



Smart Growth America
Improving lives by improving communities

Osage Nation

Smart Growth 101

Report and Suggested Next Steps (Revised)

Building Blocks for Sustainable Communities Program

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Executive Summary

Pursuant to our technical assistance award with the Osage Nation, this Memorandum constitutes Smart Growth America's final report summarizing the recent *Smart Growth 101* workshop, and suggesting possible *Next Steps* the city and region could take to craft a vision for the Osage Nation's future development.

John Robert Smith and Emiko Atherton, representing Smart Growth America (SGA), met with local leaders and residents on May 2 and 3, 2017 to provide assistance via the *Smart Growth 101* tool, supported by a cooperative agreement with the U.S. Environmental Protection Agency Office of Sustainable Communities.

Following a productive discussion with various stakeholders — including residents, advocates, business owners and elected officials — the following *Next Steps* are recommended:

- 1. Leverage the recent tourism increase to invest in and spur downtown revitalization, placemaking, and streetscaping.**
 - a. Turn vacant buildings and parcels into economic opportunities.**
 - b. Celebrate and find new uses for Pawhuska's historic building stock.**
 - c. Seek out opportunities for placemaking and streetscapes.**
- 2. Invest in broadband Internet access as well as other utility infrastructure improvements.**
- 3. Reinvest in the Constantine Theater by providing a stable and permanent revenue source.**
- 4. Work to coordinate City of Pawhuska, Osage County and Osage Nation**

services.

5. **Adopt a Complete Streets Policy and Implementation Strategy.**
6. **Focus efforts on transportation connections to downtown Pawhuska.**
7. **Look for opportunities to increase affordable housing within and connected to downtown - including for Millennials and an aging population.**
8. **Create a marketing and action plan for the Osage Nation and Pawhuska's unique arts, culture and history.**
9. **Create an implementation committee to move these recommendations forward.**

Need for assistance

The Osage Nation and the city of Pawhuska are fortunate to have some exciting economic redevelopment opportunities brought about by recent national phenomenon tied to the community. First, Ree Drummond, known as the Pioneer Woman, has developed a committed national following through her cooking reality show on the Food Network, website, and restaurant / store located in the historic Mercantile building in downtown Pawhuska. Ms. Drummond has filmed nearly 200 shows over 15 seasons as well as more than 4 million “likes” on Facebook and nearly 1 million Twitter followers. Recently, the Pioneer Woman has brought up to 6000 visitors per day to Pawhuska to dine in her restaurant and shop in her store.

Second, *Killers of the Flower Moon*, a new book published earlier this year, chronicles the true story of the mysterious killing of dozens of members of the Osage Nation in the 1920s. Visits to both the Osage Nation and City of Pawhuska websites have been extensive – demonstrating a nationwide interest in both as well as this tragic history. As a result of the publication of this book, both the city and the Osage Nation anticipate additional tourist visits.

It is reasonable to assume that both the Pioneer Woman and *Killers of the Flower Moon* will result in an increased number of visitors to the Osage Nation and Pawhuska for some time. But it is unrealistic that this number of visitors will continue unabated as it has been. After all, the Pioneer Woman's Mercantile has only been opened eight months and *Killers of the Flower Moon* was only just published this spring. Therefore, the City of Pawhuska and the surrounding region has a window of uncertain duration to make the investments needed to spur additional downtown revitalization.

For these reasons, a Smart Growth 101 workshop was extremely timely for the Osage Nation and the City of Pawhuska as it helped the community to think about the opportunities that have presented themselves and how to make the most of them while

interest in the *Pioneer Woman* and *Killers of the Flower Moon* among visitors is at its peak. The workshop also brought local residents together to plan for their future for the first time.

It is also critical to note that the city and region's economic history is closely tied to the often wild swings of the oil and gas industry. Pursuing smart growth offers the community and the Osage Nation an opportunity to work together to create an economic future that is more sustainable, diverse, and less susceptible to factors they cannot control such as swings in the commodity market.

Workshop Review

SGA's technical assistance visit began on May 2nd with a tour of the Osage Nation campus, downtown Pawhuska, and other sights in the community. Among other important Osage cultural amenities the team visited, major stops on the tour included:

- Mercantile
- First National Bank Building
- Constantine Theatre
- Osage Nation headquarters
- Osage Nation Museum
- Osage Nation Congressional and Minerals Chamber
- Catholic church embracing the intertwining of the native Osage and the ranchers / farmers – even incorporating this story into the stained glass

These amenities are important to the community and played a key role in the discussions at the workshop as well as the recommendations in this next steps memo. Their importance is discussed in more detail below.

That evening, the technical assistance team gave an overview of the workshop's outline, purpose and goals in a public presentation, previewing many of the key themes to be discussed further at the workshop, particularly the emerging national demographic and economic trends at play across the American landscape.

On the second day, the workshop explored these trends as they pertain to the Osage Nation's past and its future. SGA's presentation opened with an examination of the fiscal challenges faced by communities like Pawhuska based on their patterns of development. The SGA team then dug further into an examination of the economic impact of 20th century suburban development patterns, presenting quantitative evidence of the trend of migration by both Baby Boomers and Millennials to vibrant city and town centers. The workshop discussed the emergence of the millennial generation as the predominant driver of economic demand and the workforce sought by today's

job creators, emphasizing that generation's interest in walkable, bikeable, vibrantly social towns and cities. SGA's presentation next provided an overview of Smart Growth principles, including case studies from other communities around the country.

The afternoon was devoted to small group discussions and presentations back to the larger group. The SGA team guided the groups through exercises that narrowed a brainstorm of ideas into an organized set of actionable goals. Small groups prioritized their goals for the community related to growth and development. The larger group discussed how the community could achieve the goals perceived to be most important.

Utilizing examples of placemaking and revitalization done in communities like Nashville, TN; Normal, IL; Meridian, MS; and, Franklin, TN allowed the SGA team to give participants some real world points of reference.

Organizing the community's aspirational vision this way created a structured, prioritized approach to tackling issues that ranged in scope and degree of achievability.

The absence of City of Pawhuska officials at the workshop was notable. A significant rain event during the workshop visit resulted in a ruptured water line that cut off water service to a significant portion of the community, including the facility where the workshop was held. Mike McCartney, the city manager, was available for part of the second day workshop but justifiably had pressing public works issues that demanded his attention. However, only 1 city council member was present at the workshop. Neither Mayor Mark Buchanan nor other city council members were in attendance for any part of the workshop.

This was disappointing as Pawhuska's future depends on the fully integrated and fully shared vision of both the city and Nation. Both Pawhuska residents and members of the Osage Nation participating in the workshop shared this sentiment. Osage leaders (including both chiefs) were present and engaged throughout both days of the workshop. Many of the recommendations made below require the City of Pawhuska to work closely with the Osage Nation to ensure their successful implementation.

