live okc

communities

live okc
communities

Vibrant communities are composed of a variety of safe and interesting places for people to live, work, play, and learn. These characteristics are universally attractive and indicative of the kind of communities we seek to create and enhance.

Our Situation

Oklahoma City has many vibrant and active neighborhoods that offer nurturing places for citizens and their families. Maintaining healthy neighborhoods takes work and active involvement by residents. We recognize that neighborhoods are the building blocks of our city, and that thriving and safe neighborhoods are essential to its health. Key attributes of thriving neighborhoods include basic safety and security, freedom of movement, good property maintenance, a wide range of quality housing choices, parks and other common spaces for people of all ages, and easy access to schools, community resources, and economic opportunities. These and other ingredients can help create the most intangible but most important feature of great neighborhoods – a sense of identification and community spirit, where people know and care about the people who live around them. Healthy neighborhoods make life in the city better. And the ingredients that create healthy neighborhoods are the "livability indicators" that inform our community's priorities.

live**okc** is the communities element of plan**okc**. It considers the issues and establishes the initiatives and policies that will improve livability and strengthen neighborhoods throughout the city, using existing assets to increase safety, choice, and opportunity for all residents.

Many Oklahoma City neighborhoods have been stable since their beginning. Others have undergone change including a recent resurgence in several urban areas within the Inner Loop (the area roughly bounded by I-44, I-35, and I-240) as their diversity attracts a new generation of young families. Our threefold task is to:

1. Identify and address issues in ways that maintain the character of stable neighborhoods;

2. Continue the momentum created by resurgent neighborhoods, and;

3. Enhance the livability and security to facilitate resurgence of neighborhoods where improvements are needed.

Neighborhood Stability and Safety

Over the years, Oklahoma City's urbanized area has grown much faster than its population, reducing density and frequently causing population loss in older neighborhoods. This pattern also contributed to increased long-term vacancy and abandonment in residential and commercial buildings and produced socioeconomic divisions as people with different incomes lived, shopped, and worked farther apart
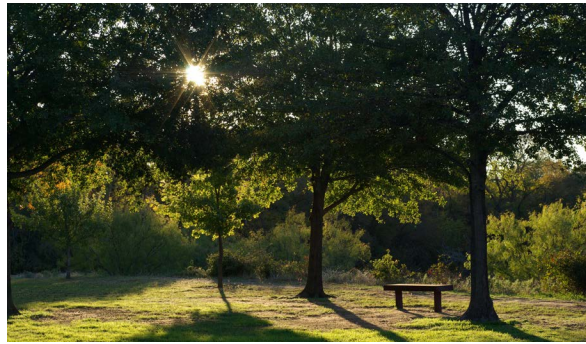
COMMUNITIES

Communities are composed of a variety of elements including homes, businesses, civic areas (Myriad Gardens Band Shell photo credit Lisa Austerman), recreation opportunities, and cultural activities.

from each other. These conditions erode the physical fabric and social glue of neighborhoods, which often result in increased and concentrated poverty, decline of community space and institutions, and serious safety concerns.

Vacant and abandoned structures. Changes in the location and nature of employment, shifting demographics, and almost half a century of declining demand for new construction in urban settings have left many abandoned properties throughout Oklahoma City. Many of these properties have excellent access to City services. However, according to the 2013 Vacant and Abandoned Building study, their abandoned status significantly reduces their ability to contribute revenue used to pay for those services. Additionally, abandoned buildings tend to attract criminal activity and transient populations ("squatters"), both of which require higher levels of police and fire services than occupied buildings.

Poverty and crime. When neighborhoods begin to decline, demographic and income segregation quickly follow. People with the means to move do so, leaving concentrations of low-income households. National trends show a high relationship between concentrations of poverty and increased crime rates, poor school performance, and decline of social institutions. This cycle is very difficult to break, and presents a significant challenge for many parts of the city.

Social fabric. We know that community identification and spirit are important outcomes of a living neighborhood, and in many cases are more important than physical appearance. However, social fabric is also a victim of neighborhood decline and isolation. People become disengaged, and participation in churches, schools, and community organizations drops. Facilities where a robust civic life should take place, like shops, parks, playgrounds, libraries, and community centers are either absent or viewed as unsafe. Routine connections within the neighborhood or to other parts of the city, like sidewalks, local streets, and transit service decline and along with them, the civic networks by which people reinforce one another. When the organizing elements of community life unravel, disorganization sets in and what were once centers of life and comfort become places to fear. The most challenging part of a neighborhood development strategy is reversing this trend, and rebuilding places where community life again flourishes, hope is restored, and opportunity is again created.

City action and a comprehensive plan like plan**okc** cannot solve all the complex problems of neighborhoods. We can, however, help create a neighborhood environment that provides safe places for learning; remove nuisances and deterioration which foster feelings of insecurity; provide space for community contact; and begin to rebuild the physical infrastructure.

