

CITY OF SHELBY, OHIO STRATEGIC PLAN 2010-2030

INTRODUCTION

The purpose of strategic planning is to establish realistic goals and objectives in a defined timeframe, communicate those goals, set priorities, and efficiently use resources. A strategic plan should serve as a framework for decisions, provide a basis for more detailed planning, be realistic and attainable, stimulate change, and be a building block for the next plan.

The development of a new strategic plan for the City of Shelby was first discussed in 2005 by City Council and the City Planning Commission. At that time, Richland County Regional Planning Commission was developing a countywide plan that was approved in June 2009. Shelby officials were involved in the development of the countywide plan. The City Planning Commission felt it best to wait for the countywide plan to be approved, and there was concern about the cost of developing our own plan.

In May 2008, the City Council passed legislation from the Service and Development Committee to amend the City's economic development contract with the Shelby Chamber of Commerce such that the Chamber would become the lead agency in the development of a City strategic plan. There was no budget set for the plan's development. The President of the Chamber, Carol Knapp, and a member of the Service and Development Committee, Patricia Carlisle, became co-facilitators for the development of a strategic plan.

A twelve-member Task Force of Shelby area residents had the responsibility of leading and analyzing public input and presenting the final document to the City Planning Commission for recommendation to City Council. The selection of the twelve-member task force involved the City Council and the facilitators. The Task Force was balanced among men & women, various ages and educational backgrounds, all wards of the city, residents and nonresidents with a strong commitment to the Shelby area. All of the members are invested in the community and have a desire to dedicate time and talent to a strategic plan. During the course of the development of the plan, one task force member became the mayor and was replaced.

The topics for the strategic plan were determined by examining past plans and consulting with Richland County Regional Planning Commission. The six topics are: Housing, Transportation, Land Use Management, Government, Economic Development, and Quality of Life. Each recommended action plan has additional information for clarity, benefits, and a suggested timeline for responsible entities to accomplish the action plan. The annual review process will produce reports that list accomplishments and factors that will alter the timeline. Those annual reports are intended to become part of the document.

These documents were provided in a large notebook for each Task Force member:

- 1968 General Plan for Shelby, Ohio (Dalton & Dalton Associates)
- 1973 City of Shelby Area-wide Topics Plan (Richland County Regional Planning Commission)
- 1976 City of Shelby Comprehensive Plan Reports I and II (Richland County Regional Planning Commission)
- 1990 City of Shelby Downtown Plan (Poggemeyer Design Group, Inc.)
- 2000 Demographic Information for Shelby and 44875 ZIP Code (United States Census)
- 2004 Retail Market Analysis of Richland County including Mansfield, Shelby, Ontario, and Lexington (Ohio State University Extension Service)

- 2005 Shelby Comprehensive Economic Development Plan (Shelby Chamber of Commerce)
- 2009 Comprehensive Plan for Richland County, Ohio 2035 (Richland County Regional Planning Commission)

Please see Appendix I-1 for Shelby demographic information

The process used to develop the recommended action plans included public input and analysis of a variety of resources by a task force of local persons with a desire to share their time and talents. It was determined that all meetings would be 60-90 minutes and as many meetings as necessary would be scheduled. Meetings would be held either at the Shelby Chamber of Commerce conference room or at City Hall council chambers. The orientation meeting of the Task Force was July 31, 2008. Minutes were kept of every meeting. We did a SWOT Analysis (Strengthens, Weaknesses, Opportunities, and Threats) for every topic.

Please see Appendix I-2 for SWOT Analysis

Please see Appendix I-3 for list of public meeting participants

The most valuable part of the plan is that it was taken from the comments and concerns of many persons who thoughtfully focused on the cooperation of city leaders and citizens to do the following:

1. Understand who we are and where we want to be in 20 years.
2. Be a sustainable community during economic downturns and disaster events.
3. Market Shelby to retain, expand and recruit employers and employees in all sectors.
4. Provide our residents with a more livable and enjoyable community.
5. Capitalize on our assets and opportunities to increase our community's growth potential.

Often city leaders are reactive to the most recent concerns. It is the plan's purpose to give proactive action plans. It intends to provide city leaders with some guidelines for developing policies and procedures that fulfill both the Vision Statement and Mission Statement of Chapter 208 of the Codified Ordinances adopted in 2006. This strategic plan is proposed for adoption by City Council through an ordinance to amend Section 208.03.

The vision statement of the city is "To maintain the City of Shelby, Ohio as a great place to grow, city officials and employees will diligently respond to the needs of all who live, work, visit, and invest in this community." Section 208.01

The mission statement of the city is "To promote the health, safety, morals, and general welfare of the entire community and to improve the quality of life, the city will provide high quality, cost-effective governmental services." Section 208.02

Perhaps the most important element of this plan is regular review. It is strongly recommended that it be revisited annually by city leaders to provide continuity from one administration to another over the next 20 years. It is our sincere hope that our community will accomplish all the recommended action plans in less than 20 years, and we find ourselves developing a new strategic plan before 2030.

Many factors affect how a plan is implemented. Certainly during 20 years, there will be some very enlightening developments in city management. There are things out of our control that will affect and alter our course of action, but we now have a focus—to make Shelby the place people want to live, work, and invest their resources and assets. The exciting part of the planning process was seeing the city officials begin to accomplish some of the action plans even before the final document was completed.

As we worked through the six topics suggested by the Richland County Regional Planning Commission, we found that the topics intermingled and often were almost impossible to separate. All six topics deal with successfully making Shelby a place that attracts a variety of residents and businesses. The perceived image of Shelby is critical to encouraging diversity and expansion of our population and employment opportunities. Maintaining status quo simply is not an adequate plan for the 21st century.

It was a very difficult time to be doing strategic planning. Almost daily, we heard news of the deep economic recession in our nation and the collapse of the real estate market and financial institutions. Huge corporations such as General Motors were filing for bankruptcy. But most importantly, our community was still recovering from one of the most devastating floods of the Black Fork on August 21, 2007. We were bombarded by tough decisions concerning the use of FEMA funds, the demolition of our police/court building, demolition of many substantially damaged homes, and the tragic loss of several businesses. We also knew that many homeowners in Shelby had become victims of a nation-wide foreclosure crisis.

We lost two very important visionaries for our community in the passing of Mayor Jim Henkel and Entrepreneur Ralph Phillips. We knew that planning was a must if we were to find a way to become a community that turns tragedy into opportunity.

“Change is the law of life, and those who look only to the past or present are certain to miss the future.” President John F. Kennedy

Introduction Appendixes

- I-1 Shelby Demographics
- I-2 SWOT Analysis by Topic
- I-3 Public Meeting Participants

We, the Strategic Plan Task Force, submit The City of Shelby, Ohio Strategic Plan 2010-2030 to the Shelby City Planning Commission for recommendation of adoption by the Shelby City Council and agree to be watchful participants in its implementation and annual reviews. Signed this 23rd day of April, 2010.

Diane Ervin
Assistant Superintendent
Shelby City Schools

Karl Milliron
President
Milliron Auto Parts

Rebecca Granger
Former Business Owner
Adagio Massotherapy

Bill Roush
Business Owner
Roush Floors & More

Garnet Hoover
Business Owner
Home Appliance & Radio Shack

Reverend Steven L. Schag
Founding Pastor Calvary Baptist Church

Dr. Steven T. Lifer,
Mathematics Teacher
Lexington Local Schools

Brenda Schraedly
Schraedly Accounting

Crystal Lybarger
Emergency Services Director
Richland County Red Cross

Beth Snyder
Housing Specialist
CHIP Coordinator—City of Shelby

Chris M. McNary,
Service Department Supervisor
City of Shelby

Ben Willman
Director of Operations
Shelby Welded Tube

Strategic Plan Facilitators:

Patricia Carlisle
Former Shelby City Councilmember
Chairperson, Shelby Planning Commission

Carol A. Knapp
President, Shelby Chamber of Commerce

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HOUSING

Shelby's housing inventory and housing needs were greatly affected by the economic conditions that existed in 2008-2009. The entire country was facing a major foreclosure and predatory lending crisis. Shelby was not immune to this crisis. In early 2008, The Governor's Task Force on Predatory Lending was formed. Richland County and Shelby officials played very active roles on this Task Force. In early 2009, the Neighborhood Stabilization Program (NSP) was unveiled. This Program made assistance available to communities facing the large number of uninhabited homes with related exterior maintenance concerns. Shelby participates in the state Community Housing Improvement Program (CHIP) as well.

Please see Appendix H-1 for Shelby housing demographics

Please see Appendix H-2 for a description of NSP.

Please see Appendix H-3 for a description of CHIP.

Please see Appendix H-4 for report on foreclosures in Shelby

In August 2007, Shelby faced a major flood event that caused substantial damage to residences and businesses located in the city's flood way and flood plain. FEMA mitigation efforts began soon after the August flood; however, due to the number of communities affected by flooding, FEMA made the decision to focus on residential flood losses. Shelby's city officials started the residential mitigation process and received FEMA grants to proceed with assistance for owners of homes identified as substantially damaged or damaged.

Please see Appendix H-5 for a list of addresses and map showing where houses have been demolished or are planned for demolition in 2010.

Please see Housing Action Plan A

The foreclosure crisis and flood event were responsible for the displacement of numerous residents throughout the City of Shelby which in turn affected housing demands. Those residents facing foreclosure were most likely not able to get a loan to purchase another home causing an increase in the demand for rental units. Some residents suffering from substantial flood damages were not able to remain in their homes and, due to the delay in settlement of the FEMA mitigations, were not in a position to purchase a new home again causing an increase in the demand for rental units. To encourage new home construction the Community Reinvestment Area Program was revised by city council in 2008.

