Linking Economic Development and Planning

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Faculty

Barbara Cole, President, Cole & Associates, Littleton, Colorado. Cole is a community planners and economic development specialist. Recent work includes strategic transportation plans for Aspen, Snowmass, and Pitkin County in Colorado. With Philip Herr, she has written two publications for the National Trust for Historic Preservation, including Managing Change, a manual for small towns considering legalized gambling. She works with two national organizations — the Rocky Mountain Institute and the National Civic League — to develop economic renewal programs and leadership forums that help smaller communities utilize existing resources to ensure economic vitality.

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The following articles were printed with permission of the publishers:


"Elements of Leadership" by Vernon E. Jordan, Jr., ITT.


"Gender Differences in Commuter Travel in Tucson: Implications for Travel Demand Management Programs," by Sandra Rosenbloom and Elizabeth Burns, in Transportation Research Record 1404, 1993.


Land Use Law Reporter, Pace University School of Law, December 1993, Series 1, No. 4, pp. 1-8.


**The Business Opportunities Workbook** by Barbara A. Cole, Rocky Mountain Institute, pp. 5-7, 21-22, 51, 75.


**The Scanner** by Gordon Cullen, fig. 9-8 and 9-9.


GUIDELINES FOR BRAINSTORMING

1. Appoint someone to serve as facilitator. It is that person’s job to ensure that everyone gets a chance to discuss their ideas. It often helps when the facilitator summarizes the previous participant’s idea before the next person speaks.

2. Reinforce and encourage all ideas by saying what you like about an idea before indicating what you dislike.

3. There are no wrong ideas. If you must comment, limit your comments to how an idea might be improved upon.

4. Feel free to add to ideas or to combine ideas.

5. Listen to the full explanation of an idea. Do not interrupt others until they are finished explaining their idea.

6. Nobody has all the answers. Group success depends upon every group member sharing ideas, opinions, and observations.

7. Pay attention to silence. A silent individual or group may indicate that there is something more to learn.

8. Be open to new ideas. Avoid promoting your own ideas and issues.
Example—Town of Agmont

Before you start your own factor analysis, take a look at how the town of Agmont completed a four-window analysis for the factor "Business Environment."

PROBLEMS

Few people shop here; most buy supplies in the next community.
The Chamber of Commerce just asks for money. They don’t do anything with it.
Banks won’t work with local businesses. They just lend money to outside firms.
There isn’t a supportive environment for businesses.

ASSETS

The town government wants to do something about economic development.
We have great recreational opportunities.
It seems like it is less costly to live in this town than in the metro area.
We have a great community college system.
Local people are well educated.
People have pride in the community and are active in lots of community projects.

NEEDS

We need a support system for small businesses that want to expand.
We need more businesses in town to bring in customers.
We need an anchor store to attract people to the community.
We need more options for getting money to growing businesses.

WINDOWS OF OPPORTUNITY

The community college wants to do something about economic development.
The state has initiated a number of financing programs.
There’s a large vacant store on Main St.
The owners of the gas station on Main Street want to move to a larger space.
The bank owns several lots of commercial property and wants to sell as much inventory as possible.
Analysis Framework

The framework for your factor analysis is defined below. For each factor, workshop groups identify problems, needs, assets, and windows of opportunity. Later workshops will build on the information generated with this framework.

PROBLEMS

Obstacles or constraints businesses have experienced in the community that make it difficult for them to do succeed.

ASSETS

Resources that make it attractive to do business in your community, including why businesses move into and stay in your area.

NEEDS

Requirements of an individual or firm. A requirement universal to all for-profit firms is "to make money." Some businesses, however, need access to railroads, while others need reliable telephone services.

WINDOWS OF OPPORTUNITY

Conditions existing in a community at one point in time that make it easier or possible to undertake a particular project. This includes events, conditions, or changes in the community.
Human Resources

**DEFINITION:** This factor includes the availability of different types of jobs and the skills, education, and attitudes of the labor force.

