

City of Lexington Development Action Plan 2009

Second Draft

Introduction:

The City of Lexington has a history of being proactive in setting and achieving goals for community and economic development issues; in collaboration with local governments, local development groups, and area citizens. An annual Development Action Plan and ongoing planning process is employed to increase community participation, strengthen communication between entities, educate local stakeholders, and enhance area partnerships.

When building an action plan, it is imperative that it conform to the adopted general development plan of the community. This plan was designed to follow the guidelines of the 2005 Lexington Comprehensive Development Plan; which identifies development goals and action strategies that were developed via input received at public meetings involving the Planning Commission, Plan Steering Committee, local development groups, local government subdivisions, City Council, City Staff, and local residents. The Comprehensive Development Plan is intended to be reviewed and amended in five year increments.

This plan incorporates various action strategies identified in ongoing planning efforts (i.e. comprehensive planning, housing studies, business targeting sessions, infrastructure needs assessments, etc.) in a workable one-year “to do list”. This plan identifies general action strategies to be accomplished in 2009 based on the recommendations of the City Council, local government partners, local development groups, and DAD. Amendments of these strategies over the course of the year are reasonably anticipated due to unforeseeable circumstances; however, employing an organized effort towards specific goals will lend to orderly community development activities.

Acronyms commonly used in this plan are:

ABLE	Advocating for Business Labor Education
CED	Lexington Council for Economic Development
NDED	Nebraska Department of Economic Development
CRA	Lexington Community Redevelopment Authority
GLC	Greater Lexington Corporation
CRA	Lexington Community Redevelopment Authority
DAD	Dawson Area Development
PIC	Park Improvement Committee
M&A	Miller & Associates
RDA	Redevelopment Area
LCF	Lexington Community Foundation
NPPD	Nebraska Public Power District
LHA	Lexington Housing Authority

1. Support the creation of marketable and affordable housing lots in the community for construction of new housing units across various price ranges.

- South/Southwest Housing Development—a Lexington area housing study was completed in 2004; which was subsequently updated in a county wide housing study completed in 2008. The 2008 study indicates that Lexington was in need of new and rehabilitated housing opportunity across the majority of all population and income classifications. The study identifies a 3.3% housing vacancy rate, as compared to a healthy 5-6% rate; proposes the development goal of 243 new housing units by 2013, 64% owner occupied and 36% rental; proposes the goal to rehabilitate 201 housing units by 2013, and proposes the demolition and removal of 27 units over that same 5-year period.

The 2008 study also indicates that the existing housing market will not reasonably accommodate the expansion or relocation of workers to the area. Local and regional businesses have increased the number of jobs in the area by approximately 200 individuals over the past 5 years. An estimated 50% of the total workforce for these businesses does not live in Lexington, primarily due to the lack of adequate and available housing units.

The City has identified a minimum of 50 units of existing housing that is in a substandard/dilapidated state and in need of condemnation and/or demolition; however 85% of these units are currently occupied pending inspection and corrective action.

Lexington has a documented housing unit demand; logically the addition of new housing units is necessary prior to, or in concert with, the removal or rehabilitation of substandard/dilapidated units. In 2007, RDA #5 was established in south Lexington, the plan for the area included infrastructure development for new housing, as well as providing infill housing development through demolition and removal activities. The CED, through a redevelopment contract with the CRA/City, has developed a new mixed income subdivision with a conceptual 70 lot layout to help address the housing needs in the community and to assist the local businesses in their growth and expansion. Phase I of the project was initiated in 2008, which developed 22 build ready lots, the CED Addition; of which, 10 residential units are either constructed or in various levels of construction process. It is recommended that the City continue to further the goals of the RDA #5 plan, including the continued assistance on the CED housing project.

In 2009, the City will begin participation in the New Neighborhoods II (NNII) initiative with NDED. The program is intended to foster the development of sustainable and affordable workforce housing, and to serve as an established development model for other communities in the state. Subsequent phases of the CED Addition, or infill development in RDA #5 should be planned as part of this initiative, as deemed feasible through the NNII planning process.

