

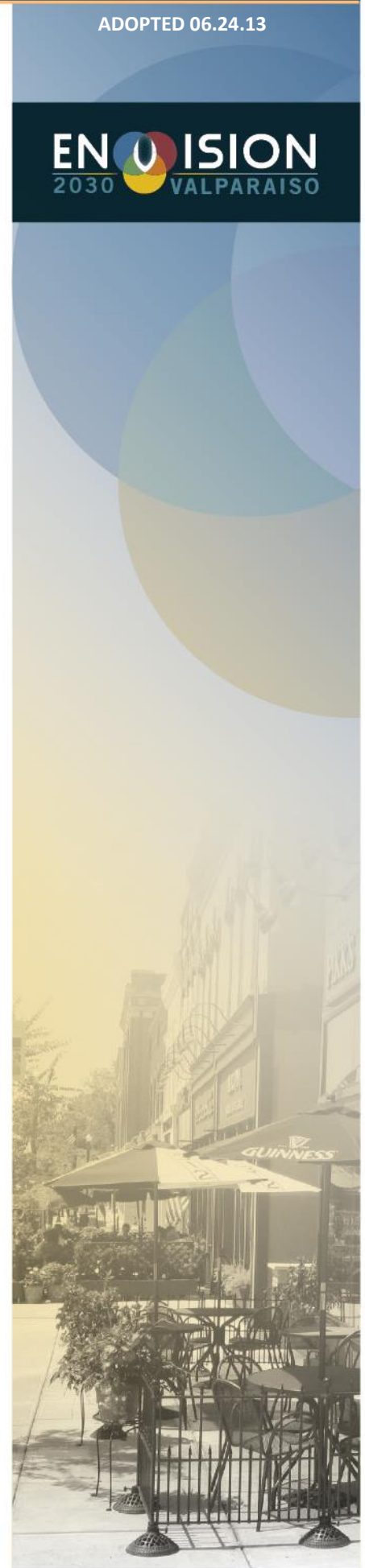
Plan Implementation

8.1 INTRODUCTION

This plan establishes a shared vision as to how Valparaiso should develop over the next 20 years and beyond. With the vision in place, the community must now direct its resources to implement the plan. Each of the goals, policies, and recommended action statements identified throughout the preceding chapters of this plan must now be transformed into specific programs, initiatives, and/or new standards. The purpose of this chapter is to integrate the elements of the plan together to provide a clear path for sound decision-making.

This chapter outlines the organizational structure necessary to implement the plan, strategic directions, priorities for implementation, and a process for regular evaluation and appraisal of the plan to ensure it is kept relevant and viable. Implementation is an essential step in the plan development process. It requires the commitment of the City's leadership, including the Mayor and City Council, Plan Commission, other City boards and commissions, and City staff. It is also necessary for there to be close coordination with and joint commitment from other organizations that significantly influence Valparaiso and its growth, including:

- Porter County;
- Indiana Department of Transportation (INDOT);
- Valparaiso University;
- Valparaiso Community School Corporation;
- Neighboring cities (Portage and Chesterton);
- Ivy Tech Community College;
- Chamber of Commerce of Valparaiso;
- Valparaiso Economic Development Corporation (VEDC);
- Porter County Economic Development Alliance;
- Valparaiso Redevelopment Commission;



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- Purdue North Central—Porter County; and
- Other organizations, agencies, and groups.

Each preceding chapter outlines specific issues to be addressed to achieve what is envisioned by community residents. The recommended action plan initiatives in these chapters accumulate to form a large number of potential actions that relate to policy and regulatory changes, program initiatives, and capital investment projects. While these recommendations are far-reaching and intended to be accomplished over the 20-year horizon of this plan, near-term initiatives must be put in place to take the first steps toward implementation.

These initiatives must then be prioritized, with recommendations on the sequencing of activities, the capacity to fulfill each initiative, and the ability to obligate the necessary funding. Those determined as being top priorities and viewed as feasible in the short-term are assembled into a five-year action plan. In addition to implementing these targeted initiatives, the broader policies set forth by the plan text and maps may be used in making decisions regarding the physical and economic development of the community.

8.2 METHODS AND RESPONSIBILITY FOR IMPLEMENTATION

To be successful, the City must regularly refer to this plan; and the plan's recommended strategies, actions, and initiatives must be integrated into ongoing governmental practices and programs. The recommendations must be referenced often and widely used as the foundation for decisions pertaining to the timing and availability of infrastructure improvements; City-initiated and owner-requested annexations; proposed development/redevelopment applications; zoning map amendment requests; expansion of public facilities, services, and programs; and annual capital budgeting, among other considerations. Each City Council member, staff person, and member of boards, commissions, and/or committees has an obligation to use this plan in guiding their decisions.

The plan has been formulated to guide the growth and economic development of the community. It should act as a guide for the City in its general activities, annual work programs, and capital projects.

The primary means of implementation include:

- *Regulatory Changes.* Although Valparaiso's Unified Development Ordinance (UDO) has been rewritten within the past five years, portions of it need to be reviewed and updated to ensure consistency with this plan. Specific code change recommendations are presented later in this chapter.
- *Formation of New Policies.* As new development or redevelopment plans

are proposed, staff and the City's advisory boards, together with the City Council, must take the policies and recommendations of this plan into consideration. The text of this plan, coupled with the future land use, thoroughfare, and growth capacity plans, should weigh heavily in future decisions by the City officials, residents, and other stakeholders in achieving the shared community vision.

