: <http://www.lrc.ky.gov/statutes/chapter.aspx?id=37543>

Kentucky Revised Statute (KRS) 100.183 states that planning commissions and legislative bodies in Kentucky cities and counties “shall prepare a comprehensive plan, which shall serve as a guide for public and private actions and decisions to assure the development of public and private property in the most appropriate relationships.” KRS 100.187, KRS 100.191, and KRS 100.193 lay out the minimum content requirements for a comprehensive plan in Kentucky, including topics addressed, data collected, and the process of determining goals and objectives. KRS 100.201 states that land use and zoning regulations can only be permanently enacted with the adoption of a complete comprehensive plan.

Ohio:

Ohio planning and zoning powers for municipal corporations, with some explanation of county and regional planning, are laid out in Ohio Revised Code (ORC) 713 (<http://codes.ohio.gov/orc/713>). Planning and zoning powers for county and township jurisdictions are laid out in ORC 303 (<http://codes.ohio.gov/orc/303>) and ORC 519 (<http://codes.ohio.gov/orc/519>), respectively. In Ohio, a jurisdiction must be covered by a county or local comprehensive plan in order to adopt zoning regulations. For townships without their own comprehensive plan, an adopted county plan will be sufficient. There are no clearly defined minimal contents required for comprehensive plans in Ohio. This can result in varying plan formats and scopes within a region unless coordination is voluntarily practiced.

Indiana: <http://www.in.gov/legislative/ic/2010/title36/ar7/>

Indiana Code (IC) 36-7-4-501 states that “A comprehensive plan shall be approved by resolution in accordance with the 500 series for the promotion of public health, safety, morals, convenience, order, or the general welfare and for the sake of efficiency and economy in the process of development.” The minimal content requirements are described in IC 36-7-4-502 as follows: 1) a statement of objectives for the future development of the jurisdiction; 2) policy for the land use development; and 3) policy for the development of public ways, places, lands, structures, and utilities. IC 36-7-4-503 states that additional elements may be included, such as surveys, studies, maps, reports, development recommendations, public works development programs, capital improvements programs, and thoroughfare plans. IC 36-7-4-601 states that no zoning ordinance may be adopted without a comprehensive plan approved by the jurisdiction.



Essential Elements: Public Participation

- Public input should occur during every stage of the planning process.
- Local governing bodies and planning agencies should conduct active research efforts.
- Summarize results in a comprehensive plan
- Develop a vision to provide orderly growth, recognize fiscal constraints, and protect natural resources.

Effective public participation is a necessary foundation for a comprehensive plan. It builds public support and creates a unified vision on which goals and policies can be based. Strong public participation enables elected officials to be fully aware of the public's desires. To build the comprehensive plan's effectiveness, public participation should occur during every phase of the process, as well as during consideration of amendments to the comprehensive plan and during periodic evaluations of the plan.

Local governing bodies and planning agencies should adopt procedures to provide for and encourage public participation in the planning process. These public participation efforts should make use of multiple methods from traditional as well as new and emerging technologies and methods, including, but not limited to, the following:

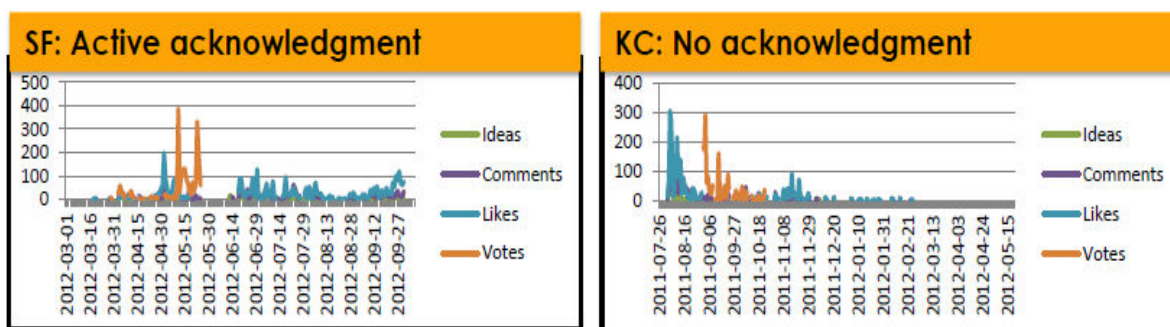
- Open house style meetings
- Public visioning sessions or workshops
- Mail or telephone surveys
- Web survey emailed and linked from the plan website
- Displays and/or flyers at public events
- Person-to-person survey (street survey)
- Comment box on website
- Interviews with key stakeholders
- Crowdsourcing techniques
- Use social media to communicate, spark discussion, and get input.

The use of technology and the internet is increasingly taking center stage in the public participation process. Today, the internet is a terrific method to reach a broad cross section of your community. The most recent census estimates note that 80% of all U.S. households have an internet subscription and that 75% of all households have broadband service. Furthermore, two-thirds of those aged 65 years or older have internet at home and over 54% of households with less than \$35,000 income have home internet service¹. Past concerns regarding excluding sectors of the community by using web-based public participation are lessening as internet access, and mobile internet access, quickly become more prevalent within our communities.

¹ US Census, American Community Survey, 2014 1-year estimates, accessed 9/24/15

In planning your public involvement strategy, it is best to first know your audience. Make note of key demographics within your community. Factors such as age; education; the presence of cultural, ethnic, or religious groups; and access to transportation can inform how you plan to engage residents of your community. Also, make note of any civic, religious, or business groups and organizations active in your community as potential stakeholder groups to involve in the planning process.

To encourage public participation, it is important to give consideration to how topics are described and questions are phrased. Accurately worded topic descriptions that effectively illustrate the pertinent issues are more effective at inspiring a response. Also, the use of positive words (ex: improve, great, proud) and achievement words (ex: advance, overcome) within questions encourages participation. Avoid the use of inhibitive words (ex: block, constrain) and exclusive words (ex: rather, unless, versus), as these can discourage response. It is also effective to use inclusive wording – “we” words that highlight group identity. It is important to link your audience to the topics and issues so they feel a sense of personal connection to community challenges².



Bowden, Nick, mysidewalk.com, *Beyond Tweeting – Impactful Community Engagement*. Webcast Aug. 7, 2015, accessed via http://www.ohioplanning.org/aws/APAOH/pt/sp/development_webcast

Finally, it is important to listen to what people say – **and show you are listening**. People are much more willing to speak if they feel their voice is really being heard. The charts above track the public involvement over the course of two planning processes: one for San Francisco and one for Kansas City. The San Francisco plan featured active acknowledgement of public involvement, while the Kansas City plan did not³. As can be seen in the two charts, public participation in the Kansas City plan quickly tapered to nothing without active feedback, while public input in the San Francisco plan with active feedback was sustained throughout the duration of the planning process. Active reporting of public involvement and input received is essential to maintaining consistent public input throughout the planning process and gives validation to those taking part.

² Bowden, Nick, mysidewalk.com, *Beyond Tweeting – Impactful Community Engagement*. Webcast Aug. 7, 2015, accessed via http://www.ohioplanning.org/aws/APAOH/pt/sp/development_webcast

³ Bowden, Nick,

An important component to your public involvement strategy is establishing a feedback loop to report out to the public how input gathered has been

integrated into the planning process and the resulting impact. This can be accomplished in several ways. First, the final plan document should record the entire public involvement process and describe feedback received. More immediate responses to input should also be incorporated into the strategy. These methods could include posting comments and responses on a website dedicated to the planning process, responding to comments via email, or including exhibits at an open house meeting dedicated to reporting on comments received at a prior meeting. It is important that the process of handling and reporting on public input be transparent and accessible⁴. An effective public input strategy is an integral part of any planning process. This inspires the public's confidence to participate in the process and bolsters the plan's legitimacy and impact.

PLAN CINCINNATI

a comprehensive plan for the future

Check out Plan Cincinnati:

The Process - Starting on page 55

Public Participation in the Planning Process

- Informs property owners of actions that may affect their property
- Provides opportunity to keep the public informed and able to provide input and should consider more than the minimally required public hearings, such as:
 - Press releases to local and regional news sources including print and electronic media
 - Notice to adjacent jurisdictions
 - Placement on government, institutional, and community organization websites and social media
 - Placement of notice at local gathering places
 - Email and other web based announcements to individuals, organizations, and list-services
 - Questionnaires and surveys distributed electronically and in hard copy
- Uses steering committees in visioning and implementation to provide oversight
- Includes structured interviews with key community stakeholders
- Conducts a visioning process to engage citizens and elected officials
- Assures opportunities for the public to provide written comments
- Assures public hearings are held and that they are:
 - Accessibly located
 - Advertised to diverse populations
 - Designed to promote discussion and open communication
 - Timed to allow proper consideration of public comments prior to final decision making
- Assures that consideration of, and response to public comment is made
- Assures that adequate consideration is given to issues in each jurisdiction if the planning area includes more than one
- Provides executive summaries and releases information at regular intervals to keep citizens apprised of planning activities during the planning process
- Assures that input is included from environmental justice populations, including minority, non-English speaking, low income, those with disabilities, and the elderly

⁴ Lees-Marshment, Jennifer, 2015, The Ministry of Public Input: Integrating Citizen Views into Political Leadership, Palgrave Macmillan Pub., London ISBN: 978-1-137-01777-2

Web-based Public Engagement Gets Results: Case Study of OKI's SRPP Public Outreach

The 2014 Update of the Strategic Regional Policy Plan (SRPP) placed a particular emphasis on utilizing web-based public engagement and feedback. In the past, OKI relied mainly on traditional, in-person public forums held in each county to gather public comment for the plan. The advantages of web-based outreach, especially for reaching a planning area as large as the OKI Region, made the shift in tactic for the 2014 Update obvious. Web-based outreach, in contrast to traditional planning forums, offers the opportunity to reach far more individuals with less time commitment on the part of planners, and the ability to more actively engage the public in providing feedback.

In the case of the 2014 Update to the SRPP, OKI launched two online efforts to gather public input for the plan. The first was designed to identify strategic issues for the plan to focus around and the second was to gather input and determine priority for the policy recommendations. The first online outreach effort received 2,500 questionnaire responses and 1,140 written comments. The second elicited 2,300 questionnaire responses and 140 written comments. When compared to the results of the public outreach for the 2005 SRPP planning process, the web-based public participation resulted in over 6 ½ times the number of participants.

Besides gathering multiple times the number of comments, the web surveys offer a way to actively engage the public much more directly than a series of boards or a PowerPoint presentation at a public meeting. A web application both allows the public to explore issues that particularly interest them and facilitates gathering pointed feedback from participants through engaging questions. A more direct link between the information or options presented and opinion questions is possible in a web survey. Also, being that the public is reached individually, not within the environment of a public meeting, people will be more likely to give unguarded feedback.

Tips in Conducting an Effective Online Public Outreach

- **Know your target population:** Likely, your target population are the residents, workers, and businesses in your community. Are there important sub-groups within your population? What organizations can be enlisted to help reach each group?
- **Send personalized email survey invitations:** Enlist the groups you identified above to spread email invitations to participate in your web survey. Ask organizations in your community to post links to your survey on their websites.
- **Keep it brief:** The invitation to take the survey should be short and to the point. Include only the information the respondent needs to know to understand who is conducting the survey, for what purpose, and how the information will be used. Also, be aware of the time it takes to answer the survey questions. Questions that are too difficult to answer, especially at the beginning of the survey can cause respondents to exit before finishing all of the questions. Always leave any open response questions as optional or place them at the end of the survey.
- **Be clear about privacy and how the data will be used:** It reassures the participant in your survey to know the purpose behind any personal information you ask and how his or her responses contribute to the purpose of the survey.
- **Send follow-up reminders:** to maximize the response rate to your survey, it is important to follow up your initial survey invitation with two to three reminders.
- **Use graphics strategically:** Employ graphics to convey complex ideas quickly and concisely. Well-designed graphics, charts, or photos can communicate ideas more clearly and improve respondents understanding of the planning concepts behind the survey question.
- **Distribute the results:** Be sure to post the survey results, and even send a follow up email thanking a respondent with a link to the results. People are interested to know how their opinions match with others.



Essential Elements: Data & Analysis

- Population Data and Projections
 - Population growth
 - Age
 - Race
 - Household Income
 - Education Attainment
 - Employment
 - Health
 - Commuting to work
- Map of the Transportation Network
- Transportation Level of Service
- Average Daily Traffic on main thoroughfares
- Employment and Employment Sectors
- Utility Network
- Important Natural Features and Resources
- Housing types and costs / affordability
- Open Space, Parks, and Recreation
- Historical Places and Buildings
- Important Character Elements
- Development Patterns
- Current Land Use

Data and analyses of existing conditions are essential foundations for a local comprehensive plan. Understanding and analyzing baseline data and trends for each of the plan's elements is necessary to establish a well-grounded plan.

All findings, conclusions, goals, objectives, and policies within the comprehensive plan and its support documents should be based upon relevant and appropriate data and analyses applicable to each element. Data and analyses should look at population characteristics, community facility needs and projections, housing characteristics, infrastructure, business characteristics, natural resources, existing land uses, and current development patterns.

While it is necessary to survey data available for your jurisdiction, it may also be helpful to include regional data. Data for your community can be compared to regional figures or benchmarked against other peer communities to offer greater perspective on specific community attributes. This is particularly helpful as a starting point in establishing level of service standards (refer to the Level of Service chapter on page 13).

If other planning documents merit inclusion into the comprehensive plan, they should be adopted by reference in the plan, including the title, author, and the edition of the document. Where data augmentation, updates, or special studies or surveys are deemed necessary by the jurisdiction, appropriate methodologies should be clearly described or referenced and should meet professionally accepted standards for such methodologies.

An effective comprehensive plan does not necessarily require original data collection but should utilize the best available data on existing and future trends from professionally accepted existing sources, such as the following potential sources listed by topic area:

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Check out Plan Cincinnati:

Demographics - Starting on page 23

Data Sources

Population/Demographics: US Census Bureau; State Data Centers; Regional planning agencies (OKI); State departments/cabinets

Economics, Employment, and Tax Base: Chambers of commerce; Econ. Dev. Agencies; Universities; US Census/State Data Centers; Regional planning agencies; State departments/cabinets; Local/regional government (property records, taxes, permits, etc.); Developers/employers; Bureau of Labor Statistics

Public Facilities/Services: Local public works departments; Utility providers (gas, electric, water, sewer, solid waste, energy); Public utility commissions; Regional planning agencies

Transportation Patterns: Regional planning agencies; Regional transit providers; Traffic studies/bike-pedestrian studies; Public works departments; Local, state, and national transportation departments/cabinets

Natural Systems: Conservation districts; Watershed districts; Private and public conservation/sustainability agencies; State/national natural resource departments; Regional planning agencies

Housing: US Census Bureau; Real estate agencies; Local/regional government (property records, property valuation, permits)

Public Health: State/local public health departments; Centers for Disease Control; National Institute of Health; Universities/institutions; Health care providers (hospitals, clinics, physicians, etc.); Health foundations; Social service agencies active in the community; Planning and design agencies

Land Use and Consumption: Local and regional planning agencies (OKI, PDS of Kenton County, County planning commissions); County and city property records

Historic Resources: Local libraries; Historical societies; Local chambers of commerce; Local community institutions and societies that have a long history in the community



Essential Elements: Goals, Objectives, and Policies

Goals, objectives, and policy statements set forth the long-term, intermediate, and measurable short-term ends toward which a community's programs or activities are ultimately directed.

- **Goals** identify a community's desired future conditions or results to be obtained for each of the plan's elements.
- **Objectives** define the actions and measures necessary to meet those conditions or results.
- **Policies** describe the way in which programs and activities are conducted to achieve an identified goal. A policy statement often addresses how a goal or objective will be implemented.

Goals, objectives, and policies are integral components of each element of the comprehensive plan and should be based on the relevant data and analyses in each element. Goals, objectives, and policy statements set forth the long-term, intermediate, and measurable short-term ends toward which a community's programs or activities are ultimately directed. Goals identify a community's desired future conditions or results to be obtained for each of the plan's elements. Correspondingly, objectives and policies define in specific detail the actions and measures necessary to meet those conditions or results defined in each goal.

