

Gorton
Blues
Gray
Ellinger
James
Lawless
Beard
Feigel
Stinnett
McChord

A G E N D A

PLANNING COMMITTEE

April 20, 2010
1:00 P.M.

- | | | |
|---------------------------------------|---------|---------|
| 1. Downtown Master Plan Update | Lawless | (1-34) |
| 2. Infill Redevelopment Update | Gray | (35-95) |
| 3. Residential Additions | Lawless | () |
| 4. Items Referred to Committee | | (96) |

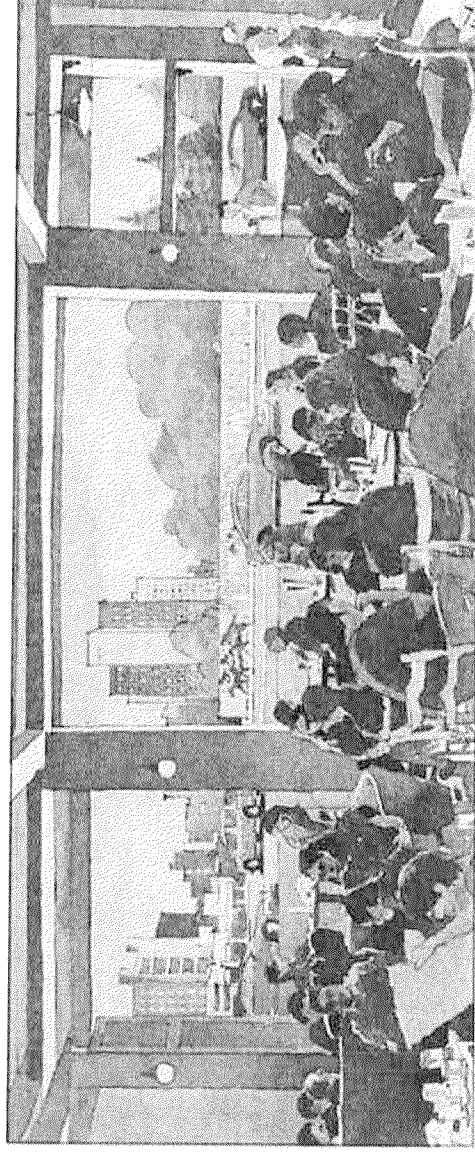
"Planning Committee, to which should be referred matters relating to parks, planning and zoning, housing, transportation, grants, legislation and social services."

Council Rules & Procedures, Section 2.102(1)

Downtown Master Plan Update

Urban County Council Planning Committee

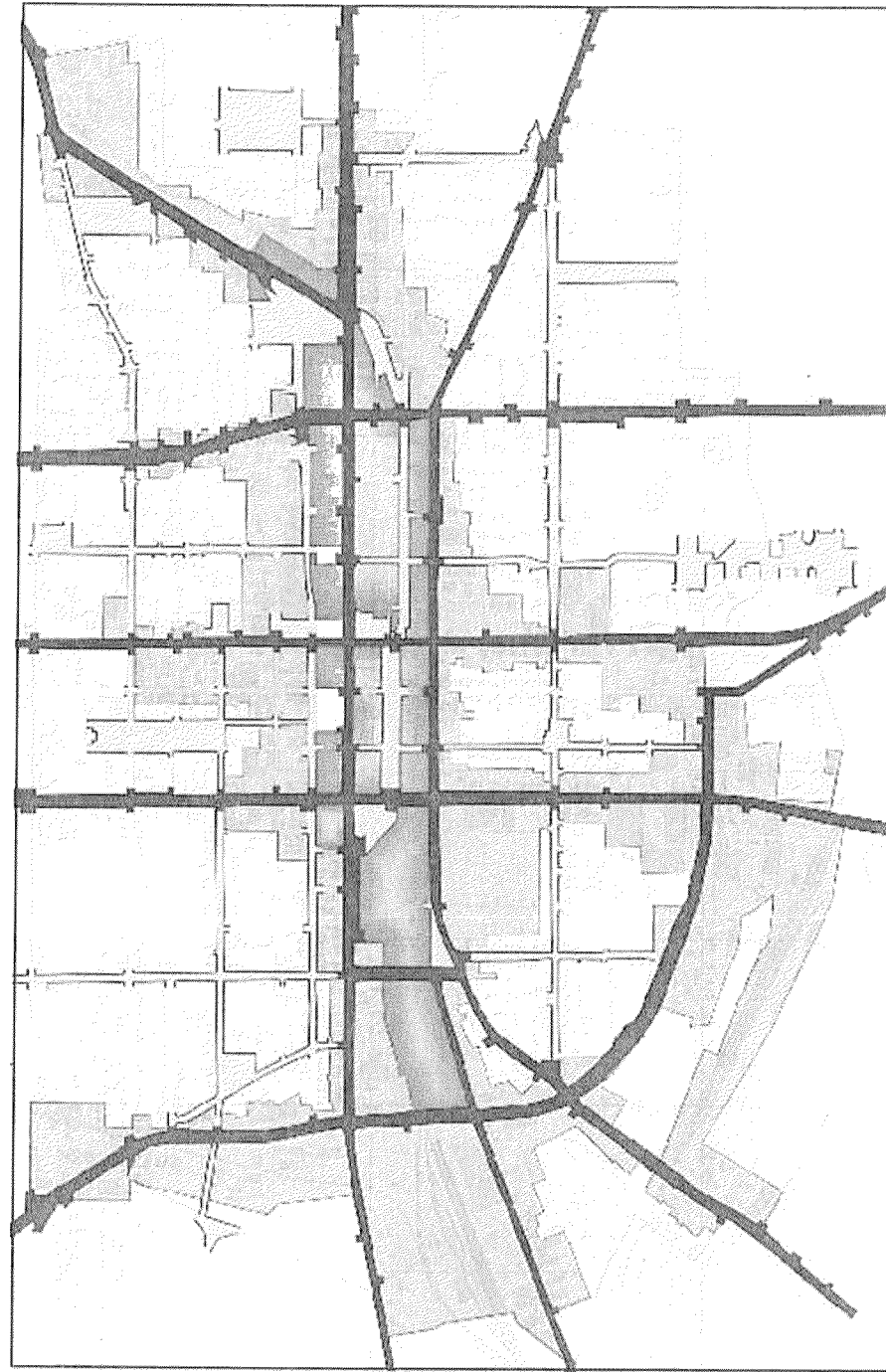
April 20, 2010



DOWNTOWN LEXINGTON MASTERPLAN

Envisioning the Future...

Prepared by
Avero / Saint / Gross
ARCHITECTS + PLANNERS



Recommendation One

CHANGE THE RULES

1. Organize land use according to how the city functions
2. Think of each property in relation to the entire community system
3. Understand the role and link the relationship between the street, street and the central core, the mid-scale and neighborhood zones

As the diagram indicates, the Urban Core of Lexington is organized and services by five thoroughfares: Main and Vine Streets, which run parallel to the core. These public paths exist within the core – the main thoroughfare and Thoroughfare The main thoroughfare proposes to link three parts with a pedestrian network along the street. Additionally, Chestnut and the new Courthouse Square are connected to this zone of urban paths. These five urban spaces shall act as the lungs of the downtown core.

Memorable sites are known for their public realm. The proposed plan creates a clear framework of streets and squares connected by a network of pedestrian paths. Additionally, existing public spaces and paths such as State Park are integrated into the network. The end result is that each neighborhood has its own identifiable public space.

This recommendation is an on going process. As small area plans are created for neighborhoods, (East End Neighborhood, South End Neighborhood, Central Sector) these plan have and will look at the land use issues and create new public spaces or enhance existing public spaces. The Streetscape Plan has played a very important role in this recommendation by linking together important public spaces within the downtown core. As indicated in this recommendation, Infill Development plays a key role in the redevelopment of downtown and through the Downtown Master Plan and the Division of Planning Infill and Redevelopment Report, vacant parcels and buildings have been identified for potential infill development. **The Planning Commission recognized the Downtown Area as a single land use, which set the stage for the full realization of the recommendation of the Plan. Several zone changes have relied on the principles set forth in the plan since its adoption. It would have been much more difficult to say these changes were in agreement with the previous Comprehensive Plan. Also amendments to the ordinance designed to aid in this progress are under development. Since the development of the Downtown Master Plan, many new zoning categories and techniques have been created including the mixed use zones (MU-1, MU-2, MU-3) and adaptive reuse categories. The DDA and the Planning Staff are in discussion stages on additional zoning categories to implement the recommendations of the Downtown Master Plan.**

Recommendation Two

ESTABLISH FORM-BASED BUILDING GUIDELINES

The diagrams on the right are the schematic basis for a form-based code for the three zones proposed for downtown Lexington. The code envisions and encourages a certain physical outcome that conforms to the form of the city, the block structure and the morphology of the building. The code also identifies where cars may be parked and specifies that off-street parked cars should not be visible from the public realm.

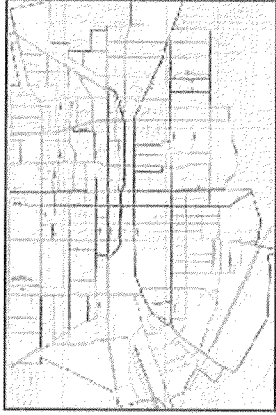
This code is different from conventional codes that are based primarily on use, process, performance, or disabilities – and do not envision or require any particular physical outcome.

'All buildings, large or small, public or private, near a public space, a facade, they therefore, without exception have a positive or negative effect on the quality of the public realm, enhancing or impoverishing it in a lasting and radical manner. The architecture of the city and public space is a matter of common concern to the same degree as laws and language – they are the foundation of civility and civilization.'

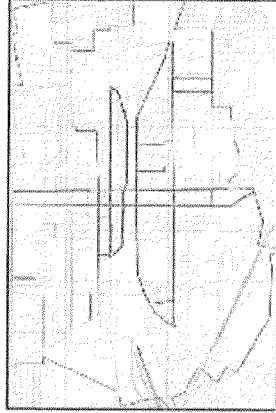
—LEON KRIER, *Architecture: Choice or Fate*



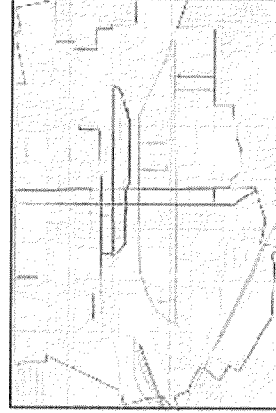
This recommendation indicates to establish Form-based Building Guidelines, which has also been recommended by the Infill and Redevelopment Report and the Non-Residential Infill and Redevelopment Report. Form-based Building Guidelines are a relatively new means of developing downtown. The examples given in the recommendation are only a few that exist. Manuals that assist in developing Form-based Building Guidelines are very complex and encompass a multitude of pages. **The LFUCG Division of Planning and the LDDA are working with a joint committee consisting of the Urban County Council Planning Committee and the Urban County Planning Commission. One of the main topics of discussions to date has the possibility of a form-based development review process for Lexington, including the downtown area. Planning staff made detailed presentations to the committee on various examples and alternative models of such systems from across the country. The committee was also informed of the necessary key process steps, decisions and expenditures that would be needed to develop complete guidelines for the areas that would be regulated. Implementation of a form-based program will necessitate a long term commitment to staffing and administration. These discussions are ongoing and are expected to continue in the future, as determined by the Chairs of these two bodies.**



Existing One-Way



Proposed



Main Street and High

Recommendation Three

CONVERT ALL ONE-WAY STREETS TO TWO-WAY

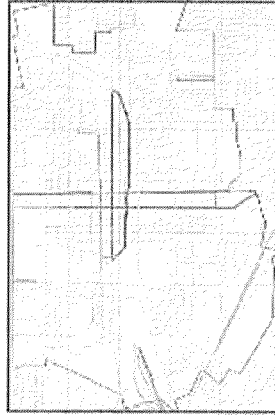
The master plan proposes a phased conversion of all one-way streets. Studies have shown that one-way streets have higher travel speeds and carry more vehicles per hour per lane than two-way streets. However, it is also documented that one-way streets are more dangerous for pedestrians.

Additionally, one-way streets have a negative impact on retail businesses. Visitors to Lexington find the one-way system difficult to navigate. Given the city's large tourist trade, the downtown businesses suffer from the unfriendly street network.

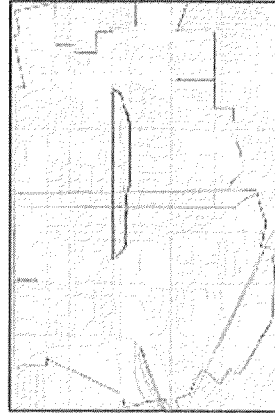
This condition is exacerbated by Lexington's radial city plan with its discontinuous grid. In the current traffic pattern, alternate streets do not always permit vehicular movement in the same direction.

Three goals to be accomplished are:

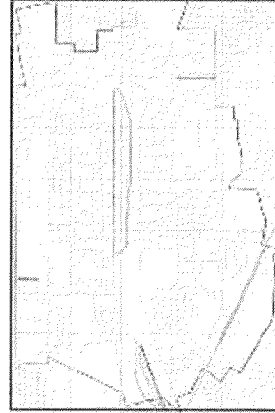
1. Reducing traffic speeds to create a safer pedestrian environment
2. Allowing slow-speed but free vehicular movement in and around the city
3. Creating a downtown environment that is welcoming for visitors as well as for residents



Short and Church



Lincoln and Upper



High and Main

This recommendation indicates that our one way traffic system be converted back to two way. Ayres Saint Gross and Entran Engineers (consultants for the Downtown Master Plan) indicated that the conversion from one way to two way should be phased over a period of time. Since the Downtown Master Plan, KKG Consultants and Strand Engineers (consultant for the Streetscape Plan) have also indicated that the conversion should be phased over a period of time. The Streetscape Plan has been designed so that the reconstruction of the entire streets can be converted from one way to two way as the time becomes appropriate for the conversion. It has been decided that the Short/Second conversion should occur first, Limestone/Upper conversion is second, the High/Maxwell conversion is third, and Main/Vine conversion last. Conversation with both the local and state traffic officials have indicated this plan should work. **The Lexington Fayette Urban County Government approved a process outline for Two-Way street conversion on April 28, 2009 that has developed a process for the study and implementation of the conversion. The first phase of streets would be the Short and Second Street area. The next phase would be the conversion of Upper and Limestone, followed by High and Maxwell and finally Main and Vine Street. The LDDA and the Division of Planning have held numerous meetings with the schools, businesses, residents and citizens for the conversion of Short and Second Street back to two ways. A report will be presented to the Urban County Council in the near future.**

Recommendation Four

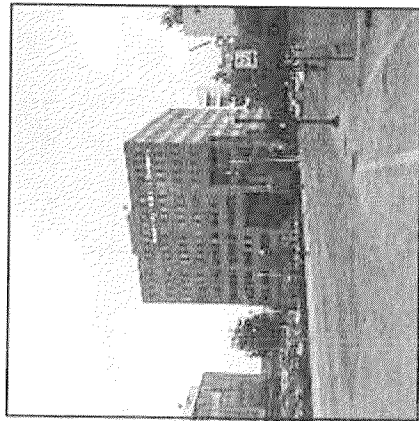
INCREASE DEVELOPMENT RESIDENTIAL

1. Introduce more housing into the Core
2. Accommodate a diverse population through varied housing types and price points

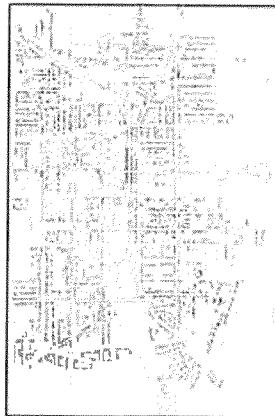
The underlying success to a thriving downtown is the addition of residential units into the existing fabric. Residents of the suburbs are increasingly aware that they could make better use of their time than spending an hour or more a day commuting. Additionally, they are aware that cities can offer great buildings and interesting housing options within walking distance of jobs and culture amenities.

In Lexington, it is imperative to encourage and build residents into downtown to help stabilize the area, create value, and establish a community of people who live and shop in the neighborhoods where they work.

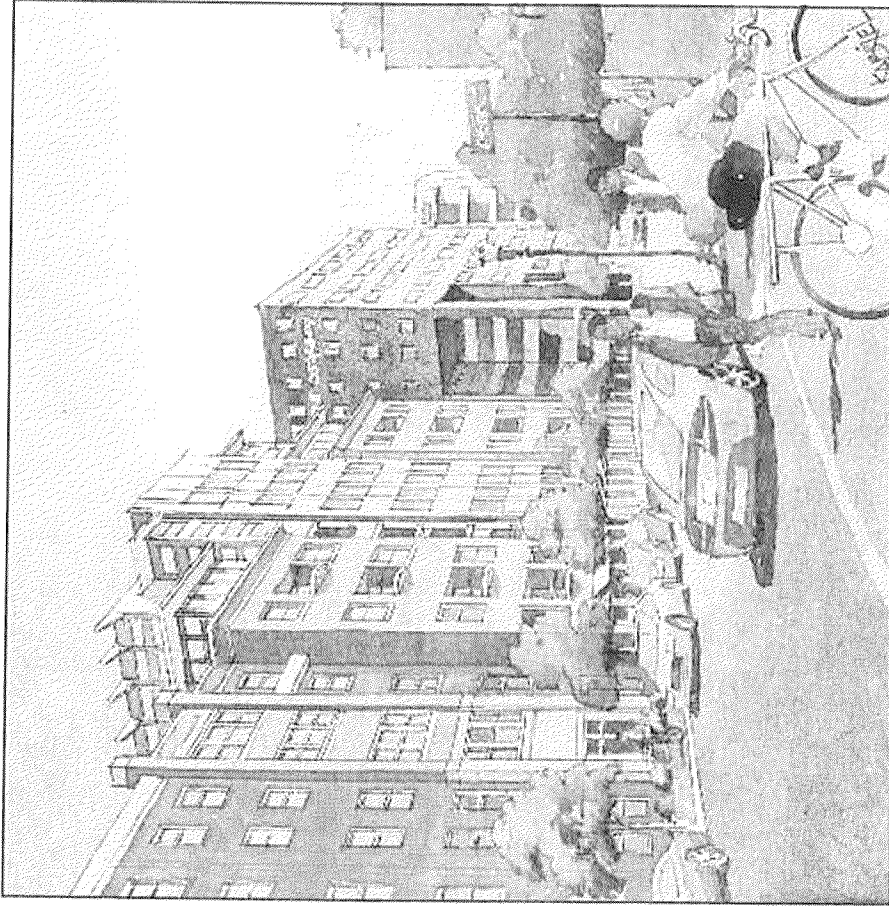
The plan suggests that a mix of housing units be built or adapted and underutilized sites within the downtown area. These units should vary in size, program, and price point to attract a diverse group of residents. In addition to a wide variety of housing opportunities, retail and service establishments, food stores, and other businesses providing basic goods and services should be available to these new urban dwellers.



Encouraging new building



Residents concentrated in the downtown



Encouraging new building

This recommendation will be an on going recommendation. To date, an additional 900 residential units have been to the downtown area. Over 300 residential units are under construction and over 400 units are on the drawing board. **Currently there are no regulatory impediments to the creation of any type of residential development in the Downtown Business Core. Extremely high density residential and mixed use residential projects could be developed in the downtown core with very few regulatory restrictions. The Division of Planning has supported over 50 requests for increased residential density. Most of these properties are in or very near to our downtown.**

Recommendation Five

THE UNIVERSITY OF CHICAGO

The Liaison Officer Development Authority (LODA) should be responsible for coordinating pointing activities and the following tasks:

- [illegible]

- THE** **COMPANY,** **LEADING** **UNIVERSITY** **SCHOOL**

4. Used with swimming residents and other population groups to assess potential noise and

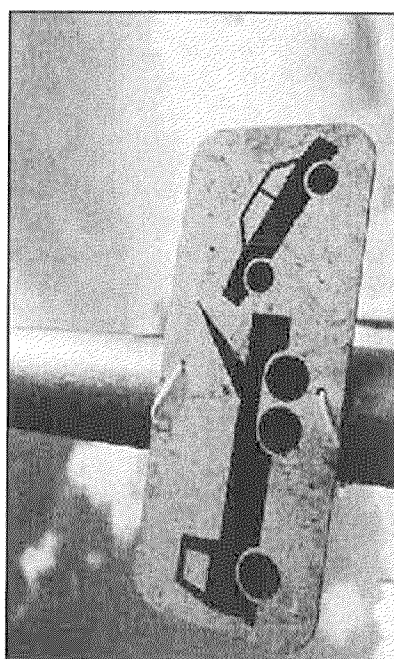
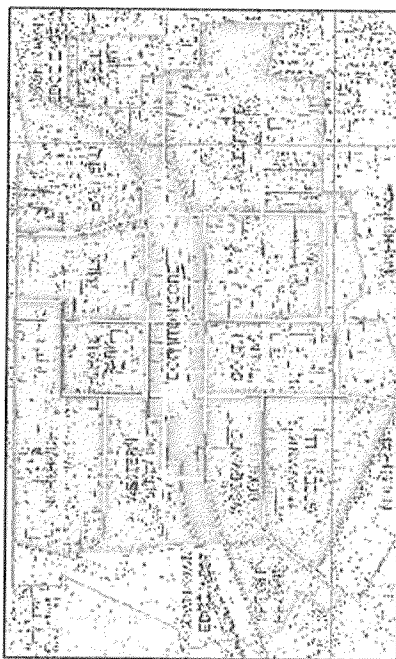
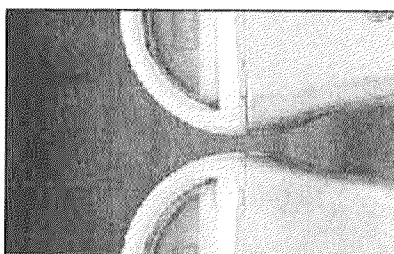
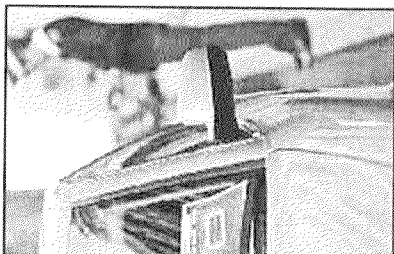
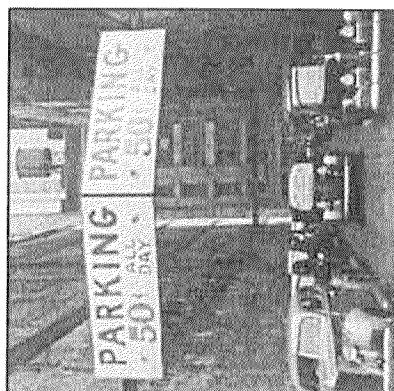
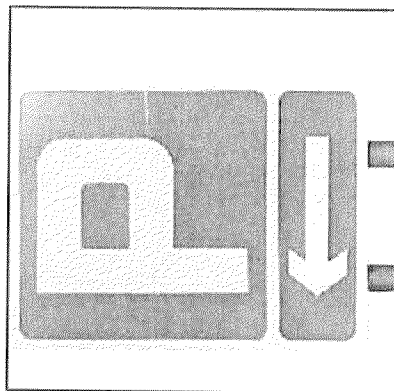
- cooling treatments are not practical.

