Horizon 2020 Steering Committee
City Commission Room
4:00 – 6:00pm
June 9, 2014

AGENDA

1) Approve May 12, 2014 Meeting Notes

2) Presentation from Matt Bond on Watersheds/Stormwater issues.

3) Update on Public Input Process
- a. Open House Meetings/Survey
    - i. Status update on 5 Open House Meetings held to date.
        - April 16th – LHS
            - 16 Attendees
            - 15 Surveys Received
            - 5 Steering Committee members attended
        - April 29th – Lawrence City Hall
            - 20 Attendees
            - 18 Surveys Received
            - 3 Steering Committee members attended
        - May 7th – Lecompton
            - 10 Attendees
            - 8 Surveys Received
            - 1 Steering Committee member attended
        - May 29th – Aquatic Center
            - 26 Attendees
            - 24 Surveys Received
            - 1 Steering Committee member attended
        - June 4th- Baldwin City
            - (Update provided at meeting)
    - ii. Open House Survey on Web: http://lawrenceks.org/2020survey
        - a. Available May 27-August 1
    - iii. Surveys received are posted on web: http://lawrenceks.org/boards/horizon-2020-steering-committee/2014-open-house-meetings
- b. ETC Survey
    - i. ETC is drafting a report
    - ii. Will present final report to Steering Committee July 14th.

4) Resource Guide and Presentation Schedule

5) Presentation from Eileen Horn on Sustainability and Food Policy

6) Vision/Mission Statement Discussion

Horizon 2020 Steering Committee
May 12, 2014
Meeting Notes

Members Present: Comm. Thellman, Comm. Amyx, Lisa Harris, Kyra Martinez, Stan Rasmussen, Bill Ackerly, John Gascon, Charlie Bryan (ex officio), Susan Tate (ex officio)

Members Absent: Dr. Rick Doll, Scott Zaremba, Clay Britton

Staff Present: Scott McCullough, Jeff Crick, Amy Miller, Sheila Stogsdill, David Corliss, Toni Wheeler

Others Present: Several members of the public were also in attendance.

Amyx welcomed everyone.

The meeting notes from the April 14, 2014 meeting were discussed.

Motioned by Rasmussen and seconded by Ackerly to approve the April 14, 2014 notes as amended. Motion passed 6-0-1. (Harris abstained since she was not present at the April 14, 2014 meeting.)

Wheeler gave a presentation to the steering committee regarding Kansas Open Meetings Act (KOMA).

Rasmussen introduced the next item on the agenda, which was adding Susan Tate, Director of the Lawrence Arts Center as an ex officio (non-voting) member of the Horizon 2020 Steering Committee. Rasmussen stated that this arose out of a discussion that there currently was not chapter centered on arts.

Motioned by Harris and seconded by Gascon to not add Susan Tate as an ex officio member of the steering committee. Motion passed 6-1. (Rasmussen voted in the negative.)

McCullough introduced the next item which was an update on the Public Input process, including an update on the Open House Meetings and the ETC Survey.
McCullough then asked the steering committee members how they would like to receive the open house survey results.

The general consensus of the steering committee was to provide them with .pdf versions of the scanned surveys shortly after each open house meeting and then present them with an analysis and survey in a report format at their August meeting. Staff will also separate the open house survey results by those who completed them at an open house meeting versus those who completed them online.

McCullough introduced the next item on the agenda regarding plans and efforts that the committee would like to receive a presentation on to further their knowledge of issues related to the comprehensive plan. In addition to the topics listed on the agenda, the committee

suggested presentations or data on Demographics, Arts, Watersheds, Neighborhoods, Technology/Communications, Generational Issues, Parks & Open Space, Housing Types, Economic Development, Agriculture, Architecture/Design Guidelines, Finance/Real Estate/Developers, Food Policy Issues.

Rasmussen suggested that the group come up with a vision statement in order to give the group direction. Staff indicated that they will put this on a future agenda for discussion.

Staff gave a presentation regarding Sector Plan efforts and Chapter 14- Specific Plans.

McCullough indicated that staff would bring a list of comprehensive plans from model/peer cities to the steering committee at a future meeting for their review. Ackerly asked if that list could include if those cities think their plans are effective.

Gascon brought forward a concern that there was not an adequate budget and associated staff.

