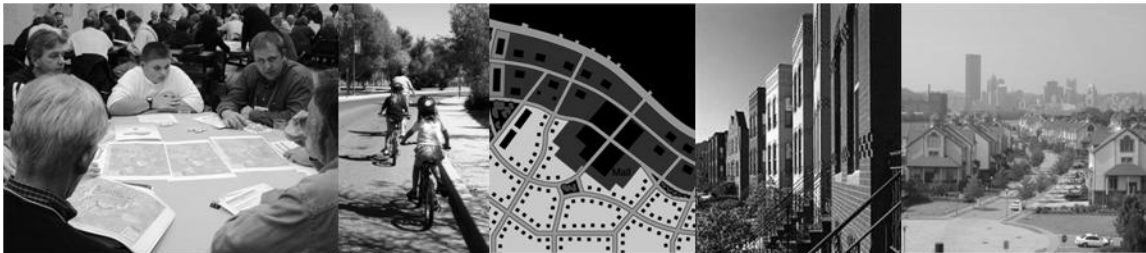


Creating an Implementable Comprehensive Plan

Workbook and Reference

Version 1.1

August 27, 2012





PA DCED Planning Team 2008

Standing: Joy Wilhelm, Denny Puko,
Cindy Campbell
Sitting: Kim Wheeler, Ron Bednar,
Ed LeClear

In 2008, the team of planners at the Pennsylvania Department of Community and Economic Development assessed the impact of local comprehensive plans prepared with DCED funding. They plotted ways plans can be more practical and lead to desired development and community improvements – i.e., get implemented! Those ideas evolved to become this workbook and training course.

Workbook and training course prepared by:

Governor's Center for Local Government Services
Pennsylvania Department of Community and Economic Development
4th Floor Commonwealth Keystone Building
Harrisburg, PA 17120-0225
888-223-6837
www.newpa.com





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Introduction

Course objective

To stimulate thoughts and change perceptions on the comprehensive planning process in Pennsylvania so that plans lead to desired development and community improvements – i.e., so they get implemented!

Description

The course will suggest a different philosophical approach for comprehensive plans with an aim towards implementation. It will cover various methods and practices – the content and organization of the plan, and the process and participants used to prepare it – that make a difference in a plan being implemented. It will present five keys for creating an implementable plan. And, it will present research on successful plans, and case studies that have used the above approach.

Who's behind the course





Instructors

Denny Puko

PA DCED Center for Local Government Services, Suite 250, 301 Fifth Avenue, Pittsburgh, PA, 15222, dpuko@pa.gov, 412-770-1660

Denny Puko is planning program manager for the Governor's Center for Local Government Services, PA Department of Community and Economic Development. He directed completion of the 2010 State Land Use and Growth Management Report which made recommendations for improving planning and promoting green and walkable development in PA. Since joining DCED in 2004 he has helped upwards of 50 local planning efforts.

Denny prior worked 27 years in county planning, most recently as executive director of the Mercer County Regional Planning Commission. MCRPC is a uniquely organized joint municipal-county planning commission recognized for its cooperative, community-based, and partnership-oriented planning programs. Puko taught a planning course at Thiel College (1999-2006) and has developed and instructed several planning training courses. In 2004 he received a Governor's Award for Local Government Excellence. Denny has a B.S. in Urban/Regional Planning from Indiana University of Pennsylvania.

Jim Pashek

Pashek Associates, 619 East Ohio Street, Pittsburgh, PA, 15212, jpashek@pashekla.com, 412-321-6362

Jim Pashek is president of Pashek Associates, a community planning and landscape architectural firm located in Pittsburgh with offices in Mercer County and the Harrisburg area. Jim obtained a BSLA from Penn State University, and an MBA from the University of Pittsburgh. Pashek Associates is respected for their excellence in Planning and Design. His firm has received numerous awards, including top planning awards from APA-PA and prestigious Governor's Awards for Local Government Excellence in innovative planning.

As part of the Central European Linkages Program, Jim crossed the ocean to work on community visioning with residents in small villages in the Czech Republic. He has been a frequent lecturer and contributor to professional magazines. He provided training twice a year to local elected officials on the benefits of good comprehensive planning through the Local Government Academy. In the spirit of giving, and to encourage others to contribute to the environment and their communities, Jim and his colleagues recently established an endowed PSU Scholarship for students interested in environmental planning.



