

comprehensive plan



COMPREHENSIVE PLAN - 2010

ADOPTED BY:

CITY COMMISSION

THE 20TH DAY OF SEPTEMBER, 2010

PLANNING COMMISSION

THE 2ND DAY OF MARCH, 2010

PAGE INTENTIONALLY LEFT BLANK

ACKNOWLEDGEMENTS

MAYOR AND CITY COMMISSION

Aaron Peck <i>Mayor</i>	Samantha Angell <i>Vice-Mayor</i>	Norm Jennings <i>Commissioner</i>
Luci Larson <i>Commissioner</i>	Thomas Arpke <i>Commissioner</i>	

PLANNING COMMISSION

Rodney Meier	Michael Ritter	Sydney Soderberg
Ken Kennedy	Karl Ryan	Dave Birdsong
Patrick Mikesell	Dr. Merle Hodges	Aaron Householter

ADVISORY COMMITTEE

Dr. Kofi Ababio	Reyna Banda-Torres	Henrietta Corcoran Boyer
Stan Byquist	Chuck Carroll	Robin Cates
Wayne DeBey	Rob Exline	Kristin Gunn
Ken Kennedy	Dr. Philip Kerstetter	Phyll Klima
Robert Miller	Clark Renfro	Timothy Rogers
Monte Shadwick	Sydney Soderberg	Micheal Terry

CITY STAFF

Jason Gage
City Manager

Gary Hobbie
Director of Community Development

Dustin Herrs
Planner

Mike Schrage
Deputy City Manager

Dean Andrew
Director of Planning

John Burger
Planner

PLAN PREPARED BY:

Gould Evans Associates
4041 Mill Street
Kansas City, MO 64111

LSA Associates
132 W. Mountain Ave.
Fort Collins, CO 80524

Community Futures
1562 Wildflower Pl.
Brighton, CO 80601

Wilson and Co.
1700 E. Iron Avenue
Salina, KS 67401

ETC Institute
725 W. Frontier Circle
Olathe, KS 66061



TABLE OF CONTENTS

INTRODUCTION

CHAPTER ONE: THE FUTURE

1.1	Vision.....	1-1
1.2	Vision Statement	1-1
1.3	Value Statements.....	1-3

CHAPTER TWO: THE PLAN

2.1	Physical Development	2-1
2.1.A	Future Land Use.....	2-4
	Conservation.....	2-7
	Rural Residential.....	2-8
	Suburban Residential.....	2-9
	Urban Residential.....	2-10
	Downtown	2-11
	Community Center	2-12
	Neighborhood Center.....	2-13
	Commercial.....	2-14
	Employment	2-15
	Public/Semi-Public	2-16
	Parks	2-17
	Goals.....	2-18
2.1.B	Growth / Development.....	2-19
	Infill and Redevelopment	2-19
	Broadway Corridor	2-25
	Growth Areas	2-29
	Infrastructure.....	2-32

	Urban Service Area	2-40
	Annexation.....	2-41
	Goals	2-43
2.2	Connectivity	2-45
	Street Classification	2-46
	Roadway Network.....	2-48
	Transit System.....	2-57
	Bicycle Network	2-60
	Pedestrian Network.....	2-63
	Rail Network.....	2-65
	Salina Municipal Airport	2-66
	Goals	2-68
2.3	Parks	2-69
	Neighborhood Parks	2-69
	Community Parks.....	2-70
	Linear Parks.....	2-71
	Goals	2-75
2.4	Downtown.....	2-77
	Downtown Core	2-77
	Downtown Neighborhoods.....	2-77
	Mixed-Use Center	2-77
	Riverfront Redevelopment Area.....	2-80
	Downtown Gateways	2-82
	Santa Fe and 9 th Street.....	2-82
	Goals	2-83

2.5	Community	2-85
	Physical Environment.....	2-85
	Neighborhoods and Housing.....	2-86
	Schools.....	2-89
	Public Safety.....	2-90
	Goals.....	2-93
2.6	Economic Development	2-95
	Retention and Expansion.....	2-95
	Recruitment.....	2-95
	Entrepreneurship.....	2-96
	Economic Development Hubs.....	2-96
	Goals.....	2-105
CHAPTER THREE: ACTION		
3.1	Implementation	3-1
3.2	Implementation Matrix	3-2

LIST OF FIGURES

1-1	Future Concept Map.....	1-2
2-1	Future Land Use Map.....	2-6
2-2	Areas of Change / Areas of Stability Map.....	2-20
2-3	Broadway Corridor Future Land Use.....	2-26
2-4	Sewer System Master Plan.....	2-36
2-5	Water System Master Plan.....	2-39
2-6	Urban Service Area Planning Map.....	2-42
2-7	Major Street Plan.....	2-50
2-8	Impact Streets and Gateways Map.....	2-55
2-9	Transit Route Map.....	2-59
2-10	Bicycle Route Map.....	2-62
2-11	Parks Map.....	2-72
2-12	Park Districts Map.....	2-74
2-13	Downtown District Map.....	2-79
2-14	Neighborhoods and Community Map.....	2-92
2-15	Economic Development Hubs Use Table.....	2-103
2-16	Economic Development Hubs Map.....	2-104

INTRODUCTION

A **comprehensive plan** represents a road map to achieve a desirable future. The Salina Comprehensive Plan through the guidance provided, rooted in a defined vision and realized by the implementation of its actions, will achieve the future desired by the community. The Comprehensive Plan is the core planning document for the community as it charts a course for the future. As such, additional planning efforts and guiding documents should be rooted in the vision, policies and strategies identified in this document. Other plans that guide the community to action including development master plans, strategic actions plans, zoning code changes and street designs, to name a few, should look to this document for direction. Additionally, as implementation occurs and detailed decisions are made, this document will provide the necessary guidance. The Comprehensive Plan is a document that should be used by the community to make decisions on a daily basis. The road map for the future is contained within the elements of this plan.

To achieve the desired community of the future, the plan focuses on those elements that are central to the physical conditions in the community. The elements defined in this plan will change over time, and as issues are addressed and goals are met new elements will be identified. The elements of the plan include physical development (future land use and growth and development), connectivity, parks, downtown, neighborhoods and housing and economic development. The plan elements include recommendations for action including those policies and strategies necessary to affect change. When combined with the implementation actions the action plan is complete.

To provide a foundation for the policies, strategies and action within this document a **Technical Support Document** has been prepared. This document includes an existing conditions analysis of present day Salina including history, demographics, growth projections, land use, a housing assessment, natural resources, public infrastructure, transportation and the economy, as well as documentation of the community survey and planning process. The technical support document should be assessed on a regular basis to assess the foundation of information on which the plan was established.

As part of the planning process a **Community Attitude and Interest Survey** was conducted to assess support for recommendations of the plan that will guide long range decision making for the community. The survey was designed to obtain input from a random sample of households throughout the City of Salina. The goal was to obtain a total of at least 400 completed surveys from City of Salina residents. This goal was far exceeded, with a total of 534 surveys having been completed.

The survey focused on the primary plan elements of land use, growth and development, connectivity, parks, Downtown Salina, neighborhoods and housing and economic development. For each element people were asked which policy actions or proposed strategy they supported. Support was asked in two ways, general support for the idea or concept and financial support through the use of public funds. In general, there was some level of support for all the recommendations made and in many cases a significant level of support, 65 to 92 percent of those surveyed. However, as one might expect, when asked to support plan elements through the use of tax dollars, support declined.

The intent of the survey was not to solicit 100% support for those items that the community should pursue. Rather to better understand the priorities of the public in achieving the vision, defined by the Comprehensive Plan, for the future of Salina. With that understanding, plan elements that received 65% support are considered more important to a majority of the community than those elements that received 42%. Just because a low percentage of people supported a particular idea does not mean it is not important and cannot have a positive effect on the community. Those items that were included in the survey are discussed in this document and the complete survey and survey results can be found in the Technical Support Document.

The plan has been organized to address the necessary components of the future; the *vision*, the *plan* and *implementation*. The vision provides the foundation, in conjunction with the goals and objectives of the community, to guide decisions that will impact the future. The plan provides the details regarding the specific elements that are important in shaping the future of the city. Implementation represents the actions as they are carried out to achieve the vision of the community for the future. As you can see, the future is the focus of this comprehensive plan in all aspects, but we must first start with the vision.

CHAPTER 1: THE FUTURE

The time to plan for the future is now. The Comprehensive Plan represents the desired physical form of the city in the future as defined by the community through the planning process. Defining a vision for the future is an important first step for achieving the community of the future.

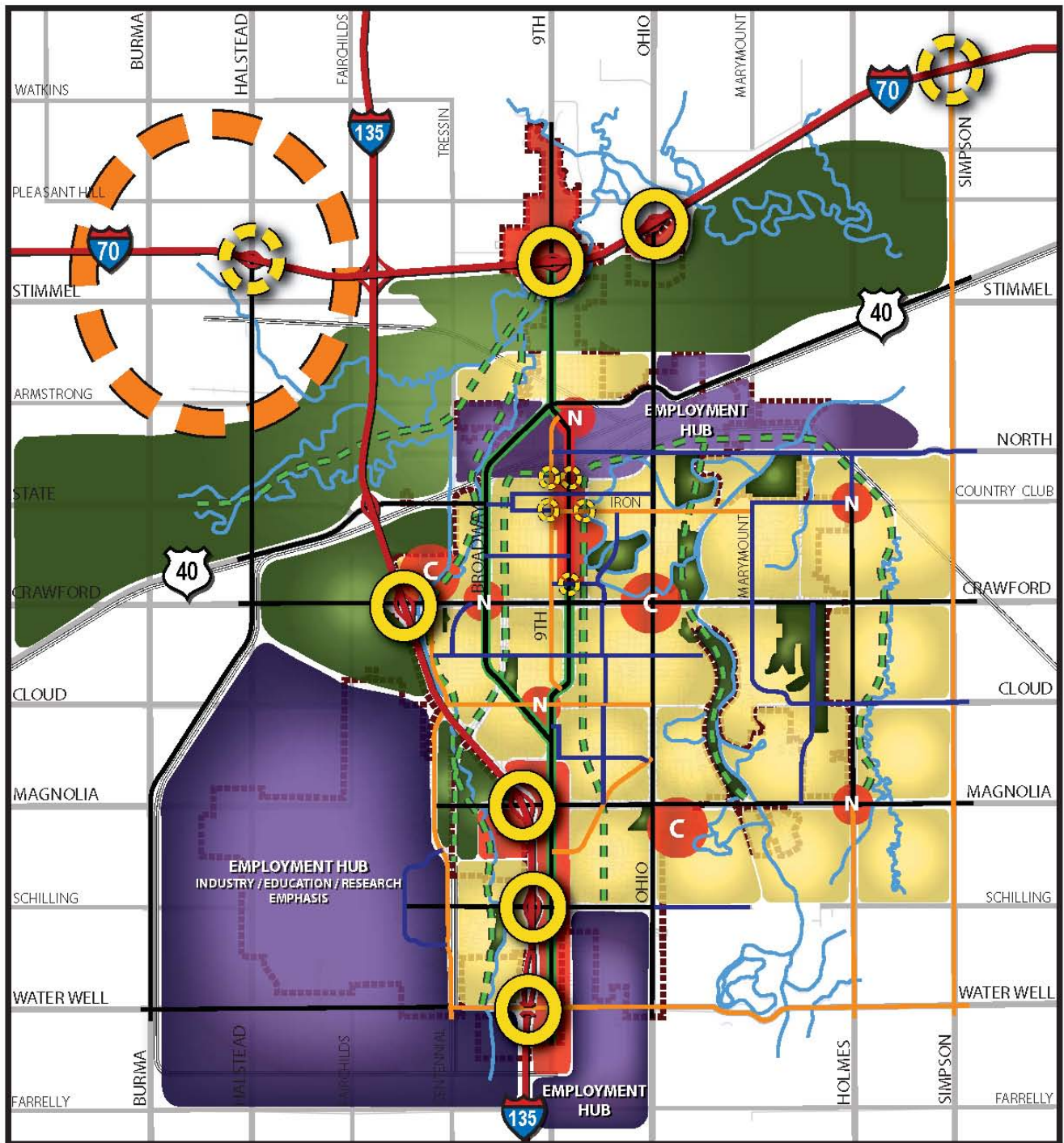
1.1 VISION

The future of Salina is defined by the **vision** crafted by the community through the planning process. The vision for the community is a blend of issues, ideas, goals, strengths and weaknesses identified by the community. An extensive community involvement program was employed throughout the planning process which included the engagement of the advisory committee, subject specific focus groups and the general public as well as City staff. The participation of community members in the process represents their dedication to the community and interest in its future. The vision prepared is complemented by the review and analysis of technical information regarding Salina. A complete record of the information collected and analyzed can be found in the Technical Support Document that accompanies the Comprehensive Plan document.

Additionally, the **value statements** in the plan represent the philosophies that the plan is built upon. These principles are present throughout the plan and have influenced the content of the plan. The vision statement and guiding principles contained herein represent the foundation for the policies, recommendations and actions outlined in the plan.

1.2 VISION STATEMENT

**SALINA WILL BE THE REGIONAL CENTER OF CENTRAL KANSAS,
PROVIDING GOOD JOBS, QUALITY HOUSING, NECESSARY GOODS AND
SERVICES INCLUDING QUALITY HEALTH CARE AND EDUCATION FOR OUR
YOUTH AS WELL AS CULTURAL AND RECREATIONAL OPPORTUNITIES
THAT ENRICH THE QUALITY OF LIFE IN THE COMMUNITY FOR EVERY
RESIDENT AND VISITOR.**



The Future Concept Map is not the land use map for Salina rather it represents a defined vision with regard to the future physical growth and development. The Future Land Use Map can be found in Chapter 2.

Figure 1-1: Future Concept Map
Source: Gould Evans

The **future concept map** (Figure 1-1) represents a depiction of the defined vision with regard to the future physical growth and development of the community. This map, while conceptual, represents a starting point for defining those elements of the plan that are important to the community and can serve to achieve the plan vision. The elements of future land use, growth and development, connectivity, parks, downtown, neighborhoods and housing, and economic development stem from this map as conceptualized through the planning process.

1.3 VALUE STATEMENTS

The Comprehensive Plan represents the action plan to achieve the vision for the future of Salina. The actions in this plan are guided by a few simple values that are important to the people of Salina. These values have and will continue to influence the manner in which the vision and goals are achieved. These values also provide a basic understanding of those elements that are important to the future of the community across all actions taken.

The people of Salina value:

- A thriving, vibrant community achieved through an enhanced **Quality of Life** for residents and visitors.
- Salina as a **Regional Center** that provides for and supports surrounding communities and people of the region.
- **Growth, development and redevelopment** that is fiscally responsible, environmentally sensitive, sustainable, efficient and supported by quality municipal services.
- Efficient **Infrastructure** systems that provide quality service and support the growth and development of Salina.
- A **Downtown** that is the heart of the community created through a mix of uses as the retail, business, health care, government and cultural center of the community.
- Strong, identifiable **Neighborhoods** with quality **Housing** that support the families and residents.

- **Parks**, recreation and natural areas that enhance the quality of the built environment and the quality of life for residents and visitors of Salina.
- An accessible and **Connected** community that embraces all modes of transportation including automobile, pedestrian and bicycle ways and public transit that contributes to the quality of life in Salina.
- A diverse regional **Economy** that provides stability and ensures the future success of Salina as a community and regional center.
- An **Education** that is rooted in lifelong learning that prepares youth for the future and provides adults with a means to further contribute to the community.
- Effective City **government** that maximizes its resources and services in a financially efficient and effective manner to serve the population of Salina.
- Diverse **Arts and Cultural** activities, including entertainment and business opportunities, and their positive physical and social influence on the citizens and quality of life in Salina.
- **People** and their ability to make a difference, individually and collectively
- **Partnerships** for action, including Salinans, the City, public, private, non-profit, service, cultural and educational organizations.
- The **Youth**, as they are our future.

For a complete summary of the planning process and the feedback received during the community engagement program please reference the Technical Support document that supplements this plan document.

CHAPTER 2: THE PLAN

2.1 PHYSICAL DEVELOPMENT

A community is visually defined by its physical development for both its residents and its visitors. Specifically, the quality and pattern of the built environment within a community creates a lasting impression on those that experience it. Thus, physical development, within Salina and as the city grows on the edges of the community, is an important element in defining the future built environment of Salina. The land use and development in Salina should strive to create special places that appeal to and excite people about the community because of their activity and character. Places exist in Salina that can serve as examples, like downtown as an active mixed-use, pedestrian environment and Oakdale / Kenwood Park as a recreational amenity for the community. A positive daily experience for residents and visitors is desirable and will be shaped by the land use and growth / development components of this plan.

The land use plan will shape the future development pattern of the community, not only for the new growth areas but as areas of the community experience redevelopment. The land use plan has been prepared to promote accessibility to uses through their proximity to one another. To achieve these goals the land use plan is based on the concept of mixed-use. Mixed-use development promotes the development of differing uses, which may include residential, commercial, employment, institutional and park uses, within a single development, or immediately adjacent and accessible to one another. Mixed-use development encourages accessibility through different modes of transportation such as walking, biking, and transit because of the proximity and adjacency of different uses, such as residential, commercial and recreational. Downtown Salina is a perfect example of the benefits of mixed-use development, embodied in the experience of those that live in downtown and use goods and services offered including restaurants, flower shops, entertainment venues and park space. The proposed growth and development pattern and future land use plan encourage the development of mixed-use areas and the creation of those special places that serve the population of Salina.

The growth of Salina is physically hindered by the presence of the rivers and floodplains next to which the city was built. Salina has historically grown outward

where possible as new developments locate on the east, south and southwest fringes of the city. Limited infill and redevelopment has occurred in Salina. However, as time passes, recognition of the public investments already made including water, sewer and roads, should encourage redevelopment and infill development that will maximize those existing infrastructure investments. Infill and redevelopment within Salina are key components of the future physical development pattern in Salina, to encourage development alternatives, reduce development costs, conserve land, as well as natural and public resources, and maximize existing public investments. To create the future Salina defined by the community, it is important that a balance of strategic growth in conjunction with infill and redevelopment opportunities that strengthen the community be supported. Development in Salina, through new growth or infill / redevelopment, should be of a quality that enhances the character of Salina, through the creation of private and public places desired by people.

New growth and the public services and investments that are necessary to support new growth should be scrutinized for their contribution to the vision of Salina. Specifically in what ways do they achieve fiscal responsibility, environmental sensitivity, economic and enduring sustainability as well as the efficient provision of quality municipal services. Recognizing that Salina, like all communities, has limited resources in which to maintain and enhance the physical environment and quality of life in the community, the efficient use of those resources becomes critical. New growth has a greater potential to stretch the City and its limited resources beyond necessity if not executed in a planned manner.

The plan identifies growth areas. (See Section 2.1.b and Urban Service Area Map). The growth areas accommodate future growth beyond what is necessary for the foreseeable future. This is done to protect those areas for future growth beyond the life of this plan, to direct growth over the course of this plan into more efficient patterns, and to coordinate improvements that will be necessary and affected by improvements made during the life of this plan. While the areas are large, it is not recommended that all development in those areas be served with public infrastructure or supported with public investments immediately or in the interim. Development in many areas of the designated growth areas today, and in the short term, do not fulfill the goals of fiscal responsibility, environmental sensitivity and economic and enduring sustainability and would not be the best

use of limited resources. Provision of infrastructure to some of the areas identified for growth would be a significant upfront cost to the City and community that would likely not yield the desired benefit but would result in continual maintenance costs to the community.

Efficient growth is the best manner in which to reach the stated goals of the community for growth and development. Efficient growth as defined by this plan is contiguous to current development and public infrastructure and can be easily served, and implements the vision and land use patterns of the community defined herein. Similarly, public investment in growth and development should be reserved for development that implements the vision and goals of the comprehensive plan as well as is the most efficient use of the City's financial resources. To ensure that efficient and effective growth of the community is achieved in the future, the creation of an Urban Service Area and interim development standards have been prepared to protect the areas currently outside of the community for future urban growth. The goals of growth and development are represented by the policies, actions and strategies defined throughout this plan.

This section of *The Salina Comprehensive Plan Update*, Physical Development, has two sub-sections: Future Land Use, and Growth / Development. The following pages describe the desired community vision and goals for the future of Salina. Chapter 3: Implementation includes detailed actions and strategies to achieve the vision and goals of the plan.

2.1.A FUTURE LAND USE

Salina contains a mix of different types of land uses that provide goods and services, jobs, recreational opportunities and shelter to citizens and visitors. Recognizing the current quality of life enjoyed in the community, the future of Salina is defined in this plan as a more sustainable and complementary mix and pattern of land uses than exists today.

The intent of the future land use map is not to predetermine land use or zoning for any one site or specific locations. The future land use map provides a land use framework for many future public and private decisions that will impact growth and development for Salina. It is a general guide that establishes relationships among various uses and intensity of development on a broad scale. Analyzing land use at this scale facilitates comprehensive and long-range planning for the City.

Future zoning map amendments should be guided by the future land use map, as well as other goals, objectives and policies of the plan. Not all zoning applications are reasonable simply because they propose zoning districts that fall within ranges of use and intensity indicated on the future land use map. If an application conflicts with other goals, objectives or policies of the plan, or does not meet the location or development criteria (as defined by the land uses in this chapter) when applied to specific sites or locations, it should not be considered reasonable. Additionally, other zoning applications beyond the ranges of land use and intensity indicated on the future land use map may be reasonable in limited circumstances where projects clearly further the intent reflected by the general guidance of the map or further other goals, objectives, and policies of the plan. Where circumstances or land use and development goals have changed, amendments to the land use map may be appropriate to accommodate development that furthers the plan vision and other goals of the Comprehensive Plan. The reasonableness of any specific zoning request should be evaluated on:

- the general goals, objectives, and policies of the plan;
- the future land use map;
- how well specific planning for the site accomplishes the guidance provided by a specific land use category; and

- application of the zoning district standards and criteria for a proposed zoning district to the site, including relationships and transitions to surrounding areas.

The broad categories of land use indicated on the future land use map are defined by their *primary uses*: those land uses that most reflect the intensity and character of the category and which are generally acceptable throughout the area; and *secondary uses*: those land uses that are supportive of the primary uses, and with appropriate limitations, location considerations, and development conditions can reflect the intensity and character of the category as well. Additionally, the land use categories intentionally provide some flexibility to respond to market conditions that may evolve over the course of this plan, provided that the future land uses and development are consistent with the vision, goals and strategies of the plan.

Future land use categories are defined on the following pages and the general locations of each of these land uses are depicted on the Future Land Use Map on page 2-6.

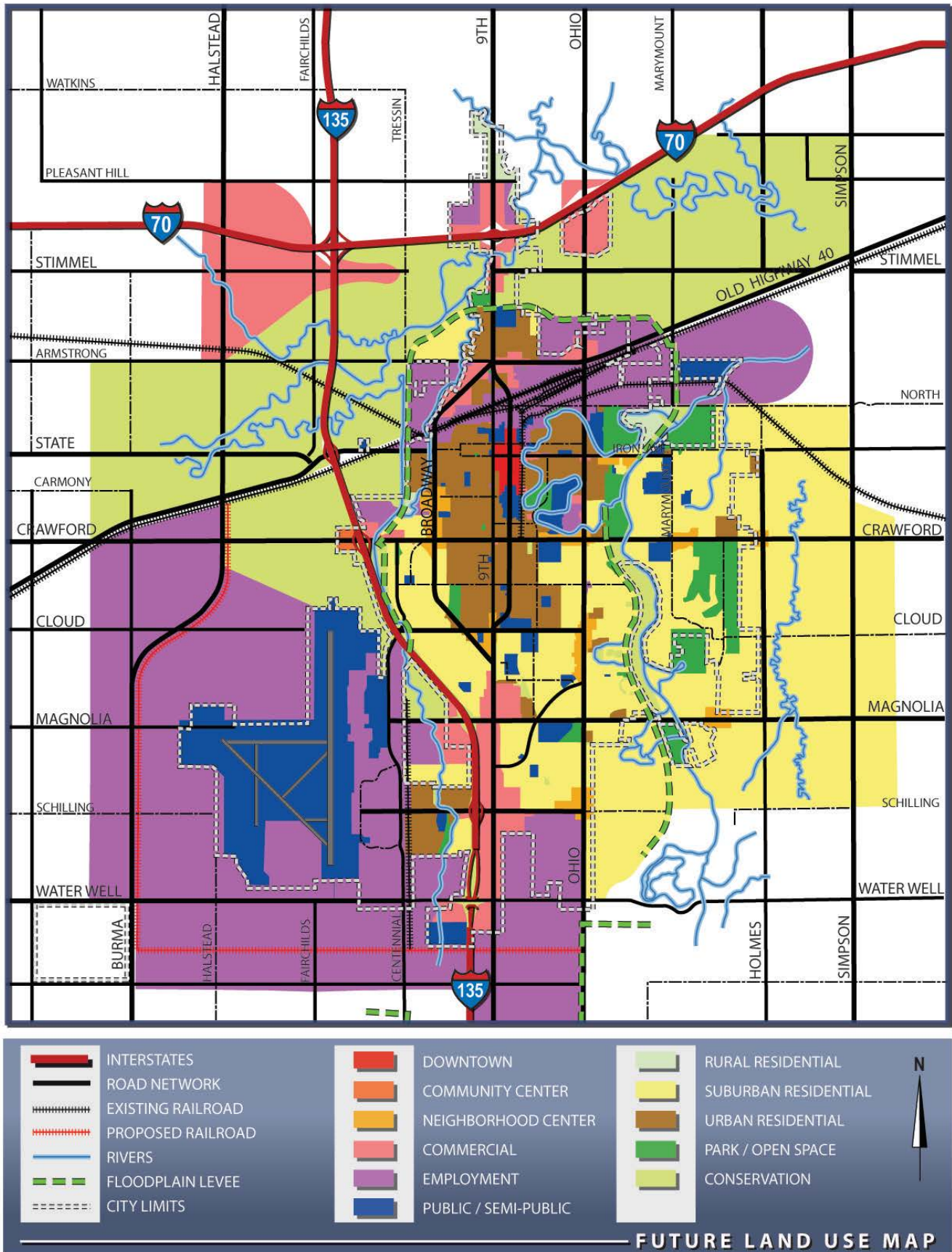


Figure 2-1: Future Land Use Map
Source: Gould Evans and City of Salina

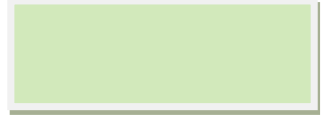
CATEGORY: Conservation		
<p><i>Description:</i></p> <p>The Conservation land use category represents those areas of Salina and adjacent unincorporated Saline County in which development should not be encouraged. The conservation designation generally follows the mapped 100 year floodplain areas within and adjacent to Salina without levee protection. Development should not be encouraged for numerous reasons, most notably, to protect natural resources or environmental elements and / or because of the lack of infrastructure availability now or in the future. The extension of infrastructure including water, sewer and streets to these areas can be expensive and development will not occur in an urban form.</p> <p>In keeping with the goals of the plan, the land and natural features of the Saline River and its tributaries should be protected. As experienced by the community, the Saline River and its floodplain areas can have a dramatic impact during storm events. If development occurs within the floodplain, areas susceptible to being inundated by water, the impact to the community can be increased as displaced water will flow to new areas not previously prone to flooding. Thus, the floodplain areas, which make up the majority of designated conservation land, should not be developed.</p>	<p><i>Map Code:</i></p> <div style="border: 1px solid black; height: 40px; width: 100%; background-color: #d4edda;"></div>	<p><i>Example:</i></p> <p>Mulberry Creek</p>
APPROPRIATE LAND USES:		
<p><i>Primary Uses</i></p> <ul style="list-style-type: none"> • Agriculture • Open Space • Natural Space / Recreation Area • Trails 		
<p><i>Secondary Uses:</i></p> <ul style="list-style-type: none"> • Single Family Residential - minimum lot size 60 acres • Cluster development (see description in Rural Residential definition) opportunities may exist and should be evaluated on a case-by-case basis. 	<p><i>Location Criteria:</i></p> <ul style="list-style-type: none"> • Limited locations to support primary uses; OR • Small specific portions within the general conservation areas that are not: <ul style="list-style-type: none"> • Prime agriculture lands; • Flood plain; or • Other sensitive natural areas or areas difficult to serve with infrastructure due to location, topography or other natural conditions. 	<p><i>Development Criteria:</i></p> <ul style="list-style-type: none"> • Use low impact design strategies for any structures or facilities associated with primary uses. • A rural level of public service such as water (RWD / wells), sewer (Septic), gravel roads and rural level of service from public safety agencies should be expected. • Development that is currently within the floodplain will be allowed to remain, however as redevelopment occurs those uses should be removed from the floodplain. • Cluster - gross densities of 1 to 5 unit(s) / acre may be clustered on the site with net densities remaining from 60+ acres per unit .
POTENTIAL ZONING DISTRICTS:		
<ul style="list-style-type: none"> • A1, Flood Overlay • RS 		

CATEGORY: Rural Residential

Description:

Rural Residential land use provides for large-lot and estate residential development where a full range of municipal services may not be available. This category is intended to allow flexibility of choice for individuals preferring a rural environment. Typical residential densities range from 20+ acres per unit. There should be no expectation of municipal infrastructure to these areas, including roads, unless located near or adjacent to existing or planned municipal services or until an urban development pattern is established. The rural development pattern is intended to retain a rural character, and in areas close to urban services should not hinder the future growth and development of the city at greater intensities.

Map Code:



Example:



APPROPRIATE LAND USES:

Primary Uses:

- Agriculture
- Natural Space / Recreation Area
- Residential – minimum lot size of 20 acres

Secondary Uses:

- Cluster development (see description in Rural Residential definition) opportunities may exist and should be evaluated on a case-by-case basis.

Location Criteria:

- Portions of the areas out of flood plain, away from prime agricultural lands, and otherwise more accessible to roads

Development Criteria:

- Gross densities of 1 to 5 unit(s) / acre may be clustered on the site with net densities remaining from 20+ acres per unit
- Low impact design strategies should be used for design and construction to minimize building and site development impact on hydrology, topography and other natural features.

POTENTIAL ZONING DISTRICTS:

- A1
- RS

CATEGORY: Suburban Residential

Description:

Suburban Residential represents a prevailing development standard in housing and neighborhood design. Suburban residential land uses typically accommodate low to medium density residential development, including single-family patterns of 2 to 5 units per acre. Medium-density development may be appropriate in certain situations. Townhome, walk-up, flat and single-family attached development of condominium (ownership) or apartment (rental) type and higher-density single-family of a 4 to 10 unit per net acre density may be appropriate along primary transportation corridors or adjacent to mixed-use centers. Suburban residential development is typically served by City infrastructure and should also accommodate appropriately scaled uses such as churches, schools, parks and other civic and institutional uses.

Similar to rural residential, cluster development is an opportunity to preserve land and capitalize on associated infrastructure cost, by increasing net densities. Additionally, for the Urban Service Area, Transitional Development Standards applied through the Interlocal Agreement between the City and Saline County, will allow for residential development to occur at a rural intensity until a property is ready for its ultimate development pattern as defined by this plan.

Map Code:



Example:



APPROPRIATE LAND USES:

Primary Uses:

- Single-family Residential - 2- 5 units per acre

Secondary Uses:

- Single-family Residential - 1 to 5 acre lots

- Single-family Residential, duplexes, townhouses and apartments - 4 to 10 units per acre

- Civic and institutional uses such as community center/club house, churches, school, or other neighborhood support uses.

Location Criteria:

- Limited to small percentage of lots within neighborhoods or smaller subdivisions where local transportation connections are difficult due to location or topography and consistent with the goals and objective of the Comprehensive Plan; **OR**
- As a interim use in the Urban Service Area according to Transitional Development Standards.

- At edges of defined neighborhoods along arterials and minor arterials; **AND**
- As transitions to adjacent mixed-use centers or institutional uses.

- As focal point and central to a neighborhood associated with the intersection of Collector Streets or higher classification; **OR**
- At edges of defined neighborhoods along arterials and minor arterials

Development Criteria:

- Buildings, access points and parking areas should have a similar relation to neighborhood streetscapes as the primary single-family uses.
- Development should reflect a similar scale to single-family uses. Where adjacent buildings are more than 150% of the height or building footprint of single-family uses, additional setbacks, buffers and usable open spaces should facilitate transitions.
- Development of secondary uses should not result in a negative impact to surrounding uses and neighborhoods, including utility systems and traffic.
- The design of secondary uses should strive to complement and enhance the existing character of surrounding uses and neighborhoods.