Healthy food options. The green**okc** element examines agricultural and food issues and the distribution of fresh food outlets in the city. The issue of food access has attracted national attention, and bears repeating in this element. People are interested in eating healthier, but access to healthy options can be challenging in Oklahoma City, where only 10 percent of households live within a half-mile of a grocery store. This situation leaves many households with very few options to access reasonable food choices. There is another dimension to the food issue. Local grocery stores often function as meeting places as well

OKLAHOMA CITY NEIGHBORHOOD ASSOCIATIONS

Active Neighborhood Association
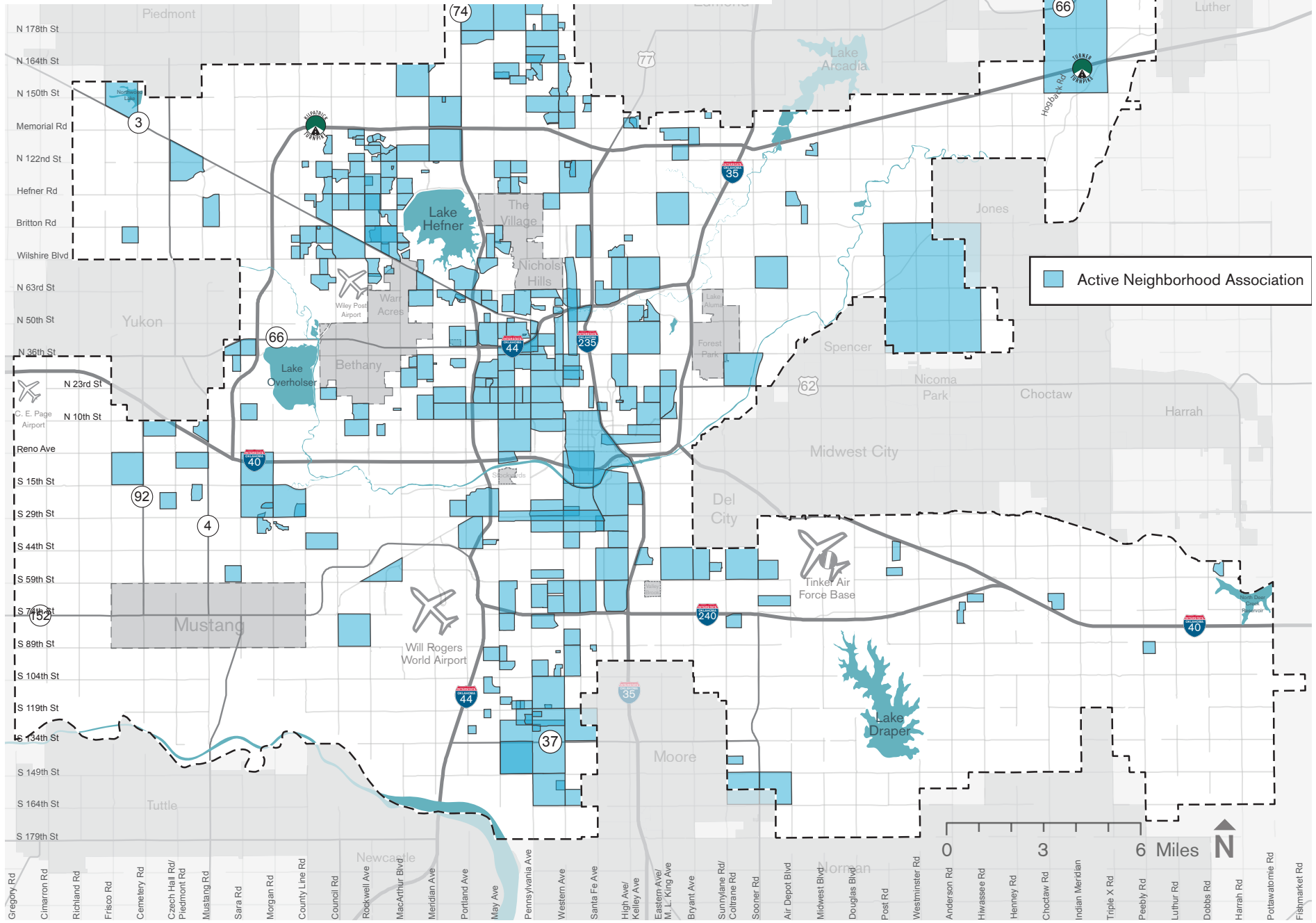
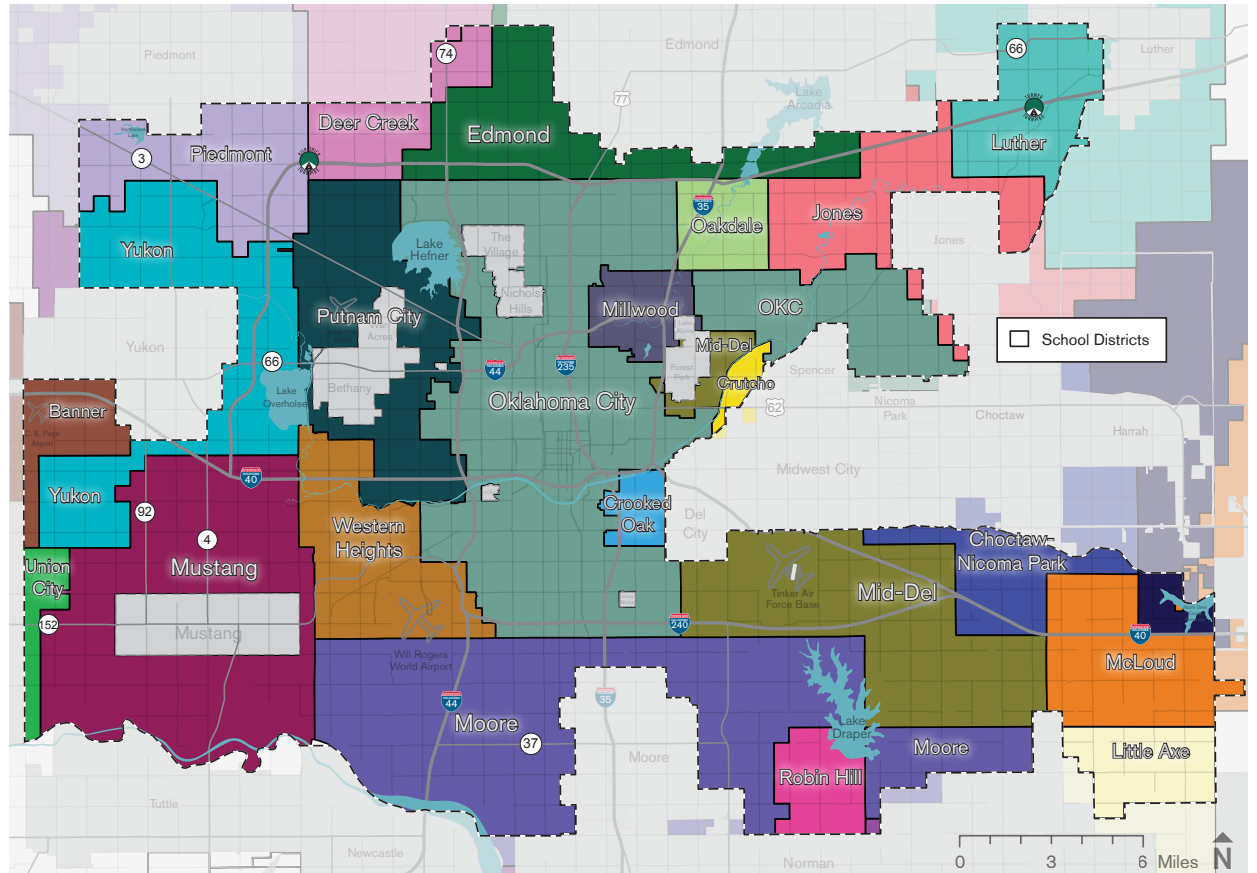## OKLAHOMA CITY'S ORGANIZED NEIGHBORHOODS

