

2016 Comprehensive Plan

Draft Goals & Objectives – By Chapter

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Community Form

Goals

- 1. Design for an efficient network of streets and land uses. (Layout/Network)**
 - 1.1. Manage Urban Service Boundary (USB) and City Annexation to maximize efficiency of city networks and services.
 - 1.2. Build higher-intensity uses in areas with higher accessibility (TOD principles).
 - 1.3. Focus revitalization on existing centers of activity.
 - 1.4. Preserve prime farmland for agricultural uses.
 - 1.5. Ensure land use, transportation, and utilities develop to support each other, and are designed to be compatible with each other and the community vision.
 - 1.6. A rural road system that provides access between and among rural areas, connections to the regional (urban and rural) transportation system, and safe, economical mobility and accessibility for citizens and goods.
 - 1.7. Maintain or improve the capacity of the transportation road network for Collector and Arterials at LOS “C” or higher.

- 2. Create places that enrich our built environment. (Form/Character)**
 - 2.1. Allow for flexibility in land use and design pattern within zone districts.
 - 2.2. Promote multi-use and flex spaces, especially in downtown areas and public spaces. Encourage mixed-use and multi-purpose spaces and invest in Downtowns – all three – as the heart of the cities.
 - 2.3. Preserve and strengthen the fabric of existing neighborhoods by investing in maintenance and improvements to infrastructure.
 - 2.4. Provide civic and government facilities in central/prominent/accessible locations as highly visible focal points and symbols of community identity.

- 2.5. Become more walkable and bikeable.
- 2.6. Provide an interconnected system of local and regional public open space and recreational opportunities.
- 2.7. Require infill and redevelopment projects to be human-scaled and compatible with the existing character and long term goals for the surrounding area.

3. Encourage sustainable development practices. (For site and community levels)

- 3.1. Incentivize development that utilizes green building and sustainable development best practices, such as: infill and redevelopment projects, adaptive re-use, LEED design standards, energy efficient buildings, planting of native species of trees, plants, and grasses.
- 3.2. Explore design standards to retain adequate, usable open space, create green linkages, and increase stream corridor/floodplain protection in new urban and suburban development.
- 3.3. Protect the quality and integrity of existing structures and support preservation efforts (see heritage chapter).

Action Items (for Implementation Matrix)

- Adopt policy for USB expansion and city annexation decisions.
- Establish County-wide policy to require consideration of life-cycle costs during annexation and zone change review.
- Create impact fee system for new development. Include Fee-in-Lieu-of system or right-of-way dedication for public space and/or infrastructure development.
- Explore and support partnerships with private land trusts, foundations, and other organizations that can assist the County in acquiring land, obtaining conservation easements and maintaining and managing open space and natural resources.
- Implement innovative programs, such as a land bank, to facilitate sustainable development, including but not limited to, affordable housing and commercial and economic activity.
- Adopt the Bicycle and Pedestrian Plan.
- Conduct a Transportation Master Plan.
- Develop a “Complete Streets” policy for city streets and support Strong Towns concepts (place-making and accessibility).
- Extend the Legacy Trail through Scott County.
- Conduct a downtown Georgetown parking study.
- Create a street rehab/enhancement manual to improve, beautify existing streets. Include sample street sections, street tree recommendations, road diet examples, and street art program examples.
- Apply for federal, state, and local funding for appropriately scale projects to enhance place and transportation facilities.
- Coordinate projects with Bike-Ped plan and Parks and Rec Master Plan.
- Each municipality creates a Capital Improvements Plan and coordinates review and comment by the Planning Commission on its conformance to the adopted Comprehensive Plan and Future Land Use Map.
- Tax exemption or abatement policies for targeted projects (infill, renovation, etc.).

- Beautification projects, such as entry-way/welcome signs or streetscape projects.
- Adopt H-1 Ordinance, Design Standards, and Architectural Review Board.
- Create materials that educate the public about infill and redevelopment.
- Develop incentive program for infill projects, flexible uses, and multi-use sites.
- Develop Form-Based Code in Downtown Georgetown.
- Consider Form-Based Codes in downtown(s) and identify other potential areas for mixed use development or form-based development on the Future Land Use Map.
- Develop policy to ensure safety in design. This could include encouraging new development to include: CPTED, barriers, access, visibility, lighting, etc. Encourage public safety and social sustainability by supporting Secured by Design / Crime Prevention through Environmental Design (CPTED) concepts and other policies and programs for the built environments of neighborhoods to help reduce opportunities for crimes.
- Review Zoning Ordinance, Subdivision and Development Regulations, and Building Code to ensure they allow and promote adaptive reuse of historic structures, require adequate open space/recreational land preservation, and connectivity.
- Consider establishing incentives for green building practices.

