

LONG TERM MEASURES TO IMPLEMENT THE VISION

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B. Overview and Purpose

This Appendix provides the full and complete discussion of the Goals, Objectives and the Policies that define the Vision. It recommends many long range and complex efforts that can be used to implement the Comprehensive Plan from a variety of perspectives.

The Appendix is related to the Chapter 5 summary of the Vision. The purpose of that Chapter is to introduce each goal and abbreviate the objectives for day to day use. It adds two to four application review measures that the Planning Commission can use to implement each Objective.

This Appendix records the full text of the Objectives and recommends a list of long range policies. It should be reviewed as a resource, a "cook book" of planning and implementation tools to be referred to as an idea base.

Many of the policies require changes to regulatory documents, new review boards and new methods of approval tracking. These recommendations are not formal policy statements; they are open to interpretation and should be discussed in detail before being applied where appropriate.

C. Using This Appendix

This Appendix has been organized into the Eight Goal Groups that were introduced in Chapter 5. Those Goal Groups are:

Group	Page
1. Community Beautification	C - 6
2. Economic Development, Employment and Tourism	C - 13
3. Housing	C - 23
4. Infrastructure	C - 31
5. Culture and Entertainment	C - 38
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These eight groups have been broken in to goals A, B, C, etc. The goals are broken into Objectives which in turn are broken into policies.

Refer to the appropriate Goal Group to identify a range of possible actions to implement that particular goal.

A matrix has been provided at the end of the Appendix that correlates possible actions with particular goals.

D. Summary

A Goals and Implementation Action Summary has been included at the end of this Appendix. The purpose of the Summary is to provide one line Objective and Policy statements and to provide example cross references that connect related Objectives across the range of Goal Groups.

These one line statements are intended to provide concise action items that are recommended as potential ways to achieve the identified Objectives. Over 500 potential action items have been identified.

Items can be quickly cross-referenced in the summary. Then, the main body of Appendix C can be referenced to read the complete text of the Goals, Objectives and Policies.

Goal Groups

Group One

Community Beautification

GOAL A: THE PLANNING AREA SHALL BE PHYSICALLY INVITING

Objective 1A1: Public and private property (structures and land) should be well maintained

Policy 1: Use positive incentives such as awards to encourage property owners and users to keep up regular maintenance.

Policy 2: Identify funding sources for private property.

Recommendation: A revolving fund should be created that offers low interest rate loans for private property improvement projects, such as façade improvements or new durable plantings

Policy 3: Enforce existing City and County Code requirements for property maintenance.

Policy 4: Use community service programs for civil violations to clean up City and County streets and highway right-of-ways.

Objective 1A2: Natural vegetation and landscaped areas should be enhanced, protected and maintained

Policy 1: Review, and amend local codes as necessary to address landscape installation and maintenance standards.

Policy 2: Create programs for groups and organizations to “adopt” public right-of-ways for landscape planting and maintenance.

Policy 3: Ensure that durable, low maintenance plant materials are included in new development.

Recommendation: Enforce compliance with landscape code requirements.

Policy 4: Create incentive programs to provide for long-term maintenance of landscaped areas in new and existing developments.

Recommendation: Develop incentive programs such as reduced building permit fees and expedited permit processing.

Objective 1A3: The visual impacts of new development on adjacent properties and street corridors should be addressed in development plan review

Policy 1: Create a site plan review process for commercial and industrial proposals in sensitive areas.

Policy 2: Include graphics to illustrate, define and emphasize important issues in local codes/

Policy 3: Develop specific criteria and checklists to define the scope of development impact review. Impacts include items such as visual impacts.

Recommendation: Develop specific review and construction criteria that will be used particularly to minimize impacts between differing land uses.

Objective 1A4: Landscaping and screening should be used to create character and to minimize the visual impact of service and utility areas.

Policy 1: Create a list of recommended landscape materials for use in specific screening situations.

Policy 2: Consider the impacts of projects on areas that are not immediately adjacent to the project site. Determine specific standards for review and include them in the Zoning Ordinance or Design Manual.

Policy 3: Create standards and guidelines for ways of screening service and loading areas in new commercial and industrial development.

Recommendation: Standards and guidelines should include the types, size and details of appropriate landscaping and structural screening of unsightly areas to be used by developers and property owners.

Objective 1A5: Commercial, advertising and informational signs should be consistent in number, size, configuration and quality with the lifestyle of the region.

Policy 1: Review, evaluate and amend current sign standards for monument, ground, building, and roof signs as needed. Enforce existing and new guidelines.

Policy 2: Create standards for temporary signs.

Policy 3: Create standards for billboards, including processes for approval and removal.

Policy 4: Create sign standards as part of Special Districts. *See Chapter 4 and Exhibit -----.*

GOAL B: THE PLANNING AREA SHALL DEMONSTRATE BALANCE BETWEEN NATURE AND THE BUILT ENVIRONMENT.

Objective 1B1: Impacts to air quality, traffic, watercourses, natural features, vegetation and groundwater should be reviewed with each proposed development.

Policy 1: Define significant and sensitive natural features. Map the location of these features in the Region in electronic format. Update the map as additional features are identified.

Policy 2: Create a cumulative impacts tracking system. Use the system to document the cumulative impacts of land use / zoning decisions such as traffic counts or storm water run off.

Recommendation: Use the tracking system to evaluate changes in the relationship between open space, agricultural land, recreational space and developed area.

Policy 3: Create ways to tie projected project impact to the level of review that the project application receives.

Policy 4: Create a hillside protection ordinance.

Recommendation: Use the ordinance as a tool to limit the amount of grading on ridgelines, steep slopes, and other visually prominent areas.

Policy 5: Identify maintenance needs at existing public open space area. Create public / private partnerships to better address those needs. .

Objective 1B2: Natural open space and parks should be preserved, enhanced, and well maintained.

Policy 1: Ensure that site drainage and detention are part of the landscaping concept for a development site. Review, evaluate and amend existing drainage and landscape plan review criteria as needed.

Policy 2: Review and Inventory public and private open spaces and parks. Document the size, facilities, and organization or department responsible for maintenance.

Policy 3: Create fair and equitable guidelines for private / public partnerships to finance and provide parks, open space, and landscaping.

Policy 4: Identify resources in the Capital Improvement Plan that can be used to implement the current Park Master Plan and to maintain existing open spaces, parks, and landscaping.

Objective 1B3: Development impacts to usable agricultural land, particularly land that is currently in production, should be minimized.

Policy 1: Evaluate and amend as needed the criteria and procedures that are used to review proposals to develop agricultural land with non-farm uses.

Policy 2: Minimize the cumulative reduction of agricultural productivity in the Region. .

Policy 3: Create a procedure to track and map the amount and location of agricultural land conversion in the Region.

Policy 4: Create criteria to evaluate project impacts on air quality, traffic, watercourses, natural features, vegetation, and groundwater.

Policy 5: Create a method of sharing development review and approval information throughout the Region. .

Objective 1B4: New development should incorporate existing significant natural features and should provide landscaped areas that use plant material that is appropriate to the area.

Policy 1: Create landscaping standards for new projects and redevelopment, especially in primary transportation corridors.

Policy 2: Create a list of approved plants and trees.

Policy 3: Define "important natural features". Create guidelines that describe how they will be identified in new development proposals.

GOAL C: NEW CONSTRUCTION IN THE PLANNING AREA SHALL BE CONSISTENT WITH THE "CHARACTER" AND "LIFESTYLE" OF THE AREA.

Objective 1C1: New structures should relate in style and mass to the historic context and/or the future vision of the region.

Policy1: Create design guidelines that define the height, bulk, and architectural styles which complement the common vision for "regional character".

Policy 2: Define design review standards and process for proposed commercial and industrial projects in highly visible areas.

Policy 3: Create Special District regulations that set cumulative limits for the bulk of structures in defined primary commercial areas and transportation corridors.

Policy 4: Create "Preservation Districts" to preserve the Region's heritage. Define development review criteria for those areas.

Policy 5: Standards for façade treatment in high traffic corridors should be explored.

Objective 1C2: New development should be of a density or intensity that is consistent with the historic context and future vision of the region.

Policy 1: Review, evaluate and amend as needed the floor area and use standards for the various intensities and densities of new development. Standards may vary by and should be appropriate to the location of the project.

Policy 2: Recruit uses and development types that complement existing businesses, industry and the Regional vision.

Policy 3: Review, evaluate and amend as needed the existing Residential development standards. Ensure that they support a compact urban form and that they respond to the historic context and future vision of the region.

Objective 1C3: New development should provide safe and efficient infrastructure that reflects the present and future needs of the community and region.

Policy 1: Create fair and equitable guidelines for City, County, Rural District, and developer participation in infrastructure development. Consider current and anticipated growth patterns in the City of Claremore and the Region as a whole.

Policy 2: Create a process to compare development applications with planned and funded improvements programs in the Region. Create ways for new development and planned programs to work together for implementation.

Policy 3: Create a regional infrastructure mapping system for use by decision makers, staff, and the development community.

Policy 4: Create a common set of minimum service and construction standards for all development projects within the Region.

GOAL D: METHODS OTHER THAN SIGNAGE SHALL BE USED TO HELP VISITORS AND RESIDENTS COMPREHEND THE PATTERN AND ARRANGEMENT OF LAND USES IN THE PLANNING AREA.

Objective 1D1: Landscaping and setbacks at intersections and along arterials should be used to indicate primary circulation routes and planned intensity of use.

Policy 1: Create standards that define the ways that visual landscaping and setback cues can indicate primary circulation routes and planned intensities of use.

Policy 2: Define and map a hierarchy of intersection types, with standardized landscaping and monument style signage.

Policy 3: Create a list of preferred plant materials, signage, screening, and wall material types for use along arterials and at intersections.

Policy 4: Create review criteria for landscaping, screening, and fencing projects that are proposed within a specified distance of particular intersections and arterials.

Policy 5: Define ways that private maintenance associations and the City or County can partner to maintain landscaping.

Objective 1D2: Similar land uses should be grouped, but not to the exclusion of mixed-use development.

Policy 1: Create a process to correctly locate land uses that considers both the need for and the availability of access and visibility. This is particularly important in high traffic corridors

Policy 2: Identify, promote and implement the benefits that can occur from proximity between related or "synergistic" land uses.

