The purpose of this educational package is to assist Ohio citizens to participate in the public policy process related to land use and development. The program provides background information to raise citizen awareness of land use and development realities and to help individuals and communities evaluate options. The bottom line is encouraging citizen participation in the public policy decisions that will be made in Ohio about land use and development. This chapter and the accompanying set of slides is meant to supplement the introductory chapter and slide set: ***Sustaining Growth and Development -- Issue Education for Public Decision.***

The Smart Growth Network -- Ten Principles of Smart Growth

The Smart Growth Network is a network of partner organizations from the private sector, public sector, and nongovernmental organizations. The network's goal is to create smart growth across the United States, in neighborhoods, communities, and regions. They have extensive information on line at: www.smartgrowth.org and in several publications.

Some Partner organizations in the Smart Growth Network include:

- American Farmland Trust
- American Planning Association
- Association of Metropolitan Planning Organizations
- Center for Neighborhood Technology
- Congress for the New Urbanism
- Conservation Fund
- International City/County Management
- National Association of Counties
- National Association of Realtors
- National Oceanic and Atmospheric Administration,
- National Trust for Historic Preservation
- National Wildlife Federation,
- Natural Resources Defense Council
- Trust for Public Land,
- Urban Land Institute, and the
- U.S. Environmental Protection Agency.

The Smart Growth Network has focused on Ten Principles of Smart Growth:

1. Mix land uses *(slides 6 –18)*
2. Take advantage of compact building design *(slides 19 –27)*
3. Create a range of housing opportunities and choices *(slides 28 –41)*
4. Create "walkable" neighborhoods *(slides 42 –55)*
5. Promote distinctive, attractive communities with a strong sense of place *(slides 56 –58)*
6. Preserve open space, farmland, natural beauty, and critical environmental areas *(slides 59– 76)*
7. Strengthen and encourage growth in existing communities *(slides 77 –89)*
8. Provide a variety of transportation choices *(slides 90 –97)*
9. Make development decisions predictable, fair, and cost-effective *(slides 98 –102)*
10. Encourage citizen and stakeholder participation *(slides 103 –108)*

1. Mix Land Uses:

Smart growth supports the integration of mixed land uses into communities as a critical component of achieving better places to live. Mixing land uses, commercial, residential, recreational, educational, and others, in neighborhoods or places that are accessible by bike and foot can create vibrant and diverse communities.

The integration of mixed land uses into community planning is a critical component of achieving better places to live.

- Community life is revitalized as streets, public spaces and retail stores become places where people meet.
- Alternatives to driving, such as walking or biking, once again become viable.
- Public transit is supported by a more diverse and sizable population and a wider commercial base.
- The vitality and security of an area are enhanced by the increased number of people on the street.

The transforming insight involved in mixing land uses is that once locating uses near each other was seen as an environmental risk. Research shows, however, that a new environmental challenge emerges from the separation of uses. People spend significant amounts of time, money and energy on travel. The Nationwide Personal Transportation Survey U.S. Department of Transportation, Federal Highway Administration, Research and Technical Support Center confirms that 1/4th of all trips people make are one mile or less and 3/4th of these trips are made by car.

Substantial fiscal and economic benefits follow the mixing of land uses:

- When commercial uses are in close proximity to residential areas they often have higher property values and therefore help raise local tax receipts.
- Businesses recognize the benefits associated with areas able to attract people because of different uses.

Lend Lease Real Estate asserts that the nation's best commercial real estate markets are cities with vibrant, traditional downtowns or with twenty-four-hour suburbs. Businesses that locate in these communities find they are better able to attract skilled workers.

Strategies that assist the mixing of land uses include:

- Provide incentives through state funds to encourage residents to live near where they work.
- Adopt smart growth codes to parallel existing conventional development codes.
- Use innovative zoning tools to encourage mixed-use communities and buildings.
- Facilitate financing of mixed-use properties.
- Zone areas by building type, not by use.
- Use flex zoning to allow developers to easily supply space in response to market demands.
- Convert declining shopping malls and strip commercial streets into mixed-use developments.
- Provide examples of mixed-use development at scales that are appropriate to your community.
- Create opportunities to retrofit single use commercial and retail developments into walkable, mixed-use communities.
- Reward communities that create a balance between jobs and housing.

