

CHAPTER 3: ACTION

Action is necessary to achieve the vision of the community for the future. This chapter focuses on the actions and strategies necessary to achieve the vision of the community under the guidance of the goals define in the plan.

Implementation of the action, goals and vision is critical to becoming the community that has been defined by the planning process. The time to act is now.

3.1 IMPLEMENTATION

Implementation is the process of putting the comprehensive plan into action. Implementation is not the culmination of the planning process; rather it is part of the continual planning cycle of input, analysis, evaluation, plan development, and action. The comprehensive plan is a long-range plan; therefore implementation is incremental and cumulative. Implementation occasionally involves a large-scale project, however more frequently it involves small projects and the day-to-day decision making of stakeholders.

Responsibility for implementation of the policies, strategies and actions in this plan are not the sole responsibility of the City of Salina. With limited resources at their disposal the City cannot and should not take on all the items in this plan. Putting the plan into action will occur through private and public decisions, investments, and improvements. Partnerships that can leverage resources, both public and private, organize citizens, and create a positive environment for change are many times created to serve as community catalysts to accomplish recommendations in a comprehensive plan.

The many partners involved in all aspects of plan implementation, the tools available to implement the plan, and specific strategies matching the strategy with a primary implementation partner and implementation tools are provided in this chapter of the comprehensive plan.

3.2 IMPLEMENTATION MATRIX

The decisions that put the plan into action come from a variety of sources – both public and private – and from a variety of perspectives – regulatory, fiscal, and strategic. The following strategies are intended to guide the City's implementation of the Comprehensive Plan in pursuit of the defined vision.

The strategies detailed in this section are the direct result of the goals identified previously in this plan. As such, they are organized into the seven major goal categories of the plan: **Land Use, Growth and Development, Connectivity, Parks, Downtown, Neighborhoods and Housing and Economic Development**. Specific strategies are provided for each category within a responsibility and phasing plan. There are three suggested priority levels: 1st (0-2 years), 2nd (3-5 years), 3rd (5-10 years) and 4th (10+ years). Many of the strategies provided should become everyday policies or practices of the City and others. These strategies have been designated with an "O" in the priority column of the matrix. The primary responsibility for each particular strategy is indicated by the following code:

RESPONSIBILITY CODE:

- (SC) Salina City Staff
- (E/AO) Elected and appointed officials in Salina including Boards and Commissions
- (C/N) Citizens, citizen task forces, and/or neighborhoods in Salina
- (D/LO) Developers and land owners in Salina
- (B/I) Businesses, industries, and business and industry organizations such as the Chamber of Commerce, Salina Downtown Inc., United Way, and other business related organizations

(OGA) Other government entities and agencies such as municipalities, state or federal government, sewer and water districts, fire districts, and school districts.

(CO) Consultant

PRIORITY CODE:

1st Top Priority

2nd Second Priority

3rd Third Priority

4th Fourth Priority

On-going Process

RESOURCE CODE:

(BC) Building Codes, Fire Codes, Related Codes As Amended and Codified by the City Commission

(MC) Salina Municipal Code as Amended

(SPP) Strategic Plans Developed by City of Salina Departments including policies enacted to carry out each plan

(PLC) City of Salina Planning Codes including Zoning Codes, Subdivision Regulations, Urban Service Area, Transitional Development Standards

(DEV) Development Codes and Policies supported by the City Commission and the Development Community

- (MP) Master Plans Developed including: Infrastructure, Utilities, Street, Rails & Trails, Park Plan, Salina Downtown Inc., PUMA, Chamber Annual Plan, Airport Plan,
- (BUD) Annual City Budget including Supporting Documents such as CIP Plan

ACTION	RESPONSIBILITY	PRIORITY				RESOURCES
		1st	2nd	3rd	4TH	
GENERAL PLANNING						
GP.1	Make necessary revisions / additions to the Salina development codes as implementation tools for accomplishing the vision and goals of the Comprehensive Plan. A number of specific regulatory recommendations are referenced in this table, and they may apply to multiple Action Strategies listed below.	SC, E/AO	✘			MC, PLC, BC
GP.2	Implement a continuous monitoring system for tracking growth and development decisions and assessing if the City is pursuing the goals of the Comprehensive Plan.	SC, EAO	○			MC, PLC, BC
GP.3	Establish an annual planning and development meeting to review the results of decision made and the continued relevancy and effectiveness of the plan its vision and goals. Determine if updates and/or changes to the plan are needed based on actions taken, changes in trends, and decisions that change the course of the city and the desired plan direction.	SC, E/AO	○			MC, BUD, SPP
GP.4	Link annual plan reviews and decisions to the City Budget and Capital Improvements Program, to ensure logical implementation of the Comprehensive Plan goals through a variety of practices and processes.	SC, E/AO, OGA	○			BUD, SPP, DEV
GP.5	Evaluate the use and effectiveness of existing physical and economic development tools and strategically apply such tools to areas that can benefit most using the goals and strategies of this plan as guides.	SC, E/AO, DLO, OGA		✘		DEV, SPP, PLC, BUD
GP.6	Conduct a complete Comprehensive Plan and development regulation review and update every 5 years to ensure compatibility with the vision for the City.	SC, E/AO		✘		
GP.7	Develop a program for conducting and creating specific neighborhood, district, corridor, and center plans that include the public in the planning process and results in plans that are adopted as sub-components of the Comprehensive Plan.	SC, E/AO, CN, OGA, BI		✘		SPP, ME, BUD, DEV
GP.8	Adopt Salina / Interlocal Agreement and Transitional Development Standards to establish the Urban Service Area Planning Commission to guide development of the Urban Service Area.	SC, E/AO, OGA		✘		SPP, DEV, PLC, BUD

GP.9	Conduct an annual review of the Salina / Saline County Urban Service Interlocal Agreement to ensure that urban growth and its future potential is being protected in the Urban Service Area.	SC, E/AO, OGA	○				MC, SPP, DEV
GP.10	Create a planning calendar and tracking process in which all documents and tasks are reviewed and modified as necessary. Distribute to City Staff so tasks do not get overlooked.	SC	○				DEV, PLC
LAND USE							
LU.1	Implement a land use pattern for Salina that promotes accessibility of the community and the efficient use of infrastructure and public services.						
LU.1-1	Implement development according to the land use plan in the Comprehensive Plan.	SC, E/AO, C/N, D/LO	✘				DEV, SPP, PLC
LU.1-2	Make necessary changes / updates to the zoning ordinance, sub-division regulations, building and fire codes to encourage the development of different uses in proximity to one another. (i.e. residential near commercial)	SC, E/AO, DLO	✘				DEV, SPP, ME, PLC
LU.1-2a	Expand on zoning district intent statements to identify the relationship to the comprehensive plan, and relationship to other supporting land uses and zoning districts.	SC, E/AO		✘			PLC, DEV, MC
LU.1-2b	Improve the street connectivity standards in the subdivision regulations to promote better integration of compatible uses within development patterns.	SC, E/AO	✘				PLC, SPP, BUD
LU.1-2c	Improve the street connectivity standards in the subdivision regulations to ensure connectivity between developments as redevelopment and growth occurs.	SCM EAO, DLO, CO		✘			SPP, MC, BUD

<p>LU.1-2d Review all commercial districts and make amendments to bulk standards that relate to the different scale and intensity standards for the districts and that relate to the scales of centers identified in the plan (neighborhood, community, regional).</p>	<p>SC, E/AO, BI, DLO, OGA</p>		<p>✘</p>			<p>DEV, PLC, SPP, MP</p>
<p>LU.1-3 Adopt the Urban Service Area agreement for Salina and Saline County to encourage the contiguous growth of urban development and the cost effective extension of public infrastructure.</p>	<p>SC, E/AO, OGA</p>	<p>✘</p>				<p>SPP, MC, PLC, MP</p>
<p>LU.2 Develop mixed-use centers (community and neighborhood scale) that provide opportunities to live, labor and lounge in proximity to existing and new neighborhoods.</p>						
<p>LU.2-1 Encourage the mix of commercial and residential as typical commercial development is proposed.</p>	<p>SC, C/N, D/LO, B/I, EAO</p>	<p>○</p>				<p>SPP, PLC, DEV, MP</p>
<p>LU.2-2 Encourage the development of mixed-use centers that are of the appropriate scale to the neighborhoods that they serve.</p>	<p>SC, C/N, D/LO, EAO</p>	<p>○</p>				<p>PLC, MC, MP, DEV</p>
<p>LU.2-3 Make necessary changes to the zoning ordinance, subdivision regulations and building and fire codes that encourage the mixing of uses within a single development, both vertically and horizontally. (i.e. Downtown)</p>	<p>SC, C/N, D/LO, B/I, EAO</p>	<p>✘</p>				<p>PLC, DEV, SPP, MP, BC</p>
<p>LU.2-3a Streamline and clarify objectives and criteria of Planned Districts for application to specific comprehensive plan goals that are not easily achieved by other existing or new zoning districts</p>	<p>SC, E/AO</p>		<p>✘</p>			<p>PLC, SPP, DEV, MP</p>
<p>LU.2-3b Develop new "mixed-density" residential district that specifically promotes a variety of dwelling types within a single neighborhood pattern</p>	<p>SC, E/AO, BI, OGA</p>		<p>✘</p>			<p>MC, PLC, SPP, DEV</p>
<p>LU.2-3c Develop a new mixed-use district for smaller scale (neighborhood scale) mixed use projects.</p>	<p>SC, E/AO</p>		<p>✘</p>			<p>SPP, PLC, DEV, MC</p>

<p>LU.2-3d Revise existing or develop new commercial district that promotes small scale commercial uses in a walkable and compact format, and which can easily integrated with adjacent residential zoning districts</p>	<p>SC, E/AO</p>		<p>✘</p>			<p>PLC, MP, MC, DEV</p>
<p>LU.3 Develop neighborhoods that incorporate institutional and commercial uses of an appropriate scale and character.</p>						
<p>LU.3-1 Develop neighborhood design standards that ensure the compatibility of scale and development of commercial uses and institutions within existing and new neighborhoods. Assess districts for ability to accommodate existing housing trends. Amend or develop new district to address gaps.</p>	<p>SC, C/N, D/LO, B/I, EAO</p>		<p>✘</p>			<p>PLC, MC, SPP, DEV, MP</p>
<p>LU.4 Develop employment hubs that provide a concentration of large land intensive uses and jobs for the community.</p>						
<p>LU.4-1 Encourage industrial, warehousing and institutional and land uses to locate in the Airport Industrial District and the South Employment Hub.</p>	<p>SC, D/LO, B/I, EAO</p>		<p>✘</p>			<p>PLC, MP, MC, DEV</p>
<p>LU.4-2 Encourage employment uses to develop in the North Downtown hub.</p>	<p>SC, D/LO, B/I, EAO</p>	<p>○</p>				<p>PLC, DEV, SPP</p>
<p>LU.4-2a Create development standards that preserve the urban character of the North Downtown Area and address the transitions between different land uses.</p>	<p>SC, C/N, D/LO, B/I, EAO</p>		<p>✘</p>			<p>PLC, MC, DEV, SPP</p>
<p>LU.4-2b When possible use the existing buildings to accommodate redevelopment within the hub.</p>	<p>SC, D/LO, B/I, EAO</p>		<p>✘</p>			<p>PLC, DEV, SPP</p>
<p>LU.4-2c Encourage the location of warehousing and distribution services around the Ohio Street and Pacific Street intersection to maximize the presence of the Ohio Street interchange at Interstate 70.</p>	<p>SC, D/LO, B/I, EAO</p>		<p>✘</p>			<p>PLC, DEV, MP, SPP</p>

