

Choices

IMPLEMENTATION

8

CHAPTER

With the completion of a new Comprehensive Plan, the City of Temple has goals and direction as to how and where the community should grow and improve over the next 20 years. However, now comes the most challenging and important step in the planning process – implementing the plan by turning the community’s aspirations into reality. This will take the efforts and commitment of the entire community and require the City to make sound decisions, set priorities, and secure necessary resources to implement the action strategies set forth in this plan.

Plan implementation is the most important step of the plan development process. It requires the efforts and commitment of the City’s leadership, including the Mayor, City Council, Planning and Zoning Commission, other City boards and commissions, and City staff. It is also necessary for there to be close coordination with and a joint commitment from the Temple Economic Development Corporation, Temple Chamber of Commerce, Bell County, Central Texas Council of Governments, Hill Country Transit District, Texas Department of Transportation (TxDOT), and many other public and private organizations and individuals to serve as champions of the plan.

Each chapter of this plan outlines the specific issues that must be addressed in order to achieve what is envisioned by community leaders and residents. In response to these issues are a number of recommended actions that relate to regulatory changes, programmatic initiatives, and capital improvement projects. While these recommendations are comprehensive and intended to be accomplished over the 20-year horizon of this plan, near-term strategies must be put in place to take the first step toward successful implementation. These strategies must then be prioritized, with decisions made by the community as to the sequencing of implementation activities, the capacity to fulfill each initiative, and the ability to obligate the necessary funding. Those deemed as top priorities and viewed as feasible in the short term are placed in a three-year action plan. In addition to implementing these targeted strategies, the broader policies set forth by the plan text and maps may be used by City staff, the City’s boards and commissions, and local

property owners and businesses in making decisions related to the physical and economic development of the community.

Therefore, the purpose of this chapter is to integrate the different elements of the plan together in such a way as to provide a clear path for sound decision making. This chapter outlines the organizational structure necessary to implement the plan, including methods of implementation, roles and responsibilities, and specific implementation strategies. It then sets forth a three-year action plan. Additionally, this plan element establishes a process for annual and periodic evaluation and appraisal of the plan to ensure it is kept relevant through needed updates.

Methods and Responsibility for Implementation

This chapter lays out a framework for implementation. This framework alone, however, will not ensure that the goals and policies contained within this plan will be carried out. To be successful, the City must utilize this plan on a daily basis, and it must be integrated into ongoing governmental practices and programs. For instance, the recommendations must be referenced often and widely used, in conjunction with other City plans and policies, to make decisions pertaining to the timing and availability of infrastructure improvements; City-initiated and owner-requested annexations; proposed development/redevelopment applications; zone change requests; expansion of public facilities, services, and programs; and annual capital budgeting, among other considerations.

Each elected official, staff person, and member of any board, commission, or committee of the City has an obligation to use this plan in guiding their decisions and priorities. As such, the plan has been designed to be thorough and with the intent to guide the overall growth and economic development of the community. The plan is especially intended to guide staff – of all departments – in their efforts to manage their individual operations and activities, annual work programs, and capital improvement projects. To ensure cross-fertilization throughout all municipal departments, the overall community goals and recommendations in each element of the plan should be referenced in other related studies and projects. Components of the plan, including the Future Land Use & Character Plan and the Transportation Plan maps, should be used during the development review process, as well as in support of any decision making related to investments in community infrastructure and the provision of municipal services.

Key methods of plan implementation include:

Regulatory Development Ordinances: Development ordinances are perhaps the most important means of implementing the physical aspects of this plan. As new development and redevelopment occurs throughout the community, the City's regulations and ordinances must be adequate to ensure that the quality and character of development is reflective of the community's overall goals. One of the initial steps in plan implementation will involve revising the City's ordinances, including zoning and subdivision regulations, to ensure their consistency with the overall plan.

Policy Decisions: Policies, both direct and indirect, should be implemented through decisions made by City staff, the Planning and Zoning Commission, and City Council related to development proposals, zone change requests, site plan review, annexation, utility extensions, and infrastructure improvements. As new developments are being

proposed within the City limits and the extra-territorial jurisdiction (ETJ), City staff and the Commission and Council have the opportunity to work with developers and land owners to ensure the type and pattern of development reflects the desired character of the community and policies identified in this plan. The type and character of development should be consistent with that identified on the Future Land Use & Character Plan, the pattern of development should be compatible with the City's utility infrastructure and public service capacities, priority roadway alignments should be preserved and needed rights-of-way secured as shown on the Transportation Plan map, and priorities for infrastructure investment should be established in accordance with an ongoing and well-coordinated utility master planning process.

Capital Improvements: A Capital Improvement Program (CIP) is a five-year plan that identifies budgeted capital projects including street infrastructure; water, wastewater, and drainage needs; park, trail, and recreation facility development and upgrades; and other public buildings and services. Identifying and budgeting for major capital improvements will be essential in implementing the plan. The Growth Plan chapter, in particular, highlights areas of focus for needed public infrastructure and facility improvements that should be prioritized and programmed into the City's CIP. Decisions regarding candidate capital projects should be based on criteria regarding a project's compliance with the policies and objectives of this comprehensive plan.

Special Projects, Programs, and Initiatives: Special projects and/or initiatives are another important tool in implementing the plan. These projects may include conducting further studies to identify solutions to particular problems, preparing more detailed or area-specific plans, or initiating or expanding upon key City programs. Funding for special projects and initiatives may come from a variety of sources including City funds, economic development funds, and/or grants and public/private partnerships. Coordinating comprehensive plan implementation with the City's annual budget process will be essential to secure base funding and/or matching funds for special projects and initiatives.