Agenda



Welcome

Introductions

Think differently about planning – *Denny Puko*

Research and expert views – Characteristics of good and implementable plans – *Denny Puko*

Five keys for an implementable plan – *Denny Puko*

Break

Case studies – Plans using the implementable plan approach – *Jim Pashek*

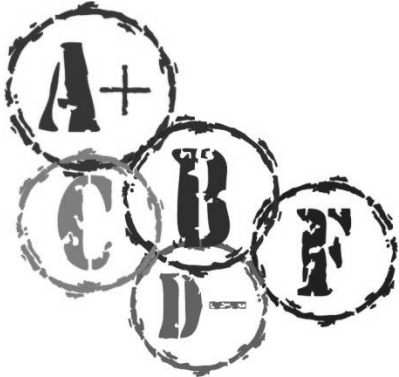
Case studies – Other PA plans being successfully implemented . . . and why – *Denny Puko*

Overcoming obstacles – *Group*

Closing



Think differently about planning



Comprehensive plan implementation

Comprehensive plan influence on the community

Implementation Taking action to undertake recommendations of the plan.

Using plan principles or policies to guide development, infrastructure, etc. on a routine basis.

Community improvements are taking place as a result of their initiation or boost via the plan.

Measures of success of a comprehensive plan



Question:

What are reasons comprehensive plans do not get implemented?

Planning is not just a tool for controlling land use and development

Vision for the future.

Reality check – problems, needs, opportunities.

Best ideas to improve a community and get desired growth & development.

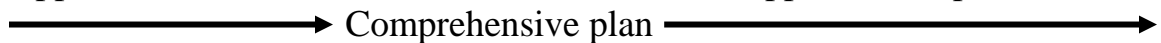
Mobilize people and resources – start in action – Implement.

How do planners change this perception?

Planning is part of a continuum

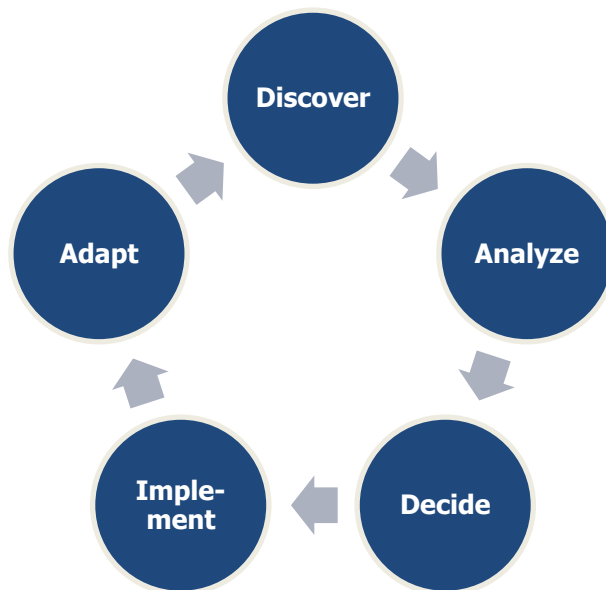
Problems
Needs
Opportunities

Problems getting solved
Needs being met
Opportunities pursued



Community is dissatisfied, restless, concerned for the future

Community is taking action, moving in new directions, making improvements, achieving its vision



**Planning is about
CHANGE & INNOVATION**

Main Event Principle

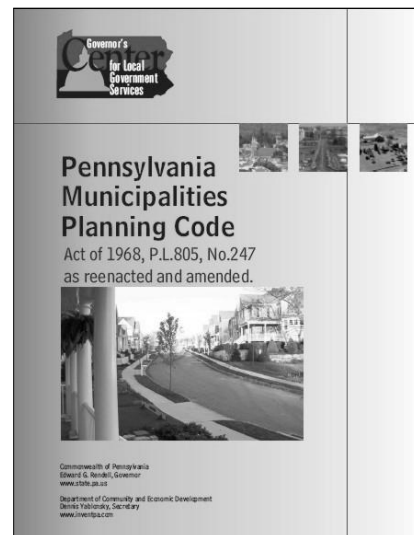
- Unless things change...

Innovation – Is it...

- Doing things better?
- Doing better things?

