James
Crosbie
Myers
Gray
Blues
Beard
Henson
Feigel
Lawless
Martin

INTER-GOVERNMENTAL COMMITTEE

October 13, 2009
1:00 P.M.

A G E N D A

1. DDA Role/Responsibilities - Tate

"Inter-Governmental Committee, to which should be referred matters relating to wages and classification, personnel, government organization, employee relations, government buildings and property maintenance."

Council Rules & Procedures, Section 2.102(2)

Downtown Development Authority Comparison

- San Diego, California
- Boise, Idaho
- Memphis, Tennessee
- Miami, Florida
- Portland, Oregon
- Seattle, Washington
- Dalton, Georgia
- Ann Arbor, Michigan
- West Palm Beach, Florida
- Louisville, Kentucky
- Charleston, South Carolina
- Cincinnati, Ohio
- Shreveport, Louisiana
- Greeley, Colorado

San Diego, California

CCDC, City Centre Development Corporation

Population: 1,256,951

Staff:

Senior Staff
President and Chief Operating Officer
Senior Vice President and Chief Financial Officer
Vice President - Marketing and Communications
Vice President - Contracting and Public Works
Vice President - Redevelopment
Assistant Vice President - Current Planning
Assistant Vice President - Advanced Planning

Board: 7 member board of directors, serve 3 year terms

Committees:

Real Estate Committee
Budget/ Finance/ Administration Committee
Centre City Advisory Committee (CCAC) a group of twenty-eight members who are elected for a 2-year term to represent downtown residential homeowners and tenants, commercial property owners and business people, charitable, civic and cultural groups.

Budget: See attached Budget

FY09 Budget of $235.5 million,
CCDC budget- component of City of San Diego Redevelopment Agency Budget
Extensive 38 page Budget found at the following website:
http://www.sandiego.gov/redevelopment-agency/pdf/redev09budgetccdc.pdf

Funding:

Tax Increment Financing (TIF)
Tax allocation bonds
Parking revenue bonds
Developer proceeds
Interest income

Boise, Idaho

CCDC, Capital City Development Corporation

Population: 198,638

Staff: Executive Director plus 12 staff

Economic Development Director & CFO
Parking & Facilities Director
Planning Manager
Administrative Specialist
Development Manager
Development Director
Controller/Office Manager
Administrative Specialist
Special Projects Manager
Planning Director
Staff Accountant

Board:

9 member board of commissioners, and serve 5yr terms
Appointed by the mayor and confirmed by city council
typically (2)board members are on city council

Committees:

Three areas of focus:
Master Planning & Urban Design
Investment & Economic Development
Public Parking System & Public Open Spaces

Budget:

Funding:

Tax Increment Funding (TIF)
Parking Revenues
Grants

Memphis, Tennessee

CCC, Center City Commission

Population: 670,902

Staff: 4 departments, with a total of 18 staff

Executive: President; Chief Administrative Officer
Planning & Development: Vice President/ Planning & Development; Manager/ Business Recruitment & Retention; Director of Development & Diversity Outreach; Development Project Manager; Urban Planner
Marketing: Sr. Vice President of Marketing; Marketing and Communications Specialist; Vice President of Marketing & Communications; Director of Information Systems; Vice President of Operations
Operations: Public Safety Coordinator; Blue Suede Brigade Manager; Parking Manager/Environmental Coordinator
Finance & Administration: Sr. Vice President of Finance and Administration; Office Manager / Administrative Assistant

Board: 20 member board of directors

10 private-sector members appointed by the county and city mayors and approved by the City Council and County Commission; a city mayor representative and a county mayor representative; two city council members and two county commissioners; four state legislators.

Committees:

Center City Revenue Finance Corporation (CCRFC)
Center City Development Corporation (CCDC)
Design Review Board (DRB)
Downtown Parking Authority (DPA)

Budget:

Funding:

A special assessment on commercial properties in the CBID.
Fund-raising and solicitation of in-kind contributions.
Fees collected from private developers utilizing the financial incentives from the CCC's Affiliate Boards.

Miami, Florida

DDA, Downtown Development Authority

Population: 404,048

Staff: 19 staff, 2 interns

Executive Director, Deputy Director, Sr. Marketing Manager, Chief Administrator, Project Manager, Administrative Assistant, Graphic Designer, Sr. Manager/Marketing, Manager/ Marketing, Manager/ Urban Planning & Transportation, Accounting & Financial, Administrative Assistant, Associate/ Economic Development, Executive Secretary, Director/ C.I.P. & Development, Receptionist, Manager/ Technology & Information Systems, Project Manager, Secretary to the Board

Board: 15 member board, and serve 4yr terms

City Commissioner, Chair (1)
County Representative (1)
State Representative (1)
At-Large Members (12)

Committees:

Parking Authority
Service Delivery Program Committee
Marketing/ Communications Board
Economic Development & Research
Executive Committee
Finance Committee
Board of Directors
Urban Design, Transportation & CIP Program Committee

Budget: no information available

Funding: no information available

Portland, Oregon

PDC, Portland Development Commission

Population: 537,081

Staff: PDC has a staff of approximately 200

Executive Director,
Central Services Dept.
Chief Financial Officer
Executive Dept
Communications & Business Equity Director
Human Resources & Organizational
Development Director
Legal General Counsel
Urban Development Dept.
Development Director
Managers and support staff

Board: 5 member board of commissioners

A volunteer board who are approved by City Council and report directly to Portland's Mayor. The Board is authorized by the City Charter to administer the business activities of the agency.

Committees: no information available

Budget:

340 page Adopted FY08-09 Budget found at the following website:
http://www.pdc.us/pdf/budget/2008-09/AdoptedBudget2008-09.pdf

Funding:

Federal and other grants
Program income earned on asset management
Contracts for services
Tax increment financing (TIF)
City of Portland General Fund allocations and private sector donations and lending agreements.

Seattle, Washington

SPD, Seattle Planning Commission

Population: 582,454

Staff:

Executive Director
Planning Commission Analyst
Administrative Specialist
Demographer
Intern

Board: 15 member board of commissioners

Including Seattle residents and it includes an engineer or architect, an urban planner, ethnic minority members, and citizens active in neighborhood or community affairs

Committees:

Executive Committee
Housing, Neighborhoods, and Urban Centers
Land Use and Transportation

Budget: No Information Available

Funding: No Information Available

Dalton, Georgia

DDDA, Downtown Dalton Development Authority

Population: 33,045

Staff: No Information Available

Board: 7 member board of directors

Three elected by business owners and three elected by property owners in the central business district. One member is appointed by the Mayor & City Council.