- ...the ... of ...

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- Consider the following nursing diagnosis for residents:

- [illegible]



This recommendation has been accomplished. **Under the previous administration, the Urban County Council approved the creation of the Parking Authority and the Parking Authority.** The Authority, established three and half years ago, has made much progress toward creating more and better parking downtown.

Recommendation Six

MAXIMIZE DENSITY IN VACANT PORTION OF
Lexington's City Center defined as areas "as a
 whole, to cause to spread out, to extend, or
 to expand." As a noun, central area
 or defined as "unoccupied" growth
 manifested as various uses of new and
 underutilized areas as well as the development
 of certain vacant areas.

The underlying premise of this master
 plan is to combat sprawl and underutilized
 land by using every vacant and underutilized
 area, particularly in the downtown area of
 Lexington. Most people mistakenly associate
 density with high-rise structures; the
 plan provides for an increase in density
 while retaining new structures compatible
 with the existing character of the existing
 neighborhood.

As an example of typical residential
 densities, homes on large lots (10 acres)
 referred to as Ranchettes or Pampered
 lots 0.5 residential units per acre. Low
 density single-family dwellings in some
 developments comprise of large homes on
 lots of one acre with a density of 1 unit per acre.

A typical neighborhood in an urban area
 which has small lots has a density of 3
 units per acre, whereas a neighborhood of
 row-houses with occasional single-family
 dwellings and apartment buildings may have
 10 units per acre. Urban areas that consist
 of multi-family housing, apartment
 buildings, and row-houses may have
 an average density of 100 units per acre.

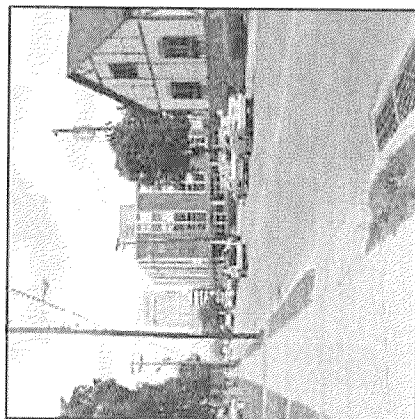


Figure 1-10 Lexington Hotel

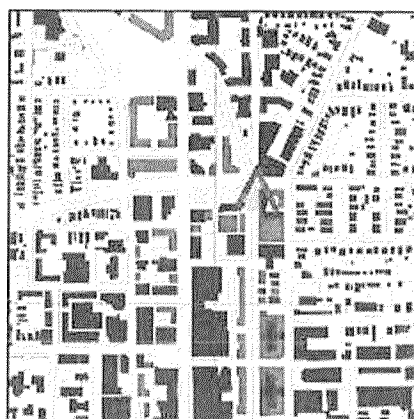


Figure 1-11 Dense Urban Street Scene

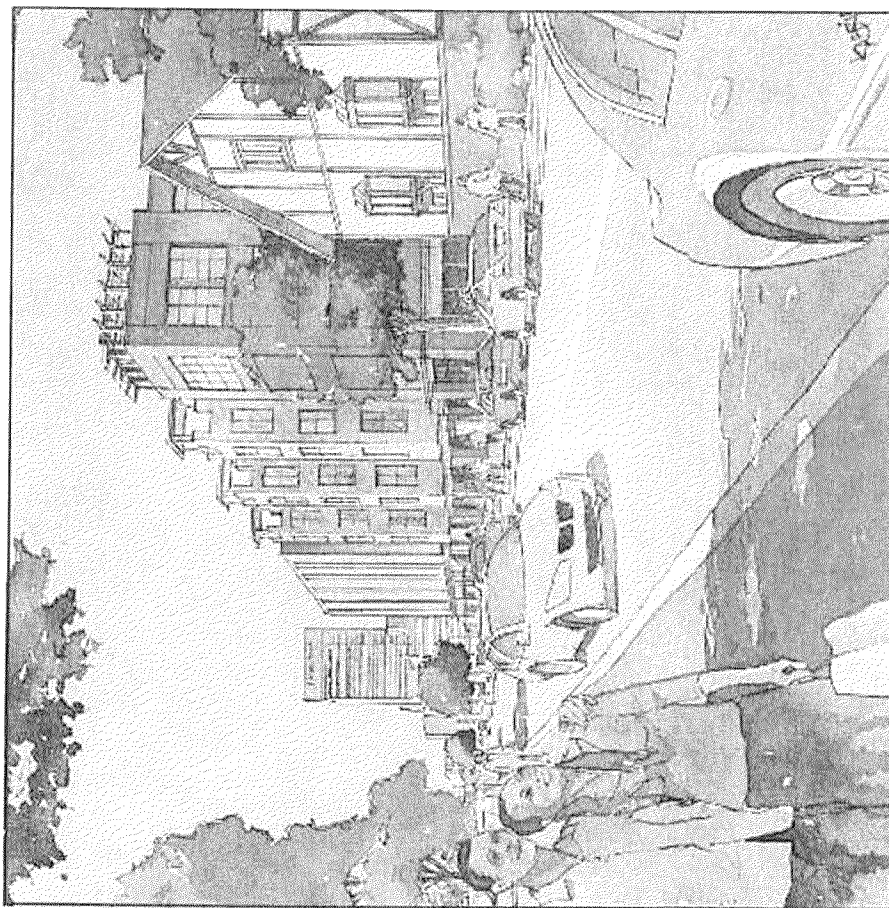
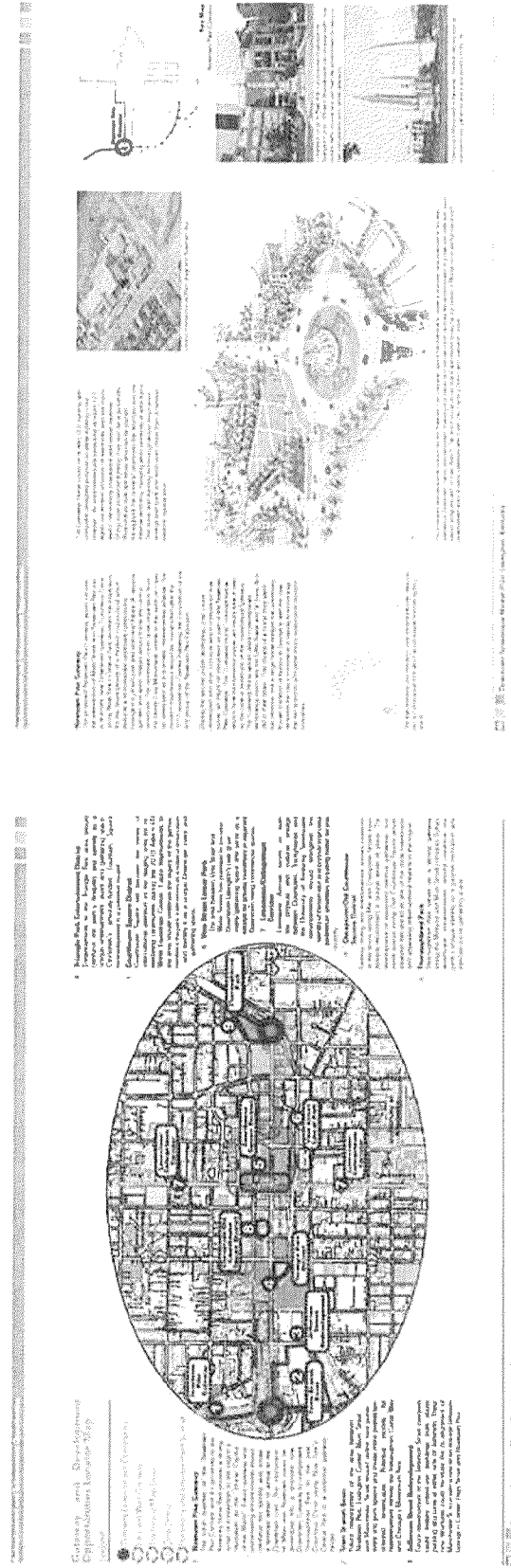


Figure 1-12 Lexington Hotel

This recommendation will be an on going recommendation and one that will need public education. In the past, many of the current new projects that have just opened, there were concerns from existing neighborhoods that the additional residents could alter their neighborhoods in a negative way. After the projects opened, many of the neighborhoods have been happy with the results. **This recommendation will require the continued support of well designed higher density development by the Urban County Government, the Planning Commission, developers and the existing neighborhoods.**

This recommendation indicates that we need to inform that they are entering into the urban core of our city. The Streetscape Plan, the Newtown Pike Extension Plan, and the East End Plan have taken this recommendation and incorporated it into their plan. It is now necessary to locate public and private funds to implement to develop these gateways. With the help of the Urban County Government, LexArts, Art in Motion, and other interested parties, this recommendation will be fulfilled. The Streetscape Plan included markers on Limestone, Main and Vine that identify the entry to our Downtown/Collegietown Area. These markers are under construction.



Recommendation Eight

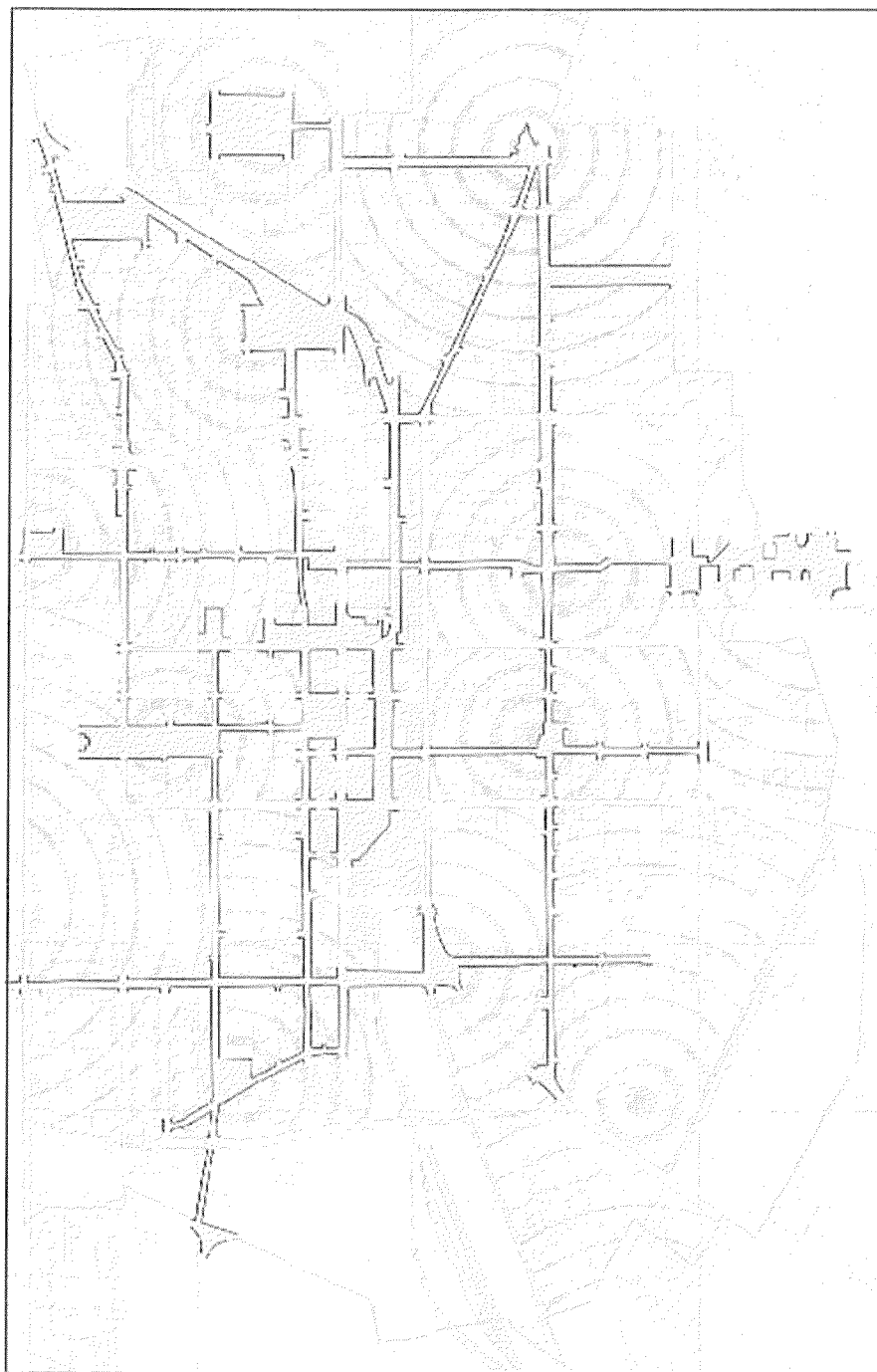
INVEST IN A PEDESTRIAN NETWORK

The ten elements required to create a pedestrian friendly environment are:

1. Narrow streets
2. Interconnected streets
3. Sidewalks and crosswalks
4. Street trees
5. Sufficient lighting
6. Safe traffic volumes and speeds
7. On-street parking
8. Mixed land use
9. Buildings fronting the street
10. Police presence

The framework plan strives to link every existing neighborhood around Lexington's downtown core by an articulated and hierarchical pedestrian network. The diagram on the right represents this pedestrian network. It identifies central open spaces in every neighborhood surrounding the downtown, as well as open spaces within the core. It also shows each space linked by an existing street that has been identified as a major pedestrian corridor.

The diagram indicates the priority by which streets should receive funding for streetscape improvements and tree plantings, in order to create a green network through the city.



This recommendation was the number one priority with the public, users of downtown, and downtown neighborhoods. This administration and the Urban County Council believed that this recommendation was important as well since KKG Consultants was hired to develop the Streetscape Plan. **Phase 1 of the Streetscape Plan is under construction. This phase includes S. Limestone from Avenue of Champions to Vine Street, Main Street from Elm Tree Lane to Broadway, Vine Street from Broadway to Limestone and finally Cheapside Park. It will necessary to continue find means to fund the completion of the Streetscape Plan.**

Recommendation Nine

1. The existing area is to be developed as a multi-use area.

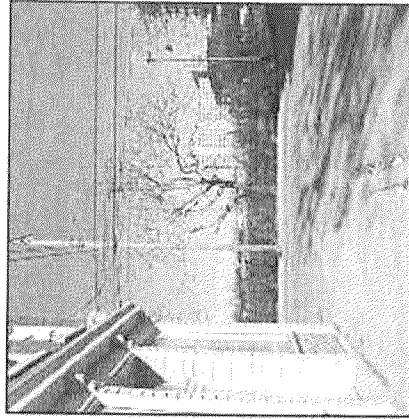
The area is located in the center of the downtown core with a 100 meter wide frontage on the main thoroughfare. The area is adjacent to the City Center and the multi-use development. The area is to be developed as a multi-use area, including residential, commercial, and public space.

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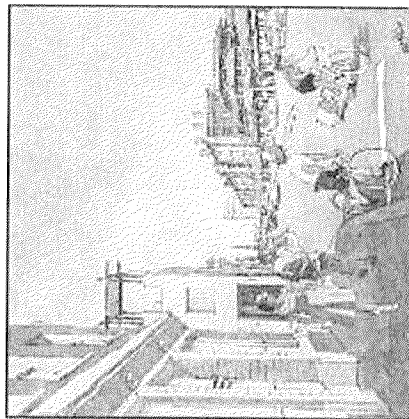
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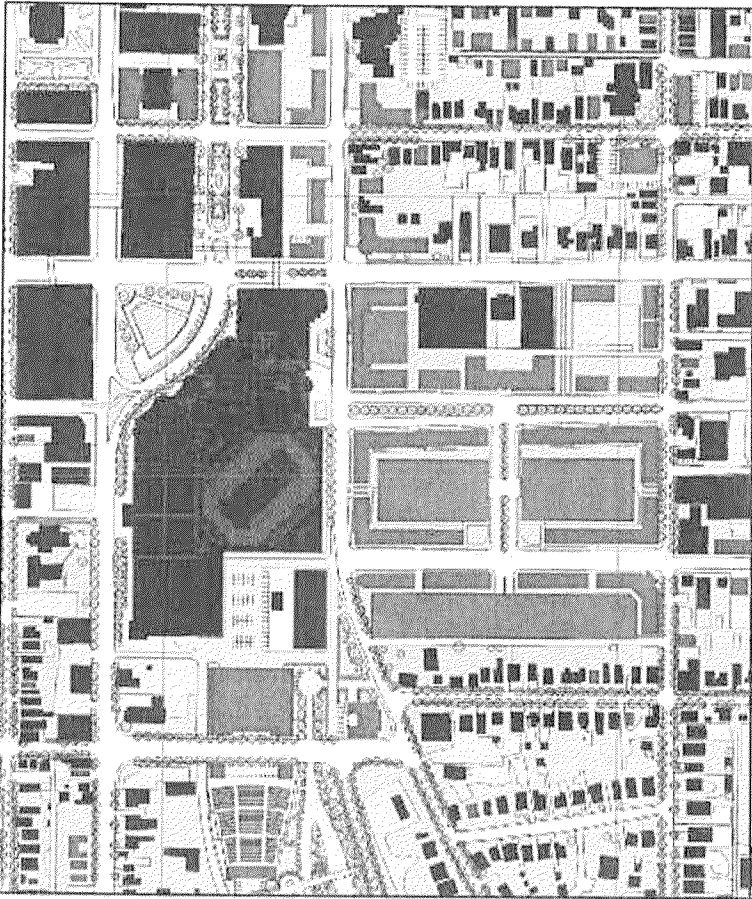
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Aerial view of the proposed development site.



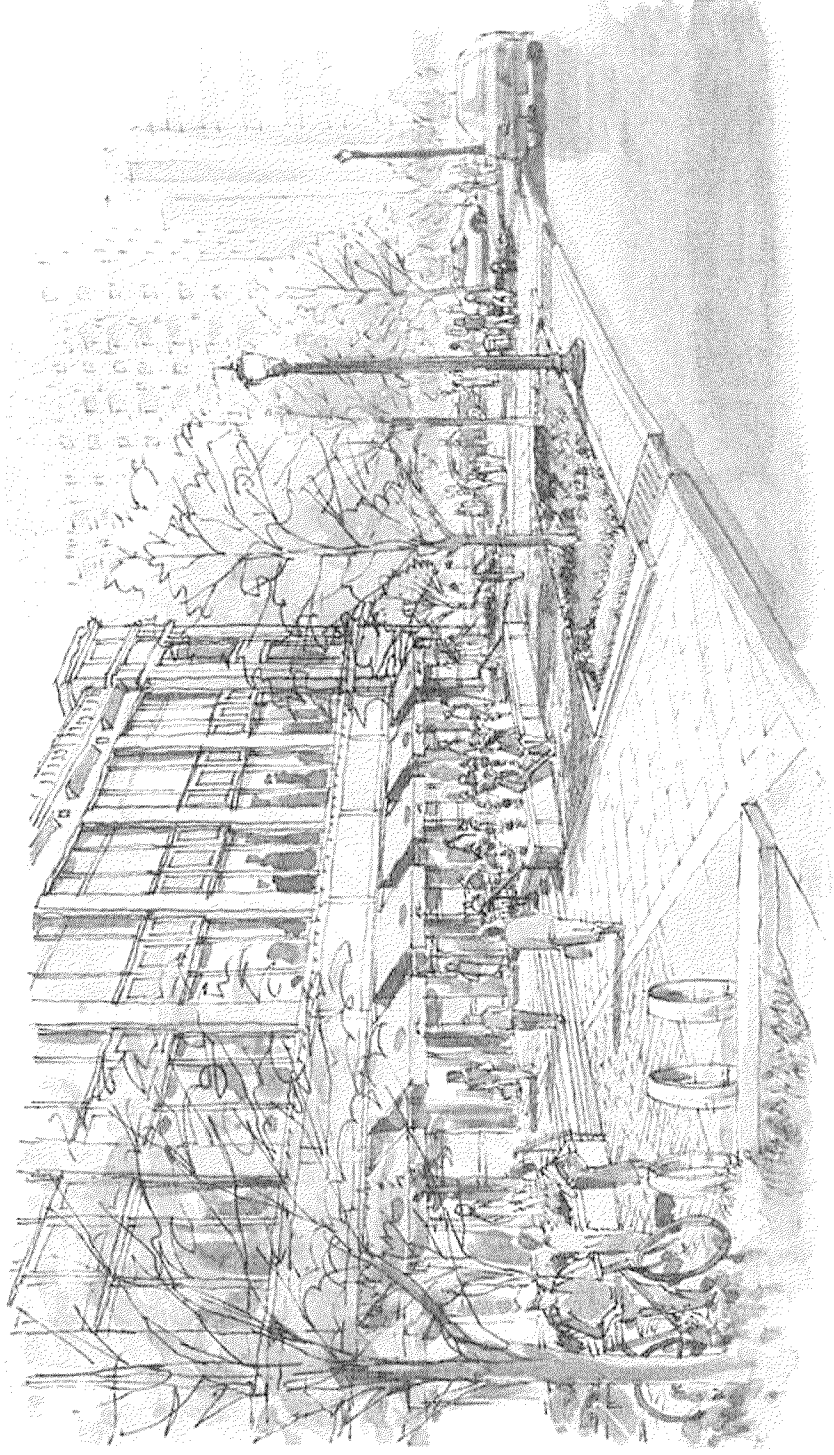
Aerial view of the proposed development site.