PA Municipalities Planning Code is an enabling law

- Gives local governments powers and procedures for planning, zoning, S&LD.
- Enables local governments to create planning commissions, departments, staff.
- Provides broad authority (interspersed with some limitations).
- *Not a comprehensive plan template.*



**It's not your father's planning.
You've come a long way, baby.**

Village of Euclid, Ohio v.
Ambler Realty Co.,
United States Supreme Court
(1926)



Smart growth

Value of place
(quality built and natural
environment, place-based assets)

Functional integration

Bottom line:

To create an implementable comprehensive plan, implementation – not preparation – of a comprehensive plan must be the target, the end.

The planning process and planners must accept accountability for this!



Tradition	Innovation
Preparing a comprehensive plan is a worthy goal.	Improving your community is a worthy goal. Preparing a comprehensive plan is a means to that goal.
A comprehensive plan is a guide to decisions to be made and actions to be taken after the plan is completed.	A comprehensive plan is a record memorializing decisions made and actions committed to and initiated during a planning process.



What others say

Characteristics of plan quality that serve as evaluation criteria for good planning

Philip Berke & David Godschalk, University of North Carolina. “Searching for the Good Plan”. *Journal of Planning Literature* (February 2009).

Internal characteristics

- **Issue identification & vision**
Assessment of issues, trends, needs, and opportunities. Vision of what community wants to be.
- **Goals**
Reflections of public values and desired conditions.
- **Fact base**
Analysis of current and future conditions and explanation of reasoning. Maps and tables that enhance relevance.
- **Policies**
Specification of principles to guide public and private decisions. Sufficiently specific to be tied to definite actions.
- **Implementation**
Commitments to carry out policy-driven actions with timelines, responsible parties, and financing.
- **Monitoring and evaluation**
Measurable objectives and trackable indicators.
Assignments made for monitoring.
- **Internal consistency**
Issues, vision, goals, policies, and implementation are mutually reinforcing.

External characteristics

- **Organization and presentation**
Plan is understandable for a wide range of readers. Executive summary; glossary; cross-referencing of issues, goals, and policies; clear maps, charts, and images; supporting video, CD, web page.
- **Interorganizational coordination**
Integration with other plans of public and private parties.
Vertical and horizontal coordination.
- **Compliance**
Consistent with plan mandates from enabling legislation.

Ten questions to be cognizant of in order to create an implementable plan

Michael Chandler, Professor and Community Planning Extension Specialist, Virginia Tech. “Preparing an Implementable Comprehensive Plan”. *Planning Commissioners Journal* (Spring 1995).

- Is the plan realistic?
- Is the plan comprehensive?
- Is the plan specific?
- Is the plan linked with related functions?
- Does the plan link public and private interests?
- Is the plan citizen-focused?
- Is the plan understandable?
- Is the plan problem- and solution-specific?
- Is the plan change-specific?
- Is the plan current?

Citizen and stakeholder involvement is a key to an implementable plan

Richard Burby, University of North Carolina at Chapel Hill. “Making Plans that Matter, Citizen Involvement and Government Action”. *Journal of the American Planning Association* (Winter 2003).

- “Evidence from 60 plan-making processes in the states of Florida and Washington indicates that with greater stakeholder involvement, comprehensive plans are stronger, and proposals made in plans are more likely to be implemented.”
- “...stakeholder advocacy is the critical factor in moving ideas forward from proposals made in plans to actual actions undertaken by governments.”
- “With broad participation in plan making, planners develop stronger plans, reduce the potential for latent groups who oppose proposed policies to unexpectedly emerge at the last moment, and increase the potential for achieving some degree of consensus among affected interests.”

Common characteristics of Pennsylvania award winning plans

Denny Puko, Awards Committee Chairperson,
PA Chapter American Planning Association

- Efficient in words, minimal jargon
- Use of accepted publication layout principles
- Ideas illustrated by drawings, photos & simulations
- Findings related to real issues, with detailed recommendations
- Inclusion of ready-to-use samples of tools & practices





Five keys for an implementable plan



Focus the plan on real, relevant community issues

Suggestions & ideas

- A plan should be preceded by an assessment of community issues (problems to be solved, needs to be addressed, opportunities to be pursued) which the plan should address.
- The work scope should go beyond the “conventional formula” and call for consultant attention to these issues, and lead to selection of a consultant most capable of addressing these issues.
- As the plan is underway, confirm or revise the assessment of issues, and make those a priority for detailed attention in the plan process.
- Avoid costly generation of information/data not of particular relevance. Focus on “discoveries” and “performance indicators” and “intelligence”, not encyclopedic tabulations of data.

