

OFF THE SHELF AND INTO ACTION

How to Create an Implementable Comprehensive Plan

Jim Pashek

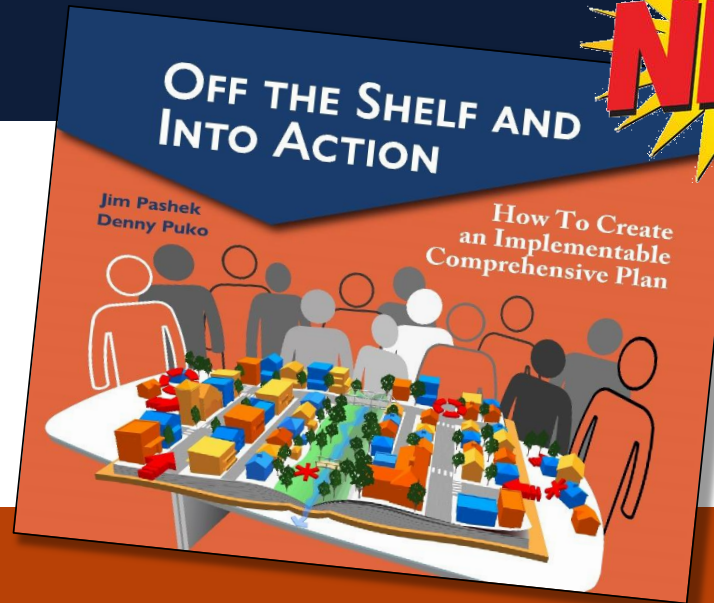
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*The definitive guide to the IMPLEMENTABLE PLAN approach
by the planners who introduced and pioneered it!*

NEW!



*Why are comprehensive plans completed
and then not implemented?*

Authors Denny Puko and Jim Pashek have struggled with this question. “Off the Shelf and Into Action” opens a conversation with planners and provides ideas for practical, results-oriented planning.

*Different thinking about
comprehensive plans*

Five keys to an implementable plan

“Closer Look” case studies

Tips and tools

Off the Shelf and Into Action

By Jim Pashek and Denny Puko

\$30.00

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THE PLAN WASN'T IMPLEMENTED



What grade do you give
for implementation of
your municipality's plan?

Why aren't plans
implemented?

Who is responsible for
implementation?

WHY AREN'T PLANS IMPLEMENTED?



Audience responses:

- Lack of political will
- Too ambitious
- Lack of awareness of the plan
- No “stick” to motivate implementation
- It’s “fluff”
- Too long term
- Lack of buy-in
- Right stakeholders not involved
- Vague goals, not measurable
- Lack of accountability

The ICP Process

Think Differently

The Five Keys to ICP
leading to Success

Discussion



Think differently

NEW BENCHMARK

Success is measured by
RESULTS!

- Is the plan being implemented?
- Are its principles followed?
- Are improvements resulting from it?



*Does the quality of
the document or
the ingenuity of its
recommendations
matter if a plan is
not implemented?*