Infrastructure and Public Facilities

Goals

- 1. Ensure adequate public facilities and services are available to meet the needs of businesses and residents.**
 - 1.1. Access to adequately staffed and equipped Police, Fire and Emergency Services is maintained for all citizens and is considered by the Planning Commission as new development is approved.
 - 1.2. Develop parks and recreational opportunities to meet the needs of our growing population.
 - 1.3. Strive for the availability of high-speed affordable internet access to all citizens.
- 2. Build, maintain, and improve public infrastructure.**
 - 2.1. Ensure clean/safe drinking water is available for all residents.
 - 2.2. Encourage cluster development and increased construction standards for new roads to reduce the length of roads and future maintenance costs for county roads dedicated for public maintenance.
 - 2.3. Design stormwater infrastructure to be environmentally friendly and multi-functional.
 - 2.4. No new large scale development on private package sewer treatment plants should be approved in the county.
- 3. Ensure that new growth contributes to community prosperity and is well planned.**
 - 3.1. Ensure that county-wide capital improvements programs are effective, cost efficient, cooperative, and complementary.

Action Items (for Implementation Matrix)

- Each municipality creates a Capital Improvements Plan and coordinates review and comment by the Planning Commission on its conformance to the adopted Comprehensive Plan and Future Land Use Map.
- Ensure utility infrastructure is located to minimize impacts to historic, cultural, and environmentally sensitive areas.
 - New Telecommunication towers should be sited so as to avoid negative impacts to historic and environmentally sensitive areas.
 - The Planning Commission should develop the appropriate technical support necessary to effectively evaluate a cellular tower application.
 - Zoning Ordinance should be amended to require co-location or use of alternative reasonable locations when towers are proposed for environmentally, historically or culturally sensitive locations.
 - Planning Commission should adopt new uniform zoning standards for towers that meet the previous objective after careful study and public input.
- Develop policy to reserve or acquire appropriate land as development and subdivision approvals are granted to meet the open space and recreational needs of the growing population.
- Develop policy for Planning Commission and City/County consideration of fiscal impact of zone change and/or major subdivision, and development plan requests.
- Develop high-speed internet-related action item.
- Update Public Sewer Plans and capital budgets for provision of public sewer and water service consistent with the Comprehensive Plan to encourage and support growth that follows the Future Land Use Map.
- Continue to fund the updating, improvement and implementation of the Scott County Hazard Mitigation Plan.
- Update Stormwater Manual to be environmentally friendly and multi-functional (see text).
- Study the fiscal impact to the cities and county of long term maintenance of new public infrastructure and services. Recommend a method of balancing the cost/benefit to the cities/county of new development.
- Develop a "Complete Streets" policy for city streets and support Strong Towns concepts (place-making and accessibility).
- Conduct a downtown Georgetown parking study.

Heritage

Goals

1. Preserve our built history.

- 1.1. Highlight and enhance the historic quality of Downtowns Georgetown and surrounding neighborhoods to attract businesses and support an economically viable commercial district.
- 1.2. Implement policy measures to protect historic resources and enhance the form of surrounding areas, such as downtowns, historic sites, districts and landmarks.

- 1.3. An Historical Property and District Ordinance should be adopted to support preservation efforts.
- 1.4. Incentivize preservation.
- 1.5. Monitor local property of historic importance for possible designation in the National Trust for Historic Preservation.
- 1.6. Conduct educational efforts to increase awareness of the importance of preservation efforts, processes, and available financial, design, and additional educational resources.

2. Protect and enhance the natural, historic, and cultural landscapes that give Scott County its unique identity and image.

- 2.1. Highlight the special environmental qualities of Scott County in developed and undeveloped areas.
- 2.2. Promote enhanced use of the Elkhorn Creek as a resource for recreation and tourism, and a unique attraction for development within the urban service boundary.
- 2.3. Protect the natural environmental qualities of the creeks as special habitats for plants and animals, and make them accessible for educational purposes.
- 2.4. Encourage the “greening” of Scott County by preserving trees and establishing new landscaping in urban areas.

