



## COMMON GOALS-DRAFT

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### **Guiding Principles**

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The following Common Goals are based on several guiding principles that have evolved during the planning process.

- Bradley County, the City of Cleveland, and the City of Charleston will continue to grow, probably at an accelerated pace. The challenge for the communities is to be prepared to capitalize on the benefits of growth while minimizing negative impacts of growth.
- The overarching theme of this preparation is the concept of sustainability: promoting the ability of the economic, fiscal, environmental, and social systems to thrive indefinitely into the future.
- No single jurisdiction can effectively achieve such a sustainable future on its own at the exclusion of other entities. This means that the hallmark of this strategic plan must be cooperation, collaboration, coordination, and communication.
- However, within this vision of regional collaboration, the autonomy of each jurisdiction is respected. For this reason, the mechanisms for implementing the Common Goals will involve voluntary cooperative efforts through coordinated planning such as updates to comprehensive plans, coordinated land use regulations, coordinated capital improvement plans, joint planning for strategically important geographic areas or issues, and continued multi-jurisdictional planning efforts.
- With a complex network of public, semi-public, and private entities at work in Bradley County, future planning must necessarily involve an ongoing balancing of values and interests. This strategic plan sets out a long range vision and framework for a sustainable future, but the hard work will involve continued cooperative planning and implementation at the local level. The challenge will be to continue to push for improved collaborative approaches that advance this plan over the long term.

Given these assumptions, the following “common goals” are established, along with an indication of the general strategy to accomplish these goals. Once a set of common goals is agreed upon, the strategies will be expanded and further defined with more specific actions.

## Common Goals

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1. **Efficient Growth.** Bradley County will grow and develop efficiently relative to the cost and timing of providing infrastructure and public facilities.

**General Strategy:** *Bradley County, the City of Cleveland, the City of Charleston, utility providers, and other public facility providers will coordinate growth, especially around the current and future edges of the communities. Efficient growth will be encouraged through coordinated comprehensive plans, land use plans linked to capital improvement plans, joint focus area planning in strategically important areas, and coordinated land use regulations. The comprehensive plans for the county and the cities will be updated in sync with each other to be consistent with the land use framework of this strategic plan, providing a coordinated vision for future growth and land use patterns.*

2. **Infrastructure Directed Growth.** Infrastructure and public facilities that meet defined level-of-service standards will be provided concurrent with new growth and development.

**General Strategy:** *Infrastructure will be planned and provided in concert with the land use framework of this strategic plan and the local comprehensive plans. Utilities in particular will used as a fiscally responsible and proactive growth management tool to help guide growth, not simply considered as a service to be provided in response to market driven growth pressures. Infrastructure providers will participate in local comprehensive planning, and will prepare long range capital improvement plans that are based upon the future land use plan elements of the comprehensive plans.*

3. **Economic Competitiveness.** Bradley County will enjoy a growing, diverse, and balanced economy that provides equitable benefits to all segments of the population.

**General Strategy:** *The Chamber of Commerce will work with the county and the cities to define a competitive regional economic vision and establish the tools to implement that vision. The Chamber of Commerce and its affiliated economic development entities will continue to promote the retention of existing businesses and attraction of new businesses according to economic development plans that promote a diverse economy. The regional economic vision will connect economic development strategies to education and worker training programs. The Chamber of Commerce will continue to lead efforts to identify and develop industrial and business parks that serve as catalysts for further jobs creation.*

4. **Fiscal Sustainability.** A strong local economy and a diversified tax base will help position the local government to generate the revenues necessary to finance infrastructure and public facilities in a fiscally responsible manner.

***General Strategy:** The land use framework in this strategic plan will be used as the basis of more detailed comprehensive plans in each jurisdiction. Future land use and infrastructure plans and decisions should consider the fiscal implications of choices. Therefore, the county and cities will explore improved financial planning tools that are linked to future land use plans. These tools include fiscal impact models, long-term capital improvement plans, and long-term capital financing plans. For major capital improvements, the county and cities will also consider the appropriateness of funding mechanisms other than property taxes to finance the cost of growth.*

5. **Transportation Choices.** A variety of transportation choices will be available to Bradley County residents and businesses, including safe and efficient roads, safe and welcoming bicycle and pedestrian facilities, and public transportation options.