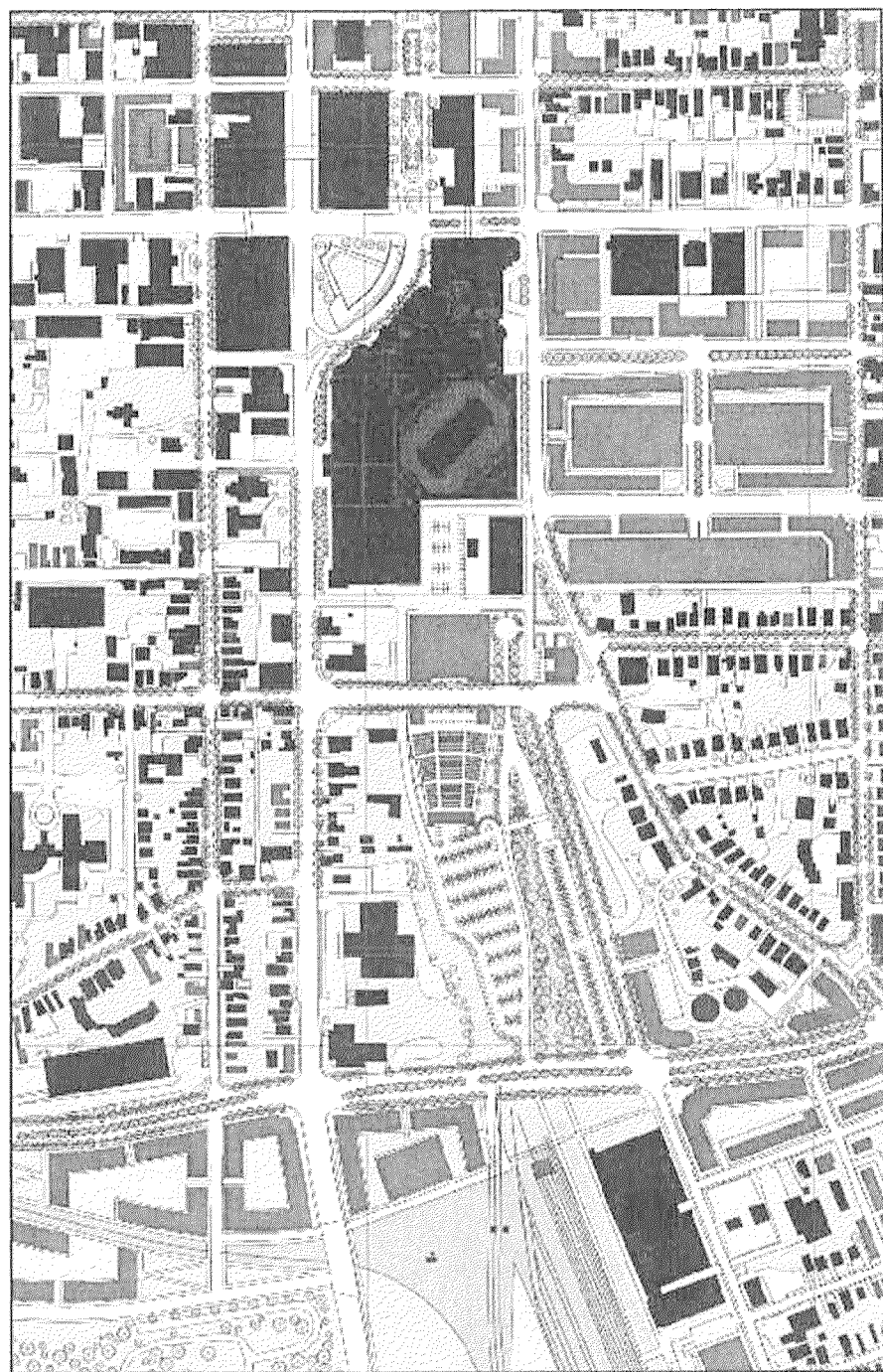


Aerial view of the proposed development site.

This recommendation comes at a time when the Lexington Center Board is looking at the possible construction of a new arena. **As the Lexington Center Board and their consultants look at the development of this 20 + acres, this new development should encourage a project that becomes a part of our downtown that will contribute to an exciting 24/7 downtown.**

This recommendation identified the fact that the current Vine Street is not at its full potential especially as it relates to the pedestrians, bikers, and vehicle traffic. The Streetscape Plan incorporated the Vine Street corridor into its plan that resulted in a design that created an environment that encourages pedestrian movement, bike traffic, sidewalk cafes, more parking, public spaces and a “Green” design. **This phase of the project from Broadway to Limestone is currently under construction.**





Recommendation Eleven

to provide a more direct and efficient path to the center of the city. The plan also includes a new pedestrian bridge over the river, which will provide a direct link between the city center and the riverfront. The plan also includes a new pedestrian bridge over the river, which will provide a direct link between the city center and the riverfront. The plan also includes a new pedestrian bridge over the river, which will provide a direct link between the city center and the riverfront.

This recommendation encourages more opportunities for entertainment venues to the downtown area. Many citizens were upset when the Lexington Legends Ball Field was not built downtown. **This recommendation would allow for an amphitheatre to be placed within the Lexington Center Cox Street parking lot. Lexington Center is investigating a temporary solution to this option.**

Recommendation Twelve

CREATE A COMMUNITY CENTER IN THE CITY

Construction of a new center of African American history and culture, including a museum, a library, a community center, and a performing arts center, should be located on prominent sites within the urban landscape.

On the east side of the downtown core, south of the neighborhood of the historic, undisturbed land parcels. This recommendation proposes utilizing this site for a museum, community center.

Over the many African American people who lived close to the east end of Lexington, one suggestion is to build a museum on the specified site that commemorates the contribution of African Americans to the horse racing industry, which has now grown to an arena of 10 billion annual sales.

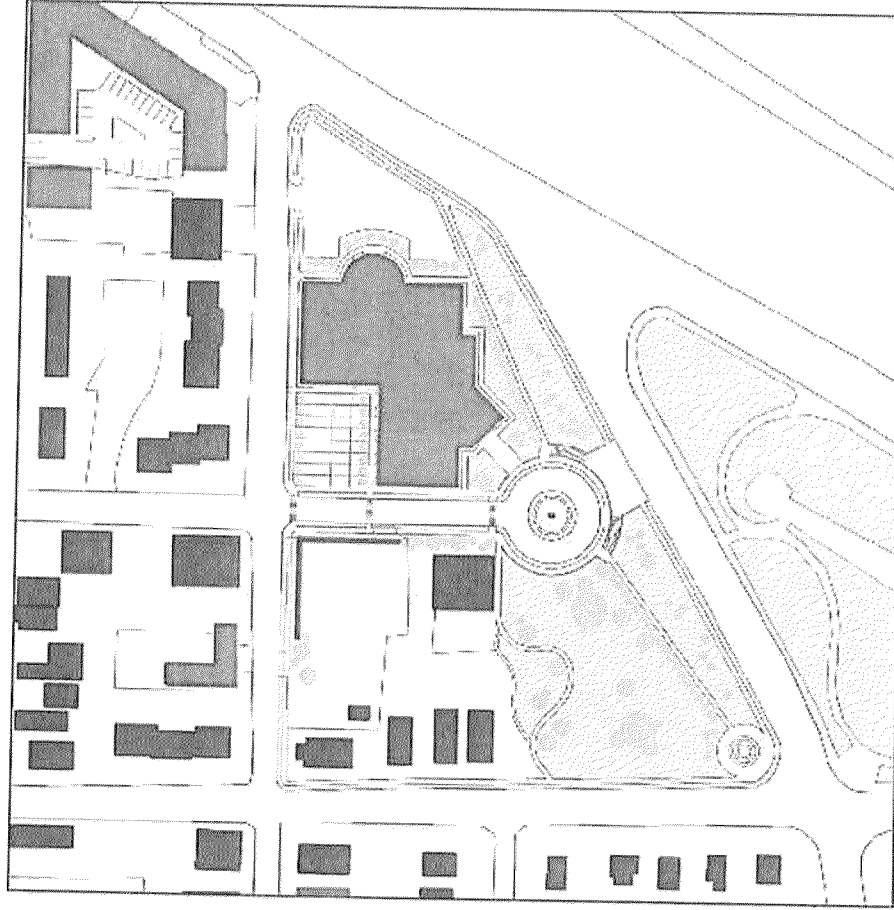
The history of the thoroughbred horse racing - the Kentucky region is closely related to the African American community. African American horsemen played a vital role in the development of the sport between the Civil War and the turn of the century. Between the first 25 years of the century, African American Kentucky Derby winners were recognized by African American owners and they were trained by African American trainers.

A horse racing industry that provides the life of the century African American

were relegated to stable help. Jimmy Whitefield, the last African American jockey to win the Kentucky Derby, won in both 1901 and 1902. He left the U.S. for Europe to continue a lucrative racing career. At the age of 200, Whitefield died.

The African American jockey, Isaac Murphy, is considered one of the greatest riders in American history. He was the first to win three Kentucky Derbys and won an astounding 11 percent of all races he rode. That record has not been approached by any jockey since Murphy was the first rider to be inducted into the Jockey Hall of Fame at the National Museum of Racing. He is buried near to the U.S. War in the Kentucky Horse Park in Lexington.

It is appropriate and fitting that the site adjacent to the Lexington Park be utilized for a museum honoring the legacy of African American horsemen who played a critical role in the development of the horse racing industry for which the region is so well known.



This recommendation came as a result of various meeting with the East End Neighborhood residents. The consultant was extremely amazed by the history of this neighborhood and the residents were extremely proud of their history, but this history is oral and what documented history that did exist, was unorganized, scattered and not documented properly. **As the Downtown Master Plan was being completed, the Lyric Theater committee started to develop the program for the Lyric. It was decided to incorporate this Community Center and Museum into the Lyric Theater. This facility should be completed the summer of 2010.**

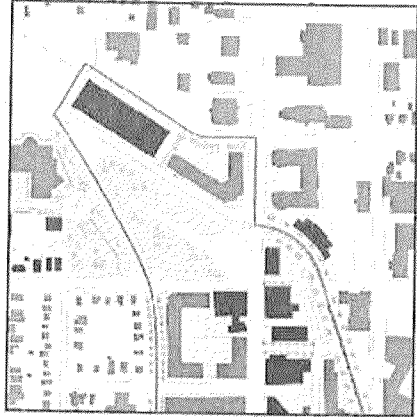
Recommendation Thirteen

DEFINE THE OPTICAL CHARACTER OF THE CATHOLIC CHURCH BUILDING

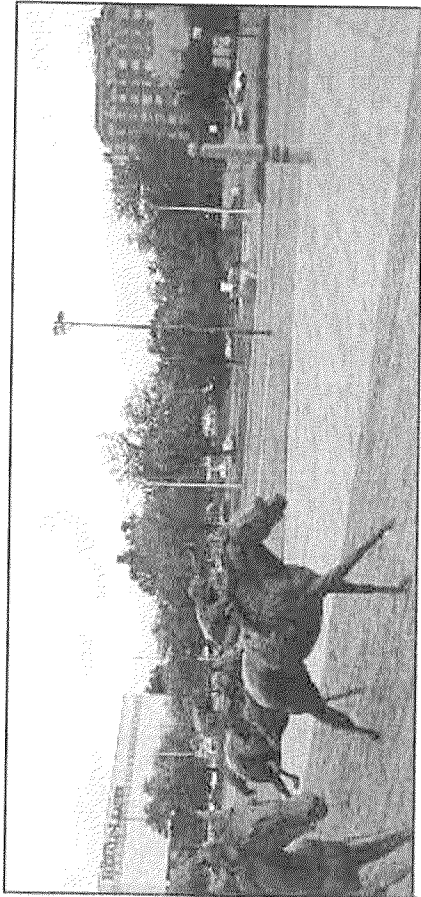
Catholic churches in many cities are the only buildings in the city which are not only a part of the city but also a part of the city's history. The Catholic Church building is a building which is a part of the city's history and a part of the city's identity. The Catholic Church building is a building which is a part of the city's history and a part of the city's identity. The Catholic Church building is a building which is a part of the city's history and a part of the city's identity.

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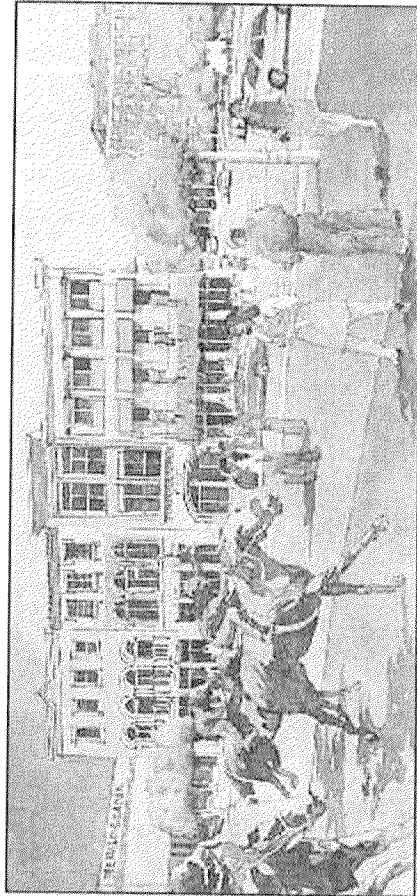
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Aerial photograph of the city block showing the layout of buildings and streets.



A black and white photograph of a horse-drawn carriage on a street.



A black and white photograph of a group of people standing in front of a large, multi-story building.

This recommendation relates to the intersection of Main and Midland Avenue. The Lexington Herald Leader has a parking lot located at this intersection and the consultant believes that with Thoroughbred Park across the street from this parking lot, it is extremely important to frame this intersection with buildings. This would require that a building be constructed at the Herald Leader parking lot.

Recommendation Fourteen

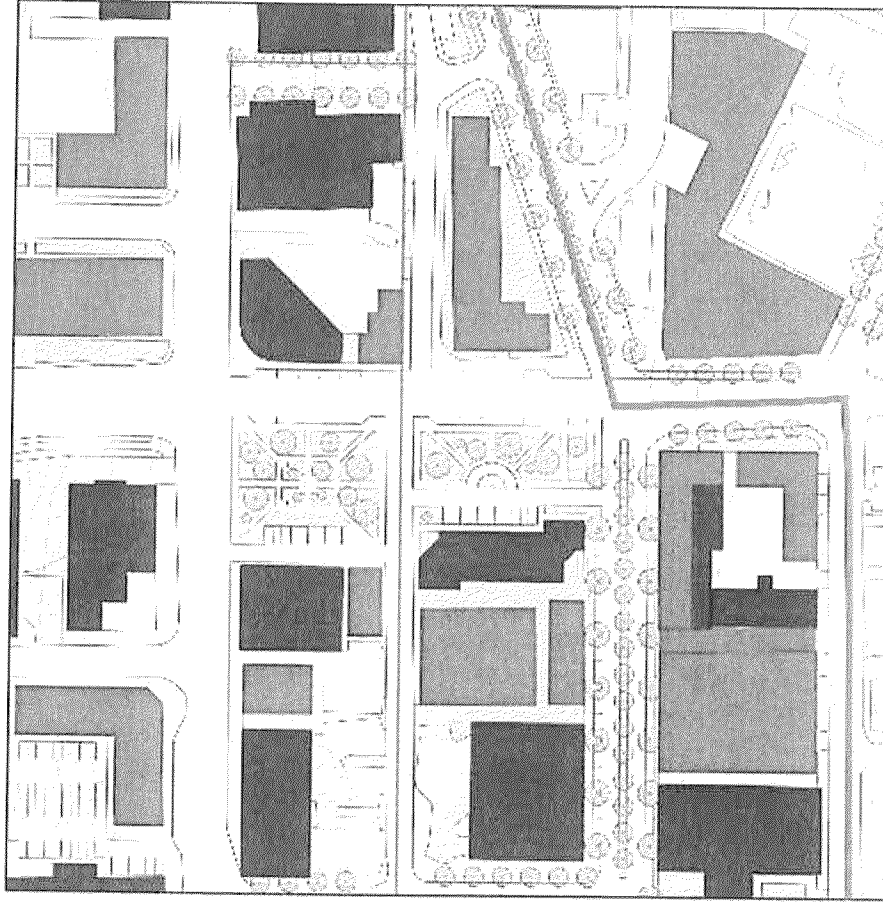
CREATE A NEW GREEN SPACE AT THE CROSSING OF EM TREE AND RICE

Entering Lexington from the east along Midland Avenue, the visitor does not get a favorable impression of the city. The area is riddled with surface parking lots and a continuous public transit "Bum" attempt should be made to minimize surface parking lots along major streets within the downtown zone.

The plan proposes creating a pair of neighborhood-sized parks between Main and Vine Street along Elm Tree / Rice Street. The parks would replace an existing surface parking lot, which does not contribute to the overall quality of the area.

It is envisioned that the parks would be accessible to the general public and would be used as after-school recreation.

The two apartment buildings that are set back from Elm Tree / Rice Street will benefit from the green forefront that replaces the existing surface



This recommendation addresses the two parking lots located at the intersection of Main/Rose/Vine. The consultant believes that it is necessary to “soften” these two parking lots by additional landscaping to create an urban park feeling at this location. **The Streetscape Plan has addressed this issue by adding additional street trees and urban “Rain Gardens”.**

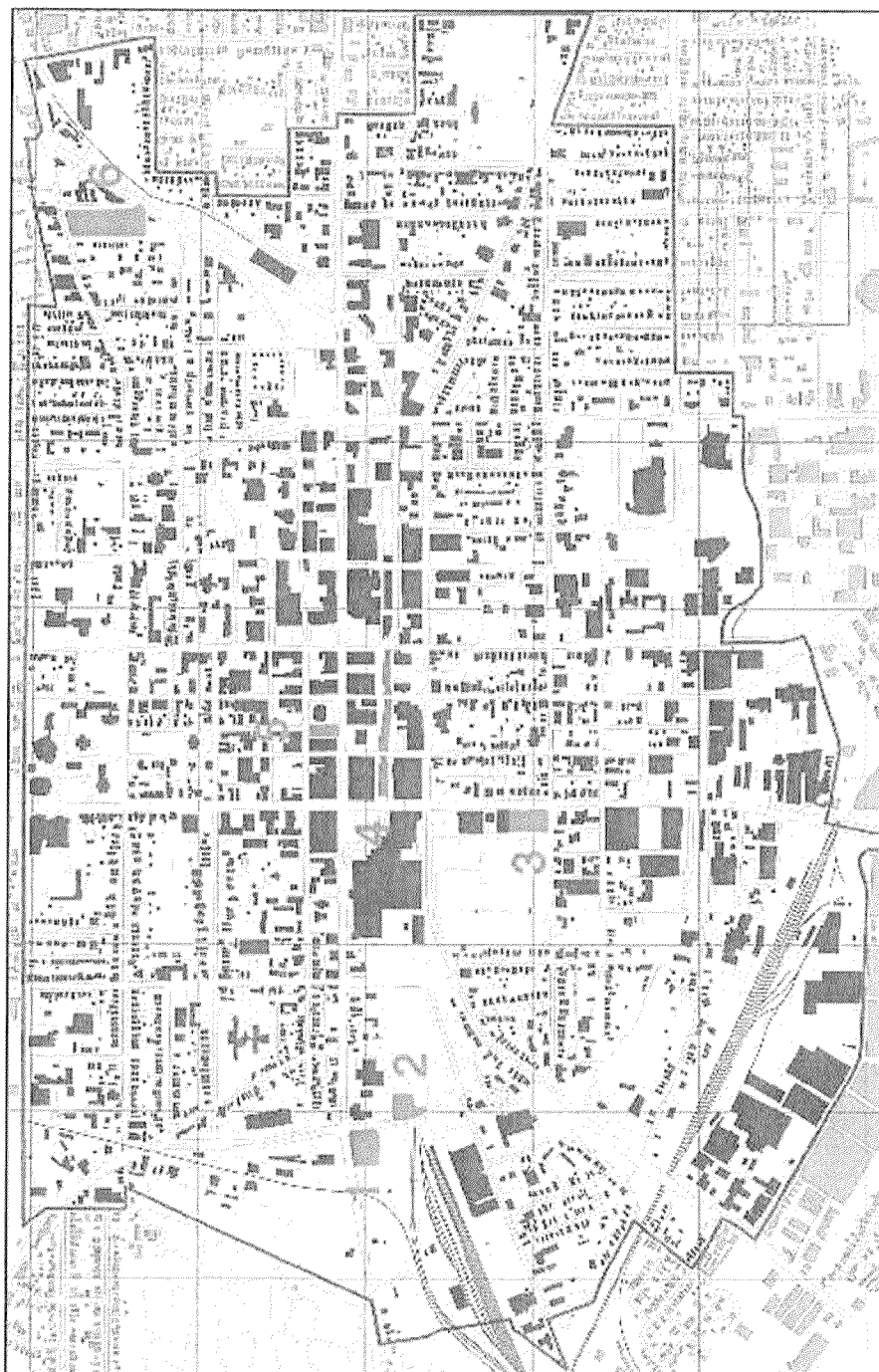
Recommendation Fifteen

[illegible]

1. *Chlorophyll a* (Chl *a*)
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Recommendations 43



This recommendation encourages a permanent location for the Farmers Market. After over two years in existence, the Farmers Market has become more popular and is at it level it needs to have a permanent house that has shelter, water and electricity. The Downtown Development Authority has been working with the Farmers Market group on determining a location. In conjunction with the Streetscape Plan, it has been determine that location 5 on this map (Cheapside Park) should be the permanent location. As a part of the Streetscape Plan, the Cheapside Park has been included in Phase 1. For the summer of 2009, the Cheapside Park has been altered to allow the Farmers Market to operate at the Cheapside Park. The Cheapside Park and the 5/3 Bank Pavilion will be completed in April of 2010. The Farmers Market will continue to operate in the Cheapside Park after the re construction is completed.