Please see Appendix H-6 for a summary of the CRA program.

Please see Housing Action Plan B

With the economic conditions that existed in 2008/2009, new housing construction and house sales were relatively stagnant.

Please see Appendix H-7 for new housing construction permits in the city from 1990-2009.

Please see Housing Action Plan C

Please see Housing Action Plan D

HUD defined "affordable" housing as annual owner costs less than or equal to 30% of annual gross income. The 2000 census showed Shelby's median household income at \$35,938 and Shelby's per capita income at \$17,096. The median value of owner-occupied housing units in Shelby was \$79,900 and the median asking price was \$79,300 according to the 2000 census. When the results of the 2010 census become available, it will show an anticipated decline in market value of the city's housing inventory.

A timeless identification of homes would be based on the characteristics of the home—square footage, number of rooms, number of bedrooms, acreage, etc. The market value of a home is not timeless due to changes in the economy; however, market value has ultimately been the basic method used in home identification.

Public meetings revealed the need for more moderately priced homes in Shelby. Through public input, moderately priced was defined as homes with a market value of between \$70,000 and \$90,000 (2008-2009).

The twelve-member Strategic Plan Task Force developed six action plans to address the future housing needs for our City. These action plans focus on the City's CRA (Community Reinvestment Area) Program, Residential Zoning, Residential Market Trends, Flood Plain/Flood Way, Sidewalks, and Exterior Maintenance.

Please see Appendix H-8 for Exterior Maintenance Ordinance References

Please see Housing Action Plans A - F

Housing Appendixes

- H-1 Housing Demographics (2000 Census)
- H-2 Neighborhood Stabilization Program (NSP)_Information
- H-3 Community Housing Improvement Program (CHIP) Information
- H-4 Shelby Foreclosure Report (2000 through 2008)
- H-5 FEMA and NSP Residential Mitigation & Demolition Report
- H-6 Community Reinvestment Area (CRA) Program Information
- H-7 New Housing Construction Permits Report (1990 through 2009)
- H-8 Exterior Maintenance Ordinance

HOUSING ACTION PLANS

A—Flood Plain/Flood Way			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
City Administration compile a listing of all residential properties located in the flood plain/flood way.	Information would be available at public information locations (Library, City Hall, City Utilities office, City website, etc).	All property owners would <u>know</u> that their property is located in the flood plain/flood way.	After the city has completely reviewed the “new” flood maps from FEMA & council has acted. (Estimated 2010 or 2011).
Increased public communication regarding flood issues, flood prevention, National Flood Insurance program, etc.	Increased communication could be accomplished by inserts with utility billings, envelopes with utility bills STAMPED with “This Property is in the Flood Way” or “This Property is in the Flood Plain”, media news releases, etc.	The public would be more aware of flood information and better prepared for flood events. The Flood Plain Management Commission should advise what information needs to be distributed & how.	Ongoing beginning in 2010. New residents move in to town regularly. A timeline for regular public information releases should be designed by the administration.
Routine review of flood-related ordinances, National Flood Insurance requirements, and FEMA regulations.	Extremely important that all city administration and council understand what is necessary to maintain NFIP.	City would be better prepared for next flood event.	Administration & council need ongoing communication and develop a continuous reporting system beginning with adoption of this strategic plan (Estimated 2010 then ongoing)
City Administration to investigate the possibility of a local funding program for flood loss relief	A funding structure locally to provide more immediate assistance for priority needs while waiting for FEMA funding	Possibility of quicker flood recovery.	City Administration & Flood Plain Management Commission research in a local funding program for flood relief as part of the reduction of flood damages (2011 with ongoing reviews)
City administration work closely with Richland County Building & Permits to communicate to prospective builders that a property is located in the flood plain or flood way so that proper permits and inspections are completed	City of Shelby indicates on paperwork that property is located in a flood plain or flood way; however, this indication is not always evident when paperwork reaches Richland County Building & Permits	More efficient governmental functions.	Administration develop a method to be certain that all new construction meets all flood plain regulations that includes all the inspections by the Richland Co. Building Dept. by Dec., 2010

B—CRA (Community Reinvestment Area) Program			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Increase Public Awareness of Shelby CRA Residential Program	Information included in utility mailings, media releases, City of Shelby web-site, information to contractors and Richland County Building Dept.	Increase in public awareness of the program could result in additional new residential construction.	Ongoing with new procedures for communication developed in 2010 & the administration release public reports every two years
Annual report of Residential CRA activity to City Council	Annual report would determine effectiveness of the program, impact the program has on new residential construction, and the financial advantages generated through the program	Tracks effectiveness of the program	Annual analysis reported beginning June, 2010
CRA Housing Board appointees & policies reviewed annually	Annual meeting to review & insure understanding of the members of the Board and those homes currently under the program	Transparency in government	Ongoing accountability to the mayor & council beginning 2010

C—Residential Zoning			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Review of existing residential zoning ordinances to provide the flexibility needed to accommodate future residential needs.	A—Assisted living facilities, dorms, apartment complexes, condominiums, & studio apartments B—Zero setbacks C—Buffer zones between residential & other classifications D—Building height restrictions E—Examine each type of residential zoning classification and develop new classifications F—Expedite the process for changing the zoning for a particular area of proposed development	A—Interest & variety expressed in this type of housing around educational institutions or because of aging population needs B—Allows for higher density residential development C—Continued respect for residential development D—Removal of two-store height limit would result in higher density residential development E—Keep our zoning codes updated to trends and better define how new development will look F—Encourages developers to bring new housing developments to us	Planning Commission & City Council biennially beginning in 2010 examine our codes—do they discourage or encourage housing development in view of current trends
Simplify existing procedures for permits for remodeling and new construction to be more clear & concise	Make remodeling and new construction permit process less confusing and more public friendly	Zoning requirements will be easier and less frustrating for persons to follow through	Begin review of the zoning requirements in 2010 and develop a purposeful timeline for review and revisions
Annual report to City Council and Shelby Planning Commission on amount of available, undeveloped land in each residential zoning classification	Investigate and determine annexation procedures and opportunities	This information would assist Council and the Planning Commission on decisions regarding land use within the city and provide sufficient land for future residential development	Annually beginning in June, 2010

D—Residential Market Trends			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Development of Housing Trends Task Force	Housing Trends Task Force would be responsible for advising City officials of current residential market trends. Task Force could consist of loan officers, foreclosure specialists, Richland County Fair Housing representatives, realtors, developers, and construction professionals. This same Task Force would be responsible for reporting foreclosure or financial crisis effects on housing values.	Proactive approach to address residential market changes and help fight the effects of foreclosures and financial crisis on neighborhoods. Also, provide the administration with ability to find ways to help residents in foreclosure or financial crisis by promoting public awareness of assistance.	Council legislation in 2010. Annual report from Task Force to City Administration beginning in 2010.
E—Sidewalks			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Council to examine the City Charter section on sidewalk improvements and the Codified Ordinances on sidewalks and make necessary revisions to make the two approaches compatible.	The goal is to have a more “walkable” city and add to the quality of life of the residents. The Charter gives council resolution authority to identify sidewalks needed repair or replacement.	Cohesiveness between the Charter and Codified Ordinances	2010--Council review and revised legislation
City administration to take a proactive approach in identifying, prioritizing, and notifying property owners of the need for sidewalks improvements and the availability of the City Sidewalk Program to assist with cost of needed repairs.	Proactive scheduling of sidewalk replacements would provide property owners additional time to budget for the added cost. Nonthreatening notification of sidewalk program may yield better results and increased participation in the program. Coordinated effort of sidewalk improvements would be more visually apparent.	Increased participation in the sidewalk program and continual improvement to the sidewalks located in the City.	City administration to identify first tier and second tier sidewalks for improvements in 2010. First tier sidewalk replacement work to be completed in 2010, second tier notifications sent in 2010 with work to be completed in 2011. Continuation of identification and notification each year.
City Officials to seek a continual levy and/or other funding opportunity to support the sidewalk program and to maintain Shelby’s sidewalks	The sidewalk program only exists when there is a tax revenue to support the program. Renewal of the existing levy would allow the sidewalk program to continue. Beginning with renewal of levy in place in 2009 and continuing whenever levy is set to expire	All neighborhoods would become more appealing to walking and make our citizens more likely to improve other exterior issues.	Council legislation to continue the ¼% tax and maintain the amount designated for the sidewalk program—2011. Council to seek additional funding opportunities to increase the capability of the sidewalk program.

F—Exterior Maintenance			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
City Administration & City Council to review the weed ordinance and consider revisions	Exterior maintenance concerns are a complaint driven process. Process is quite lengthy from notification to action. Repeat violations are common—perhaps more teeth in the ordinance would eliminate or lessen repeat violations. Weed ordinances from other communities could be reviewed for consideration.	Possible decrease in exterior maintenance violations.	Ongoing review beginning in 2011, Council to consider revisions for current year grass season
Increase communication to the public on the process for reporting exterior maintenance concerns.	People don't seem to understand how to report exterior maintenance situations. The exterior maintenance complaint process could be added to the City's website, added to utility mailings, and provided to the media. Consider listing in the media the address of properties with repeat exterior maintenance violations.	Better communication between the public and City administration.	2011 and ongoing.
City Administration to determine the ownership of vacant properties in the off season of each year to allow to allow for speedier contact with weed notifications	A better system of identifying the person(s) responsible for property maintenance	Potential for decrease in exterior maintenance violations.	Ongoing beginning in 2011
City Administration to consider an annual citywide cleanup day and fund curbside pickup at this annual event.	A way to get neighbors working together and develop community pride. Administration to encourage grassroots cleanup projects.	Improved appearance of our City.	Ongoing beginning in 2011
Annual review of insured mowers to determine the appropriate number needed to best meet the needs of the City in addressing weed ordinance violations	Compare the costs of using city employees and city equipment to the costs of contracting local companies to assist on an as needed basis.	Proactive approach to exterior maintenance.	Ongoing beginning in 2010

TRANSPORTATION

Improvements to transportation and traffic flow will make Shelby more viable for future growth and development in all sectors—industrial, retail, service, and residential. By proactively addressing our transportation and traffic flow concerns, Shelby has the potential to grow yet keep the small-town atmosphere that is attractive to so many of our visitors and citizens.