Policy 3: Identify appropriate locations for mixed-use development. Include these locations in standards for Special Districts. See Chapter 4.

Policy 4: Review, evaluate and amend the Zoning Ordinance as needed to encourage and allow a mix of uses on individual parcels in appropriate areas.

Objective 1D3: Design standards such as setbacks, parking requirements, lighting, and height limits should vary between urban, suburban, and rural conditions.

Policy 1: Create Region-wide standards that support and encourage higher intensity uses and structures in core areas and less intense uses and structures in outlying areas.

Recommendation: Adopt "intent" statements to guide the administration of the standards and include maps that define specific areas where the urban, suburban or rural standards are most appropriate.

Policy 2: Define, describe and map the specific areas where urban, suburban, or rural standards are most appropriate.

Policy 3: Create clear development review and approval criteria that encourage, support and direct orderly, phased redevelopment or "intensification of use".

Goal Group Two: Economic Development, Employment and Tourism

GOAL A: THE PLANNING AREA SHALL PROVIDE A GROWING AND STABLE ECONOMY, BALANCING ECONOMIC GROWTH WITH A QUALITY LIFESTYLE.

Objective 2A1: Economic growth should be considered from a regional perspective.

Policy 1: Find ways for Economic Development groups and Communities to work together to establish and promote a Regional perspective.

Recommendation: The monthly mayor's meeting should lead this effort.

Policy 2: Develop a strategic plan for economic growth in the Region.

Recommendation: The Economic Development Office at RSU should lead this effort, in cooperation with the Oklahoma Department of Commerce.

Policy 3: Growth attraction efforts throughout the region should be communicated and catalogued.

Recommendation: The Economic Development Office at RSU should lead this effort in conjunction with the Claremore Industrial Economic Development Authority and the Rogers County Industrial Development Authority. The Economic Development Office should take a lead role in monitoring demographic trends. The Office should work closely with the Planning Commission.

Policy 4: Document development approvals in the Region and enter them in a Region wide database.

Objective 2A2: Growth inducement and potential impacts to nearby communities should be considered when reviewing new commercial and industrial development.

Policy 1: Consider impacts to existing infrastructure (streets, sewer, water and storm drain) and the need for new improvements.

Recommendation: Identify the appropriate use of development plan review for industrial or commercial projects. Include performance standards (e.g., noise, vibrations, lighting and traffic) to limit impacts to surrounding businesses and residential areas from adverse impacts.

Policy 2: Consider the impacts to the “character” or “personality” of nearby communities.

Policy 3: Consider the impacts to housing and commercial and community services.

Objective 2A3: The economic base will be diversified to include a full range of goods and service providers increasing regional self-sufficiency and decreasing reliance on the Tulsa Metro Area.

Policy 1: Identify the goods and services that are desired but not available in the region.

Policy 2: Identify reasonable expectations to meet the goods and services needs of the Region.

Policy 3: Identify appropriate locations for uses that meet the needs of desired goods and service providers. Amend the Comprehensive Plan Map as appropriate.

Policy 4: Encourage existing goods and service providers to expand.

Policy 5: Attract new providers who meet the needs and desires not met by existing providers.

Objective 2A4: Spending for new Capital Improvements that are intended to attract growth will be balanced with spending for maintenance and for the support of existing infrastructure and services.

Policy 1: Define an acceptable balance between growth attracting and maintenance related improvements should be defined.

Policy 2: Implement and coordinate individual Capital Improvement Planning efforts throughout the Region.

Policy 3: Compare growth trends with Capital Improvement Plans and infrastructure needs on a yearly basis.

Recommendation: Invest utility revenues in older neighborhoods for the short term to replace inadequate infrastructure.

Policy 4: Base infrastructure expenditures on and coordinate them with the Capital Improvement Plan(s).

Objective 2A5: Adjoining uses and roadways should be screened and buffered from impacts of new and commercial development.

Policy 1: Clearly define impacts that are acceptable and unacceptable in the City and County.

Recommendation: Clearly define potential negative impacts caused by commercial and industrial uses. Identify a range of acceptable actions to mitigate the impacts. Create standards for mitigating measures such as screening and landscape installation.

Policy 2: Create Special Districts and clearly define their boundaries. Include development standards in the Zoning Ordinance.

Recommendation: Clearly identify and enforce the impacts that are not desired / allowed along character building travel routes. Identify sensitive uses and the types of commercial and/or industrial impacts that are not appropriate in such areas. Define development review standards for these Districts.

Policy 3: Review and amend the Zoning Ordinance as needed to appropriately treat site, sign and landscape plan review.

Recommendation: Use site, sign, and landscape plan review for clearly defined types of commercial and industrial development proposals, in clearly defined areas.

Policy 4: Explore and define the relationship of development standards and economic growth.

Policy 5: Focus attraction efforts on commercial and industrial users that complement the City's and County's vision for overall quality of life.

Objective 2A6: The impacts to the environment, transportation, services, and infrastructure should be considered when reviewing new commercial and industrial development.

Policy 1: Define and communicate the acceptable balance between economic growth and development impacts. Refine the Comprehensive Plan to accurately present the balance.

Policy 2: Proactively encourage economic development as an integral part of the quality of life.

Policy 3: Track analysis of project impacts and project approvals on a regional basis.

Policy 4: Consider the impacts of each new development as part of the cumulative impact to the Region.

Recommendation: Use of development impacts as a primary decision making criteria. Identify specific measures that will minimize aesthetic, environmental or fiscal impacts. Use impact "thresholds" as a method to direct review and approval of commercial and industrial development proposals.

Objective 2A7: Impacts to the historical core of a nearby community will be considered when reviewing plans for new development.

Policy 1: Create and use historical overlay zones to preserve and encourage historical character.

Recommendation: Create historical overlay zones that identify specific review procedures for development proposals on sites within the zone.

Policy 2: Attract development that is consistent with the historical context and future vision for the community.

Recommendation: Explore the use of design and historic preservation standards to preserve the character of specific areas.

Policy 3: Consider impacts to the ability to maintain core area infrastructure.

Recommendation: Review the relationship of capital investments required to serve new development.

Policy 4: Consider impacts such as job creation, positive and negative changes in the customer base, and demand for new goods and services.

GOAL B. THE PLANNING AREA SHALL RETAIN AND ATTRACT A BROAD RANGE OF EMPLOYERS AND EMPLOYMENT WHILE TARGETING SPECIFIC EMPLOYMENT GROUPS.

Objective 2B1: A coordinated academic education and vocational training system should be implemented.

Policy 1: Identify and address the needs of existing and targeted employers and industries.

Recommendation: The Economic Development Office at RSU should lead this effort, coordinating with the University, Vo-Tech, the school district, CIEDA and RCIDA to ensure educational curriculum that meets these needs.

Policy 2: Develop and market a highly skilled labor force that is targeted toward the needs of existing and anticipated employers.

Policy 3: Coordinate the desired skills as expressed by industry with the appropriate educational levels and locations.

Policy 4: Monitor graduates to ensure that education provides appropriate skill levels.

Policy 5: Focus the Region's system of education on long-term potential such as knowledge- based industries.

Objective 2B2: Research capabilities should be developed in conjunction with the education system.

Policy 1: Develop a research / technology park that capitalizes on knowledge based economy and the strengths of the local educational system.

Recommendation: The Economic Development Office at RSU should lead the effort in identifying the research needs of existing and potential employers and making those needs known to the Educational Opportunities Committee, the City and the County.

Policy 2: Encourage the location of future research facilities through City and County land use decisions.

Policy 3: Promote research and technology transfer from the university.

Policy 4: Encourage innovation by training entrepreneurs and providing appropriate assistance to those entrepreneurs.

Objective 2B3: Infrastructure, technology, and transportation systems should be expanded and maintained

Policy 1: Identify the infrastructure and systems capacities necessary to support targeted industries and employment groups.

Policy 2: Identify potential funding sources for industry and employment related infrastructure maintenance and improvements.

Recommendation: Invest capital improvement resources and program funding to upgrade utility and technology infrastructure.

Policy 3: Develop and implement specific strategies to develop the required infrastructure capacities.

Objective 2B4: The review and approval process should be streamlined for appropriate land use and development applications in appropriate locations.

Policy 1: Adopt and implement procedures to simplify development review and approval for land uses that comply with the intent of the Comprehensive Plan.

Policy 2: Review and update the Zoning Ordinance as needed to enable appropriate expansion of existing industries.

Objective 2B5: Regional strengths and market trends should be periodically assessed to supplement and support the general education and marketing effort.

Policy 1: Prepare a yearly report that focuses on Regional trends in employment, education and retention of graduates.

Recommendation: The Economic Development Office at RSU should lead this effort.

Policy 2: Establish specific criteria for the strengths assessment.

Recommendation: This criteria should not exclude non-employment, quality of life information such as number of housing starts, median housing price, new land devoted to parks and new performing arts groups.

Policy 3: Coordinate the information in the Regional report with yearly reports produced by individual communities.

Policy 4: Emphasize and build on commerce and industry expertise that have a strong presence in and that are unique to the Region.

Policy 5: Expand the economic base should to include primary, secondary and tertiary industries

Objective 2B6: A coordinated regional marketing program should be established to promote existing capabilities and attract new employers.

Policy 1: Create a Region-wide Economic Development Office.

Recommendation: Cities in the region should participate in funding this effort on the basis of population. Use the RSU Office as the base for this effort.

Policy 2: Identify and track marketing efforts on a Region-wide basis.

Recommendation: The Region-wide Economic Development Office should lead this effort.

Policy 3: Use marketing materials to identify the strengths and economic goals of various areas in the Region and of the Region as a whole.

Policy 4: Match targeted industries and employers with the strengths, needs and goals of the various parts of the Region. Encourage them to locate based on existing strengths or “synergy” that relates to their needs.

Recommendation: The Economic Development Office should lead this effort.

Objective 2B7: Affordable housing should be actively pursued to provide local housing for potential employees.

Policy 1: Ensure an affordable housing supply.

Recommendation: These methods may include amending zoning district regulations; establishing incentive programs, density bonuses, and housing set-asides where legal; supporting non-profit developers in addressing special population needs; and providing support through non-profit agencies for the marketing and sale of affordable units.

Policy 2: Adopt and implement procedures to simplify and speed up development review and approval for affordable housing.