Implementation requires the City to take specific actions designed to achieve the goals of the plan. Action takes a number of forms including programs, regulation, fiscal expenditures, further plans and studies, leadership, policy decisions, and intergovernmental cooperation. The most challenging are those that require regulating land or spending scarce resources to pay for improvements. Regulations are important because the private sector makes basic decisions related to the location, type, and intensity of land use it wishes to build within a community, so the City needs a way of ensuring that such development will meet community expectations as to its quality, compatibility, economic sustainability, and contribution to community character. The costs of constructing and maintaining infrastructure can guide growth to some degree, but the challenge – and, hence, the value and expectation of this plan – is to stay ahead of the demands.

Action Plan

One reason implementation is the most important part of the planning process is because it is the point at which comprehensive plan goals and policies are translated from concept into practice. Goals, objectives, and policies that are visionary in the plan are transformed into detailed programs, projects, regulations, and other implementing actions.

The table, **Table 8.1, Action Plan** on the following page is designed to be kept up-to-date and used on an annual basis as part of the regular plan implementation review process. It prioritizes all of the recommendation of the Comprehensive Plan using six implementation categories: regulatory, policy, capital, program, coordination, and further study. The Action Plan also reflects all of the recommendations of the Plan into the following categories: (1) Immediate, (2) Short-Term, (3) Mid-Term, and (4) Long-Term.

Each year, actions that are substantially complete should be removed from the table. The remaining actions should then be re-evaluated by the Planning Director in conjunction with the City Manager and other departments and the priorities adjusted where appropriate. Any changes in prioritization will then need to be brought to the Planning and Zoning Commission and City Council for approval. In this way, this table may be used on an ongoing basis and provided to the Planning and Zoning Commission and City Council to keep them apprised of the progress of implementation.

Immediately following adoption of the plan, the Planning Director will initiate the "IMMEDIATE" work program in conjunction with the City Manager, other departments, and other public and private implementation partners

Table 8.1, Plan Action By Type

ACTION	Action Type	PRIORITY				Lead Dept.	Funding Sources
		Immediate	Short Term	Mid Term	Long Term		
AIR – Airport, CD – Community Dev, CM – City Manager, CS – Construction Safety, DRC – Design Review Comm., FD – Fire, IT – Info Tech, L – Legal, PALS – Parks, PD – Police, PL – Planning, PW – Public Works, \$ - Finance							
Chapter 3 – Urban Design & Future Land Use							
Goal 3.1 - Enhanced character & development guidance around Temple’s key economic assets							
3.1.1. Consider character based zoning	Reg		X			PL, L	
3.1.2 Consolidate zoning districts	Reg		X			PL, L	
3.1.3 Move toward a UDC (Phase I and Phase II)	Reg	X (I)	X (II)			PL, L	
3.1.4 Incorporate dynamic bufferyards into code	Reg		X			PL, L	
3.1.5 Create targeted plans as necessary	Study				X	PL	
3.1.6 Immediately revise and modernize the Use Table in the code	Reg	X				PL, L	
Goal 3.2 - Development patterns & outcomes in Temple’s growth areas that establish long-term character & a quality living environment							
3.2.1 Increase open space & preserve suburban character	Policy				X	PL, PALS	
3.2.2 Consider resource protection standards	Reg				X	PL, L	
3.2.3 Consider alternative subdivision design	Reg		X			PL, L, PW	
3.2.4 Encourage open space preservation	Policy	X	X	X	X	PL, L, PALS	
3.2.5 Update FLUP when improvements are extended	Policy	X	X	X	X	PL, IT, PW	
3.2.6 Consider a housing palette	Reg		X			PL, L	
3.2.7 Allow planned development (PD) by right	Reg		X			PL, L	
3.2.8 Density bonus for open space	Reg		X			PL, L, PALS	
3.2.9 Consider min # of housing types	Reg		X			PL, L	
Goal 3.3 - Renewed vitality & development interest in Temple’s oldest neighborhoods							
3.3.1 Define Neighborhood Conservation boundaries	Study				X	PL, IT	
3.3.2 Preserve existing neighborhood character	Reg			X		PL, IT	
3.3.3 Ease the redevelopment process	Reg				X	PL, L	
3.3.4 Create incentives for infill construction	Program			X		DRC	
3.3.5 Clarify the Central Area (CA) District	Reg				X	PL, CS, CD	
3.3.6 Identify disinvestment & deteriorating areas	Program			X		PL, L	
3.3.7 Develop a grant for “self-help” rehab	Program			X		CS, \$	
3.3.8 Continue to use CDBG funds	Program	X	X	X	X	CS, CD, \$	
3.3.9 Assist in forming neighborhood organizations	Program	X	X			CS, L	
3.3.10 Continue pro-active code enforcement	Program	X	X	X	X	CS, L	
Goal 3.4 - Better image & identity for Temple by setting a higher standard for public & private development practices.							
3.4.1 Create standards for high-priority corridors	Reg	X				PL, L	
3.4.2 Establish more significant gateways	Capital	X	X	X	X	CM, \$	
3.4.3 Consider suburban designations for land along arterials & highways	Reg		X			PL, L	