Representatives from the EPA attending the workshop included:

- Ira Hight, Tribal Liaison for EPA Region 6

Federal, state, regional, and local leaders attending the workshop included:

- Mike Becker, USDA Rural Utilities Service

- Brian Bigbie, Indian Nations Council of Governments (INCOG)
- Alicia Ferris, USDA Rural Development
- Sharon Gordon-Ribeiro, HUD
- Otto Hamilton, Osage Congress
- Brian Hendrix, Deputy Assistant of Native American Affairs, State of Oklahoma
- Steve Holcombe, Pawhuska City Council
- Jerry Howerton, Osage County
- Mike McCartney, City of Pawhuska
- Angela Pratt, Osage Congress
- Raymond Red Corn, Assistant Principal Chief, Osage Nation
- Christy Red Eagle, Osage Casino
- Eddy Red Eagle, Osage County Industrial Authority
- Aldwyn Sappleton, Deputy Division Director for Research and Economic Analysis, Oklahoma Department of Commerce
- Geoffrey Standing Bear, Principal Chief, Osage Nation
- Joe Tillman, Osage Congress
- Michelle Tinnin, Native American Program Specialist, U.S. HUD
- Kenda Woodburn, Oklahoma State University Extension
- Numerous Osage Nation staff members and other local community members

Note: *The intent of these workshops is neither for Smart Growth America to create a plan nor bind the communities to any particular course of action, but to assist ongoing regional efforts to create a more vibrant, successful region, consistent with the goals of their envisioned plans.*

The ten principles of Smart Growth

The workshop covered the ten principles of Smart Growth both in words and pictures of other communities around the country. The principles are:

1. Mix land uses
2. Take advantage of compact design
3. Create a range of housing opportunities and choices
4. Create walkable neighborhoods
5. Foster distinctive, attractive communities with a strong sense of place
6. Preserve open space, farmland, natural beauty, and critical environmental areas
7. Direct development towards existing communities
8. Provide a variety of transportation choices
9. Make development decisions predictable, fair, and cost effective

10. Encourage community and stakeholder collaboration in development decisions

These principles formed the basis for discussions at the workshop and inform the recommendations made in this next steps memo.

The built environment and fiscal and economic health

Communities around the nation are always concerned about their fiscal and economic health. This is especially true of small towns and rural regions.

Fiscal health means a local government's bottom line: Does the life cycle cost of a project's investment—upfront infrastructure, ongoing service provision and eventual repair and maintenance—cost more than what it produces in tax revenue?

Economic health includes the general economic well-being of the community and its region: How does new investment and development add to or detract from the creation of economic competitiveness, fiscal efficiency and sustainability, jobs, jobs access, retention of local youth, cultural identity and wealth?

In approaching these questions for the Osage Nation, as in any part of the country today, it is important to bear three trends in mind:

Our nation's demographics are changing in a way that profoundly affects the housing market in large cities and rural areas alike.

Demographic trends are moving the housing market strongly away from conventional suburban housing.¹ That presents a significant opportunity for rural communities to compete for new growth. The two biggest demographic groups in the nation—retiring Baby Boomers and Millennials (18-39 year-olds) — both express strong preferences for a more walkable, urban/village lifestyle.

Data tells us that ten percent of all city-dwelling Americans would prefer to live in rural locales if those places are walkable, connected to the larger region and possess a strong sense of character and place. That represents a pool of 26 million potential transplants that the area could compete to attract. Indeed, forty percent of Millennials prefer to live in rural places, provided those places have a vibrant rural fabric. The vast

¹ See; "The Changing Shape of American Cities," Luke J. Juday, Weldon Cooper Center for Public "Demographic Reversal: Cities Thrive, Suburbs Sputter," William H. Frey, Brookings Institution, State of Metropolitan America Series, June 29, 2012.

majority of net new households formed have no children at home, and most of them are one- and two-person households, which are much more likely to prefer a walking lifestyle.² These trends depart from those experienced in the latter half of the 20th century.

The formula for economic growth is changing.

Business growth used to be driven by large corporations that operated in a fashion that was both private in ownership structure and linear in manufacturing and production. In the past, new research breakthroughs occurred in sealed research laboratories controlled by the companies that owned them. Manufacturing and other business processes occurred in assembly-line situations, with little interaction across or inside industries. These conditions led to communities that featured large, sealed-off campuses and tended to be linear in their arrangements.

Today, business growth is driven by collaboration among many types of entities — private companies, research institutions, universities, and others — that must interact frequently and work together creatively. This trend requires cities and communities that encourage interaction and collaboration — the opposite of the older model described above. How communities are designed directly impacts their ability to create interactive and collaborative environments.

Most significantly, the innovation economy, as it is sometimes called, depends heavily on skilled workers. The companies that are driving innovation are pursuing highly educated talent, especially among Millennials. Increasingly, companies find it necessary to locate in places that their target workforce wants to live in. Increasingly, that means walkable communities. **People on the move are looking to relocate to places with a high quality of life. In fact, they are willing to sacrifice salary for location. High quality of life is defined more and more by the character of the town center than by the size of a front yard or square footage of a home.**

Similarly, the market for retail is changing. Suburban shopping malls and retail centers that thrived for decades are struggling as a result of oversupply and a shift in shopping

² “Suburbs Try to Prevent an Exodus as Young Adults Move to Cities and Stay,” Joseph Berger, New York Times, April 16, 2014 (on-line at, http://www.nytimes.com/2014/04/17/nyregion/suburbs-try-to-hold-onto-young-adults-as-exodus-to-citiesappears-to-grow.html?_r=0.)

“See ya, suburbs: More want to live in the big city,” Greg Toppo and Paul Overberg, USA TODAY, March 27, 2014.

“Why urban demographers are right about the trend toward downtowns and walkable suburbs,” Kaid Benfield, bettercities.net, February 28, 2014.

“NAR 2013 Community Preference Survey: Americans Prefer to Live in Mixed-Use, Walkable Communities,” National Association of Realtors, November 1, 2013.

preferences. With online buying playing a bigger role for consumers (especially for bargain hunters), many are looking for a more authentic experience when they shop in person. Consumers are demonstrating strong preferences for shopping locally at unique establishments that offer handcrafted, regional products. They prefer this experience to be a short distance from their homes and offices and within a comfortably walkable town center. This is bringing new value to traditional walkable main streets. Pawhuska, oriented with traditional main street districts, is well suited to taking advantage of this shift in consumer choice.

Sprawling development patterns are making it more difficult for local governments to balance their budgets.

Development patterns that sprawl outward from town center require extensive investments in capital infrastructure and ongoing service delivery. Sprawling development requires more infrastructure to serve relatively few people and requires service providers such as firefighters and school buses to travel farther. More compact development patterns reduce both life-cycle infrastructure costs and operating costs.³

A 2013 study by Smart Growth America, *Building Better Budgets: A National Examination of the Fiscal Benefits of Smart Growth Development*⁴, concluded that, compared to conventional suburban development, smart growth patterns can achieve savings of one-third or more in upfront infrastructure cost, and 10% annually in ongoing operating expenses. Smart growth development patterns can generate up to ten times more revenue on a per-acre basis.

More recently, SGA's *Core Values: Why American Companies are Moving Downtown*⁵ examines the characteristics, motives, and preferences of companies that have either relocated, opened new offices, or expanded into walkable downtowns between 2010 and 2015. Smart Growth America partnered with global real estate advisors Cushman & Wakefield to identify nearly 500 companies that have made such a move in the past five years. Of those, Smart Growth America interviewed representatives from more than 40 companies to gain a better understanding of this emerging trend. These companies' new locations are in areas that are dramatically more walkable than previous sites. The average Walk Score of companies' previous locations was 52; the average Walk Score of the new locations is 88. Similarly, Transit Scores grew from an

³ For more information, see: <http://www.smartgrowthamerica.org/research/the-fiscal-implications-of-development-patterns/>

⁴ The full report can be downloaded at, <http://www.smartgrowthamerica.org/building-better-budgets>.