LU.4-2c1	Enforce the North Ohio Street Gateway Overlay District regulations to ensure quality development to provide an attractive gateway to Salina.	SC, D/LO, B/I, EAO						PLC, MC, MP, DEV SPP
LU.4-2c2	Buffer industrial uses from the surrounding neighborhoods in the area.	SC, EAO, DLO, BI						PLC, MC, MP, DEV SPP
LU.4-3	Provide cross-access easements to promote internal circulation and reduce short trips on local arterials.	SC, D/LO, B/I, EAO						PLC, MC, MP, DEV, SPP
LU.4-4	Create site design and development standards that promote quality development and design uses within the employment hubs.	SC, C/N, D/LO, B/I, EAO						PLC, MC, MP, DEV, SPP
LU.4-5	Site future development within the employment hubs based on the efficient and responsible extension of infrastructure systems.	SC, C/N, D/LO, B/I, EAO						PLC, MC, MP, DEV, SPP
LU.5	Through redevelopment of commercial and industrial property work to consolidate uses into commerce hubs to congregate good and service providers and employment uses.							
LU.5-1	As redevelopment occurs encourage the relocation of commercial uses within mixed-use and commercial areas.	SC, C/N, D/LO, B/I, EAO						PLC, MC, MP, DEV, BUD, SPP
LU.5-2	As new growth occurs encourage mixed-use centers that contain commercial services for neighborhood residents and businesses.	SC, C/N, D/LO, B/I, EAO						PLC, MC, MP, SPP, BUD, DEV
LU.5-3	Encourage the development of mixed-use centers that respect the existing or new character of the neighborhoods that they serve.	SC, C/N, D/LO, B/I, EAO, OGA						PLC, MC, SPP, BUD, DEV
LU.5-4	Encourage the infill and continued development of the South 9 th Street Commercial District.	SC, C/N, D/LO, B/I, EAO						PLC, MC, MP, SPP, BUD, DEV

LU.6-3	When possible locate public institutions in mixed-use areas and in proximity to neighborhoods.	C/N, D/LO, OGA, BI	✘				PLC, MC, MP, SPP, DEV
LU.7	Protect natural areas, natural resources and floodplains through the implementation of the conservation and agricultural land use designations.						
LU.7-1	Create a conservation zoning district that prohibits development within conservation areas as defined by the plan, including floodplain areas within and surrounding the community.	SC, D/LO, OGA	✘				PLC, MC, MP, SPP, DEV
LU.8	Preserve the edges of Salina for future growth of the community through the creation of an Interlocal Agreement between Salina and Saline County that provides for the creation of the Urban Service Area and interim development standards to govern development adjacent to Salina.						
LU.8-1	Adopt the Urban Service Area agreement for Salina and Saline County to encourage the contiguous growth of urban development and the cost effective extension of public infrastructure.	SC, OGA	○				PLC, MC, MP, SPP, DEV
LU.8-2	Extend infrastructure "just in time" to serve new development.	SC, D/LO, OGA, BI, EAO	○				PLC, MC, MP, SPP, DEV
LU.8-3	Develop standard criteria for the prudent transition of rural roads to an urban standard.	SC, OGA	○				PLC, MC, MP, SPP, DEV
LU.8-4	Consider amendment of zoning ordinance or creation of overlay districts to implement community and neighborhood center planning.	SC, D/LO, OGA, BI, EAO	○				PLC, MC, MP, SPP, DEV
GROWTH AND DEVELOPMENT							
GD.1	Balance infill / redevelopment and growth in the community that allows Salina to grow in a responsible, environmentally sensitive, sustainable and efficient manner.						
GD.1-1	Prohibit development within Conservation areas.	SC, C/N, D/LO, OGA, BI	○				PLC, MC, MP, SPP, DEV
GD.1-1a	Maintain the natural setting of the conservation area along the Saline River.	SC, C/N, D/LO, OGA		✘			PLC, MC, MP, SPP, DEV

<p>GD.1-1b Examine the educational potential of the Saline River conservation area through teaching or eco-tourism opportunities that protect the natural state of the area.</p>	<p>SC, C/N, D/LO, OGA, EAO</p>		<p>✘</p>			<p>PLC, MC, MP, SPP, BUD, DEV</p>
<p>GD.1-2 Encourage mixing and proximity of different land uses that encourages different modes of transportation including walking, bicycling and transit.</p>	<p>SC, C/N, D/LO, B/I, OGA, EAO</p>		<p>✘</p>			<p>PLC, MC, MP, SPP, BUD, DEV</p>
<p>GD.1-2a Identify existing or create new zoning district specifically aimed at infill development which creates the regulatory and procedural streamlining necessary to place infill development on a level playing field with other development opportunities.</p>	<p>SC, C/N, D/LO, B/I, EAOI</p>	<p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV</p>
<p>GD.1-2b Develop neighborhood design standards that encourage neighborhoods that are well connected to surrounding neighborhoods and services such as parks, mixed-use areas, institutions and jobs.</p>	<p>SC, C/N, D/LO, B/I, OGA, EAO</p>	<p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV</p>
<p>GD.1-3 Encourage development that is adjacent to or near existing infrastructure that can be readily extended or is consistent with adopted infrastructure master plans.</p>						
<p>GD.1-3a Review and develop a methodology for funding of onsite and offsite infrastructure improvements associated with new development.</p> <p>GD.1-3b Encourage residential development east of Salina that maximizes the existing sewer investment.</p>	<p>SC, D/LO, OGA, EAO, BI</p>	<p>○</p>				<p>PLC, MC, MP, SPP, BUD, DEV</p>
<p>GD.1-3c Maximize the infrastructure investment along South 9th Street and around the airport with continued growth and development of commercial and employment uses, respectively.</p>	<p>SC, C/N, D/LO, B/I, EAO</p>	<p>○</p>				<p>PLC, MC, MP, SPP, BUD, DEV</p>

GD.1-3d	Provide transportation and infrastructure improvements “just in time” to serve new development.	SC, D/LO, OGA, EAO, BI						PLC, MC, MP, SPP, BUD, DEV
GD.2	Improve and stabilize designated areas of change through reinvestment and rehabilitation to provide an enhanced quality of life to residents.							
GD.2-1	Encourage, through infill and redevelopment activities in designated areas of change in Salina.	SC, C/N, D/LO, EAO						PLC, MC, MP, SPP, BUD, DEV, BC
GD.2-2	Prepare an implementation toolbox that focuses on the financial and regulatory means to encourage development in downtown.	SC, C/N, D/LO, B/I, EAO						PLC, MC, MP, SPP, BUD, DEV, BC
GD.2-2a	Market and encourage the use of the Neighborhood Revitalization Program where available within designated areas of change.	SC, C/N, D/LO, EAO, BI						PLC, MC, MP, SPP, BUD, DEV, BC
GD.2-2b	Ensure effective code enforcement in areas of change to demonstrate pride in the area and encourage reinvestment.	SC, C/N, D/LO						PLC, MC, MP, SPP, BUD, DEV, BC
GD.2-2c	Target infill and redevelopment activities to specific neighborhoods based on their neighborhood assessment.	SC, C/N, D/LO, B/I, OGA, EAO						PLC, MC, MP, SPP, BUD, DEV, BC
GD.2-3	Encourage the reestablishment of the schools, churches and other institutions within designated areas of change.	SC, C/N, D/LO, B/I, OGA						PLC, MC, MP, SPP, BUD, DEV, BC
GD.3	Provide support for designated areas of stability to maintain an enhanced quality of life.							
GD.3-1	Promote new development and infill / redevelopment, as appropriate, into designated areas of stability and new growth areas in Salina.	SC, C/N, D/LO, EAO, BI						PLC, MC, MP, SPP, BUD, DEV, BC
GD.3-2	Encourage the continued placement of schools, churches and other institutional uses within neighborhoods and mixed-use areas in designated areas of stability.	SC, C/N, D/LO, OGA, EAO, BI						PLC, MC, MP, SPP, BUD, DEV, BC
GD.3-3	Ensure effective code enforcement in designated areas of stability to maintain property conditions.	SC, C/N, D/LO, B/I						PLC, MC, MP, SPP, BUD, DEV, BC

GD.4	Create the Broadway Corridor Redevelopment Plan to focus redevelopment efforts along the Broadway Corridor with special attention to the creation of a mixed-use center at Broadway Boulevard and Crawford Road .					
GD.4-1	Encourage the redevelopment of the Broadway Boulevard and Crawford Street intersection into a mixed-use community center to provide goods and services to the surrounding neighborhood and residential opportunities.	SC, C/N, D/LO, B/I, OGA, EAO	○			PLC, MC, MP, SPP, BUD, DEV, BC
GD.4-1a	Provide defined connections between the surrounding residential development and the neighborhoods to the mixed-use center.	SC, CN, DLO, OGA, EAO, BI		✘		PLC, MC, MP, SPP, BUD, DEV, BC
GD.4-1b	Provide internal pedestrian circulation within the mixed-use development.	SC, CN, DLO, OGA, EAO, BI		✘		PLC, MC, MP, SPP, BUD, DEV, BC
GD.4-1c	Improve the street intersection and crosswalks to slow down traffic and encourage pedestrian connections through the intersection.	SC, CN, DLO, OGA, EAO BI		✘		PLC, MC, MP, SPP, BUD, DEV, BC
GD.4-1d	Use a mixed-use zoning district, or form based code, created through a zoning code update, to encourage development that is accessible and provides an urban living, working and shopping opportunities.	SC, CN, DLO, OGA, EAO, BI		✘		PLC, MC, MP, SPP, BUD, DEV, BC
GD.4-2	Encourage the redevelopment of the Broadway Corridor north of the mixed-use center (Figure 2-4) as urban residential to support the mixed-use center.	SC, C/N, D/LO, B/I, OGA. EAO		✘		PLC, MC, MP, SPP, BUD, DEV, BC
GD.4-2a	Rezone property to accommodate an urban level of residential development. (As depicted in Figure 2-3 in the Neighborhood areas)	SC, CN, DLO, BI, OGA, EAO		✘		PLC, MC, MP, SPP, BUD, DEV, BC
GD.4-2b	Buffer urban residential uses from existing neighborhood residential uses.	SC, CN, DLO, BI, OGA, EAO		✘		PLC, MC, MP, SPP, BUD, DEV, BC

