

# FAIRVIEW IMPLEMENTATION

## IMPLEMENTATION STRATEGY

*“Creating a strategic plan is not enough.”*

(Strategic Planning for Public and Nonprofit Organizations, John M. Bryson)

*“Let no one be deluded that a knowledge of the path can substitute for putting one foot in front of the other.”*

(Mary Caroline Richards, poet)

Planning is a continuous process. It involves implementation (the action steps to get things done), monitoring (regular review of progress), and evaluation (how are we doing, what is working and what is not, and how can we better achieve goals), and then as needed, revision to update goals and objectives. Adaptive learning is important as new information becomes available and circumstances change. Such learning leads to more effective implementation. Actual *realized* strategies and effective actions are a blend of what is *intended* (through planning) and what *emerges* in practice.

### **Timeframe**

The Growth Policy is intended to be a long-term document. It may take 10 or more years to accomplish some of the goals. Goals may be added or changed. Specific objectives will likely be accomplished in a shorter period of time.

The specific timetable for implementing actions identified in this Growth Policy is included in the section entitled “Implementation Measures-Action Plan.” The action plan identifies timeframes for each specific objective.

### **Strategic Approach to Implementation**

The Growth Policy is an ambitious long-term plan.

How will all of the actions in this plan be accomplished? Implementing the Growth Policy will take the actions of county government, municipal governments of Sidney, and Fairview, civic and non-profit organizations, educational and research facilities, private sector businesses, and private citizens.

The local governing bodies (Richland County Commission, Sidney City Council, and Fairview Town Council) formally adopt the Growth Policy. These jurisdictions can take responsibility for specific government-oriented action items, such as the proposed capital improvements plans. They can also serve to encourage the successful implementation by other groups.

There were a number of ideas and projects that surfaced from the public meetings held in August and September of 2006 for this Growth Policy. Some of these were ideas at

the beginning stages, and others were farther along. Some groups, organizations, and governmental entities already have detailed long-term plans of their own, with action steps that dove-tail with the goals and objectives of this Growth Policy.

At the public hearings held for the Growth Policy, some participants wanted to know how they could initiate projects in their community. Individuals or groups wanting to get a project started can call the Richland County Planning Office for initial assistance in identifying what is needed and potential resources.

To facilitate the Growth Policy as a living, usable plan for the future, the Planning Board proposes to host an annual workshop. Intended as a get-together for the diverse interests involved in implementing various elements, it would provide an opportunity to update each other and the public on actions relevant to the Growth Policy, and discuss new issues and changes.

Following the conference, the Planning Board will prepare their annual report, which evaluates progress on the Growth Policy, assesses need for revisions, and includes an annual work plan prioritizing projects for the following year.

The ongoing Communities in Action project, coordinated in part by the County Health Department, offers considerable potential for assisting in the implementation, monitoring, and evaluation of the Growth Policy. Communities in Action is about to begin the second phase of their multi-year planning effort. Much of what Communities in Action does overlaps with goals and objectives of the Growth Policy. Communities in Action has many resources, including VISTA volunteers and staff who are experienced in community involvement and other actions needed to implement the Growth Policy.

### **Schedule for Review**

Annually: The Planning Board will submit an annual report and work plan to the mayor and town council. The report will also identify any revisions proposed for the Growth Policy.

### Revisions:

Conditions that might trigger changes and revisions to the Growth Policy include:

- Issues that come up during implementation phase that may not have been anticipated during the drafting of the plan.
- New development proposals not provided for in the plan.
- Modifications needed to comply with changes in state legislation, judicial decisions or state programs.
- Priorities that need to be reassessed to take advantage of new opportunities such as grants, partnerships, and State and Federal program.
- Planning Board evaluation of implementation measures and progress, and determination that modifications would enhance the effectiveness of the Comprehensive Development Plan.
- Changes affecting information assumptions, needs or legal framework
- Additional public input suggest the need for changes
- New data and/or changed circumstances and issues

# STRATEGY FOR PUBLIC INFRASTRUCTURE

*The adoption of a CIP [Capital Improvements Plan] is simply good business for local governments.*

(Montana's Growth Policy Resource Book, Montana Department of Commerce)

Infrastructure can be a powerful tool in managing or guiding growth. Development is more likely to occur where infrastructure, such as roads, and water and sewer facilities are already in place.

The Growth Policy by law must include a strategy for development, maintenance, and replacement of public infrastructure, including drinking water systems, wastewater treatment facilities, sewer systems, solid waste facilities, fire protection facilities, roads, and bridges.

Fairview proposes to develop a Capital Improvements Plan as the strategy for addressing public infrastructure.

Capital improvements are major, high cost public facilities or public works with a lifespan of two years or more. A Capital Improvements Plan helps communities identify their public facility needs, establish project priorities, and create a long-range program for scheduling and funding construction, repair, or other major projects. A Capital Improvements Plan can address "Life cycle costs," the long-term range of projects needed to keep infrastructure functioning well into the future. For buildings, life cycle costs include scheduling and budgeting for those parts of the building with a defined "life expectancy," such as a roof or a boiler (or other component of a heating and cooling system).