The goals, objectives, and policies should describe how the local government's programs, activities, and land development regulations will be initiated, modified, or continued to implement the comprehensive plan in a consistent manner. Goals, objectives, and policies should establish meaningful and predictable standards for the use and development of land. They should also provide meaningful guidelines for the crafting of

more detailed land development and use regulations. For example, an objective should not simply be to update the zoning code, but to update the code with specific items to address or objectives to meet by that action.

These goals, objectives, and policy statements should reflect the purposes that they serve. A goal is the long-term end toward which programs or activities are ultimately directed. It is something general that one strives to achieve. An objective is a specific, measurable, intermediate end that is achievable and marks progress toward the fulfillment of a goal. A policy describes the way in which programs and activities are conducted to achieve an identified goal. A policy statement often addresses how a goal or objective will be implemented.

Together, the goals, objectives, and policies outlined in the comprehensive plan create a hierarchy of directives which bridge the gap from purpose to action. Goals identify the purpose toward which the related objectives identify the measurable steps in achieving. The relating policies identify the actions needed to achieve the stated objectives.



Goal, Objective, and Policy Examples:

<u>Goal Example:</u>	XYZ City will promote a productive business climate by maintaining adequate public facilities and services.
<u>Objective Example:</u>	By July 1, 2017, XYZ City will eliminate two at grade railroad crossings on roadways serving vacant and underutilized commercial and industrial properties identified for redevelopment.
<u>Policy Example:</u>	XYZ City will work with the Ohio Department of Transportation (ODOT) and the Ohio Rail Development Commission (ORDC) to secure funding through the Rail Grade Separation Program to eliminate the at grade crossings.



Essential Elements: Level of Service (LOS) Management

- LOS standards can be useful guideposts for the maintenance of adequate public facilities and services in a jurisdiction.
- Established by local government for the public facilities located within its boundaries
- Usually address public facilities affected by new development such as:
 - Roads
 - Storm water management
 - Water supply
 - Wastewater treatment
 - Parks and Recreation
 - Public health
 - Schools

Level of service (LOS) standards can be useful guideposts for the maintenance of adequate public facilities and services in a jurisdiction. LOS should be considered to help ensure adequate public facilities and services are available when the impacts of proposed development occur. The necessary public facilities and services may be phased, development may be phased, or the time-certain construction of the necessary public facilities and services may be guaranteed with an enforceable instrument (such as conditional development approvals or development agreements).

LOS standards should be established by each local government for the public facilities located within its boundary and should be set for each individual facility or facility type and not on a system wide basis. For example, different standards may be set for arterial and collector roadways. Identification of the appropriate level of service standards may

be based on accepted standards (such as state transportation agency standards or National Recreation and Park Association standards) or based on specific conditions or needs within the community. No local LOS management system should mandate the creation, limitation, or elimination of regulatory authority for other agencies, nor should it require the repeal of any rules, criteria, or standards of any local, regional, or state agency.

LOS standards usually address those services which are typically most influenced by new development, including roads, storm water management, water supply, wastewater treatment, parks and recreation, public health and safety, and schools. The General Planning Elements contained within this document outline inventories and analyses that will assist in establishing level of service standards for these facilities and services. LOS standards



Check out *The State of Parks and Recreation in the City of Fairfax* beginning on page 9

should be based on adequacy of existing service and careful consideration of the community's desired development patterns; in other words, are the service levels adequate and can they be maintained?

A jurisdiction's development patterns and areas planned for new growth, as depicted on the future land use map, should coincide with the availability of adequate public facilities and services and be reflected within the goals, objectives, and policies for those services. A local government may establish "service areas" or districts where a uniform LOS (e.g., classroom space per student, maximum daily traffic volume on roadways) may be maintained. Desired development patterns should be reflected in the delineation of such service area boundaries.

The Level of Service (LOS) Management System Should Address

- Maintenance of the adopted LOS standard for roads, sanitary sewer, solid waste, drainage, potable water, parks and rec., and public transit if applicable
- Inclusion of a financially feasible schedule of capital improvements (or capital improvements plan) which demonstrates that the adopted LOS standards will be achieved and maintained
- A system for monitoring and ensuring adherence to the adopted LOS standards, the schedule of capital improvements, and the availability of public facility capacity
- Guidelines for interpreting and considering LOS standards when applications for development permits are reviewed
- Process for assessing, receiving, and applying a fair share of the cost of providing the public facilities and services necessary to serve the proposed development based on a reasonable relationship with its impact



The following chapters outline each of the elements of a comprehensive plan. Each of these elements should be considered in the planning process and developed in its own section of the plan document.

The development of each element should include data and analysis of the current state of the facilities, infrastructure, policies and procedures, issues, public input, and trends related to that element. All existing goals, objectives, and policies regarding the planning element should also be reviewed. From this analysis, one or more goals will be drafted, along with a set of objectives and policies to support the goal(s).

The following chapters provide guidance regarding the data that may be collected and analysis performed for each planning element. Guidance in formulating goals, objectives, and policies is also given through a list of potential topics. Not every topic will be applicable to a given community. It is up to each community to address the topics they feel are relevant for them by formulating appropriately descriptive goals, objectives, and policies tailored to their situation and individual aims.

Common concepts that should be integrated and/or specified in each Comprehensive Plan Element include:

- Maintaining an up-to-date comprehensive plan that recognizes the relationship between all elements of the plan and links them within the plan goals, objectives, and policies
- Coordination with the plans of adjacent and regional communities and organizations that have a stake in the goals of the comprehensive plan and may impact the community
- Acknowledgement of the best tool(s) for implementing plan recommendations, including creating, updating, and maintaining appropriate zoning, subdivision regulations, other policies, and codes to support the implementation of the adopted comprehensive plan



Essential Elements: Transportation Element

- Address the following:
 - Traffic circulation
 - Alternative modes of travel including:
 - Public transit
 - Pedestrian
 - Bike
 - Parking facilities
 - Aviation
 - Rail and barge facilities
 - Intermodal terminals
- Future transportation mapping should be created to show:
 - The general location of arterial and collector roads
 - Limited access facilities
 - Number of lanes proposed

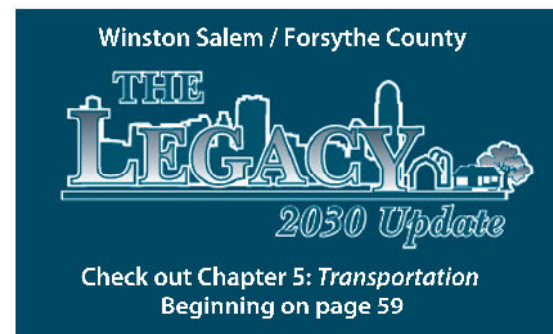
The purpose of this element is to study the existing transportation system, including automotive, bicycle, pedestrian, and public transportation. Freight, rail, air, or other specialized transportation systems may also be applicable based upon the facilities located within a jurisdiction or the presence of certain business sectors for which that mode of transportation may be important. Through the goals, objectives, and policies, plans for future motorized and non-motorized traffic circulation systems and related facilities are developed.

Transportation Goals, Objectives, and Policies

1. One or more goal statements should be created for establishing the long-term end toward which transportation programs and activities are ultimately directed.
2. When forming objectives, consideration should be given to the following topics:
 - a. Provide for a safe, convenient, and efficient motorized and non-motorized transportation system.
 - b. Coordinate the traffic circulation system with the future land use map(s).
 - c. Coordinate local plans with the plans and programs of the appropriate MPO.
 - d. Provide for the protection of existing and future rights-of-way from building encroachment.
 - e. Address the provision of efficient public transit services.
 - f. Coordinate the siting of new or expansion of existing river ports, airports, or related facilities with the future land use map.
 - g. Coordinate surface transportation access to river ports, airports, or related facilities.
 - h. Provide for a safe, comfortable, and attractive pedestrian and bicycle environment with convenient interconnection to public transportation.
 - i. Reduce congestion and air pollution emissions from transportation sources.

3. Policies for each objective should be created to address specific implementation activities, such as:

- a. Establish of level of service standards at peak hour for all roads and public transit facilities within the local government's jurisdiction. For facilities on the Interstate or intrastate highway system the level of service standards established by the state transportation agency should be adopted.
- b. Provide street and parking networks designed for all modes of transportation in order to promote a reduction in vehicle miles traveled.
- c. Increase roadway efficiency by emphasizing access management, signal coordination / optimization.
- d. Provide for safe and convenient on-site traffic flow, considering needed motorized and non-motorized vehicle parking through the development review process.
- e. Establish measures for the acquisition and preservation of planned future rights-of-way and exclusive public transit corridors.
- f. Establish strategies to improve system efficiency and enhance safety.
- g. Prioritize transportation projects that encourage the use of existing arterial and collector roadways for local trips.
- h. Consider the impact of development on traffic volume and existing roadways.
- i. Include bicycle and pedestrian ways in the planning of transportation facilities and land use strategies.
- j. Establish land use, site, and building design guidelines for development in exclusive public transit corridors to assure the accessibility of new development to public transit.
- k. Establish a consistent policy with the future land use element to encourage land uses that promote public transportation in appropriate areas.
- l. Provide an interconnected network of streets and related facilities to promote walking and bicycling that is coordinated with land uses and other community design features and ensures convenient access to public transportation.
- m. Ensure that multi-modal transportation options are accessible to all populations, especially environmental justice populations.
- n. Establish measures for the use of innovative street design in conjunction with compact development to enhance or preserve community character, where such street design can be implemented safely and with balanced consideration of capacity needs for vehicles, bicycles, and pedestrians.
- o. Encourage compact, mixed use, multi-modal, and transit-friendly development that minimizes the need for motorized transportation and contributes to attaining regional air quality standards.



Transportation Inventory and Analysis

Conduct an inventory and analysis of existing roadways and multi-modal facilities, including a map(s) that illustrates the analyzed features:

1. Collector roads, arterial roads, limited access facilities, and bridges with number of traffic lanes for each
2. Significant pedestrian and bicycle ways
3. Public transit system routes, service areas, terminals, transfer stations, rights of way, exclusive transit corridors, and park and ride facilities
4. Ports, airports, rail lines, and related facilities
5. Designated local and regional transportation facilities critical to emergency evacuation and transport
6. Major trip generators and attractors based on existing land use map(s)
7. Existing peak hour, peak direction levels of service or travel time index for roads and public transit facilities and routes

Analysis should address all modes of transportation:

1. Existing traffic circulation levels of service and system needs based on: existing design capacity, most recent estimates for average daily trips, accident frequency, existing public transit facilities, ridership by route, peak hour capacities and headways, population characteristics (specifically for environmental justice populations), and existing characteristics of major trip generators and attractors
2. Growth trends, travel patterns, and interactions between land use and transportation, and the compatibility between Future Land Use and Transportation elements
3. Projected traffic circulation levels of service and system needs based on the future land use map(s), addressing the need for new facilities or expansions to provide safe and efficient operating conditions on the transportation network
4. Adopted level of service standards, improvements, expansions, and new facilities planned for in the appropriate state transportation agency planning process and the plans of the metropolitan planning organization (MPO)
5. Existing and projected intermodal deficiencies and needs, such as terminals, connections, high occupancy vehicle lanes, park and ride lots, and other facilities
6. Projected public transit levels of service and system needs based upon future land uses as shown on the future land use map(s); major trip generators and attractors; percent of auto ownership; and projected population characteristics including size, income, age, and special needs
7. Consider the adopted level of service standards, improvements, expansions, or new facilities planned for public transit in the appropriate state transportation agency plan and the plans of the appropriate MPO and should, to the maximum extent feasible as determined by the local government, be compatible with the policies and guidelines of such plans

Future transportation map(s) should be created showing the general location of the following proposed features, using roadway functional classifications of the appropriate state transportation agency:

1. Collector roads, arterial roads, limited access facilities, and bridges with number of traffic lanes for each
2. Significant pedestrian and bicycle ways
3. Public transit system routes, service areas, terminals, transfer stations, rights of way, exclusive transit corridors, and park and ride facilities
4. Ports, airports, rail lines, and related facilities
5. Designated local and regional transportation facilities critical to emergency evacuation and transport



Essential Elements: Housing Element

- Include an inventory of :
 - Dwelling units
 - Projections of anticipated households based on population projection
 - Projection of housing needs including:
 - Seniors
 - Low and moderate income families
 - Special populations requiring accessible housing, supportive housing, or group homes
- Identification of historically significant and other housing needing conservation, rehabilitation, or replacement
- Provide for future housing needs
- Encourage denser, transit-friendly neighborhoods near centers of population and activity
- Make private sector a partner in development of housing plans

The purpose of the Housing Element is to provide guidance in the development of plans and policies, as deemed appropriate by the local government, to meet identified or projected deficits in the supply of housing (including moderate income, low income, and very low-income households; group homes; households with special housing needs, including rural and senior housing; and owner-occupied and rental). These plans and policies should address government activities as well as provide direction and assistance to the efforts of the private sector. It is important that the private sector be made a partner in the development of housing plans and policies. This partnership recognizes the preeminence of the market in building and transferring ownership of housing.

Housing Goals, Objectives and Policies

1. One or more goal statements should be created for establishing the long-term end toward which housing programs and activities are ultimately directed.
2. When forming objectives, consideration should be given to the following topics:
 - a. Create and/or preserve affordable housing for current and anticipated future residents of the jurisdiction, including housing for seniors and those with disabilities.
 - b. Eliminate substandard housing conditions and encourage the structural and aesthetic improvement of existing housing.
 - c. Provide for adequate sites and the proper distribution of housing, including very-low-income, low-income and moderate-income households, and for mobile homes.
 - d. Encourage denser, walkable, transit-friendly neighborhoods near existing and planned centers of population and activity.
 - e. Provide for adequate sites in residential areas or areas of residential character for group homes licensed or funded by the state.
 - f. Identify and provide appropriate protection for historically significant housing.

- g. Relocation housing (short to moderate term housing for professionals on temporary assignment).



- h. The formulation of housing strategies and housing implementation programs that consider housing for all ages and needs.
 - i. Consideration of housing in the context of transportation and land use, including mixed use developments, economic development, public facilities (including schools), natural systems, recreation, intergovernmental coordination, and capital improvements.
 - j. Assess and, if needed, address the issue of excessive amounts of vacant housing.
3. Policies for each objective should be created to address specific implementation activities including:
- a. Involve local government with the private and non-profit sectors through public/private partnerships to improve coordination in housing production and maintenance.
 - b. Establish standards, codes, design guidelines, and zoning to address the quality of housing, stabilization of neighborhoods, protection of community character, and the identification and improvement of historically significant housing while enabling the reduction of unnecessary regulatory barriers.
 - c. Establish principles and criteria guiding the location of group homes licensed or funded by the state that foster non-discrimination, and encourage the development of community residential alternatives to institutionalization, including supporting infrastructure and public facilities.

Affordable Housing

Defined by the US Department of Housing and Urban Development as housing, either ownership or rental, for which a household pays no more than 30 percent of its gross annual income for all housing costs including principal, interest, taxes, and insurance (PITI) for homeownership or, for rental units, rent plus utility costs. A common misconception is that Affordable Housing is synonymous with Subsidized Housing.

It is important to monitor your community for housing affordability. The U.S. Census Bureau provides information about housing affordability at the local community level.

- d. Utilize federal, state, and local programs to aid in purchasing, renting, improving, or maintaining housing.
- e. Establish homeownership or owner/investor occupied type programs.
- f. Designate sufficient sites at sufficient densities to accommodate the need for affordable housing over the planning timeframe.
- g. Examine opportunities to improve the balance of jobs and housing in order to reduce commutes and enable people to live close to work and encouraging employers to support housing in proximity to employment.

- h. Provide for increased housing densities, pedestrian and bicycle connections, and mixed use development near transit stops, existing and planned regional and neighborhood centers, employment centers, and other community amenities, where appropriate.
- i. Coordinate with local schools regarding planned development and school capacities.
- j. Provide regulations for infill housing, including appropriate compatibility standards.
- k. Recognize the relationship between housing choice and school performance, safety, and accessibility.
- l. Establish a vacant housing registry to keep track of, more efficiently deal with maintenance concerns, and promote timely re-occupation of vacant housing units.
- m. Encourage visitability and universal design standards in new housing and when retrofitting housing within the community, where appropriate.