⁵ The report is available for download from <https://smartgrowthamerica.org/resources/core-values-why-american-companies-are-moving-downtown/>

average of 52 to 79 and Bike Scores bumped from an average of 66 to 78.

This trend is visible across the country, in big cities and small ones alike and should be a factor in the economic development strategy of all communities, including the Osage Nation and Pawhuska.

Note: *Not all of these trends will be completely relevant in every situation. Rural communities are more reliant on private automobile ownership, and transit is often less feasible in these situations. But it is important to bear all three in mind in considering the fiscal and economic health of any community.*

Participant viewpoints

Common themes among the workshop's breakout groups could broadly be grouped in three categories: 1) Infrastructure improvements; 2) Quality of life and economic opportunity; and, 3) Creating and marketing a community identity.

Infrastructure improvements

Participants noted the need for improved infrastructure in the area, particularly broadband Internet access. As broadband is also an important driver of economic opportunity, this is a critical need for the community. The lack of broadband connectivity impacts students' opportunities in school as well as the ability of existing merchants to run their businesses. It also deters new businesses from locating in Pawhuska. Broadband would also allow the Mercantile to offer free Wi-Fi Internet access to their customers.

Quality of life and economic opportunity

Participants in the workshop would like to see a more diversified economy in the region, fueled by both increased broadband Internet access and job creation incentives. They would like to see more opportunities for residents to further their education and for improved access to healthcare. The community needs improved public services and additional entertainment options in Pawhuska and the Osage Nation. Residents would also like more diversified housing options including multifamily and infill housing that is more affordable. They would like the local government to prioritize clean up and code enforcement of non-compliant properties.

All of the above will play a role in attracting new residents and businesses to Pawhuska and the Osage Nation.

Creating and marketing a community identity

Many participants expressed concern about the need to create and market a consistent and effective message about the Osage Nation and Pawhuska. There needs to be a cohesive community identity and personality based on the unique landmarks in the area and its history. At the same time, special sensitivity and respect must be given to the Osage culture when discussing any community marketing.

Assets

- Pioneer Woman / *Killers of the Flower Moon* bringing in thousands of new visitors
- Thriving arts community – several art galleries and antique stores in downtown
- Osage nation history and culture
- Natural beauty and wealth of land and environment
- Historic downtown structures and Constantine Theater

Obstacles/Disconnects

- Economic history of region and city tied to wild swings of oil and gas industry
- Lack of coordination between Osage Nation, Osage County, and Pawhuska city officials
- Limited housing choices and affordable units, particularly in downtown
- Blighted property
- Need to invest in basic infrastructure for public utilities – broadband, water, sewer
- Lack of signage and a marketing plan

Actions for Success

- Utilize the recent tourism boom to revitalize downtown and promote placemaking and streetscapes
- Improve infrastructure – broadband Internet, water, sewer
- More housing options and affordability
- Create a marketing plan and brand encompassing a community identity
- Clean up and code enforcement of blighted properties
- Promote collaboration between the City of Pawhuska, Osage County, and the Osage Nation and a shared vision

Based on the SGA team's observations from the walking and windshield tour, the input received during the workshop, and breadth of work in other rural communities, the SGA team offers the following recommendations and associated action steps.

Recommendations

1. **Leverage the recent tourism increase to invest in and spur downtown revitalization, placemaking, and streetscaping.**

As noted above, the Pioneer Woman and *Killers of the Flower Moon* are bringing thousands of new visitors to Pawhuska and the Osage Nation. The city of Pawhuska and the surrounding region has a window of uncertain duration to make the investments needed to spur additional downtown revitalization of its well-preserved historic structures. The increase in tourists has also increased the sales tax revenue received by the city as well as the sales of other merchants.

Naturally, the community hopes to see this number of visitors sustained or even increased in the coming years. While tourists are currently flocking to the Osage Nation and Pawhuska to visit the Mercantile and learn about the Osage Nation's history, it is unrealistic to assume that this number of visitors will continue unabated into the future. There are a number of ways that Pawhuska can take advantage of this influx to encourage new businesses and revitalize downtown. This will encourage repeat visits to downtown Pawhuska.

Turn vacant buildings and parcels into economic opportunities

Downtown Pawhuska currently has gaps in its “dental work” where vacant lots sit between buildings. These vacant lots are ripe for redevelopment. While the Pioneer Woman's Mercantile is a great asset in downtown, there remains a need to offer more diverse restaurant and retail offerings nearby. These businesses could easily be added without impacting the Mercantile and make visitors' trips to Pawhuska that much more memorable. This will encourage tourists to remain longer and to return again, bringing more money into the local economy.

However, a first step will be knowing basic information about the parcels located in downtown including their ownership, condition, tax status, and other important information. A database offers a way to organize this information and have it readily at hand when needed. The database will allow interested developers to take advantage of the momentum already created to invest in other properties. It will serve as a one stop shop for information on buildings and parcels downtown.

The Osage Nation should also investigate funding sources for building façade repairs as well as for interior and exterior building renovations. Potential funding

sources include federal and Oklahoma⁶ historic tax credits, low to moderate income tax credits, as well as New Market tax credits. Pawhuska should consider creating a revolving façade loan program or tax credits at the local (city and county) level that can be used for exterior and interior restoration of existing structures. Refer to Appendix A for information on USDA grant and loan programs for community facility and residential housing programs.

Reuse of currently vacant lots should be incremental in approach. However, they could immediately be converted into an interim staging area for food trucks serving local foods or for pocket parks on a temporary basis while other redevelopment efforts occur.

Downtown tends to become dormant after 7pm each day. A hotel – which has been discussed locally – would further drive visits to other businesses within Pawhuska’s downtown by those staying in them. Although the Mercantile is in the process of obtaining its liquor license, an additional brewpub or wine bar could do well downtown without impacting the Mercantile.

The community should make an effort to engage those diners waiting in line for a table in the Mercantile, instead of standing in line, their time could be better spent exploring other nearby retail establishments. The restaurant could offer a waiting list with text message notifications when patrons’ tables are ready. This would allow them to go off and explore the nearby area including browsing in art galleries or other local businesses while they wait.

Pawhuska should envision ultimately creating a walkable “Main Street” downtown such as Franklin, Tennessee has done with a number of primarily local retail stores and restaurants.⁷

Celebrate and find new uses for Pawhuska’s historic building stock

Downtown Pawhuska has a plethora of historic buildings – 86 of 98 are listed on the National Register of Historic Places. The city is rightfully proud of this resource and look to preserve and showcase it.

There has been talk about opening a new hotel in more than one of the historic buildings. As noted above, additional hotel rooms in downtown Pawhuska will be a boon to the increase in tourists that downtown Pawhuska has seen.

⁶ <http://www.okhistory.org/shpo/taxcredits.htm>

⁷ <http://downtownfranklintn.com/about/>

The remodel of the architecturally significant First National Bank Building, now owned by the Osage Nation, will be an ideal location for a restaurant or brew pub on the ground level with residential units above.

Seek out opportunities for placemaking and streetscapes

In addition to the availability of a seamless and safe pedestrian network to travel within the downtown, other factors influence the number of people who visit the downtown and how long they remain there.