- *Capital Investment Programming.* The City should regularly update its list of capital investment initiatives: a five-year plan that identifies capital projects for street and pathway systems, as well as water, wastewater, and drainage improvements along with other public buildings and municipal services. These capital improvements must be coordinated with the objectives of this plan and implemented in a consistent manner with the future land use and growth plans, the thoroughfare plan, parks and recreation system recommendations, and other relevant plans.
- *Special Projects.* The City should identify special projects, programs, and initiatives to achieve the organizational, programmatic, and/or developmental objectives presented in this plan. In some instances, these may include further studies, detailed special area plans (individual neighborhoods, downtown, or designated corridors), or initiating or expanding on key existing City programs. These tend to be more administrative in nature, which may support or influence physical improvements or enhancements, but themselves focus on community betterment.

8.3 PLAN ADMINISTRATION

A host of community leaders must take "ownership" of this plan and maintain a commitment for its ongoing, successful implementation. The City's management and staff, together with its boards, committees, and organizations, will have essential roles in implementing the plan and, thus, ensuring its success. As future regulatory, policy, or administrative decisions are made, the responsible parties must continually refer to the plan for guidance on such actions.

Education and Training

A necessary first step is to conduct individual training workshops with the Plan Commission, City Council, and City department managers, as well as each of the other boards and committees that have a role in plan implementation. These are the groups which, individually and collectively, will be responsible for implementation. The importance of their collaboration, coordination, and communication cannot be overstated. The training initiative should include:

- Discussion of the roles and responsibilities of each individual commission, board, or committee and their function in the organization.
- A thorough overview of the entire plan, with particular emphasis on the segments that most directly relate to their charge.

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The role of committees, commissions, and organizations in the successful and sustainable implementation of the plan cannot be understated. Listed below are relevant boards, commissions, and committees that may be key partners in implementing this plan:

- Porter County Community Foundation
- Valparaiso Lakes Area Conservancy District
- Woodland Savanna Land Conservancy
- Valparaiso Community Festivals & Events
- Board of Zoning Appeals
- Historic Preservation Commission
- Northwest Indiana Regional Planning Commission
- Plan Commission
- Site Review
- Valparaiso Redevelopment Commission
- Valparaiso Economic Development Corporation
- Economic Development Commission



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- Implementation tasking and priority-setting, allowing each group to establish its own one-, two-, and five-year agendas in coordination with the strategic agenda of the Mayor and City Council.
- A concluding question-and-answer session.

Role Definition

The City Council assumes the lead role in implementing this plan. Its chief responsibility is to decide and establish the priorities and time frames by which each action will be initiated and completed. In conjunction with the City Administrator and subordinate departments, they must manage the coordination among the various groups responsible for carrying out the plan's recommendations.

Lastly, it is also responsible for the required funding commitments, whether it involves capital outlay, budget for expanded services, additional staffing, further studies, or procedural changes. The hierarchy and roles of implementation are as follows:

City Council

- Establishes overall action priorities and time frames by which each action of the plan will be initiated and completed.
- Considers and sets the requisite funding commitments.
- Offers final approval of projects/activities and associated costs during the budget process.
- Provides direction to the Plan Commission, City Administrator, and departmental staff.

Plan Commission

- Recommends to City Council an annual program of Comprehensive Plan actions to be implemented, including guidance as to the time frames and priorities.
- Prepares an Annual Progress Report for submittal and presentation to the Mayor and City Council (see the Plan Amendment Process later in this Chapter for more detail).
- Ensures that decisions and recommendations presented to the City Council are consistent with the plan's policies, objectives, and recommendations. This relates particularly to decisions for subdivision approval, development plan review, major street extensions, zoning map amendments, ordinance text amendments, and annexation.
- Ensures that the plan influences the decisions and actions of other boards and committees.

City Departments and the Planning Director

To varying degrees, all departments are responsible for administering this plan. Several City departments were involved in the formation of this plan and are, therefore, familiar with its content and intended outcomes. They are vested as implementers and should ensure that their budgets and annual work programs are in line with the plan.

Intergovernmental Coordination

Jurisdictions have long acknowledged that many growth management issues are regional, rather than local, in nature. Watershed and environmental protection, economic development, land use, transportation, housing, and the effects of growth and change are issues that usually cross the borders of communities and impact not only Valparaiso, but also Porter County, Portage, Chesterton, and other nearby communities.