Committees:

Executive Committee
Housing, Neighborhoods, and Urban Centers
Land Use and Transportation

Budget:

2008 budget approximately $248,000

Funding:

SBA / 7(a) Guaranteed Loan Program
SBA / Section 504 Loan Program
Revolving Loan Fund
Georgia Cities Foundation Revolving Loan Fund
Downtown Development Revolving Loan Fund (DD RLF)

Ann Arbor, Michigan

DDA, Downtown Development Authority

Population: 113,206

Staff: 4 staff members

Executive Director
Deputy Director
Management Assistant
Special Projects Manager

Board: 12 member board of directors, serve 4 year terms

Mayor or City Administrator (1)
Resident of the DDA District (1)
Property owners, downtown employees or individuals with an interest in downtown real estate (7)
Citizens At-Large (3)

Committees:

Operations
Capital Improvements
Partnership/ Research & Opportunities
Transportation

Budget:

Funding:

Tax Increment Financing (TIF)

Parking Revenues (DDA operates downtown parking structures and lots and are then allowed to use revenues for upkeep and other projects through the DDA)

West Palm Beach, Florida

DDA, Downtown Development Authority

Population: 98,774

Staff: 6 staff members

Executive Director
Director of Administration
Associate Director
Marketing Director
Community Coordinator
Administrative Assistant

Board: Board of directors serve 4 year terms

Committees:

Community Task Force

Budget: No Information Available

Funding:

Louisville, Kentucky

DDC, Downtown Development Corporation
LDMD, Louisville Downtown Management District

Population: 554,496 (Louisville/Jefferson Co.)

Staff: 6 staff members (DDC)

Executive Director
Deputy Director
Downtown Operations Coordinator
Special Assistant for Projects
Downtown Project Coordinator
Executive Coordinator

7 staff members (LDMD)

Director of Research
Marketing Director
Director of Operations
Operations Manager
Research Assistant
Vice President-Creative Services
Executive Assistant

Board: 25 member board (DDC)

33 member board (LDMD)

Committees: No Information Available

Budget: No Information Available

Funding: No Information Available

Charleston, South Carolina

CRDA, Charleston Regional Development Alliance

Population: 107,845

Staff: 8 staff members

President & CEO
Business Development / Marketing Strategy
Business Development / Senior Project Management
Business Development / Project Management
Investor and Community Relations
Marketing Communications & Strategy
Marketing Services Manager
Executive Assistant / Office Management

Board: 27 member board of directors

Appointed by the region's three counties, three chambers of commerce and five largest municipalities. The Alliance Board may also elect up to four at-large members.
(7) members of Executive Committee
(20) members of Board of Directors

Committees: No Information Available

Budget: No Information Available

Funding: See Attached Investor Information

Cincinnati, Ohio

Port of Greater Cincinnati Development Authority

Population: 332,252

Staff: No Information Available

Board: 18 member board of directors

Committees: No Information Available

Budget:

also see following website for biannual report:
http://www.cincinnatiport.org/docs/PA_biannual_report0506.pdf

Funding: No Information Available

Shreveport, Louisiana

DDA, Downtown Development Authority

Population: 200,199

Staff: 6 staff members

Executive Director
Deputy Director
Executive Secretary
Contract Services Administrator
Streetscape Foreman
Bookkeeper

Board: 7 member board of directors

Committees: No Information Available

Budget: No Information Available

Funding: See attached additional information

Greeley, Colorado

DDA, Downtown Development Authority

Population: 89,046

Staff: 3 staff members

Executive Director
Main Street Manager
Administrative Assistant

Board: 12 member board of directors

Committees:

Organization Team
Economic Development Team
Design Team
Promotion Team

Budget: No Information Available

Funding:

Tax Increment Financing (TIF)
Community Sponsorship

LDDA Twelve Month Work Schedule toward the implementation of the East End Small Area

The Lexington Fayette Urban County Planning Commission and Planning Staff have been developing a small area plan for the East End Neighborhood and in July of 2009, the Planning Commission approved the East End Small Area Plan. The East End Neighborhood has been neglected for many years and the neighborhood has gone through many changes which have not been positive. The Lexington Downtown Development Authority (LDDA) is very interested in assisting in the implementation of the small area plan and after conversations with Councilmember Andrea James, the LDDA has gone through the Goals and Objectives of the small area plan to determine what role the LDDA could play in the implementation. It is the understanding of the LDDA that the East End neighborhood will create a committee of residents and citizens interested in the East End and through this committee, the LDDA will work with them toward the implementation.

Below are the goals and objectives listed in the small area plan and the items in bold could be items that the LDDA will work toward the implementation.

East End Small Area Plan Goals

1. Recognize, restore, preserve, and conserve the historic, ethnic, and cultural character and resources of East End.
2. **Create housing that is affordable, accessible, and attractive to a diverse range of people.**
3. **Promote new commercial development to create a mix of uses that respects and enhances the residential neighborhoods of the East End.**
4. Promote opportunities to leverage positive impacts and encourage compatibility from civic investments.
5. Create a neighborhood where daily needs can be met by walking, cycling or transit.
6. **Enhance and enliven the streetscape with landscaping, art, and signage.**
7. **Ensure compatibility and encourage a complimentary relationship between adjacent land uses through strong urban design.**
8. **Ensure that safety is a top priority.**
9. Protect and enhance personal health and the local environment
10. Utilize technology to connect the neighborhood to itself and to the world.
11. Utilize community organizations to increase social capital in the neighborhood.
12. **Grow a locally based economy that offers opportunities to all residents.**
13. Create a green and environmentally acceptable neighborhood through the recognition of the interdependence of environmental, economic, and social equity concerns.

Below is a detailed review of the goals and objectives that the LDDA will assist in developing.

Goal 2
Create and conserve housing that is affordable, accessible, and attractive to a diverse range of people.

Objective 2.1: Increase opportunities for home ownership.

1. Establish an ongoing system for providing information on housing resources for new homebuyers. Develop a referral center using existing facilities such as the William Wells Brown School, churches, and similar institutions within the East End in order to create a "onestop" for housing information.
2. Encourage the creation of an affordable housing trust fund within the city to support residents who cannot afford to pay market rates but who otherwise are not interested or eligible for public housing.

Objective 2.2: Increase the amount of housing units available.

1. Encourage vertically mixed use developments, with housing units above ground floor retail and offices.

Objective 2.3: Maintain and create affordable, safe, well managed rental housing

1. Retain existing multi-family housing development and allow new multi-family development on properties identified on the Future Land use Map
2. Continue education and positive conversations between landlords and tenants.

Objective 2.4: Make it possible for existing residents (both homeowners and renters) to stay.

1. Develop policies to encourage a balanced code compliance program, one that does not unreasonably burden homeowners and that offers assistance in compliance.
2. Establish an ongoing system for providing information on housing rehabilitation resources to residents and property owners via Urban League, Community Ventures, and other organizations.
3. Encourage the development of a "remain in place" program for redeveloping areas to ensure that lower income renters are not displaced by higher value construction.

Objective 2.5: Increase opportunities for senior housing and assisted living.