3. Promote, support, and encourage public art.

- 3.1. Improve access to arts and cultural enrichment opportunities for all Scott County residents and visitors.
- 3.2. Include public art programs throughout the community, and especially at nodes of high activity.
- 3.3. Capitalize on our historic character and cultural heritage in public art and enrichment activities.

Action Items (for Implementation Matrix)

- Telecommunication Towers – as part of the cultural resource plan and/or a separate ordinance and text amendment.
- Develop and maintain a local inventory of historic landmarks, places and districts, with photographs, descriptions and information on history, ownership and current conditions. Track structures, districts and landmarks that could become eligible for historic designation (50-year threshold) during the time span of this plan.
- Develop educational programming to increase local awareness and knowledge regarding preservation, such as: flyers, handbooks, partnership programs, “how-to” brochures, historic property tours, etc.
- Maintain a library of historic preservation and cultural conservation of interdisciplinary materials.
- Consider expansion of the local historic district overlay to include all properties with national register designation and/or additional local sites as identified in the cultural resources list.

- Adopt a revised local historic preservation district ordinance, Design Standards, and Architectural Review Board to ensure the historic qualities of designated areas are maintained and enhanced over time.
- Consider form-based codes to guide new development to complement surrounding streetscape and buildings in designated areas, such as downtowns, Main Street, Broadway, major corridors, and/or commercial nodes.
- Preservation incentives.
- Consider expansion of the local historic district. This could include a wider area downtown, and/or could include areas already identified on the National Register of Historic Places (districts, buildings, or landmarks).
- Work with the Scott County Historical Society to help develop a list of preservation grants and resources necessary to acquire preservation easements.
- Designate a city staff position of redevelopment coordinator, incentives/marketing (infill specialist) – Northside Christian Church, Galvin’s - new restaurant
- Update cultural district list to include list of current cultural resources (natural and built).
- Establish a neighborhood inventory program to identify and document the location, size, individual characteristics, appearance and inhabitants of residential areas which will exceed the Secretary of the Interior’s threshold for historic designation during the time span of this plan.
- Identify and monitor assets to include as cultural resources for protection, including: Elkhorn Creek, Farm fences, rock walls, parks on Elkhorn Creek, distinct neighborhood elements,
- Develop a comprehensive cultural resource plan that protects environmental aesthetics and the historic character of the rural landscape as well as man-made or built elements of our cultural identity. Elements should include: historic properties, landmarks, and sites, Ward Hall, Cardome,
- Adopt and pursue recommendations of Small Area Plans for the major neighborhoods and corridors surrounding Downtown Georgetown, and the North Broadway/Water Street areas.
- Create outdoor spaces where social activities and special events can easily happen (Community form, Heritage, Human Services, etc.)
- Review and amend the B-3 zone district standards (see 1991 housing chapter recommendations, plus new ideas).

Housing

Goals

- 1. Develop/Offer/Provide a full-spectrum of quality housing options for all residents.**
 - 1.1. Encourage the expansion of affordable housing opportunities, and distribute new affordable units throughout the community.
 - 1.2. Increase availability of housing options for elderly residents (age-in-place).
 - 1.3. Increase availability of assisted living facilities and shelters.

1.4. Provide greater flexibility through the Zoning Ordinance and the Future Land Use Map to meet the shifting housing demand due to demographic changes for different housing types and densities within development.

2. Preserve and maintain housing stock in established neighborhoods.

2.1. Eliminate sub-standard housing

2.2. Conduct regular inspection of rental housing

2.3. Scott County and its cities and towns will explore opportunities to combine development efforts and infill with historic preservation and natural habitats, placing priority on preserving existing residential structures of historic value and retaining neighborhood character. See Heritage Chapter/Implementation Chapter for further detail.

2.4. An Historical Property and District Ordinance should be adopted to support preservation efforts. See Heritage Chapter/Implementation Chapter for further detail.

3. Decrease financial barriers to affordable housing.

3.1. Improve availability of and access to low- and middle-income housing options.

3.2. Municipalities should collect, maintain, and disseminate information and vital statistics on housing affordability such as cost demand and supply of housing stock.

3.3. Establish an information clearinghouse for financial and technical assistance for stabilization and renovation of urban and rural housing.

3.4. Consider costs of development and various tools which can be used to evaluate project proposals and to incentivize creation of affordable housing (Regarding City and Developer Financing).