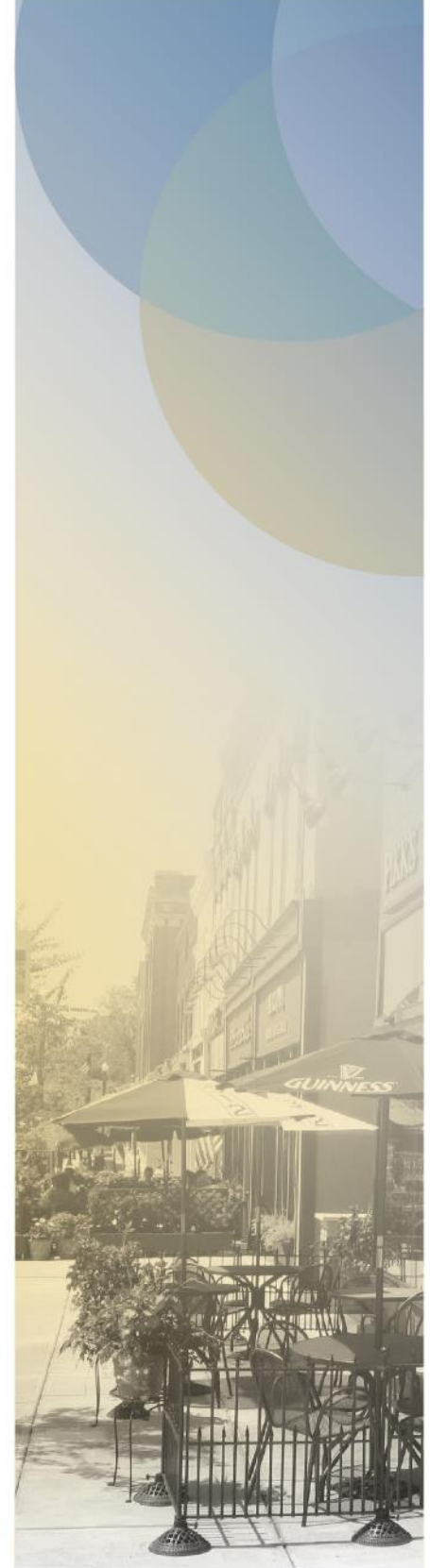
As a result, the financial health of Valparaiso is partly affected by the County and all of Northwestern Indiana, meaning that the well-being and success of one can be largely affected by the other. In addition, cooperation is now more important than ever due to the severe limitations of public sector resources brought on by the recent economic recession. Coordinating among entities allows for more efficient service provision. Therefore, the idea of managing the growth of the City, for instance, will not be effective without the effective coordination of Porter County and its adherence to its own adopted plans.

In the past, peripheral, unplanned growth has had grave impacts on the City and its ability to provide adequate public services and meet the expectations of its future constituency. The type and quality of this development not only impacts the character of Valparaiso, but also impacts its resources as residents living in nearby unincorporated areas often drive into the City for their shopping and service needs.

In many respects, the locational identity of a significant number of “Greater Valparaiso” residents has been blurred because important institutions such as the school corporation and public library (Porter County) have been established to serve City and non-City residents, alike. Portions of the City boundary itself are complicated and non-distinct. With the City’s responsibility to provide infrastructure to areas outside the municipal boundary, the need for intergovernmental coordination is more crucial than ever.

The elected officials of Valparaiso and Porter County must recognize their interdependence and the need to cooperate in the administration of sound growth management policies. Strong intergovernmental cooperation will be instrumental in effective implementation of this plan and the continuing financial health of both jurisdictions. Each of the governmental agencies share common interests and goals, including enhancing economic development, and providing for quality housing, services, and infrastructure needs. These goals can be more effectively achieved through mutual cooperation and coordination.

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Recommended Strategies for Intergovernmental Cooperation

- Create a City/County planning advisory council, which should include both elected officials and representatives from each agency's planning commissions. The council should meet regularly to consider and act on projects and initiatives that are of mutual interest and benefit.
- Develop a memorandum of understanding between City and County elected officials, with a goal of enhancing the City's ability to manage its future pattern of development and municipal boundaries, protect the resources of both parties, and ensure sound fiscal management practices for delivery of urban- and rural-level public services.

8.4 IMPLEMENTATION STRATEGIES

Shown in *Table 8.1, Significant Plan Implementation Measures, 2012 to 2030* (at the conclusion of this chapter) is the key action items and capital projects recommended for implementation, with more detail found within the individual plan chapters. These strategies and investments highlight the steps to be taken by the City, often in coordination with other jurisdictions, organizations, or agencies. This table is intended as a quick reference. It should be kept up-to-date and used on an annual basis. Each year, the projects that are substantially complete should be removed, with the corresponding years advanced one year, and a fifth year of programmed actions added. In this way, this table may be used on an ongoing basis and provided to the City Council to keep them apprised of the progress of implementation.

Unified Development Ordinance Amendments

Many of the provisions in the UDO, which was adopted in 2009, were formulated in anticipation of this plan. For instance, an entirely new set of zoning districts were established to reflect community character types rather than traditional land use classifications. Additionally, provisions relating to land development standards and natural resource protection standards were updated to reflect best practices and current community desires. Nevertheless, some adjustments are needed to accommodate the findings and recommendations presented in this plan. Key changes, which are presented in the previous chapters of this plan, include

Zoning Provisions

- Monitor the effectiveness of the UDO's redevelopment standards, which were revised to promote the compatibility of new structures and home additions in established neighborhoods.
- Revise the zoning map to accommodate the recommendations and impending projects related to the U.S. 30 Corridor Study, Porter County Regional Airport Master Plan, and updated Valparaiso University Campus Plan.