Neighborhoods are the building blocks of the city and their identification and organization is a key first step in addressing local challenges.
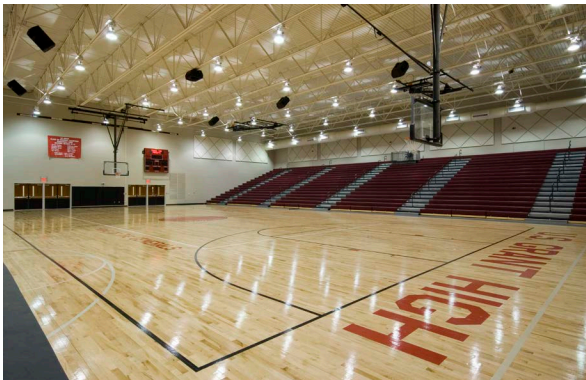
Schools provide important connections within and between communities
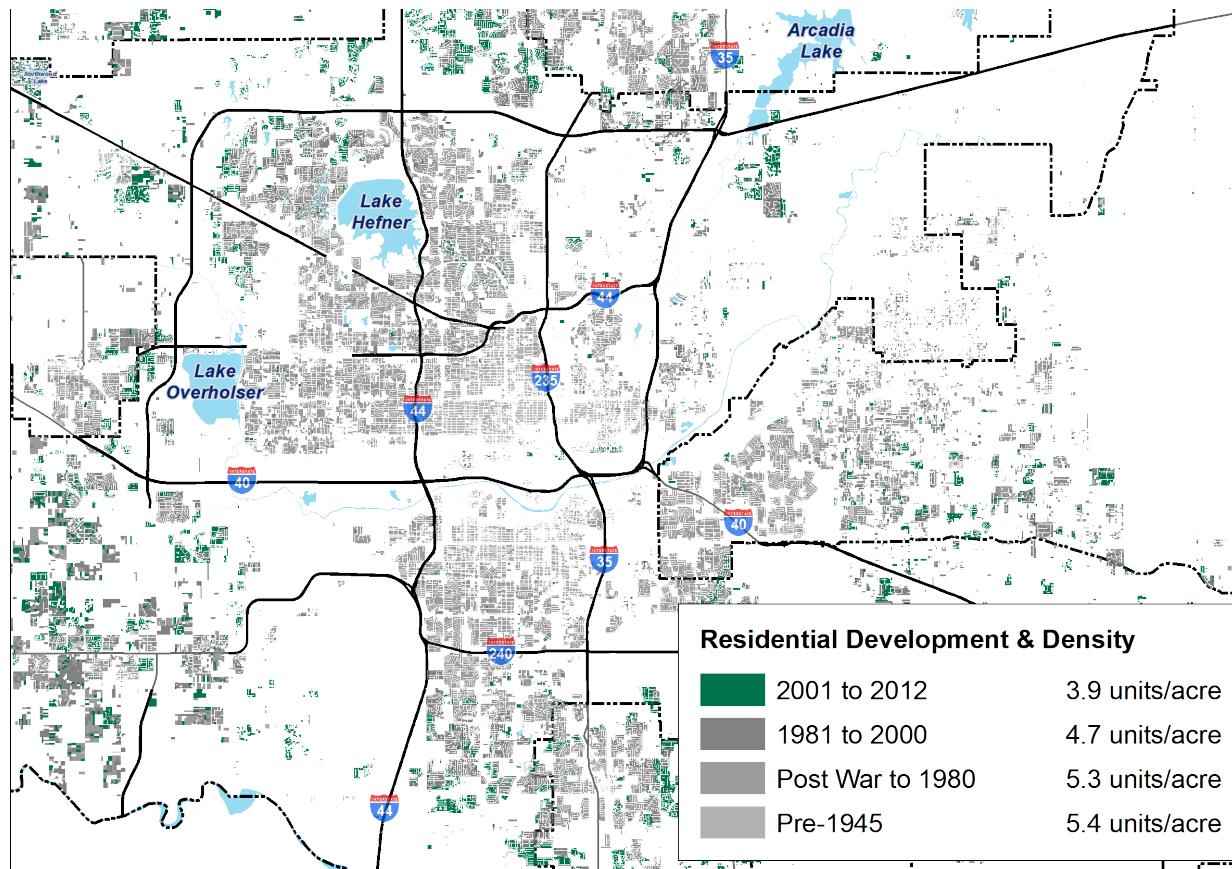

