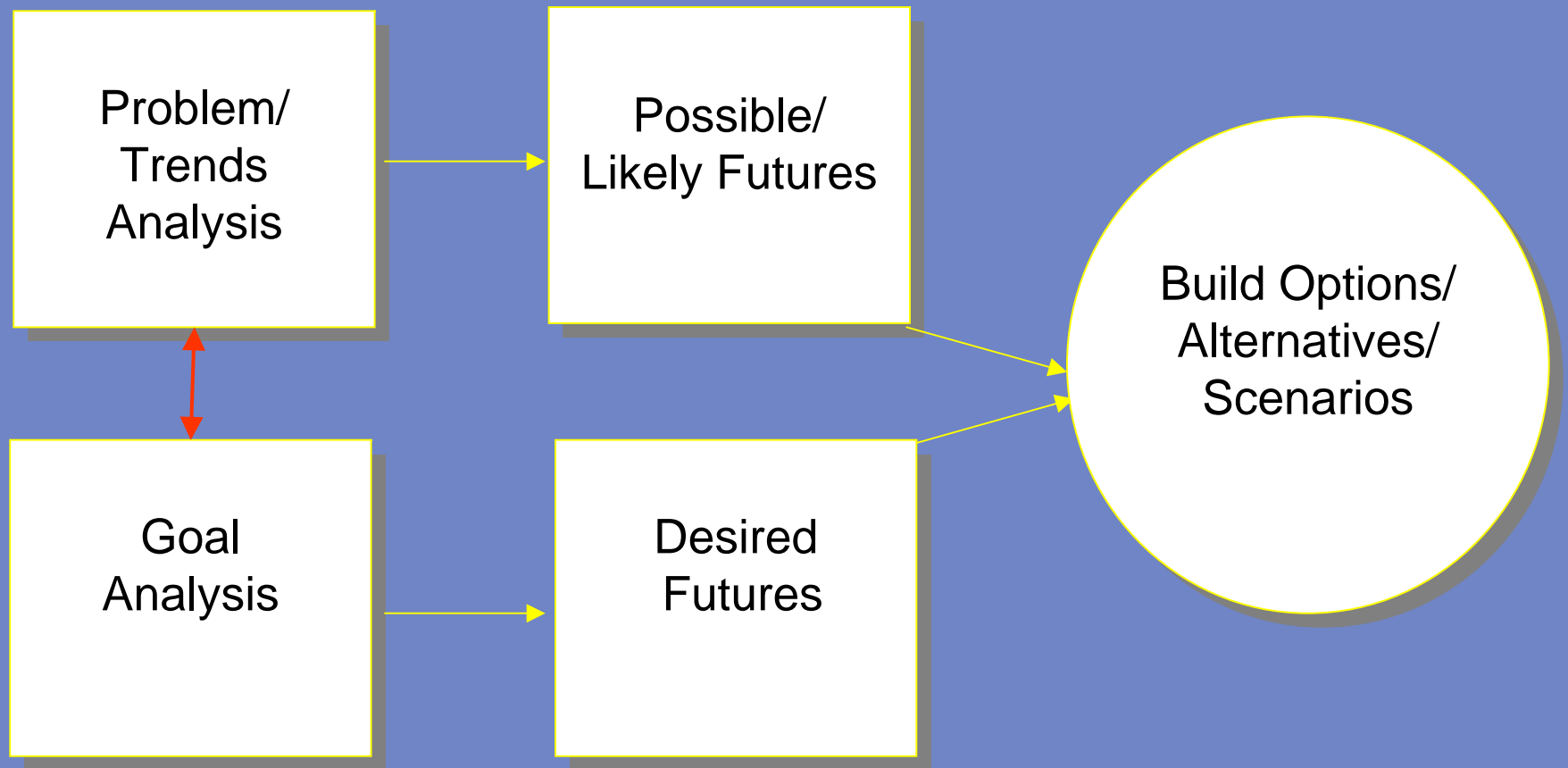


How to Create Scenarios for Useful and Usable Plans

Presentation by
Uri Avin
to the Gwinnett county Technical Advisory Committee
July 19, 2006



Generalized Framework for Futures Planning



When to apply the approach...