The CIP includes planning, setting priorities, effective public works management, financial management, and community decision process. A CIP consists of five basic elements:

- 1) inventory and evaluation of existing conditions for each facility (needs assessment);
- 2) prioritization of improvement needs for each public facility and prioritization of the needs for the entire infrastructure;
- 3) identification of monetary options that can be used to meet the needs;
- 4) establishment of a time schedule that matches available funds to the improvements required to meet the system needs; and
- 5) a brief written document (the CIP which is formally adopted by the governing body by resolution or by ordinance."

*(Source: Montana Department of Commerce, The Mini Capital Improvements Plan for Small Towns"*

## Town-owned Facilities

Fairview owns and maintains the following facilities:

- Town hall (includes police and justice offices)
- Town Shops (public works maintenance equipment etc.)
- Fire Hall
- Parks, Trails, and Swimming Pool
- Town Water and Sewer Facilities
- City Streets

Factors identified to date for town facilities include:

- No comprehensive assessment of town infrastructure, including buildings, for at least 30 years
- Swimming pool is leaking and needs replacement
- Water and sewer systems are sufficient for existing purposes, but they have not been comprehensive reviewed for many years. In addition, there are more people looking for houses in Fairview than there are houses. There is potential for growth and the systems need to be assessed for growth purposes.

A Capital Improvements Plan, with community involvement, would provide opportunities for assessing needs and identifying long-term solutions.



Fairview Town Hall

## INTERGOVERNMENTAL COOPERATION

State law requires that a Growth Policy include a statement explaining how the town's governing body will coordinate with the county on matters related to the Growth Policy.

From the start, the process to develop this Growth Policy demonstrated considerable cooperation among the town of Fairview, city of Sidney, and Richland County. There was a joint understanding that the three jurisdictions would stand to gain individually and collectively by pooling their efforts to develop growth policies.

Looking ahead to growth of Fairview, it made sense to both the town and county to establish a city-county Planning Board that extends one mile beyond the town limits. The establishment of the city-county planning jurisdiction was an outgrowth of the decision for the town and county to jointly develop growth policies.

The town of Fairview proposes to coordinate with the county as follows:

- Coordinate development within the city-county planning area with a joint city-county Planning Board
- Include the goals and objectives for the Fairview City-County Planning area in a single document that includes goals and objectives for the county, and also for Sidney
- Coordinate with the county to use county planning staff as the planning staff for Fairview
- Coordinate planning for capital improvements and annexation
- Share information and data bases related to planning and Growth Policy implementation
- Coordination of zoning in the city-county planning jurisdiction
- Share the results of the city-county Planning Board's annual process of evaluating work to date on the Growth Policy and establishing a work plan for the upcoming year

# SUBDIVISION REVIEW POLICIES

This section provides information on how the town will review subdivisions. It explains:

1. how the town defines the state's review criteria,
2. how those criteria will be used to evaluate and make decisions on subdivisions, and
3. how public hearings will be conducted.

Since 1974, every county, city, and town has been required by state law to "adopt and provide for the enforcement and administration of subdivision regulations." The governing bodies have also had the authority to review subdivisions for their compliance with the Growth Policy. House Bill 543, passed by the 2001 state legislature and signed into law by the governor, now requires that subdivision regulations be revised to conform to a Growth Policy within one year after a Growth Policy is adopted. The **Action Plan** in Section V of this report outlines how the subdivision regulations will be revised to conform to the Growth Policy and clarifies that a public hearing is required prior to their adoption.

## Criteria Definition

State law requires that subdivisions be reviewed for their effects on six primary criteria: agriculture, agricultural water user facilities, natural environment, wildlife and wildlife habitat, local services and public health and safety. This section clarifies how the town defines those criteria.

**AGRICULTURE:** All aspects of farming or ranching including the cultivation or tilling of soil; dairying; the production, cultivation, growing, harvesting of agricultural or horticultural commodities; raising of livestock, bees, fur-bearing animals or poultry; and any practices including, forestry or lumbering operations, including preparation for market or delivery to storage, to market, or to carriers for transportation to market.

**AGRICULTURAL WATER USER FACILITIES:** Those facilities which provide water for irrigation or stock watering to agricultural lands for the production of agricultural products. These facilities include, but are not limited to, ditches, head gates, pipes, and other water conveying facilities.

**LOCAL SERVICES:** Local services are defined as any and all services that local governments, public or private utilities are authorized to provide for the benefit of their citizens.

**NATURAL ENVIRONMENT:** The natural environment is defined as the physical conditions which exist within a given area, including land, air, water, mineral, flora, fauna, sound, light and objects of historic and aesthetic significance.

**WILDLIFE:** Those animals that are not domesticated or tamed, or as may be defined in a Growth Policy.

**WILDLIFE HABITAT:** The place or area where wildlife naturally lives or travels through.

**PUBLIC HEALTH AND SAFETY:** The prevailing healthful, sanitary condition of well being for the community at large. Conditions that relate to public health and safety include but are not limited to: disease control and prevention; emergency services; environmental health; flooding, fire or wildfire hazards, rock falls or landslides, unstable soils, steep slopes, and other natural hazards; high voltage lines or high pressure gas lines; and air or vehicular traffic safety hazards.

