



CITY OF BURTON PLANNING COMMISSION

AGENDA

AUGUST 1, 2017

Community Room

Workshop

10:00 AM

**4303 S. CENTER ROAD
BURTON, MI 48519**

A. CALL TO ORDER

B. STAFF PRESENT

C. AUDIENCE PARTICIPATION

Now is the time set aside for the members of the audience to address the Burton City Planning Commission members. I would ask each individual to give their name and address for the record, limit their comments to three (3) minutes to speak on tonight's agenda or topics germane to Planning Commission business.

D. BOARD DISCUSSION

1. Master Plan Presentation



Burton Planning Commission
4303 S. Center Road
Burton, MI 48519

Meeting: 08/01/17 10:00 AM
Department: Department of Public Works
Category: Presentation
Prepared By: Amber Abbey
Department Head: Robert Slattery

D.1

SCHEDULED

AGENDA ITEM (ID # 3140)

DOC ID: 3140

Master Plan Presentation

ATTACHMENTS:

- Goals and Objectives-revised after workshops (PDF)
- Strategic Implementation Plan Table (PDF)

Chapter 9 Goals and Objectives

By evaluating the city's current condition, projected trends, and public comments, the Planning Commission has developed a set of goals, objectives and strategies using those identified in the 2002 Land Use Plan as a base to start from.

Goals are descriptions of an ideal destination or end-state. **Objectives** are general guidelines that explain what the community wants to achieve to reach a goal. Objectives are generally measurable, quantifiable, realistic, and help give direction to the city. **Strategies** are specific actions to be taken to achieve the objectives.

Initially the goals, objectives and strategies were divided into nine (9) different topics including: general, open space/environment, transportation, government, public safety, community, business, housing, and employment. After the preliminary review of these, the Planning Commission prioritized the goals and their related objectives and strategies into primary goals and secondary goals. The Planning Commission identified goals and objectives that; 1) address blight, 2) attracts business into the city, and 3) promote residential development as the top priority for the plan

Strategies related to primary goals will serve as the basis for the Five Year Strategic Action Plan in the Implementation Plan. Primary and secondary goals and objectives will serve as the policy basis for the plan and strategies associated with them are available to the city as implementation tools if appropriate.

Primary Goals

Goal: Provide safe conditions for all modes of transportation including: pedestrians, bikes, and buses throughout the City of Burton.

Objectives:

1. Expand the range of transportation modes able to effectively use existing rights-of-way.

Strategy:

- a. Evaluate and develop a complete street plan for the City of Burton.

2. Develop a network of non-motorized transportation.

Strategy:

- a. Create a non-motorized transportation plan.

3. Extend and coordinate neighboring communities existing or proposed non-motorized transportation pathways.

Strategy:

- a. Coordinate with other organizations and municipalities nearby.

4. Promote the installation of sidewalks, and require adequate maintenance in all seasons.

Strategies:

- a. Incorporate sidewalks or sidewalk improvements into street improvement projects in compliance with non-motorized and complete street plans.
- b. Establish sidewalk assessment process to fund sidewalk maintenance.
- c. Address sidewalk maintenance and snow clearing by more enforcement of the applicable city code provisions.

- d. Planning Commission will work with the Zoning Board of Appeals (ZBA) on issues regarding sidewalk requirements
- 5. Collaborate with schools to participate in the Safe Routes to School (SR2S) program.

Strategies:

- a. Establish a SR2S committee.
- b. Evaluate sidewalk improvements regarding the needs of schools.

Goal: The city is a neat and attractive community.

Objectives:

- 1. Maintain the appearance of buildings and sites.

Strategies:

- a. Expand promotion of semi-annual community clean-up days, and other similar activities by city agencies.
- b. Continue strict enforcement of the building and property maintenance codes.
- c. Adopt new ordinances or revise existing one as necessary by community conditions.
- d. Establish a program to help with façade improvements of businesses and/or residential homes, particularly along major thoroughfares as funding sources are identified.
- e. Create a paint program through non-profit organizations, coordinated by the city.
- 2. Promote quality and aesthetic compatibility in new development and redevelopment of buildings and site.