There are several mechanisms presently in place to address transportation and traffic issues for the City of Shelby. These mechanisms include the relationship and work of the Richland County Regional Planning Commission, Shelby's Traffic Commission, and Council's Safety, Streets, and Traffic Committee. A proactive approach will allow our City to prepare for Shelby's future transportation needs. Traffic, parking, and engineering studies can be completed with the assistance of the Richland County Regional Planning Commission, the Richland County Engineer, and the Ohio Department of Transportation.

Please see Transportation Appendix T-1 for Shelby transportation demographics

Please see Transportation Appendix T-2 for Shelby Intersection Counts

Please see Transportation Appendix T-3 for Shelby Tube Counts

Please see Transportation Appendix T-4 Shelby High Crash Intersections

Please see Transportation Appendix T-5 Shelby High Crash Roadway Segments

Please see Transportation Appendix T-6 for Richland Co. Transportation Improvement Plan (TIP)

Please see Transportation Appendix T-7 for Transportation Resources in Richland County

Please see Transportation Appendix T-8 for Shelby Thoroughfare Plan

All of Shelby's past plans mention various traffic-related concerns including:

- General and truck traffic congestion in the Central Business District
 - *Please see Transportation Action Plan A*
 - *Please see Transportation Appendix T-9 for truck by pass suggestions*
- Mansfield Avenue traffic congestion affecting traffic flow
 - *Please see Transportation Action Plan B*
- Downtown parking and signage
 - *Please see Transportation Action Plan C*
 - *Please see Transportation Appendix T-10 for private/public parking information*
- Alleys—condition and traffic flow issues
 - *Please see Transportation Action Plan D*
 - *Please see Transportation Appendix T-11 for private/public alley information*
- Bridges—condition and elevation
 - *Please see Transportation Appendix T-12 for bridge inventory, jurisdiction, and maintenance information*
 - *Please see Transportation Action Plan E for bridge elevation information (flood bridge)*

Snow events in Shelby can create traffic flow and on-street parking concerns. The Shelby Street Department is commended for their efforts to address snow removal in an efficient and timely manner.

Please See Transportation Action Plan F

Through public input, citizens expressed a desire for public transportation within, to, and from our City. With the potential for a passenger rail station in the City of Shelby, this need for public transportation will increase. A proactive approach now will prepare us to address this future needed service.

Please see Transportation Action Plan G

Increased rail traffic has caused some traffic congestion within the City. Although the amount of rail traffic is determined by the various rail companies; traffic flow and crossing safety is the main concern for our citizens.

Please see Transportation Action Plan H

Transportation Appendixes

- T-1 Demographic Information relative to Transportation (2000 Census)
- T-2 Shelby Intersection Counts
- T-3 Shelby Tube Counts
- T-4 Shelby High Crash Intersections
- T-5 Shelby High Crash Roadway Segments
- T-6 Richland County TIP
- T-7 Transportation Resources in Richland County
- T-8 Shelby Thoroughfare Plan
- T-9 Truck By-Pass Suggestions
- T-10 Shelby Parking Lot Information
- T-11 Shelby Alley Information
- T-12 Shelby Bridge & Culvert Inventory

TRANSPORTATION ACTION PLANS

A—Downtown Traffic Congestion			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Create and enforce ordinance prohibiting downtown thru truck traffic	Trucks delivering to downtown merchants would still be permitted Trucks delivering to Arcelor Mittal would still be permitted Through truck traffic would be prohibited	Decrease in traffic congestion in downtown Decrease in property damage due to trucks not maneuvering turns	2011 Shelby Traffic Commission Shelby Council Safety, Streets & Traffic Committee Shelby City Council
Investigate truck by-pass	Developing a truck route to the industrial areas of the city without going through the CBD—especially since the turn radius needed for today's trucks is greater than available at two major intersections	Decrease in traffic congestion in downtown Decrease in property damage due to trucks not maneuvering turns	2012 Shelby Traffic Commission Shelby Council Safety, Streets & Traffic Committee Shelby City Council
B—Mansfield Avenue Congestion			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Widening of Mansfield Avenue and Broadway from Mickey Road to State Street (Shelby's main truck route) to create a center turn lane & provide a left-turn lane at all traffic lights.	Mansfield Avenue from Mickey Rd. to Whitney widened in its entirety. Broadway from Whitney Avenue to State Street could be partially widened at the cross streets	Decrease of traffic congestion on Mansfield Avenue Fewer accidents on Mansfield Avenue	2012 Shelby Traffic Commission Shelby Council Safety, Streets & Traffic Committee Shelby City Council

C—Parking & Signage			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Identify private and public parking lots and develop signage for these lots	The primary goal is to increase visibility of public parking areas; however, the opportunity to create attractive, period-specific signage would be functional and compliment/enhance the downtown architecture. Signage indicating “FREE PUBLIC PARKING” would also build good will.	Visitors and citizens would know the location of additional off street parking	2010 Shelby Traffic Commission Shelby Council Safety, Streets & Traffic Committee Shelby City Council
Improve accessibility from public parking lots to businesses.	Snow removal Lighting & Safety concerns Some of the public lots are not paved and the walk from the lot to a business is not safe or attractive. Alleys between buildings are not well lit or cleared of snow and ice for foot traffic from the public lot to the front of the business. Public/private alleys need identified..	Additional utilization of off street parking areas	2011
Determine location of handicapped parking, residential parking, and business customer parking.	Certainly handicap parking near businesses is a must. There are some issues with residents in the CBD parking on the street in front of businesses.	Clear understanding of residential parking areas and customer parking areas	2010 Shelby Council Safety, Streets & Traffic Committee
D—Alleys			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Identification of privately-owned and city-owned alleys Study of traffic flow and patterns to provide insight on which alleys should be one-way, two-way, or vacated	Some alleys are too narrow to safely have two-way traffic and should be considered for one-way traffic. Some alleys are already vacated but still used by the public.	The maintenance and snow removal of alleys is costly. Private alleys are privately maintained. Public alleys should be safe with no blind corners.	2011 Shelby Council Safety, Streets & Traffic Committee

E—Bridges			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Investigate elevated bridge or an overpass over the Blackfork similar to the one over the railroad.	The next flood event will again split our city in half—east to west. Our safety forces need to have at least one place inside the corporation limits to cross the Black Fork during a flood event.	Access to both the east and west sides of town during a flood event.	2011 City Administration
F—Snow Removal			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Use 2009 & 2010 snow removal efforts as a template for future snow events that require city equipment and road closures. With additional funds add equipment to clear smaller spaces such as CBD sidewalks.	Businesses in the CBD work with the city to have snow removal that is conducive to customer convenience.	Continuation of excellent snow removal efforts by City employees	Continual Shelby Street Department
Annual ranking of streets to determine usage and review of snow ban streets for possible additions and/or deletions	Traffic patterns change over the years	Highly traveled streets will be identified for earlier snow removal efforts	Continual Shelby Street Department
Continue parking ban for snow events and determine off street parking alternatives during parking snow bans; even expanded the snow parking ban to other busy streets.	Communication of alternative off-street parking locations would accommodate downtown business owners and patrons	City crews can address snow removal efforts more efficiently	Continual Shelby Street Department
G—Public Transportation			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Collaboration with RTA for bus service in Shelby	Shelby citizens request for bus service to larger communities . Suggestion was for stops in Shelby (north, south, and downtown) and connection to Mansfield, Ontario, The Kehoe Center, NCSC/OSU Campus.	Benefit for Shelby citizens without personal transportation	Discussions began in 2009 and are continuing in 2010
Investigate private public transportation (taxi) services in Shelby	Need additional funding for expansion of public (taxi, bus, shuttle) services.	Benefit for Shelby citizens without personal transportation	2011

H—Passenger & Freight Rail			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Increase efforts to lobby for passenger rail station in Shelby as the North-Central Ohio station.	City administration and citizens of Shelby “get on board” to help sell Shelby as a viable site for a station.	Increased economic development opportunities for City	2010 and ongoing
Develop and install signage indicating location of Whitney Avenue railroad overpass bridge	Visitors and citizens would be aware of this alternative route and would eliminate traffic congestion with increased rail traffic and blocked crossings	Decrease in traffic congestion	2010 Street Department

LAND USE MANAGEMENT

Land use management provides the opportunity for planned development and growth of a community and creates a cohesiveness of use for properties within neighborhoods.

In 1983, the city adopted its Subdivision Regulations. In 1991, by ordinance the city established its Planning Commission, Planning & Zoning Codes, and Board of Zoning Appeals. The City of Shelby Zoning Code defines the standard zoning districts of all properties located within the City—residential, business, industrial, office, manufactured home park, and conservation. The Shelby Planning Commission, City Engineer, and Shelby Zoning Inspector are very involved in the approval process for new development within the City of Shelby.