Housing Inventory and Analysis:

Conduct an inventory and analysis of existing housing units and factors affecting housing development and availability:

- 1. Number and distribution of dwelling units by type, tenure, age, rent, value, monthly cost of owner occupied units, and rent or cost to income ratio
- 2. Number of units in each of the following: lacking complete plumbing, lacking complete kitchen facilities, lacking central heating, and overcrowding
- 3. Determine local definitions of “standard” and “substandard” housing conditions and estimate the structural condition of housing in the jurisdiction by number and general location of such units. Include methodology used to estimate condition of housing
- 4. Number of renter occupied housing units currently using federal, state, or local subsidies (indicate subsidy program and number of units for each)
- 5. Existing programs encouraging investment in residential properties, such as homeownership and owner/investor occupied programs
- 6. Group homes licensed by the state (type, number, general location, and capacity)
- 7. Existing licensed mobile home or manufactured home parks and mobile home condominiums, cooperatives, and subdivisions including the general location and capacity
- 8. Historically significant housing listed or designated by the National Register of Historic Places, state historic preservation offices, or in accordance with local ordinance and their general location
- 9. Housing construction activity affecting changes in the number of housing units within local jurisdictions based on new construction, conversions, manufactured housing placements, and removals, in number of units for the years since the latest decennial U.S. Census

Analysis should determine current and projected understanding of the following:

- 1. Derive projection of the anticipated number of households by size and income from most recent population projections
- 2. Projected housing need for current and future residents (including rural and senior households) by number, type, cost or rent, tenure, and any other special needs, and including estimates for the replacement of housing units removed and for the maintenance of an adequate vacancy rate
- 3. Land requirements for the total estimated housing need based on current trends or alternative land development techniques

(Continued on next page)

Housing Inventory and Analysis (Continued):

4. Portion of the housing need by type, tenure, cost or rent, and income range of households served projected to be met by the private sector within current market conditions
5. Existing housing delivery system, including the private sector, with regard to land, services, financing, regulations, and administrative roles of government agencies to identify problems and opportunities
6. The means of accomplishing the following:
 - a. Provision of housing with supporting infrastructure and services for all current and anticipated residents, especially the creation or preservation of affordable housing, to minimize need for additional services and avoid concentration of affordable units
 - b. Elimination of substandard housing conditions and the structural and aesthetic improvement of housing
 - c. Provision of adequate sites for manufactured homes, group homes licensed by the state, and very-low, low, and moderate income households
 - d. Provision of conservation, rehab, or demolition activities of historically significant housing
7. Opportunities for infill development



Essential Elements: Public Facilities and Services Element

- Address the public systems that provide management of:
 - Drinking water
 - Wastewater treatment and storm water drainage
 - Education
 - Public Safety
 - Libraries and Post Offices
- Include an inventory of:
 - Existing infrastructure
 - Service areas and level of service
- Analyze existing and projected needs for more service.
- Describe problems and needs, and the general facilities that will be required to address the problems and needs.
- Outline how coordination will be achieved with governmental units that have public facility responsibilities but have no land development regulatory authority, such as school boards, hospital authorities, and utilities.
- Enable correcting existing facility deficiencies maximizing the use of these facilities, setting LOS standards, and establishing priorities for new construction.
- Provide for public facilities and services needed to support development concurrent with the impacts of the development, which can be accomplished with phasing facilities and services or development.

The purpose of this element is to correlate a local community's necessary public facilities and services to future land use projections. This element should address wastewater facilities and capacity, solid waste services, storm water management, drinking water facilities and capacity, schools, communication and information technology systems, public safety systems and facilities, and other government facilities such as libraries, post offices, and courthouses.

This element includes five separate sections that, together, encompass the variety of facilities and services that provide the backbone of public infrastructure within our communities. Transportation, energy, and public health are explored in separate chapters. These five facility types are:

- Infrastructure
- Schools
- Recreation and Open Space
- Other Community Facilities
- Information Technology

For each of these sections, guidance is provided to establish goals, objectives, and policies which arise out of inventory and analysis of each facility type.



Infrastructure Goals, Objectives, and Policies

1. One or more goal statements should be created for each of the facilities or resources addressed in this element that establish the long-term end toward which programs and activities are ultimately directed.
2. When forming objectives, consideration should be given to the following topics:
 - a. Correct existing facility deficiencies.
 - b. Coordinate the extension of, or increase in the capacity of, facilities to meet future needs in existing and planned development.
 - c. Maximize the use of existing facilities in order to increase efficiency and reduce costs.
 - d. Conserve potable water resources.
 - e. Protect the functions of natural drainage features and natural groundwater recharge areas in order to reduce the impact on natural systems and to minimize the need for man-made systems.
 - f. Encourage coordination with, and among, water and sewer providers and storm water management authorities.
 - g. Encourage sharing and combining of services and facilities to reduce costs, eliminate duplication, and maximize efficiency.
 - h. Develop regular dialog with regulatory agencies to ensure balance between benefit and impact of new regulations.
3. Policies for each objective should be created to address specific implementation activities including:
 - a. Establish priorities for replacement, correcting existing facility deficiencies, and providing for future facility needs.
 - b. Establish level of service standards for facilities along the following parameters:
 - i. Average and peak flow design capacity for sanitary sewer facilities.
 - ii. Design capacity for solid waste and recycling facilities.



- iii. Design storm return frequency for storm water facilities capacity.
- iv. Design flow,

- storage capacity, and pressure for potable water facilities.
- v. Guidelines for fire flows.
- c. Utilize potable water conservation strategies and techniques.
- d. Establish standards for land use and development to protect the functions of natural drainage features and natural groundwater aquifer recharge areas.
- e. Establish policies, programs and activities for emergency preparedness.
- f. Coordinate with local and regional service providers to identify opportunities for sharing / combining services and facilities where appropriate.

Infrastructure Inventory and Analysis:

Conduct an inventory and analysis addressing public facilities and services within the local government jurisdiction:

1. Identify public and private sanitary sewer, solid waste, drainage, and potable water facilities.
2. For shared facilities, indicate the proportional capacity of the systems allocated to serve the jurisdiction(s).
3. Include the following for the facilities identified above:
 - a. Entity with operational responsibility
 - b. Geographic service area and the predominant land uses served
 - c. Design capacity and current demand
 - d. Level of service
4. Major natural drainage features and groundwater aquifer recharge areas
5. Significant potential hazards such as flooding, wind, and erosion

Analysis to identify existing and projected needs for sanitary sewer, solid waste, drainage, and potable water facilities based on:

1. Facility capacity analysis, by geographic service area, indicating capacity surpluses or deficits for:
 - a. Existing conditions, based on facility design capacity and current demand
 - b. Initial incremental capacity of the planning period (at least five years) based on the projected demand at the current level of service standards resulting from development permitted by the local government, projected population, future land use distributions, and available surplus capacity
 - c. Remaining increment of the planning period, conducted in the same manner as the initial incremental capacity analysis
2. General performance of existing facilities based on best available data and evaluation of:
 - a. Adequacy of the current level of service provided by facilities
 - b. General condition and expected life of the facilities
 - c. Impact of each facility upon adjacent natural resources
3. Challenges and opportunities for sanitary sewer, solid waste, drainage, and potable water facilities to be replaced, expanded, or newly constructed
4. Soil surveys for areas served by septic tanks and an explanation of suitability of those soils for such facilities, based on best available data from the U.S. Dept. of Agriculture's Natural Resources Conservation Service
5. Regulations and programs that govern land use and development affecting natural drainage features and groundwater recharge areas, or portions thereof, should be identified and assessed, including the strengths and deficiencies in those regulations and programs in maintaining the functions of those features and areas.
6. Risk from potential hazards such as flooding, wind, and erosion



Public and Private School Facilities Goals, Objectives, and Policies

1. One or more goal statements should be created that establish the long-term end toward which school facilities are ultimately directed.
2. When forming objectives, consideration should be given to the following topics:
 - a. Correct existing school facility deficiencies and facilities needed to meet future needs.
 - b. Ensure adequate school facility capacity consistent with the adopted level of service standard for the planning period.
 - c. Ensure the inclusion in the five-year schedule of capital improvements of projects necessary to address existing deficiencies, and to meet future needs based upon achieving and maintaining the adopted level of service standards for the five-year planning period.
 - d. Coordinate the location and design of schools with the future land use map(s) of the relevant jurisdiction to ensure that existing and proposed school facilities are located consistent with and are safely accessible by pedestrian and bicycle modes to the existing and proposed residential areas they serve and are proximate to appropriate existing and future land uses. The use of schools to serve as community focal points should also be addressed.
 - e. Coordinate existing and planned school facilities with plans for supporting infrastructure, including safe pedestrian and bicycle connections.
 - f. Coordinate the location of school facilities relative to the location of other facilities such as parks, libraries, and community centers to the extent possible.
 - g. Recognize the relationship between school quality, performance, safety, and accessibility and the housing choices of residents and families.
3. Policies for each objective should be created to address specific implementation activities, including:
 - a. Coordinate an annual review of this element with the applicable school board(s), the county and applicable municipalities; coordination of annual review of school enrollment projections; and establishing the procedures for the annual update process.
 - b. Coordinate school site selection, permitting, and collocation of school sites with other facilities such as parks, libraries, and community centers.
 - c. Provide supporting infrastructure such as water and sewer, sidewalks and other pedestrian and bicycle connections, bus stops, roads, and drainage for existing and

projected school facilities; and measures to ensure compatibility and close integration between school facilities and surrounding land uses.

- d. Coordinate any school facility plans with the local government's comprehensive plan, including the future land use map.
- e. Establish level of service standards for school facilities that can be achieved and maintained throughout the five-year planning period.
- f. Establish how development will proceed if the level of service standard is exceeded for a project.
- g. Establish measures to ensure compatibility of school sites and surrounding land uses.
- h. Coordinate with adjacent local governments and the school district on emergency preparedness.
- i. Enable new schools to be located in walkable neighborhoods, considering a rehab-first policy, and supporting walk-to-school and safe-routes-to-school programs.
- j. Establish policies that account for the relationship between the quality, performance, and safety of schools and the housing choice and demand of residents and families.

School Facilities Inventory and Analysis:

Conduct an inventory and analysis for each public and private school facility:

1. Existing enrollment
2. Existing capacity or other measure of capacity
3. Surplus capacity based on site size requirements contained within Dept. of Education design criteria
4. Existing level of service

Analysis of current and projected school facilities:

1. For each facility: Projected enrollment, district-wide by school type, by year for the initial five year period and the end of the long range planning period, based on projected population
2. Existing and projected facility surpluses and deficiencies by district for the planning period, based on projected enrollment
3. Adequacy of the existing level of service conditions for each facility in order to develop appropriate level of service standards
4. Facilities needed for each district to accommodate projected enrollment at the adopted level of service standard for the planning period, including ancillary plants and land area requirements
5. Problems and opportunities with existing facilities and projected facilities planned in the adopted district facilities plan, including location, supporting infrastructure, and overcrowding in relation to achieving and maintaining level of service standards for the planning period, including:
 - a. Opportunities and problems in co-locating existing projected school facilities with other facilities such as parks, libraries, and community centers.
 - b. The need for supporting infrastructure, including water, sewer, sidewalks, bus stops, roads, and drainage for existing and projected facilities
 - c. Opportunities to locate school facilities to serve as community focal points

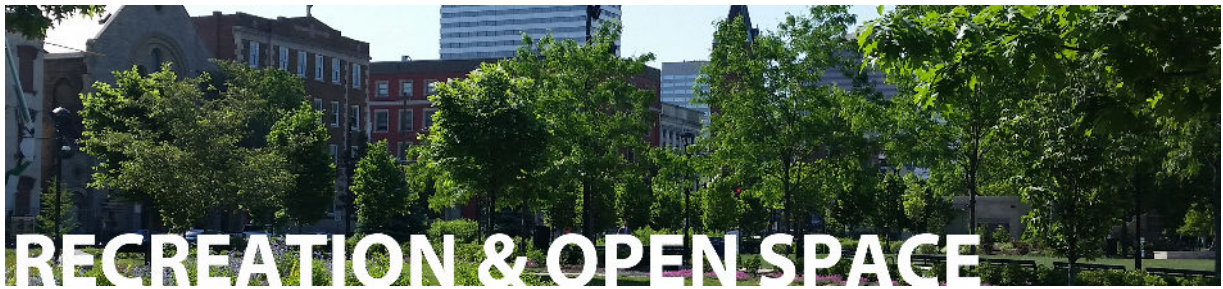
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School Facilities Inventory and Analysis *(Continued)*:

6. Existing revenue sources and funding mechanisms available for school capital improvement financing and the estimated cost of addressing existing deficiencies and future needs for the planning period

This element should include the following map(s):

1. Existing location of school facilities by type
2. Future conditions depicting general location of planned facilities
3. School district service areas
4. Locations where natural resources and recreational uses may be linked to create greenways



Recreation and Open Space Goals, Objectives and Policies

1. One or more goal statements should be created for establishing the long-term end toward which recreation and open space programs and activities are ultimately directed.
2. When forming objectives, consideration should be given to the following topics:
 - a. Ensure convenient access to parks, open space, and recreation opportunities for as many residents as possible.
 - b. Coordinate public and private resources to meet the recreation demands of the entire community.
 - c. Establish a hierarchy of parks and recreation facilities to accommodate varying needs: neighborhood parks, community parks, trails, athletic fields, community recreation facilities, and county / regional / state parks.
3. Policies for each objective should be created to address specific implementation activities may include:
 - a. Specify open space definitions and standards in local land development regulations.
 - b. Identify opportunities to leverage public and private resources for funding and providing recreation, such as land set-asides or land banking as part of the development process.
 - c. Designate or acquire open space and natural reservations.
 - d. Maintain or improve existing levels of waterfront access and access to waterways shown on the future land use map(s).
 - e. Establish level of service standards for recreation.
 - f. Correct or improve existing deficiencies in parks and recreation facilities.
 - g. Identify and protect locations where natural resources and recreational uses may be linked to create greenways, including locations that are located within more than one local jurisdiction.
 - h. Identify opportunities for shared use of local and regional recreation facilities and sites to avoid duplication of services and ensure adequate access to such facilities.

Recreation and Open Space Inventory and Analysis:

Conduct an inventory and analysis for recreation and open space facilities based on type of use (activity based or resource based) and type of facility provided (community center, sports fields, etc.):

1. Public and private recreation sites
2. Open space available to the public
3. Natural reservations
4. Parks
5. Playgrounds
6. Parkways
7. Waterfronts

Analysis of current and projected recreation and open space facilities:

1. Current needs for recreation sites based on estimated recreation demand and the availability to the public and adequacy of existing sites and facilities
2. Projected needs for recreation sites, open space, and recreation facilities based on recreation demands and availability to the public
3. Future recreation uses depicted, within generalized service area boundaries, and on the future land use map(s)

Analysis for all of the above facilities:

1. Current needs of the community based on estimated demand, availability to the public, and adequacy of existing facilities
2. Projected needs for facilities based on demand and availability to the public
3. Future facilities depicted, within generalized service area boundaries, and on the future land use map(s)
4. Locations where community facilities of different uses may be combined to create civic centers



Community Facilities Goals, Objectives, and Policies

1. One or more goal statements should be created for establishing the long-term end toward which community facility programs and activities are ultimately directed.
2. When forming objectives, consideration should be given to the following topics:
 - a. Ensure public access to identified public facilities.
 - b. Coordinate public and private resources to meet demands.
 - c. Ensure the most desirable, appropriate, economic, and feasible pattern for the general location, character, and extent of public and semipublic buildings, land, and facilities.
3. Policies for each objective should be created to address specific implementation activities, including:
 - a. Ensure coordination in establishing level of service standards for community facilities with any state, regional, or local entity having operational and maintenance responsibility for such facilities.
 - b. Correct or improve existing deficiencies in community facilities.
 - c. Locate or expand community facilities in areas with a demonstrated need for the facility to avoid duplication of services, and to provide convenient access to the area that the facility is intended to serve.
 - d. Locate, where possible, community facilities on a shared site with other compatible facilities and land uses.
 - e. Identify opportunities for shared use of community facilities and utilize existing facilities in order to avoid duplication of services and to increase the efficiency of existing and planned facilities.
 - f. Review new community facilities or major expansion of existing facilities for compatibility and appropriateness of location.
 - g. Ensure that all community facilities are designed to be accessible for the elderly, people with disabilities, pedestrians, bicyclists, transit users, and motorists.