POTENTIAL ZONING DISTRICTS:

- RS, R, R-1, R-2, R-2.5, PDD (With Recommended Revisions) using underlying zoning
- Transitional Development Standards (Urban Service Area – 1du / 20 acres)

CATEGORY: Urban Residential

Description:

The **Urban Residential** land use allows for a greater density of residential development, typically in the range of 8 to 20 units per acre in forms such as small-lot single family homes, duplexes, townhomes and multiple family residential housing. Urban residential housing incorporates a mix of housing types in a neighborhood setting. Urban residential formats should also be integrated into downtown as well as neighborhood and community centers in Salina. Similar to other residential land uses, appropriately scaled uses such as churches, schools, parks and other civic and institutional uses should also be accommodated within the urban residential land use category.

Appropriately scaled office, retail and services are allowed in the urban residential land use category. To be effective the scale, design, and transitions between uses should enhance and protect the existing fabric of the adjacent uses and neighborhoods. These uses are allowed as secondary uses and should adhere to the location and development criteria below.

Map Code:



Example:



APPROPRIATE LAND USES:

Primary Uses:

- Single Family and Multi-family Residential – 5 to 8 units per acre

Secondary Uses:

- Residential - duplexes, townhouses and apartments - 8 to 20 units per acre
- Civic and institutional uses such as parks, community center/club house, churches, school, or other neighborhood support uses.

Location Criteria:

- At edges of defined neighborhoods along arterials and minor arterials; **OR**
- As transitions to adjacent mixed-use centers or institutional uses.
- As focal point and central to a neighborhood associated with the intersection of Collector Streets or higher classification; **OR**
- At edges of defined neighborhoods along arterials and minor arterials
- Concentrated at nodes – intersections of collector street classifications or higher; in areas that are supportive of and complementary to the neighborhood scale.
- No closer than ½ mile from similar non-residential centers; serving market area of approximately 1 mile or less

Development Criteria:

- Buildings, access points and parking areas should have a similar relation to neighborhood streetscapes as the primary single-family uses.
- Buildings should reflect a similar scale to primary single-family uses: Where adjacent buildings are more than 150% of the height or building footprint of primary single-family uses, additional setbacks, buffers and usable open spaces should facilitate transitions.
- Open spaces should be located in prominent locations along prominent streets or in front of prominent buildings).
- No greater than 5 acres in area total – may be shifted to one quadrant or centered on 4 quadrants of intersections;
- No more than 30,000 square feet of non-residential space total; average tenant space of 1,500 to 3,000 square feet; 1 anchor up to 10,000 square feet.
- Contains pedestrian amenities: plazas, wide sidewalks, on-street parking; limited and well-screened on-site parking; street-front buildings; limited vehicle access and circulation points
- Buildings should reflect a similar scale to residential uses; where adjacent buildings are more than 150% of the height or building footprint of primary single-family uses, additional setbacks, buffers and usable open spaces should facilitate transitions.
- The design of secondary uses should strive to complement and enhance the existing character of surrounding uses and neighborhoods.
- Transitions between secondary and primary uses that minimize the impacts of noise, light, traffic, operations and intensity of development should be incorporated in the site design of secondary uses. Acceptable buffering can include fencing (stone, wood, and masonry), solid plantings, berming or other methods that complement the development character.

- Convenience Retail / Service, Office and Mixed-use

POTENTIAL ZONING DISTRICTS:

- R-2, R-2.5, R-3, H-M, U, PDD (With Recommended Revisions) using underlying zoning
- Urban Residential (New Recommended District)
- M-H (Limited application)
- C-1 (Limited application)
- Mixed-Use (Limited application) (New Recommended District)

CATEGORY: Downtown

Description:

Currently, **Downtown** Salina represents one of a few mixed-use areas in Salina and has a great opportunity to develop further as a regionally significant mixed-use center serving Salina and the surrounding area. Downtown Salina has generally been defined by the boundaries of Elm Street on the north, 4th Street on the east, Eighth and Ninth Streets on the west and Mulberry on the south with the downtown area transitioning into the Hospital-Medical District south of Mulberry down to Prescott Avenue. (See Figure 2-11) This area represents a concentration of development that supports a varied and large employment base while addressing the needs of the local, community and regional markets through its offering of goods and services. Downtown Salina contains activities including commercial retail and service uses, government and financial institutions, cultural, recreational, medical, as well as art and entertainment uses. The continued growth and mixing of all types of land uses is appropriate for downtown.

Additional housing within the downtown area will provide stability to the area and create a true mixed-use center. Housing in the downtown area and within the designated mixed-use centers should strive for higher densities. Within the downtown core, the density of housing should be in excess of 10 units / acre on average. Housing in the form of townhomes, lofts, row houses, apartments, special residential accommodations for the elderly (assisted living, congregate care, and nursing homes), as well as other medium to high-rise residential development would be appropriate in downtown. A mixture of ownership (condominium) and rental (apartments) should be encouraged within downtown.

Map Code:



Example:



APPROPRIATE LAND USES:

Primary Uses:

- Retail / Service
- Office
- Civic and Institutional

Development Criteria:

- Multi-story buildings should be encouraged to maintain density of development and provide mixed-use opportunities.
- Buildings should be developed with zero building set-back, except to allow entry, plaza, small park or outdoor use spaces
- Parking should be given secondary site design consideration to the building.
- Redevelopment and use of alleys should be encouraged. Improve safety of alleyways to support pedestrian use and development.
- Parks and open space should be included in development and expanded within downtown.
- Larger institutional, government and office /facility uses, are encouraged to locate in downtown. Large scale development should be designed to accommodate the pedestrian and bicyclists.

Secondary Uses:

- Residential townhomes and apartments - 10 units per acre or greater

Location Criteria:

- Located on upper stories of mixed-use buildings (ground floor retail or office.); **OR**
- Principal (ground floor) use on all streets except Santa Fe, and east and west side street in which commercial is currently the dominate use, between Ash and Prescott

Development Criteria:

- Buildings, access points and parking areas should have similar relation to streetscapes as primary uses, but buildings with ground floor residential uses may be setback slightly from the streetscape and/or elevated slightly above street level to provide privacy for ground-floor dwelling areas.
- Buildings should reflect similar scale as primary uses.
- Transitions between secondary and primary uses that minimize the impacts of noise, light, traffic, operations and intensity of development should be incorporated in the site design of secondary uses. Acceptable buffering can include fencing (stone, wood, and masonry), solid plantings, berming or other methods that complement the development character.

POTENTIAL ZONING DISTRICTS:

- C-4, H-M, U, PDD(With Recommended Revisions) using underlying zoning
- Urban residential (New Recommended District)
- Mixed-use (New Recommended District)
- C-1 (Limited)

CATEGORY: Community Center

Description:

A **Community Center** is a mixed-use center that provides general merchandising destinations for residents of the entire City. Community centers can have an even wider market draw from rural residents that travel to these centers for weekly goods and services. The center can include a wide range of commercial services, including for example, grocery stores with associated uses such as bakery, bank, pharmacy, restaurants (fast food and dine-in), hardware store, financial and office. Like all mixed-use centers, higher-density housing, institutional uses, and parks and recreational spaces create full service places that serve the population.

Community centers typically contain 70,000 to 120,000 square feet of retail/service uses, plus complementary office. They may serve multiple neighborhoods within a 3 to 5-mile radius of the center. Depending on their size, community centers need the support of 6,000 to 9,000 households or an average population of 14,000 to 21,000 people, typical suburban densities. To promote the compact, walkable centers much of that population should be accommodated within ½ mile of the center. These centers many times are dependent on a large anchor (45,000 to 60,000 square feet) such as a grocery store for success, as many of the support retail and services rely on the anchor for drawing customers.

Map Code:



Example:



APPROPRIATE LAND USES:

<i>Primary Uses:</i>	<i>Location Criteria</i>	<i>Development Criteria</i>
<ul style="list-style-type: none"> • Retail / Service • Office • Public / semi-public 	<ul style="list-style-type: none"> • Located 3 to 5 miles apart from similar centers. (may be closer together in areas with greater residential density.) • Approximate size of centers should be 15 to 25 acres before transitions to supporting neighborhoods. • Preferred locations are at the intersection of two arterial streets, an arterial and a highway, or two highways. • For new centers, it is preferred that the Community Center be located on one corner of the intersection and that the commercial frontage of the center along any roadway not exceed 1,320 ft., or ¼ of a mile. If the center is located on two or more corners the maximum frontage is 660 feet per corner in any direction. This generally represents a five-minute walking distance. • Existing commercial areas should be used as the basis for the establishment of mixed-use centers, within the existing community, as defined on the Future Land Use map. 	<ul style="list-style-type: none"> • Community Centers should have identifiable centers and edges to protect existing and developing neighborhoods from potential negative impacts. • The scale and style of development should be compatible with that of the surrounding neighborhood. • Development should include amenities such as public focal points / spaces. • Streetscape and site design standards should be pedestrian oriented both among uses and between uses and neighborhoods. • Public streets and/or internal circulation systems should segment the center into small, walkable blocks; typically between 250' to 400'. • Pedestrian accessibility and circulation between all sites should be incorporated into all development. • On-street parking, internal to the development, should be a priority to minimize parking lots and improve the pedestrian circulation system. • Space for multiple tenants and uses in nonresidential buildings should be provided. • Quality design and materials should be used for all development to encourage long-term commitment to a location. • Development should have a comprehensive urban design scheme. • Transitions / buffers between centers and less intense adjacent uses should minimize the impacts of noise, light, traffic, operations and intensity of the center. Acceptable buffering can include fencing (stone, wood, masonry), solid plantings, berming or other methods that complement the development character.
<p><i>Secondary Uses:</i></p> <ul style="list-style-type: none"> • Residential townhouses and apartments – 12 to 20 dwelling units per acre • Civic and institutional uses such as parks, public safety, churches, school, or other neighborhood support uses. 	<p><i>Location Criteria:</i></p> <ul style="list-style-type: none"> • Upper levels of mixed use buildings (ground floor office or retail) • Principal (ground floor) use on perimeter blocks of mixed use center. • Central locations of the mixed-use center serving as a focal point; OR • On edges of mixed-use center serving as transitions to neighborhoods 	<p><i>Development Criteria:</i></p> <ul style="list-style-type: none"> • Urban character buildings with small setbacks and oriented to street. • Pedestrian-oriented streetscapes with wide sidewalks, internal on-street parking and site circulations and limited curb-cuts (alley access may be necessary) • Smaller-scale urban open spaces frequently located; plazas, courtyards or pocket-parks should be located on every block. • Small, well-connected blocks; typical length 400' to 600'. • Transitions between secondary and primary uses that minimize the impacts of noise, light, traffic, operations and intensity of development should be incorporated in the site design of secondary uses. Acceptable buffering can include fencing (stone, wood, masonry), solid plantings, berming or other methods that complement the development character.

POTENTIAL ZONING DISTRICTS:

- C-1, C-2, (edges of centers), C-3, C-5, PDD (With Recommended Revisions) using underlying zoning
- Urban Residential (New Recommended District)
- Mixed-use (New Recommended District)



CATEGORY: Neighborhood Center

Description:

A **Neighborhood Center** is a smaller mixed-use node that consists of locally focused services that can include a residential component. Convenience goods, such as smaller specialty grocery stores, personal services (dry cleaning, beauty salon, bank), restaurants, gas stations and small office uses are the primary commodities and services that are provided within neighborhood centers. Smaller, appropriately scaled institutional uses such as churches, libraries or schools are also appropriate for these centers.

Neighborhood centers typically 30,000 to 70,000 square feet of retail and complementary office. These centers many times are dependent on a single anchor (20,000 square feet maximum) such as a pharmacy for success, as many of the support retail and services rely on the anchor for drawing customers. Depending on their size, neighborhood centers need the support of 2,000 to 4,000 households or an average population of 4,700 to 9,400 people. To ensure a compact, walkable center most of that population should be accommodated within ½ mile of the center which requires urban development densities in proximity to the center. The intersection of Crawford Street and Marymount Road represents the beginnings of a neighborhood center; however the uses need to be better integrated with one another.

Map Code:



Example:



APPROPRIATE LAND USES:

<i>Primary Uses</i>	<i>Location Criteria:</i>	<i>Development Criteria:</i>
<ul style="list-style-type: none"> • Retail / Service • Office • Public / semi-public 	<ul style="list-style-type: none"> • Located 2 to 3 miles apart from similar neighborhood of community centers. (may be closer with greater density). • Approximate size of centers should be 5 to 15 acres before transitions to supporting neighborhoods. • Preferred locations are at the intersections of two arterials, an arterial and a collector, or two collectors for all future centers. • Neighborhood centers may be located along one quadrant of the intersection but shall not extend more than one full block; neighborhood centers focused on multiple quadrants of an intersection may extend one block in each direction. • Existing commercial areas should be used as the basis for the establishment of mixed-use centers, within the existing community, as defined on the Future Land Use map 	<ul style="list-style-type: none"> • The scale and style of development should be compatible with that of the surrounding neighborhood. • Include amenities such as public focal points / spaces. • Streetscape and site design should be pedestrian oriented both among uses and between uses and neighborhoods. • Public streets and/or internal circulation systems should segment the center into small, walkable blocks; typically between 250' to 400' long. • Pedestrian accessibility and circulation between all sites should be incorporated into all development. • On-street parking, internal to the development, should be a priority to minimize parking lots and improve the pedestrian circulation system. • Space for multiple tenants and uses in nonresidential buildings should be provided. • Quality design and materials should be used for all development to encourage long-term commitment to a location. • Development should have a comprehensive urban design scheme • Transitions / buffers between centers and less intense adjacent uses and neighborhoods should minimize the impacts of noise, light, traffic, operations and intensity of the center. Acceptable buffering can include fencing (stone, wood, masonry), solid plantings, berming or other methods that complement the development character.
<p><i>Secondary Uses:</i></p> <ul style="list-style-type: none"> • Residential townhouses and apartments – 8 to 16 dwelling units per acre 	<p><i>Location Criteria:</i></p> <ul style="list-style-type: none"> • Upper levels of mixed use buildings (ground floor office or retail); OR • Principal (ground floor) use on perimeter blocks of mixed use center. 	<p><i>Development Criteria:</i></p> <ul style="list-style-type: none"> • Urban character buildings with small setbacks and oriented to street. • Pedestrian-oriented streetscapes with wide sidewalks, on-street parking, and limited curb-cuts and internal site circulation (alley access may be necessary) • Smaller-scale urban open spaces frequently located: plazas, courtyards or pocket-parks should be located on every block. • Small, well-connected blocks; typical length 400' to 600'. • Transitions / buffers between secondary and primary uses that minimize the impacts of noise, light, traffic, operations and intensity of development should be incorporated in the site design of secondary uses. Acceptable buffering can include fencing (stone, wood, masonry), solid plantings, berming or other methods that complement the development character.
<ul style="list-style-type: none"> • Civic and institutional uses such as parks, public safety, churches, school, or other neighborhood support uses. 	<ul style="list-style-type: none"> • Central locations of the mixed-use center serving as a focal point; OR • On edges of mixed-use center serving as transitions to neighborhoods 	

POTENTIAL ZONING DISTRICTS:

- C-1, C-2, R-3,
- Urban Residential (New Recommended District)
- Mixed-use (New Recommended District)
- PUD (With Recommended Revisions)

CATEGORY: Commercial

Description:
Commercial land uses are currently located around Salina primarily along major transportation corridors. The commercial land use designation provides the opportunity for the development of general retail and service uses that serve neighborhoods, the community and the region.

Future development of suburban style and large scale commercial businesses that rely on traffic for their business will continue to locate in two areas, North 9th Street at Interstate 70 and South 9th Street at Magnolia Road and Schilling Road. Specialized and niche business should be encouraged to locate in the downtown area. Commercial uses that serve existing and future neighborhoods should be encouraged to develop within mixed-use centers.



APPROPRIATE LAND USES:

<i>Primary Uses:</i>	<i>Location Criteria:</i>	<i>Development Criteria:</i>
<ul style="list-style-type: none"> • Retail / Service • Office • Civic and Institutional 	<ul style="list-style-type: none"> • Commercial sites should be located adjacent to arterials or major thoroughfares which provide needed ingress and egress in order to avoid congestion. • The location of major commercial uses should be coordinated with mass transit routes, high-density residential, centers of employment, and other intensive uses. • Commercial development should have required site design features which limit noise, lighting, and other activity so as to not adversely impact surrounding residential areas and adjacent uses. • Commercially-generated traffic should not feed directly onto local residential streets. • Commercial uses should be located on key corridors (South Ninth Street) or within mixed-use centers as identified by the plan. 	<ul style="list-style-type: none"> • Ingress / egress points from arterial streets should be combined to support multiple commercial uses and properties. • Cross access easements should be required to reduce the trips on the arterial street network between uses. • Development should adhere to the South Ninth Street Overlay District. • Transitions between commercial development and less intense adjacent uses and neighborhoods should minimize the impacts of noise, light, traffic, operations and intensity of the commercial uses

POTENTIAL ZONING DISTRICTS:

- C-3, C-5, C-6, C-7, PDD (With Recommended Revisions)
- South Ninth Street Overlay District (expand boundaries of current overlay district)

CATEGORY: Employment

Description:

Industrial, warehousing and office parks provide **Employment** (light and heavy industrial and associated office) opportunities and are generally considered the most intensive use of land because of operational impacts or functions. In Salina, a unique opportunity exists for the institutions that provide support and technical assistance to industry and business. As such those institutional uses should be allowed to locate in proximity to the business and industry that they support. Thus, institutional uses, specifically educational uses are also allowed within the employment land use category. The employment category defined herein coincides with the economic development district defined in the Economic Development sub-chapter in this plan.

Light industrial uses include those uses that are typically related to warehousing, distribution, fabrication and parts assembly and rely on large land areas and large single story buildings. Heavy industrial uses are typically those uses that are production or manufacturing related, such as assembly plants and more intense manufacturing uses, including grain processing, ethanol production and bio-diesel plants.

Map Code:



Example:



APPROPRIATE LAND USES:

<i>Primary Uses:</i>	<i>Location Criteria:</i>	<i>Development Criteria</i>
<ul style="list-style-type: none"> • Light Industrial / Warehousing • Heavy Industrial / Manufacturing / Processing • Educational Facilities / Campuses • Airport • Rail and Support Facilities 	<ul style="list-style-type: none"> • Uses should be located in proximity to support services with good access to major arterials, truck route, belt highways, utility trunk lines, along railroad spurs, near airports, and as extensions of existing industrial uses. • Traffic from this category of land use should not feed directly onto local streets in residential areas. • Uses should be generally located away from existing or planned residential areas or at a minimum provide buffers from residential uses. 	<ul style="list-style-type: none"> • Cross access easements should be required to reduce the trips on the arterial street network between uses. • Development within the North Downtown – West area should adhere to the Urban Industrial Overlay District. • Development within the North Downtown – East area should adhere to the North Ohio Gateway Overlay District. • Development in the vicinity of South Ninth Street should adhere to the South Ninth Street Overlay District. • Transitions between industrial development and less intense adjacent uses and neighborhoods should minimize the impacts of noise, light, traffic, operations and intensity of the industrial uses.
<i>Secondary Uses:</i>	<i>Location Criteria:</i>	<i>Development Criteria</i>
<ul style="list-style-type: none"> • Office • Retail/Service 	<ul style="list-style-type: none"> • Limited to support of Industrial / Employment uses (general office and retail/service uses as principle use should be focused in downtown or mixed-use centers); OR • Included as part of an overall campus integrating a number of different employment intensive uses. 	<ul style="list-style-type: none"> • Transitions between commercial development and less intense adjacent uses and neighborhoods should minimize the impacts of noise, light, traffic, operations and intensity of the commercial uses.

POTENTIAL ZONING DISTRICTS:

- I-1, I-2, I-3, C-1, C-2, U, PDD (with Recommended Revisions)
- Urban Industrial Overlay District (New)
- North Ohio Gateway Overlay District (expanded)
- South Ninth Street Overlay District (expanded)

CATEGORY: Public / Semi Public

Description:
 The **Public / Semi-public** land use category consists of those institutional land uses including government centers and facilities, educational facilities, and other public or semi-public uses and places like "places of worship", hospitals, private schools, libraries and cemeteries. Public safety uses, including fire and police, are also allowed in this district. New development in this category should be integrated with residential neighborhoods or as part of neighborhood or community mixed-use centers at a scale appropriate to the context in which they are developed.

Map Code:



Example:



APPROPRIATE LAND USES:

<i>Primary Uses:</i>	<i>Location Criteria</i>	<i>Development Criteria:</i>
<ul style="list-style-type: none"> • Government Uses • Medical Facilities • Schools • Libraries • Places of Worship • Public Safety Facilities (Fire and Police) 	<ul style="list-style-type: none"> • Public facilities such as branch libraries, post offices, and schools that serve residential areas should be grouped together with neighborhood centers, and located near parks or linear park system when possible. • Public facilities including libraries, parks, and fire, police and EMS stations should be located according to population as well as distance and response time standards as established in adopted facility plans. • Public and semi-public facilities should have convenient access to arterials, public transportation, and major utility trunk lines. • Large scale facilities, including high schools, hospitals, central library, and large worship buildings should be located on arterial street and situated as to discourage traffic in surrounding neighborhoods. 	<ul style="list-style-type: none"> • The scale of development should respond to surrounding neighborhood development or provide transitional buffering to reduce visual impact on surrounding properties. • Transitions between civic and institutional uses and surrounding neighborhoods should minimize the impacts of noise, light, traffic, operations and scale of the use. • The design of civic and institutional uses should strive to complement and enhance the existing character of surrounding uses and neighborhoods.

POTENTIAL ZONING DISTRICTS:

- Limited application in all districts
- H-M, U (Public Use Zoning District)

CATEGORY: Parks

Description:
 The **Parks** category includes public park land and publicly-owned open space. These areas may be used for recreational purposes (active and passive) or may be land held for future public use. Privately held recreational land, like private golf courses, are included in this category. Recreational Corridors, also included in this category are further defined in the Connectivity section of this chapter as they relate to mobility within Salina. In some ways the public portions of the conservation areas defined previously are passive park and recreational areas as well.

Detail regarding the description of the parks systems and the future planning for parks can be found in the Parks sub-chapter of this plan.

Map Code:



Example:



APPROPRIATE LAND USES:

<i>Primary Uses:</i>	<i>Location Criteria:</i>	<i>Development Criteria:</i>
<ul style="list-style-type: none"> • Parks (Active and Passive) • Linear Parks • Open Space 	<ul style="list-style-type: none"> • Should be in proximity to neighborhoods and residential population. • Park and recreation opportunities should be included in all levels of mixed-use centers. • Open space should be preserved where natural features, including floodplains and slopes, make development difficult and to protect natural resources. 	<ul style="list-style-type: none"> • Neighborhood Parks should be integrated in the neighborhood and provide a focal / gathering point for residents and activities. • Linear parks should provide connections throughout and between neighborhoods and connections to the overall park system.
<i>Secondary Uses:</i>	<i>Location Criteria:</i>	<i>Development Criteria:</i>
<ul style="list-style-type: none"> • Public Safety Facilities (Fire, and Police) 	<ul style="list-style-type: none"> • Encouraged within or a part of activity areas, including parks or integrated into mixed-use centers. 	<ul style="list-style-type: none"> • Public Safety facilities and their automobile access within parks should be buffered from the primary parks space. • The design of public safety facilities should strive to complement and enhance the existing character of surrounding uses and neighborhoods.

POTENTIAL ZONING DISTRICTS:

Permitted in all districts.

Future Land Use Goals

- LU.1 Implement a land use pattern for Salina that promotes accessibility of the community and the efficient use of infrastructure and public services.
- LU.2 Develop mixed-use centers (community and neighborhood scale) that provide opportunities to live, labor and lounge in proximity to existing and new neighborhoods.
- LU.3 Develop neighborhoods that incorporate institutional and commercial uses of an appropriate scale and character.
- LU.4 Develop employment hubs that provide a concentration of large land intensive uses and jobs for the community.
- LU.5 Through redevelopment of commercial and industrial property work to consolidate uses into commerce hubs to congregate good and service providers and employment uses.
- LU.6 Incorporate the future development of institutions, including schools, community facilities, support medical facilities and other public uses to serve new neighborhoods and growth areas.
- LU.7 Protect natural areas, natural resources and floodplains through the implementation of the conservation and agricultural land use designations.
- LU.8 Preserve the edges of Salina for future growth of the community through the creation of an Interlocal Agreement between Salina and Saline County that provides for the creation of the Urban Service Area and interim development standards to govern development adjacent to Salina.

2.1.B GROWTH / DEVELOPMENT

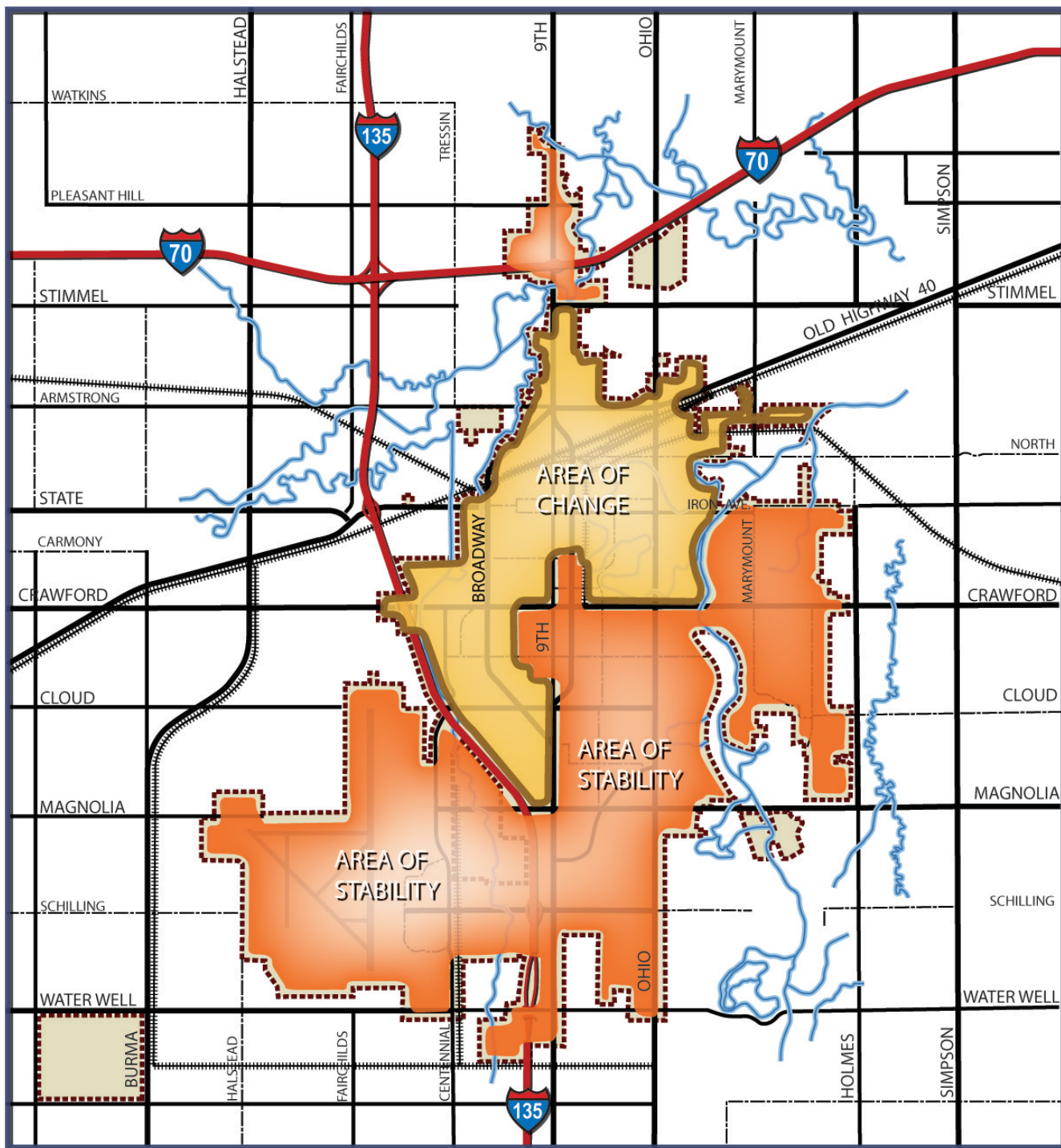
Salina has continued to grow over the past several decades, and while the growth has not been rapid, it has provided new living, working, retail and recreational opportunities. As that physical growth has occurred, some of the existing areas of the city have seen disinvestment and a lack of new opportunities or loss of existing housing and services. To provide a satisfactory quality of life for all the citizens of Salina, the existing neighborhoods and services cannot be ignored. The future growth and development of Salina must balance **infill and redevelopment** within the existing neighborhoods and commercial areas, and new **growth** at the edges of the community and in identified new growth areas. This approach to future growth and development will assist the community to grow in a responsible manner that is environmentally sensitive, sustainable, fiscally responsible and enables the efficient provision of quality infrastructure.

There are places within Salina's older areas in which residential and commercial property has been abandoned or is vacant and some residences are uninhabitable. These areas contribute to the deterioration of the surrounding property and neighborhood in which they are located. Many, if not all, of these areas are adequately served by public services including water, sewer, streets as well as police and fire protection. For those areas that are not, the cost of upgrading infrastructure is more cost effective than providing new infrastructure at more remote locations. In fact, when asked, 85% of citizens supported the reuse / upgrade of existing infrastructure as their highest priority for future growth and development, well ahead of developing new infrastructure to support development (65%). As areas continue to decline the public investment already made in infrastructure and services are not being maximized.

These areas are situated for successful future **infill and redevelopment** and have been identified as "areas of change". Areas of change are those neighborhoods that have been deteriorating both physically and socially within Salina. In most cases these areas represent some of the older neighborhoods in



Infill Development
Source: Gould Evans



INFILL & REDEVELOPMENT



Figure 2-2: Areas of Change / Areas of Stability Map
Source: Gould Evans

Salina. In addition to residents leaving, many of the businesses, schools and other neighborhood institutions with which people of the neighborhood identified have left as well.

Other areas in Salina have been identified as “areas of stability” which are those areas that have not experienced the deterioration described previously. The areas of stability in Salina occur primarily in the south and east parts of the city and these coincide with most of the newer neighborhoods and the majority of new construction and growth in the community. It is recognized that growth is concentrated in this area of the city mostly due to the constrictions of the floodplain and this influences the location of these areas.

These labels are not intended to indicate that all areas of change need the same assistance or are in the same physical condition. The label is intended to identify areas that may need more assistance than others to maintain a quality of life that is acceptable for Salina residents. Additionally, the areas of stability should not be seen as utopian and are not to be ignored. Each neighborhood within each area may have issues and needs that should be addressed.

The statistics for population, housing, poverty, within the areas of change, support the notion of decline shown in the physical appearance and perceptual change of the area. Based on an analysis of the block group information from the 2000 census, the following criteria were used to identify the areas of change:

- Significant population loss;
- A significant portion of the housing stock has a median value under \$100,000 and some under \$50,000;
- Significant areas with more than 20% of the population living in poverty and areas with more than 30% of the people living in poverty; and
- There is a significant amount of vacant land.



Salina Neighborhood
Source: Gould Evans

As a result, the areas of change represent the redevelopment areas of the community, thus a priority for rehabilitation, infill, redevelopment and public investment. Because there are different challenges throughout the areas of change the community should focus its resources. To promote investment and redevelopment in the areas of change Broadway Corridor redevelopment and the expansion of the Neighborhood Revitalization Areas as described in this plan should be pursued.

In particular, financial, regulatory or administrative incentives that reduce the cost of infill and redevelopment may be appropriate to make it competitive with new development. The City of Salina, Saline County, the State of Kansas and the Federal Government have programs and incentives to assist infill and redevelopment in communities. Consideration of all programs should be encouraged to create a significant impact in the areas of change for residential, commercial and industrial redevelopment and rehabilitation.

The first step that is necessary to support reinvestment in the areas of change is to ensure that adequate public service, water, sewer, storm sewer and streets, is present within the areas of change. The City should create a policy that identifies a portion of the annual CIP expenditures for the upgrade and maintenance of the existing infrastructure systems in the areas of change. The continued maintenance and upgrade of the existing facilities will provide the necessary public foundation for private investment to occur. Investments in infrastructure should start in those areas most in need, North Salina and the Broadway Corridor. The Broadway Corridor has a good start with the recent investments made in the street network north of the viaduct.