Policy 3: Encourage partnerships between public and private entities to create, preserve, and support affordable housing.

Recommendation: Local and regional housing advocacy groups and public and private for-profit and private non-profit entities should lead this effort.

Objective 2B8: The City of Claremore should pursue annexation as appropriate to provide land and provide infrastructure and services for potential commercial and industrial development.

Policy 1: Create goals, policies and methods to direct the orderly and logical annexation of land.

Policy 2: Annexation should be consistent with the vision for growth as outlined in the Comprehensive Plan and displayed on the Land Use Map.

Recommendation: Consider impacts on existing and planned public services, agricultural and open-space lands, and housing supplies for all economic levels.

Policy 3: Coordinate annexation policies with County goals and plans for the future.

Policy 4: Use a coordinated strategy for annexation to ensure sufficient usable land for expected commercial and industrial development.

GOAL C: THE PLANNING AREA SHALL ESTABLISH AN IDENTITY AS A SEPARATE REGIONAL DESTINATION.

Objective 2C1: Cultural, recreational and entertainment opportunities of the region should be formally identified and promoted in a coordinated campaign.

Policy 1: Create a cultural, recreational and entertainment identity for the Region.

Recommendation: The Arts Council, Economic Development Office and the History and Culture Task Force should lead this effort. The major objectives of the committee should be to define, identify, and promote regional cultural, recreational and entertainment opportunities.

Policy 2: Encourage related or similar groups to coordinate events and activities, giving them a regional flavor.

Policy 3: Consider the relationships of culture, entertainment and recreation and explore ways to use all promotional materials and events to market those relationships.

Policy 4: Promote the special character of the Region to surrounding regions.

Objective 2C2: Visitor serving facilities and services should be encouraged, promoted and developed.

Policy 1: Define all existing visitor serving facilities and identify the needs for additional facilities. Document existing facilities on a map included in the Comprehensive Plan.

Policy 2: Identify potential funding sources and present them with the need for support.

Policy 3: Create goals and policies for the number, types and locations of facilities.

Recommendation: The Arts Council and the Economic Development Office should take the lead in the above efforts.

Objective 2C3: A signage, landscape and land use program should be established for use at regional entries, along major transportation routes, and at major intersections.

Policy 1: Discuss and explore standards for landscaping at prominent sites throughout the Region.

Recommendation: Work toward approval by all jurisdictions in the Region.

Policy 2: Create and adopt a vision for appropriate land use types at key intersections, routes, and regional entries.

Objective 2C4: The Claremore/Rogers County Region should be a commercial and employment center.

Policy 1: Coordinate retail, commerce and employment attraction efforts on a regional level.

Policy 2: Define Region-wide resources and allocate them accordingly to achieve Region-wide goals.

Policy 3: Communicate and promote the region's commercial and employment characteristics.

Recommendation: The Economic Development Office should lead this effort.

GOAL D: THE CLAREMORE/ROGERS COUNTY REGION SHALL CONTINUE TO DEVELOP ITS RELATIONSHIP WITH THE TULSA METROPOLITAN AREA IN THE AREAS OF ECONOMICS, EMPLOYMENT, AND TOURISM.

Objective 2D1: Strengths and weaknesses of the region should be formally identified and assessed to determine their relationship with the strengths and weaknesses of the Tulsa Metropolitan Area.

Policy 1: Define criteria and identify strengths and weaknesses on an annual basis.

Recommendation: The Economic Development Office at RSU should lead this effort.

Policy 2: Compare the strengths and weaknesses of the Region with the characteristics of the Tulsa Metro Area.

Policy 3: Identify ways to maximize the strengths of the Region and to benefit from the strengths of the Tulsa Metro Area.

Objective 2D2: Employer attraction and tourism efforts will cooperate with the efforts of the Tulsa Metropolitan area.

Policy 1: Coordinate Regional Chamber of Commerce and Economic Development efforts with similar efforts of the Tulsa Metropolitan Area.

Policy 2: Marketing and Economic Development groups should communicate with and make regular recommendations to area decision makers on issues such as infrastructure funding, annexation and land use.

Objective 2D3: Transportation and trail infrastructure and systems should be coordinated with improvements and maintenance in the Tulsa Metropolitan Area.

Policy 1: Create a Regional Major Street and Highway Plan and request that INCOG adopt it as part of the transportation management plan.

Policy 2: Coordinate funding with other efforts in the Transportation Management Area.

Policy 3: Send City and County representatives to and participate in the Transportation Management Area Technical and Policy committee meetings, held at INCOG.

Policy 4: Include activities at the Port of Catoosa as an integral part of the transportation program efforts in the region.

GOAL A: ALL HOUSING SHALL BE CONSTRUCTED TO ENHANCE THE IMMEDIATE NEIGHBORHOOD AND CONTRIBUTE TO A POSITIVE COMMUNITY ENVIRONMENT.

Objective 3A1: New and redeveloped housing should be constructed with durable, quality materials and designed to sustain the attractive appearance of the neighborhood.

Policy 1: Create minimum development standards for high quality design and construction materials.

Policy 2: Create design guidelines that make recommendations for items such as types of construction materials, site design, form and massing of new development and redevelopment.

Policy 3: Develop specific, definable review criteria and procedures for evaluating residential development proposals.

Recommendation: Add the standards into the Zoning Ordinance and create a Design Manual that is a policy, not a regulatory document.

Objective 3A2: New construction should maintain and protect the value of the subject property and adjacent properties.

Policy 1: Develop policies for ways that new development should protect and optimize the use of public investments.

Policy 2: Ensure that adequate public facilities are provided or planned for at the time of new and expanded development.

Policy 3: Ensure that rezoning and development approvals are compatible with existing uses and that they adequately assess and address infrastructure capacity issues.

Objective 3A3: The design of multi-family residences should relate to surrounding residential structures and be constructed of high quality materials and design.

Policy 1: Create review criteria for development that considers the compatibility of construction style, the materials, and the site layout for both multi-family and attached single-family residences.

Policy 2: Create special procedures, criteria, and standards for any multi-family housing proposal that is adjacent to single-family residential development or zoning.

Recommendation: Add procedures and standards to the Zoning Ordinance; add review criteria and guidelines to the Design Manual.

Objective 3A4: Opportunities to revitalize existing houses should be promoted.

Policy 1: Establish and support housing rehabilitation programs, particularly in the downtown core. The CARD weatherization program is an example.

Policy 2: Identify funding and planning resources that could be invested to conserve and revitalize older neighborhoods. Make this information available to the public, particularly the development community.

Policy 3: Review and revise as appropriate the property maintenance ordinances that cover problem issues such as distressed structures, painting, and landscaping.

Policy 4: Identify, prepare and offer lots that are suited for redevelopment. The lots may be vacant or may be previously developed but they should be served with utilities.

Policy 5: Invest utility revenues to replace inadequate drainage, water, and sewer infrastructure in older neighborhoods.

Recommendation: The Planning Commission should annually study, report on and make recommendation regarding the health of older neighborhoods.

GOAL B: QUALITY, AFFORDABLE HOUSING SHALL BE MADE AVAILABLE FOR RESIDENTS FROM A WIDE RANGE OF INCOME AND AGE CATEGORIES

Objective 3B1: Affordable housing should be considered for integration into all new development and not be segregated into distinct areas or districts.

Policy 1: Create a definition of "Affordable Housing" that is appropriate for the purpose and intent of the City of Claremore and Rogers County.

Policy 2: Revise the zoning code to encourage an element of affordable housing in all new development projects.

Policy 3: Identify and use development incentives such as density bonuses, streamlined permitting and public participation in infrastructure for those housing proposals that provide a set minimum percentage of affordable housing.

Objective 3B2: Localities should encourage construction of affordable housing by streamlining development approval processes that increase affordable housing opportunities.

Policy 1: Create a process to prioritize the development proposals that meet a defined minimum percentage of affordable homes.

Policy 2: Review the Zoning Ordinance to encourage construction of affordable housing throughout the Region.

Policy 3: Define the density bonuses and simplified permit timelines in the Zoning Ordinance that can be offered to housing projects that include a defined percentage of affordable residences. Create a graduated program for increasing percentages of affordability.

Objective 3B3: Population forecasts should be used to identify changes in affordable housing needs, especially for growth in particular market segments, such as the elderly.

Policy 1: Consistently review Census Bureau and OK Dept of Commerce data to identify growth or other changes in the supply of affordable housing.

Policy 2: Periodically adjust plans and policies to address affordable housing needs, based upon the population forecasts.

Recommendation: The Planning Commission should annually study, report on and make recommendation regarding the state of Affordable Housing.

Objective 3B4: Current and potential barriers to new affordable housing opportunities should be identified and resolved.

Policy 1: Periodically review land use policies, procedures, zoning codes, ordinances, maps, and other regulations. Identify potential barriers to providing affordable housing.

Policy 2: Address barriers to affordable housing in a timely and efficient manner.

Recommendation: The Planning Commission should annually review and revise policies, procedures, maps and regulations.

GOAL C: ACCESS SHALL BE EASILY AVAILABLE BETWEEN HOUSING AND EDUCATION, EMPLOYMENT, RECREATION, SHOPPING, WORSHIP, HEALTH AND RECREATION CENTERS.

Objective 3C1: Viable means of access between destinations should include transportation by automobile, bicycle, transit, walking, and on-demand services (shuttle and dial-a-ride services).

Policy 1: Integrate transit and transit stops into design of future streets and developments. Ensure that transit and transit stops do not create conflict with personal and commerce related transportation.

Policy 2: Implement a public transit system that is cost-effective, efficient, and designed to induce strong ridership.

Policy 3: Conceptualize, design and identify viable multi-modal corridors.

Policy 4: Establish multi-modal corridors throughout the region. Prioritize street and streetscape investments in those corridors.

Policy 5: Expand the comprehensive bicycle and trails network. Create the regional system that connects to the Tulsa Metro Area system.

Policy 6: Encourage new development to be pedestrian-friendly. Accommodate safe, comfortable, and convenient walking.

Policy 7: Include pedestrian and bicycle improvements in future maintenance and upgrades of existing streets.

Objective 3C2: Development proposals should identify transportation linkages between existing and proposed uses.

Policy 1: Review transportation linkages in development approval processes.

Policy 2: Include connections between various transportation modes in new development.