<p>GD.4-3 Focus redevelopment efforts along Broadway, north of the railroad corridor and North Street in the consolidation, organization and clean up of the uses.</p>	<p>SC, C/N, D/LO, B/I, EAO, OGA</p>		<p>✘</p>			<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>GD.4-3a Create the Urban Industrial Overlay District to encourage the redevelopment of the urban character along Broadway and Pacific from North Street to North Front Street.</p> <p>GD.4-3b Ensure effective code enforcement to assist in cleaning up properties in the area.</p> <p>GD.4-3c As redevelopment occurs address site design and access issues.</p>	<p>SC, C/N, D/LO, B/I, OGA, EAO</p> <p>SC, CN, DLO, OGA, EAO, BI</p> <p>SC, CN, DLO, BI, OGA, EAO</p>	<p>✘</p> <p>✘</p> <p>✘</p>				
<p>GD.4-3d Implement additional landscape standards as defined by the zoning ordinance.</p> <p>GD.4-3e Identify an access strategy for the corridor uses that reduces the curbcuts necessary along the north end of the Broadway Corridor.</p> <p>GD.4-3f Require cross-access easements between uses that front along the Broadway Corridor.</p>	<p>SC, CN, DLO, BI, OGA, EAO</p> <p>SC, CN, DLO, BI, OGA, EAO</p> <p>SC, CN, DLO, BI, OGA, EAO</p>	<p>✘</p> <p>✘</p> <p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p> <p>PLC, MC, MP, SPP, DEV, BC</p> <p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>GD.4-4 Encourage the redevelopment of the south end (Figure 2-5) of the Broadway Corridor and the consolidation of commercial uses into a mixed-use center – Broadway, Cloud and 9th Street.</p>	<p>SC, C/N, D/LO, B/I, OGA, EAO</p>		<p>✘</p>			<p>PLC, MC, MP, SPP, DEV, BC</p>

<p>GD.4-4a As redevelopment occurs discourage commercial development on the south side of Broadway Boulevard near 9th Street.</p> <p>GD.4-4a1 Downzone properties to accommodate urban residential development where commercial is no longer appropriate within the Broadway Corridor.</p> <p>GD.4-4b Encourage the redesign of commercial uses, around the intersection of Cloud and 9th south to Broadway, to create a neighborhood center of commercial, office and residential uses.</p>	<p>SC, CN, DLO, BI, EAO, OGA</p> <p>SC, CN, DLO, BI, EAO, OGA</p> <p>SC, CN, DLO, BI, EAO, OGA</p>		<p>✘</p> <p>✘</p> <p>✘</p>			<p>PLC, MC, MP, SPP, DEV, BC</p> <p>PLC, MC, MP, SPP, DEV, BC</p> <p>PLC, MC, MP, SPP, DEV, BC</p>
<p>GD.5 Encourage new growth in Salina to occur in the designated growth areas as identified in the Urban Service Area Map.</p>						
<p>GD.5-1 Encourage residential growth to the east and southeast of Salina to maximize sewer investment and available land.</p>	<p>SC, D/LO, BI, EAO, OGA, CN</p>	<p>○</p>				<p>PLC, MC, MP, SPP, DEV, BC</p>
<p>GD.5-2 Encourage employment growth that provides appropriate locational choices for different uses, urban / suburban as defined in document.</p>	<p>SC, D/LO, B/I, EAO, OGA, CN</p>	<p>○</p>				<p>PLC, MC, MP, SPP, DEV, BC</p>
<p>GD.5-2a Airport Employment Area / South 9th Street (south of Schilling) – manufacturing and processing, education, research in business park and campuses.</p>	<p>SC, D/LO, B/I, EAO, OGA</p>	<p>○</p>				<p>PLC, MC, MP, SPP, DEV, BC</p>
<p>GD.5-2b Downtown - office, medical, government, commercial services with vertical development pattern.</p>	<p>SC, D/LO, B/I, EAO, OGA, CN</p>	<p>○</p>				<p>PLC, MC, MP, SPP, DEV, BC</p>

<p>GD.5-2c North Downtown Employment Area – warehousing and distribution, manufacturing, services on a site-by-site opportunity.</p>	<p>SC, D/LO, B/I, CN, EAO, OGA</p>	<p>○</p>				<p>PLC, MC, MP, SPP,DEV, BC</p>
<p>GD.5-2d South Ninth Corridor – commercial development between Magnolia and Schilling</p>	<p>SC, D/LO, B/I, CN, EAO, OGA</p>	<p>○</p>				<p>PLC, MC, MP, SPP,DEV, BC</p>
<p>GD.5-3 Encourage the inclusion of public facilities, schools, medical, government, etc., in the future growth and development areas defined.</p>	<p>SC, C/N, D/LO, B/I, OGA, EAO</p>		<p>✘</p>			<p>PLC, MC, MP, SPP,DEV, BC</p>
<p>GD.6 Develop more detailed utility master plan for each future growth area or complete a citywide master utility plan in order to properly coordinate extensions of utilities in a manner that is supportive of the growth and development and infill / redevelopment initiatives of the Comprehensive Plan.</p>						
<p>GD.6-1 Water / Wastewater</p> <p>GD.6-1a Undertake annual replacement / rehabilitation capital improvement projects for waterline and sewer line improvements to promote infill and redevelopment.</p> <p>GD.6-1b Improve fire flows and water storage to promote infill and redevelopment and growth.</p> <p>GD.6-1c Become proactive with water conservation measures, treated wastewater reuse options, and future water supply alternatives. Identification of future water supply alternatives should be a priority.</p>	<p>SC, D/LO, OGA, EAO, CO</p> <p>SC, DLO, OGA, EAO, CO</p> <p>SC, DLO, OGA, EAO, CO</p>	<p>✘</p> <p>✘</p> <p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV</p> <p>PLC, MC, MP, SPP, BUD, DEV</p> <p>PLC, MC, MP, SPP, BUD, DEV</p>

<p>GD.6-1d Begin planning for a second water treatment facility, necessary sometime in the future, to maintain a high water quality and comply with more stringent federal and state regulations. Identification of sites and facilities should be a priority for the City.</p> <p>GD.6-1e Identify locations for additional water tower(s), sewer main extensions and booster pump station(s) or pressure reducing station(s) to service future growth areas.</p> <p>GD.6-1f Identify locations for additional wastewater lift station(s) required to service future growth areas: the suburban residential growth area on the east side, the I-70/Halstead gateway, and the employment growth area surrounding the airport.</p> <p>GD.6-1g Investigate the need for an additional sewer interceptor line on the west side of town to service the employment growth area surrounding the airport and I-70/Halstead gateway. This could be completed in conjunction with the proposed railroad and acquiring appropriate right-of-way.</p> <p>GD.6-1h Evaluate the capacity of the existing East Dry Creek Interceptor and investigate the need for an additional parallel sewer interceptor line on the east side of East Dry Creek.</p>	<p>SC, DLO, EAO, OGA, CO</p> <p>SC, DLO, EAO, OGA, CO</p> <p>SC, DLO, EAO, OGA, CO</p> <p>SC, DLO, EAO, OGA, CO</p> <p>SC, DLO, EAO, OGA, CO</p>					<p>PLC, MC, MP, SPP, BUD, DEV, B</p> <p>PLC, MC, MP, SPP, BUD, DEV</p> <p>PLC, MC, MP, SPP, BUD, DEV</p> <p>PLC, MC, MP, SPP, BUD, DEV</p> <p>PLC, MC, MP, SPP, BUD, DEV</p>
<p>GD.6-2 Solid Waste</p> <p>GD.6-2a Consider promoting and enhancing the curbside recycling program in order to reduce demands on the existing landfill and allow for future growth to be serviced by the existing landfill.</p>	<p>SC, D/LO, OGA, EAO</p>	<p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV</p>

<p>GD.6-3 Storm Water</p> <p>GD.6-3a Review and revise stormwater detention plan and site criteria.</p> <p>GD.6-3b Protect key drainage corridor areas, require on-site storm water detention and retention, and promote proper stream buffer with all new developments to allow for natural storm water control and reduce storm water runoff.</p> <p>GD.6-3c Consider implementation of a storm water utility charge for all customers to allow for proper maintenance and replacement of the storm water drainage system.</p>	<p>SC, D/LO, OGA, EAO, BI, CO</p> <p>SC, DLO, OGA, EAO, BI, CO</p> <p>SC, DLO, OGA, EAO, BI, CO</p>	<p></p> <p>x</p> <p></p>	<p></p> <p>x</p> <p></p>	<p></p> <p></p> <p>x</p>	<p></p> <p></p> <p></p>	<p>PLC, MC, MP, SPP, BUD, DEV</p> <p>PLC, MC, MP, SPP, BUD, DEV</p> <p>PLC, MC, MP, SPP, BUD, DEV</p>
<p>GD.6-4 Electric</p> <p>GD.6-4a Ensure electrical service to growth areas.</p> <p>GD.6-4b Ensure that the Phillips Substation has reserve capacity to serve the proposed employment growth area near the airport and on the south side of the City.</p> <p>GD.6-4c Investigate the need to construct a new electrical substation to service the residential growth area on the east side of the City.</p> <p>GD.6-4d Investigate the capacity of the electrical system to accommodate development near the I-70 and Halstead interchange.</p>	<p>, D/LO, OGA, BI, CO</p> <p>SC, DLO, OGA, BI, CO,</p> <p>SC, DLO, OGA, BI, CO</p> <p>SC, DLO, OGA, BI, CO</p> <p>SC, DLO, OGA, BI, CO</p>	<p></p> <p></p> <p>x</p> <p></p>	<p></p> <p>x</p> <p></p>	<p></p> <p></p> <p>x</p> <p></p>	<p></p> <p></p> <p></p> <p>x</p>	<p>PLC, MC, MP, SPP, BUD, DEV</p> <p>PLC, MC, MP, SPP, BUD, DEV</p> <p>PLC, MC, MP, SPP, BUD, DEV</p> <p>PLC, MC, MP, SPP, BUD, DEV</p>