Strategies:

- a. Following 1 year of implementation of the new Chapter 153 Signs, review and make necessary changes to address location, aesthetic requirements, brightness and repair/maintenance of signs.
- 3. Promote quality in public improvements that enhance the look of the community.

Strategies:

- a. Provide more resources to the DPW for enforcement, and inspectors.
- b. Promote an annual community pride day devoted to the beautification of public spaces.

Goal: The city is an attractive location for establishment of local small businesses.

Objectives:

- 1. Create a welcoming environment for new businesses.

Strategies:

- a. Develop a “one-stop” web page for business wishing to locate in the city.
- b. Develop marketing materials to promote the location of new businesses in the city.
- c. Create a business incubator space for young entrepreneurs.
- d. Work with schools and colleges to aid new and expanding businesses.
- 2. Protect commercial areas from blight and nuisances, to enhance the image of Burton as an attractive place to invest in a business.

Strategies:

- a. Amend the development plan to allow the DDA to obtain blighted properties
- b. Address traffic and other infrastructure concerns that effect the accessibility and attractiveness of businesses districts.
- c. Amend the zoning ordinance to implement the proposed CBD overlay zone.

3. Promote the establishment of neighborhood commercial establishments.

Strategy:

- a. Amend the zoning ordinance to create a new zoning district that allows for a range of neighborhood commercial uses.
4. Develop a set of standards for commercial and industrial developments, that will promote good will between business and industrial owners.

Strategy:

- a. Amend the zoning ordinance to provide for better buffers between the land uses.
5. Promote the revitalization / redevelopment of Courtland Center.

Strategy:

- a. Establish a public / private partnership with the owners of Courtland Center to promote its revitalization / redevelopment.

Goal: The city has a mix of housing types in a range of prices that provide housing opportunities for all socio-economic groups in the area.

Objectives:

1. Encourage the development of a range of housing including missing middle housing for all income groups.

Strategies:

- a. Assure that zoning districts within the city provide a variety of density and housing types including the missing middle, such as housing opportunities that are fourplex and six-plex, to optimize choices in dwellings.
 - b. Allow for residential apartments above first floor commercial
 - c. Provide for housing options for seniors and the disabled.
 - d. Leverage state and federal grants to provide financing for affordable and senior housing.
 - e. Address housing for students in the zoning ordinance and coordinate the demand for student housing with the areas nearby colleges.
 - f. Coordinate incentives to encourage affordable housing.
 - g. Review the zoning ordinance for flexibility and to remove unnecessary barriers to affordable housing.
2. Provide for a range of housing locations, both urban and rural.

Strategies:

- a. Review zoning for the future land use map.
 - b. Evaluate proposals to ensure an appropriate balance in the types of housing in the city.
 - c. Evaluate existing zones of commercial parcels in residential areas for down zoning back to residential.

Secondary Goals

General

Goal: The master plan provides a framework through which Burton grows and prospers, promoting the general public welfare above specific interests.

Objectives:

1. Encourage public knowledge and support for the plan.

Strategies:

- a. Provide copies of the master plan online for easy public access.
 - b. Provide copies of the master plan to city libraries and school libraries.
 - c. Require public engagement prior to the final decision making involving the 5-year review and/or major amendments to the master plan.
2. Ensure use of the plan as the principle public policy document outlining future growth of the community.

Strategies:

- a. Revise zoning and subdivision standards to consider the plan for future infrastructure and zoning decisions.
 - b. Prepare and update 6-year capital improvements program to include the recommendations of the master plan.

Goal: Continuing development and redevelopment result in a vital community with a balanced land use pattern.

Objectives:

2. Monitor land use development to ensure that land is provided to address local needs.

Strategies:

- a. Update zoning map and existing land use map to identify potential shortages of necessary local needs of land.
 - b. Cooperate with local realtors to indicate needs of commercial, industrial, residential land uses/buildings.
3. Develop relationships/partnerships with private, public, and nonprofit organizations to help in the development and redevelopment of the community.