Maryland's "Live Near Your Work" Program is an examples of mixed land use in action. Maryland's program encourages employees to buy homes near their workplace. The state contributes $1,000, the employer contributes $1,000, and the local government contributes

$1,000. These funds can be used for a down payment or toward closing costs associated with a purchase. The initiative is intended to stabilize the neighborhoods surrounding the state's major employers by stimulating home ownership. It is administered by the Department of Housing and Community Development.

Fort Myers Beach, Florida, adopted another program that encourages mixed use through an optional parallel smart growth code. This code allows buildings to be constructed with zero setbacks and with canopies to shade the sidewalk. By eliminating some of the open space requirements, it permits more compact construction. The parallel code approach allows a quick comparison of the "old" and "optional" codes.

Eighth & Pearl, Boulder, CO is another example of a development that puts homes in close proximity to shops. The Legacy Office Park, Plano, TX was a typical conventional office park with single-use buildings surrounded by parking on large campuses. It is being retrofitted into a mixed-use, walkable town center community. The town center plan will introduce apartments, shops, restaurants and parks into a pedestrian-friendly street plan that will integrate the existing office space into a complete community.

2. Take Advantage of Compact Building Design:

Smart growth provides a means for communities to incorporate more compact building design as an alternative to conventional, land consumptive development. Over the decades buildings are increasing in size.

The median new house size grew from 1,725 square feet in 1993 to 1,928 square feet in 1999, a 12% increase in size in just six years, despite a shrinking average household size of just 2.613 persons. In the last 30 years, the amount of retail space has grown four-fold from five square feet per person to 20 square feet.

Compact Building Design creates the convenient neighborhood centers that people want. It presents opportunities to absorb growth and development by using land more efficiently. It leaves undeveloped land to absorb and filter rainwater thereby reducing flooding and stormwater drainage needs as well as lowering the amount of runoff pollution. Compact Building Design helps achieve the density of population needed to support viable transportation alternatives.

Public meetings can educate community members about compact building options. National organizations have encouraged compact building design through model design standards and codes that serve as models for local communities. Incentives can be offered such as density bonuses that encourage developers to increase floor-to-area ratio (FAR). Design review boards ensure that compact buildings reflect desirable design standards. Regional planning efforts can also encourage compact communities.

In California more compact communities have been created that have doubled household density. These efforts have reduced vehicle travel by 20 to 30 percent, as people are able to use convenient and cheaper alternatives to the car.

Lower Downtown (LODO) District of Denver, Colorado has used materials in creative ways on facades to allow high-density buildings to be integrated into revitalized neighborhoods. Similarly, the Northwest Landing in Dupont, Washington, D.C., uses a plan where detached

single family homes share an adjacent park and are built on lots of only 2500 square feet – roughly 1/2 the size of a typical housing subdivision parcel.

3. Create a Range of Housing Opportunities and Choices

Providing quality housing for people of all income levels is an integral component in any smart growth strategy. In Aspen, Colorado, where the average cost of homes is more than $2.2 million, local officials worked with a developer to create affordable home ownership opportunities. The resulting Benedict Commons is a downtown housing development that serves local employees earning between $17,000 and $38,000 per year. The deed restrictions on the units require that the resale price of units does not rise faster than the rate of inflation.

Some people want to live in urban areas, some suburban, some rural. Local planning and local differences are at the heart of smart growth. However, current incentives reduce choices – leaving each geographic area so homogenous. Anthony Downes of the Brookings Institute asserts: "Smart growth cannot be really socially just and responsible unless it includes a significant element of affordable housing. That would make it truly smart."

Blackwell and McCulloch contend that sprawl has led to class and racial inequity. The concentrated poverty and racial composition of many urban core areas is related to trends of suburban sprawl and urban disinvestment. Sprawl creates regional inequity because it exacerbates an unequal distribution of resources and opportunities throughout metropolitan regions. This imbalance breeds poverty and hardship within urban centers and affluence and growth on the fringe.

Downes and others contend that sprawl reinforces the segregation of minorities and the poor. People living in neighborhoods with 40% or more below the poverty level doubled between 1970 and 1990, from 4.1 million to 8 million. Minorities move to the suburbs when they can afford it. This racial and economic imbalance has been further linked to the disproportionate location of sources of environmental pollution and contamination in the inner city in ways that have adversely impacted the health of urban residents.