<p>GD.6-5 Gas</p> <p>GD.6-5a Ensure that there is sufficient capacity to extend natural gas service and serve the future growth areas.</p> <p>GD.6-5b Plan for potential improvements identified by preliminary design work completed for the construction of a border station and feeder lines to serve growth to the north and east of Salina.</p>	<p>SC, D/LO, OGA, BI, CO</p> <p>SC, DLO, OGA, BI, CO</p>			<p>x</p> <p>x</p>		<p>PLC, MC, MP, SPP, BUD, DEV</p> <p>PLC, MC, MP, SPP, BUD, DEV</p>
<p>GD.6-6 Telecommunications</p> <p>GD.6-6a Ensure that there is telecommunications service to the future growth areas.</p>	<p>SC, D/LO, OGA, BI, CO</p>		<p>x</p>			<p>PLC, MC, MP, SPP, BUD, DEV</p>
<p>GD.6-7 Prepare an existing infrastructure assessment to better understand where challenges are within the current systems as part of a citywide utility master plan.</p>	<p>SC, C/N, D/LO, CO, EAO</p>			<p>x</p>		<p>PLC, MC, MP, SPP, BUD, DEV</p>
<p>GD.6-8 Create an annual infrastructure maintenance and upgrade fund to finance improvements to the existing infrastructure system.</p>	<p>SC, D/LO, BI, CO</p>	<p>○</p>				<p>PLC, MC, MP, SPP, BUD, DEV</p>
<p>GD.7 Expansion of the infrastructure systems to support contiguous growth of the community and is an efficient and responsible use of resources.</p>						
<p>GD.7-1 Funding and Implementation - Funding and implementation of future infrastructure improvements will be required by both the City for existing deficiencies and from the development community for future improvements necessary to extend infrastructure to serve development.</p>	<p>SC, D/LO, EAO, CO</p>	<p>x</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>GD.7-2 Identify a program where development pays its fair share of infrastructure improvements based on a nexus between intensity and location of development.</p>	<p>SC, D/LO, EAO, CO</p>		<p>x</p>			<p>PLC, MC, MP, SPP, BUD, DEV</p>
<p>GD.8 Adopt the City of Salina and Saline County Urban Service Area Interlocal Agreement that plans growth adjacent to the city and within the county through the implementation of the Transitional Development Standards.</p>						

GD.8-1	Preserve the edges of the community future urban growth of Salina through the adoption of the Urban Service Area.	SC, OGA, DLO, EAO,	○					PLC, MC, MP, SPP, BUD, DEV, BC
GD.8-1a	Adopt the Urban Service Area Planning Map to guide future growth of the Salina.	SC, OGA, DLO, EAO	✘					PLC, MC, MP, SPP, DEV, BC
GD.8-1b	Adopt the future land use map for development in the Urban Service Area.	SC, OGA, DLO, EAO	✘					PLC, MC, MP, SPP, DEV, BC
GD.8-1c	Encourage contiguous growth of the City of Salina within the Urban Service Area.	SC, OGA, EAO, DLO	✘					PLC, MC, MP, SPP, DEV, BC
GD.8-1d	Require municipal level of public services (water and sewer) at the developer's expense within the Urban Service Area.	SC, D/LO, OGA, EAO	✘					PLC, MC, MP, SPP, BUD, DEV, BC
GD.8-1e	Protect natural areas through conservation and agricultural land use designations within the Urban Service Area.	SC, D/LO, CN, DLO, BI, EAO, OGA	✘					PLC, MC, MP, SPP, BUD, DEV, BC
GD.8-2	Reserve the area around the I-70 and I-135 interchange for the "once-in-a-lifetime" economic development opportunity.	SC, E/AO, C/N, D/LO, BI, OGA					✘	PLC, MC, MP, SPP, DEV
CONNECTIVITY								
C.1	Roadway - Create a road network that provides connectivity and accessibility throughout the community and is designed to support surrounding quality development and entryways to the community.							
C.1-1	Provide an interconnected network of local and collector streets that also supports walking, bicycling, and transit use, while avoiding excessive traffic in residential neighborhoods.	SC, C/N, D/LO, B/I, OGA, CO, EAO	○					PLC, MC, MP, SPP, BUD, DEV, BC
C.1-2	Adopt a street design standard in which the future design of all streets ensures that the entire right-of-way is designed and operated to enable safe access for all users including transit, automobiles, trucks, bicycles, and pedestrians.	SC, DLO, CO, OGA, EAO	✘					PLC, MC, MP, SPP, BUD, DEV, BC

<p>C.1-2a</p>	<p>Review and update as necessary street standards for Salina based on connectivity strategies in the Comprehensive Plan. Review and design process should include applicability of</p> <ul style="list-style-type: none"> • Impact street design standards • Multi-modal cross sections • Complete streets • Overall street network connectivity 	<p>SC, E/AO, D/LO, OGA</p>	<p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>C.1-2b</p>	<p>Incorporated complete street principles into street design and improvements.</p>	<p>SC, E/AO, D/LO, OGA</p>	<p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>C.1-2c</p>	<p>Prepare an access control standard for arterial streets to encourage the free flow of traffic along those streets.</p>	<p>SC, E/AO, CO</p>	<p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>C.1-2d</p>	<p>Prioritize upgrades based on analysis of outdated designs, functions, and traffic flow problems.</p>	<p>SC, EAO</p>	<p>○</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>C.1-3</p>	<p>Improve existing intersections at Community Gateway locations to include enhancements such as landscaped parkways or medians or other forms of streetscape.</p>	<p>SC, B/I, CO, E/AO</p>	<p>○</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>C.1-3a</p>	<p>Prioritize locations based on analysis of current intersection conditions and function. Consideration should first be given to I-135 and Crawford; I-135 and Magnolia; and I-135 and Schilling</p>	<p>SC, E/AO, D/LO, OGA</p>	<p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>C.1-3b</p>	<p>Adopt overlay standards on four quadrants of gateway intersections to improve the character of future development and to incorporate common urban design themes on all quadrants of gateways.</p>	<p>SC, E/AO, D/LO, OGA</p>	<p>○</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>

C.1-3c	Implement community gateway enhancement standards for any development or redevelopment proposals on any one quadrant of the gateways.	SC, E/AO, C/N, D/LO, B/I	○				PLC, MC, MP, SPP, BUD, DEV, BC
C.1-4	Develop a policy to determine when multi-modal transportation impact studies for new developments will be required to provide connections, access, and mobility for auto, transit, bicycle, and pedestrian modes.	SC, D/LO, OGA, E/AO, CO	✘				PLC, MC, MP, SPP, BUD, DEV, BC
C.1-4a	Maintain and/or improve connectivity standards in subdivision regulations to promote direct routes for pedestrian and bicycle routes.	SC, E/AO	○				PLC, MC, MP, SPP, BUD, DEV, BC
C.1-4b	Modify subdivision and zoning regulations for new street standards.	SC, E/AO	✘				PLC, MC, MP, SPP, BUD, DEV, BC
C.1-5	Encourage multi-modal (auto, bicycle, pedestrian and transit) connectivity between neighborhood commercial services and residences.	SC, C/N, D/LO, B/I, OGA, E/AO, CO	✘				PLC, MC, MP, SPP, BUD, DEV, BC
C.1-6	Update street construction and maintenance standards to include new street cross sections.	SC, EAO, CO	✘				PLC, MC, MP, SPP, BUD, DEV
C.1-6a	Investigate concrete vs. asphalt life-cycle costs to determine pavement standards for City	SC, EAO, CO	✘				PLC, MC, MP, SPP, BUD, DEV
C.1-6b	Establish concrete pavement specifications for all arterial intersections in Salina	SC, CO, EAO	✘				PLC, MC, MP, SPP, BUD, DEV
C.1-6c	In coordination with Saline County, establish a methodology for the transfer of ownership and/or maintenance responsibility of County roadways within the Urban Service Area.	SC, CO, EAO	✘				
C.2	Transit – Continue to support the CityGo System in Salina and provide adequate connections to support the services provided.						
C.2-1	Ensure the effectiveness of the CityGO system in Salina through the efficiency and visibility of the system.	SC, C/N, OGA, E/AO	○				PLC, MC, MP, SPP, BUD, DEV

C.2-2	Modify the locational criteria in the City's Land Use Plan to allow higher-density, mixed-use, transit-supportive land use nodes at locations such as downtown and mixed-use centers.	SC, E/AO, OGA	x				PLC, MC, MP, SPP, BUD, DEV
C.3	Bicycle and Pedestrian - Create an alternative transportation system that provides connections throughout Salina for both bicycles and pedestrians that integrate recreational and commuter routes.						
C.3-1	Review and update the system of on-street bike routes to serve bicycle traffic and ensure safety for vehicle and bicycle traffic.	SC	○				PLC, MC, MP, SPP, BUD, DEV
C.3-2	Implement a system of off-street trails in Salina that support and integrate with the linear park network to provide connections.	E/AO, SC, C/N, D/LO		x			PLC, MC, MP, SPP, BUD, DEV
C.3-3	Identify gaps in the system and focus improvements to connecting the system.	SC, C/N, E/AO, CO		x			PLC, MC, MP, SPP, BUD, DEV
C.3-4	Work to complete the pedestrian network in Salina, through balancing replacement, infill and new sidewalks to provide connections.	SC, C/N, D/LO, E/AO, CO		x			PLC, MC, MP, SPP, BUD, DEV
C.3-4a	Prioritize improvements for the pedestrian network as defined herein including downtown, mixed-use center, neighborhoods and in proximity to schools, transit and parks.	SC, DLO, EAO, CO		x			PLC, MC, MP, SPP, BUD, DEV
C.3-5	Identify intersections where safe street crossing improvements are needed.	SC, C/N, E/AO, CO, OGA		x			PLC, MC, MP, SPP, BUD, DEV
C.3-6	Develop a safe pedestrian crossing checklist to be utilized when proposing intersection widening.	SC, C/N, D/LO, E/AO		x			PLC, MC, MP, SPP, BUD, DEV
C.3-7	Provide direct bicycle and pedestrian connections within and between residential areas and supporting community facilities and services, such as shopping areas, employment centers, transit stops, neighborhood parks, and schools.	SC, C/N, D/LO, B/I, OGA, E/AO		x			PLC, MC, MP, SPP, BUD, DEV

C.3-8	Give special consideration to schools and their multi-modal needs to provide a safe, accessible environment for students by giving high priority to bicycle and pedestrian facilities within a two-mile radius of all schools in both new development and re-development.	SC, C/N, D/LO, OGA	○				PLC, MC, MP, SPP, BUD, DEV
C.3-9	Give special consideration to areas with concentrations of students, seniors, low-income families, or others that are more dependent on modes other than the automobile to provide a safe, accessible environment.	SC, C/N, D/LO, B/I, E/AO	○				PLC, MC, MP, SPP, BUD, DEV
C.3-10	Require that all new residential and commercial development has sidewalks on both sides of the street and preferably that these sidewalks be separated from the street with a landscaped parkway.	SC, C/N, D/LO, E/AO, CO	○				PLC, MC, MP, SPP, BUD, DEV
C.3-11	Revise standards and codes for new development to require on-site bicycle parking.	SC, D/LO, B/I, E/AO, OGA, CO		✘			PLC, MC, MP, SPP, BUD, DEV
C.3-12	Modify standards and codes to require pedestrian and bicycle connections to bus stops, park and ride lots, and transit stations.	SC, D/LO, B/I, E/AO, OGA, CO		✘			PLC, MC, MP, SPP, BUD, DEV
C.3-13	Revise standards and codes for new development to require on and off street bicycle facilities and sidewalks to the City's bicycle and pedestrian network.	SC, D/LO, B/I, E/AO		✘			PLC, MC, MP, SPP, BUD, DEV, BC
C.4	Rail - Support cargo rail systems for local business and have a positive impact on the community.						
C.4-1	Monitor the opportunity for a new rail system with rail provider to serve the Salina Municipal Airport area.	SC, D/LO, B/I, OGA, E/AO				✘	PLC, MC, MP, SPP, BUD, DEV
C.4-2	Encourage rail provider to remove railroad track and crossings which inhibit travel throughout Salina.	SC, C/N, D/LO, B/I, OGA				✘	PLC, MC, MP, SPP, BUD, DEV
C.4-3	Reuse existing railroad bridge under I-135, near Centennial Road, as a pedestrian bridge connection the neighborhood to the airport employment and commercial area.	SC, C/N, D/LO, B/I, OGA				✘	PLC, MC, MP, SPP, BUD, DEV
C.4-4	Explore opportunities to convert rail lines to "rails to trails" recreation paths.	SC, C/N, D/LO, OGA, E/AO				✘	PLC, MC, MP, SPP, BUD, DEV