Recommendation Sixteen

RECONSTRUCTING AND OPERATING THE TOWN BRANCH TO BE A MIXED-USE PROJECT

At the intersection of Jefferson Street and High Street, a signpost at the lot is adjacent to where Town Branch is "delighted." The proximity of this lot to the historic building location for a visitor center, a bicycle repair shop, a bicycle rental shop, and a bicycle shop to use the lot for recreation.

The proposed building for the property is a mixed-use residential, with residential units on the upper floors and an office for the Town Branch. The lot, on the corner of the Town Branch, is located on the corner of the lot.

After having been done to restore the street to better serve a bicycle shop, a bicycle repair shop, a bicycle rental shop, and a bicycle shop to use the lot for recreation, the lot is located on the corner of the lot.

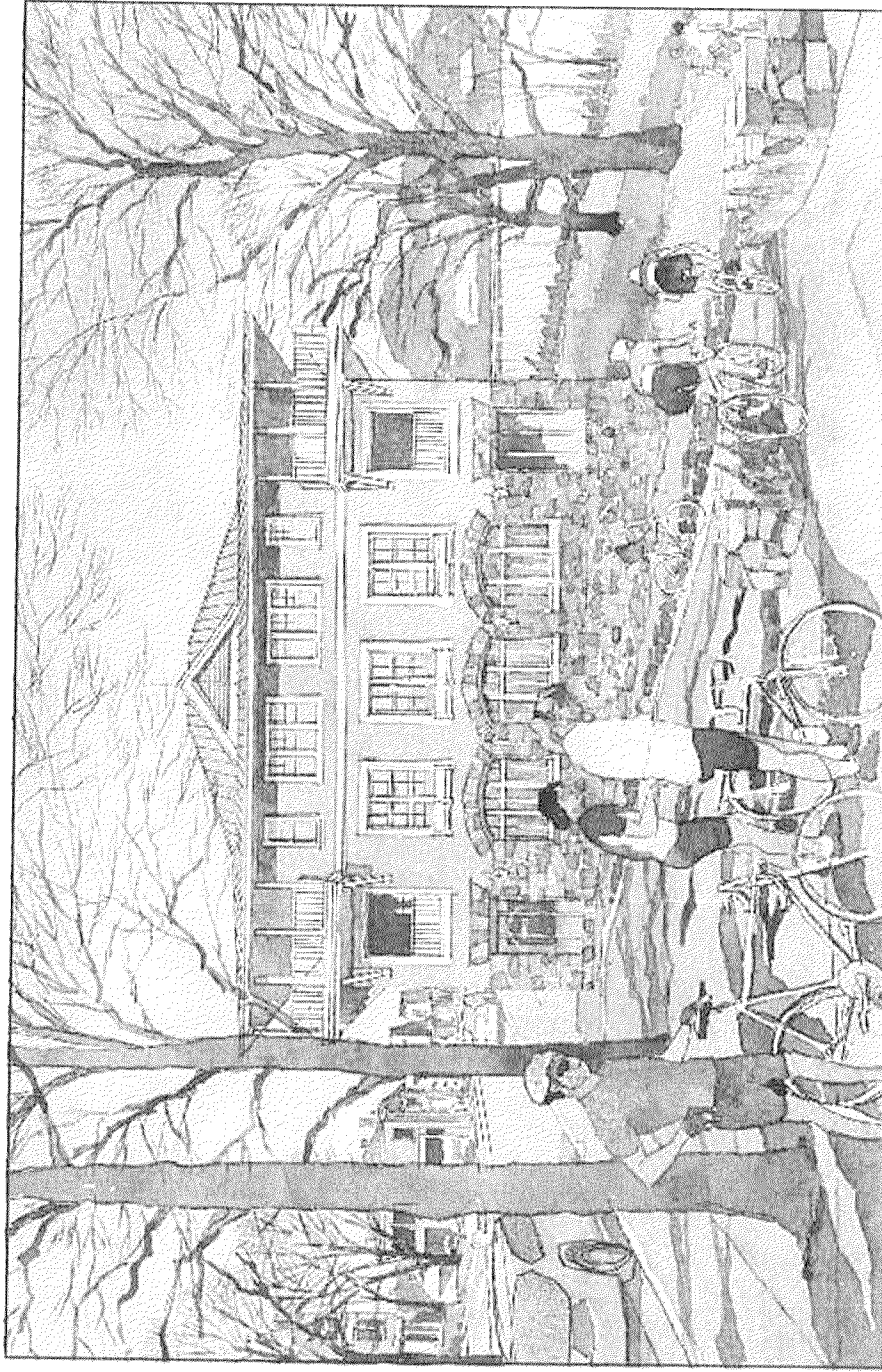


Illustration of the proposed building for the property.

This recommendation encourages the development of the Town Branch Trail from downtown to Masterson Station Park. **The Urban County Council has approved funds to start the construction of this trail from the Cox Street parking lot and then along the Town Branch and at some point continue to Masterson Station Park. Preliminary design is near completion and the next phase will be the development of construction documents. As a part of the Distillery District TIF, TIF funds are allocated for the construction of this trail.**

INFILL & REDEVELOPMENT STEERING COMMITTEE

RECOMMENDATIONS

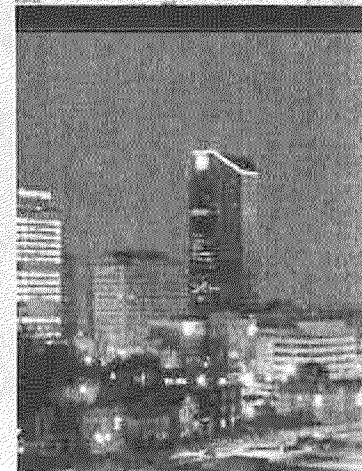
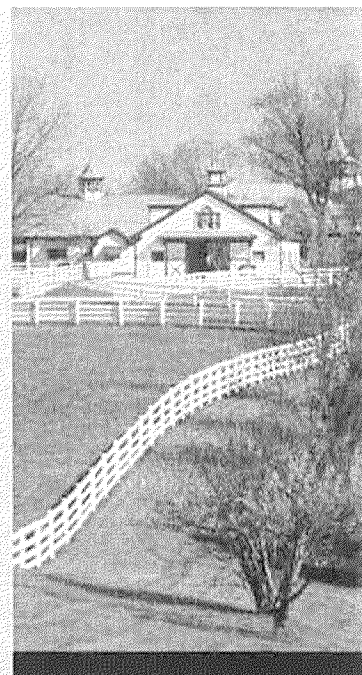
EXECUTIVE SUMMARY

March 17, 2008



PREPARED FOR
FAYETTE URBAN COUNTY GOVERNMENT

BY
JAMES W. HARRIS
JAMES W. HARRIS & ASSOCIATES, INC.



ACKNOWLEDGEMENTS

LFUCG URBAN COUNTY COUNCIL

MAYOR: Jim Newberry

URBAN COUNTY COUNCIL

Vice Mayor:	Jim Gray				
At-Large:	Linda Gorton	4th District:	Julian Beard	9th District:	Jay McChord
At-Large:	Chuck Ellinger	5th District:	Dr. David Stevens	10th District:	Don Blevins
1st District:	Andrea James	6th District:	Kevin Stinnett	11th District:	Richard Moloney
2nd District:	Tom Blues	7th District:	K.C. Crosbie	12th District:	Ed Lane
3rd District:	Dick DeCamp	8th District:	George Myers		

INFILL & REDEVELOPMENT COMMITTEE

STEERING COMMITTEE

Dr. David Stevens	Tony Barrett
Tom Blues	Steve Brown
Andrea James	Harold Tate
Dick DeCamp	Renee Jackson
Jim Gray	Patrick McGee
Chris King	Rebecca Burnworth
Rose Lucas	

CORE COMMITTEE

Dr. David Stevens	Barb Rackers
Tom Blues	Rachel Phillips
Jim Gray	Nathan Billings
Chris King	Gene Childress
Jimmy Emmons	

QUALITY OF LIFE TASK FORCE

Tony Barrett	Rob Snyder	Joan Whitman	Harold Tate	Patrick McGee
John Bird	Holly Wiedemann	Phil Holoubek	Cindy Olson	Mary Lou Nemecek

QUALITY OF PROCESS TASK FORCE

Rose Lucas	Rebecca Burnworth	John Dehart	Mike Meuser	Knox Van Nagell
Eric Thomason	Greg Padgett	Linda Carroll	Bill & Leisa Pickering	Jeff Dunkin

QUALITY OF PLACE TASK FORCE

Steve Brown	Morgan McIlwain	Judy Worth	Gwen Godfrey	Scott Southall
John Carr	Nathan Billings	Peter Cassidy, III	Renee Jackson	

FACILITATORS: Steve Kay, Ed Holmes & Stan Harvey

LFUCG STAFF

Building Inspection: Bob Carpenter
Planning: Jimmy Emmons, Chris King, Rachel Phillips,
 Barb Rackers, Joseph David
Transportation: Max Conyers
Finance: Kyna Koch
Historic Preservation: Bettie Kerr, Amelia Armstrong
Fire Department: Chuck Fowler, James, Branham, Bill Woodward

Law: Andrea Weddle, Rochelle Boland
Traffic: Jeff Neal

Water & Air Quality: Greg Lubeck, Charlie Martin
Community Development: Paula King

Background: In 2000, the Lexington-Fayette Urban County Government created an Infill/Redevelopment Steering Committee formed of elected and appointed officials, development and neighborhood interests and LFUCG staff. Under this committee's efforts, a residential infill and redevelopment study was completed in 2001 to address many concerns regarding inappropriate infill and redevelopment in older neighborhoods. The 2007 Planning Commission decision not to approve any expansion of the Urban Service Area increased community interest in exploring greater use of innovative techniques to encourage increased and accelerated use of infill and redevelopment. In 2007 the Infill and Redevelopment Steering Committee of the Urban County Council created three Task Forces to study and review aspects of infill and redevelopment: Quality of Life, Quality of Place, and Quality of Process. Each Task Force was charged with developing a report on its subject area for the Steering Committee.

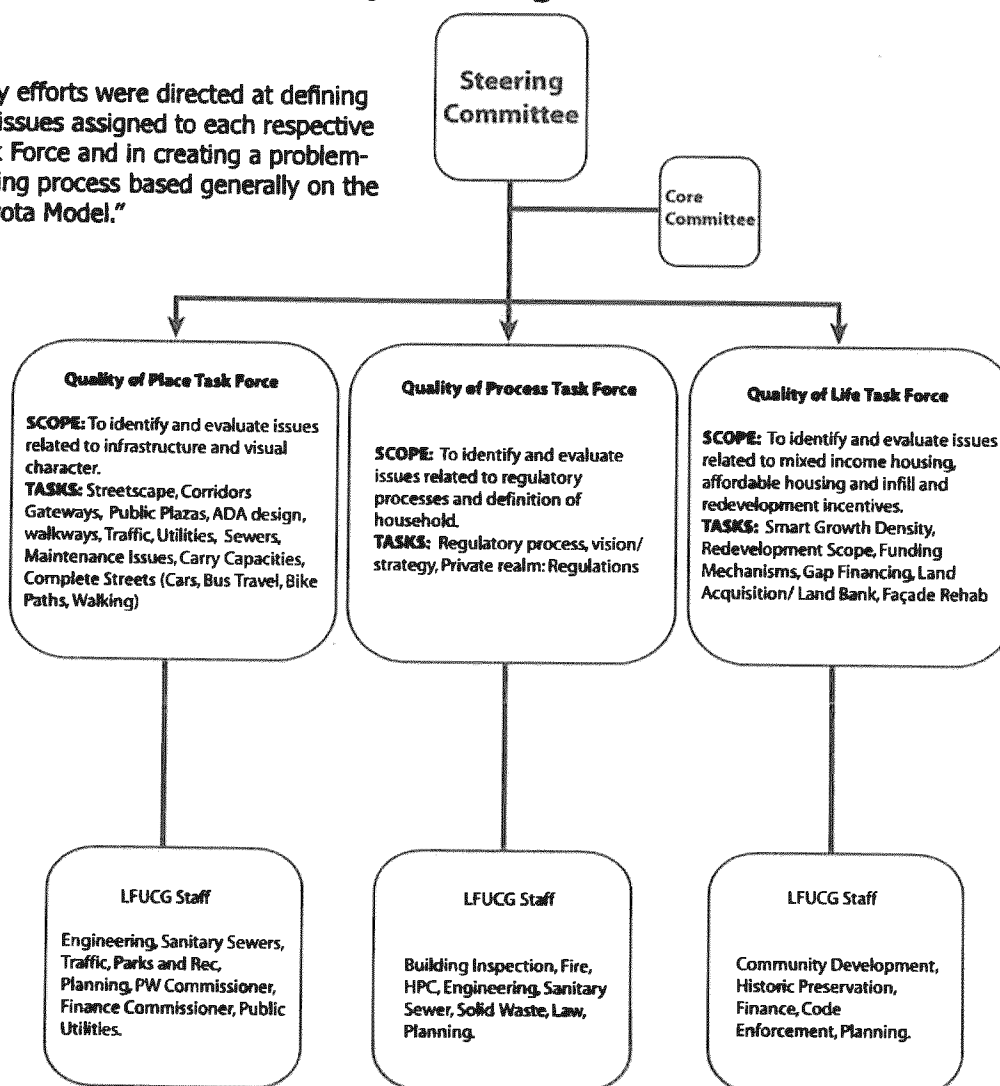
Proposed Mission Statement:

To recognize and improve an effective, efficient, and rational process that allows the Infill and Redevelopment Program to address the outstanding infill and redevelopment challenges facing our community by:

- Educating ourselves and others about the infill and redevelopment processes in our community, carefully defining the problems involved, and finding solutions,
- Managing the most efficient use of participants' time, efforts, and resources,
- Producing recommended actions for consideration by the governing bodies involved, and
- Advocating for those recommendations resulting in their successful implementation.

Infill/Redevelopment Organizational Structure

Early efforts were directed at defining the issues assigned to each respective Task Force and in creating a problem-solving process based generally on the "Toyota Model."



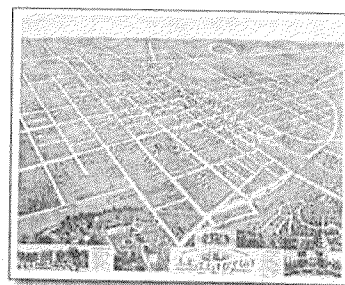
PROBLEM STATEMENT

Lexington stands poised at a unique moment in its history. A city that has always prided itself on its progressive development policies, including the establishment of the nation's first urban growth boundary in 1958, now has the opportunity to fully capitalize on its unique culture, economy and physical landscape. Through a proactive approach, the city can preserve the surrounding Bluegrass landscape that provides its cultural identity, can more efficiently utilize existing infrastructure, can better protect established neighborhoods from unwanted development pressures and can set new standards for well designed, sustainable development.

An underlying premise of prolonged debate in the 2007 Comprehensive Plan Update was that development should occur within the established Urban Service Boundary (USB), and infill development should occur within the vacant or underdeveloped parcels before additional land is included in the expansion of the USB. To effectively meet the desired effect of increased infill and redevelopment, strategies are needed that can incent and encourage builders and developers to look "inward" for infill projects. These projects have traditionally had more difficulty attracting development interest due to what are perceived as oftentimes onerous and cumbersome permitting, regulatory and land assemblage issues. The recommended infill and redevelopment strategies described on the following pages will enable infill and redevelopment to occur through community education, development incentives, regulatory changes, process improvements and design approaches to achieve better neighborhoods and communities.

The recommendations are based on the underlying premise that all parts of Fayette County within the Urban Service Boundary should be included when considering new regulations or modification of existing regulations pertaining to infill and redevelopment, but that when considering incentives of any kind the primary focus should be on the area in and near downtown. Any specific proposals should take into account the significant differences and consequent differing needs in three broad geographic areas: in and near downtown; inside and immediately adjacent to New Circle Road; beyond New Circle Road and inside the Urban Service Boundary.

As Lexington-Fayette Urban County Government (LFUCG) undertakes this initiative to promote infill and redevelopment, it will require significant changes in growth patterns, trends, designs and processes. The following set of recommendations recognizes that we must be realistic when addressing differing conditions of age and context within the USB, a growth management tool that has withstood decades of debate and challenges and has defined development patterns. The rewards of an urban infill and redevelopment program will entail some risks and will require some changes in the way we think about and process urban development projects, but the payoffs should be substantial and significant.



ISSUES Opportunity & Problem Statement

This is where innovation and opportunity can come together. Higher densities, different product types and new development standards, combined with a focus on emerging markets, affordability and sustainable communities, can turn unattractive infill sites into profitable opportunities for builders that understand and can meet critical housing development. To understand the physical opportunity within the Urban Service Boundary (USB), the following categories of "infill and redevelopment opportunity" were identified:

- o Vacant Land (includes surface parking lots)
- o Unoccupied Structures
- o Underutilized Property (partially occupied, demonstrating significant renovation need)

The Division of Planning recently carried out a city-wide survey of these categories of potential infill and redevelopment properties. This analysis generated the following quantifications:

- o Acres in Downtown = 116 acres
- o Acres outside of Downtown, but near New Circle Road = 568 acres
- o Acres outside New Circle Road but within the USB = 4011 acres

It is estimated that this acreage could accommodate over 14,000 housing units, over 50,000,000 sq. ft. of office/commercial/retail and almost 100,000,000 sq. ft. of industrial, warehouse and research space, under the current Comprehensive Plan. According to the 2007 LFUCG Comprehensive Plan, Lexington-Fayette County is expected to grow by approximately 50,000 people by 2030. The key will be to determine the appropriate locations for infill and redevelopment and to set a policy framework to guide new development. To move quickly towards a guiding policy framework for growth management, the following categories of "Character Areas" were defined:

Neighborhoods



Characteristics

Predominantly residential areas with issues of historic preservation, compatible development and conservation.

Issues & Examples

Examples include East End, Landsdowne-Merrick, Gardenside and Hartland.

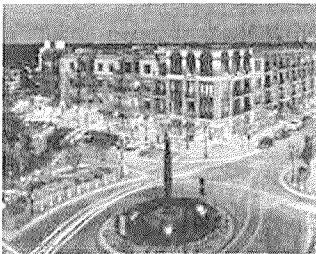
Corridors



The system of "hub and spokes" that links Neighborhoods and Centers and defines the city's transportation network.

Strategies in these corridors are two-fold: to support the creation or enhancement of Centers at accessible locations along the Corridors and to support a unified plan of multi-modal transportation, access management, streetscapes and gateways. Examples include Richmond Road, Broadway, Versailles Road.

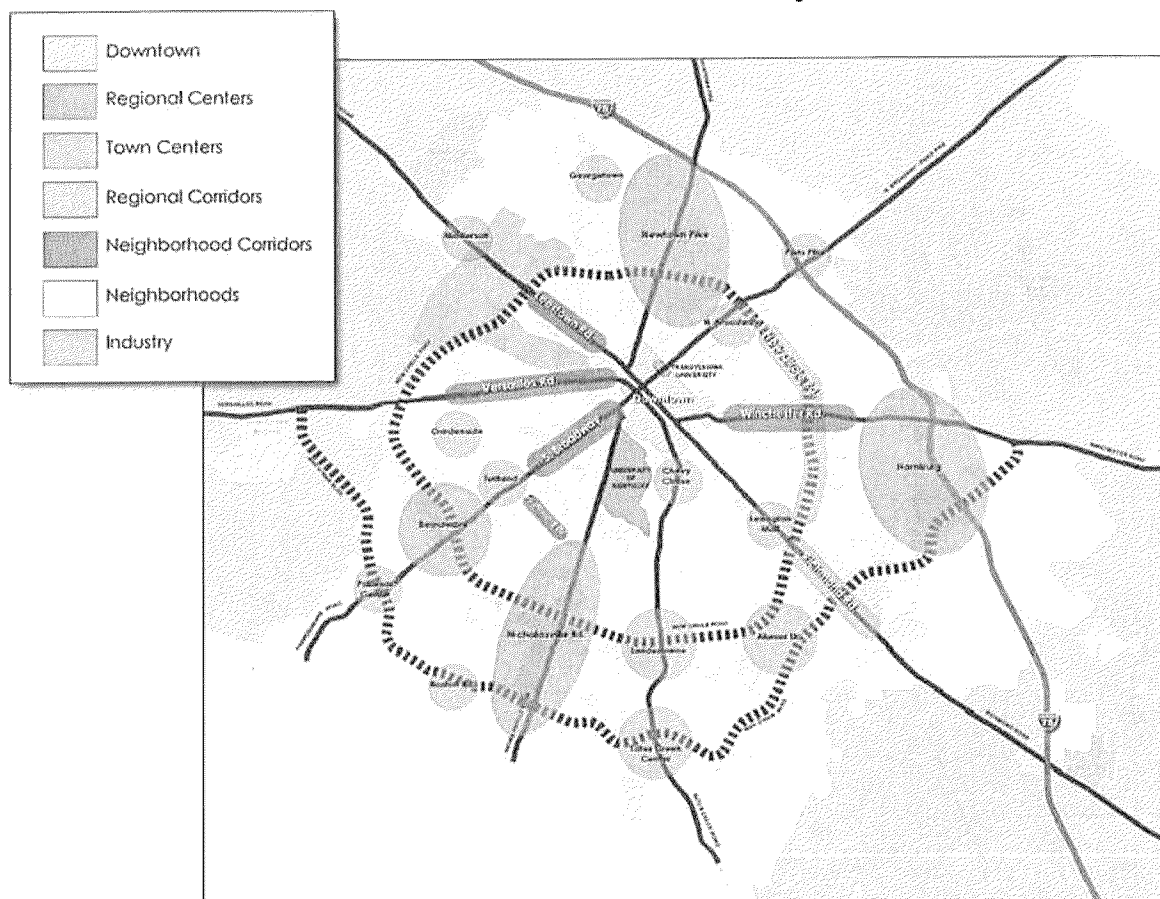
Centers



The major commercial and cultural centers of the city. They include Downtown and several other Regional Centers, with smaller-scale Town Centers and Neighborhood Centers.