## **Evaluation**

Subdivisions will be evaluated for their material effect on the six criteria. The evaluation of the effect of the proposed subdivision on these six criteria determines if there are significant unmitigated adverse impacts. Unmitigated adverse impacts are potential grounds for denial of a proposed subdivision. Below are examples of items considered in evaluating the impact of a proposed subdivision on the six criteria. These examples do not reflect all potential items, but they do include a preponderance of the items under consideration. Depending on the proposed subdivision, some of these items included may not apply. In addition, some proposals may require evaluation of other topics not included in these examples to weigh the subdivision's effect on these criteria. It is the subdivider's responsibility to document proposed mitigation of any adverse impacts on these six criteria.

### **Effect on agriculture.**

- Number of acres that would be removed from the production of crops or livestock
- Acres of prime farmland (as defined by the USDA) that would be removed
- Effect on use of remainder and adjoining properties as farm or ranch land
- Potential conflicts between the proposed subdivision and adjacent agricultural operations including:
  - Interference with movement of livestock or farm machinery
  - Maintenance of fences
  - Weed proliferation
  - Vandalism or theft
  - Harassment of livestock by pets or humans

### **Effect on agricultural water user facilities.**

- Location and proximity to agricultural water user facilities
- Potential conflicts between facility users and subdivision residents including:
  - Seeps, flooding, washouts
  - Obstructions and interference
  - Unintended uses (recreation or landscaping)
- Water rights
- Vehicular access to facility

### **Effect on local services.**

- Increased demand on services and need to expand services
- Ability to provide services to subdivision
  - Response times
  - Conditions of roads, bridges, and railroad crossings
  - Physical Barriers
- Provision of adequate local services and public facilities simultaneous with or prior to onset of impact

- Any special or rural improvement districts that would obligate local government involvement fiscally or administratively

**Effect on natural environment.**

- Noxious weeds
- Runoff reaching surface waters (e.g.: streams, rivers or riparian areas).
- Impacts on ground water supply, quantity, and quality
- Impacts on air quality
- Impacts on scenic resources
- Impacts on historic, pre-historic, and cultural resources
- Wetlands
- Cumulative impacts of multiple subdivisions on natural environment

**Effect on wildlife and wildlife habitat.**

- Loss of significant, important and critical habitat, as defined
- Impacts on significant, important and critical habitat including potential effects of
  - roads and traffic
  - closure of existing operations and/or potential to provide new access to public lands
  - effects of humans and pets on wildlife

**Effect on public health and safety.**

- Creation of potential man-made hazards (e.g.: unsafe road intersection, development in wildland residential interface fire areas)
- Natural hazards (e.g.: wildfire, flooding, steep slopes)
- Existing potential man-made hazards (e.g.: high pressure gas lines, lack of fire protection, cumulative impacts)
- Traffic safety
- Emergency vehicle access
- Emergency medical response time
- Cumulative impacts on groundwater from individual sewage disposal systems and/or individual wells
- Any other item that endangers public health and safety

**Public Hearing Procedures**

A fundamental component of the subdivision review process is the opportunity for members of the public and interested groups to offer comments on the proposal. The opportunity to make comments in public is provided by the public hearing process. The Planning Board will also accept written comment received outside of the public hearing, but may set deadlines for the receipt of such comment. Under state law, the requirement to hold a public hearing does not apply to the first minor subdivision from a tract of record. A minor subdivision is defined as containing five or fewer lots.

The steps for the public hearing, which is conducted by the Planning Board, are as follows:

- (a) President presents the procedures to be used for the hearing. The Subdivision Administrator (as defined in the subdivision regulations) or other designee of the respective jurisdiction presents a staff report that addresses the criteria for local government review of subdivisions as identified in state law.

The Subdivision Administrator or other designee of the respective jurisdiction also reviews options of approval, approval with conditions, and denial, proposes conditions for approval as relevant, and makes recommendations to the City/County Planning Board. The Planning Director and/or committee chairperson may add any related or background information. Board members are permitted to address any relevant questions relating to the application, to the president, jurisdictional committee chairperson or staff.

- (b) Public hearing opened by the President.
- (c) Proponents in audience including the applicant and his/her representatives will be given an opportunity to speak in favor of the application. Information submitted should be factual, relevant and not merely duplicative of previous presentations. A reasonable time will be allowed each speaker. Each person speaking must give name, address, and nature of interest in matter before presenting their information.
- (d) Opponents in audience will be given an opportunity to speak against the application. Information submitted should be factual, relevant and not merely duplicative of previous presentations. A reasonable time will be allowed each speaker. Each person speaking must give name, address and nature of interest in the matter before presenting their information.
- (e) Other interested parties will be allowed to comment briefly or make inquiries. A reasonable time will be allowed each speaker. Each person speaking must give name, address and nature of interest in the matter before presenting their information.
- (f) Public hearing closed by the President.
- (g) Board/Committee discussion. Members may raise potential special conditions for approval or other, significant considerations relevant to the petition. If necessary, members shall pose any relevant questions through the President, and the President interrogates proper parties for answers.
- (h) Motion to recommend approval, conditional approval, or denial of the subdivision application.