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3.4.4 Explore a point system for site development standards	Reg		X			DRC	
3.4.5 Consider tree protection standards (private)	Reg				X	PALS, L	
3.4.6 Adopt specifications protecting trees (public)	Reg		X			PALS, L	
3.4.7 Possibly limit wholesale site clearing	Study			X		CS	
Chapter 4 – Growth Plan							
Goal 4.1 - Growth & development patterns that are consistent with the City's infrastructure & public service capacities & desired community form & character.							
4.1.1 Accommodate infill development in "developed areas"	Policy			X	X	CM, PW	
4.1.2 Encourage new development in "growth areas"	Policy				X	PL, PW	
4.1.3 Minimize development in "protection areas"	Policy			X	X	PW, AIR PALS	
4.1.4 Limit development in "holding areas"	Policy			X	X	CM	
4.1.5 Allow utility extensions using cost-sharing only in 20-year "growth areas"	Policy	X	X			PW, L, \$	
4.1.6 Use the City's annual annexation capability in areas under short-term development pressure	Policy				X	CM, L	
4.1.7 Employ growth management measures in areas annexed for strategic/long-term value	Policy			X	X	CM, L, PL	
4.1.8 Encourage voluntary annexation when both parties long-term interests are served	Program	X	X	X	X	CM, L, PL	
4.1.9 Use development agreements outside the 20-year "growth area"	Program			X	X	CM, L, PL	
4.1.10 Evaluate cost-benefit of proposed annexation	Program				X	PL, \$	
4.1.11 Consider making Ag lots > 1 acre	Reg		X			PL, L	
4.1.12 Establish allowable residential density in the "holding areas"	Reg		X			PL, L	
4.1.13 Consider amending the code to incorporate Adequate Public Facilities provisions	Reg		X			PW, PL, L	
4.1.14 Consider reworking the parkland dedication/fee requirements	Reg		X			PALS, L, \$	
4.1.15 Revise cost-sharing ordinance & utility extension policies	Policy				X	PW, \$	
4.1.16 Consider using cost-sharing as an incentive	Policy				X	PW, \$	
4.1.17 Negotiate non-annexation agreements outside the "growth area"	Program			X	X	CM, L, PL	
4.1.18 Investigate the use of improvement districts as an alternative to the use of impact fees	Study				X	PL, PW, L	
Goal 4.2 - Sufficient water & wastewater system capacity to accommodate growth expectations through 2030 & ensure state/federal regulatory compliance							
4.2.1 Implement phased water treatment plant expansion	Capital			X		PW, \$	
4.2.2 Monitor maximum daily water demand closely	Study	X	X	X	X	PW	
4.2.3 Ensure the water system meets TCEQ	Capital	X	X	X	X	PW, \$	

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requirements							
4.2.4 Complete multiple feed points for water distribution to avoid service interruption	Capital				X	PW, \$	
4.2.5 Complete phased pump station & storage improvements	Capital				X	PW, \$	
4.2.6 Provide additional ground storage for water	Capital		X			PW, \$	
4.2.7 Consider arrangements for emergency water connections	Coord				X	PW, FD	
4.2.8 Implement the projects in the Wastewater Master Plan	Capital	X	X	X	X	PW, \$	
4.2.9 Minimize rainfall & groundwater infiltration	Capital	X	X	X	X	PW, \$	
4.2.10 Eliminate various lift stations	Capital				X	PW, \$	
4.2.11 Construct new interceptors	Capital				X	PW, \$	
4.2.12 Ensure sufficient treatment plant capacity	Policy	X	X	X	X	PW	
4.2.13 Monitor potential sites for a 3 rd water treatment plant	Study				X	PW, PL	
4.2.14 Monitor growth trends & development patterns	Study	X	X	X	X	PL, PW, IT	
4.2.15 Coordinate discharge permits with TCEQ	Coord	X				PW	
Goal 4.3 - Adequate public safety facilities, equipment & professional staffing to meet current needs & prepare for future demands							
4.3.1 Consider TFR Master Plan recommendations relating to staffing	Study	X				FD, \$	
4.3.2 Address TPD needs associated with increased staffing	Capital				X	PD, \$	
4.3.3 Determine how best to achieve a new TFR headquarters (new construction or remodel)	Study	X				FD	
4.3.4 Consider a new location for the EOC	Study	X				FD	
4.3.5 Develop & implement a long-range facilities plan recommended by the TFR Master Plan	Capital		X			FD, \$	
4.3.6 Construct new TFR stations or upgrade existing stations	Capital	X				FD, \$	
4.3.7 Consider adopting a residential sprinkler ordinance	Reg			X		FD, CS, L	
4.3.8 Update & unify codes used by TFR & Construction Safety	Reg	X				FD, CS, L	
Chapter 5 – Transportation							
Goal 5.1 - A regional transportation network for moving people & goods to, from & through the community in an efficient & effective manner.							
5.1.1 Immediately after adopting the comp plan, prepare a Transportation Master Plan	Study	X	X			PW	
5.1.2 Between comp plan adoption & completion of a Transportation Master Plan, highest priority should be west of I-35 & south of Airport Road	Policy	X	X			CM, PW	
5.1.3 Coordination with TxDOT to improve mobility along I-35 & handle future traffic	Coord	X	X	X	X	CM, PW	
5.1.4 Participate with TxDOT during the TTC-35	Coord	X	X	X	X	CM, PW	

