

8.3 Implementation Action Plan

Table 8.3, *Implementation Action Plan*, includes a prioritized list of action recommendations derived from the various plan elements of the *Murfreesboro 2035* Comprehensive Plan update. The synthesized table does not include every action recommendation found throughout the Plan. As configured, the *Implementation Action Plan* details the “to do” list of priority action items showing the general time frame for initial implementation and who is responsible for initiating, administering and participating in the implementation process.

Additionally, action strategies have been categorized regarding those that will involve: (1) capital investments, (2) programs and initiatives, (3) regulations and standards, (4) partnerships and coordination, and (5) targeted planning/study. Most capital projects will also require, to varying degrees, additional feasibility analysis, construction documentation, specifications, and detailed cost estimates.

A guide to acronyms used appears in the upper righthand corner of the table.

As mentioned, Table 8.3, *Implementation Action Plan*, provides a starting point for determining immediate, near-term, and longer term task priorities. This is an important first step toward Plan implementation and should occur in conjunction with the City’s annual budget process, during Capital Improvements Program (CIP) preparation, and in support of departmental work planning. Then, the City staff member designated as the Comprehensive Plan Administrator should initiate a first-year work program in conjunction with City management, other departments, and other public and private implementation partners.

The near-term action priorities should be revisited by City officials and staff annually to recognize accomplishments, highlight areas where further attention and effort are needed, and determine whether some items have moved up or down on the priority list given changing circumstances and emerging needs. It should be kept in mind that early implementation of certain items, while perhaps not the uppermost priorities, may be expedited by the availability of related

grant opportunities, by a state or federal mandate, or by the eagerness of one or more partners to pursue an initiative with the City. On the other hand, some high-priority items may prove difficult to tackle in the near term due to budget constraints, the lack of an obvious lead entity or individual to carry the initiative forward, or by the community’s readiness to take on a potentially controversial new program.

Progress on the Year 1-3 items, in particular, should be the focus of the first annual review and report a year after Comprehensive Plan adoption, as described earlier in this chapter. Then, similar to multi-year capital improvements programming, the entire action agenda list in Table 8.3—and all other action items dispersed throughout the Plan chapters—should be revisited annually to decide if any additional items are ready to move into the next near-term action timeframe, and what the priority should be.



Table 8.3, Implementation Action Plan

- Primary Action Type
 - Secondary Action Type
 - Tertiary Action Type
- Priority

Abbreviations:

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 - MUED Murf. Urban Environmental Dept.
- Action Leaders

Growth Capacity and Infrastructure

STRATEGY 2.1.1: Develop the tools to identify and monitor land use demands based on projected population growth.

	Year 1-3	Years 3-10	10+ Years	Capital Projects	Policies and Programs	Regulations and Standards	Partnerships and Coordination	More Targeted Planning	Action Leaders
	Initiate			Action Type					
<p>Revise / Amend the Murfreesboro Zoning Ordinance (Appendix A) Section 4, <i>Comprehensive Plan and Procedure</i> (Subsection C: <i>Effect</i>): Consider strengthening Comp Plan from an advisory document to require consistency. This would mean that proposed development that is inconsistent with the growth management or land use plans would require a plan amendment before rezoning or development is considered.</p> <p>Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-15)</p>						X			MPZD, MLD, CM
<p><i>Traffic Impact Analyses</i>. Protect road capacity and safety by strengthening requirements for traffic impact analyses when proposed developments exceed a designated size or projected trip generation. Provisions for analysis and potential mitigation should be extended to significant single-family residential developments.</p> <p>Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-16)</p>						X			MTD, MLD, MPZD, CM
<p><i>County Coordination</i>. Coordinate with Rutherford County to achieve uniform development standards for future growth in the Urban Growth Boundary.</p> <p>Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-17)</p>						X			MPZD, MLD, CM

STRATEGY 2.1.5: Identify and implement growth management techniques for areas within the Urban Growth Boundary.