To encourage residential redevelopment in the areas of change the Neighborhood Revitalization Program should be expanded to apply to more of the Salina neighborhoods that need it. Specifically the boundaries of the program should be expanded to mirror the areas of change. Similarly, expanding the boundaries of the Special Redevelopment Area "Full" Permit Fee Waiver Program to mirror the areas of change would provide further financial assistance to those in need. Similarly, for commercial and industrial projects, additional incentives including property tax exemptions, SEDIC grant incentives and industrial revenue bonds should be considered within the areas of change. In addition to financial assistance, administrative and regulatory means of

assistance should be employed, including analysis of zoning districts and standards so that they streamline requirements to the types of projects that are likely in this area.

The adoption of a rehabilitation code that allows for the reuse and rehabilitation of older existing buildings that currently present a financial burden to bring up to today's code standards would also provide some regulatory relief to owners. A rehabilitation code provides an acceptable level of safety for the building structure as well as the mechanical, plumbing and electrical systems through alternative methods that are appropriate for existing and older buildings. Another tool that is not financial in nature but could have an impact on the cost of the project is a streamlined plan review process for redevelopment. A commitment to a preferential review of development proposals within the area of change can have positive consequences for the project. An expedited review of the site plan and building plans could allow construction to begin sooner.

To provide a larger impact and make larger projects feasible, the use of more powerful tools may be necessary and should be considered. Tools like Tax Increment Financing (TIF) should be considered for projects that could have a community-wide impact, like the redevelopment of the Broadway Corridor, discussed later in this chapter or worthwhile projects that would not occur, but for the provision of the assistance. TIF can help to offset some of the public improvement costs, like streets, curbs, gutters and sidewalks. The ability of the developer or City to cover the public improvement costs by using tools such as TIF can make a project feasible. If TIF is used by a redevelopment project, a cost / benefit analysis that identifies the positive long-term financial impact to the city should be completed prior to approval.

Other tools that can be used to address larger areas or districts within the areas of change include Transportation Development Districts (TDD), Self-Sustaining Municipal Improvement Districts (SSMID) or the newly enacted legislation for Community Improvement Districts (CID). These districts allow property owners to collect additional tax revenue to be used toward public improvements within the defined districts. For example a TDD can generate additional taxes to pay for street improvements to provide better access or desired street improvements. TDDs may be an appropriate strategy to coordinate improvements along segments of Impact Streets identified in the plan.

By considering these tools and others that may be appropriate, the community is able to provide assistance that can make redevelopment feasible while implementing the vision for the future.

The areas of stability also include areas that are in need of reinvestment, both public and private. The primary difference is that the amount of investment, in most cases, is minor compared to that necessary in the areas of change. However, as the areas continue to age, public infrastructure and street maintenance and upgrades will be necessary. Similar to the areas of change these continued investments will provide the foundation for continued private investment. To address this situation now a portion of the annual CIP expenditure should be identified for infrastructure and street maintenance and upgrades. As redevelopment opportunities arise the need for assistance should be evaluated based on project feasibility, need of assistance, cost / benefit analysis of positive financial impact to the community and implementation of the community vision.



Community Mixed-use Center Example

Source: Gould Evans / Live Maps

As detailed in **Section 2.5: Neighborhoods and Housing** of this chapter, each neighborhood should take it upon itself to evaluate the neighborhood through the “neighborhood assessment” process to understand the challenges it faces and the help that is needed. Infill and redevelopment strategies can then be applied to different areas of Salina so that services and assistance can be targeted to areas that are most in need of and responsive to a particular type of help.

In addition to the reuse and upgrading of existing infrastructure, the citizens of Salina also supported infill commercial development (67%), the creation of a redevelopment code to foster redevelopment in neighborhoods (66%) and general support for infill development and amenities (64%), when surveyed. These development policies should guide the strategies for neighborhood revitalization. Similarly,

65% of citizens when surveyed supported infill and redevelopment of

neighborhoods by independent developers. The neighborhood assessment process allows each neighborhood, through analysis and discussion, to identify the needs and desires of its residents, business owners and property owners. The assessment process is intended to provide a “to do” list for the neighborhood to address the issues they are facing and improve their area of Salina.

The **Broadway Corridor** represents a good example of the opportunity for infill and redevelopment of commercial and residential development. The north end of the corridor (north of the railroad tracks) represents a once thriving commerce center within the community that benefited from the transportation network in the area including the rail and street network and the connection to old Highway 40. With the construction of Interstate 135, Broadway is no longer the US 81 bypass through the city. Over time as the city of Salina has grown and the development patterns have changed, the Broadway Corridor has also changed. As growth of the community moved south, development along the Broadway corridor also moved south to serve new populations. Similarly, as the development form changed, from urban to suburban, the format of commercial development along the corridor also changed. Currently, as the South Ninth Street area has become the primary commercial center, much of the Broadway Corridor has become second and third tier uses that do not provide the daily services necessary to the surrounding population. Consequently, the corridor has lost its stature as a commerce center within the community. As the community continues to support South 9th Street as the retail destination in Salina, the Broadway Corridor will continue to struggle. Additionally, as the Broadway Corridor becomes a connecting corridor and not a destination the traffic patterns will not support the large amount of retail and services for which the corridor is zoned. These factors combine to limit the future potential of the corridor in its current configuration. Now is the time to focus on the redevelopment of the Broadway Corridor through infill and redevelopment activities.

The redevelopment of the Broadway Corridor is a tougher proposition than new development, as is most redevelopment within a community. Redeveloping land, with existing uses has inherent challenges and costs. Demolition and site design in an existing context can deter redevelopment because of additional cost incurred. However, some of those costs can be offset through the reuse of land and existing infrastructure to provide development that is more beneficial to Salina. Infill and redevelopment of areas in Salina is a goal of this

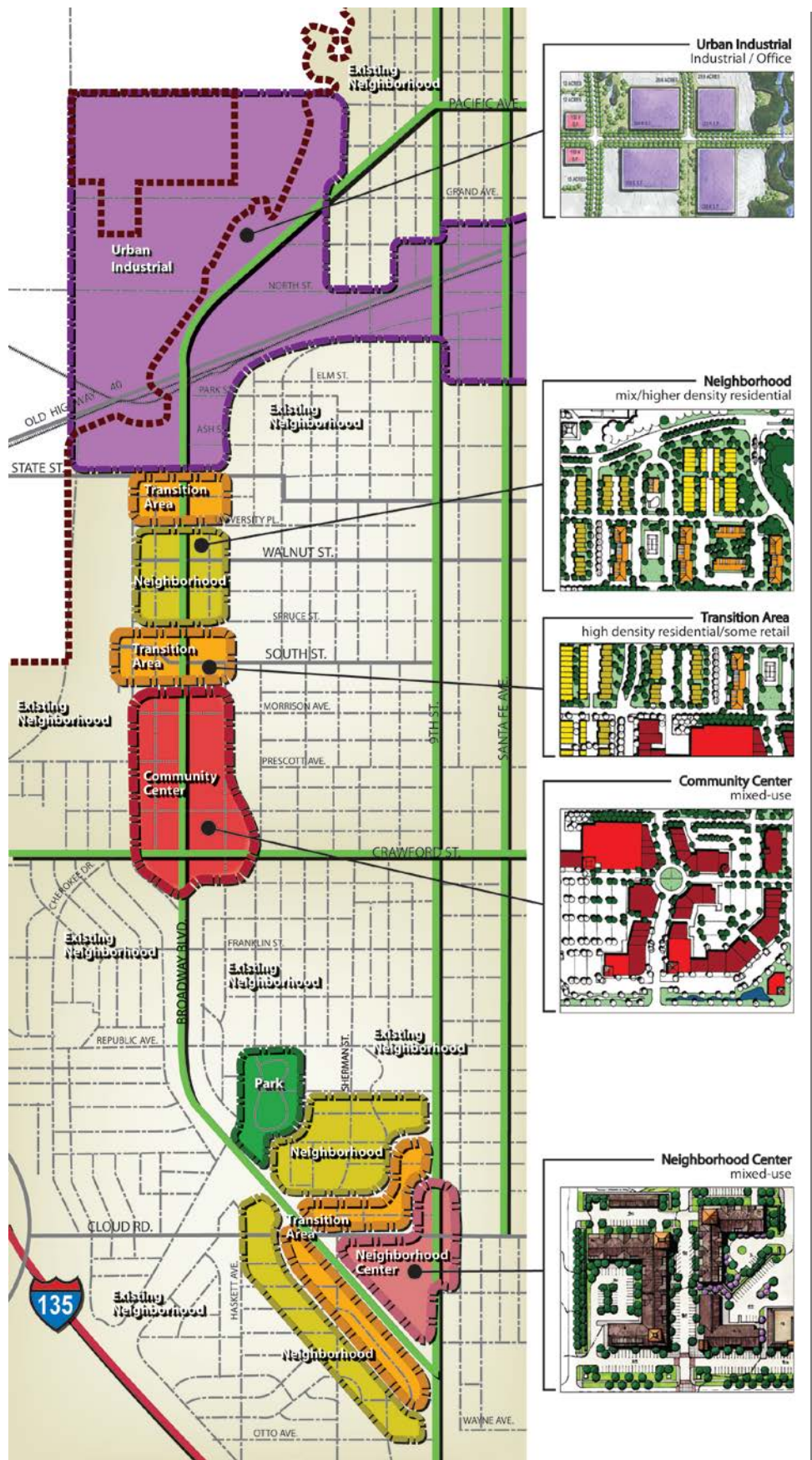


Figure 2-3: Broadway Corridor Future Land Use
Source: Gould Evans

plan, as is development that is environmentally sensitive and sustainable, fiscally responsible and enables the reuse of infrastructure and other public investments. Redevelopment of the Broadway Corridor as a mixed-use center with supporting residential development fulfills all of these goals and will provide an asset to the surrounding neighborhoods and community. As such, the Broadway Corridor should be the target of public incentives both financial and regulatory, to encourage the redevelopment and reuse of the corridor as an asset to the entire community. The community has voiced its support for redevelopment within Salina and its neighborhoods both by regulatory means (65% supportive) and financial means through the upgrading of infrastructure, (85% supportive) when surveyed during this process.

The Broadway Corridor is an ideal place to start redevelopment within the community. Broadway Corridor redevelopment can reposition the corridor as a Community mixed-use center that will become a commerce center for the community through the provision of goods and services to the surrounding neighborhoods. As depicted on the Broadway Corridor Future Land Use Map (Figure 2-3), the Broadway Corridor should be redeveloped around a mixed-use node at the Crawford Street intersection.

This mixed-use node will provide the commercial, retail and service uses that will be necessary to support the surrounding neighborhoods and their daily needs as well as the urban residential development along Broadway north of the center. The mixed use center should promote a dense cohesive development pattern that is accessible by automobiles as well as pedestrians through direct connections to the surrounding neighborhoods. The center should mix uses both horizontally and vertically, with retail and services on the first floor and office or residential on upper stories. The center should promote a connected development pattern that allows internal circulation without use of the arterial street network. To achieve the desired development pattern and design of the Broadway Corridor, a mixed-use zoning category or form based code, that implements the vision created by the redevelopment plan, should be prepared to regulate redevelopment within the corridor. In the interim, development proposals should be reviewed under the general direction of this plan for their ability to provide mixed-use opportunities or become part of future opportunities.

To create a healthy competitive mixed-use center the areas north and south along Broadway and east and west along Crawford should remain or redevelop as residential land uses. The existing commercial and industrial development along Broadway and south of State Street should be redeveloped with higher intensity (urban) residential uses. Because of the transportation function of Broadway multifamily and higher density residential in the form of townhomes, walk-ups (lofts), stacked-flats and garden apartments should be encouraged adjacent to the street. As residential land uses develop away from Broadway, single family residential development of a similar scale and pattern to the existing housing should be encouraged.

Broadway Corridor redevelopment represents a challenge to the community that is necessary to address. The redevelopment of the Broadway Corridor should be the primary focus of the city and community to provide adequate goods and services to much of the urban core of Salina, within the context of quality redevelopment. The location, proximity to an existing population and the existing infrastructure should be leveraged to attract potential developers that are interested in creating a unique, mixed-use place in Salina. Public support, through regulatory and financial mechanisms should be considered to encourage redevelopment and make a project feasible. The amount and type of public assistance should be reserved for public infrastructure, streets and amenities, whether publicly or privately owned, that implement the greater vision for the Broadway Corridor. Tools that should be considered to assist in the implementation of the Broadway Corridor plan include:

- The creation of a TDD to address the street network and improvements necessary based on development.
- The creation of a SSMID or CID to provide public infrastructure and development amenities.
- If appropriate, based on cost / benefit analysis, the use of TIF to support development within a Community Mixed Use Center at Crawford Street and Broadway Boulevard.

The north and south ends (Figure 2-3) of the corridor should also benefit from being repositioned within the corridor and the community. The north end of the corridor should be used to consolidate some of the industrial uses that are

spilling down the corridor to the south. The area north of the viaduct along Broadway should reconnect to the North Downtown urban industrial area along the rail lines and Highway 40. The southern portion of Broadway should remain a more neighborhood character to support the mixed-use center. The intersection of Broadway and South Ninth Street represents an opportunity to redevelop that area as a neighborhood mixed-use center to provide services to the surrounding neighborhoods. The mixed-use center would be smaller in size and scale and encourage the mixing of commercial (retail and office) and residential uses.

While infill and redevelopment will assist in stabilizing deteriorating neighborhoods and provide living and business opportunities for many, there is also a desire in Salina to live in new houses in new neighborhoods. To provide this opportunity, **growth areas** have been identified to accommodate new neighborhoods, housing, services and jobs, as shown in Figure 2.6: Urban Service Area Planning Map. (Page 2-42)

When examining the future growth for the City of Salina, it is apparent that growth, based on trends will be slow over the course of the next 20 years, between 6% and 8 % per decade. To plan growth based on past trends is in many ways to accept your fate. There are many different factors that can impact the future population, jobs and services within the community. Many of those factors are discussed in this plan. For the purposes of the growth areas identified, past growth trends serve as a baseline for the future growth of Salina as well as logical service areas based on the location of existing infrastructure, investment in infrastructure (east side interceptor sewer), watershed areas that can be served by infrastructure and the potential to modernize existing infrastructure, such as the paved road network.

In addition to the future growth of the community, there are other reasons to plan for a larger area than what will support the near-term growth of the community. First, many of the elements of the plan contemplate change to the community



New Growth in Salina
Source: Gould Evans

over the next 20 years. What happens after 20 years? Salina will not stop growing after twenty years so the community needs to be prepared for growth and development well into the future; the next 50 to 100 years. This will ensure the long-term efficient growth of the community. Second, as we plan for the development of the outer growth areas in the distant future, we protect them in the interim from inefficient growth now that could hamper or preclude future growth. This is addressed later in the plan with the Urban Service Area discussion and agreement between the City and Saline County. Third, as recommendations of the plan are implemented the effect on the growth of the community can be dramatic. Strategies like preparing shovel ready sites and marketing Salina's location at the crossroads of two interstates will help bring a significant amount of people, jobs and activity to the community. Salina should be prepared to reap the benefits of its actions.

For these reasons we have planned for growth areas around the community that will accommodate future populations in excess of the standard projections.

To promote responsible growth, areas have been identified to accommodate different types of development including residential, commercial, mixed-use and employment as well as institutional uses incorporated into all growth areas to support primary uses. In general the growth areas recognize the existing uses, investments and land available for development. The growth strategy builds on the existing presence of residential, business, industry or recreation uses. It also builds on the existing infrastructure and public service investments and seeks to expand those facilities and services in an efficient manner. Thus, new growth should occur in a contiguous manner adjacent to existing development supported by public infrastructure. Finally, the future growth of Salina needs to be sensitive to the large amounts of undevelopable area surrounding the community subject to flooding or other constraints.

Future **residential** growth is envisioned to the east and southeast of the current city limits. The existing residential development pattern and services, as well as proximity to infrastructure and developable land, make this an ideal place for the future neighborhoods of Salina. Similarly, the institutional and industrial investments at the airport industrial area, as well as rail and air services, make the continued growth of that area ideal for **employment** uses. **Commercial** development, retail and services, should respond to the location of residents and

employers. The daily goods and services desired by people need to be in proximity to their homes and / or jobs for convenience of use. Implementation of a **mixed-use** concept in downtown and at neighborhood and community centers will result in the convenient proximity of daily commercial uses necessary to promote their use. As each of the growth areas is defined, excess land to accommodate foreseeable growth has been identified. To effectively implement a development pattern that is fiscally responsible, environmentally sensitive, sustainable, efficient and supported by quality municipal services, a contiguous growth pattern within the identified growth areas is necessary. This pattern would look at land adjacent to development that is served by infrastructure first and defer development of land that is physically removed from current development.

The **mixed-use** concept requires a change in the development philosophy from a reactionary, transportation driven, location model for commercial services to a relationship between commercial uses and other uses that support and are dependent on one another, like residential and office uses. This change in development pattern will necessitate regulatory changes to promote different types of uses in areas that may be all commercial today. This can be accomplished through the creation and application of the zoning classifications applied based on the land use plan prescribed herein and through Planned Development District as described in the current zoning code. The mix of uses in appropriate areas should be encouraged by revised or new zoning districts that encourage mixed-use development and the proximity of different uses. As commercial land is redeveloped to residential, it should be recognized that additional residential density (units / acre) will be necessary to offset the initial cost of the land. Thus, commercial land that is redeveloped as a part of consolidating uses should be redeveloped as urban residential development to accommodate the necessary residential density.

As a complement to the mixed-use concept, **commercial** development areas are for those larger, less frequently used commercial goods and services that require more land for development. North 9th Street and South 9th Street (between Magnolia Road to Schilling Road), are existing commercial areas that have room for additional development and new areas for retail growth have been identified. These areas are heavily dependent on the automobile and the arterial street network for accessibility. Thus, the continued development of these uses

adjacent to the interstate system and the arterial network is logical. As development and redevelopment in these areas occurs, a zoning overlay district should be created to guide the site design and aesthetics of commercial corridors with a goal of improving the appearance and connectivity of the corridor. New commercial development and redevelopment will occur in mixed-use and commercial forms as discussed in the future land use section and delineated on the future land use map.

As growth occurs in the community the provision of **institutional** services is an important supplement to residential and commercial development. Public uses in the form of churches, schools, medical and government facilities provide services for the citizens of Salina. The proximity of these uses to the population is important to promote accessibility. Schools represent a physical and social investment in the future of Salina, through the bricks and mortar investment of the facility and through the education that they provide to the youth of our community. As such, planning for the incorporation of public uses, in mixed-use areas and neighborhoods, is an important piece of the future growth and development, as well as the infill and redevelopment, strategies of Salina.

The future pattern of growth and development will depend on the city's **infrastructure** systems and their ability to adequately serve development. As the community continues to grow, through new growth or infill and redevelopment, infrastructure – water, sewer, stormwater, electric and natural gas - services will be necessary. New growth will be served through the extension / upgrade of existing systems and / or new systems. Infill and redevelopment will be served by existing systems that may or may not need improvement. In Salina a balance of growth and infill / redevelopment opportunities is recommended and consequently the future of infrastructure will focus on expansion of new systems and upgrades to existing systems to serve development, as supported by residents when surveyed (65% and 70% respectively). The purpose of the infrastructure systems in Salina is to support quality development that contributes to the community and allows for the efficient and effective future extension of those systems.

Due to the unknown nature of future development, specifically the timing or location, this infrastructure section is not intended to provide specific locational guidance for major extensions of the water and wastewater systems, but rather

to provide general guidance in making decisions about future extensions. In general, utility extensions should occur in an orderly, efficient manner where a need exists or development is proposed or will be encouraged by the City to meet an economic development goal or implement the vision of this plan. Thus, infrastructure should be provided just in time to support development, occur in a contiguous manner adjacent to existing services and facilities and support those developments that embrace the vision and goals of the community.

Infrastructure should not be used to support leapfrog development nor should it facilitate scattered or disorganized development. Development that is proposed at the outer edges of the growth areas should wait until development and infrastructure has reached that area. The designation of a growth area does not mean that infrastructure will be provided to the entire area now or in the near future. As growth occurs within identified growth areas, it should be served by infrastructure systems that are efficient and adequately sized. As such the following priorities have been set for making improvements to the infrastructure systems. The priorities are:

1. Extensions and / or repairs that address existing deficiencies.
2. Extension or repairs that fill in gaps in the primary distribution systems.
3. Efficient extensions to serve growth that is immediately contiguous to the community and existing development.
4. Extension and / or upgrades that support economic development opportunities as defined by this plan.

Additionally, infrastructure will be provided to contiguous uses that are within the city of Salina or in the process of being annexed into the city. In no case shall municipal infrastructure be extended to support development that is not within the city limits at the time of development. Extension of infrastructure to serve development outside of the city, or not willing to become part of the city, is not an effective use of resources for the future of the community. First, the extension of infrastructure for a specific user or site would indicate that growth in the area has not been coordinated or planned with future infrastructure improvements. Second, the site would not pay its fair share of taxes or fees to cover the cost of the extension, service and maintenance of the infrastructure and it becomes a long-term cost burden to the City. Conversely, a more effective use of

infrastructure and financial resources is to upgrade and replace as necessary, or as redevelopment occurs, existing water and sanitary sewer systems to assist in and promote redevelopment within the community.

In the past several years the City has completed several utility master plans for specific areas that have been identified as areas of future growth and development. A utility master plan provides the City with water and sewer system planning documents to identify potential improvements necessary to support future development. Utility master plans, much like a comprehensive plan, provide guidance for the extension of the water and sewer systems to provide service for specific growth areas. Utility plans typically include preliminary layouts and cost estimates for extending service and allow the City to make informed decisions regarding the extension of the systems. A utility master plan for an area allows the future development or redevelopment to be assessed and the appropriate sized infrastructure to be installed. For example, the City would most likely replace a deteriorated 8-inch sewer line or water line with another 8-inch line, but as plans for new development or redevelopment of a particular area are reviewed, a 12-inch replacement line may be warranted to adequately meet future needs. The following are recent master utility plans that have already been completed:

- East Salina Utility Master Plan (December 2007)
- Markley-Magnolia-Valley View Sanitary Sewer Master Plan (April 2007)
- Diamond Drive Master Plan (December 2005)
- Grand Avenue Utility Master Plan (October 2005)
- Schilling Road/Ohio Street Utility Master Plan (March 2003)

Based on the Future Land Use Map, **Figures 2-4 and 2-5** show the likely extensions to the existing water system and sewer systems that would be needed in order to provide for service in the future growth areas. These proposed improvements are only conceptual in nature. It should be noted that similar to the Future Land Use Map the improvements shown to the utility systems extend beyond what may be necessary to support 20 years of growth, in fact, the growth areas defined will accommodate the future growth of Salina well beyond 2030. The preliminary layouts for water and sewer system extensions found in the above mentioned utility master plans have also been incorporated into these figures. It is recommended that at a minimum a more detailed utility

master plan for each area of future development or alternately for the entire city be completed for a more thorough review and analysis of the City's proposed water and sewer system network.

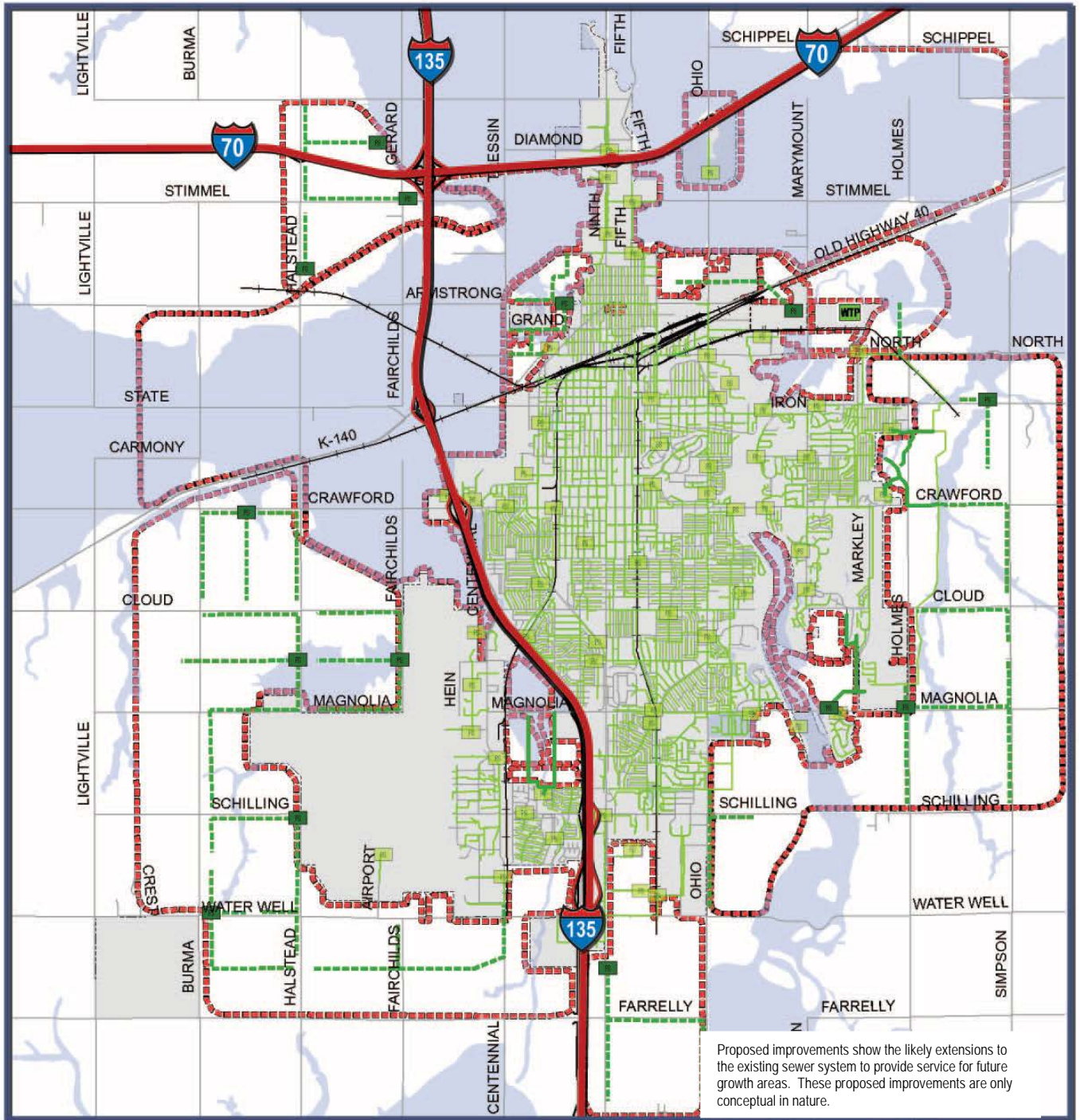
It is important to recognize that many of the older areas of the city, particularly north and east Salina, have aging infrastructure that needs to be assessed as redevelopment is proposed or additional planning in those areas is done. Prior to assessing the expansion of the city's water and sewer network, an assessment of the existing systems in the community and their level of service should be undertaken to identify the future development potential of older areas of the community as well as future challenges within the existing systems.

Sanitary Sewer System:

Improvements to the sanitary sewer system have been conceptually shown on **Figure 2-4**. The gravity sewer lines shown are the main gravity sewer lines into which smaller lateral gravity sewer lines could flow. For clarity purposes force mains are not shown on the map.

The East Dry Creek Interceptor Sewer Line, located east of the east city limits, was designed to provide future sewer service to certain identified growth areas in and around Salina. Per the **East Dry Creek Interceptor Sewer Phase 3 - Design Concept Report dated July 1991**; the existing interceptor was sized to handle residential growth east of Salina east to East Dry Creek and just south of Magnolia Road. This Plan shows potential future residential growth further east of Salina to just east of Simpson Road and further south to Schilling Road and in certain areas as far south as Water Well Road. The existing interceptor was also sized to handle commercial and industrial growth south of the airport to Water Well Road and along the east side of I-135 south to Farrelly Road.

This Plan contemplates additional commercial and industrial growth, beyond the original estimate prepared for the construction of the interceptor, and as such, as development begins to occur in these expanded areas the City should monitor and investigate the existing capacity of the East Dry Creek Interceptor and the need for major sanitary sewer system improvements in the future. The Future Land Use and Urban Service Area maps (Figures 2.2 and 2.6 respectively) depict future growth areas and anticipated development patterns of this area. As previously noted, it is anticipated that the edges of the growth areas and areas



Proposed improvements show the likely extensions to the existing sewer system to provide service for future growth areas. These proposed improvements are only conceptual in nature.

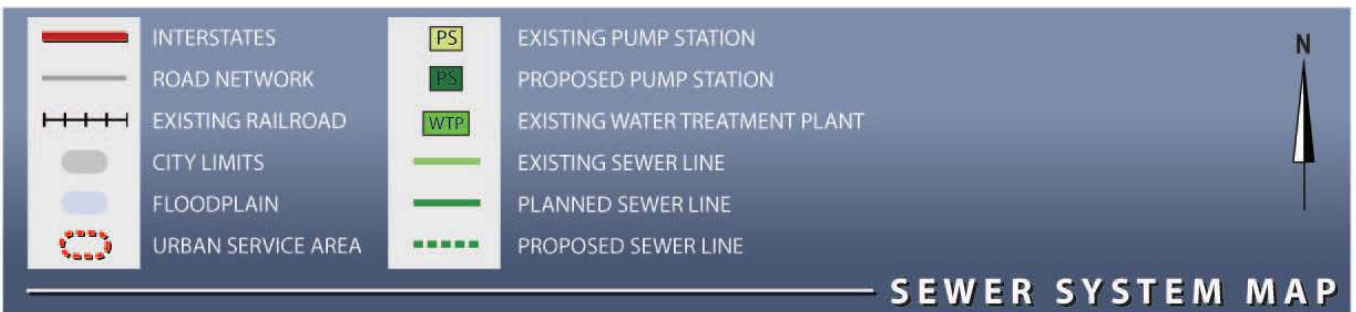


Figure 2-4: Sewer System Master Plan
Source: Gould Evans

not adjacent to existing development will not receive infrastructure until growth has reach those areas in a contiguous manner, so it is not foreseen that interceptor improvements would be warranted during the life of this plan.

When planning for future growth it needs to be kept in mind that per a recent study (2007 Wastewater Treatment Facility Study), the existing Wastewater Treatment Plant (WWTP) has adequate capacity to service the city through the year 2030 but does need modifications to comply with more stringent regulations in the near future. These compliance modifications should be completed in such a manner to allow for future capacity expansion of the existing plant on the existing site to service the City beyond the year 2030.

As future upgrades to the system and collection facilities occur, it is the goal of the community to maximize the efficiency of the system while providing effective sewer service. Currently the community has 59 lift stations that support the sanitary sewer system. To maximize efficiency of the system, growth has been planned in reaction to the watershed boundaries, to allow gravity flows. This would remove the need for additional lift stations and could cause the removal of others. The map identifies areas in which additional pump stations may be necessary; however there may be other methods to address challenges. These specifics will not be known until an analysis of proposed development is completed. It is the intent of the community to reduce the number of lift stations and avoid the construction of future lift stations through the use of technology, system upgrades, and well planned development. This up-front investment will ease the future financial burden to the city and community associated with the construction, operation and maintenance of additional lift stations to serve development.

Water System:

Proposed water lines, water towers, booster pump stations, and pressure reducing valves have been conceptually shown on **Figure 2-5**. The water lines shown are the large water mains to which smaller distribution lines could be connected. A **Raw Water Supply Study** is currently underway which will identify and evaluate sustainable alternatives to meet the City of Salina's water supply needs for the next fifty years. Per a recent study (**2007 Water Distribution System Model – Phase I Report**), additional storage is needed in the Base Pressure Zone and the Schilling Pressure Zone.

The City should begin planning for upgrades / improvements to the water system through the creation of a Utility System Master Plan as previously discussed. As growth and redevelopment occur the existing water system will be impacted. Improvements to the water system should be planned and coordinated to ensure the efficient, sustainable (economic and enduring) responsible expansion of the city's water system. Two system concerns that will need to be addressed in the future are determining the size of line required to provide adequate fire protection to future development and redevelopment and the looping of the system in general. The current minimum line size for development is 6 inches. However, to efficiently and effectively provide water to future growth, development and redevelopment areas, it should be the City's policy to require a minimum line size of 8 inches. Similarly, to create the most efficient system possible a requirement for "looping" systems, as growth and development occurs should be implemented. It is recognized that these requirements represent additional development costs, but it will ensure that future development is adequately served and protected and that the entire water system operates efficiently.