Spaces for outdoor entertainment, including music and arts, as well as for community and holiday celebrations will bring additional people to downtown and encourage those already there to linger. Landscaping and streetscapes will also make the downtown more pleasant to explore. This directly influences the success of downtown businesses.

Trash receptacles and additional seating in the downtown, perhaps funded by a merchants association, local tourism tax revenues, or another entity will also encourage people to linger. These amenities would beautify the area and encourage people to explore the city center by providing comfortable places to rest. They can also reflect the marketing image or logo that is recommended elsewhere in this document.

Vacant storefronts could be cleaned up and furnished with artwork made by students in the Pawhuska Public Schools, or local colleges as well as by local Osage artists. These artists could also help dress up blank walls through the creation of murals that reflect the community and its residents.

Pawhuska serves as the gateway to the Tallgrass Prairie Preserve. This is a defining feature of the region. Pawhuska should focus on plantings in downtown that incorporate this natural feature through the use of xeriscaping (plantings requiring reduced or no irrigation) and native plants. Further, a tree canopy will also make walking around downtown more comfortable on hot days.

Moving water – fountains or pools – incorporates a pleasing effect that encourages one to linger.

Finally, a downtown map – provided both electronically and on paper – will encourage tourists visiting the Mercantile and other establishments to further

explore as they learn about the history of the town center. These maps should be supplemented with wayfinding signage in downtown directing visitors to major amenities and attractions, again while describing the history of the city center. This will also help create a clearer connection between downtown streets of Pawhuska and the Osage Nation campus located on the plateau.

Short-term Actions (3-6 months)

- Assess the condition of existing vacant properties and storefronts in downtown.
- Map ownership of existing building stock in the downtown.
- Create – and keep up to date – a list or database containing basic information about each including the property owner, condition of structure, tax status, and any other pertinent information.
- Clean up existing vacant lots. Seek to induce the use of one or more vacant lots on at least a temporary basis as an area for food trucks selling local foods or for pocket parks.
- Enact ordinance for creating revolving loan fund for building façade repairs as well as interior and exterior renovations.
- Identify suitable locations for outdoor multiuse public spaces and related amenities in downtown such as benches and trash receptacles branded with the image or logo from the marketing campaign.
- Work with the Mercantile to implement an alternative system for notifying diners that their tables are ready.
- Come to a consensus on redevelopment of the First National Bank building.

Medium-term Actions (6-12 months)

- Implement benches and trash receptacles at suitable locations throughout the downtown such as pocket parks on currently vacant lots to encourage residents and visitors to rest and linger.
- Create a downtown map (via a cell phone app and on paper) showing historic buildings, art galleries, restaurants, and other amenities as well as wayfinding and historical signage for tourists that allows visitors to explore and learn about the history of downtown.
- Leveraging the revolving loan fund noted above, clean up, paint, and repair vacant storefronts / façades to make them attractive to visitors even though no activity may be occurring inside.
- Create a plan for public art in the downtown that involves the community, both as participants in the process and as artists. This may include artwork in vacant storefronts and second story windows, murals on otherwise blank

walls, and other improvements. Students or local artists could create the artwork.

- Consider temporarily repurposing one or more parking spaces as outdoor dining at one or more restaurants.⁸

Long-term Actions (12 months and longer)

- Work to attract a national fashion retailer with a small footprint to downtown Pawhuska.
- Incorporate public art and moving water at strategic locations in downtown that enhance the pedestrian environment and encourage people to linger.
- Leverage existing transportation assets found with various entities city, county, or faith community to provide limited transportation system during special events, perhaps in partnership with the casino, to move people between parking, event venues, and other important downtown destinations. These agencies have access to transportation vehicles such as vans that could be made available during special events.
- Transform vacant properties into outdoor entertainment spaces that bring people from the surrounding neighborhoods to downtown as well as visitors from throughout the region and beyond.
- Using available funding source (such as USDA grants and loans, low to moderate income tax credits, historic tax credits and New Market Tax Credits), seek to infill existing spaces with viable housing and/or mixed use developments.
- Incorporate xeriscaping (plantings requiring reduced or no irrigation) and / or native plantings as well as a tree canopy in downtown.

2. Invest in broadband Internet access as well as other utility infrastructure improvements.

Broadband Internet Access

Numerous workshop participants highlighted the need for more reliable and faster broadband Internet access in Pawhuska.

Communities like Pawhuska and the Osage Nation are seeking new opportunities to drive job growth but the inadequate broadband access inhibits economic development and the attraction of new businesses and residents.

⁸ As an example, see <http://archive.jsonline.com/business/two-east-side-parking-spaces-replaced-by-14-outdoor-dining-tables-b9982256z1-220860751.html/>

Businesses need fast connection speeds to move and manage information efficiently and to stay competitive in an increasingly tech-oriented economy. Further, broadband Internet access is one of the keys for attracting Millennials to the community.

Refer to Appendix C for some additional resources for planning and implementing broadband Internet access.

Water and Sewer Infrastructure

The ruptured water line cutting off water to the facility where the workshop was held highlighted the need for improved water and sewer infrastructure, a desire shared by many attendees. Such heavy rain events that led to this outage are common in the region.

Short-term Actions (3-6 months)

- Engage potential broadband and network maintenance providers to begin initial conversation about expansion of broadband access.

Medium-term Actions (within 6-12 months)

- Ask city for a list of Pawhuska's existing assets (and their condition) that can be used for broadband implementation such as conduit infrastructure, utilities infrastructure, water towers, etc.
- Ask city or survey the condition of existing water and sewer infrastructure.

Long-term Actions (12 months and longer)

- Secure funding for upfront infrastructure installation costs for broadband access in downtown Pawhuska, as well as funding to support ongoing operations of downtown Wi-Fi.
- Develop and advertise a broadband Internet Request for Proposal.
- Work with engineering consultant to design and implement improvements to water and sewer infrastructure pending availability of funding.
- Every time they look at water and sewer improvements, consider putting in the conduit for broadband Internet access.

3. Reinvest in the Constantine Theater by providing a stable and permanent revenue source.

The Constantine Theater, built in the 1880s as a hotel, was later remodeled into a theater and opera house. Although it closed in 1970 for several decades, the

theater today has been renovated and is listed on the National Register of Historic Places and the National League of Historic Theaters. The renovation and reopening beginning in 1987 was supported by hundreds of locals through donations of money, materials, and time. The Constantine also has a reputation for being haunted and has even been featured in books on the subject.

In short, the Constantine Theater is simply too valuable not to continue to invest in. However, it needs a dedicated revenue stream for its continued operations and maintenance. In Oklahoma, state law allows both the county and city to collect sales tax. In certain cities such as Oklahoma City, there are multiple tax districts within the city limits. While both Osage County and Pawhuska already do this, one or both jurisdictions might consider assigning a percentage of sales tax revenues towards the Constantine Theater.

Short-term Actions (within 3-6 months)

- Investigate specifics of implementing a food/beverage tax, downtown tax district, or dedicating a portion of existing sales taxes collected by Pawhuska and/or Osage County to the Constantine Theater.

Long-term Actions (12 months and longer)

- Establish a funding stream through sales tax or other means for the Constantine Theater.