Other Community Facilities Inventory and Analysis:

Conduct an inventory and analysis of the locations, capacities, and services within the local government jurisdiction(s):

1. Utilities
2. Libraries and other educational, cultural, or historical facilities
3. Hospitals, social welfare, and medical facilities
4. Fire and police stations, jails
5. Community centers, public offices, and administrative facilities

Analysis of the facilities and systems above:

1. Current needs of the community based on estimated demand, availability to the public, and adequacy of existing facilities and systems
2. Projected needs for facilities and systems based on demands and availability to the public
3. Future facilities depicted, within generalized service area boundaries, and on the future land use map(s)
4. Locations where telecommunication facilities and other information technology can benefit or affect transportation, utilities, economic development, and other community facilities



Communication and Information Technology Goals, Objectives, and Policies

1. One or more goal statements should be created for establishing the long-term end toward which communication and information technology programs and activities are ultimately directed.
2. When forming objectives, consideration should be given to the following topics:
 - a. Ensure universal access to information technology.
 - b. Coordinate public and private resources to meet demands.
 - c. Ensure the most desirable, appropriate, economic, and feasible pattern for the general location, character, and the extent of systems.
3. Policies for each objective should be created to address specific implementation activities, including:
 - a. As appropriate, establish locations with enhanced information technology to benefit economic development.
 - b. Where possible, locate community facilities on shared sites with other compatible facilities where revenue opportunities may exist.
 - c. Review new telecommunication and information technology systems or major expansion of existing systems for compatibility and appropriateness of location.
 - d. Ensure that all information technologies are accessible for the elderly and people with disabilities; not necessarily within every home or business, but coordinated with other community facilities such as public libraries, city halls, or schools.
 - e. Link the effects of information technology to transportation and land use.
 - f. Locate or expand telecommunication and information technology systems only in areas with a demonstrated need for the facility to avoid duplication of services and provide convenient service to the area that the facility is intended to serve.

Information Technology Inventory and Analysis:

Identify and map:

1. Existing locations of telecommunication facilities and other information technology systems providing service within the local government jurisdiction(s) that may have an impact on land use, transportation, utilities, economic development, and other community facilities

Analysis of the facilities and systems above:

1. Identify gaps or areas underserved.
2. Compare locations of technology infrastructure with land planned for office, medical, or other technology dependent land uses.



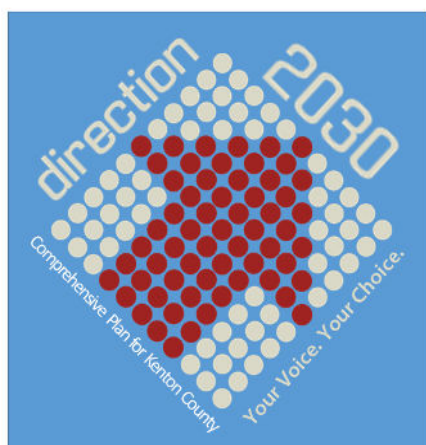
Essential Elements: Natural Systems Element

- Identify the natural resources within which the community exists, including:
 - Rivers, lakes, and groundwater
 - Floodplains
 - Wetlands
 - Watershed boundaries
 - Sources of commercially valuable minerals
 - Steep hillsides
 - Areas prone to erosion
 - Locations of recreationally and commercially important fish, wildlife, and vegetation
- For each natural resource the following should be identified based on analyses:
 - The existing commercial, recreational, or conservation use
 - Any known pollution problems
- Outline the community's approach to use and conservation of natural resources

The purpose of this element is to promote the conservation, preservation, and protection of natural systems and resources, including: rivers, lakes, wetlands, groundwater, air, floodplains, commercially valuable minerals, areas experiencing soil erosion, and areas of recreationally and commercially important fish, wildlife, and vegetative communities. There is a difficult balance to achieve between the protection of these natural systems and the need for development. The optimum is achieved when protection can enhance the value of development or vice versa. Reliable cost/benefit analysis of natural system protection and development should include multiple viewpoints and many sectors of the community.

Natural Resources Goals, Objectives, and Policies

1. One or more goal statements should be created for establishing the long-term end toward which conservation programs and activities are ultimately directed.
2. When forming objectives, consideration should be given to the following topics:
 - a. Protection of air quality.
 - b. Conservation, appropriate use, and protection of current and projected water sources, for both quality and quantity.
 - c. Conservation, appropriate use, and protection of minerals, soils, and native vegetative communities, including forests.
 - d. Conservation, appropriate use, and protection of fisheries, wildlife, wetlands,



Environment Element
direction2030.org/elements/environment/

- and wildlife habitat.
 - e. Conservation of the regionally significant natural systems and watersheds (Inventory available from OKI) and integration of watershed level planning into local and regional planning efforts.
 - f. Direct population concentrations away from areas known to flood.
 - g. Understand and weigh the economic benefits of environmentally sensitive development techniques.
3. Policies for each objective should be created to address specific implementation activities including:
- a. Protect water quality by restricting activities and land uses known to adversely affect the quality of identified water sources, including floodplains, natural groundwater recharge areas, wellhead protection areas, and surface waters used as a source of public water supply. Coordinate these efforts with local water utilities and storm water districts.
 - b. Consider watershed plans, conservation district plans, and source water protection plans when making local plans and development decisions within watershed districts.
 - c. Conserve, appropriately use, and protect areas suitable for extraction of minerals. Also, areas for mineral extraction should not be located in a way that threatens identified source water protection areas.
 - d. Protect native vegetative communities, including forests, from destruction by development activities.
 - e. Prepare emergency action plans to address the potential for material spills to protect water sources.
 - f. Regulate activities known to adversely affect the survival of endangered and threatened wildlife.
 - g. Protect the natural function of existing soils, fisheries wildlife habitats; the natural flow and drainage patterns of rivers, lakes, floodplains, wetlands, and shores; and emulate or maintain natural flow patterns in man-made drainage and storage facilities as well.
 - h. Protect existing natural areas identified in the recreation and open space element.
 - i. Identify areas where natural resources and recreational uses may be linked to create greenways, including locations that are located within more than one local jurisdiction.
 - j. Cooperate with adjacent local governments to conserve, appropriately use, or protect any unique vegetative communities located within more than one local jurisdiction.
 - k. Designate environmentally sensitive lands for protection based on locally determined criteria.
 - l. Manage wastes and other materials with the potential to pollute natural resources.
 - m. Protect the natural functions of wetlands by ensuring land uses are distributed in a manner that minimizes the effect and impact on wetlands. Where incompatible land uses occur, mitigation should be considered.

- n. Work with property owners and soil and water conservation district officials to identify and designate locations for possible mitigation project sites.
- o. Promote the use of Best Management Practices for storm water management or other environmentally sensitive land and building development techniques that reduce the impact on natural systems.
- p. Restore or enhance disturbed and degraded natural resources, including riparian areas, wetlands, and drainage systems, and establish programs to avoid future disruptions or degradations.
- q. Relocate or mitigate the risk to infrastructure and development within floodplains or areas with frequent flooding.
- r. Promote the development of infill sites, greyfields, and brownfields to minimize the need for development of greenfields that may impact significant natural systems.

Natural Systems Inventory and Analysis:

In addition to air quality data, the following natural resources and systems should be identified where present:

- 1. Rivers, lakes, and groundwater, including data on quality of the resource as classified by the state
- 2. Floodplains
- 3. Watershed boundaries
- 4. Location, type, value, function, size, and condition of wetlands
- 5. Known sources of commercially valuable minerals
- 6. Areas known by the local soil and water conservation district to experience soil erosion problems
- 7. Steep hillsides that may influence development
- 8. Location of recreationally and commercially important fish, wildlife, and vegetative communities
- 9. Forests, indicating known dominant species present and species listed by federal, state, or local government agencies as endangered, threatened, or species of special concern

Analysis for each of the natural resources and systems above:

- 1. Existing commercial, recreational, or conservation uses and known pollution problems, including the potential for material spills, should be identified.
- 2. Potential for conservation, use, or protection should be identified.
- 3. Locations where natural resources, systems, and recreational uses may be linked to create greenways
- 4. Current and projected water needs and sources for the next five or ten year period, as appropriate, based on demands for industrial, agricultural, and potable water use and the quality and quantity of water available to meet these demands. This analysis should consider existing levels of water conservation, use, protection, and applicable state water conservation and use policies.
- 5. Existing land uses within floodplain areas, including the available history of repeated damage due to flooding
- 6. Effect of future land uses identified on the land use map(s) on natural resources and systems
- 7. Identification of land uses based on ecological value, including land that has been developed or is otherwise not in circulation, land that contains critical natural resources that should be preserved in perpetuity, and land that is developable



Essential Elements: Economic Development Element

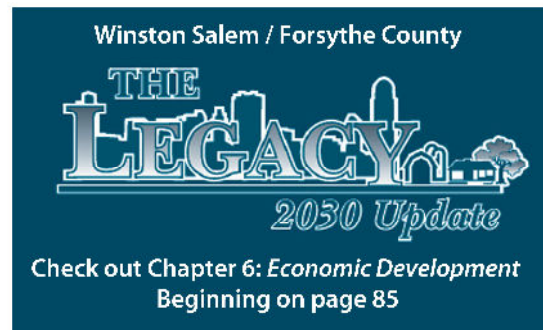
- Strengthen the economic base of the community by considering the development of all business sectors
- Include an extensive inventory of the community's economic health, including such factors as:
 - The labor force by wage rate and educational attainment,
 - Full time or part time employment
 - Employment by type of industry
 - Construction activity
 - Retail sales
 - Per capita and household income.
- Include an analysis of:
 - The cost of doing business in the community
 - Market access
 - Transport facilities
 - Utilities, state, and local business climate including taxes
 - Communication infrastructure
- Include policies to improve economic development as appropriate for the community such as:
 - Expanding existing businesses and recruiting new ones
 - Streamlining the local regulatory process
 - Cooperating with local economic development agencies
 - Work-force development

The purpose of this element is to strengthen the economic base of the community through well-planned development of all business sectors. Investigation focuses on an analysis of the different business sectors prevalent in the community, market forces affecting development, both locally and regionally, and the necessary infrastructure to serve existing and planned future development.

Economic Development Goals, Objectives, and Policies

1. One or more goal statements should be created for establishing the long-term objectives toward which economic development activities are ultimately directed.
2. When forming objectives, consideration should be given to the following topics:
 - a. Maintain a diversified economy.
 - b. Maintain a productive business climate through workforce development, provision of amenities, and encouraging a cooperative environment.
 - c. Maintain a high quality of life through the promotion of existing quality of life assets and the creation of new ones.
 - d. Involve the private sector in establishing adequate levels of service for public facilities and services.

3. Policies for each objective should be created to address specific implementation activities, including:
- Promote the expansion of existing businesses and the recruitment of new businesses.
 - Provide adequate public facilities and services to support current and planned future businesses.
 - Streamline the local regulatory process.
 - Environmental protection, recreational, and cultural opportunities
 - The maintenance of public safety.
 - Finance the cost of necessary capital improvements on a fair share basis.
 - Cooperate with economic development agencies and chambers of commerce to provide information about sites and services available for new and expanding businesses, adaptive reuse opportunities, and brownfield sites.
 - Support clusters of related industries and businesses that export outside the region.
 - Encourage workforce development by employers, institutions, and local and regional governments.
 - Develop mutually beneficial school-to-work alliances between educational institutions at all levels and employers to ensure that students are learning the technical and non-technical skills needed by businesses and necessary to function in the work environment.
 - Maintain a living and working environment that is attractive to highly skilled and educated adults through development of a high quality of life.
 - Work with local and regional chambers of commerce as well as local economic development entities to identify local quality of life assets that contribute to economic growth of the community. Promote these quality of life assets to increase new economic development opportunities.
 - Encourage investment and development in existing downtowns and neighborhood business districts through the promotion of mixed use development, increased density, adaptive reuse of vacant buildings, and infill development.



Economic Development Inventory and Analysis:

Inventory and analysis of the following economic data and trends:

1. Labor force, including wage rates and educational attainment
2. Total employment, full time and part time
3. Employment by major industrial division
4. Per capita and household income
5. Retail sales
6. Construction activity and construction employment
7. Poverty levels
8. Commuting patterns
9. Vehicle dependency
10. Agriculture and tourism
11. Location and use of brownfields
12. Vacant or underutilized properties

Analysis of the data, trends, and assets relating to economic development:

1. Brief analysis of each of the above data and trends
2. Cost of doing business, including:
 - a. Market access, output of goods and services, and export base
 - b. Transportation facilities
 - c. Water and sewer services and facilities
 - d. Communication, broadband, and other information technology infrastructure
 - e. Land and buildings
 - f. State and local business climate, including taxes (tax base), taxpayer willingness, regulatory environment, and public incentives for investment
 - g. Financial resources for businesses
 - h. Temporary lodging for businesses relocating to the area and for tourists
3. Quality of life assets, including:
 - a. Natural environment
 - b. Safety and crime
 - c. Population and housing
 - d. Education/workforce (mutually beneficial school-to-work alliances, business incubators, trade groups, etc.)
 - e. Healthcare
 - f. Recreation, arts, and culture
 - g. Mobility



Essential Elements: Intergovernmental Coordination Element

- Coordination of the local comprehensive plan with the comprehensive plans of adjacent jurisdictions should be a major objective of the local comprehensive planning process.
- Coordination should also include working with:
 - School boards
 - Regional water supply or wastewater treatment authorities
 - Any other entities providing important services within the community
- Representatives of the above groups should be invited to sit on the plan steering committee or on focus groups tasked with developing specific elements of the plan.

The purpose of the Intergovernmental Coordination Element is to identify and resolve incompatible goals, objectives, policies, and development proposed in local government jurisdictions. It is in every local government's interest to determine and respond to the needs for coordination with adjacent local governments and with regional and state agencies. Elements of this section may be discussed elsewhere in the plan when dealing with specific issues -- with schools, for example. The essential idea is that plans of other governmental agencies shall be examined, coordinated with, and referenced in a community's comprehensive plan.

Intergovernmental Coordination Goals, Objectives, and Policies

1. One or more goal statements should be created for establishing the long-term end(s) toward which intergovernmental coordination activities are ultimately directed.
2. When forming objectives, consideration should be given to the following:
 - a. Coordinate the comprehensive plan with the plans of school boards, other units of local government providing services but not having regulatory authority over the use of the land, and with the comprehensive plans of the county and adjacent counties.
 - b. Ensure that the local government addresses the impacts of land uses or development proposed in adjacent communities, the region, and in the state.
 - c. Ensure coordination in establishing level of service standards for public facilities with any state, regional, or local entity having operational and maintenance responsibility for such facilities.
3. Policies for each objective should be created to address specific implementation activities, including:

- a. Coordinate planning activities with regional plans for transportation, recreation and trails, and utilities.
- b. Coordinate with adjacent jurisdictions regarding proposals for new development near common borders.
- c. Coordinate with regional and state transportation agencies regarding transportation planning and service provisions.
- d. Coordinate with regional and state agencies and adjacent jurisdictions regarding natural resource and environmental protection efforts.
- e. Coordinate with adjacent jurisdictions regarding the provision of public services and facilities at common borders.
- f. Coordinate with school boards and other units of local government providing services but not having regulatory authority over the use of land, on issues related to public facilities.
- g. Work to resolve conflicts with other local governments.
- h. Work to resolve annexation issues.



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Processes:

1. An intergovernmental coordination process should be implemented in the review process to determine if development proposals will have adverse impacts on other local governments, community services, adjacent communities, or regional resources or facilities.
2. This review process should include the review of significant impacts on identified resources, facilities or community characteristics, and how to mitigate such impacts.