Tools for pre-planning assessment of community issues

SWOT

Strengths, Weaknesses, Opportunities, and Threats

PESTEL

Political, Economic, Social (including demographic, cultural), Technological, Environmental, and Legal factors

Community functions and systems

Land and land use, housing, transportation, utilities, environment, history, recreation, safety services, human and health services, etc.

Community sectors

Neighborhoods, downtown, commercial corridors, industrial areas, agricultural areas, natural areas, etc.

Community assets

Infrastructure and services, economy drivers, “place” amenities, housing, cultural/recreational activities and entertainment, schools, and other local features or resources that are integral to quality of life and attracting investment.

Some combination of the above

Worksheets (Appendix 7), *A Handbook on Community Visioning*,
The Center for Rural Pennsylvania

www.rural.palegislature.us/documents/reports/visioning3.pdf



Five keys for an implementable plan



Organize the plan the way local officials and citizens think

Suggestions & ideas

- Plan document should be organized around issues instead of around functional chapters. This is how people think. We have a problem. Here's the data to substantiate it. Here are the best ideas to solve the problem. And, here are the steps, who should carry them out, and how will we pay for them. (It is a misconception that the PA MPC or DCED require comprehensive plans to have segregated chapters for objectives, land use, housing, etc.)
- Meetings with consultant and steering committee, elected officials, public, etc. should be organized around issues instead of functional chapters. And, such meetings should be work sessions not reviews of draft chapters.
- Be efficient in words, avoid jargon, and use accepted publication layout practices.

Comprehensive plan content and organization

MPC template

Background studies & data

Statement of community development objectives

Land use plan

Housing plan

Transportation plan

Community facilities plan

Natural & historic resources protection plan

Statement of interrelationships of plan elements

Statement of consistency of development with neighboring municipalities

Implementable comprehensive plan

Community vision

Priority issue #1

- Data that substantiates & validates the issue
- Objective(s)
- Ideas, recommended solution
- Action plan – actions, needed investments/capital improvements, needed regulations, estimated costs, responsible parties, financing plan

Priority issues #2, #3, etc.

- Same content as #1

Overall land use and development targets, livability and design considerations, and infrastructure and community improvements

Backfill data and planning to ensure MPC requirements are met



Prioritize!

How do you eat an elephant? One bite at a time. Establish priorities for your community's goals, using a 1-5 scale for importance, visibility, "doability", budget availability, or other criteria. This will cut down on the inertia that can result from the task of plan implementation appearing to be so large that no one knows where to start.

*Jim Segedy, Ph.D., FAICP and
Lisa Hollingsworth-Segedy, AICP*



Five keys for an implementable plan



Devise practical and workable recommendations

Suggestions & ideas

- Plan recommendations – at least the priority 3-5-10 of them – should include depth and detail – specific action steps, responsible parties, estimated costs and means of financing – to provoke implementation.
- Plans should provide fewer recommendations with practical depth and detail instead of more general recommendations.
- Plans should use “non-traditional” but practical tools – market analysis to support land use and development recommendations, visualizations and concept drawings to help convey design recommendations, pro-forma analysis to support fiscal workability of recommendations, and public involvement techniques, beyond meetings, that reach all ages.



Have a specific action plan

“Revitalize downtown” may be one of the primary goals in your general plan. But what does that mean? Who should be involved? What resources are available?

A specific action plan will turn a broad goal into a series of tasks that are more easily understood and undertaken. Think about it this way: the goals in your plan are “what to do,” and the action plan is the “how to do it.” For each goal, your action plan should specify the steps that will be taken, in what order, by whom, and with what resources. Make the steps small and measurable. You can present these steps in either a list or a table, but make sure to link the action plan you spell out to the specific goal that they address. We like to include check boxes for each step, so that when they’re complete, they can be checked off.

*Jim Segedy, Ph.D., FAICP and
Lisa Hollingsworth-Segedy, AICP*

Review:

An actual budget from a DCED planning grant.