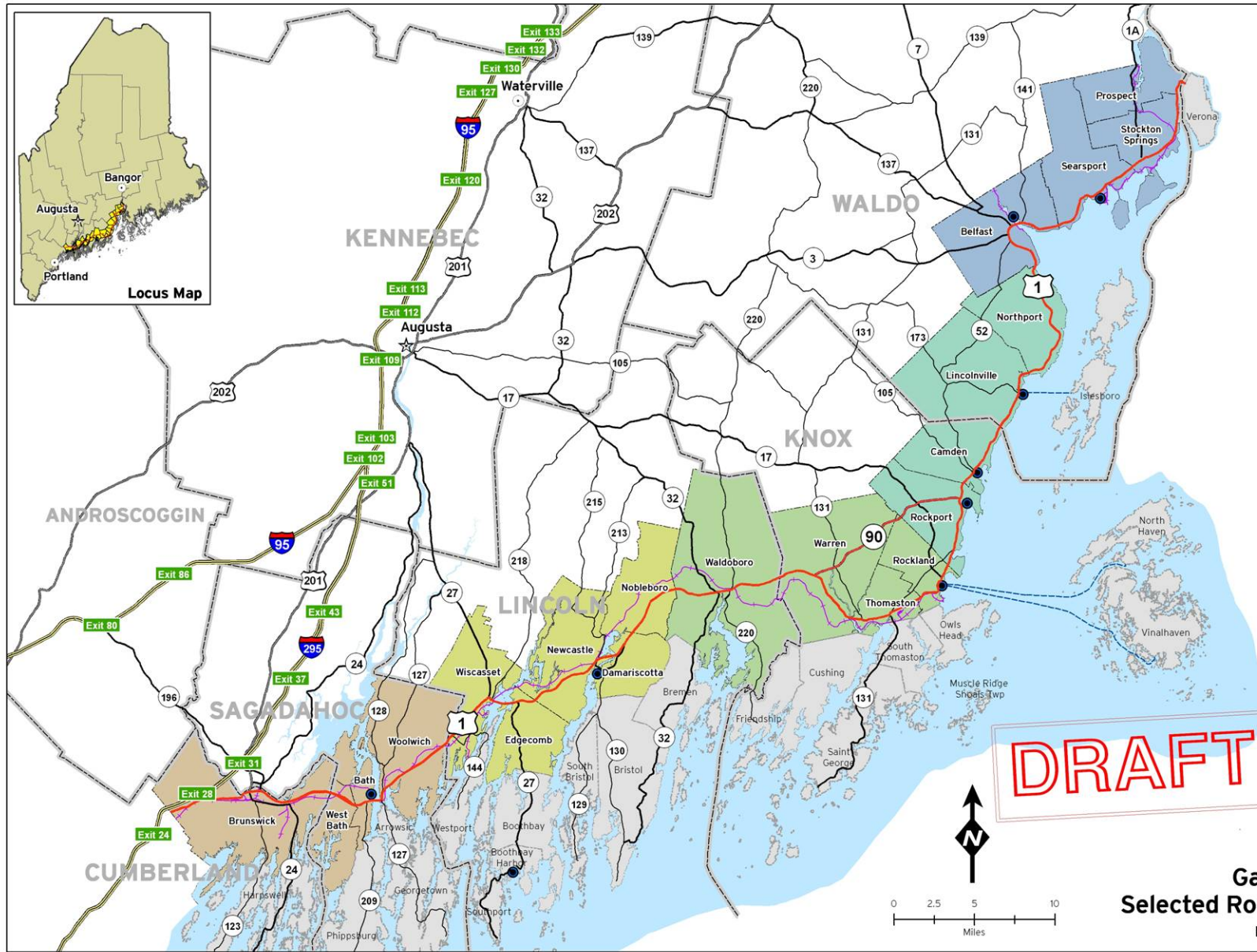
- Long term view and impacts
- Answers not intuitively obvious
- Numerous divergent stakeholders