4. Work to coordinate City of Pawhuska, Osage County and Osage Nation services.

There are three governmental bodies in play in the Osage Nation. One is the Pawhuska city government represented by Mayor Buchanan, the other city council members plus city staff. Another entity is Osage County, represented by the county commissioners and other elected officials plus staff. The third entity is the Osage Nation, represented by Chief Standing Bear, Assistant Chief Red Corn and their staff.

This arrangement has great positive upside for Pawhuska and the Osage Nation if and when the government structures plan, coordinate, and execute together as they each bring different strengths. If there is not that coordination, then overlapping governments can produce more turf issues than future vision. But tension due to past events certainly still exists. Nevertheless, when local officials and residents hear and respect each other, they will be successful in planning for their shared future together.

SGA recommends that the three government bodies redouble their efforts to work together on issues impacting all three agencies.

During the workshop, Osage Nation clearly demonstrated their commitment to a future vision for the tribe and Osage County and Pawhuska. They exhibited a close understanding of preserving the natural beauty and wealth of the land and environment as a singular asset to sustain the future of the region. The Osage don't want to see overdevelopment of the surrounding areas, thereby destroying the very assets that make this region special. By working together with the other agencies, the Osage Nation can ensure their vision is respected.

Short-term Actions (3-6 months)

- Recognizing each other's strengths, convene a task force of elected officials and/or staff from each of the three jurisdictions (Pawhuska, Osage County, Osage Nation) to discuss shared goals and a vision for the region

Medium-term Actions (within 6-12 months)

- Determine whether the three jurisdictions can commit to working together to implement select planning and development projects that benefit all of the citizens in the region.

5. Adopt a Complete Streets Policy and Implementation Strategy.

The Osage Nation should adopt a Complete Streets policy to ensure that all future street design efforts consider the needs of pedestrians, bicyclists, transit users and persons with disabilities. The Osage should then work with the City of Pawhuska, Osage County, and the Oklahoma Department of Transportation (ODOT) to adopt their own policies and to implement Complete Streets throughout the region. Adopting a Complete Streets Policy demonstrates the Osage Nation's commitment to establish, design, and implement transportation improvements, addressing and balancing the needs of citizens of all ages and abilities.

Refer to Appendix B for a list of helpful Complete Streets resources online.

According to the National Complete Streets Coalition, an ideal Complete Streets policy:

- Includes a vision for how and why the community wants to complete the street

- Specifies that the term “all users” includes pedestrians, bicyclists and transit passengers of all ages and abilities, as well as trucks, buses and automobiles.
- Applies to both new and retrofit projects, including design, planning, maintenance, and operations, for the entire right of way.
- Makes any exceptions specific and sets a clear procedure that requires high-level approval of exceptions.
- Encourages street connectivity and aims to create a comprehensive, integrated, connected network for all modes.
- Is adoptable by all agencies to cover all roads.
- Directs the use of the latest and best design criteria and guidelines while recognizing the need for flexibility in balancing user needs.
- Directs that Complete Streets solutions will complement the context of the community.
- Establishes performance standards with measurable outcomes.
- Includes specific next steps for implementation of the policy

Taking a Complete Streets policy from paper into practice is not easy, but providing some momentum with specific implementation steps can help. Some policies establish a task force or commission to work toward policy implementation. There are four key steps for successful implementation:

1. Restructure procedures to accommodate all users on every project;
2. Develop new design policies and guides;
3. Offer workshops and other educational opportunities to transportation professionals, community leaders, and residents; and
4. Institute better ways to measure performance and collect data on how well the streets are serving all users. Each of these steps requires agencies to think in new ways and, in order to do so they must include a wider range of stakeholders in decision-making.

Short-term Actions (within 3-6 months)

- Create a timeline for the adoption of a Complete Streets policy within three to six months. The timeline should consider:
 - Who needs to be involved in the development of the plan.
 - Local elected officials and Osage Nation staff
 - Smart Growth America recommends the city work to bring seniors and people with disabilities together with ODOT to work on accessibility issues

- It is recommended that a meeting and tour with ODOT be setup to demonstrate the accessibility issues some citizens face on a regular basis when interacting with state highways
 - This is a fantastic opportunity to affect change not only at a local level but also at a state policy level
- When to release a draft of the plan to the public.
 - The timing of this release is critical to project success
 - The public should see a draft version
- What type of feedback it will ask from the community and what it will do with the feedback.
 - To create community buy-in, Smart Growth America recommends sharing a draft of the plan with the public and asking for their buy-in. However, the Osage Nation must be clear on exactly what type of feedback they are looking for (high level, such as does this fit your vision for the city, or more details-oriented, such as what do you think of this sentence) and how the Osage Nation will use the feedback. This will create transparency and manage expectations for residents.
 - Host open houses within the community, otherwise known as meeting people when and where they are at. For example, the Osage Nation could reach out to local church groups or have meetings on weekends, which may be easier for some residents to attend.
- Determine the type of plan(s) to adopt
 - A Complete Streets policy will change and add value to the Osage Nation's decision-making process. The Osage should identify the type of policy that would be most effective in sparking change, while being realistic about the type of policy that can be passed and implemented successfully. Many communities begin with a simple resolution that then leads to a more complex internal policy.
 - A Resolution will allow the Chiefs to lead the initiative on Complete Streets and leverage their leadership to highlight the importance of Complete Streets with the public and the media.
 - A Council- or Osage Congress-adopted ordinance will codify the policy into law.
- Plan a community/press event
 - The Osage Nation should celebrate the success of the adoption of a Complete Streets policy with a public event. This will help educate the public and media about Complete Streets, as well as allow the city and

the community to celebrate the passage of the policy.

Medium and Long-term Actions (6 months and longer)

- Incorporate Complete Streets policy into roadway and intersection redesigns as they occur.

6. Focus efforts on transportation connections to downtown Pawhuska.

While there is a public perception that parking in downtown is limited, there is in fact plenty of parking. The trick is to manage the existing parking effectively by providing transportation choices that encourage visitors to arrive by means other than private automobiles. In addition, people coming to work at the Pioneer Woman's Mercantile need access to good transportation options.

The community should seek connections between downtown and the local greenway and trails. There is also a park near downtown that is planned that should be connected to downtown via pedestrian and bicycle infrastructure.

Although the city does have demand response transit provided by the Cimarron Public Transit System, the Osage Nation could partner with that agency, the casino or another entity during special events to establish a park and ride transportation system to move visitors from their cars to the event venue. This will help alleviate parking demands at peak times and reduce the amount of land in downtown that needs to be dedicated to parking versus other land uses with greater economic returns.

Short Term Actions (3-6 months)

- As part of the Complete Streets policy development, consider where bicycle lanes could be added to offer connections to nearby residential neighborhoods and other destinations such as the planned park.
- Paint / repaint crosswalks in downtown.
- Create a committee of Osage Nation / Pawhuska residents with mobility issues to demonstrate challenging pedestrian infrastructure and offer recommendations for improvement.

Medium Term Actions (6-12 months)

- Begin work on any sidewalks identified as needing improvements and design them to be Americans with Disabilities Act-compliant.