C.5	Salina Municipal Airport - Continue to develop the Salina Municipal Airport as a regional employment center that supports industry, education and jobs through its transportation services.						
C.5-1	Continue to support airport vision for the airport service center.	SC, C/N, D/LO, B/I, OGA, E/AO	○				PLC, MC, MP, SPP, BUD, DEV
C.5-2	Provide multi-modal access opportunities to the airport.	SC, C/N, D/LO, B/I, OGA		✘			PLC, MC, MP, SPP, BUD, DEV, BC
C.5-3	Monitor the opportunity for a new rail system with rail provider to serve the Salina Municipal Airport area.	SC, D/LO, OGA, E/AO				✘	PLC, MC, MP, SPP, BUD, DEV, BC
C.5-4	Review and improve as needed primary access routes between the airport and I-135.	SC, D/LO, OGA, E/AO				✘	PLC, MC, MP, SPP, BUD, DEV
C.6	Funding and Implementation - Funding and implementation of future transportation improvements will be required by both the City for existing deficiencies and from the development community for future improvements necessary to mitigate future traffic impacts.						
C.6-1	Develop funding mechanisms where development pays its fair share of roadway improvements based on a nexus between new traffic and impacts.	SC, D/LO, E/AO, CO		✘			PLC, MC, MP, SPP, BUD, DEV
C.6-1a	Pursue State and Federal grants for complete streets and impact street improvements through city-initiated projects.	SC, E/AO, D/LO, CO, OGA	○				PLC, MC, MP, SPP, BUD, DEV, BC
C.6-1b	Review Special Assessment Financing regarding on-site versus off-site infrastructure.	SC, E/AO, D/LO, CO	○				PLC, MC, MP, SPP, BUD, DEV
PARKS							
P.1	Create a comprehensive and balanced system of public parks within Salina, to include neighborhood, community and linear parks , both existing and planned, through the preparation of a Parks Master Plan..						
P.1-1	Create a city-wide Parks Master Plan that will delineate a future park system that provides park land, facilities and services.	SC, CO, C/N, EAO		✘			PLC, MC, MP, SPP, BUD, DEV, BC

P.1-1a	Plan for the redevelopment and upgrade of existing park land and facilities, based on an assessment of their effectiveness in providing recreational opportunities for the areas in which they are located.	SC, CO, E/AO	✘				PLC, MC, MP, SPP, BUD, DEV, BC Plan
P.1-1b	Plan for new park and linear park facilities to support new neighborhoods and development within Salina.	SC, C/N, D/LO, E/AO	✘				PLC, MC, MP, SPP, BUD, DEV, BC
P.1-1c	Plan for additional recreational and activity facilities to serve future populations.	SC, C/N, D/LO, CO		✘			PLC, MC, MP, SPP, BUD, DEV, BC
P.1-1d	Continue to surpass the national standards in the amount of parks provided to the residents of Salina.	SC, CO, E/AO	○				PLC, MC, MP, SPP, BUD, DEV, BC
P.1-1e	Locate parks in a pattern in proximity to residential populations and in a manner in which they are accessible to surrounding residents.	SC, C/N, D/LO, E/AO	○				PLC, MC, MP, SPP, BUD, DEV, BC
P.1-1f	Reestablish and upgrade parks as an element of redevelopment within older neighborhoods.	SC, C/N, E/AO, DLO	✘				PLC, MC, MP, SPP, BUD, DEV, BC
P.1-1g	Incorporate parks into new neighborhoods so that they are accessible to residents and connected to the citywide system.	SC, C/N, D/LO, E/AO	○				PLC, MC, MP, SPP, BUD, DEV, BC
P.1-1h	Revise subdivision regulations to promote planning around open space systems – whether private, common, or public – that link to adjacent sites and public spaces (ROW, trails, parks).	SC, E/AO, CO	✘				PLC, MC, MP, SPP, BUD, DEV, BC
P.1-1i	Create a hierarchy of open space types, including formal (“gathering places”) and natural, so that a variety of open spaces are identified for application in different contexts.	SC, E/AO, CO		✘			PLC, MC, MP, SPP, BUD, DEV

P.1-2	Maintain and enhance Salina's existing parks and linear parks facilities.	SC, C/N, E/AO	○				PLC, MC, MP, SPP, BUD, DEV
P.1-2a	Continue to focus resources on the maintenance of existing parks and facilities, particularly in the designated areas of change.	SC, C/N, E/AO	○				PLC, MC, MP, SPP, BUD, DEV
P.1-2b	Identify funding through the annual budget and Capital Improvements Plan (CIP) to fund improvements to existing parks, to provide services, and to promote redevelopment.	SC, E/AO, CO	○				PLC, MC, MP, SPP, BUD, DEV
P.1-2c	Identify federal funds, such as Congestion Mitigation and Air Quality (CMAQ) Grants to fund improvements to linear parks system.	SC, CO, EAO	○				PLC, MC, MP, SPP, BUD, DEV
P.1-3	Encourage the connection of community destinations, parks and neighborhoods through the linear park system for Salina.	SC, EAO, DLO, OGA, CO	○				PLC, MC, MP, SPP, BUD, DEV
PR.1-3a	Require dedicated public connections between new neighborhoods and the linear park system.	SC, E/AO, D/LO	○				PLC, MC, MP, SPP, BUD, DEV
P.1-4	Connect neighborhoods in Salina through the use of linear parks.	SC, EAO, DLO, CO,	○				PLC, MC, MP, SPP, BUD, DEV
P.1-5	Provide additional opportunities for recreational water activities.	SC, EAO, DLO, CO	○				PLC, MC, MP, SPP, BUD, DEV
P.1-5a	Complete the design and construction of the aquatic center in Kenwood Park	SC, C/N, CO, E/AO	✘				PLC, MC, MP, SPP, BUD, DEV
P.1-5b	Continue to implement and improve the splash parks within the neighborhood parks system.	SC, C/N, E/AO	○				PLC, MC, MP, SPP, BUD, DEV
P.1-6	Incorporate significant natural features into the park system when appropriate to preserve pieces of the natural environment within Salina	SC, D/LO, OGA, CO	○				PLC, MC, MP, SPP, BUD, DEV
P.2	Incorporate the linear parks network into the overall connectivity network for Salina.						

P.2-1	Implement the River Trails System and create a linear park through the recreational development of the 8 mile section of the Smoky Hill River east of Downtown.	SC, E/AO, CO, D/LO					PLC, MC, MP, SPP, BUD, DEV
P.2-2	Incorporate the 8 mile section of the Smoky Hill River trail into a citywide linear park system.	SC, OGA, CO, E/AO					PLC, MC, MP, SPP, BUD, DEV
P.2-3	Create improvements that will provide a development amenity for downtown as well as a recreational component to downtown.	SC, OGA, EAO, CO, DLO					PLC, MC, MP, SPP, BUD, DEV, BC
P.2-4	When appropriate, tie the complete street improvements for bicycle and pedestrian modes of transportation to the linear parks systems.	SC, CO, E/AO, CO, DLO	○				PLC, MC, MP, SPP, BUD, DEV
P.3	Invest in parks and facilities in the designated areas of change to provide recreation space and services for those areas and to encourage development and redevelopment.						
P.3-1	Based on the assessment of the parks system and the recommendations of the Parks Master Plan, make park improvements within the designated areas of change a first priority.	SC, D/LO, E/AO, CO					PLC, MC, MP, SPP, BUD, DEV
P.3-2	Identify funding sources, annual budgets and Capital Improvements Plans (CIP) to fund parks improvements within the designated areas of change.	SC, E/AO, DLO, CO	○				PLC, MC, MP, SPP, BUD, DEV
P.3-3	Review and assess the exaction schedule for parks within designated areas of change to help maintain improved parks and facilities.	SC, EAO, DLO, CO					PLC, MC, MP, SPP, BUD, DEV, BC
P.4	Provide park land, facilities and services for identified growth areas as development occurs.						
P.4-1	Based on the parks assessment and Parks Master Plan, identify necessary parks, facilities and services to support a growing and changing population.	SC, E/AO, DLO, CO	○				PLC, MC, MP, SPP, BUD, DEV
P.4-2	Review and assess the exaction schedule for parks in new growth areas to fund park construction and improvements.	SC, E/AO, D/LO	○				PLC, MC, MP, SPP, BUD, DEV

DOWNTOWN						
DT.1	Establish Downtown Salina as the urban center of Central Kansas, emphasizing retail, entertainment, services, public, parks and residential opportunities within downtown.					
DT.1-1	Implement the PUMA Plan.	SC, C/N, D/LO, B/I, EAO, CO, OGA	✘			PLC, MC, MP, SPP, BUD, DEV, BC
DT.1-2	Review lighting plan by BWR for future lighting improvements.	SC, CN, DLO, BI, EAO, CO, OGA	✘			PLC, MC, MP, SPP, BUD, DEV, BC
DT.1-3	Review adequacy of SDI's funding levels.	SCN CN, DLO, BI, EAO, CO, OGA	✘			PLC, MC, MP, SPP, BUD, DEV, BC
DT. 2	Plan for a mix of local, community and regional uses including retail, entertainment, services, public, parks and residential opportunities within downtown.					
DT.2-2a	Protect and enhance the scale and character established in the downtown.	SC, D/LO, B/I, EAO, OGA, CO,	✘			PLC, MC, MP, SPP, BUD, DEV, BC
DT.2-2b	Plan for an active, vibrant Downtown that provides goods, services and recreational opportunities to citizens and visitors of Salina.	SC, C/N, D/LO, B/I, E/AO, CO, OGA	✘			PLC, MC, MP, SPP, BUD, DEV, BC
DT.2-2c	Prepare an implementation toolbox that focuses on the financial and regulatory means to encourage development and redevelopment in downtown.	SC, C/N, D/LO, B/I, E/AO, OGA	✘			PLC, MC, MP, SPP, BUD, DEV, BC
DT.2-2d	Plan for the protection of the character of urban neighborhoods that surround and support Downtown Salina.	SC, CN, DLO, BI, EAO, OGA	✘			PLC, MC, MP, SPP, BUD, DEV, BC
DT.2-2e	Plan for potential redevelopment of the Riverfront Redevelopment Area as delineated in the Comprehensive Plan.	SC, C/N, D/LO, B/I, E/AO, CO, OGA		✘		PLC, MC, MP, SPP, BUD, DEV, BC
DT.2-2f	Develop a River Walk Concept which incorporates the Riverfront Development Area.	SC, CN, DLO, BI, EAO, CO, OGA		✘		PLC, MC, MP, SPP, BUD, DEV, BC
DT.2-2g	Continue to plan for the expansion of the Hospital / Medical Campus as an anchor for the south end of Downtown while protecting the character of adjacent historic neighborhoods.	SC, C/N, D/LO, B/I, E/AO, OGA, CO	○			PLC, MC, MP, SPP, BUD, DEV, BC