Think differently

- Problems
- Needs
- Opportunities

- Problems getting solved
- Needs being met
- Opportunities pursued



Comprehensive Plan

Community is
dissatisfied, restless,
concerned for the future

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

Think differently

OLD SCHOOL

Have consultant prepare book

Review book

Submit book

Hope



NEW SCHOOL

Meet, talk, inquire

Generate ideas

Involve others

Conduct work sessions

Make decisions

Design action plans

Create implementation teams

Memorialize in plan document

Implement



Planning Commission restarted

New zoning ordinance started

DCED grant obtained for code enforcement & blight tracking software

Design guidelines prepared for key redevelopment property

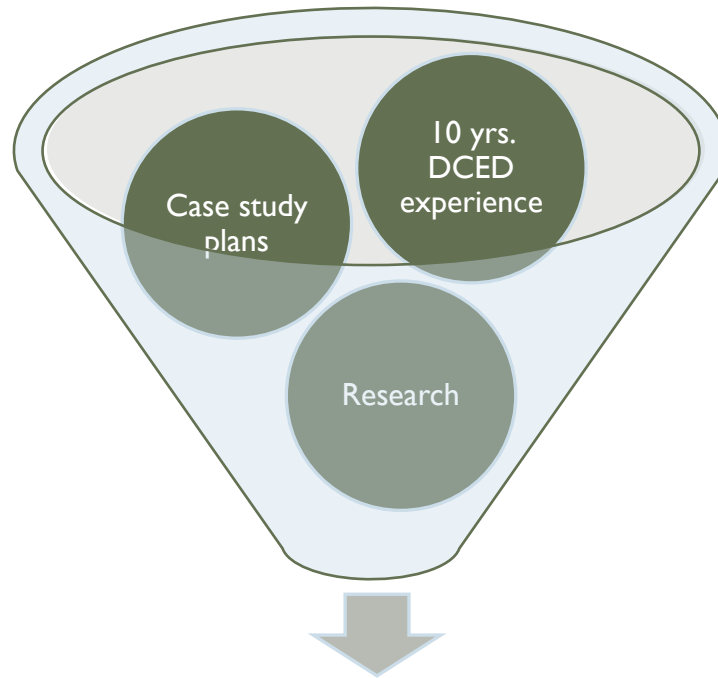
New logo & publicity toolkit developed

PA Downtown Center started help to create downtown action plan (paid by DCED)

Agreement created for county planning to provide support

Progress & accountability meetings

Before any plan chapter was presented and reviewed!