- Consider rezoning the areas that are currently zoned Heavy Industrial (INH) to Light Industrial (INL) in the rail corridors; specifically, the corridor that runs along Evans Avenue and the diagonal corridor between U.S. 30 and Lincolnway. Allow current heavy industrial users to continue until such time as the uses change.
- Add provisions to the UDO that accommodate the increasing trend for urban agriculture and the expansion of local food supply, incentivize rainwater harvesting, protect local aquifer recharge areas, and assist in the implementation of stormwater best management practices.
- Amend the zoning map, as needed, to "pre-zone" industrial parks and other strategic economic development areas, in accordance with *Map 2.1.1, Future Land Use Plan*.
- Determine the appropriate zoning of potential infill development tracts and initiate zoning map amendments, as appropriate.

Subdivision and Land Development Standards

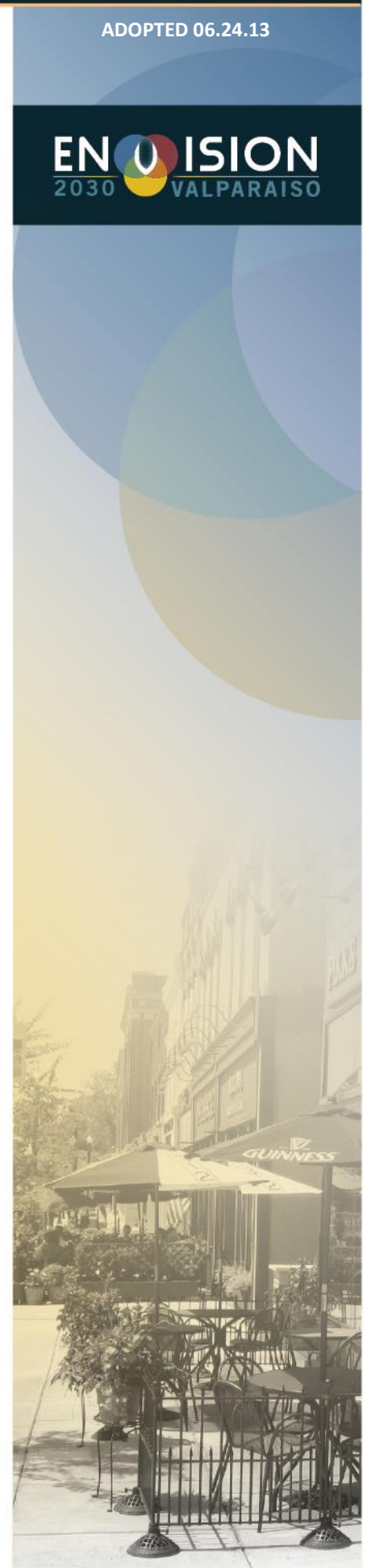
- Amend the UDO to include street design standards (rights-of-way, number and width of lanes, bikeway and pedestrian improvements, etc.) that are tied to the character of development.
- Consider amending the UDO to include local street design standards based on the scale of development, projected traffic, functional classification, and intended pedestrian use.
- Consider updating the UDO's off-street parking requirements (parking ratios) to reflect current parking needs for various commercial and residential uses.

Growth Management and Annexation

Identified in *Map 2.1.1, Future Land Use Plan*, is the future growth and infill areas within Valparaiso's planning area. Implementation of this plan is essential if the City is to grow in a fiscally responsible manner, preserve its character, protect the quality of its entrances and open spaces, secure the protection of sensitive resources, and effectively control its destiny. Indiana annexation laws provide an effective means by which the City may accomplish its growth management objectives. Following is the advisable approach:

- First and foremost, prepare infill development standards to allow new development to occur on infill tracts and ensure it is of comparable scale and character to the surrounding development. To provide an incentive for this desirable form of development, the City should establish expedited review standards.
- Prepare a three- to five-year annexation plan for lands designated for

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development on the future land use plan. In most instances, the basic framework for streets, utilities, and other public services has been established in these areas, thereby providing appropriate justification for municipal annexation.

- Prepare a fiscal impact model to determine the relative impact of the proposed annexation and the proposed future development, including an assessment of the expense of providing the required City facilities and services. In order to comply with Indiana law, the fiscal evaluation must be performed concurrently with the annexation plan.

Capital Investments

Closely related to the ability of the City to manage its growth is the adequacy of its existing infrastructure and its ability to maintain it. The requirement to keep pace with development in terms of increasing capacities and service needs is significant. This strengthens the cause for managing growth to ensure that new development occurs within the areas where infrastructure and services already exist.

Capital improvement strategies include:

- Tie the capital improvements program to the growth plan, allowing the City to assess its long-term infrastructure needs and to stage improvements concurrent with growth.
- Prepare financially constrained infrastructure improvement plans. Resources should be directed to serving infill projects followed by those that are contiguous to the service area. All projects should be within the defined growth area.
- In coordination with the future land use plan, approve new development project applications and zoning map amendments only in areas where there is existing adequate street and utility infrastructure or where they may be readily extended without financial burden on the City.
- Carefully consider the prudence of any future utility extension requests that do not adhere to the growth policies of both this plan and any future updates to the Porter County plan.
- Utilize available density bonuses in the UDO that provide incentives for development clustering and reduce the need for infrastructure construction since there are fewer roads, utilities, and storm drainage facilities needed. This optimizes the efficiency of roads and utility services.

