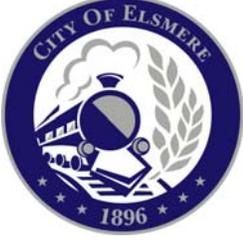


2016 Elsmere Strategic Plan
 March 22, 2016
 Framework of the Plan



What We Heard – From Citizens

What Are Our Strengths?

- Safe community
- Tight knit community
- Good city government
- Excellent schools
- Nice parks
- Diversity
- Ease of access/travel
- A caring community
- Urban without feeling urban



What We Heard – From Citizens



We Need to Work On

- Code enforcement
- Tighten rental property regulations
- Neighborhood appearance
- Attract more businesses
- Stagnate population growth
- Parking
- Dixie Highway
- Blighted property
- Invest in parks

What We Heard – From Citizens

What Are Our Opportunities?

- Reimagine Dixie Highway
- Paint, clean up and fix up
- Gateway signage
- Retail/commercial development
- Make this a walkable city
- Community gardens
- Improve parks
- Grow, recruit and attract young professionals



What We Heard – From Citizens

What Are Our Priorities?

- Development of Dixie Highway and Harrison/List Farm
- City government center
- Address blight
- Parks, Trails and Recreation
- Code enforcement
- Single family homes for young adults/professionals



What We Heard – From Students



What Does the City Need?

- Trails
- Place for teens to hang out
- Restaurants
- Sports complex/skate park
- Animal shelter
- Challenge park
- Remove the eyesore buildings
- Transportation

What We Saw – From Citizens

- Small businesses
- Sidewalk repairs
- Improved lighting streets/parks
- Gateway signage
- Dixie Highway facelift
- Improve parks
- Places for kids to play
- Swimming pool/splash park



What We Saw – From Students



- Sidewalks/trails
- Extend lifeline ministries
- Marketplace
- Housing
- Green energy
- Covered bus stops
- Horseback riding
- Complete streets
- Recreation center

Community Core Values

Every community has a passion for particular things that exist within the community.

The valued “things” that are shared by most residents of the community make up the “core values.”

We strongly believe that every successful community plan is built upon these core values. They form the unique foundational elements upon which every idea and strategy must be built. After listening carefully, we discovered these Core Values for the City of Elsmere.

Community Core Values

- Outdoor Spaces
- We Care
- It's Our Small Town
- Safest City in Kentucky
- We're Different and We Love It!



Meeting the Challenge - Local First



- Focus on things that benefit the city's residents FIRST
- Engage local residents in helping to solve the problems
- Accept help
- Empower the community to act
- Take big challenges and break them into small tasks

"The City"

- Code enforcement
- Create a taskforce to tighten regulation of rental properties
- Address blight
- Improve and expand community events
- Paint and fix up buildings
- Online and credit card payments
- Parking study/plan
- Signage



“The City”

- Record retention and archival solution
- Tablet-based work order system
- Website/web presence/technology
- Seek out volunteers
- More dialogue and cooperation with neighboring cities
- Welcome package for new residents
- Sidewalks and parks improvement and expansion
- Community center
- New municipal building
- Redevelop Dixie Highway
- Encourage growth

Doing Things Together

- Identify residents that want to work on specific projects as volunteers
- Develop a volunteer training program
- Engage students for community service projects that improve the city
- Intensify outreach to the city’s neighbors and work on solving common issues



The Great Outdoors

Parks

- Take an inventory of everything that is available at each park
- Assess the condition of each park amenity and estimate its functional obsolescence
- Utilize local focus groups to make recommendations for improvements
- Decide whether to replace or remove an amenity
- Develop a working list of amenities that need to be added, for example, picnic tables, shelters, walking paths, playground equipment, exercise stations
- Prioritize improvements for each city park
- Seek out partners as well as grants as funding resources
- Determine the accessibility of each park by vehicle or on foot

The Great Outdoors



Before

The Great Outdoors



After

The Great Outdoors

Sidewalks, Parks and Connectors

- Create a task force to document areas that need sidewalk repair or expansion and potential trail connectors within the region
- Identify potential for walking paths within existing parks
- Prioritize projects to be addressed over the next five years
- Connect with Trail Town USA
- Identify funders



Neighborhoods

Neighborhood Improvement was mentioned several times. How Do We Begin?