Intergovernmental Coordination Inventory and Analysis:

Inventory should describe the existing coordination mechanisms (indicating the subject, the nature of the relationship, and the office with primary responsibility for coordination) of the following entities within municipalities, adjacent municipalities, and county governments:

1. Village, city, township, and county governments
2. Adjacent governments
3. School boards
4. Independent special districts

(Continued on next page)

Intergovernmental Coordination Inventory and Analysis *(continued)*:

5. Boards of health
6. Regional planning agencies
7. State agencies the local government coordinates with, including those with land use or environmental regulatory authority
8. Public and private gas, water, sewer, electric, telephone, and wireless telecommunications utilities
9. Agricultural, neighborhood, historic preservation, conservation, and homebuilding organizations
10. Other units of local government providing services but not having regulatory authority over use of land
11. Economic development agencies
12. Emergency management departments

Analysis of the existing mechanisms in place for coordination and the problems and opportunities for improving coordination:

1. Effectiveness of existing coordination mechanisms, such as intergovernmental agreements, joint planning and service agreements, special legislation, and joint meetings or work groups which are used to further intergovernmental coordination
2. Specific problems and needs arising from each of the comprehensive plan elements that would benefit from improved or additional intergovernmental coordination and means for resolving those problems and needs



Essential Elements: Capital Improvements Element

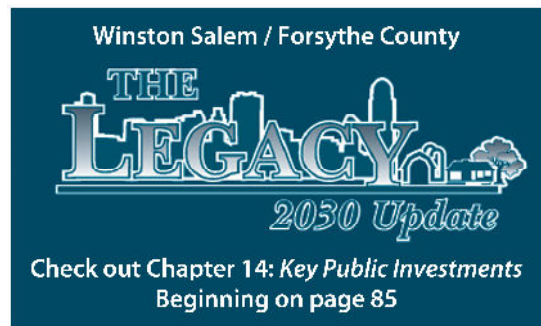
- Estimate the cost of all planned public service and facility improvements.
- Analyze the community's fiscal capacity to finance and construct planned public facility improvements.
- Schedule the funding and construction when public facilities will be needed based on prevailing development patterns and the Land Use Plan.
- The Capital Improvement Schedule should cover at least a five-year period.
- This element may include private projects where there is no fiscal responsibility from the community but these projects are necessary for adopted LOS standards to be maintained.
- Account for transportation improvements included in OKI's transportation improvement program to the extent that they are relied upon to maintain LOS and financial feasibility.
- The Capital Improvement Schedule should be reviewed annually and modified as necessary.
- The Capital Improvement Schedule should be consistent with the other elements of the Comprehensive Plan.

The Capital Improvements Element has four main functions. The first is to evaluate the need for public facilities and services identified in the other plan elements, and estimate the cost of improvements for which the local government has fiscal responsibility. Second is to analyze the local government's fiscal capacity to finance and construct improvements. Third is to adopt financial policies that guide the funding of necessary improvements; and fourth is to schedule the funding and construction of improvements such that they are available when required, based on needs identified in the other comprehensive plan elements.

This element should also provide for the management of adequate levels of service for public facilities and services. The capital improvements element is intended to provide clear links between the local comprehensive plan and public facilities and services, economic development planning, and their adequate funding. This element should provide a basis for the plan to be financially feasible, focusing on the location of improvements, the timing of improvements to coincide with expected development or to remedy deficiencies, and the cost of and responsibility for carrying out the improvements. Needed capital improvements should include those that are necessary to meet the adopted level of service standards identified in other elements of the plan.

Capital Improvements Goals, Objectives, and Policies

1. One or more goal statements should be created for establishing the long-term end(s) for the timely and efficient provision of public facilities through the use of sound fiscal policies.
2. When forming objectives, in addition to the impact on taxpayers, ratepayers, or users of the systems, consideration should be given to the following topics:
 - a. The extent to which future development will bear a proportionate cost of facility improvements necessitated by the development in order to adequately maintain adopted level of service standards.
 - b. The use of the capital improvements element as a means to meet the needs of the local government for the construction of capital facilities necessary to meet existing deficiencies, to accommodate desired future growth, and to replace obsolete or worn-out facilities.
 - c. The coordination of the land use plan and available or projected fiscal resources with a schedule of capital improvements that maintains adopted level of service standards and meets the existing and future facility needs.
 - d. The local government's ability to provide or to require the needed improvements identified within elements of the comprehensive plan. This includes the ability to manage the land development process so that public facility and service needs created by previously issued development orders, as well as needs created by future development, can be provided or required by the local government.
3. Policies for each objective should be created to address specific implementation activities, including:
 - a. Establish criteria used to evaluate local capital improvement projects. Such criteria should be directly related to the individual elements of the comprehensive plan and should include consideration of:
 - i. Local budget impact
 - ii. The elimination of public hazards
 - iii. The elimination of existing capacity deficits
 - iv. Location needs based on projected growth patterns
 - v. The accommodation of new development and redevelopment facility demands
 - vi. Financial feasibility
 - vii. Plans of state agencies and agencies that provide public facilities within the local government's jurisdiction
 - b. Consider the management of debt, such as:
 - i. The limitation on the use of revenue bonds as a percent of total debt
 - ii. The maximum ratio of total debt



service to total revenue

- iii. The maximum ratio of outstanding capital indebtedness to property tax base or user fees
- c. Establish policies for the replacement and renewal of capital facilities.
- d. Establish of level of service standards for public facilities that are within the local government's jurisdiction, as found in the other comprehensive plan elements.
- e. Provide for the availability of public facilities to serve developments for which development orders or permits were issued prior to the adoption of the comprehensive plan.
- f. Provide for the availability of public facilities and services needed to support development concurrent with the impacts of such development subsequent to the adoption of the comprehensive plan. Public facility and service availability should be deemed sufficient if the public facilities and services for a development are available concurrent with the impacts of the development.
- g. Provide for the adoption of a capital budget as a part of the annual budgeting process.
- h. Assess new developments a proportionate share of the costs necessary to finance public facility improvements necessitated by such development in order to adequately maintain adopted level of service standards. This may include dedication of right-of-way, roadway construction, or impact fees.
- i. Use local government fiscal policies to direct expenditures for capital improvements that recognize the policies in the other comprehensive plan elements.

Capital Improvements Implementation: The comprehensive plan should contain:

- 1. A schedule of capital improvements, for which the local government has fiscal responsibility, selected for the first five fiscal years, by year, after the adoption of the comprehensive plan, which should reflect the need to reduce existing deficiencies, remain abreast of replacements, and to meet future demand, including:
 - a. Project description and general location.
 - b. Determination of consistency with individual comprehensive plan elements.
- 2. A list of each public facility's projected costs and revenues for a five-year period. Include the intent of a local government to demonstrate financial capability or increase any revenue that must be approved by voters or another legislative body. If these revenues are used for planning purposes, identify alternatives in case increases are not approved.
- 3. Consider whether public facilities and services will meet established level of service standards and whether adequate public facilities and services will be available when the impacts of development occur within each facility's service area.

Monitoring and Evaluation: The schedule of capital improvements within the capital improvements element should be reviewed and updated on an annual basis.

Capital Improvements Inventory and Analysis:

Inventory of public facility needs, location, and potential financing:

1. Public facility and service needs as identified in the other comprehensive plan elements that support the future land use element, such as transportation, wastewater, solid waste, storm water management, potable water, educational systems, public health, public safety, historic and cultural facilities, and other governmental facilities
2. Geographic service area and location of major system components for the public facilities within the local government's jurisdiction
3. Existing revenue sources and funding mechanisms available for capital improvement financing, such as ad valorem taxes, bonds, state funds, federal funds, gasoline taxes, impact fees, and current bonding capacity

Analysis of the needs, existing systems of implementation and financing of capital improvements, and the impact of such improvements:

1. Current local practices guiding timing and location of construction, extension, or increase in capacity of each facility.
2. General fiscal implications of existing deficiencies and future needs for each type of facility (based on needed improvements as identified in the other comprehensive plan elements and addressing the relative priority of need among facility types; this analysis should support the future land use element).
3. Costs of capital improvements needed to address existing deficiencies, replacement, and new growth needs pursuant to the future land use element and an explanation of the basis of cost estimates.
4. Impact of new or improved facilities such as wastewater, solid waste, storm water management, potable water, educational systems, public health, public safety, historic and cultural facilities, and other governmental facilities on the provision of infrastructure.
5. Use of timing and location of capital improvements to public facilities to support efficient land development and the goals, objectives, and policies in the future land use element. This should take into consideration plans of regional and state agencies and agencies that provide public facilities within the local government's jurisdiction.
6. Assessment of the local government's ability and the taxpayer's ability and willingness to finance capital improvements based upon anticipated population and revenues, including:
 - a. Forecasting of revenues and expenditures for five years
 - b. Projections of debt service obligations for currently outstanding bond issues
 - c. Projections of ad valorem tax base, assessment ratio, and millage rate
 - d. Projections of other tax bases and other revenue sources, such as impact and user fees.
 - e. Projection of operating cost considerations
 - f. Projection of debt capacity



Essential Elements: Public Health Element

- Aim to improve overall health of communities by encouraging active, healthy lifestyle opportunities, through:
 - Land use and community design
 - Multi-modal transportation options
 - Access to healthy foods
 - Recreation
 - Health care resources and community understanding of the prevention and care of health concerns
- Public Health can be included in comprehensive plans as a separate element or integrated in other planning elements.
- Identify the trends, strengths, and risks currently affecting public health in the community and determine what can be done to improve overall community health.
- Identify design elements and amenities that encourage active lifestyle choices.
- Consider these issues when planning for public health:
 - Prevention and response to nature and man-made environmental hazards
 - Coordination with local health departments, planning agencies, and other organizations
 - Ensuring access to adequate healthy food, and health care resources throughout the community

The purpose of the Public Health Element is to improve the overall health of communities by encouraging active, healthy lifestyle choices through land use decisions, community design standards, the availability of multi-modal transportation options, recreation facilities, accessible healthy food, and health care resources and facilities. Analysis also provides an understanding of how community health concerns can be prevented and improved. These issues and resources impact the opportunities for communities to choose healthy lifestyles and to prevent and respond to health concerns. Public health can be included as a separate element of the comprehensive plan or integrated into other elements where appropriate (suggested elements are in parentheses at the end of each policy or objective recommendation).

Public Health Goals, Objectives and Policies

1. One or more goal statements should be created for establishing the long term objectives toward which public health activities are ultimately directed.
2. When forming objectives, consideration should be given to the following topics:
 - a. Consider and address community health concerns in community planning and development decisions.
 - b. Encourage within the design of new and existing developments, facilities, and infrastructure features that promote an active lifestyle for all residents. (Land Use; Economic Development; Transportation; Housing)

- c. Prevent, reduce, and mitigate negative impacts to the natural and man-made environment, such as reduced air quality, water quality, and housing conditions. (Natural Systems; Economic Development; Housing)
 - d. Ensure there is adequate access to nutritious and healthy food options throughout the community.
 - e. Ensure there is adequate access for all residents to health and wellness resources and facilities throughout the community. (Public Facilities/Services)
3. Policies for each objective should be created to address specific implementation activities, including:
- a. Coordinate with public health departments to include consideration and assessment of public health concerns in the development review and site plan decision making processes.
 - b. Coordinate with other local, regional, and state governments, public health departments, non-profit community groups, community members, and institutions to develop and address common community health goals; including them in the planning process with an understanding of each agency's role in planning and implementation.
 - c. Incorporate pedestrian and bicycle facilities, such as crosswalks, sidewalks, bike lanes, shared multi-use paths, and traffic calming measures, in existing and planned areas of development to allow for non-motorized transportation options, including for those with disabilities. (Transportation)
 - d. Ensure school facilities are designed with safe and accessible non-motorized connections to surrounding neighborhoods and that surrounding land uses and development will not have negative impacts on the safety and health of students. (Public Facilities/Services; Land Use; Transportation)
 - e. Encourage adequate acreage of recreational facilities located throughout the community. (Public Facilities/Services; Land Use)
 - f. Promote the shared use of schools and public facilities for community recreation. (Public Facilities/Services; Land Use)
 - g. Prevent, reduce, and mitigate crime and safety concerns. (Public Facilities/Services)
 - h. Reduce congestion and air pollution emissions from transportation sources by encouraging denser, mixed use, walkable development that allows for non-motorized transportation options. (Transportation; Land Use; Economic Development; Housing)
 - i. Avoid locating harmful land uses and their effects in proximity to sensitive populations and natural systems, such as potable water sources. (Land Use, Natural Systems, Public Facilities/Services)



- j. Encourage neighborhood groceries and markets, farmers markets, community and residential gardens, food pantries, and other fresh and healthy food providers throughout the community as a means to provide healthy food options to all residents.
- k. Provide educational opportunities and resources to increase citizen awareness and capacity to prevent and resolve public health issues such as lack of active lifestyle choices, lack of nutrition, and environmental hazards.
- l. Encourage health care facilities and services throughout the community, especially in underserved neighborhoods. (Public Facilities/Services; Land Use)
- m. Ensure emergency medical facilities are geographically distributed to be accessible to all community residents. (Public Facilities/Services; Land Use)

Public Health Inventory and Analysis:

Inventory of public health trends, facilities, issues, needs, and opportunities in the community:

- 1. Rates of public health concerns and issues, such as obesity, chronic diseases (asthma, diabetes, heart disease, etc.), substance abuse, and leading causes of death
- 2. Existing and planned health facilities and services, including clinics, physician's offices, hospitals, pharmacies, mental health care, dental care, wellness centers, school health services, and public health facilities (Public Facilities/Services; Land Use)
- 3. Environmental health concerns, such as air and water quality; lead, mold, pests, and other potential building and soil contaminants; noise pollution; infectious disease; safety concerns; and sanitation concerns (Public Facilities/Services; Natural Systems; Housing)
- 4. Existing and planned bicycle and pedestrian infrastructure (Transportation; Public Facilities/Services)
- 5. Existing and planned locations of groceries, indoor/outdoor markets, community gardens, food pantries, and other sources of healthy foods (Public Facilities/Services; Land Use)
- 6. Existing and planned community recreation and wellness amenities (Public Facilities/Services; Land Use)
- 7. Poverty levels (Economic Development)

Analysis of the public health trends, facilities, issues, needs, and opportunities in the community:

- 1. Causes and rates of disease, ailments, injury, and death in the community
- 2. Location and accessibility of existing and planned health care facilities and services (Public Facilities/Services; Land Use)
- 3. Analysis of environmental issues that affect community health (Public Facilities/Services; Natural Systems; Housing)
- 4. Pedestrian/bicycle connectivity, especially to destinations such as housing, schools, public facilities, employment, common amenities (groceries, libraries, shopping, recreation, entertainment), and transit facilities (Land Use; Transportation; Housing; Public Facilities/Services; Economic Development)
- 5. Analyze the availability and accessibility of adequate recreational amenities and facilities, including active and passive parks, open space, green space, community recreation centers, and wellness centers. The appropriate ratio and proximity of park/recreation amenities per resident should be determined. (Public Facilities/Services; Land Use)
- 6. Availability and accessibility of healthy food sources to all residents



Essential Elements: Energy Element

- Topics to be addressed in the Energy Element:
 - Facilities and municipal energy use
 - The resiliency of energy systems serving the community
 - The effect of development patterns and transportation choice on energy use
 - The energy efficiency of building stock within the community
 - The ability of existing energy capacities to meet anticipated future demands based on projected land use
 - Improve access to, and the use of, renewable and/or cleaner sources of energy
- Energy plans can be included in comprehensive plans as a separate element or integrated into other planning elements.
- Identify the trends, strengths, and risks currently affecting energy delivery and use in the community.

The purpose of this element is to investigate issues centered around energy use and delivery in the community; identify how these issues intersect with land use patterns and transportation choices; and formulate strategies to reduce wasted energy, improve the resiliency of energy systems, meet future demands for energy, and improve access to and the use of renewable and/or cleaner sources of energy. Energy planning at the local level becomes the convergence of planning for many other issues. Energy planning and initiatives have a large role in quality building standards; emergency management planning (since most community-wide emergency events involve the disruption of power delivery); facility cost and fiscal projections; air quality; and land use. Similar to Public Health, the Energy Element can be included as a separate element of the comprehensive plan or integrated into other elements where appropriate (suggested elements are in parentheses at the end of each policy or objective recommendation).