<p>DT.2-2h Review building codes and prepare changes that address challenges regarding construction and renovation of mixed-use buildings, while maintaining the safety and quality of development.</p>	<p>SC, D/LO, B/I, OGA, E/AO</p>	<p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>DT.3 Encourage a mix of uses in Downtown Salina.</p>						
<p>DT.3-1 Allow the development of retail uses at the street level of buildings in the Downtown Core.</p>	<p>SC, D/LO, B/I, E/AO</p>	<p>○</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>DT.3-2 Amend zoning regulations to provide for urban residential developments that can complement development within and around downtown and the CBD zoning district.</p>	<p>SC, E/AO</p>	<p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV</p>
<p>DT.3-3 Allow the development of vertical mixed use in downtown with office or residential uses on upper floors above retail.</p>	<p>SC, D/LO, B/I</p>	<p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>DT.3-4 Maintain Downtown Salina as the public heart of the community with the preservation of its anchors which include the Government Center, Post Office, and Salina Regional Medical campus.</p>	<p>SC, C/N, D/LO, B/I, OGA,</p>	<p>✘</p>				<p>PLC, MC, MP, SPP, DEV</p>
<p>DT.3-5 Implement the Downtown Parking Plan to allow the sharing of parking between uses that have different time needs.</p>	<p>SC, D/LO, B/I, CO, OGA</p>	<p>✘</p>				<p>PLC, MC, MP, SPP, DEV</p>
<p>DT.4 Provide definition to Downtown Salina.</p>						
<p>DT.4-1 Review the incorporation of gateway structures at primary entrances to downtown including but not limited to :</p> <ul style="list-style-type: none"> ▪ Santa Fe/Elm Street ▪ 9th Street/Elm Street ▪ 9th Street/Iron Avenue ▪ 4th Street/Iron Avenue ▪ Santa Fe Avenue/Prescott Avenue 	<p>SC, C/N, D/LO, B/I, OGA, CO</p>		<p>✘</p>			<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>DT.4-2 Implement Wayfinding directional signage throughout downtown.</p>	<p>SC, C/N, D/LO, B/I, EAO OGA</p>	<p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV,</p>
<p>DT.4-3 Review enhancements to the Santa Fe streetscape.</p>	<p>SC, CN, DLO, BI, OGA, EAO</p>	<p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV</p>
<p>DT.5 Enhance cultural opportunities for downtown.</p>						

DT.5-1	Work with the Community Art and Design Program to plan for the incorporation of public art displays and street art in downtown.	SC, C/N, D/LO, B/I						PLC, MC, MP, SPP, BUD, DEV, BC
DT.5-2	Incorporate performance art to enhance a sense of place. Identify public / private partnerships and programs to support the installation of art in Downtown.	SC, C/N, D/LO, B/I, OGA,						PLC, MC, MP, SP DEV,
DT.5-3	Enhance the downtown arcades with installation of public art, including light and sound.	SC, CN, DLO, BI, OGA SC, CN, DLO, BI, OGA						PLC, MC, MP, SPP,DEV PLC, MC, MP, SPP,DEV
DT.6	Increase the accessibility and visibility of Downtown Salina to visitors.							
DT.6-1	Investigate the potential of creating a direct connection from Ninth Street to Santa Fe north and south of downtown to increase the visibility of Downtown to people traveling through Salina with emphasis of leveraging private funding. <i>(Page 2-51)</i>	SC, C/N, D/LO, B/I, CO, OGA, EAO						PLC, MC, MP, SPP, BUD, DEV
DT.6-2	Maintain the residential feel and narrow street right-of-way of 9 th Street between Ash Street and Cloud Street.	SC, C/N, D/LO, B/I						PLC, MC, MP, SPP, BUD, DEV, BC
DT.7	Encourage infill development in Salina's "Core Downtown" and "Downtown Neighborhoods".							
DT.7-1	Identify existing or create new zoning district specifically aimed at infill development which creates the regulatory and procedural streamlining necessary to place infill development on a level playing field with other development opportunities.	SC, E/AO, DLO, OGA, CO						PLC, MC, MP, SPP, BUD, DEV, BC
DT.7-2	Market Downtown to land owners and potential developers for infill and redevelopment opportunities identified in the plan.	SC, C/N, D/LO, B/I						PLC, MP, SPP, DEV
DT.7-3	Identify and develop an incentive toolbox that provides financial or regulatory benefits, when necessary, to developers willing to develop in downtown.	SC, C/N, D/LO, B/I						PLC, MC, MP, SPP,DEV
DT.7-4	Coordinate with Salina Downtown Inc. to promote improvement, infill and development within Downtown Salina.	SC, C/N, D/LO, B/I						PLC, MC, MP, SPP, BUD, DEV, BC

DT.8	Implement the Rich & Associates Downtown Parking Plan to ensure adequate parking facilities.						
DT.8-1	Encourage downtown to be a “park once” destination.	SC, D/LO, B/I	✘				PLC, MC, MP, SPP, BUD, DEV
DT.8-2	Utilize public input (including ad hoc committees as necessary) to organize and manage public parking.	SC, D/LO, B/I, E/AO, CN, OGA					PLC, MC, MP, SPP, BUD, DEV
DT.8-3	Create use policies and locational / design guidelines for public spaces / facilities in the Downtown.	SC, DLO, CO, EAO, OGA, BI		✘			PLC, MC, MP, SPP, BUD, DEV
DT.8-4	Convert privately managed/owned parking into publicly managed/owned parking.	SC, DLO, CO, EAO, OGA, BI					PLC, MC, MP, SPP, BUD, DEV
DT.8-5	Consider establishing a parking Enterprise Fund to pay for operations and maintenance of public parking.	SC, D/LO, B/I, EAO, BI		✘			PLC, MC, MP, SPP, BUD, DEV
DT.8-6	Utilize the ULI shared parking matrix to reduce the amount of underutilized parking and encourage the sharing of parking between uses that have different time needs.	SC, D/LO, B/I, EAO,		✘			PLC, MC, MP, SPP, BUD, DEV
DT.8-7	Provide pedestrian enhancements (plaza / wayfinding) to connect parking facilities to businesses and residences in Downtown.	SC, D/LO, B/I, EAO	✘				PLC, MC, MP, SPP, BUD, DEV
DT.8-8	Provide bike racks in Downtown.	SC, D/LO, B/I, EAO	✘				PLC, MC, MP, SPP, BUD, DEV
DT.8-9	Enhance the connections within Downtown.	SC, C/N, D/LO, B/I, EAO	✘				PLC, MC, MP, SPP, BUD, DEV
DT.8-9a	Improve the breezeways and alleyways to provide easily identifiable connections throughout downtown.	SC, D/LO, B/I, EAO	✘				PLC, MC, MP, SPP, BUD, DEV, BC
DT.8-9b	Ensure that the sidewalks are in good condition to promote walking.	SC, D/LO, B/I, EAO,	✘				PLC, MC, MP, SPP, BUD, DEV, BC
DT.9	Maintain and reestablish the historic character of Downtown Salina, the core and the neighborhoods.						
DT.9-1	Market and encourage use of the façade restoration program to reestablish historic building facades within Downtown.	SC, D/LO, B/I, BI, EAO, OGA, CN	✘				PLC, MC, MP, SPP, BUD, DEV, BC

DT.9-2	Conduct a historic survey to identify historically eligible buildings and districts in accordance with Local Landmark and National Register of Historic Places designations.	C/N, D/LO, B/I, EAO, OGA, CN	x				PLC, MC, MP, SPP, BUD, DEV, BC
DT.9-3	Use the historic survey to create / expand historic districts to protect the character of identified neighborhoods surrounding downtown through the enforcement regulations in the area.	C/N, D/LO, B/I, EAO, CN	x				PLC, MC, MP, SPP, BUD, DEV, BC
DT.10	Implement the River Trails Systems along the Smoky Hill River to create a connection and development amenity for Downtown.						
DT.10-1	Improve the Smoky Hill River to provide a recreational amenity for the community and a development amenity for downtown, including the connection to the Kenwood/Oakdale Park area.	SC, EAO, OGA, CO, CN, DLO, BI		x			PLC, MC, MP, SPP, BUD, DEV
COMMUNITY							
CO.1	Design new residential growth as neighborhoods that are supported by institutions, parks and commercial, where appropriate, and are easily accessible by multiple modes of transportation.						
CO.1-1	Incorporate institutions such as schools and churches in new neighborhoods.	SC, C/N, D/LO, OGA		x			PLC, MC, MP, SPP, DEV
CO.1-1a	Coordinate with non-municipal public providers to consider future facility locations as part of the subdivision platting process.	SC, E/AO, DLO, OGA	x				PLC, MC, MP, SPP, DEV
CO.1-2	Encourage an institutional presence in neighborhoods that are redeveloping.	SC, C/N, D/LO, OGA		x			PLC, MC, MP, SPP, BUD, DEV
CO.1-3	Continue the commitment to education and the educational facilities essential to providing a quality education to the youth of Salina and stability of the City's neighborhoods.	C/N, B/I, OGA, SC,	x				PLC, MC, MP, SPP, DEV
CO.2	Create a diverse, quality housing stock for all residents of Salina.						
CO.2-1	Encourage the development of housing for different income levels– lower, middle and upper income – throughout the community.	SC, C/N, D/LO, BI, OGA	x				PLC, MC, MP, SPP, BUD, DEV