Action Items (for Implementation Matrix)

- Prepare an Affordable Housing Market Analysis. (See Bowling Green for example)
- Identify and monitor the number, location, occupancy, and condition of rental and owner-occupied units.
- Develop and maintain a public list of sites that may be suitable for development of affordable housing.
- Develop incentives for creation of affordable housing.
- Review possible Zoning Ordinance amendments:
 - Allow “Flex” zone and add designated areas to the Future Land Use Map
 - Consider incentives for affordable housing that are commensurate with the proportion of affordable units. Incentives could include, but are not limited to: density bonuses; expedited review/permitting; waiver of fees for review/permitting; and, relaxation or waiver of minimum vehicle parking requirements.
 - Consider revisions to single-family zoning districts to permit “mother-in-law apartments/granny flats.” If desired, these may be distinguished through zoning from other types of accessory dwelling units by a requirement for the occupant(s) to be related to the occupant(s) of the primary dwelling unit.
 - Review and amend the Assisted Living and Shelter/Temporary Housing definitions and zoning requirements.

- Continue work with the newly created Code Enforcement Board and working group to: 1) Enforce the property maintenance code, 2) Eliminate sub-standard housing, 3) Conduct regular inspection of rental housing, and 4) Ensure facilities are sanitary for resident health and safety.
 - Enforce property maintenance code.
 - Ensure facilities are sanitary for resident health and safety.
 - Rehabilitate or replace dilapidated housing units.
- Develop policy such as impact fees, housing linkage fee (Boone, NC – see Comp Plan) to reduce cost of providing infrastructure to affordable housing projects (which ultimately lowers housing price).
- Reduce fees, review time, and/or or provide city/county funded services and utilities to applicants who develop affordable housing.
- An Historical Property and District Ordinance should be adopted to support preservation efforts.

Human Services

Goals

- 1. Encourage quality educational and training opportunities for all Scott Countians throughout their lifetime.**
 - 1.1. Increase access to physical and online locations of learning, i.e. libraries, schools, community centers.
 - 1.2. Increase collaboration in education programs and long-range planning.
 - 1.3. Encourage a global perspective in educational opportunities.
 - 1.4. Offer career fairs that include opportunities for on-the-job training.
 - 1.5. Coordinate educational and facility plans with Georgetown College, BCTC, and the Scott County Schools system.
- 2. Build our social capital and increase civic involvement.**
 - 2.1. Nurture a culture of wanting to get involved/give back.
 - 2.2. Foster partnerships and collaboration between human service organizations and a broad range of stakeholders.
 - 2.3. Increase citizen engagement and regional coordination in the planning process.
- 3. Improve access to health and wellness services.**
 - 3.1. Provide responsive and dependable health and human services delivery systems throughout Scott County.
 - 3.2. Scott County and its municipalities proactively assesses, measure, evaluate, address, and act upon identified health and human services needs through an on-going collaboration among community partners.
 - 3.3. Increase access to local healthy foods and nutritional educational programs.
 - 3.4. Increase availability of second shift child care.
 - 3.5. Promote transparency and truth in advertising in the health care community to benefit patient safety.

Action Items (for Implementation Matrix)

- Increase awareness of existing programs by disseminating information about learning opportunities throughout the community.
- Encourage after-school hour programs for youth, adults, and seniors.

- Offer career fairs that include opportunities for on-the-job training.
- Coordinate educational and facility plans with Georgetown College, BCTC, and the Scott County Schools system.
- Coordinate awareness of human services programs and success stories, and bring periodically to City Council, Cit Commission, and Fiscal Court meetings so that the public and elected officials are aware of existing needs, efforts, and success stories.
- Develop an information hub and/or help center to provide resources for those in need, for example: library, Salvation Army, Red Cross, etc. Include educational resources and programming/activities.
- Develop a list of community gathering places and share with the public.
- Coordinate a Community Calendar to publicize activities for community participations.
- Implement cross-neighborhood activity with events and programming.
- Encourage multi-purpose use of spaces. Consider allowing flexible standards within Zoning Ordinance to allow for creative and adaptable use spaces.
- Provide historic resource educational programming, including: Cardome, the old jail/Arts and Cultural Center, Georgetown College, and other local entities such as Toyota and our school system.
- Establish process for annual-bi-annual Planning Commission neighborhood plan or Small Area Plan. Consider data/resources/qualifications to trigger study.
- Develop a Neighborhood "tool-kit" and/or "meeting-in-a-box" so that small organic groups can develop their own Neighborhood Plans using assessment tools, mentors and/or resources.
- Provide a variety of outreach and communication forms, times and locations for future Planning Commission meetings.
- Periodically send updates to local and regional groups to assist in collaboration of various level of planning projects. (annual?)
- Assign staff person to communicate with various local and regional groups to coordinate projects and/or lobby for planning related policy as deemed appropriate by the Planning Commission.
- Scott County and its municipalities proactively assesses, measure, evaluate, address, and act upon identified health and human services needs through an on-going collaboration among community partners.
- Encourage the Georgetown Community Hospital to recruit physicians and non-physician professionals in under-represented specialties. Explore ways to encourage health service retention in the changing regulatory environment.
- Develop school and volunteer-based food educational program, which could include gardening, cooking, and reading nutrition labels.