1. Identify land that would be suitable for a moderately sized facility.

2. Ensure the creation of a neighborhood based housing development corporation to assist in the planning of these facilities

Goal 3.
Promote new commercial development to create a mix of uses that respects and enhances the residential neighborhoods of the East End.

Objective 3.1: Provide incentives for creating or maintaining neighborhood serving businesses.

1. Establish an ongoing system to provide information on resources to assist small businesses.
2. Rezone properties to mixed-use along Third Street and Midland Avenue.
3. The neighborhood should develop a list of conditional zoning restrictions that it would like considered with any commercial zone change.
4. Utilize Public/ Private funding sources to incentivize development. Including, Tax Increment Financing (TIF), Tax Credits, CDBG, and others.

Objective 3.2: Increase mixed use opportunities where appropriate on commercial corridors.

1. Options for mixed-use development are recommended for the neighborhood. This type of development allows residential or commercial development, or both types on the same site.
2. Preferred Alternatives section indicates where this may be appropriate and what zoning may be needed

Objective 3.3: Where appropriate, address nonconformity between desired land use and zoning.

1. Rezone properties to assist implementation of the Preferred Alternatives of this plan.

Objective 3.4: Develop a strategy for utilizing vacant land.

1. Identify owners and tax status for vacant properties as a first step towards a potential "community land trust" that could work with an East End CDC and other organizations to target properties for housing or other development.

Objective 3.5: Utilize the city's economic development office, Commerce Lexington, and other organizations to attract business.

1. Ensure the creation of a neighborhood Community Development Corporation to oversee these opportunities in the neighborhood.
2. Develop a business "wish list" that includes a grocery/public market, pharmacy, general merchandise, hardware store, Laundromat, restaurants, ice cream shop, and perhaps even a movie theatre.

Goal 6.
Enhance and enliven the streetscape with landscaping, art, and signage.

Objective 6.1: Improve beautification of the area.

1. Ensure the creation of a Community Development Corporation to oversee these opportunities in the neighborhood.
2. Plant trees as part of street or right-of-way (ROW) improvements through a joint effort with the city's Public Works Department.
3. Neighborhood associations should develop neighborhood beautification programs.
4. Work with City Corridors Committee and State Transportation Cabinet to implement corridor beautification along Winchester Road and Midland Avenue.
5. Actively promote clean-up/beautification of streets, lots, and parks through community projects. Neighborhood associations and other groups can initiate projects and seek support from the City's Public Works and other agencies.
6. Support the creation of the Legacy Trail from Isaac Murphy Memorial Art Garden
to the Kentucky Horse Park via Third Street.
7. Ensure that East End signage, memorial makers, and other beautification is included in the planning.

Objective 6.2: Improve existing neighborhood parks.

1. Charles Young Park, Northeastern Park, and Castlewood Park
2. Ensure compatibility with LFUCG Parks Master Plan

Objective 6.3: Improve the African American #2 Cemetery.

1. Designate the African American #2 Cemetery as a local historic landmark.
2. Seek funds for a master improvement plan for the Cemetery.
3. Work with the City's Historic Preservation Officer and community organizations to Re-establish a "Friends of …" group that can raise or seek funds for restoration.
4. Initiate a plan to seek funding for additional landscaping care and maintenance.

Objective 6.4: Express the identity of the neighborhood to the larger city.

1. Design and locate signage at all prominent boundaries of the neighborhood.

Goal 7.
Ensure compatibility and encourage a complimentary relationship between adjacent land uses through strong urban design.

Objective 7.1: Ensure that new infill residential buildings that are compatible by design in terms of architectural style, details, and materials.

1. Require that roofs of new infill housing units be of simple form and consistent with existing historic housing. Roofs should have a pitch of 8 inches for every 12 inches and an overhang of at least 12" wide.
2. Require that Front Doors be visible from the street.
3. Require Windows of vertical proportions (double□hung windows). Shutters should be sized to match the proportions of the windows.
4. Encourage that front porches be used as a design feature as frequently as possible.
5. Encourage the use of architectural details.
6. Require that multi-family housing be of an appropriate scale and historic character with the rest of the neighborhood.
7. Encourage the use of decorative features such as bay windows and brackets.

Objective 7.2: Ensure compatibility between adjacent land uses through nonresidential layout guidelines.

1. Require that front setbacks of new commercial buildings be aligned with existing buildings to create a clearly defined edge. In the absence of an existing setback line, front setbacks along nonarterial roads should be no more than 25 ft. away from the curb.
2. Encourage Distinctive architectural treatments / massing on corner lot buildings (on major retail or gateway nodes)
3. Allow minimal setback variations to accommodate outdoor cafes / dining.
4. Encourage location of parking lots, decks and building service areas within block interiors to minimize their visual impact and allow access via alleys or side streets, whenever possible.
5. Encourage Shared parking for different tenants and uses to minimize the overall supply of parking.
6. Require all surface parking lots and decks should be clearly marked and accessible from primary streets.
7. Encourage On street parallel parking is encouraged whenever possible and appropriate.

8. Screen Single family areas from non-residential areas with an 8' wide (min.) landscaped buffer.
9. Combine driveways to adjoining businesses to minimize curb cuts on public streets
10. Allow a zero setback in retail nodes such as Third Street where high pedestrian activity is expected or encouraged.

Objective 7.3: Ensure that new nonresidential buildings are compatible with existing adjacent structures in architectural design, details and materials.

1. Encourage articulation of building facades with canopies, porches, cornices, roof lines, and window details to avoid monotonous facades.
2. Require that all new non residential buildings address the street; requiring that all main entries be oriented toward major streets.
3. Require that new non residential building be constructed of brick, stone, or other high quality finish.
4. Discourage the exposure of concrete blocks or metal sided buildings.
5. Encourage commercial buildings that offer a mix of compatible uses (i.e. office or residential above (ground floor retail).
6. Require that business signs be incorporated to building facades (rather than monument signs).
7. Encourage the use of wall signs perpendicular to building face that are more visible for pedestrians.
8. Promote inclusion of large storefront windows and awning or canopies in commercial buildings to
encourage pedestrian use.
9. Encourage active public uses such as retail shops and outdoor cafes on the ground floor of buildings.

Objective 7.4: Improve streetscape frame and offer a variety of experiences.

1. Require wider sidewalks and more pedestrian amenities (such as benches, landscaping, etc) in areas of denser development.
2. Develop a consistently designed set of improvements to be utilized throughout the neighborhood (such as street lights, benches, bike racks, trash receptacles, etc).

Objective 7.5: Improve overall condition of Public Spaces.

1. Allow access to public spaces from the street and/or pedestrian greenway and link public spaces via
a network of pedestrian trails and walkways.
2. Provide safe, well-lit public spaces with proper directional signage.
3. Landscaping should include native plantings.

4. Provide appropriate pedestrian amenities in public parks and open spaces (such as gazebos, benches, grills, drinking fountains, play equipment, etc).