Please see Land Use Management Appendix L-1 for land use demographics

Please see Land Use Management Appendix L-2 for Ordinance 1-91

Please see Land Use Management Appendix L-3 for Zoning Ordinances References

Please see Land Use Management Appendix L-4 for Zoning Districts Map

To accommodate future development and growth within the City of Shelby, a proactive approach to zoning code review will allow us to prepare for the ever-changing needs for residential, businesses, and industrial development. There presently appears to be sufficient undeveloped land in each residential zoning classification to accommodate the future needs for new residential construction providing there is adequate access to these properties for development.

Please See Land Use Management Action Plan A for residential development

Future retail and commercial business needs could vary considerably from current practices; therefore, a routine review of permitted uses in business categories would assist in addressing and accommodating the needs of the future.

Please See Land Use Management Action Plan B for business development

The areas of Shelby presently zoned light and heavy industrial have adjacent properties that could allow for additional industrial development opportunities.

The availability of municipal utilities and economic development opportunities are the main reasons for annexations. Continual corporation limits are desirable and future annexations will address the few areas of the City where these corporation lines are presently not continual.

Please See Land Use Management Action Plan C for annexation information

Floodplain/flood way land use management involves the usage of land located in the potential flood area. Due to the devastation caused throughout the City during the August 2007 flood event, public interest in flood control is extremely high. At the May 18, 2009 Shelby City Council meeting, a Flood Plain Management Commission was formed. This permanent City commission is charged with addressing flood control & preparedness in Shelby.

Please See Land Use Management Action Plan D regarding Blackfork Flood Management

Land Use Management Appendixes

- L-1 Demographic information relative to land use
- L-2 Codified Ordinance 1-91
- L-3 Zoning Classifications & Codified Ordinance References
- L-4 City of Shelby Zoning Map

LAND USE MANAGEMENT ACTION PLANS

A—Residential Development			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Encourage continued residential growth on the East side of the City and use of CRA	This area was identified as location for most residential growth potential	Affordable lots for building residential single-family dwellings.	2010 and Ongoing Shelby Planning Commission
Routine review of subdivision regulations addressing right-of-ways to assure adequate access to properties for development	Compare our regulations with state laws and new street/road development	Eliminates undevelopable land parcels within the City which have no street frontage	2010 and Ongoing Shelby Planning Commission Shelby City Council
Routine review of zoning categories to be sure they address current & future residential growth opportunities	Potential for assisted living, up-scale condos/townhouses, and student housing	Proactive approach to future changes in style or residential development	2011 and Ongoing Shelby Planning Commission Shelby City Council
B—Business Development			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Routine review of Chapter 1276 of the Codified Ordinances' permitted uses in the Central Business District	Provide entrepreneurial & innovative use of the area.	Assure that permitted uses are adequately identified to accommodate future & current time and future	2011 and Ongoing Shelby City Council Shelby Planning Commission
Expand Central Business District as properties become available	Expanding the available land will provide for movement out of the flood way while retaining a central location	The Central Business District will grow with fewer businesses located in the flood plain/flood way	2015 and Ongoing Shelby City Administration
Encourage future business growth along Mansfield Avenue (St Rt 39) toward Mansfield/Ontario	The traffic along this corridor should increase over the next 20 years	Additional retail and service businesses especially those we lack	2011 and Ongoing Shelby Planning Commission Shelby City Council
Rezone undeveloped properties adjacent to present light & heavy industrial as industrial	Provide more shovel ready properties to attract new industries	Additional industrial growth opportunities	2011 and Ongoing Shelby Planning Commission Shelby City Council
C—Annexations			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Encourage continual corporation borders	Set corporation limits the same on both sides of a street/road	Responsibilities for streets and properties clearly defined	2011 Shelby City Administration
Residential annexations should accommodate the business/residential growth of the future with buffer zones clearly defined to respect property owners	A compromise of land use that encourages both residential & business growth	Respectful business and residential growth to accommodate the needs of the future	2010 and Ongoing Shelby Planning Commission Shelby City Administration Shelby City Council

D—Blackfork Flood Management			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Shelby's Strategic Plan evolves with the Flood Plain Management Commission and support their recommendations and implementation of flood damage prevention projects.	Future land use to contain and slow flood waters	Documented support of flood control efforts.	2010 and Ongoing Shelby City Administration Shelby City Council
Embrace the Blackfork, maintain its natural environment and make it a focal point to our Central Business District	Creating an area that adds to the Quality of Life and provides more recreational opportunities	Become a community that is sustainable and recovers quickly from a flood event	By 2012 Shelby City Administration Shelby City Council Park Board
Codified ordinances to be revised to include an expanded explanation of each zoning district to include the flood plain regulations for that district	Presently each zoning district has regulations and flood plain regulations are a separate ordinance. The two ordinances need to be combined.	Clearer regulations and public understanding of how to build and use the flood ways and flood plain	2010 Shelby Planning Commission Shelby City Council
Annual review of City's continued participation in FEMA programs	Public education on the benefits of continuing to meet the FEMA regulations	Determination of benefit of participation to Shelby citizens	2011 and Ongoing Shelby City Administration

GOVERNMENT

GENERAL

Shelby is a charter city as opposed to a statutory city. The Charter of the City of Shelby was approved by the electorate in 1921. Changes to the charter can be proposed by citizen petition or by City Council and requires voter approval. The Codified Ordinances in official notebooks and on the city website are updated every six months. The ordinances and City Charter are available on the city website www.shelbyohio.org. Title 7 Municipal Corporations of the Ohio Revised Code covers state regulations of cities. The Ohio Revised Code is available online.

Please see Action Plan A

The formation and operation of Boards, Commissions, and Committees of the City are determined by community need. Board, commission, and committee members are appointed by the mayor and confirmed by City Council. Most receive direction from the Mayor, City Council and legislation about their purpose, membership, and scope of authority.

Please see Appendix G-1 for listing of City Boards, Commissions, and Committees and present members.

Please see Action Plan B

The Codified Ordinances have eight parts: Part Two—Administration; Part Four—Traffic; Part Six—General Offenses; Part Eight—Business Regulation and Taxation; Part Ten—Streets, Utilities and Public Services; Part Twelve—Planning and Zoning; Part Fourteen—Building and Housing; and Part Sixteen—Fire Prevention.

Please see Action Plan C

UTILITIES

Aging infrastructure is an issue that all communities in the country are facing. Even though Shelby has been proactive in addressing the aging infrastructure of our City since the 1970's, there is still work to be done. Ever-changing EPA mandates create an additional financial burden to the community.

Please see Action Plan D

Water

The present capacity of Shelby's water treatment facility is more than adequate to meet the present demands of the community and is good for additional residential and industrial growth. Improvements to the City's water lines will eliminate some existing expenses and improve the quality of water and water flow throughout the City. Maintenance of the water distribution system, water treatment plant, and fire hydrants is an expense that most citizens don't recognize.

Please see Appendix G-2 for Water Treatment Plant capacities.

Please see Appendix G-3 for recommended water line improvements.

Please see Appendix G-4 for informal maintenance schedule and additional information.

Storm Water Management

Soon-to-be expected EPA mandates for storm water management may result in the need for additional personnel and equipment upgrades. Storm water management is being looked at countywide and by the Muskingham Conservancy District which could help Shelby and reduce the expenses associated with storm water management.

Please see Appendix G-5 for additional information on storm water management.

Sewer System

Shelby's present wastewater treatment plant is more than adequate to meet the present demands of the community. The size and condition of sewer lines throughout the City need to be addressed. Infiltration of storm water entering the sanitary sewer system results in additional water being unnecessarily treated at the Waste Water Treatment Plant. Shelby is taking steps to address infiltration problems such as smoke testing of lines in 2009.

Please see Appendix G-6 for capacity information.

Please see Appendix G-7 for additional infiltration information.

Please see Action Plan D

Sewer backups can be caused by storm water infiltration, tree roots in sewer lines, and the method used by contractors to connect to the sanitary sewer. As Shelby grows, lift stations may become necessary. The advantage of lift stations is increased growth capacity outside of gravity restrictions. The disadvantage is the maintenance expense. There are still active septic systems within the City corporation limits. It is desirable to have all homes within the city corporation limits connected to the City sewer systems due to health concerns.

Please see Appendix G-8 for additional sewer backup and back-flow valve information.

Please see Action Plan D

Electric

The reliability of electric service in Shelby is second to none. Shelby has been proactive in addressing the growth and capacity of our electrical services with the two new KV-138 tie lines. Distribution is a definite plus for our City. The method of generation has been a concern and hot topic to citizens for many years due to EPA mandated improvements to the generation plant and pollution issues. The real issue is how to best serve the ratepayers (customers)—purchased power or generated power.

Please see Appendix G-9 for specific information regarding electric generation and distribution.

Please see Action Plan D

SAFETY SERVICES

Police Services

Staffing

The Police Department presently consists of 15 officers and 4 dispatchers. The FBI sets the recommended standards for police staffing. The present standard is 2.5 officers per 1,000 population. (Shelby's population is just under 10,000). Additional staffing is needed. The Shelby Police Department now has two bikes for a bike patrol. This bike patrol has had a positive impact on the community by creating an additional police presence, increased interaction with the community, and officers utilizing more of their senses on bikes than they could in cruisers.

Please see Action Plan E

Facility

The Shelby Police Department has been operating from a temporary location since the August 2007 flood event destroyed the Shelby Police Station and Courthouse. Three levy attempts for construction of a new facility have failed. The Shelby Police Department is in need of a permanent facility to provide adequate safety services to the residents of the community. A new facility properly designed should serve the community for 40 years. Another levy will be before the voters in November, 2010.

Please see Appendix G-10 for additional information on the proposed Police facility.