Energy Goals, Objectives, and Policies

1. One or more goal statements should be created for establishing the long-term objectives toward which energy planning activities are ultimately directed.
2. When forming objectives, consideration should be given to the following topics:
 - a. Consider and address energy concerns in community planning and development decisions.
 - b. Encourage within the design of new and existing developments, facilities, and infrastructure features that promote a more resilient energy network that is less prone to disruption and offers alternatives when disruptions occur. (Land Use; Economic Development; Transportation; Housing)

- c. Improve access to, and the use of, renewable and/or cleaner sources of energy to promote improved air quality. (Natural Systems)
 - d. Capitalize on opportunities to improve the energy efficiency and resiliency of public buildings and facilities. (Public Facilities / Services; Capital Improvements)
 - e. Ensure the energy capacity is available to serve the projected future needs of the community. (Public Facilities/Services; Land Use)
 - f. Improve the quality and energy efficiency of building stock within the community, to reduce overall energy demand, improve resiliency in times of energy disruption, and to boost the value and desirability of properties. (Housing; Public Facilities / Services)
3. Policies for each objective should be created to address specific implementation activities, including:
- a. Address energy usage and sources, infrastructure concerns, energy resiliency, and access to multi-modal transportation when reviewing land use decisions.
 - b. Work with local utilities to ensure that planned future land use is supported by adequate energy capacity.
 - c. Make improvements to public buildings and facilities that enable them to be less susceptible and more resilient in the face of power outages.
 - d. Improve the community's energy systems to ensure they are more resilient and less prone to disruption.
 - e. Plan for ways that the community may cope with unexpected disruptions in energy service through tighter, more energy efficient buildings, alternative sources of energy, and access to multiple modes of transportation.
 - f. Assess energy use at all public buildings and facilities.
 - g. Evaluate the benefit cost ratio of increasing the energy efficiency of public buildings and facilities as a strategy to reduce the public's cost over the long-term.
 - h. Encourage the provision of multi-modal transportation options and improvements to the transportation system to reduce the overall number of motorized vehicle trips and reduce delays caused by congestion.



Energy Inventory and Analysis:

Inventory of energy related trends, facilities, issues, needs, and opportunities in the community:

1. Develop a Community Energy Baseline. The baseline can include any of the following measurements:
 - a. Community energy use data from the utility company
 - b. Public facility energy use data
 - c. Existing peak hour, peak direction levels of service or travel time index for roads and public transit facilities and routes (from Transportation Element data).
2. Number and distribution of dwelling units by type, size, age, and predominant types of construction (from Housing Element data)
3. Engage public safety administrators and utility representatives to identify essential facilities and infrastructure, along with facilities and network components which are most at risk during a community-wide emergency.
4. Assess the presence of renewable and/or clean sources of energy technology within the community.
5. Assess the regulations and policies affecting the use of renewable and/or clean sources of energy technology within the community.
6. Identify the locations of the various components of the energy utility network serving the community.

Analysis of the energy related trends, facilities, issues, needs, and opportunities in the community:

1. Identify sources of significant energy consumption from public facilities and within the community.
2. Use travel time index to calculate wasted fuel and increased amounts of air pollution as a result of traffic delay. Identify the locations of the most costly delays.
3. Identify housing within the community that could significantly benefit from improvements focused on improving energy efficiency.
4. Assess strategies to improve the resiliency of critical facilities and energy infrastructure against a potential community-wide emergency.
5. Assess ways of encouraging renewable and/or clean sources of energy technology to reduce pollution and to increase resiliency against potential energy disruptions.
6. Analyze the ability of the energy utility network to adequately serve future planned land uses.



Essential Elements: Community Character

- Topics to be addressed in the Community Character Element:
 - Notable people, places, and events in the community's history
 - Buildings, structures, or places deemed to be of historical significance
 - Districts of noteworthy character
 - Distinctive features within the community:
 - Lakes, rivers, and streams
 - View sheds and landscapes
 - Streetscapes
 - Community gathering spaces
- Community character can be included in comprehensive plans as a separate element or as a defined component of other planning elements.
- Identify the strengths and risks currently affecting the character of the community.
- Inventory the various development patterns present in the community.
- Identify those patterns which are supportive of the desired character of the community and those patterns that do not.
- Look to alternative patterns of development that supports the overall vision of the community's desired character.
- The potential for, and impacts of tourism related to the community's natural, historical, or cultural attributes

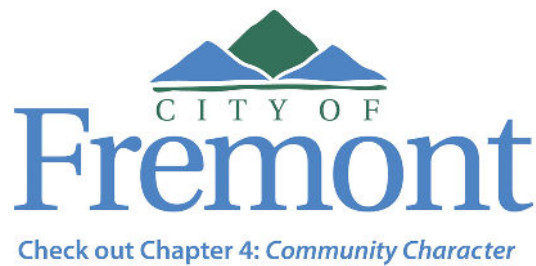
The purpose of this element is to investigate aspects that contribute to the overall character of a community. These aspects range from historical structures and landmarks, natural features, landscapes and streetscapes to patterns of development. The identified elements are inventoried and mapped to show the range of elements which are important to building the character of the community and where these elements are located. Through the goals, objectives, and policies, the community decides which elements it feels warrant protection, areas where character is weak or undesirable, and how new development should support the desired community character.

While the different components of the Community Character Element are touched on in other planning elements, the process of investigating these components as contributors to community character is wholly different. If a separate chapter dedicated to community character is not made part of your plan, each element, as appropriate, should include a separate section to identify how those features contribute, or may contribute to, community character.

Community Character Goals, Objectives, and Policies

1. One or more goal statements should be created for establishing the long-term objectives toward which community character planning activities are ultimately directed.

2. When forming objectives, consideration should be given to the following topics:
 - a. Consider ways to regulate the patterns of new development to ensure it reinforces the community's desired character.
 - b. Consider whether Form Based Code might be effective in producing desired patterns of development – particularly in mixed use areas or where architectural style and/or proportion is a significant component of the desired character.
 - c. That new development does not harm identified distinctive features of the community.
 - d. Plan for a community gathering area or areas.
 - e. Plan for needed improvements to streetscapes and/or community gathering areas.
 - f. Recognize, through plaques or other means, the important people, places, or events in the community's history.
 - g. Promote of the community's attributes for tourism.
 - h. Regulate and manage tourism in a way to minimize negative impacts.
3. Policies for each objective should be created to address specific implementation activities including:
 - a. Address the effect of development patterns, important community features, and streetscape on community character when reviewing development proposals.
 - b. Update zoning and subdivision regulations to incorporate form based codes or overlay districts, as deemed appropriate.
 - c. Provide for streetscapes that reinforce desired community character.
 - d. Provide for the relocation of overhead utilities, either underground (also improves the resiliency of the utility network) or to the rear of lots along main thoroughfares.
 - e. Provide for public space at prominent locations in the community to act as community gathering spaces (like a town square).
 - f. Address any negative effects of local tourism activity: traffic, environmental damage, crowds, waste, social disruption, or overcrowding.



Community Character Inventory and Analysis:

Inventory of character related trends, facilities, issues, needs, and opportunities in the community:

1. Conduct an inventory and map the locations of elements affecting community character:
 - a. Buildings and places of historic importance or character
 - b. Lakes, rivers, and streams
 - c. Important view sheds and landscapes

(Continued on next page)

Community Character Inventory and Analysis *(Continued)*:

- d. Areas with desirable patterns of development
 - e. Community gathering spaces
 - f. Agricultural areas
 - g. Sites or areas involved in tourism
2. Look at how current development regulations affect community character.
3. A concise history of the community, listing notable people, places, and events
4. Divide the community into planning areas based on character or patterns of development. These planning areas should meet the following criteria:
 - a. Is a specific geographical area
 - b. Is unique and can be distinguished from other areas based on its unique characteristics
 - c. Requires specific attention to ensure that development is consistent with the characteristics that differentiate that area from other areas.
5. Charrettes can be used to gather the above information and to promote public involvement and recognition of the importance of community character.

Analysis of the character related trends, facilities, issues, needs, and opportunities in the community:

1. Identify the impacts of community character goals on land use, density, transportation, and economic development. For example, a goal to maintain “small town character” may conflict with land use, transportation, or economic development goals that promote robust growth.
2. Evaluate the desired level and nature of tourism activities within the community.
3. Identify any current or potential negative results of tourism activity.



Essential Elements: Land Use Element

- Analyze existing land uses by:
 - Categories
 - Use intensity or density
- The Land Use Element should designate the community's future land use patterns based on analysis of all elements of the plan.
- Future land use patterns should be depicted on a map or series of maps.
- Mapping and supporting information should indicate the general distribution of land for:
 - Residential uses
 - Commercial uses
 - Mixed use areas
 - Industry
 - Agriculture
 - Recreation, conservation
 - Education
 - Public buildings and grounds
 - Other public facilities
- This is the community's opportunity to identify:
 - Where new development and redevelopment should occur
 - Where opportunities exist for infill or mixed use development
 - Opportunities for historic preservation
 - Opportunities for new parks or nature centers
 - Where public facilities need to be expanded or reconfigured
- Communities can be certain of project availability at the right time because of financial analysis performed in the Capital Improvements Element.

The purpose of the Land Use Element is to designate a local community's future land use patterns based on analyses of all other elements of the plan including: population projections, community facilities needs and projections, natural resources, public health, and existing land uses (including existing vacant or undeveloped land). Future land use patterns must be reflected in the goals, objectives, and policies of the comprehensive plan elements. Future land use patterns should be depicted on a future land use map or map series within the element. This component should be the compilation of relationships between each element of the plan.

The existing and future land use maps should include layers that will accurately depict relationships between the items listed in the inventory and analysis and proposed land use. For example, if natural features such as steep slopes or riparian areas are present and will potentially impact the types or intensities of development that may occur, these should be shown on the map. In some situations, groupings of like layers, such as generalized natural systems regardless of their specific function, is appropriate. Similarly, educational facilities, public buildings and other community facilities may be shown as one land use category on the existing or future land use maps. It may also be necessary to show public facilities that will affect land use, such as expected or proposed transportation improvements or public sewer extensions.

Future Land Use Goals, Objectives, and Policies

1. One or more goal statements should be created for establishing the long-term end toward which land use programs and activities are ultimately directed.
2. When forming objectives, consideration should be given to the following topics:
 - a. Coordinate future land uses with appropriate topography and soil conditions and the availability of facilities and services.
 - b. Encourage redevelopment and renewal of blighted areas.
 - c. Encourage the elimination or reduction of uses inconsistent to the community character and future land uses.
 - d. Encourage the retention of agricultural areas and farmland.
 - e. Ensure the protection of natural historic resources.
 - f. Ensure the availability of suitable land for public facilities and utilities necessary to support development.
 - g. Encourage the use of innovative land development regulations that may include provisions for mixed land use development techniques, such as PUDs or form based code.
3. Policies for each objective should be created to address specific implementation activities including:
 - a. Provide for the legal regulation of land development activity in accordance with the goals, objectives, and policies of the comprehensive plan.
 - b. Evaluate proposed land uses for compatibility with surrounding land uses.
 - c. Ensure facilities and services meet established level of service standards and are available concurrent with the impacts of development. Consideration should also be given to conditioning development permits on the provision of facilities and services necessary to service the proposed development.
 - d. Establish regulations which provide for drainage and storm water management, open space, safe and convenient on-site traffic flow, and the appropriate amount of vehicle parking.
 - e. Provide for areas of mixed use development and adopt land use regulations that are more suited to enabling mixed use in those areas.
 - f. Protect potable water wellfields by designating appropriate activities and land uses within wellhead protection areas or on environmentally sensitive land.
 - g. Establish standards for densities or intensities of use for each future land use category.
 - h. Identify, designate and protect historically significant properties.



- i. Provide for compact, transit-friendly, pedestrian-oriented development and redevelopment with complementary design and mix of uses where appropriate.
- j. Provide for development of higher densities in areas that already have sewers and other urban services, or in areas where development can be phased in with the provision of urban services.
- k. Coordinate proposed land uses with the transportation network.
- l. Promote the adaptive reuse of buildings and sites in the region's urban cores/business districts, where appropriate, and encourage the reuse of brownfield sites.

Processes:

- 1. Zoning and subdivision regulations shall be reviewed to ensure they are consistent with and serve to implement the comprehensive plan as adopted.
- 2. A process should be created to review the impact of plan amendments or zoning amendments on the remainder of the plan.

Land Use Inventory and Analysis:

An existing land use map should be created and include:

- 1. Residential uses and density ranges
- 2. Commercial uses
- 3. Industrial uses
- 4. Agricultural uses
- 5. Recreational uses
- 6. Conservation uses and greenways
- 7. Educational and public uses/buildings
- 8. Vacant or undeveloped land
- 9. Areas of mixed or special uses, such as form based code districts
- 10. Existing roadways, noting functional classifications
- 11. Historic resources
- 12. Potable water wells and wellhead protection areas
- 13. Rivers, streams, bays, lakes, floodplains, and harbors
- 14. Shores
- 15. Wetlands
- 16. Minerals and soils
- 17. Generalized use of land adjacent to municipal boundaries and any unincorporated enclaves
- 18. Steep slopes

Additional analysis of existing information should include:

- 1. Table identifying the general range of density or intensity of uses for the gross land area included in each existing land use category
- 2. The ability of transportation facilities and services to serve existing land uses
- 3. The ability of public facilities and services needed to serve the existing and proposed mix of land uses, including: schools, police and fire services, utilities, recreation, and open spaces

(Continued on next page)

Land Use Inventory and Analysis *(Continued)*:

4. The ability of sanitary sewer, solid waste, drainage, potable water, and natural groundwater aquifer recharge elements to serve existing land uses
5. Existing land characteristics including suitability based on land area, soils, topography, and natural resources, such as riparian areas and wetlands, and historic resources
6. Existing and projected demographic trends and community composition, such as age, gender, income levels, ethnic diversity, geographic distribution, homeownership, and educational attainment
7. Land needed to accommodate the population, including categories of land use and the densities or intensities, estimated gross acreage needed by category, and description of the methodology
8. Redevelopment needs, including blighted areas and elimination of inconsistent uses
9. Suitability for development of flood prone areas (based on FEMA determination) and hazard mitigation areas
10. County and regional roadway, transportation, transit, and trails plans
11. Current and projected future fiscal impacts of land use

A Future Land Use Map (or map series) should be created and show the proposed distribution, extent, and location of the following generalized land uses:

1. Residential uses and density ranges
2. Commercial uses
3. Industrial uses
4. Agricultural uses
5. Recreational uses
6. Conservation uses and greenways
7. Educational and public uses/buildings
8. Proposed roadway expansions, noting functional classification recommendations.
9. Historic district boundaries or designated properties meriting protection, and any other special district related to land use
10. Potable water wells and wellhead protection areas
11. Rivers, streams, bays, lakes, floodplains, and harbors
12. Shores
13. Wetlands
14. Mineral and soils
15. Steep slopes
16. Mixed use categories, such as form based code districts, including types of land uses permitted, the percentage distribution among the mix of uses, and the density or intensity of each use
17. Nodes where transit-friendly, pedestrian-oriented development and redevelopment is appropriate



Essential Elements: Plan Implementation

- Describes how the community's plan and the associated activities and land use regulations are implemented.
- If the goals, objectives, and policies in the rest of the plan are sufficiently clear they will provide adequate guidance for developing the land use and development regulations needed to carry out the plan.
- This element should generally identify the actions needed for implementation, such as:
 - Additional policy development
 - Enacting or revising zoning and subdivision regulations
 - Pursuing new analytical data tools and models

A description of how the local government's programs, activities, and land development regulations will be consistently initiated and implemented is necessary once the goals, objectives, and policies of the comprehensive plan have been formulated. The plan's goals, objectives, and policies should have established meaningful standards for the implementation of the comprehensive plan. These should serve as guidelines for the creation or updating of the community's development regulations – specifically, the zoning code and/or subdivision regulations.