<p><i>Interlocal Cooperation</i>. In anticipation of future municipal annexations within the Urban Growth Boundary, pursue interlocal cooperation agreements with Rutherford County in order to address coordination of subdivision review, thoroughfare planning and construction, floodplain management, signage, utilities infrastructure and other service provision, among other matters of mutual interest.</p> <p>Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-19)</p>							X		MPZD, MLD, CM
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STRATEGY 2.2.1: When considering annexation, utilize the growth management policies of this Comprehensive Plan to develop strategies through which to accommodate future growth and development and protect surrounding areas.

<p>Revise / Amend the Murfreesboro <i>Zoning Ordinance</i> (Appendix A) as follows: Section 17, <i>Annexed Land</i>: Revise the code so that newly annexed land will be zoned in accordance with the City's <i>Future Land Use Map</i>.</p> <p>Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-25)</p>						X			MPZD, MLD, CM
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STRATEGY 2.3.1: Utilize administrative, regulatory and financial mechanisms to stimulate public and private investment into redevelopment-related activities within the City limits.

<p>Revise / Amend the Murfreesboro <i>Zoning Ordinance</i> (Appendix A), <i>Central Business District</i> (CBD) regulations to enable building heights greater than 75 feet.</p> <p>Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-29)</p>						X			MPZD, MLD, CM
<p>Evaluate establishing a Redevelopment Commission, to administer TIF and PILOT programs, sponsor and fund redevelopment studies and municipal grant programs that may reduce the financial impact of front-end redevelopment costs.</p> <p>Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-30)</p>					X				CM, MLD, MPZD

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Action Leaders

Growth Capacity and Infrastructure

STRATEGY 2.3.1: Utilize administrative, regulatory and financial mechanisms to stimulate public and private investment into redevelopment-related activities within the City limits.

	Year 1-3	Years 3-10	10+ Years	Capital Projects	Policies and Programs	Regulations and Standards	Partnerships and Coordination	More Targeted Planning	Action Leaders
	Initiate	Action Type							
Evaluate the utility of a Community Redevelopment Officer staff position within the City's Planning Department. The Officer would work with the RCCC's IDB, the City's Redevelopment Commission, and developers to identify infill development and redevelopment opportunities, administer incentive programs, and manage consultant studies. Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-30)					X				CM, MPZD, MLD
Consider establishing a Land Bank Program. In 2012, the General Assembly created the Tennessee Local Land Bank Pilot Program (Tennessee Code Annotated Title 13, Chapter 30), authorizing the creation of land bank corporations with broad powers to acquire, hold, improve, and convey any interest in real property. Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-30)					X				CM, MLD

STRATEGY 2.3.2: Develop policies and incentives that encourage and promote infill development and redevelopment.

Develop policies and incentives to promote infill development and redevelopment. Identify the areas that are most conducive for infill development and either pre-zone them or develop interim zoning regulations to ensure that development conforms to the future intent of the area and is compatible with the scale and character of adjacent development. Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-32)					X				MPZD, MLD, CM
<i>Zoning in Support of Redevelopment.</i> Apply targeted zoning strategies and performance standards to designated redevelopment zones. Options may include items such as reduced setbacks, waiver to height limitations, increased density, reduced parking standards, and reduced impact fees. Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-25)					X				MPZD, MLD, CM
Establish "green-light" procedures to streamline approval of applications that comply with the City's established infill development standards, including expedited review and permitting, waiving permit fees, etc. Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-32)					X				MPZD, MLD, CM

STRATEGY 2.3.3: Analyze areas within the City of Murfreesboro that may be worthy of redevelopment.

Define areas that warrant redevelopment and designate them as a redevelopment district. Prepare a redevelopment plan to determine the type and general form of development, which may serve as a basis for design and implementation. Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-32)					X				MPZD, MLD, CM
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Growth Capacity and Infrastructure

STRATEGY 2.3.5: Position Downtown as a unique local and regional destination and viable place to conduct business.