Goal 8.
Ensure that safety is a top priority.

Objective 8.1: Continue to develop a positive, beneficial relationship between the neighborhood and the police department.

1. Develop a "common ground" program to encourage and facilitate conversations outside of daily safety needs
2. Help the police to identify drug and gang activity.

Objective 8.2: Make it a planning priority to ensure socially sustainable neighborhoods.

1. Use the main elements of Safe by Design. See Appendix III for Safe by Design Principles.

Objective 8.3: Increase safety in all areas.

1. Conduct a safety audit.
2. Work with the Fire Department to increase awareness of fire danger.
3. Continually monitor pedestrian and bike activity to find and eliminate danger zones.
4. Support the Safe Routes to School program at William Wells Brown School.
5. Work with the Police Department to implement Safe by Design Standards

Goal 12.
Grow a locally based economy that offers opportunities to all residents.

Objective 12.1: Create a prepared workforce in the neighborhood.

1. Ensure the creation of a Community Development Corporation to oversee economic opportunities in the neighborhood.
2. Establish a vocational training program in the neighborhood, potentially focused on building rehabilitation for energy conservation and environmental protection - "green collar" work.
3. Support the objectives and actions in Goal 10.
4. Work with the city office of economic development, Commerce Lexington, and other organizations to create a bi-annual "business fair" to highlight employment and small business opportunities and resources.

Objective 12.2: Set the table for business development.

1. Grow the community outdoor market concept at the Community Ventures Facility.
2. Work with city, state, and federal agencies to ensure the full range of education, grants, loans, and assistance is available in the East End.
3. Increase education efforts to demonstrate the importance of digital access to small business.
4. Identify suitable land for large scale employment opportunities.
5. Utilize the Redevelopment of East Third as a mixed use retail center with the development of public market.

Objective 12.3: Celebrate and advertise local business success stories

1. Create an East End business directory.
2. Create an East End merchants/business association whose purpose it will be to grow local business as well as to provide mutual support.
3. Work with Commerce Lexington and Business Lexington to publicize the efforts and successes of businesses in the neighborhood.

The implementation of the East End Small Area plan will involve many groups and organizations. Listed below is a list of Potential Partners.

- Kentucky Housing Corporation
- Louisville Housing and Urban Development
- Federal Home Loan Bank (Cincinnati office)
- Lexington-Fayette Urban County Government
    - Mayor's Office
    - Urban County Council
    - Division of Planning
    - Division of Building Inspection
    - Division of Historic Preservation
    - Division of Parks and Recreation
    - Division of Police
    - Division of Code Enforcement
- Lexington Urban League
- Lexington Habitat for Humanity
- Faith Housing of Lexington
- U S Bank
- Chase Bank
- PNC Bank
- Central Bank
- Community Trust Bank

- Lexarts
- REACH
- Community Ventures
- Commerce Lexington

Guiding Principles for Central Sector

The Lexington Fayette Urban County Planning Commission and Planning Staff have been developing a small area plan for the Central Sector and in July of 2009, the Planning Commission approved the Plan. The Central Sector Area has been not had a small area developed for many years and the area has gone through many changes that both positive and negative. After conversation with both Councilmember Andrea James and Tom Blues, the LDDA has gone through the Goals and Objectives of the small area plan to determine what role the LDDA could play in the implementation. It is the understanding of the LDDA that the Central Sector area will create a committee of residents and citizens interested in the Central Sector and through this committee, the LDDA will work with them toward the implementation. Due to the large size of the Central Sector, at this time, the LDDA will only be able to work in Subsector A, B, and C.

The guiding principles listed below are intended to be mantras for the effort to revitalize and re-envision the neighborhoods that make up Central Sector.

These four principles address a variety of physical, social and economic improvements that will collectively enhance the Central Sector community.

The four "Guiding Principles" include:

- Enhance The Urban Fabric
- Promote And Prepare For Redevelopment And Investment
- Provide Adequate And Equitable Housing
- Preserve The Cultural and Historic Heritage

Recommendations

Subarea "A"

Overview

The successful integration of this western edge of the Central Sector community is key to its viability. Newtown Pike is a physical barrier to this integration but measures can be taken minimize the effect. The neighborhoods off of Georgetown Road are the least served in terms of access to retail or services. The best opportunity to develop a commercial / service center akin to the way other areas of the Central Sector serve local needs is at the intersection of Georgetown Road and Newtown Pike.

Retail revitalization at the Georgetown Road, Fourth Street and Newtown intersection is difficult due to the low income of the residents in the surrounding neighborhoods.

Locating development along Newtown Pike and Fourth Street will provide the best visibility and access.

The programs and facilities at Douglass Park draw people from around the city and county into the neighborhood.

The development of the BCTC campus will likely spur interest in new retail, services and housing to support students, faculty and staff. The new retail also will benefit the existing residents. Specific recommendations for the Newtown Pike / Downtown gateway focus area are included in the Non-Residential Infill Study by Kinzelman, Kline Gossman.

Subarea Priorities

• Rehabilitate/redevelop low quality and/or substandard residential properties.

• Ensure the proposed housing development west of Douglass Park is integrated into the surrounding neighborhood context.

• Ensure that new development occurring along New Circle Road is integrated into the Georgetown neighborhood. Vehicular, pedestrian, and visual connections should be provided and protected.

• Promote Douglass Park as a "cultural landmark" for visitors and residents. Enhance programming in Douglass Park to reflect its active history. Besides basketball, bring youth soccer, youth golf lessons and tennis programs such as the National Junior Tennis League (NJTL) founded by Arthur Ashe and First Tee Youth Golf to this park. Provide additional parking for the new users.

Infrastructure Recommendations

• Improve connectivity from the Georgetown Neighborhood, Subarea A, to the rest of the Central Sector and downtown via vehicular and pedestrian paths, including an improved street network, transit shelters, and pedestrian crossings. Consider the addition of pedestrian controls at specified locations on Newtown Pike.

• Create clearly defined connections between Douglass Park and the adjacent mobile home park and the new housing development.

• Work with KYTC to enhance the streetscape with street trees, lighting, sidewalk widening, and median improvements that reflect the importance of this downtown gateway. Apply the recommendations

from the Newtown Pike Corridor Extension Plan to Newtown Pike from Main Street to New Circle Road.

Urban Design Recommendations

- **Create gateway design standards for decorative lighting, wayfinding signage, landscaping, and other elements to apply to any future improvements or development at the Newtown Pike and New Circle Road intersection.**

- Ensure that the architectural design and site layout for new development on New Circle Road is of high quality with architectural elements on all sides visible to the public and with screened and buffered service and delivery areas adjacent to the neighborhoods.