Policy 3: Creating planning and design standards for sidewalks, walkways, transit stops, and bicycle lanes.

Recommendation: Add transportation related design standards and details in the Zoning Ordinance, Subdivision Regulations and Standard Plans as appropriate.

Objective 3C3: Major uses, such as employment centers and residential developments, should be planned with thought to minimizing future traffic congestion.

Policy 1: Creating a regional demand management program that works with area employers to reduce drive-alone commuting.

Policy 2: Encourage major uses to locate in the existing and planned transportation corridors that facilitate a range of transportation options.

Policy 3: Coordinate and compare land use approvals with the existing and anticipated transportation system on a regular basis.

Recommendation: The Planning Commission should annually study, report on and make recommendation regarding the state of transportation and traffic. This should include the potential impact of approved developments. Potential problem areas should be highlighted.

Objective 3C4: Multiple methods of transportation (walking, driving, bicycling, and transit) should be considered in development review processes.

Policy 1: Provide incentives for and reward development proposals that facilitate access by multiple modes of travel.

Policy 2: Identify and document the local and regional destinations and the activity centers that could benefit from access by transportation modes other than the automobile. Coordinate planning efforts to create alternative transportation methods to access these sites.

Policy 3: Create guidelines for large commercial and residential projects that provide multi modal connections with adjacent streets and uses. Minimize vehicular impacts to established neighborhoods.

GOAL D: NEW CONSTRUCTION TO MEET HOUSING NEEDS SHALL BE BALANCED WITH THE ABILITY TO PROVIDE FACILITIES AND SERVICES AND WITH THE IMPACT TO THE NATURAL ENVIRONMENT.

Objective 3D1: Housing should be dispersed through the Planning Area.

Policy 1: Create a review process that identifies the areas that are appropriate for a range of housing types. Include single-family, multi-family, and affordable homes.

Policy 2: Create a process to change land use designations and zoning categories as needed to facilitate development of appropriate housing types at the identified locations.

Policy 3: Encourage mixed-use developments in appropriate locations. Residential uses above commercial uses are an example of appropriate mixed use.

Recommendation: The Planning Commission should annually study, report on and make recommendation regarding the appropriate locations and goals / opportunities for new housing.

Objective 3D2: Planning efforts and development decisions should be coordinated with programmed service and facility improvements.

Policy 1: Support and encourage new development where services and facility improvements exist or are programmed for extension.

Policy 2: Identify and communicate the available sites and areas that are consistent with existing or programmed services and facilities.

Recommendation: The Planning Commission should annually study, report on and make recommendation regarding the relationship of development and available (planned and existing) infrastructure. This should be in conjunction with Capital Improvement Planning.

Objective 3D3: Leapfrog development patterns should be discouraged to prevent inefficient infrastructure investments and service provisions.

Policy 1: Support and encourage zoning / land use changes and development requests that work with and complement existing and programmed infrastructure. Discourage new development in areas where services and facilities do not exist.

Policy 2: Encourage and reward residential, commercial, and industrial uses that are proposed for appropriate locations.

Policy 3: Protect urban and rural development patterns and uses in appropriate locations with a Regional perspective.

Objective 3D4: A range of housing and land use densities should be allowed so as to efficiently utilize resources, including land, services, and infrastructure.

Policy 1: Identify areas of the city with underutilized infrastructure with underutilized capacity. Encourage densities and uses that can take advantage of the additional infrastructure and service capacities.

Policy 2: Coordinate the placement and design of parks, streetscapes, public buildings, commercial and industrial uses, and housing densities maximize the efficiency of existing and proposed infrastructure.

GOAL E: HOUSING SHALL BE PROTECTED FROM IMPACTS OF MORE INTENSE LAND USE CATEGORIES

Objective 3E1: In zones where differing land uses are neighboring, development standards should buffer residences from potential negative impacts.

Policy 1: Create and use compatibility standards that encourage and reward new development that fits with existing uses. Address scale, design and privacy.

Policy 2: Protect the character of existing residential neighborhoods. Review and revise the standards of the zoning ordinance as needed and identify existing "Neighborhoods". Require careful site planning to locate compatible uses.

Objective 3E2: Land uses should be appropriately mixed but should not locate industrial or other high intensity development adjacent to residential neighborhoods.

Policy 1: Identify neighborhoods that are candidates to benefit from mixed-use and infill development.

Policy 2: Encourage development of small scale, neighborhood centers that serve local residents.

Policy 3: Encourage plazas, parks and other community meeting places in plans for new and redevelopment.

Policy 4: Amendments the Zoning Ordinance to allow and encourage mixed-use developments and mixed-use structures.

Policy 5: Identify the types of land uses that should be included in mixed-use development and the appropriate locations for those uses.

Objective 3E3: Land Use intensities should transition to prevent significant incompatibilities among neighboring uses.

Policy 1: Identify and communicate the compatible uses and the ranges of uses that are appropriate in each zoning designation.

Policy 2: Consider ways to clearly identify appropriate land use intensities and densities that complement existing streets and surrounding development.

Policy 3: Use the Zoning decisions to implement the Comprehensive Plan policy of intensity lessening with distance from community cores. Strengthen Zoning Ordinance standards that address and minimize the impacts of adjacent uses on each other.

GOAL A: THE CLAREMORE/ROGERS COUNTY TRANSPORTATION SYSTEM SHALL BE MULTI-FACETED, ACCESSIBLE, EFFICIENT, MODERN, FRIENDLY TO THE ENVIRONMENT, AND WELL MAINTAINED.

Objective 4A1: Planning efforts should consider all modes of transportation, including personal transportation by automobile, transit, bicycling, walking, on-demand services (such as Dial-a-Ride), and regional-serving transport by rail, air, and ship.

Policy 1: Integrate multi-modal transportation criteria into development review processes. Consider both personal and regional connections.

Policy 2: Encourage several methods of access to a project site.

Policy 3: Create linkages among different transportation modes within the Region. Create linkages between it and other regions.

Objective 4A2: Current system conditions and capacities should be regularly reviewed for use in implementing local and regional Capital Improvement Programs.

Policy 1: Create a checklist of pertinent criteria for transportation infrastructure conditions and capacities for use when funding and implementing CIPs.

Policy 2: Create a regional infrastructure information base for use by local and regional agencies in decision-making processes.

Objective 4A3: Stable revenue sources should be identified and obtained.

Policy 1: Provide information to Regional decision makers and Staff regarding the yearly transportation funding process as administered by INCOG.

Policy 2: Pursue yearly grant sources such as TEA-21.

Policy 3: Create estimates of area-wide annual transportation resources. Review of City / County/ State budgets as part of that effort.

Policy 4: Create a tracking system to document transportation projects construction and their funding sources.

Policy 5: Analyze existing revenue sources and budgets to evaluate the potential for increases in yearly transportation funding.

Policy 6: Make transportation a priority. Evaluate existing revenue sources and budgets to identify ways to redirect funds into the system.

Objective 4A4: Local and Regional funding sources and improvements should be coordinated.

Policy 1: Review the Region's success in implementing portions of the Major Street and Highway Plan (MSHP) on a yearly basis. Make funding recommendations from that review.

Recommendation: A Transportation Committee should be established to lead this effort.

Policy 2: Track and communicate the amount of Region wide transportation funding. Use these funds cooperatively for common goals to improve efficiency.

Recommendation: A Transportation Committee should be established to lead this effort and ensure fair distribution of funds and projects, in conjunction with the Region's Cities and the County.

Policy 3: Create Regional priorities to maximize efficient use of transportation funds.

GOAL B: UTILITY AND INFRASTRUCTURE SYSTEMS SHALL BE MODERN, EFFICIENT, COST-EFFECTIVE, AND WELL MAINTAINED, WITH SUFFICIENT CAPACITY FOR THE FUTURE.

Objective 4B1: Current systems conditions and capacities should be regularly reviewed for use in implementing local and regional Capital Improvement Programs.

Policy 1: Review the availability and condition of infrastructure in conjunction with requests for changes in Land Use.

Policy 2: Track development approvals and to estimate their cumulative impact on infrastructure.

Recommendation: A Regional Infrastructure Committee should be established to lead this effort.

Policy 3: Map the various existing systems in the region and track their on-going improvements.

Policy 4: Regularly review the capacity and the condition of the regional system and evaluate its ability to implement the regional land use plan.

Policy 5: Update individual Capital Improvement Programs based on the information provided by the regular review.

Objective 4B2: Local and Regional Capital Improvement Programs (CIP's) should be coordinated.

Policy 1: Create a mechanism or group to coordinate information from individual City's CIP's with that of the County

Policy 2: Compare individual CIP's to each other and to the regional vision for growth contained in the Comprehensive Plan, the Major Street and Highway Plan and other regional documents such as the Regional Sewer Study.

Recommendation: A Regional Infrastructure Committee should be established to lead the above effort.

Objective 4B3: Stable revenue sources should be identified and obtained.

Policy 1: Work with organizations such as individual communities, rural districts, the County and INCOG to identify and document existing funding sources within the Region.

Policy 2: Identify additional funding sources and ways to increase operational efficiencies on a regional level. Sharing equipment is an example.

Recommendation: A Regional Infrastructure Committee should be established to lead the above efforts. These should include sources from public works authorities, general budgets and recurring grants.

Objective 4B4: Additional intermittent funding sources should be identified and utilized.

Policy 1: Work closely with organizations such as INCOG and the Oklahoma Department of Commerce to identify one-of-a-kind or intermittent funding sources.

Policy 2: Match funding sources to individual projects. Coordinate grant applications on a region-wide basis.

Recommendation: A Regional Infrastructure Committee should be established to lead the above efforts.

GOAL C: COMMUNITY FACILITIES SHALL BE EASY TO FIND, ACCESSIBLE, EFFICIENTLY USED, SAFE, AND WELL MAINTAINED, AND SHOULD BE LOCATED AND SIZED TO MEET THE NEEDS OF THE CITIZENS OF THE REGION.

Objective 4C1: The locations for Community Facilities should be identified through visual and non-visual cues.

Policy 1: Create Regional standards for ways to make new and existing community facilities easy to identify. Use tools such as signage, landscaping, building materials and locations. M

Policy 2: Create consistency among the locations and look of new and existing community facilities within the Region.

Recommendation: Communicate the standards and encourage communities in the Region to create consistency.