- Identify individuals to assist in developing a city-wide plan
- Create a task force to address rental property issues and regulations
- Establish desired outcomes
- Evaluate city codes and ordinances to see where problems lie and line up with the desired outcomes established by the committee.
- Work with police and fire departments to coordinate code updates with policies in order to enact enforcement.

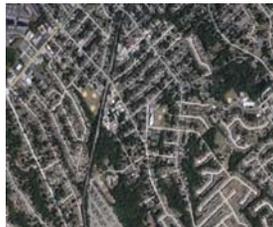
Neighborhoods



- Identify potential sources of revenue to focus on neighborhood development.
- Investigate other cities incentive programs and develop incentives for Elsmere to provide.
- Define what the city or other agencies or organizations such as Repair Affair or perhaps the Home Builders Association, might provide in terms of assistance. Inform organizations such as the Chamber or Industrial Authority of the proposed plan and seek their help and support.
- Identify who will spearhead and oversee each element of this initiative.

Neighborhoods

- Create an inventory of properties in need of attention. Identify by street address and property owner those properties which need immediate attention and prioritize as urgent, moderate, and remedial.
- Set forth goals and objectives and define strategies to approach the work.
- Relay this information to every property owner by certified mail, so everyone understands the commitment the city is making to improve the property values within the city.



Neighborhoods



- Work one-on-one with property owners to encourage home ownership and rental property cleanup
- Seek assistance as needed from the Kentucky League of Cities, the Kentucky Housing Corporation, the Northern Kentucky Area Development District and the Kentucky Heritage Council to seek financing assistance, tax credits, and grant funds.
- Recognize property owners that work to improve and maintain their property.

Firing UP the Economic Engine

The Student List of Businesses to Recruit

- Restaurants w/Wi-Fi
- Go-Carts
- Water park
- Skate park
- Indoor shooting range
- Frozen yogurt
- DQ
- Arcade
- Zip Line



Elsmere Gateway Corridor

Elsmere does not have an identifiable "downtown." The center of commercial activity is along Dixie Highway and is a gateway corridor. As the core of business activity, the corridor could become Elsmere's de facto "Downtown" – the place to gather for local eateries, entertainment and shopping.

An Elsmere Community Development Corporation can lead the way in renovation and targeted economic development. As a regional corridor and combined with community redevelopment, Dixie Highway redevelopment could deliver needed revenue for other much needed city projects.

If the Dixie Highway redevelopment plan is implemented in the next 10-15 years, Elsmere would be ahead of the curve in making this a visitor magnet. It will take imagination, commitment and patience.

Power lines can be buried underground and street furnishings added to give the corridor a welcoming "attitude."

“Downtown” Elsmere



“Downtown” Elsmere



“Downtown” Elsmere

- How Do We Do This?**
- Create a non-profit corporation – The Elsmere Community Development Corporation.
 - Identify stakeholders and those with knowledge of commercial development.
 - Inventory all properties and businesses along Dixie Highway in the Elsmere city limits.
 - Identify and target available properties.
 - Develop a gap list of businesses needed.
 - Create a joint taskforce with Erlanger and leverage the strength and influence of both cities toward joint implementation.
 - Work with regional economic development agencies and the Cabinet for Economic Development.
 - Create a working list of entrepreneurs interested in starting the kinds of businesses that Elsmere needs.
 - Identify working capital resources.
 - Identify and develop business incentive resources such as the Kentucky Investment Act incentives, new market tax credits, TIF, property tax abatement and a retail establishment fund.
 - Focus on LOCAL business development.
 - Implement the plan step-by-step.
 - Success will take time.
 - Be patient and work at it.

What Do I Need to Do?



- Identify the part of the plan that is yours
- Think of ways that you can help your community and your city
- Volunteer your time as your contribution to the effort
- Invite your friends to participate with you

What Happens Next?

- Receive your feedback
- Provide more detail outlining the steps to take
- Design and layout
- Print the plan booklets
- Present the plan to the city and you!