

RURAL TOOLKIT

Presenter:


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CAPACITY BUILDING
SCENARIO PLANNING

What is a
toolkit?



What is a toolkit?

A decorative graphic consisting of a horizontal orange bar with several small orange squares of varying sizes positioned at the left and right ends.

A toolkit is a flexible set of resources that can be used to implement a vision.

What is a toolkit?

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Implementers in region or community—whether public, private, or community-based—can select and adapt tools that are the best fit.

The toolkit is a starting point that can expand over time as communities adapt tools and create new ones.

Accessory Dwellings



Accessory Dwellings



A separate dwelling space within the same lot as the primary dwelling; include a kitchen and bathroom.

- Basement apartments
- Above garage units
- Separate, smaller structures on the same property

Accessory Dwellings

Accommodate a growing population in neighborhoods without the addition of apartment buildings or other multifamily attached structures.



Accessory Dwellings

Aspen,
Colorado



Affordable Housing



Affordable Housing

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Typically
comprises living
quarters that
require less than
30% of median
household income.

- Zone for More Housing Options
- Affordable Housing Mandates
- Affordable Housing Bonus Density
- Demonstration Projects

Affordable Housing

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Availability means that one's children can grow into adulthood in the same community in which they were raised.

- Students
- Civil Servants
- Teachers

Agricultural Cooperatives



Agricultural Cooperatives

Cooperatives where the burden of services such as distribution and marketing are shared among a group of farmers.



Agricultural Cooperatives

A decorative graphic consisting of a horizontal orange bar with several small orange squares of varying sizes positioned at the left and right ends.

- Increase Price Stability
- Lowers Overhead Costs
- Fosters Market Expansion
- Increase Tourism

Agriculture: Creating Direct Markets

Agriculture: Creating Direct Markets



Forming direct markets for agricultural products can reduce risk for farming ventures, provide increased access to fresh food, and help brand an area.

- ❑ Farmers Markets
- ❑ Farm-to School Programs
- ❑ Community Sponsored Agriculture
- ❑ Marketing
- ❑ Buy Local and Regional Branding

Agricultural: Creating Direct Markets

A decorative graphic consisting of a horizontal orange bar with several small orange squares of varying sizes positioned at the left and right ends.

- Increase Price Stability
- Lowers Overhead Costs
- Foster Market Expansion
- Increase Tourism

Agricultural: Creating Direct Markets

Drake Family
Farms

West Jordan,
Utah



Agritourism



Agritourism



Refers to uses of a working farm or ranch which are for the entertainment or education of the public at large.

- Farm Stands
- Pick-Your-Own
- Petting Zoos
- Dairy Demonstrations
- Vineyard Activities
- B&B on a Working Farm
- Weddings/Events on a Working Farm

Agritourism

A few simple adaptations to codes can eliminate some of the major obstacles to operating an agritourism business.



Artist-in-Residence

Artist-in-Residence

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Can range from a simple showcase for a local artist to a more robust program that provides living & gallery space along with a living stipend.

- Goals
 - ▣ Obtaining a collection of public art
 - ▣ Fostering an emerging artist community
 - ▣ Economic development

Artist-in-Residence

A decorative graphic consisting of a horizontal orange bar with several orange squares of varying sizes positioned above and below it, primarily on the left and right sides.

Can be a valuable part of developing a tourist economy and can be a part of an overall economic development or cultural development program.

- Incorporation of artists' designs for area plans, storefronts, community branding, etc.
- Community participation in the artwork

Artist-in-Residence

New York
Mills,
Minnesota



Attracting New Industry

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Attracting New Industry



Investment in the form of an industrial or office operation can be a huge boon to a small economy looking to bring jobs and an increased tax base.

- Identifying Industry Focus
- Developing Sure Sites
- Financial Incentives

Attracting New Industry



Many industries can fit congruously into a local economy and culture, but exploring potential consequences early is usually preferred to dealing with unintended consequences later.

Clustering



Clustering

A decorative graphic consisting of a horizontal orange bar with several orange squares of varying sizes positioned at the left and right ends.

Gross density on a parcel remains the same, overall lot sizes are reduced in favor of setting aside acreage for conservation.

- Homes with nearby open space are usually worth more than those without.