Please see Action Plan E

Equipment

The Police Department has a plan in place for replacement equipment. The Department utilizes a computerized records management system with computers in all cruisers. This system is capable of inter-agency communications which should be encouraged.

Please see Appendix G-11 for Police Equipment Proposal

Please see Action Plan E

Fire Services

Staffing

The present staffing of the Fire Department is 12 full-time fire fighters and 16 part-time fire fighters. The Department is short one fire fighter—they should have 13 full-time fire fighters and 16 part-time fire fighters. The Department has the need for one additional employee to serve as fire inspector/investigator/educator/and arson expert. The necessary training and mandatory classes required for fire fighters results in a considerable amount of overtime.

Please see Action Plan F

Facility

The Shelby Fire Station was built in 1872, and is inadequate for today's fire services. When a new fire station is built, it should accommodate the needs of the community for 40-60 years. Any changes and/or renovations to a new station would be dictated by changes in the size of future fire equipment and the growth of the city. Currently several funding options are being considered.

Please see Appendix G-12 for additional information on proposed Fire Department facility

Please see Action Plan F

Shelby's past plans recommend a fire department substation. Fifteen years ago, a substation was proposed for the north side of the City at the Central Ohio Industrial Park. Today, a substation may be more beneficial on the south side of the City.

Please see Action Plan F

Equipment

Presently, the oldest vehicle in the Fire Department's fleet is a 1961 truck. The Department has a list of equipment presently being used that is not in compliance with ODOT, PUCO, NFPA, and the State of Ohio recommendations. The Fire Department has a plan for equipment replacement when money becomes available.

Please see Appendix G-13 for Fire Equipment Proposal

EMS/Ambulance Services

The City of Shelby presently contracts for EMS/Ambulance Services. The City may want to look at providing EMS/Ambulance Services in the future. Presently, all of the full-time fire fighters and five of the part-time fire fighters are certified to transport and provide basic life support. Presently, the Department does not have any certified Paramedics. To provide ambulance services, the Department would need two vehicles—one main ambulance and a backup ambulance. A minimum of six additional employees would be needed to provide ambulance services.

Please see Action Plan F

Joint Fire Districts

Financial difficulties are being experienced throughout all governmental entities. There is presently considerable conversation about government reform that would result in governmental entities being totally restructured. Although the possibility of a regional fire district does not seem likely at this time, a consolidation of fire districts could occur in the next 30 years.

Please see Action Plan F

HEALTH SERVICES

Public Health

The Shelby Health Department was established in 1923 as part of the City of Shelby Charter. Section 50 of the Charter defines the role of the Health Department.

Please see Appendix G-14 for Section 50 of the Charter of the City of Shelby.

The Shelby Health Department presently consists of two part-time employees. The two positions are: 1) Director of Public Welfare, Health Commissioner, Registered Sanitarian and 2) Director of Environmental Health, Registered Sanitarian. The employees report to the Mayor of the City of Shelby. Future staffing that would benefit the Health Department would be the addition of secretarial support. Presently, the Mayor's secretary provides this support.

Please see Action Plan G

The responsibilities of the two positions of the Health Department are defined as "Under the Director of Public Safety's direction, oversees the operation of the health department; performs other related duties as required" and "Conducts routine activities associated with Environmental Health Division programs. Promotes environmental health and sanitation control through inspections and enforcement of state and local laws and regulations".

These general job descriptions for the Health Department don't begin to define the role the Health Department has in the general health activities for the citizens of Shelby.

The Progress Report 2009 prepared by Jim Smith, Health Commissioner, states:

"Our plan for 2009 is to continue providing direct health care to our citizens of Shelby, inspecting schools, food service operations (risk, mobile, temporary), vending locations, smoke-free workplace investigations, private water systems, animal bites, manufactured home parks, nuisances, housing, swimming pools (year around, seasonal), household sewage treatment systems installations, evaluations and maintenance, mosquito control, educational newsletters".

The Health Department staff has considerable training and certifications including trainer development certification for various aspects of the department. The Health Department staff keeps up-to-date on the changing state laws regarding health and environmental safety and implements the needed programs to keep our City in compliance. The Health Department staff works closely with City Departments, private, county, state, and federal agencies to provide the excellent health and safety services for the citizens of our City.

Regulations & Standards

The State of Ohio sets minimal optimal standards for operations. The Health Department oversees 16 programs in the City of Shelby.

Please see Appendix G-13 for listing of programs

Government Appendixes

- G-1 City of Shelby Boards, Commissions, and Committees
- G-2 Water Treatment Plant Capacities
- G-3 Water Line Improvement Recommendations
- G-4 Water Distribution System Informal Maintenance Schedule
- G-5 Storm Water Management Information
- G-6 Wastewater Treatment Plant Capacities
- G-7 Infiltration Information
- G-8 Sewer Backup and Back-Flow Valve Information
- G-9 Electric Generation & Distribution Information
- G-10 Proposed Police Facility
- G-11 Police Equipment Proposal
- G-12 Proposed Fire Department Facility
- G-13 Fire Equipment Proposal
- G-14 City of Shelby Charter Section 50
- G-15 Shelby Health Department Programs

GOVERNMENT ACTION PLANS

A—Charter			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Regular review of the Charter	It is important that the Charter and codified ordinances are compatible. Perhaps ordinances reflect a more updated approach to some issues.	Cohesiveness between Charter and Codified Ordinances	2011-2012 City Council acting as a Charter Review Commission Maybe ballot issues
Charter change to provide for staggered council terms and stagger mayor terms with finance director and law director.	Terms for all council members, mayor, finance director, and law director end at the same time in 2011 creating the possibility of all new officials in the same year.	Continuity in city government with staggered terms	2010 City Council Ballot issue in 2010
B—City Boards, Commissions, & Committees			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Review legislation that created boards, commissions, and committees and clarify the purpose of each.	Determination of appropriate members of boards, commissions, and committees to provide greater community involvement in City administration	Broader involvement by the community	2010-2011 City Administration City Council
Outreach program on purposes and responsibilities of various boards, commissions, & committees	Many citizens do not know what the various bodies do or when or why they meet	Better understanding of city government. Possible increased interest in participating in city government. Help to develop potential leaders.	2010-2011 City Administration
C—Codified Ordinances of the City of Shelby			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Codified Ordinances included on City web site and available to the public in CD format.	There are too many outdated hard copies of the Codified Ordinances presently in existence. Limit the number of hard copies to those needing hard copy over electronic methods.	Eliminate number of hard copies and related expense. Information could be kept more current.	2010 Updates to web site and CD every six months. City Administration/Clerk of Council

D—Public Utilities			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Investigate governmental financial assistance to upgrade water and sewer infrastructure.	US Congress provides millions of federal dollars for these projects.	Public health hazards addressed.	2010 and Ongoing City Administration Director of Utilities
Eliminate septic systems within the City of Shelby.	Locations identified are Mickey Road, West Main Street to Stambaugh & other locations.	Improved health conditions	2011 City Administration Director of Utilities
Investigate benefit of lift stations or other new technology to address sewer needs as growth occurs in Shelby	Land use in the future may be more difficult with a gravity system.	Added growth potential for Shelby	2010 - ongoing City Administration Director of Utilities
Review of the method of electric generation for Shelby	This has been a hot topic for years and needs to be continually addressed so that Shelby provides the most cost effective electric to the citizens. Cost benefit analysis of generation, maintenance of light plant, and EPA mandates will help determine course of action	Most effective electric rates for citizens	2010 - ongoing City Administration Director of Utilities

E—Safety Services (Police)			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Address Police Department staffing needs	Present Needs: Two detectives for Detective Bureau. Additional road officers	Less overtime for officers More focused workload for officers on patrol and responding to police calls.	As funds become available City Administration Police Chief
Encourage participation by other agencies in computer records management system.	Shelby has had computers in cars since 2005. In 2000, the Department went to the records management system and can tie-in to other agencies—if they are willing to participate. Police Department can also provide information to the court & add the court to its computer network.	Sharing of information could eliminate the duplication of efforts.	2010 City Administration Police Chief Municipal Court staff
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Support efforts to construct permanent buildings for Police Department and Municipal Court.	Proposed police department/municipal courthouse would accommodate the needs of Shelby citizens for 40 years. There are grant opportunities for equipment for the facility. Should be located out of the flood plain	Adequate facility for our safety services department and will increase efficiency of police to provide a safer community. Important to the morale of our police personnel.	2010 and until accomplished City Council City Administration Ballot issues

F—Safety Services (Fire)			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Address Fire Department staffing needs	Present Needs: One fire inspector/investigator/educator/ and arson expert.	Less overtime for fire fighters	As funds become available City Administration Fire Chief
Support efforts to construct new Fire Station	Proposed fire station would accommodate the needs of Shelby citizens for 40-60 years. Fire Station should be located out of flood plain. Seek grant opportunities and consider a ballot issue.	Adequate facility for our fire safety services department. Increase efficiency and ability to move around inside the station. Improve fire personnel morale.	2012 City Council City Administration
Investigate possible substation	If community continues to grow this will be a necessity. The direction of growth will determine the location. We will continue to provide township service as well.	Increased fire protection for our community and townships	2020 Fire Chief City Administration
Investigate Fire Department providing EMS/Ambulance Services	Fire fighters are certified to transport and provide basic life support. Paramedic certifications would be needed. Two ambulances would be needed. Six additional employees would be needed.	Eliminate the need for Fire Department and private ambulance service to respond to emergency calls. Fire fighters would fully utilize their training. Possible revenue stream with providing these services	2012 Fire Chief City Administration Safety, Streets, & Traffic Committee
Be prepared for possible consolidation of fire districts.	Financial difficulties of governmental entities may result in joint fire districts.	Proactive approach by Shelby in any negotiations	2010 and Ongoing Fire Chief City Administration
G—Health Services			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Update Section 50 of the Charter of the City of Shelby	Roles of the Health Department needs updating	Charter will reflect what is actually being done	2010 or 2011 City Council Ballot issue
Address Health Department staffing needs	Part-time secretary working 6 – 10 hours per week on a flexible schedule would be beneficial	Relieve additional duties imposed upon the Mayor's secretary. Allow Health Department to work more efficiently.	As funds become available City Administration Health Department Staff

ECONOMIC DEVELOPMENT

Numerous, in-depth definitions can be found for “economic development”. In its simplest form, economic development is the creation of economic wealth and increased quality of life. Common measurement tools for economic development include job creation, economic growth, and an increased or retained tax base. The economic development process is highly competitive and generally involves public-private partnerships.