Strategies:

- a. Host annual meeting with key organizations.
 - b. Continue ongoing stakeholder meetings with key organizations within the City of Burton.
 - c. Networking with other organizations to promote activities/programs hosted by the City of Burton and the City of Burton promoting the organizations activities, programs, and services via social media, website, announcement section for public meetings.
 - d. Create a policy guidebook on public-private relationships, such as a tax breaks guidebook, etc.

Open Space/Environment

Goal: Open spaces have been preserved or acquired in the City of Burton, providing benefits to the residents and the environment.

Objectives:

1. Evaluate existing open spaces within the community, and identify characteristics that support their preservation.

Strategies:

- a. Maintain the existing land use map of the city.
 - b. Use information available through regional state, state, and federal sources during the site plan review process, to identify sensitive areas that may need protection.
2. Consider options for promoting the preservation of various open spaces, including open space zoning techniques, the purchase of development rights, and acquisition in fee simple. Adopt those techniques appropriate for the community.

Strategies:

- a. Undertake a review of appropriate open space techniques and adopt selected techniques into the zoning ordinance.
 - b. Review un-adopted watershed council recommendations into the zoning ordinance.
3. Promote densities that are consistent with the urban services available.

Strategy:

- a. Evaluate maximum densities allowed in zoning ordinance to determine impact on existing infrastructure.
4. Protect the existing farmland practices and character, while allowing for the conversion of farmland practices to other development, but maintaining rural character in areas.

Strategies:

- a. Promote participation in PA 116 (Open Space Preservation Act), for suitable farmland areas within the city.
- b. Evaluate the range of agricultural activities allowed in agricultural areas and its impact on the Right to Farm Act.
- c. Adopt incentives for open space preservation in existing agricultural areas.

Goal: Support the Parks and Recreation system to provide a high quality of life for residents and wildlife within the City of Burton.

Objectives:

1. Develop relationships/partnerships with private, public, and nonprofit organizations, such as the Flint River Watershed Coalition to help in development of new or improvements in parks.

Strategies:

- a. Establishing a set of protocols on interactions with the private, public, and nonprofit organizations, such as Adopt a Park.
 - b. Work jointly with other organization to go after and acquire grants.
2. Provide improvements to the existing parks and recreation system, as outlined in the adopted Parks and Recreation Master Plan.

Strategies:

- a. Support efforts by the Parks and Recreation Commission to fund improvements identified in the Parks and Recreation Master Plan.
 - b. Create transportation design standards in zoning ordinance.
 - c. Create land acquisition along of Right of Way for sidewalks.
 - d. Incorporate Parks and Recreation Master Plan recommendations into Capital Improvement Plan (CIP).
3. Identify and develop pocket parks within the City of Burton's neighborhoods.

Strategies:

- a. Amend Parks and Recreation Master Plan to provide for sites and/or locational criteria for neighborhood parks.

- b. Incentive program to encourage residents or private developments to develop parks and recreation.
- 4. Provide the Parks and Recreation Department with more resources to achieve recreational needs of the community.

Strategies:

- a. Hire a full-time Parks and Recreation Director.
 - b. Propose a parks and recreation millage to fund park improvements, park expansions, and non-motorized pathways.
 - c. Partnerships with other organizations to develop park improvements, park expansions, and non-motorized pathways, such as Burton Rotary Club, VFW Post 2777, Flint River Watershed Coalition.
- 5. Continue to promote public awareness of the city's plans for existing and future public parks through public information and public involvement in park activities.

Strategies:

- a. Continue youth and young adult involvement in the community through a volunteer program and activities.
 - b. Promote knowledge of Burton Park's System through website and brochures, as well as located within school districts and colleges.
- 6. Promote and continue activities for all ages throughout the community.

Strategies:

- a. Engage with the youth to evaluate what their needs are.
 - b. Develop more youth gathering places.
 - c. Work/engage/partner with schools.
 - d. Support activities for senior citizens.