Clustering

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Preserves critical lands, farmland or recreational space, usually in conjunction with the residential development of a greenfield.

- Used to protect:
 - ▣ Water Resources
 - ▣ Agricultural Land
 - ▣ Wildlife Habitat & Corridors
 - ▣ Recreation Systems
 - ▣ Trail Corridors
 - ▣ Scenic Views

Clustering

Hidden
Springs,
Idaho



Community Endowment

Community Endowment



When endowments are part of a larger economic development project, they have the power to transform a community for the better.

- Endowment Fund Sources:
 - ▣ Gifts from Local Residents
 - ▣ Land Sales
 - ▣ Fund Raising Campaigns

Community Endowment

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A clear and concise explanation of what the money will be used for is a great help.

Community Endowment

Ord,
Nebraska



Community Endowment

Wabi Sabi

Moab,
Utah



Community Gardens



Community Gardens

Give people the opportunity to grow their own food while sharing resources, knowledge and ideas.



Community Gardens



When gardens operate on a volunteer basis or use land temporarily, they can be fairly inexpensive.

- Gardens can:
 - ▣ Provide fresh local food
 - ▣ Build community
 - ▣ Create volunteer opportunities
 - ▣ Provide youth programs
 - ▣ Teach valuable agricultural skills

Critical Lands Inventory and Protection Strategy



Critical Lands Inventory and Protection Strategy



An inventory is a database of maps and narrative that identify types of resources that are important to the community.

- Resource Types:
 - ▣ Ecological
 - ▣ Agricultural
 - ▣ Recreational
 - ▣ Cultural
 - ▣ Historical

Critical Lands Inventory and Protection Strategy

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The purpose of the inventory is compile data into a single source.

- Increases accessibility to data.
- Enables more thorough analysis.
- Identifies critical lands protection priorities.

Critical Lands Inventory and Protection Strategy

Rich County
Coordinated
Resource
Management
(RICHCO)



Critical Lands Overlay Zone

Critical Lands Overlay Zone



A zoning area that is placed on top of one or more (or part of) existing zones.

- Place special regulations on an area due to special needs.
 - ▣ Ridgelines
 - ▣ Watershed Protection
 - ▣ Working Farms or Ranches
 - ▣ Wildlife Corridors
 - ▣ Riparian Areas

Critical Lands Overlay Zone

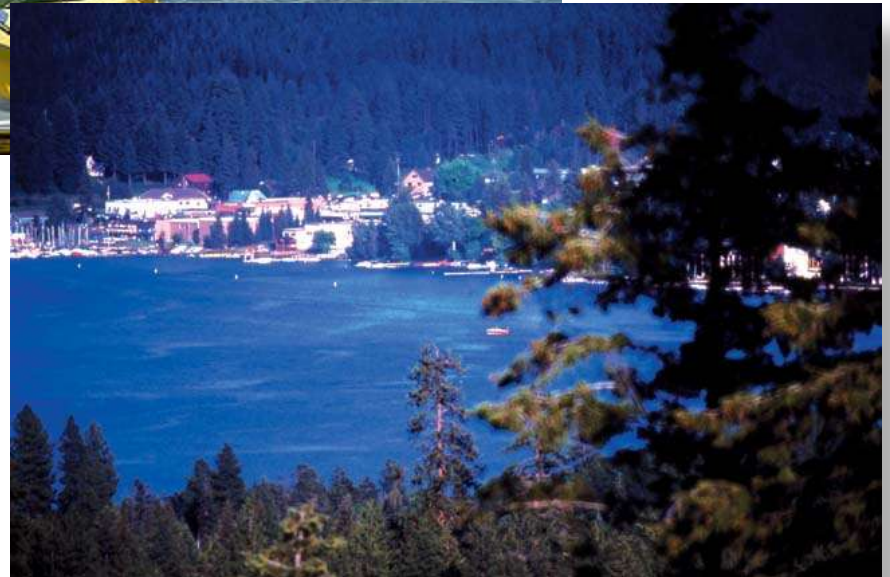
Overlay zoning is a relatively inexpensive method of critical lands preservation.



Critical Lands Overlay Zone

Shoreline and
River Environs
Overlay
District

McCall,
Idaho



Dark Sky Ordinance



Dark Sky Ordinance

Can help a community to maintain their view of the night sky without imposing a burden on residents.