- **Develop a pattern book of appropriate neighborhood densities, layouts and architectural styles for proposed housing at Douglass Park and elsewhere that reflects the existing scale and development patterns of the traditional urban fabric and street grid.**

Subarea "B"

Overview

This area represents a large part of future redevelopment opportunities within the Central Sector. Planning has begun for redevelopment of the Eastern State Hospital site for the Bluegrass Community and Technical College (BCTC). Future plans for the campus should explore opportunities to create vehicular links from the campus to the community including north to Loudon Avenue and the North Lexington YMCA, east to Newtown Pike, and south to Fourth Street. Pedestrian and bicycle connections are equally important east to Coolavin Park and Fifth Street, as well as the Legacy Trail.

Focus Area

The adjacent plan focuses on development possibilities on the borders of Subareas B and C.

Besides the YMCA, future BCTC campus and Coolavin Park, the plan emphasizes the area at the corner of Fourth and Jefferson Streets that are ripe for redevelopment. This area has excellent access to Downtown and regional transportation routes and is well positioned between Transylvania University and the future BCTC. Opportunities abound to enliven the vacant and underutilized parcels for housing and retail that could serve the student population, and provide affordable housing for those wishing to move into a revitalized area close to downtown. The proposed Legacy Trail is an asset that could be a successful link to the campus and the existing neighborhoods and potentially open up the natural corridor of Elkhorn Creek.

Subarea Priorities

- **Coordinate with the BCTC planning effort to ensure maximum integration into the community.**

• Provide additional modes of access to better integrate the YMCA and nearby institutional uses into Central Sector.

• Explore opportunities to enhance and access Elkhorn Creek corridor as a natural amenity.

• Enhance pedestrian and visual access to Coolavin Park (Subarea C). Integrate with the needs of the BCTC, Mounted Police, Hope Center, nearby apartments and park users.

Infrastructure Recommendations

•Work with KYTC to convert Fourth Street from one-way to two-way traffic.

• Capitalize on the routing of the Legacy Trail through the Central Sector to downtown as an alternative means of commuter transportation.

• Route the trail or a spur through BCTC.

• Develop an educational triangle with Transylvania University, UK and BCTC by providing a dedicated transit circulator that would travel on Fourth Street and south on Newtown.

• Ensure that Legacy Trail safety and security goals are met by determining safe hours of operation, effective lighting, additional police patrols and visual connections to adjacent development.

• Provide bus shelters along Fourth Street (see page 61).

Design Recommendations

• Provide a gateway treatment at Newtown Pike and New Circle Road intersection.

• Continue the streetscape treatments mentioned in the Newtown Pike Corridor Extension Plan north from Main Street to unify the design.

Subarea "C"

Overview

The following recommendations reflect the diversity and historic character of this subarea and are intended to strengthen the urban fabric and continue the positive changes that have occurred from the grassroots efforts here. Two areas of focus are identified.

Focus Areas

Fourth Street Corridor West of Jefferson Streets / BCTC

As mentioned in Subarea B, the redevelopment of the Eastern State Hospital site to the BCTC campus presents a tremendous opportunity to enliven the Fourth Street corridor and to connect BCTC to Transylvania University. An organization with redevelopment capabilities such as a Community Development Corporation, should capitalize on the underutilitzed and vacant parcels on the north side of Fourth Street. It is critical to convert the flow of Fourth Street to two-way traffic to ensure success of any development. Creating an active node will positively benefit isolated Coolavin Park.

Sixth Street and N.Limestone

As a small "node" at the intersection of Sixth and North Limestone (home to Al's Bar and Johnson Elementary School), the corner is positioned well for expansion of neighborhood serving retail uses. Within two years, the Johnson Elementary site is expected to become available property. The successful redevelopment of this site could act as a catalyst for further investment in the area, which serves not only parts of the Central Sector, but the East End as well. North Limestone both north and south of Sixth Street was identified the community as wanting a well-planned streetscape (landscaping, lights, special pavement, crosswalks, bus shelters).

Subarea Priorities

- **Provide a new zone district that facilitates mixed-use development with development and design standards that are appropriately scaled.**
- **Consider redevelopment on the northwest corner of Fourth and Jefferson that would provide student and neighborhood-serving retail and housing at an urban residential density.**
- Enforce the sign ordinance limiting temporary banners.
- **Permit projecting signs and building awnings to promote a neighborhood /pedestrian-friendly environment.**
- **Develop a strategy to deliver cost-effective, fresh, and organic foods to low-income neighborhoods, e.g. Good Foods Cooperative.**
- Increase building inspections and pursue violations and penalties for non-compliance by absentee landlords.
- **Engage the community in the future role/reuse of Johnson Elementary.**
- **Work with Transylvania University as a retail / community development partner.**

• Establish and maintain contact with absentee landlords concentrated Fifth Street to Loudon Avenue around North Limestone.

• Create a matching grant program for property improvement in owner occupied housing to enhance the exterior of structures such as facade, landscaping, lighting.

• **Incentivize infill development.**

• **Programming must be increased at Coolavin Park so that it is used by area residents most of the day.**

• Programming of activities is key to success of a space

Infrastructure Recommendations

• **Convert Fourth Street to 2-way traffic.**

• **Continue to evaluate the possibility of street extensions in the future as a tool to enhance neighborhoods**

• **Provide pedestrian connections for Fifth and Sixth Streets to the future BCTC campus.**

• **Make streetscape improvements that include sidewalk repair and widening, decorative lighting, transit shelters, and landscaping.**

• **Provide links to the Legacy Trail and construct trail on abandoned rail bed west of Jefferson Street.**

• **Institute an alley improvement program which addresses safety issues through right-of-way clean up, the addition of lighting and beautification landscaping.**

• Prioritize improvements to Coolavin Park which include sidewalks, expanded paved and striped parking lot, pedestrian-scale lighting with adequate footcandles to provide security, resurfaced tennis courts, and maintained ball diamonds. Time completion to match the construction of the Legacy Trail.

Design Recommendations

• **Provide wayfinding signs at the N. Limestone and Broadway inter sections with Third Street to identify places of community interest in Central Sector.**

• **Ensure that infill development is of adequate density and perpetuates historic character and development pattern.**

- **Target a planting program to interplant young street trees to replace mature ones that die.**
- Encourage property owners to add plants and repair fencing along alleys.
- **Off-street parking for new development should be in the rear or on the side.**
- **Promote public art and murals to enliven the streetscape.**
- **Consider recommendations from the Downtown Streetscape Plan to incorporate into this subarea.**

Lexington's Downtown Development Corporation is one example of a local EDC. Although Lexington is not a community that has broadly utilized the CDC/EDC approach for community reinvestment, it nevertheless serves as an appropriate model to bring the capacity needed to achieve outcomes within the Central Sector. While the LFUCG brings a significant amount of capacity to the table in terms of planning and community development, ultimately it is very difficult to address the varying needs of each neighborhood from a central government level – especially a group of neighborhoods with as much need as those found within the Central Sector.