***General Strategy:** Future transportation plans will incorporate multi-modal elements into them, setting the stage for funding decisions that promote transportation choice and market-competiveness for the region. The county and the cities will work together to develop safe, reliable and economical transportation choices in order to decrease household and business transportation costs, improve air quality, reduce greenhouse emissions and improve mobility and public health. Equally, the county and the cities will work together to plan for and build transportation investments that strengthen business and commerce for people and goods within the region.*

6. **Housing Choices.** A balanced range of quality housing choices will be available to meet the needs of the full life cycle of ever changing demographics.

***General Strategy:** During the course of updating their comprehensive plans, the county and the cities will collaborate to analyze demographic and market trends, and will prepare land use plans that provide for places for a range of housing options at densities and with mixtures that meet the diverse needs of the current and future population of the community. Land use regulations will be revised to be consistent with comprehensive plans and remove unnecessary hurdles for housing choices. The county and cities will also address housing choices in local housing plans that are used as a basis for state and federal funding.*

7. **Natural & Cultural Resource Protection.** Sensitive natural and cultural resources will be preserved and protected, and viewed as positive assets of the community that contribute to a sustainable future and a high quality of life.

**General Strategy:** *The county and the cities will collaborate to develop baseline standards that will be incorporated into comprehensive plans and land use regulations, addressing issues such as storm water management, stream protection, flood plain management, hillside protection, prime agricultural land protection, groundwater protection, historic site recognition and preservation, and others as determined through the comprehensive planning process. The strategies will focus on recognizing the valuable contribution natural and cultural resources make to the communities quality of life by indicating how these features can contribute to well being and economic development through stewardship, cultural heritage preservation and eco-tourism.*

8. **Livability and Quality of Life.** New growth and development will have a quality and character that promotes community livability, quality of life, and sustainable communities.

**General Strategy:** *The county and cities recognize the importance of quality of life and livability both for its existing residents and as an economic development tool. The elements that make up quality of life include the efficient provision of adequate public facilities and services such as schools, infrastructure, transportation facilities, public safety, and others in a fiscally responsible manner. However, it also includes elements such as the quality of design and construction of new development; the strategic mixture of mutually supportive uses that allows people to live, work, shop, and recreate without being dependant on the automobile; the preservation of open spaces; the fostering of walkable and bikeable communities; vibrant and active public spaces; historic, cultural, and arts resources; and others. The county and the cities will collaborate to define the quality of life elements that are important to the Bradley County communities and will build partnerships with public and private entities to implement a quality of life initiative.*

9. **Value Existing Communities and Neighborhoods.** Existing communities and neighborhoods will be valued, strengthened, supported, and enhanced.

**General Strategy:** *While it is recognized that some economic development opportunities will require new areas to be developed, a compact form of county growth will be favored over a sprawled form of growth. The county and the cities will work with other providers of public services and facilities to direct public investments into and around existing developed communities and neighborhoods to maintain and enhance their community value. The county will consider land use policies that discourage inefficient sprawl while respecting the rights and expectations of rural land owners. During the course of updating their comprehensive plans, the county and the cities will focus on land use patterns that promote reinvestment in existing communities and neighborhoods through redevelopment and infill strategies. Land use regulations will be revised to incorporate redevelopment and infill standards, and incentives for redevelopment over sprawling growth patterns will be*

*identified.*

- 10. Intergovernmental Coordination.** Bradley County, the City of Cleveland, and the City of Charleston will work collaboratively and cooperatively to advance the goals of this strategic plan.

***General Strategy:*** *The county and the cities will develop tools to implement intergovernmental approaches on an ongoing basis. Mechanisms such as intergovernmental agreements, joint planning efforts, joint service agreements and others will be explored. New intergovernmental coordination efforts will build on the extensive cooperative efforts that are already in place.*

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