Bryant and Mohai have shown that providing quality housing for people of all income levels strengthens neighborhoods. Such housing policies improve household quality of life; ensure a better jobs-housing balance; generate support for neighborhood transit stops, commercial centers, and other services; and mitigate the environmental costs of auto-dependent development.

Affordable Housing aids smart growth by:

- Allowing higher densities, since the most affordable housing consists of multi-family or attached units
- Reducing traffic congestion, since low-wage workers would have to travel less to their jobs
- Promoting more mixed-use development, since multi-family units can more easily be co-located with retail uses
- Allowing a shift of some land-use regulation away from local governments, which is vital to effective smart growth

Communities can have difficulty with affordable housing issues. Groups interested in existing housing want its market values to rise, not fall. This, however, makes housing less affordable to those who need help. At the same time, land use restriction places upward pressure on prices of both new and existing units, again making housing less affordable that it would otherwise be. Only if such policies are adopted regionally, along with other policies that raise densities, can smart growth avoid making housing less affordable.

Communities can work toward affordable housing through a variety of strategies. Obviously housing becomes more affordable when income is raised, either directly or indirectly through housing subsidies like Section 8.

Another strategy for affordable housing is reducing housing costs to the occupants. This can be done by making financing more available or cheaper, by reducing development costs by modifying building codes, speeding the process, and raising residential densities, or by changing regulations to allow for manufactured housing, accessory apartments, small units, and more multi-family units.

Advocates of both affordable housing and smart growth need to persuade state governments to support regional approaches. Only states have the legal power to modify the current autonomy of local governments over where, and what kind, of housing can be built. But such persuasion will be successful only if state leaders believe crisis conditions now exist.

Several strategies are available to create a range of housing choices:

- Educate realtors, lenders, and home buyers on the use of resource-efficient mortgages.
- Implement programs to identify and dispose of vacant and abandoned buildings.
- Adopt special rehabilitation building codes to regulate the renovation of existing structures.
- Enlist local jurisdictions in implementing a regional fair-share housing allocation plan across metropolitan areas.
- Give priority to smart growth projects and programs that foster smart growth in the allocation of federal housing and community development block grant (and other) funds.
- Enact inclusionary zoning ordinances for new housing developments.
- Provide homebuyer assistance through support to community land trusts.
- Revise zoning and building codes to permit a wider variety of housing types.
- Plan and zone for affordable and manufactured housing development in rural areas.
- Educate developers of multi-family housing units and nonprofits on the use of limited equity (or equity restriction) components.

4. Create Walkable Neighborhoods:

Dependence on the automobile for transportation between highly segregated and low density land uses is the defining characteristics of "sprawl development." Residential developments are not often connected to other residential neighborhoods, commercial districts, offices, places of worship, and recreational facilities, except by high-traffic roadways. Even within residential neighborhoods, roads tend to be wide, without sidewalks, and not very safe for walking or bicycle riding. Many residential developments feature cul-de-sacs, which reduce connectivity,

increase distance to destinations, and contribute to heavier traffic on main roads. Schools are often miles away, requiring a bus or automobile ride.

Walkable communities are desirable places to live, work, learn, worship and play, and therefore a key component of smart growth. Smart growth encourages safe places to walk, bicycle and tricycle and thus reduces dependency on the automobile. In such developments, opportunities to use other modes of transportation – such as walking, bicycling, and public transit – are rare.

Automobile dependency plays a role in determining levels of physical activity, respiratory health ailments, environmental pollution and accompanying health impacts, and trauma associated with automobile accidents. Sedentary behavior and unhealthy dietary habits account for approximately 300,000 deaths each year in the U.S. Overweight and obesity are risk factors in heart disease, Type 2 diabetes, some cancers, cardiovascular disease, gallbladder disease, osteoarthritis, sleep apnea and and other chronic ailments. In 2000, total costs attributable to obesity – including direct medical costs and indirect costs due to losses in productivity and wages – were approximately $117 billion.

Air polluting emissions from cars and trucks impact metropolitan air quality. Emissions include: carbon monoxide (CO), oxides of nitrogen (NOx), volatile organic compounds (VOC), sulfur dioxide (SO2), lead, and particulate matter. Reducing dependence on the automobile would substantially alleviate the presence of these substances in the air, in turn limiting the incidence and severity of these diseases and ailments.