Long Term Actions (12 months and longer)

- Consider the application of the following features to increase pedestrian safety and visibility to drivers:
 - Additional signage or raised crosswalks
 - Different pavement types or colors to distinguish them from the roadway pavement
 - High-Intensity Activated crossWalk (HAWK) or Rectangular Rapid Flash Beacons (RRFBs)⁹
- Implement bike lanes to connect the downtown with neighborhoods and recreational destinations such as the planned new park
- Add additional human-scale street lighting around sidewalks and crosswalks, as well as at important destinations, in the downtown. Ensure there is sufficient lighting on connection routes to nearby neighborhoods.
- Follow through and implement the plan for the new park and its connections into the heart of downtown Pawhuska.
- Work with electric and other utility providers to relocate utility line poles away from downtown sidewalks or, preferably, bury them underground.

7. **Look for opportunities to increase affordable housing within and connected to downtown - including for Millennials and an aging population.**

During the workshop, residents identified a need for affordable housing as well as a need to address the needs of an aging community. Housing for older residents must take into account that they are less likely to be licensed drivers and may have mobility issues. Therefore, any assisted living facility or other senior housing should not be far removed from the walkable downtown. Residents should be able to easily reach their daily needs on foot including groceries and medical appointments.

Further, certain downtown buildings may be ideal to convert into housing for Millennials, artists, Mercantile employees, senior citizens, or others who may lack good transportation.

Every effort should be made to remove blighted housing causing a negative impact to neighborhoods. Workshop participants noted the need for the city to clean up properties and to step up enforcement of code violations. Every effort should be made to make landowners responsible for the safety and upkeep of their property.

⁹ For more information on this technology, see <http://www.bikewalknc.org/2015/04/understanding-pedestrian-signals/>

Short-term Actions (3-6 months)

- Research potential local, state, and federal funding mechanisms for affordable housing. Appendix A includes USDA and other potential resources for funding.
- Reach out to potential nongovernmental affordable housing partners - developers, churches, and other parties -- to assess interest in creating affordable housing in or connected to the downtown.
- Begin a program to target blighted housing causing a negative impact to neighborhoods and to the downtown.
- Convene a committee of seniors to understand their housing needs and existing mobility issues in the community.
- In evaluating vacant properties (see recommendation #1 above), consider which might be repurposed into affordable housing for Millennials, senior citizens, and the local workforce.

Medium- and Long-term Actions (6 months or longer)

- Working with identified affordable housing partners, governmental and nongovernmental, seek to develop and construct a model project in or directly connected to downtown Pawhuska.

8. **Create a marketing and action plan for the Osage Nation and Pawhuska's unique arts, culture and history.**

Participants noted that the Osage Nation and Pawhuska needs a marketing and action plan to market the unique Osage arts, culture, and history to visitors and potential new Pawhuska residents. While the *Pioneer Woman* and *Killers of the Flower Moon* are bringing new visitors to the area and exposing them to certain aspects of Osage culture and history, this represents an opportunity to celebrate and recognize even more of it beyond what tourists might see if they only go to the Mercantile.

A marketing campaign for the Osage Nation would help advertise the community both online and offline. This campaign should strive to embody the unique features the Osage Nation has to offer visitors and potential new residents. A marketing image or logo as part of this campaign will help bring an identity to the region. The campaign will also provide new opportunities to market local businesses to new customers located both within and outside the community.

The campaign should market the community's proximity to nearby destinations

such as Tulsa. The Osage Nation, the Osage Tourism Board, a business group, or another existing community group could run the campaign.

An action plan bringing together all of the Osage Nation's unique arts, culture and history will create a marketable "Osage Experience". The goal of this plan will be to take stock in what the area has to offer and to work together as a community to implement the plan and leverage the area's resources to the outside world. At the same time, special sensitivity and respect must be given to the Osage culture when discussing any community marketing.

It is notable that the Osage Tourism Board already has a viable web presence¹⁰ and social media sites that are regularly updated. The Mercantile also makes regular use of these tools to bring visitors to town.

Medium- and Long-term Actions (6 months or longer)

- Prepare and implement a marketing campaign (including an image or logo) and an action plan that describes how to market local businesses and culture both within the community and beyond

9. Create an implementation committee to move these recommendations forward.

The workshop hosted by Smart Growth America was a great first step towards revitalizing downtown Pawhuska. One of the most exciting benefits was that it convened citizens and leaders together despite the difficult history portrayed in *Killers of the Flower Moon* to plan for their future together for the first time.

Building local leadership capacity is vital to move these next steps forward. Smart Growth America recommends establishing an implementation committee to take responsibility for these next steps. Members of the committee should come from, but not necessarily be limited to, the following sectors of the community:

- Local governments – Pawhuska, Osage County, Osage Nation (both elected officials and staff)
- Major employers
- Small business owners
- Representatives of the Mercantile and Constantine Theater
- Healthcare facilities

¹⁰ <http://www.visittheosage.com/>

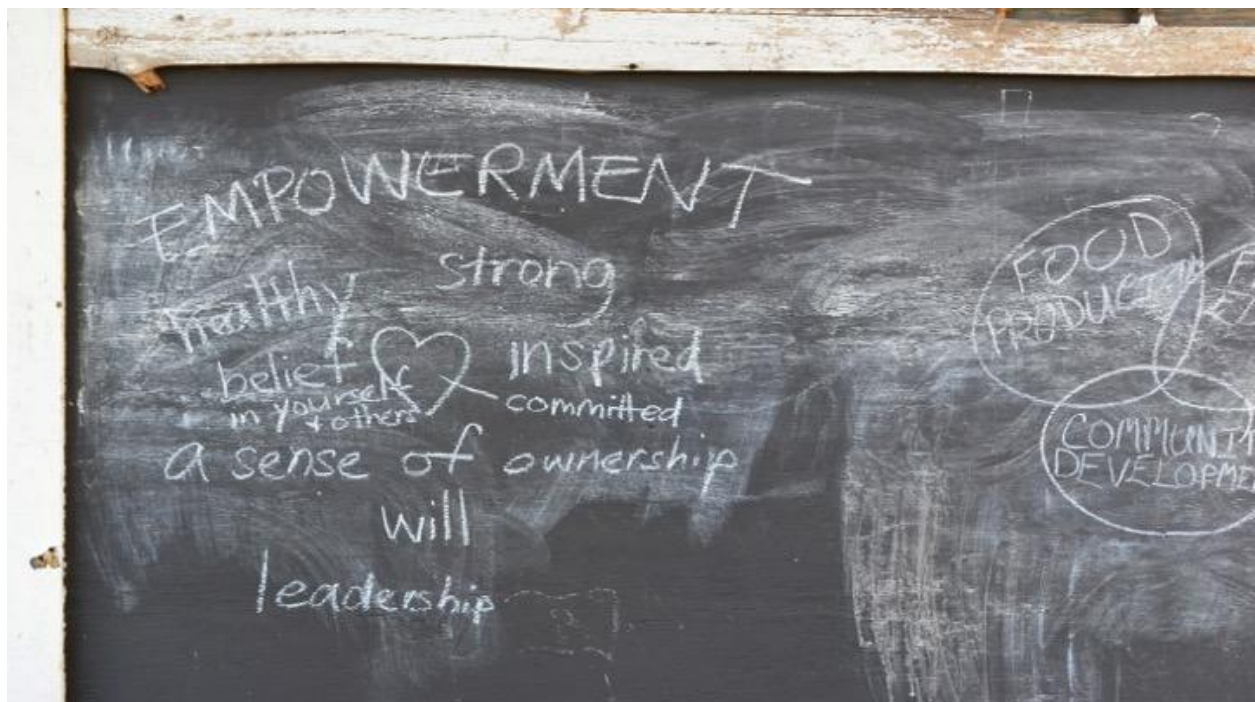
- Osage Tourism Board
- School districts and higher education

In a small community, the temptation is that any development will be a step forward but which may lead to incompatible land uses. The Osage Nation's leaders are encouraged to put the long-term vision and goals for the city ahead of pursuing short-term financial gain comprised of uses incompatible with their long-term strategic vision for the community.