**IMPORTANCE:** Employment characteristics are at the top of the list of factors considered by companies thinking about moving to a new location. High-ranking considerations include:

- good labor relations
- a skilled and educated work force
- a strong work ethic

Labor climate may be the most important reason a company leaves one area of the country for another. Thus, human relations is a crucial factor in encouraging business expansion and developing sound recruitment strategies in your community.

Quality of Life

**DEFINITION:** Included in the definition of quality of life are the following community amenities:

- Arts and cultural assets
- Clean air and water
- Recreational resources
- Natural resources for both recreation and production
- Community heritage
- Climate
- Cost of living
- Community safety
- Housing quality

**IMPORTANCE:** Numerous studies on business location decisions have concluded that quality of life plays a key role in corporate decision making. One study in particular notes the following four key considerations regarding the growth and location of a firm:

1) Economic attractiveness
2) Human resources
3) Infrastructure
4) Quality of life

Another way to think about the significance of quality of life is to consider what is important to you about your community. In general, there is little difference in what you think is important and what a company considers in its location and expansion decision-making process.
Business Environment

**DEFINITION:** This factor focuses on what business people think about business in the community and what attitudes local citizens have toward local business. These include:

- attitudes of people toward the local business community and the businesses that might think of moving to the community
- beliefs about the failure rate of local businesses
- people's perception about how many businesses are starting up or relocating in town.

**IMPORTANCE:** The business environment directly affects businesses' confidence. A supportive, community-wide attitude toward the business community is considered a good business environment. The smaller the business, the more likely it is to be influenced by the owner's and employees' perception of the condition of the local economy. If business people and potential entrepreneurs are hopeful about the future, they are more likely to start a new business or expand an existing one. If there is a feeling of uncertainty or despair, businesses are more likely to "hold on to what they've got" or even "get out while they can." The ER program helps improve poor attitudes because it provides business people with accurate information, offers potential solutions to identified problems, and results in realistic projects.

Infrastructure

**DEFINITION:** The following items are part of a community's infrastructure:

- public facilities including streets, utilities, water, and waste disposal
- public services including fire, police, social services, and education
- health care

**IMPORTANCE:** Essential to the prosperity of any community are reliable roads, bridges, water, and sewer systems, and other public facilities. These are the community's lifelines. A healthy economy depends on adequate community facilities. Sound physical infrastructure generally is a necessary condition for sustained economic development.
Factors That Influence Business Opportunities

This workbook helps you assess the condition of your local economy by considering five factors. These factors — access to capital, business environment, infrastructure, human resources, and quality of life — have a significant effect on your community’s ability to create business opportunities. The importance of each of these factors is described below.

Access to Capital

**DEFINITION:** This factor includes:
- whether businesses in your community can get money
- how easy it is for local companies, or perhaps a company planning to move to your community, to get financing
- who lends money, where they are located, and what amount of money is available in what form

**IMPORTANCE:** The availability of money and the terms by which a business can borrow money are directly related to the amount of new or sustained business activity in the community. The economic climate in your region, the competition between banks, and bank lending policies affect how easy it is for local businesses to find start-up capital, working capital, or money to expand. The issue of access to capital includes three components.

1) How money flows into and out of your community?

The financial practices of individuals, businesses, banks, and public agencies affect how much money flows into and out of the community.

2) Who provides capital?

Different kinds of banks loan to different types of customers. Business capital is typically available from local commercial banks but rarely from a local credit union or savings and loan. There are other sources of business capital as well.

3) What lending practices do local businesses face?

Lending practices are the policies of the banks and other institutions that loan money. They include such considerations as whether to lend in town or out of town, what type of businesses typically qualify for loans, what amount of money is available (start-up capital, working capital, or expansion capital), and what sort of collateral is needed to borrow the money.