Action	Responsible Party	Timeframe	Cost
CED Addition—Phase I Housing Construction	Private Builders, CED, ABLE, Housing Authority	Jan-Dec	\$2,000,000
Market available lots to builders, developers, online, non-local employees	City, CED, DAD	Jan-Dec	\$1,500
New Neighborhood II project planning	City, NDED, DAD, local development groups	Jan-Dec	\$10,000
CED Addition—Phase II planning	City, CED, CRA, DAD	Mar-Dec	\$2,000
Acquisition and removal of dilapidated units in RDA #5	City, CRA	Jan-Dec	\$100,000
Promote infill housing development	City, CRA, DAD, local development groups	Ongoing	variable

- Northwest Housing Development**—per recent housing studies, the total estimated housing demand, or housing potential in Lexington by the year 2013 is 243 units. This includes the combination of new households, replacement housing, and a pent up demand for alternative housing for existing residents. The 243 new unit demand is divided into 155 owner occupied units and 88 rental housing units. The south/southwest housing project provides the opportunity for approximately 120 units over a 5-10 year period. Significant demand will continue for additional housing units, therefore, planning for future housing development in other areas of the community is needed.

Currently, the City and GLC control approximately 135 acres of land suitable for housing in the northwest portion of the community. Conceptual land use plans in this area have been presented in the past; however, no formal action has been taken to adopt such plans. It is recommended that collaborative meetings be initiated to determine a direction for future growth in the area. As previously mentioned, the City will begin participation in the New Neighborhoods II (NNII) initiative with NDED. Areas in the northwest that are deemed feasible for development through the NNII planning process should be incorporated into such program.

The Lexington Housing Authority (LHA) has initiated a 20-unit (10 duplex) tax credit housing project, located within RDA #2 in this northwest area. The project is a collaborative venture between LHA and a private developer; which will benefit individuals 55+ years of age in mixed income ranges. Seen as a beneficial improvement to the area, the project will require support and approval of the City, GLC, and the CRA throughout this planning period.

Action	Responsible Party	Timeframe	Cost
Develop area land use plan; housing, infrastructure, recreation, trails, etc.	City, CRA, local groups, developers, PIC, Optimists, M&A	Jan-Dec	\$5,000
Identify cost estimates for facility and infrastructure development.	M&A, City Manager, NPPD	Jan -Dec	\$5,000
New Neighborhood II project planning	City, NDED, DAD, local groups	Jan-Dec	\$10,000
LHA housing project support	City, GLC, CRA	Jan-Dec	variable

- Housing Rehabilitation—since 2002, the City has administered three owner occupied housing rehabilitation programs. These efforts have improved approximately 40 single family homes over that period. Continued support for rehab programs in both the owner and renter occupied is needed; as rehabilitation efforts improve housing stock and make strides towards improved energy efficiency.

Action	Responsible Party	Timeframe	Cost
Support current and future rehabilitation programs	City, DAD, local groups	Ongoing	Variable

- Flood Plain Mitigation—the current 100 year flood plain boundary for Spring Creek in the northern portion of the community limits development of that area, as well as the resale value of existing homes within the boundary. A remapping project is currently underway by the Department of Natural Resources and FEMA. It is believed that the dam and drainage structures that have been built on the Spring Creek watershed over the last 25 years have substantially reduced flood potential from Spring Creek in the Lexington area. The City will continue to support relaxation of the 100 year flood plain boundary; positive amendment of the flood plain will benefit current homeowners in the area and allow for future development.

Action	Responsible Party	Timeframe	Cost
Participate in the remapping process	City, M&A	Jan-Dec	\$1,000-\$10,000

2. Promote redevelopment activities in all areas of the community, including land acquisition and removal of dilapidated structures.

- Commercial Development and Aesthetic Improvements—HWY 283 Corridor—RDA #1 includes the entryway and highway corridor that carries the largest volume of vehicles which enter and exit Lexington on a daily basis. This point of entry and route of travel is envisioned as an opportunity to give individuals a positive first impression as they enter Lexington and a pleasant reminder of the community as they depart. This area also provides an opportunity for retail and small business development.

The 2009 Action Plan is not intended to provide a definitive plan regarding future beautification or business development activities; however, it will provide steps to assist in the removal of obstacles that have prevented such activities in the past.