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EIS process; Evaluate implications for Temple							
5.1.5 Coordinate with K-TUTS to identify & prioritize regional transportation projects	Coord	X	X	X	X	CM, PL	
5.1.6 Prioritize & implement improvements in updated Airport Master Plan	Capital		X	X	X	AIR, \$	
5.1.7 Amend development regulations around airport to protect from incompatible dev.	Reg		X	X		AIR, PL, L	
5.1.8 Encourage expanded rail service & capitalize on major rail infrastructure in City	Policy	X	X	X	X	CM	
Goal 5.2 - A local transportation system that moves people through the community in a safe & convenient manner							
5.2.1 Ensure that CIP projects undertaken by the City conform to land development regulations	Policy	X	X	X	X	PW	
5.2.2 Adopt functional classifications of arterial & collector roadways to implement the plan	Reg	X				PL, PW, L	
5.2.3 Amend Sub Regs to include cross sections, required ROW & pavement widths for arterial & collector streets	Reg	X	X			PW, PL, L	
5.2.4 Consider adopting standards for wider collectors at intersections with arterials	Reg		X			PW, PL, L	
5.2.5 Explore incorporating performance standards for local residential streets into regulations	Study			X		PW, PL, L	
5.2.6 Utilize the FLUP with the K-TUTS model to define functional classifications & capacities	Coord	X	X	X	X	PW, PL, IT	
5.2.7 Consider requiring a traffic impact analysis study under certain conditions	Reg	X	X			PW, PL, L	
5.2.8 Prepare an access management study for 31st Street & other corridors	Study			X		PL, PW	
5.2.9 Develop appropriate access design requirements based on functional classification	Program	X				PL, PW	
5.2.10 Consider limiting/prohibiting driveways on collector streets & restrict access on arterials	Reg	X				PW, PL, L	
5.2.11 Periodically conduct signal warrant studies as volumes increase with new development	Study	X	X	X	X	PW, PD	
5.2.12 Review current standards relative to the need for handicap & van-accessible parking	Study		X			CS	
5.2.13 Identify & evaluate alternative transit options for seniors	Study		X		X	CD	
Goal 5.3 - A mobility system that offers a variety of choice in modes of travel							
5.3.1 Work with the Hill Country Transit District (HCTD) in preparing a transit study	Coord				X	CM, PL, IT	
5.3.2 Explore the option of developing a transit service for choice/ discretionary riders	Study				X	CM	
5.3.3 Revisit the feasibility & potential ridership of a route to the industrial district	Study		X			CM	
5.3.4 In coordination with HCTD develop a campaign to educate about transit in Temple	Coord				X	CM	
5.3.5 Evaluate potential locations for the installation of bus pull-out bays	Study			X		PW, PL	
5.3.6 Identify locations for curbside improvements	Study			X		PW, PL	

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(i.e., shelters, preferential signal timing, etc.)							
5.3.7 Prepare guidelines for pedestrian access to transit stop locations	Study			X		PW, PL	
5.3.8 Incorporate sidewalks, accessible ramps & pedestrian amenities in projects on bus routes	Capital	X	X	X	X	PW, PL	
5.3.9 Immediately following adoption of the Comp Plan, prepare a bike & pedestrian plan	Study	X				PALS, PL, CM, PW	
5.3.10 Consider adopting alternative street sections that incorporate bike lanes	Study	X				PW, PL, PALS	
5.3.11 Work w/Central Texas Trails Network on trails that link the communities in Bell County	Coord	X				PALS, PL	
5.3.12 Add sidewalks on roadways where there are none when roadways are improved/ widened	Policy	X	X	X	X	PW	
5.3.13 Identify intersections heavily used by pedestrians & implement safety improvements	Study		X			PW, PL, PALS	
5.3.14 Conduct a community-wide sidewalk inventory	Study	X				PL, PW	
5.3.15 Prepare a Safe Sidewalks Program to identify where maintenance is particularly important	Program	X				PW, PL	
5.3.16 Consider amending street design standards for pedestrian & bicycle-actuated traffic signals	Reg		X			PALS, PW, PL	
Goal 5.4 - A mobility system that is integrated with & complements neighborhood & community character							
5.4.1 Consider context sensitive solutions when widening existing/constructing new roadways	Policy	X	X	X	X	PW, PL	
5.4.2 Periodically conduct travel speed studies to determine speed restrictions in neighborhoods	Study	X	X	X	X	PD	
5.4.3 Perform localized traffic calming studies in areas w/cut-through & high-speed traffic	Study	X	X	X	X	PW, PD	
5.4.4 Evaluate street regulations for # and location of street connections; Improve directness of routes; create more options for peds & bicycles	Reg	X	X			PW, PL, PALS, L,	
Chapter 6 – Housing							
Goal 6.1 - Neighborhood environments & residential living options that make Temple an inviting place to call home							
6.1.1 Implement CH 3 recommendations contributing to neighborhood character	Reg		X			PL, L	
6.1.2 Encourage establishing HOAs for all new residential developments	Policy	X	X	X	X	PL, L	
6.1.3 Adopt design standards for high-density residential	Reg		X			PL, L	
6.1.4 Consider incentivizing bufferyards at the edges of residential development	Reg		X			PL, L	
6.1.5 Establish a neighborhood planning program	Program			X	X	PL	
6.1.6 Offer incentives to perimeter wall alternatives	Reg			X		PL, PW, L	
6.1.7 Consider allowing off-street trails in lieu of local street sidewalks	Reg	X				PALS, L, CM, PW	
6.1.8. Establish standards for gated communities	Reg	X				PL, FD, L	
6.1.9 Consider incorporating anti-monotony provisions	Reg		X			PL, L	