WORK ELEMENTS	LUPTAP FUNDS	LOCAL CASH	LOCAL IN-KIND	TOTAL
Phase I – Identification of Planning Issues and Development of goals and Objectives	\$2,500.00	\$2,500.00		\$5,000.00
Phase II – Background Studies	\$9,000.00	\$4,000.00	\$5,000.00	\$18,000.00
Phase III – Plan Recommendations	\$2,000.00	\$2,000.00		\$4,000.00
Project Implementation	\$1,000.00	\$1,000.00		\$2,000.00
Printing (P)	\$250.00	\$250.00		\$500.00
Community Meeting (CM)	\$250.00	\$250.00		\$500.00
TOTAL PLANNING	\$15,000.00	\$10,000.00	\$5,000.00	\$30,000.00

RFPs and work scopes should be better at specifying creation of an implementable plan. How?



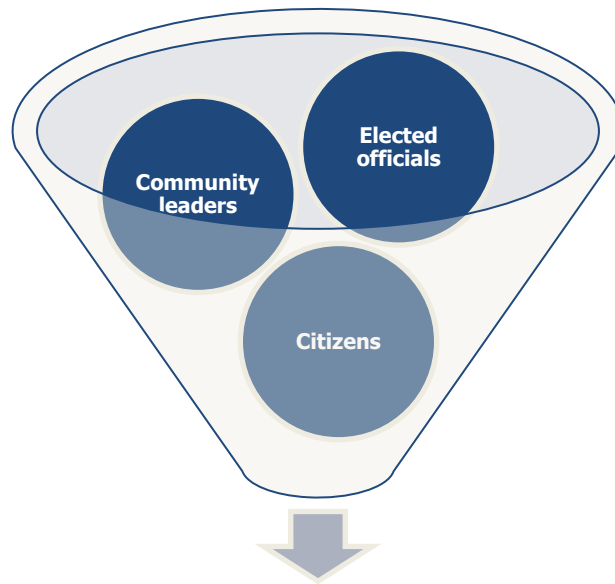
Five keys for an implementable plan



Recruit partners and create capacity to implement the plan

Suggestions & ideas

- Recruit organizations and individuals with expertise and capacity. Involve them in development of the recommendations and action planning. Ask them to take responsibilities and be partners in implementation. Match each others' needs and assets. Create an implementation team.
- Plan process should identify and start implementation of early action steps, even before the plan is finished and adopted.
- There should be a “coordinator” –individual like a municipal manager, organization like a municipal planning commission, or a partners team – to facilitate implementation.
- The planning process should not be considered finished until a structure and capacity for implementation is in place.



**Plan advocates
Implementation capacity**

Sources of plan partners and team members

- | | |
|---------------------------|---------------------------------|
| Planning Commission | Elected Officials |
| Local Development Agency | Redevelopment Authority |
| Municipal Authority | Housing Authority |
| Ecumenical Groups | Builders Association |
| Chamber of Commerce | Business Improvement District |
| Neighborhood Associations | Land Trusts |
| Minority Advocates | Real Estate Community |
| County Officials | Municipal Representatives |
| Fair Housing Advocates | School Board |
| University Faculty | Medical Community |
| Transit Board | Charitable Organizations |
| Ag Associations | Large Businesses |
| Older Teens | Senior Citizen Centers |
| Sportsmen Clubs | “Secret” Societies |
| Labor & Trade Unions | Historical Societies |
| Immigrant Groups | Teachers |
| Port Authority | Captains Guild |
| Conservation Groups | Locally Significant Industries |
| Utilities | Residents |
| State Officials | Federal Officials |
| Design Professionals | Bankers/Financial Professionals |

Question:

What of importance do plan partners bring to the table?

Question:

What are some structures/formats for planning partner involvement, for a planning team?



Provide for local “adoption” of projects

Citizens commonly think it’s the responsibility of government to do things FOR them. Like Tom Sawyer getting the neighborhood kids to whitewash the fence for him, a true sign of a community plan’s success is for individuals or groups to take on and complete a project for themselves. It’s their idea. It’s their project. It’s their community. It’s their responsibility. That’s buy-in.