Legend

- Route 1
- Route 90
- Interstate
- U.S. Route
- State Aid
- State Highway
- Rail
- Ferry Route
- Port Facility
- County Boundary
- Region One
- Region Two
- Region Three
- Region Four
- Region Five

Source: Maine Office of GIS



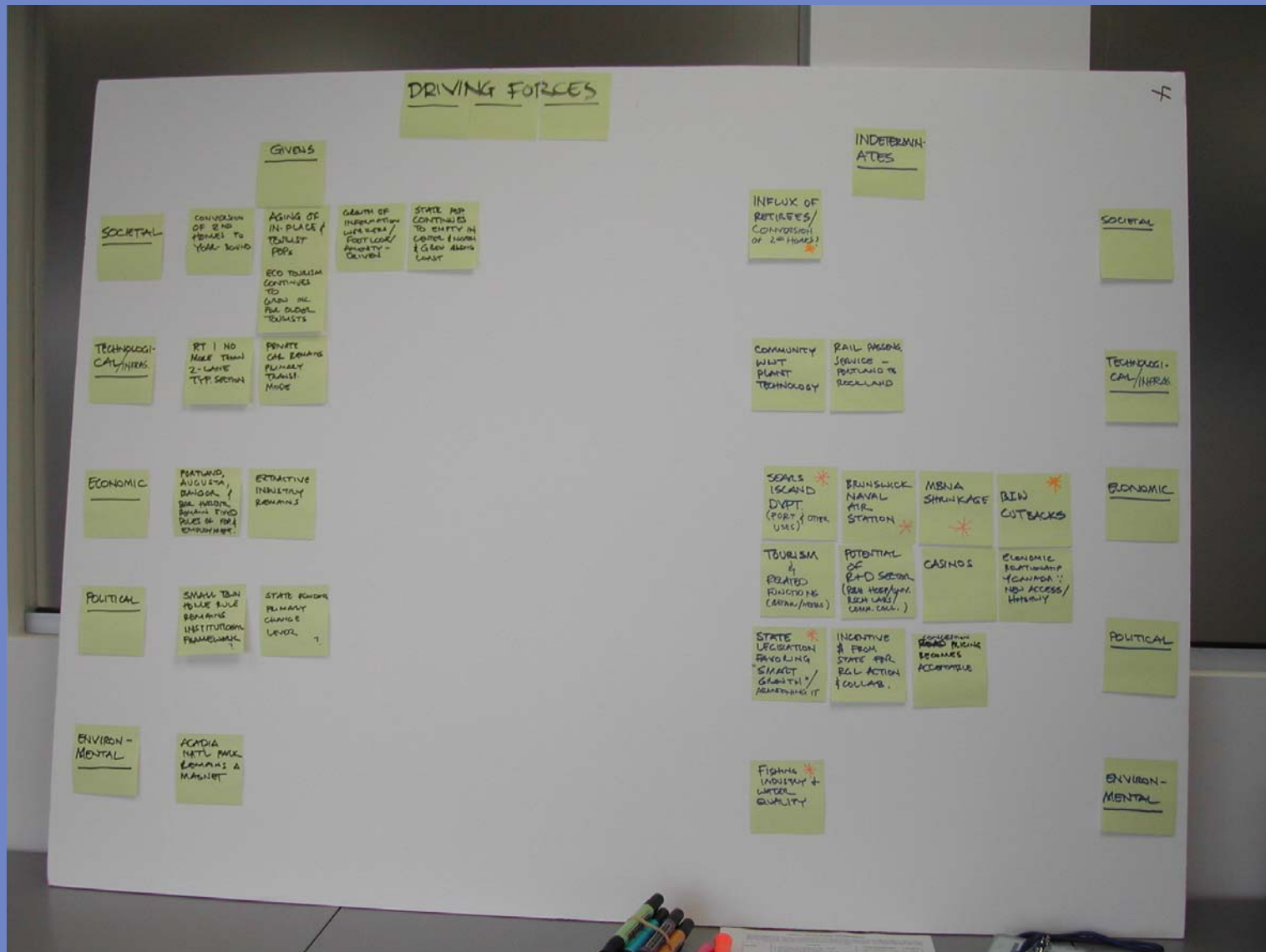
DRAFT



**Gateway Corridor
Selected Roadway Network**
Map Created On: 3/29/06



Yellow sticky photo of Driving Forces



Gateway 1 – Scenario Building – *Driving Forces : Societal*

Givens

- Conversion of 2nd homes to year – round
- Aging of in-place & tourist pops
- Eco Tourism continues to grow inc. for older tourist
- Growth of information workers/footloose/amenity-driven residents and spinoffs
- State pop continues to empty in center & north & grow along coast

Indeterminants

- Influx of retirees – extent of



Gateway 1 – Scenario Building – *Driving Forces : Technological Infrastructure*

Givens

- RT 1 no more than 2-lane typ. Section
- Private car remains primary transportation mode

Indeterminants

- Rail passenger service-Portland to Rockland
- Community scale WWT plant technology



Gateway 1 – Scenario Building – *Driving Forces: Economic*

Givens

- Portland, Augusta, Bangor & Bar Harbor remain fixed poles of pop & employment
- Extractive industry remains
- Tourism remains mainstay (but strength indeterminate)

Indeterminants

- Sears Island dvpt (port & other uses) Brunswick naval air station
- MBNA Shrinkage
- BIW Cutbacks
- Potential of R+D Sector (Rsch Hosp/Univ. /rsch labs/community college)
- Casinos
- Economic relationship w/Canada because of new highway