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6.1.10 Ensure that subsidized housing renovations address compatibility, aesthetics, & safety	Policy	X	X	X	X	CD, CS	
Goal 6.2 - An expanding housing stock that offers local buyers & renters both affordability & value							
6.2.1 Incorporate a housing palette into the zoning code	Reg		X			PL, P	
6.2.2 Consider requiring >1 housing type under some conditions	Reg		X			PL, P	
6.2.3 Maintain DRC as a “rapid review” committee	Program	X	X	X	X	DRC	
6.2.4 Identify & address regulations that are barriers to housing affordability	Program			X		CD, CS	
6.2.5 Incorporate an inclusionary housing provision	Reg				X	PL, L	
6.2.6 Use density bonuses to encourage reduced price units	Reg		X			PL, L	
6.2.7 Establish average rather than minimum lot sizes	Reg		X			PL, L	
6.2.8 Add incentive to increase housing density adjacent to arterials	Reg		X			PL, L	
6.2.9 Consider standards allowing modular housing in some situations	Reg				X	CS, PL, L	
Goal 6.3 - A diverse mix of residential options to address both life-cycle needs & interests of various niche groups seeking new or existing housing in Temple							
6.3.1 Ensure continued support of the Down Payment Assistance Program of the THA	Program	X	X	X	X	CD, \$	
6.3.2 Ease transitions to home ownership	Program	X	X	X	X	CD	
6.3.3 Inventory small homes & target for preservation and rehabilitation	Program		X	X	X	CD, CS	
6.3.4 Consider assistance for improving older, smaller dwellings	Program		X	X	X	CD, CS	
6.3.5 Work toward meeting the 20/20 Alliance’s housing targets	Policy	X	X	X	X	CD, CS	
6.3.6 Pursue adding upper-end MF residential units each year	Policy				X	PL	
6.3.7 Incorporate sliding scale density bonuses into the code	Reg		X			PL, L	
6.3.8 Encourage downtown residential projects & other investment types with a rail “quiet zone”	Program	X	X	X		PL	
6.3.9 Establish a true Ag district	Reg		X			PL, L	
6.3.10 Create a true Suburban Estate district	Reg		X			PL, L	
6.3.11 Incorporate provisions for accessory dwelling units in residential areas into the code	Reg		X			PL, CS, L	
Chapter 7 – Economic Development							
Goal 7.1 - A vibrant & growing Healthcare & Bioscience economic cluster in Temple							
7.1.1 Designate both the TMED and Scott & White West campus area as a SIZ	Program	X				CM	
7.1.2 Buffer these campuses by designating compatible land uses surrounding the campus	Policy	X				PL	
7.1.3 Market the campuses’ unique assets locally,	Program	X	X	X	X	CM	

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regionally, & nationally							
7.1.4 Develop a revitalization plan for the TMED area promoting dense, mixed-use environment	Study	X	X			CM	
7.1.5 Develop incentives to promote investment in the TMED area	Policy	X	X			CM, \$	
7.1.6 Identify ways to preserve in perpetuity TMED becomes a truly mixed-income community	Study	X	X			CM	
7.1.7 Link both campuses with downtown area through mobility options	Capital				X	CM, \$	
7.1.8 Expand research capacity by obtaining grants to support product commercialization	Program				X	CM, \$	
7.1.9 Hold quarterly workshops linking existing researchers with “problems” in the region/state	Coord		X			CM	
7.1.10 Hold an annual site selector’s conference focused on commercial applications of research	Coord		X			CM	
7.1.11 Create a bioscience business incubator to bridge research & commercialization	Program		X			CM	
7.1.12 Improve the entrepreneurial climate in life sciences through venture capital networks	Coord	X	X	X	X	CM	
7.1.13 Support TC in educating the workforce to grow the healthcare/bioscience research cluster	Coord	X	X	X	X	CM	
7.1.14 Actively engage in finding funding sources to expand healthcare/bioscience cluster	Program	X	X	X	X	CM, \$	
7.1.15 Lobby for additional resources to expand the Texas A&M Medical School in Temple	Coord	X	X	X	X	CM	
7.1.16 Identify businesses interested in supporting building construction or equipment purchases	Program		X			CM	
7.1.17 Market the ingredients put in place to promote & enhance the life sciences cluster	Program	X	X	X	X	CM	
7.1.18 Enhance resources at K-12 level & TC to promote life science education & skills training	Program		X			CM	
7.1.19 Integrate K-12 education with businesses involved in the bioscience industry	Coord		X			CM	
7.1.20 Market career opportunities in life sciences in K-12 & Temple College	Program		X			CM	
Goal 7.2 - Tax base enhancement – & the revitalization of downtown Temple – through nontraditional economic development opportunities to assist in the attraction of a talented workforce.							
7.2.1 Focus on SIZ areas & TMED for new/expanded retail locations	Policy	X				PL	
7.2.2 Inventory vacant & underutilized parcels & buildings	Study				X	PL, CS	
7.2.3 Develop area-specific plans for redevelopment/retail areas	Study				X	PL, PW	
7.2.4 Target sectors where Temple is “leaking” dollars	Policy	X	X			CM, \$	
7.2.5 Develop a Retail Recruitment Strategy	Program		X			CM	
7.2.6 Expand cultural programs in downtown	Program		X			PALS	
7.2.7 Promote revitalization of historic buildings in downtown	Program	X	X	X	X	CM	