Action	Responsible Party	Timeframe	Cost
Evaluate the acquisition of property in RDA #1 along the Hwy 283 corridor	CRA, City Manager	Jan-Dec	\$5,000
Negotiate for land acquisition, or negotiate other agreements as needed	City Attorney, CRA, City Council, City Manager	Jan-Dec	\$5,000
Market CRA property for development	CRA, City, DAD	Ongoing	Undetermined
Plan area aesthetic improvements	CRA, City	Ongoing	\$2,000
Design and bid infrastructure in Kirkpatrick's 3 rd Addition—Phase I	CRA, City, M&A	Jan-Aug	\$10,000
Construct Phase I improvements	City	Aug-Dec	\$300,000

- Adams Street Corridor Improvements—RDA #2 includes the Adams Street corridor (Highway 21) from Highway 30 to 20th Street. The generalized future land use plan indicates commercial use along the east side of Adams Street from Highway 30 to 17th Street. Currently, there is a mixture of commercial and residential uses in this area. Steps should be taken to ensure that future redevelopment of property along this corridor is consistent with long range community planning efforts, as contained in the redevelopment plan for the area.

This area provides opportunity for the replacement of residential uses with small business development. The 2009 Action Plan is not intended to provide a definitive plan regarding future business development activities; rather, it will provide steps to assist in the removal of obstacles that have prevented such activities in the past.

Action	Responsible Party	Timeframe	Cost
Evaluate the acquisition of property in RDA #2 along the Adams Street corridor	CRA, City Manager	Jan-Dec	\$5,000
Negotiate for land acquisition, or negotiate other agreements as needed	City Attorney, CRA, City Council, City Manager	Jan-Dec	\$5,000
Market CRA property for development	CRA, City, DAD	Ongoing	Undetermined
Plan area infrastructure and aesthetic improvements	CRA, City, M&A	Ongoing	\$2,000

- UPRR Corridor Redevelopment—over the years many commercial/industrial uses were conducted on the UPRR corridor through the community. Many of these uses have since ceased, leaving substandard/dilapidated structures and nuisance conditions. The City has established a relationship with UPRR to collaborate on the removal of the structures and debris from the properties; as well as the potential development of green space and pedestrian trails abutting the Hwy 30 corridor. In 2008, a substantial amount of demolition activities were performed on dilapidated structures; however some clean up work remains to be completed. The commitment to complete demolition activities and reach green space use agreements with UPRR should continue in 2009.

Action	Responsible Party	Timeframe	Cost
Perform clean-up demolition activities	City, lease holder, contractor	Jan-Aug	\$5,000
Reach agreement with UPRR on green space use, and plan improvements	City, UPRR, M&A	Aug-Dec	Currently unknown

3. Improve public transportation network in the community.

- 13th Street Reconstruction—design is complete to reconstruct and widen the portion of W. 13th Street from Park Drive to Airport Road; a federal aid project, 80% federal/20% local. The project includes a water main upgrade on 13th Street from Park Street to Erie Street; eliminating undersized line and providing a 12” feeder through the north portion of the community. The project will upgrade the sanitary sewer capacity on 13th Street from Hampton Street to Erie Street, which will eliminate the operation and maintenance of the lift station on the southwest corner of the 13th and Erie Street intersection; as well

as provide for the future inclusion of waste water flow from residential areas north of the 13th and Erie Street intersection to eliminate overloading of existing lines along 15th Street. The project will widen 13th Street from Freedom Drive to Airport Road, improving drainage, access to the Optimist Rec Complex, access to the Tri-County Fitness Center, and provide a pedestrian trail from the 13th and Park Street intersection to the Optimist Rec Complex.

Action	Responsible Party	Timeframe	Cost
Present plans and specifications for bid	M&A, City	Jan-Apr	\$5,000
Award project contract	M&A, City	May-Jun	\$1,000
Construct Project	M&A, City, contractor	Jun-Dec	\$1,400,000

- Rural Viaduct—East Lexington—a viaduct location study in the vicinity of Road 435 and the at-grade crossing of UPRR was completed in 2008; a collaborative effort between the City and Dawson County. Following acceptance of the study recommendations by both City and County, the Dawson County Railroad Transportation Safety District (RTSD) was formed to manage potential improvement projects into the future. The RTSD has successfully programmed a project with NDOR, and is currently awaiting draft NDOR and UPRR funding agreements. The City should continue to support the efforts of the RTSD to improve at-grade railroad crossings in the area.