Policy 3: Use off-site visual clues to lead residents and visitors to community facilities. These clues may include signage, landscaping and the use of long range views and landmarks.

Objective 4C2: Visitor serving community facilities should be located near the primary transportation routes that are identified by the Major Street and Highway Plan.

Policy 1: Identify potential sites for facilities in the City of Claremore and in Rogers County. Review and inventory parcels currently owned by the City and County, and parcels that are currently vacant.

Recommendation: A Regional Community Facilities and Services Committee should be created to lead the effort in conjunction with the Regional Park and Recreation Committee.

Policy 2: Review new development proposals for their impact to the community facilities system.

Policy 3: Create fair and equitable ways to create appropriate public / private participation in facilities enhancement and maintenance.

Objective 4C3: Security measures should be in place to protect users and employees

Policy 1: Ensure safety at Community facilities. Safety features may include items such as lighting, visibility, accessibility and building security systems.

Policy 2: Site and locate facilities that encourage and facilitate surveillance by the public.

Objective 4C4: Regular needs assessments should be conducted and used as the basis for location and sizing of new facilities, as well as for identifying necessary improvements.

Policy 1: Annually review changes and growth in population, housing and commercial / industrial development.

Recommendation: The Community Facilities and Services Committee should lead this effort.

Policy 2: Track and communicate entitlement and permit approvals.

Policy 3: Prioritize future improvements and additions to community facilities in the region.

Recommendation: The Community Facilities and Services Committee should make annual recommendations to the City and County.

Objective 4C5: Stable revenue sources for maintenance and expansion should be identified and obtained.

Policy 1: Create better communication between organizations such as the City of Claremore, the County, the Park and Recreation Committee, individual communities and INCOG.

Policy 2: Document existing funding sources on a regional basis. Some of sources may include Capital Improvement Programs, other general budget items and recurring grants. Include this information in an Appendix in the Comprehensive Plan.

Policy 3: Build communication between local communities and the county so that they can work closely to identify additional sources of revenue and operational efficiencies.

Recommendation: These may include items such as bonding capacities, regional and joint use of facilities and user fees.

Policy 4: Identify existing city and county sites that might be sold to provide funds for new facilities and for maintenance.

Objective 4C6: Joint use options for Community Facilities should be pursued.

Policy 1: Identify the location and use of existing facilities and create criteria to evaluate the potential for their joint use. Evaluate facilities owned and operated by a single jurisdiction, by public / private partnerships and facilities used by more than one jurisdiction.

Recommendation: The Community Facilities and Services Committee should lead this effort.

Policy 2: Acquire and develop new sites and for joint use. .

GOAL D: COMMUNITY SERVICES SHALL BE EASY TO CONTACT, RESPONSIVE AND COMPREHENSIVE, AND SHOULD BE SUFFICIENT TO MEET THE NEEDS OF THE REGION.

Objective 4D1: Contact information for Community Services Departments should be well communicated.

Policy 1: Communicate community service provider contact information to the public.

Recommendation: The Regional Facilities and Services Committee (See 4.C.2.1) should lead this effort. Information prepared by the Committee should be available at each facility in the County and in the City of Claremore. Information should be available to individual Communities and their facilities at their request.

Policy 2: Designate a common contact point where individual providers can make their existing information available.

Policy 3: Fund on-going communication efforts.

Recommendation: The Regional Facilities and Services Committee (See 4.C.2.1) should provide an annual report on funding opportunities to the Planning Commission.

Policy 4: Make contact information available in Community welcome packets and at each facility in the City and County.

Objective 4D2: Regular needs assessments should be conducted and used as the basis for equipment and staffing decisions.

Policy 1: Facilitate regional discussions among service providers, helping them to more accurately identify regional equipment and staffing needs.

Recommendation: The Regional Facilities and Services Committee (See 4.C.2.1) should lead this effort.

Policy 2: Work with providers in the region to maximize efficiency by redistributing equipment and personnel.

Recommendation: The Regional Facilities and Services Committee (See 4.C.2.1) should lead this effort.

Objective 4D3: Stable revenue sources for staffing and equipment purchase and maintenance should be identified and maintained.

Policy 1: Create better communication among organizations such as the City of Claremore, the County, the Park and Recreation Committee, individual communities as requested and INCOG.

Policy 2: Document existing funding sources from around the region. Some of these sources may include sources from Capital Improvement Program, other general budget items and recurring grants.

Recommendation: The Community Facilities and Services Committee should lead this effort in conjunction with the City of Claremore, County, Park and Recreation Committee, individual communities (as requested) and INCOG.

Policy 3: Facilitate communication between individual communities and the county to identify additional sources of revenue and ways to increase operating efficiencies. Discussion may include bonding capacities, regional and joint use of personnel and equipment.

Policy 4: Work with service providers to review the condition of existing equipment. Identify the equipment that might be sold to provide funds for new equipment and for equipment maintenance.

Objective 4D4: Community Service facilities should be located near primary transportation routes as identified by the Major Street and Highway Plan

Policy 1: Identify available parcels along primary transportation routes.

Recommendation: The Community Facilities and Services Committee should lead this effort.

Policy 2: Work with project proponents to obtain facilities along primary transportation routes.

Policy 3: Identify funding sources for acquisition of appropriate parcels.

Recommendation: The Community Facilities and Services Committee should lead this effort.

Policy 4: Identify appropriate locations for Community Service Facilities on the Comprehensive Plan Land Use Map and area descriptions.

Goal Group Five: Culture, Recreation and Entertainment

GOAL A: THE PLANNING AREA SHALL IDENTIFY AND MAXIMIZE EXISTING CULTURAL RESOURCES.

Objective 5A1: Culture and history that is unique to the region should be identified and promoted.

Policy 1: Identify and document the primary characteristics and events that are unique to the region. Include them as an Appendix to the Comprehensive Plan.

Recommendation: The City should take the lead in forming a History and Culture Task Force to accomplish this task. The document should be presented to area cities and the County for adoption.

Policy 2: Find ways for local and regional groups to work together on a campaign to promote the regional identity to businesses, tourism departments, and other agencies.

Recommendation: The History and Culture Task Force should be made up of representatives from groups and organizations whose day-to-day pursuits make them familiar with the culture and history of the region. The Task Force should work with the Economic Development Office, Chambers of Commerce, Oklahoma Department of Commerce, area cities, and the County to accomplish this task.

Objective 5A2: Existing cultural resources should be preserved and enhanced.

Policy 1: Approve, document and share short, mid, and long term actions to preserve and improve regionally and locally significant cultural resources. Make the document available to local and regional groups and agencies. Include this information as an Appendix to the Comprehensive Plan.

Policy 2: Create a cultural foundation that will act as the official agency for promoting the area's culture.

Policy 3: Appoint a Task Force to identify funding options for the protection and enhancement of cultural resources. Examples include participation in a portion of tourist related tax receipts, establishing donation boxes at each cultural site, and selling advertising in a cultural resources brochure.

Objective 5A3: Performing and visual arts groups should be identified supported and encouraged.

Policy 1: Document and disseminate lists of active existing performing and visual arts groups. These can include schools groups, church groups, professional and amateur for-profit and not-for-profit groups. .

Recommendation: This effort should be led by the Arts Council.

Policy 2: Create and fund a yearly promotional campaign that advertises performing and visual arts events. .

Recommendation: This effort should be led by the Arts Council in conjunction with the Economic Development Office, Chambers of Commerce, the Oklahoma Department of Commerce, state art programs, area cities and the County.

Policy 3: Catalogue available performance facilities and venues in the Planning Area, with availability schedules. Disseminate the information to community groups. Provide it to the media. Include the list as and Appendix to the Comprehensive Plan.

Policy 4: Create, document and publicize available low cost rehearsal, performance, and exhibition facilities. These facilities should be available for use by non-profit, amateur, school, and church groups.

Objective 5A4: Opportunities for the development of artists of all ages and levels of experience should be developed and promoted.

Policy 1: Identify and document existing and potential funding sources for teachers and facilities for training and performance.

Policy 2: Document and advertise the opportunities for training, performance, and exhibition both inside and outside the region.

Policy 3: Communicate opportunities for training and travel to patrons and to sponsors.

Objective 5A5: Existing performance facilities should be identified, enhanced and supported.

Policy 1: Identify existing performance facilities in the Region. Assess them for deficiencies or needs. Document the information and use it to determine the facilities that are candidates for inclusion in a maintenance / enhancement program. Record the information in an Appendix in the Comprehensive Plan.

Recommendation: This effort should be led by the Arts Council in conjunction with the Chambers of Commerce, Economic Development Office, City, and County. The Arts Council should establish cost/benefit criteria to determine potential for inclusion in a maintenance/enhancement program.

Policy 2: Identify funding sources and volunteer labor pools to maintain and enhance the facilities.

Recommendation: This effort should be led by the Arts Council.

Policy 3: Establish programs to maintain and enhance performance venues.

Recommendation: This effort should be led by the Arts Council in conjunction with experts such as the Home Builders Association.

GOAL B. THE PLANNING AREA SHALL PROVIDE AND PROMOTE A WIDE RANGE OF CULTURAL OPPORTUNITIES IN THE FUTURE.

Objective 5B1: Cultural activities that respect the historic context and respond to the future vision of the region should be encouraged and promoted.

Policy 1: Define and document the vision of the Region as it relates to protecting and enhancing regional history and culture. Cities in the Region and the County should participate in defining the vision and formally adopt it.

Recommendation: This effort should be led by representatives of the OCI Visioning Committee and the History and Culture Task Force.

Policy 2: Document and promote the existing range of cultural opportunities.

Recommendation: This effort should be led by the Task Force in conjunction with Chambers of Commerce, the Arts Council and the Claremore Parks and Recreation Department.

Policy 3: Make information on cultural activities and locations easily available to the public.

Objective 5B2: An appreciation and understanding of national and international culture should be encouraged and promoted.

Policy 1: Pursue and advertise opportunities for speakers and exhibits to be heard and seen in the Region.

Recommendation: This effort should be led by the History and Culture Task Force, in conjunction with RSU who should work closely with counterparts in the Tulsa Metro Area, OSU/OU Tulsa and TU.

Policy 2: Make the cultural opportunities of Tulsa, Kansas City, and Dallas known in the Region.

Policy 3: Identify and explore potential Regional ties to other states and nations.