Appendix A: USDA funding and development resources

USDA – Rural Development Mission

“To increase economic opportunity and improve the quality of life for all rural Americans.”



Population Guidelines

Business Programs: 50,000 and below (exception is local foods projects)

Community Programs: 20,000 and below

Housing Programs: 35,000 and below

Water and Waste Water Programs: 10,000 and below

Community Connect Grant

Program Purpose:

Program helps fund broadband deployment into rural communities where it is not yet economically viable for private sector providers to deliver service.

Who May Apply:

Most State and Local Governments/Federally-Recognized Tribes/Non-Profits/For-Profit Corporations

Special Considerations:

SUTA/Strikeforce and Promise Zone Areas (Extra 15 points for scoring)

Application Grant Request Limits:

MINIMUM = \$100,000 MAXIMUM = \$3,000,000

FY2015 Funded Projects:

\$11 Million (5 out of 68 applications)

Grant Application Period:

Opened April 18, 2016 and Closed June 17, 2016 (www.grants.gov or Paper applications)

Application Match Requirements:

Minimum = 15% of Grant Request

FY2016 Budget Allocation:

\$11,740,000 Available

Distance Learning & Telemedicine Grant

Program Purpose:

Assists rural communities to use telecommunications by purchasing equipment to connect remote locations to urban areas or other rural areas for purposes of increased education or healthcare opportunities.

Who May Apply:

Most State and Local Governments/Federally-Recognized Tribes/Non-Profits/For-Profit Corporations

Special Considerations:

SUTA/Strikeforce and Promise Zone Areas (Extra 15 points for scoring)

Application Grant Request Limits:

MINIMUM = \$50,000 MAXIMUM = \$500,000

FY2015 Funded Projects:

\$23 Million (75 out of 191 applications)

Grant Application Period:

Opened January 12, 2016 and Closed March 14, 2016 (www.grants.gov or Paper applications)

Application Match Requirements:

Minimum = 15% of Grant Request

FY2016 Budget Allocation:

\$19,000,000 Available (182 Applications Received)

Business and Industry (B&I) Guaranteed Loans

Program Purpose:

Bolsters the existing private credit structure through the guaranteeing of loans for rural businesses, allowing private lenders to extend more credit than they would typically be able.

Who May Apply:

Lenders with legal authority, sufficient experience, and financial strength to operate a successful lending program

Eligible borrowers:

For-profit business, Nonprofits and cooperatives, Federally recognized Tribes, Public bodies

Loan guarantee limits:

80% for loans of \$5 million or less

70% for loans between \$5 and \$10 million

60% for loans exceeding \$10 million, up to \$25 million maximum

Terms:

Interest rate negotiated between lender and borrower, subject to Rural Development review.

Real estate – 30 years, machinery and equipment -15 years and working capital – 7 years.

Initial guarantee fee of 3% with annual renewal fee of 0.5% on outstanding principal.

Rural Business Development Grant (RBDG)

Program Purpose:

Assist small and emerging businesses in rural areas

Who May Apply:

Public bodies, units of government and community-based non-profit organizations

Special Considerations:

Eligible costs include real estate improvements, equipment, utility/infrastructure, feasibility studies, engineering services, and/or technical assistance to small businesses

Competitive application process

Application Grant Request Limits:

Grants less than \$100,000 have highest competitive priority

FY2015 Funded Projects:

\$674,519 (18 Grants)

FY2016 Budget Allocation:

\$610,000

Rural Economic Development Loans and Grants (REDLG)

Program Purpose:

Assist economic and community development projects in rural areas

Who May Apply:

Rural electric or telecommunications utilities

Special Considerations:

Real estate improvements, equipment, working capital

Pass-through funding

20% Match Required from utility

Application Grant Request Limits:

Up to \$300,000 to establish Revolving Loan Fund for electric or telecommunications utility

FY2016 Budget Allocation:

\$40,000,000 (National Competition)

Rural Energy for America Program (REAP)

Program Purpose:

Assist rural small businesses and agricultural producers by conducting and promoting energy audits, and providing renewable energy development assistance.

Who May Apply:

Farmers and rural small businesses

Special Considerations:

Grant is 25% of eligible project costs

Application Grant Request Limits:

\$500,000 maximum for renewable energy projects

\$250,000 maximum for energy efficiency

\$100,000 maximum for energy audit and rural energy development assistance

FY2015 Funded Projects:

\$1,978,341 (85 Grants)

FY2016 Budget Allocation:

\$819,000

Community Facilities Grant Program

Program Purpose:

Provides affordable funding to develop essential community facilities

Who May Apply:

Public body or community-based non-profit organization

Special Considerations:

Essential community facility is defined as a facility that provides an essential service to the local community for the orderly development of the community.

Does not include private, commercial or business undertakings.

Application Grant Request Limits:

Grant for up to 15%, 35%, 55% or 75% of proposed project depending upon population and MHI of proposed service area

FY2015 Funded Projects:

\$314,000 (21 Grants)

FY2016 Budget Allocation:

\$543,780

Economic Impact Initiative (EII) Grant Program

Program Purpose:

Provides funding to assist in the development of essential community facilities in rural communities with extreme unemployment and severe economic depression

Who May Apply:

Public body or community-based non-profit organization

Special Considerations:

Essential community facility is defined as a facility that provides an essential service to the local community for the orderly development of the community.

Grants may be made in combination with other Rural Development financial assistance.

Community facilities may include

FY2015 Funded Projects:

\$118,700 (14 Grants)

FY2016 Budget Allocation:

\$118,700

Rural Community Development Initiative Grant (RCDI)

Program Purpose:

Provide funding to help non-profit housing and community development organizations support housing, community facilities, and community and economic development projects

Who May Apply:

Public bodies and non-profit organizations

Eligible Uses:

Training sub-grantees; for example, home-ownership or minority business entrepreneur education

Technical assistance such as strategic plan development, board training, effective fundraising techniques

Application Grant Request Limits:

\$50,000 minimum award

\$250,000 maximum award

Matching funds equal to the amount of the grant award

FY2015 Funded Projects:

\$155,000 (1 Grant)

Housing Preservation Grant (HPG) Program

Program Purpose:

Provides grants to sponsoring organizations for the repair or rehabilitation of housing occupied by low- and very-low-income families and individuals.

Who May Apply:

State and local government entities and non-profit organizations

Eligible Uses:

Home must be in a rural area or community under 20,000 population

Repairing or replacing electrical wiring, foundations, roofs, insulation, heating systems, water/waste disposal systems

Handicap accessibility features

Labor and materials

FY2015 Funded Projects:

\$86,273 (3 Grants)

Single Family Housing 504 Grants Program

Program Purpose:

Provides loan and grant funds to be used to pay for needed repairs to dwellings of very low income families. To remove health and safety hazards – leaky roofs, bad heating systems, structural problems, handicap accessibility.