This Plan recommends that a CDC/EDC – or similar organization be formed to focus on the specific issues and needs of the Central Sector. A CDC/ EDC should have the ability to act as a bridge between the public and private sectors, bring additional staff capacity and expertise to revitalization initiatives, and adequately address the concerns of local residents by providing an outlet to address local issues on a regular basis.

CDC/EDC's typically utilize the redevelopment powers that will be needed to achieve results within the Central Sector. These include the capacity to acquire and transfer land to private developers, act as partners in development deals, or act as development entities themselves. In dealing with neighborhoods where private investment is lacking, these activities are crucial to the re-introduction of real estate into the marketplace.

Furthermore, other capacity to implement the retail and residential oriented strategies discussed in this chapter could be associated within a CDC/EDC type organization. Community Land Trusts are often administered through a CDC, and the necessary work to organize and administer programs like community buying programs or a cooperative grocery store are also housed within not-for-profit organizations.

Real Estate Transfer Tax

Real estate transfer taxes are charged to the buyer and/or seller of real property at the time of sale, based on a percentage of sale value of the property. These taxes are widely used by both State and local governments, as they generate a large amount of revenue at relatively low rates. Popular methods of utilizing the transfer tax are to create a trust fund for the purposes of land acquisition, infrastructure improvements, wetlands / open space protection, and conservation easements. Funds can also be used to repay municipal bonds.

Kentucky's transfer tax is $.50 per $500, or 0.1%. At this rate, a property that sold for $200,000 would generate $200. This type of tax could feasibly be collected within the confines of the Central Sector (or another local geography) for the purposes of reinvesting that money back into the neighborhood. It could be a method to leverage the new investment coming

Profile: Solving the Urban Grocery Store gap

"The Reinvestment Fund (TRF) is a non-profit financing institution that created the Fresh Food Financing Initiative, an innovative new capitalization program to increase the number of upermarkets, or other grocery stores in underserved communities across Pennsylvania. This statewide program meets the financing needs of supermarket operators that plan to operate in underserved communities where infrastructure costs and credit needs cannot be filled solely by conventional financial institutions. Under this program, TRF provides pre-development grants and loans, land acquisition financing, equipment financing, capital grants for project funding gaps and construction and permanent finance. TRF also provides technical assistance and workforce services to its borrowers and grantees through this initiative. By providing underserved people access to fresh food retailers with greater variety, the initiative will give these communities the choice of a more nutritionally balanced diet. The lower food costs will also enable underserved persons living on fixed budgets to purchase higher quality foods. Supermarkets and other grocery stores will also make valuable contributions to the community by creating jobs and revitalizing neighborhoods." **

Grocery stores that are eligible for this program (convenience stores do not qualify) must be serving low or moderate income census tracts, areas with below average supermarket densities, or areas with significant limitations to transportation access.

Several grant types exist including Pre-development Grants, Capital Grants, Soft Costs or Other Preopening Grants, and Construction Grants, many of which are up to $250,000 pre project.

Case studies of the program include various project sizes from small produce markets to large supermarkets. Some of the uses for awarded finances include construction, job training, renderings of proposed redevelopment in order to attract a grocery tenant; renovations, purchase of more efficient equipment such as energy-efficient lighting and refrigerators that save money over time, more space for sales, or the transition from selling only non-perishables to also providing fresh fruits, vegetables, dairy, and meat into the area through higher priced homes and commercial

real estate near Downtown Lexington. There are multiple possible applications, with infrastructure improvements and affordable housing as the two most likely allocation purposes.

The transfer tax comes with a few caveats. It is highly opposed by realtors. Its application in a predominantly low-income area such as the Central Sector could be seen as unfair taxation despite its good intentions. It also is dependent upon the local real estate market velocity – which is currently very low in many areas of the Central Sector.

Sources:

** Fresh Food Financing Initiative Program Guidelines http://www.thefoodtrust.org

"Pennsylvania Seeds a New Crop of Local Grocery Stores," The Hometown Advantage News. Mitchell, Stacy. Sep. 12, 2008. http://www.newrules.org/retail/ news_slug.php?slugid=374

Tax Increment Financing

Tax Increment Financing (TIF) is a tool that is used to generate money for economic development. TIF allows for re-investment of all newly created property tax dollars in a defined geography to go back into that geography into which they came. This new tax revenue – also referred to as "increment" arises from new development that takes place within the TIF district that causes a rise in property values. While all "base" tax – the tax collected in that area prior to the establishment of the TIF district – continues to go to the city, the "increment" can be re-invested.

TIF is used for a number of initiatives. A common use finds a municipality generating bonds to pay for infrastructure or land acquisition to make a development project economically feasible. These bonds are then paid back by the increment generated within the TIF District. TIF funds can also be used for on-going maintenance and physical improvements within the district.

Retail / Business Improvements

The retail business issues found within the Central Sector, outlined in Chapter 5, are typically addressed through four methods: (1) Public Sector Incentives, which would be used to recruit retailers or assemble land, if necessary; (2) Market Based Strategies that aim to improve local neighborhood retailers to better serve nearby residents; (3) Mixing Income Levels within the neighborhood to increase purchasing power; and (4) Improving Transportation Options to access retailers beyond walking distance. A combination of all four methods is needed to reach the desired level of retail and grocery service within the Central Sector.

This plan recommends two general strategies for improving residents' access to retail goods and groceries. The first is redevelop certain areas of the Central Sector to become commercial "nodes" with a cluster of retail, dining and other uses. These locations are outlined in the discussion of Focus

Areas. The second is a package of incentives and programs to either lure larger retailers, like national grocery stores, to the area, or enhance local businesses. At the time, there is no obvious answer to this problem, but there are many options to explore.

1. Cooperative Buying Program

The disparity in prices for goods in corner/convenience stores vs. larger grocery chains can largely be attributed to economies of scale. Smaller stores do not receive volume-based price breaks that wholesalers offer supermarkets. One way to solve this problem is to assemble a network of smaller businesses into a cooperative purchasing program. With enough participants, each business would be able to realize a large portion of the savings that supermarkets receive, and then pass these savings onto their customers.

2. Non-Profit Cooperative Grocery Store

Grocery stores that are owned and operated by a not-for-profit organization can be used to solve access to groceries in lower income areas. This is not a wide-spread method, as it is a tool of last resort. This

model would consist of a non-profit, such as a CDC or EDC,that would use funds to start and operate a grocer. The business would be run by a manager hired by the non-profit, and profits from the venture would return to the CDC to be used to support the business, or for other programs. The high costs of staffing the business are alleviated by setting up a cooperative system whereby residents are allowed to shop at the grocery by becoming members of the cooperative. One of the responsibilities of membership is volunteering in the store. The Remington Food Co-op in Baltimore was a successful example of this strategy. It has since been discontinued as private grocers began to move into the neighborhood it served. Explore having a branch of the Good Foods Cooperative in Lexington.

