
8 PLAN
IMPLEMENTATION



Plan Implementation

INTRODUCTION

In order to realize the vision and goals established within this plan, a direct and clearly focused implementation plan must be established. The vision and goals of the East End are further defined with action steps (the measurable building blocks for the rest of the document). This chapter calls for commitments by numerous public and private sector entities. It is a strategic action plan intended to provide an overall direction through various short-term, mid-term, and long-term action steps. The action steps seek to balance the priorities of the City by serving as the decision-making framework while also allowing for immediate and noticeable progress through short term projects.

Because implementation requires a partnership approach involving various public, private, and not-for-profit entities it is important that the City Council, Plan Commission, and URCDA (once established) provide guidance to interested parties when bringing stakeholders to the table and in the ongoing execution of the action steps. If those charged with implementing the recommendations of this plan are diligent in identifying and removing barriers to success, the opportunity to realize the vision will be greatly enhanced. Multiple programs and tools are also outlined in this chapter and provide an overview of funding programs and means of implementing the plan. While the City may already be utilizing some of these tools, it is important to connect them to the actions of this plan.

PLAN ACTION STEPS

While the vision, goals and objectives are the heart of a long range plan, equal focus must be placed on ensuring that the community's vision becomes reality. Part of the implementation process is having an action plan that details steps that should be taken, who is responsible for implementation of an action, and the timeline for completion. Potential funding sources are also suggested as a part of the action plan where applicable and sufficient information is available.

This chapter is a strategic action plan intended to provide an overall direction through various short-term, mid-term, and long-term action steps.

Type of Action Step

This plan addresses two types of action steps: capital improvements and local policies. Capital improvements, such as infrastructure improvements, are often referred to as “bricks and mortar” and usually serve to increase the value of the adjacent properties and the City itself. Local policies deal with updating, or in some instances, creating local land use regulations to better control the types of uses adjacent to and within the public realm. Capital improvement action steps are shown with a C and shaded orange (such as Action Step C.1) and local policy action steps are shown with a P and shaded green (such as Action Step P.1).

Completion Timeline

While the start-up and completion timelines are identified for each action step on the following pages, it is important to realize various factors that can influence these timelines. First, with the reality of the current market, conditions are not in favor of new, private development. However, the City should be planning now in anticipation of the market becoming more active. Also, if funding becomes available, action steps can be started and/or completed prior to the specified timeframe.

The timeline, illustrated in Figure 8-1, has been created to show the start-up and duration of the action steps. Capital improvements projects proposed by this plan are indicated by a solid dot, while policies are indicated by a hollow dot. It is also important to modify this timeline based on current conditions and funding. This should be a living document that responds to current conditions of the market and funding.

IMPLEMENTATION TABLES

Each action item is organized into a table format, and accompanied by a column for notes. This document is intended to be a living, breathing document and users are encouraged to mark-up, make notes and keep track of the progress of the various action steps.

Each action step addresses the following:

Task

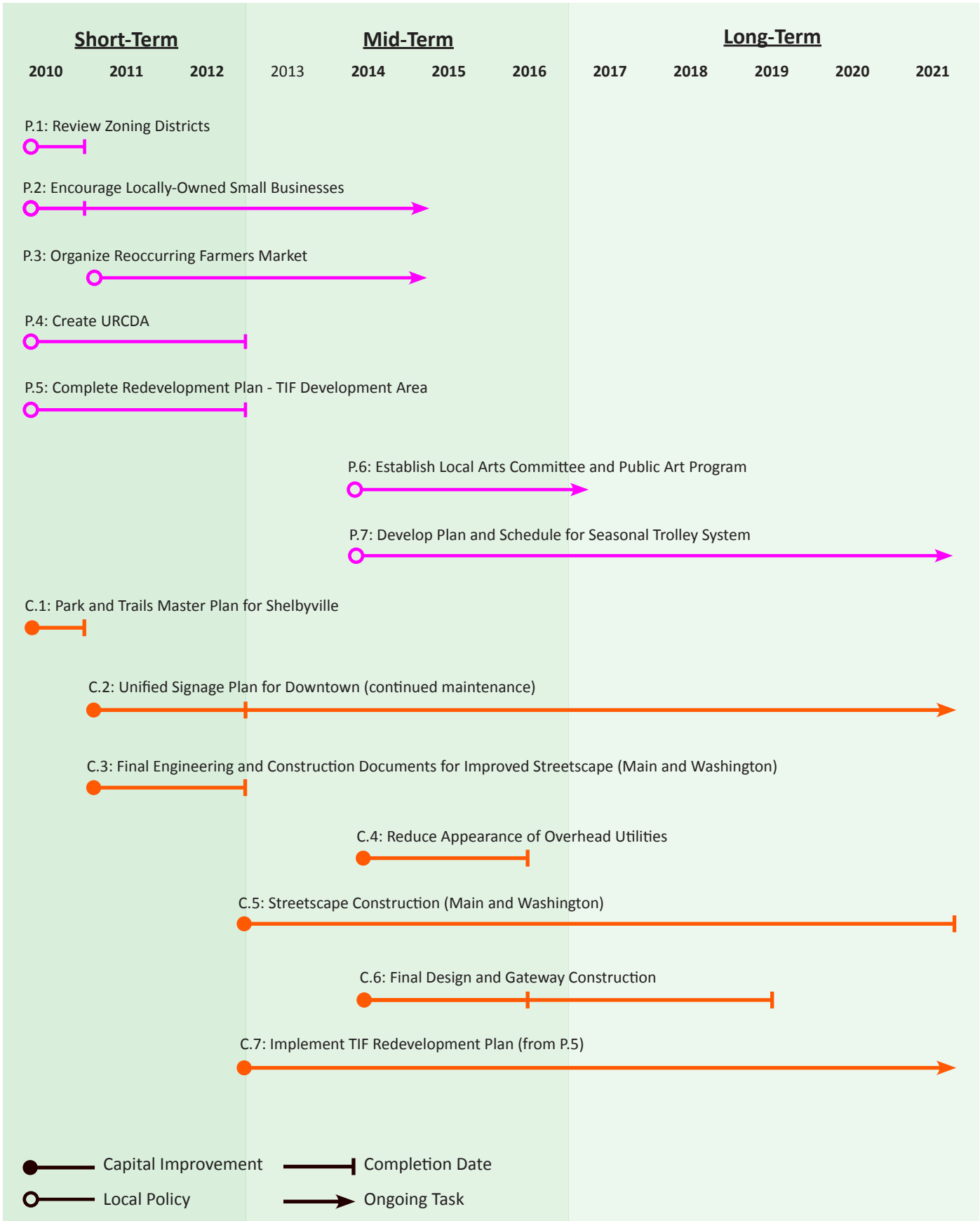
Tasks are the part of the plan that detail what must be accomplished to achieve the greater vision. They are paired with an appropriate timeframe for completion. They are aggressive, but achievable.

Description

It is understood that the actual steps taken may differ from those prescribed by the table; the detailed description is intended to serve as the optimal order of implementation for successfully completing a given task.

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Figure 8-1: Target Completion Timeline



Responsible party / parties

While the City Council is ultimately responsible for the successful implementation of this plan, some tasks will be most successful if implemented by or in partnership with others. The responsible party / parties should always be a high-level champion who reinforces the purpose and intent of the plan, takes responsibility for implementing specific action items, and monitors the progress of the task.

Potential funding source / sources

While not inclusive in nature, a potential list of funding sources has been provided for each task as a starting point. Many funding sources will vary depending upon the year, quarter, month, as well as the number and type of entities involved.

Other resources

Other resources are likely to include: human capital (i.e. manpower, or labor) from volunteers; donated supplies, materials, or equipment; and coverage by the media. Resources also may include professionals with expert knowledge in a particular area.

Prerequisites

Due to the very nature of this strategic plan, nearly all of the tasks are interdependent. Therefore, a list of prerequisites is provided for each task to aid in the successful implementation of each of the recommended action items.

Start-up

Not all projects can begin at once. Rather, the start-up of a given task will occur in the short-, mid-, or long-term future. Short-time typically means between zero to three years (i.e. 2010 – 2013), mid-term between four to six years (i.e. 2014 – 2017), and long-term between seven to twenty years (i.e. 2018 – 2030). A task that is entirely dependent upon the successful completion of another task would fall outside of these start-up possibilities, in which case the conditions for start-up for these tasks are described in more detail on their respective tables.

Target completion timeline

The target completion timeline is intended to inform the reader about the anticipated amount of time to complete (from start to finish) a given task – barring any unforeseen conditions.

Re-occurrence

While some tasks are intended to be completed just once during the planning horizon, some of the tasks prescribed by this plan will be more successful and

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have a greater impact if they are repeated (i.e. maintained). Therefore, each task has been evaluated to include a recommendation about the frequency with which a task should be repeated.

Goals & Objectives

Because of the changing nature of communities, it is important to tie each task back to the applicable goals and objectives from which it originated. This will provide insight and justification for each task as others become involved in implementation and evaluation of the plan.

Notes

The notes are intended to be used by leaders of the community as they carry out these tasks. They may also include additional instruction or clarification triggered by one or more of the other variables addressed in the table.

This plan should be a living document which should respond to current market conditions and funding alternatives.