Dark Sky Ordinance



Implementing a dark sky ordinance in a rural area negates the need for a retroactive clause in the future.

- Benefits
 - ▣ Great view of the stars
 - ▣ Awareness of how to focus lights where they are useful to save energy.
 - ▣ Dark nights may have positive health effects including reduced rates of cancer and depression.

Development Standards



Development Standards



Regulations
ensuring certain
needs are met
when new
development
occurs.

- Can range from additions to zoning code to incentives toward adopting green building practices.
- Can apply to specific spaces.
 - ▣ Downtown/Main Street
 - ▣ River Corridor

Development Standards

The U.S. Green Building Council has established preset standards, known as LEED, to make neighborhoods and individual buildings more environmentally friendly.



Downzoning

Downzoning



Is a process, usually voluntary, in which a landowner, or group of landowners, opt to have a property's zoning reduced in density.

- Avoids controversy of a mandate.
- Cannot be perceived as a “taking.”
- Significant ordinance updates aren't necessary.

Downzoning

Success depends upon land owners willing to give up rights to subdivide their land for at least the foreseeable future.



Economic Development Plan



Economic Development Plan



Thinking at the regional level is key to the plan's chances of success.

- Creation of the Plan:
 - ▣ Establish an Economic Development Vision
 - ▣ Conduct a Baseline Assessment
 - ▣ Prioritize and Select Implementation Strategies
 - ▣ Benchmark Progress

Economic Development Plan

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Regional cooperation not only makes an area more attractive to business, but it also helps to balance the regional economy.

Economic Development Plan

The Delta
Bridge Project

Phillips
County,
Arkansas



Educational Access



Educational Access



Lack of access to quality higher education is a major problem for many rural areas.

- Addresses two major challenges:
 - ▣ Smart, young people leave rural areas to seek higher education.
 - ▣ Community is denied the cultural & business opportunities that a community college, university or other institution can bring.

Educational Access



Courses and degrees could be designed to highlight and build upon the region's strengths and future goals.

- Grow the region's share of the economy.
- Explore leading-edge practices.
- Grow specific economic sectors.
 - ▣ Recreation
 - ▣ Value-added Agriculture

Educational Access

Redlands
Community
College,
Darlington
Campus

El Reno,
Oklahoma



Entrepreneurial Development/Business Incubators



Entrepreneurial Development / Business Incubators

A set of resources
that support
expanding and
new businesses in
the community.

- Services offered:
 - ▣ Phone lines/High-speed Internet
 - ▣ Office Space
 - ▣ Marketing Assistance
 - ▣ Legal Assistance
 - ▣ Accounting Services
 - ▣ Networking Activities
 - ▣ Topical Seminars/Webinars
 - ▣ Mentor Programs
 - ▣ Capitol Strategies
 - ▣ Loan Guarantee Programs

Entrepreneurial Development / Business Incubators

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A successful incubator will tailor its services to its community and entrepreneurs, and support existing or desired market assets.

Entrepreneurial Development / Business Incubators

Davis Applied
Technology
Center

Morgan City,
Utah



DATC
DAVIS APPLIED
TECHNOLOGY COLLEGE

Farmland Preservation



Farmland Preservation



Agriculture not only enhances the scenic beauty of the rural area, it is a large part of its economic engine and provides a culture and lifestyle that make an area unique.

- Techniques:
 - ▣ Protective Zoning
 - ▣ Transfer of Development Rights
 - ▣ Conservation Easements
 - ▣ Right-to-Farm Legislation
 - ▣ Agricultural Districting

Farmland Preservation

Without preservation measures, farmland, particularly near bodies of water, will likely be developed over time.



Flexible Lot Size Policy

Flexible Lot Size Policy



Flexible Lot Size Policy

Allowing flexible lot sizes increases the options available, allowing for increased housing diversity & attention to critical lands or recreational amenities.



Form-Based Code



Form-Based Code

Encourages a predictable community form and high-quality public spaces by using the physical form of a community as the organizing principle rather than the separation of uses.