It is also important to keep community leaders and the public involved in the implementation of the plan. Work on objectives and

policies of the plan should continue to include appropriate public involvement.

Implementing many of the goals, objectives, and policies of the adopted plan will require the involvement of partner organizations, both within the community, from neighboring communities, or within the region. It is important that the plan identifies these partners to ensure their involvement in the implementation of goals, objectives, and policies as appropriate.



Potential Strategies for Implementation:

1. Prioritize projects/strategies/policy implementation as outlined in the elements of the plan, including identifying responsible agencies and target completion periods.
2. Involve the public.
3. Enlist regional cooperation for shared goals.
4. Draft zoning amendments and land development regulations in accordance with identified goals, objectives, and policies.
5. Coordinate public and private improvements.
6. Create implementation committees.



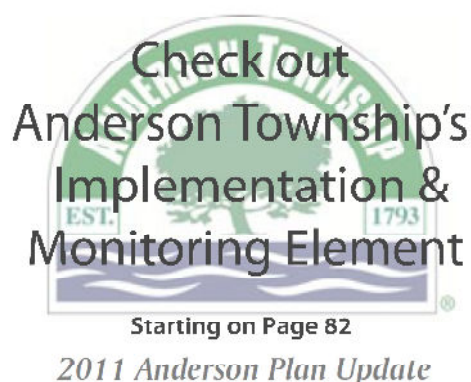
Essential Elements: Monitoring and Evaluation

- A comprehensive plan should be evaluated and updated every five years, or more frequently as conditions warrant. The process of evaluating and updating the plan should be similar to that of its creation and adoption.
- The purpose in evaluating the comprehensive plan is to:
 - See if it has resulted in progress for the community
 - To update baseline data, to take stock of previously unanticipated problems and opportunities, and to modify goals
 - Revise objectives and policies if current circumstances warrant such change.

A comprehensive plan should be evaluated and updated every five (5) years or more frequently, as conditions warrant. The process of evaluating and updating the plan should be similar to that of its creation and adoption. The purpose in evaluating a comprehensive plan is to determine whether the plan has resulted in progress in achieving the development the people want for their community. The comprehensive plan describes the way the community will develop and grow, lists goals and objectives for different parts of the community, and lists the community's policies that will direct programs, budgets, and decisions.

Over time, the community changes. Some of these changes will be consistent with the growth anticipated and planned for, while other circumstances may bring changes to the community that are not anticipated. The comprehensive plan will continue to be useful in guiding growth and development if it is brought up to date to reflect changes and new circumstances. The process of preparing an evaluation and update provides an organized way to look at the plan and determine how well it fits the community's current and future needs and desires.

The local government should address the subjects within the plan that are important issues for the community. Involving many groups in a discussion of the plan's evaluation and update is a very useful and important step in the process -- and is strongly recommended.



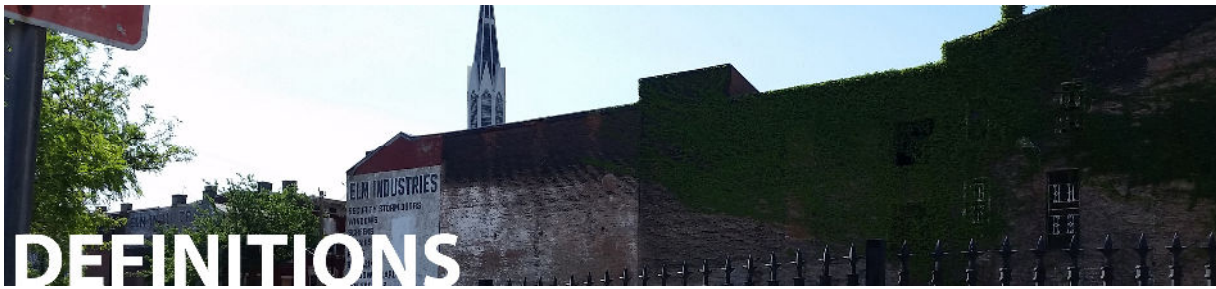
The evaluation and update should be an audit useful to the community in modifying its plan so that the plan continues to direct growth and development in a way that achieves the community's goals.

Monitoring and Evaluation should address the following:

1. Existing and projected population and the rate of population change of the community
2. Geography and size of the community's jurisdiction, including the extent or existence of undeveloped land
3. Existence of natural resource features such as groundwater recharge areas, wildlife habitat, and flood prone areas
4. Scale of public facilities and services that the community provides or is projected to provide as it relates to the level of capital improvements planning required
5. Planning and implementation resources available to the community, as well as associated local and regional public and private institutions

The evaluation and update should be most useful when it focuses on subject matter of local importance in the context of:

1. Updating appropriate baseline data and measurable objectives to be accomplished in both the initial five year period and the long-term scope of the plan
2. Reporting requirements for the entities responsible for the implementation of the objectives and policies
3. Accomplishments in the five year reporting period describing the degree to which goals, objectives, and policies have been achieved
4. Obstacles or problems leading to underachievement of goals, objectives, and policies
5. New or modified and reformulated goals, objectives, and policies needed to correct the problems discovered
6. A means of ensuring continuous monitoring and evaluation of the plan during the five year period
7. Extent to which unanticipated problems and opportunities arose between adoption and report
8. Identification of actions that are taken or need to be taken to address the issues identified in the report
9. Major problems of development, physical deterioration, location of land uses, and the social and economic effects of such uses in the area
10. Other actions taken to implement the plan, such as capital improvements planning, adoption of inter-local agreements, issuance of development orders, certificates of occupancy, and land use changes



Please note: the following definitions are not meant to preclude state statute or local regulatory definitions. They are not intended to modify or amend the definitions used for other programs or to establish or limit regulatory authority. Local governments may establish alternative definitions in local comprehensive plans. The definitions in this section are provided to clarify terms used within this guidance document.

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.

AFFORDABLE HOUSING: (from the US Department of Housing and Urban Development) Housing, either ownership or rental, for which a household pays no more than 30 percent of its gross annual income for all housing costs including principal, interest, taxes, and insurance (PITI) for homeownership or, for rental units, rent plus utility costs.

AGRICULTURAL USES: Activities within land areas that are predominantly used for farming activities including: animal or poultry husbandry, aquaculture, apiculture, pasturage, dairying, floriculture, horticulture, viticulture; the cultivation of field crops including tobacco, nursery stock, sod, grain, hay, soybeans, ornamental plants and trees, pastures, forage; fallow land that has not been converted; land used for conservation practices associated with farming; and activities involving equine or equine products.

AQUIFER: A consolidated or unconsolidated geologic formation or series of formations that are hydraulically interconnected and that have the ability to receive, store, or transmit water.

ARTERIAL ROAD/STREET: A roadway providing service, primarily for through traffic, which is relatively continuous and of relatively high traffic volume with long trip length and high operating speed. The system of arterial streets can connect focal points of traffic interest, and provide connections with other communities and outlying areas. These roadways may be identified by the department of transportation, may include United States numbered highways, roadways under the jurisdiction of county commissioners, or municipal street authorities, such as a consolidated city, and may include bridges.

AVAILABILITY OR AVAILABLE: With regard to the provision of facilities and services concurrent with the impacts of development, means that at a minimum the facilities and services will be provided in accordance with the standards established by the local government for the public facilities located within the boundary of that local government.

BEST MANAGEMENT PRACTICES: A structural or nonstructural approach to mitigate flooding, reduce pollution, and provide other amenities. BMPs include constructed wetlands, filter and infiltration trenches, no-till crop planting and buffer strips along streams to prevent herbicides and pesticides from entering the water.

BICYCLE FACILITIES: Improvements and provisions that accommodate or encourage bicycling.

BUILDING: A structure enclosed within exterior walls or firewalls for the shelter, housing, support, or enclosure of persons, animals, chattels, or property of any kind. This may refer to a house, barn, garage, church, hotel, packing house, or similar structure. Buildings may refer to a historically or architecturally-related complex, such as a house or jail, or a barn.

CAPITAL BUDGET: The portion of each local government's budget which reflects capital improvements scheduled for a fiscal year.

CAPITAL IMPROVEMENT: Physical assets resulting from the acquisition, construction, reconstruction, improvement, planning, and equipping of roads and bridges, appurtenances to roads and bridges, waste water treatment systems, water supply systems, solid waste disposal facilities, and storm water and sanitary collection, storage, public safety facilities, and treatment facilities, including real property, interests in real property, facilities, and equipment related or incidental to those facilities. The cost of a capital improvement is generally nonrecurring and may require multi-year financing.

COLLECTOR ROAD/STREET: A roadway providing service which is of relatively moderate traffic volume, moderate trip length, and moderate operating speed. These public thoroughfares serve to collect and distribute traffic, primarily from local to arterial streets.

COMMERCIAL USES: Activities within land areas which are predominantly connected with the sale, rental and distribution of products, or performance of services.

COMPATIBILITY STANDARDS: Design and/or development regulations that have been enacted by a local government for the purpose of protecting and preserving the monetary value of real property located within the local government's jurisdiction.

COMPREHENSIVE PLAN: Any or all local comprehensive plans or elements or portions thereof prepared, adopted, or amended by a local government, that are in accordance with enabling legislation within state statutes, and that establish policies for public and private actions and decisions to safeguard the development of public and private property in the most appropriate manner. The comprehensive plan may generally include elements relating to the betterment of the health, safety, and welfare of the general public. The basic components that should be included within a comprehensive plan include: (1) Public Participation; (2) Data and Analysis; (3) Goals, Objectives, and Policies; (4) Level of Service Management; (5) General planning elements including transportation, housing, public facilities and services, natural systems, economic development, public health, land use, intergovernmental coordination, and capital improvements; (6) plan implementation; and (7) plan monitoring and evaluation.

CONE OF INFLUENCE (OR ZONE OF INFLUENCE): The area around one or more major water wells, the boundary of which is determined based on groundwater travel or drawdown depth.

CONSERVATION USES: Activities within land areas designated for the purpose of conserving or protecting natural resources or environmental quality and includes areas designated for such purposes as flood control, protection of quality or quantity of groundwater or surface water, floodplain management, fisheries management, or protection of vegetative communities or wildlife habitats.

CONSISTENCY: Comprehensive plans are considered to be consistent with each other when land uses, proposed land uses, and impacts from proposed development are compatible with, or not in conflict with, land uses, proposed land uses, or impacts from proposed development in an adjacent city or county. Development proposals or proposed changes in land use and zoning are considered consistent with a comprehensive plan when the proposed land uses are appropriate and in agreement with the adopted comprehensive plan, inclusive of all elements not merely the land use element, and there have been no major changes of an economic, physical, or social nature within the area involved that were not anticipated or addressed by the adopted comprehensive plan.

CURRENTLY AVAILABLE REVENUE SOURCES: An existing source and amount of revenue presently available to the local government. It does not include a local government's present intent to increase the future level or amount of a revenue source which is contingent on ratification by public referendum.

DEMOLITION: The complete or constructive removal of any or part or whole of a building or structure upon any site when same will not be relocated intact to a new site.

DENSITY: The average number of families, persons, or dwelling units per unit of land, usually expressed "per acre."

DEVELOPER: Any person or entity, including a governmental agency that improves or alters a parcel of land to make it suitable for commercial, residential, industrial use, or other higher intensity use.

DEVELOPMENT: The carrying out of any building activity or mining operation, the making of any material change in the use or appearance of any structure or land, or the dividing of land.

The following activities or uses should be taken to involve "development":

Any man made change to improved or unimproved real estate including, but not limited to, buildings or other structures, mining, dredging, filling, clearing, grading, paving, excavation, or drilling operations, making, installing, or constructing water distribution systems, sewers, sewage collection systems, steam, gas, and electric lines, roads, streets, curbs, gutters, sidewalks, storm drainage facilities, and other installations or work, and the construction of community facilities. A reconstruction, alteration of the size, or material change in the external appearance of a structure on land; a change in the intensity of use of land, such as an increase in the number of dwelling units in a structure or on land or a material increase in the number of businesses, manufacturing establishments, offices, or dwelling units in a structure or on land; alteration of a shore or bank of a river, stream, lake, pond, or canal, including any "coastal

construction"; commencement of drilling, except to obtain soil samples, mining, or excavation on a parcel of land; demolition of a structure; clearing of land as an adjunct of construction; deposit of refuse, solid or liquid waste, or fill on a parcel of land.

The following operations or uses shall not be taken to involve "development":

The use of any land for the purpose of growing plants, crops, trees, and other agricultural or forestry products, raising livestock, or for other agricultural purposes; a change in use of land or structure from a use within a class specified in an ordinance or rule to another use in the same class; a change in the ownership or form of ownership of any parcel or structure; the creation or termination of rights of access, riparian rights, easements, covenants concerning development of land, or other rights in land.

"Development" as designated in an ordinance, rule, or development permit includes all other development customarily associated with it unless otherwise specified. When appropriate to the context, "development" refers to the act of developing or to the result of development. Reference to any specific operation is not intended to mean that the operation or activity, when part of other operations or activities, is not development.

DEVELOPMENT ORDER: Any order granting, denying, or granting with conditions an application for a development permit.

DEVELOPMENT PERMIT: Includes any building permit, zoning permit, plat approval, or rezoning, certification, variance, or other action having the effect of authorizing development.

DWELLING UNIT: A building or portion thereof designed, intended, or used for residential purposes, where occupants live and eat separately from anyone else, that includes kitchen and sanitation facilities, and that has direct access to the outside (e.g. to a hallway or street) of the unit.

EDUCATIONAL USES: Activities and facilities of public or private primary or secondary schools, vocational and technical schools, and colleges and universities licensed by the appropriate state Department of Education, including the areas of buildings, campus open space, and any ancillary facilities such as dormitories, recreational facilities, or parking.

ENVIRONMENTAL JUSTICE (EJ) POPULATIONS: It is a requirement to ensure that federal funds are used fairly and without discrimination. Furthermore, this directive requires "the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. Fair treatment means that no group of people, including racial, ethnic, or socioeconomic group, should bear a disproportionate share of the negative environmental consequences resulting from industrial, municipal, and commercial operations or the execution of federal, state, local, and tribal programs and policies." To meet this requirement, OKI has crafted its Participation Plan Program that establishes benchmarks to be followed when conducting public participation for the various planning processes and programs it undertakes. As part of this plan, OKI has identified five population groups identified as "environmental justice populations" to ensure each group's participation in planning efforts and that plans do not disproportionately impact these groups. The five EJ populations OKI has identified are minorities, low income

populations, the elderly, people with disabilities, and zero-car households. For more information, please refer to OKI's Participation Plan Program at <http://www.oki.org/plans-and-programs/participation-plan-program/>

ENVIRONMENTALLY SENSITIVE LANDS: Wetlands, 100-year floodplains, or critical habitat for plant or animal species listed by the appropriate state or federal agencies as endangered, threatened, or species of special concern. Areas of land or water which are determined necessary by the local government, based on locally determined criteria, to conserve or protect natural habitats and ecological systems, such as floodplains, floodways, steep slopes, wetlands, woodlands, riparian areas, and many others.

FLOODPLAINS (100-YEAR FLOODPLAIN): Any land area susceptible to being inundated by water from any source, including areas inundated during a 100-year flood event or identified by the National Flood Insurance Program as an A Zone or V Zone on Flood Insurance Rate Maps or Flood Hazard Boundary Maps.

FLOODWAY: A channel for diverting the water of a rising and overflowing body of water especially onto normally dry land.

FORM BASED CODE: A type of Land Development Regulation that uses building form and development pattern as the basis of regulating new development and construction. Regulations are organized according to Transect Zones that create a hierarchy of densities and built form. Land use is still regulated, but not used as the basis of organizing the different zones, as in a traditional zoning code.

FOSTER CARE FACILITY: A facility which houses foster residents and provides a family living environment for the residents, including such supervision and care as may be necessary to meet the physical, emotional, and social needs of the residents and serving either children or adult foster residents.

GOAL: The long-term end toward which programs or activities are ultimately directed.