Walkable communities offer both opportunities for increasing physical activity and they help reduce pollution. Walkable communities assist public health with:

- better transportation choices
- great public spaces
- mix land uses
- safe routes to school

Active living is a way of life that integrates physical activity into daily routines. The Surgeon General recommends that Americans accumulate at least 30 minutes of moderate physical activity each day and that children engage in at least 60 minutes each day. Individuals may do this in a variety of ways, such as walking or bicycling for transportation, exercise or pleasure; playing in the park; working in the yard; taking the stairs; and using recreational facilities.

Smart growth encourages pedestrian friendly streets with these qualities:

- proper lighting
- narrow street widths
- short blocks
- pedestrian-scale signage
- public art and other aesthetic enhancements
- well maintained sidewalks, shelter from elements
- benches, trees, and right angle intersections

Communities can cultivate walkability in their neighborhoods by use of some of the following strategies:

- Provide grants or other financial assistance to local communities to retrofit existing streets and sidewalks to promote more walkable communities.
- Concentrate critical services near homes, jobs, and transit.
- Require building design that makes commercial areas more walkable.
- Adopt design standards for streets that ensure safety and mobility for pedestrian and non-motorized modes of transport.
- Adopt design standards for sidewalks.
- Require traffic-calming techniques where traffic speed through residential and urban neighborhoods is excessive.
- Beautify and maintain existing and future walkways.
- Provide Americans with disabilities easy access to sidewalks, streets, parks, and other public and private services.
- Connect walkways, parking lots, greenways, and developments.
- Identify economic opportunities that stimulate pedestrian activity.

5. Foster Distinctive, Attractive Places with a Strong Sense of Place

Smart growth encourages communities to craft a vision and set standards for development and construction which respond to community values of architectural beauty and distinctiveness, as well as expanded choices in housing and transportation. Working toward a variety of distinctive, attractive communities and people with a strong sense of place requires:

- Modifying state funding processes and school siting standards to preserve neighborhood schools and build new schools to a "community level."
- Creating a state tax credit to encourage adaptive reuse of historic or architecturally significant buildings.
- Planting trees throughout communities, and preserving existing trees during new construction.
- Creating active and secure open spaces.
- Simplifying and expediting permitting regulations to allow vendors to offer sidewalk service.
- Creating special improvement districts for focused investment.
- Defining communities and neighborhoods with visual cues.
- Preserving scenic vistas through the appropriate location of telecommunication towers, and improved control of billboards.
- Creating opportunities for community interaction.
- Enacting clear design guidelines so that streets, buildings, and public spaces work together to create a sense of place.

6. Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas

Open space preservation supports smart growth goals by bolstering local economies, preserving critical environmental areas, improving our communities' quality of life, and guiding new growth into existing communities.

Biodiversity and Smart Growth: In this country there has always seemed to be enough space for both development and for nature. There is a growing awareness that roads and sprawling development have begun to fragment and degrade habitat in even the wildest places. Less than 10 percent of the land surface remains in a mostly unchanged state and only 4 percent has been set aside in natural reserves.

Concerns about habitat loss and the rate at which plant and animal species are disappearing are forcing some wildlife and wilderness organizations and even land trusts to refocus their efforts and get involved in transportation and land use planning. Smart growth combined with "smart conservation" can provide for both more development and more habitat protection by charting out where growth should and should not occur.

Jessica Wilkinson asserts: "It's not just about smart growth because we need to know first where the biodiversity hotspots are -- so that we can make sure smart growth is happening in the right places." And Ed McMahon says "We need both smart growth and smart conservation -- an approach that is proactive instead of reactive, and that works at a large enough scale that we can save entire ecosystems."

Current thinking about conservation has evolved away from a focus on protecting "rocks and ice" and single at-risk species, and toward conserving entire ecosystems that are a mix of public and private lands. It has also moved toward a more collaborative approach that seeks to involve private landowners in voluntary and incentive-based conservation action in addition to the more traditional tools of government regulation, land acquisition and adversarial action.

Sprawl destroys farmland and open space. Between 1982-1992 the U.S. lost an average of 45.7 acres of farmland per hour, every day -- 4,000,000 acres in total! Likewise, in the last 50 years the amount of urban land has quadrupled, and sprawling auto-oriented development has consumed a third of our most productive farmland and more than half of all wetlands (91 percent in California). Rural counties with federally designated wilderness areas grew six times faster than counties without wilderness areas in recent years.

A related land use trend is toward second or seasonal homes which are an increasingly important rural land use. In some areas long-time residents are being driven out by newcomers, as local property values escalate (gentrification). This trend is driven by baby boomers, who are retiring into non-traditional areas.