- Generally consist of the following:
 - ▣ A regulating plan defining the geographic boundaries
 - ▣ Public Space Standards
 - ▣ Building Form Standards
 - ▣ Use of Administrative Guidelines
 - ▣ Definitions of Uncommon Terms

Form-Based Code



Incorporates recent advances in urban design. The ideas, however, are often based on early American towns.

- Urban Design:
 - ▣ Buildings placed closer together.
 - ▣ Parking is located in the rear.
 - ▣ Blocks are smaller.
 - ▣ Streets are narrower.
 - ▣ Architecture is varied.
 - ▣ Buildings frame important civic space.

Impact Fees



Impact Fees



One-time charges assessed by a local government to offset the additional public-service costs of new development.

- Applied Services:
 - ▣ Water & Sewer Systems
 - ▣ Roads
 - ▣ Schools
 - ▣ Libraries
 - ▣ Parks & Rec Facilities

Impact Fees

By adopting impact fees, the burden on current residents is eased by shifting the expense of new infrastructure costs onto the new development.



Infill and Redevelopment



Infill and Redevelopment



Creating a cohesive downtown or main street includes filling in vacant properties & redeveloping those that are shut down or underutilized.

- Policies to encourage Infill:
 - ▣ Overlay Zone
 - ▣ Tax Incentives
 - ▣ Infrastructure Support
 - ▣ Dissuading Greenfield & Outlying Development

Infill and Redevelopment

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Revitalizing a main street or downtown area is more than sprucing up existing structures & attracting new business.

Infill and Redevelopment

Selma,
North
Carolina



Intergovernmental Coordination



Intergovernmental Coordination



Regional coalitions provide more expertise, more political influence, a larger tax base and greater potential to implement change.

- Methods:
 - ▣ Annexation
 - ▣ Consolidation
 - ▣ Interlocal Agreements
 - ▣ Association of Governments
 - ▣ Regional Commissions

Intergovernmental Coordination

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Infrastructure and services can benefit from an economy of scale.

Integrated systems are more efficient than an agglomeration of smaller systems.

Main Street Revitalization



Main Street Revitalization



Revitalizing existing economic centers allows for growth in the economy without much of that growth consuming land in outlying areas.

- Tips:
 - ▣ Seek Broad Involvement
 - ▣ Change is Incremental
 - ▣ Do it Yourself
 - ▣ Catalog and Maximize Existing Assets
 - ▣ Do it Right

Main Street Revitalization

Main streets not only provide places for permanent residents to live, work and shop, they can also be a central focus for an economy tied to recreation.



Mixed-Use Zoning



Mixed-Use Zoning

Allow for compatible mixes of land use in specific locations. They can create small town centers, usually mixing residential, retail, office and commercial.



Mixed-Use Zoning



Mixing uses allows for greater density in town centers by incorporating residential units into the mix of retail or office space.

- Mixed-Use can:
 - ▣ Allow for higher density
 - ▣ Add desired vibrancy
 - ▣ Preserve critical lands
 - ▣ Lower vehicle miles traveled
 - ▣ Provide for walkable/bicycle friendly communities

Open Space Requirements and Fee-in-Lieu Programs

Open Space Requirements and Fee-in-Lieu Programs

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Maintains open space by adopting open space preservation requirements for subdivision plat approval.

- To maintain the legal “essential nexus” requirement when adopting a fee-in-lieu program, it is helpful to create a designated open space fund.

Open Space Requirements and Fee-in-Lieu Programs

Adds functionality, attractiveness, and ecological sustainability to an urban or suburban environment.



Parking Policy



Parking Policy



Design and policy standards can be implemented to create parking solutions that are compatible with the scenic and economic goals of the area.

- Policy Tools
 - ▣ Relax Standards
 - ▣ Peak Parking Plans
 - ▣ Shared Parking
 - ▣ Credits for Existing Parking

Parking Policy

By employing creative parking strategies, a city is better able to create pedestrian-friendly environments and realize benefits of walkability in commercial and town centers.



Public Outreach and Education



Public Outreach and Education

Authentic public outreach and education processes trusts that the public will make good decisions if provided with good data.



Public Outreach and Education

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Identifies
examples of best
practices in similar
regions to help
people see how
the new tools are
best implemented.

- Some vision principles will be best implemented with tools that have not been used or have not been used well in the past.