It is anticipated that additional water towers, booster pump stations, and pressure reducing valves will be required to service the proposed growth areas identified in this Plan. The booster pump stations and pressure reducing valves are necessary to isolate the different pressure zones. A new pressure zone (water tower and booster pump station) would be necessary to serve the employment growth area near the I-70/Halstead gateway. There is also a high elevation area within the growth area that is west of Burma Road between Water Well Road and Schilling Road which would require a new pressure zone (water tower and booster pump station which isn't shown on Figure 2-5). This area is at the far west reaches of the growth area and as such infrastructure should wait until the community has grown out to the area and a critical mass of development can be served by the improvements. The water mains in all the other future growth areas would be expansions of the existing pressure zones with the necessary water towers and pressure reducing valves shown. Many of these improvements are associated with the complete build out of the identified growth areas and will not be necessary for decades.

The water and sanitary sewer systems provide the necessary infrastructure to support new development and redevelopment. As such, they are an important

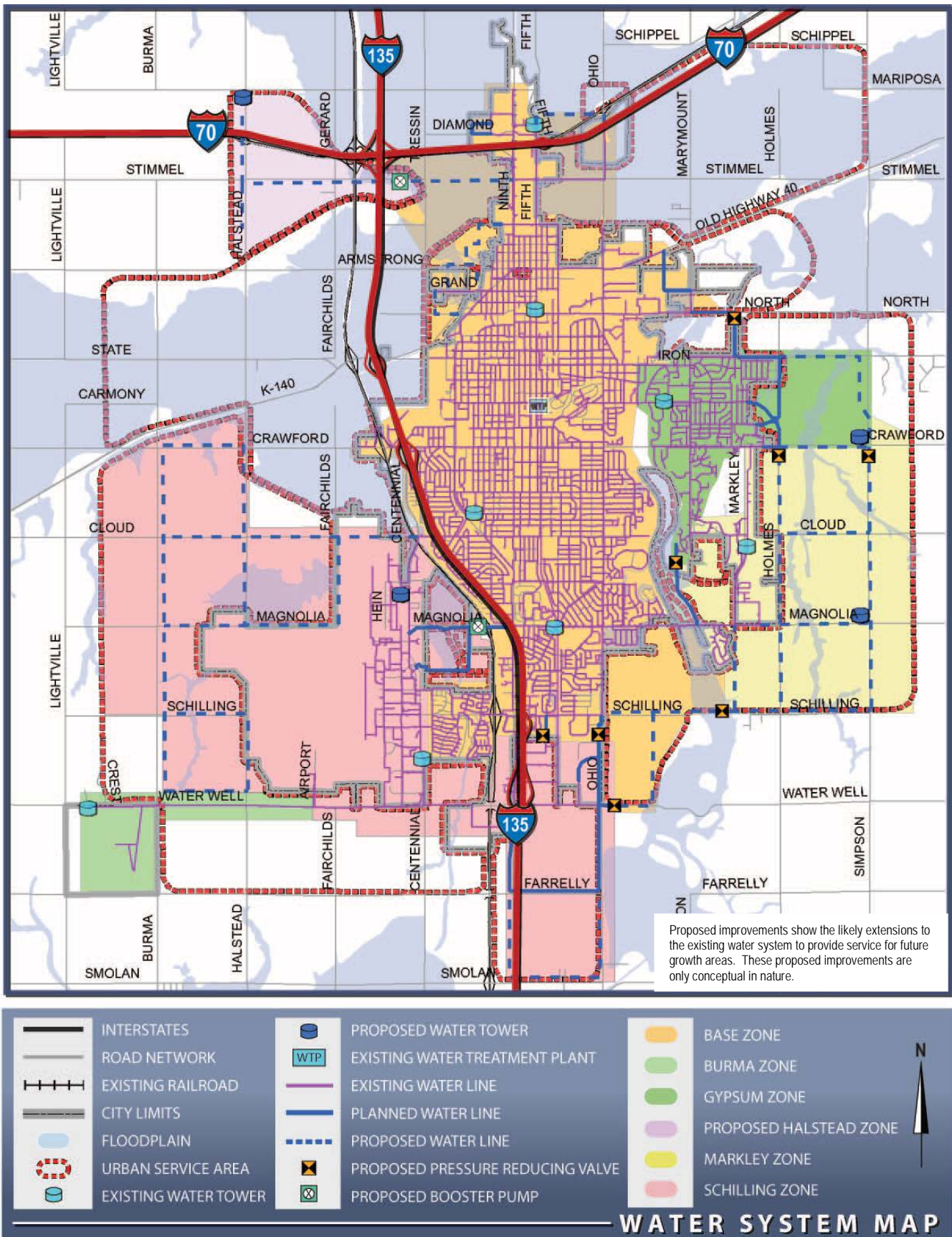


Figure 2-5: Water System Master Plan
Source: Gould Evans

factor in the future growth, development and redevelopment of Salina. To plan for future of infrastructure is as important as planning future land use and development patterns of the community. The Capital Improvement Program (CIP) should be used to plan for the future infrastructure needs of the community both to serve new growth and to support redevelopment opportunities. Additionally, to encourage redevelopment in appropriate areas of Salina, like the areas of change, areas of stability and the Broadway Corridor, investment in upgrading existing substandard infrastructure should be a priority of the City. As discussed previously, identification of annual CIP expenditures dedicated to the upgrade and maintenance of substandard infrastructure should be included in the CIP in response to an existing infrastructure assessment. The public investment in municipal infrastructure will set the foundation for the future growth and redevelopment of the community.

To ensure the efficient and orderly growth of Salina an **Urban Service Area (USA)** has been defined. The USA is defined as the area currently outside of the city limits but needed to accommodate the future growth of the City of Salina. To facilitate the future growth of the city, the future development potential within the USA must be preserved until an urban level of development capable of being served by municipal services is proposed. Restricting rural residential development within the USA will ensure that growth can be efficiently developed and serviced in the future and that existing infrastructure investments will be effectively utilized. Failing to plan for urban growth within the USA would have negative consequences on the city of Salina, including limiting the future growth area, inefficient and costly expansion of the infrastructure systems and ineffective use of resources. Rural Residential development should be restricted to those areas in which urban development or services are unachievable.

In conjunction with Saline County, Transitional Development Standards should be adopted by Saline County to guide development within the USA that is not ready for annexation. These standards should be designed to ensure that an urban level of development and services is possible in the future by preserving the potential for long-term urban development patterns (lots, blocks, streets, and utility connections) within the USA. The development standards should be crafted to ensure that any interim development is compatible with existing city development and will integrate easily at the time of annexation. The USA concept, as defined herein, has been coordinated with the Saline County

Comprehensive Plan and should become the official policy of the City of Salina and Saline County. The Transitional Development Standards should be part of an Interlocal Agreement between the City of Salina and Saline County that will govern development within the USA.

The USA boundary, as identified in **Figure 2-6: Urban Service Area Planning Map**, provides the limits of the area in which the Transitional Development Standards should apply. The infrastructure improvements identified in Figures 2-4 and 2-5 also provide a guide to future development of the USA and the municipal services to be provided. As previously discussed, infrastructure will be extended to the growth areas in a logical, contiguous pattern to support the growth and development vision of the city.

As the city continues to grow, **annexation** of additional land will be necessary to accommodate new development. The annexation of land into the City of Salina should occur in a contiguous pattern, in areas that can adequately be served by infrastructure. **Figure 2-6: Urban Service Area Planning Map** shows some of the initial areas identified for annexation based on their proximity to the city limits and availability of infrastructure. Future community growth through annexation should adhere to the recommendations and policies for growth and infrastructure provision previously discussed to provide growth patterns that are an efficient and effective use of public resources. These recommendations / policies include;

- Direct new growth to the edges of the existing city limits within identified growth areas, avoid leapfrog development;
- Continue to grow outward within identified growth areas;
- Extend infrastructure to serve growth that are immediately contiguous to the community, existing development and existing infrastructure; and
- Do not provide services or extend infrastructure to development outside the city that has not been annexed or is willing to consent to annex.

Currently, there are a number of properties outside the existing city limits that have signed consents to annexation based on the provision of infrastructure. Those agreements should be reviewed and executed when feasible to ensure that public investments are protected.

Growth and Development Goals

- GD.1 Balance infill / redevelopment and growth in the community that allows Salina to grow in an environmentally sensitive, sustainable, fiscally responsible and efficient manner.
- GD.2 Improve and stabilize designated areas of change through reinvestment and rehabilitation to provide an enhanced quality of life to residents.
- GD.3 Provide support for designated areas of stability to maintain an enhanced quality of life.
- GD.4 Focus redevelopment efforts along the Broadway Corridor with special attention to the creation of a mixed-use center at Broadway Boulevard and Crawford Road.
- GD.5 Encourage new growth in Salina to occur in the designated growth areas.
- GD.6 Ensure a quality infrastructure network including water/ wastewater, solid waste, stormwater, electric, gas and telecommunications that is supportive of the growth and development and infill / redevelopment initiatives of the Comprehensive Plan.
- GD.7 Expansion of the infrastructure systems to support contiguous growth of the community and as an efficient and responsible use of resources.
- GD.8 Adopt the City of Salina and Saline County Urban Service Area Interlocal Agreement that plans growth adjacent to the city and within the county through the implementation of the Transitional Development Standards.

The strategies to implement the Growth / Development goals can be found in Chapter Three: Implementation Matrix.

PAGE INTENTIONALLY LEFT BLANK

2.2 CONNECTIVITY

Movement throughout Salina is essential to support day-to-day activities. Our homes, places of work, shopping, and recreational areas are connected by the networks used to move about the city. While much of the connectivity network is centered on the personal automobile, providing multiple modes of transportation will further accommodate the city's youth and seniors that are not able to drive. A multimodal transportation system that includes walking, bicycle, transit, and the automobile provides a choice for mobility and connections within the community, for all citizens of Salina. A multimodal transportation system will provide the opportunity to travel within the City, as well as connectivity to the region. This view was supported by 73% of those surveyed during the planning process, with 50% supportive of using tax dollars to fund transportation improvements.

A coordinated system of transportation networks that work together will create an effective system for movement within Salina. Modifications to roadways that provide sidewalks for pedestrians to walk on, bike paths or lanes for the bicyclists, and transit stops for access to homes and community destinations, will be necessary to enhance the network. Coordinating the transportation system will ensure that there are strategic connections from residential areas to places like downtown, activity areas, and employment centers.

The components of the connectivity system in Salina include: the roadway network (Major Street Plan), the transit network, the bicycle network (supported by the off-street trails network), and the pedestrian network. These connectivity networks are further supported by the highway, rail and air networks that create regional and national connections; and by local street networks and pedestrian paths to create the necessary degree of connectivity at the neighborhood or block level. Each end of this scale –community and block level – is critical to coordinating and integrating all modes of transportation and achieving an effective approach to improving city-wide mobility.

STREET CLASSIFICATION

Interstate Highway: Interstate highways provide for the high-speed movement of large volumes of traffic with minimum interference. This is accomplished through the use of access control, divided roadways, and grade-separated interchanges. Highways have the inherent characteristic of lower accident rates because of many built-in safety features such as comfortable alignment, easy grades, speed change lanes, adequate sight distance, and other geometric features that afford a continuous movement of traffic.

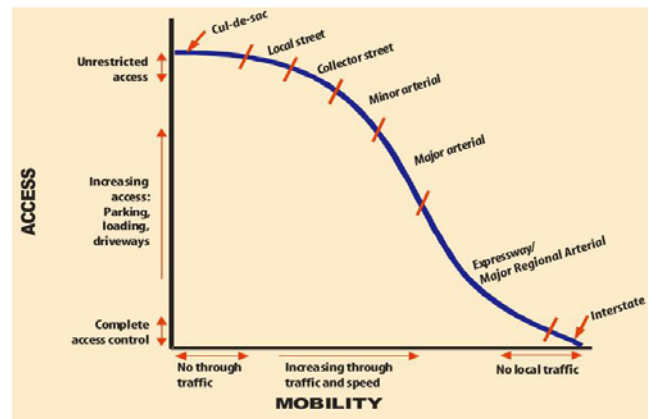
Arterial Streets: After interstates, arterials are the highest classification of streets. They provide the highest level of mobility at the highest speeds for the longest distances. Access should be highly controlled with a limited number of intersections, medians with infrequent openings, and no direct parcel access, depending on use and geographic setting. Controlling access to and from arterials will provide the safe, efficient and direct connections that are the intent of the arterial network. Existing and future land uses adjacent to principal arterials should be served by other network roadways, minor arterials, collectors and local street and cross-access connections. As new arterials are built and redevelopment occurs along existing arterials, access should be very limited to facilitate the through traffic movements along these roadways. Principal arterials are designed with traffic volume ranges between 15,000 and 35,000 vehicles per day on average. Examples of arterial streets in Salina are Ninth Street, Broadway Boulevard, Ohio Street, Schilling Road and Crawford Street identified in Figure 2-7.

Minor Arterial Streets: Minor arterials are streets that currently serve higher-speed and higher-volume traffic over medium distances. Access should be restricted through prescribed distances between intersections and limited direct parcel access. The higher degree of connectivity and more frequent connections to supporting networks can allow minor arterials to offer a variety of urban design and cross-section techniques along the route to better coordinate with planned

and anticipated land uses. (See Complete Streets). Minor arterials link collector streets with the principal arterials for regional travel, but also support more frequent but shorter local trips for neighborhoods and districts. These streets have a design traffic volume of between 3,500 and 15,000 vehicles per day on average. Examples of minor arterial streets in Salina include Cloud Street, Belmont Boulevard, Centennial Road and Ash Street identified in Figure 2-7.

Collector Streets: The collector street system serves intermediate and short-distance travel. Collectors provide a lower level of mobility than arterials at lower speeds. These streets connect local roads to arterials and have more direct access dependent on use and geographic setting. Traffic volumes on such facilities are lower than those found on arterial facilities. The design volume for these streets ranges from 1,000 to 3,500 per day average. The City's arterial street system typically occurs on a one-mile grid. Collectors should occur at a minimum of one-quarter mile intervals to serve local development, and more frequently they serve more dense or compact development patterns for potential Community and Neighborhood Mixed-use centers and neighborhoods that support them. Examples of collector streets include Marymount Road, Markley Road and Republic Avenue identified in Figure 2-7.

Local Streets: This is the lowest classification of streets. Local streets provide a high level of access to abutting land but limited mobility. Local streets function primarily to serve local traffic circulation and land access. These streets



Access and Mobility Graph

Source: Institute of Transportation Engineers

customarily accommodate shorter trips, have lower traffic volumes, and lower speeds than do collectors and arterials. Streets where design year traffic volume will be between 1 and 1,000 vehicles per day are considered “low volume” local streets. Local streets are typically those residential streets that provide access to neighborhoods and homes and provide secondary access for non-residential uses and mixed-use centers. The connectivity of the local street network may vary based on the intensity of development and degree of pedestrian access appropriate in a particular context.

A map of the current street classifications can be found in the existing conditions section of the Technical Support Document.

ROADWAY NETWORK

The Roadway Network that serves the City of Salina is presented in **Figure 2-7**, the Major Street Plan. This Major Street Plan defines the roadway network by the different street classifications. These facilities range from interstate freeways, which serve high-speed regional traffic with restricted access, to local streets that are designed for lower speeds and local access, as defined previously. The City of Salina’s road network is a grid system, with major arterial streets located on one mile increments with collectors and local streets providing access to uses. Regional access to the city is provided by two interstates, I-70 providing east-west travel and I-135 for north south travel. The city is served by five interchanges - at I-70 and Ohio Street, I-70 and Ninth Street, I-135 and State Street, I-135 and Crawford, I-135 and Magnolia, and I-135 and Schilling Road. The road network currently provides good access throughout the community for the automobile. The roadway network needs to incorporate or be complemented by alternative modes of transportation to provide access for those that choose to use their feet, a bicycle or a bus.

Three themes are proposed for the city’s roadway network to incorporate a city-wide urban design and transportation strategy:

- *Complete Streets* – ensuring that multimodal considerations are incorporated into transportation network planning and street design;
- *Impact Streets* – Elevating the design amenity and visual quality for those streets most traveled by visitors and residents; and
- *Community Gateways* – Creating a hierarchy of entrance features at key nodes in the network.

Complete Streets

An important concept proposed for the city's future street system is "**Complete Streets.**" Complete Streets is a philosophy that considers all modes equally in the planning of transportation networks, including automobile, transit, bicycle, and pedestrian. The Complete Streets philosophy is translated to specific street segments and cross sections which are designed to accommodate all potential users of the right-of-way based on planned or anticipated land uses. The design priority of any one mode might vary based on local conditions or planning goals but the objective of the future road network is to promote the multimodal opportunity to travel throughout the city. Where all modes of transportation are not applicable or achievable on a single street, adjacent streets or recreational trails should accommodate those that do not already serve the area. The future policy of the City of Salina will be to design street networks that accommodate all transportation modes, and include complete street cross sections appropriate to the context. Street designs that do not accommodate a particular mode can be



Suburban Arterial Complete Street - Example
Source: National Complete Street Coalition

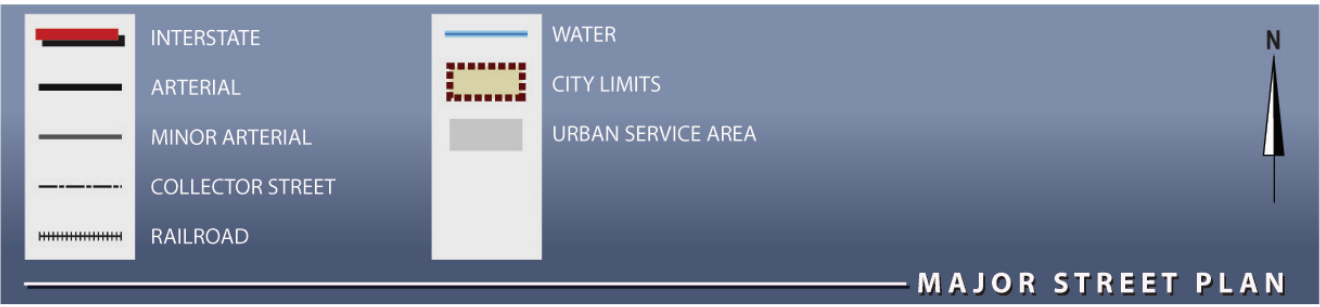
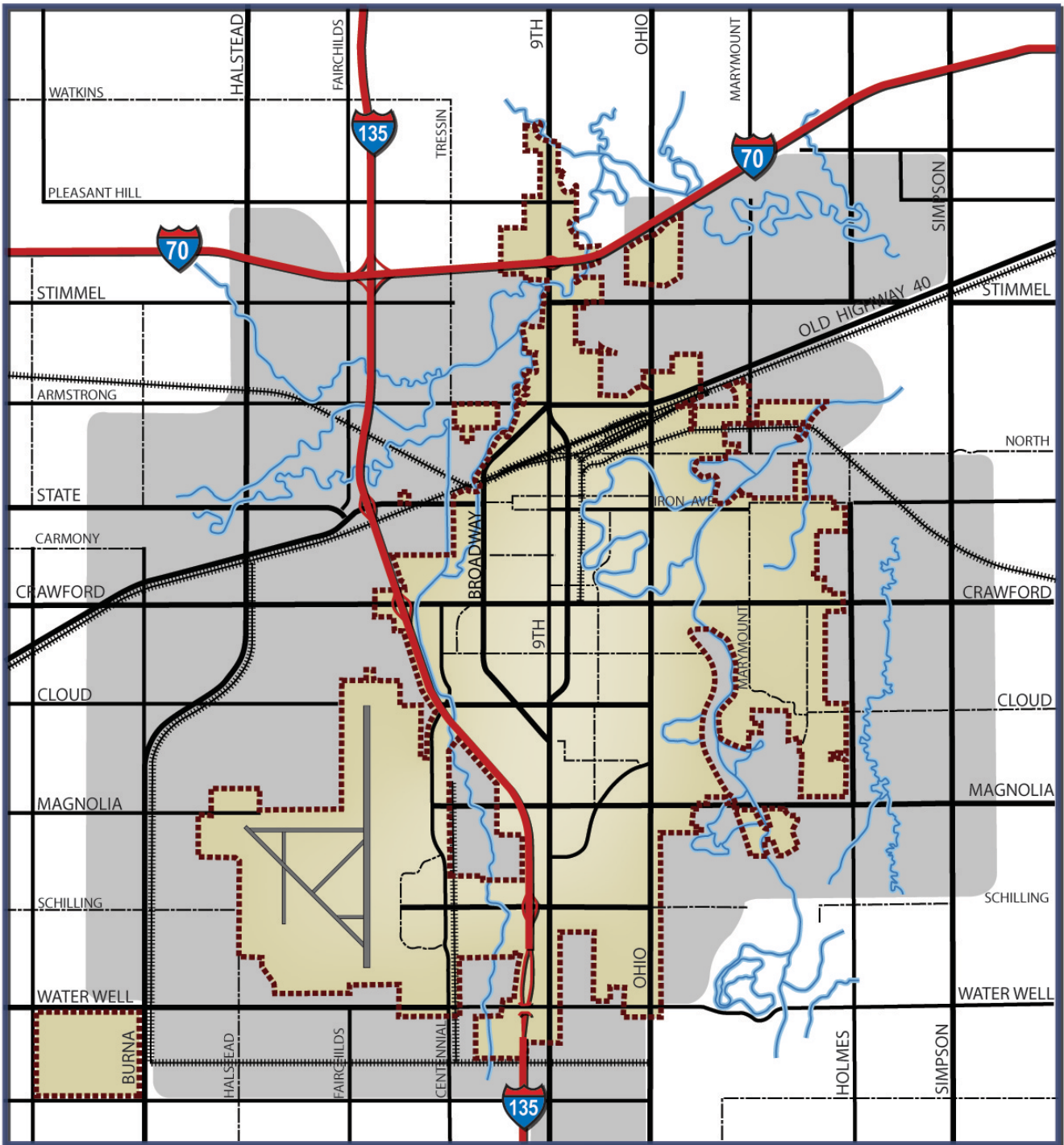


Figure 2-7: Major Street Plan
Source: Gould Evans / LSA

based either the long-range planned and anticipated land uses or based on alternative accommodations existing on adjacent streets in the network. Complete Streets should at a minimum strive to incorporate the following elements on arterial and collector streets:

- automobile lanes,
- sidewalks / pedestrian ways and pedestrian amenities (on both sides of the street), buffered from vehicle lanes by landscape strips or parked cars on streets that permit parking;
- adjoining recreational multi-use trail to accommodate bicycles or when not feasible dedicated bike lanes or striped shared lanes, and
- transit (bus) stops.

Local streets should complement complete street designs by providing sufficient connectivity and facilities to link the modes accommodated to the adjacent collector and arterial network.

Each of these elements is important to providing a multimodal connectivity network in Salina. Additional elements such as medians, refuge islands and boulevard strips should be evaluated on a case-by-case basis and incorporated when opportunities exist or are necessary for safety and aesthetic appearance of the street.

To appropriately implement the Complete Streets concept, detailed design standards should be prepared for each of the streets identified, whether they will be constructed in total or a section or element at a time. It should be presumed that arterial or collector streets will be built or reconstructed to complete street standards and deviation from the complete street design should be the result of deliberate and formal action of the City Commission. Implementation of the complete streets concept for existing streets should take place as streets are improved. Those changes that can be accommodated as roads are resurfaced. Restriping for bike lanes or turn lanes should be done at that time. Significant



Impact Street Example
Source: Gould Evans

changes like adding medians, widening streets, wide sidewalks or other significant street reconstruction items should incorporate Complete Streets concepts as changes are being planned.

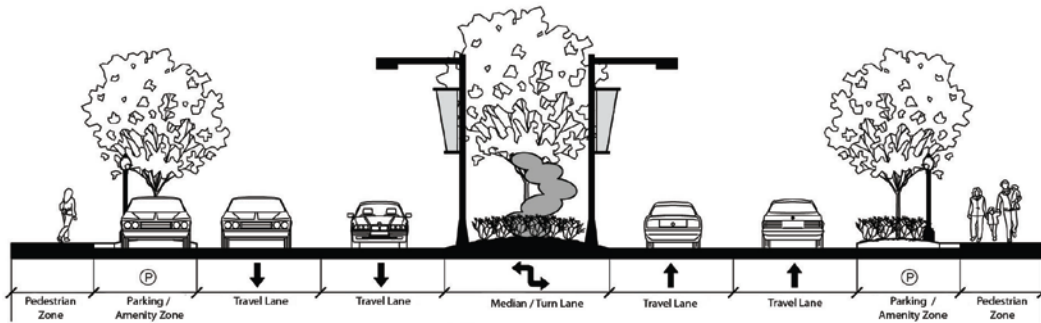
Impact Streets

To complement the proposed Complete Streets network a series of impact streets have been identified. **(Figure 2-7) Impact Streets** are streets that are defined by a higher standard of aesthetic design. This is achieved primarily through streetscaping (street trees, plantings, artistic lighting, etc.), pedestrian amenities, (benches, trash receptacles), enhanced crosswalk facilities and other improvements such as public art. In general, impact streets are those streets that people identify with in a community and that people use on a regular basis to access areas of the community. More importantly, these are the streets that visitors to Salina are most likely to use. Therefore, these streets should be designed to showcase the quality of the built environment in Salina. Similar to Complete Streets any deviation from the design of Impact Streets should be the result of deliberate and formal action of the City Commission.

Impact street design should be sensitive to the type and function of the street as well as the development context in which the street is located. The design of Impact Streets is not a one size fits all solution. The design should take into account the right-of-way width, number of travel lanes, speed limit, pedestrian activity and adjacent development. For example, the design of Santa Fe within Downtown would be very different than the design of Ohio Street between Crawford and Magnolia. Impact Streets in Salina, as indentified in **Figure 2-8**, include:

- Ninth Street
- Ohio Street
- Santa Fe Avenue
- Broadway Boulevard
- Markley Road
- Pacific Avenue
- Crawford Street
- Magnolia Road
- Schilling Road
- Centennial Road
- Marymount Road
- Iron Avenue

Due to the increased investment in right-of-way improvements along Impact Streets, greater attention to the relationships between the streetscape and associated development is necessary. In conjunction with planning improvements for Impact Streets, overlay districts should be considered to coordinate development along segments of the corridors. Elements such as access points, building design and building orientation, landscape and open space design, and screening and buffering should be considered to ensure that streetscape improvements provide the desired impact and identity.



Impact Street – Conceptual Cross Section
Source: Gould Evans

The Major Street Plan in Figure 2-7 primarily expands on the city's existing grid street system with arterials located at one-half to one mile intervals and collectors in between serving local destinations. One notable proposed change to the existing roadway network is the connection of the 9th Street and Santa Fe Avenue Corridors. Historically, north/south traffic along 9th Street has either taken Broadway through the central portion of the City or stayed on 9th Street, which narrows to three lanes and passes through primarily residential neighborhoods. Two drawbacks of the existing traffic pattern are that the city's premier downtown corridor, Santa Fe Avenue is not directly connected and misses out on the opportunity of potential customers passing by downtown businesses on Santa Fe and that 9th Street experiences traffic congestion.



The Major Street Plan proposes a diversion of north/south through traffic from 9th Street to Santa Fe Avenue north of Cloud and south of Pacific. This connection would require future analysis and coordination with local property owners, including Kansas Wesleyan University. The realignment would provide an opportunity for the university to define and development the western edge of their campus. Moderate public support for this transportation improvement was found when surveyed with 42% of respondents in favor of the connection. Much of the desire for this connection comes from downtown businesses that could benefit from an increase in traffic through downtown. The realignment of 9th Street is anticipated to be a long term improvement and is not necessary for the future success of Downtown Salina.

Because Santa Fe is Salina's "Main Street" for the downtown commercial area, additional hardscape and landscape improvements would strengthen this corridor as a pedestrian corridor. Currently Santa Fe is a four lane facility but could be converted to one lane in each direction with a center landscaped

9th Street / Santa Fe Realignment
Source: Gould Evans



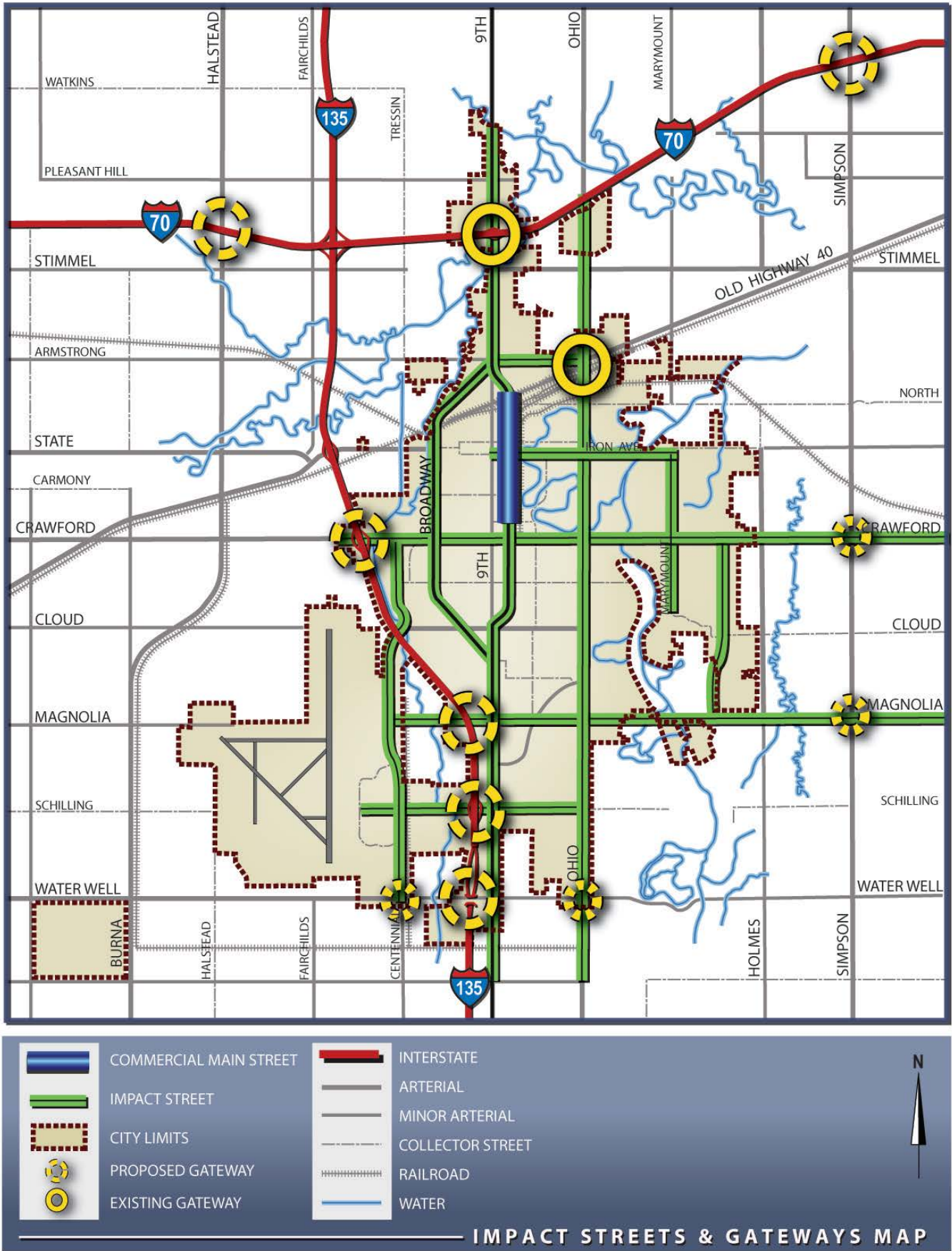


Figure 2-8 Impact Streets and Community Gateways
 Source: Gould Evans / LSA

median and left turn pockets. The current traffic volumes along this corridor could be accommodated with a three lane configuration, as described. If the diversion from 9th Street ever happened, additional traffic might exceed the capacity of a three lane section. Therefore, it would be desirable to consider the diversion of 9th Street to Santa Fe, when updating the traffic counts to see if a three lane section or other sections might be beneficial to enhance the pedestrian activity of the corridor while preserving adequate traffic capacity.