	Year 1-3	Years 3-10	10+ Years	Capital Projects	Policies and Programs	Regulations and Standards	Partnerships and Coordination	More Targeted Planning	Action Leaders
	Initiate			Action Type					
Evaluate the current boundaries of the Central Business District (CBD) and the Main Street Downtown District to determine whether the district should be enlarged to include areas now on the periphery that could be developed into an urban character. Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-34)					X				CM, MPZD, MLD
Establish a Business Improvement District in the Downtown area. A central business improvement district (CBID) is an area of significant commercial activity designated to receive special improvements, projects, and management services funded through a special assessment of commercial property owners. Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-34)					X				CM, MPZD, MLD
Prepare a multi-year implementation program to initiate the recommended strategies and improvements stemming from market research, branding and urban design studies. The program should outline implementation authorities and responsibilities, specific timelines, and the methods and means of funding for individual projects. Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-34)					X				CM, MPZD

STRATEGY 2.3.6: Re-establish the traditional urban character of Downtown.

Prepare a Downtown master plan that is of sufficient detail to result in a regulating plan that illustrates the intended arrangement and form of development. This would include general lot and block arrangements, typical building footprints to reflect general character and scale, public spaces, the location of parking areas, and contextual relationship with existing uses and adjacent properties. Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-35)								X	MPZD, MUED
Integrate into the CBD floor area ratio (FAR) bonuses for vertical mixed use buildings, shared and/or structured parking, and USGBC LEED™ certified buildings. Also consider allowances and incentives for first floor retail and entertainment uses with upper floor office, institutional and residential uses. Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-35)						X			CM, MLD, MPZD
Conduct a Downtown parking study to evaluate existing and planned use types and their respective space requirements. Utilize the findings to determine options to provide adequate parking. Study the alternatives and feasibility of public vs. private and surface vs. structured parking schemes. Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-35)								X	CM, MPZD

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Action Leaders

Growth Capacity and Infrastructure

STRATEGY 2.3.7: *Improve connections to, through and within Downtown and its surrounding neighborhoods.*

Use street trees, building canopies and awnings, covered walkways, and other design treatments as not only pedestrian shelter from inclement weather but to announce entrance into the Downtown Central Business District (CBD). Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-36)							X	MPZD, MUED, CM
Identify commercial and residential properties that are experiencing, or at risk of experiencing, disinvestment and decline, and evaluate the potential for redevelopment. Special emphasis should be placed on corridors and entrances to Downtown. Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-36)							X	MPZD, MCD, MBCD, CM
Improve the pedestrian experience Downtown with active storefront displays; informational and interactive kiosks; public seating, including the use of parklets; pedestrian-scaled ornamental street lighting; landscaped planters; public art displays; sidewalk displays; and interpretive signage focused on Murfreesboro's collective heritage. Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-36)							X	MPZD, MUED, CM

STRATEGY 2.4.2: *Reduce the effects of imperviousness resulting from development.*

Reduce the amount of impervious areas in new development by incorporating low impact development (LID) and green infrastructure techniques to slow stormwater runoff and enable micro-detention and infiltration into pervious areas. Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-48)								MUED, MPZD, CM
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STRATEGY 2.4.4: *Reduce the limits of sinkhole flooding and consequent contamination of groundwater.*

Prepare, implement, and periodically update a plan to identify, preserve, and track environmentally sensitive lands, including, but not limited to: wildlife habitats, wetlands, marsh lands, and floodplains associated with streams and sinkholes. Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-49)							X	MUED, MPZD
Revise Chapter 27-1/2 of the City code to require a 25 foot concentric waterway natural area buffer around sinkhole throats. Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-49)					X			MPZD, MLD, MUED

STRATEGY 2.5.2: *Reduce Non-Revenue Water.*

Implement automatic meter reading (AMR), automated metering infrastructure (AMI) and leak detection technologies to improve accounting of delivered water and identify significant leaks within the distribution system. Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-49)					X			MWSD, CM
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Strategy 2.5.3: *Evaluate alternative sources of water.*

Evaluate conservation activities as a means of reducing the necessity for expanded water source availability. Develop a campaign to educate citizens and community groups on the ways to reduce water consumption and waste, including do-it-yourself, low-cost measures such as residential water catchment and water-efficient fixtures. Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-72)					X			MWSD, CM
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Action Leaders

Growth Capacity and Infrastructure

STRATEGY 2.6.1: Evaluate alternative effluent discharge strategies.