Public Transportation for Rural & Recreational Places



Public Transportation for Rural & Recreational Places

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Rural systems are marked by flexibility in scheduling, routing and even in mode.

- Integrating disparate services into a comprehensive system, rather than attempting to start from scratch, is often a more economical option for rural communities.

Public Transportation for Rural & Recreational Places



- Transportation Options:
 - ▣ Van Pool
 - ▣ Shuttles
 - ▣ Destination-Specific Public Transportation

Public Transportation for Rural & Recreational Places

Road Runner
Transit

Southern Ute
Reservation,
Colorado

**ROAD
RUNNER**
TRANSIT



Purchase of Development Rights

Purchase of Development Rights



Public provides a cash payment to a landowner for the value of the development rights associated with a parcel.

- The landowner maintains ownership of the land but is compensated for relinquishing the right to develop it as real estate. Agriculture and other uses of the land continue.

Purchase of Development Rights



Often involves a partnership among the public and private landowners to preserve valued land and uses on a parcel.

- PDR Approaches:
 - Tax or Bond for Conservation of Critical or Working Lands
 - Land Trusts

Purchase of Development Rights

Peaceful
Valley Ranch
Reserve

Utah Open
Lands & Utah
State Division
of Forestry,
Fire and State
Lands



Recreation Districts

Recreation Districts



An assessment district created by two or more municipalities for the creation or improvement of a recreational area or facility.

- Services can include:
 - ▣ Trail Systems
 - ▣ Ball Fields
 - ▣ Sports Complexes
 - ▣ Greenways

Recreation Districts

May provide recreational opportunities, a healthy means of transportation, and opportunities to enjoy nearby natural areas.



Revenue Sharing / Balancing Economic Growth

Revenue Sharing / Balancing Economic Growth

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Alleviates an unbalanced regional tax structure by agreeing to share tax proceeds from new development.

- Allows for the sharing of revenue from development in a manner agreed upon by the participating governments.

Revenue Sharing / Balancing Economic Growth

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Communities can be less concerned
with competing against one
another for retail development
and more focused on attracting
high quality jobs that actually
grow the market.

Street Connectivity



Street Connectivity

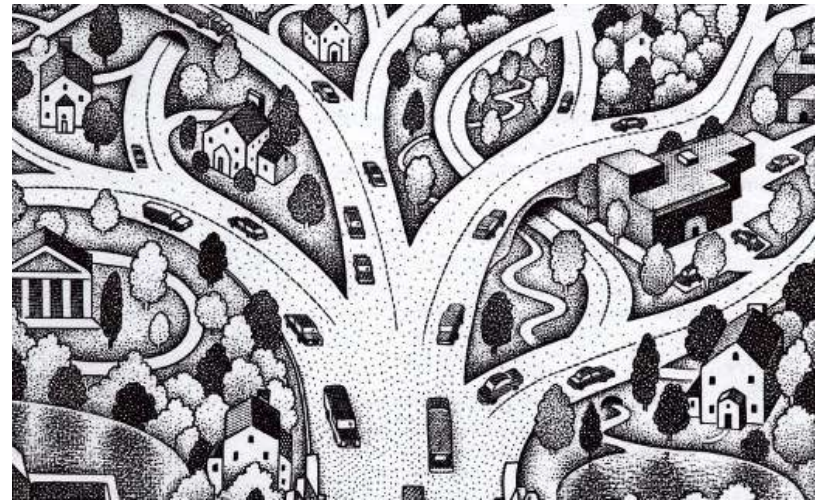


A diversity of routes to the same destination reduces congestion and allows for pedestrian- and bicycle-friendly routes.

- Greater connectivity allows greater access for emergency service vehicles and makes waste collection and other services more efficient.

Street Connectivity

While buildings come and go in a relatively short time span, the layout of streets will likely exist for generations.