Goal: Wetlands, water courses, and other water resources within the City of Burton are protected, preserved, and improved.

Objectives:

- 1. Protect groundwater, particularly in areas that area served by private wells within the City of Burton.

Strategy:

- a. Establish an aquifer protection program.
- 2. Protect surface water from pollution from non-point sources.

Strategies:

- a. Amend the zoning ordinance to address on-site storm treatment of parking lots standards.
 - b. Adopt best practices for storm water management requiring on-site storm water treatment in parking lots and reevaluate its minimum parking requirements.
- 3. Protect the capacity of existing storm water systems.

Strategies:

- a. Adopt best practices of storm water management addressing retention and detention requirements.
 - b. Amend the zoning ordinance to mandate maintenance and functionality of on-site detention basin.
 - c. Work to ensure quality open ditch storm water collection is functional and maintained.

- d. Work with Genesee County's Drain Commission on the Storm Water Pollution Prevention Initiative (SWPPI) program for the Middle Flint River Watershed to update and implement.
- 4. Protect natural feature areas including wetlands and woodlots and work with property owners to protect or have city own property to protect.

Strategies:

- a. Identify natural features in the city.
- b. Create Incentive program to protect natural features through zoning and other options.
- c. Amend zoning ordinance to incorporate wetlands review into zoning permit, site plan review process.
- d. Partner with knowledgeable partners to inform and implement.
- 5. Improve water quality of Kelly Lake Park.

Strategies:

- a. Promote/ implement more natural landscaping to buffer Kelly Lake.
- b. Develop more natural planted areas.
- c. Implement better storm water management programs- bio swales along parking lot.
- 6. Coordinate with watershed organization such as the Flint River Watershed Coalition to identify, preserve, and develop protect of wetlands.

Strategies:

- a. Include Flint River Watershed Coalition in notice for comment on site plans near/involving water features.
- b. Incorporate new wetland information provided by MDEQ or other organizations.

Goal: There are areas within the community where wildlife habitats continue to exist, that should be protected and preserved.

Objectives:

- 1. Encourage development to be sensitive to known wildlife habitats.

Strategies:

- a. Adopt best practices of buffer strategies of sensitive wildlife.
- b. Create an inventory of known habitat.

- 2. Consider preservation of wildlife in evaluating open space for protection.

Strategy:

- a. Incorporate wildlife habitat into zoning ordinance.

- 3. Promote public education of wildlife and how to help promote a wildlife community.

Strategy:

- a. Develop information on website, distribution to school, and For-Mar County Parks.

Transportation

Goal: Increased availability of public transportation reduces transportation limitations to all citizens of the City of Burton.

Objectives:

- 1. Promote increased Mass Transportation Authority (MTA) routes throughout the city.

Strategies:

- a. Participate in the MTA's strategic plan for bus transit and other services.
 - b. Evaluate land use classifications of property located to MTA routes/shelters/stops.
- 2. Improve access to MTA services.
Strategy:
 - a. Coordinate with MTA in the site plan process to promote accessibility.
- 3. Expand opportunities for alternative means of public transportation.
Strategy:
 - a. Continue to evaluate potential alternative forms of public transportation as they appear.

Goal: Road and streets are in safe condition, with adequate capacity to meet the needs of the community.

Objectives:

- 1. Promote a cooperative working relationship with the government institutions responsible for the roads in Burton.
Strategy:
 - a. Create regulations that follow Michigan Department of Transportation (MDOT) standards/county.
- 2. Protect streets from premature deterioration.
Strategies:
 - a. Continue to enforce heavy truck loads on local roads.
 - b. Continue to use PASER ratings to identify streets suitable for preventive maintenance.
- 3. Maintain high standards for design and construction on all streets and roads.
Strategy:
 - a. Create regulations that follow MDOT standards/county.
- 4. Maintain an aggressive street maintenance program to constantly assess and repair streets as necessary.
Strategies:
 - a. Provide Dept. of Public Works (DPW) and other maintenance with sufficient resources.
 - b. Partner with organizations to do maintenance of road ways in terms of beautification efforts.