Community Gateways

The entrance into a community is important because it is the first impression that a person gets when entering a community. Because Salina is the recipient of so much pass through traffic along Interstates 70 and 135, **community gateways** are very important. Recently there have been improvements to the entryways on North 9th Street at I-70 and the Ohio Street Overpass, south of I-70. These are representative of gateway features into the community. Gateways should be established at all major entry points to Salina, most importantly at the six (6) major interstate interchanges. (Figure 2-8) Similarly gateways should be established on the south and east sides of Salina on the major traffic routes, such as Ohio Street and Centennial Road on the south and Crawford Street and Magnolia Road on the east. Gateways should set the tone for a visitor's experience in Salina and should welcome residents back home. Implementation of the gateways should be a priority to establish a positive first impression for visitors.

Based on the importance of Community Gateways, development at these locations should be held to a higher site design standard, including landscaping, building and building orientation, and streetscape amenities. Overlay districts should be considered that can coordinate all elements of development on the four corners of a gateway according to similar urban design themes and standards.

TRANSIT SYSTEM

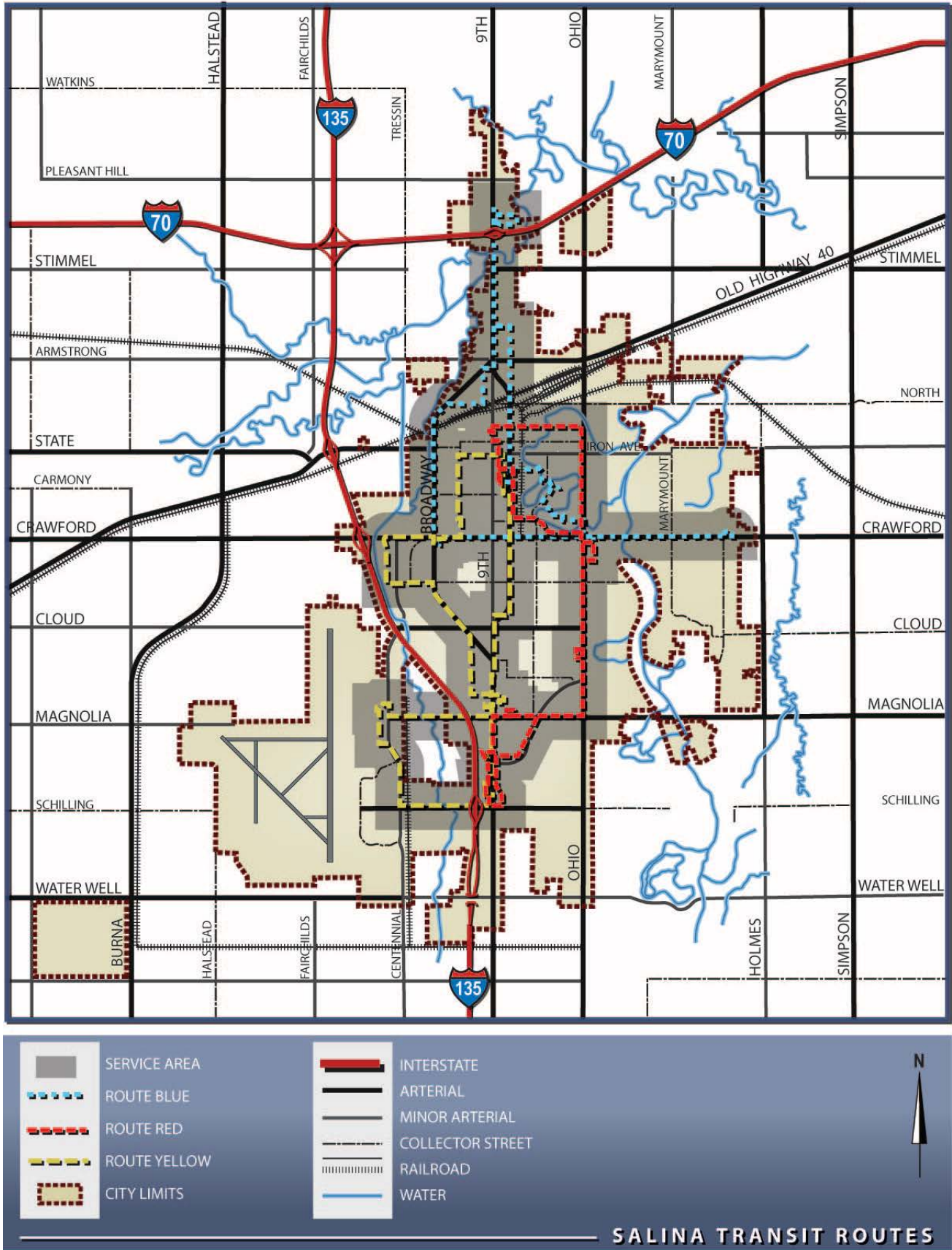
It has been some time since the City of Salina has had a fixed route **Transit** service, but through a grant from the Federal and State Government, a new fixed-route transit service has been implemented through the cooperative efforts of OCCK and the City of Salina. As presented in **Figure 2-9**, three routes comprise the new service. The Blue Route serves central, northern, and eastern Salina. The Yellow and Red Routes serve central and southern Salina. To be effective transit should cover a significant portion of the community and provide access to destinations such as jobs, commercial (retail and services) and residences. As depicted on **Figure 2-9**, the grey service area identifies areas within one-quarter mile, a comfortable walking area, used to estimate transit coverage. A high portion of the residential, employment, shopping and service trips are served by the new transit system. Even more importantly, the system serves the higher needs of the city's youth, seniors, and transit dependent. Travel destinations served include:

- *Senior Center*
- *Anesthesia Associates*
- *Salina Public Library*
- *Disabled American Veterans*
- *Health Department*
- *Medical Offices*
- *Kansas Wesleyan University*
- *Dollar General*
- *KSU Salina*
- *VFW Auxiliary*
- *YMCA*
- *Mowery Clinic*
- *St. John's Military School*
- *Holiday Inn and Convention Center*
- *Salvation Army*
- *OCCK, Inc.*
- *Comcare*
- *Salina Airport*
- *Emergency Aid Food Bank*
- *Dillons*
- *K Mart*
- *Central Mall*
- *Wal-Mart Super Center*
- *City / County Building*

As this transit system is just beginning, it will be important for the City to promote its use and establish ridership. Providing good pedestrian connections to the stops and safe street crossings will also be important to the success of the system. To ensure the long-term viability of the system, periodic review and refinement of the system and routes should be undertaken. As reviews of the system are completed the potential for expansion of the system should be examined.

In addition to the new bus system a “demand responsive” transit system also serves Salina and is part of a regional system provided throughout North Central Kansas. The emphasis of the service is for persons with disabilities, and providing access to their needs. The new bus service may allow some riders to shift from the current system freeing up some capacity of the system to serve more people. The transit system will not replace the demand response system, particularly with the increase in the elderly in the coming years, as identified in the Technical Support Document. It should also be noted that there are other transit providers in the City of Salina which will continue to play an important role in future service. These include:

- Central Kansas Mental Health Center
- Salina Taxi Voucher Service
- Saline County Commission on Aging
- Saline County RSVP/ Kansas Wesleyan University



SALINA TRANSIT ROUTES

Figure 2-9 Transit Route Map
 Source: Gould Evans / City of Salina

BICYCLE NETWORK

The bicycle is a viable and healthy alternative to the automobile for many local trips. The **bicycle network** can be an integral part of a more balanced transportation system to serve Salina. The network is desirable to the citizens of Salina as indicated by the two-thirds of people surveyed who voiced support for it during the community survey process. The bicycle network should afford people access to various destinations by a reasonably direct means, similar to the street system for the automobile. To create maximum accessibility for bicyclists, different types of facilities (i.e., paths separated from traffic, designated bicycle lanes, or bike routes that share vehicle lanes) should be incorporated into a citywide system.

To maximize the public investment and utilization of bicycle facilities, adjoining recreational multi-use trails are preferable to roadway expansion. Similarly, the use of the bicycle network will rely on the ease of identification and directness of the system to access different areas of the community. The network should be clearly and consistently marked / signed to assist the bicyclist in locating the facilities and choosing the most appropriate route. A properly marked route will also alert motorists to the presence of bicyclists, increasing safety. To encourage its use as part of the comprehensive transportation network, the bicycle network must be safe and convenient, and should be designed to AASHTO standards.

The city of Salina has an excellent opportunity to create a high-quality comprehensive bicycle network to serve the city. Currently, portions of this system exist through multi-use paths, bike lanes and shoulders. The city also has a grid system of parallel lower volume streets, adjacent to most arterial streets, which can accommodate a bicycle route or bicycle lanes. The proposed Bicycle Concept Plan builds on the existing features toward a comprehensive bicycle network to serve the entire



"Sharrows" Street Marking
Source: LSA Associates

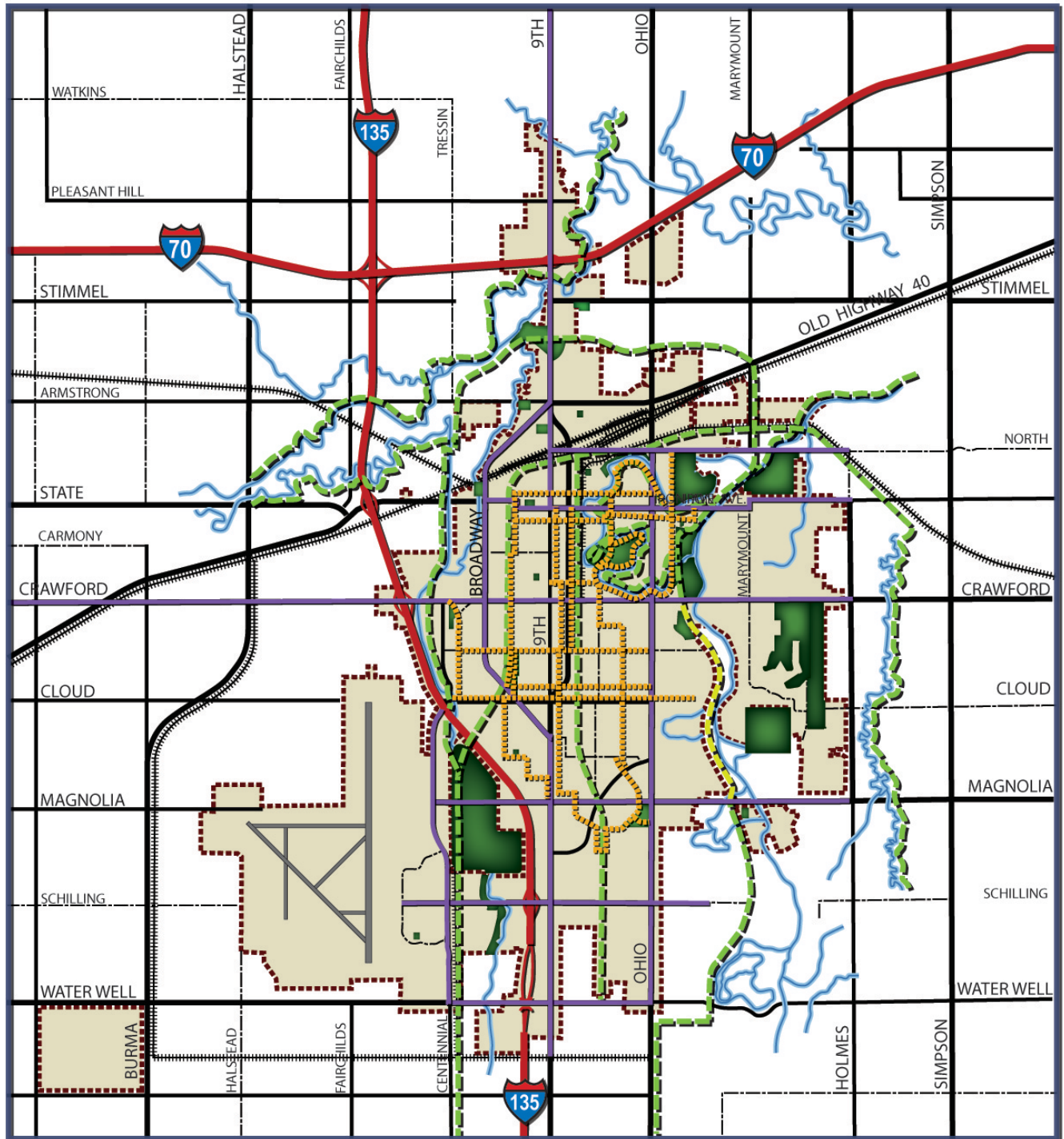
community. As presented in **Figure 2-10**, there are four elements which make up this bicycle network.

Linear Park: As part of the Comprehensive Plan Parks Element, a system of linear parks is proposed to serve the city. While much of the linear park system is recreational, it also provides critical connections throughout the community as part of the bicycle and pedestrian networks. This element in particular was supported by 67% of people surveyed as part of a total multimodal transportation network, with 46% supporting public funding.

Multi-Use Paths, Bike Lanes and Shoulder: These facilities in essence provide a separate route for the bicyclists. The multi-use path is the most separate in that it has a physical separation from all vehicles except when crossing driveways and streets. The bike lane provides a separate lane on the street designated for bicycle use. In rural portions of the city which do not have curb and gutter or sidewalk, a shoulder separated by an edge line provides a similar function as a bike lane.

Shared Road: These roads have a low volume of traffic and may parallel a higher volume street for longer distances. Because these roads have less traffic volume, it is easy for both the vehicle and bicyclists to share the road. Locations for shared road facilities are most applicable in the central portion of the city which has a parallel grid system. Shared road routes should be either identified with share the road signage or a pavement marking to indicate that this road has been specially designated for both uses. A popular pavement marking that provides attention for both the vehicle driver and bicyclists is the "Sharrow."

Complete Streets: The incorporation of the "Complete Streets" features, in particular bikeways, as roadways are improved, will help the city's bicycle network mature and connect. In some cases, where continuation or connection of the bicycle network is difficult the City should consider minor reductions in the



BICYCLE ROUTE MAP



Figure 2-10: Bicycle Route Map
Source: Gould Evans / I SA

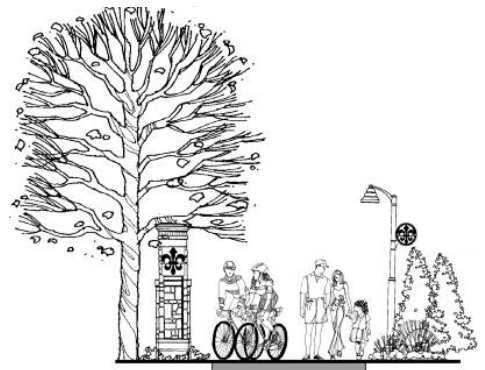
through travel lanes, where safety is not sacrificed. A reduction in the lane width from 12-foot lanes to 11-foot or even 10 foot lanes may provide additional room for the incorporation of bike lanes or shared lanes. In addition to creating bicycle connections, the reduced lane widths could also potentially serve as traffic calming devices along those corridors.

PEDESTRIAN NETWORK

Walking can be an essential part of daily activities, whether walking to work, shop, school, or play. Often, pedestrian facilities are overlooked or merely added onto street improvement projects. Currently, the City of Salina has a substantial **pedestrian network** that connects many areas of the community but does not connect everywhere. Preservation, improvement and expansion of the sidewalk network is needed. Adhering to the “Complete Streets” standards will further expand the pedestrian network through the planned consideration and incorporation of pedestrian facilities.

In planning for the development of a continuous pedestrian system, future improvements should consider the following factors for all pedestrian improvements:

- the location of existing and planned activity areas that would benefit from pedestrian priority in street network planning and cross section design;
- programs to retrofit established areas with pedestrian-oriented facilities;
- design standards and requirements for new development (commercial and residential) to include provision of sidewalks on both sides of the street,
- funding for pedestrian improvements; and
- Americans with Disabilities Act (ADA) requirements.



Pedestrian Walkway/Trail
Source: Gould Evans

In planning for pedestrian improvements, the activity areas are locations where the design and connectivity of the pedestrian system is most important. These pedestrian districts should also be used to target improvements to the existing system to ensure network connectivity and completeness. Some of these areas include:

Downtown: Downtown is the primary pedestrian district within the City of Salina. Residents consider downtown as a place to go, walk around, shop, eat, study, or conduct business. Walkability should remain high in downtown to encourage the "park once" atmosphere desired. In addition to the need for direct, continuous sidewalks and safe street crossings, this area requires higher levels of visual interest and amenities to attract residents and visitors.

Mixed-Use Commercial Activity Centers: A basic tenet of mixed-use centers is that they are accessible and located in proximity to other uses to promote walking. Although these facilities are typically served by the arterial street network, for visibility and automobile accessibility, the center relies on an internal pedestrian system and connections to adjacent uses. As the City matures, opportunities for mixed-use development will increase the importance of being able to walk to and within different destinations.

Residential Neighborhoods: Much of the activities that occur within a neighborhood are based on walking. In addition to the necessity of pedestrian ways for the children, much of the interaction between neighbors occurs through a pedestrian trip. The ability to move throughout the neighborhood, without the use of a car, also increases the safety of the streets. The pedestrian network also provides necessary connections to surrounding uses outside the neighborhood.

Schools: Schools, particularly those within neighborhoods require the service of a pedestrian network to allow students and families to safely access the facilities.

The proximity of schools to residential neighborhoods can facilitate walking if the pedestrian systems are interconnected and in good condition. The need for a pedestrian network providing connections to college campuses, like Kansas Wesleyan University, K-State Salina, Brown Mackie and Salina Technical College, is evident due to the limited automobile access and parking availability.

Parks: As community and neighborhood facilities, the accessibility of parks by pedestrians is important. The pedestrian network that serves these facilities should provide multiple connections to the areas that they serve.

Transit Corridors and Facilities: People use transit to access many different areas of the community. However, transit does not cover all areas of the community. Therefore, most transit trips typically begin and end with a pedestrian trip. Connections, between the transit network and the areas served including commercial goods and services, neighborhoods and employment areas are important.

The **Rail Network** is an inherent part of Salina's connectivity. Since its establishment in Salina the railroad network has greatly assisted industry and business by providing national rail access to send and receive goods. A renewed focus on the economic benefits of the rail system serving Salina is needed. The rail network, while providing regional and national access, also brings commerce and jobs to the community and should remain an economic development focus for the community.

The rail system has created barriers affecting the automobile, transit, bicycle and pedestrian networks within the community. As the City grows, particularly in the employment areas around the Salina Municipal Airport



Rail Network-Salina
Source: Gould Evans

area, there may be an opportunity to relocate the north/south rail lines to serve the growing airport industrial, manufacturing, and production area. Realignment of these rails west of the airport will remove them from the heart of the community and reduce the conflict with other transportation modes.

An additional benefit of this realignment is that the current railroad right-of-way could be transitioned into a "rails to trails" treatment and become part of the linear park system. As other transportation infrastructure is constructed to the west of the airport, all transportation systems should be designed and coordinated. This concept as a transportation measure received a very small amount of support from the community, 29% and less when asked if public funds should be used, 11%. However, much of the discussion during the planning process revolved around the health and safety issues of having active rail lines within the community and through neighborhoods. For these reasons it has been incorporated into the plan, but because of its boldness and sizeable scope it is recognized that the potential costs associated with the realignment of the rails makes this a very long term action only made feasible by significant growth and investment around the airport.



Salina Municipal Airport
Source: City of Salina

The **Salina Municipal Airport**, formerly the Schilling Air Force Base and Smoky Hill Air Force Base, is a public municipal airport located on the west side of Salina. The airport covers almost 3,000 acres and has four runways. The airport is used for general aviation and commercial airline service and is known as "America's Fuel Stop" because of its central location in the Country. Salina Municipal Airport is also the home of the Kansas State University - Salina flight department and is used by several branches of the United States Military to provide access to the Great Plains Joint Regional Training Center. The



airport and its surroundings are now home to a growing variety of industrial, business and educational uses that take advantage of its accessibility and the availability of land.

The vision for the airport is an aviation-education-industrial service center, to which it is well on its way. The Salina Airport Industrial Center offers a diverse industrial base, which continues to makes it an attractive location for a variety of businesses and industry. Some of the world-class operations located at the Salina Airport Industrial Center include:

- *El Dorado National, Inc.*
- *Geoprobe Systems*
- *Kansas Army National Guard*
- *Love Box Company*
- *Power Ad Company*
- *Ovation Cabinetry, Inc.*
- *Federal Express*
- *Vortex Valves*
- *Schwan's Global Supply Chain, Inc.*
- *Scientific Engineering*
- *Cameron Compression Systems*

The Airport Authority will continue to focus on growth of facilities to complement existing businesses and future aviation and industry needs. The airport and associated industrial area are uniquely situated and have a strategic advantage in attracting new industry to the area, with both excellent air service and available industrial lands. As the airport grows, improved access will become important to remain competitive. Like the rail system, the airport has provided an important economic development tool for the community and should be recognized, and used, as such in the future.

Connectivity Goals

- C.1 *Roadway* - Create a road network that provides connectivity and accessibility throughout the community and is designed to support surrounding quality development and entryways to the community.
- C.2 *Transit* - Implement the CityGo System, and support the para-transit service, in Salina and provide adequate pedestrian connections to support the services provided.
- C.3 *Bicycle and Pedestrian* - Create an alternative transportation system that provides connections for both bicycles and pedestrians and integrates recreational and commuter routes throughout Salina.
- C.4 *Rail* - Create cargo rail systems that provide support for local business and have a positive impact on the community.
- C.5 *Salina Municipal Airport* - Continue to develop the Salina Municipal Airport as a regional employment center that supports aviation, education and industry through its transportation services.
- C.6 *Funding and Implementation* - Funding and implementation of future transportation improvements will be required by the City to address existing deficiencies and from the development community to provide the future improvements needed to mitigate future traffic impacts.

The strategies to implement the Connectivity Goals can be found in Chapter Three: Implementation Matrix.

2.3 PARKS

Parks, recreation activities and linear parks (also known as trails) contribute to the quality of life in Salina. As such, the future of these parks and recreation systems must meet the needs of its citizens. These systems should provide an opportunity to escape from the urban environment of the city and soften the community's development pattern. The National Recreation and Parks Association advocates that approximately 10% of a community should be held in public parks. Currently, in Salina there are 722 acres of parkland in 26 parks (public and private), which represents approximately 22% of the land area in Salina. The city is also home to 3.1 miles of trails. The existing parkland in Salina exceeds the standards for a similar sized community. The National Recreation and Parks Associations estimate a total of approximately 400 acres of parks (including land and recreational facilities – swimming pools, courts, fields and sheltered areas) in the form of community and neighborhood parks, for Salina. The focus of the parks element of this plan is to create a comprehensive and balanced network of neighborhood, community and linear parks, which connect neighborhoods to community destinations and provide park services throughout the community. One opportunity that is afforded to the community by the park system is the opportunity to protect the natural environment and significant natural features within and surrounding Salina. To adequately create a balanced system of parks in Salina, a Parks Master Plan should be prepared to address current deficiencies in land, facilities and services as well as to plan for future improvements.

Neighborhood parks represent the backbone of the park system and are the facilities that are used most frequently. These parks serve the surrounding area's population by providing multiple smaller amenities such as playgrounds, small open recreation areas, gathering areas and passive space for enjoying the outdoors. Neighborhood parks in Salina should include



Phillips Park - Neighborhood Park
Source: City of Salina

connections to the linear park network and connectivity to other destinations outside of the neighborhood. Neighborhood parks are typically smaller facilities of 10 acres or less unless they are on the edge of several neighborhoods and provide recreation space for all those neighborhoods. As the city grows and develops, additional neighborhood parks will be needed to support the increase as well as locational changes in population.

When surveyed, the citizens of Salina indicated a preference for neighborhood parks, both new and existing, and trails to connect them over the development of a community park or even larger regional parks. Specifically, citizens were interested in the continued development of the neighborhood splash parks that provide recreational opportunities for residents. Of the survey respondents, 52% indicated support for new and revitalized neighborhood parks with the use of their tax dollars.

Other types of smaller parks of a different form that support neighborhoods include public spaces associated with neighborhood centers. These areas that occur in the form of plazas, courtyards or pocket parks provide a necessary green or open space in a more compact development pattern and can be seen as a development amenity for a center.



Jerry Ivey Park - Community Park
Source: City of Salina

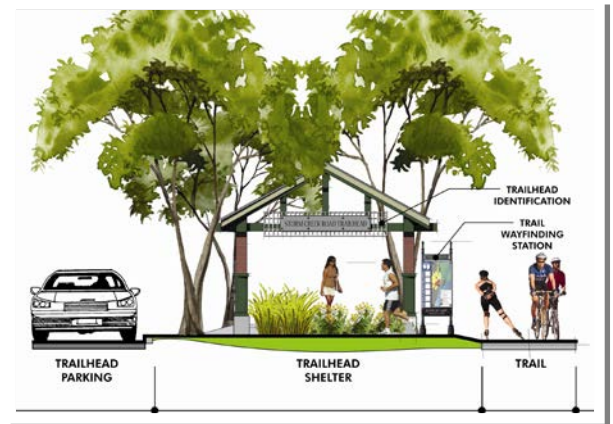
Community parks are larger in scale and serve a larger segment of the community with recreational space, passive space and other amenities such as activity fields for softball and soccer. Community parks are typically 25 acres in size or larger. People tend to drive greater distances, even regionally, to these large parks because of the aggregation of specialty facilities and activities. Facilities that focus on sports or other activities are also included at community parks. In Salina, these parks include the Bill Burke Sports Complex and the East Crawford Recreation Area, as well as the recently approved Aquatic Center to be built in Kenwood Park. Because of their size, community parks can also provide an opportunity for residents to interact with the natural environment through the incorporation of natural areas or open spaces.

A **linear parks** element within a community is important for creating a linked community, as well as completion of the comprehensive park system. Linear parks are a system of trails and elongated open spaces that can serve to link parks, open spaces and other community destinations. Linear park systems contain trailheads and small recreation elements such as playgrounds or exercise stops as well as picnic or gathering areas. The trail network is typically supported by wayfinding signage to point users to attractions and destinations along the trail. A comprehensive linear park system would be an important piece in providing a range of recreational opportunities in Salina, as well as improving the health of the community. It is widely recognized that a linear park system encourages exercise and offers other options for mobility like walking and bicycling. Of the survey respondents, 42% indicated support for linear parks with the use of their tax dollars.

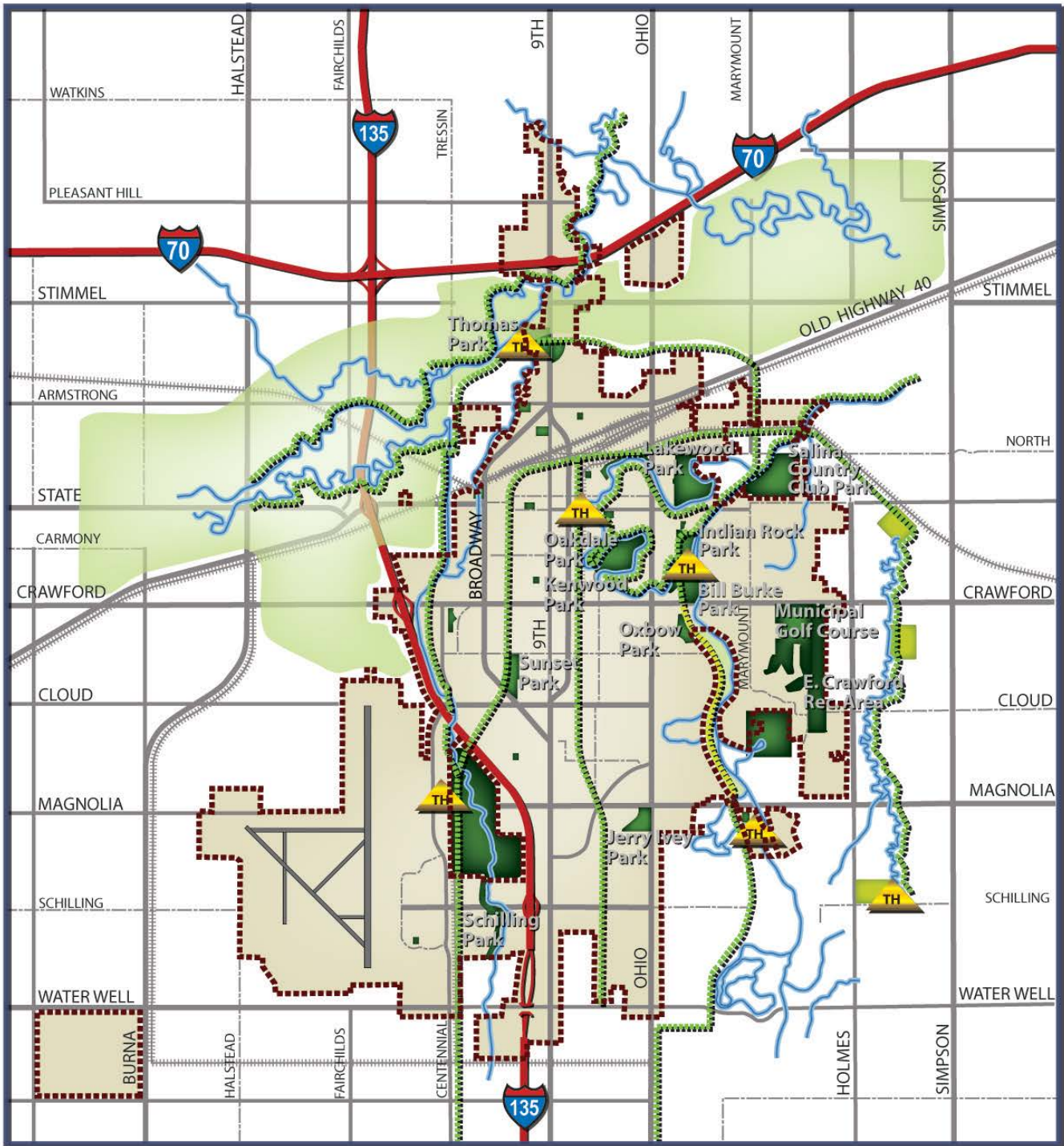
In addition to recreational opportunities, a linear parks system would provide connections throughout the community. Important connections along the proposed linear park network include city destinations such as Downtown (along the Smoky Hill River), Kenwood and Oakdale Parks, the Saline River Conservation Area (see land use map), the Airport Industrial Park, South 9th Street and other community parks. An important element in developing a linear parks system is the Old Smokey Hill River Trail System in the River Renewal Plan supported by the Friends of the River organization. Connections to neighborhoods and neighborhood parks are also encouraged to promote walking and bicycling throughout the community.