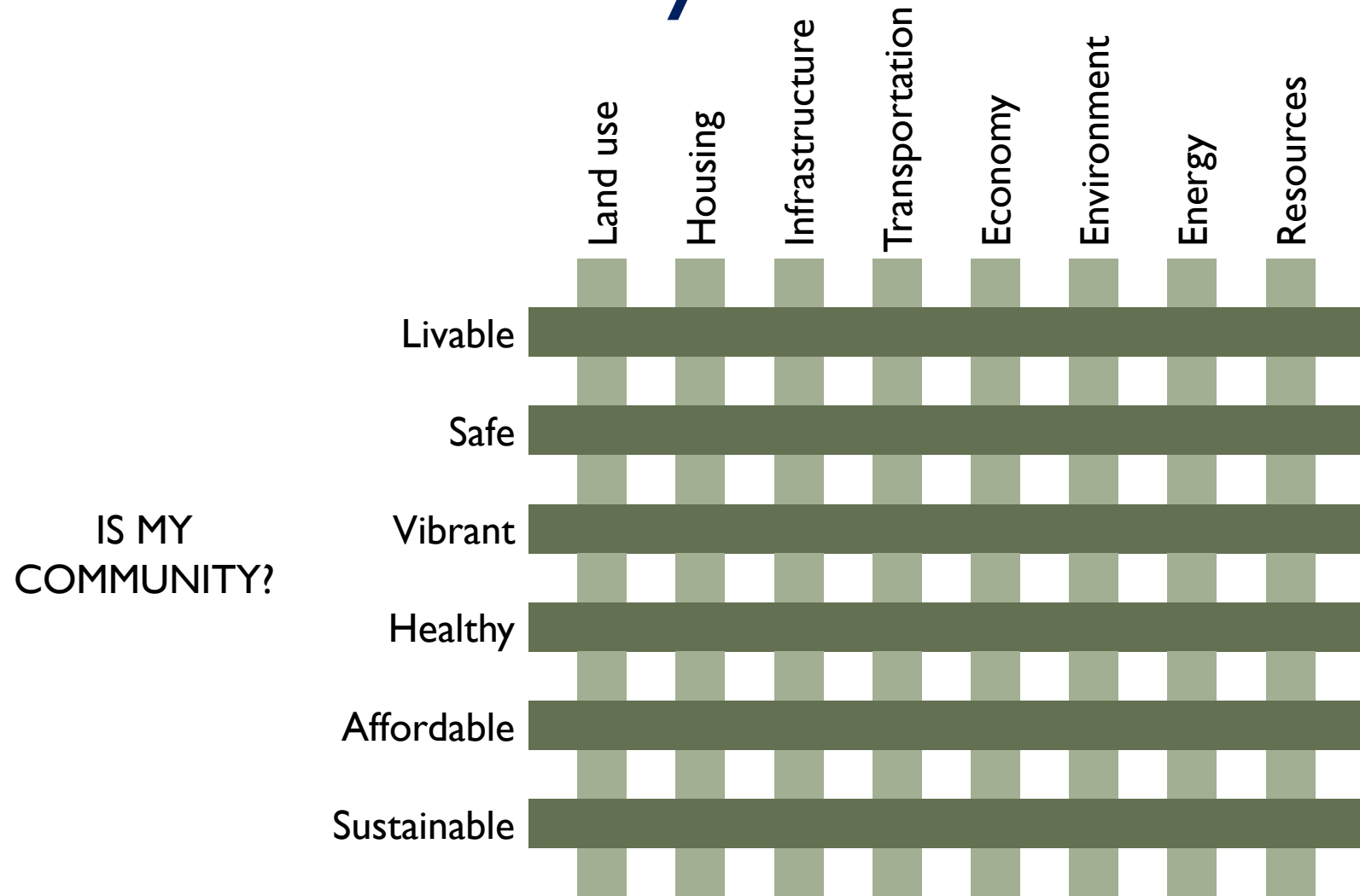


5 keys for an implementable plan



I. Focus on real, relevant issues

Think differently





1. Focus on real, relevant issues



**2. Organize the plan the way
officials and citizens think**



The Township of Pine

PERFORMANCE WORKBOOK



Introduction

Resolution.....	Intro-3
Users Guide.....	Intro-15
Summary.....	Intro-19
Acknowledgements.....	Intro-21

Key Issues

Connectivity & Trails.....	Section 2
Community Character & Appearance.....	Section 3
Parks & Recreation.....	Section 4
Public Infrastructure.....	Section 5

Workbook Appendices

Under separate cover.



1. Focus on real, relevant issues



**2. Organize the plan the way
officials and citizens think**



**3. Devise practical and
workable recommendations**

Community Character & Appearance

HIGH PRIORITY
TIER 1 STRATEGY
HIGH FEASIBILITY

Create or maintain extensive tree cover

Extend and augment tree cover within Township of Pine greenways to reinforce the visual impression of rolling, forested hills. Improve roadside and streetscape appearance through the addition of trees. Manage invasive species. Plant more pines and other evergreens.

Vision: The Township of Pine actively supports and augments the diversity and viability of its tree population, thereby creating a visual impression of extensive tree cover, and enhancing the health of its ecological systems and of its residents. We aim to plant 5,000 new trees in the township by 2025.

Talking Points

- Preserving and enhancing the Township of Pine's rolling, tree-covered hills was one of three top priorities identified by participants in five community focus groups.
- Trees provide important ecological services such as evapotranspiration and soil conservation, and also improve air quality and provide shade.
- Trees enhance property values.
- New trees should be selected to add native species diversity — and should include pines and other evergreens to help the Township of Pine live up to its name.
- Older, larger trees should be preserved.
- The township should develop and implement an invasive species management plan to support forest health, perhaps enlisting the help of township volunteers.

Overview: Although the Township of Pine is nearly “built out,” it is nevertheless possible to drive along township roads and view expanses of tree-covered rolling hills. This is due to existing ordinances that preserve large trees, require roadside buffers for new residential neighborhoods and mandate planting of streetscapes and screens.

The strategy presented here, intended to create or maintain extensive tree cover, builds on existing practices by identifying four types of landscapes to reforest or support; suggesting native tree and shrub species; providing planting guidelines; encouraging an invasive species management plan; and providing conceptual planting plans and associated cost estimates for each of the four landscape categories.



The township's rolling hills, seen from Trees Manor Lane.

Suggested Implementation Plan: Create or maintain extensive tree cover



☐ **STEP 1:** Identify greenway or open-space areas suitable for forest augmentation to create additional tree cover, using the categories: A) Developer-installed buffers; B) Disturbed open space; C) Natural, unmanaged areas; and D) Township parks.

☒ **STEP 2:** Adopt list of native trees and shrubs suitable for various forest, open space or greenway locations and conditions. *(See list, Page 3-16.)*

☒ **STEP 3:** Adopt planting guidelines for correct planting techniques. *(See drawings and information, Appendices D-F)*

☒ **STEP 4:** Identify pilot project areas, basing plans on the conceptual designs provided in this comprehensive plan *(See Page 3-17 and 3-19)*, with the goal of choosing visible locations in the township. Estimate planting costs and include these projects in budget.