Many existing centers could be retrofitted in a more pedestrian-friendly manner. These Centers are the likely locations of mixed-use development over time. Examples include Nicholasville Road, Turfand Mall and Romany Road.

Character Area Map



Policy Recommendations

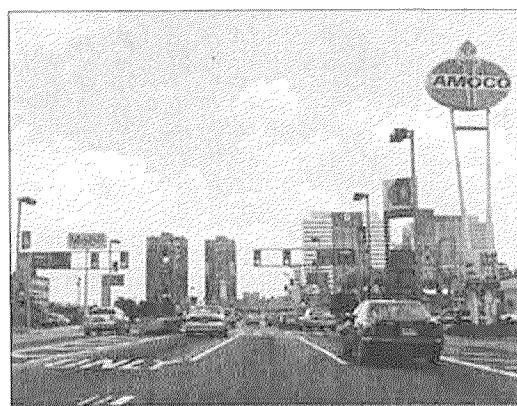
Land Use and Design:

Land use and design considerations define the physical and functional character of our community. Efforts to ensure proactive planning and design standards can raise the bar of expectation and the quality of place.

Site Design Standards: In priority Centers, LFUCG should create and institutionalize a set of Site Design Standards that encourage pedestrian-oriented development.

Transitional Requirements: Within the transitional areas between Centers and Corridors and Neighborhoods, LFUCG should establish standards that mandate minimum buffers, create transitional height planes and establish compatibility with surrounding neighborhoods.

Signage Standards: In areas of commercial and mixed use redevelopment, unified private signage of a common vocabulary and standardized location and size could be encouraged and billboards could be eliminated or minimized. Implementation of the previously adopted ordinance on amortization of non-conforming signs should be reconsidered by LFUCG.



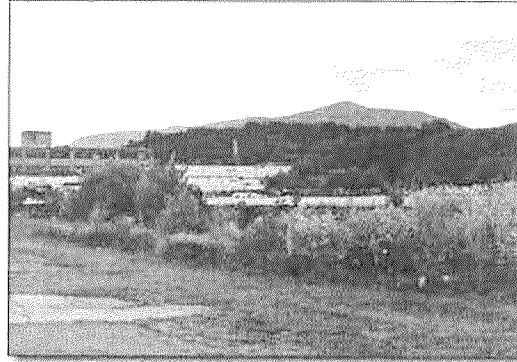
Typical Non-Unified Signage

Historic Structures: Identification of additional potential historic resources should be carried out and regulatory and financial incentives to preserve or adaptively re-use these structures should be encouraged.

Environment:

Environmental Standards can create a unified policy framework and standards that encourage the highest level of environmental sustainability, including:

- 1) Reducing pollution from construction activities by controlling soil erosion.
- 2) Avoiding development of inappropriate sites.
- 3) Channeling development to urban areas with existing infrastructure.
- 4) Rehabilitating damaged sites where development is complicated by economic development.
- 5) Reducing pollution and land development impacts from automobile use.
- 6) Preserving existing natural areas and restoring damaged areas.
- 7) Providing a high ratio of open space to development footprint.
- 8) Limiting disruption of natural hydrology by reducing impervious cover, increasing on-site infiltration, and managing stormwater runoff, including removing pollutants from runoff.



Brownfield Example

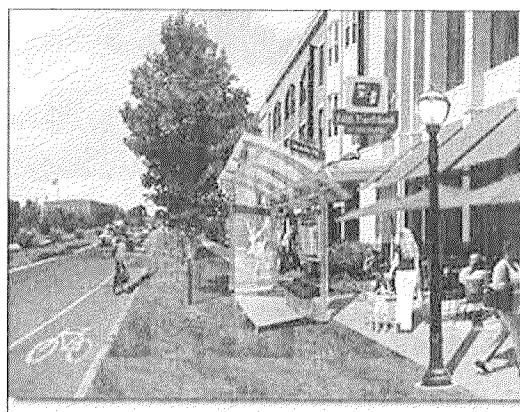
Environmental Incentives: Infill and redevelopment efforts should publicize available tax credits and financial incentives associated with sustainable development and should explore locally-based incentives for green building.

Brownfields & Greyfields: LFUCG should develop a comprehensive program to identify potential brownfields suitable for infill and redevelopment.

Shared Detention Facilities: Strategies that encourage the construction of shared detention facilities should be adopted.



Versailles Road Before



Versailles Road After Infill/Redevelopment

Infrastructure, Public Facilities & Utilities:

A primary consideration for infill and redevelopment is the quantity and quality of public infrastructure. These often-overlooked facilities need study, standards and ongoing maintenance funds.

Utilities: As public improvements and redevelopment occur, programs that encourage the burial, relocation or minimization of existing utility lines should be considered.

Maintenance Funds: Capital budgets should be increased for the study and maintenance of existing infrastructure systems.

Public Facilities Provision: LFUCG departments should create specific financial, locational and functional standards for the provision of public facilities, including ensuring adequate access.

Growth Modeling: LFUCG should refine its ability and decision-making process for planning infrastructure systems by developing a GIS-based tracking and modeling system for development and infrastructure.

Transportation:

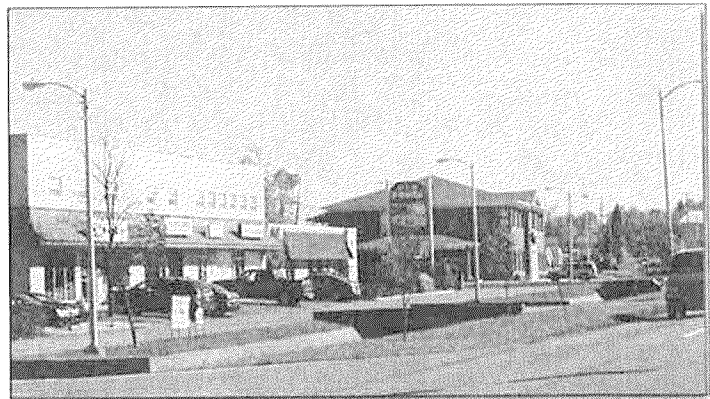
Transportation plays a large role in connecting people to each other and to jobs and services. More effort needs to be directed to encourage multi-modal networks and more human physical character.

Access Management Standards: Standards should be refined and adopted that establish access management strategies, including shared curb-cuts, inter-parcel access and other technical considerations. Standards should recognize differences in urban and suburban locations.

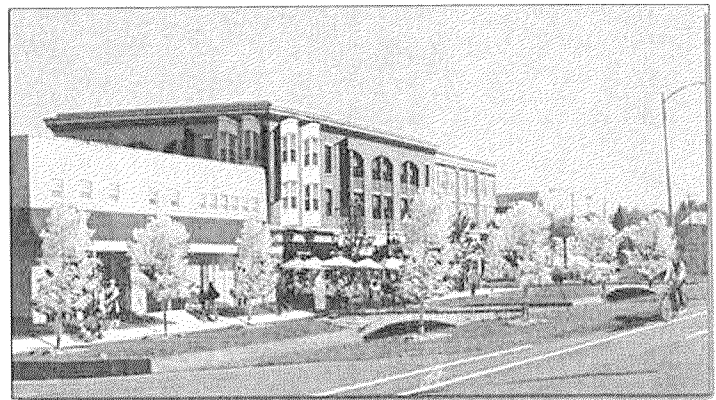
Street Framework Studies: LFUCG should explore the creation of "street framework studies" for new development, to include consideration of new local street connections that create more connected, walkable developments. Along Corridors, opportunities for additional parallel roads serving local traffic should be identified.

Traffic Calming: Measures that discourage cut-through traffic and narrow the perceptible width of larger streets should be considered to help protect established neighborhoods.

Parking Requirements: LFUCG, and the Lexington Parking Authority, should consider established "pedestrian pocket" and "transit-oriented development" parking requirements in appropriate areas as well as standards for architectural design and landscape buffering for all parking lots and structures.



Southland Before



Southland After Infill/Redevelopment

Transit Facilities: LexTran and LFUCG should continue to work together to find opportunities for new transit service while reducing travel times on existing routes, including transit shelters, improved signage, new circulators and Park and Ride lots.

Bike & Ped Facilities: LFUCG should continue to expand and refine the recent Pedestrian and Bicycle Plan and should include bike and pedestrian standards within the "Complete Streets Standards."

Public Space:

The quality of our physical environment is shaped by the quality of the public realm—the streets, streetscapes, parks and open space that connect our community. More proactive efforts to enhancing this public realm are needed.

Streetscape Standards: As part of the development of "Complete Streets Standards," LFUCG should develop guidelines for adequate planting strips, street furnishings, landscape species and hardscape materials.

Parks and Open Space Standards: LFUCG should update and implement quantifiable standards for the provision of parks and open spaces. Standards should address locational frequency, public accessibility, and program for new and improved parks and open space.

Public Space Projects: Potential public space projects include streetscapes within Centers, Corridors and Neighborhoods, new greenways linking major destinations along environmental features and travelways, new parks and plazas within Centers and the installation of community gateways, landmarks and public art.

Maintenance: New public space projects should be mindful of maintenance considerations of cost, installation, durability, and material.

Implementation Structure: To accentuate "place," LFUCG will need to be much more aggressive and proactive with a program of streetscapes, greenways, parks, plazas, landmarks and public art, which may require new models of public/private partnership to accomplish.

Affordability and Density:

The acceptance of increased density, in the right locations, is a key facet of infill and redevelopment. However, safeguards should be considered that encourage diversity and mitigate undue burden on public services and that ensure housing affordability as land prices escalate with market demand.

Household/students: One highly specific issue within the general topic of infill and redevelopment is the amount and location of student housing in established neighborhoods and issues associated with student housing.

Overall Housing Affordability:

Adopted policies should encourage the availability of affordable housing to all economic segments of the community's population, promote a variety of residential densities and housing types and encourage the preservation of existing housing stock.

Low-income and Moderate-income Housing Affordability: A number of strategies and incentives should be used to encourage the increased availability of low-income housing and moderate-income housing. LFUCG should make efforts to ensure that people who have historically lived in a neighborhood be able to continue to live in the neighborhood after redevelopment has occurred. The creation of a Land Bank Program should also be pursued.

General Incentives

LFUCG should consider financial and regulatory incentives that would help “level the playing field” for infill/redevelopment sites, including:

Live Where You Work Program - publicizing the existing program, and revising the guidelines and requirements to encourage more participation;

Small or Irregular Lots - allowing greater flexibility in setbacks, lot sizes and other requirements for infill areas, provided they are compatible with surrounding context;

Federal & State Historic Tax Credits - publicize and support applications for tax incentives;

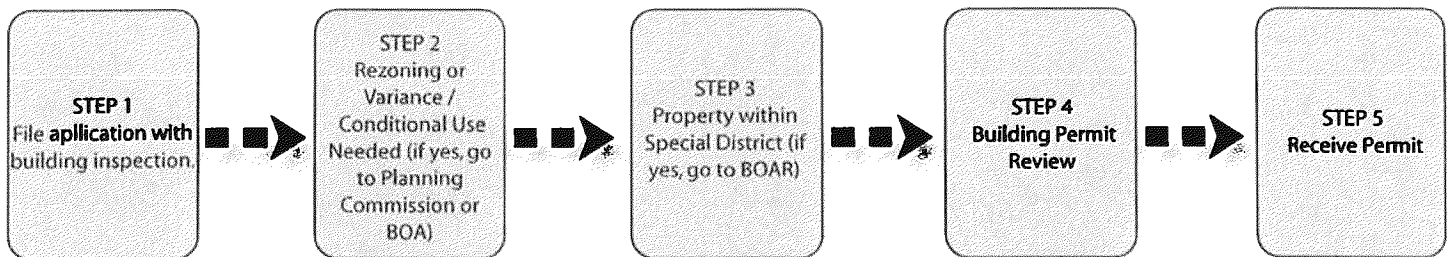
Tax Abatement - consider programs that abate local taxes for infill/redevelopment projects;

Tax Increment Financing - utilize the innovative funding tool to incentivize prime redevelopment areas that need significant upfront infrastructure and environmental improvements.

Other Incentives: Incentives should also be considered for relocating industrial uses to more appropriate locations, to facilitate the use of street-level space that maximizes pedestrian orientation and to help reface storefronts, particularly along Corridors.

LFUCG should also consider local designation and possible financial incentives for buildings that meet approved “green” standards. A tax to discourage continuation of vacant and blighted properties should also be considered.

Finally, LFUCG should promote quality housing and the rehabilitation of existing housing through incentives.



Development Review Process Diagram

The Administrative Process:

LFUCG should include the following improvements to the development process:

Form-Based Codes - support form-based zoning classifications that encourage mixed uses but provide architectural guidelines; **Parking Regulations Review** - encourage parking incentives, arrangements for shared parking and parking reductions in appropriate areas.

Expedited Permitting Process: LFUCG should expand the current Building Inspection tracking program to incorporate a multi-agency electronic permit and tracking program that effectively tracks an infill project from the initial stage to permit.

Reduced Carrying Costs: LFUCG should investigate possible ways to reduce the carrying cost of infill and redevelopment projects.

Staff-level Approvals: All appropriate entities related to development should recommend ways to increase the scope of staff-level approvals, subject to all appropriate considerations for public participation and due process.

Organizational Coordination: More formalized mechanisms for regular coordination between departments during the development and review process and formalized communication/work sessions between related bodies such as Urban County Council, the Planning Commission, and BOAR.

H-1 Overlay / Board of Architectural Review: A need exists for review and for better education and public awareness of the process by which historic districts are created, and of the process and standards used by the Board of Architectural Review (BOAR) to consider the appropriateness of projects in those districts.



Public Education

Utilities Review and Approval: LFUCG should consider adding appropriate language that improves its position vis-a-vis the utilities when new franchise agreements are negotiated.

Code Enforcement: Code enforcement approvals, inspections and regulatory enforcement should be adhered to in the strictest interpretation of the ordinances, to ensure that developments meet the standards and quality for safe and sustainable projects.

Construction Activity: LFUCG should establish protection for property owners adjacent to construction and a centralized place to report problems.

Implementation:

Comprehensive Education Strategy: An ongoing comprehensive education and outreach effort for residents, neighborhoods, the development community and others about all aspects of infill and redevelopment strategies and incentives will be required to ensure sufficient public understanding and support.

Code of Ordinances Review: A review of the regulatory framework of the zoning ordinance and subdivision codes will be necessary to ensure that the codes and regulations encourage or provide incentives rather than discourage the desired effect of infill and redevelopment.

Staffing: Implementation of many of these recommendations depends on adequate staffing.

Additional Studies:

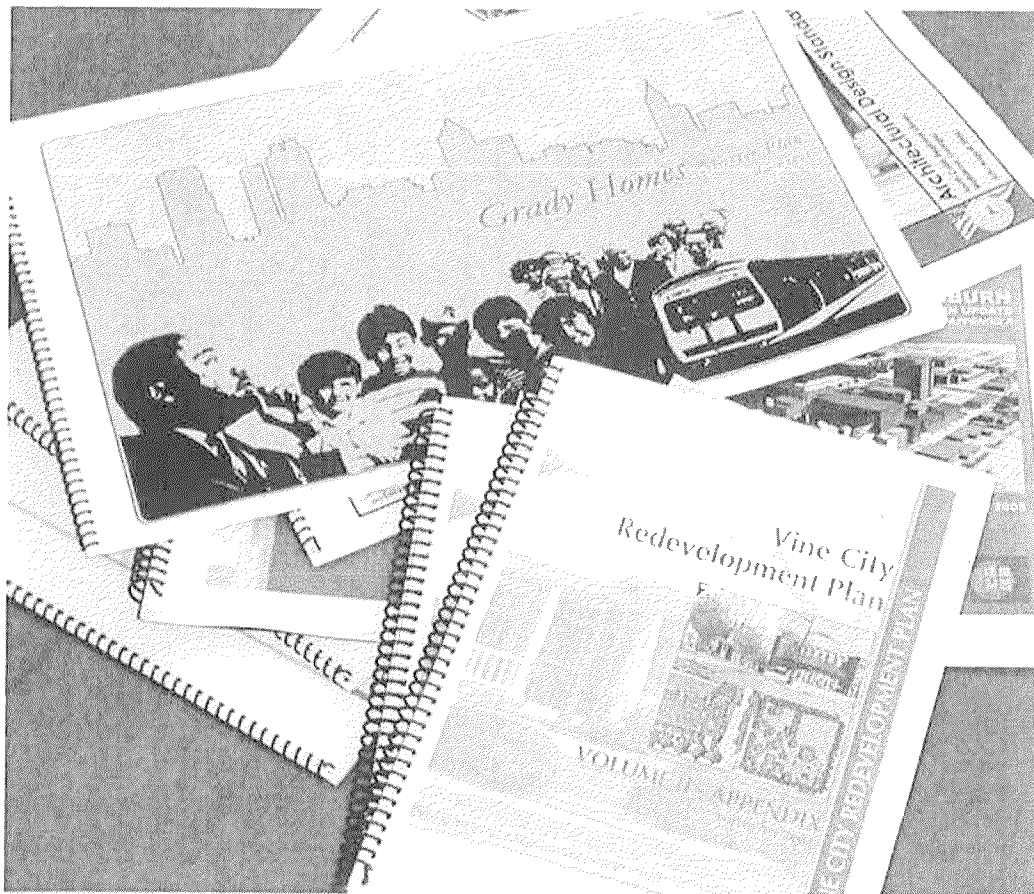
Comprehensive Plan: While the updating of the Comprehensive Plan will not be complete until 2012, additional short-term studies and Small Area Plans can lay the groundwork for the more comprehensive strategy. These efforts can refine potential Character Areas and land use policy and could include an economic base analysis. Implementation of the existing Downtown Master Plan should be a priority.

Infrastructure Studies: The quality and quantity of necessary infrastructure systems is a critical success factor for encouraging new infill and redevelopment. Comprehensive assessments of existing conditions and the creation of capacity models should be completed.

Transportation Studies: Federal transportation legislation mandates procedures for conducting a continuing, cooperative and comprehensive multi-modal transportation planning process in metropolitan urban areas such as Lexington. Following these procedures, effort should be directed towards multi-modal projects, including "cross-artery" improvements, transit enhancements/expansion, and unified wayfinding.

Corridor Studies: Corridors help define the physical identity of the city; they are critical links in the transportation network and they are significant opportunities for infill and redevelopment. Comprehensive land use and transportation plans, including detailed public improvements, should be developed for priority Corridors.

Housing Affordability Study: LFUCG should develop a comprehensive strategy for housing affordability that would address housing market demands.

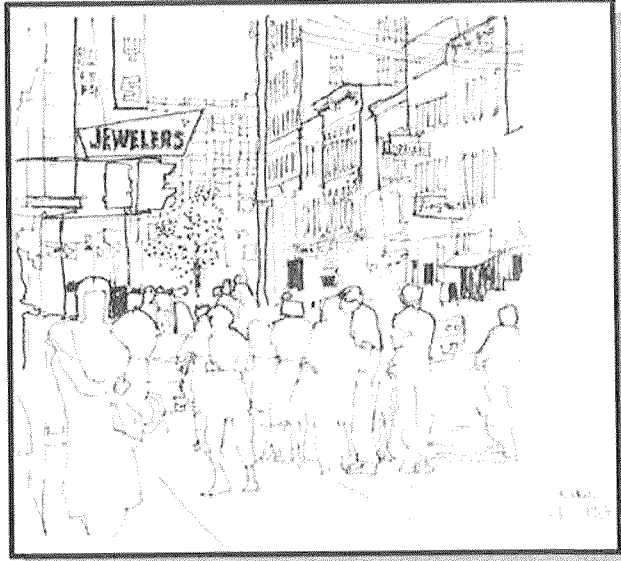


Infill and Redevelopment 2010 Summary Progress Report

Steering Committee's Mission Statement

To recognize and improve an effective, efficient, and rational process that allows the Infill & Redevelopment Program to address the outstanding infill and redevelopment challenges facing our community by:

- a) Educating ourselves and others about the infill and redevelopment processes in our community, carefully defining the problems involved, and finding solutions;
- b) Managing the most efficient use of participants' time, efforts, and resources;
- c) Producing recommended actions for consideration by the governing bodies involved; and
- d) Advocating for those recommendations, resulting in their successful implementation.



Background

On April 10, 2008 the Infill & Redevelopment Steering Committee issued a written report that detailed over 100 recommendations to improve the quality of life, quality of place and quality of process of the Infill & Redevelopment Area in Lexington-Fayette County. This written report, entitled "Recommendations," was the culmination of a strategic planning process involving the facilitated input of hundreds of Lexington citizens. The entire process, which lasted approximately two years, studied; identified; evaluated and drew consensus on the major issues and opportunities related to infill and redevelopment in the core of our community. The report identified three central categories of recommendations – Policy, Administration, and Implementation.