Ackerly indicated that the committee may want to consider meeting more frequently than monthly.

Motioned by Zaremba and seconded by Ackerly to adjourn the meeting. Motion passed 8-0.

Presentation Schedule for Horizon 2020 Steering Committee

June 9th Steering Committee Meeting (4-6pm)

1. **Watersheds:** Matt Bond, City of Lawrence Stormwater Engineer
2. **Sustainability/Food Systems:** Eileen Horn, City/County Sustainability Coordinator

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Tentative: Subject to Change

July 14th Steering Committee Meeting (4-6pm)

1. **ETC Survey**
2. **Community Health Plan:** Lawrence Douglas-County Health Department
3. **Parks/Open Space:** Lawrence Parks & Recreation

August 11th Steering Committee Meeting (4-6pm)

1. **Open House Survey:** Planning Staff
2. **Water & Wastewater Master Plans:** City of Lawrence Utilities
3. **Transportation:** Metropolitan Planning Organization

September 8th Steering Committee Meeting (4-6pm)

1. **Demographics:** Planning Staff
2. **Real Estate:** Lawrence Board of Realtors
3. **Economic Development:** Lawrence Chamber of Commerce

October 13th   Steering Committee Meeting (4-6pm)

1. **Arts/Culture:** TBD
2. **Technology:** TBD

Resource Guide for Horizon 2020 Steering Committee

1. **Water & Wastewater Master Plans**

    a. Wastewater Link: http://lawrenceks.org/assets/utilities/ReportFinal.pdf

    b. Water Link:

      https://www.lawrenceks.org/assets/utilities/Lawrence_Water_Master_Plan_2012.pdf

2. **Transportation**

    a. T 2040 Link: http://www.lawrenceks.org/assets/mpo/T2040/EntirePlan.pdf

    b. Countywide Bikeway System Plan Link:

      http://lawrenceks.org/assets/mpo/study/reports/bike.pdf

    c. Fixed-Route Transit & Pedestrian Accessibility Study Link:

      http://lawrenceks.org/assets/mpo/study/reports/transit.pdf

    d. Commuter Park & Ride Study:

      http://lawrenceks.org/assets/mpo/study/reports/park.pdf

3. **Community Health Plan**

    a. Link:

      http://ldchealth.org/download/Information/About%20The%20Community/Community
      %20Health%20Improvement%20Plan/Douglas%20County%20Community%20Health%2
      0Plan%202013.pdf

4. **KU Master Plan**

    a. Link: http://dcm.ku.edu/campus-master-plan

5. **Arts/Culture**

    a. Cultural District Task Force Report:

      http://www.lawrenceks.org/assets/agendas/cc/2013/12-10-
      13/fai_cdtf_final_report.pdf

6. **Technology**

    a. Infrastructure report from APA (See Section 5):

      http://www.planning.org/policy/infrastructure/pdf/finalreport.pdf

7. **Demographics**

    a. KU Institute for Policy & Social Research (IPSR) Report Link:

      http://ipsr.ku.edu/ksdata/kcced/profiles/pdf/20045.pdf

    b. KU IPSR - Lawrence Link: http://ipsr.ku.edu/ksdata/city.php?cityfips=2038900

c. KU IPSR – Douglas Co. Link:

http://dept.ku.edu/~ipsrdept/ksdata/county.php?cntyfips=20045

d. KU IPSR – USD 497 Lawrence Link:

http://www.ipsr.ku.edu/ksdata/census/2010/DP1/USDs/DP12010497.html

e. KU IPSR – USD 343 Perry-Lecompton Link:

http://www.ipsr.ku.edu/ksdata/census/2010/DP1/USDs/DP12010343.html

f. KU IPSR – USD 491 Eudora Link:

http://www.ipsr.ku.edu/ksdata/census/2010/DP1/USDs/DP12010491.html

g. Brookings Institute State of Metropolitan America Link:

http://www.brookings.edu/~/media/research/files/reports/2010/5/09%20metro%20a
merica/metro_america_report.pdf

h. Urban Land Institute: America in 2013 Key Findings on Housing, Community,

Transportation, and the Generations Link: http://uli.org/wp-content/uploads/ULI-
Documents/America-in-2013-Compendium_web.pdf

i. Brookings Institute State of Metropolitan America Link:

http://www.brookings.edu/~/media/research/files/reports/2010/5/09%20metro%20a
merica/metro_america_report.pdf

8. **Watersheds**

a. Link: http://www.lawrenceks.org/public_works/storm_masterplan

9. **Neighborhoods**

a. Staff will provide information in future.