Urban Greenspace: The creation, preservation and nurturing of green spaces in our cities, suburbs and rural areas is an important aspect of smart growth. Parks and open space afford more than just places for recreation: integrating green infrastructure into a community's built infrastructure yields quantifiable environmental benefits and can save money.

Green space can enhance air and water quality. One acre of trees absorbs as much carbon dioxide as a car produces in 26,000 miles. Trees also absorb water during rain showers, reducing peak storm water runoff by between 10 and 20 percent. American Forests estimated the economic benefits of urban trees in Atlanta, Austin, Baltimore and Milwaukee. Increasing the tree canopy to 40% cover could produce annually in each of these cities: between $3 and $10 million in air quality benefits, $102 to $358 million in stormwater benefits.

Trees can mitigate the Urban Heat Island Effect where temperatures in urban areas are often two to four degrees higher than outlying areas for example. Buildings, pavement and other urban surfaces absorb solar heat and release it as heat radiation. Consequently smart growth promotes the creation of parks and the preservation of open spaces.

Strategies are available to communities to preserve open space. Innovative financing tools to facilitate open space acquisition and preservation [programs to transfer development rights (TDRs) and purchase of development rights (PDRs)] and other market mechanisms will help conserve private lands. Leaders can coordinate and link local, state, and federal planning on land conservation and development. They can employ regional development strategies that better protect and preserve open space in edge areas.

Communities are creating a network of trails and greenways, designing and implementing an information-gathering and education program and using zoning tools that preserve open space. They can partner with nongovernmental organizations to acquire and protect land and provide mechanisms for preserving working lands.

7. Strengthen and Direct Development Towards Existing Communities

Smart growth directs development towards existing communities already served by infrastructure, seeking to utilize the resources that existing neighborhoods offer and conserve open space and irreplaceable natural resources on the urban fringe. State or local brownfields programs and "fix-it-first" policies that set priorities for upgrading existing facilities are helpful. Regional tax base sharing can be used to limit regional competition and to support schools and infrastructure throughout the region. Split-rate property tax programs can be used to encourage development on vacant or blighted pieces of land in existing communities. Civic buildings can be located in existing communities rather than in greenfield areas.

Communities can strengthen and direct development towards existing communities by:

- Conducting an "infill checkup" to evaluate and prioritize infill and brownfield sites for redevelopment.
- Facilitating programs to encourage home renovation and rehabilitation in existing neighborhoods.
- Supporting community-based organizations involved in revitalizing neighborhoods.
- Creating economic incentives for businesses and home owners to locate in areas with existing infrastructure.
- Modifying average cost-pricing practices in utilities to better account for costs of expanding infrastructure in greenfield areas.

Present regulations favor sprawl. It is easier to build on new land than to re-use previously used land. This raises environmental concerns because it is also easier to build new roads and more lanes than to renovate old roads. Outer-suburb finances are impacted negatively by these

patterns of growth. The state does not require planning, and so much local development happens without regional planning.

Planners identify several factors that "Push" residents toward the Suburbs:

- Declining services and deferred maintenance in cities
- Higher insurance and other costs
- Higher crime rates
- Contaminated development locations
- Union pressures in cities

In a parallel manner there are "Pull" factors to the Suburbs:

- Greenfields for easy development
- Low crime and insurance rates
- Lower union pressures
- Tax increment financing and incentives in suburbs

Many of these location discussions relate to workforce development. Healthy public schools are the primary foundation for Workforce Development. There is a sequence:

- Jobs follow for those with solid education
- Property values rise when good wages are paid
- Property taxes rise and support schools
- Sprawl erodes tax base and weakens schools

Communities with good schools generate a positive cycle: Good schools lead to good jobs which lead to the ability to purchase good homes and to consequently pay good taxes which pay for good schools. The opposite can also plague a community: poor schools lead to lack of sufficient jobs, poor homes and lower tax base.