Appendix A contains information on other components of "Access to Capital". You may also wish to refer to the ER publication — *Financing Economic Renewal Projects*. 
I. Economic Development - What Does it Really Mean?

A. The Players
1. The Economic Development Specialist
2. The Planner
3. The Town Manager or City Administrator
4. The Chamber of Commerce
5. Your “Average Citizen”

B. Three Techniques
1. Classic Economic Development
2. Rocky Mountain Institute’s Sustainable Economic Renewal
3. Strategic Plans, Visioning and Comprehensive Planning

II. “Success” in Community Economic Development

A. Elements of Success
1. Ten Commandments if Successful Economic Renewal Programs
2. “Process” Principles
3. The Community’s Definition

B. Tools and Techniques to Ensure Economic Development
1. Analysis Tools
   b. “Need to Know” - Analysis
   c. Project Evaluation
   d. Likelihood of Success - Analysis

2. Process Techniques
   a. Getting the Appropriate People Involved
   b. “Brainstorming” Hints
   c. Building Consensus in an Overly Opinionated Environment
   d. Worksheets and “Homework”

III. Ensuring “A” Linkage Between Economic Development and Planning

A. Develop and Interest-based Process
1. What’s at Stake?
2. Who are the Stakeholders?
3. What is the Community’s Measure of Success?

B. A Few Different Examples of Success
1. Montrose, Colorado
2. Black Hawk, Colorado
3. Aspen, Colorado
HIGH STAKES DECISION-MAKING
understanding the choices your community can make

written and compiled by
Barbara V. Cole and Phillip B. Herr
Task #7: Final Considerations

This final task combines all previous tasks. It has two parts: Part A asks you to address the question, "Is it worth it?" Part B asks you to rate the project using the symbol of a traffic light. Does the project get a green light, yellow light, or red light?

A: The Likelihood of Success

As a final consideration, it is important to ask what chance the community has of implementing a project and, in turn, how the project will strengthen the local economy. The first step is to conduct a preliminary risk analysis. Borrowing a concept from financial advisors, think about your project's "return on investment." Will it pay back what you invest in it? Will it be worth it?

The following "pyramid" exercise will help you assess the project's risks and return. Financial advisors suggest that a stock portfolio should include something from each of the four categories. Similarly, your community's projects should fall within each of the four categories.

*Indicate below which category your project will fall into.*
Key Components of a Decision-making Process to Direct your Community's Destiny

Communities can direct their own destiny. They can significantly influence what they are and what they will be in the future. The most successful decision-making processes have the following components:

1) The decision-making process should be action-oriented.
   A course of action should be developed and implemented as a result of the process.

2) The decision-making process should be based on consensus-based decision-making.
   Can almost everyone live with the outcome? Can the community collectively support the outcome? Without a careful consensus-based process, voting on such matters typically results in winners and losers. This often leads to further divisiveness and unhealthy rumblings.

3) The community must own and embrace the process of developing what and who they want to be as well as the actions to take and products that will result from such an effort.
   - Realize that citizens are experts in their own right.
   - Empower people in a positive, non-threatening way, especially those who are not "mainstream" power holders.
   - Citizens provide key "need to know" information.

4) Engage citizens in a creative rather than a reactive process.
   - Use worksheets
   - Focus on ideas. Avoid fussing with words.
   - Help everyone keep a sense of humor.

5) The decision-making process should use the legal powers granted to the municipality.
   In Colorado, our suggestion is to tie "high stakes decision-making" to the community's statutory requirement of developing a comprehensive plan to guide growth and development. Zoning, subdivision, annexation and aesthetic controls offer further tools to control a community's destiny.
helpful hints