Government

Goal: There is effective communication between the city government staff and leaders and the community residents, consistent with the needs of the community.

Objectives:

- 1. Strengthen a positive community image by promoting the city's efforts to maintain and enhance the residents' quality of life.
Strategies:
 - a. Utilize the score card method of identifying the city's successes in undertaking proposed implementation of the master plan and making information available to residents.

- b. Continue using the master plan Facebook page to announce master plan related successes/evaluation process and use Facebook polls.
- 2. Promote public involvement and access to local government, to gather public input to basic policy issues.

Strategies:

- a. Utilize the master plan Facebook page, survey monkey, or community remarks to survey the public on policy issues as situations arise.
 - b. Hold annual public forms/meetings to discuss and gather public input on current planning issues.
 - c. Hold an annual homeowner association information meeting.
 - d. Develop a central governmental communication system to link the citizens to the government, such as email.
 - e. Use community advisory committees to gather neighborhood level input into planning issues.
 - f. Incorporate/coordinate with organizations working within the community to advertise each other's existence and events.
 - 3. Promote citizen involvement by providing volunteer opportunities within the city.
- Strategy:*
- a. Actively utilize existing communication with residents (website, Facebook, schools) to recruit volunteers for the city and organizations within the city for volunteer programs.
 - 4. Ensure public information on governmental procedures is readily available to citizens.

Strategies:

- a. Keep the website up to date with information.
 - b. Send the Dept. of Public Works (DPW) newsletter consistently.
 - c. Utilize the Burton View to inform the public.
 - d. Utilize social media.
 - 5. Promote awareness by residents of local development issues.
- Strategies:*
- a. Annual meeting (homeowner association meetings, public forms/meetings/workshops).
 - b. Utilize social media.
 - 6. Provide mechanisms for citizen input.

Strategy:

- a. Utilize the master plan Facebook page, survey monkey, or community remarks to survey public on policy issues as situations arise.

Goal: The public infrastructure is adequate to meet the needs of the community today and provides future opportunities for development and redevelopment and decisions on investments in public infrastructure are made through a process that maximizes the return on public funds and takes into account current and future land use.

Objectives:

- 1. Promote development in areas currently served by adequate public infrastructure.

Strategy:

- a. Evaluate the Future Land Use (FLU) density in relationship to utilities.
- 2. Guide land use decisions so that unnecessary public utilities and services do not displace or duplicate more efficient systems. Only expand as needed.

Strategy:

- a. Incorporate adequacy of utilities as a basis for rezoning, site plan and special land use decisions.
- 3. Develop a plan for future infrastructure improvements.

Strategies:

- a. Complete an annual inventory of existing infrastructure and use this as a basis for developing a capital improvement plan.
- b. Prepare, coordinate and annually adopt as a part of the budget cycle, a schedule of proposed capital improvements for the next six years and a capital budget for the next year.
- c. Prepare, adopt, and periodically update an official map of future public facility improvements in the city.
- d. Add improvements to the Burton Senior Activity Center to meet increasing demands of the facility.
- e. Add improvements to the Burton Memorial Library facility to meet increasing demands of services.

Public Safety

Goal: Fire and Police protection services provide a level of service required by the community.

Objectives:

- 1. Maximize resources available for fire and police protection.

Strategies:

- a. Evaluate the spending and expansion of mileages.
- b. Conduct a feasibility study on establishment of full time fire department.
- c. Conduct a feasibility study of combining fire and police services.

- 2. Target needs for additional services.

Strategy:

- a. Target areas that could use illegal activity relief.

- 3. Enhance capabilities for fire and police protection.

Strategies:

- a. Promote neighborhood watch programs.
- b. Identify areas of concern, through police reports.
- c. Utilize crime prevention through environmental design.
- d. Hold an annual homeowner meeting.

Goal: Residents feel safe and secure in their homes and in the community.

Objectives:

- 1. Provide for safer neighborhoods.

Strategies:

- a. Implement a program of increased street lighting of sidewalks and roadways.
- b. Increase the visibility of police in neighborhoods.