Description	Year 1-3	Years 3-10	10+ Years	Action Type					Action Leaders
				Capital Projects	Policies and Programs	Regulations and Standards	Partnerships and Coordination	More Targeted Planning	
Finalize investigations of alternative outfall locations on the East Fork Stones River and further downstream West Fork Stones River to determine potential assimilative capacities and begin permitting activities through TDEC. Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-86)								X	MWSD, MED, CM
Investigate potential for utilization of effluent as a source water for treatment through either indirect potable reuse (IPR) or direct potable reuse (DPR). Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-86)								X	MWSD, MED, CM

STRATEGY 2.6.2: Reduce extraneous infiltration and inflow (I/I) from wastewater collection system.

Maintain annual budget associated with both in-house and contracted rehabilitation efforts that allows MWSD to replace/ repair approximately two percent of the collection system annually. Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-91)					X				MWSD, MED, CM
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STRATEGY 2.7.1: Increase distribution of repurified water.

Consider working with City Council to enact codes requiring repurified water system installations in commercial buildings and multi-family housing for non-potable applications such as toilet flushing. Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-91)					X				MWSD, MED, MLD, CM
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STRATEGY 2.8.1: Vision for the Future Plan.

Update 201 Facilities Plan for establishing sanitary sewer system to serve the City's entire Urban Growth Boundary area. Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-93)					X				MWSD, MED, CM
Implement water conservation requirements in zoning and building codes. Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-93)						X			MWSD, MPZD, MED, MLD

Strategy 2.11.1: Program educational facilities into all new development / redevelopment programs and projects.

Design future residential subdivisions so there are ample sidewalks and recreational trails that link elementary, middle and high schools within walking or biking distance of neighborhoods. Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-121)						X			MTD, MPZD, MPRD, CM
Coordinate the location of future school sites with the <i>Future Land Use Map</i> , <i>Parks and Recreation Master Plan</i> , and <i>Greenways, Blueways, and Bikeways Master Plan</i> . Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-121)						X			MPZD, MPRD, CM, Murf. City Schools

STRATEGY 2.11.5: Improve the form and quality of off-campus student living, including housing and mixed-use, commercial / retail developments.

In partnership with MTSU, and private sector developers, developing an off-campus, high-density, mixed-use student housing "academic village" development program in proximity to the MTSU campus; with transit linkages via an expanded Rover route. Chapter 2, <i>Growth Capacity and Infrastructure</i> (p. 2-122)								X	MPZD, MED, CM
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Action Leaders

Growth Capacity and Infrastructure

STRATEGY 2.11.6: *Develop a stronger mobility link (active transportation and public transit) between MTSU and the City's Central Business District and Court House Square.*

Evaluate the feasibility of an extending the Campus' east-west pedestrian spine further westward along one of three thoroughfares - E. Bell Street, E. Lytle Street, or E. Main Street. Additional pedestrian and streetscape amenities would include a widened pedestrian sidewalk, special paving, ornamental street lighting, street trees, benches, bollards, waste receptacles; enhanced bus stops, etc.							X	MPZD, CM
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Chapter 2, *Growth Capacity and Infrastructure* (p. 2-124)

Land Use and Character

STRATEGY 4.4.1: *Encourage the Rutherford County Planning Department to adopt Future land Use Map recommendations for lands within the Urban Growth Boundary.*

Work with the RC Planning Department to amend the County's Land Use and Zoning Maps to ensure that the lands within the UGB conform with the City's adopted Future Land Use Map .							X	X	CM, MPZD
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Chapter 4, *Land Use and Character* (p. 4-30)

STRATEGY 4.6.3: *Participate in a neighborhood redevelopment demonstration project.*

Consider partnering with the Murfreesboro Housing Authority to assemble parcels directly adjacent to the abandoned Franklin Heights public housing project (including along Kenslo Avenue and Industrial Drive) and redevelop based on a mixed-use, compact residential development program.							X	X	CM, MPZD, MCD
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Chapter 4, *Land Use and Character* (p. 4-46)

STRATEGY 4.6.4: *Encourage the development of Neighborhood Commercial land uses within established neighborhoods requiring intervention.*

Consider revising the City's land development regulations to allow home-based businesses.						X			MPZD, MLD
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Chapter 4, *Land Use and Character* (p. 4-46)

STRATEGY 4.6.6: *The City should take the lead on formulating a robust, mixed-use redevelopment program for the historic Bottoms area.*

