

Development Action Plan 2010—City of Lexington, Nebraska

Introduction:

The City of Lexington places high importance on setting and achieving goals for community and economic development issues. Such planning is intended to be done in collaboration with area local governments, area 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 essential that it conform to the adopted general development plan of the community. This action plan is 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 action 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 2010 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 toward specific goals is intended to lead 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
NDEQ	Nebraska Department of Environmental Quality
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 2008 area housing study indicates that Lexington is in need of new and rehabilitated housing opportunities 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; proposes the demolition and removal of 27 units by 2013; and indicates that the existing housing market will not reasonably support the expansion or relocation of workers and families to the area.

In 2007, RDA #5 was established in south Lexington, the plan for the area included subdivision/infrastructure development for new housing, as well as infill housing through demolition and removal activities in existing neighborhoods. 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. The addition of new housing units is necessary prior to, or in concert with, the removal or rehabilitation of substandard/dilapidated units; as there is a strong demand for housing, a decrease in overall available units is viewed as counter productive.

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 developed 22 build ready lots in 2008, the CED Addition; of which, 12 residential units are either complete or in various levels of construction. The City will continue to support the goals of the RDA #5 plan, including the continued assistance on the CED housing project.

In 2010, the City will initiate a housing program, 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. The first phase of NNII includes the construction of 8 speculative single family units within the CED Addition.

Action	Responsible Party	Timeframe	Cost
Phase I NNII housing construction	Private Developers and Builders, ABLE, City	Jan-Dec	\$940,000
CED Second Addition planning	City, CED, CRA, DAD	Mar-Aug	\$2,000
Phase II NNII project planning	City, CED, DAD, Private Developers	Aug-Dec	\$5,000
Removal of substandard/dilapidated units in RDA #5	City, CRA	Jan-Dec	\$40,000
Promote infill housing development	City, CRA, CED	Ongoing	Variable

- Northwest Housing Development—as stated above, 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 plan provides the opportunity for approximately 120 units over a 5-10 year period. Significant demand will continue for additional housing units, therefore, planning for development in other areas of the community is needed.

Currently, the City and GLC control approximately 100 acres of land suitable for housing in the northwest portion of the community. The Northwest Third Addition, platted in late 2009, together with remaining lots in Paulsen’s First Addition, represent the next phase of housing development plans in the area. As previously mentioned, the City will initiate the NNII housing program in 2010. For the northwest area, the first phase of NNII includes the construction of 29 units, as follows: 10 speculative single family units; 6 two-bedroom and 3 one-bedroom market rate rental units; 10 units (7owner occupied, 3 rental) to house individuals 55+ years of age with mixed income levels. NNII will require the development of infrastructure within Northwest Third Addition to accommodate the proposed development, as well as utilize the remaining developed lots within Paulsen’s First Addition.

Also in the northwest area, the LHA is currently constructing a 21-unit (townhome) tax credit project, Legend Oaks, located within RDA #2; which will provide housing to individuals 55+ years of age in low to moderate income ranges. Additional land contiguous to the Legend Oaks development is available and zoned to accommodate an additional 20 units of like housing. Additional support from the City and CRA will be needed if and when an additional project phase is contemplated by LHA.

Action	Responsible Party	Timeframe	Cost
Phase I NNII housing construction	Private Developers and Builders, GLC, City	Jan-Dec	\$3,750,000
Design, bid, and build infrastructure for NNII project	M&A, City, NPPD	Jan –July	\$440,000
Phase II NNII project planning	City, DAD, GLC, Private Developers	Aug-Dec	\$5,000
LHA housing project support	City, CRA	Jan-Dec	Variable

- Housing Rehabilitation—since 2002, the City has administered several 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 FEMA; a preliminary “new” floodplain map was presented for community comment. The City will continue to review and comment on the preliminary map and take the required actions to protect the interest of current and future property owners in the community.

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 2010 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	Oct-Dec	\$20,000

- 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 2010 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. A substantial amount of demolition activities were performed on dilapidated structures over the past several years; however minor clean up work remains to be completed. The commitment to complete demolition activities and reach green space use agreements with UPRR should continue in 2010.

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 the public transportation network in the community.

- 13th Street Reconstruction**—design is complete to reconstruct and widen the portion of W. 13th Street from Park Street to Airport Road; a federal aid road project. 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. 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 along 13th Street from Park Street to Airport Road.

Action	Responsible Party	Timeframe	Cost
Complete plans and specifications for bid	M&A, City	Jan-May	\$5,000
Award project contract	M&A, City	May-Jun	\$1,000
Construct Project	M&A, City, contractor	Jun-Dec	\$1,800,000

- **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 assist the improvement project into the future. A program agreement is pending with NDOR; following receipt and approval the City should follow project development guidelines to begin the preliminary project design and environmental assessment.

Action	Responsible Party	Timeframe	Cost
Obtain 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 2010, 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:
 - **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.