- Strength of tourism in corridor



Gateway 1 – Scenario Building – *Driving Forces: Political*

Givens

- The home rule concept remains the institutional framework
- State funding is primary change lever

Indeterminants

- Home rule concept expandable to subregions
- State legislation favoring “smart growth”/ abandoning it
- Incentive \$ from state for regional action & collaboration
- Willingness and ability to implement local plans.
- Tax reform to lessen reliance on property tax and inter-local competition for ratables.



Gateway 1 – Scenario Building – *Driving Forces: Environmental*

Givens

- Acadia National Park remains a magnet
- Non-profit land conservation movement (trusts) remains strong

Indeterminates

- Fishing industry (groundfishing and shellfish and aquaculture)
- Water quality



Gateway 1 – *Stakeholders*

Residents

- Year round retirees
- Year round workers
- Seasonal residents
- Future residents

Businesses

- Local serving
- Tourist serving
- Local & Tourist serving
- Resource Ind.
- Regional/Nat'l Industries

Tourists

- Shopping/Touring
- Beach/Boating
- Fishing/Hiking

Developers

- Custom homes
- Tract homes
- Commercial

Environmentalists

- Preservationists
- Hunters/Fisherman

Government

- State DOT
- SPO
- Local Government
- FHWA



Stakeholder Goals and Values

- These were synthesized from input at our previous community meetings, surveys and our knowledge of corridor communities.
- They are organized in relation to : ***Traffic, Land Use*** and ***Governance***.
- they are also organized in relation to their stakeholders.



