

A scenic view of a river with a bridge and a building in the background. The river flows through a lush green landscape with trees and grass. A concrete bridge with multiple arches spans the river in the middle ground. In the background, a large red brick building is visible on a hillside. The sky is overcast.

# **Town of Alderson**

## **Comprehensive Plan**

### **Chapter 5: Implementation**

**June 2016**

# Chapter 5: Implementation

## Implementation

Developing a comprehensive plan is often easier than actually implementing the plan and incorporating the plan's vision into everyday governmental functions. The town must use the plan when preparing budgets and planning for future projects. The comprehensive plan should be considered when developing the annual budget. Alderson's various community organizations should use the plan to develop projects identified as priorities by the community and for grant applications.

### *Regional Planning*

Intergovernmental cooperation is essential in land use planning. Communities don't exist in a vacuum; they should engage in planning with surrounding jurisdictions as much as possible. Several of the recommendations in the Action Plan involve partnerships and cooperation between various organizations and forms of government. The Town of Alderson realizes the importance of regional planning and has already established working relationships with other governments and organizations. The Town should continue their working relationships with Greenbrier and Monroe Counties and other organizations to help implement the Comprehensive Plan. The Town should consider working relationships with other communities in both counties. Other communities can provide key insights on how they have implemented planning projects. The town already has a great working relationship with the Region 4 Planning and Development Council. The town should work together with Region 4 to implement and fund projects detailed in the Comprehensive Plan.

### *Financial Implications*

Implementation of many projects detailed in the Action Plan will be costly for the Town of Alderson. However, there are many other funding sources the Town should consider when budgeting for implementation. Below is a list of funding opportunities that should be considered for implementing the plan.

### *Appalachian Regional Commission*

The Appalachian Regional Commission (ARC) provides federal grant funds to support economic and community development in West Virginia. The goal of ARC is to create opportunities for self-sustaining economic development and improved quality of life.

Projects approved for ARC assistance must support one of the four general goals:

- Strengthen the capacity of the people of Appalachia to compete in the global economy.
- Increase job opportunities and per capita income in Appalachia to reach parity with the nation.
- Develop and improve Appalachia's infrastructure to make the Region economically competitive.

- Build the Appalachian Development Highway System to reduce Appalachia's isolation.

Activities generally eligible for funding include, but are not limited to, projects that:

- Improve infrastructure for community and economic development.
- Improve educational opportunities and workforce skills.
- Increase civic and leadership capacity.
- Increase entrepreneurial opportunities.
- Improve health care resources.

### *Benedum Foundation*

The mission of the Benedum Foundation is to encourage human development in West Virginia and Southwestern Pennsylvania through strategically placed charitable resources. The foundation gives two types of grants; education and economic development.

### *Flex-E-Grant*

Flex-E-Grant is a small grant, up to \$10,000 total project cost, that may be used to support local leadership, civic engagement and capacity building.

Flex-E-Grant is a joint effort of the West Virginia Development Office (WVDO), the ARC and the Claude W. Benedum Foundation. WVDO continues to collaborate with many other organizations on the Flex-E-Grant project.

### *Governors Community Participation Grant Program*

The Governor's Community Partnership program provides state grant funds for community and economic development projects throughout West Virginia. The program enables communities to expand, build and improve a variety of public facilities and services.

Eligible activities include but are not limited to permanent public improvements related to the following:

- City hall and courthouse facilities
- Community centers
- Construction and renovation of public facilities

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- Demolition
- Economic development
- Emergency services and law enforcement
- Flood and storm drainage
- Business and industrial parks
- Land and property acquisition
- Libraries
- Parks and recreation
- Parking facilities
- Preservation and beautification
- Street and sidewalk repair
- Technology
- Water and wastewater facilities and services

### *KaBOOM*

KaBoom is a non-profit organization that is dedicated to creating play spaces for children throughout the United States. KaBoom often administers grant programs by matching communities with funding partners. Their most popular program is the Community Partner Program. This program matches either non-profits or municipal governments with funding partners to provide funding for building playgrounds.