Action	Responsible Party	Timeframe	Cost
Negotiate project agreement with NDOR and UPRR	County, City, RTSD	Jan-Apr	\$2,000
Select project consultant	County, City, RTSD	May-July	\$2,000
Initiate design of rural viaduct project	County, City, RTSD	Aug-Dec	Undetermined

- Reclassify Street System—the functional street system classification in Lexington is approved by NDOR in cooperation with the Federal Highway Administration. The City receives an annual federal allocation, administered by NDOR, to be used for the construction or rehabilitation of streets under certain functional classifications. To adequately plan for local street development and maintenance programs, continual review of current street classifications is necessary.

In 2009, the City should evaluate the current street classifications and request reasonable modifications based upon traffic patterns and generalized future land use plans. The City should identify roadway improvements that can benefit local traffic flow and maximize federal funding into the future. The goal is to provide a sound transportation network for the community which will aid in ongoing residential, commercial, and industrial development activities.

Action	Responsible Party	Timeframe	Cost
Evaluate classification map	City, M&A	Jan-June	\$2,000
Request reclassification, as deemed appropriate	City Council	July-Dec	\$1,000

4. Improve inter-local cooperative programs in the community and county.

- Cooperation—it is important for groups within Dawson County to cooperate on planning, financing, and implementation of projects and programs; not only for efficiency, but effectiveness and responsiveness. The following list identifies specific groups within the area that have current ties with the City of Lexington.
 - DAD—the Dawson Area Development office was restructured in 2005 with the addition of a Community Development Coordinator and ABLE Coordinator. City representation on the Board of Directors is important to make sure the direction and cooperative attitude of the group continues in a positive direction. DAD is a valuable resource for area communities, including Lexington.
 - Lexington Housing Authority—the Lexington Housing Authority currently owns and manages in excess of 200 units of local housing for the benefit of elderly, physically impaired, and low to moderate income individuals. The Housing Authority is looking to undertake additional housing projects to meet the needs of individuals in various other age and income classifications; one such project, as mentioned previously in this plan, is the development of 20 housing units for individuals 55+ years of age with mixed income levels. The Housing Authority will require continued support from the City for project(s) success.
 - CED—the Council for Economic Development has made commitments in the previous years that will benefit the community in the long term. Some of these activities include infill housing development, new housing development, and the development of the Lexington Business Center. The CED will require continued support of the City into the future for the success of all concerned.
 - GLC—the Greater Lexington Corporation has made commitments in the previous years that will benefit the community in the long term. Their first project was the redevelopment of the defunct Paulsen’s First Addition. Working in conjunction with the CRA and the City, Greater Lex developed 30 housing lots for sale to individuals or contractors for a maximum price of \$10,000. There are 8 lots remaining in this project, the total private investment in housing to date is estimated to be approximately \$3.3 Million. In early 2008, Greater Lex purchased an additional 14 acres contiguous to Paulsen’s First Addition to continue housing development efforts. Assistance from the City will be vital in their success.
 - County— the City and Dawson County have a history of cooperation on area projects and programs. It is in the best interest of County residents to foster cooperative ventures to maximize the use of available public resources. Projects include: roads, storm water drainage, emergency management, law enforcement, and communications to name a few.

- School District—the City and the School District have a history of cooperation on community projects and programs. It is in the best interest of the community to have the two entities conduct joint meetings to discuss additional cooperative ventures that can improve local efficiencies and improve the local quality of life.
- Tri-County Hospital—the City and Tri-County Hospital have a history of cooperation on community projects and programs. Cooperative ventures should be investigated to determine projects or programs that could be implemented to benefit area residents and maximize available resources.
- LCF—the City and the Lexington Community Foundation have a history of cooperation on community projects and programs. It is in the best interest of the community to have the two entities continue to develop joint programs and projects to improve the local quality of life.