3. Business Owner Training

The success of specialty / convenience stores is usually dependent on customer service, quality of the store layout, and product selection. A successful neighborhood store requires an understanding of the nature of the neighborhood and what types of products are most appropriate for the clientele. Consumer acceptance is heavily dependent on the perception of quality of the store as evidence by cleanliness, friendliness of the staff, and availability of product choices. Corner stores can more effectively integrate with their neighborhoods through simple business training for owners / operators. Few small business / corner store operators have the technical skills to properly display and market their products as well as run their stores. Potential or existing owners and employees can be trained in approximately 80 hours to operate a simple business venture such as a produce or dairy store. There are many organizations that offer training to entrepreneurs to enhance their business practice.

4. Regulatory Measures

• To protect the diversity of businesses in a community additional zoning restrictions can limit less desirable businesses such as liquor stores, chain stores, fast food restaurants, etc. The restrictions could include putting a numerical limit on business type using a spacing requirement, e.g. 1,000 feet or 1 mile between similar businesses (car lots, fast food, check cashing stores) enacting size restrictions

5. Smart Growth District

A Smart Growth District is an established geography, usually located at or near the center of an urban area, where a municipality wishes to focus and generate development of a certain scale, density, use and/or appearance. Its principles follow the national Smart Growth program of the Environmental Protection Agency (EPA), which generally encourages the focus on development and redevelopment of land in existing urban areas as opposed to suburban and greenfield locations, encouraging compact, mixed-use development, mixed-income neighborhoods, and conservation of green space and natural features. The Central Sector can benefit from the 50 year old Urban Service Area boundary which encourages infill and redevelopment.

There are two types of Smart Growth Districts. The first is regulatory-based. It involves the creation of a zoning overlay district (Zone District in Lexington) or revision of zoning codes to encourage specific types of development patterns, which usually consist of higher density residential and business patterns and has a higher standard of building aesthetic attached. The second type is incentive-based. This method involves providing incentives to developers or businesses to build and/ or locate within a Smart Growth District. This method has similarities to Enterprise Zones, which incentivize certain types of employers to locate in areas where local governments wish to cluster jobs. The regulatory/ zoning based approach works best in stronger real estate markets where the city does not have to worry about additional ordinances mitigating development opportunities. The second approach is better for lower-income and distressed urban areas where businesses need to be encouraged to make investments.

A broad, incentivized approach to bringing in retailers and employers could bring effective and holistic improvements to the Central Sector. Potential incentives that could be associated with a Smart Growth district include reduced development and utility fees, TIF or other funding allocated towards redevelopment projects. Though there is a level of scale, density and aesthetics for new development that would want to be encouraged, the urban-county government must be extremely careful not to create a disconnect between expected outcomes, the market, and the economics of private development. It should be noted that, at least initially, developers and businesses will likely

need significant levels of incentives to re-locate within the Central Sector as opposed to other areas of the county.

Residential Improvements

Community Land Trust

As discussed earlier in the Plan, Affordable Housing is an important issue for Central Sector residents. However, as noted in the market analysis section, it is not quite an issue of affordability as one of access to quality housing for low and moderate income households. There is a large inventory of housing units in various states of disrepair – particularly found within Subareas A and C. Though this keeps many units affordable for low-income residents, it also serves to depress land values throughout these neighborhoods. This problem is usually addressed in one of two ways: (1) There is enough perceived market opportunity where private investors – whether homeowners, speculators or developers – rehabilitate existing homes to re-sell; or (2) Public entities, such as housing authorities or community development departments allocated funds that become subsidies for rehabilitation. The problem with the first method is that the cost associated with rehabilitation often drives up the price of that housing unit beyond the affordability of low-income tenants. This can be mitigated by the use of public funds in the second method, but rarely are there enough resources to holistically solve the problem if a neighborhood or larger area has seen widespread and long term disinvestment.

One solution to this dilemma could be the creation of a Community Land Trust (CLT). A CLT is an independent, not-for-profit corporation that is tasked with producing and preserving affordable housing without displacing lowerincome people. Though there are several variations of the CLT model, the "classic" approach is to acquire multiple parcels of land throughout a targeted geographic area with the intention of retaining ownership of these parcels forever. Any building that is already located on the land or that is later constructed on the land is sold to another party. The building's buyer may be an individual homeowner, a cooperative housing corporation, a nonprofit organization or limited partnership developer of rental housing, or any other nonprofit, governmental or for-profit entity.

Lexington has already put one community land trust in place, which is related to the redevelopment of Southend Park. This is an area associated with the Newtown Pike extension. This trust will match most of the components of the "classic" CLT model described above. It is the recommendation of this Small Area Plan that either this trust be expanded eventually to include part of the Central Sector, or a separate entity be established to manage a CLT for the Central Sector. An expansion of the pilot program in Southend Park would have many advantages – one of them being the fact that the program will already be capitalized through federal funding associated with the extension of Newtown Pike. A CLT would provide instruments for retaining affordable housing for low and moderate income residents while simultaneously improving those housing units to the point where they are of a standard equal to most housing within the city. Furthermore, the CLT's role in holding land in perpetuity means that there will always be an inventory of affordable housing stock, even if land and housing prices increase.

Safety and Security Improvements

One thing made clear from public input is that the Central Sector neighborhood suffers from old perceptions regarding safety and security. Residents and business owners want citizens in greater Lexington to know that there is new vitality in the neighborhood and that visitors are welcome.

A safer area is the right of current residents and business owners in the area. If residents and visitors don't feel safe living, shopping, going to school in their environment, then redevelopment will not be successful. There are police including mounted patrols, but there is a fine balance between police presence that provides security and one that some may feel is overbearing. Other mechanisms must be employed to help deter crime. One measure is to have a neighborhood and park citizen patrols.

The community has to be clean to be inviting. A clean and well maintained area will be less likely to experience crime as compared to an area with similar factors which is not maintained. The Neighborhood Associations and other LFUCG and Central Sector organizations should organize and encourage resident responsibility, and conduct regular community clean-ups providing adequate gloves, tools, and waste receptacles. Still another to increase public safety is to design it into any new infrastructure, public spaces and structures by employing "Safe by Design" (SBD) standards to ensure that the opportunity for crime is not designed into new development. Read more about the Safe by Design (SBD) program in Appendix Section 7. Recommendations include:

1. Adopt SBD Planning Guidelines: Include in the final report the incorporation of design and planning standards for the Central Sector that are consistent with the principles laid out in Safe by Design.

a. This will ensure that all future development, both commercial and residential, will not have a negative impact on the community.

b. The East End Plan is already doing this. Work with them to ensure consistency of plan.