# IMPLEMENTATION MEASURES – ACTION PLAN

This section identifies specific measures to implement the objectives of the Growth Policy. The first section provides a general description of types of implementation measures. The second section is the action plan that includes each goal and objective of the Growth Policy, lists implementation measures, and identifies general timeframe, costs, and outcomes.

## OVERVIEW

### Coordination

Coordination is listed as an implementation measure for objectives where there are already existing efforts or interest from other organizations (private or public), and/or from other local, state, federal agencies.

### Support

Support is intended in its broadest sense, rather than a narrow definition of financial support. Support is a natural extension of existing agreements or plans that have been adopted by the town, or support for town-run programs.

### Planning Studies and Data Gathering

There are areas and issues that require more detailed studies and special strategies. These issues can be identified as needing additional, more specific planning and implementation measures. Data gathering includes items such as housing needs assessments that would provide more specific information by community as to existing and projected future housing demand by type of housing. Planning studies would involve more community involvement to clarify community needs, perspectives, and strategies.

### Education Programs and Public Outreach

Education and outreach efforts include disseminating information through publications, websites, brochures, news releases, service announcements, displays, and other public relations methods. It also means obtaining regular feedback through task forces, surveys, public meetings, and customer service questionnaires.

In addition to general education and outreach, it is important that elected officials and staff also are up to date on the latest techniques and approaches to dealing with the public, coordinating overlapping functions among departments, understanding roles related to regulatory responsibilities, and keeping an invigorated approach to community objectives.

### Community Involvement and Facilitation

Community involvement is essential throughout the planning-implementation-evaluation cycle. Resources for assisting in identifying best ways to involve the public and facilitate discussion include Communities in Action, and other existing programs.

### Award Excellence Programs

These are programs that provide awards or other public recognition of outstanding efforts that contribute to achieving Growth Policy goals and objectives. They function in several ways—reward outstanding achievements, acknowledge success, and enhance public awareness.

### Program Funding Sources/Technical Assistance

Many of the projects identified in the Growth Policy will require funding and/or technical assistance, and other implementation resources.

Individuals or groups wanting to get a project started can call the Richland County Planning Office for initial assistance in identifying what is needed and potential resources.

The town can play a role in locating potential funding sources, and may also provide some assistance with applying for grants. There are a variety of private and public organizations, and state and federal government agencies that provide funding and technical assistance. Examples of government programs include: Community Development Block Grant program, Treasure State Endowment Program, State Historic Preservation Office, Montana Department of Transportation, and USDA Farm Service Agencies and Rural Development Programs.

### Fiscal Impact Analysis and Cost-Benefit Analysis

This is an analysis of a development proposal to determine the cost-benefit to the public. Costs and benefits may include financial and non-financial benefits and costs, including effects to community character, and public health and safety.

### Process and Criteria

Some of the efforts outlined in the Growth Policy will need to clarify the process for implementation. This includes identifying the “who, when, how” other parties will be involved. In some cases the process is clear, but decision-making could be clarified by defining criteria for project consideration and approval.

### Capital Improvements Plan

An important tool for implementing Growth Policy goals and objectives is the use of a community capital improvements plan and corresponding capital budget. The purpose of a capital improvements plan is to match needed improvement projects with revenue and financing sources to ensure public facilities will be repaired, expanded, or

constructed to support future growth, public health and safety, or other community needs.

### Measures Specific to Land Use

#### *Non-Regulatory Measures*

Non-regulatory measures for land use projects include all of those already listed above (Coordination through Process and Criteria), as well as the following:

- ❖ Design Guidelines. Design guidelines describe and illustrate site plan and design techniques that promote good design and environmentally sound practices. Guidelines are mostly an education tool and compliance with the guidelines is voluntary. Guidelines could be used as part of cost-benefit impact analysis of specific projects.
- ❖ Conservation Easements. Conservation easements are voluntary legal agreements between a landowner and a public agency or qualified private tax-exempt organization. Easements set conservation parameters for the land for a specific period of time (typically long-term) or in perpetuity.

#### *Regulatory Measures*

The Growth Policy is a non-binding, non-regulatory document (Montana Department of Commerce). Any new regulation or any changes to existing regulations must go through a separate process and public review as outlined in state law before they can be adopted by the local governing body.

The Growth Policy provides broad direction in relation to proposed regulatory measures. Details, such as exact distances for setback requirements and how they would be applied, and specific zoning requirements, would be worked out as the regulations are drafted.

- ❖ Subdivision Regulations. Montana state law requires all units of local government to adopt and enforce subdivision regulations, and to review and decide on development proposals that would divide land into parcels of less than 160 acres.
- ❖ Zoning. Fairview and Sidney have zoning. Purposes of zoning are different from subdivision. Zoning deals with types of uses and compatibility of uses. Traditional zoning separates incompatible uses with zoning districts and sets requirements for standards to protect public health and safety.
- ❖ Development Permit Regulations. A more flexible alternative to traditional zoning. Development permit regulations focus primarily on the character or quality of new development with less concern regarding location of the development.

Floodplain Regulations. Required under state law.

## ACTION PLAN

The action plan is a matrix that lists each objective, and identifies implementation measures, potential leads and partners, staffing, costs considerations, and timeframe parameters for each task. Following is a description of those parameters.