The first focus of economic development leads is available sites or buildings. Quality of life issues come into play later in the decision process and can be a deal maker or a deal breaker. Additional entertainment, cultural offerings and other social amenities could assist with attracting young professionals to our City. Quality of Life issues are addressed in the Quality of Life Portion of this plan.

Please see Economic Development Appendix E-1 for economic demographics

Economic Development—How It Presently Works (2010)

Economic development services are provided to the City of Shelby by a contractual agreement. The City of Shelby bids out the contract every two to three years requesting a Statement of Qualifications from the responding entities. To date, the Shelby Chamber of Commerce has been the only agency to respond to the request to provide economic development services.

Please see Economic Development Appendix E-2 for Copy of Contract between City of Shelby and Shelby Chamber of Commerce.

The Shelby Chamber of Commerce provides economic development services for the City. Shelby’s available sites and buildings are included on the Chamber’s web site and the State of Ohio’s ProCure database.

State-generated economic development leads are sent electronically to the county’s designated agency to respond to leads and to economic development entities that have expressed a desire to receive the leads. The Shelby Chamber receives all state-generated leads. Each county has one designated response agency for state-generated leads. Lead criteria is very specific. If you do not have a building and/or site that meets the specific lead criteria, you are not permitted to respond to the lead.

Local economic development leads come from direct contact with the Chamber office. The Chamber works with existing businesses that are interested in expanding and/or relocating. We also work with clients interested in starting a new business. We help clients looking for a building or site by connecting them to property owners with a building or site that fits their requirements.

Please see Economic Development Appendix E-3 for 2005 Chamber Economic Development plan

Industry

Like most cities in the mid-West, Shelby has seen a decline in manufacturing over the years; however, Shelby still has a rich industrial history and a relatively solid industrial base with manufacturing still providing a large number of jobs in the region.

Please see Economic Development Appendix E-4 for additional information on manufacturing businesses and number of employees.

Please see Economic Development Appendix E-5 for Shelby's Industrial Directory

New business attraction is often times the major focus of a community's economic development efforts. However, 80% of all new jobs come from existing business expansions. A deliberate business retention and expansion effort can result in successful economic development.

Retention efforts and the relationships built with a community's existing manufacturing base can often times lead to additional industrial growth opportunities with the company's suppliers and/or customers wanting to locate closer to their customer and/or supplier.

Please see Economic Development Action Plan A

The regional approach to economic development is gaining momentum due to the impact new jobs have on an entire region. The competitiveness of individual municipalities for industrial development opportunities still exists; however, the working relationship of economic development professionals has improved to the point that regional cooperation and collaborations are becoming more prevalent and effective. With the limited financial and staffing resources that are available to economic development entities, regional marketing efforts are beneficial to all communities. Focusing on the assets of an entire region and targeting industries that fit with those assets results in an effective marketing plan.

Please see Economic Development Appendix E-6 for identified assets.

Please see Economic Development Appendix E-7 for regional collaborations.

Please see Economic Development Appendix E-8 for state identified targeted industries.

The Technology + Innovation Center located adjacent to the North Central State College Kehoe Center for Advanced Learning provides leverage for technology/industrial development. The Technology + Innovation Center was developed to focus on research and development and technology-based opportunities. The sites at this technology park are shovel ready. The opportunity for North Central State College to be involved with businesses locating in this technology park will help serve as a catalyst for research & development and technology-based growth benefiting the entire region.

Please see Economic Development Action Plan A

The industrial opportunities for manufacturing facilities in the region with the development of high-speed passenger rail service in Ohio cannot be overlooked. Many industries located in our community presently supply the automotive industry. It is anticipated that these industries will have the opportunity to be part of the supply chain for the passenger rail industry.

Please see Economic Development Action Plan A

Braintree provides industrial incubator services for the communities within Richland County. With Braintree's location in Mansfield, opportunities for new industries starting *in Shelby* may be somewhat hampered. Since Shelby has ample industrial space available to accommodate industrial business startups, the development of an industrial business incubator may be beneficial to Shelby's industrial growth.

Please see Economic Development Action Plan A

Retail & Service

Competition from the retail offerings in Ontario have greatly affected the success of Shelby's retail businesses. Large retail chains located in Ontario can offer products at a lower cost than smaller, independent retail businesses located in Shelby. In 1968, Shelby businesses were encouraged to develop a marketing plan to address the upcoming competition from the building of The Richland Mall.

Please see Economic Development Appendix E-9 for excerpts from the 1968 Shelby General Plan

In 2009, Shelby had over 200 identified retail and service-oriented businesses. 44 retail establishments and 56 service-oriented businesses were located in the Central Business District. The remaining 39 retail establishments and 70 service-related businesses were located outside of Shelby's designated Central Business District.

Please see Economic Development Appendix E-10 for additional information on Shelby businesses.

Shelby has more retail and service-oriented businesses than residents realize. New and existing retail and service businesses need the support of the local community in order to survive. Marketing efforts should focus on marketing Shelby *to Shelby* and *outside of Shelby*.

Please see Economic Development Action Plan B regarding marketing

A passenger rail station in Shelby would boost the economic development opportunities in the retail/service sectors. The Ohio 3-C passenger rail corridor proposal (Cleveland, Columbus, Dayton, Cincinnati) received \$400 million in federal stimulus monies for development by 2012. Several other high-speed corridors are planned across Ohio linking passengers from the east coast to the Chicago hub.

Please see Economic Development Action Plan B regarding passenger rail station efforts

Central Business District

The boundaries of Shelby's Central Business District, following the City's zoning map are:

Northern Boundary—Whitney Avenue on the east side of Gamble Street and Smiley Avenue on the west side of Gamble

Eastern Boundary—Second Street and Wentz Avenue

Western Boundary—West Street

Southern Boundary—Just beyond Wilson Avenue on the east side of Mansfield Avenue and just before Monroe Avenue on the west-side of Mansfield Avenue.

Please see Economic Development Appendix E-11 for map of Central Business District

Shelby's Central Business District is identified as a geographic location; however, the true definition of a Central Business District is "the collection of businesses". Historically, the Central Business District in Shelby has been located in the downtown area. Expansion of the geographic boundaries of the Central Business District would result in additional business locations outside of the floodway/flood plain. The downtown business district has been specifically defined and named the Central Business District; however, an additional business district exists on Mansfield Avenue/State Route 39. The "renaming" of the present Central Business District to the "Blackfork Business District" and the Mansfield Avenue business area to the Mansfield Avenue Business District would provide name recognition to both business districts. The two business districts could support one another for their uniqueness and create an additional marketing angle.

Please see Economic Development Action Plan B

Businesses located in the Central Business District are challenged with the potential for flooding since many of the properties are located in the floodway/flood plain. A decline in pedestrian and vehicular traffic is an added challenge to these business owners. The newly formed Flood Plain Commission may be able to assist business owners with flood preparation procedures to protect their investments.

Please see Economic Development Action Plan B

In 2009, there were 44 retail establishments and 56 service-related businesses located in the Central Business District. There were also 16 "available" sites in this business district. The August 2007 flood event affected the condition of many of these available storefronts with only four in relatively good, rentable condition.

Please see Economic Development Appendix E-12 for listing of businesses located in the Central Business District.

As a result of the 2007 flood event, green space was created in the Central Business District. This green space provides the opportunity to regenerate and redevelop Shelby's Central Business District into a thriving business district around a recreational area.

Please see Economic Development Action Plan B

Cohesiveness in the appearance of downtown Shelby could help create a positive atmosphere where people want to spend their time. Several times it was discussed that Shelby needs a "theme" or "niche" to become a destination and place of choice for shopping.

Please see Economic Development Action Plan B

There is a potential for additional apartment living in the Central Business District. Apartment living would result in additional pedestrian traffic in the business district. The parking needs with additional apartments would need to be addressed.

Please see Economic Development Action Plan B regarding apartment living

Please see Economic Development Action Plan B regarding parking solutions

New businesses benefit from the support and mentoring opportunities provided by established business owners. A business incubator in the Central Business District could help new businesses become established and increase their opportunity for success.