### *Land and Water Conservation Fund*

The Land and Water Conservation Fund program (LWCF) provides supplemental federal funding for the acquisition and/or development of high-quality, public outdoor recreational areas throughout West Virginia. Proposed projects must be consistent with the Statewide Comprehensive Outdoor Recreation Plan (SCORP). Park renovations, expansions to promote active lifestyles, innovation in community cores, attracting or retaining visitors to an area, development of trailheads or preservation of other natural areas to impact community health objectives and brownfields renewal efforts will receive funding priority.

Eligible activities include but are not limited to the development of outdoor recreation resources related to the following:

- ◆ Land acquisition for parklands
- ◆ Development or renovation of the following types of outdoor recreational facilities:
- ◆ Campgrounds

- ◆ Picnic areas
- ◆ Sports and playfields
- ◆ Golf courses
- ◆ Swimming facilities
- ◆ Boating facilities
- ◆ Fishing facilities
- ◆ Hunting areas
- ◆ Trails
- ◆ Winter sport facilities
- ◆ Support facilities (walks, utilities, bathrooms, etc.)
- ◆ Amphitheaters
- ◆ Lake impoundments
- ◆ Visitor information centers
- ◆ Interpretive centers

## *Neighborhood Investment Program*

The Neighborhood Investment Program (NIP) increases charitable giving to local nonprofit organizations. The program allows 501(c)3 designated charitable organizations to apply for tax credit vouchers. These organizations distribute the vouchers to contributing businesses and individuals. By donating to approved NIP organizations, contributors can support their communities and earn credits to reduce certain West Virginia taxes.

The West Virginia Legislature sets aside \$2.5 million annually in state tax credits for the NIP. To participate, a 501(c)3 charitable organization must apply to the West Virginia Development Office. Upon meeting program requirements and obtaining approval from the NIP Advisory Board, organizations are awarded tax credit vouchers. Businesses and individuals that contribute to NIP-approved organizations are eligible to receive up to 50 percent of the contributed amount in the form of state tax credits. Donors may use the credits to reduce liability for the Corporate Net Income Tax, the Business Franchise tax or the Personal Income Tax.

Projects generally eligible for program participation include but are not limited to the following:

- Health clinics
- Homeless shelters
- Educational programs
- Housing programs

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- Preservation/revitalization activities
- Domestic violence shelters
- Children's shelters
- Meal delivery programs
- Senior citizens' centers
- Community foundations
- Scholarship programs
- Hospice care
- Transportation programs
- Day care centers
- Counseling services
- Services for the disabled

### *Preserve America*

The Preserve America grant program supports activities related to heritage tourism and the use of historic properties as economic and educational assets.

### *Small Cities Block Grant Fund*

The Small Cities Block Grant program (SCBG) provides federal funds for community and economic development projects throughout West Virginia. The program supports job creation and retention efforts, local government efforts to provide affordable infrastructure systems, and community efforts to improve the quality of life for low- to moderate-income citizens. Eligible units of local government may receive SCBG funds if they are documented to fulfill one of three national objectives:

- Activities benefiting low- and moderate-income people.
- Activities that aid in the prevention or elimination of slums or blight.
- Activities designed to meet community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community and where other financial resources are not available to meet such needs.

Activities generally eligible for funding include but are not limited to permanent public improvements related to the following:

- Community centers/senior citizen centers
- Construction and renovation of public facilities

- Demolition
- Economic development
- Flood and storm drainage
- Acquisition
- Parks and recreation
- Preservation and beautification
- Technology
- Water and wastewater facilities and services
- Community facilities renovation/construction

### *Smart Growth Implementation Assistance*

The Smart Growth Implementation Assistance (SGIA) program provides assistance from national experts to help communities explore barriers to smart growth implementation and pilot innovative ideas that create more sustainable communities. EPA will provide technical assistance to successful applicants.

### *Transportation Alternatives Program (TAP)*

TAP provides funding for programs and projects defined as transportation alternatives, including on- and off-road pedestrian and bicycle facilities, infrastructure projects for improving non-driver access to public transportation and enhanced mobility, community improvement activities, and environmental mitigation; recreational trail program projects; safe routes to school projects; and projects for planning, designing, or constructing boulevards and other roadways largely in the right-of-way of former Interstate System routes or other divided highways.

The TAP program now funds projects that would have previously been considered under the Transportation Enhancement and Safe Routes to Schools Programs.

### *Alderson Community Energy Plan*

The Alderson Community Energy Plan is a community based approach to implementing locally-owned, distributed renewable energy and energy efficiency strategies. The plan is not a funding source like the other entities in this section but it's a plan that can lead to further funding.