SCHOOL DISTRICTS

Oklahoma City contains portions of 27 school districts, making coordination of programs and cooperative action to address regional problems challenging.

as food outlets, and their presence or absence may be viewed as a measure of confidence in the viability of a neighborhood. Growing food locally in establishments like community gardens or urban farms does not yet supply a significant source of healthy food in Oklahoma City.

Environment and public safety. Elements of the public realm transmit messages about the health of a neighborhood. Poor street and sidewalk conditions, overgrown landscape, poor lighting, and hidden areas reinforce a sense of decline and create hazards to public safety. Streets and places that are devoid of routine activity like pedestrian traffic and lack visible doors and windows decrease the number of "eyes on the street" and lack a sense of individual territory and ownership both of which are important components of places that feel safe.

Program persistence. Much of our crime prevention programming has shown success, but too often, resources are not sufficient or forthcoming for sustaining them over the long term. As a result, gains can be lost without comprehensive community revitalization as a program component.

Residential Development & Density

■ (green)	2001 to 2012	3.9 units/acre
■ (dark gray)	1981 to 2000	4.7 units/acre
■ (mid gray)	Post War to 1980	5.3 units/acre
■ (light gray)	Pre-1945	5.4 units/acre

HOUSING CHOICES

Over the past 20 years **31%** of housing units built were multifamily, townhomes or single-family detached homes on small lots. In contrast, these housing types will make up **54%** of units built in the next 15 years.

- Housing Market Preference and Demand Study (2013)

Housing

All neighborhoods need a satisfactory supply of safe, affordable, quality housing to maintain their population and attract new residents. Issues related to housing supply at the neighborhood level include housing choice, condition and maintenance, construction quality, and economics.

Housing choice. More than 90% of the housing built during the last two decades consists of single-use subdivisions of detached single family homes or as large apartment complexes. This homogeneity leaves residents few viable housing options to choose from. The Housing Market Preference and Demand and Community Appearance studies both indicated a growing demand for more diverse types, including small-lot single-family, attached single-family (such as townhomes), and urban multi-family developments. Greater variety is especially appropriate in revitalizing communities and urban districts near major job centers such as Downtown, the Oklahoma Health Center, and the State Capital complex. In addition, some new housing should provide environments to accommodate the growing desire of older adults to age in place.

Condition and maintenance. Poor property maintenance and structural deterioration can quickly degrade neighborhood quality and property value. This raises the dual problem of 1) reducing the supply of quality housing and 2) discouraging reinvestment.

Schools

Schools are the traditional focus of a neighborhood, and community and school success are highly inter-related. Neighborhood decline can reduce educational performance, which in turn reduces the marketability and leads to further deterioration of the neighborhood, which in turn further impacts the schools, and so on in an ever degrading cycle.