Even before that report was presented to the public, the Mayor's Office, the Council and the various divisions of government had worked toward implementation of the recommendations of the Steering Committee. The "Infill and Redevelopment 2010 Summary Progress Report" has been prepared in order to document the progress of the Government in accomplishing the many tasks detailed in the original report.

This progress report will identify the tasks that have been completed, those that are ongoing or complete, objectives in process, tasks pending action, and new initiatives that have been added to the recommendation list by the Infill & Redevelopment (I/R) Steering Committee.

Re-Organization

One of the strengths of the Infill & Redevelopment Steering Committee, an ad hoc committee of the Urban County Council, is how it has altered its organizational structure

as needed to accomplish the goals of infill and redevelopment within an ever-changing environment. The I/R Steering Committee regularly reports to and makes recommendations to the Council Planning Committee and the Planning Commission. As the strategic planning work came to an end in April 2008, the Committee no longer needed to be segmented into the three Task Forces (Quality of Life, Quality of Place and Quality of Process), and they have subsequently been dissolved.

During the course of the past two years, the Steering Committee created three new sub-groups – the Policy Sub-Committee, Implementation Sub-Committee, and Gap Sub-Committee. The first two sub-groups were created to manage issues related to the recommendations of the Steering Committee. The third sub-group was created to contend with those issues or problems related to infill and redevelopment that fall outside the Government's purview or are more appropriately handled by private entities. Recently, the Gap Sub-Committee was dissolved in favor of a public-private partnership outside the realm of the I/R Steering Committee. Their work and initiative remain important, and their recommendations have been included as Appendix C of this report. The I/R Steering Committee agreed to their recommendations; however, it has been determined that the tasks of that sub-committee are not well suited to the umbrella of local government.

I/R Steering Committee Membership list 2010 (An ad hoc committee formed in 2000 to promote I/R)

Council Members

Jim Gray, Co-Chair
Andrea James
Tom Blues
Diane Lawless

Other Members

Nathan Billings, Co-Chair
David Stevens
Rose Lucas
Tony Barrett
Steve Brown
Chris King
Harold Tate
Barbara Rackers
Knox Van Nagell
Patrick McGee
Rebecca Burnworth
Renee Jackson
Stan Harvey

Empty stakeholder seats actively being recruited

Additional FCNC representative
Current Planning Commission member
Affordable housing developer representative

Primary Staff

Jimmy Emmons, Division of Planning
Kevin Wentz, Department of Public Works and Development

Policy Task Force (2010):

Jim Gray
Andrea James
David Stevens
Rose Lucas
Chris King
Barbara Rackers
Stan Harvey
Steve Brown
PC member
New FCNC member

Implementation Task Force (2010):

Tom Blues
Diane Lawless
Nathan Billings
Patrick McGee
Renee Jackson
Tony Barrett
Harold Tate
Knox Van Nagell
Rebecca Burnworth
Aff. Housing Dev. Rep.

Priority Projects Update

After the recommendations became public and were prioritized, the Government staff created a list of those recommendations, which constitutes 104 individual projects or tasks to be undertaken for the benefit of the Infill & Redevelopment Area. A total of 60 tasks were prioritized with a rating of either a "1" or "2", indicating a high priority for implementation. The remaining 44 projects were prioritized with a rating of "3", "4" or "5" indicating a lower priority.

Positive Influence

The city's administration, the Urban County Council and the Urban County Planning Commission have all had a positive influence on the progress accomplished to date. Their collective resolve to incentivize and address issues related to infill and redevelopment will continue to be the pivotal difference in the final outcome of the Infill & Redevelopment Steering Committee's work. Fulfilling the recommendations of the Steering Committee requires constant vigilance. As long as the Council, the Planning Commission, and the city's administration continue to make infill and redevelopment a priority, progress is certain to continue.



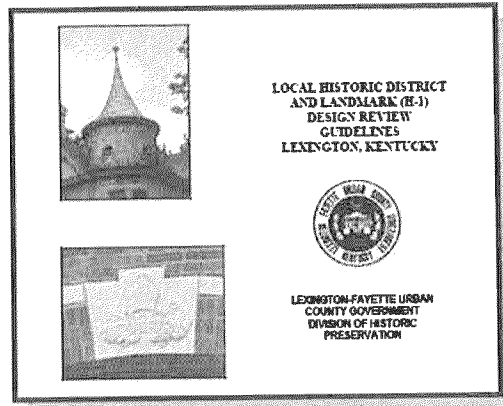
The Highlights

Several objectives have been completed as a direct result of the priority infill and redevelopment has been given in our community. The complete listing of the priority listing is included as Appendix A; however, significant examples of these projects are listed below and include:

Land Use and Design

- ✓ Round 3 of the I/R ZOTAs – Approved and made part of the Zoning Ordinance in Summer 2009
- ✓ Three Small Area Plans (Central Sector, East End and S. Nicholasville Road) will greatly expand I/R opportunities. Central Sector and East End are both older urban neighborhoods; and South Nicholasville Road was groundbreaking, as it applied the concepts and recommendations developed by the I/R Committee to the urban edge.

- ✓ The "Illustrated Design Guidelines for Historic Districts" is complete and available online.
- ✓ Downtown Signage regulations have been changed to allow a more vibrant downtown and mixed-use projects; provisions for new "landmark signs," which are allowed in any zone, were also added, subject to review and approval of a committee.



Environment

- ✓ The Commercial I/R Study recommended redevelopment policies and recognized several brownfields and greyfields. This study set the stage for LFUCG to apply for a \$400K brownfield assessment grant.
- ✓ A Local Climate Action Plan Team is working on a plan for Lexington, and is expected to continue working through the summer/fall of 2010.

Infrastructure, Public Facilities & Utilities

- ✓ As a part of the Consent Decree, the LFUCG has focused many capital improvement projects within the I/R area, repairing and replacing ailing infrastructure.
- ✓ Utilities are being redirected underground in conjunction with the Streetscape Master Plan. Additionally, new regulations now require all new development (and redevelopment) to install utilities underground.

Transportation

- ✓ The Short Street/Second Street two-way traffic conversion is underway in the Department of Public Works and Development. Several public meetings have been held with the neighborhoods to obtain input and identify concerns. A detailed recommendation on the necessary changes has been formulated, and future funding for the project will need to be prioritized.



- ✓ The Complete Streets recommendations are underway and will address many of the context sensitive design recommendations made by the I/R Steering Committee.
- ✓ Parking requirements have been reduced, and provisions for more context sensitive parking requirements have been added to the Zoning Ordinance.

Public Space

- ✓ The Complete Streets recommendations will enhance the pedestrian experience for all new residential and commercial developments, as well as street retrofits.
- ✓ The Cheapside Park and 5/3 Bank Pavillion will be completed in April 2010.

Affordability and Density

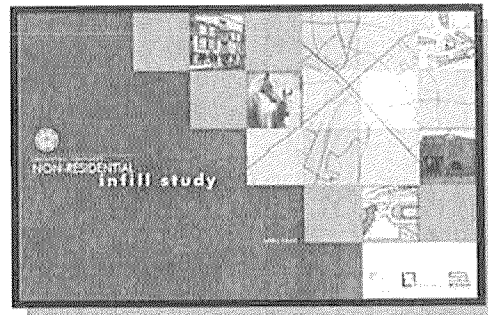
- ✓ The Southend Park Community Land Trust is now operational.
- ✓ The enabling legislation and the Board positions for the Land Bank Authority have been created.
- ✓ The legislation for the Abandoned Urban Property Tax has been adopted by Council.

Administrative Process

- ✓ The development review process has been revamped, creating more upfront communication, transparency and accountability in the process.
- ✓ Historic Preservation Commission has increased the staff authority to review and approve applications. Staff approvals have increased from 60% to 65% of all applications.
- ✓ The Division of Planning has seen an increase in applications approved at the staff level, mostly due to regulatory changes within the past 4 years. Expected in 2010, the staff will be in discussion with the Planning Commission about further refinements to the submittals that can be approved by staff.
- ✓ The Division of Code Enforcement has increased regulatory enforcement and regularly coordinates with the other enforcement divisions; i.e., Police, Fire and Building Inspection.

Additional Studies

- ✓ The Housing Market Study is complete. It is a comprehensive look at the housing market and specifically reviews, among other items, housing affordability.
- ✓ The Non-Residential Infill & Redevelopment Study is complete. By reviewing in detail the development potential of several representative brownfield and greyfield sites, the study created a roadmap for all commercial I/R opportunities.



April 2008 Objectives	Priority 1 & 2 Objectives	Priority 3-5 Objectives
Ongoing and Completed Objectives	3-Pursue Creation of a Land Bank 4-Support Mixed-Income Housing 5-Community Land Trust (investigate) 6-Conduct analysis of market conditions 7-Develop a strategy for affordability 8-Promote Low Income Tax Credits 9-Promote New Market Tax Credits 12-Explore Blight Tax 26-Consider flexible parking requirements 30-Implement Bike & Pedestrian Master Plan 31-Conduct/Coordinate Assessment Studies 32-Formalize Environmental Standards 34-Publicize Fed. & KY Financial Incentives 40-Infrastructure Rehab Funds in Older Areas 41-Continue study of Student Housing Impacts 50-Establish annual maintenance fund in CIP 51-Provide bonuses for specific purposes 52-Develop guidelines for density bonuses 53-Facilitate development of Small/Irreg. Lots 54-Review Parking Regulations & Incentives 55-Implement I/R ZOTAs (round III) 57-Expand PlanTracker & add online tracking 58-Inter-department review system for permits 63-Complete Downtown Streetscape Master Plan 64-Build priority improvements 70-Implement Downtown Master Plan 71-Tax Increment Financing 81-Provide support for State Historic Tax Credits 82-Lobby for increased State Historic Tax Credits 95-Ensure strict Code Enforcement 102-Re-define staff coordination efforts 103-Provide relevant professional development 104-Charge staff to implement recommendations	2-Tax Credits for affordable housing & land 14-Update Comp. Plan for I/R "Framework" 16-Economic base analysis for employment 17-Coordinate Transit Plan with Comp. Plan 19-Establish service standards-public facilities 20-Incorporate PF standards into Comp. Plan 21-Establish design standards for parks/trails 22-Conduct Sub-area Studies-priority areas 44-Investigate Nghd. Conservation Districts 56-Review process for creating H-1 Districts 60-Study Reduced Carrying Costs 66-Explore additional transit service 67-Explore "Park and Ride" lots 68-Create unified signage & shelter standards 69-Provide these on priority transit routes 76-Identify Historic Resources beyond d-town 88-Promote Quality Alternative Housing 90-Allocate HP staff for the Courthouse Area 91-Enhance Historic outreach & education 94-Ensure expedited review of street closures 101-Assign planners to assist nghd. conservation
Objectives in Process	23-Establish connectivity standards 24-Encourage new street networks with redevelop. 25-Create "tool kit" for traffic calming methods 27-Add Bike/Ped. standards in Complete Streets 33-Create LFUCG Sustainability Plan 35-Develop Local Incentives (incl. regulation) 36-Identify Potential Brownfields & Greyfields 39-Develop GIS model to test growth scenarios 43-Create Urban Design Guidelines (Site Design) 45-Consider Form-Based Codes to facilitate I/R 48-Complete update of H-1 design guidelines 59-Online Permitting and Tracking 61-Increase Staff-level Approvals 65-Prioritize additional public space projects 72-Create Management Districts 73-Incentivize Street Level Uses 96-Provide resources to assist property owners	1-Land assembly for affordable housing projects 15-Develop Industrial Land Use Policy 18-Create Corridor Studies for Priority Corridors 42-Establish standards for rental properties 49-Develop Access Management Standards 89-LFUCG Housing Rehab Incentives 92-Utility approval via franchise agreement 97-Establish protections near construction activity 98-Initiate comprehensive education strategy

April 2008 Objectives	Priority 1 & 2 Objectives	Priority 3-5 Objectives
Objectives Pending Action	11-Revise the "Live Where You Work" Program 28-Formalize "Complete Streets" Standards 37-Secure remediation grants 62-Review staffing needs in Historic Preservation 84-Relocate Industrial Areas 85-Rehab incentives for Corridors store fronts 86-Green logo 93-Add language with new franchise agreements 99-Review Code of Ordinances w/ I/R boundary 100-Provide staff & education regarding infill	10-Expand "Live Where You Work" Program 13-Create GIS Development Tracking 29-Incorporate Complete Streets into Ordinances 38-Shared detention/retention into I/R regulations 46-Policy & Design Guidelines for Char. areas 47-Create landscape & design std. for parking 74-Minimize billboards by locational standards 75-Implement Sign Amortization Ordinance 77-Create Public Art & Culture Master Plan 78-Maintenance funding for public spaces 79-Public Space funding Implement. Structure 80-Create implement. org. for public sp. projects 83-Institute LFUCG tax abatement for I/R 87-Lower tax rates for "green" standard units

A look at the recommendations by the numbers (April 2010):

80 out of total 104 objectives (**77%**) are either ongoing, complete, or in process
 50 out of 60 of the priority 1-2 objectives (**83%**) are ongoing, complete, or in process
 30 out of 44 of the priority 3-5 objectives (**68%**) are ongoing, complete, or in process
 24 out of 104 of the total objectives (**23%**) are still pending action
 13 objectives are recommended to the Full Committee to increase in priority
 24 objectives are complete and can be noted and removed from the list
 8 new objectives are recommended to the Full Committee for adoption

Ongoing and Completed Objectives

Since April 2008, a total of 54 projects have been completed or are deemed to be on-going tasks. This represents a completion rate of 52% among the recommendations identified in the Infill & Redevelopment Steering Committee's written report. Of those completed or ongoing tasks, 61% were considered high priority, while the remaining 39% were lower priority.

Example objectives include: The completion of the new Illustrated Design Guidelines for Historic Preservation, the I/R Zoning Ordinance text amendments of 2009, and the Housing Market Study.

Objectives in process

Additionally, since April 2008, a total of 26 objectives identified in the priority list are in process by the Government. This represents another 25% of the recommendations in the Committee's written report. Of those tasks in process, 65% were considered high priority, while the remaining 35% were lower priority.

Example objectives include: Consideration of form-based codes to facilitate I/R, establishing street connectivity standards (Complete Streets), and creating corridor studies for priority areas.

Tasks Pending Action

In the two years since the recommendations of the I/R Steering Committee were reported, the Lexington-Fayette Urban County Government has realized the worst budgetary conditions in decades. Many of the projects recommended for action will require funding, and the opportunity to undertake some of these new recommendations has not presented itself during a time when the government has had to seriously consider layoffs and cutbacks on its existing services. Still, careful consideration to these items is a priority for the committee; because when budgetary times improve, these objectives will hopefully have the groundwork laid for implementation.

A total of 24 objectives identified in the priority list are still pending action. This represents 23% of the total recommendations in the 2008 report. Of those remaining objectives, 41% were considered a high priority, while the remaining 59% were lower priority.

Example objectives include: Revision/expansion/funding of the "Live Where You Work" program, hiring additional staff to facilitate I/R, and creating a "green building" regulation/tax incentive program.

New Initiatives

In addition to the original 104 projects and tasks, the Infill & Redevelopment Steering Committee is currently evaluating another 8 items for inclusion in the priority list.

Next Steps (Moving Ahead)

The I/R Steering Committee's next steps involve further assessment and implementation of the prioritized list of recommendations. The Implementation Sub-Committee made recommendations to the full I/R Steering Committee about the re-prioritization of the list and new objectives that support the I/R program. After reviewing the list of projects and other tasks that have been accomplished within the past two years, the Committee will modify the priority list by removing those completed tasks and adding new initiatives that are now considered priority projects by the Committee.

Looking Forward

Some 77% of the 104 recommendations of the I/R Steering Committee have been accomplished within the last two years. This represents a major collaborative effort on the part of the community (i.e., individual citizens and various organizations, as well as departments within the Urban County Government).

"A successful life is not something you simply pursue; it is something that you create, moment by moment."

-- Bill Strickland,

"Make the Impossible Possible"

The government will continue to address the remaining recommendations in spite of the extremely difficult budgetary times and will continue to seek new opportunities in the future.

The cornerstone of the Infill & Redevelopment program is continued improvement. Success builds upon success and now is the time to continue the support of the I/R goals, initiatives, programs, funding, and staffing.

Appendices:

- A: The Master List of the I/R Recommendations
- B: History of Infill & Redevelopment in Fayette County
- C: Gap Sub-Committee Recommendations

Lexington-Fayette County, KY I/R Steering Committee Recommendations – MASTER LIST

KEY: * = New Info since TF (Task Force) review NI = New Initiative
1 = High Priority, 5 = Low Priority (dashed lines indicate connected items)

Remove + Note = Ongoing Activities section of report
\$\$ = Budgetary Implications (possible)

2010 I/R Progress Report
Appendix A

Summary by the numbers, as of April 2010
(Out of 104 total objectives, priority 1-5, either successfully completed or in process)

Priority 1-2 objectives = 50
Priority 3-5 objectives = 30

These numbers represent 77% of the 104 objectives that are either complete or in process.

General Guide as to level of completion:
10% - 25% indicates preliminary work on the project has begun.
25% - 50% indicates that draft work is complete; but project still needs public meetings, funding, etc.
50% - 75% indicates that the project is currently in the public process for funding, negotiations, review, etc.
75% - 90% indicates that project completion is imminent

Note: The full I/R Steering Committee have not made any re-prioritization decisions as yet.

This is a dynamic document, and all reporting is believed to be accurate as of April 14, 2010; however, some corrections may be necessary as updated information becomes available. Any major discrepancies will be corrected, with notice given ASAP to the I/R Steering Committee and public, as appropriate.

For further information contact Jimmy Emmons, Sr. Planner, I/R Facilitator (859) 258-3160
I/R RecommendationsMasterListApril2010.doc
4/14/2010
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Lexington-Fayette County, KY I/R Steering Committee Recommendations – MASTER LIST

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IR Recommendation Short Title	April 2008 Reference	April 2008 Priority	% Complete	Comments	REC 2010 Priority Ranking (TF / SC)
Affordable Housing					
Primary Contacts : Paula King, Harold Tate					
1 Land Assemblage (for affordable housing projects)	A.6.c.6	3	90%	- Council approved \$1.4 mil for Nghd. Stabilization grant - Additionally, Community Ventures Corp & Hope Center receive about \$4.5 mil in Nghd Stabilization grants	2 \$\$
2 Investigate Tax Credits (for affordable housing land assemblage) at the state level	A.6.c.6i	3	75%	- Ongoing applications for Nghd. Stabilization - Ongoing promotion of State tax credits - No new specific programs lobbied for at this time	3 (\$\$)
3 Pursue Creation of a Land Bank	A.6.c.6ii	2	100% See Next Steps	- Council approved creation - As of Dec 09, LFUCG, School and Governor's positions have been created - LFUCG appointment has been made - Next Steps: 1) Waiting on Governor's and School's appointments; 2) Have first meeting, set by-laws and protocol; 3) Funding/assign staff	2 \$\$

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IR Recommendation Short Title	April 2008 Reference	April 2008 Priority	% Complete	Comments	REC 2010 Priority Ranking (TF / SC)
4 Support Mixed-Income Housing	A.6.c.7	2	100% See Next Steps	- Mixed Income Unit legislation approved - Promotion of provisions needed - Next Steps: 1) Develop informational material for distribution; 2) Meet with local developers, real estate agents, Nghd. Assoc. to discuss; 3) Bring Group Residential proposal back to PC (Art 9) with MI provisions	2
5 Community Land Trust (investigate expansion of Southend Park model)	A.6.c.1	2	100% See Next Steps	- CLT is operational with its Board of Directors for Southend Park - CLT can only accept donated properties for the first 10 years of operation, since its funding is from the NPE transportation funds - Next Steps: 1) Explore CLT interest in accepting donated properties; 2) Explore possibility of Land Bank donations; 3) Promote Private donations to CLT as an affordable housing option	2
6 Conduct an analysis of market conditions	A.6.b.1	1	100%	- Study complete as of Aug 2009 - Feb 2010 I/R Steer. Committee presentation	1
7 Develop a comprehensive strategy for affordability	A.6.b.2	1	75% See Next Steps	- Mixed Use development is encouraged and is now more applicable in the USA boundary - I/R lots now easier than ever to infill and redevelop - Mixed income housing bonuses	1 (\$\$)

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IR Recommendation Short Title	April 2008 Reference	April 2008 Priority	% Complete	Comments	REC 2010 Priority Ranking (TF / SC)
				now in place • Increased provisions for neighborhood compatibility • Development review process has been overhauled • Case manager assigned to every case – I/R facilitator specifically assigned for I/R projects • Housing market study is complete • Next Steps :1) ADU legislation was proposed (postponed by PC, Oct 2009 - waiting on resolution of definition of family and other enforcement legislation); 2) All affordable housing initiatives not yet combined into one master report	
8 Promote Low Income Tax Credits	A.6.c.3	2	100%	• Ongoing Activities • DDA promotes these on a regular basis	Remove + Note
9 Promote New Market Tax Credits	A.6.c.4	2	100%		Remove + Note
10 Expand the Live Where You Work Program (Geography/Partners)	A.7.a.1	3	0%	• Council did not fund the LWYW program • Other programs not anticipated in 2008, such as the \$4.5 mil	3 (\$\$)