# Chapter 5: Implementation

## Implementation Matrix

An implementation matrix is part of the Action Plan. The matrix is very important for the Town as it details the priorities, potential partners, estimate of probable costs, and potential funding sources.

With limited funds available, it is important to establish priorities. While many of the action steps are important to implement, only a few can be implemented at one time due to funding and staff capacity. Action Steps are identified as either high, medium, or low priority. High priorities are those that were identified by the public and town as the most important. However, some high priority action steps may take longer to implement due to funding constraints and staff capacity. Therefore, action steps are also assigned a timeframe for completion:

- Short-term– action steps that should be implemented within 3 years
- Mid-term– action steps that should be implemented in 3-5 years
- Long-term– action steps that should be implemented in 5-10 years

Potential partners are important to implementation of the plan. Fortunately, many community groups work to better the town. The Planning Commission should hold a meeting with all the community groups, as well as Town Council, to kick-start the implementation of the plan and get everyone on the same page. The implementation matrix details probable costs as well as funding sources. This is not an exhaustive list of funding sources, but a list of grants that are more common for communities to consider. Probable costs are only estimates and are not accurate reflections of the total cost of a project.

The Planning Commission should use this implementation matrix to help begin implementation of the plan immediately after the plan is adopted by Town Council. The purpose of the implementation matrix is to help guide the Planning Commission in implementation so the plan does not sit on the shelf. The Planning Commission should also review the plan annually to determine the status of each project and any obstacles they are encountering.

Goal 1: Provide improved water, wastewater, and storm-water infrastructure and services to residents



*Objective: Ensure the current infrastructure can serve the needs of current and future residents*

Action Step	Priority/Timeframe	Reference	Potential Partners	Estimated Costs	Funding
Replace water lines	High priority Long term	2-14	Region 4 Planning and Development Council	Dependent on scope of project	Small Cities Block Grant
Update the waste water treatment plant and improve sewer lines feeding the plant	High priority Mid-term	2-14	Region 4 Planning and Development Council	Dependent on scope of project	Small Cities Block Grant
Clean, repair, and update storm drains	High priority Long term	2-15	N/A	N/A	Dependent on scope of project
Ensure sustainability and effectiveness in water, sewer, and storm-water systems	High priority Long term	2-15	Region 4 Planning and Development Council	Dependent on scope of project	Small Cities Block Grant; funding from raising rates

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Goal 2: Enhance community resilience and safety

*Objective: Develop safety  
and disaster  
communication networks*

Action Step	Priority	Reference	Potential Partners	Estimated Costs	Funding
Develop a plan on how to communicate with the public in an emergency or natural disaster	Low priority Short term	2-16	Alderson Fire Department, Tri-County Fire Department, Alderson Police Department	Text messaging system- dependent on type of system Bull-horn. Email- staff time Internet web site-staff time	General Fund
Develop community oriented policing to address the concerns of residents	High priority Mid-term	2-16	Alderson Police Department	Staff time	General Fund
Action Step: Water system organization during catastrophic event	High priority Long term	2-17	Region 4 Planning and Development Council	Dependent on scope of project	Small Cities Black Grant
Municipal organization during catastrophe	High priority Short term	2-17	N/A	N/A	N/A

**Goal 3: Ensure a safe transportation network for vehicles and pedestrians by improving existing roadways and sidewalks**

*Objective: Maintain existing streets to accommodate residents traveling to and from Alderson*

*Objective: Provide a pedestrian friendly atmosphere*

Action Step	Priority	Reference	Potential Partners	Estimated Costs	Funding
Develop a road maintenance plan	High priority Long term	2-18	Town staff	Staff time	N/A
Develop a sidewalk program to prioritize sidewalk improvements	Low priority Mid-term	2-19	Various community organizations in town	Staff time	N/A

## Chapter 5: Implementation

Goal 4: Maintain and develop park facilities and programs to meet the recreational needs of town residents