Demand versus location. As families with children move away from many urban neighborhoods, the location of facilities no longer matches the location of students. This strains school districts' ability to maintain and improve facilities. Additionally, new school sites, especially in suburban locations, are often selected without considering long-term neighborhood or community goals for growth and neighborhood design.

Ownership. Over the years there has been a growing disengagement between schools and their neighborhoods. The breaking of physical and social connections reduces interest in the quality of the services provided by the school, erodes concern and support for re-investment in facilities, and contributes to the inefficient use of public resources. This problem has been reinforced by the closure of schools with low attendance. When a neighborhood loses its school, it loses an important part of its identity and ability to sustain itself, and the resulting shift in student population can generate new transportation problems.

Multiple school districts. Oklahoma City contains portions of 27 school districts, reducing the ability to address regional educational issues on a cooperative basis, and creating inefficiencies through duplication.

MAINTENANCE OF OLDER HOMES
These homes are an important source of affordable and workforce housing and maintenance of these homes supports neighborhood stability.

Publicly funded housing rehabilitation programs are often not sufficient and/or not implemented in a manner to create the necessary "tipping point" where public and private dollars can effectively reverse neighborhood decline.

Construction quality. Maintaining existing housing is very important, but the quality of original construction is a significant factor. Some lower-cost single and multi-family housing built during the past 20 – 30 years appear to lack long-term durability. While these homes provided affordable housing for several years, their relatively rapid deterioration has created and will continue to create long-term challenges for residents, neighborhoods, businesses, and the City.

Housing economics. Low housing values discourage new development and rehabilitation in urban neighborhoods. Low rents do not provide the cash flow necessary to support upgrading existing units or build new housing. New homes are rarely built in areas where the cost of the new home is well above the market value of surrounding homes. This market condition restricts new development and redevelopment. These economic issues can stall and prevent needed new development, rehabilitation, and reinvestment in older neighborhoods and untested areas.

Our Plan

The primary focus of live**okc** is to improve the livability and strengthen communities throughout the city. To do this, the predominant development pattern of the past 20 – 30 years will need to diversify. This pattern has stretched public and private resources and often left the city's poorest residents behind in areas devoid of realistic job, school, shopping, and entertainment options. We must conserve and reinforce older neighborhoods and not neglect them in favor of new development on the city edges. Many of the initiatives needed to change these trends reinforce the directions identified in sustain**okc** and connect**okc**. Our effort to build better neighborhoods requires land use and transportation policies that encourage reinvestment in existing resources and increase the choices and quality of housing currently offered to the city's residents. But as important, we also must work together to rebuild the human dimension of a neighborhood – to create a sense of community and a common effort to make safe and rewarding places to live, work, play, and learn.

Our Goals

NEIGHBORHOOD SAFETY
1.   Oklahoma City neighborhoods are safe places to live, work, learn, and play.

SCHOOLS
2.   Oklahoma City area schools are neighborhood assets and sources of pride.

HOUSING
3.   Oklahoma City's neighborhoods thrive because they contain quality housing choices to meet the diverse needs of the population.

NEIGHBORHOOD STABILITY
4.   Oklahoma City's neighborhoods are vibrant because they have high occupancy rates, a diverse housing stock, and well-maintained properties.

FOOD SYSTEMS
5.   Citizens have easy access to a variety of affordable healthy food options.

TRANSPORTATION CHOICE
6.   Citizens have access to a variety of transportation choices to serve their daily needs.

SOCIAL CONNECTIONS
7.   People have a number of places to gather and socialize that are easily accessible from and within neighborhoods.

Our Initiatives

liveokc Goals

liveokc Initiatives	1	2	3	4	5	6	7
1. Enhance crime prevention and effective policing.	■			■			■
2. Incorporate safety into neighborhood design.	■			■			■
3. Maximize location efficiencies of school sites.		■		■			■
4. Create partnerships to expand housing choice and availability in key areas.			■	■			■
5. Expand housing diversity by type and cost.			■	■			
6. Preserve and enhance special needs housing.			■	■			
7. Revitalize and stabilize urban neighborhoods.				■	■	■	■
8. Enhance suburban and rural development design.			■	■	■		■

What's a neighborhood? Obviously, it's a collection of physical objects: of houses and streets, parks and stores. But the real importance of a neighborhood is that it is made of neighbors. . . Neighbors are not simply people who live in physical proximity. Neighbors are people who are acquainted with each other. Neighbors have some sense of human connection. Neighbors recognize and acknowledge each other. Neighbors have some sense of responsibility to each other. Neighbors are not anonymous."

-David Sucher
City Comforts: How to Build an Urban Village

Every resident of Oklahoma City should be able to live in a safe neighborhood, free from fear. When asked about the factors most important to their housing or neighborhood choices, Oklahoma City's residents ranked sense of safety and security first (2013 Housing Market Preference and Demand Study). Communities do not thrive unless people consider their neighborhoods safe.