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IR	Recommendation Short Title	April 2008 Reference	April 2008 Priority	% Complete	Comments	REC 2010 Priority Ranking (TF / SC)
11	Revise the Live Where You Work Program (Renovation \$)	A.7.a.2	2	0% See Next Steps	- allocated to Com. Vent. Corp. and Hope Center may fulfill the sentiment of the I/R Steer. Com. recommendation - Next Steps: 1) Further study necessary to identify program deficits and program revisions; 2) Discuss funding options with Community Development, Council, and others; 3) Look for other employer partners; 4) Make program available outside of LFUCG; 5) Look for new funding mechanisms and advertising possibilities	2 (\$\$)
12	Explore Blight Tax	A.7.j.7	2	100% See Next Steps	- Abandoned Urban Property Tax legislation passed by Council - Next Steps: 1) Appoint membership - Vacant Properties Commission (Council); 2) Set tax rates for AUP (yearly Council action); 3) Vacant Properties Commission to meet, set by-laws and protocol; 4) Coordinate with the Land Bank	2

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IR	Recommendation Short Title	April 2008 Reference	April 2008 Priority	% Complete	Comments	REC 2010 Priority Ranking (TF / SC)
Comprehensive Plan						
Primary Contacts: Chris King, Jim Duncan						
13	Create GIS Development Tracking	C.4.b.2	3	0%	- Plan tracker has taken priority / resources - Note: Plan tracker accomplishes a different purpose than this d'ment tracking recommendation - GIS staffing and software may be necessary - Accela Software package may be able to implement this recommendation	2 \$\$
14	Update Comprehensive Plan to Refine and Incorporate I/R "Framework" Areas	C.4.a.3	3	100%	- Ongoing - South Nicholasville Road SAP, East End and Central Sector all have incorporated the framework (or concepts from the framework) into their plans 2012 Comprehensive Plan will address this recommendation; base studies to begin in 2010 by the Division of Planning – Long Range Planning Section	3
15	Develop Industrial Land Use Policy for preservation and conversion	C.4.a.4	N/A	25%	- In order to develop the land use strategy for areas to be preserved and converted, Commerce Lexington needs assistance in gaining GIS information concerning available lands - Commerce Lexington also	3 \$\$

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IR	Recommendation Short Title	April 2008 Reference	April 2008 Priority	% Complete	Comments	REC 2010 Priority Ranking (TF / SC)
					recommends looking at all commercial properties, not just industrial	
					• Commerce Lexington, in conjunction with the Division of Planning, may be able to accomplish this task; but Commerce Lexington needs access to the LFUCG GIS data and software to begin querying data to formulate strategies – a possibility exists with LFUCG increased VPN to provide such service to Commerce Lexington	
					• It is possible that Commerce Lexington may need their own software to accomplish this goal, if the data (and data retrieval) prove impossible to handle through the LFUCG GIS division	
					• Ongoing	
					• An economic base analysis can be performed at any time, based on the needs or circumstances	
					• Best opportunity to use the economic base analysis for the 2012 Comprehensive Plan utilizing the (expected) 2010 Census data – tool could be of great significance	Remove + Note
16	Carry out an "economic base analysis" of employment sectors	C.4.a.5	N/A	100%		

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17	Coordinate Comprehensive Transportation/ Transit Plan w/ Comp Plan	C.4.c.1	3	100%	- This is an ongoing and cyclic practice between the Division of Planning and the Metropolitan Planning Organization - Most recent collaboration was the completion of the 2035 MTP	Remove + Note
18	Create Corridor Studies for Priority Corridors	C.4.d.1	3	100% A Small Area Plans 25% B New Corridors Com. See Next Steps	S. Nich. Rd. SAP completed in Nov. 09; fulfills recommendation; N. Nich. Rd. is on hold - The MPO, the PC, and the newly created Corridors Commission all have parts to play in this recommendation – coordination efforts should be a high priority - Next Steps: 1) Implement S. Nich. Rd. study; 2) Corridors Commission implementation and coordination	3 (\$\$)
19	Establish Planning, Location and Service Standards for Public Facilities	A.3.c.1	3	100%	- This is an ongoing and cyclic practice of the Division of Planning - Specific plans that are now part of the Comprehensive Plan = Parks Master Plan, Bike/Ped Master Plan, Greenway Master Plan	Remove + Note
20	Incorporate (Public Facilities Standards) into Comp Plan Update	A.3.c.2	3	100%		Remove + Note

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IR	Recommendation Short Title	April 2008 Reference	April 2008 Priority	% Complete	Comments	REC 2010 Priority Ranking (TF / SC)
21	Establish planning, location and design standards for parks, trails, and open space	A.5.b.1	3	100%		Remove + Note
22	Conduct Sub-Area Studies of Priority Areas	C.4.a.2	3	100% See Next Steps	- Central Sector and East End SAPs complete - South Nicholasville Road SAP complete - North Nicholasville Road SAP has been indefinitely postponed - Next Steps: 1) Implement three complete SAPs (regularly scheduled meetings to coordinate implementation of SAPs are underway in Div of Planning); 2) 2012 Comprehensive Plan to consider this concept, decide on sub-area or priority areas	3
Complete Streets						
					Primary Contacts: Chris King, Cindy Deitz	
23	Establish connectivity standards	A.4.b.1	2	45%	Professional Consultant has been hired, and work has begun on the Complete Streets project	1

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IR	Recommendation Short Title	April 2008 Reference	April 2008 Priority	% Complete	Comments	REC 2010 Priority Ranking (TF / SC)
24	Encourage new street network in large-scale redevelopments	A.4.b.2	3	45%	- Meetings with Lexington stakeholders have occurred - Connectivity standards and street networks have been presented to the consultant as some of the goals of the project	1
25	Create "tool kit" for acceptable traffic calming methods, priority locations	A.4.c.1	2	99% See Next Step	- Traffic Engineering has the Neighborhood Traffic Management Program handbook - Traffic Engineering provides information and assistance when needed to any individual or neighborhood requesting traffic calming - Traffic Engineering has a manager position that incorporates traffic calming into their work program - Next Step: Place on website - Additional tools are a part of the Complete Streets project	2
26	Consider flexible parking requirements in pedestrian/transit areas	A.4.d.2		100%	Incorporated into the Zoning Ordinance in July 2009 as a part of the I/R Text Amendments	Remove
27	Incorporate bike and pedestrian standards into Complete Streets Standards	A.4.f.1	2	45%	- Bike / Ped Master Plan recommends the Complete Streets project, which is now underway - Bike / Ped facilities are an inherent part of Complete Streets project	Remove

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IR	Recommendation Short Title	April 2008 Reference	April 2008 Priority	% Complete	Comments	REC 2010 Priority Ranking (TF / SC)
28	Formalize "Complete Streets" Standards	A.5.a.1	2	0%	Completion of the Complete Streets project must be done first	1 (\$\$)
29	Incorporate into new/revised ordinances where applicable	A.5.a.2	3	0%		1 (\$\$)
30	Implement Bike and Pedestrian Master Plan	A.4.f.2	2	100%	- Ongoing \$20 Million in CIP projects - Share the Road Campaign - Community Bike Sharing - Additional action items are part of the Bike/Ped Master Plan, which has its own list of action items	* \$\$
Environmental Quality and Consent Decree						Primary Contacts: Brad Stone, Susan Bush
31	Conduct / Coordinate Assessment Studies	C.4.b.1	2	100%	- Ongoing - Environmental assessments are underway; coordinating these assessment studies with comprehensive land use policy will be done in phases, culminating in future Comp Plan recommendations	3 (\$\$)
32	Formalize Environmental Standards	A.2.a.1	2	100%	Environmental standards codified in State regs (401, Title XVIII – Ch. 224)	* \$\$

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IR Recommendation Short Title	April 2008 Reference	April 2008 Priority	% Complete	Comments	REC 2010 Priority Ranking (TF / SC)
33	Create LFUCG Sustainability Plan - IMPLEMENT APPLICABLE INITIATIVES w/re: Sustainability A.2.a.2	2	50%	- BMP is a part of the MS4 permit [Consent Decree] - Policy drafted and sent to Mayor April 09 - Mayor signed Executive Order 2009-04 on 4/22/09 (Earth Day) - Other parts of creating a sustainability plan are part of the ongoing effort of Department of Environmental Quality - Over \$2.7 Billion in formula grants is available to U.S. under the Energy Efficiency and Conservation Block Grant Program. Lexington is in line to receive \$2,753,800 in direct formula grants - There is a Local Climate Action Plan Team working on a climate action plan for Lexington – expected to work through summer 2010	* \$\$
34	Publicize Federal and State Financial Incentives A.2.b.1	2	100% See Next Step	- I/R website - Ky Dept. of Env. Protection, Div. of Compliance Assistance - US EPA - National Brownfields Association - Next Step: Link and update incentives on LexingtonKY.gov website	* \$\$

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35 Develop Local Incentives (including regulatory elements)	A.2.b.2	2	50%	- Water Quality meets weekly to devise incentives with regard to stormwater user fee - Incentive goals - \$1 mill Com; \$200 K Res - As of March 10, Mayor announces incentives program for water quality - Recommendation will also include other aspects of Env. Quality	* \$\$
36 Identify Potential Brownfields & Greyfields	A.2.c.1	2	50 %	- Non Res I/R study - Underutilized property survey - LFUCG applied for a Brownfield assessment grant of \$400K in Oct 09 – Decision expected in May 2010	* \$\$
37 Secure remediation grants	A.2.c.2	2	0%	- Community Ventures Corporation did receive grant \$ for East End area - IF LFUCG is awarded grant \$ (from item above), THEN we will apply for remediation grant \$	* \$\$
38 Incorporate allowance (i.e., shared retention/detention facilities) into I/R regulations	A.2.d.1	3	0%	- Current regulations do not hinder this activity - Previous activities and efforts focus on fixing existing stormwater problems - Comprehensive study and implementation plan would help with capital improvement planning - must confer with the Department	* \$\$

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					of Environmental Quality	
39	Develop GIS-based model for testing growth scenarios	A.3.d.1	2	20%	• GIS Development tracking may be necessary prior to developing planned growth models • DWQ has obtained new software to estimate volume of sewer capacity needed • Extensive Data collection necessary over next year (2010) • Calculations and policy changes expected in 18 months (from Dec 2010) • Policy decisions should anticipate increased growth for Infill & Redevelopment	* \$\$
40	Infrastructure Rehab Funds in Older Areas	A.7.j4.	2	100%	• Ongoing • Streetscape projects and Newtown Extension are major re-investments in older areas • Ongoing efforts to upgrade san. & storm sewers in accordance with Consent Decree	* \$\$
Council Student Housing Task Force					Primary Contact: Mike Meuser	

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41	(Continue study of) Student Housing Impacts	A.6.a.	2	100%	• Report is complete and has been reviewed by the Council Planning Committee	2
42	Establish standards and process for ensuring that rental properties are habitable	B.7.c		50%	• Council adopted some of the recommendations of the Student Housing TF. Key provisions include expanded enforcement efforts and expanded policies related to this item.	3

Design Regulations

Primary Contacts: Chris King, Bill Sallee

43	Create Urban Design Guidelines (Site Design and Transitions)	A.1.a&b	2	60%	- Significant work has been done on form-based design guidelines - Joint Council Planning Committee and Planning Commission have reviewed two major presentations on form-based codes and have reviewed the process steps and actions necessary for implementation. Future discussions to be scheduled. - Council has adopted a precedent-breaking legislation with the adoption of the Newtown Pike Access Management and Commercial Design ordinance - Possible Article 9 rewrite for apartment complexes is in process - Community involvement will be	1 \$\$
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IR	Recommendation Short Title	April 2008 Reference	April 2008 Priority	% Complete	Comments	REC 2010 Priority Ranking (TF / SC)
					- essential to implement this recommendation - Related to recommendations for Form-Based Codes, modification of landscape and design standards, and utilizing the I/R Framework Areas	
44	Investigate creation of (an alternative or enhanced) Neighborhood Conservation District	A.1. f.	3	100% (see demolition exception)	- ND-1 zone has been enhanced to include non-residential restrictions, and can now also regulate ADU, FAR & Signs - Process for ND-1 changes has been modified to better accommodate property owners and neighborhoods - ND-1 demolition issue is item #108	Remove + Note
45	(Consider adopting) Form-Based Codes (to facilitate I/R)	A.7.g.	2	60%	- Actively being pursued; in discernment phase - Joint Council Planning Committee and Planning Commission have reviewed two major presentations on form-based codes and have reviewed the process steps and actions necessary for implementation. Future discussions to be scheduled. - Applicability outside of downtown is being considered, especially along certain corridors	1 (\$\$)
46	Create Policy and Design Guidelines for	C.4.a.1	3	0%	- Likely to be an element of a form based code program - See Item #15 for additional	1 (\$\$)

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	Character Areas				comments	
47	Create modified landscaping and design standards (for parking) (Urban Design Guidelines)	A.4.d.1	5	0% See Next Steps	- This has been moderately discussed (in conjunction with a few recent downtown development proposals) due to conflicts between sight distance and landscaping requirements - Will likely be a part of the overall discussion on form-based codes & design ordinances - No clear policy direction as yet on what the urban planting landscape should be; possibly to consider "Safe by Design" concept - Once the "vision" is agreed to, changing the actual Zoning Ordinance should be a relatively easy text amendment to draft - Next Steps: 1) Quick Fix – Resolve landscaping/sight triangle conflict; 2) Long Term – Coordinate as noted and have Council or PC initiate necessary text amendments	* (\$\$)
H-1 Design Guideline Update						
					Primary Contact: Bettie Kerr	

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48	Complete update of H-1 design guidelines B.5.a	2	100 %	Complete	Remove
I/R Area Traffic Standards					
49	Develop Access Management Standards for Corridors A.4.a.1	3	45%	- Has become one of the goals of the Complete Streets Project - Complete Streets tie-in is limited to intersection spacing and some access to local streets, but not a comprehensive review - See item #99	Combine with Complete Streets 1 (\$\$)
50	Establish annual maintenance fund in CIP A.3.b.1 & A.5.d.1	2	NA	- Ongoing - Maintenance funding for many different types of infrastructure does occur as a regular function of the government; however, it is such a large task that it is spread across multiple departments and divisions (some contacts within LFUCG include Bayerl, Conyers, Wilson, Clark, Stone, O'Mara, et al.). - Note: Most infrastructure maintenance focuses on "Gray" infrastructure – roads, sewers, etc. (A.3); but the Steering Committee recommendation extends also to "Green" infrastructure – greenways, street furniture, bio-	* (\$\$)

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				retention, street trees, etc. (A.5) • CIP planning will become easier with the implementation of the Accela software. This will allow a more broad-reaching ability for Program Managers to review all CIP, funding allocation (in combination with PeopleSoft), and tracking status.	
I/R Zoning Ordinance Text Amendments					
Primary Contact: Bill Sallee					
51 Provide bonuses for specific purposes	A.6.c.2)i	2	100%		Remove
52 accompanying guidelines (for density bonuses)	A.6.c.2)ii	2	100%		Remove
53 Facilitate development of Small or Irregular Lots	A.7.b	3	100%	• All are part of the I/R Text Amendments approved by Council in July 2009	Remove
54 Parking Regulations & Incentives Review	A.7.h.	2	100%		Remove
55 Implement (I/R TAs III) ZOTAs	C.2.a	2	100%		Remove

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56	Review the process for creation of H-1 Overlay Districts	B.5.e	3	100%	Planning Commission adopted new by-laws that improve the process for the creation of any overlay zone, including H-1 and ND-1	Remove
LFUCG Management Audit Implementation Primary Contacts: Mike Webb, Division Directors						
57	Expand the current tracking program (and add online tracking)	B.1.a	2	100%	- Plan Tracker is fully operational - Performance measures in place	Remove
58	Include an inter-departmental review system for permitting	B.1.b	2	100%	- PC items – Technical Committee - BI items – Tuesday Plan Review option - HP items – Every 2 weeks HP, BI, and other Divisions (as needed) meet to discuss issues and needs related to applications - BOA items – Once a month a multi-divisional review to discuss issues and needs related to applications	Remove
59	Online Permitting and Tracking	B.2.	2	50% - A permitting 100% - B tracking	- NOTE – LFUCG has expanded the I/R Steer. Committee recommendation to include plan tracker and all development related activities - NOTE – To expand Online	2 \$\$

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60	Study Reduced Carrying Costs	B.3.	3	100%	Permitting and tracking further will require outside consulting and possibly new technology (hardware and software) • Accela Software package may be able to implement this recommendation • BI online tracking for commercial projects, which includes multi-family housing • Planning has PlanTracker fully operational • Planning has forms online, but no online permitting or other e-filing – Engineering has begun requesting some e-filing and may be a precursor to full e-filing system	Remove + Note
61	Increase Staff-level Approvals	B.4.	1	90%	• ALL recommendations from Management Audit related to development process have been addressed (see item #59 for exception) • Planning Staff reviewed staff level approvals and expedited approvals recommended by Mgmt. Partners. Planning Commission did not wish to relinquish additional authority at that time; door left open for future recommendations • PC did leave open the possibility of	1

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				- increasing some staff level approvals of DP amendments, but no changes effective as of April 2010. Sr. Planner preparing proposal at present. - Historic Preservation Commission has approved more staff level approval within the H-1 zones; Some additional staff level approvals are pending - In the last two years, Historic Preservation staff approved items have increased from 60% to 65% of all applications - In the last two years, Planning staff approved items increased from 39% to 47% of all applications - HP has one vacant, unfunded position and needs an additional new position	
62 Review staffing needs (Div. of Historic Pres.)	B.5.b.	2	0%		2 \$\$
Streetscape Master Plan					
Primary Contact: Mike Webb					
63 Complete Downtown Streetscape Master Plan	A.5.c.1	1	100%	- Master plan complete - Phases are accomplished through design/build	1 (\$\$)
64 Build priority improvements	A.5.c.2	2	Phase 1 100%	S. Limestone under construction and nearing completion	2 \$\$

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65	Prioritize additional public space projects A.5.c.3	2	50%	- Other portions of Phase 1 funded and under construction for completion prior to WEG - Later phases not funded - The Central Sector, East End and S. Nich. Rd. SAPs all include public space, artwork, and gateway prominence as integral parts of the plan - Other areas should be reviewed for same	2
Transit Planning					
Primary Contacts: Max Conyers, Joey David					
66	Explore additional transit service, including Downtown Circulator A.4.e.3		100%	- Downtown circulator is part of the Comprehensive Operational Analysis (COA) - Colt Trolleys implemented -- April 2010	* (\$\$)
67	Explore "Park and Ride" lots A.4.e.4		100%	- Two "Park and Ride" lots are now in existence in Wal-Mart parking lot at MOW and Nich Rd and Applebee's Park on N. Broadway - Other commercial properties are being requested by LexTran, but generally running into opposition by property owners - Lextran has approached the PC about adding designated "Park and Ride" areas as a part of the Big-	* (\$\$)

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68	Create unified signage and station/shelter standards	A.4.e.1	3	100%	- Box Design Guidelines; PC review pending - Ongoing - LexTran has design and location standards for bus shelters	3
69	Implement proposed standards on priority transit lines	A.4.e.2	3	100%	- Ongoing - New bus shelters are being constructed as easements are secured and funding available "Art in Motion" program is creating unique shelters that draw attention to transit and provide higher quality shelters	3
Other Projects not associated with a single "master project"						
70	Implement Downtown Master Plan	C.4.f	2	85%	- Ongoing - PC adopted principles as a part of the 2007 Comprehensive Plan - Two-way street recommendation for Short Street is in active implementation - Form-based codes for downtown area are currently in progress (see Item #45)	2 \$\$
71	Tax Increment Financing	A.7f	2	100%	- As of Dec 09, 2 TIF applications (Phoenix & Distillery) have been approved by State - As of March 2010, 3 TIF	2

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				- applications (Showprop, Red Mile & Turf) have been approved by the Council; will be forwarded to State - Through the implementation of the first several TIF applications, the Council is beginning to informally adopt procedures to expedite TIF applications - As of March 2010, Council has approved bond funds for the Distillery District TIF	
72 Create Management Districts	A.7.i	1	50%	- DLC is in charge of this effort - Also a "gap committee" recommendation	1
73 Incentivize Street Level Uses	A.7.j.2	2	NA	- No regulatory barriers to street level retail and restaurant uses downtown - Consider funding alternative incentives	* (\$\$)
74 Minimize Billboards through Locational Standards	A.1.d.1	4	0%	Legal and policy issues	5
75 Implement existing Signage Amortization Ordinance	A.1.d.2	3	0%	- Legal and financial issues - Expired ordinances - Has not been vetted with Council recently	5 (\$\$)
76 Identify Additional	A.1.e.1	4	NA	- Ongoing - Inventory of Downtown	4 \$\$

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	Historic Resources outside of Downtown, Historic Districts				- Commercial Core completed - Additional staff or funding for consultants will be needed for full implementation of this objective - Incentives for rehabilitation and/or adaptive reuse should be further reviewed and enhanced	
77	Create Public Art and Culture Master Plan	A.5.c.4	2	0%	LexArts representative has been contacted by Jimmy Emmons; a meeting has not yet been set	2 (\$\$)
78	Maintenance funding for public spaces	A.5.d	5	NA	See item #50 for comments regarding this recommendation	5 (\$\$)
79	Public Space funding Implementation Structure	A.5.e	4	NA	See item #50 for comments regarding this recommendation	4 (\$\$)
80	Create implementation organization for large-scale public space projects	A.5.e.1	3	0%	- Destination 2040 also recommended such an organization. - Currently there is no point of contact for this item. At present, Anthony Wright is the best spokesperson for this objective from an Economic Development perspective	3 (\$\$)
81	Provide more information and support for State Historic Tax Credits	A.7.d.1	2	100%	- Ongoing - Done on a regular basis with applicants, home owners, developers	2