10. **Retirement/Generational Populations**

a. Retiree Attraction and Retention Task Force Link:

http://www.lawrenceks.org/assets/boards/ratf/ss_retiree_attraction_task_force_final_
report.pdf

b. Link from ULI: http://urbanland.uli.org/economy-markets-trends/preparing-for-an-
aging-population/

11. **Food Systems/Feasibility**

a. Food Policy Council Website: http://www.douglas-county.com/depts/ad/su/su_fpc.aspx

b. Food System Link: http://www.douglas-
county.com/depts/ad/su/docs/pdf/su_fsrbuilding.pdf

    c. Food Hub Report Link: http://www.douglas-county.com/depts/ad/su/docs/pdf/su_kipfoodhubreport.pdf

    d. Transportation Access to Healthy Food Link: http://www.douglas-county.com/depts/ad/su/docs/pdf/su_transportationaccessreport.pdf

12. **Parks/Open-Space**

    a. Mark Hecker/Ernie Shaw (Presentation)

    b. Link: http://www.lawrenceks.org/lprd/masterplan

13. **Bankers/Developers/Real Estate**

    a. Lawrence Housing Market Statistics: http://mlsstats.lawrencerealtor.com/template39/nextpage.asp?mnu=223628

    b. Douglas County Appraiser Newsletter: http://www.douglas-county.com/depts/ap/ap_home.aspx

    c. Urban Land Institute: America in 2013 Key Findings on Housing, Community, Transportation, and the Generations Link: http://uli.org/wp-content/uploads/ULI-Documents/America-in-2013-Compendium_web.pdf and executive summary: http://uli.org/wp-content/uploads/ULI-Documents/America_in_2013_web.pdf

14. **Energy/Sustainability**

    a. City Sustainability Website: http://www.lawrenceks.org/sustainability

    b. County Sustainability Website: http://www.douglas-county.com/depts/ad/su/su_home.aspx

    c. Peak Oil Taskforce Report

        i. Link: http://lawrenceks.org/assets/agendas/cc/2011/12-13-11/Peak_Oil_Final_Report_93011.pdf

    d. Climate Protection Taskforce Report

        i. Link: http://lawrenceks.org/assets/agendas/cc/2009/03-31-09/03-31-09h/cptf_final_draft_report.pdf

15. **Housing (Types, Analysis, Examples)**

    a. Demographic Challenges and Opportunities for U.S. Housing Markets Link: http://www.urban.org/UploadedPDF/412520-Demographic-Challenges-and-Opportunities-for-US-Housing-Markets.pdf

b. Home Buyer and Seller Generational Trends Link:

http://www.realtor.org/reports/home-buyer-and-seller-generational-trends

16. **Economic Development**

a. Lawrence Chamber of Commerce:

http://www.lawrencechamber.com/CWT/External/WCPages/index.aspx

b. City of Lawrence Economic Development Website:

http://www.lawrenceks.org/economic_development

17. **Agriculture**

a. K-State Extension Office: http://www.douglas.ksu.edu/p.aspx

b. Kansas Farm Bureau: http://www.kfb.org/aboutus/staffofficers/index.html

c. Douglas County Farm Bureau: http://www.dgksfb.org/

d. Upper Wakarusa WRAPS: http://www.kaws.org/upper-wakarusa-watershed

18. **Architecture/Design**

a. Community Design Guidelines Link:

http://www.lawrenceks.org/assets/pds/planning/documents/CommunityDesignMan.pdf

b. Downtown Design Guidelines Link:

http://www.lawrenceks.org/assets/pds/planning/documents/DowntownGuidlines.pdf

c. 8th and Penn Neighborhood Design Guidelines Link:

http://www.lawrenceks.org/assets/pds/planning/documents/8th&Penn.pdf

19. **Commercial/Retail**

a. Retail Market Report:

http://www.lawrenceks.org/assets/pds/planning/documents/2012Retail.pdf

b. Building Permit Trends Report 2013:

http://www.lawrenceks.org/assets/agendas/cc/2014/06-03-14/cmreport_pds_2013_BP_Trends_Report.html