Utilities and Infrastructure

Valparaiso City Utilities' continuing programs for the City's water, sanitary sewer, and storm drainage systems are described in *Chapter 7, Growth*

Capacity. These programs include completion of the 2010 - 2020 Stormwater Master Plan, replacement of aging water and sanitary sewer lines, enhancement of the City's water supply, and sanitary lift station improvements.

Downtown and Campus Area Redevelopment

- Amend the zoning map and refine the "Campus" district provisions of the UDO, based on the reuse of Porter Medical Center property and the updated Campus Plan for Valparaiso University.
- Create increased urban living options within and immediately adjacent to downtown
- Continue improvements to increase access and interactivity between downtown and the Valparaiso University Campus. Conversion of the Porter Medical Center property should include provisions for bicycle/pedestrian facilities.

U.S. 30 Corridor Development

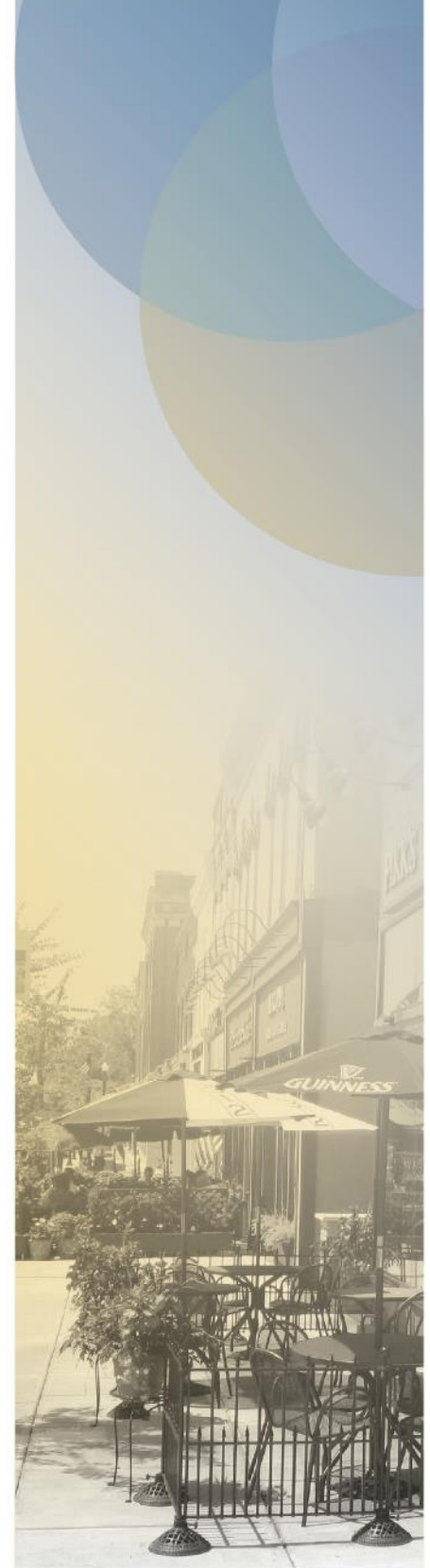
The City has already received State funding to begin implementation of the U.S. 30 Corridor plan. Efforts to secure grants and other sources of funding should continue. Implementation details are presented *Chapter 4, Opportunity*, of the U.S. 30 Corridor Study and are summarized as follows:

- New entrance portals at Sturdy Rd., SR 2/Washington Street, and Hayes Leonard Rd.
- Streetscape and decorative lighting improvements for the entire corridor and entrances.
- Overhead pedestrian/bicycle crossing of U.S. 30 west of Sturdy Rd.
- Morthland Drive Conservancy Park southeast of the U.S. Highway 30/SR 2 intersection.

Parks and Pathway System Master Planning

Valparaiso has an excellent system of parks and is enhancing its network of trails and pathways. In 2010, the City Parks Department adopted a five-year park system master plan and, one year later, updated its Pathways and Greenways Master Plan. These plans, which have their own implementation sections, recommend the establishment of over 70 miles of designated on-street or off-street bikeways and pedestrian pathways within the City and surrounding area. However, the Pathway Plan does not coincide with the planning area of this plan, thus it warrants amendment to ensure new development contributes to the pathway network.

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Streets and Transportation

In addition to the paths and bikeways to be developed and improved by the Parks Department referenced above, *Chapter 5, Mobility*, has outlined a series of street and highway improvements to be evaluated and implemented over the next 20 years. Those projects that are needed to support near-term growth development are also referenced in *Chapter 7, Growth Capacity*. Projects to be initiated within the next five years are intended to support continuing growth along SR 49 and to improve traffic conditions in locally congested areas.

Neighborhood Investment and Strategies

The affordability of housing to all Valparaiso citizens remains an important issue for the community. In the interest of accommodating persons of all economic strata, mechanisms must remain in place to provide for attainable housing.

In addition, the City must act to protect, stabilize, and strengthen neighborhood environments, while revitalizing • neighborhoods and rehabilitating the older housing stock.