### 1. Lead Resources/Partners.

This column includes existing or potential key participants in implementing an objective. Other participants may also be identified in the future, the list is not meant to be exclusive.

### 2. Staffing

Refers to staffing needs for town government (and including county staff for the Planning Board)

*In-house* - Will be completed with existing staff.

*Contract* - Contract with outside firm to complete work.

*Partner* - Partner with other state/federal agency, non-profit, or other organization to complete work

*Volunteer*- Could be implemented at least in part with volunteer work from community

### 3. Cost

Refers to costs at town government level only.

*High* - Requires allocation of new funds that are not existing in budget.

*Medium* - Can be accomplished with existing budgeted funds.

*Low* - Zero or minimal costs.

### 4. Time Frame/Priority

*Near Term* - Immediate need. To be addressed within one year.

*Mid Term* - Defined need. May phase in implementation within 1 to 2 years.

*Long Term* - Requires program development that necessitates a longer timeframe 3+ years

*Ongoing* - Ongoing activity.

*As Needed* - Monitor and take action when need arises

### Notes

Use of the term "Economic Development Organizations" in the action plan below is intended to include:

Richland Economic Development Corporation, Eastern Plains RC&D, Sidney Area Chamber of Commerce, Fairview Chamber of Commerce, Savage Inc., and other organizations, formal and informal, working on economic development issues as relevant.

**POPULATION GOAL A: Promote population growth to sustain new businesses and schools at a rate that can be supported with government services and infrastructure.**

| <b>Objectives</b>   | <b>Implementation Measures</b>   | <b>Lead Resources/Partners</b>  | <b>Staffing</b> | <b>Timeline</b>       | <b>Cost</b> | <b>Expected Results</b>  |
|---|--|---|-----------------|-----------------------|-------------|--|
| <b>1. Coordinate with ongoing efforts to attract and retain businesses and young families</b>   | Coordination and support   | Economic Development Organizations  | In-house        | Ongoing               | Low         | Increase in new permanent residents  |
| <b>2. For planning purposes, set population growth targets based on best available information</b>                                      | Data Gathering<br>Incorporate into Growth Policy Annual work plan, and into capital improvements planning and other planning efforts | Planning Board, Census Economic Information Center (State of Montana technical resource), Economic Development Organizations (information and coordination) | In-house        | Near Term             | Medium      | Improved coordination of planning and infrastructure development                                   |
| <b>3. Identify areas in the town and city-county area that are desirable for growth and target capital improvements in these areas.</b> | Coordination with county<br>Planning studies<br>Capital improvement plans  | Planning Board, County  |                 | Near Term<br>Mid Term | Medium      | Coordinated, cost-effective extension of capital improvements beyond existing municipal boundaries |

**HOUSING GOAL 1A: Expand housing stock in good condition to meet needs.**

| <b>Objectives</b>   | <b>Implementation Measures</b>   | <b>Lead Resources/Partners</b>  | <b>Staffing</b>                   | <b>Timeline</b> | <b>Cost</b> | <b>Expected Results</b>   |
|---|--|---|-----------------------------------|-----------------|-------------|---|
| <b>1. Assess and quantify demand for housing based on existing and projected future needs</b> | Housing Needs Assessment   | Richland Housing Authority, Planning Board, Montana Department of Commerce (grant funds and technical assistance) | Contract                          | Near Term       | High        | Quantification of existing and projected future housing needs by type of housing                                    |
| <b>2. Expand programs to rehabilitate housing units</b>                                       | Data gathering<br>Public education and outreach<br>Program funding sources/Technical Assistance                    | Richland Housing Authority, Planning Board, Montana Department of Commerce (grant funds and technical assistance) | In-house<br>Contract<br>Volunteer | Mid Term        | High        | Increase in numbers of existing housing units in fair or better condition   |
| <b>3. Identify and initiate programs to address decay and assist with demolition</b>          | Data gathering<br>Public education and outreach<br>Program funding sources/Technical Assistance<br>Decay Ordinance | Richland Housing Authority, Planning Board, Montana Department of Commerce (grant funds and technical assistance) | In-house<br>Contract<br>Volunteer | Mid Term        | High        | Reduction in numbers of vacant, uninhabitable, unsafe structures; increase number of lots available for development |

**HOUSING- GOAL 1B: Continue historical trend of residential development growth.**

| <b>Objectives</b>  | <b>Implementation Measures</b>   | <b>Lead Resources/Partners</b>                                | <b>Staffing</b> | <b>Timeline</b>       | <b>Cost</b> | <b>Expected Results</b>   |
|--|--|---|-----------------|-----------------------|-------------|---|
| <b>1. Identify areas in town and city-county area desirable for residential growth and target capital improvements</b>             | Planning studies<br>Program funding sources/Technical assistance   | Planning Board, Public Works Department, County               | In-house        | Near Term<br>Mid Term | Medium      | Expansion for growth in cost-effective manner   |
| <b>2. Promote in-fill development and historical city housing densities to maximize use of existing and future infrastructure*</b> | Public education and outreach<br>Award Excellence<br>Coordination of policies and land use regulations<br>Street and alley development | Planning Board, Real Estate Businesses and Developers, County | In-house        | Mid Term              | Medium-High | Cost-effective provision of services; retention of historical community character<br>Reduce potential “leap-frog” development |