INITIATIVE 1

ENHANCE CRIME PREVENTION AND EFFECTIVE POLICING

We will enhance policing and crime prevention programs through partnerships between police and local communities. The term "community policing" has become controversial in some instances, but it is in fact a common sense approach to law enforcement that many cities and towns implement without fanfare. Police departments that practice community-based techniques recognize that police alone cannot deal with neighborhood safety and livability issues, but instead must partner with citizens, businesses, organizations, schools, churches, and others to build safe environments. Community-based programs establish personal relationships and trust between police and residents. Some police departments describe this approach as a "value system" or even "a way of life" as opposed to a program. In Oklahoma City, effective neighborhood policing will involve greater outreach to residents and businesses, interaction with organizations, working relationships with property owners, and other cooperative efforts. A critical support element will involve direct work with at-risk youth and adequate funding for job training, education, and leadership development programs.

Policies L-1, L-2, L-3, L-4, L-6, E-17, P-22, and P-23 implement this initiative.

INITIATIVE 2

INCORPORATE SAFETY INTO NEIGHBORHOOD DESIGN

We will incorporate design and maintenance practices to create safer environments in both established and new neighborhoods. Addressing the impact of the neighborhood environment on public safety will follow two tracks: 1) reviewing new projects (including subdivisions and major new developments) and incorporating safe environmental design standards into their design, and 2) auditing existing neighborhoods for unsafe conditions and correcting problem areas.

Safety evaluation of new projects will start with developing design standards and guidelines, using the principles of Crime Prevention Through Environmental Design as a starting point. Our public safety departments should develop specific areas of expertise in these principles and be fully integrated into the City's project review and approval process.

NEIGHBORHOOD DESIGN

This rendering shows an example of how a neighborhood can be designed or re-designed, to improve safety, access, and provide a wide range of living arrangements.
credit: Eric Hyne, Encore Arts, LLC

Established neighborhoods present different challenges. Partnerships between City staff and community organizations will analyze the neighborhood environment and local crime patterns to identify and correct specific problems. The most common issues include overgrown lots, hidden spaces, and vacant and deteriorated buildings. We must be aggressive in such areas as vegetation control and demolition of buildings beyond feasible repair.

Response times when emergencies occur are also an important factor in the interaction between public safety and environmental design. Neighborhood designs should increase the efficiency of public safety operations and ensure that the greatest number of residents can be reached in the shortest amount of time by emergency responders. This should include strategic improvements in existing neighborhoods and efficient design in new neighborhoods.

Systematic evaluation and correction of design aspects of new projects and inherently unsafe environments

in established areas will be necessary to ensure a safe environment for all residents of Oklahoma City.

We will correct unsafe building elements and design conditions in public facilities and outdoor spaces. The City should lead in providing safe and secure facilities and properties. This is especially important in distressed neighborhoods, where a public park or center may be seen as a refuge. All publicly accessed properties should be assessed for unsafe conditions, including but not limited to poor lighting, blind spots, and maintenance hazards. Once this inventory has been completed, priorities for repair should be set and incorporated into the capital program.

Graffiti and vandalism in public areas are special and persistent problems. Uncorrected incidents suggest neglect in a neighborhood, which in turn encourages both more vandalism and serious criminal activity. Graffiti can be controlled through an aggressive removal policy, best accomplished in partnership

with neighborhood residents. Cooperative action for productive purposes has the secondary benefit of building a sense of neighborhood effectiveness and establishing credibility for improvement efforts all of which help reconstruct the social fabric.

Policies L-3, L-6, L-7, L-8, L-33, L-37, SU-20, SU-21, C-5, C-7, C-11, C-12, E-17, P-22, P-23, P-29, P-31, ST-25, SE-1, SE-2, SE-3, SE-4, SE-5, and SE-8 implement this initiative.

Our schools are a key neighborhood institution that can either contribute to or detract from the quality of neighborhoods. Schools with good performance attract young families to a neighborhood and provide alternatives for at-risk children. Decisions that affect school facilities can also have a dramatic impact on neighborhood viability.

INITIATIVE 3

MAXIMIZE LOCATION EFFICIENCIES OF SCHOOL SITES

We will establish partnerships between the City and school districts to assist in non-educational functions. School districts deal with a variety of non-educational or indirectly educational functions on a regular basis. This includes siting of new schools, redeveloping closed schools, addressing crime and crime prevention, and other community outreach functions. By working together, funding should be leveraged and resources used efficiently to strengthen neighborhoods, making them viable choices for young households.

We will co-locate new public projects in coordination with local school districts. Strong civic institutions strengthen neighborhood identify, social interaction and appeal to investors. Co-locating public

projects such as libraries, fire stations, parks, recreation centers, and schools create neighborhood activity centers and realize efficiencies through joint use arrangements.

Policies L-9 and ST-18 implement this initiative.

If the expectation of safety is the most basic prerequisite of a community, housing is its physical cornerstone. Strong neighborhoods cannot exist with deteriorated or inadequate housing. In older neighborhoods, housing must be renewed to serve new generations. New housing also is being called on to serve more diverse needs and preferences. For example, the financial crisis of 2008 led to an increased demand for rental housing. The Millennial generation is demanding variety and is less drawn to the single-family detached house than previous generations. As neighborhoods evolve, they must address the economic and lifestyle needs of consumers.