Linear Park
Source: Gould Evans



Linear Park Trailhead Concept
Source: Gould Evans



	PARKS & RECREATION		INTERSTATE
	NEW PARKS (GENERAL LOCATION)		ARTERIAL
	CONSERVATION AREA		MINOR ARTERIAL
	TRAIL HEAD		COLLECTOR STREET
	EXISTING LINEAR PARKS		RAILROAD
	PROPOSED LINEAR PARKS		WATER
			CITY LIMITS

PARKS

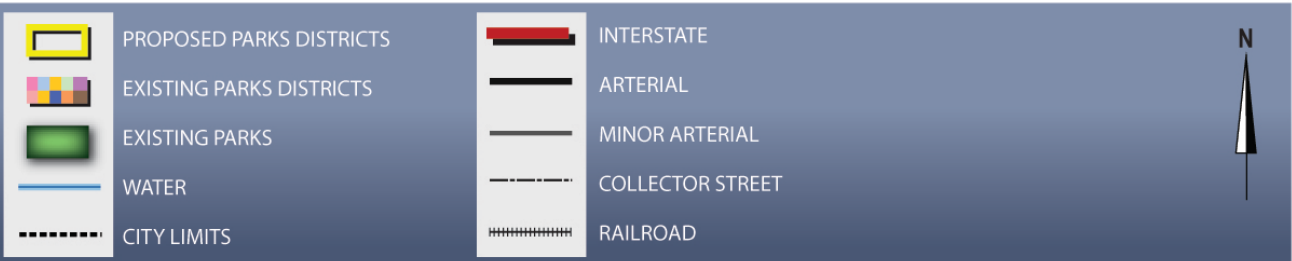
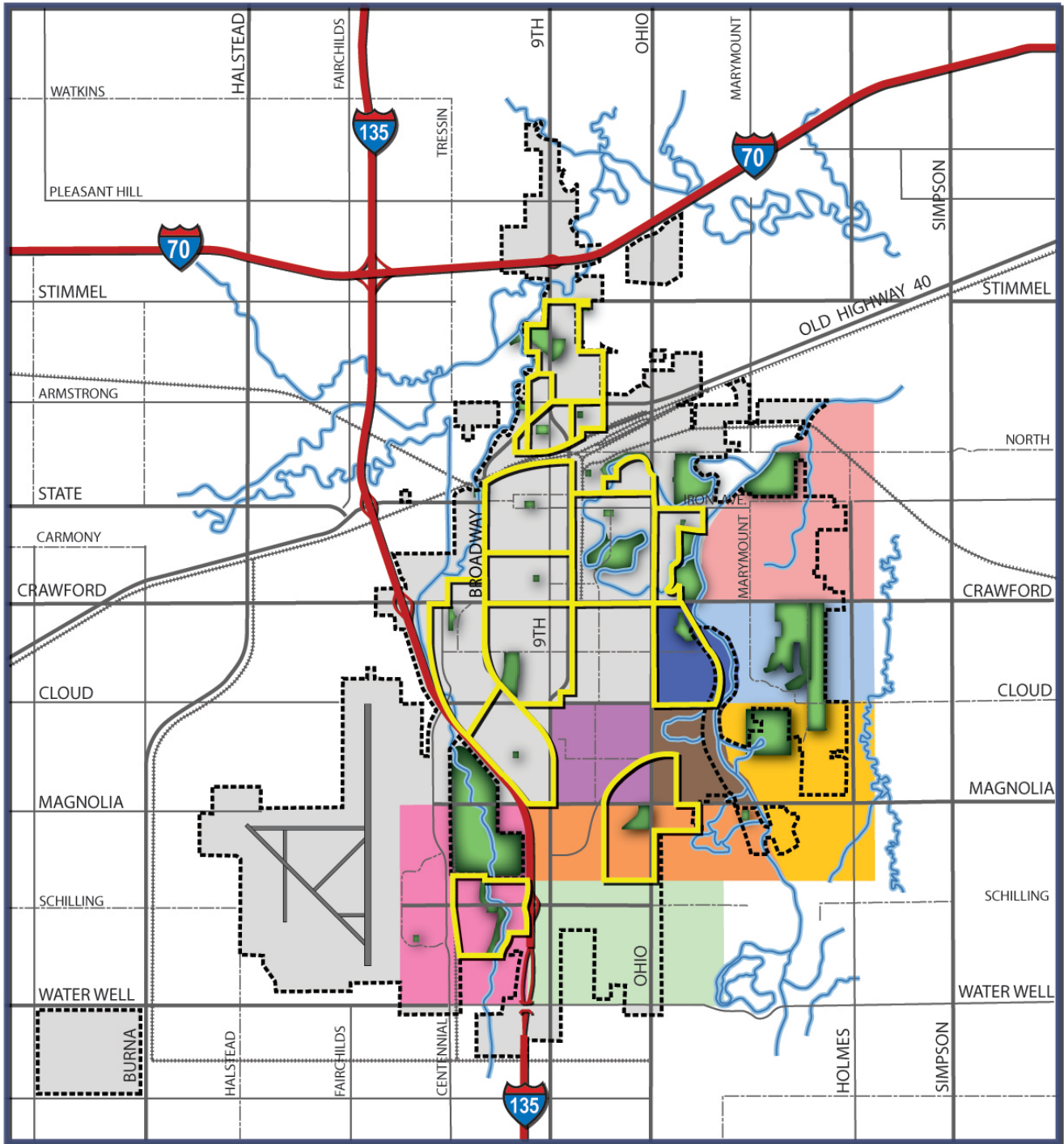


Figure 2-11: Parks Map
Source: Gould Evans

Park facilities are a community service and amenity that adds to the quality of life in Salina. As the community continues to grow and develop, regular assessment of the need for additional park land and facilities should be evaluated. The creation of a Parks Master Plan would provide a plan of action for the upgrade and new construction of parks, facilities and services to be provided by the City in the future. The Parks Master Plan should be reviewed on a regular basis to evaluate its effectiveness in serving the population of Salina. As the population changes, both in location and demographically, changes to the Parks Master Plan may be necessary.

Currently, many of the neighborhood parks are located in the older north and west portions of Salina. These areas also fall within the boundary of the areas of change identified in the Growth and Development section of the plan. These parks are an asset to the areas in which they serve, but the question of whether they are providing an appropriate level of support for the areas of change needs to be examined. An initial assessment of the needs of those areas for additional parkland should be undertaken. Based on that assessment, investment in the rehabilitation and upgrade of existing neighborhood parks and facilities should begin in areas of change. Additionally, as development occurs neighborhood park fees should be collected that can be dedicated to the rehabilitation of parks and facilities in the areas of change.

In order to maintain and improve upon the quality of life in Salina as the community grows, parks and park land need to be an element of that growth. It is desirable that the park space be planned as an integrated element of the overall development plan. However, to maximize the efficient delivery of parks and services to the community, the City should continue to collect park fees for the creation of new park land to serve new populations. The park lands and facilities to be provided should be coordinated through the creation of the Parks Master Plan. If park land is incorporated into a master development plan for a large area, or a specialized recreational facility, like the East Crawford Recreation Area, is proposed the City will continue to have the discretion to accept that donation in lieu of a park fee. The intent of the Parks Master Plan and the park fees are to provide a comprehensive parks system, including land, facilities and services, for the enjoyment of the people of Salina. Park fees should be collected and distributed based on the park districts as identified in Figure 2-12.



PARK DISTRICTS MAP



Figure 2-12: Park Districts Map
Source: Gould Evans

Parks Goals

- PR.1 Create a comprehensive and balanced system of public parks within Salina, to include neighborhood, community and linear parks, through the preparation of a Parks Master Plan.
- PR.2 Incorporate the linear parks network into the overall connectivity network for Salina.
- PR.3 Invest in parks and facilities in the designated areas of change to provide additional recreation facilities and services and encourage new private investment and redevelopment in those areas.
- PR.4 Provide park land, recreation facilities and services in growth areas as development occurs.

The strategies to implement the Parks Goals can be found in Chapter Three: Implementation Matrix.

PAGE INTENTIONALLY LEFT BLANK

2.4 DOWNTOWN

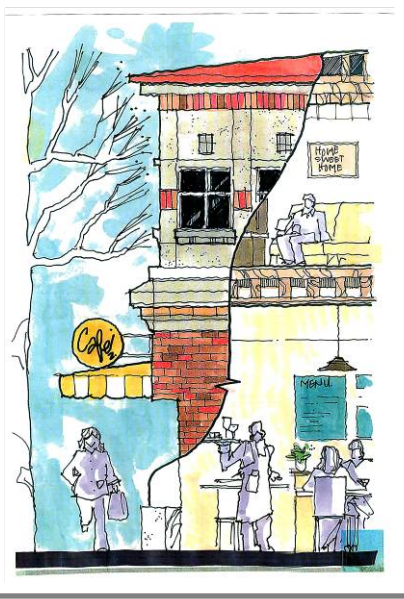
Downtown is the heart of Salina, both physically and socially. In many ways Downtown Salina has a regional significance in central Kansas. In addition to being a medical and financial center for the region it remains a presence in the retail market for surrounding communities and counties. This plan supports the concept that downtown should remain the heart of the community and a regional presence. As such, the downtown should continue to strengthen its identity and market position through the implementation of a shared vision for the future. To accomplish this, a Downtown Salina Development Master Plan should be prepared based on the guidance of this plan and the economic development and marketing recommendations identified in the P.U.M.A. Plan, Parts II and III, adopted in 2002. The items identified in the remainder of this section frame those issues that are important to the future of Downtown Salina, and can provide a basis for the preparation of a master development plan.

To better understand downtown, two areas have been defined that have different characteristics and uses but are equally important to the future success of Downtown. The **downtown core** is generally defined as the area bounded by Prescott Avenue on the south, Elm Street on the north, 8th and 9th Street on the west and 4th Street/Smoky Hill River on the east. (See Figure 2-13) While this area is a primary urban commercial center in Salina, the success of the area is intimately tied to its context - the surrounding **downtown neighborhoods** from Pacific to Crawford and Broadway to Ohio. People who patronize downtown pass through these neighborhoods and their downtown experience begins there.

As previously discussed, Salina's downtown core will continue to be a **mixed-use center**. Building on a foundation provided by its location, building stock, services and amenities, the downtown core has an opportunity to strengthen its position as a unique city center serving the citizens of Salina, Saline County and beyond. The future physical development of downtown should focus on redevelopment and infill construction that complements existing vacant or underutilized properties and contribute to the urban, historic character of



Downtown Salina
Source: Gould Evans



Mixed-use Concept
Source: Gould Evans

downtown. Creating additional density through development of two and three-story buildings and using / providing consolidated off-street parking opportunities behind buildings as redevelopment occurs, will assist in maintaining the urban form and character of downtown. Additionally, the increased density and activity will help to strengthen the downtown market for both commercial and residential uses. When the downtown area was discussed with citizens during the planning process their primary interest was in the revitalization of the physical features and appearance of the area with the intended result of improving the economic viability for goods and services as well as residential units in the area. Overwhelmingly, the people identified those three items as most important to the future of downtown, with 78% support of those surveyed.

To increase the mix of uses in Downtown, opportunities for additional retail, office, employment, residential, recreation and institutional uses should be encouraged. Primary consideration should be given to the addition of urban format residential uses, in the form of townhomes, rowhouses, flats and upper story units above first floor retail and office. Residences at street level should be discouraged in the core and uses that create activity on the street through the traffic generated by them should be encouraged. Uses including retail, limited office, entertainment, art space and studios are appropriate first floor uses.

In addition to the infusion of residential opportunities in the core, the continued growth and promotion of the **arts** and **cultural** institutions will contribute positively to the future success of downtown as a destination. In addition to providing entertainment and exhibits, art and cultural venues and installations can have a positive impact on the physical development of Downtown adding visual interest to the streets and buildings, as well as public and private spaces. Arts and cultural spaces and venues should be maintained and incorporated into the downtown development fabric as an amenity supporting the business environment of downtown Salina. This concept was supported by 48% of survey respondents when asked whether they support improvements to public spaces and amenities in the community survey. Similarly, the presence of medical and government uses in Downtown represent important anchors that define Downtown which should be maintained in the future.

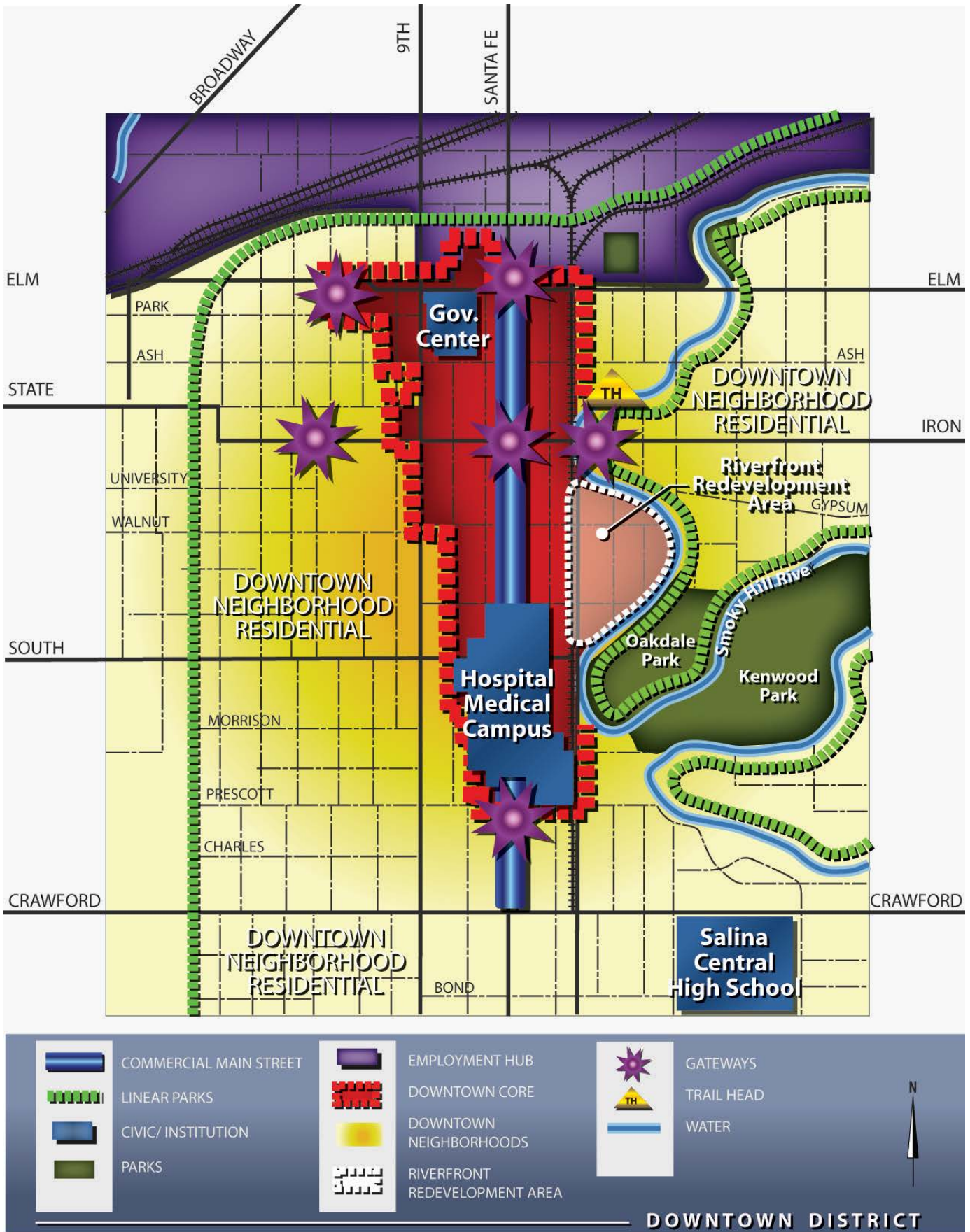


Figure 2-13: Downtown District Map
Source: Gould Evans

An underutilized feature adjacent to Downtown is the old Smoky Hill River channel. This asset through its proximity to Downtown provides not only the potential for recreational and connectivity but also an amenity that could spur private investment. Improvement to the river channel itself should incorporate opportunities to access the water through trail features and create connections to the land around it to create redevelopment opportunities. The Friends of the River organization is working to implement a river trail system (shown on Figure 2-13) along the old Smoky Hill River channel adjacent to Downtown.



Smoky Hill River Improvement Concept
Source: Gould Evans

A focus on redevelopment of the **Riverfront Redevelopment Area** (shown on Figure 2-13) should be a priority. 66% of residents surveyed indicated support for the idea of enhancing the riverfront. This area represents a significant development piece for the future of downtown and a physical connection to the old river channel. Redevelopment of this area should be master planned to ensure the physical and visual connection to the River. Development should be promoted that can take advantage of the water resource present and the scenic qualities of the river. The development vision for the Riverfront Redevelopment Area should be a significant component of the *Downtown Salina Development Plan*. A critical piece of the Riverfront redevelopment effort is the implementation of the river trails system as proposed by the Friends of the River organization. This organization is working toward activating the river channel through improved water flow and pedestrian trails and connections, creating an amenity for Downtown Salina and the community.

The river channel and adjacent lands should also be enhanced as part of an overall pedestrian / recreational connection to the surrounding neighborhoods and the community as well as an amenity to encourage development and redevelopment surrounding Downtown. Development along the river channel will reestablish the connection between the former river and Downtown and encourage people to move between Downtown and the surrounding neighborhoods.

Similar to the downtown core, surrounding downtown neighborhoods with their older, often historic housing stock will continue to provide a quality alternative living environment in Salina with direct access to downtown goods and services. The historic character of these neighborhoods should be enhanced through compatible residential infill and rehabilitation opportunities. Encroachment of higher density residential or intensive commercial uses should not be permitted and appropriate transitions between uses should be encouraged. Some of the historic neighborhoods within Salina, primarily in areas surrounding the Downtown are already designated as Heritage Conservation Districts. These district are intended to “identify, safeguard and preserve the city’s historic and cultural heritage” of Salina. In addition to the three local historic districts, there are currently 10 properties within or around downtown that are listed on the National Register of Historic Place and the Register of Historic Kansas Places as well as 15 locally designated historic landmarks. The last historic survey was conducted in 1985. The appropriateness of seeking historic register designation for the Downtown and adjacent neighborhoods through the completion of a new historic survey for the community should be explored further. At a minimum the character and scale of the housing in the area should be protected from intense redevelopment and encroachment.

The definition of Downtown established in this plan allows the plan to focus on a defined area of the community. If you asked 10 different Salinans the boundaries of downtown you would get 10 different answers. There are inherent challenges in describing Downtown which points to the potential for the erosion of identity and definable edges. It is important that these edges and this place are defined. One definition could be to establish it through the form of development and the building character that is present. However, at the edges, the form and character of the downtown are deteriorating or have been removed altogether. To improve



Commercial / Neighborhood Transition Concept
Source: Gould Evans



Gateway Concept
Source: Gould Evans



Santa Fe / 9th Street Connections Concept
Source: Gould Evans

the identity of the Downtown and remind people of the desired form and character for its edges, **Downtown Gateways** are proposed. Gateways or entrance markers are a visual cue that you are entering a special place. The Downtown is special because of its history and form, and people should be able to easily identify Downtown. The current wayfinding signage project will begin to define the edges of Downtown; however, additional gateway or entrance markers should be considered where appropriate.

Santa Fe Avenue acts as the central spine of downtown. **9th Street** is the major north / south connection across and through the city. However, these two streets are not directly connected, thus traffic moving through Salina does not experience Downtown. The commercial and public services in Downtown rely on destination trips made by people in automobiles and the greater number of trips that pass by their establishments the greater their customer base becomes. A direct connection of 9th Street to Santa Fe is one option for enhancing the continued growth and economic development of Downtown Salina. One challenge to making this physical connection is the impact to the neighborhoods through which the street connections are made. One potential benefit to a southern connection this solution is the reduction of the car / student conflict on the Kansas Wesleyan campus along Claflin Avenue, a heavily used east-west connection between the two streets.

The realignment of 9th Street was not well supported, only 42% of those surveyed supported the idea. However, much of the discussion regarding this concept centered on the potential impact on the Downtown commercial market created by the additional traffic. The accommodation of additional traffic flow on Santa Fe is an important component that must be considered if this connection is made. It is recognized that this is a long range improvement project and not necessary for the near term success of Downtown or the community. The challenges associated with this change in alignment are examined in more detail in the Connectivity chapter of this plan.

Downtown Goals

- DT.1 Maintain Downtown Salina as the urban center of Central Kansas.
- DT.2 Encourage a mix of uses in Downtown Salina.
- DT.3 Provide physical definition to Downtown Salina.
- DT.4 Work with the Community Art and Design Program to create a Downtown Arts Master Plan.
- DT.5 Increase the accessibility and visibility of Downtown Salina to visitors.
- DT.6 Encourage infill development in Salina's "Core Downtown" and surrounding "Downtown Neighborhoods".
- DT.7 Encourage Downtown to be a "park once" destination.
- DT.8 Maintain and reestablish the historic character of Downtown Salina.
- DT.9 Implement a river trails system along the old Smoky Hill River channel to create a recreational amenity and encourage redevelopment along the old river channel.

The strategies to implement the Downtown Goals can be found in Chapter Three: Implementation Matrix.

PAGE INTENTIONALLY LEFT BLANK

2.5 COMMUNITY

Citizens tend to define their community by the physical environment and the public services provided to residents. These two pieces help to define the overall quality of life in Salina. Chapters 2.1 through 2.4 deal primarily with the physical environment in Salina, including land use, development and connectivity. However, the parts of the community with which residents most commonly associate are their home and their neighborhood or area in which they live. Similarly, residents associate the quality of a community with the services provided. In particular, residents associate quality of life in a community with the quality of the schools, as well as public safety services such as fire and police. Therefore, quality of life in Salina will continue to be defined by both the physical environment and the services provided to residents.

Physical Environment

The people of Salina value the environments in which they live, work and play. In particular, they value the quality of the physical setting and its ability to contribute to their daily lives and activities. Currently, however, the people of Salina do not associate their living environment with a defined neighborhood. As such, they look at the undefined area of Salina in which they live and the quality of that environment. As expected, the community identified the physical appearance and upkeep of property as their focus for neighborhoods and housing within Salina.

The primary response when citizens were asked what was important to address the quality of the built environment was first, stricter code enforcement to clean up properties in the area (80%) and second, to encourage infill housing (70%). In fact, when asked what they would support with their tax dollars, 43% of respondents identified code enforcement and 31% of respondents identified infill housing. One of the specific items that was asked of the participants was their support for redevelopment of the Mill District, as a means to both strengthen Downtown and provide additional urban residential opportunities. Both measures were supported by respondents, 65% and 56% respectively. Additionally, 28% and 15% chose the redevelopment of the Mill District as their first or second choice to support with their tax dollars. As with most of the other elements in the plan, approximately 21% of those surveyed did not support the use of tax dollars for any of the initiatives.



Housing in Salina
Source: Gould Evans

Neighborhoods and Housing

As Salina continues to grow and evolve it is important that it create places for all people within the community. Salina, like many communities, is judged on the quality and affordability of its **housing** stock. Similarly, neighborhoods are judged on the quality of the housing stock that they have and how that stock is maintained. The housing stock in Salina also plays a vital role in the attraction of jobs and people to the community, through workforce and executive housing for businesses and industry. Therefore, new housing in Salina must be of a consistent quality and provide a wide range of housing types at a wide range of price levels to meet the housing needs of the current and future population of Salina.

The future of housing in Salina should focus on two areas: **infill and redevelopment housing** throughout Salina and **new housing** in identified growth areas. To be successful, a balance of affordable, middle income and higher income residential units need to be built. To provide a diverse housing stock, housing choice is important, and the need for single-family, multi-family, townhomes and lofts in both ownership (condominium) and rental (apartment) types should be taken into account. The common denominator in all economic levels of housing is the need for a consistent construction quality that provides shelter for families and individuals. To be judged positively, Salina must provide quality housing at all income levels.

Similarly, enhanced code enforcement efforts that protect and enhance the appearance of the physical environment are critical to the future success of the community. The appearance of the physical environment can have a dramatic impact on the perception of an area, which in turn can influence whether investment occurs in that area. As a certain level of property maintenance is demanded by residents, areas will see positive benefits including reinvestment and new development in those areas. Code enforcement is a necessary first step, as well as a continuous process necessary for the creation of quality areas and stabilized neighborhoods.

The citizens of Salina expressed a desire to connect to their neighbors and neighborhoods in a personal way during the planning process. Most participants identified their neighborhoods and neighbors as a factor influencing their quality of life in Salina. More than being a place in which they live, the neighborhoods within Salina should be part of the residents personal identity. Most residents currently define themselves as Salinans and do not associate themselves with any particular part of town, district or neighborhood. The defining of neighborhoods would provide residents the opportunity to identify with a smaller segment of the population that shares a particular place and experience with them. An organized neighborhood association or group gives residents a greater voice and allows them to have greater influence in matters that may affect their neighborhood and the larger community. Neighborhood definition is not intended to be divisive, but just the opposite. Primarily the organization of neighborhoods in Salina would promote interpersonal and neighborhood communication, networking, the provision of services and public safety.

Neighborhoods in Salina should organize to establish a geographic based identity, establish lines of communication and formulate goals to address the needs and desires of the neighborhood. Boundaries are not intended to be exclusive but to better organize the dissemination of information throughout the community (i.e. public notices from the City-County Building or other relevant communication). The establishment of neighborhood boundaries initially should be based on logical groupings of US Census Bureau defined census blocks and tracts. This initiative is currently being conducted by the Census 2010 Complete Count Committee. This census tract organization structure also allows information for specific areas to be easily assembled. **Figure 2-14** shows the potential Neighborhood Service Area boundaries as defined by the City of Salina.

Through an inclusive participatory process, neighborhoods should organize and define their future through a *neighborhood self-assessment process*. This assessment process is intended to encourage a discussion among neighbors to define the current issues and challenges within their neighborhood and identify activities to address those issues, and achieve their goals and create an agreed upon vision for their neighborhood. The neighborhood assessment process in conjunction with the recommended growth and development strategies will allow the City and public agencies to target specific programs and improvements to those areas that have the greatest identified need.

For those neighborhoods that choose to participate, the assessment process should focus on two types of self-assessments to strengthen or create neighborhoods that are better places to live. They include:

1. *Strategic Assessment* – A strategic assessment of the neighborhood by its residents, business and property owners is the first step in the continuous improvement process. Based on a preliminary set of descriptive data (census information including demographic and economic data), the participants describe the current condition of their neighborhood. Providing a baseline of understanding of the neighborhood is valuable in identifying specific short and long-term strategies that make use of a neighborhood's assets and address its most immediate needs. Through the strategic assessment process, a neighborhood can increase its ability to adapt to change over time.
2. *Community Building and Organizing* – This assessment revolves around identifying those actions that promote a sense of community and connectedness within the neighborhood. The ability of a neighborhood to effectively pursue the appropriate improvement actions depends on the level of organization that exists. Thus, identifying the most beneficial organizational structure, relationships, and connections is important to the future success of the neighborhood.

The community assessment process should be encouraged in each identified neighborhood and can be carried out by its residents. Accomplishing the two initiatives may take time but the end result will justify the investment. The end result will be a strategic game plan for achieving the agreed up vision of the neighborhood. The game plan should address the needs and desires of the neighborhood, as well as the actions necessary to achieve these goals.

The identified neighborhoods in Salina should define not only the physical organization of the community but also provide a basic social network throughout the community. The people of Salina typically converse and interact with their neighbors on a daily basis. The city-wide network that would be created by the establishment of organized neighborhoods would be valuable for many reasons such as communication, organization and the sharing of resources. It all starts at the neighborhood, block and street level with the engagement of people in each other's lives. No better example of the importance of this network exists than the

significance of neighborhood elementary schools to the community and its neighborhoods.

Schools

Like most communities, **schools** represent a big part of life in Salina. Many residents identify with the school that their children attend. Similarly, schools represent a large part of the community and its future through the physical and social investments made. As previously discussed, the future growth and redevelopment of the community must consider schools as an integral piece of that future. Schools should continue to be physically and socially connected to the neighborhoods and families that they serve and support. While many schools may not be physically connected to a particular neighborhood (i.e. Salina Central and Salina South High Schools) their proximity provides a positive impact to multiple neighborhoods.

The connection of schools to neighborhoods and their positive impact on the neighborhoods that make up the Salina community should be a goal when siting future school locations. As the community grows and redevelops, the location of new schools will help define neighborhoods and those planned locations should be a consideration when planning future growth. A quality school system, through the education provided and facilities invested in, will define the quality of life in the community in the future. The facilities that house these educational institutions are valuable public assets and should be invested in to meet the educational and social needs of the community. Socially, the education that is provided is essential to the future of Salina and the continued success of the community. Success results not only from educational attainment, but in developing leadership in business, industry, entrepreneurship, government, entertainment, social sciences and other important employment areas, locally, regionally and nationally.



Oakdale Elementary School
Source: USD #305

Public Safety

Two commonly overlooked public services that play a major role in the safety and well-being of community residents are fire / emergency medical service (EMS) and police protection. **Fire / EMS** provide protection to business and public investments, the built environment and the citizens of Salina. The current fire protection system is both effective and efficient. Salina is currently served by four fire stations providing rescue and fire suppression services.

Maintenance of a quality fire protection system is important as the community continues to grow. As such, fire stations should be planned for within the designated growth areas to provide effective coverage and appropriate emergency response times to newly developing areas. Similarly, the existing fire facilities should be maintained and enhanced to continue to provide effective protection to the existing community. In addition to the facilities necessary to provide efficient and effective fire protection, adequate equipment and resources are necessary. As such, investment in the facilities and equipment needed to protect the community should be a high priority. These investments will prepare the Fire Department to maintain a high-level of readiness for prompt and efficient response to fires, emergency medical calls, natural disasters, and other types of emergencies.

Fire stations, as they are located throughout the community, also provide valuable community facilities that offer a gathering space and a safe haven. To maximize the community impact, future stations should be developed in areas of activity within the community, areas like parks and / or mixed-use centers. The location of fire stations should be based on providing adequate protection to the community, but the facility's contribution as a safe gathering space should also be considered. Furthermore, the design of future fire stations should consider incorporation of community facilities, such as public meeting areas. Where necessary, police facilities should also be incorporated into the fire facilities to increase their presence in those neighborhoods.

Like the Fire Department, a police presence adds to the safety and the quality of life of a community. Currently the city is served by a single police station that oversees six "beats" that cover the city. The Police Department is currently able to maintain a four minute response time on emergency calls. Currently, there

has not been a need identified for a second police station or sub-station within the community. As the community continues to grow, the facilities, equipment, technology and staff necessary to maintain efficient and effective service will need to be evaluated.

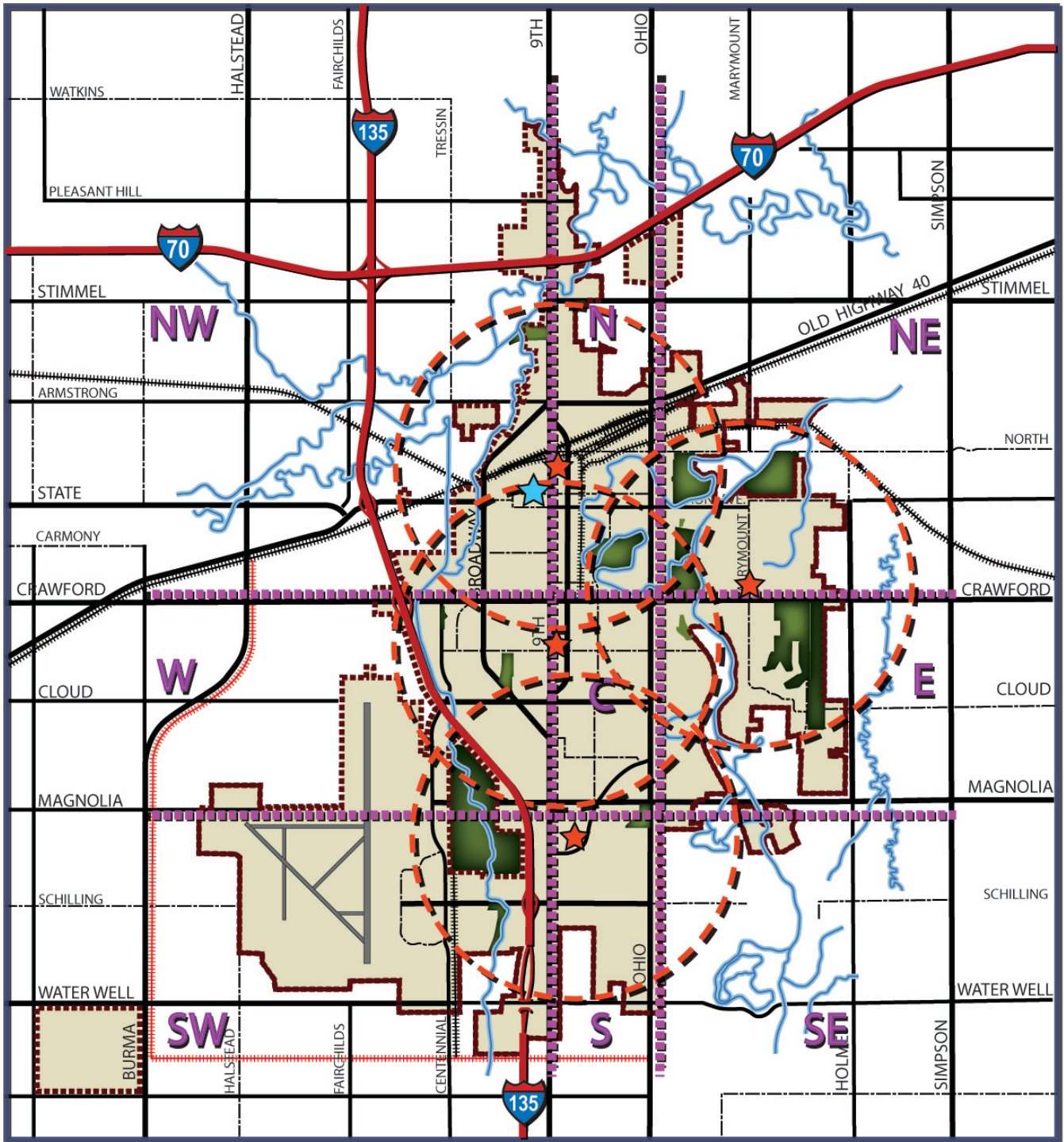


Figure 2-14: Neighborhoods and Community Map
Source: Gould Evans

Community Goals

- CO.1 Ensure that new residential growth areas are supported by institutions, parks and commercial spaces, where appropriate, and are easily accessible by multiple modes of transportation.
- CO.2 Create a diverse, quality housing stock for all residents of Salina.
- CO.3 Promote infill and redevelopment within neighborhoods identified as areas of change to increase housing choice and strengthen neighborhoods.
- CO.4 Enhance code enforcement efforts to protect and enhance the appearance of the physical environment in the community.
- CO.5 Identify and organize neighborhoods throughout Salina.
- CO.6 Implement a *neighborhood self-assessment process* as a means to both organize and improve neighborhoods in Salina.
- CO.7 Coordinate neighborhood assessment outcomes with Growth and Development initiatives to target assistance to specific areas and match tools to areas in need.
- CO.8 Ensure the continued provision of efficient and effective fire and police protection services throughout the community.