Memorandum
City of Lawrence
Planning and Development Services

TO: **Comprehensive Plan Update/Horizon 2020 Steering Committee**

FROM: **Planning Staff**

CC:

Date: **30 May 2014**

RE: **Mission/Vision Statement for Comprehensive Plan Update Process**

At the May meeting, the Steering Committee asked Staff to help provide guidance and examples of mission and vision statements from other comprehensive plans. Staff has highlighted the mission/vision statement from the existing Horizon 2020 (Chapter 1, highlighted) which is attached to this memo.

Through our review of other comprehensive plans, we also have included a variety of examples of other mission/vision statements from other communities:

> **Cincinnati, Ohio** (2010 Population: 296,943)
> "Plan Cincinnati" was recently awarded the 2014 Daniel Burnham Award for a Comprehensive Plan from the American Planning Association (APA). It contains numerous series of Policy Principles, as well as Geographic Principles, within the larger context of the chapter.
>
> **Raleigh, North Carolina** (2010 Population: 403,892)
> Raleigh's "2030 Comprehensive Plan" is based on six key themes to serve as overall goal's the City wishes to achieve in its comprehensive planning process.
>
> **Kirkland, Washington** (2010 Population: 48,787)
> In a departure from the previous two examples, Kirkland, Washington's Draft Vision Statement focuses on the key highlights they wish the document to address as they proceed with writing a new plan. (They are currently updating their comprehensive plan.)

The applicable sections of the three plans listed above, and also the currently adopted mission/vision statement from Horizon 2020, have been attached to this memo.

Staff has utilized these examples, along with comments from the Steering Committee, information gathered through the existing Horizon 2020 document and comments

provided through the public input process, to create a rough draft of a vision/mission statement for the Steering Committee's consideration:

Vision
Our vision for the Lawrence and Douglas County region is to accommodate a growing population with diverse economic opportunities, quality development that is sustainable and invokes a sense of place, and abundant recreational opportunities while enhancing the agricultural industry, institutions of higher education, and downtown Lawrence that form the foundation for the region's unique identity.

Mission
The mission of the comprehensive plan is to guide development and growth in a way that fulfills the vision and that does the most good for the region's citizens, economy, natural environment, and unique sense of place.

Item 1: Current Horizon 2020 Statement

CHAPTER ONE - INTRODUCTION

WHY DOES A COMMUNITY HAVE A COMPREHENSIVE PLAN?

A Comprehensive Plan expresses a community's desires about the future image of the community. It provides the foundation and framework for making physical development and policy decisions in the future.

WHAT IS A COMPREHENSIVE PLAN?

The Comprehensive Plan is a policy guide which describes in text and displays in graphics the community's vision for directing future land development. A Plan includes several components:

* It is a policy plan, stating the community's desires for directing land use decisions through the identified goals and policies.

* It provides a physical plan component by mapping generalized land uses and describing in policies the relationships between different land uses.

* It is long-range, considering Lawrence and Douglas County's expected growth in the future. Future land use maps graphically display the potential development of the community.

* It is comprehensive, considering issues such as demographic, economic and transportation factors which have shaped and will continue to influence land development in Lawrence and the unincorporated areas of Douglas County.

HOW IS THE COMPREHENSIVE PLAN USED?

The Comprehensive Plan provides a vision for the community. It is used as a policy guide that identifies the community's goals for directing future land use decisions. The Plan is also used by property owners to identify where and how development should occur; by residents to understand what the city and county anticipates for future land uses within the community; and by the city, county and other public agencies to plan for future improvements to serve the growing population of the community.

Specifically, the city and county use the Comprehensive Plan to evaluate development proposals; to coordinate development at the fringes of the county's cities; to form the foundation for specific area plans; to project future service and facilities needs; and to meet the requirements for federal and state grant programs. The Comprehensive Plan is used most often as a tool to assist the community's decision makers in evaluating the appropriateness of land development proposals. The Comprehensive Plan allows the decision makers to look at the entire community and the effects of land use decisions on the community as a whole to determine whether individual proposals are consistent with the overall goals of the community.