ACTION	Action Type	PRIORITY				Lead Dept.	Funding Sources
		Immediate	Short Term	Mid Term	Long Term		
AIR – Airport, CD – Community Dev, CM – City Manager, CS – Construction Safety, DRC – Design Review Comm., FD – Fire, IT – Info Tech, L – Legal, PALS – Parks, PD – Police, PL – Planning, PW – Public Works, \$ - Finance							
7.2.8 Encourage loft living in downtown	Reg		X			PL, CS, L	
7.2.9 Implement R/UDAT plan & TDDA parking study recommendations	Program	X	X			CM, \$	
7.2.10 Implement TDDA revitalization & enhancement recommendations	Program		X			CM, \$	
7.2.11 Encourage establishing fine arts & digital arts school downtown	Coord				X	CM	
7.2.12 Develop an artistic incubator downtown	Program				X	CM	
7.2.13 Encourage TEDC to target specific sectors downtown	Program	X	X	X	X	CM	
Goal 7.3 - An expanded economic base in Temple by investing in infrastructure & businesses that grow & diversify the manufacturing, medical, technology, & primary sector economic base.							
7.3.1 Support TEDC's effort regarding opportunities in the industrial zone	Program	X	X	X	X	CM, PW, \$	
7.3.2 Promote investment in the North Temple Industrial Park	Program	X	X	X	X	CM, PW	
7.3.3 Aggressively pursue & monitor improvements along TTC-35	Coord	X	X	X	X	CM, PL	
7.3.4 Promote a route for TTC-35 that runs closer to Temple	Coord	X	X	X	X	CM, PL	
7.3.5 Include SE Industrial Park on SIZ list	Program	X	X	X	X	CM	
7.3.6 Prioritize CIP projects within the SIZ areas	Study	X	X			CM, \$	
Goal 7.4 - Excellence in Temple schools & higher education to assist in attracting employers & employees							
7.4.1 Develop a best practices database illustrating successful collaboration	Study			X		CM	
7.4.2 Meet w/industry clusters regarding potential collaborations	Coord		X			CM	
7.4.3 Share school performance measurements with community	Program	X	X	X	X	CM	
7.4.4 Identify business/educator collaborations	Coord			X		CM	
7.4.5 Explore possibility of adding more "academies" in TISD	Coord			X		CM	
7.4.6 Coordinate w/TC & others on skill development programs	Coord	X	X	X	X	CM	
7.4.7 Identify school perception by talented employees new to Temple	Program			X		CM	
7.4.8 Develop marketing campaign to change school perceptions	Program		X			CM	
7.4.9 Develop a "Pride in Schools" program	Coord			X		CM	
7.4.10 Recognize & utilize university students & graduates	Coord			X		CM	
7.4.11 Annually survey school perception of residents & business owners	Program		X			CM	
7.4.12 Focus initial improvement efforts on area schools using volunteers	Coord			X		CM	
7.4.13 Develop a revitalization plan for the TC area	Study	X				CM	
7.4.14 Develop initiatives with CAD/GIS classes at TC & TAM Med school	Coord		X			CM, IT	

Plan Administration

A host of community leaders within and outside City government must take “ownership” in this plan and maintain a commitment to its ongoing implementation. Staff, Planning and Zoning Commission, City Council, and other committees and organizations will all have essential roles in implementing the plan and ensuring its success.

Education and Training

The first step in the implementation process is for the City or consultant to conduct individual training workshops with the Planning and Zoning Commission, City Council, and City department managers. These are the groups who, collectively, will be responsible for successful implementation of this plan. It is of utmost importance that there is collaboration, coordination, and communication among these groups and that all understand their individual roles in managing the community’s future. The training initiative should include the following:

- A discussion of the individual roles and responsibilities of the respective board, committee, or staff function.
- A thorough overview of the entire Comprehensive Plan, with emphasis on the segments that relate to each individual group.
- Implementation tasking and priority setting, which would allow the group to establish their first-year and three-year agendas.
- Facilitation of a mock meeting in which necessary use of the plan and its policies and recommendations is illustrated.
- A concluding question-and-answer session.

Role Definition

As the elected body, the City Council must assume the lead role in implementation of the plan. The chief responsibility of the Mayor and Council members is to decide and establish the priorities and timeframes by which each action will be initiated and completed. In conjunction with the City Manager, they must also manage the coordination among the various groups responsible for carrying out the recommendations of this plan. As the governing body, the City Council is also responsible for consideration of the funding commitments that will be required and whether they involve capital improvements, new facilities and expanded services, additional staffing, more studies, or programmatic changes such as the City’s development codes and procedures.

An outline of the overall hierarchy and roles in plan implementation is as follows:

City Council

- Establishes the overall action priorities and timeframes by which each action of the plan will be initiated and completed.
- Considers and sets the funding commitments that will be required.
- Offers final approval of projects/activities and associated costs during the budget process, keeping in mind the need for consistency with the plan and its policies.

- Provides direction to the Planning and Zoning Commission and staff.

Planning and Zoning Commission

- Recommends to City Council an annual program of actions to be implemented, including general directions as to the timeframes and departments/agencies responsible.
- Prepares an Annual Progress Report for submittal and presentation to the Mayor and City Council (see Bi-annual Amendment Process later in this chapter for more detail).
- Ensures decisions and recommendations presented to the City Council are reflective of the plan policies, objectives, and recommendations. This relates particularly to decisions for subdivision approval, site plan review, zone change requests, ordinance amendments, and annexation.
- Ensures that the plan impacts the decisions and actions of other stakeholders.