Action	Responsible Party	Timeframe	Cost
Participate in DAD direction, operation and planning	City representatives	Ongoing	\$30,000 annually
Support CED activities	City, CRA	Ongoing	Variable
Support GLC activities	City, CRA	Ongoing	Variable
Support Housing Authority activities	City, CRA, GLC	Ongoing	Variable
Organize joint meetings	City, School District	Ongoing	Variable
Develop cooperative projects	City, County, RTSD	Ongoing	Variable
Develop cooperative projects	City, Tri-County, School District, CED, GLC, DAD, ABLE, LCF, LHA	Ongoing	Variable

5. Improve community education on programs and projects.

- Newsletter—the City publishes an email newsletter, “City Happenings.” The newsletter is seen as successful, but efforts should be taken to continually improve the content and interaction of the document with recipients. Steps should be taken to increase subscriptions to the newsletter, information sharing and business interaction with all citizens and customers as an ultimate goal.

Action	Responsible Party	Timeframe	Cost
Evaluate and improve newsletter	City	Ongoing	N/A
Increase newsletter subscriptions	City	Ongoing	N/A

- Press Releases—although City Staff is limited in size and projects and programs keep the Staff increasingly busy, efforts should be made to provide press releases on programs and projects to keep the public educated on the direction of City policy. A well educated public can help identify needs and develop more responsive public policy.

Action	Responsible Party	Timeframe	Cost
Continue project and program news release program	City	Ongoing	N/A

- Planning Sessions—steps have been taken to increase the planning efforts of the City Council for projects and programs. The Council has initiated regular planning sessions to work with Staff and local partners on projects and policy; it is hoped that the sessions will strengthen collaborative efforts in the area.

Action	Responsible Party	Timeframe	Cost
Continue planning sessions	City Council, Staff, DAD, GLC, CED, County, Tri-County, LCF, School District, LHA	Ongoing	N/A

6. Expand the educational presence in the community to support increased employer assistance programs and individual opportunity.

- Education/Training Center—the ability to provide a capable and educated area workforce to support existing business needs, as well as expansion opportunities and entrepreneurial ventures, is seen as a pressing issue across the state, if not the nation. The creation of an area *Education/Training Center* has been a topic of discussion. Learning centers are fast becoming an accepted and indispensable part of the industrial worker training programs and a source for educational systems to reach new groups of non-traditional or disengaged students. Two main factors have led to the increase in learning centers: the growing need for continual skills upgrading and retraining, and the technological advances that have made it possible to teach more and more subjects away from main campuses.

The population and existing industrial/business base of Dawson County present several opportunities. A combination of skills based training and small business training in one center could improve employee and business development efforts in Dawson County, as well as stimulate the entrepreneurial spirit.

In 2008, the City acquired control of the former Walmart facility located on Plum Creek Parkway; a 65,000 S.F. facility, generally constructed and used as a retail outlet. In early 2009, a feasibility study will be conducted to consider various opportunities on the future use of the facility to benefit area business, as well as individuals. The City should continue to support collaborative discussion of the topic throughout the planning period.

Action	Responsible Party	Timeframe	Cost
Conduct a feasibility study for the use of the former Walmart building, identify potential partners	City, ABLE, DAD, area business, development groups, CCC, School District, citizens	Jan-Apr	\$50,000
Research funding sources for project development	City, DAD, ABLE, CCC, partners, area business	Apr-Dec	Variable
Develop budget, marketing plan, and site plan—secure partners	City, DAD, ABLE	Apr-Dec	\$10,000

7. Support economic development efforts in the community.

- Ethanol Plant Expansion—the City of Lexington will work with CEL to invest funds in infrastructure-related services leading to plant expansion or spin-off business location; including sewer, streets, water, electricity, and site preparation. Financing may come from a variety of sources, including the Lexington Utility System, the Lexington Economic Development Program, Tax Increment Financing, the City of Lexington, local CDBG revolving loan funds, as well as available state and local grant funds.

Action	Responsible Party	Timeframe	Cost
Identify infrastructure/utility expansion needs: streets, water, electricity, and wastewater.	CEL, City Manager, M&A, NPPD	Jan-Dec	\$10,000
Determine need for aid to construction.	CEL & City Manager	Jan-Dec	N/A
Secure agreements for development assistance.	City Council, City Manager	Jan-Dec	\$1,000
Provide assistance to meet development timeline.	City, NPPD	Jan-Dec	Undetermined

- Project Opportunities—over the course of a year, there are numerous prospective projects that look at site or building locations. These include new or expanding business, as well as businesses that need retention assistance. The City is committed to provide technical assistance or funding assistance as projects arise. Projects that are viable and in the best interest of the area will be supported to a level that resources allow.