\* Two specific measures to address “in-fill” within existing town boundaries include:

- 1) Construct the streets and alleys in the platted area south of town that already has water and sewer line
- 2) Talk to landowners about opening lots up for sale, including area of the RV park (currently vacant) in southwest part of town

**HOUSING-GOAL 2A: Improve capabilities of low-moderate income persons to purchase and maintain homes.**

| Objectives  | Implementation Measures   | Lead Resources/Partners  | Staffing | Timeline           | Cost        | Expected Results  |
|---|---|--|----------|--------------------|-------------|---|
| <b>1. Expand the number of low-moderate persons assisted.</b>             | Coordination and support  | Richland Housing Authority, Planning Board                                     | In-house | Near Term-Mid Term | Low-Medium  | More low and moderate income persons own their homes. More homes in fair or better condition.                                   |
| <b>2. Encourage new development to include affordable housing options</b> | Information to developers*<br>Public education and outreach<br>Award excellence | Richland Housing Authority, Real estate businesses, Developers, Planning Board | In-house | Near Term-Mid Term | Low-Medium  | More home-ownership in traditional developments by those who wouldn't otherwise be able to afford it                            |
| <b>3. Assess need for and develop a housing foundation fund.</b>          | Data gathering<br>Planning (for long-term sustainability)                       | Richland Housing Authority, Planning Board, County                             | In-house | Mid Term           | Medium-High | A sustainable fund that provides assistance to individual households to purchase, maintain, and/or rehabilitate existing homes. |

\* Identify specific measures that could be taken by developers, such as options for low-income housing financing that could be provided to potential buyers

**HOUSING GOAL 2B: Encourage development to meet housing needs of seniors and those with disabilities.**

| Objectives   | Implementation Measures   | Lead Resources/Partners  | Staffing             | Timeline  | Cost        | Expected Results  |
|--|---|--|----------------------|-----------|-------------|---|
| <b>1. Identify priority projects for Fairview area seniors.</b>                  | Coordination-support existing efforts<br>Data gathering<br>Planning<br>Program funding sources/Technical Assistance | Senior Coalition   | In-house<br>Contract | Mid Term  | Medium-High | More housing for seniors that meets needs.  |
| <b>2. Work with Richland Opportunities, Inc. to expand assistance as needed.</b> | Coordination-support existing efforts<br>Data gathering<br>Planning<br>Program funding sources/Technical Assistance | Richland Opportunities, Inc., Richland Housing Authority, Planning Board | In-house             | Long Term | Medium-High | Housing for those with disabilities meets needs and is sustainable over long term |

**AGRICULTURE GOAL A: Promote value-added agriculture.**

| <b>Objectives</b>   | <b>Implementation Measures</b>        | <b>Lead Resources/Partners</b>   | <b>Staffing</b> | <b>Timeline</b> | <b>Cost</b> | <b>Expected Results</b>                                      |
|---|---------------------------------------|--|-----------------|-----------------|-------------|--|
| <b>1. Continue to market Fairview as a place for agriculture-based business</b> | Coordination-support existing efforts | Local Producers, Producer Groups, ARS, Economic Development Organizations                                | In-house        | Ongoing         | Low         | New and expanded agriculture-based businesses in Sidney area |
| <b>2. Expand agricultural businesses and income in the area</b>                 | Coordination-support existing efforts | Local Producers, Producer Groups, ARS, Economic Development Organizations, Irrigation Facility Operators | In-house        | Ongoing         | Low         | New agri-businesses.<br>Expanded existing agri-businesses.   |

**ECONOMY GOAL A: Continue to build a sustainable and diversified economic base.**

| <b>Objectives</b>   | <b>Implementation Measures</b>                      | <b>Lead Resources/Partners</b>  | <b>Staffing</b>      | <b>Timeline</b>     | <b>Cost</b> | <b>Expected Results</b>  |
|---|---|---|----------------------|---------------------|-------------|--|
| <b>1. Expand and diversify businesses.</b>  | Coordinate-support existing efforts                 | Economic Development Organizations, County                                      | In-house             | Ongoing             | Low         | More businesses.<br>More diversity in economy.   |
| <b>2. Coordinate economic development with land use and capital infrastructure policies.</b>  | Design guidelines<br>Development Permit Regulations | Planning Board,<br>Economic Development Organizations,<br>Communities in Action | In-house<br>Contract | Mid Term<br>Ongoing | Medium-High | Public acceptance of economic development projects and new businesses.<br>New development situated with best management practices and location to reduce effects on natural environment. |
| <b>3. Evaluate effect of specific development proposals on community character and health prior to committing public resources.</b>         | Process definition and criteria for review          | Planning Board,<br>Economic Development Organizations,<br>Communities in Action | In-house             | Mid Term            | Low         | Future commitment of public funds for specific projects prioritized toward those with net positive effect on community character, health, and strengthened economy.                      |
| <b>5. Improve the town's base of funding for capital improvements, infrastructure, and services needed to expand and diversify economy.</b> | Capital Improvements Plan                           | Town  | Contract             | Near Term           | High        | Adequate funding for town infrastructure, town-owned buildings, etc.   |