City Departments and Planning Director

All departments of the City are responsible for implementation of this plan, specifically as it relates to their roles within the organization. Many of the individual departments were involved in the plan development process and are, therefore, familiar with its content and outcomes. They must now be brought into the process as implementers to ensure their budgets and annual work programs are in line with the plan.

The Planning Director will play a lead role, coordinating among the various City departments in conjunction with the City Manager. The roles of the Director of Planning should include:

- Ensuring that the plan impacts the decisions and actions of other stakeholders.
- Serving as the staff person most intimately familiar with the comprehensive plan policies and action agenda in support of each of the implementing boards, commissions, and committees (and acting as a liaison for other committees and groups throughout the community, attending their meetings and giving presentations and implementation status reports).
- Facilitating and managing an interdepartmental plan implementation committee, which will meet, at a minimum, on a monthly basis to coordinate projects and staff efforts and ensure consistency with the plan.
- Maintaining a list of potential plan amendments that have been suggested by City staff and others, and establishing an annual timeframe and process through which such amendments will be compiled and presented for consideration.

Implementation Strategies

This section summarizes key strategies for implementation of this plan, with much more detail to be found within the action descriptions in the individual plan elements. These strategies highlight the primary steps to be taken by the City – in many cases, in coordination or acting jointly with another jurisdiction, organization, or agency. Under the general strategies, individual action steps must be identified and clarified by the Planning

Director in concert with the Planning and Zoning Commission and other departments, the results of which will then be reviewed and considered for acceptance by the City Council.

Land Use and Development Code

The City currently has several codes in place to regulate land development within the community including the zoning ordinance and subdivision regulations. These ordinances serve as an important tool in implementing the plan and achieving the character and development outcomes desired by the community. Throughout the plan many of the strategies included recommended updates or revisions to current ordinances. Updating these ordinances is an important implementation step to ensure development regulations are consistent with the goals and policies of the comprehensive plan including preservation of neighborhood character, protecting resources and open spaces, improving community appearance, and ensuring desired development outcomes. When updating its codes the City should consider moving toward a unified development code. This code approach integrates zoning, subdivision, buffering, landscaping, parking/loading, signs, and various other development-related regulations and standards into a more consistent, overall package, with the added benefit of streamlined application, review and hearing procedures.

Key code amendments and enhancements to consider include:

- Adopting character-based versus traditional, use-based zoning regulations. Character-based zoning allows a range of development options on individual properties with the application of performance standards to require compatibility for adjacent uses exhibiting varying use intensities. This permits a greater mixing of land uses within a community subject to integrated design and compatibility standards.
- Consolidating the City's current array of 20+ zoning districts, many of which are geared toward very specific land use situations, into a more manageable set of districts which focus on the actual character of various types of residential and nonresidential development.
- Incorporating into the zoning code a dynamic bufferyard model, this establishes a set standard between, and in certain cases within, each of the character-based zoning districts.
- Incorporating a housing "palette" into the City's zoning code, thereby permitting a range of lot sizes within standard residential development, rather than requiring the more rigorous submittal procedures and requirements of a Planned Development District for such variation.
- Adjusting the City's zoning code to where a "planned development" is permitted by right within Urban and Suburban character districts, subject to increased design and performance standards.
- Adding performance standards for properties abutting the Interstate 35 corridor, Loop 363, and other high-priority corridors.
- Updating the subdivision regulations to allow alternative subdivision design including options for development clustering (30 percent open space), conservation development (50 percent open space) and preservation development

(80 percent open space), and requiring public access easements along natural features and linear greenways.

Growth Plan

- Utilizing the capital improvements program and the Water & Wastewater Master Plan to implement infrastructure improvements necessary to accommodate future growth.
- Amending the Agricultural district in the City's zoning code to increase the minimum lot size to something higher than the current one acre. The intent is to limit premature urbanization in areas that cannot be served by current public utility infrastructure – and also to maintain a true rural character, at least for the time being, as the zoning district name implies.
- Establishing allowable residential densities in “holding” (agriculturally zoned) areas. This should include requirements for development clustering and open space preservation, via the dedication of conservation easements, as a means to allow some minimal development while barring any significant transition to urban land use until such time as adequate public facilities are available.

Transportation

- Amending the subdivision regulations to include the following:
 - cross-section standards and right-of-way requirements identified in this plan including alternative configurations for bikeways and lanes;
 - performance standards for local, non-through streets;
 - requirements for a traffic impact analysis for developments that would exceed a certain established traffic generation threshold;
 - access management program and guidelines; and
 - a street connectivity index that would increase the number of street connections in a neighborhood and improve directness of routes.
- Preparing a comprehensive bike and pedestrian plan for the community that identifies a network of new or extended bike lanes, trails, greenways, and pedestrian linkages throughout the city limits and extraterritorial jurisdiction.

Housing

- Encouraging establishment of homeowners associations (HOAs) for all new residential developments, including tenant associations for rental communities, to ensure a direct, cooperative means for residents of an area to maintain neighborhood standards.
- Revising the zoning ordinance to include provisions that encourage average rather than minimum lot sizes, a streamlined plat review process, and flexibility in standards (including narrower street widths, where appropriate).
- Incorporating accessory dwelling units into the City's zoning code, along with appropriate provisions governing their use and compatibility.
- Adopting design standards for high-density residential development, which may include provisions for building form and scale, articulated building walls, building

orientation, architectural detailing, roof types and materials, façade enhancements, and acceptable building materials.