Action	Responsible Party	Timeframe	Cost
Support area projects	City, DAD, CRA, development groups	Ongoing	Undetermined

- LB 840 Program—funding for the Lexington Economic Development Program is scheduled to terminate at the end of April 2010. The Program is funded by the annual redirection of \$167,500 of sales tax revenue, as approved by voters in 2000. As the program has been invaluable to community economic development efforts, the City will submit the question of reauthorization of the program to the voters at a special election in 2009. Comprehensive information on the use and benefit of the program since 2000 will be relayed to voters.

Action	Responsible Party	Timeframe	Cost
Submit program reauthorization to voters, provide educational information on the program impact and benefits since 2000	City, DAD, CRA, development groups	Jan-May	Undetermined

- Speculative Building (s)—Redevelopment Area #1—or other areas.

The City of Lexington has researched the feasibility of an industrial spec building in the past. The goal is to attract a new company(s) that ties into the agribusiness economy, or taps into complementary and new industries, including electronics, telecommunication equipment manufacturers and distributors, research and development firms, food processing and biotechnology.

As is typical of most business decisions today, site and building searches happen quickly. In most cases, building availability becomes a key factor in the location decision. For a community to be considered for most business expansion/location decisions, it must have a suitable, available building.

Buildings are typically pre-manufactured metal buildings, tilt-up concrete, or a combination of the two. Factors to consider when sizing and configuring speculative buildings targeted are: (1) typical buildings are 20,000-to-50,000 SF; (2) sidewalls are a minimum of 22 feet high, preferably 24 feet; (3) support column spacing is important, with manufacturers preferring as few columns as possible so as not to interfere with equipment layout and production flow, a clear span in the manufacturing area is ideal; (4) the building should be designed for structure integrity so that at least one sidewall can be removed to accommodate future expansion; (5) the building should be situated on the site so as to allow for future expansion; (6) office space is typically 10% of the overall square footage; (7) one incoming and one outgoing dock are recommended for the first 20,000 SF, additional dock space should be considered; and (8) at least one drive-in door is recommended.

Action	Responsible Party	Timeframe	Cost
Identify site for building	City, DAD, CRA	Jan-Mar	\$1,000
Develop budget, specs for building	M&A, City, DAD	Jan-Mar	N/A
Secure Financing (grants/loans)	City, DAD, CRA	Jan-Jun	N/A
Construct building	City, DAD, CRA, Contractor	Aug-Dec	\$500,000
Market building	DAD, City, NPPD, DED	Aug-Ongoing	variable

8. Encourage the development of leadership in the Lexington area.

- Leadership Development—the continued growth of leadership in the community is a concern moving into the future. With a diverse cultural make-up, Lexington has an exceptional opportunity to foster a broad based leadership program for future generations. Effort to identify opportunities should be undertaken over the planning period.

Action	Responsible Party	Timeframe	Cost
Identify opportunities to employ leadership programs in the area	City, local partners	Jan-Dec	N/A

9. Encourage the retention, expansion, and development of additional community support services.

- Support Services—there are many area organizations that provide various services to individuals and families in need; i.e. homeless shelter, immigration assistance, translation services, food bank, youth activities, etc. With the many organizations, the question of efficiency, effectiveness, duplication, sustainability, and non-provision is raised. A complete inventory and evaluation of the area support services is needed to identify potential areas of cooperation, resource allocation, and expansion.

Although the majority of these services are not directly administered by the City, the social aspect of the programs directly relates to the overall well being of the community. Generally, program funding impacts the long term sustainability of any such program. Public funding/administration assistance may be required to ensure the provision of services that are deemed necessary by community consensus. Through this planning period, the City should facilitate the collaborative study of existing programs and encourage the development of necessary services that are currently non-existent.