Evaluate the use of a special taxation or business improvement district through which to finance a major mixed-use redevelopment program for the historic Bottoms area. The program should contain the following elements: - land acquisition program - circulation plan - schematic site plan w/ renderings - regulating plan - design guidelines							X	X	MPZD, MLD, CM
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Chapter 4, *Land Use and Character* (p. 4-52)

STRATEGY 4.6.7: *The City should take the lead on formulating a robust, mixed-use redevelopment program for West College Street and the NW Broad Street / Nashville Highway corridors.*

Develop a corridor redevelopment program focused on mixed-use, high-density, multi-family and townhouse residential development. The program should contain the following elements: - land acquisition program - circulation plan - schematic site plan w/ renderings - regulating plan - design guidelines							X	X	MPZD, MTD, CM
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Chapter 4, *Land Use and Character* (p. 4-56)

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Action Leaders

Housing and Neighborhoods

STRATEGY 5.1.1: Analyze the City's zoning ordinance to ensure that adequate avenues exist for the development of affordable housing; and revise as appropriate.

Consider amending the zoning ordinance to incent the development of affordable housing through the provision of density bonuses.	Chapter 5, <i>Housing and Neighborhoods</i> (p. 5.17)							X			MCD, MPZD, MLD, CM
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STRATEGY 5.1.2: Consider formulating and implementing an affordable housing strategy.

In addition to developing goals for percentages of affordable housing units, consider access to critical community services, including transit. <ul style="list-style-type: none"> - Promote affordable housing close to transit (¼ mile from high frequency bus corridor). - Ensure that committed affordable rental units have access to transportation options consistent with the 2040 Transportation Plan. 	Chapter 5, <i>Housing and Neighborhoods</i> (p. 5.18)							X			MCD, MPZD, MLD, CM
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Consider administering an affordable housing investment fund (AHIF). Develop a revolving loan fund that provides gap financing to developers that preserve or build committed affordable housing units in the City.	Chapter 5, <i>Housing and Neighborhoods</i> (p. 5.18)							X			MCD, MPZD, MLD, CM
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STRATEGY 5.1.4: Analyze which locations within the City of Murfreesboro that would be best served by extended service hours on the Rover routes.

Coordinate with major employers that employ workers with nontraditional hours to understand the need of their staff for public transportation access.	Chapter 5, <i>Housing and Neighborhoods</i> (p. 5.26)							X		X	MCD, MTD, CM
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Utilize census data to track which neighborhoods are most cost burdened based on housing and transportation costs.	Chapter 5, <i>Housing and Neighborhoods</i> (p. 5.26)									X	MCD, MPZD, CM
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Strategy 5.1.10: Improve property maintenance of housing units, especially rental properties and eliminate substandard housing conditions.

Consider implementing a phased Mandatory Rental Inspection Program, beginning with rental properties that have been repeatedly cited for recurring code violations, to enforce property maintenance standards. The Building and Codes Department should schedule required inspections and follow up visits to ensure that all noted code violations and deficiencies found are properly corrected in a timely manner.	Chapter 5, <i>Housing and Neighborhoods</i> (p. 5.37)							X			MBCD, MCD
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Consider performing a periodic inventory of housing conditions, as permitted by funding and staffing, on a neighborhood by neighborhood basis, to identify units suitable for concentrated code enforcement, rehabilitation, demolition, or other actions to achieve a viable residential environment.	Chapter 5, <i>Housing and Neighborhoods</i> (p. 5.26)							X			MBCD, MCD
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Strategy 5.1.13: Coordinate policies that can help older adults continue to live in their own homes as they age.

Connect residents to social services through expansion of the Home and Community-Based Services Medicaid waiver program to make supportive housing a more affordable option.	Chapter 5, <i>Housing and Neighborhoods</i> (p. 5.45)							X			MCD
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Housing and Neighborhoods

Strategy 5.1.14: Increase supply of housing for senior citizens, both rental and owner-occupied and enhance services for seniors.