2. Central Sector Assessment: Conduct an assessment of the entire Central Sector to determine currently existing problems with Safe Design. Specifically, determine places within the area that may be facilitating crime through providing opportunities for crime. In particular, the assessment should focus on analyzing:

a. Access and Movement

b. Site design

c. Surveillance

d. Lighting

e. Ownership

f. Physical Protection

g. Activity

h. Management and Maintenance Issues

This is necessary to improve not only the actual safety and security of the area, but also the perceived security of the area. If economic development is to be a feature of this small area plan, then you must ensure the area is ripe for development first.

Why use Safe by Design?

Incorporating sensible security measures during the construction of a new development or the revitalization of buildings and neighborhoods has been shown to reduce levels of crime, fear of crime and disorder.

By providing quality environments and ensuring that they are properly managed and maintained, communities can be more readily encouraged to exercise a sense of ownership and responsibility.

Increased Liability

Increasingly there is negligence associated with allowing or encouraging crime through poor design.

• All premises must be reasonably safe in light of the risks of crime in that area.

• Amount of security necessary at any particular property must be reasonable and proportionate to the risk of crime at that site.

• As risk of crime increases so should security measures.

Design can be an extremely important part of the security provided for a particular property.

Safe by Design and Crime

Safe by Design does not guarantee that a particular area will be crime proof, but indicates that the site has been subject to a design process and improved level of security which, in the experience of the police and other agencies, have been shown to significantly reduce the risks of crime and fear of crime.

Key Issues to Focus on

Attractive and safe Landscaping; Effective Lighting; Controlling Access and Movement; Effective Natural

Surveillance; Promoting Ownership and reducing Anonymity; Maintenance and management of areas; Proper site design.

Core Principles of Safe Design

1. Integrated Approach: It is important to take an integrated approach, ensuring that design, planning, and layout, are considered together at an early stage so that potential conflicts between security and other major objectives can be resolved.

2. Access and Movement: Places should have well-defined routes, spaces, and entrances that provide for convenient movement without compromising security. The goal is to create places that are both well connected and secure. Routes for cars and pedestrians should run alongside each other and not be segregated. Footpaths should be straight and wide as possible to avoid possible hiding places and should be overlooked by surrounding buildings or activities and not hidden by vegetation or landscape features. Public access to the rear of buildings and homes should be restricted.

3. Site Design: Places should be laid out so that crime is discouraged and different uses do not cause conflict. Ensure that active urban frontages and movement are focused on a small number of principal routes that are overlooked by businesses and homes. Cul-de-sacs are often more secure because of their implied limited public access.

4. Surveillance: All publicly accessible spaces should be overlooked by "natural" or electronic surveillance, but surveillance should not be relied on as the sole strategy for preventing crime. Useful strategies include continuous surveillance for places that could be vulnerable to crime; windows and doors should face onto the street; open, bright spaces reduce the number of potential hiding places and allow people to be aware of what is happening around them; parks and other public spaces should be arranged to provide maximum surveillance and visibility by residents of the neighborhood; garage or driveway parking for residential uses.

Lighting 5. : Well-lit spaces and consistency of illumination reduces fear of crime and makes people feel more secure, but lighting should be sensitive to the needs of residents and should provide security without resulting in glare and compromising privacy. Spaces without public access can be unlit to discourage the presence of potential victims.

6. Ownership: Encourage residents and users of places to feel a sense of ownership and responsibility for their surroundings. Uncertainty of ownership can reduce responsibility and

increase the likelihood of crime and anti-social behavior going unchallenged. Involving residents and users in the management and design of their area provides a real sense of ownership. Design gates, fences, walls, and hedges to create safe and attractive places. High fences and landscape that actively impede access are most appropriate in places that are vulnerable to crime, such as the back of houses. Fences must be visually permeable so as not to hinder natural or other forms of surveillance or provide places for offenders to hide. Lower barriers, hedges, and bushes are also highly useful to signify the public/private divide. Gating of developments should be considered ONLY as a last resort. Landscaping that does not restrict natural surveillance can be used to make places safer as well as more attractive.

7. Physical Protection: Places should include necessary, well-designed security features to make it more difficult to commit an offense, while instilling a sense of safety in users. Some crime prevention measures, such as certain types of fencing, can adversely affect the way a place looks and feels and can undermine the aim of safe and sustainable communities, therefore crime prevention measures should be made to look as attractive as possible, while not diminishing their security.

8. Activity: A level of human activity that is appropriate to the location creates a reduced risk of crime and a sense of safety at all times. Crime can be deterred through the "eyes on the street" of people going about their everyday business. Avoid too much activity (increased anonymity) that can lead to increases in the opportunity to commit particular types of crime. Ensure that the mixed uses in a locality are compatible. Providing activities or hang outs for young people helps to provide a focus for and can prevent criminal behavior, but do not attract excessive numbers to any ones location.

9. Management and Maintenance: Design places with management and maintenance in mind. Proper attention to the design quality and attractiveness of the street increases its safety and use and promotes greater respect towards the environment. Improvements to the public realm should be approached in a strategic, coordinated manner, as opposed to being ad-hoc. Proper maintenance after construction, including landscaping, lighting, public areas, parking, fencing, roads, sidewalks, ensuring proper public services (garbage collection) and tenant management in rental areas, prevents decline and disorder from taking root in the area.

The implementation of the East End Small Area plan will involve many groups and organizations. Listed below is a list of Potential Partners.

- Kentucky Housing Corporation
- Louisville Housing and Urban Development
- Federal Home Loan Bank (Cincinnati office)
- Lexington-Fayette Urban County Government
    - Mayor's Office

  - Urban County Council
  - Division of Planning
  - Division of Building Inspection
  - Division of Historic Preservation
  - Division of Parks and Recreation
  - Division of Police
  - Division of Code Enforcement
- Lexington Urban League
- Lexington Habitat for Humanity
- Faith Housing of Lexington
- U S Bank
- Chase Bank
- PNC Bank
- Central Bank
- Community Trust Bank
- Lexarts
- REACH
- Community Ventures
- Commerce Lexington

Intergovernmental Committee Items-Pending

Item	Referred By	Date Referred	Status
Groups that Make Board/Commission Nominations	Crosbie	8-11-09	September Committee Meeting
Authority of the Downtown Development Authority: Article 40 Section 2-248 of Code of Ordinances	James	6-8-09	June Committee Meeting
Oath for Boards/Commissions	Beard	3-3-09	Sub Committee/Working Group
Grievance Procedures	James	4-8-08	Sub Committee
Citizens' Advocate Office Draft Policy & Procedures Manual	Myers/ Ellinger	2-5-08	Sub Committee Meeting Pending
Boards & Commissions That Adhere to Ethics Act Financial Disclosure	Myers	8-14-07	Sept Meeting
Boards/Commissions Reporting	Myers	8-14-07	Sept Meeting
Council Standing Committees	Myers	1/16/07	COW Discussion

Item	Referred By	Date Referred	Status
High Risk Pay Supplement	Gorton	2/14/06	Unknown
Proposed New Compensation System	Gorton	1/15/05	Delayed-Finance & HR

PAS 09.29.2009