☐ **STEP 5:** Identify funding sources, such as township funding, grants, partnerships or donations.

☐ **STEP 6:** Implement pilot project. Provide graphic interpretive signs explaining benefits of the projects.

☐ **STEP 7:** Create and adopt an invasive species management plan, perhaps including volunteer corps or a township work day. *(DCNR invasives management strategies and funding sources, Appendix G.)*

☐ **STEP 8:** Review existing ordinances for opportunities to strengthen the township's intention to create visually appealing streetscapes and roadsides, preserve significant trees, etc.

☐ **STEP 9:** Continue with additional project areas each year to reach the goal of 5,000 trees by 2025.



Four landscape types where additional trees and shrubs could improve the ecosystem health and the appearance of township-owned or -maintained property:

A) Developer-installed buffers

B) Disturbed open space

C) Natural, unmanaged areas

D.) Township parks

Cost Estimates: Create or maintain extensive tree cover

A-type projects - Developer-installed buffers

ITEM	NUMBER	COST PER	TOTAL
Large deciduous trees (2.5" caliper)	69 /acre	\$400	\$27,600
Evergreen trees (6' unsheared)	23 /acre	\$400	\$9,200
Small deciduous trees (1.25" caliper)	23 /acre	\$250	\$5,750
Watering bags, stakes	115	\$50	\$5,750
TOTAL per acre	115 /acre		\$48,300 / acre

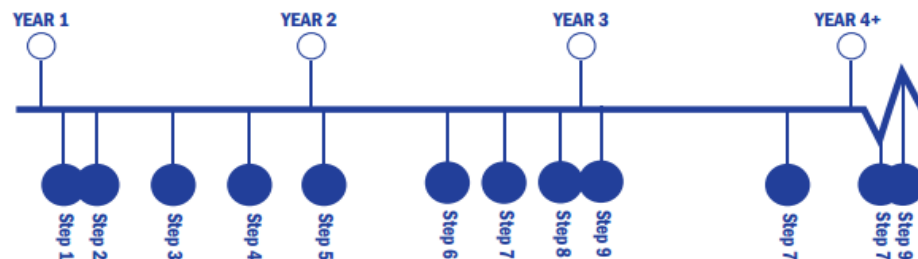
B-type projects - Disturbed areas

ITEM	NUMBER	COST PER	TOTAL
Deciduous trees (seedling whip)	408 /acre	\$2	\$816
Evergreen trees (3' bare root or cont.)	136 /acre	\$2	\$272
Small deciduous trees (4' bare root)	136 /acre	\$2	\$272
Seeding (cover crop)	30 lbs /acre	\$10	\$300
Wire fencing for planting protection	680 /acre	\$15	\$7,500
TOTAL per acre	680 /acre		\$9,160 / acre

C-type projects - Restoring natural areas

ITEM	NUMBER	COST PER	TOTAL
Deciduous trees (6' bare root)	100 /acre	\$ 40	\$ 4,000
Evergreen trees (3' bare root or cont.)	30 /acre	\$ 30	\$ 900
Small deciduous trees (4' bare root)	40 /acre	\$ 30	\$ 1,200
Shrubs	30 /acre	\$ 30	\$ 900
Seeding (wild)	LS		\$ 1,000
Wire fencing for planting protection	200 /acre	\$15	\$ 3,000
TOTAL per acre	200 /acre		\$11,000

Suggested Timeline: Create or maintain extensive tree cover





1. Focus on real, relevant issues



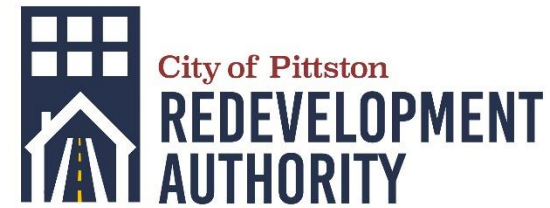
**2. Organize the plan the way
officials and citizens think**