Please see Economic Development Action Plan B

ECONOMIC DEVELOPMENT ACTION PLANS

A—Industrial & Technological Development			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Development of a formal Business Retention & Expansion Program	A results-driven retention & expansion program would provide the tools needed to document and report retention and expansion successes.	Job creation, plant expansion, increased tax base.	2011 Economic Development Entity—presently the Shelby Chamber of Commerce
Assist with marketing and development of Technology + Innovation Center	Coordinate meetings with interested parties	Expanded research & development and technology-bases opportunities Increased tax base	2010 Economic Development Entity—presently the Shelby Chamber of Commerce Shelby City Administration
Be prepared for manufacturing opportunities related to passenger rail car production & supply chain.	Monitor status of passenger rail development and Ohio stimulus money.	Assist suppliers to automotive industry convert to passenger rail car production & related supply chain. Increased tax base	2010 Economic Development Entity—presently the Shelby Chamber of Commerce
Consider development of industrial incubator in Shelby	We have available manufacturing space in Shelby. Nurture private investment in incubator opportunities.	Startup businesses may remain in Shelby once their incubator time is completed Available manufacturing space would be utilized Increased tax base	2011 Economic Development Entity—presently the Shelby Chamber of Commerce Shelby City Administration

B—Retail & Service including Central Business District

Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Develop marketing plan for City of Shelby.	Use 21 st century technology to put Shelby on the map.	Increased public awareness of Shelby as a destination	2010 and Ongoing Shelby City Administration
Develop community group of officials and citizens to support the passenger rail effort.	Encourage community support and participation to assist with Shelby as the location for a passenger rail station.	Passenger rail station would benefit economic development opportunities. Community involvement Increased tax base	2010 Economic Development Entity—presently the Shelby Chamber of Commerce Shelby City Administration
Expansion of the boundaries of the Central Business District	As properties become available, the Central Business District could be expanded to provide additional business locations outside of the floodway/flood plain	More viable businesses located in the Central Business District Increased tax base	2015 and Ongoing
Rename Central Business District Name Mansfield Avenue Business District	Central Business District to become Blackfork Business District Mansfield Avenue business area would be name and recognized	Both business districts would be recognized as valid business areas Business districts could support one another Marketing opportunities	2010 Shelby City Administration
Provide business owners with flood preparedness information	Businesses remaining in the floodway/flood plain need help financing preparedness for potential flooding—grants may be available.	Minimize flood related damages	2010 Flood Plain Management Commission City Administration
Support development of green space in Central Business District	Newly created park area would serve as catalyst for increased business activity in the CBD	Additional pedestrian traffic in CBD Additional business opportunity Increased tax base	2010 and ongoing City Administration City Council
Investigate opportunities to create a cohesive appearance to Shelby's downtown capitalizing on a theme or niche	Exterior maintenance regulations may need to be established Main Street Program may need to be investigated	Positive appearance/atmosphere in the downtown. Curb Appeal!	2011 and ongoing City Administration City Council
Investigate apartment opportunities in the Central Business District	Apartments geared toward a specific segment of the population (example college students or elderly) would create additional pedestrian traffic and potential for businesses geared toward that group.	Additional pedestrian traffic Additional business opportunities	2012

Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Identify available off-street parking for apartment living and provide adequate signage	Off-street parking should be paved to provide for easier snow removal. Off-street parking needs easy, safe and direct walkways to businesses and residential dwellings.	Eliminate street parking issues	2012
Investigate possibility of a business incubator	Important to have a building that is technologically state-of-the-art and open to new, greener business opportunities.	Additional success for new business startups Increased tax base	2011

Economic Development Appendixes

- E-1 Demographic Information relative to Economic Development
- E-2 Economic Development Contract
- E-3 Shelby Chamber of Commerce Economic Development Plan
- E-4 Manufacturing Base & Employment Information
- E-5 Shelby Industrial Directory
- E-6 Shelby Assets
- E-7 Regional Collaborations
- E-8 State-Identified Target Industries
- E-9 1968 General Plan Excerpts
- E-10 Shelby Businesses
- E-11 Central Business District Map
- E-12 Central Business District Businesses

QUALITY OF LIFE

The quality of life in a community impacts the community's growth. Shelby is a safe community with an excellent educational system; beautiful, well-maintained parks; recreational opportunities through organized sports and the Shelby Y Community Center; a Senior Center; a well-stocked library with programming to meet the needs of the community; MedCentral hospital; the Shelby Country Club; service clubs and organizations; and caring people. Shelby's small-town, friendly atmosphere makes it an attractive place to live. With its location half way between Columbus and Cleveland, access to big city attractions are easily available to residents that want to live in a quiet, caring community yet participate in social activities available in these larger cities.

Please see Quality of Life Appendix Q-1 for quality of life demographics

Parks, Recreation, & Green Space

Shelby has a beautiful, well-maintained park system. Shelby's park system is one of Shelby's best kept secrets. Internal and external marketing of Shelby's parks would prove beneficial and increase usage of the existing parks.

Please see Quality of Life Appendix Q-2 for listing of Shelby's Parks and attractions at each location

Please see Quality of Life Action Plan A

Park Board

The Codified Ordinances of the City of Shelby outline the responsibilities of the Park Board. The Park Board is presently funded through two five-year levies with additional project-related funding from grants. Shelby City Council approves ballot issues for Park Board funding.

Please see Quality of Life Appendix Q-3 for Codified Ordinance information

Please see Quality of Life Action Plan A

The Park Board has begun developing a capital improvements plan. The Park Board and City Administration is considering a number of projects that would enhance the offerings available in Shelby's Park System including development of the green spaces resulting from the 2007 flood event. These projects could be funded through grants and private donations.

Please see Quality of Life Appendix Q-4 for summary of Park Board capital purchase plan.

Please see Quality of Life Appendix Q-5 for summary of city administration projects

Please see Quality of Life Action Plan A

Recreational Opportunities

Shelby presently has various recreational opportunities available for its residents including parks and playgrounds, organized youth sports, Senior activities, walking trails, reservoirs, fishing and golf. Additional indoor and outdoor recreational opportunities may benefit the community by providing recreational opportunities for other sectors of the population and throughout the entire year. There has been a grassroots discussion for a primitive campground near a reservoir.

Please see Quality of Life Appendix Q-6 for recreational ideas

Community Facilities

Community facilities have historically been included in plans developed for the City of Shelby. Most of the organizations included in the community facilities portion of these past plans have their own strategic plans; however, it is important that this strategic plan recognize those organizations and their efforts to improve the quality of life for Shelby residents.

Schools

The Shelby City School District is recognized for their academic excellence. The School District is in need of new facilities; however, the voters have not approved a levy to allow this project to move forward. In addition to Shelby's public school system, the community offers two opportunities for parochial education—Most Pure Heart of Mary School (St. Mary's) and Sacred Heart (Bethlehem) offer pre-school and elementary education to parishioners and non-parishioners.

Please see Quality of Life Appendix Q-7 for summary of Shelby City School's programming & academic plan

Please see Quality of Life Appendix Q-8 for summary of Shelby City School's facilities plan

Pioneer Career & Technology Center is located on the north side of Shelby and provides specialized training to 14 school districts with in-house and satellite programs. Pioneer also offers adult education and workforce development opportunities to businesses. Pioneer is very active in the communities they serve. The school has formed partnerships with other organizations to provide work experience for their students and improvements to the communities. Pioneer is presently taking part in the Ohio School Facilities Program to make renovations and upgrades to their facility.

Please see Quality of Life Appendix Q-9 for summary of Pioneer's programming & academic plan

Please see Quality of Life Appendix Q-10 for summary of Pioneer's facilities plan

North Central State College's Kehoe Center for Advanced Learning is located on the south side of Shelby. The Kehoe Center offers a unique opportunity for workforce development with specialized classes focusing on the needs of the business community. The Kehoe Center has also partnered with Pioneer Career & Technology Center to offer the College Now Program to high school juniors and seniors. The Kehoe Center also provides leverage and serves as a catalyst for the development of the Technology + Innovation Center adjacent to the college's Shelby location. North Central State College recently underwent a capital campaign to make improvements to their main campus and the Kehoe Center to allow them to continue to address the needs of the ever-changing workforce.

Please see Quality of Life Appendix Q-11 for summary of North Central's programming & academic plan

Please see quality of Life Appendix Q-12 for summary of North Central's facilities plan

Library

Marvin Memorial Library is a well-stocked library that offers excellent programming to benefit our community. The library is one of the few facilities in Shelby presently offering Wi-Fi connection. The library's computers are well utilized by the community. The library houses genealogical records for Shelby's Genealogical organization.

Please see Quality of Life Appendix Q-13 for summary of programming available

Marvin Memorial Library has separate funding but is connected to the Shelby School System. Unlike most communities, Shelby does not have a tax levy that funds the library. State budget cuts have a major impact on the financial condition of the library. Future funding of the library needs to be reviewed to allow the library to maintain and improve their offerings to the citizens of Shelby and the outlying communities. The library has considered an expansion project; however, due to financial concerns has put the project on hold indefinitely.

Please see Quality of Life Appendix Q-14 for summary of facilities plan

Please see Quality of Life Action Plan B

YMCA

The Shelby Y is an asset for Shelby citizens but is another one of our best kept secrets. The Shelby Y has developed partnerships with other community organizations including the Senior Center, Pioneer, and the schools. The Shelby High School swim team practices and holds their home swim meets at the Shelby Y.

The Y is a privately funded organization. They receive funding from the Shelby United Fund, membership fees, and private donations. They offer scholarship programs to individuals wanting to participate in programming but lack the financial resources to pay for a full membership.

Please see Quality of Life Appendix Q-15 for listing of Y programs

Facility improvements are needed at the Y; however, due to present economic conditions, the Board has decided to delay a levy campaign effort. Grant opportunities may be available to assist with needed improvements and are being investigated by the Board. Recently, private donations have been recruited for urgent pool repairs.

Please see Quality of Life Appendix Q-16 for Y facilities plan.

Senior Center

The Shelby Senior Citizens Center offers Shelby's citizens over age 50 social opportunities along with programming in areas of interest. The Senior Center also supports the community by hosting various events that benefit community organizations, families, and private fund raising events.