**PUBLIC SERVICES GOAL 1A:     Make improvements to overall community health and safety a priority for Fairview’s future.**

| <b>Objectives</b>   | <b>Implementation Measures</b>   | <b>Lead Resources/Partners</b>   | <b>Staffing</b>      | <b>Timeline</b> | <b>Cost</b> | <b>Expected Results</b>  |
|---|--|--|----------------------|-----------------|-------------|--|
| <b>1. Identify and prioritize specific measures to address overall community health and safety.</b>                             | Coordination<br>Community involvement and facilitation<br>Projects and Programs to implement | Communities in Action, Fire Departments, Law Enforcement, Medical Emergency Services, Senior Coalition, Youth Groups | In-House<br>Contract | Near Term       | High        | Measurable outcomes for success<br>Progress toward health and safety issues (as identified in Growth Policy and Communities in Action process) |
| <b>2. Continue to have Town of Fairview designate a representative to the county Board of Health</b>                            | Coordination   | Board of Health  | Volunteer            | Ongoing         | Low         | Fairview health and safety issues a high priority  |
| <b>3. Implement actions for Fairview area in the County Pre-Disaster Mitigation Plan and Community Wildfire Protection Plan</b> | Measures are identified in the plan, but coordination is needed to implement                 | Planning Board, Communities in Action, County DES, emergency service providers                                       | In-house<br>Contract | Mid Term        | Medium-High | Reduced exposure to costs from natural disaster<br>Continued high standing for mitigation project funding and disaster assistance from FEMA    |

**PUBLIC SERVICES GOAL 2A: Continue emergency medical coverage with local ambulance and EMTs.**

| Objectives                           | Implementation Measures   | Lead Resources/Partners | Staffing          | Timeline | Cost   | Expected Results |
|--------------------------------------|---|-------------------------|-------------------|----------|--------|------------------|
| <b>1. Expand local core of EMTs.</b> | Community involvement and facilitation<br>Education Programs and outreach<br>Program funding sources/technical assistance | Communities in Action   | In-house Contract | Mid Term | Medium | More EMTs        |

**PUBLIC SERVICES GOAL 3A: Continue to expand recreational services to meet demand and projected long-term use.**

| Objectives   | Implementation Measures   | Lead Resources/Partners   | Staffing          | Timeline              | Cost        | Expected Results   |
|--|---|---|-------------------|-----------------------|-------------|--|
| <b>1. Assess proposed or desired new facilities, long-term projected use and cost benefit, and integrate into capital improvements plan as needed.</b> | Community involvement and facilitation<br>Planning-Data Gathering<br>Cost-Benefit and Fiscal Analysis<br>Incorporate in Capital Improvements Plan as needed | recreationists, parks board, public works, Economic Development Organizations | Contract          | Mid Term<br>Long Term | High        | New facilities have first clarified need, long-term support, and plan for long-term maintenance, operation, and replacement of major capital items |
| <b>2. Plan for potential future expansion of trail system in and extending beyond town</b>   | Community involvement and facilitation<br>Planning<br>Data Gathering<br>Continue implementing existing plan   | Public Works, Communities in Action, other groups                             | In-house Contract | Mid-Term              | Medium-High | Ability to incorporate into county trail system<br>Expansion of existing trail system as demand/needs warrant                                      |

**PUBLIC FACILITIES GOAL 1A: Plan and design for long term public facilities development, maintenance, operation, and eventual upgrades or replacement over time.**

| <b>Objectives</b>                                       | <b>Implementation Measures</b>       | <b>Lead Resources/Partners</b>  | <b>Staffing</b>   | <b>Timeline</b> | <b>Cost</b> | <b>Expected Results</b>   |
|---|--------------------------------------|---|-------------------|-----------------|-------------|---|
| <b>1. Prepare an overall capital improvements plan.</b> | Capital improvements plan            | Public Works, Town Council  | In-house Contract | Near Term       | High        | Capital improvements plan used as part of long-term and annual budget cycles<br>Anticipated major replacements (e.g., new roof, upgraded heating systems) are planned for well in advance<br>Existing and future space needs of various city departments identified and planned for |
| <b>2. Address railroad crossings</b>                    | Coordination Planning-Data Gathering | Yellowstone Valley Railroad, Town of Sidney (as they address similar issue) | In-house          | Mid-term        | Medium      | Able to access both sides of railroad line with emergency vehicles as needed  |

**PUBLIC FACILITIES GOAL 1B: Promote development with adequate services that does not add to tax burden of existing landowners.**

| Objectives   | Implementation Measures  | Lead Resources/Partners  | Staffing          | Timeline  | Cost        | Expected Results   |
|--|--|--|-------------------|-----------|-------------|--|
| <b>1. Promote development in city limits and discourage inefficient land use patterns.</b> | Same as for Population objective 3, Housing Goal 1B (all objectives) | Same as for Population objective 3, Housing Goal 1B (all objectives) | In-house Contract | Mid Term  | Medium      | Cost effective provision of infrastructure and services                        |
| <b>2. Include provisions to pay their portion of infrastructure and services.</b>          | Review and rewrite subdivision regulations as needed                 | Planning Board   | In-house          | Near Term | Medium-High | Equity in cost sharing for expanded infrastructure                             |
| <b>3. Require subdividers to pay for subdivision's infrastructure and services.</b>        | Review and rewrite subdivision regulations as needed                 | Planning Board   | In-house          | Near Term | Low         | Local government isn't left with burden of improvements if subdivider defaults |