Gambling in, simple life out
by Steve Garwood
Black Hawk — Like the fictional
Television town of Mayberry, Black Hawk
Once was a place where folks relied on
One another and shared life's simple
pleasures.
They knew to call Marko when the
car battery died. They didn't know
Marko Lah's last name; most everybody
knew he was at the Conoco on
Colorado 119.
A stone's throw from the Conoco
was the Kwik Mart, affectionately know as
the Arm and Leg” because of the high
prices.
Ed and Shirley's Grocery next door
had an attached Laundromat with pin-
ball machine. It wasn't much of a
market but it was the only place to pick
up ground beef.
Just a mile up the hill in Central City,
hungry locals could walk down Main
Street, deserted most nights, to the Old
Glory Saloon for a ribs special.
Now these simple pleasures in both
towns are gone. A year of gambling has
replaced old haunts with gritty
casinos. Heavy traffic and scarce
parking keep Gilpin County residents
from visiting friends in either town.
Local cite too many cops, cars
and gamblers, too much noise, pollution
and construction. And residents don't
get much attention from the city officials
who once protected them.
I feel the community has been raped
by gambling,” said Susie Lala, a 15 year
county resident and former social
services worker. “We have no
community anymore.”
Ed and Shirley Smith converted
their grocery-Laundromat into a casino, said it and left. Marko traded his tow
truck for a parking lot. Berri
converted after he leased his Conoco
to the Gold Mine Casino.
The “Arm and Leg” Kwik-Mart was
replaced by the towering Buff-hacker.
And the Glory Hole has become
another huge casino. No more RB
specials. Now it's “fine dining.” Even
John Fike, who campaigned to get
gambling on the 1990 November ballot
and passed, wonders if it was such a
good idea. “There is a lack of small town
atmosphere. You just can't wander into
Creek's for a beer and find anybody
you know. In the wake of the cities try-
ing to accommodate the casinos, the
locals are lost in shuffle. We're just
another face in the crowd, said Fike,
owner of Heritage West Realty......He's
one of the very few locals mostly real
estate agents and property owners in
the two (Gilpin County) gaming districts
—who have benefited.

It's a mixed blessing,” said Fike. I
backed it. I contributed to it and I
voted for it. It's our own damn fault, we
will never be small towns again.”
Denver Post, September 27, 1992

6) The decision-making process should, if possible, engage the appropriate
professional expertise. Professionals with land use planning,
organizational, fiscal, economic, historic preservation, social and even
political skills should be brought in to facilitate the process of deciding who
you want to be and how you can best get there.

7) The decision-making process needs to respect the culture of the community.
There is not one process — avoid the “cookie cutter” mentality.
Design the process around work done to date in the community.
Before settling on the appropriate process, clarify what the
community already knows or needs to know now to make an
informed decision.
Determine how many people have been discussing or
participating in other forums that deal with the high stakes
decision the community faces.

8) The decision-making process should result in a concise work plan.
What will be done? Who is responsible? When will it be accomplished?

9) Define the groups measure of success. What needs to happen at the end
of the process for this community effort to be worth everyone's time?
Be suspicious of those that will only be satisfied with a
pre-determined outcome.
Avoid “yes” or “no” outcomes.
Focus on interests rather than strong positions.

10) Eat together. Sharing a basic need—food—often creates a more
relaxed atmosphere to discuss highly charged issues.
Think about arranging decision-making meetings over the
dinner hour. Order pizza, bring a bag dinner or arrange a "pot
luck" dinner. This also serves as an efficient use of busy
people's schedules, usually allowing participants to spend at
least a part of the evening with other special people in their
lives.
Don't underestimate the value of "social hour." A social
gathering with food and drinks before meetings can serve as an
important tool for people to informally discuss issues facing the
community. Interests and concerns are shared. While people
may not agree, each participant learns that those involved in the
high stakes decision really care about their community.
Get the Appropriate People Involved

Place a check mark ✓ next to all those people that you think should be involved in the process.
Place an ✗ next to those who should only observe the process.