The Shelby Senior Citizens Center is a self-funded organization. Their revenue comes from fund raising events, hall rentals, Shelby United Fund, and memberships. The Center is not funded through a tax levy.

Please see Quality of Life Action Plan B

One of the challenges facing the Shelby Senior Citizens Center is its name. The perception is that the Senior Center is just for the elderly. It may prove beneficial to gradually change the name to the Shelby Community & Senior Center. This could be easily accomplished by filing "dba" (doing business as) paperwork. Another challenge is the broad age range with the programming. A 52-year old participant has different capabilities, interests, and needs than a 93-year old participant.

Please see Quality of Life Appendix Q-17 for listing of Senior Center programming.

Please see Quality of Life Appendix Q-18 for summary of Senior Center's facility plan.

MedCentral Shelby Hospital

MedCentral is a major asset for the City of Shelby. The hospital continues to move forward with facility improvements. The City of Shelby has supported and worked with MedCentral with their building improvement projects. The City needs to continue to support the hospital in this manner. Improvement in the quality of life in Shelby would assist the hospital in physician recruitment and retention efforts. The hospital also does a lot to encourage wellness and health with various programs and clinics available for community residents.

Please see Quality of Life Appendix Q-19 for summary of MedCentral strategic plan

Religion, Culture, The Fine Arts (Museums, Music & Entertainment) and History

Religious Offerings & Faith-Based Organizations

The City of Shelby is blessed with a wide variety of denominations to meet the needs of our citizens. Shelby is a very caring community with a number of faith-based organizations that provide assistance to citizens in their time of need such as Shelby Help Line Ministries, Salvation Army, FISH, church pantries & free meals for school-age children in the summer.

Please see Quality of Life Appendix Q-20 for listing of Shelby's Religious Offerings.

Please see Quality of Life Appendix Q-21 for listing of faith-based organizations.

Museum & Log Cabin:

The Shelby Museum is one of the City's cultural attractions. The museum is located behind the Shelby Municipal Utilities office. It may be advantageous to find a new location for the museum since it is presently located in the flood plain, is not visible from Main Street, and needs additional space to display historic items. The Shelby Museum is a not-for-profit organization. The museum is currently privately funded.

Please see Quality of Life Action Plan C

The historic log cabin is located in Central Park on property owned by the Shelby School District. The log cabin is located in the flood plain. To protect the log cabin, it would prove beneficial to either relocate this historic treasure out of the flood plain or elevate the structure.

Please see Quality of Life Action Plan C

The Morton One-Room Schoolhouse has been restored and offers a glimpse at the early educational system of our area. Old Fashioned Days is held at the schoolhouse each year and focuses on the early lifestyle of Shelby's settlers.

The Shelby Museum, the Shelby Genealogy Society, and the Morton One-Room School House Association strive to preserve Shelby's history. Development of a Historic Society as an umbrella organization may be desired to continue to preserve Shelby's rich history.
Please see Quality of Life Action Plan C

Performing Arts:

The community strongly supports the musical events presented by Shelby's schools. In addition to band and choral performances, school theater productions are also well attended. The Concerts in the Park are held each year in Seltzer Park. These informal concert performances are also well attended.

Some of the ideas for the newly-created green space in downtown Shelby include an amphitheater. Along with local usage, a partnership with the Renaissance Theater, Mansfield Playhouse, Ohio State Mansfield, and the Richland Academy could result in an outreach program to bring additional performing arts to Shelby.
Please see Quality of Life Action Plan C

Fine Arts

The Gallery is Shelby's only art gallery. MedCentral Shelby Hospital features the work of local artists with displays throughout the hospital. The Mansfield Art Museum is interested in having an outreach program in Shelby. The Shelby Alumni Association is planning an Alumni Art Show for Alumni Weekend 2010. Since there is such an interest in the arts, the development of a Fine Art Center in the Central Business District is encouraged. This Art Center could feature traveling fine art displays and art lessons (taught by the Mansfield Art Center and/or local artists).
Please see Quality of Life Action Plan C

Festivals & Events

The Shelby community love their parades, community events, and festival. Numerous parades are held in Shelby throughout the year. A grassroots effort to organize community events has resulted in the Farmers Market held each Saturday throughout the summer months, a Harvest Festival held at the last Farmers Market of the year, a Cruise-In & Car Show, and The Holiday Store, (Christmas Craft Show).

The Shelby Summer**FEST** (previously the Shelby Bicycle Days Festival) is a two-day Festival held in July to celebrate Shelby's heritage. This event is presently organized by the Chamber of Commerce with limited personnel. This annual event has growth potential with additional community involvement in assisting with the Festival and planning events.
Please see Quality of Life Appendix Q-22 for SummerFEST suggestions and information.

Historic District

Shelby has a designated historic district with some specific buildings on the National Registry of Historic Building. Shelby's historic district is geographically identified.
Please see Quality of Life Appendix Q-23 for historic district information

Quality of Life Appendixes

- Q-1 Demographic Information
- Q-2 Shelby's Parks & Attractions
- Q-3 Codified Ordinance—Park Board Responsibilities
- Q-4 Park Board Five Year Capital Purchase Summary
- Q-5 Park Board Projects
- Q-6 Recreational Ideas
- Q-7 Shelby City School's Programming & Academic Plan Summary
- Q-8 Shelby City School's Facilities Summary
- Q-9 Pioneer Programming & Academic Plan Summary
- Q-10 Pioneer Facilities Summary
- Q-11 North Central State College's Programming & Academic Plan Summary
- Q-12 North Central State College's Facilities Summary
- Q-13 Marvin Memorial Library's Programming Summary
- Q-14 Marvin Memorial Library Facilities Summary
- Q-15 Shelby Y Community Center Programming Summary
- Q-16 Shelby Y Community Center Facilities Summary
- Q-17 Shelby Senior Center Programming Summary
- Q-18 Shelby Senior Center Facility Plan Summary
- Q-19 MedCentral Shelby Hospital Strategic Plan Summary
- Q-20 Shelby Religious Offerings
- Q-21 Shelby Faith-Based Organizations
- Q-22 Shelby Summer **FEST** Suggestions & Information
- Q-23 Shelby Historic District

QUALITY OF LIFE ACTION PLANS

A—Parks & Recreation			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Continuation of levies to fund Shelby's parks	Place levy renewals on the ballot early enough to give the voters at least three chances to pass the levy. Consider increasing the levy millage to expand recreational offerings. Develop a more direct campaign for renewal levies.	Parks continue to be a well-maintained asset to the City and its citizens	2011? And ongoing when levies come up for renewal Park Board Shelby City Council
Pursue grant opportunities to fund special projects within Shelby's park system	The Park Board has done an excellent job thus far in pursuing grants. Use of a city grant writer would be very beneficial.	Allows for better use of taxpayers' dollars and shows excellent management.	2010 and ongoing Park Board City Administration
Market Shelby 's Parks internally and externally	Plan at least once a year to have a community event in the parks in addition to the Concerts in the Park. Perhaps involve the parks for some of the SummerFEST events.	Increased awareness of the attractions of Shelby's parks and increased usage	2010 and ongoing Park Board City Administration Shelby Chamber of Commerce
B—Community Facilities			
Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Proactive approach to address future funding for Marvin Memorial Library	A—Concentrated lobbying effort to show support for continuation of state funding for libraries B—Research grant opportunities to assist with funding for the library's proposed expansion project C—Seek alternative revenue streams to help fund the library (perhaps a tax levy)	Library could continue to provide excellent programming for the community Library expansion project could take place	2011 and ongoing Marvin Memorial Library Board City Administration
Support library's efforts to expand facility	Larger facility would allow Marvin Memorial Library to continue to meet the needs of the community and surrounding area	Continuation of library services in Shelby	2012 and ongoing Marvin Memorial Library Board City Administration
Consider providing funding for Shelby Senior Citizens Center through tax levy	Senior Center is self-funded; however, it is more than a facility for the senior population as it serves the entire community.	Continuation and expansion of services to the Shelby community.	2015 and ongoing Shelby Senior Citizens Center Board City Administration City Council

C— Religion, Culture, The Fine Arts & History

Recommendation Suggestion	Additional Information	Benefit	Timeline & Responsible Party
Encourage and support relocation of Shelby Museum	Museum is located in the flood plain Museum would benefit from additional visibility Museum is over-crowded with items	Protection of museum items Preservation of Shelby's history	2015 and ongoing Shelby Museum Board City Administration City Council
Consider source of funding for Shelby Museum	The museum is current privately funded; however, it serves a public purpose.	Maintain and encourage operations of Shelby Museum of History	2015 and ongoing Shelby Museum Board City Administration City Council
Encourage and support relocation or elevation of Log Cabin	The Log Cabin is located in the flood plain	Protection of historic log cabin and items located in the cabin	2015 and ongoing City Administration City Council
Encourage collaborations to bring additional performing arts to Shelby for both youth and adults	Develop an outreach program with the Richland Academy, Mansfield Symphony, and other regional performing arts organizations.	Increased exposure of performing arts to Shelby residents Additional cultural attraction for Shelby	2015 and ongoing City Administration
Encourage interest in the fine arts with addition of art center in the Central Business District	Fine art displays and art lessons could lead to development of additional art galleries.	Attract artisans to the City with displays of sculptures, pottery, woodcarving, ice carving, glasswork, painters, etc.	2015 and ongoing City Administration Schools
Encourage development Shelby Historical Society.	Work with Shelby Genealogical Society, Shelby Museum, Morton One Room Schoolhouse and other historic organizations to bring effort to preserve Shelby's history under one umbrella.	Preservation of Shelby's history	2015 and ongoing City Administration