INITIATIVE 4

CREATE PARTNERSHIPS TO EXPAND HOUSING CHOICE AND AVAILABILITY IN KEY AREAS

We will create public/private partnerships that fill critical demands like workforce housing that are not normally satisfied by the private market. The Housing Market Preference and Demand Study defined housing preferences for different age and income groups, including residential types and locations. This information provides valuable guidance to city agencies, community organizations, builders, and developers that can help all parties make policy and business decisions. However, these data rapidly become outdated. Regular updates, funded by a mutually beneficial partnership of public and private sectors, can ensure that this information remains relevant and useful.

But information must be put to use. The 2013 housing study identified a major demand for "workforce" housing – equity and rental units affordable to people in a range from 60% to 120% of the citywide median

household income. The normal private market has difficulty producing housing for much of this income range because of perceived risk and small profit. Partnerships between the public, private, and nonprofit sectors, including employers, can develop programs that remove obstacles to workforce housing production and marketing. Options include site acquisition, landbanking, interim financing, appraisals, mortgage financing, neighborhood infrastructure, and streamlined development reviews.

Policies L-11, L-12, L-13, L-14, L-15, L-22, L-25, L-27, L-28, L-39, L-42, SU-43, and ST-12 implement this initiative.

INITIATIVE 5

DIVERSIFY THE HOUSING SUPPLY BY TYPE AND COST

We will create forces that produce housing diversity through implementation of the land use plan. Development markets are conservative in the sense that builders become familiar with a certain housing type and build to their specialization. The land use plan is built on the principle of mixing uses and densities, and greater housing variety is a beneficial outcome of this new approach. Moving the local housing industry into the new territory of mixed products and densities is a gradual process

"The form and layout of the built environment has a large and significant influence on crime by creating opportunities for it and, by extension, shaping community crime patterns. The potential implications of ignoring crime in the (planning and design) decision-making process are profound."

- Derek J. Paulsen,
Crime and Planning

NEIGHBORHOOD ACTIVITIES
Neighbors participate in activities and events to improve awareness and safety throughout the city.

PLAYGROUND AT STAND WATIE ELEMENTARY SCHOOL
This school playground is a valuable asset to the nearby community.

that requires the cooperation of both regulators and builders.

Implementation of the Land Use Plan will include new regulations that both allow and support a variety of housing types. In addition to permitting variety, guidelines and review procedures may be developed that require mixes of lot sizes and housing configurations in large projects. Additionally, redevelopment should be encouraged through incentives like density bonuses, fee waivers, and assistance with site preparation and infrastructure.

Major new concepts will require close consultation with the development sector.

We will create more opportunities for income diversity and mixed-income neighborhoods. Greater income diversity can be achieved in a variety of ways, but one of the most effective ways is to ensure a variety of housing styles and sizes. Additionally, financing tools like direct investment of public housing funds, tax-increment financing, bonds, revolving loans, housing program funds, and other public/private partnerships should be used to develop new or redevelop existing mixed-income projects in the urban and downtown land use typologies. The capacity of nonprofit developers like Community Development Corporations and Community Housing Development Organizations should also be expanded to provide mixed-income housing in targeted areas.

Policies L-11, L-12, L-14, L-20, L-29, L-32, L-34, L-41, SU-4, SU-5, SU-8, SU-9, SU-12, SU-43, SU-49, and ST-14 implement this initiative.

INITIATIVE 6

PRESERVE AND ENHANCE SPECIAL NEEDS HOUSING.

We will create opportunities that can increase housing for special needs populations. The need for housing that accommodates special needs populations, including the aging and people with physical or mental disabilities, is growing. Diversity in housing also includes providing environments for people who cannot fully live independently. Policies and regulations should encourage group settings and shelters in places with convenient

access to transit, community facilities, daily needs, and support services. Universal design standards should be required within larger projects. Universal design involves designing spaces that can be used by the widest range of people and abilities.

We will address homelessness by applying a Continuum of Care model. Homelessness should be addressed through a two-point approach. The needs of people who are currently without homes should be met by building additional accommodations, including emergency shelter, transitional housing, and permanent supportive housing. A Continuum of Care model can identify and develop strategies adapted to Oklahoma City's specific needs. In addition to supplying more housing, this approach prevents homelessness by including rent or mortgage assistance, housing counseling, medical or health counseling, and budget counseling.

Policies L-17, L-18, L-19, and L-20 implement this initiative.

The word "neighborhood" in its original form means people or things that are near ("neigh") each other. The word "community" on the other hand, combines two Latin words: cum (with) + unitas (unity), implying not just unity but unity connected with others. Communities require social interaction, common ties, and a feeling of a shared future. Together, these attributes produce a spirit of identity and working together to create something of value for all members. Successful urban neighborhoods go beyond people simply living in the same area — they become communities. Physical attributes of neighborhood communities include structures in good condition, viable institutions, and active civic life.