**3. Devise practical and
workable recommendations**



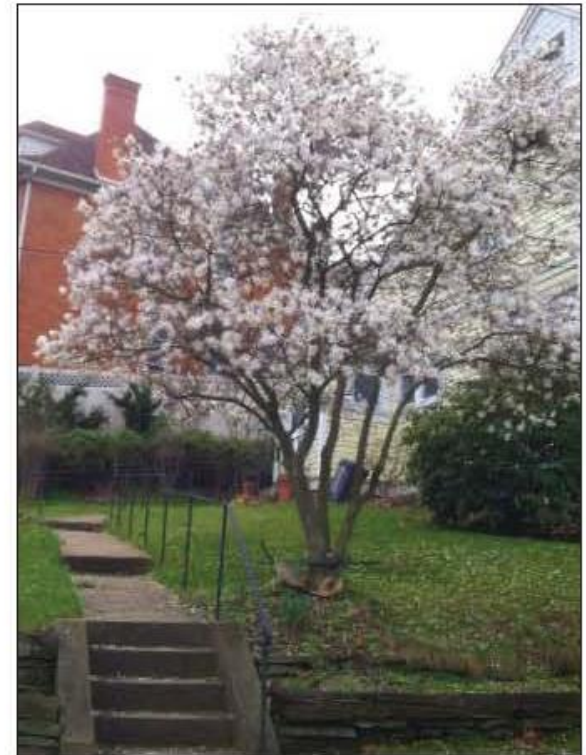
**4. Recruit partners and create
capacity to implement the plan**



Ingram's top tasks in next 6 months

Of the implementation steps outlined in this plan, this list suggests what to do right away.

- ▶ Consider joining with Crafton to hire new code enforcement officer.
- ▶ Apply for a grant to update zoning ordinances to be consistent with this comprehensive plan and to assist in achieving the goals of this plan.
- ▶ In the meantime, revise current regulations to adopt the current International Property Maintenance Code.
- ▶ Enact rental registration program.
- ▶ Explore participating in Tri-COG Land Bank.
- ▶ Consider creating a joint planning commission with Crafton to champion the contents of this plan.
- ▶ Work with Crafton to form a joint Blight/Enforcement Action Team, and begin working on a comprehensive strategy to focus on deteriorated properties. The communities should implement software to track code enforcement and building permitting, with links to finance.
- ▶ Negotiate in concert with Crafton a contract with Economic Development South to provide professional capacity regarding economic development.



An Ingram yard in springtime.



1. Focus on real, relevant issues



2. Organize the plan the way officials and citizens think



3. Devise practical and workable recommendations



4. Recruit partners and create capacity to implement the plan



5. Get “community” ownership and commitment



Buy-in by elected officials and staff

Elected officials may prioritize what they want, regardless of what residents wish would happen.

THE PROCESS MUST ENGAGE ELECTED OFFICIALS. THEIR SUPPORT IS CRITICAL.

Municipal staff are often overworked and see implementation steps as a burden.

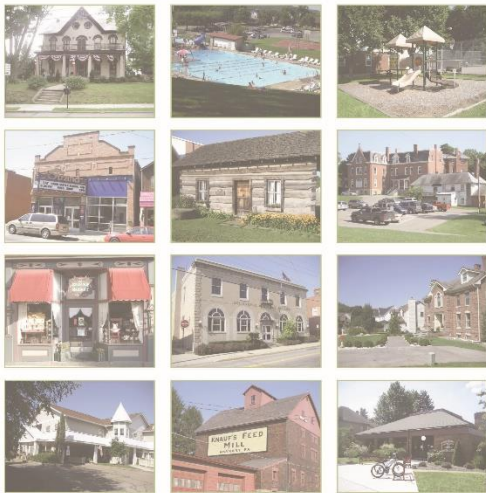
AN HONEST DISCUSSION ON WHO IS ACCOUNTABLE FOR IMPLEMENTATION AND THE RESOURCES TO SUPPORT THOSE STEPS MUST BE PART OF THE PROCESS.