Policy 4: Accommodate national and international exhibits and presentations that promote cultural opportunities. Link them to regional communications networks.

Recommendation: Provide space at the Port of Catoosa.

Policy 5: Pursue and encourage exhibits and performances that showcase international culture.

Recommendation: Utilize the Expo Center.

Objective 5B3: Facilities that support the growth of artists and art should be developed.

Policy 1: Identify and catalogue current sites that are appropriate for art oriented facilities and that are owned by the public.

Recommendation: The Arts Council should lead this effort.

Policy 2: Define the type and amount of needed space, such as arts education space. Review the inventory of available space and compare need with availability to the need for new facilities. Catalogue the information on need and availability as an Appendix in the Comprehensive Plan.

Recommendation: The Arts Council should lead this effort.

Policy 3: Explore the potential for public and quasi public entities to construct joint use facilities.

Recommendation: The Arts Council should lead this effort in conjunction with the City, RSU, the school district, and religious organizations.

Objective 5B4: Facilities that provide gallery and performance space should be developed.

Policy 1: Conduct an inventory of existing gallery and performance space. Document it in an Appendix in the Comprehensive Plan.

Recommendation: The Arts Council should lead this effort.

Policy 2: The current levels of use of such space, based in part on the inventory of numbers and types of existing performing and visual arts groups, should be determined.

Recommendation: The Arts Council should lead this effort.

Policy 3: Identify publicly owned or leased sites that may be appropriate for the construction of performance and gallery space.

Recommendation: The Arts Council should lead this effort in conjunction with cities in the area and County. The Arts Council should work in conjunction with the City, RSU, the school district, religious facilities, and the Cultural Foundation to explore the potential for construction of joint use facilities.

Policy 4: Explore and implement mechanisms to extend tax benefits to individual property owners who donate real property for the construction of galleries and performance centers.

Recommendation: The Arts Council should lead this effort.

Objective 5B5: Programs that support the growth of artists and art should be developed.

Policy 1: Existing organizations and groups should work together to identify the current and future needs of the arts community.

Policy 2: Identify and document existing arts programs, including the existing sources of funding. Include the information in an Appendix in the Comprehensive Plan.

Policy 3: Study and analyze arts programs from other areas of the state and nation for applicability in the Region.

Policy 4: Develop short, mid, and long-range goals for new programs and methods to enhance existing ones.

Recommendation: The Arts Council should lead the above efforts.

Objective 5B6: Stable sources of revenue for maintenance and expansion of facilities and for support of the arts should be identified.

Policy 1: Compare the information from the needs analysis with the characteristics and goals of potential funding resources. *See Objective B3, Policy 2.*

Recommendation: The Arts Council should lead this effort.

Policy 2: Explore the potential to use Capital Improvement Funds to construct arts facilities.

Recommendation: The Arts Council should lead this effort in conjunction with the City.

Policy 3: Determine the potential for a yearly funding of the arts facilities improvements program.

Recommendation: The Arts Council should lead this effort in conjunction with the school district and RSU.

Policy 4: Establish a yearly budget and corporate sponsor pool for art facilities maintenance and improvements.

Recommendation: The Arts Council should lead this effort in conjunction with the Chamber of Commerce and Economic Development Group at RSU.

GOAL C. OPPORTUNITY SHALL BE PROVIDED THROUGHOUT THE REGION FOR ACTIVE AND PASSIVE RECREATIONAL OPPORTUNITIES FOR PERSONS OF A WIDE VARIETY OF INTERESTS, INCOME RANGES, AND AGES.

Objective 5C1: Recreational facilities, particularly those for youth, should be enhanced, maintained, and promoted.

Policy 1: Review and update the Claremore Parks Master Plan and inventory of existing recreational facilities as needed.

Policy 2: Identify and document the numbers of teams and individuals using the existing facilities. Track and document City and Regional facilities use by local residents and by visitors from outside the Region.

Recommendation: The Claremore Parks Department should lead this effort in conjunction with local sports organizations

Policy 3: Explore the use of funding sources, such as capital improvement monies, to improve existing recreational facilities. Create and fund a County Recreation Department.

Recommendation: The City and County should lead this effort.

Policy 4: Identify maintenance needs at existing recreation areas and create a program to address them.

Policy 5: Form a Regional Parks and Recreation Oversight Committee.

Recommendation: The Claremore Park Department should lead this effort.

Policy 6: Design and implement a multi-faceted campaign to expand public knowledge of the variety, location and facilities present in the Region. Location maps and information about these facilities should be included in the Comprehensive Plan.

Recommendation: The Park and Recreation Committee should lead this effort.

Objective 5C2: Recreational opportunities should be identified, developed, and promoted.

Policy 1: Review all land in public ownership in the region for potential recreation use.

Recommendation: Include input from the Army Corps of Engineers and individual communities as available.

Policy 2: Analyze all existing recreational facilities for efficiency of use. Analyze both land and facilities.

Policy 3: Inventory and document vacant land that is available and appropriate for recreational uses including parks, sporting fields, courts, trails, and other facilities. Include this information in the Comprehensive Plan.

Policy 4: Study the concept of requiring dedication for park land or fees-in-lieu with each new development proposal.

Policy 5: Use data from the inventory effort as the basis to communicate the need to develop additional recreation opportunities.

Recommendation: The Park and Recreation Committee should lead this effort.

Objective 5C3: The needs of underserved user groups should be identified and addressed

Policy 1: Identify and document unmet recreational needs for persons of a variety of interests, ages, and incomes.

Policy 2: Identify and document potential recreation opportunities for underserved user groups, particularly youth. Develop cost estimates and make recommendations to include recreation facilities in the Capital Improvements Program.

Policy 3: Identify related funding sources that can be leveraged along with Capital Improvement Funds to enhance recreational opportunities for underserved groups.

Recommendation: The Park and Recreation Committee should lead the above effort.

GOAL D: THE PLANNING AREA SHALL IDENTIFY AND ATTRACT A RANGE OF ENTERTAINMENT TYPES FOR PERSONS WITH A VARIETY OF INTERESTS, INCOME RANGES, AND AGES; CONSISTENT WITH THE REGIONAL LIFESTYLE.

Objective 5D1: Current entertainment needs, location criteria, and potential sites should be formally identified.

Policy 1: Identify and catalogue current entertainment types and facilities. Discuss and estimate the need for additional space to accommodate each of the types.

Policy 2: Identify the types of locations that are suitable for various types of entertainment venues and the criteria that make the sites suitable.

Policy 3: Inventory vacant and available land and compare it to location criteria to identify potential entertainment centers that meet entertainment needs.

Objective 5D2: Future types and location criteria should be identified consistent with and promoting the emerging character of the region.

Policy 1: Identify desirable entertainment types that are lacking in the Region, based in part on the vision for the existing and future character.

Policy 2: Identify appropriate areas for the development of specific types of future entertainment facilities.

Policy 3: Review and amend the Zoning Ordinance as needed to specifically guide the placement and address the impacts of entertainment centers.

Objective 5D3: Approval policies and criteria should be consistent with the intent to attract and encourage entertainment.

Policy 1: Review and amend approval policies for entertainment uses as needed to ensure balance between attraction and impact on surrounding users and the environment.

Policy 2: Prepare standards in Special Districts that encourage and attract specific entertainment uses. Appropriate uses will change from District to District. For example those uses that are appropriate in the Southwest District may not be appropriate in the University / Arts or Downtown Districts.

Policy 3: Identify the physical needs of the types of entertainment identified in 2.D.2.1, policies should be geared accordingly.

Goal Group Six: Education

GOAL A: QUALITY EDUCATION SHALL BE AVAILABLE TO AND ACCESSIBLE BY RESIDENTS OF A WIDE RANGE OF AGE GROUPS AND INCOME LEVELS.

Objective 6A1: Opportunities to attend advanced and specialized educational curriculums and facilities should be widespread throughout the Planning Area.

Policy 1: Create and communicate the benefits and potential of a regional view of education in Rogers County.

Recommendation: The Planning Commission, in cooperation with educational leaders in the region, should take the lead in forming a Regional Educational Opportunities Committee with representatives from all districts in the Region.

Policy 2: Inventory sites in the Region where advanced and specialized curriculums take place. Identify potential sites for new facilities.

Policy 3: Identify sites in underserved areas where each type of educational institution (professional, academic, vocational, etc.) may expand classrooms and programs.

Policy 4: Encourage multiple use facilities by coordinating among governments, businesses, and schools.

Recommendation: The Educational Opportunities Committee should lead these efforts.

Objective 6A2: Advanced and specialized curriculums should be affordable to all area residents, including seniors, low-income persons, and non-traditional households.

Policy 1: Create an operational cooperation between such groups as RSU, Vo-Tech and Claremore Schools, Community Action Resource and Development, the Oklahoma Department of Commerce the Economic Development Office and INCOG to identify sources of funding.

Policy 2: Identify ways to partially subsidize advanced and specialized education programs so that needy residents can pursue interests and skill development.

Policy 3: Create cooperation between groups such as non-profit organizations, professional organizations, religious organizations, RSU and VO-Tech to identify potential volunteer and / or part time teachers.

Policy 4: Identify available underutilized facilities and schedule them at no or moderate cost.

Policy 5: Create a Regional information base that documents available facilities and their use.

Policy 6: Use distance learning. Work with educational institutions and the City and County's IT staff to understand sources of obtaining subsidized or recycled computers

Recommendation: The Educational Opportunities Committee should lead these efforts.

Objective 6A3: The range, number and quality of educational opportunities in the Planning Area should compare favorably with those of any region in the state.

Policy 1: Create and implement a method of categorizing, quantifying, and ranking the different types of educational opportunities that are available in the Region and the state.

Policy 2: Identify and document deficiencies in educational opportunities in the Region as compared to the state.

Policy 3: Create a strategic policy to bring needed educational types to the Region.

Policy 4: Obtaining a resolution supporting the strategic policy, approved by the City of Claremore, Rogers County and other communities in the Region.

Recommendation: The Educational Opportunities Committee should lead this effort.

Objective 6A4: Stable revenue sources for educational facilities and staff should be identified and maintained.

Policy 1: Identify and track available funding sources to finance educational facilities and staffing needs.

Policy 2: Identify current coordination between regional educational institutions and any opportunities to supplement those efforts. Assess and define the potential to establish regional educational goals.