The strategies to implement the Community Goals can be found in Chapter Three: Implementation Matrix.

PAGE INTENTIONALLY LEFT BLANK

2.6 ECONOMIC DEVELOPMENT

The continued economic growth of a community is a critical factor for future success. A thriving, diversified economic base, with a skilled, quality workforce can serve as the basis for community growth and development. Thus, the jobs (i.e. businesses), and land/facilities necessary for operation is a primary objective for the future economic development endeavors.

Business and job development efforts in Salina take a three-pronged approach: retention of existing businesses and employers; attracting new businesses; and creating opportunities for local entrepreneurship—business creation. All three efforts are important, and must be balanced to support the expansion and retention of primary, or wealth-creating, jobs.

Retention and Expansion: Salina is fortunate to have a solid base of manufacturing, services, government, and food processing and agricultural services industries as its economic base. Education and health services (“eds and meds”) are also a significant contributor to the economic base. Major employers include Schwan’s Food Management, Salina Regional Health Center, Unified School District #305, Exide Battery, and Great Plains Manufacturing. It is significantly less expensive to retain existing employers than to replace those jobs by trying to recruit a new employer to the community. A focus on those industries that are established in Salina, including aviation and aerospace, manufacturing, logistics and warehousing and distribution, is a key economic development strategy. The new Salina Economic Development Strategic Plan also identified business retention as a priority for the community.

Recruitment: While retention is critical, recruitment adds to a diversified economy as well. New industry, employers and firms can add new types of jobs that can expand the economic base of Salina. New jobs that require different skills or knowledge also provide an opportunity for the educational and training institutions to expand their services to prepare people for those jobs. The Salina Strategic Economic Development Plan identifies the recruiting of certain targeted firms to the Salina area to create primary jobs and increase private sector investment as a priority for the community.

Entrepreneurship: Business creation is also a key component of a diversified economy. Fostering entrepreneurship is a strategic advantage to economic competitiveness. New small businesses create the majority of new jobs in the U.S., and are a vital part of the overall economy in every industry sector.

As important as the jobs are to Salina, the facilities and operations that house and support those businesses are just as important. Businesses today are looking for facilities and locations that suit their business needs. Through the comprehensive plan the City of Salina has the opportunity to define the future location of business and industry in the community. To do this the comprehensive plan has identified several economic development hubs.

The importance of facilities and location of business activities was evident to the citizens of Salina when surveyed. The community was supportive of the expansion and creation of industrial / employment hubs in the community, 92% and 87% of respondents respectively. Respondents were also supportive of expanding areas for development and redevelopment, 87%, redeveloping existing commercial and industrial areas as well as creating mixed-use service areas for neighborhoods, 76%. Similarly, when asked how they would prefer to spend their tax dollars on economic development, 51% and 49% respectively identified the expansion of industrial and employment hubs and creation of new industrial and employment hubs, respectively, as one of their top three choices. The respondents identified a need for a balance of new and expansion of existing space as a necessity to be successful.

Economic Development Hubs: To compete effectively in economic development a community must play to its strengths. One of Salina's strengths is a variety of locations in which different types of development can occur. These areas each appeal to different types and sizes of business. Because of the availability of these different areas, Salina can appeal to and capture, retain and grow more businesses than many competing communities. These identified areas have been defined as economic development hubs. Each hub represents the potential or existence of a significant concentration of jobs and / or services that are contributors to the economic base of Salina. These hubs are an important factor in maintaining a healthy, diversified economic base and providing the resources and opportunities for the community to grow. These economic development hubs include the Airport, Downtown, North Downtown, 9th

Street Corridor, mixed-use areas and in the future, under the right circumstances, the interchange of I-135 and I-70.

It is noteworthy that many of the economic development hubs propose a mix of land uses and development types. As such, the transition between different land uses is an important design consideration within the hub areas. In those areas in which potentially conflicting uses abut one another care should be taken to ensure that transitions between uses provide adequate buffers to minimize any adverse impacts.

Airport Employment Area

The airport area is a major employment, education and training hub for Salina, and will continue to be so into the future. The unique synergy of these activities offers a competitive opportunity for Salina, by offering businesses in the airport area access to nearby training and educational facilities. Salina should continue to build on this synergy of education/training, employment and transportation uses in this area. Manufacturing, warehousing, light industrial and large scale general businesses should be encouraged to locate in the airport area. The Salina Airport Employment Area is a potential growth area that will continue to play a major role in the economic development of Salina.

Access and proximity to employment and training opportunities could also encourage business incubation in the area, and a variety of types of spaces should be available, including office, office/flex (building format that can accommodate office, warehouse, industrial or combination of all) and industrial/warehousing, to allow for business retention and recruitment. Due to the size, intensity and mixing of uses, site design criteria for industrial uses should be enhanced to address transitions to less intense surrounding uses.

The Airport Employment Area, because of the large amounts of raw land available, is the ideal location for the preparation of "development ready" sites to attract large scale industrial development. A key factor in the future growth of the airport and surrounding area, in addition to the availability of raw land, is the availability of public infrastructure and the efficiency, both physical and financial, with which that infrastructure can be extended. Development ready sites should be defined and prioritized based on the following criteria:

1. Amount of land available.
2. Proximity of land to existing development.
3. Availability of adequate infrastructure.
4. Adequate transportation access and facilities, including highway and rail, to serve the site.
5. Topography of land and amount of work necessary to prepare the site.

Following the policies for growth and development in the plan, development ready sites should be adequate in size, adjacent or contiguous to existing development and infrastructure, have adequate multi-modal access and be flat. These attributes make land ready for development more quickly and thus more inviting to potential industrial users. Based on the identification of industrial site an industrial land bank for the purchase and assembly of underutilized / undeveloped land in the Airport Employment Area should be created to help accommodate future growth, expansion and relocation of industrial uses. The land bank should be used by those involved in the economic development of the community including the City, the Chamber of Commerce, the Salina Airport Authority and others.

Given the ability to serve the existing airport industrial area and identified growth area with multiple means of transportation, including truck, rail and air, the airport is the logical center for mobile commerce within Salina. The use of the land and resources at the airport, its accessibility and the work done by the Salina Airport Authority should be leveraged to create / expand the planned business / industrial park that caters to the movement of goods and services throughout the region and the United States. The current plan for the Airport Employment Area provides the necessary guidance to maximize the development of the area. Support manufacturing that relies on movement of its products should be encouraged to locate within the employment hub / economic development hub. The central location and multimodal nature of the airport should be maximized to attract and serve business and industry in the area.

Downtown

Downtown Salina, because of its urban character and development pattern, will provide an alternative economic development environment within Salina.

Downtown will continue to be a major employment hub for Salina. The Salina Regional Health Center, City of Salina and Saline County facilities, financial and other office uses within the downtown all provide daytime populations that supports retail, restaurant and service businesses in the downtown area. Niche and specialized/destination businesses, including retail, restaurants and services should be encouraged in the downtown area. Similarly, Downtown should be a place that provides opportunities for new businesses and services that need support and resources of other complimentary uses and businesses to be successful. The existing density of businesses in Downtown can assist small, start-up businesses through their proximity to potential customers, complimentary or supporting services and other resources and activities.

Employment and service uses should remain a strong component of the Downtown and surrounding areas in order to continue to attract patrons to Downtown Salina. Along with retail and entertainment opportunities, employment uses provide a critical anchor for the downtown area. Similarly, arts and cultural uses--including institutions, venues, galleries, installations and public art--should be encouraged and expanded in the downtown area as they also draw people to the area.

As a mixed-use center, Downtown should focus on the development of vertically-oriented, mixed-use development that can accommodate retail, service and office uses. Urban format residential development is appropriate in the core downtown area to support the economic development of the area. Infill and redevelopment should also be encouraged, both in the core and in the neighborhoods surrounding the downtown area.

North Downtown

The economic development area north of Downtown, stretches along Old 40, Pacific Avenue and Broadway Boulevard from State Street on the west to east of North Marymount Road on the east as depicted in Figure 2-16: **Economic Development Hubs**. Because of the differing development pattern and character within the North Downtown Area, the area has been split into two sub-areas. North Downtown – East is that area located north of North Street and east of North Front Street and North Downtown - West extends from North Front Street west to the Broadway viaduct.

North Downtown – East

The eastern portion of the North Downtown Hub stretches from east of North Front Street to east of Holmes Road, primarily north of North Street. There is an opportunity in this area to establish a strong modern employment hub. Similar to the Airport Employment Area, the North Downtown Hub could become a major employment center in the community for warehousing, manufacturing, distribution, and general business. The area is well served by rail lines and the I-70 to the north at the Ohio Street interchange. Because it lies at the north end of the community, the area can accommodate more intense traffic necessary to support industrial and business uses with minimal impact or conflicts with other traffic in the community.

The North Ohio Street Gateway Overlay District provides guidelines for development in a portion of this district with regard to form and function. The overlay district should be expanded to include the entire North Downtown Hub to promote a cohesive development pattern and establish aesthetic design standards for what serves as a major gateway into the community from the north.

North Downtown - West

This western portion of the North Downtown Hub stretches west along Pacific Avenue and Broadway Boulevard to State Street. The existing urban fabric that remains in this area should be maintained through the reuse of the existing buildings and supported through infill development of a similar form. This area will continue to be attractive to businesses that either need rail access or a location that offers small warehousing and distribution space with close access to the highway system. As an extension of Downtown, arts and mixed use/loft development should be encouraged, along with adaptive reuse of other industrial/warehouse properties. The smaller urban format space could be used to support small, start-up businesses that are in need of less expensive space to minimize their business costs. The opportunity for live work units, with office or service space on the first floor and residential above, could also be appropriate in the area.

This area should maintain its small scale industrial character by providing space for compatible commercial support services. Improvements to properties through redevelopment and buffering from surrounding neighborhoods should be encouraged. The North Ohio Gateway Overlay District currently provides design

guidelines for the redevelopment of a portion of this area. To better maintain the urban form and character of this area, a new overlay district should be created. An Urban Industrial Overlay District should include standards that address site design, transition areas, connectivity and signage that will help future development retain the character of the district and the urban pattern of the area. New development and redevelopment involving rehabilitated structures should adhere to the overlay standards.

Ninth Street Corridor

The North Ninth Street area adjacent to I-70 provides necessary services for travelers that use Interstate 70 and 9th Street to enter Salina. This area should continue to take advantage of the visibility afforded by I-70 and be a center for transportation oriented commercial uses including travel support, hotels and restaurants. The area, as a community gateway, should help establish a unified gateway design theme for the community. As described in the Connectivity chapter, an overlay district should be created to help ensure that development creates a positive first impression of Salina. The Ninth Street Corridor provides an initial impression of the community for visitors. Ninth Street through Salina is designated an impact street, as such, the overlay district should be extended to this area to ensure that quality development defines the northern entrance to the community.

The South 9th Street corridor between Cloud Street and Schilling Road represents the primary retail area for Salina's regional trade area. New commercial development will continue to be attracted to this corridor as land is available. The South 9th Street Overlay District currently guides the site design of property within the corridor south of Schilling Road. This overlay district should be expanded, in scope and size to address the planned commercial, growth along South Ninth Street north of Schilling Road.

The southern end of the corridor, south of Schilling Road, between South 9th and Ohio Streets, is becoming a mix of commercial, office and industrial uses in a suburban development pattern. The area immediately south of Schilling Road is becoming increasingly developed as an office center. It is anticipated that industrial uses will continue to become more prevalent south of Schilling Road as there is vacant platted land available for development and public infrastructure is

available. As office and industrial uses continue to mix in this area, site design elements and transitions between those uses become increasingly important.

Mixed-use Centers

New commercial development is encouraged to cluster in mixed-use centers that provide neighborhood and community-oriented retail and services to the community. These mixed-use centers, like Downtown, can also provide opportunities to support new and emerging businesses in Salina. The mix of uses within the centers can provide necessary support and resources to smaller, start-up business. The smaller urban format of the centers also provides smaller more affordable spaces for start-up businesses.

As prescribed by the future land use plan, new community scale mixed use centers are proposed at Crawford Street and Broadway Boulevard and Crawford Street and Ohio Street. Neighborhood scale mixed-use centers are proposed in the vicinity of Cloud Street and South 9th Street, Crawford Street and Marymount Road, Iron Avenue and Indiana Avenue and Ohio Street and Albert Avenue. Additional community and neighborhood mixed-use centers will be developed as the City continues to grow. These centers should be planned for as the city grows and will be developed in response to the pattern of growth.

I-135/I-70 Interchange

The area near the I-135/I-70 interchange offers a location that should be reserved to capture a major economic development opportunity in the future. While this opportunity has not yet materialized, the location adjacent to major north/south and east/west transportation corridors presents an excellent location for either a major tourist attraction or major employment generator. Either of these opportunities could absorb several hundred acres of land. The cost to adequately serve the area with infrastructure will be substantial. As such, any development proposed for that area should meet a minimum threshold of benefit to the City of Salina.

The development threshold should be set by the City and provide the ability determine as positive impact to Salina in terms of tax revenue generated, physical systems (public services and infrastructure) and the quality of life in Salina. Development proposals for this area should be able to provide at a minimum, a significant number of higher wage jobs, a positive impact to the

overall growth of the city's utility distribution system and a financial benefit in the form of additional tax revenue for the community. If public financial assistance is requested to assist in the cost of development utilities or services, the ability to recapture those costs in the future will be important and should be used as a factor in determining the viability of the project as well as the impact to the community.

Similar to the gateways identified, the I-135 and I-70 interchange creates a first impression of the community for those using the interstate system. Design standards should be developed for any new development around the interchange to ensure that development represents the community in a positive manner.

Advantage Salina

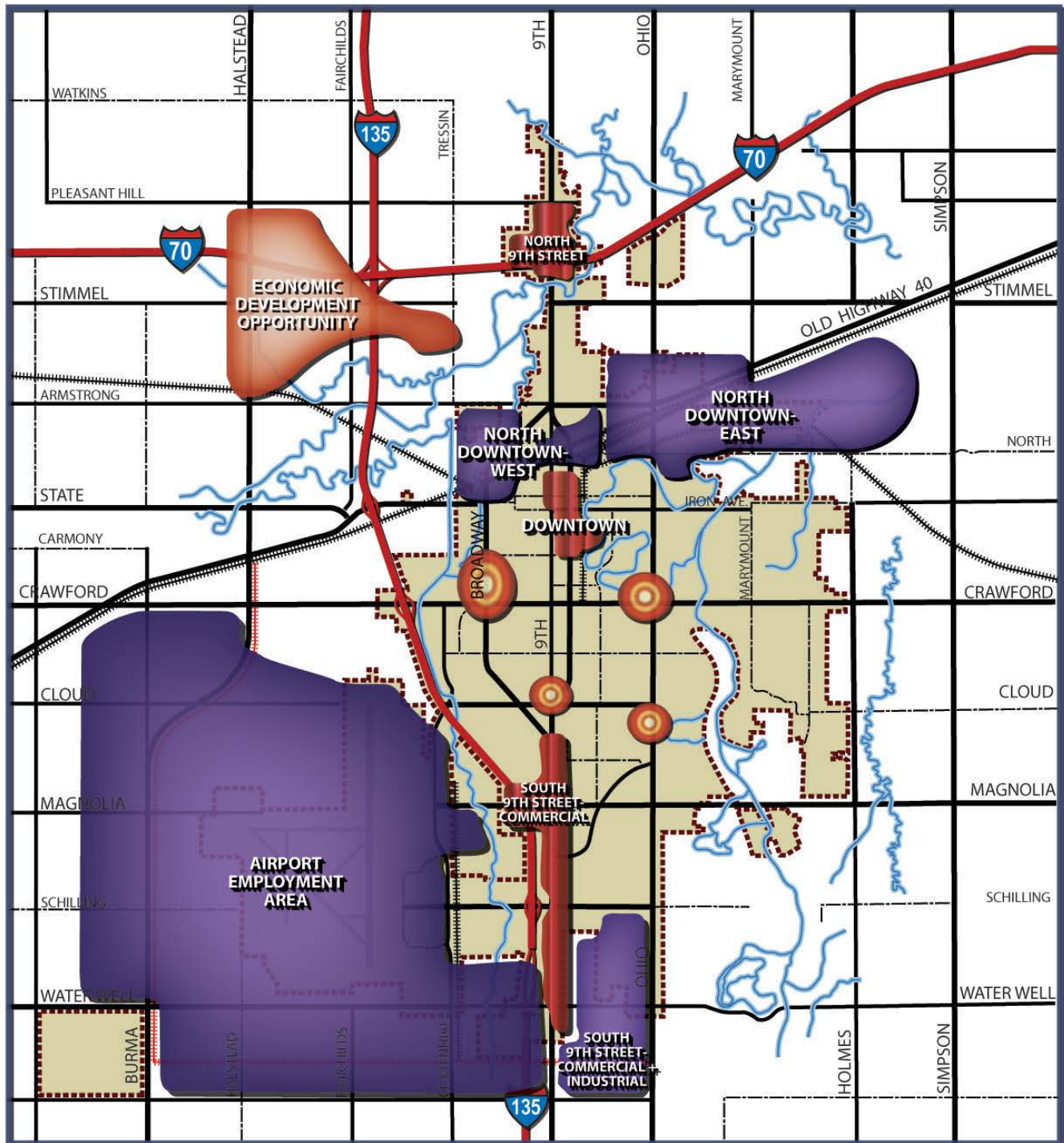
A competitive advantage that Salina has is the variety of areas that can accommodate different types and sizes of development. For example, a small specialty manufacturer has different needs, both physically and financially, than large production manufacturers. Consequently, they will look for different types of space to meet their needs. Salina has areas to accommodate both types of uses. The North Downtown – West area, with its smaller older style manufacturing building stock would be a perfect location for the small, local, manufacturer or start-up business. This advantage is also evident in the commercial areas in Salina, represented by the differences between South Ninth Street and Downtown Salina. The following table is an aggregate list of the different uses and the appropriate economic hub for development. For the purposes of the table, the following definitions apply.

Suburban Style Development – pad site or strip center development that is generally single story and supported by surface parking. Adequate access and transitions between conflicting uses should be provided for this type of development.

Urban Style Development - multiple-story (office or residential above retail) development that generally has smaller footprints. Reuse and redevelopment in these areas should strive to maintain the established urban character of the area while being sensitive to those uses that are now their neighbors, particularly the residential neighborhoods that surround these areas.

Hubs	Style	
	Suburban	Urban
Airport Industrial Area	○	
Downtown		○
North Downtown		
<i>East</i>	○	
<i>West</i>		○
9th Street / I-70	○	
South 9th Street	○	
Mixed-use Areas		○

Figure 2-15: Economic Development Hub Use
Source: Gould Evans



ECONOMIC DEVELOPMENT HUBS MAP



Figure 2-16: Economic Development Hubs Map
Source: Gould Evans

Economic Development Goals

Retention / Expansion

- ED.1 Support the needs of existing businesses in Salina.
- ED.2 Determine workforce gaps, both as to quantity and quality of workers, in the community.

Recruitment

- ED.3 Ensure that sufficient land, served by infrastructure, is available for development of employment uses.
- ED.4 Develop and implement a comprehensive business recruitment strategy.
- ED.5 Attract new local, regional and national retailers, to provide a balanced variety of goods and services to the current and future populations of Salina.
- ED.6 Support industry recruitment targets.

Entrepreneurship

- ED.7 Encourage entrepreneurship in Salina.
- ED.8 Ensure that entrepreneurs have access to needed resources.

Leadership

- ED.9 Invest in the youth of Salina to provide the necessary community and business leaders for the future.
- ED.10 Establish the economic development hubs as the centers of economic activity and employment in Salina.

The strategies to implement the Economic Development Goals can be found in Chapter Three: Implementation Matrix.

PAGE INTENTIONALLY LEFT BLANK

CHAPTER 3: ACTION

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

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

3.1 IMPLEMENTATION

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

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

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

3.2 IMPLEMENTATION MATRIX

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

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

RESPONSIBILITY CODE:

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

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

(CO) Consultant


PRIORITY CODE:

1st Top Priority

2nd Second Priority

3rd Third Priority

4th Fourth Priority

 On-going Process

RESOURCE CODE:

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

(MC) Salina Municipal Code as Amended

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

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

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

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

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

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

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

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

	<p>LU.4-2c1 Enforce the North Ohio Street Gateway Overlay District regulations to ensure quality development and to provide an attractive gateway in to Salina from Interstate 70.</p>	SC, D/LO, B/I, EAO		✘			PLC, MC, MP, DEV SPP
	<p>LU.4-2c2 Buffer industrial uses from the surrounding residential neighborhoods in the area.</p>	SC, EAO, DLO, BI		✘			PLC, MC, MP, DEV SPP
<p>LU.4-3</p>	<p>Promote the use of cross-access easements to provide for internal circulation and reduce short trips on local arterials.</p>	SC, D/LO, B/I, EAO		✘			PLC, MC, MP, DEV, SPP
<p>LU.4-4</p>	<p>Create site design and development standards that promote quality development and design for new uses locating in the employment hubs.</p>	SC, C/N, D/LO, B/I, EAO		✘			PLC, MC, MP, DEV, SPP
<p>LU.4-5</p>	<p>The location of future development within the employment hubs should be based on the efficient and responsible extension of infrastructure systems.</p>	SC, C/N, D/LO, B/I, EAO		✘			PLC, MC, MP, DEV, SPP
<p>LU.5</p>	<p>Through redevelopment of commercial and industrial property, work to consolidate uses into commerce hubs to congregate good and service providers and employment uses.</p>						
<p>LU.5-1</p>	<p>As redevelopment occurs, encourage the relocation of commercial uses within mixed-use and commercial areas.</p>	SC, C/N, D/LO, B/I, EAO		✘			PLC, MC, MP, DEV, BUD, SPP
<p>LU.5-2</p>	<p>As new growth occurs encourage mixed-use centers that contain commercial services for neighborhood residents and businesses.</p>	SC, C/N, D/LO, B/I, EAO		✘			PLC, MC, MP, SPP, BUD, DEV
<p>LU.5-3</p>	<p>Encourage the development of mixed-use centers that respect the existing or new character of the neighborhoods that they serve.</p>	SC, C/N, D/LO, B/I, EAO, OGA		✘			PLC, MC, SPP, BUD, DEV
<p>LU.5-4</p>	<p>Encourage the infill and continued development of the South 9th Street Commercial District.</p>	SC, C/N, D/LO, B/I, EAO		✘			PLC, MC, MP, SPP, BUD, DEV

LU.5-4a	Expand the South 9 th Street Corridor Overlay District design and development guidelines that will enhance the aesthetics and function of the area.	SC, C/N, D/LO, B/I, EAO															PLC, MC, MP, SPP, BUD, DEV
LU.5-5	Encourage the continued infill and redevelopment of Downtown with commercial uses and supportive residential uses.	SC, C/N, D/LO, B/I, EAO, OGA															PLC, MC, MP, SPP, BUD, DEV
LU.5-5a	Identify existing or create a new zoning district specifically aimed at infill development which creates the regulatory and procedural streamlining necessary to place infill development on a level playing field with other development opportunities.	SC, E/AO, DLO															PLC, MC, MP, SPP, BUD, DEV
LU.5-5b	Create a new residential district for urban residential developments that can complement development within and around downtown and the CBD zoning district.	SC, E/AO, DLO															PLC, MC, MP, SPP, BUD, DEV
LU.6	Incorporate the development of institutions, including schools, community facilities, support medical facilities and other public uses to serve new neighborhoods and growth areas.																
LU.6-1	Based on growth and development patterns identify land for the future development of public facilities to serve the growth areas.	D/LO, OGA, EAO, SC, BI															PLC, MC, MP, SPP, BUD, DEV
LU.6-1a	Establish a process for reservation and potential acquisition of areas for public facilities in the subdivision review process to coordinate with capital improvement planning for non-city public improvements such as schools.	SC, E/AO															PLC, MC, MP, SPP, DEV
LU.6-2	Require that all public improvements, including those planned and constructed by entities outside the city limits, be reviewed by the Planning Commission in accordance with K.S.A 12-748.	SC, E/AO, OGA															PLC, MC, MP, SPP, DEV
LU.6-3	When possible locate public institutions in mixed-use areas and in proximity to neighborhoods.	C/N, D/LO, OGA, BI															PLC, MC, MP, SPP, DEV

<p>LU.7 Protect natural areas, natural resources and floodplains through the implementation of the conservation and agricultural land use designations.</p>						
<p>LU.7-1 Create a conservation zoning district that discourages development within the conservation areas as defined by the plan, including floodplain areas within and surrounding the community.</p>	<p>SC, D/LO, OGA</p>	<p>x</p>				<p>PLC, MC, MP, SPP, DEV</p>
<p>LU.7-1a Proposals to develop property located within the Conservation Area will be considered if one or more of the following criteria are met:</p> <ol style="list-style-type: none"> 1. Submission by the property owner of an elevation survey demonstrating that based on existing ground elevations the property is above the 100 year flood elevation and is therefore not located in a 100 year flood plain; or 2. There are existing City utilities (water and sanitary sewer lines) in place that are capable of serving the site; or 3. Saline County has already conferred some development rights on the property that the City of Salina must recognize. 						
<p>LU.7-1b Development in the Conservation Area must conform with state and local flood plain regulations and Best Management Practices for development within flood prone areas.</p>						
<p>LU.8 Preserve the edges of Salina for future growth of the community through the creation and adoption of an Interlocal Agreement between Salina and Saline County that provides for the creation of an Urban Service Area and interim development standards to govern development adjacent to Salina.</p>						

LU.8-1	Adopt an Urban Service Area agreement for Salina and Saline County to encourage the contiguous growth of urban development and the cost effective extension of public infrastructure.	SC, OGA	○				PLC, MC, MP, SPP, DEV
LU.8-2	Extend infrastructure “just in time” to serve new development.	SC, D/LO, OGA, BI, EAO	○				PLC, MC, MP, SPP, DEV
LU.8-3	Develop standard criteria for the prudent transition of rural roads to an urban standard.	SC, OGA	○				PLC, MC, MP, SPP, DEV
LU.8-4	Consider amendment of zoning ordinance or creation of overlay districts to implement community and neighborhood center planning.	SC, D/LO, OGA, BI, EAO	○				PLC, MC, MP, SPP, DEV
GROWTH AND DEVELOPMENT							
GD.1	Balance infill / redevelopment and growth in the community that allows Salina to grow in a responsible, environmentally sensitive, sustainable and efficient manner.						
GD.1-1	Discourage development within conservation areas.	SC, C/N, D/LO, OGA, BI	○				PLC, MC, MP, SPP, DEV
GD.1-1a	Maintain the natural setting of the conservation area along the Saline River.	SC, C/N, D/LO, OGA		✘			PLC, MC, MP, SPP, DEV
GD.1-1b	Examine the educational potential of the Saline River conservation area through teaching or eco-tourism opportunities that protect the natural state of the area.	SC, C/N, D/LO, OGA, EAO		✘			PLC, MC, MP, SPP, BUD, DEV
GD.1-2	Encourage mixing and proximity of different land uses that encourage different modes of transportation including walking, bicycling and transit.	SC, C/N, D/LO, B/I, OGA, EAO		✘			PLC, MC, MP, SPP, BUD, DEV
GD.1-2a	Identify existing or create a new zoning district specifically aimed at infill development which creates the regulatory and procedural streamlining necessary to place infill development on a level playing field with other development opportunities.	SC, C/N, D/LO, B/, EAOI		✘			PLC, MC, MP, SPP, BUD, DEV

<p>GD.1-2b Develop neighborhood design standards that encourage the creation of neighborhoods that are well connected to surrounding neighborhoods and services such as parks, mixed-use areas, institutions and jobs.</p>	<p>SC, C/N, D/LO, B/I, OGA, EAO</p>	<p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV</p>
<p>GD.1-3 Encourage development that is adjacent to or near existing infrastructure that can be readily extended or is consistent with adopted infrastructure master plans.</p>						
<p>GD.1-3a Review and develop a methodology for funding of onsite and offsite infrastructure improvements associated with new development.</p> <p>GD.1-3b Encourage residential development east of Salina that maximizes the existing sewer investment.</p>	<p>SC, D/LO, OGA, EAO, BI</p>	<p>○</p>				<p>PLC, MC, MP, SPP, BUD, DEV</p>
<p>GD.1-3c Maximize the infrastructure investment along South 9th Street and around the airport with continued growth and development of commercial and employment uses, respectively.</p>	<p>SC, C/N, D/LO, B/I, EAO</p>	<p>○</p>				<p>PLC, MC, MP, SPP, BUD, DEV</p>
<p>GD.1-3d Provide transportation and infrastructure improvements “just in time” to serve new development.</p>	<p>SC, D/LO, OGA, EAO, BI</p>		<p>✘</p>			<p>PLC, MC, MP, SPP, BUD, DEV</p>
<p>GD.2 Improve and stabilize designated areas of change through reinvestment and rehabilitation to provide an enhanced quality of life to residents.</p>						
<p>GD.2-1 Encourage infill development and redevelopment in designated areas of change in Salina.</p>	<p>SC, C/N, D/LO, EAO</p>		<p>✘</p>			<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>GD.2-2 Prepare an implementation toolbox that focuses on the financial and regulatory means to encourage new development and redevelopment in the downtown area.</p>	<p>SC, C/N, D/LO, B/I, EAO</p>	<p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>

GD.2-2a	Promote and encourage the use of the Neighborhood Revitalization Program tax rebates where available within designated areas of change.	SC, C/N, D/LO, EAO, BI	○				PLC, MC, MP, SPP, BUD, DEV, BC
GD.2-2b	Ensure effective code enforcement in areas of change to demonstrate pride in the area and encourage reinvestment.	SC, C/N, D/LO	○				PLC, MC, MP, SPP, BUD, DEV, BC
GD.2-2c	Target infill and redevelopment activities to specific neighborhoods based on their neighborhood assessment.	SC, C/N, D/LO, B/I, OGA, EAO		×			PLC, MC, MP, SPP, BUD, DEV, BC
GD.2-3	Encourage the reestablishment of schools, churches and other institutions within designated areas of change.	SC, C/N, D/LO, B/I, OGA	○				PLC, MC, MP, SPP, BUD, DEV, BC
GD.3	Provide support for designated areas of stability to maintain an enhanced quality of life.						
GD.3-1	Promote new development and infill / redevelopment, as appropriate, in designated areas of stability and new growth areas in Salina.	SC, C/N, D/LO, EAO, BI		×			PLC, MC, MP, SPP, BUD, DEV, BC
GD.3-2	Encourage the continued placement of schools, churches and other institutional uses within neighborhoods and mixed-use areas in designated areas of stability.	SC, C/N, D/LO, OGA, EAO, BI	×				PLC, MC, MP, SPP, BUD, DEV, BC
GD.3-3	Ensure effective code enforcement in designated areas of stability to maintain property conditions.	SC, C/N, D/LO, B/I	○				PLC, MC, MP, SPP, BUD, DEV, BC
GD.4	Create and adopt a Broadway Corridor Redevelopment Plan to focus redevelopment efforts along the Broadway Corridor with special attention to the creation of a mixed-use center at Broadway Boulevard and Crawford Street.						
GD.4-1	Encourage the redevelopment of the Broadway Boulevard and Crawford Street intersection into a mixed-use community center to provide goods and services to the surrounding neighborhood and residential opportunities.	SC, C/N, D/LO, B/I, OGA, EAO	○				PLC, MC, MP, SPP, BUD, DEV, BC