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IR Recommendation Short Title	April 2008 Reference	April 2008 Priority	% Complete	Comments	REC 2010 Priority Ranking (TF / SC)
82 Lobby the legislature for increased funds for State Historic Tax Credits	A.7.d.2	2	NA	- Ongoing - KY legislative cap was raised from \$3 million to \$5 million statewide - LFUCG has contract agreement for lobbying efforts when KY Legislature is in session 2012 Legislative session is our next opportunity to lobby for increased funding. At that time we may have a new contract arrangement for lobbying for LFUCG. - Lobbying efforts need to continue for this and other incentives. - Lobbying for retention of Federal programs should be done as needed	2
83 LFUCG institute Tax Abatement for Infill/Redevelopment	A.7.e	3	0%	- This is a medium priority objective - Due to extreme budgetary conditions, this objective has not been pursued as yet - This recommendation could rise in priority as budgetary conditions improve in the future	* (\$\$)
84 Relocate Industrial Areas	A.7.j.1	2	0%	Major study of this recommendation is needed; it is intrinsically tied to the "development land use policy for preservation and conversion" recommendation under the Comp Plan heading – many of the same comments apply	2 (\$\$)

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Lexington-Fayette County, KY I/R Steering Committee Recommendations – MASTER LIST

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IR Recommendation Short Title	April 2008 Reference	April 2008 Priority	% Complete	Comments	REC 2010 Priority Ranking (TF / SC)
85 Rehab incentives for Corridors store fronts	A.7.j.3	2	0%	- to this recommendation - Further discussion necessary - Link to Incentivize Street Level Uses (A.7.j.2)	2 (\$\$)
86 Green logo	A.7.j.5	2	0%	- Much research needs to be done prior to implementation of this recommendation – after conducting research into this recommendation, many “green” standards are not much greater than standard building practices. LFUCG should not create “green” standards unless those standards truly accomplish something more than normal - LEED is the most recognizable “green” scoring program - Consultant may be needed	3 (\$\$)
87 Create lower tax rate for units that meet “green” standards	A.7.j.6		0%	See Green Logo comments	4 (\$\$)
88 Promote Quality alternative housing	A.7.j.8	3	100%	Ongoing activity by Division of Community Development	Remove + Note
89 LFUCG Housing Rehab incentive	A.7.j.9	3	10%	- Medium priority item, objective may be further reviewed when budget improves - Phoenix Park TIF has a low cost loan for rehabilitation as a possible item	3

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IR	Recommendation Short Title	April 2008 Reference	April 2008 Priority	% Complete	Comments	REC 2010 Priority Ranking (TF / SC)
90	Allocate HP staff support for the Courthouse Area Overlay Board	B.5.c	4	100% (declined)	Courthouse Area Overlay Board approached and declined HP staff support	Remove
91	Enhance the Historic outreach and education program	B.5.d	3	NA	- Ongoing - One-on-one education and outreach everyday - Historic Preservation Month programs have been temporarily suspended due to budget constraints - Web resources have been enhanced - New illustrated design guidelines are posted on web - New property owners in H-1 districts are contacted - Additional education opportunities may require funding	3 \$\$
92	Standards for Utility Review and Approval via franchise agreement	B.6	5	75%	- Franchise agreements have not been addressed; however, see comments below for action toward this item - Council resolution authorizes LFUCG to attempt to implement this recommendation through the development review process - A Council-initiated text amendment that all new subdivisions will require underground utilities has been approved by the PC and the	* 4

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IR	Recommendation Short Title	April 2008 Reference	April 2008 Priority	% Complete	Comments	REC 2010 Priority Ranking (TF / SC)
93	Add enabling language when negotiating new franchise agreements	B.6.a	2	0%	No changes for utility review; commitments were made to the franchise agreements during the last negotiations	4
94	Work to ensure expedited review and better coordination of street closures between LFUCG, Utilities and applicant	B.6.b	3	100%	- Ongoing S. Limestone coordination efforts have been the best to date, may become model for future public projects - Further discussion necessary with Department of Public Works and Development and private utility companies	3
95	Ensure strict Code Enforcement adherence to the ordinances	B.7.a	2	100%		Remove + Note
96	Provide coordinated resources to assist impacted property owners	B.7.b	2	90% See Next Step	- Several programs exist to assist property owners in a variety of circumstances - Next Step: A listing of available resources with contacts to the various programs and eligibility requirements should be made available	* (\$\$)
97	Establish protections for areas near	B.8.1		50%	Projects that come before the Planning Commission are required to denote construction entrances	3

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IR	Recommendation Short Title	April 2008 Reference	April 2008 Priority	% Complete	Comments	REC 2010 Priority Ranking (TF / SC)
	construction to minimize construction activity conflicts				- and staging areas - Projects that do not come before the PC are still a problem and need to be addressed	
98	Initiate a comprehensive education strategy	C.1.a	3	25%	- I/R Steering Committee, Implementation TF has discussed possibilities - Actions are being evaluated for effectiveness - Work continues on development of comprehensive strategies - Gap Task Force is working on community education outside of LFUCG	2 (\$\$)
99	Review Code of Ordinances relative to the I/R boundary	C.2.b	2	0%	- A massive legal review will be required across all departments - Lead agency not identified - Department of Law input necessary - Previous development issues focused on Code of Ordinances provisions focused on Traffic Engineering and Solid Waste functions	2
100	Provide additional staff and staff education re: infill	C.3.a	2	0%	Hiring freeze & budgetary restrictions	2 (\$\$)
101	Hire or assign planners to	C.3.b	3	100%	Barbara Rackers, Division of Planning, assigned to be	Remove

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IR Recommendation Short Title	April 2008 Reference	April 2008 Priority	% Complete	Comments	REC 2010 Priority Ranking (TF / SC)
assist neighborhood conservation				neighborhood ND-1 coordinator	
102 Re-define staff responsibilities to improve coordination efforts	C.3.c	2	100%	- All Planning Commission and BOA items have an assigned planner as a case manager - I/R Facilitator is available specifically for difficult I/R projects - Building Inspection has assigned personnel for I/R coordination	Remove
103 Provide relevant professional development	C.3.d	2	100%	Ongoing activity	2 \$\$
104 Charge relevant staff with responding to and implementing recommendations	C.3.e	2	100%	Kevin Wente, AO in Public Works & Jimmy Emmons, I/R Facilitator assigned to project	Remove

Possible New Initiatives for the I/R Steering Committee to consider

105 Investigate Neighborhood Redevelopment Corporation model for neighborhood action (Northside Neighborhood as a model) (CDC is recommended for East End)				Primary Contact TBD	4
106 Lobby KY Legislature to enable a simplified process for LFUCG to comprehensively rezone areas after a SAP or specific area study has been approved. Also investigate and/or lobby for Lexington's use of special districts, as Louisville does.				- Primary Contact TBD - Administration, Council, Planning all need to be involved	1
107 Public Art kiosks on utility boxes				Primary Contact TBD	2

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IR Recommendation Short Title	April 2008 Reference	April 2008 Priority	% Complete	Comments	REC 2010 Priority Ranking (TF / SC)
				- Downtown kiosks on utility boxes is underway - Expand to beyond downtown area? Priority corridors?	
108 Investigate demolition standards as a part of the ND-1 process	(A. 1. f.)	(3)		- Primary Contact TBD - Can (or should) ND-1 regulate demolition? - has not been resolved – Administrative issues; Public policy issues - Can the Code of Ordinances (Demolition Ordinance) be modified to address the underlying issues of demolition countywide?	3
109 Coordinate / Re-initiate the "Large Focus Group" and set up procedures for the next round of I/R Zoning Ordinance Text Amendments				- Primary Coordinator – Jimmy Emmons - Planned for Fall 2010 so that the 2010 building season will truth out latest I/R regulations	1
110 Promote new community gardens and urban farming practices				Primary Contact TBD	3
111 Look for I/R projects that could sell naming rights as a source of funding				Primary Contact TBD	3
112 Investigate and/or lobby for a "KY Redevelopment Ready" certification similar to the Michigan model; otherwise, document and promote Lexington as being "Redevelopment Ready."				Primary Contact TBD	3

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Timeline of Major Milestones for Infill & Redevelopment in Lexington-Fayette County (1980-2007)

- 1980** Planning Commission adoption of the 1980 COMPREHENSIVE PLAN containing recommendations for “Core & Frame” analysis of restricted residential density for zone changes that result in Infill & Redevelopment projects.
- 1990** SOUTH BROADWAY CORRIDOR PLAN adopted by Planning Commission, following extensive planning effort involving participation by property owners in the corridor.
- 1996** First Infill & Redevelopment Committee appointed by Mayor Miller to consider Infill & Redevelopment issues, primarily in the vicinity of the University of Kentucky campus, chaired by Chris King.
- 1997** TEXT AMENDMENT and administrative changes are adopted to implement many Infill & Redevelopment Committee recommendations.
- 2001** Planning Commission adoption of the 2001 COMPREHENSIVE PLAN containing recommendations for greater Infill & Redevelopment within the Urban Service Area.
- 2001** Infill & Redevelopment Steering Committee established to review Infill & Redevelopment issues and to provide policy directions.
- 2001** Planning Commission adoption of the RESIDENTIAL INFILL & REDEVELOPMENT DESIGN STANDARDS containing recommendations for greater attention to residential height, bulk and fenestration within the defined Infill & Redevelopment Area.
- 2002** Planning Commission adoption the NEWTOWN PIKE EXTENSION CORRIDOR PLAN, which recommends extensive redevelopment, including the first Industrial Mixed Use land uses.
- 2002** Planning Commission approves the FIRST SET OF TEXT AMENDMENTS to encourage greater Infill & Redevelopment in residential neighborhoods.
- 2003** SOUTHEND PARK URBAN VILLAGE PLAN adopted by Planning Commission to spell out the use and design of the future neighborhood near the planned Newtown Pike Extension and the Southend Park.
- 2004** Planning Commission approves the SECOND SET OF TEXT AMENDMENTS to encourage greater Infill & Redevelopment in residential neighborhoods.
- 2005-07** Annual reviews of planning activities with major stakeholders on Infill & Redevelopment issues.
- 2007** Planning Commission initiation of THIRD SET OF TEXT AMENDMENTS to encourage greater Infill & Redevelopment within the Urban Services Area.
- 2007** Planning Commission adoption of the 2007 COMPREHENSIVE PLAN containing stronger recommendations for greater Infill & Redevelopment within the Urban Service Area.
- 2007** Planning Staff position of Infill & Redevelopment Senior Planner created, to allow greater focus on facilitation and professional assistance to such projects.
- 2007** Infill & Redevelopment Task Force established to provide more detailed review of Infill & Redevelopment issues and to provide policy directions.

INFILL/REDEVELOPMENT STEERING COMMITTEE
Lexington-Fayette Urban County Government
"Gap" Subcommittee Recommendations (Draft 11/13/08)

The I/R Steering Committee has established 110 recommendations and a list of priority "Master Projects" for implementation. Lexington is fortunate to have many great people and organizations working to ensure quality development. However, to be truly "first-in-class" and effective, the city could benefit from a more defined structure of roles & responsibilities for its existing organizations and by filling missing "gaps" in the current structure. To following are the general types of activities related to implementing the I/R recommendations:

Planning- the creation and implementation of community-based plans and policies for growth and development (Comprehensive Plan, Corridor Studies, Small Area Studies, Transportation Plans and others) and the advocacy of public benefit in private development.

Gaps: Disjointed nature of multiple Divisions dealing with planning & development
Division of Planning is not adequately staffed

Recommendations:

- 1) *Reorganize to create a Department of Planning & Community Development, which could include the Division of Planning, the Division of Historic Preservation, the Division of Community Development, and the Courthouse Area Design Review Board*
- 2) *Fill vacant slots in the Division of Planning*

Administration- delivery of city services, the creation of the regulatory framework for development and review and monitoring of building activity.

Gap: Lack of coordination among departments on programs and projects

Recommendation:

- 3) *Create formalized "Economic Subcabinet" of Commissioners and "Delivery Teams" of staff to help discuss and execute programs and projects*

Education- general education into issues of growth, density, affordability and sustainability. It could include ongoing visioning efforts for large-scale plans, programs and projects and leadership training for key stakeholders.

Gap: No formalized ongoing education programs for citizen leadership

Recommendation:

- 4) *Create a "Citizen Academy" that trains citizens on issues and the process of planning & development*

Finance – oversight and promotion of programs for development finance, including grants, bonds and tax incentives.

Gap: Most programs are only promoted and administered in Downtown

Recommendation:

5) Expand geographic scope of the DDA to all of the USB

Land Assembly- assemblage of land for public/private development projects, including affordable housing.

Gap: No mechanism to help assemble and clear titles to property, including blighted properties

Recommendation:

6) Create Lexington-Fayette Land Bank Authority

Affordability- ensuring long-term affordability in new housing options.

Gap: Minimal public/private partnerships to plan and build specific projects

Recommendation:

7) Create city-wide Community Development Corporation (CDC)

Public Improvements- building city-wide enhancement projects of parks, streetscapes, wayfinding and art.

Gap: Lack of dedicated resources to build large-scale projects
Minimal leveraging of private sector funds for projects

Recommendation:

8) Create a public/private "Commission" to implement large-scale projects

Maintenance- ensuring ongoing maintenance and upkeep of the public environment of infrastructure and public spaces.

Gap: Limited resources to maintain and promote Downtown amenities

Recommendation:

9) Create Downtown Management District to maintain improvements and augment city services

**A Proposal for:
The 2040 Commission
Lexington-Fayette Urban County Government**

DRAFT (11/13/08)

THE CONCEPT: A non-profit organization, created by the Mayor and overseen by a Board of public and private interests, would be set up to manage the planning, design and construction of legacy improvements to the City before the 2010 Alltech FEI Games and to provide a platform for continuing to implement major projects in the following years.

THE RATIONALE: The opportunity exists now to push forward important housing, infrastructure and quality of life projects in preparation for the 2010 Games- projects important to the City's long-term economic vitality, but in need of dedicated resources and the impetus of a high-profile deadline such as the 2010 Games. A dedicated organization can give focus, professional capabilities and urgency to defined projects. More importantly, it can help leverage significant additional federal, state and, especially, private dollars for needed projects by being one step removed from LFUCG.

THE PROGRAM: The organization would be charged with the "2040 Development Program," which has been discussed in several recent efforts, including Vision 2040, the Downtown Master Plan, Downtown Streetscape Master Plan, the Infill/Redevelopment Steering Committee and others. Likely projects could include **Neighborhood Revitalization, Public Spaces, Corridors** and **Landmarks**.

Neighborhood Revitalization would be targeted to making investments in the quality of life (infrastructure, parks and other public improvements) within targeted neighborhoods. Examples could include Bluegrass-Aspendale, Southend Park and others to be identified.

Public Spaces would include projects to add open space, greenways, streetscapes, parks and plazas to the City, particularly Downtown. Potential projects include Vine Street, the Town Branch Lake, the Healthways and many others. Many of these projects would leverage significant federal and state funding, but would therefore be challenged by the defined procurement, design and permitting process associated with federal and state funding. The dedicated project management structure of the Commission will thus be critical in constructing these projects.

Corridors would be a systematic approach to address land use, transportation and infrastructure in the defining network of hub and spoke corridors that make up the physical structure of the City and provide first impressions to many residents and visitors. This aspect of the program would mainly lay the groundwork for comprehensive infill, redevelopment and transportation investment, but it could also catalyze Public Space projects of roadways, parks and streetscapes as well as Landmarks. Likely high priority corridors include Newtown Pike, portions of New Circle Road, Nicholasville Road and Richmond Road.

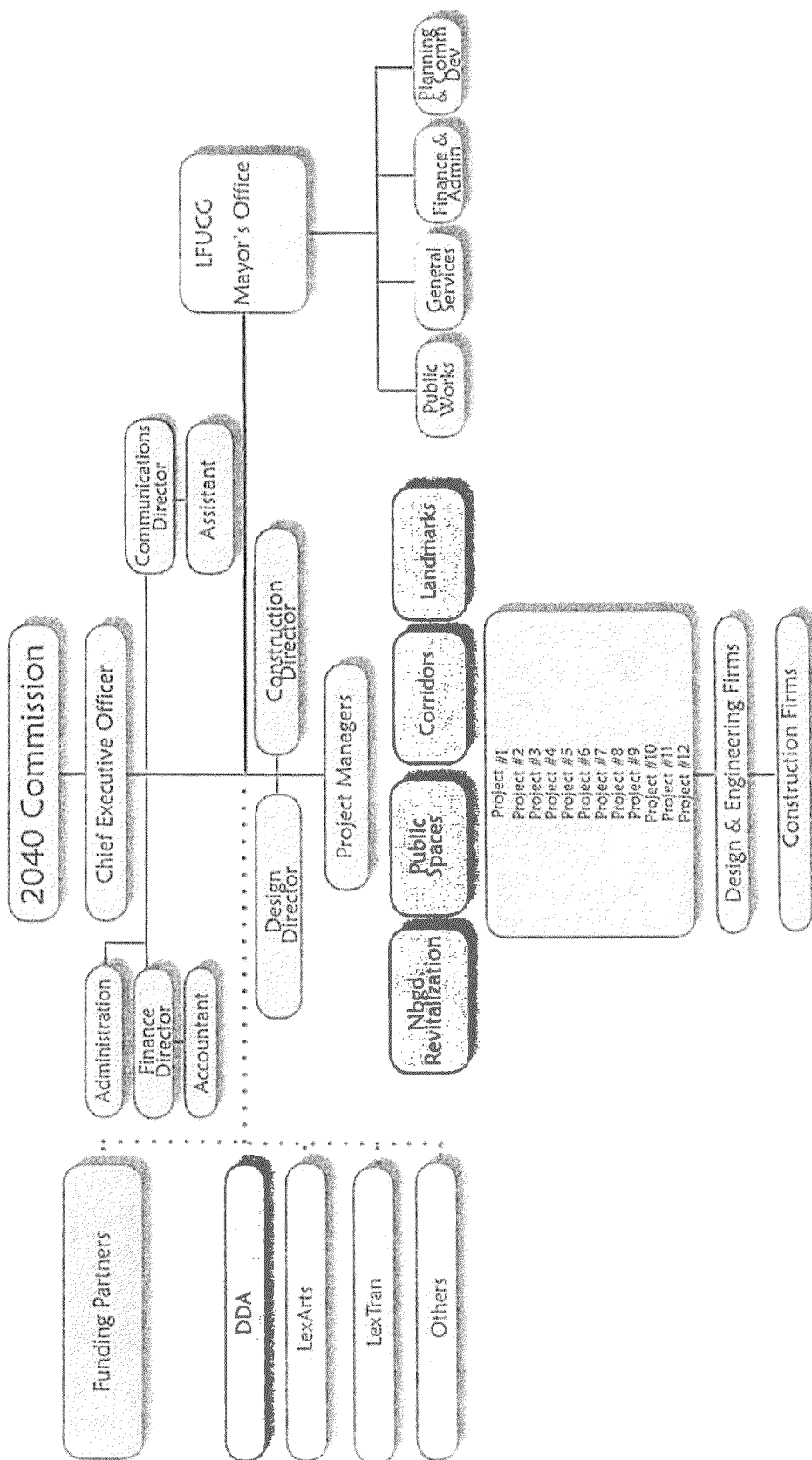
Landmarks would include special installations of monuments, public art, signage, gateways or other permanent enhancements designed to showcase the arts, culture and history of the City. These could be installed in existing and new public spaces throughout the City.

THE ORGANIZATION: To be successful, the new organization must work hand-in-hand with City departments and existing organizations of common interest- such as UK, the Downtown Development Authority, Neighborhood Associations, Business Associations, Cool Cities, LexArts and many others, but focus simply on physical improvements to the City. It is NOT another bureaucracy, but rather a small and nimble group of professionals dedicated to specific

projects. While an Executive Director would be needed, the small staff would consist mostly of loaned staff of LFUCG offices and divisions; particularly Planning, Parks & Recreation, Accounting, Community Development and Engineering; supplemented by consultants. Loaned staff would likely spend 25-100% of their time on advancing the 2010 Development Program projects. Staffing would peak in the 2009-2010 time period due to construction. A conceptual organizational structure is illustrated in the attached organizational chart, which includes the importance of ties to LFUCG and other organizations.

THE BOARD: The Board of the 2040 Commission would need to include a diverse group of representatives that reflect the diversity of the City and the diverse interests in the City's physical, cultural and economic development. The Board of 20-25 people could be co-chaired by the Mayor and an executive of high standing in the business community. Other board members could include a limited number of councilmembers, residents, business owners, educational, cultural and faith-based interests.

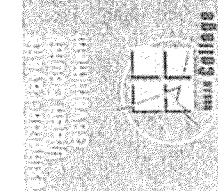
THE TIMELINE: The conceptualization, organization, planning, financing, design and construction of even a limited number of legacy projects in two years represents an extremely aggressive timetable and time is therefore of critical importance if a structure like a 2040 Commission is to be created.



2040 Commission

ORGANIZATIONAL CHART

(DRAFT) NOVEMBER 2008



Planning Committee- Issues Outstanding

04.14.2010

Issue	Member Referred	Date Referred	Status
• Liberty Road Project Status	Stinnett	Jan 06	Bi Monthly Report
• Newtown Pike Status	Blues	Feb 06	Bi Monthly Report
• Fence Height Regulations	Blues	Dec 07	June 2010
• Mobile Home Trailer Park Quality of Life	James	Dec 07	June 2010
• Infill Redevelopment Committee Recommendations	Gray	Feb 08	April 2010
• Downtown Master Plan	Lawless	Apr 08	April 2010
• Management Audit Recommendations	Crosbie	May 08	June 2010
• Art 16 Zoning Ordinance re Rear Yard Parking in Residential Areas	Henson	Apr 09	Related to Moratorium Issue
• Parks Master Plan	Stinnett	Feb 09	Aug/Sept 2010
• Downtown Lexington Building Inventory	Feigel	June 09	October 2010
• Residential Additions	Lawless	Sept 09	April 2010
• Encroachment Issue	Stinnett	Jan 10	June 2010
• ND-1 Process	Feigel	Mar 10	June 2010