*Objective: Improve existing recreation facilities*

*Objective: Make the town more walkable with walking paths and trails*

*Objective: Construct new recreation facilities*

*Objective: Offer recreational events and programming for citizens of all ages*

Action Step	Priority	Reference	Potential Partners	Estimated Costs	Funding
Revitalize town park	Medium priority Mid-term	2-20	Various community groups in town	Trail signs- \$200- \$1,000 Picnic tables- \$200-\$800; Town park sign- \$5,000-\$10,000 Extension of trail– dependent on earth-removal/clearing and length; Bike racks- \$500	Governors Community Participation Grant Program; Land and Water Conservation Fund; Small Cities Block Grant
Make Memorial Bridge more bicycle friendly	High priority Short term	2-20	Memorial Bridge Committee	Dependent on scope of project	N/A
Develop a new park in town	Low priority Long term	2-21	Various community groups in town	Play system- \$20,000-\$30,000; Swings- \$700-\$2,500; Climbing rocks- \$2,000-\$8,000; Benches- \$200-\$500; Bicycle racks- \$500 Picnic tables- \$200-\$800; Trash receptacles- \$500-\$1,000; Walking path—dependent on length/material	Governors Community Participation Grant Program; KaBOOM; Land and Water Conservation Fund; Small Cities Block Grant
Design walking routes throughout town	Medium priority Short term	2-21	Various community groups in town	\$200-\$1,000	General fund; community groups
Install bicycle share the road signs	Low priority Short term	2-22	WV Department of Highways	Dependent on number of signs	General fund
Communicate and promote events for families and young children	High priority Short term	2-22	Various community groups in town, Alderson Artisans' Gallery	Town web site, staff time	General fund; community groups

# Town of Alderson Comprehensive Plan

## Goal 5: Encourage land use planning

*Objective 1: Enact and revise ordinances to protect the quality of life of residents*

*Objective 2: Improve the appearance of Alderson*

Action Step	Priority	Reference	Potential Partners	Estimated Costs	Funding
Revise the zoning ordinance to be consistent with the vision in the Comprehensive Plan	High priority Short term	3-11, 3-12	WVU Land Use and Sustainable Development Law Clinic	Simple amendment to zoning ordinance- staff time and attorney fees, Total update- \$20,000-\$30,000	General fund
Hire a part-time building code inspector	Medium priority Mid Term	3-14	Other counties and municipalities	Dependent on scope of project	General fund
Enact a dilapidated building ordinance	High priority Short term	3-14	WVU Land Use and Sustainable Development Law Clinic; BAD Building Committee	Staff time and attorney fees	General fund
Enact a vacant structure ordinance to prevent buildings from becoming dilapidated	Medium priority Short term	3-14	WVU Land Use and Sustainable Development Law Clinic	Staff time and attorney fees	General fund
Identify all vacant and dilapidated buildings	Medium priority Short term	3-14	Various community groups; BAD Building Committee	Staff and volunteer time	N/A
Increase the enforcement of building codes and property maintenance codes	High priority Short term	3-14	Town staff	Staff time	General fund
Improve the aesthetics of town	High priority Long term	3-15	Various community groups	Plantings-\$65 per basket, plus maintenance , Murals-\$3,000-\$5,000, Clean-up day-volunteer time/materials,	General fund; donations; Division of Cultural and History

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Goal: Support the efforts of town revitalization to increase economic development opportunities

*Objective 1: Increase the capacity for municipal service delivery*

*Objective 2: Improve the image of Alderson*

Action Step	Priority	Reference	Potential Partners	Estimated Costs	Funding
Annex land currently outside of town but near the town boundaries	High priority Mid-term	4-12	WVU Land Use and Sustainable Development Law Clinic	Annexation costs– staff time and attorney fees	General fund
Inventory and market existing vacant properties to developers	High priority Short term	4-12	Various community groups	Staff time	N/A
Consider increasing the business license and municipal service fee	High priority Long term	4-13	N/A	N/A	N/A
Hire a part-time town administrator	Medium priority Long term	4-13	N/A	Town administrator salary/benefits	General fund
Develop a marketing and branding campaign to raise awareness of Alderson	High priority Short term	4-13	Various community groups; Greenbrier County CVB, Alderson Maintain Street, HUB committee	Dependent on scope of project	General fund
Develop a gateway to promote Alderson to travelers along I-64	Low priority Short term	4-13	Greenbrier County CVB; WV Department of Transportation; local legislators	Dependent on size/type of signs	General fund
Create a town website	High priority Short term	4-14	Alderson Planning Commission	Staff time	N/A