Urban Redevelopment: Preserving or rebuilding older, core communities is therefore one essential strategy for bringing reason and order to the development of whole metropolitan areas. Strategies are available to communities to address greyfields (underperforming or declining shopping centers):

- Adaptive re-use of Empty Big-Boxes - Given their size, it is often difficult to find a single retailer to fill an empty big-box location. Accordingly, some communities are looking beyond retail at office, entertainment or light-industry uses for these buildings.
- De-Malling - Many older malls are being re-configured to look more like a traditional Main Street.
- Razing and Re-use - Many older shopping centers are being demolished to make room for new retail developments at their valuable locations

8. Provide a Variety of Transportation Choices:

Providing people with more choices in housing, shopping, communities, and transportation is a key aim of smart growth. Roads are related to sprawl. 90 percent of gas tax revenues go to state highway departments and are used mostly for construction and maintenance of state and federal highways, even though these highways comprise just 11 percent of all roads.

Roads and Bio-Diversity: Conservation biologist Reed Noss describes roads as "a classic death-trap phenomenon." Animals are often attracted to them – to travel along them, bask in the sun, browse roadside vegetation or lick de-icing salts – and then are killed by them. Most importantly: Many large mammals avoid roads entirely, while smaller species are afraid to cross them, which means that roads fragment habitat into smaller and smaller patches, seriously constraining breeding populations and thereby posing a major threat to biodiversity.

An example from the Rocky Mountains: The North Rockies is the "last of the last" intact mountain ecosystems on this continent, and still contains almost all the large mammal species that existed before Europeans arrived. But the patches of habitat are becoming islands in a sea of development and must be reconnected. A coalition of 270 conservation organizations called the Yellowstone to Yukon Conservation Initiative (Y2Y) is taking the lead in getting wildlife and wilderness activists involved in transportation planning. Sophisticated mapping and modeling efforts using satellite imagery and GIS databases to identify and overlay maps of important habitat and movement corridors with growth projections and road networks have aided these efforts.

Communities can provide more transportation options through some of the following mechanisms:

- Finance and provide incentives for multi-modal transportation systems that include supportive land use development.
- Modify roadway level-of-service standards in areas served by transit
- Plan and permit road networks of neighborhood scaled streets (generally two or four lanes) with high levels of connectivity and short blocks.
- Connect transportation modes to one another.
- Zone for concentrated activity centers around transit service.
- Require sidewalks in all new developments.
- Address parking needs and opportunities.
- Collaborate with employers and provide information and incentives for programs to minimize or decrease rush-hour congestion impacts.
- Adjust existing transit services to take full advantage of transit supportive neighborhoods and developments.
- Cluster freight facilities near ports, airports, and rail terminals.

9. Make Development Decisions Predictable, Fair and Cost Effective

For a community to be successful in implementing smart growth, it must be embraced by the private sector. There are often problems with the process. Developers and builders sometimes find the permit and planning obstacles to urban development. Consequently, redevelopment is often more difficult than new development.

Communities can work to streamline the process and make it more predictable. They can facilitate the development process by providing financial incentives to aid the development of smart growth projects. They can conduct smart growth audits, implement a process to expedite plan and permit approval for smart growth projects. By providing political support for and improved coordination on approval processes, they encourage smart growth projects.

Communities are facilitating the development process by using a point-based evaluation system to encourage smart growth projects, by removing parking from the development equation through public-private partnerships to build community parking facilities, and by encouraging demand for smart growth though consumer incentives.

By displaying zoning regulations and design goals in pictorial fashion, communities better illustrate development goals. They can maximize the value of transit agency property through joint development of transit-oriented development and incorporate by-right smart growth redevelopment into existing communities' master plans. They can encourage community and stakeholder collaboration and can create great places to live, work and play by responding to a community's own sense of how and where it wants to grow.

10. Encourage Community and Stakeholder Collaboration:

Collaboration in development decisions is important and communities do best when they offer technical assistance to develop a public participation process. They can use unconventional methods and forums to educate non-traditional, as well as traditional, stakeholders about the development and decision-making processes. They can also conduct community visioning exercises to determine how and where the neighborhood will grow.

Communities can also be required to create public access to tax and lien information on all properties to facilitate the rehabilitation of distressed properties and incorporate opinions and interests often and routinely into the planning process.

Other strategies for community and stakeholder collaboration are:

- Work with the media to disseminate planning and development information on a consistent basis.
- Engage children through education and outreach.
- Cultivate relationships with schools, universities, and colleges.
- Bring developers and the development community into the visioning process.
- Hold a design charrette to resolve problematic development decisions. Charrettes are a collaborative planning process that harness the talents and energies of all interested parties to create and support a buildable plan. They make community planning a combination of a town meeting and a barn raising.

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