Key strategies to improve neighborhood quality and housing affordability include:

- Continue the administration and funding of housing and neighborhood improvement programs described in *Chapter 6, Housing and Neighborhoods*. These include:
 - Establishment of provisions for inclusionary housing under certain specified circumstances, which may be accomplished by way of a housing bonus program. In these instances, a developer would be permitted greater overall density (using alternative housing types or via lot size adjustments) in exchange for providing affordable units.
 - Adherence to the Unified Development Ordinance's (UDO) current lot size formula that provides for an average rather than a minimum size lot in new subdivisions. This allows a mixture of lot sizes, thereby accommodating different floor plans, sizes, and prices of units while fending off monotony at the same time.
 - Use of the established provisions of the UDO to promote the development of market rate housing, whereby planned developments larger than 30 units are required to provide a mix of housing types.
- The City should update the currently outdated survey of potentially historic structures and consider re-adopting, with modifications, standards for the construction and remodeling of dwellings in designated historic neighborhoods.

- The City and Valparaiso Community Schools (VCS) should strengthen its partnership in examining the requirements for school building replacement and the appropriate reuse of vacated school structures.
- The City should strengthen its neighborhood planning programs. In coordination with individual neighborhoods, at least one small area plan should be developed each year. These plans would focus on specific area improvements and relevant code enforcement issues, which would identify and prioritize future capital projects, possible zoning district amendments, enhancement projects, or other special initiatives or programs.

Economic Development

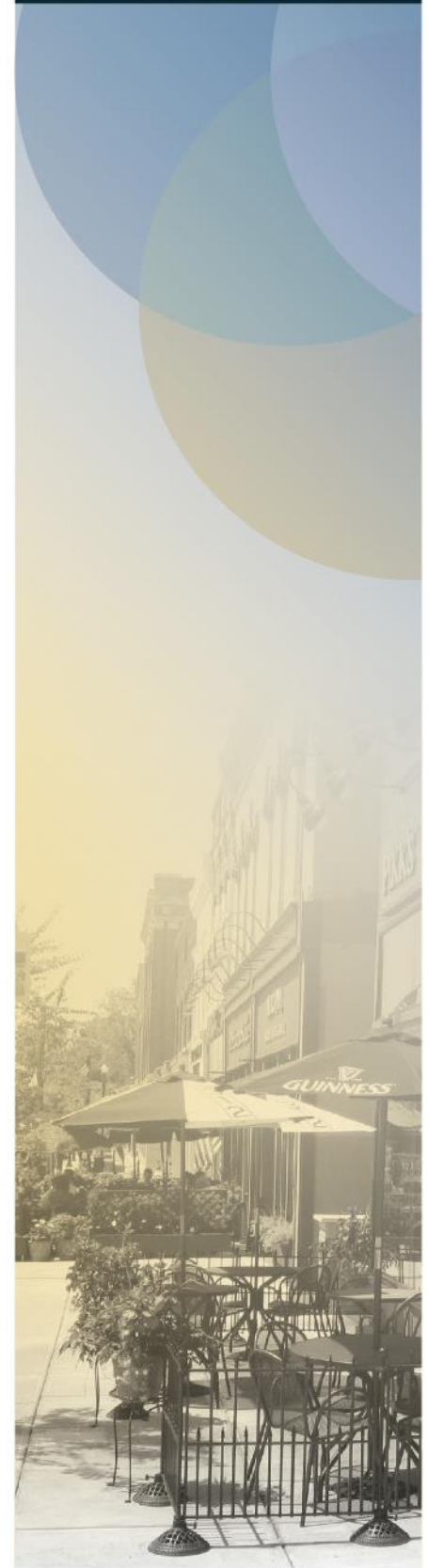
The City should continue to work closely with Porter County Economic Development Coalition and Valparaiso Chamber of Commerce in attracting new industries and promoting economic development at a strategic level. As outlined in *Chapter 4, Opportunity*, the City needs to continue with its ongoing efforts to identify and develop "shovel-ready" industrial development sites in order to respond to opportunities, which are certain to occur as the current economic recovery proceeds.

Specific implementation measures include:

- Work with area businesses and the Downtown interests to launch a "buy local" and other programs or campaigns to stimulate citizen awareness of locally-owned businesses and other opportunities.
- Facilitate the creation of an entrepreneurs/mentors network that hosts multiple events throughout the year.
- Establish a City revolving loan (gap) fund or loan guarantee program for new or expanding businesses, with the participation of local banks to contribute both capital and management expertise.
- Enlist City, business, and education leaders to lead development efforts for an angel fund for potential high-growth businesses.
- Mobilize the VU business school and Ivy Tech in support of local entrepreneurship.

Plan Amendment

This plan must remain flexible and allow for adjustment to change over time. Shifts in political, economic, physical, and social conditions, and other unforeseen circumstances will influence the priorities of the community. As future development and redevelopment continue, new issues will emerge, while others may no longer be relevant. Some action statements may become less practical, while other plausible solutions will arise. To ensure that it



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continues to reflect the vision and remains relevant and viable over time, this comprehensive plan must be revisited on a routine basis, with regular amendments and warranted updates.