GROSS DENSITY: The overall number of units per acre in a development, including all supporting facilities.

GROUP HOME: A facility which provides a living environment for unrelated residents who operate as the functional equivalent of a family, including such supervision and care as may be necessary to meet the physical, emotional, and social needs of the residents. Adult Congregate Living Facilities comparable in size to group homes are included in this definition. It shall not include rooming or boarding homes, clubs, fraternities, sororities, monasteries or convents, hotels, residential treatment facilities, nursing homes, or emergency shelters.

GROUNDWATER RECHARGE AREAS: Geographic areas that serve to replenish the groundwater supply.

HAZARDOUS WASTE: Any refuse or discarded material (or combinations of refuse or discarded materials) in solid, semi-solid, liquid, or gaseous form that cannot be handled by routine waste

management techniques because they pose a substantial present or potential hazard to human health or other living organisms because of its chemical, biological, or physical properties.

HEADWAY: In transport, the interval or distance between two vehicles, such as buses, trains, or ships traveling in the same direction along the same route.

HISTORIC RESOURCES: Historically significant structures or archeological sites including historic districts, sites, buildings, structures, and objects that are significant in American history, architecture, archeology, engineering, and culture.

HISTORICALLY SIGNIFICANT HOUSING: See historically significant structures.

HISTORICALLY SIGNIFICANT STRUCTURES: Structures listed on the National Register of Historic Places, the Ohio Historic Inventory, the Kentucky Historic Resources Inventory, or the Indiana Inventory of Historic Sites and Structures, or otherwise designated, by official action, as historic, and worthy of recognition or protection.

INCOMPATIBLE LAND USES: Land uses which, if occurring adjacent to one another, have a detrimental effect on one or both of the uses.

INDUSTRIAL USES: The activities within land areas predominantly connected with manufacturing, assembly, processing, or storage of products.

INTENSITY: A measure of the concentration of activity on land. Frequently confused with density, intensity has a broader though somewhat inexact meaning, referring to levels or degrees of activity in uses such as residential, commercial, industrial, recreation, or parking. Intensity is an objective measurement of the extent to which land may be developed or used, including the consumption or use of the space above, on or below ground; the measurement of the use of or demand on natural resources; and the measurement of the use of or demand on facilities and services.

LAND DEVELOPMENT REGULATIONS: Includes local zoning, subdivision, building, and other regulations controlling the development of land.

LEVEL OF SERVICE (LOS): An indicator of the extent or degree of service provided by, or proposed to be provided by, a facility based on and related to the operational characteristics of the facility. Level of service shall indicate the capacity per unit of demand for each public facility.

LOCAL ROAD/STREET: A roadway providing service which is of relatively low traffic volume, short average trip length or minimal through traffic movements, and high volume land access for abutting property.

LOW TO MODERATE INCOME FAMILIES: "Lower income families" as defined under the federal Section 8 Assisted Housing Program, or families whose annual income does not exceed 80 percent of the median income for the area. The term "families" includes "households."

MANUFACTURED HOME (formerly called "Mobile Homes"): A single-family residential dwelling constructed after June 15, 1976, in accordance with the National Manufactured Home Construction

and Safety Standards Act of 1974, 42 U.S.C. Section 5401, et seq., as amended, and designed to be used as a single-family residential dwelling with or without permanent foundation when connected to the required utilities, and which includes the plumbing, heating, air conditioning, and electrical systems contained therein.

METROPOLITAN PLANNING ORGANIZATION: Regional planning entity responsible for transportation planning and approval of federal transportation funding for the region.

MINERALS: Any naturally occurring element or combination of elements, metallic or non-metallic, that occurs in the earth in a solid, liquid, or gaseous state.

MITIGATION: A process designed to prevent adverse impacts of an activity on natural resources. Mitigation may include the re-creation on-site or off-site of natural resources that have been altered or destroyed by development or agricultural activity.

MULTI USE PATHWAY: Interconnecting ways of travel that provide pedestrian and bicycle passage and that can connect one street to another street, alley, or an interior parking area.

NATIONAL REGISTER OF HISTORIC PLACES: Established by Congress in 1935, the National Register of Historic Places is a listing of culturally significant buildings, structures, objects, sites, and districts in the United States. The listing is maintained by the U.S. Department of Interior.

NATURAL DRAINAGE FEATURES: The naturally occurring features of an area which accommodate the flow of storm water, such as streams, rivers, lakes, and wetlands.

NATURAL RESOURCES: Land, air, surface water, ground water, drinking water supplies, fish and their habitats, wildlife and their habitats, biota, and other such resources.

NATURAL VEGETATION: Vegetative communities that are native to, and therefore tolerant of, a particular geographic location.

NET DENSITY: The number of units per buildable acre of land, excluding supporting facilities such as road rights-of-way, water and wastewater treatment plants, and property owned or used in common by the residents of a development (e.g. clubhouse or golf course).

OBJECTIVE: A specific, measurable, intermediate end that is achievable and marks progress toward a goal.

OPEN SPACE: Land and water areas retained for use as active or passive recreation areas or for resource protection.

POLICY: The way in which programs and activities are conducted to achieve an identified goal.

POLLUTION: The presence in the outdoor atmosphere, ground or water of any substances, contaminants, noise, or manmade or man-induced alteration of the chemical, physical, biological, or radiological integrity of air or water, in quantities or at levels which are or may be potentially

harmful or injurious to human health or welfare, animal or plant life, or property, or unreasonably interfere with the enjoyment of life or property.

POTABLE WATER: Water suitable for human consumption and which meets water quality standards provided through a public system or by private well or cistern.

POTABLE WATER FACILITIES: A system of structures designed to collect, treat, or distribute potable water, and includes water wells, cisterns, treatment plants, reservoirs, and distribution mains.

PUBLIC FACILITIES: Transportation systems or facilities, including bikeway and pedestrian systems, sewer systems or facilities, solid waste systems or facilities, drainage systems or facilities, potable water systems or facilities, educational systems or facilities, parks and recreation systems or facilities, public health systems or facilities, governmentally owned buildings, natural resource facilities, and cultural facilities.

PUBLIC SANITARY SEWER FACILITIES: Sanitary sewer facilities, either publicly or privately owned, which serve at least 15 service connections, or regularly serve at least 25 residents, or that serve a single large-scale user, such as a power plant, an industrial or commercial site, or a landfill.

PUBLIC SUPPLY WATER SYSTEM: A potable water facility which serves at least 15 service connections, or regularly serves at least 25 residents, or that serves a single large-scale user, such as a power plant, an industrial or commercial site, or a landfill.

RECREATION: The pursuit of leisure time activities occurring in an indoor or outdoor setting.

RECREATION FACILITY: A component of a recreation site used by the public such as a trail, court, athletic field, or swimming pool.

RECREATIONAL USES: Activities within areas where recreation occurs.

RESIDENTIAL USES: Activities within land areas used predominantly for housing.

RIGHT-OF-WAY: A legal right of passage over another person's ground, the strip of land over which is built a public road, or the land used by a public utility (as for a transmission line).

ROADWAY: A road, which includes streets, sidewalks, alleys, highways, and other ways open to travel by the public, including the roadbed, right-of-way, and all culverts, drains, sluices, ditches, water storage areas, waterways, embankments, slopes, retaining walls, bridges, tunnels, and viaducts necessary for the maintenance of travel and all ferries used in connection therewith.

ROADWAY FUNCTIONAL CLASSIFICATION: The assignment of roads into categories according to the character of service they provide in relation to the total road network. Basic functional categories include limited access facilities, arterial roads, and collector roads, which may be subcategorized into principal, major or minor levels. Those levels may be further grouped into urban and rural categories.

STATE ENABLING ACTS: State laws which enable localities to enact planning and zoning. (Kentucky: KRS 100, Ohio: ORC 303.01 to 303.25, 303.99, ORC 519.01 to 519.25, 519.99, ORC 713.21 to 713.27, and Indiana: IC 36-7-4)

SOLID WASTE: Sludge from a waste treatment works, water supply treatment plant, or air pollution control facility or garbage, rubbish, refuse, or other discarded material, including solid, liquid, semisolid, or contained gaseous material resulting from domestic, industrial, commercial, mining, agricultural, or governmental operations.

SOLID WASTE FACILITIES: Structures or systems designed for the collection, processing, or disposal of solid wastes, including hazardous wastes, and includes transfer stations, processing plants, recycling plants, and disposal systems.

STANDARD CONDITION HOUSING: Dwelling units that meet the federal Minimum Housing Quality Standards as established for the HUD Section 8 Program.

STORMWATER: The flow of water which results from a rainfall event.

SUBDIVISION: A tract of land surveyed and divided into lots for purposes of sale.

SUBSTANDARD HOUSING UNIT: Housing unit having a deteriorated or dilapidated appearance and which is unsafe or unhealthful for occupancy.

SUPPORT DOCUMENTS: Any surveys, studies, inventory maps, data, inventories, listings or analyses used as bases for or in developing the local comprehensive plan.

SUPPORTIVE HOUSING: A combination of housing and services intended as a cost-effective way to help people live more stable, productive lives. Supportive housing is widely believed to work well for those who face the most complex challenges—individuals and families confronted with homelessness and who also have very low incomes and/or serious, persistent issues that may include addiction or alcoholism, mental health, HIV/AIDS, diverse disabilities (e.g., intellectual disabilities, mobility or sensory impairments), or other serious challenges to a successful life. Supportive housing can be coupled with such social services as job training, life skills training, alcohol and drug abuse programs, community support services (e.g., child care, educational programs, coffee claches), and case management to populations in need of assistance. Supportive housing is intended to be a pragmatic solution that helps people have better lives while reducing, to the extent feasible, the overall cost of care. As community housing, supportive housing can be developed as mixed income, scattered site housing not only through the traditional route of low income and building complexes

TENURE: The financial arrangements under which someone has the right to live in a house or apartment. The most frequent forms are tenancy, in which rent is paid to a landlord, and owner occupancy. Mixed forms of tenancy are also possible.

UNIQUE NATIVE VEGETATIVE COMMUNITIES: Ecological communities whose occurrence are rare or are of special social, economic, educational aesthetic or scientific value.

UNIQUE NATURAL RESOURCES: Natural resources which are rare or infrequent in occurrence, or are of special social/cultural, economic, educational, aesthetic or scientific value.

VISITABILITY: (Also synonymous with “Universal Design”) Design standards that accommodate the physically disabled or handicapped, as well as the able bodied. Features include the provision of a zero-step entry door, hallways and doors of adequate clearance, and at least one wheelchair accessible bathroom on the main floor.

WATER WELLS: Wells excavated, drilled, dug, or driven for the supply of industrial, agricultural, or potable water for general public consumption.

WATERSHED: An area of land that drains into a given river, lake or other water body. Unlike municipal boundaries, watershed boundaries are defined by nature and therefore watersheds often overlap a number of jurisdictions.

WETLANDS: Areas that are inundated by surface or ground water with a frequency sufficient to support, and under normal circumstances do or would support, a prevalence of vegetative or aquatic life that requires saturated or seasonally saturated soil conditions for growth and reproduction. Wetlands generally include swamps, marshes, bogs, and similar areas such as sloughs, potholes, wet meadows, river overflows, mud flats, and natural ponds. (Executive Order 11990, 42 Fed. Reg. 26961 (1977))

ZONE "A": Area of potential flooding in a 100-year storm event, designated on the most recent available Flood Insurance Rate Map (FIRM) published by the Federal Emergency Management Agency (FEMA).



Sample Plans

Anderson Township: *2011 Anderson Plan Update*; accessible at:
<http://www.andersontownship.org/departments/planning-and-zoning/comprehensive-plan.aspx>

City of Austin, TX: *Imagine Austin Plan*; accessible at:
<http://www.austintexas.gov/imagineaustin>

City of Brattleboro, VT: *2013 Town Plan*; accessible at:
http://www.brattleboro.org/index.asp?SEC=%7BBA696627-6456-4C98-939D-EEB9C8C516AF%7D&Type=B_BASIC

City of Cincinnati: *Plan Cincinnati*; accessible at: <http://www.plancincinnati.org/>

Commerce City, CO: *Comprehensive Plan*; accessible at:
<https://www.c3gov.com/index.aspx?NID=179>

City of Fairfax, VA: *Our Parks, Our Future: Strategic Master Plan for Parks, Recreation, Trails, Open Space, Events, and Cultural Arts*; accessible at:
<http://www.fairfaxva.gov/government/parks-recreation/strategic-master-plan/approved-2014-strategic-plan>

City of Fremont, CA: *City of Fremont General Plan*; accessible at:
<http://www.fremont.gov/398/General-Plan>

Kenton County: *direction 2030: Your Voice. Your Choice.*; accessible at:
<http://direction2030.org/>

Liberty Township: *2013 Comprehensive Vision Plan*; accessible at:
<http://www.liberty-township.com/Planning-Zoning/visionplan.cfm>

City of Winston-Salem / Forsythe County: *Legacy 2030 Plan*; accessible at:
<http://www.legacy2030.com/>

Additional Guides and Resources

Public Participation:

Rogers, Felicia and Michael Richarme, The Honesty of Online Survey Respondents: Lessons Learned and Prescriptive Remedies, 2009 Decision Analyst, www.decisionanalyst.com, accessed 11/23/15

Mersdorf, Sherrie, 10 Tips to Maximize Survey Response Rates, April 8, 2010, Inquisium Blog, <http://survey.cvent.com/blog/cvent-web-surveys-blog/10-tips-to-maximize-survey-response-rates>, accessed 11/23/15

Public Health Element:

Design for Health. 2007. *Planning Information Sheet: Integrating Health into Comprehensive Planning. Version 2.0.* www.designforhealth.net

Design for Health. 2007. *Key Questions: Background and Information. Version 2.0.* www.designforhealth.net

Design for Health. 2007. *Key Questions: Air Quality. Version 2.0.* www.designforhealth.net

Design for Health. 2007. *Key Questions: Accessibility. Version 1.0.* www.designforhealth.net

Design for Health. 2007. *Key Questions: Food Access. Version 2.0.* www.designforhealth.net

Design for Health. 2008. *Key Questions: Healthcare Access. Version 1.0.* www.designforhealth.net

Design for Health. 2007. *Key Questions: Mental Health. Version 2.0.* www.designforhealth.net

Design for Health. 2008. *Key Questions: Safety. Version 3.0.* www.designforhealth.net

Design for Health. 2007. *Key Questions: Social Capital. Version 2.0.* www.designforhealth.net

Design for Health. 2007. *Key Questions: Water Quality. Version 2.0.* www.designforhealth.net

Alisa Rivera, Health First: A federal program helps put planning front and center in the effort to improve public health, *Planning*, October 2013.

Energy Element:

National Renewable energy Laboratory (NREL) for the U.S. Department of Energy Office of Energy Efficiency and Renewable Energy. *Community Greening: How to Develop a Strategic Energy Plan*. Washington: U.S. Department of Energy, July 2009; accessed October, 2015. http://www.nrel.gov/tech_deployment/pdfs/community_greening.pdf

U.S. Department of Energy, Guide to Community Energy Strategic Planning, March 2013; accessed at: <http://energy.gov/eere/wipo/downloads/guide-community-energy-strategic-planning>

Mackres, Eric and Borna Kazerooni, *Local Energy Planning in Practice: A Review of Recent Experiences*, March 2012, The American Council for an Energy Efficient Economy, Washington, DC; accessed at: <http://aceee.org/research-report/e123>

Public Technology Institute, *Local Government Energy Assurance Guidelines, Version 2.0*, 2011; accessed at: <https://www.mwcog.org/uploads/committee-documents/Zl1cWFlZ20130116124305.pdf>

Community Character Element:

Kendig, Lane H., and with Bret C. Keast. *A Guide to Planning for Community Character*. Washington: Island Press, 2011.

Georgia Department of Community Affairs. *Discovering and Planning Your Community Character: A Guidebook for Citizens and Local Planners*. Atlanta: State of Georgia Department of Community Affairs, 2013. Accessed October 29, 2015. <http://www.dca.state.ga.us/development/planningqualitygrowth/programs/downloads/guidebooks/CharacterAreaGuide.pdf>.