Action	Responsible Party	Timeframe	Cost
Identify all community support services	City, local partners	Jan-May	N/A
Evaluate individual program services	City, local partners	May-Sep	N/A
Determine a future direction for area support services	City, local partners	Sep-Dec	N/A

10. Upgrade dated public facilities in the community.

- Greenwood Cemetery Expansion—over the last several years, available spaces in Greenwood Cemetery have been declining to the point of limited vacancy of scattered single lots; yet the demand for spaces in the cemetery continues to increase. In 2008, the City purchased land contiguous to Greenwood Cemetery for expansion purposes. Planning is currently under way for the layout of a new expansion in 2009; based upon current resources, an expansion project would be completed in phases over a two to three year period.

Action	Responsible Party	Timeframe	Cost
Plan project scope	City, M&A	Jan-May	N/A
Construct project—Phase I	City	May-Sep	\$25,000-\$40,000

- Park Rehabilitation—the landscape, equipment, shelters/restrooms, sidewalks, lighting, water systems, and other facilities in the City parks continue to show the effects of age and deferred maintenance. It is important for the City to upgrade and maintain these facilities for the benefit of the citizens. The PIC has developed a capital improvement plan for park renovation projects. The City allocated a modest level of funding for FY 2009, and the LCF has taken the position to help renovation efforts by raising funds

through its community activities; it is anticipated there will be sufficient funds available to implement a reasonable annual renovation work plan.

Action	Responsible Party	Timeframe	Cost
Prioritize FY 2009 work plan	PIC, City	Jan-Mar	N/A
Plan FY 2009 projects	PIC, City	Mar-Apr	N/A
Bid and construct projects	City	Apr-Oct	Undetermined
Develop FY 2010 work plan	PIC, City	Sep-Dec	N/A

- New Park Development**—as the community continues to develop onto new lands, it is important that the City plan for the development of new neighborhood parks, recreational fields, green spaces, and pedestrian trail systems. The City will work with the PIC and local groups such as the Optimist Club, School District, and the LCF on the planning and implementation of future projects. In FY 2009, planning will be a high priority.

Action	Responsible Party	Timeframe	Cost
Green space planning	PIC, City, Optimists, LCF, School District	Jan-Dec	\$10,000

- Municipal Building Improvements**—over the last several years, evaluations have been done on the potential renovation of the Municipal Building. The needs that have been identified include: additional space for administrative and business office staff, additional space for record storage, renovation and additional space for the Police Department, renovation of spaces accessible to the general public, exterior renovation, restroom renovation, and a mechanical system upgrade. It is anticipated that a building renovation would be divided into several phases to spread the costs over two or more fiscal years, as well as to limit the disruption of City services. In FY 2009, \$200,000 was allocated to this project; first priority will be given to phases that address the needs of the Police Department.

Action	Responsible Party	Timeframe	Cost
Evaluate renovation plan	City, M&A	Jan-Apr	\$10,000
Bid and construct improvements—through contract or project management	City, M&A	Apr-Dec	\$200,000

- Southwest Drainage**—storm water drainage in the southwest portion of the community has raised several concerns over the years. An evaluation was done in 2006 that indicated storm water sheeting from farm land west of the Community Service Building, 801 W. Vine Street, causes concerns to properties south of the UPRR, west of S. Adams Street and north of W. Elm Street. The evaluation also indicated that the construction of a detention cell would be the most cost effective alternative to manage storm water in the area. The paving of Vine-Elm-Ontario Streets in 2007, as well as subsequent storm sewer facility cleaning, has reduced the storm water inundation in the area to date. Continued evaluation of storm water drainage in the area should be employed to determine future project needs.

Action	Responsible Party	Timeframe	Cost
Evaluate storm water issues	City	Jan-Aug	N/A
Develop remedial plan as needed	City	Sep-Dec	\$5,000

- Electric System Improvements—as the community continues to develop, the demand for residential, commercial, and industrial electric capacity increases. In 2007, a system distribution study was completed by NPPD. Following review of the study in early 2008, the City Council adopted a 10 year capital improvement plan.

In 2008, the first phase of the capital improvement plan was implemented with success. In 2009, the second phase of the capital plan will be implemented as resources allow; accompanied by continued system study and evaluation by NPPD.

Action	Responsible Party	Timeframe	Cost
Complete Phase II system improvements	City, NPPD	Jan-Dec	\$2,200,000
System study and evaluation	NPPD	ongoing	Variable