Propose amendments to the Zoning Ordinance to reduce requirements for parking (which often goes unused by senior housing residents).								X			MCD, MLD
Consider establishing a Senior Citizen Rent Increase Exemption (SCRIE) program, which would protect eligible seniors from rent increases. The program would be administered by the City's Community Development Department, which would establish income eligibility criteria.								X			MCD, MLD

Strategy 5.1.17: End veteran homelessness.

Work to implement programs such as the US Department of Housing and Urban Development's (HUD) Veterans Affairs Supportive Housing (VASH); the US Department of Veteran's Affairs' Supportive Services for Veterans and their Families (SSVF), and Grant per Diem (GPD) program.								X			MCD, MLD, CM
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Strategy 5.1.18: Increase Critical Needs and Homeless Housing.

Consider developing a pilot micro-unit development designed for workforce and critical needs housing. Explore the use of progressive Single Room Occupancy (SRO) dwellings, which, as defined by HUD, provides living and sleeping space for the exclusive use of the occupant, but requires the occupant to share sanitary and/or food preparation facilities.								X			MCD, MPZD, CM
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STRATEGY 5.2.1: Work with developers to build livable and sustainable neighborhoods.

Make existing and new suburban neighborhoods pedestrian- and bicycle-friendly by developing interconnected street networks that include sidewalks and bike lanes.								X			MPZD, MTD
Incent more intensive, mixed-use developments to locate in activity centers and be connected to residential areas.								X			MPZD
To reduce automobile trips, locate mixed-use, commercial areas within 1/4 to 1/2 mile radius of neighborhood edges.								X			MPZD

STRATEGY 5.2.2: Create mixed-use neighborhoods with local small retail businesses and basic services within walking distance of housing.

Consider amending the Murfreesboro Zoning Ordinance (Appendix A), Commercial Fringe (CF) district to incorporate guidelines to enable small-scale (one to three acre parcels) neighborhood commercial/retail development within and/or adjacent to residential neighborhoods.								X			MPZD, MLD
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Table 8.3, Implementation Action Plan

- Primary Action Type
 - Secondary Action Type
 - Tertiary Action Type
- Priority

- Abbreviations:
- CM Office of the City Manager
 - MBCD Murf. Building and Codes Dept.
 - MCD Murf. Community Development Dept.
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 - MUED Murf. Urban Environmental Dept.
- Action Leaders

	Year 1-3	Years 3-10	10+ Years	Capital Projects	Policies and Programs	Regulations and Standards	Partnerships and Coordination	More Targeted Planning	Action Leaders
	Initiate	Action Type							
Housing and Neighborhoods									
Strategy 5.2.5: Create Neighborhood Conservation Districts for Established Neighborhoods.									
Consider revising / amending the Murfreesboro Zoning Ordinance (Appendix A) to incorporate Neighborhood Conservation districts for established neighborhoods which are not anticipated to undergo significant gentrification. Chapter 5, <i>Housing and Neighborhoods</i> (p. 5.76)						X			MPZD, MLD
STRATEGY 5.2.6: Promote opportunities for neighborhood improvements and housing stock rehabilitation.									
Form a target-area capital investment program focused on infrastructure improvements within at-risk neighborhoods. The purpose of this program is to provide a dedicated source of annual funding for use in making improvements and leveraging private reinvestment through rehabilitation, redevelopment, building additions, and/or infill development. Chapter 5, <i>Housing and Neighborhoods</i> (p. 5.77)					X				MCD, MPZD, MED, CM
Pursue alternative code enforcement methods in an effort to be more proactive and ensure positive outcomes. Consider use of an advocacy program to aid in code compliance rather than citing non-compliant property owners. A key element may be the cross-training of enforcement advocacy officers in conflict management/resolution. Chapter 5, <i>Housing and Neighborhoods</i> (p. 5.77)					X				MBCD, MCD
STRATEGY 5.2.11: Identify the properties currently zoned for a Planned Development in order to determine the parcels of property that have not vested pursuant to T.C.A. 13-4-310.									
The Planning Department should consider reviewing each area within its municipal City limits that is zoned either PCD, PID, PND, PRD, or PUD to determine which parcels of property have vested pursuant to TCA 13-4-310 and which parcels have not. Consultation with the City Attorney may be required to complete this task. Chapter 5, <i>Housing and Neighborhoods</i> (p. 5.82)						X			MPZD, MLD
Consider rezoning these unvested properties to a zone that provides for a larger number of development options, which would enable the opportunity for varying densities. These development options would increase the chances of property being built upon within the municipal limits instead of having more property developed in the unincorporated areas of Rutherford County. Chapter 5, <i>Housing and Neighborhoods</i> (p. 5.82)						X			MPZD, MLD
For those areas of the City that have vested, the City should consider working with these property developers to determine whether a change to a new zoning district would entice building to commence in a much quicker fashion; or whether additional incentives may enable a developer to include affordable housing, or more diverse housing typologies. Chapter 5, <i>Housing and Neighborhoods</i> (p. 5.82)						X			MPZD, MLD