Stakeholder Values and Goals Traffic Related

- Reduce Speeding
- Reduce Congestion/Backups
- Safer Intersections
- Reduce through traffic
- Reduce truck noise/vibration *
- Improve access management *



Stakeholder Values and Goals Land Use Related

- Maximize tax base
- Slow growth*
- Reduce large lot residential development*
- Increase services for elderly
- **Protect housing affordability**
- **Preserve rural character**
- Reduce unsightly strip development
- **Protect/enhance Main Street**
- Protect watersheds, wetlands, aquifers*
- Manage impacts from adjacent towns
- Neighborhoods as community
- Neighborhoods as privacy
- Attract young families



Stakeholder Values and Goals Governance Related

- Maintain town autonomy
- Protect property rights
- Minimize government regulation
- **Keep taxes low**
- Accept some interjurisdictional coordination*
- Accept more state government intervention*
- Accept more local government intervention*



Deriving MOEs / Evaluation Criteria

- The values and goals just presented are converted into MOEs. Some will be quantitative, others qualitative.
- Whether they are counted as positive or negative will depend on their context i.e. their role in a given scenario.



How do we combine the driving forces and stakeholder values together to create Scenarios?

- This is the deliberative, creative and most difficult part of the work
- We try to cluster mutually reinforcing Driving Forces with mutually reinforcing Values/Goals to create a plausible package that hangs together.



Creating the Scenarios

2a

ECON. OPPORTUNITY

INFLUX OF RETIREES/
CONTRIBUTION OF 2nd HOME? *

SEALS ISLAND
DVPT. (PORT & OTHER
USES) *

STATE LEGISLATION
FACILITATING
"SMART GROWTH"
ABANDONING IT *

CASINOS

ECONOMIC
RELATIONSHIP
"CANADA"
NO ACCESS/
HITNESS

ECON. DECLINE

BIW
CUTBACKS *

FIGHTING
INDUSTRY &
WATER
QUALITY *

MBNA
SHRINKAGE *

BRUNSWICK
NAVAL
AIR
STATION *

GOVERNANCE

TOURISM
&
RELATED
FUNCTIONS
(GOLF/PROG)

POTENTIAL
OF R+D SECTOR
(BIO TECH/PHAR.
LOCAL UNIV./
COMM. COLL.)

COMMUNITY
W/OUT
PLANT
TECHNOLOGY

TAX REFORM
LESSENING
RELIANCE
ON PROPERTY
TAX *

MAXIMIZE
TAX DOLLARS
= FISCAL
STABILITY
= SERVICES &
ROL

MAINTAIN
TOWN
AUTONOMY

PROTECT
INDIV.
RIGHTS

REDUCE
LARGE LOT
RESID' GROWTH *

PRE-SERVING
EXISTING
MAIN STREETS/
DOWNTOWNS *

INCREASE
HOUSING
AFFORDABILITY *

EDGE
(SEMI-RURAL)
CONVERSION/
BACKLASH *

ACCEPT
SOME
GOVT.
INTERVENT'N *

ACCEPT SOME
INTERJURISDL
COORDINATE *

PROTECT
WATERSHEDS,
WETLANDS &
KEY AQUIFERS *

REDUCE
RESID' GROWTH *

REDUCE
RESID' GROWTH *

IMPACTS FROM
NEIGHBORING
TOWNS
(COMING WITH)