There are two types of revisions that can be made to the plan: minor plan amendments should occur biannually, and more significant updates handled every five years. Minor amendments may include revisions to the land use and growth plan or thoroughfare plan as the development pattern unfolds. Major updates will involve reviewing the base conditions and growth trends; re-evaluating the goals, policies, and recommendations; and formulating new ones in response to changing needs and priorities.

Annual Progress Report

A progress report should be prepared annually by the Plan Commission, with the assistance of the Planning Department staff and presented to the Mayor and City Council. This ensures that the plan is regularly reviewed and modifications are identified for the minor plan amendment process. Ongoing monitoring of plan consistency with the City's ordinances must be an essential part of this effort.

The Annual Progress Report should include:

- Significant actions and accomplishments during the past year including the status of implementation for each programmed task.
- Implementation constraints including those encountered in administering the plan and its policies.
- Proposed amendments that have come forward during the course of the year, which may include revisions to the plan maps, or other recommendations, policies, or text changes.
- Recommendations for needed actions, programs, and procedures to be developed and implemented in the forthcoming year, including a recommendation of projects to be included in the capital improvements programs, non-capital programs and initiatives to be funded, and priority coordination needs with the public and private implementation partners referenced earlier in this chapter.

Amendment Process

In addition to the Annual Progress Report, minor plan amendments should occur every two years, allowing proposed changes to be considered concurrently. Amendments may need to be made in a lesser time, in the event of a major opportunity for development.

Any proposed amendments must be consistent with the goals and policies set forth in the plan. Careful consideration should also be given to guard against

site-specific plan changes that could negatively impact adjacent areas and uses or detract from the overall vision and character of the area.

Factors that should be considered include:

- Consistency with the goals and policies of the plan;
- Adherence with the future land use, growth, thoroughfare, and corridor or neighborhood redevelopment plans;
- Compatibility with the Porter County plan and related plans of surrounding areas;
- Impacts on the provision of infrastructure and public services;
- Impact on environmentally sensitive and natural areas; and
- Contribution to the vision of the plan and character of the community

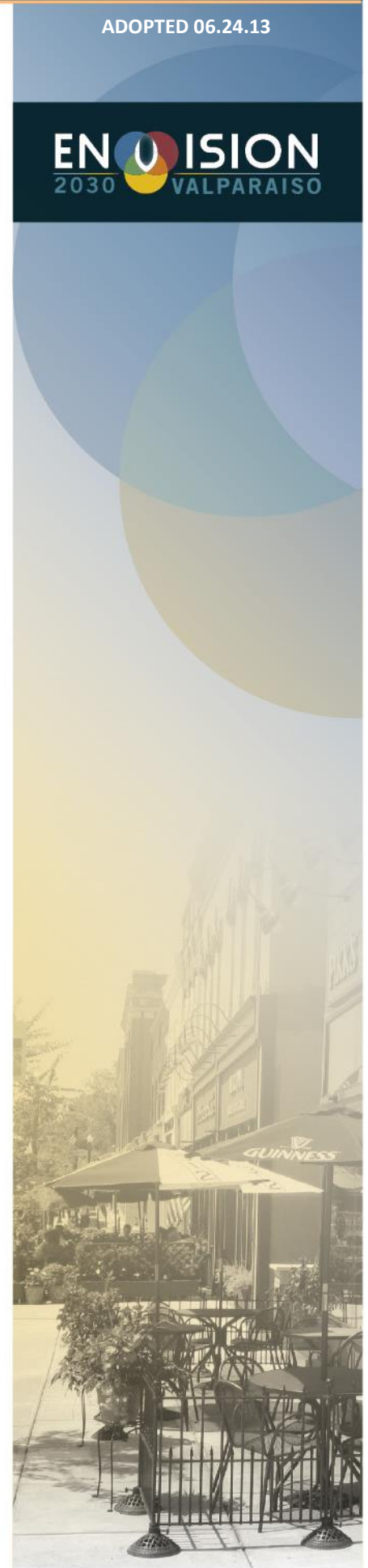
Five-Year Update/Evaluation and Appraisal Report

A more formal evaluation and appraisal report should be prepared every five years. This report should be prepared by the Planning Department staff and approved by the Director, with input from various City departments, Plan Commission, and other boards and committees. The report involves evaluating the existing plan and assessing how successful it has been in implementing the vision and goals. The purpose is to identify the successes and shortcomings of the plan, evaluate circumstances that may have changed, and make recommendations on how the plan should be modified. The report should review baseline conditions and assumptions about trends and growth indicators, and it should evaluate implementation potential and/or obstacles related to any unmet goals, policies, and recommendations.

The result of the evaluation report will be a revised comprehensive plan. More specifically, the report should identify and evaluate the following:

- Summary of plan amendments and major actions undertaken over the last five years.
- Major issues in the community and how these issues have changed over time.
- Changes in the assumptions, trends, and base studies including the following:
 - The rate at which growth is occurring relative to the projections put forward in the plan;
 - Shifts in demographics and other growth trends;
 - The area of urban land that is designated and zoned and its capacity to meet projected demands;
 - City-wide attitudes and whether changes necessitate amendments to the vision and goals;

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- Other changes in the political, social, economic, or environmental conditions that dictate a need for plan amendment; and
- Ability of the plan to continue to successfully implement the vision.

Individual statements or sections of the plan must be reviewed and rewritten to ensure that the plan provides sufficient information and direction to achieve the intended outcome.