Zelienople and Harmony

Joint Comprehensive Plan

June 2010



A 4x3 grid of 12 photographs showing various landmarks and community spaces in Zelienople and Harmony. The images include: 1. A large historic building with a prominent porch and arched windows. 2. An outdoor swimming pool with a diving board and lounge chairs. 3. A modern playground with a large wooden play structure. 4. A historic building with a sign for 'The Old Store'. 5. A historic log cabin building. 6. A historic building with a sign for 'The Old Store'. 7. A historic building with a sign for 'The Old Store'. 8. A historic building with a sign for 'The Old Store'. 9. A historic building with a sign for 'The Old Store'. 10. A historic building with a sign for 'The Old Store'. 11. A historic building with a sign for 'The Old Store'. 12. A historic building with a sign for 'The Old Store'.

A compilation of 12 photographs illustrating various landmarks and community spaces in Zelienople and Harmony, including historic buildings, a swimming pool, a playground, and modern commercial structures.

Prepared by: Rev. & Associate, Huguenot Design Group, LLC, Ltd. & Co.

1. Enacted draft Shared Services Ordinance prepared as part of the plan.
2. Sharing snow removal and leaf collecting routes across political boundaries.
3. Exploring more shared administrative services.
4. Provided \$25,000 from Council to leverage other funding to hire a downtown revitalization consultant.
5. Obtained a DCED grant to purchase new street signs that share a common appearance.
6. Joint shared services committee meets regularly to track progress on implementing the recommendations of the plan.
7. Obtained funds from SPC to retime traffic signals 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.

Results & Action

Implementation:

2021 Achievables & DCD Plan of Attack:

- ~~1. Adopt this plan~~ *Scheduled to occur this year*
- ~~2. Annual review of implementation progress – Strategic Planning Meeting~~ *Immediate implementation via policy change*
3. Implement Pedestrian Pilot Project
4. Seek out partners for connectivity projects
5. Determine design standards
- ~~6. Update Township land use ordinances~~
- ~~7. Implementation of strategies for small lot redevelopment on Route 8~~ *Adjust budget for 2022 legal fees to anticipate ordinance updates + Add ongoing PC agenda items to begin SALDO update discussions – target late 2022*
8. Implementation of strategies to improve Township communications
- ~~9. Create website FAQs about Route 8 in Hampton~~ *Possible by end of 2021*
10. Volunteer-assisted tree-planting
- ~~11. Plan and begin execution of the next SW mitigation project~~ *Already in the works via MS4 PRP projects – Crouse Run restoration*
- ~~12. Review and possibly update Township's environmentally related ordinances~~ *Adjust budget for 2022 legal fees to anticipate updates – Rec. SW update 1st*
- ~~13. Sustainable Pennsylvania Communities Program / document current performance~~

TAKING A CLOSER LOOK

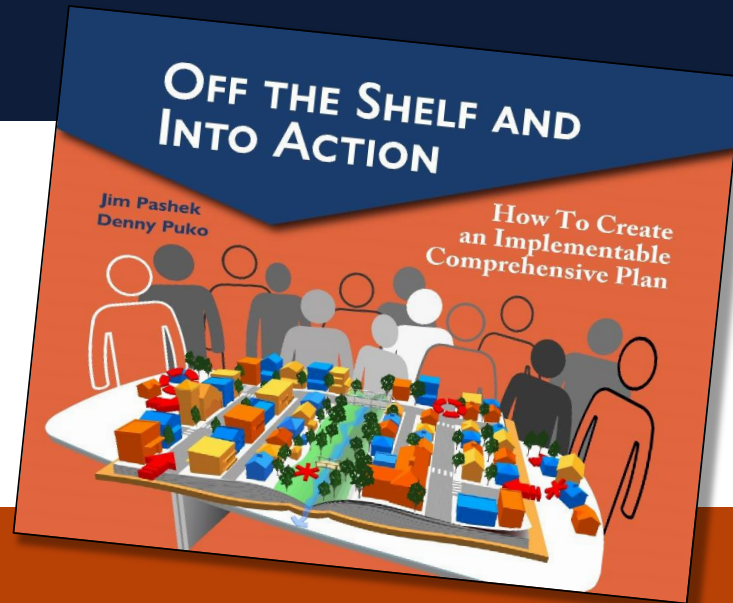


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