Policy 3: Coordinate applications for funding and ensure that the applications work together for implementation of Regional education goals.

Recommendation: The Educational Opportunities Committee should lead this effort.

GOAL B: THE EDUCATIONAL SYSTEM SHALL BE AN IMPORTANT ELEMENT OF EMPLOYER/EMPLOYEE ATTRACTION AND RETENTION.

Objective B1: Math, science, and technical-related curriculums in primary and secondary schools should be strengthened and emphasized to stimulate early interest in professional development.

Policy 1: Identify and communicate the benefits of, need for and potential to establish a cooperative science, math, and technology high school to serve Rogers County.

Policy 2: Support and encourage lines of communication between school district, cities, and economic / business organizations.

Policy 3: Pursue internships for teachers with the private sector to build understanding and communication.

Recommendation: The Educational Opportunities Committee should lead this effort.

Objective 6B2: Vocational training, work-study programs, and other job-skills-training programs should continue to refine the skills and training needed by regional businesses.

Policy 1: Develop a range of employment partnerships between the private and public sectors to connect classroom training with necessary real world skills and experience.

Policy 2: Identify trends in business and the corresponding strengths and challenges in the educational system.

Policy 3: Implement a regular, joint public / private review of curriculums and courses to ensure that they are dynamic, continuously improved, and up-to-date.

Objective 6B3: Opportunities for professional development should be widely available to all members of the community, being both accessible and affordable.

Policy 1: Encourage schools, community groups, and professional associations to offer and expand career development courses throughout the Region.

Policy 2: Coordinate the locations for career development classes with the existing and proposed transportation networks.

Objective 6B4: The availability of opportunities to achieve quality, affordable, advanced education and training should be actively promoted to existing and prospective employers and workers.

Policy 1: Prepare and implement marketing and recruiting plans in coordination with the efforts at Rogers State University.

Policy 2: Identify linkages between career development programs, programs of study at colleges and universities, existing and target employment groups and related segments of the Regional economy.

Policy 3: Create and implement a public information campaign that promotes career development, planning and education and targets both residents and employers of the Region.

GOAL C: EDUCATION SHALL BE A PRIMARY COMPONENT IN ESTABLISHING AND MAINTAINING THE REGIONAL LIFESTYLE AND THE QUALITY OF LIFE

Objective 6C1: Local and regional schools should be recognized for the contributions to personal and professional development that enhance community-building objectives.

Policy 1: Create an annual event that recognizes and shows appreciation for the ways that local and Regional schools help to achieve the quality growth goals of the Region. Recognize individuals, organizations and schools.

Policy 2: Coordinate the community-building efforts of schools, professional associations, community groups, and Chambers of Commerce.

Objective 6C2: Education should be multi-disciplinary in nature, reflecting the interrelationships among social, civic, economic, and environmental objectives of the region.

Policy 1: Promote learning opportunities among businesses, universities, government, special interest, civic groups, and other community organizations.

Policy 2: Identify and encourage programs that promote and discuss the linkages between programs of study, subjects of interest and methods of application.

Policy 3: Encourage a community culture that acknowledges, appreciates, encourages and supports blends of different learning programs.

Objective 6C3: Education programs at all levels should emphasize community-oriented activities to strengthen personal associations and connections within the region.

Policy 1: Use the opportunities of the classroom to build connections with and among cultural, civic, religious, and secular groups.

Policy 2: Provide regular interface between students and public agency departments, such as police, commerce, agricultural, and community development.

Policy 3: Create opportunities for students to benefit from the knowledge of other generations.

Objective 6C4: The value and importance of a sound education to a healthy quality of life should be actively promoted and appreciated.

Policy 1: Identify, evaluate and communicate the levels of financial, physical, and human resources that are committed to local and regional educational objectives.

Policy 2: Communicate the value of having clearly identifiable and fully operational educational facilities woven into the land use fabric of the Region.

Policy 3: Identify and resolve deficiencies in facilities, resources, and curriculums.

Policy 4: Use of tools such as "appreciation" days to acknowledge the contributions of teachers, schools, students, and support staff to the local and Regional quality of life.

GOAL D: EDUCATION IN THE PLANNING AREA SHALL BE BROAD IN SCOPE, MOVING BEYOND FORMALIZED TRAINING TO A KNOWLEDGE AND APPRECIATION OF THE HISTORY AND GOALS OF THE AREA, FOR ALL RESIDENTS.

Objective 6D1: Schools should coordinate with local and regional community groups to expand cultural and historical programs of local and regional interest.

Policy 1: Use existing links and create new liaisons between schools and community-based groups to facilitate the exchange of ideas.

Policy 2: Link existing cultural programs in the Region with existing curriculums.

Policy 3: Develop interest in natural and cultural history such as joint (education and community group) programs and events. Identify and publicize significant natural and historic features in the Region.

Policy 4: Create a Culture and History Task Force that coordinates with school programs, identifies local and Regional resources and recommends areas of study.

Objective 6D2: All schools should offer opportunities for courses that focus on local history and other community-based programs of interest.

Policy 1: Offer lessons of local and regional relevance to augment and emphasize the relevance of traditional coursework.

Policy 2: Engage students in locally relevant issues, local and regional current events and subject matters during the school day.

Objective 6D3: Community outreach efforts should promote public awareness of and familiarity with local and regional history and goals, as well as opportunities to participate in civic and service organizations.

Policy 1: Identify and include community heritage and values in community outreach efforts.

Policy 2: Create collaboration between community organizations, agencies, and individuals to reinforce community awareness of local and regional events.

Policy 3: Identify and promote an annual slate of local civic events that commemorate local and regional history and traditions.

Objective 6D4: Businesses should promote awareness of local and regional events and issues to employees, reinforcing connections between places of work and the community at-large.

Policy 1: Provide information that employers can use to educate their employees about events and issues of local and regional interest.

Policy 2: Coordinate with business leaders and owners to identify realistic ways that their organization can participate in events and organizations in the community.

Policy 3: Create a communications system that informs business leaders of the existing and anticipated events.

Objective 6D5: Alternative education programs, such as distance learning, web-based / interactive classes, and professional enrichment courses, should be introduced and encouraged and should complement traditional educational curriculums.

Policy 1: Identify the alternative education programs with the most significant potential impact.

Policy 2: Create a speaker's bureau and teaching corps within the community to expand learning opportunities. Include underserved areas.

Policy 3: Actively promote alternatives for extended education. Alternative programs should be coordinated with and complement traditional curriculums.

Policy 4: Identify and catalogue potential locations for distance learning sites.

Recommendation: The Educational Opportunities Committee should lead this effort in conjunction with the Community Facilities and Services Committee.

GOAL E: EDUCATION IN THE PLANNING AREA SHALL INCLUDE PERSONAL ENRICHMENT OR "FUN LEARNING" OPPORTUNITIES, AVAILABLE TO ALL RESIDENTS.

Objective 6E1: Classes that satisfy personal aspirations and interests should be affordable and conveniently located throughout the Planning Area.

Policy 1: Recruit high-quality volunteer or minimum cost faculty and instructors that have diverse professional interests and teaching objectives.

Policy 2: Subsidize special interest program costs for low-income groups.

Policy 3: Encourage the expansion of special interest programs targeted to particular groups (elderly, youth, disabled, students, e.g.) into underserved locations.

Policy 4: Coordinate the location of classes with available facilities space throughout the Region.

Objective 6E2: Nontraditional opportunities for personal enrichment, such as nature walks, lectures, and performances should be valued as educating activities.

Policy 1: Work with existing groups, organizations and departments to identify potential locations for non-traditional learning activities. Identify ways to establish facilities in these locations. See Chapter 5, Goal Group 7

Recommendation: The Educational Opportunities Committee should lead this effort in conjunction with the Park and Recreation Committee, Community Facilities and Services Committee, Art Council and the City's Park Department.

Policy 2: Identify and explore the range of potential topics. Some of them may include self-development, arts and crafts, local history and culture, wellness, and environmental studies.

Policy 3: Identify ways for schools to incorporate special interest and enrichment activities as supplements to their required curriculums.

Objective 6E3: Personal development activities and classes should be encouraged as life-enhancing ventures.

Policy 1: Promote and support policies and standards in the business, education and government sectors that affirm the value of activities that enrich individuals and the community.

Policy 2: Emphasize the value of continued education and goal achievement in work, family life, and play throughout the community and Region.

Recommendation: The Educational Opportunities Committee should lead this effort in conjunction with the Culture and History Task Force and the Park and Recreation Committee.

Goal Group Seven - Health Care

GOAL A: QUALITY, AFFORDABLE HEALTHCARE SHALL BE AVAILABLE AND ACCESSIBLE FOR ALL RESIDENTS OF THE PLANNING AREA.

Objective 7A1: Knowledge of local and regional healthcare services and facilities should be widespread.

Policy 1: Health care practices and policy in the Region should be documented and coordinated.

Policy 2: Identify and document the range and location of available healthcare services and facilities. These may include specialty services, emergency, and school-care facilities among others.

Policy 3: Create a regional information center that provides information on available healthcare services and facilities.

Policy 4: Create a public information program that provides healthcare information to regional residents. The campaign should include several mediums.

Recommendation: Create a Regional Health Care Committee to lead this effort.

Objective 7A2: Low-cost, quality healthcare programs should be coordinated with effective outreach campaigns to reach those in need

through community groups such as churches, service organizations, and referral services.

Policy 1: Create a database of local groups and organizations that offer assistance low cost healthcare and ways to refer users to the appropriate organization.

Policy 2: Create strong linkages between the regional healthcare information center, community groups, and affordable healthcare providers.

Policy 3: Support affordable healthcare programs that serve needy families.

Objective 7A3: Preventive healthcare programs and the importance of healthy lifestyles should be promoted.

Policy 1: Promote and support healthy lifestyles programs.

Policy 2: Include Health-maintenance classes as part of the "life-enhancing" curriculums.

Policy 3: Local governments should adopt statements of intent to promote healthy lifestyles and preventive health programs.

Objective 7A4: Disadvantaged members and families of the community should be able to receive competent healthcare for low cost.

Policy 1: Identify health-care deficient areas and populations of the community.

Policy 2: Identify the relationship of local and regional health care policies and affordable healthcare.

Policy 3: Address healthcare deficiencies and connect underserved community members with existing affordable healthcare.