INCENTIVE
\$ FROM
STATE FOR
ROL ACTION
& COLLAB. *

MINIMIZE
GOVT.
RETALIATION *

LAND USE/ TRANSP. POLICIES

RAIL PASSING
SERVICE -
PORTLAND TO
ROCKLAND

UNHEALTHY
STAIR
DVPT

REMOVE
THROUGH
TRAFFIC

ACCESS
MNGT
(IMPROVE) *

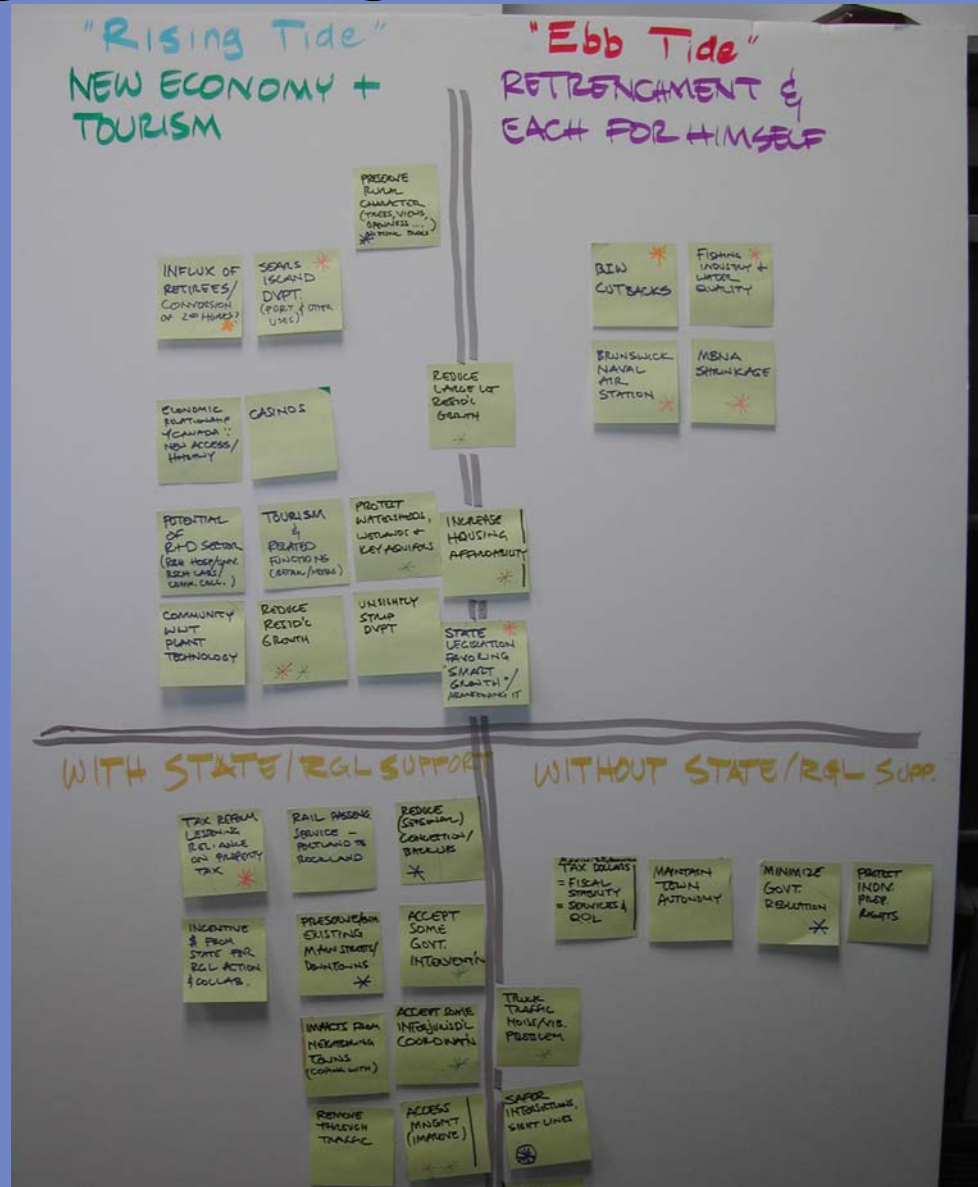
SAFER
INTERSECTIONS,
SIGHT LINES *

REDUCE
SPEEDING *

TRUCK
TRAFFIC
NOISE/VIB.
PROBLEM *



Organizing the Scenarios



Structure of Scenarios

	<i>Rising Tide</i> New Economy & Tourism	<i>Ebb Tide</i> Retrenchment & Each for Themselves
With State and Regional Support		
Without State and Regional Support		