Who May Apply:

Very-low income families or individuals

Special Considerations:

Home must be in a rural area or community under 35,000 population

Lifetime grant assistance up to \$7,500. Grants only available to applicants 62 years or older who do not have repayment ability.

FY2015 Funded Projects:

\$379,383(154 Grants)

FY 2016 Budget Allocation

\$367,834

Community and Economic Development (CED)

Partners With Potential to Assist Downtowns / Communities:

- Oklahoma Department of Commerce – Community Development Block Grants (CDBGs)
- Small Business Administration (SBA)
- Oklahoma State University Cooperative Extension Service
- Oklahoma Department of Transportation
- Oklahoma Historical Society – State Historic Preservation Office (SHPO)
- Community Development Finance Institutions (CDFIs)
- Community Foundations
- U.S. Environmental Protection Agency (EPA) Local Foods/Local Places Initiative
- Brownfields Program (EPA and Oklahoma Department of Environmental Quality, Land Protection Division)

Let's Talk!

What projects do you have underway or under consideration in your community?

What barriers/obstacles exist to successful implementation or completion of the project?

Are projects being hindered or threatened by government processes?

What projects would you undertake if money were not an issue?

What assistance or expertise do you need in your community to bring your project to fruition?

What assets are present in your community which are not currently being utilized fully?

Appendix B: Complete Streets Web Resources

Below are some of the many resources available to guide a Complete Streets initiative in your community. All of the resources listed here are free to download and free to use.

Fundamentals

Communities just getting started with Complete Streets will find these materials most useful. They present a comprehensive overview of the benefits and basics of the Complete Streets planning and design approach. The resources listed in this section can be found at <https://smartgrowthamerica.org/program/national-complete-streets-coalition/policy-development/>.

Introduction to Complete Streets. A comprehensive PowerPoint presentation on why we need Complete Streets, available to download for use and adaptation in your community. <http://www.smartgrowthamerica.org/resources/introduction-to-complete-streets/>

Presentation and Fact Sheets: Benefits of Complete Streets. A free PowerPoint provides an overview of the research-backed benefits of safe, multi-modal street planning and design. The Coalition's series of research-based fact sheets exploring the many benefits of Complete Streets for various groups of users and outcomes are available at <https://smartgrowthamerica.org/search/benefits+of+complete+streets/>

Topics include: *Health; Safety; Economic Revitalization; Children; People with Disabilities; Older Adults; Public Transportation; Climate Change; Gas Prices; Lower Transportation Costs; Livable Communities; Equity.*

Other Resources. A variety of Complete Streets handouts, downloadable presentations, articles and reports, can be found at https://smartgrowthamerica.org/resources?resource_type=&authors=&category_name=complete-streets&s=

Changing Policy

After a community has agreed to the concept of Complete Streets, the next step is to develop a formal policy. The Coalition provides many resources to illuminate best practices, share actual policy documents from across the country, and help communities develop the best, most appropriate policies for their needs.

Complete Streets Local Policy Workbook. A comprehensive workbook for communities to follow when writing their own Complete Streets policies. For use by city and county agencies, the guide is based in national existing policy and best practices and encourages a thoughtful, inclusive process for developing locally appropriate policy language. See <http://www.smartgrowthamerica.org/resources/complete-streets-local-policy-workbook/>

State Legislation. AARP and the National Complete Streets Coalition developed a toolkit to use in a state-level Complete Streets effort. Complete Streets in the States: A Guide to Legislative Action includes model legislation and a discussion of the various elements of an ideal law, a roadmap for legislative action, and analysis of existing state Complete Streets laws.

<https://smartgrowthamerica.org/resources/complete-streets-in-the-states-a-guide-to-legislative-action/>

Presentation: Complete Streets: Changing Policy. Use this PowerPoint presentation and its comprehensive presenter's notes to lead a discussion of Complete Streets policy development in your town. The presentation covers the reasons to adopt a policy and details on the ten elements of a Complete Streets policy.

<http://www.smartgrowthamerica.org/resources/complete-streets-policy-development-101/>

Complete Streets Policy Atlas and Annual Policy Analysis. The Coalition compiles information on all policies adopted to date in our Policy Atlas

<https://smartgrowthamerica.org/program/national-complete-streets-coalition/policy-development/policy-atlas/>.

The Atlas includes an interactive map of all regional and local policies, and downloadable lists of known Complete Streets policies, across all jurisdictions and at the state level.

The Coalition also reviews all the policies adopted each year and assesses how well they fulfill the ten elements of an ideal Complete Streets policy. The annual report highlights exemplary policy language and provides leaders at all levels of government with ideas for how to create strong Complete Streets policies.

<http://www.smartgrowthamerica.org/tag/best-complete-streets-policies/>

Implementation

Once a Complete Streets policy is in place, the day-to-day decisions a transportation agency and community leaders make in funding, planning, design, maintenance, and operations should be aligned to the goals of that adopted policy document. The Coalition helps communities implement their policies by collecting and sharing best practices and examples.

Five Steps to Implementation. The Coalition has identified five types of activities needed to reorient a transportation agency's work to fully and consistently consider the safety of all users: Planning for Implementation; Changing Procedure and Process; Reviewing and Updating Design Guidance; Offering Training and Educational Opportunities; and Measuring Performance. The process is summarized in our guide, "Taking Action on Complete Streets".

<https://smartgrowthamerica.org/resources/taking-action-on-complete-streets-implementing-processes-for-safe-multimodal-streets/>.

Resources, activities, and best practices from communities across the country are at

<https://smartgrowthamerica.org/program/national-complete-streets-coalition/complete-streets-implementation/>

Answering the Costs Question. A handbook and slide presentation that helps transportation professionals, advocates, and decision-makers make the case that implementing Complete Streets won't break the bank:

<https://smartgrowthamerica.org/resources/complete-streetsguide-to-answering-the-costs-question/>.

Implementation Resources. The Coalition's series of research-based fact sheets on specific elements of Complete Streets implementation is available at

<http://www.smartgrowthamerica.org/tag/complete-streets-policy-implementation-resources/>.

Topics include: *Costs of Complete Streets*; *Change Travel Patterns*; *Ease Traffic Woes*; *Complete and Green Streets*; *Networks of Complete Streets*; *Rural Areas and Small Towns*.

Blogs and Newsletters

For ongoing news and links to useful resources from across the web, read the National Complete Streets Coalition blog (<http://www.smartgrowthamerica.org/category/complete-streets/>) and sign up for the Coalition's monthly e-newsletter. The newsletter includes updates on federal, state, and local complete streets policies, other news from the campaign and across the country, and a summary of resources that you can use. Current and past issues and a sign-up form are available at <http://www.smartgrowthamerica.org/tag/complete-streets-news/>.

Appendix C: Broadband Resources and References

- [Appalachian Regional Commission's Broadband Planning Primer and Toolkit](#). Also available in [Kindle](#) format. – Geographically specific but a good overall primer on broadband terminology.
- [Federal Broadband Programs List and Funding Source Grants for Community Development and Marketing >>](#)
- [Non-profit Research on Broadband and Planning >>](#)
- [EDA Public Works and Economic Adjustment Assistance programs >>](#)
- [EDA Planning Program and Local Technical Assistance program >>](#)
- [Broadband Catalysts – Broadband Coverage maps and reporting tool for underserved locations](#)

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