CO.2-2	Encourage the development of different styles and types of housing including single family, multi-family, townhomes and lofts for both ownership and rental.	SC, C/N, D/LO, BI, OGA	x				PLC, MC, MP, SPP, BUD, DEV, BC
CO.2-1a	Utilize Planned Development Districts as a tool to specifically promote a variety of dwelling types within a single neighborhood pattern	SC, E/AO, DLO, BI,	x				PLC, MC, MP, SPP, BUD, DEV, BC
CO.2-1b	Review existing policies, strategies, and tools to facilitate and incentivize infill development.	SC, E/AO, DLO, BI	x				PLC, MC, MP, SPP, BUD, DEV, BC
CO.3	Promote infill and redevelopment within neighborhoods to increase housing choice and strengthen neighborhoods.						
CO.3-1	Involve citizens / neighborhoods in the approval process for infill / redevelopment within Salina.	SC, C/N, D/LO, B/I, OGA	x				PLC, MC, MP, SPP, BUD, DEV
CO.3-2	Keep an active inventory of vacant properties within neighborhoods / areas for ease of information distribution to potential developers.	SC, C/N, D/LO, B/I, OGA	x				PLC, MC, MP, SPP, BUD, DEV
CO.3-3	Review infrastructure availability and capacity for identified infill / redevelopment areas.	SC, C/N, D/LO, B/I, OGA, EAO	x				PLC, MC, MP, SPP, BUD, DEV, BC
CO.3-4	Determine priority locations for infill and redevelopment.	SC, C/N, D/LO, B/I, OGA, EAO	x				PLC, MC, MP, SPP, BUD, DEV, BC
CO.3-5	Determine strategies for priority sites.	SC, CN, DLO, BI, OGA, EAO	x				PLC, MC, MP, SPP, BUD, DEV, BC
CO.3-6	Market the priority sites to potential developers with related strategies and appropriate incentives.	SC, CN, DLO, BI, OGA, EAO	x				PLC, MC, MP, SPP, BUD, DEV, BC
CO.4	Enhance code enforcement efforts to maintain a level of quality of the built environment.						
CO.4-1	Adopt a property maintenance code that specifically addresses the physical and aesthetic quality of property within the City.	SC, C/N, B/I, OGA, EAO, DLO	x				PLC, MC, MP, SPP, BUD, DEV, BC
CO.4-2	Educate neighborhoods / citizens on the property maintenance code and its requirements.	SC, C/N, B/I, OGA, DLO, EAO	x				PLC, MC, MP, SPP, BUD, DEV, BC
CO.4-3	Encourage neighborhoods / residents to use Customer Service Request Line to report code violations. (See Goal NH 5-3 below.)	SC, C/N, B/I, OGA, DLO, EAO	x				PLC, MC, MP, SPP, BUD, DEV, BC

CO.4-4	Create an annual property maintenance "top ten list" and vigorously pursue correction of maintenance issues.	SC, EAO,					PLC, MC, MP, SPP, BUD, DEV, BC
CO.4-5	Review code enforcement staffing and processes in order to streamline code enforcement.	SC, EAO	x				PLC, MC, MP, SPP, BUD, DEV, BC
CO.5	Organize neighborhoods throughout Salina.						
CO.5-1	Work with neighborhoods to define their boundaries, establish lines of communication, internally and externally and assess themselves.	SC, C/N, D/LO, B/I, EAO, OGA	x				MC, MP, SPP, BUD, DEV
CO.5-2	Create a neighborhood notification list in which neighborhoods can register with the City to receive notification as to City and community activities.	SC, C/N	x				MC, MP, SPP, BUD, DEV
CO.5-3	Market and enhance accessibility to the "Customer Service Request Line" for citizens to inquire about or report city activities.	SC	x				MC, MP, SPP, BUD, DEV
CO.6	Implement a neighborhood assessment process to organize neighborhoods in Salina.						
CO.6-1	Support the assessment process as a means for neighborhoods to assess their needs / desires, prioritize their goals and take proactive action to address problems and issues.	SC, C/N, D/LO, B/I, EAO, OGA	x				MC, MP, SPP, BUD, DEV
CO.7	Coordinate neighborhood assessment outcomes with Growth Development initiatives to target assistance to specific areas within available resources and match tools to areas in need.						
CO.7-1	Establish neighborhood and housing preservation / conservation programs to strategically allocate funding for improvements.	SC, C/N, D/LO, EAO, OGA		x			PLC, MC, MP, SPP, BUD, DEV, BC
CO.7-2	Create a city allocation system for assistance based on the results of the neighborhood assessments.	SC, C/N, D/LO, B/I, EAO		x			PLC, MC, MP, SPP, BUD, DEV, BC
CO.8	Ensure the continued efficient and effective fire and police protection throughout the community.						

<p>CO.8-1</p>	<p>Provide facilities, equipment and staffing to maintain a first-due unit response time within 6 minutes and ERF response within 10 minutes for 90% of all incidents for the Fire Department.</p>	<p>SC, OGA, EAO,</p>	<p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>CO.8-2</p>	<p>Consider ability to provide fire and police protection services when new development is proposed.</p>						
<p>CO.8-2a</p>	<p>Continually review and monitor advances in fire suppression technology to equip the Salina Fire Department with the necessary tools to provide protection to the community.</p>	<p>SC, OGA, EAO</p>	<p>○</p>				<p>MC, MP, SPP, BUD, DEV</p>
<p>CO.8-2a1</p>	<p>Identify funding through the CIP to attain new technology for fire fighting.</p>	<p>SC, OGA, EAO</p>	<p>✘</p>				<p>MC, MP, SPP, BUD, DEV</p>
<p>CO.8-2b</p>	<p>On an annual basis review and assess the deployment of personnel, their response times and the needs for additional facilities and staffing to provide efficient and effective service.</p>	<p>SC, OGA, EAO</p>	<p>○</p>				<p>MC, MP, SPP, BUD, DEV</p>
<p>CO.8-3</p>	<p>Asses the need for new and relocated fire stations as Salina continues to grow and redevelop to address changes in population location.</p>	<p>SC, OGA, DLO, EAO, CO,</p>			<p>✘</p>		<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>CO.8-3a</p>	<p>As development continues eastward, asses the need to relocate Fire Station #4 near Marymount Road and Crawford Street further east to reduce the overlap in service coverage and provide coverage for the defined growth are to the west.</p>	<p>SC, OGA, EAO, CO</p>			<p>✘</p>		<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>CO.8-3b</p>	<p>Locate future fire stations in areas of community activity, including parks and / or mixed-use centers.</p>	<p>SC, OGA, CO, EAO</p>			<p>✘</p>		<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>CO.8-3c</p>	<p>Provide community facilities within fire station for gathering and interaction.</p>	<p>SC, OGA, CO, EAO</p>			<p>✘</p>		<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>CO.8-4</p>	<p>Assess the need for facilities, equipment and staff to ensure a response time not to exceed 5 minutes for priority one calls.</p>	<p>SC, OGA, EAO</p>	<p>✘</p>				<p>MC, MP, SPP, BUD, DEV</p>

CO.8-4a	On an annual basis review and assess the deployment of personnel, their response times and the needs for additional facilities and staffing to provide efficient and effective service.	SC, OGA, EAO	x				MC, MP, SPP, BUD, DEV
CO.8-4b	Assess the Law Enforcement Center facility needs, including parking.	SC, OGA, EAO, CO,		x			MC, MP, SPP, BUD, DEV
CO.8-4c	Review locations and service adequacy of all city facilities with initial emphasis on the General Services facility.	SC, EAO, CO, DLO					PLC, MP, SPP, BUD, DEV
CO.8-4d	Consider establishing a "Public Use" zoning district category for its public facilities.	SC, EAO, DLO					PLC, MC, MP, SPP, BUD, DEV
ECONOMIC DEVELOPMENT							
<i>Retention / Expansion</i>							
ED.1	Support the needs of existing businesses in Salina.						
ED.1-1	Assist with implementing the workforce development strategies identified in the <i>New Salina Economic Development Strategic Plan</i> .	SC, B/I, OGA, E/AO, CN	○				MP, SPP, BUD, DEV
ED.2	Determine workforce gaps, both quantity and quality, in the community.						
ED.2-1	Address workforce quantity and quality issues.	SC, OGA, EAO, CN, BI,	○				PLC, MC, MP, SPP, BUD, DEV, BC
ED.2-1a	Develop a workforce development marketing campaign to attract and retain talent to Salina.	SC, OGA, EAO, CN, BI	x				PLC, MC, MP, SPP, BUD, DEV, BC
ED.2-1b	Form a Workforce Development Advisory Committee to provide counsel and guidance.	OGA, EAO, CN, BI	○				PLC, MC, MP, SPP, BUD, DEV, BC
ED.2-1c	Education and training for employees is needed at both the pre- and post-employment stage.	EAO, OGA, CN, BI,	○				PLC, MC, MP, SPP, BUD, DEV, BC
ED.2-2	Encourage the development of a comprehensive curriculum that addresses the needs of existing companies for workforce development.	SC, EAO, B/I, OGA		x			MP, SPP, BUD, DEV, BC
<i>Recruitment</i>							

ED.3	Ensure that sufficient land, with infrastructure, is available for development of employment uses.						
ED.3-1	Create a baseline of land availability to attract development through the assessment of land supply and development demand for non-residential development on an annual basis.	SC, D/LO, B/I, OGA, EAO					MP, SPP, BUD, DEV, BC
ED.3-2	Assess capacity and extension potential of infrastructure to support development, particularly intensive non-residential development, on an annual basis to accommodate growth in a timely manner.	SC, CO, DLO, EAO, OGA					MC, MP, SPP, BUD, DEV, BC
ED.3-3	Create a land bank of "development ready" sites, based on criteria identified in the plan, to market for perspective development.	OGA, EAO, DLO, CO, CN, BI					MP, SPP, BUD, DEV
ED.3-4	Identify and address attainable housing.						
ED.4	Develop and implement a comprehensive recruitment / retention incentive program.						
ED.4-1	Forge collaborative partnerships with K-12 and post-secondary institutions.	SC, E/AO, B/I, OGA, CN, DLO					MP, SPP, BUD, DEV
ED.4-2	Target the development of employment uses to the Economic Development Hubs identified.	SC, E/AO, C/N, D/LO, OGA					MP, SPP, BUD, DEV
ED.4-3	Support the development of workforce housing near target employment areas.	SC, E/AO, C/N, D/LO, OGA					PLC, MC, MP, SPP, BUD, DEV, BC
ED.4-4	Support the development of the new Salina Area Technical College to respond to local workforce training needs.	SC, OGA, EAO, CN, BI, DLO					MP, SPP, BUD, DEV
ED.4-5	Review and identify industrial expansion and attraction targets.	SC, OGA, EAO, CN, DLO					MP, SPP, BUD, DEV
ED.4-6	Conduct a feasibility market study for each targeted industry.	SC, OGA, EAO, CN, BI, DLO					MP, SPP, BUD, DEV
ED.4-7	Develop recruitment incentives.	SC, OGA, EAO, CN, BI, DLO					MP, SPP, BUD, DEV
ED.4-8	Policy specific to each appropriate target industry.	SC, OGA, EAO, CN, BI, DLO					MP, SPP, BUD, DEV
ED.5	Attract new local, regional and national retailers, to provide a balanced variety of goods and services to the current and future populations of Salina.						