It might be important to distinguish between people who represent interests and live within the community and those that live outside the community:

- [ ] Elected Officials
- [ ] Appointed Officials
- [ ] Citizens
- [ ] Local Business Owners
- [ ] Those Locally Employed
- [ ] Those that live in the community but work somewhere else
- [ ] Residential & Commercial Property Owners
- [ ] Special Interests—The Elderly, Minorities, Women
- [ ] Renters
- [ ] Members of Service Organizations
- [ ] Non-profit Organizations
- [ ] Church Representative
- [ ] Youth (e.g., High School Students)
- [ ] Educators
- [ ] Consulting Community-Lawyers, Architects, Planners
- [ ] Developers or Representatives from the New Land Use or Activity (e.g., Casino Industry Representatives)
- [ ] Regional Interests (e.g., County Commissioner or Representative from the Regional Council of Governments)
- [ ] Potential Investors
- [ ] Other ____________________________
Task 2: Identify the members of the High Stakes Action Committee.

Once you have identified what interests should be involved in the process, the next step is to consider who best represents these interests. In the space below list the interests that need to be represented. In the next column, list possible names of people who have the following qualifications:

Qualifications:

☑ Active participants that can attend committee meetings over the life of the planning and decision-making process

☑ A group that represents all community sectors—government, business, non-profit, education and the resident with no particular in-town affiliations.

☑ A group that is representative of all community interests—the haves as well as the have-nots, the nay-sayers as well as the civic supporters, those that live and work in the community, visitors and second home owners

☑ Bi-partisan representation

☑ Inclusive of values, gender, income levels and color.
Fishboning

**EXAMPLE**

- Parent
- Minority
- Business
- Heritage
- Club

| Nancy | Ann | Tom | Carol | John |

**Interests represented**

**Possible Names of Participants**

Once you have listed all the interests and possible names of who might participate, the next task is “fishboning.”

“Fishboning” is the process of drawing lines from the listed interests to the possible participants. It’s a way to check if you have either missing interests or participants. When you complete this exercise, the chart above should literally look like a fish bone. Fill in any missing interests or participants.

The final task in this step helps you evaluate whether you have an inclusive process rather than an exclusive process. Answer each of these questions and then compare them to the names you arrived at previously.

- Who has a stake in the future of the community?
- Who has the power to make the process a success?
- Who has the power to ensure the process’ demise?
- Who has a stake in the future of the community but has no power?
- Given these questions, who needs to be on the High Stakes Advisory committee?
- Who is missing?
- Who is over represented?
- Other suggestions?
helpful hints

The following hints may help you agree on the collective vision for your community.

Building Consensus in an Overly Opinionated Environment

The complexity of the problems facing American communities has made decision-making in municipalities difficult. Competing interests, a different perception of the “problem” and often opposing values can make developing consensus difficult.

1) Perception is reality.
   Never discount what a person may be saying about the community. Their perception is their reality and can not be denied. You can often learn more about a community based on people’s perceptions than you can from actual “facts.”

2) If there is not agreement on the problem, there can not be agreement on the solution.
   How you frame the issue that your community is wrestling with has much to do with your collective ability to solve the problem. Make sure that everyone agrees on the purpose and possible outcomes that the high stakes decision-making process involves. False expectations can lead to the lack of meaningful agreements.

3) Appreciate different decision-making cultures.
   For example, the business people often get frustrated with the public process. There is a desire to make an executive decision. Municipal staffs often hold endless public meetings to ensure that everyone is on board with the direction the community is going. Take the time to explain to everyone, the reasons why different cultures need to approach things in a different way. Understand and acknowledge the need for different decision-making methods.

4) Understand the History of the High Stakes Decision.
   High stakes decisions are often not without a past. For example, some towns have had to deal with gambling initiatives year after year. You can glean important insights about what the community cares about if you spend the time to analyze the history of such high stakes decisions.

5) Determine the values associated with the issue.
   Value based issues are emotional.
   High stakes decisions are often laden with personal values. Remember that it’s tough to change people’s values. Gambling best illustrates this point. For some, gambling is still viewed as a morally suspect industry. For others, the morality argument is dead.
   “Once churches started running bingo games, they lost the right to say that betting on a horse race is a sin.”