Rising Tide: New Economy with State and Regional Support Driving Forces

- Cutbacks in BIW – extensive
- Fishing industry – unstable
- Brunswick Naval Air Station closes
- MBNA – shrinkage
- Influx of retirees (mostly affluent) – sustained & strong
- Conversion of second homes – substantial
- Influx of information workers – strong
- R&D sector – takes off
- Sears Island – port and other strong ec.development uses
- Tourism, esp. eco-tourism - actively nurtured
- Smart growth policies stay
- State tax reform reduces reliance on local property tax
- State \$ for infrast. tied to compliance with land use plans and subregional collaboration
- State helps support passenger rail from Portland to Rockland
- State support of new clustered septic systems



Rising Tide:

New Economy with State and Regional Support **Dominant Goals and Policies**

- Preservation of rural character
- Reduction in extent of large lot development
- Implementation of clustered septic subdivisions
- Measures to maintain affordability
- State and local support of watershed, wetland and key aquifer protection
- Preservation and enhancement of Main Street
- Acceptance of some interjurisdictional coordination
- Acceptance of more gov't activism
- Impacts from / on neighboring towns explicitly addressed
- Unsightly strip development curtailed
- Collaboration w/ State on tighter access mngmt
- State proactive on measures to reduce through traffic
- State proactive on traffic backup reduction measures
- State targets safety improvements on US 1
- State targets speeding problem



Ebb Tide

Retrenchment and Each for Themselves

Driving Forces

- Cutbacks in BIW extensive
- Fishing industry unstable
- Brunswick Naval Air Station closes
- MBNA shrinkage
- Influx of retirees – modest
- Conversion of second homes – substantial
- Sears Island – local resistance defers any action
- Tourism begins to decline after 2015 – little coordinated support
- State abandons its “Smart Growth” posture legislatively
- Tax reliance on local prop. tax continues
- State \$ allocations for infrastructure based on perceived needs and safety and political pressures
- Casinos authorized



Ebb Tide:

Retrenchment and Each for Themselves

Dominant Goals and Policies

- Maintain town autonomy
- Minimize state and local gov't regulation
- Protection of individual property rights
- Maximize ratables
- Expand "Compact Areas" to increase local control over access
- Continue to expand areas of large lot zoning on well and septic
- Affordable housing demand is met by unrestrained market supply
- Strip development continues as market dictates
- Casino development is supported and solicited
- State targets safety improvements on US 1
- State targets speeding problem



A Scenario is not yet a Plan

- Plans are created to try and realize a given scenario in spatial , infrastructural and policy terms.
- This effort to produce a coherent and integrated plan may not be able to fully realize the scenario.
- Scenarios are compared against the MOEs and against each other.



The Gwinnett County Unified Plan: Scope and Process

Presentation to the Plan Advisory
Committee

July 20th, 2006



The Scope and Scale of the County Plan includes.....

- A Comprehensive Development Plan
- A Consolidated Transportation Plan
- A Consolidated Housing Plan
- An integrated transportation/land use model
- A scenario building and evaluation model
- A fiscal impact model
- Financial analysis
- New socio-economic projections
- Market analysis
- Neighborhood stability analysis
- Extensive GIS mapping and visual analysis