- 2. Provide for increased safety in commercial and industrial areas.

Strategies:

- a. Create a policy to address panhandlers.

- b. Increase the visibility of police.

Community

Goal: The community is unified and has a unique feel and identity.

Objectives:

1. Establish Gateways into the community as well as downtown area.

Strategies:

- a. Implement the Downtown Development Authority (DDA) Visioning Plan.
- b. Evaluate the Gateways for the City of Burton using MDOT.

2. The beautification of the city including streetscapes, parks, and other public spaces.

Strategies:

- a. Partner with organizations to search for grants.
- b. Provide adequate funding to maintain the park system.
- c. Implement the Downtown Development Authority (DDA) Visioning Plan.
- d. Implement the Parks and Recreation Master Plan.

3. Create activities that attract people from within and outside the community to the City of Burton.

Strategy:

- a. Continue to promote and advertise the Burton Race Series.

4. The unification of the community through consolidation of school districts.

Strategy:

- a. Work with the school systems.

5. Create a unique identity for the City of Burton.

Strategy:

- a. Develop and advertise a city slogan.

Goal: Senior citizens and disabled persons have a high quality of life and a high level of accessibility to the community.

Objectives:

1. Improve accessibility for persons with mobility disabilities.

Strategies:

- a. Incorporate barrier free access to the non-motorized transportation plan.
- b. Amend the zoning ordinance to include standards for barrier free access.
- c. Require new development or major improvements to allow easy mobility for all.

2. Improve access by senior citizens to community resources.

Strategies:

- a. Develop a relationship with community organizations to make improvements and increase quality of life of residents within the city.
- b. Add improvements to the Burton Senior Activity Center to meet increasing demands of the facility.

Business

Goal: The city has an identifiable commercial center that helps to define Burton's unique character.

Objectives:

1. Create a commercial area development plan for the DDA.

Strategies:

- a. Coordinate with the City of Flint.
 - b. Implement the DDA Visioning Plan and provide resources.
 - c. Promote development of the area to create the appearance of a town center.
 - d. Promote the DDA and increase its visibility in the community.
2. Develop and promote a "sense of place" within the city's principal retail districts.

Strategies:

- a. Establish a grant program through DDA for projects that will develop a sense of place.
 - b. Target areas for implementation of a public art program.
 - c. Implement the DDA Visioning Plan elements that create a sense of place.
3. Revitalize Courtland Mall area to be a vibrant shopping destination.

Strategies:

- a. Develop a concept plan for redevelopment of the area.
 - b. Work with existing owners and renters of the mall.

Employment

Goal: There is a diverse range and adequate number of employment opportunities in the city.

Objectives:

1. Create a diversification in the economy to reduce reliance upon the automobile industry.

Strategies:

- a. Partner with organizations to get new business using the Michigan Economic Development Corporation (MEDC).
 - b. Work with local surrounding colleges.
 - c. Target members of the "knowledge community" participating in the new economy, by developing a desirable community to live in through "placemaking".
2. Create new jobs through the retention and expansion of existing employers.

Strategy:

- a. Work with the Chamber of Commerce and other organizations to meet with local businesses and identify their needs.
3. Create new jobs through the attraction of new companies.

Strategy:

- a. Target the manufacturing, finance, insurance, service, and distribution sectors of the economy as the primary focus of new job creation (including research, design, engineering, administration, and production).
4. Capitalize on assets like I-475, I-69, the railroad, the Courtland Mall, and the existing industrial areas.

Strategy:

- a. Create an inventory of commercial assets and develop them into marketing materials for the city.

5. Recruit businesses with high tech and skilled labor jobs.

Strategy:

- a. Create partnerships with colleges and technical skill training facilities.