2pg. 67, the Legalization of Commercial Gaming: Trend and Consequences, I Nelson Rose.
6) Avoid "Problem—Solution."
Going from problem to solution is like taking a gun and going "ready, fire," rather than "ready, aim, fire." Remember to aim.

7) Avoid Strong Positions.
Strong positions polarize communities often resulting in no action. Concentrate your efforts on understanding what people's real interests are. Use interests to develop a collective vision, rather than positions.

8) Build Local Capacity.
Take advantage of opportunities to teach process participants new skills. In addition to professional trainers, community leadership courses, one day seminars on effective problem-solving, facilitation and consensus-building techniques are offered by community colleges, a number of non-profit organizations and government agencies.

9) Look for creative strategic solutions.
Often, participatory planning processes get too caught up in the process and forget that real issues need to be resolved and not continually talked about. Look beyond the obvious answers while keeping solutions focused upon the key issues at hand.

10) Make every attempt to make your vision for the future action-oriented.
Push for policies and actions. Push for resolution. Don't stop at "mom and apple pie" statements.
UNCOMPAHGRE VALLEY
COMMUNITY ACTION PLAN

Second Draft

This Strategic Action Plan is sponsored by the City of Montrose, Montrose Chamber of Commerce, the RE1J School District and Montrose County in cooperation with the Citizens of the Uncompahgre Valley

Planning Process and Plan compilation by:
Cole & Associates, Community Matters, Inc.,
Littleton, Colorado
THE PREFERRED FUTURE

Uncompahgre Valley Vision Statement

The overall vision statement for the Uncompahgre Valley describes the "preferred future" for the community as identified by its citizens. It is based on the premise that the citizens have a choice about the future direction of the community, and that that choice can be achieved through the coordinated implementation of this community action plan. The consensus vision statement is:

"The citizens of the Uncompahgre Valley wish to achieve a balance between the protection of our natural environment and progressive economic development, to maintain our current quality of life, preserve our agricultural heritage and recreational resources, and accommodate diverse community needs for increased employment, education and business opportunities."

Criteria for the Preferred Future

To achieve this vision, all programs, projects, activities, policies and regulatory standards within the Uncompahgre Valley, whether private or public, shall strive to:

☑ Provide creative solutions to accommodate compatible moderate and methodical growth;

☑ Demonstrate cooperation among diverse efforts and nurture interaction between all members of the community;

☑ Preserve the rural, small town atmosphere;

☑ Preserve the community's rich western, agricultural heritage;

☑ Preserve the natural beauty of the region;

☑ Provide needed and desirable community services and facilities for a high quality of life;

☑ Develop a diverse, healthy and vibrant economy preserving agricultural related enterprises and encouraging small to mid-sized, non-polluting businesses and industries; and

☑ Achieve an excellent educational system with enhanced local higher education opportunities.
COMMUNITY ACTION PLAN

The community action plan addresses five major issue areas, identified and refined by our community through the planning process. We have developed strategic actions plans for each issue area, broken into key components with specific actions and tasks under each. Collectively, we believe these are the most important activities that we as a community should actively pursue to implement our preferred future.

The five strategic components of the community action plan are:

1. Managed Growth
2. Quality Education for All Residents
3. Appropriate Economic Development
4. Coordinated Efforts
5. High Quality of Life

<table>
<thead>
<tr>
<th>Managed Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guiding Principle: The citizens of the Uncompahgre Valley desire to manage growth.</td>
</tr>
</tbody>
</table>

Managed Growth means that:

Planned, high quality development shall be allowed in the Uncompahgre Valley if it meets the following criteria:

- Preserves valued community characteristics including prominent natural, historical and cultural features;
- Demonstrates compatibility with surrounding land uses;
- Results in the orderly development of infrastructure and services;
- Provides a greater diversity of income opportunities for local residents; and
- Respects individual property rights.
Three (3) Key Components of the Strategy to Manage Growth

In order to achieve our vision and respect our agreed upon principles we will concentrate our efforts and community's resources in the following areas to manage growth:

1. Sound Community Planning;

2. Equitable and Appropriate Land Use Standards; and

3. The Orderly Development of Needed Infrastructure.
Managed Growth

Strategy Component #1   Sound Community Planning

This means providing local government, the business community and citizens with the capability and necessary tools to guide and influence the growth of the Uncompahgre Valley.