INITIATIVE 7

REVITALIZE AND STABILIZE URBAN NEIGHBORHOODS

We will set neighborhood development priorities by using quantitative evaluation criteria. Available resources are never sufficient to address the problems of struggling neighborhoods. Setting priorities and policy focuses can be addressed by an evaluative process that considers such factors as economic opportunities, educational performance, housing quality, access to commercial and other support services, public safety, and presence of community organizations and institutions. The process should consider positive neighborhood factors that can create the foundations for success, including:

- Existing support capacity from neighborhood associations, local service providers, and area businesses;
- Community institutions like parks, schools, churches, or community centers; and,
- Connections to surrounding neighborhoods.

We will expand rehabilitation and redevelopment programs to stabilize the physical fabric of neighborhoods. The physical condition of a neighborhood and its buildings is critical to its ability to function as a community. Residential rehabilitation programs should be expanded to both meet the needs of existing residents and serve future generations. Rehabilitation should focus items that directly affect health and safety, secure the basic building envelope, and add economic value to the surrounding area. Programs in which community development corporations acquire,

INFILL HOUSING
Throughout Oklahoma City, new and rehabilitated homes are bringing new life to older communities.

WESTTOWN RESOURCE CENTER
This facility provides support to families making the transition from homelessness to permanent housing.

rehabilitate, and either sell or rent units on a "turnkey" basis at moderate costs have been particularly effective in adding value, preserving housing, and introducing new owners and potential leaders into a neighborhood.

But housing rehabilitation is only part of the picture. Vacant sites and dilapidated buildings depress both property values and community momentum. Programs to accelerate the redevelopment of dilapidated properties should be tied closely to the priority evaluation process. Funds should be targeted to areas and projects that create a critical mass that in turn catalyzes private market investment and creates a self-sustaining community. Mechanisms like landbanks and land trusts have also proven effective in gaining control over vacant properties and returning them to productive use. Often, a high priority or visibility project at a strategic location can produce an unexpectedly powerful private reaction as neighbors gain confidence in their future.

We will create, enhance, and maintain community spaces where residents interact positively and advance the social fabric. Successful neighborhoods include spaces where people see and greet each other, and work and play together in a common enterprise. These spaces open a neighborhood, and increase the

level of positive interaction that is the essence of a living neighborhood. Yet, hidden or neglected public spaces have the opposite effect, attracting nuisances and sometimes crime, and being scary or off-putting places that people avoid. Good community spaces can take many forms – a well-maintained public park surrounded and watched over by residents; a community garden; the median of a parkway; or a school or community center site.

Strengthening these community places begins with inventorying and analyzing their operations. This can be done in cooperation with neighbors and community organizations. Volunteer work, business participation, and other public and private support can provide the means to reclaim existing spaces and develop new ones, and to provide adequate resources for continued support and maintenance.

Facilities like community gardens and groceries are particularly attractive as community spaces because they are self-supporting; become natural and productive attractors of people, and address other key concerns such as access to healthy food. Efforts at a neighborhood level to secure sites and organize gardens should be expanded and educational institutions should provide technical help to gardeners. Public development incentives should have a special focus on attracting grocery stores to skipped over areas with viable consumer markets, and should encourage inclusion of public space in project design.

We will coordinate public infrastructure projects and community revitalization. In an effort to create tangible catalysts for revitalizing urban communities, the City will use the analysis described in this section as well as those located throughout planokc, to inform its capital improvements program.

Policies L-5, L-9, L-12, L-14, L-21, L-23, L-24, L-25, L-26, L-27, L-28, L-29, L-30, L-31, L-32, L-35, L-36, L-38, L-39, SU-4, SU-17, SU-19, SU-20, SU-21, SU-23, SU-24, E-17, ST-21, and ST-23 implement this initiative.

The concept of community development is usually associated with older parts of the city, but also applies to new neighborhoods and developments. We tend to build residential "additions" or "subdivisions," but not true communities. Our developing areas should move beyond simply being places where people live near each other but never really become neighbors.

INITIATIVE 8

ENHANCE RURAL AND SUBURBAN DEVELOPMENT DESIGN

We will institute neighborhood design guidelines and practices that build community in lower-density settings. We recognize that different people have different preferences. Many people seek new houses but still want the diversity and neighborliness of the best of established neighborhoods. Others seek the bigger lots and greater personal space offered by low-density development. But almost everyone wants an attractive living environment, a sense of belonging to a community, public space, and connection. As we move toward new standards that implement the land use plan, we should ensure that new development designs reflect patterns that create better communities. These include such items as encouraging lot clusters to maintain open space, even in low-density development; street connections for both community contact and public safety access; trail and pathway systems; and housing variety where appropriate. Planned unit developments should be used in their intended way, to encourage creative design by looking at developments in their entirety.

Policies L-33, L-35, L-38, L-40, L-41, SU-2, SU-5, SU-8, C-5, C-7, C-12, C-14, C-29, E-33, E-39, ST-17, and SE-2 implement this initiative.