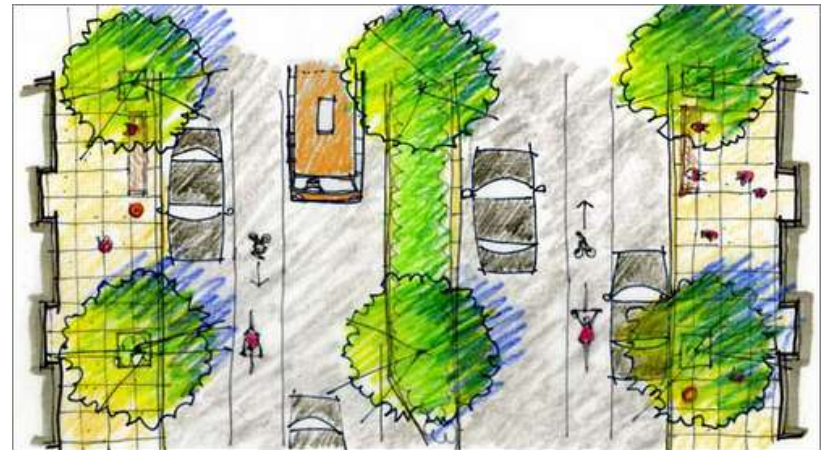


Street Design Standards



Street Design Standards

Streets are our shared community spaces. The way streets look and feel, as well as the modes of transportation they support, define our communities.



Street Design Standards

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Complete street design is not simply an act of beautification but also one of function.

- Street design standards can:
 - ▣ Improve mobility choices
 - ▣ Provide commercial benefit
 - ▣ Create a sense of community

Trails Plan



Trails Plan



Provides appropriate recreational access while fostering the health of a community's natural resources.

- Steps in implementing a Trails Plan:
 - ▣ Create an Advisory Group
 - ▣ Conduct Research
 - ▣ Develop the Plan
 - Address Concerns
 - It's a System
 - Phasing
 - Funding

Trails Plan

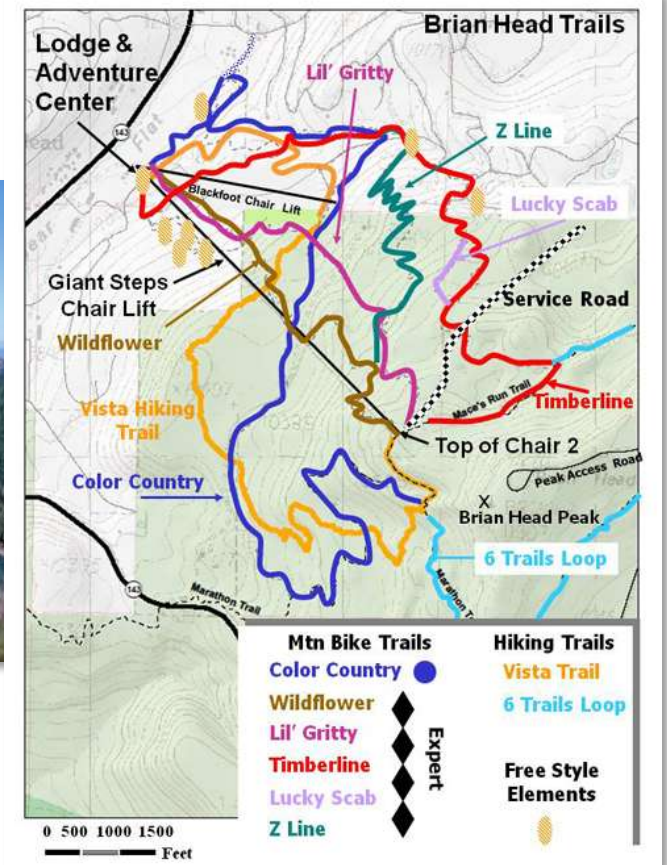
By integrating trails plans into the larger planning and development processes, a trail system can be beneficial without being intrusive.



Trails Plan

Utah Trails Master Plan

Brian Head, Utah



Transfer of Development Rights



Transfer of Development Rights



A willing landowner sells some or all of the right to subdivide and develop to another, who then uses those rights to develop at a greater intensity on another site in a targeted growth area.

- A conservation easement is placed on lands from which development rights are transferred, permanently prohibiting development, while maintaining the rights that have not been sold.

Transfer of Development Rights



Like other tools, TDR will not work everywhere. Where there are landowners willing to use TDR, with its emphasis on private property rights and market-based trades, it can be a great asset in a region's development toolbox.