HORIZON 2020 PLANNING PROCESS

The Lawrence/Douglas County Metropolitan Planning Commission provides land use recommendations to both the City and County Commissions for land development decisions within Lawrence and the unincorporated areas of Douglas County. Currently, the Planning Commission utilizes the guidance provided in <u>Plan '95</u>, the <u>Douglas County Guide Plan</u> and the <u>Clinton Reservoir Mini-Comprehensive Plan</u> to make their recommendations to the governing bodies.

The Planning Commission initiated the Comprehensive Planning process in 1992 with the support of the Lawrence City Commission and the Douglas County Board of Commissioners by appointing a 15-member HORIZON 2020 Steering Committee to oversee the process. It was determined earlier in the process that the new Comprehensive Plan should be a policy guide for both the city and the unincorporated areas of the county. A <u>county-wide</u> economic development component [to include the incorporated cities of Baldwin City, Eudora and Lecompton] was specifically included in the HORIZON 2020 process.

The program for preparing the new Comprehensive Plan entailed a three-phase process:

- The first phase consisted of extensive public participation and analysis of economic and physical development trends and conditions in Lawrence and Douglas County.
- The second phase included focusing the citizen participation process on more specific planning issues and completing inventories and assessments of community facilities, transportation, natural areas and other aspects of Lawrence and Douglas County.
- The third phase of the planning program included the preparation of goals and objectives; preparation of alternative concepts for future development and improvement, including the selection of a preferred concept for future land-use and refinement of the long-range plans for the city and unincorporated county.

From its inception, HORIZON 2020 has been a citizen-based plan. It is guided by the interests and needs of the citizens of Lawrence and Douglas County. The future success of the community is measured not only by the resulting plan, but by the community-wide participation generated by this process, and the level of participation which continues in the plan implementation. Therefore, the Plan is based upon goals and policies which the citizens of Lawrence and Douglas County have defined. These have been developed through extensive citizen participation. Early in the planning process the HORIZON 2020 Steering Committee adopted the following Mission statement:

> *"HORIZON 2020 is the citizen-driven process of creating a plan to provide policy and strategic direction to guide Lawrence/Douglas County to the year 2020."*

OVERALL HORIZON 2020 PLANNING GOALS

Goals, policies and strategies each have a distinct meaning and purpose in the planning program:

- *Goals* articulate long-range aspirations of the community. They are stated in terms that can promote agreement on major needs within the community. They represent an end to be sought, although some may never be fully realized.

- *Policies* identify specific courses of action required to achieve stated goals. Policies are intended to be finite, measurable actions which can be undertaken by various interests of the community in plan implementation.

- *Strategies* provide a direction or approach to accomplish specific goals or policies.

Through the planning process, the Steering Committee developed the following set of overall HORIZON 2020 planning goals which provides the foundation on which the plan was developed:

General Goal

The overall community goal for planning is to provide, within the range of democratic and constitutional processes, for the optimum in public health, safety, convenience, general social and physical environment and individual opportunities for all the residents of the community, regardless of racial, ethnic, social or economic origin. It is the goal of the planning process to achieve a maximum of individual freedom, but public welfare must prevail. It is the intent to meet and safeguard individual rights and vested interests in a manner which will create the minimum disruption in individual freedoms and life values.

Planned and Managed Growth

Douglas County will experience growth. We will remain a separate and identifiable community, and face the challenge of encouraging growth in a planned and responsible manner.

Diversity

We will strive to increase the diversity of employment, housing, cultural, economic and educational opportunities for the community.

Pursuit of Quality

We will govern our city and county with an emphasis on increased efficiency, improved service and stronger interrelationships among public and private organizations.

Compatibility

We will work to ensure that development is compatible with its surroundings and the community.

Sustainability

We will strive to ensure the sustainability of our physical environment, both natural and built, the health of our economy and the efficient and effective functioning of our community.

ASSUMPTIONS OF THE PLAN AND THE PLAN'S MAPS

The plan maps are a supportive part of the Comprehensive Plan. The foundation of the plan is the Goals and Policies. The maps provide a graphic representation of the community's land use

goals and policies. The maps, together with the text, will help decision makers understand how the community envisions future development.