GD.4-1a	Provide defined connections between surrounding residential development and neighborhoods adjacent to the mixed-use center.	SC, CN, DLO, OGA, EAO, BI					PLC, MC, MP, SPP, BUD, DEV, BC
GD.4-1b	Provide internal pedestrian circulation within the mixed-use development.	SC, CN, DLO, OGA, EAO, BI					PLC, MC, MP, SPP, BUD, DEV, BC
GD.4-1c	Improve the Broadway – Crawford street, intersection and crosswalks to slow down traffic and encourage pedestrian connections through the intersection.	SC, CN, DLO, OGA, EAO BI					PLC, MC, MP, SPP, BUD, DEV, BC
GD.4-1d	Use a mixed-use zoning district, or a form based code, created through a zoning code update, to encourage development that is accessible and provides urban living, working and shopping opportunities.	SC, CN, DLO, OGA, EAO, BI					PLC, MC, MP, SPP, BUD, DEV, BC
GD.4-2	Encourage the redevelopment of the Broadway Corridor north of the mixed-use center (Figure 2-4) as an urban residential development to support the mixed-use center.	SC, C/N, D/LO, B/I, OGA, EAO					PLC, MC, MP, SPP, BUD, DEV, BC
GD.4-2a	Rezone property along the corridor to accommodate an urban scale density of residential development (as depicted in Figure 2-3 in the Neighborhood areas).	SC, CN, DLO, BI, OGA, EAO					PLC, MC, MP, SPP, BUD, DEV, BC
GD.4-2b	Buffer urban residential uses from existing residential neighborhoods.	SC, CN, DLO, BI, OGA, EAO					PLC, MC, MP, SPP, BUD, DEV, BC
GD.4-3	Focus redevelopment efforts along Broadway, north of the railroad viaduct and North Street on the consolidation, organization and clean-up of the existing uses.	SC, C/N, D/LO, B/I, EAO, OGA					PLC, MC, MP, SPP, BUD, DEV, BC

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

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

<p>GD.5-3 Encourage the inclusion of public facilities, (schools, medical facilities, government, etc.) in the future growth and development areas defined.</p>	<p>SC, C/N, D/LO, B/I, OGA, EAO</p>		<p>x</p>			<p>PLC, MC, MP, SPP,DEV, BC</p>
<p>GD.6 Develop a more detailed utility master plan for each future growth area or complete a citywide master utility plan in order to properly coordinate extensions of utilities in a manner that is supportive of the growth and development and infill / redevelopment initiatives of the Comprehensive Plan.</p>						
<p>GD.6-1 Water / Wastewater</p> <p>GD.6-1a Undertake annual replacement / rehabilitation capital improvement projects for water line and sewer line improvements to promote infill and redevelopment.</p> <p>GD.6-1b Improve fire flows and water storage capacity to promote infill and redevelopment and growth.</p> <p>GD.6-1c Become proactive with water conservation measures, treated wastewater reuse options, and future water supply alternatives. Identification of future water supply alternatives should be a priority.</p> <p>GD.6-1d Begin planning for a second water treatment facility, to maintain high water quality and comply with more stringent federal and state regulations. Identification of sites and facilities should be a priority for the City.</p>	<p>SC, D/LO, OGA, EAO, CO</p> <p>SC, DLO, OGA, EAO, CO</p> <p>SC, DLO, OGA, EAO, CO</p> <p>SC, DLO, EAO, OGA, CO</p>	<p>x</p> <p>x</p> <p>x</p>		<p>x</p>		<p>PLC, MC, MP, SPP, BUD, DEV</p> <p>PLC, MC, MP, SPP, BUD, DEV</p> <p>PLC, MC, MP, SPP, BUD, DEV</p> <p>PLC, MC, MP, SPP, BUD, DEV, B</p>

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

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

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

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

C.1-2a	<p>Review and update as necessary street standards for Salina based on connectivity strategies in the Comprehensive Plan. Review and development of design standards should include applicability of:</p> <ul style="list-style-type: none"> • Impact street design standards • Multi-modal cross sections • Complete streets • Overall street network connectivity 	SC, E/AO, D/LO, OGA	✘				PLC, MC, MP, SPP, BUD, DEV, BC
C.1-2b	<p>Incorporate complete street principles into street design and improvement projects.</p>	SC, E/AO, D/LO, OGA	✘				PLC, MC, MP, SPP, BUD, DEV, BC
C.1-2c	<p>Adopt an access control standard for arterial streets to encourage the free flow of traffic along those streets.</p>	SC, E/AO, CO	✘				PLC, MC, MP, SPP, BUD, DEV, BC
C.1-2d	<p>Prioritize upgrades based on analysis of outdated designs, functions, and traffic flow problems.</p>	SC, EAO	○				PLC, MC, MP, SPP, BUD, DEV, BC
C.1-3	<p>Improve existing intersections at Community Gateway locations to include enhancements such as landscaped parkways or medians or other forms of streetscape.</p>	SC, B/I, CO, E/AO	○				PLC, MC, MP, SPP, BUD, DEV, BC
C.1-3a	<p>Prioritize locations based on analysis of current intersection conditions and function. Consideration should first be given to I-70 and 9th Street, I-135 and Crawford; I-135 and Magnolia; and I-135 and Schilling.</p>	SC, E/AO, D/LO, OGA	✘				PLC, MC, MP, SPP, BUD, DEV, BC
C.1-3b	<p>Adopt overlay standards on four quadrants of gateway intersections to improve the character of future development and to incorporate common urban design themes on all quadrants of gateways.</p>	SC, E/AO, D/LO, OGA	○				PLC, MC, MP, SPP, BUD, DEV, BC

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

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

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

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

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

P.1-1i	Create a hierarchy of open space types, including formal ("gathering places") and natural open spaces.	SC, E/AO, CO		x			PLC, MC, MP, SPP, BUD, DEV
P.1-2	Maintain and enhance Salina's existing parks and linear park facilities.	SC, C/N, E/AO	○				PLC, MC, MP, SPP, BUD, DEV
P.1-2a	Continue to focus resources on the maintenance of existing parks and facilities, particularly in the designated areas of change.	SC, C/N, E/AO	○				PLC, MC, MP, SPP, BUD, DEV
P.1-2b	Identify funding through the annual budget and Capital Improvements Plan (CIP) to fund improvements to existing parks, to provide additional services, and to promote redevelopment of outdated facilities.	SC, E/AO, CO	○				PLC, MC, MP, SPP, BUD, DEV
P.1-2c	Identify federal funds, such as Congestion Mitigation and Air Quality (CMAQ) Grants to fund improvements to the linear park system.	SC, CO, EAO	○				PLC, MC, MP, SPP, BUD, DEV
P.1-3	Encourage the connection of community destinations, parks and neighborhoods through the linear park system for Salina.	SC, EAO, DLO, OGA, CO	○				PLC, MC, MP, SPP, BUD, DEV
P.1-3a	Require dedicated public connections between new neighborhoods and the linear park system.	SC, E/AO, D/LO	○				PLC, MC, MP, SPP, BUD, DEV
P.1-4	Connect neighborhoods in Salina through the use of linear parks.	SC, EAO, DLO, CO,	○				PLC, MC, MP, SPP, BUD, DEV
P.1-5	Provide additional opportunities for recreational water activities.	SC, EAO, DLO, CO	○				PLC, MC, MP, SPP, BUD, DEV
P.1-5a	Look for ways to expand the usage of the Kenwood Cove aquatic center in Kenwood Park.	SC, C/N, CO, E/AO	x				PLC, MC, MP, SPP, BUD, DEV
P.1-5b	Continue to implement and improve the splash parks within the neighborhood parks system.	SC, C/N, E/AO	○				PLC, MC, MP, SPP, BUD, DEV

P.1-6	Incorporate significant natural features into the park system where appropriate to preserve pieces of the natural environment within Salina	SC, D/LO, OGA, CO	○				PLC, MC, MP, SPP, BUD, DEV
P.2	Incorporate the linear park network into the overall connectivity network for Salina.						
P.2-1	Implement the River Trails System and create a linear park as part of the redevelopment of the 8 mile section of the Smoky Hill River east of Downtown.	SC, E/AO, CO, D/LO		×			PLC, MC, MP, SPP, BUD, DEV
P.2-2	Incorporate the 8 mile section of the Smoky Hill River trail into a citywide linear park system.	SC, OGA, CO, E/AO			×		PLC, MC, MP, SPP, BUD, DEV
P.2-3	Create improvements that will provide a development amenity for downtown as well as a recreational component to the downtown riverfront.	SC, OGA, EAO, CO, DLO			×		PLC, MC, MP, SPP, BUD, DEV, BC
P.2-4	Where appropriate, tie complete street improvements for the bicycle and pedestrian modes of transportation to the linear park systems.	SC, CO, E/AO, CO, DLO	○				PLC, MC, MP, SPP, BUD, DEV
P.3	Invest in parks and facilities in the designated areas of change to provide recreation space and services for those areas and to encourage private development and redevelopment.						
P.3-1	Based on the assessment of the parks system and the recommendations of the Parks Master Plan, make park improvements within the designated areas of change a top priority.	SC, D/LO, E/AO, CO		×			PLC, MC, MP, SPP, BUD, DEV
P.3-2	Identify funding sources, annual budgets and Capital Improvements Program funds (CIP) to fund park improvements within the designated areas of change.	SC, E/AO, DLO, CO	○				PLC, MC, MP, SPP, BUD, DEV
P.3-3	Review and assess the exaction schedule for parks within designated areas of change to help maintain and improve parks and facilities.	SC, EAO, DLO, CO		×			PLC, MC, MP, SPP, BUD, DEV, BC
P.4	Provide park land, facilities and services for identified growth areas as development occurs.						
P.4-1	Based on the parks assessment and Parks Master Plan, identify necessary parks, facilities and services to support a growing and changing population.	SC, E/AO, DLO, CO	○				PLC, MC, MP, SPP, BUD, DEV

P.4-2	Review and assess the exaction schedule for parks in new growth areas to help fund new park construction and improvements.	SC, E/AO, D/LO	○				PLC, MC, MP, SPP, BUD, DEV
DOWNTOWN							
DT.1	Establish Downtown Salina as the urban center of Central Kansas, emphasizing retail, entertainment, services, public uses, parks and residential opportunities.						
DT.1-1	Implement the PUMA Plan.	SC, C/N, D/LO, B/I, EAO, CO, OGA	✘				PLC, MC, MP, SPP, BUD, DEV, BC
DT.1-2	Review lighting plan by BWR to prioritize future lighting improvements.	SC, CN, DLO, BI, EAO, CO, OGA	✘				PLC, MC, MP, SPP, BUD, DEV, BC
DT.1-3	Review adequacy of SDI's funding levels.	SCN CN, DLO, BI, EAO, CO, OGA	✘				PLC, MC, MP, SPP, BUD, DEV, BC
DT. 2	Plan for a mix of local, community and regional uses including retail, entertainment, services, public uses, parks and residential opportunities within Downtown.						
DT 2.1	Protect and enhance the scale and character established in the Lee District.	SC, D/LO, B/I, EAO, OGA, CO,	✘				PLC, MC, MP, SPP, BUD, DEV, BC
DT 2.2	Plan for an active, vibrant Downtown that provides goods, services and recreational opportunities to citizens and visitors to Salina.	SC, C/N, D/LO, B/I, E/AO, CO, OGA	✘				PLC, MC, MP, SPP, BUD, DEV, BC
DT 2.3	Prepare an implementation toolbox that focuses on the financial and regulatory means to encourage development and redevelopment in the downtown area.	SC, C/N, D/LO, B/I, E/AO, OGA	✘				PLC, MC, MP, SPP, BUD, DEV, BC
DT 2.4	Plan for the protection of the character of urban neighborhoods that surround and support Downtown Salina.	SC, CN, DLO, BI, EAO, OGA	✘				PLC, MC, MP, SPP, BUD, DEV, BC
DT 2.5	Plan for the potential redevelopment of the Riverfront Redevelopment Area as delineated in the Comprehensive Plan.	SC, C/N, D/LO, B/I, E/AO, CO, OGA		✘			PLC, MC, MP, SPP, BUD, DEV, BC
DT 2.6	Develop a River Walk Concept which includes the Riverfront Redevelopment Area.	SC, CN, DLO, BI, EAO, CO, OGA		✘			PLC, MC, MP, SPP, BUD, DEV, BC
DT 2.7	Continue to allow for the expansion of the Hospital / Medical Campus as an anchor for the south end of Downtown while protecting the character of adjacent historic neighborhoods.	SC, C/N, D/LO, B/I, E/AO, OGA, CO	○				PLC, MC, MP, SPP, BUD, DEV, BC

DT 2.8	Review building codes and prepare changes that address challenges regarding construction and renovation of mixed-use buildings, while maintaining the safety and quality of downtown buildings.	SC, D/LO, B/I, OGA, E/AO	x				PLC, MC, MP, SPP, BUD, DEV, BC
DT.3	Encourage a mix of uses in Downtown Salina.						
DT.3-1	Encourage the development of retail uses at the street level of buildings in the Downtown Core.	SC, D/LO, B/I, E/AO	○				PLC, MC, MP, SPP, BUD, DEV, BC
DT.3-2	Amend zoning regulations to provide for urban residential developments that can complement development within and around Downtown and the CBD zoning district.	SC, E/AO	x				PLC, MC, MP, SPP, BUD, DEV
DT.3-3	Encourage the development of vertical mixed uses in the Downtown Core with office or residential uses on upper floors above retail.	SC, D/LO, B/I	x				PLC, MC, MP, SPP, BUD, DEV, BC
DT.3-4	Maintain Downtown Salina as the public heart of the community with the preservation of its anchors: the Government Center, Post Office, and Salina Regional Health Center campus.	SC, C/N, D/LO, B/I, OGA,	x				PLC, MC, MP, SPP, DEV
DT.3-5	Implement the Downtown Parking Plan to allow the sharing of parking lots between uses that have different time needs.	SC, D/LO, B/I, CO, OGA	x				PLC, MC, MP, SPP, DEV
DT.4	Provide definition to Downtown Salina.						SDI
DT.4-1	Review the incorporation of gateway structures at primary entrances to Downtown including but not limited to : <ul style="list-style-type: none"> ▪ Santa Fe/Elm Street ▪ 9th Street/Elm Street ▪ 9th Street/Iron Avenue ▪ Iron Avenue Bridge ▪ Santa Fe Avenue/Prescott Avenue 	SC, C/N, D/LO, B/I, OGA, CO		x			PLC, MC, MP, SPP, BUD, DEV, BC
DT.4-2	Implement Wayfinding directional signage throughout Downtown.	SC, C/N, D/LO, B/I, EAO OGA	x				PLC, MC, MP, SPP, BUD, DEV
DT.4-3	Review opportunities for enhancing the Santa Fe streetscape.	SC, CN, DLO, BI, OGA, EAO	x				PLC, MC, MP, SPP, BUD, DEV
DT.5	Enhance cultural opportunities for downtown.						

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

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

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

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

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

CO.8	Ensure that efficient and effective fire and police protection continues throughout the community.					
CO.8-1	Provide facilities, equipment and staffing to maintain a first-due unit response time within 6 minutes and ERF response within 10 minutes for 90% of all incidents for the Fire Department.	SC, OGA, EAO	✘			PLC, MC, MP, SPP, BUD, DEV, BC
CO.8-2	Consider ability to provide fire and police protection services when new development is proposed.	SC, OGA, EAO	✘			PLC, MC, MP, SPP, BUD, DEV, BC
CO.8-2a	Continually review and monitor advances in fire suppression technology to equip the Salina Fire Department with the necessary tools to provide protection to the community.	SC, OGA, EAO	○			MC, MP, SPP, BUD, DEV
CO.8-2b	Identify funding through the CIP to attain new technology for firefighting.	SC, OGA, EAO	✘			MC, MP, SPP, BUD, DEV
CO.8-2c	On an annual basis review and assess the deployment of personnel, their response times and the needs for additional facilities and staffing to provide efficient and effective service.	SC, OGA, EAO	○			MC, MP, SPP, BUD, DEV
CO.8-3	Assess the need for new and relocated fire stations as Salina continues to grow and redevelop to address changes in development patterns and population location.	SC, OGA, DLO, EAO, CO,			✘	PLC, MC, MP, SPP, BUD, DEV, BC
CO.8-3a	As development continues eastward, assess the need to relocate Fire Station #4 near Marymount Road and Crawford Street further east to reduce the overlap in service coverage and provide coverage for the defined growth area to the east.	SC, OGA, EAO, CO			✘	PLC, MC, MP, SPP, BUD, DEV, BC
CO.8-3b	Locate future fire stations in areas of community activity, including parks and / or mixed-use centers.	SC, OGA, CO, EAO			✘	PLC, MC, MP, SPP, BUD, DEV, BC
CO.8-3c	Provide community facilities within fire stations for gathering and interaction.	SC, OGA, CO, EAO			✘	PLC, MC, MP, SPP, BUD, DEV, BC

CO.8-4	Assess the need for facilities, equipment and staff to ensure a Police Department response time not to exceed 5 minutes for priority one calls.	SC, OGA, EAO	✘				MC, MP, SPP, BUD, DEV
CO.8-4a	On an annual basis review and assess the deployment of law enforcement personnel, their response times and the needs for additional facilities and staffing to provide efficient and effective service.	SC, OGA, EAO	✘				MC, MP, SPP, BUD, DEV
CO.8-4b	Assess the Law Enforcement Center facility needs, including parking.	SC, OGA, EAO, CO,		✘			MC, MP, SPP, BUD, DEV
CO.8-4c	Review locations and service adequacy of all City facilities with initial emphasis on the General Services facility.	SC, EAO, CO, DLO					PLC, MP, SPP, BUD, DEV
CO.8-4d	Consider establishing a "Public Use" zoning district category for the City's public facilities.	SC, EAO, DLO					PLC, MC, MP, SPP, BUD, DEV
ECONOMIC DEVELOPMENT							
<i>Retention / Expansion</i>							
ED.1	Support the needs of existing businesses in Salina.						
ED.1-1	Assist with implementing the workforce development strategies identified in the <i>New Salina Economic Development Strategic Plan</i> .	SC, B/I, OGA, E/AO, CN	○				MP, SPP, BUD, DEV
ED.2	Determine workforce gaps, both quantity and quality, in the community.						
ED.2-1	Address workforce quantity and quality issues.	SC, OGA, EAO, CN, BI	○				PLC, MC, MP, SPP, BUD, DEV, BC

	ED.2-1a Develop a workforce development marketing campaign to attract and retain talent to Salina.	SC, OGA, EAO, CN, BI	✘				PLC, MC, MP, SPP, BUD, DEV, BC
	ED.2-1b Form a Workforce Development Advisory Committee to provide counsel and guidance to potential employers and employees.	OGA, EAO, CN, BI	○				PLC, MC, MP, SPP, BUD, DEV, BC
	ED.2-1c Education and training for employees is needed at both the pre- and post-employment stage.	EAO, OGA, CN, BI,	○				PLC, MC, MP, SPP, BUD, DEV, BC
	ED.2-2 Encourage the development of a comprehensive curriculum that addresses the needs of existing companies for workforce development.	SC, EAO, B/I, OGA		✘			MP, SPP, BUD, DEV, BC
	Recruitment						
	ED.3 Ensure that sufficient land, with infrastructure, is available for development of employment uses.						
	ED.3-1 Create a database of land availability to attract development through the assessment of land supply and development demand for non-residential development on an annual basis.	SC, D/LO, B/I, OGA, EAO		✘			MP, SPP, BUD, DEV, BC
	ED.3-2 Assess capacity and extension potential of infrastructure to support development, particularly intensive non-residential development, on an annual basis to accommodate growth in a timely manner.	SC, CO, DLO, EAO, OGA		✘			MC, MP, SPP, BUD, DEV, BC
	ED.3-3 Create a land bank of “development ready” sites, based on criteria identified in the plan, to market for prospective development.	OGA, EAO, DLO, CO, CN, BI		✘			MP, SPP, BUD, DEV
	ED.3-4 Identify and address the need for more attainable housing.	OGA, EAO, DLO, CO, CN, BI		✘			MP, SPP, BUD, DEV
	ED.4 Develop and implement a comprehensive recruitment / retention incentive program.						
	ED.4-1 Forge collaborative partnerships with K-12 and post-secondary institutions.	SC, E/AO, B/I, OGA, CN, DLO	✘				MP, SPP, BUD, DEV
	ED.4-2 Target the development of employment uses in the Economic Development Hubs identified.	SC, E/AO, C/N, D/LO, OGA	✘				MP, SPP, BUD, DEV

ED.4-3	Support the development of workforce housing near target employment areas.	SC, E/AO, C/N, D/LO, OGA	x				PLC, MC, MP, SPP, BUD, DEV, BC
ED.4-4	Support the development of the new Salina Area Technical College to respond to local workforce training needs.	SC, OGA, EAO, CN, BI, DLO	○				MP, SPP, BUD, DEV
ED.4-5	Review and identify industrial expansion and attraction targets.	SC, OGA, EAO, CN, DLO	x				MP, SPP, BUD, DEV
ED.4-6	Conduct a feasibility market study for each targeted industry.	SC, OGA, EAO, CN, BI, DLO	x				MP, SPP, BUD, DEV
ED.4-7	Develop recruitment incentives.	SC, OGA, EAO, CN, BI, DLO	x				MP, SPP, BUD, DEV
ED.4-8	Develop policies specific to each appropriate target industry.	SC, OGA, EAO, CN, BI, DLO	x				MP, SPP, BUD, DEV
ED.5	Attract new local, regional and national retailers, to provide a balanced variety of goods and services to the residents of Salina and the surrounding trade area.						
ED.5-1	Identify, assist, and encourage retail developers to commit, invest, and build new projects and/or invest in existing firms in Salina in order to generate sales tax income and / or retain those dollars in the economy.	SC, C/N, D/LO, BI, EAO, OGA	○				PLC, MC, MP, SPP, BUD, DEV, BC
ED.5-2	Retain existing and recruit new retailers, restaurants and other sales tax generating businesses.	SC, CN, DLO, BI, EAO, OGA	x				PLC, MC, MP, SPP, BUD, DEV, BC
ED.5-3	Assist landowners in the sale and development of potential retail and commercial sites to achieve their highest and best use.	SC, CN, DLO, BI, EAO, OGA	x				PLC, MC, MP, SPP, BUD, DEV, BC
ED.5-4	Determine the mix of retail opportunities desired by the community as a target for niche and mass consumer recruitment efforts.	SC, CN, DLO, BI, EAO, OGA	x				PLC, MC, MP, SPP, BUD, DEV
ED.5-5	Encourage the development of neighborhood-oriented retail and mixed-use areas.	SC, C/N, D/LO, OGA, DLO, B I		x			PLC, MC, MP, SPP, BUD, DEV, BC
ED.5-6	Develop a methodology and reporting system to objectively assess and confidentially report to the City and or County Commissions, the necessary financial details of retail prospects as well as a cost/benefit analysis.	SC, E/AO, B/I, OGA		x			MP, SPP, BUD, DEV

<p>ED.5-7 Develop incentive guidelines for new retail development to attract new businesses, based on:</p> <ul style="list-style-type: none"> ▪ Financial resources ▪ Employment impact ▪ Fiscal impact ▪ Community impact ▪ Competitive impact ▪ Retail market impact 	<p>SC, EAO, DLO, CO, OGA, CN, BI</p>		<p>✘</p>			<p>MP, SPP, BUD, DEV</p>
<p>ED.6 Support industry recruitment targets.</p>						
<p>ED.6-1 Develop specific strategies with regards to existing business expansion and growth.</p>	<p>SC, EAO, DLO, BI, CN, OGA</p>	<p>✘</p>				<p>MP, SPP, BUD, DEV</p>
<p>ED.6-1a Develop ongoing relationships with the local industrial base including:</p> <ul style="list-style-type: none"> • Regular scheduled visits to existing employers. • Regular joint meetings with plant managers / business owners / economic development partners. • Personal visits to corporate headquarters. 	<p>SC, EAO, DLO, BI, CN, OGA</p>	<p>✘</p>				<p>MP, SPP, BUD, DEV</p>
<p>ED.6-2 Enhance new business attraction efforts.</p>	<p>OGA, DLO, BI, EAO, SC</p>	<p>✘</p>				<p>MP, SPP, BUD, DEV</p>
<p>ED.6-2a Develop relationships with regional and national site consultants.</p> <p>ED.6-2b Apply criteria such as employment impact, fiscal impact, community impact, competitive impact, market impact, and the “but for test” in the decision making process prior to offering any financial incentive package to new business.</p>	<p>OGA, DLO, BI, EAO, SC</p> <p>OGA, DLO, BI, EAO, SC</p>	<p>✘</p>	<p>✘</p>			<p>MP, SPP, BUD, DEV</p> <p>MP, SPP, BUD, DEV</p>
<p><i>Entrepreneurship</i></p>						
<p>ED.7 Encourage entrepreneurship in Salina.</p>						
<p>ED.7-1 Work with the Chamber to assess the needs of local entrepreneurs.</p>	<p>B/I, OGA, DLO, CN, BI, EAO</p>	<p>✘</p>				<p>BUD, DEV</p>

ED.7-2	Explore an “economic gardening” approach to entrepreneurship. Economic gardening focuses resources on growing existing or high-potential new businesses by Salina entrepreneurs. In combination with a targeted recruitment strategy, this provides a two-pronged basis for economic development.	B/I, OGA, DLO, BI, CN, EAO						MP, SPP, BUD, DEV
ED.7-3	Establish a partnership that fosters entrepreneurship from elementary/ middle school and beyond.	B/I, OGA, CN, BI, EAO						MP, SPP, BUD, DEV
ED.7-4	Establish / refine a “one-stop” permitting and regulatory system that is navigable by small business owners.	BI, OGA, CN, EAO						PLC, MC, MP, SPP, BUD, DEV, BC
ED.7-5	Evaluate development and expansion of “micro-loan” opportunities by partnering with existing financial institutions.	BI, OGA, CN, EAO						MP, SPP, BUD, DEV
<i>Leadership</i>								
ED.8	Invest in the youth of Salina to provide the necessary community and business leaders for the future.							
ED.8-1	Support the education system with the necessary resources to ensure a quality education for each child in Salina.	SC, C/N, B/I, OGA						MP, SPP, BUD, DEV
ED.8-2	Continue to provide leadership training / mentoring programs with current business leaders in the community.	B/I, OGA, CN, BI, EAO						MP, SPP, BUD, DEV, BC
ED.8-3	Encourage interaction between the high schools and post-secondary education institutions to encourage students to attend college or obtain vocational training.	OGA, BI, OGA, EAO, BI, CN						MP, SPP, BUD, DEV
ED.8-4	Create a Mayor’s Youth Corp to participate in City activities and gain knowledge of City processes.	E/AO, SC, CN, BI						MP, SPP, BUD, DEV
ED.8-5	Expose junior high and high school students to volunteerism and community participation opportunities to encourage future participation in community activities and decisions.	SC, E/AO, B/I, OGA						MP, SPP, BUD, DEV, BC
ED.8-6	Market careers and the community assets within Salina to retain and attract college graduates to Salina.	SC, EAO, BI, OGA						MP, SPP, BUD, DEV

ED.8-7	Create organizational capacity to succeed.	SC, EAO, BI, DLO, CN, BI, OGA				x		MP, SPP, BUD, DEV
ED.8-7a	Develop a site and building certification program to reduce the time necessary to commence redevelopment such that construction can begin in 160 days or less.	SC, EAO, DLO, BI, CN, OGA, CO	x					PLC, MC, MP, SPP, BUD, DEV, BC
ED.8-7b	Convene quarterly meetings of a Salina Economic Development Strategic Plan Governing Group to review progress toward the goals of this plan as well as ongoing economic development issues.	SC, OGA, EAO, DLO, BI, CN	x					PLC, MC, MP, SPP, BUD, DEV, BC
ED.8-8	Maximize current and potential incentives.	OGA, SC, EAO, DLO, BI, CN	x					PLC, MC, MP, SPP, BUD, DEV, BC
ED.8-8a	Review and summarize federal, state and local incentives.	OGA, SC, EAO, DLO, BI, CN	x					PLC, MP, SPP, BUD, DEV
ED.8-8b	Determine the appropriateness of each available financial incentive and the circumstances under which it should or should not be utilized.	SC, DLO, BI, EAO, OGA	x					PLC, MC, MP, SPP, BUD, DEV, BC
ED.8-8c	Develop the criteria regarding the eligibility for and scope of incentives including but not limited to, exceeding the average local return rate and cost / benefit rates in excess of 1.	SC, EAO, OGA, DLO			x			PLC, MC, MP, SPP, BUD, DEV, BC
ED.8-9	Plan and construct the infrastructure for growth.	SC, EAO, OGA, CN, BI, CN	x					PLC, MC, MP, SPP, BUD, DEV, BC
ED.8-9a	Develop an inventory of suitable market-ready property.	SC, EAO, OGA, CN, BI, CN	x					PLC, MC, MP, SPP, BUD, DEV, BC
ED.8-9b	Consider implementation of an industrial property program to acquire and secure options for industrial property.	SC, EAO, DLO, OGA, CN, BI	x					PLC, MC, MP, SPP, BUD, DEV, BC
ED.8-9c	Develop an inventory of all industrial and commercially zoned property within the City and in the Urban Service Area.	SC, EAO, DLO, OGA, CN, BI	x					MP, SPP, BUD, DEV

<p>ED.8-9d Consider expansion of the use of economic development incentives and infrastructure financing tools traditionally utilized only for new development projects to include redevelopment projects in identified priority locations.</p>	<p>SC, EAO, DLO, OGA, CN, BI</p>	<p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>ED.8-9e Consider public initiated construction of necessary off-site infrastructure to support industrial development.</p>	<p>SC, EAO, DLO, OGA, CN BI</p>	<p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>ED.9 Establish the economic development hubs as the centers of economic activity and employment in Salina.</p>	<p>SC, C/N, B/I, OGA, DLO,, EAO</p>	<p>✘</p>				<p>MP, SPP, BUD, DEV</p>
<p>ED.9-1 Encourage the orderly growth and development of the Airport Employment Area to accommodate industrial, educational and commercial uses as the primary employment area within Salina.</p>	<p>SC, C/N, B/I, EAO, OGA, DLO,</p>	<p>○</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>ED.9-1a Prepare a list of development ready sites based on the criteria identified within the Economic Development Section.</p>	<p>SC, C/N, B/I, EAO, DLO,</p>	<p>✘</p>				<p>MP, SPP, BUD, DEV</p>
<p>ED.9-2 Continue to support Downtown as an economic development hub while maintaining its urban character.</p>	<p>SC, C/N, B/I, EAO, OGA</p>	<p>○</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>ED.9-3 Establish a North Downtown Economic Development Area that addresses the urban and suburban development pattern of the area.</p>	<p>SC, C/N, B/I, EAO, OGA</p>	<p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>ED.9-3a. Create an Urban Industrial Overlay District to address the design and character of the area along Broadway and Pacific between North Street and North Front Street.</p>	<p>SC, C/N, B/I, EAO, OGA, DLO,</p>	<p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>ED.9-3b. Expand the North Ohio Gateway Overlay District to address the design and character of the area as a gateway to Salina.</p>	<p>SC, C/N, B/I, EAO, OGA, DLO,</p>	<p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>ED.9-4 Expand the South 9th Street Corridor Overlay District to address continued development along the corridor.</p>	<p>SC, C/N, B/I, EAO, OGA, DLO</p>	<p>✘</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>

<p>ED.9-5 Encourage the cohesive design of mixed-use centers to ensure quality development and their continued role as economic development hubs.</p>	<p>SC, C/N, B/I, DLO, EAO, OGA</p>	<p>x</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>ED.10 Examine and address regulatory / building services concerns.</p>						
<p>ED.10-1 Continue to review the development review process and procedures as well as best management practices to ensure the most effective and efficient review process.</p>	<p>SC, EAO, DLO, CO, BI, OGA, CN</p>	<p>○</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>ED.10-2 Continually monitor the appropriateness of newly published development codes.</p>	<p>SC, OGA, EAO, DLO, BI, CN,</p>	<p>○</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>ED.10-3 Encourage stakeholders to be integrally involved in the review of all applicable codes.</p>	<p>SC, OGA, EAO, DLO, BI, CN</p>	<p>x</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>
<p>ED.10-4 Develop strategies to communicate, inform and assist architects, engineers, contractors and project owners about code changes and updates.</p>	<p>SC, DLO, EAO, OGA, CN, BI,</p>	<p>○</p>				<p>PLC, MC, MP, SPP, BUD, DEV, BC</p>