Action # 1

Establish a representative Regional Planning Commission (RPC) for the Uncompahgre Valley to include the Unincorporated County, City of Montrose and Town of Olathe.

Tasks

1. Develop an intergovernmental agreement between the Unincorporated County, City of Montrose and Town of Olathe. This will be the responsibility of the respective elected officials.

2. Determine the size of the Regional Planning Commission, with an equal number of representatives from each jurisdiction. While the total number of representatives should be an odd number, nine appointed representatives is recommended.

3. Establish the ground rules for the RPC including decision-making powers and procedures, terms of appointment, meeting procedures, agendas and work programs. Refer to models in other communities presented in the Technical Appendix to this plan.
Action # 2

Once the RPC is formed, review and consolidate existing City and County Master Plans to achieve coordination, compatibility, efficiency and consistency.

Tasks

1. Establish a Technical Advisory Committee (TAC) made up of planning staff from each jurisdiction.

2. Using the existing Uncompahgre Valley Master Plan and other existing jurisdictional plans as a starting point, identify and prioritize areas that are most suitable for joint planning. These areas could be functional -- such as land use, transportation or policies on individual septic and water systems, or locational, if certain areas need immediate attention. The joint plans should be more policy oriented establishing the framework for implementation within each jurisdiction. The policies must at a minimum identify generalized land use and growth areas.

3. Upon recommendation from the TAC, the RPC shall review areas for common planning and priorities, and establish work programs that recognize and dedicate required staff time and resources. Ensure the work programs include significant citizen input and incorporate any current efforts underway.

4. The RPC shall review and adopt work products as they are completed. Certain work products are best adopted through an intergovernmental agreement. Other work products are best incorporated into adopted plans, policies and programs within each jurisdiction. Such determinations are best made on a case-by-case basis.

Action # 3

Develop adequate and appropriate technical capacity in administrative and planning functions to ensure that current growth and development activity follows sound planning principles.

Tasks

1. Commit to attending a strategic management workshop with key County staff, members of the RPC and the County Commissioners to better define the roles and responsibilities of a County Manager or Administrator by the end of the summer. With agreement on the roles and responsibilities and appropriate division of tasks, hire a County Manager/Administrator to carry out the daily business of the County by the end of 1994.
2. ____________ a meeting of the TAC and jurisdictional managers to review
development activity and current capabilities to review and respond to this activity.
Estimate time requirements associated with different types of review and
processing. Hire additional staff as necessary -- consider shared staff, contract
positions or part-time consultants with technical experience. Establish a fee system
to pay for the full cost of development review and processing.

3. Sponsor an annual training workshop for the Planning Commissions, RPC and
planning staff to increase technical capacity. Invite the development community.

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**Managed Growth**

**Strategy Component #2: Equitable and Appropriate Land Use Standards**

*This means that each of three jurisdictions must develop and implement land use
standards that are equitable to property owners, ensure appropriate development and
land uses, and preserve prominent land features as identified by the community.*

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**Action #2**

**Develop land use standards that meet the following guidelines:**

1. Do the new or revised land use standards allow for a variety of land uses to meet
the needs of the community?

2. Do the new or revised land use standards preserve valued natural and built
features?

3. Do the new or revised land use standards preserve individual property rights?

4. Are the new or revised regulations easy to understand?

5. Can the new applications be equitably applied?

6. Do the new regulations or revised standards work for agricultural interests as well
as residents and business interests?