- 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.

- Chamber of Commerce—the City and the Chamber of Commerce 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.

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 coop projects/programs	All area partners	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

- 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, all area partners	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. 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 was completed to consider various opportunities to renovate the facility into an education/training center to benefit area business, as well as individuals. From regional discussions, a project is underway to renovate the facility to become the Dawson County Opportunity Center.

A Phase I project (approximately 20,000 SF) is nearing completion which will house the Lexington Public School’s Early Learning Academy and Parent—Student Resource Center. Phase II design is currently underway that is intended to renovate an additional 27,000 SF of joint use education/training space for use by Central Community College, DAD, Lexington Public Schools, ABLE, Workforce Development, and the Lexington Chamber of Commerce. Grant funding has been secured for portions of the Phase II construction; however, additional capital funding will need to be secured to make the project successful.

In mid 2009, the City and DAD submitted a competitive proposal to remodel approximately 12,200 SF of the Opportunity Center to house a Nebraska Health and Human Services (HHS) customer service center; containing 50 employees. In December 2009, the City was notified that the proposal was successful and Lexington was selected as one of four sites across the state that HHS will develop and locate such center. Negotiations for lease arrangements will be completed by April 2010 and the service center is planned to be in operation by November 2011. This will represent a third phase of the renovation project.

Approximately 3,000 to 4,000 SF of available space will remain in the building following the first three phases of renovation; this space will be reserved for future expansion opportunity depending on programming needs.

Action	Responsible Party	Timeframe	Cost
Design, bid, and build Phase II renovation project	City, DAD	Jan-Dec	\$1,200,000
Secure project funding assistance	City, DAD, ABLE, CCC, partners, area business	Jan-Dec	Variable
Develop Phase III project	City, DAD,	Aug-Dec	\$25,000

7. Support economic development efforts in the community.

- 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

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

The City has discussed the benefit of industrial spec buildings for the past several years. 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. Generally, building availability becomes a key factor in business location or expansion decisions; to remain competitive, a community must have suitable, available space.

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.

The City is currently providing funding assistance to a private developer on the construction of a 20,000 SF pre-manufactured metal speculative building in the Greater Lexington Addition; scheduled for completion in the spring of 2010. The short term goal will be to assist the private developer in marketing and finding a tenant for the space. The long term goal will be to continue to promote additional speculative building construction in the community.

Action	Responsible Party	Timeframe	Cost
Assist marketing of current building	City, DAD, Private Developer	Apr-Ongoing	Undetermined
Encourage future projects	City, DAD	Jan-Dec	Undetermined

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 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. Design for a layout of a new expansion is complete, and it will be a priority to begin phased development in 2010; based upon current resources, an expansion project would be completed in phases over a two to three year period.

Action	Responsible Party	Timeframe	Cost
Complete project design	City, M&A	Jan-Mar	\$2,000
Construct project—Phase I	City	May-Sep	\$25,000-\$30,000
Plan future project phases	City, M&A	Sep-Dec	variable

- 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 2010, 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 2010 work plan	PIC, City	Jan-Mar	N/A
Plan FY 2010 projects	PIC, City	Mar-Apr	N/A
Bid and construct projects	City	Apr-Oct	Undetermined
Develop FY 2011 work plan	PIC, City	Sep-Dec	N/A

- Park Development/Expansion—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.

The following projects are contemplated in the future: a joint City/School park—playground in the Sandoz School area to accommodate area needs and meet the goals of NNII; the addition of two baseball/softball fields on the south portion of the Optimist Recreation Complex to replace soccer fields that have been relocated to the north; expansion of Kirkpatrick Memorial Park onto 8 acres of donated property south of the tennis courts; development of a neighborhood park in the CED Addition area to meet the goals of NNII.

Action	Responsible Party	Timeframe	Cost
Project planning and design	PIC, City, Optimists, LCF, School District	Jan-Dec	\$10,000
Secure funding and cooperative agreements for priority projects	City, Optimists, LCF, School District	Jan-Jun	N/A
Bid and construct priority projects	City, Optimists, School District	Jun-Dec	Undetermined

- 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. Additional phases 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 system improvements	City, NPPD	Jan-Dec	\$1,050,000
System study and evaluation	NPPD	ongoing	Variable

- Wastewater Treatment Plant—as the community continues to develop and final effluent discharge standards become more stringent, the pressure to complete facility improvements to meet discharge standards increases. Recent concerns by NDEQ and EPA on final effluent discharges and industrial influent waste flows will require the City to accelerate plans to upgrade the facility in 2010 and subsequent years.

Action	Responsible Party	Timeframe	Cost
Complete Improvement Design	City, M&A	Jan-May	\$25,000
Secure project funding	City	Mar-Jun	Undetermined
Bid and let improvement project	City, M&A	Jun-Jul	\$5,000
Construct improvement project	City, M&A , Contractor	Aug-Dec	\$1,200,000