- Develop an “information” hub to provide resources, education, and programming related to health and wellness services. (could be Transform Scott County and/or Community Connection, or something altogether different...)
- Perform feasibility study for an ordinance requiring health care officials to be clearly identified as to their degree and specialty on the person and in the advertisements when in the public eye.
- Encourage creation of more community gardens.

Environment

Goals

1. **Protect water quality.**

- 1.1. Protect Creek Conservation Corridors.
- 1.2. Ensure the pristine water quality of the reservoir once it is constructed.
- 1.3. Protect the aquifer recharge area and county karst topography areas.
- 1.4. Minimize the impervious area in rural areas.

2. **Minimize the impact of waste produced in Scott County.**

- 2.1. Reduce amount of waste disposed in the landfill and illegal dumping.
- 2.2. Encourage recycling and composting and reduce barriers to these activities.
- 2.3. Require the proper use, location, and disposal of hazardous materials to protect human health, water quality, air quality, and environmentally sensitive resources.

3. **Promote clean air practices.**

- 3.1. Encourage educational opportunities to learn about and implement clean air practices.
- 3.2. Require that all new development conforms to federal and state air quality regulations.

4. **Protect environmentally sensitive areas.**

- 4.1. Develop an environmental impact plan.
- 4.2. Discourage development of areas with a concentration of sensitive resources or areas prone to hazards to human health and safety.

5. **Support green spaces, parks & walkways.**

Action Items (for Implementation Matrix)

- Create a monitoring system to guide efforts to protect water quality.
- Require impervious surfaces in the rural areas of Scott County to be mitigated by existing water quality regulations.)
- Control and monitor land uses that store, transport, or generate hazardous materials within aquifer recharge areas.
- Encourage placement of recycling containers in all communities, in elementary schools, and other high traffic/gathering locations.
- Expand the hours during which recycling can be dropped off.
- Develop/enforce policy for hazardous waste disposal.

- Install recycling containers in all communities, in elementary schools, and other high traffic/gathering locations.
- Expand the hours during which recycling can be dropped off.
- Require that all new development conforms to federal and state air quality regulations.
- Develop an environmental impact plan.
- Increase waste disposal opportunities and locations.

Economic Growth

Goals

- 1. Create a community that attracts a diverse array of people and businesses.**
 - 1.1. Encourage a variety of cultures and income levels, resulting in a vibrant and diverse community.
 - 1.2. Improve access for all Scott County residents to employment opportunities.
- 2. Create more local business and job opportunities.**
 - 2.1. Encourage long-term incremental local business development to benefit the community.
 - 2.2. Encourage a wider range of local goods and services.
 - 2.3. Support downtowns to be economically viable and protect investments in cultural and historic resources.
- 3. Encourage agricultural economic growth in Scott County.**
 - 3.1. Create an agricultural advocates committee to establish a policy and operations environment that maintains and enhances a viable agricultural base.
 - 3.2. Multiply markets for local agricultural products, and create market-driven agricultural diversification strategies.
- 4. Promote Scott County's image as a good location for industrial development.**
 - 4.1. Support and assist local educational efforts to produce an available and skilled labor pool.
 - 4.2. Retain adequate acreage and locations for industrial development.

Action Items (for Implementation Matrix)

- Create an agricultural advocates committee to establish a policy and operations environment that maintains and enhances a viable agricultural base.
- Review agricultural conditional use permit requirements.
- Development of incentives for farming operations.
- Decrease vacancy rates in downtown areas.
- Support local entrepreneurship through educational and small business assistance programs.
- Create a fast track system for small and mid-sized business development approvals.