7. Do the new regulations or revised standards provide flexibility based on
compatibility with existing neighboring land uses?

8. Do the new regulations or revised standards include a process by which existing
neighboring uses have an opportunity to express their concerns and have input
into the planning and design of new development?
9. Do the new regulations or revised standards provide a mechanism that allows one to incorporate agreements between the developer and neighboring uses as conditions of development and use approvals?

10. Do the new regulations or revised standards help to preserve agricultural uses?

**Action #2**

**Identify land areas and natural features that the community wants to absolutely preserve or protect and jointly develop measures to do so.**

**Tasks**

- **Establish a moratorium** on new subdivision developments and permitting of industrial and commercial uses in agricultural land until the land use standards have been implemented.

- **Establish acceptable mechanisms to preserve identified land features or uses.** Have the Technical Advisory Committee review and analyze available alternatives and their appropriateness. Obtain maximum input from land owners to determine the most appropriate and acceptable mechanisms. Consider alternatives such as tax incentives for retention of prime farmland, or real estate transfer taxes for purchasing conservation easements and land conservancy trusts.

- Implement the funding mechanisms through joint agreements by the local jurisdictions.

**Action #2**

**Implement updated land use standards within the appropriate regulations of each jurisdiction.**

**Tasks**

1. Implement standards that regulate the types and characteristics of allowed land uses and activities for various land areas. Use the generalized land use and growth area policies identified within the joint Master Plan as the basis.

2. Develop the standards to be consistent with the criteria for land use standards presented above.

3. Ensure maximum input from potentially affected land owners.
4. Develop flexibility in the standards to consider compatibility with and acceptance by surrounding properties.

**Action #3**

Develop an efficient and easy to understand review process that enables citizens to understand and utilize their rights under the land use standards.

**Tasks**

1. For each jurisdiction develop a Development Review Manual that summarizes the land use standards and development procedures. Use a consistent format for each jurisdiction developed by the Technical Advisory Committee. Reference the Technical Appendix to this plan for models on content and format.

2. Establish development review processing fees that reflect the true administrative cost.

3. Sponsor a half day planning and zoning workshop for Planning Commissioners and interested citizens. Hold additional workshops depending on interest.

**Action #4**

Enforce the land use standards.

**Tasks**

1. Establish a monitoring system that includes a peer review forum for submittal of complaint forms and required follow-up by appropriate officials to review the complaints and determine compliance.

2. Establish procedures for coming into compliance and penalties for non-compliance.
I. The Setting
   A. Rural/Ex-Urban
   B. Issue
      1. How to encourage Economic Development
      2. How to Manage Suburban Growth
      3. How to Preserve the Small Town Flavor - “The Garden Spot of Colorado”

II. The Planning Process
   A. Making Planning Understandable
      1. The Board of Trustees
      2. The Planning Commission
      3. The “Appointed for the Process” Citizen Advisors
   B. Determining the Preferred Future
      1. Group Mapping Exercise
      2. Dialoguing Forums
      3. Establishing a Course of Action
      4. Future Land Use Plan
   C. Implementing the Plan
      1. Critical Actions
      2. Resources Necessary to Get it Done
      3. Elements of Success

III. Planning in Smaller Communities
    Distinctions to Remember
    A. Responsibilities
       1. Operating with Little or No Staff
       2. The “P” Word - Planning and the “Z” Word, Zoning
          a. Elected Officials
          b. Planning Commission
          c. Citizens
    B. Politics
       1. Within the Jurisdiction
       2. Between Jurisdictions
       3. Influencing State Agencies
       4. Grants
       5. Developers
    C. Measures of Success
       1. Is the result of the planning process used in day-to-day decision making?
       2. What are the tangible results?
       3. Is there strong sustainable support for planning?
       4. Are there new or emerging leaders as a result of the planning process?
       5. Did the planning process result in further investment in “good” planning?