**NATURAL AND CULTURAL RESOURCES GOAL 1A: Maintain and improve community character and beautification projects.**

| Objectives  | Implementation Measures   | Lead Resources/Partners   | Staffing | Timeline | Cost   | Expected Results  |
|---|---|---|----------|----------|--------|---|
| <b>1. Adopt a town "decay" ordinance</b>  | Decay ordinance   | Planning Board  | In-house | Mid Term | Medium | Town has fewer lots with junk   |
| <b>2. Identify funding resources and programs to encourage property owners to address problems.</b> | Coordination with existing programs<br>Planning and community involvement<br>Public education programs and outreach<br>Program funding sources/technical assistance | Planning Board,<br>Economic Development Organizations,<br>Communities in Action | In-house | Mid Term | Medium | Town has fewer lots with junk<br>More well-kept yards and homes--<br>Property owners have resources to keep lawns green, yards maintained, etc. |

|   |   |  |          |          |        |  |
|---|---|--|----------|----------|--------|--|
| <b>2. Prioritize and implement historic building retention, preservation, and restoration</b> | Coordination with existing programs<br>Planning and community involvement<br>Program funding sources/technical assistance | Mon Dak Heritage Center, historical societies, local neighborhoods | In-house | Mid Term | Medium | More historic buildings saved for the future |
|---|---|--|----------|----------|--------|--|

**NATURAL AND CULTURAL RESOURCES GOAL 2A: Expand opportunities for improved residential water quality in the Fairview area.**

| <b>Objectives</b>  | <b>Implementation Measures</b>   | <b>Lead Resources/Partners</b>   | <b>Staffing</b> | <b>Timeline</b>       | <b>Cost</b> | <b>Expected Results</b>                        |
|--|--|--|-----------------|-----------------------|-------------|--|
| <b>1. Encourage potential for Dry-Redwater Project to provide water in Fairview areay.</b>   | Assist in planning studies and data gathering<br>Assist to obtain state and federal technical assistance and project funding | Dry-Redwater Project leaders, local communities                                    | In-house        | Mid Term<br>Long Term | High        | Better water quality for more county residents |
| <b>2. Expand abilities to address water quality on an individual basis</b>   | Data collection<br>Education programs and outreach<br>Program funding sources/technical assistance                           | County Extension, Public Health, Communities in Action, County Sanitarian          | In-house        | Mid Term              | Medium      | Better water quality for more county residents |
| <b>3. Identify potential funding resources to assist low and fixed income householders to protect and improve existing water quality</b> | Data collection<br>Education programs and outreach<br>Program funding sources/technical assistance                           | Richland Housing Authority, County Extension, Public Health, Communities in Action | In-house        | Mid Term              | Medium      | Better water quality for low income residents  |

**LAND USE GOAL 1A: Provide for logical, cost effective extension of city limits and city infrastructure.**

| <b>Objectives</b>   | <b>Implementation Measures</b>   | <b>Lead Resources/Partners</b>   | <b>Staffing</b>      | <b>Timeline</b>       | <b>Cost</b> | <b>Expected Results</b>   |
|---|--|--|----------------------|-----------------------|-------------|---|
| <b>1. Identify areas for potential city growth and annexation and infrastructure extension</b>                | Planning studies (e.g., annexation studies)<br>Capital improvements plan | Planning Boards, County  | In-House<br>Contract | Near Term             | High        | Efficient cost effective provision of infrastructure and services<br>Town ready for growth and expansion                                    |
| <b>2. Extend zoning up to one mile within each city-county planning area</b>                                  | Zoning Regulations   | Planning Boards, County  | In-house<br>Contract | Near Term             | Medium-High | Efficient cost effective provision of infrastructure and services   |
| <b>3. Activate zoning commission and board of adjustment and develop zoning map</b>                           | Project  | Town, Town council,<br>Planning Board  | In-house<br>Contract | Mid Term              | High        | Zoning that functions in accordance with state law<br>Better tool for planning  |
| <b>4. Review and update the zoning ordinance for the entire area within town limits. Develop a zoning map</b> | Planning and community involvement<br>Zoning regulations                 | Planning Board, Zoning Commission, County  | In-house<br>Contract | Near Term             | Medium      | Efficient cost effective provision of infrastructure and services<br>Continued approach to compatibility of adjacent land uses              |
| <b>5. Assess need and cost-benefit of local building permit inspector</b>                                     | Data Gathering<br>Fiscal Impact and Cost-benefit analysis                | Planning Board, local businesses, Chamber of Commerce, County building permit inspector, County and city of Sidney | In-house             | Near Term<br>Mid Term | Medium      | Businesses expand with understanding of requirements and permits and without unexpected demands and requirements related to permit approval |