To give you an example... a while ago we did a project in southern Michigan. The public participation part of the process had a visioning charrette as a part of it. During the presentation of the charrette several people stood up and commented on the tree-planting program we had identified. One of the local high school kids said that the local senior class would plant the trees as their senior class gift to the community. Another gentleman stood up and said that he had 10 acres of land that he couldn’t sell so he’s donate it to the city for a nursery for the trees and plants for the kids to plant. Another gentleman stood up and said he’d match dollar for dollar anything donated to that program. We never finished the presentation. The plan was underway. It was the community taking charge of their own future.

*Jim Segedy, Ph.D., FAICP and
Lisa Hollingsworth-Segedy, AICP*



Five keys for an implementable plan



Get local ownership of the plan and commitment to implement

Suggestions & ideas

- Plan should reflect public aspiration and buy-in that politically sustains implementation over time.
- Elected officials should be aware of plan's priority recommendations as the plan progresses and not learning of them for the first time or surprised by them at the public hearing.
- Steering committee and elected officials should be able to readily talk about 3-5 priority recommendations called for by the plan.
- There should be community/public presence at the public hearing – and it should be supportive.
- Plan process promotes a commitment to action after adoption.
- After plan is adopted, it should be kept on the elected officials' agenda. There should be conscious effort to track if actions are occurring as recommended in the plan.



Celebrate success

Pats on the back go a long way. News stories, appreciation banquets, commendations, and awards provide that public thank you to individuals and organizations for their involvement in your community's successful plan. Especially important is the public recognition of your elected officials who, through the allocation of resources or other actions, have empowered the community to make improvements.

*Jim Segedy, Ph.D., FAICP and
Lisa Hollingsworth-Segedy, AICP*

Should elected officials get personal attention?

It is said that personal communication is a more powerful motivator of consumer choice than mass media communication. Think about the last movie you went to, the last car you bought, or the choice of where you live. Chances are you arrived at the choice due to a personal recommendation from a friend or trusted acquaintance.

– www.marketing-made-simple.com

Reality:

No matter the planning, municipal decisions come down to a vote of the elected officials.



Plans using the implement-able plan approach



Focus the plan on real, relevant community issues

Heidelberg/Carnegie/Scott multi-municipal Comprehensive Plan Pre-assessment SWOT Analysis

LAND USE

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> Commercial building inventory Tax incentives/LERTA program Location Business district is level Accessibility excellent between 2 highways 	<ul style="list-style-type: none"> Too many available properties have options, tying up available real-estate Unrealistic market values from property owners Current single-level parking lots take up potential space for new development 	<ul style="list-style-type: none"> Maximize land use with professional guidance Build a parking garage/plan for future parking needs Strengthen/re-write borough codes 	<ul style="list-style-type: none"> Failure to obtain new business will further erode business base Flooding Property asking prices, too high Parking is not adequate to meet potential residents and employees

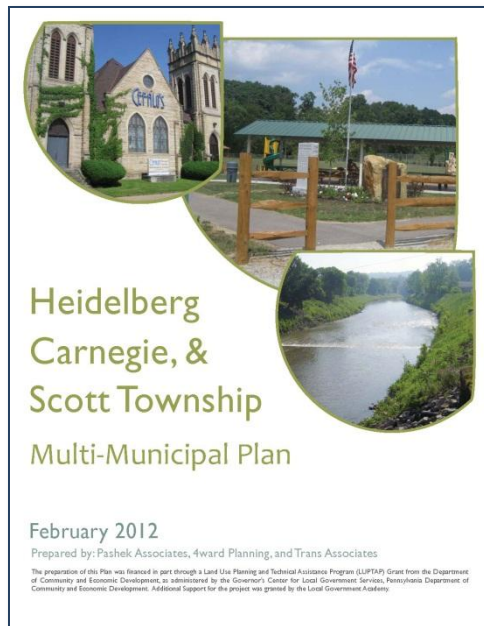


Content of the Heidelberg/Carnegie/Scott Plan

1. Chartiers Creek
2. Increasing population via improved Housing
3. Route 50 Revitalization
4. Carothers Avenue Redevelopment
5. Downtown Carnegie Improvements building on other recent studies
6. Walkability

As compared to:

1. Historic & Natural Resources
2. Recreation
3. Transportation
4. Land Use
5. Housing
6. Community Facilities
7. Economic Development





Organize the plan the way local officials and citizens think

1. Chartiers Creek

2. Increasing population via improved Housing
3. Route 50 Revitalization
4. Carothers Avenue Redevelopment
5. Downtown Carnegie Improvements building on other recent studies
6. Walkability

1. Chartiers Creek
 a. Flooding
 b. Recreation

1. Chartiers Creek – Flooding

- A. Introduction to the Issue
- B. Validation of the Issue
- C. Vision for Future
- D. Implementation Strategies

1. Chartiers Creek – Flooding Implementation Steps

Tier 1:

- Creating and distributing an informational flier regarding flooding in the communities; and
- Developing an immediate alert system to warn residents of coming floods.