Strategic Implementation Table			
Zoning Ordinance Changes		New Plans	
Strategies	Responsible Person or Agency	Time Frame	
Evaluate and develop a complete street plan for the City of Burton.	DPW Planning Commission		
Create a non-motorized transportation plan.	DPW Parks and Recreation Commission		
Establish sidewalk assessment process to fund sidewalk maintenance.	DPW		
Leverage state and federal grants to provide financing for affordable and senior housing.	DPW City Staff Senior Center		
Incorporate sidewalks or sidewalk improvements into street improvement projects in compliance with non-motorized and complete street plans.	DPW – Engineering Division		
Address traffic and other infrastructure concerns that effect the accessibility and attractiveness of businesses districts.	DPW – Engineering Division DDA		
Continue strict enforcement of the building and property maintenance codes.	DPW – Building Division		
Establish a program to help with façade improvements of businesses and/or residential homes, particularly along major thoroughfares as funding sources are identified.	DPW – Planning Division DDA		
Address sidewalk maintenance and snow clearing by more enforcement of the applicable city code provisions.	City Code Enforcement		
Evaluate sidewalk improvements regarding the needs of schools.	SR2S committee		
Expand promotion of semi-annual community clean-up days, and other similar activities by city agencies.	Mayor's office DPW		
Establish a public / private partnership with the owners of Courtland Center to promote its revitalization / redevelopment.	Mayor's Office		
Provide more resources to the DPW for enforcement, and inspectors.	City Council		
Following 1 year of implementation of the new Chapter 153 Signs, review and make necessary changes to address location, aesthetic requirements, brightness and repair/maintenance of signs.	Legislative Committee City Council		

Strategic Implementation Table			
Zoning Ordinance Changes		New Plans	
Strategies	Responsible Person or Agency	Time Frame	
Create a paint program through non-profit organizations, coordinated by the city.	Resident Coordinating Committee (to be formed)		
Promote an annual community pride day devoted to the beautification of public spaces.	Resident Coordinating Parks and Recreation Committee (to be formed)		
Develop a “one-stop” web page for business wishing to locate in the city.	Consultant City IT Staff		
Develop marketing materials to promote the location of new businesses in the city.	Consultant City Council Planning Commission		
Create a business incubator space for young entrepreneurs.	DDA Chamber of Commerce		
Amend the Visioning Plan to allow the DDA to obtain blighted properties	DDA City Council		
Planning Commission will work with the Zoning Board of Appeals (ZBA) on issues regarding sidewalk requirements	Planning Commission and ZBA		
Establish a SR2S committee.	Planning Commission Local School Districts City Council		
Work with schools and colleges to aid new and expanding businesses.	Planning Commission Committee composed of school representatives and Chamber of Commerce		
Coordinate with other organizations and municipalities nearby.	Planning Commission		
Coordinate incentives to encourage affordable housing.	Planning Commission City Council		
Adopt new ordinances or revise existing one as necessary by community conditions.	Planning Commission Legislative Committee City Council		
Amend the zoning ordinance to implement the proposed CBD overlay zone.	Planning Commission City Council		
Amend the zoning ordinance to create a new zoning district that allows for a range of neighborhood commercial uses.	Planning Commission City Council		
Amend the zoning ordinance to provide for better buffers between the land uses.	Planning Commission City Council		

Strategic Implementation Table			
Zoning Ordinance Changes		New Plans	
Strategies	Responsible Person or Agency		Time Frame
Assure that zoning districts within the city provide a variety of density and housing types including the missing middle, such as housing opportunities that are fourplex and six-plex, to optimize choices in dwellings.	Planning Commission City Council		
Allow for residential apartments above first floor commercial	Planning Commission City Council		
Provide for housing options for seniors and the disabled.	Planning Commission City Council		
Address housing for students in the zoning ordinance and coordinate the demand for student housing with the areas nearby colleges.	Planning Commission City Council		
Review the zoning ordinance for flexibility and to remove unnecessary barriers to affordable housing.	Planning Commission City Council		
Review zoning for the future land use map.	Planning Commission City Council		
Evaluate proposals to ensure an appropriate balance in the types of housing in the city.	Planning Commission City Council		
Evaluate existing zones of commercial parcels in residential areas for down zoning back to residential	Planning Commission City Council		