A spatial arrangement of land uses is shown on the Plan maps. These land use patterns are based, in part, on an assumption that future development trends will be similar to past trends and will be consistent with adopted goals for the community. Additional factors that were considered in the development of the plan maps include:

- The compatibility of land uses based upon the relationships between land uses, the transportation network, population projections, expected community facilities, services and utilities capacities, and environmental features of the land;
- The needs and desires of the community as identified in surveys and public forums conducted throughout the planning process; and
- The proposed goals and policies.

Item 2: Cincinnati, Ohio Example

Vision

Our Vision: Thriving Re-Urbanization

The vision for the future of Cincinnati is focused on an unapologetic drive to create and sustain a thriving inclusive urban community, where engaged people and memorable places are paramount, where creativity and innovation thrive, and where local pride and confidence are contagious.

Item 3: Raleigh, North Carolina Example

capacity within the City's ETJ does not take into account potential infill and redevelopment within older portions of Raleigh or zoning changes that could increase densities.

For more information on population, household, and employment growth and development capacity, please refer to the City of Raleigh Community Inventory Report.

2.3 Vision and Themes

The issues identified above and public feedback from workshops helped develop a vision for Raleigh's future that provides the framework for the development of the Comprehensive Plan. The Vision Statement is supplemented by six themes that serve as the Plan's goals.

Raleigh's Vision Statement for 2030

Raleigh will be a city that values and fosters development that provides economic prosperity, housing opportunity, and equity for all Raleigh residents. Raleigh will embody environmental conservation, energy efficiency, and sustainable development. Raleigh will be a great place to live with distinctive and attractive neighborhoods, plentiful parks and green spaces, quality schools and educational opportunities, and a vibrant downtown.

Vision Themes

Six key themes reinforce Raleigh's Vision for 2030 and serve as Planning Raleigh 2030's overall goals: Economic Prosperity and Equity; Expanding Housing Choices; Managing Our Growth; Coordinating Land Use and Transportation; Greenprint Raleigh—Sustainable Development; and Growing Successful Neighborhoods and Communities. They express and reinforce the major concerns the Plan seeks to address and the issues raised by the public.

Economic Prosperity and Equity

Raleigh will embrace and value diversity, innovation, and equity so that there is a high level of opportunity and quality of life for all residents. All areas of the City and its residents will prosper from the City's economic expansion.

Raleigh will be nationally known for its cluster of high-tech, clean-tech, and green-tech research and development firms based on cooperative relationships among local universities, government, and private firms. Raleigh's skilled labor force will attract businesses that take advantage of the highly educated and technically oriented residents, which in turn will continue to fuel the development of quality residential and employment opportunities. Expanded educational and training programs will provide the opportunity for all of Raleigh's population to participate in the expanding economy. We will also embrace creative economic sectors, and our city will be enlivened with nationally-regarded arts groups, performance spaces, and residents employed in creative occupations that will enhance our economy, community, and the quality of our lives.

Expanding Housing Choices

Raleigh will have an expanded supply of affordable and workforce housing options that provide housing opportunities for all segments of our population. This expanded supply of decent affordable housing will provide stability for families, improve opportunities for education and career advancement, and reduce homelessness for low and moderate income households.

Managing Our Growth

Raleigh will foster quality growth through more integrated land uses, alternative transportation modes, green building technologies and development practices, open space acquisition, and resource conservation. We will manage growth and provide desirable spaces and places to live, work, and play while also cooperating with other jurisdictions in the region. Adequate infrastructure will be planned and in place as development comes on line.

Coordinating Land Use and Transportation

Raleigh will coordinate its transportation investments with desired land use patterns to plan more effectively for housing, employment and retail uses, and for public services. Higher density residential and mixed-use development will provide the land use

pattern needed to support successful new local and regional public transit services. We will also have additional bicycle and pedestrian facilities and roadways that better serve us all.

Greenprint Raleigh—Sustainable Development

Raleigh will be nationally recognized as a model green city. Environmental sustainability and stewardship—the protection and wise use of resources for existing residents and future generations—will be institutionalized. Individuals, institutions, businesses, and government will work together and enhance the natural environment through policies, decisions, and investments. The City will significantly improve its environmental policy framework and land management practices; protect sensitive lands; and preserve water, air, and land resources.