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Action Leaders

	Year 1-3	Years 3-10	10+ Years	Capital Projects	Policies and Programs	Regulations and Standards	Partnerships and Coordination	More Targeted Planning	Action Leaders
	Initiate			Action Type					
Parks, Recreation and Open Space									
Strategy 6.1.1: <i>Continue to execute joint-use agreements with Rutherford County School District and Murfreesboro City Schools.</i>									
The Parks and Recreation Department should continue engaging in formal joint facility use agreements with Rutherford County School District, for those RCSD schools within the planning area.							X		MPRD, MLD
Strategy 6.1.2: <i>The City's Parks and Recreation Department should continue to aggressively pursue CAPRA agency accreditation.</i>									
Based on review of CAPRA accreditation standards, develop a realistic schedule and plan of priority action items based on a determination of which Fundamental Standards remain to be completed and which remaining Standards the Parks and Recreation Department plans to fulfill.					X				MPRD
Strategy 6.1.5: <i>Retrofit existing, under-utilized parks to support sporting events and sports tourism-related activities.</i>									
Strategically enhance new and existing parks and facilities to support tournament hosting.				X				X	MPRD
Strategy 6.1.6: <i>Continue to develop targeted performance measures through which to quantify increases in sports tourism-related activities and subsequent economic impact.</i>									
Consider the utility of employing the Sports Tourism Economic Assessment Model (STEAM) as a standard post event reporting and analysis, incorporating event performance indicators, visitor metrics and economic benefits capacity.					X	X			MPRD
Strategy 6.1.7: <i>Provide parks and recreation facilities that meet - or exceed - the established local standards and provide for both the present and future needs of the community.</i>									
Continue to identify available properties within the City limits to establish new neighborhood and community parks in areas of need.				X				X	MPRD, MPZD, MBCD, CM
Continue to work with the Rutherford County Planning Department, Parks and Recreation Department, and Tax Assessor's Office to identify available property within the Urban Growth Boundary (UGB) to identify appropriate locations for new neighborhood and community parks in areas of need.							X	X	MPRD, MPZD, CM
Strategy 6.1.8: <i>Accommodate the current and future needs of residents by providing a system of mini-parks and neighborhood play areas.</i>									
The City's Parks and Recreation Department should continue to work with Murfreesboro Sewer and Water Department (MSWD), the Engineering Department, the Planning and Zoning Department, homeowners associations and other neighborhood groups to identify small parcels of unimproved land within existing neighborhoods that may be utilized for mini, or pocket parks. There may be portions of land within utilities easements or right-of-way that may be available.				X			X	X	MPRD, MWSD, MED, MPZD