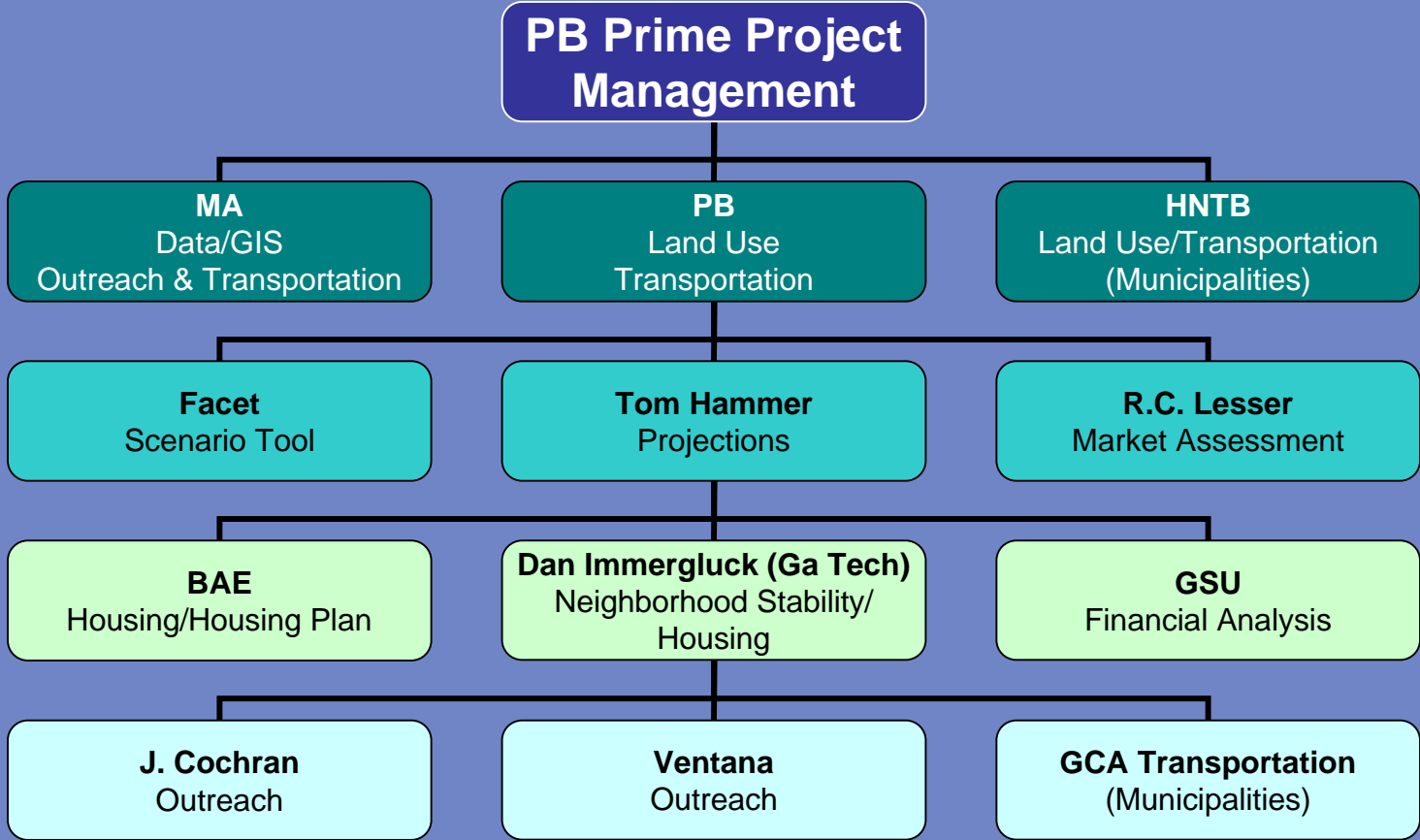


The Schedule

GWINNETT COUNTY UNIFIED PLAN TIMELINE							
	2005	2006			2007		
Task A - Community Assessment		<ul style="list-style-type: none"> - Data Collection & Mapping - Socio-economic Projections - Market Analysis - Land Capacity Analysis - Develop & Evaluate Scenarios 					
Task B - Community Participation				<ul style="list-style-type: none"> - Public Hearing - ARC/DCA Reviews - Visioning Process - Scenario Refinement - Select Preferred Plan 			
Task C - Community Agenda					<ul style="list-style-type: none"> - Plan Development & Documentation - Public Hearing / Board Workshops - ARC/DCA/HUD Review & Response - Revisions - Final Board Action 		



Who We Are – Project Firms and Roles



How the Process Will Work