Growing Successful Neighborhoods and Communities

Growth and new development will be accommodated within Raleigh through creative solutions that conserve our unique neighborhoods while allowing for growth and expanding our local businesses. The City will have healthy and safe older neighborhoods that are conserved and enhanced through careful infill development that complements existing character and responds to natural features. Places of historic and architectural significance will be protected. Newly developed areas will be diverse, walkable neighborhoods providing convenient access to open space, community services, retail, and employment.

2.4 Framing Maps

Taken together, the context and key issues, growth forecasts, and vision and themes provide a foundation for planning the future of Raleigh. The Plan Elements following the Framework chapter examine these conditions in much more detail and provide the roadmap to addressing Raleigh's growth and development. The text of these elements is supplemented by two maps providing essential land use and development guidance. The Growth Framework Map shows where the City will encourage infill and mixed-use development, and defines priority corridors based on transportation function and relationship to adjacent land uses. This map is fully described in this section. It sets forth a vision for how the City should grow and also has implications for the management of transportation corridors and their relationship to adjacent land uses. The Future Land Use Map is new to the 2030 Comprehensive Plan and shows the general character and distribution of recommended and planned uses across the City. This map carries the same legal weight as the text of the Comprehensive Plan. It is introduced in this Framework chapter and its use and application are described in Element A: 'Land Use'.

Growth Framework Map

The Growth Framework Map represents a vision for accommodating the next 120,000 households and 170,000 jobs anticipated for Raleigh by 2030. Under current zoning and assuming largely greenfield development, this amount of growth could be entirely accommodated within the City's jurisdiction, but would result in a centerless and undifferentiated pattern of sprawling development. The Growth Framework Map seeks to redirect a full 60 percent of this future growth into downtown and a series of seven city growth centers, 12 transit-oriented centers, and over 40 mixed-use community centers, connected via a network of parkways, multimodal corridors, and urban streets.

Growth Framework Elements: Centers

The new Growth Framework proposes a simplified hierarchy of four types of centers:

1. *Downtown Regional Center*: Encompassing the existing and future limits of the City's urban core, stretching south towards I-40 and north along Capital Boulevard, the Downtown Regional Center is where the most intense growth and highest levels of transit, bicycle, and pedestrian access are contemplated. Consistent with the eastward shift of regional growth patterns, the Downtown Regional Center emerges as a true hub for a rapidly growing region, served by highways, rail transit, high-speed intercity rail, and local and express bus.

Item 4: Kirkland, Washington Example

KIRKLAND
2035 YOUR VOICE.
YOUR VISION.
YOUR FUTURE.

Kirkland

is one of the most livable cities in America. We are a vibrant, attractive, green and welcoming place to live, work and play. Civic engagement, innovation and diversity are highly valued. We are respectful, fair, and inclusive. We honor our rich heritage while embracing the future. Safe, walkable, bikeable and friendly neighborhoods are connected to each other and to thriving mixed use activity centers, schools, parks and our scenic waterfront. Convenient transit service provides a viable alternative to driving. Diverse and affordable housing is available throughout the city. Kirkland strives to be a model, sustainable city that values preserving and enhancing our natural environment for our enjoyment and future generations.

Draft Guiding Principles (to replace Framework Goals)

Livable

Quality of life: safe and well-maintained neighborhoods with convenient access to parks, recreational facilities, the waterfront, community gathering places, excellent schools, and nearby services.

Diverse and Affordable: neighborhoods containing homes and businesses for a variety of incomes, ages and life styles.

Community Design: High quality and attractive architectural design and landscaping, and preservation of historic buildings and sites.

Sustainable

Ecological: natural systems and built structures that protect and enhance habitats, create a healthy environment, address climate change and promote energy efficiency.

Economic: a vibrant economy offering choices in living wage jobs, businesses, services and entertainment throughout the community.

Social: health and human services that fulfill the basic needs of all people without regard to income, age, race, gender or ability.

Connected

Sense of Community: community involvement in government, schools, civic events and volunteer activities creating a sense of belonging through shared values.

Accessible: safe, well maintained and extensive systems of roads, bicycle routes, pedestrian paths, and transit corridors for all users that interconnect neighborhoods and connect to the region.

Technology: reliable, efficient and complete systems for residents and businesses to be connected, informed and involved.

www.kirklandwa.gov/kirkland2035