Tier 2:

- Develop a quick response plan

Tier 3:

- Update floodplain management regulations





Devise practical and workable recommendations

Project prioritization worksheet

Optimizing Financial Viability of the two Boroughs	Most Important (I)	Easiest to Accomplish (E)
• Combine water authorities	1	0
• Form a joint recreation commission and merge the boroughs' land assets	2	0
• Share Public Works equipment and jointly purchase new equipment	5	1
• Coordinate leaf collection	2	5
• Coordinate snow removal	1	4
• Share night-time on-call services	0	2
• Utilize borough property at reservoirs or airport to compost leaves into topsoil	0	2
• Coordinate joint purchasing of administrative supplies and cell phone agreements	3	4
• Jointly bid for health/disability/workman's comp benefits for employees	4	3
• Consolidate IT services	4	4
• Jointly contract legal counsel and engineering consulting services	1	2
• Jointly bid for garbage services	2	1
• Develop an annual rental inspection ordinance	1	0



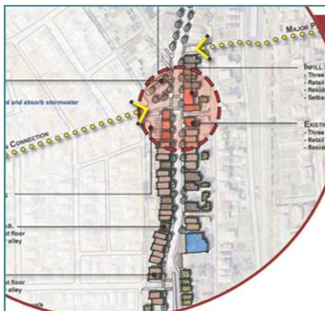
Ten strategies: Will the Municipalities agree to implement?



Zoning Changes
(Carnegie)





Zoning Changes
(Heidelberg)


Zoning Changes
(Scott)



Install missing
sidewalk segment in Scott



Print &
Distribute the
Flooding Flier

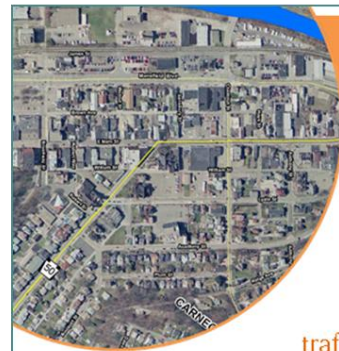


Establish a common
flood alert siren &
emergency notification system

Ten strategies: Will the Municipalities agree to implement?



Sign the Carnegie-Carothers Walking/Jogging Loop



Chestnut St. traffic reorganization (study impact on adjacent routes)



Carnegie/Scott Joint Façade Enhancement Program



Heidelberg Redevelopment Strategy Seminar

Visual communications that everyone understands



Visual communications that everyone understands



Visual communications that everyone understands





Recruit partners and create capacity to implement the plan



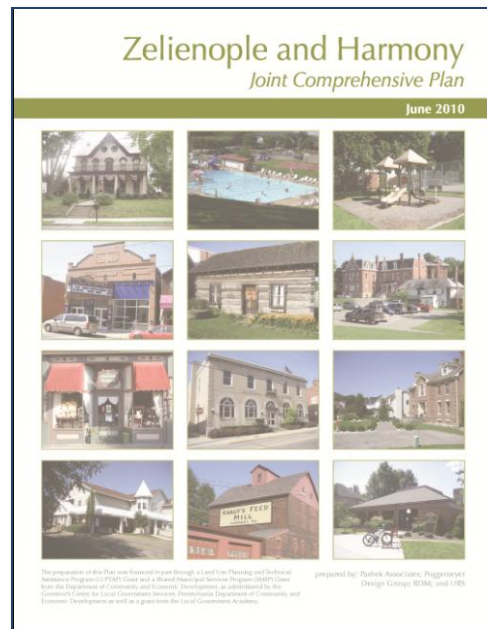
1 year – to do plan
1 year – to build capacity
3 months - assess