IMPLEMENTATION PROGRAMS, TOOLS AND FUNDING OPPORTUNITIES

Zoning

Zoning is one of the primary implementation tools for the East End Study. It is the means of legislatively determining the location, quality, and quantity of new development. The zoning regulations are legally enforceable. Shelbyville's current zoning regulations allow for uses that are not consistent with this plan. The zoning regulations should be updated following the adoption of the East End Study to ensure continuity between the two documents and to encourage the implementation of the plan.

Capital Improvement Planning

A Capital Improvement Plan (CIP) is a system of documenting the capital investments that a city wishes to make over the next five years. These plans identify projects, timelines, estimated costs, and funding sources and are linked to the budget process. They are a means of planning ahead for capital improvements and ensuring implementation of specific projects by connecting them more closely to the budget process. Shelbyville's CIP would include funding needed for this project in addition to any other capital improvements the City is planning to undertake.

Tax Abatement

Tax abatement is a phase-in of property taxes that is designed to encourage development in areas that would not otherwise develop. Tax abatement is one of the tools widely used by municipal governments to attract new businesses to the community, or to encourage investment in new equipment or facilities that will improve the company and the community's economy. Communities may develop procedures for abatement application and policies on the amount and length of the abatement that will be approved and procedures to ensure compliance with the terms of the statement of benefits.

Tax Increment Financing (TIF)

Tax increment financing is a tool for municipalities and counties to designate targeted areas for redevelopment or economic development through a local URCD and is described in more detail in Chapter 6, Community Development.

Kentucky Renaissance / Main Street

Through the Kentucky Heritage Council, the Kentucky Main Street Program strives to bring economic vitality to Kentucky's downtowns and assist communities with revitalization efforts. The program is based on the four-point approach of the National Main Street Center which is a division of the National Trust for Historic

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Preservation. The four points or components of the program are organization, promotion, design and economic restructuring. Various funds are available to certified Renaissance on Main Cities for projects such as real estate acquisition, facade improvements, new facility construction or streetscape improvements. This effort can be coordinated through the Shelby Development Corporation / Main Street Organization. More information is available at the Office of State Grants, <http://dlg.ky.gov/grants/stategrants/RenonMain.htm>, or the Kentucky Heritage Council's website, <http://heritage.ky.gov/mainstreet/>.

Community Development Block Grant (CDBG) Program

Administered through the Governor's Office for Local Development, the CDBG program is available to city and county governments for a variety of projects. Entitlement communities are ineligible. The CDBG program areas and descriptions are listed below. Visit <http://dlg.ky.gov/grants/> for information on deadlines for applications; pre-submissions for 2010 are due by January 4, 2010.

Community Projects

Funds may be used to address human service needs such as senior centers, crisis centers and facilities that provide services to low and moderate income persons. Funds may also be used to revitalize downtown areas within a designated Renaissance on Main Street district.

Economic Development

Funds may be used to create or retain jobs, and provide for the training and human services that allow for professional advancement of low-income persons.

Public Facilities

Funds may be used for infrastructure needs that primarily develop Kentucky's water and wastewater systems.

Land and Water Conservation Fund (LWCF)

LWCF funds provide up to a fifty percent match and may be used to acquire land for recreational development, construct new outdoor recreational facilities or the renovation of existing facilities. The program is intended to create and maintain a nationwide legacy of high quality recreation areas and facilities and to stimulate non-federal investments in the protection and maintenance of recreation resources across the United States. For more information visit <http://www.nps.gov/lwcf/> or contact the Kentucky Office for Local Development at <http://dlg.ky.gov/>. Applications are due by March 31, 2010 for the upcoming funding cycle.

Area Development Funds (ADF)

Through the local Area Development Districts, KIPDA in the case of Shelbyville, ADF funds can be used for infrastructure needs including building construction and property purchase. In addition, they can be used for utility management including water, gas, sewer, electrical and solid waste. Applications for this funding are accepted all year. The KIPDA Board of Directors annually approves projects within the region that requests ADF funds.

Transportation Enhancements (TE)

TE's are transportation-related activities that are designed to strengthen the cultural, aesthetic, historic, and environmental aspects of our transportation infrastructure. Federal funding is available through KIPDA to government agencies to provide support for transportation and community improvement projects; see <http://www.tea21.ky.gov/te/tehome.htm> for more information.

Recreational Trails Program (RTP)

This funding source through the Federal Highway Administration (administered through the Kentucky Department of Local Government) provides support to acquire easements for recreational trails and to develop or renovate trails for both motorized and non-motorized use. Applications for the current funding cycle are due March 31, 2010. For more information visit <http://www.fhwa.dot.gov/environment/rectrails/>.