ED.5-1	Identify, assist, and encourage retail developers to commit, invest, and build new projects and/or invest in existing firms in Salina in order to generate sales tax income and / or retain those dollars in the economy.	SC, C/N, D/LO, BI, EAO, OGA	○				PLC, MC, MP, SPP, BUD, DEV, BC
ED.5-2	Retain existing and recruit new retailers, restaurants and other sales tax generating businesses.	SC, CN, DLO, BI, EAO, OGA	✘				PLC, MC, MP, SPP, BUD, DEV, BC
ED.5-3	Assist landowners in the sale and development of potential retail and commercial sites to their highest and best use.	SC, CN, DLO, BI, EAO, OGA	✘				PLC, MC, MP, SPP, BUD, DEV, BC
ED.5-4	Understand the mix of retail opportunities desired by the community as a target for niche and mass consumer recruitment efforts.	SC, CN, DLO, BI, EAO, OGA	✘				PLC, MC, MP, SPP, BUD, DEV
ED.5-5	Encourage the development of neighborhood-oriented retail and mixed-use areas.	SC, C/N, D/LO, OGA, DLO, B I		✘			PLC, MC, MP, SPP, BUD, DEV, BC
ED.5-6	Develop methodology and reporting system to objectively assess and confidentially report to the City and or County Commissions, the necessary details of retail prospects as well as cost/benefit analysis.	SC, E/AO, B/I, OGA		✘			MP, SPP, BUD, DEV
ED.5-7	Develop incentive guidelines to attract new businesses, based on: <ul style="list-style-type: none"> ▪ Financial resources ▪ Employment impact ▪ Fiscal impact ▪ Community impact ▪ Competitive impact ▪ Retail market impact to the provision of applicable incentives to retail development	SC, EAO, DLO, CO, OGA, CN, BI		✘			MP, SPP, BUD, DEV
ED.6	Support industry recruitment targets.						

<p>ED.6-1 Develop specific strategies with regards to existing business expansion and growth.</p> <p>ED.6-1a Develop ongoing relationships with local employer base including:</p> <ul style="list-style-type: none"> • Regular scheduled visits to existing employers. • Regular joint meetings with plant managers / business owners / economic development partners. • Personal visits to corporate headquarters. 		<p>SC, EAO, DLO, BI, CN, OGA,</p> <p>SC, EAO, DLO, BI, CN, OGA</p>	<p>✘</p> <p>✘</p>				<p>MP, SPP, BUD, DEV</p> <p>MP, SPP, BUD, DEV</p>
<p>ED.6-2 Enhance new business attraction efforts.</p> <p>ED.6-2a Develop relationships with regional and national site consultants.</p> <p>ED.6-2b Apply criteria such as employment impact, fiscal impact, community impact, competitive impact, market impact, and but for test to the provision of applicable incentives to business attraction efforts.</p>		<p>OGA, DLO, BI, EAO, SC,</p> <p>OGA, DLO, BI, EAO, SC</p> <p>OGA, DLO, BI, EAO, SC</p>	<p>✘</p> <p>✘</p>	<p>✘</p>			<p>MP, SPP, BUD, DEV</p> <p>MP, SPP, BUD, DEV</p> <p>MP, SPP, BUD, DEV</p>
<i>Entrepreneurship</i>							
ED.7 Encourage entrepreneurship in Salina.							
<p>ED.7-1 Work with the Chamber to assess the needs of local entrepreneurs.</p>		<p>B/I, OGA, DLO, CN, BI, EAO</p>	<p>✘</p>				<p>BUD, DEV</p>
<p>ED.7-2 Explore an “economic gardening” approach to entrepreneurship. Economic gardening focuses resources on growing existing or high-potential new businesses by Salina entrepreneurs. In combination with a targeted recruitment strategy, this provides a two-pronged basis for economic development.</p>		<p>B/I, OGA, DLO, BI, CN, EAO</p>	<p>✘</p>				<p>MP, SPP, BUD, DEV</p>
<p>ED.7-3 Establish a partnership that fosters entrepreneurship from elementary/ middle school and beyond.</p>		<p>B/I, OGA, CN, BI, EAO</p>	<p>✘</p>				<p>MP, SPP, BUD, DEV</p>

ED.7-4	Establish / refine a “one-stop” permitting and regulatory system that is navigable by small business owners.	BI, OGA, CN, EAO		✘			PLC, MC, MP, SPP, BUD, DEV, BC
ED.7-5	Evaluate development and expansion of “micro-loan” opportunities by partnering with existing financial institutions	BI, OGA, CN, EAO		✘			MP, SPP, BUD, DEV
<i>Leadership</i>							
ED.8	Invest in the youth of Salina to provide the necessary community and business leaders for the future.						
ED.8-1	Support the education system with the necessary resources to ensure a quality education for each child in Salina.	SC, C/N, B/I, OGA	✘				MP, SPP, BUD, DEV
ED.8-2	Continue to provide leadership training / mentoring programs with current business leaders in the community.	B/I, OGA, CN, BI, EAO	✘				MP, SPP, BUD, DEV, BC
ED.8-3	Encourage interaction between the high schools and post-secondary education institutions to encourage students go to college or obtain vocational training.	OGA, BI, OGA, EAO, BI, CN	✘				MP, SPP, BUD, DEV
ED.8-4	Create a Mayor’s Youth Corp to participate in City activities and gain knowledge of City processes.	E/AO, SC, CN, BI		✘			MP, SPP, BUD, DEV
ED.8-5	Expose junior high and high school students to volunteerism and community participation opportunities to encourage future participation in community activities and decisions.	SC, E/AO, B/I, OGA		✘			MP, SPP, BUD, DEV, BC
ED.8-6	Market careers and the community assets within Salina to retain and attract college graduates to Salina.	SC, EAO, BI, OGA		✘			MP, SPP, BUD, DEV
ED.8-7	Create organizational capacity to succeed.	SC, EAO, BI, DLO, CN, BI, OGA			✘		MP, SPP, BUD, DEV

<p>ED.8-7a Develop a site and buildings certification program to reduce the time necessary to commence redevelopment such that construction can begin in 160 days or less.</p> <p>ED.8-7b Convene quarterly meetings of a Salina Economic Development Strategic Plan Governing Group to review progress toward the goals of this plan as well as ongoing economic development issues.</p>	<p>SC, EAO, DLO, BI, CN, OGA, CO</p> <p>SC, OGA, EAO, DLO, BI, CN</p>	<p>✘</p> <p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p> <p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>ED.8-8 Maximize current and potential incentives.</p>	<p>OGA, SC, EAO, DLO, BI, CN</p>	<p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>ED.8-8a Review and summarize federal, state and local incentives.</p>	<p>OGA, SC, EAO, DLO, BI, CN</p>	<p>✘</p>				<p>PLC, MP, SPP, BUD, DEV</p>
<p>ED.8-8b Determine the appropriateness of each available incentive and the circumstances under which it should or should not be utilized.</p>	<p>SC, DLO, BI, EAO, OGA</p>	<p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>ED.8-8c Develop the criteria regarding the eligibility for and scope of incentives such as but not limited to exceeding the average local ??? rate and cost / benefit rates in excess of 1.</p>	<p>SC, EAO, OGA, DLO</p>		<p>✘</p>			<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>ED.8-9 Plan and construct the infrastructure for growth.</p>	<p>SC, EAO, OGA, CN, BI, CN</p>	<p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>

	ED.8-9a Develop an inventory of appropriate market-ready property.	SC, EAO, OGA, CN, BI, CN	x				PLC, MC, MP, SPP, BUD, DEV, BC
	ED.8-9b Consider implementation of an industrial property program to acquire and secure options for industrial property.	SC, EAO, DLO, OGA, CN, BI	x				PLC, MC, MP, SPP, BUD, DEV, BC
	ED.8-9c Develop an inventory of all industrial and commercially zoned property within the City and in the Urban Service Area.	SC, EAO, DLO, OGA, CN, BI	x				MP, SPP, BUD, DEV
	ED.8-9d Consider expansion of the use of economic development incentives and infrastructure financing tools traditionally utilized only for new development projects to include redevelopment projects in strategically targeted priority locations.	SC, EAO, DLO, OGA, CN, BI	x				PLC, MC, MP, SPP, BUD, DEV, BC
	ED.8-9e Accessing for available resources, consider public initiated construction of necessary off-site infrastructure.	SC, EAO, DLO, OGA, CN BI	x				PLC, MC, MP, SPP, BUD, DEV, BC
ED.9	Establish the economic development hubs as the centers of economic activity and employment in Salina.	SC, C/N, B/I, OGA, DLO,, EAO	x				MP, SPP, BUD, DEV
	ED.9-1 Encourage the orderly growth and development of the Airport Employment Area to accommodate industrial, educational and commercial uses as the primary employment area within Salina.	SC, C/N, B/I, EAO, OGA, DLO,	○				PLC, MC, MP, SPP, BUD, DEV, BC
	ED.9-1a Prepare a list of development ready sites based on the criteria identified within the Economic Development Section.	SC, C/N, B/I, EAO, DLO,	x				MP, SPP, BUD, DEV
	ED.9-2 Continue to support Downtown as an economic development hub while maintaining the urban character.	SC, C/N, B/I, EAO, OGA	○				PLC, MC, MP, SPP, BUD, DEV, BC
	ED.9-3 Establish the North Downtown Economic Development Area that addresses the urban and suburban development pattern of the area.	SC, C/N, B/I, EAO, OGA	x				PLC, MC, MP, SPP, BUD, DEV, BC

ED.9-3a. Create the Urban Industrial Overlay District to address the design and character of the area along Broadway and Pacific between North Street and North Front Street.	SC, C/N, B/I, EAO, OGA, DLO,	✘				PLC, MC, MP, SPP, BUD, DEV, BC
ED.9-3b. Expand the North Ohio Gateway Overlay District to address the desing and character of the area as a gateway to Salina.	SC, C/N, B/I, EAO, OGA, DLO,	✘				PLC, MC, MP, SPP, BUD, DEV, BC
ED.9-4 Expand the South 9 th Street Corridor Overlay District to address continued development along the corridor.	SC, C/N, B/I, EAO, OGA, DLO	✘				PLC, MC, MP, SPP, BUD, DEV, BC
ED.9-5 Encourage the cohesive design of the mixed-use centers to ensure quality development and their continued strength as economic development hubs.	SC, C/N, B/I, DLO, EAO, OGA	✘				PLC, MC, MP, SPP, BUD, DEV, BC
ED.10 Examine and address regulatory / building services concerns.						
ED.10-1 Continue to review development process and procedures as well as best management practices to ensure the most effective and efficient process.	SC, EAO, DLO, CO, BI, OGA, CN	○				PLC, MC, MP, SPP, BUD, DEV, BC
ED.10-2 Continually monitor the appropriateness of newly published development codes.	SC, OGA, EAO, DLO, BI, CN,	○				PLC, MC, MP, SPP, BUD, DEV, BC
ED.10-3 Encourage stakeholders to be integrally involved in the review of all applicable codes.	SC, OGA, EAO, DLO, BI, CN	✘				PLC, MC, MP, SPP, BUD, DEV, BC
ED.10-4 Develop strategies to communicate, inform and assist architects, engineers, contractors and project owners will continue.	SC, DLO, EAO, OGA, CN, BI,	○				PLC, MC, MP, SPP, BUD, DEV, BC

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