Get local ownership of the plan and commitment to implement

10 things Zelenople and Harmony have done since their plan was completed:

1. Took the draft Shared Services Ordinance prepared as part of the plan and adopted it
2. Share snow removal and leaf collecting routes that are logical and not stop at political boundaries
3. Hope to begin doing more shared administrative services
4. Based on our Main Street focus in the plan, obtained \$25,000 from Council to seed funding from banks and other organizations to hire a consultant to prepare a more detailed design study of the business districts
5. Obtained a DCED grant to purchase new street signs that share a common appearance
6. The joint shared services committee meets on a regular basis to track progress on implementing the recommendations of the plan
7. Obtained funds from SPC to retune street lights on main Street to improve traffic flow
8. Funded an update to their community pool and leveraged a private donation to build an amphitheater in their park
9. Shared salt purchases
10. Council people from both municipalities meet regularly on Saturdays for breakfast to talk about common issues





Lessons Learned

“It is good to have an end to journey towards; but it is the journey that matters in the end”

1. Fluid Process, need to be flexible
2. Tension between the Scope of Work and a Plan that creates its focus
3. Staff being uncomfortable with unknowns; lost without a template
4. Need buy-in on the Process
5. Consider a new way of creating a Comprehensive Plan
6. Managing Expectations – how much is enough detail for a Tier I strategy?



Case studies



Lititz/Warwick Joint Strategic Comprehensive Plan (Lancaster County)

Strategic approach to turn recommendations into real and doable actions to maintain or improve the quality of life and the community's character. First plan 1999. Update 2006. New update in progress 2012. 75% completion rate of plan objectives.

www.warwicktownship.org

Keys to plan implementability:

- Specific goals, action plans, timelines.
- Coordinating committee providing oversight, stable staff (managers) acting as catalysts.
- Started with easy early actions, publicized success, moved to more complex actions. Nothing breeds success like success. Successes and benefits publicized widely. (2011 booklet.)
- Lots of communication between managers and elected officials.
- Municipalities budget by the plan objectives.
- Meeting philosophy is to spend 10% of time to identify the problem, 90% of the time to identify the solution.

Union County Comprehensive Plan



Adopted 2009. Based on extensive community involvement and partnerships. Innovative sustainability measures. Commitment of county commissioners to implement plan.

www.cultivatingcommunity.net

Keys to plan implementability:

- Extensive public involvement via open process to hear variety of perspectives, foster partnerships, and plant seeds of education. Represented to county leaders and citizens the “greatest good for the community as a whole”. Made the case to funders of support for projects recommended in the plan.
- Up front, plan was perceived as the means to resolve controversial issues. Plan documented key issues and offered what were perceived as good solutions. A year and a half was spent in advance work discussing issues with elected officials and stakeholders.
- Plan followed MPC template, but work sessions were oriented to issues and problem solving.
- Plan was branded and marketed heavily.



Mechanicsburg Borough Comprehensive Plan

Adopted 2007. Much implementation including zoning (with TND), S&LD, historic, shade tree, and rental inspection ordinances; downtown revitalization program; state/fed funds leveraged for transportation and rec projects.

www.mechanicsburgborough.org/codes.html

Keys to plan implementability:

- Borough did a strategic plan that identified key issues before starting the comprehensive plan. Comp plan analysis and recommendations focused on those issues.
- The plan involved a lot of people. Key was a Saturday community charrette. Involvement generated interest and momentum.
- The plan communicates ideas with images, photos, and renderings.
- Action plans identify priorities, starting points, and key next steps for implementation.
- Governing body was engaged throughout the process. Planning commission members worked with elected officials individually to learn issues and discuss ideas.
- Planning commission champions implementation. It fostered a lot of small successes early that earned credibility and trust with borough council for the plan and the commission.



Overcoming obstacles

**Obstacles to creating implementable comprehensive plans.
Obstacles to implementing comprehensive plans.**

Obstacle	How to overcome?
Lack of funding	
Change in elected officials	
This implementable plan thing is different and officials are not open to it	

Notes

Workbook – Creating an Implementable Comprehensive Plan

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Pennsylvania Department of Community and Economic Development
4th Floor Commonwealth Keystone Building
Harrisburg, PA 17120-0225
888-223-6837
www.newpa.com