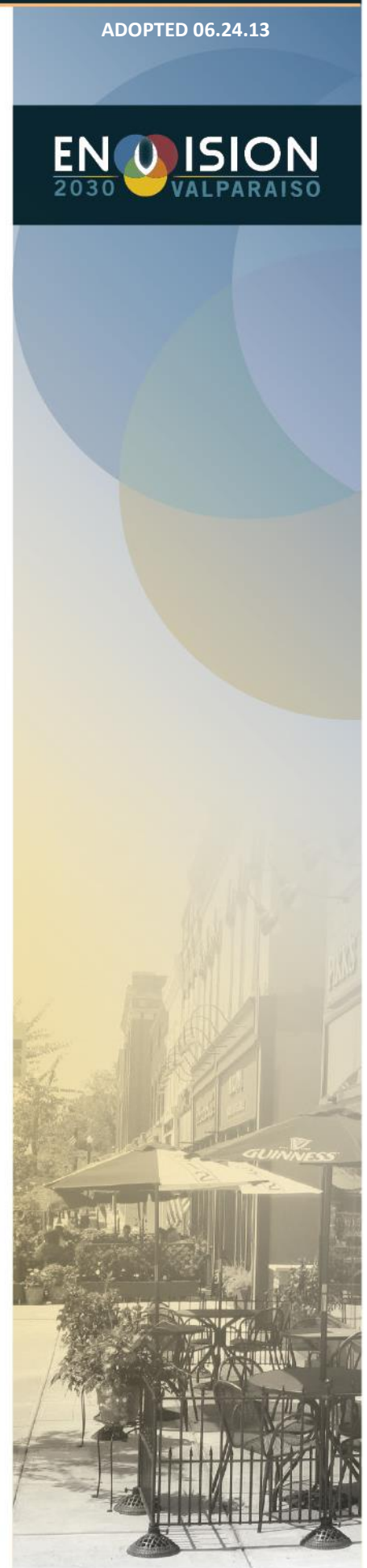
- Conflicts between goals and policies that have been discovered in the implementation and administration of the plan must be resolved.
- The action agenda should be reviewed, and major actions accomplished should be highlighted. Those not accomplished should be re-evaluated to ensure their relevancy and/or to revise them appropriately.
- The time frames for implementing the individual actions should be re-evaluated. Some actions may emerge as a higher priority given new or changed circumstances, while others may become less important.
- Based upon organizational, programmatic, and procedural factors, as well as the status of previously assigned tasks, the implementation task assignments must be reviewed and altered to ensure timely accomplishment.
- Changes in laws, procedures, and missions may impact the ability to achieve the goals. The plan review must assess these changes and their impacts on the success of implementation, leading to any suggested revisions in strategies or priorities.



Table 8.1, Significant Plan Implementation Measures, 2012 to 2030

	Project	Further Study	Policy/Legal Change	Operational Change	Capital Improvement
Chapter 2, Land Use and Community Character					
1	Rezone rail corridor from heavy (INH) to light (INL) industrial		X		
2	Consolidate surplus Ivy Tech property for future mixed-use		X		
3	Design/construct gateway and streetscape projects	X			X
4	Design/develop SR 2 "Entrance Corridor"	X			X
5	Create a fringe area plan around Valparaiso University	X			
6	Widen SR 49 required buffer requirements from 30' to 60'		X		
Chapter 4, Opportunity					
7	Establish City revolving loan fund to expand businesses	X	X	X	
8	Establish Airport area foreign trade zone	X	X	X	X
9	Establish SR 49 "Tech Corridor" Master Plan	X			X
Chapter 5, Mobility					
10	Implement proposed street / intersection improvements	X			X
11	Amend UDO subdivision street cross-section standards	X	X		
Chapter 5, Housing & Neighborhoods					
12	Revise residential parking regulations to promote affordability	X	X		
13	Adopt affordable housing percentage standards	X	X		
14	Establish low-interest housing rehabilitation loan pools	X		X	
15	Prepare individual neighborhood plans and capital programs	X			
16	Adopt incentives for conversions back to single-family housing	X		X	
17	Update historical structures survey	X			
18	Re-establish locally specific historical preservation guidelines	X	X		
Chapter 6, Growth & Capacity					
19	Continue sanitary sewer inspection/rehabilitation program				X
20	Continue sanitary sewer separation projects	X			X
21	Implement proposed improvements to the Sturdy Road Lift Station				X

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Table 8.1 Significant Plan Implementation Measures, 2012 to 2030

22	Complete implementation of the 2010 Stormwater Management Plan Projects				X
23	Identify and rezone potential infill areas	X	X		
24	Prepare and adopt an annexation plan and program	X	X	X	
U.S. 30 Corridor Improvement Plan					
25	Develop west gateway at Hayes Leonard Road	X			X
26	Develop Smoke Road-Campbell Street access entrance	X			X
27	Develop Greenwich Street access entrance	X			X
28	Develop Sturdy Road portal and streetscape	X			X
29	Construct bike/pedestrian bridge near Sturdy Road	X			X
30	Develop Morthland Drive Conservancy Park	X			X
31	Establish Corridor Development Design Guidelines	X	X		

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