Policy 4: Use rural care clinics and telemedicine to reduce the load on the Regional Facilities. Pursue grant funding for rural facilities.

GOAL B: HEALTHCARE FACILITIES AND THE HEALTHCARE SYSTEM SHALL BE A PRIMARY COMPONENT IN ESTABLISHING AND MAINTAINING THE REGIONAL LIFESTYLE AND THE QUALITY OF LIFE.

Objective 7B1: A comprehensive and integrated regional healthcare system should address all aspects of personal health, including physical, mental, and environmental.

Policy 1: Include all the factors that affect individual well being when identifying health care standards.

Policy 2: Consider both community and individual health in decision-making processes.

Policy 3: Review and revise local and regional land use policies as needed to minimize negative impacts and maximize positive impacts on healthcare objectives.

Policy 4: Refine local and regional land use policies to ensure support and implementation of regional healthcare objectives.

Objective 7B2: Healthcare providers should acknowledge and educate patients about the diversity of factors that may impair individual and community health, including lifestyle choices, traumatic events, work conditions, and stress.

Policy 1: Identify and adopt goals to improve healthcare communication between providers and patients.

Policy 2: Support and/or conduct health education forums in the region.

Policy 3: Revise existing curriculums to include healthcare education that expands knowledge and understanding of the factors that affect personal wellbeing and health.

Objective 7B3: Healthy lifestyles, and quality widespread availability of regional healthcare, will be recognized as key to the quality of life enjoyed in the region.

Policy 1: Identify linkages between personal well being and the availability of healthcare throughout the region.

Policy 2: Promote the availability of widespread quality healthcare as essential to the quality of life in the region.

Policy 3: Use the location of health care facilities as an important factor in preparing updates to the Major Street and Highway Plan. .

Policy 4: Link new Health Care facilities to the Regional Transportation system. Locate them along the travel ways identified in the Major Street and Highway Plan.

GOAL C: HEALTHCARE SHALL BE AN IMPORTANT FACTOR IN EMPLOYER / EMPLOYEE ATTRACTION AND RETENTION.

Objective 7C1: The widespread availability of quality and affordable healthcare should be actively promoted to existing and prospective employers and workers.

Policy 1: Promote the system information gathered in 6.A.1.1 on a regional basis.

Policy 2: Promote Healthcare outreach to prospective and existing employers and residents.

Recommendation: The Regional Health Care Committee should lead this effort. This information should identify and evaluate local and regional healthcare programs, facilities, services, and planned improvements.

Objective 7C2: Opportunities to enhance healthy lifestyles, such as active and passive recreational activities, should be emphasized.

Policy 1: Create, support and encourage non-motorized connections to facilitate walking and bicycling between neighborhoods, communities, important facilities and sites.

Policy 2: Provide incentives that promote the inclusion of trails, playgrounds, fields, and parks with new development.

Policy 3: Create a regional park plan, similar to the City of Claremore's Plan. The plan should include existing facilities, sites, and resources. It should plan for the development of new facilities, connections, and programs.

Policy 4: Pursue private and public funding to create a regional network of recreation opportunities,

Objective 7C3: Efforts should be made to meet the overall healthcare needs of all residents.

Policy 1: Identify the impact of healthcare deficiencies on employee productivity and overall regional economy.

Policy 2: Initiate an annual campaign that promotes individual responsibility to ensure quality healthcare for all.

Policy 3: Communicate the locations and availability of healthcare resources to all citizens, especially the underserved segments of the population.

GOAL D: QUALITY, AFFORDABLE AND AVAILABLE VETERINARY CARE SHALL BE A DEFINING CHARACTERISTIC OF THE PLANNING AREA.

Objective 7D1: Approval requirements should be minimized for facilities proposed for appropriate locations.

Policy 1: Relate noise and odor abatement requirements to the size of the parcel and the distance to non-residential land uses.

Policy 2: Create a "fast track" process for veterinary care projects that fall within preferred locations as indicated in the Comprehensive Plan.

Objective 7D2: Preventative health care programs should be encouraged and animal health care subsidies pursued.

Policy 1: Create a region-wide low-cost program for preventive health animal care. Subsidies to veterinarians and animal care facilities should be considered.

Policy 2: Promote awareness of animal health issues through methods such as public information campaigns and community service bulletins.

Objective 7D3: Potential impacts to animals should be included in land use or development plan review.

Policy 1: Review development plans to determine the potential impacts or conflicts created by introducing domestic animals (such as dogs) into areas that are populated by animals raised or used for agricultural purposes.

Policy 2: Review development plans to determine the impacts of commercial and industrial use on land that is adjacent to animals raised or used for agricultural purpose.

Objective 7D4: Animal healthcare services should be promoted to encourage use, to emphasize the regional lifestyle and to attract new residents.

Policy 1: Include information from veterinarians and the agricultural community in the promotional literature for the region.

Policy 2: Promote the regional benefits of agricultural animal health, including their impacts on the health of both pets and humans.

Recommendation: The Regional Health Care Committee should lead the above effort.

GOAL A: QUALITY GROWTH SHALL BE ENCOURAGED AND RESPONSIBLY MANAGED IN THE PLANNING AREA.

Objective 8A1: Planning efforts should emphasize coordinated growth patterns so that neighborhoods may evolve into distinctive communities.

Policy 1: Coordinate Capital Improvements Programs with regional planning policies and prioritized development locations.

Policy 2: Balance the cost of providing and maintaining infrastructure and services and the cost of infrastructure for new development.

Policy 3: Encourage development in and / or near existing neighborhoods and communities. Discourage haphazard development patterns.

Policy 4: Provide levels of public services that are appropriate for the level of growth (urban, rural, suburban) in the area.

Objective 8A2: Local agencies should establish an approval process that encourages the creation of high quality development.

Policy 1: Create, adopt and use design guidelines to foster good design principles. They should address visual/aesthetics, access to transportation alternatives, safety, convenience, and conservation of natural resources.

Policy 2: Provide incentives to incorporate energy conserving building criteria into development proposals.

Policy 3: Study the effectiveness of current development review criteria, procedures, and standards.

Policy 4: Resolve outstanding policy or procedural deficiencies.

Objective 8A3: The City, County, and the development community should collaborate to create high quality development in the region, in response to the development expectations of current and future residents.

Policy 1: Create a cross-jurisdictional, multi-disciplinary design coalition to create long-lasting design objectives, guidelines, and policies for the Region.

Recommendation: Subject areas should include streetscape design, civic design, park and open space design, infill compatibility, and standards for the different categories of use (residential, commercial, neighborhoods, etc.).

Policy 2: Create and adopt design standards and guidelines that define the Region's view of high quality development.

Objective 8A4: Culturally distinctive or historically significant structures should be preserved and incorporated into new development.

Policy 1: Create demolition control and design compatibility standards for areas that are adjacent to important historic and cultural resources.

Policy 2: Reuse historic buildings to provide a sense of connection with the past.

Policy 3: Review existing programs and implement new programs that emphasize and preserve heritage resources of the Region.

Policy 4: Adopt codes building and fire codes for specific areas that allow and encourage building reuse.

GOAL B: THE PLANNING AREA SHALL HONOR THE PAST AND WELCOME THE FUTURE.

Objective 8B1: New development should respect the existing cultural and historical context, yet be innovative in approach.

Policy 1: Identify the specific historical and cultural elements in architecture, site planning, and materials that are essential for new development to be compatible with.

Policy 2: Create and adopt guidelines that outline methods to harmoniously integrate old and new architecture and site planning. The guidelines should encourage design innovation for new construction.

Objective 8B2: Regional and community-based groups and agencies should evolve with the region's changing needs.

Policy 1: Community cultural, historic, and arts coalitions should maintain a pulse on evolving trends in the region.

Policy 2: Regularly assess the strengths and weaknesses of region wide goals, policies, and implementation programs.

Policy 3: Agencies and groups should regularly assess their original purpose and the effectiveness of their programs.

Policy 3: New information, trends, and conditions in the Region should be documented with regular updates.

Recommendation: The Community Development Coalition, the History and Culture Task Force and the Arts Council should lead this effort in conjunction with Regional leaders and community groups.

Objective 8B3: Growth and development should reinforce the future vision of the region.

Policy 1: Regularly assess the effectiveness of policies and programs in achieving the regional vision.

Policy 2: Identify deficiencies or barriers that result in development projects or patterns that are inconsistent with the regional vision.

Policy 3: Address outstanding issues that hinder attainment of the Regional vision.

GOAL C: VALUES COMMON TO RESIDENTS OF THE PLANNING AREA, INCLUDING HARD WORK AND SELF-SUFFICIENCY THROUGH EMPLOYMENT, EDUCATION, CULTURAL AND RELIGIOUS UNDERSTANDING, AND DIVERSITY, HEALTH AND FAMILY VALUES SHALL BE EMPHASIZED IN COMMUNITY-BUILDING EFFORTS.

Objective 8C1: Community-building should increase opportunities to create personal connections among diverse residents to strengthen community cohesion.

Policy 1: Encourage existing community partnerships and create future partnerships to create opportunities for diverse interpersonal connections.

Policy 2: Establish events where diverse types of community partnerships can interact and flourish.

Policy 3: Encourage individual families and residents of individual neighborhoods to hold and participate in neighborhood and community wide events.

Objective 8C2: Activities of schools, churches, public agencies, service organizations, businesses and sports organizations should reinforce community values within the region.

Policy 1: Bring diverse community members together to share in events such as cultural celebrations, memorial festivities, and special occasions of local schools.

Policy 2: Create and encourage an atmosphere that emphasizes community spirit and camaraderie among neighbors, employees, and all residents.

Policy 3: Appoint a regional committee to serve as a facilities and information resource to support community event efforts in the region. See ----- for information on facilities inventories. The committee should also work to build group associations on a regional basis through special events and other community-building occasions.

Recommendation: This Committee should coordinate with the Public Facilities and Services Committee and the Park Department to identify and communicate the facilities available for these occasions.

Objective 8C3: Involvement in community affairs should be considered an admirable and responsible activity, beneficial in personal development and in quality of life.

Policy 1: Identify and promote the rewarding aspects of friendly communities and strong relationships among neighbors.

Policy 2: Promote the ties between activities such as voting, volunteering, and the work of community-based non-profits and their impacts on healthy community life.