Transfer of Development Rights

Mapleton,
Utah



Transit Ready & Transit-Oriented Development



Transit Ready & Transit Oriented Development

A decorative graphic consisting of several orange squares of varying sizes and a thick horizontal orange bar that spans the width of the slide, positioned below the title.

Places developed
with densities that
support an
adjacent transit
system.

- Sidewalks create a walkable environment by connecting:
 - ▣ Stores
 - ▣ Restaurants
 - ▣ Offices
 - ▣ Recreation
 - ▣ Schools
 - ▣ Housing

Transit Ready & Transit Oriented Development

Both residential
and commercial
property values
rise as access to
transit is
increased.



Transportation Master Plan



Transportation Master Plan



Transportation planning can and should happen at the city, county and regional level.

- Plan Considerations:
 - ▣ A Plan for the Entire Region
 - ▣ Improving Connectivity
 - ▣ Land-Use Connection
 - ▣ Securing Rights-of-Way
 - ▣ Capital Improvement Plan
 - ▣ Multimodal Focus
 - ▣ Access for All

Transportation Master Plan

□ Benefits:

- Focus investment toward priority projects
- Improve safety
- Quality of life
- Economic growth
- Encourage social strength of small communities
- Protects the environment
- Increases walking and biking



Urban Containment



Urban Containment

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A more intensive technique for “keeping the city the city and the country the country.”

- Can take one of two forms:
 - ▣ Urban Growth Boundary
 - ▣ Urban Service Area

Urban Containment

Urban Growth Boundary:

- When a city defines its boundaries and then creates an area around the city where development cannot occur.

Urban Service Area:

- Does not dictate where one can and cannot build, but rather where a municipality will and will not provide services.



Viewshed Preservation



Viewshed Preservation



Some lands may be worthy of protecting on the basis of the scenery they provide, particularly in areas tourists enjoy or where residents value a common experience of their landscape.

- Viewshed examples:
 - ▣ Hillsides
 - ▣ Valleys or Lakes
 - ▣ Roadway Corridors


Viewshed Preservation

Often a breathtaking view is one of a rural area's best assets.

Once a view is lost, it is often gone forever.



Water Efficient Design Guidelines



Water Efficient Design Guidelines



In developed areas, the largest drain on a community's water resources is outdoor use – often residential lawns.

- Water efficient design standards are not about telling people what to do with their yards, but rather creating options and incentives.

Water Efficient Design Guidelines

By expanding residential codes to encourage a mix of hardscape areas and a variety of plants and shrubs, residents have more freedom to design their yards.



Water Quality
Protection in
Developed Areas /
Low-Impact
Development

Water Quality Protection in Developed Areas / Low-Impact Development

Low-impact development (LID) is a management strategy using a combination of code and design to improve water quality by mitigating storm water.

- Strategies:
 - ▣ Reduced Impervious Surface Requirements
 - ▣ Bioswales
 - ▣ Rain Gardens

Water Quality Protection in Developed Areas / Low-Impact Development

LID techniques are most effective when they permeate all layers of government. Like the watershed itself, LID techniques work as a system.



Youth Retention



Youth Retention

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Many rural communities experience the exodus of its youth in a gradual “brain drain” of its population.

- Tools:
 - ▣ Youth Advisory Panel
 - ▣ Third Places
 - ▣ Cultural Opportunities
 - ▣ Social Events

Youth Retention

Key youth retention strategies include providing quality educational options and interesting living-wage jobs.



Questions?

“ENVISION UTAH HAS WON THE PLANNING EQUIVALENT
OF FOUR OSCARS” (MICHIGAN LAND INSTITUTE)

“THE MOST CITED REGIONAL VISIONING SUCCESS IS
ENVISION UTAH” (WASHINGTON POST)

“THE GOLD STANDARD OF QUALITY GROWTH PLANNING”
(SACRAMENTO BEE)

ENVISION UTAH'S IMPACT

- Influenced over 80 regions in the country
- 18 regional and 22 local visioning efforts in Utah
- Involved over 50,000 Utahns
- Used values analysis for 1st time to develop public policy
- Pioneered the process of regional visioning
- Brought scenario analysis to community planning
- Developed the 'map game'
- Created IMPACS modeling software
- Met with representatives from 14 countries