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Action Leaders

	Year 1-3	Years 3-10	10+ Years	Capital Projects	Policies and Programs	Regulations and Standards	Partnerships and Coordination	More Targeted Planning	Action Type		Action Leaders
									Initiate		
Economic Development											
Explore National Register of Historic Places district designation for Downtown square to facilitate access to historic rehabilitation tax credits.					X			X	X		CM, MPZD, MLD
STRATEGY 7.3.1: Work to expand professional employment and office development opportunities.											
Conduct a commercial office market study to understand current and projected supply/demand factors; optimal office sites and configurations; and target tenant profiles.								X	X		CM, MLD
Convene a commercial brokers roundtable to discuss commercial office market trends and ways to improve Murfreesboro's competitiveness for new Class A office space.								X	X		CM
STRATEGY 7.4.1: Support the efforts of Rutherford Works by identifying locations for future master-planned business park(s). Implement special design standards through zoning and/or development covenants.											
Seek "shovel-ready" certifications of key sites through pre-extensions of infrastructure and utilities, completed entitlements, environmental studies/approvals, updated surveys and basic site-prep work.					X			X	X		CM
STRATEGY 7.5.1: Energize the entrepreneurial environment in Murfreesboro.											
Incent the re/development of flex-space buildings, live-work units, office condos, maker-spaces and collaborative co-working environments.					X			X	X		CM
Consider implementing an official, "local sourcing" directive favoring local and regional suppliers in City procurement of supplies and services.					X			X	X		CM
Work with area businesses and the Main Street Murfreesboro / Rutherford County, Inc. to launch a "buy local" campaign.								X	X		CM
Facilitate the creation of an entrepreneurs/mentors network that hosts multiple events throughout the year.								X	X		CM
Consider establishing a City revolving loan (gap) fund or loan guarantee program for new or expanding businesses. Enlist local banks to contribute both capital and management expertise. Identify permanent capitalization sources (i.e., foundations, pooled bank funds, grants, general funds, CDBD grants etc).				X					X		CM, MLD
Enlist City, business and education leaders to lead development efforts for an angel (equity) fund for potential high-growth businesses. Funders may include area foundations and wealthy individuals.				X				X			CM, MLD

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	Year 1-3	Years 3-10	10+ Years	Capital Projects	Policies and Programs	Regulations and Standards	Partnerships and Coordination	More Targeted Planning	Action Leaders
	Initiate			Action Type					
Economic Development									
Team with Main Street Murfreesboro / Rutherford County, Inc. and SCORE to offer one-on-one business checkups with local (especially Downtown) small businesses. Work with the tech college system to provide basic marketing, accounting, business planning and social media instruction under a new "virtual business accelerator" program. Chapter 7, <i>Economic Development</i> (p. 7.31)							X		CM
STRATEGY 7.7.1: Initiate a scalable, "starter" economic development function at the city level.									
Consider empaneling an Economic Development Commission consisting of leaders from the business, academic and real estate fields as well as elected officials. Chapter 7, <i>Economic Development</i> (p. 7.45)					X		X		CM, MLD
Develop economic development coordinator job description and employment solicitation. Position should focus heavily on redevelopment, small business/entrepreneurship and community development. Chapter 7, <i>Economic Development</i> (p. 7.45)				X	X				CM, MLD
STRATEGY 7.8: Develop an authentic city brand and internal marketing strategy as a follow-on activity to the programs listed previously.									
Create and regularly update a new economic development website. Develop specific, routinely refreshed collateral on City economic incentive programs and real estate opportunities. Chapter 7, <i>Economic Development</i> (p. 7.48)				X	X				CM
Use social media to develop the brand and to transmit news on City successes and activities. Chapter 7, <i>Economic Development</i> (p. 7.48)					X		X	X	CM
Implementation and Intergovernmental Coordination									
Strategy 8.2.5: Accountable Implementation - Ensure that responsibilities for carrying out the plan are clearly stated, along with metrics for evaluating progress in achieving desired outcomes.									
Identify federal, state, and local, public, quasi-public and private sources of funding to assist in Plan implementation. Chapter 8, <i>Implementation and Intergovernmental Coordination</i> (p. 8.24)					X		X		CM
Establish quantifiable implementation benchmarks, indicators, and targets through which to evaluate plan implementation progress. Chapter 8, <i>Implementation and Intergovernmental Coordination</i> (p. 8.24)								X	CM, MPZD
Connect plan implementation to the capital planning process. Chapter 8, <i>Implementation and Intergovernmental Coordination</i> (p. 8.24)					X			X	CM, MPZD, MLD
Connect plan implementation to the annual budgeting process. Chapter 8, <i>Implementation and Intergovernmental Coordination</i> (p. 8.24)					X			X	CM, MLD

Short-term Implementation Actions (Years 1-3)

Based on the results of the prioritization exercise during the joint workshop involving the Murfreesboro Planning Commission and City Council, the following Table 8.4, Short-term Implementation Actions, identifies what implementation activities should take place during the next three years.