- Amending the City's development regulations to incentivize the provision of a perimeter bufferyard along edges of residential developments where dwellings would benefit from extra buffering near more intensive residential uses, non-residential development, or the noise and visual impacts of an abutting arterial street.
- Establishing standards for gated communities that address emergency access, roadway continuity and pedestrian connections between abutting neighborhoods and to nearby schools and parks, setbacks of the subdivision wall or fence from the public street right-of-way, the amount of open space and landscaping required between the wall or fence and the right-of-way line, and the design and materials used for monuments, gates, and walls.

Economic Development

- Promoting and enhancing both the healthcare mixed-use district (TMED) and the west Temple Life Science, Research and Technology Campus (Scott & White west campus) by designating both campus areas as a Strategic Investment Zone, creating a revitalization plan for the TMED area, and improving mobility options including transit and bike and pedestrian ways. Incentives such as density bonuses, increased commercial density allowances, and public sector investments can be used to attract development and private investment in the area.
- Growing the healthcare and bioscience research sectors in Temple, in part, by focusing on commercialization of ongoing research and promoting related business opportunities.
- Expanding retail sales in the community by developing specific area plans for each redevelopment or retail area and targeting sectors where Temple is “leaking” dollars to neighboring communities.
- Revitalizing the downtown area by expanding cultural programs, encouraging arts and non-profit activities, revitalizing historic buildings, encouraging residential loft living, and implementing parking study recommendations.
- Promoting a route for TTC-35 that runs closer to Temple to maximize access to the City's existing transportation and utilities infrastructure, and to spur further development in the Southeast Industrial Park.
- Expanding partnerships between Temple's schools and higher education facilities and the private sector to develop mutually beneficial programs, including local continuing education and certification opportunities.

Plan Implementation Logistics

The implementation discussions that are required for completion of Table 8.2, Action Agenda, also will involve logistical considerations such as who is best positioned to lead or assist with an initiative and what funding sources might be available to pay for it, recognizing that some actions will require little financial expenditure. In many cases the “Lead Entities” includes multiple “players” who will need to be involved in moving an action forward, which indicates the importance of partnerships and coordination. In some instances, the collaboration will be between City staff and elected and/or appointed officials. Other times, a public/private partnership will clearly be needed. Whenever potential regulatory actions or new or revised development standards are to be considered, participation of the development community is necessary to ensure adequate “give and take” and consensus building.

Below are the overall lists, by plan element, of the potentially involved entities and funding sources that were inventoried by the Planning and Zoning Commission, Comprehensive Plan Advisory Committee (CPAC), City staff, and consultant team.

Urban Design and Future Land Use

Potential Lead or Involved Entities

City Departments

Planning and Zoning Commission
City Council
Economic Development Corporation
Chamber of Commerce
Area School Districts
Private Development
Property Owners
Keep Temple Beautiful

Potential Funding Sources

City of Temple General Fund
City of Temple Capital Budget
Community Development Funds
TIRZ/Improvement District
Private Sector

Growth Plan

Potential Lead or Involved Entities

City Departments

Bell County
Private Development

Potential Funding Sources

City of Temple General Fund
City of Temple Capital Budget
Community Development Funds
TIRZ/Improvement District
Federal Disaster/Security Grants

Transportation

Potential Lead or Involved Entities

City Departments

 Planning and Zoning Commission
 Bell County
 K-TUTS
 TxDOT
 Private Development

Potential Funding Sources

City of Temple General Fund
 City of Temple Capital Budget
 Community Development Funds
 TIRZ/Improvement District
 TxDOT
 K-TUTS
 Bell County

Housing

Potential Lead or Involved Entities

City Departments

 Temple Housing Authority

Potential Funding Sources

City of Temple General Fund
 City of Temple Capital Budget
 Community Development Funds
 Private Sector

Economic Development

Potential Lead or Involved Entities

City Departments

 City Council
 Economic Development Corporation
 Chamber of Commerce

Potential Funding Sources

City of Temple General Fund
 City of Temple Capital Budget
 TIRZ/Improvement District
 Economic Development Corporation
 Private Sector

Plan Amendment

The Temple Comprehensive Plan is meant to be a flexible document allowing for adjustment to changing conditions over time. Shifts in political, economic, physical and social conditions, and other unforeseen circumstances, may influence and change the priorities and fiscal outlook of the community. As the City grows and evolves, new issues will emerge, while others will no longer be relevant. Some action statements will be found impractical or outdated, while other plausible solutions will arise. To ensure that it continues to reflect the overall goals of the community and remains relevant and resourceful over time, the plan must be revisited on a regular basis to confirm that the plan elements are still on point and the associated policies, strategies, and action statements are still appropriate.

Revisions to the comprehensive plan are two-fold, with minor plan amendments occurring at least bi-annually and more significant modifications and updates occurring every five years. Minor amendments could include revisions to certain elements of the plan as a result of the adoption of another plan or changes to the Future Land Use & Character Plan, Transportation Plan, and/or parks and recreation system plan. Major updates will involve reviewing the base conditions and growth trends; re-evaluating the goals, policies, and recommendations in the plan; and formulating new ones as necessary.

Annual Progress Report

A progress report should be prepared annually by the Planning and Zoning Commission, with the assistance of the Planning Director, and presented to the Mayor and City Council. This ensures that the plan is consistently reviewed and that any needed modifications or clarifications are identified for the bi-annual minor plan amendment process. Ongoing monitoring of plan consistency with the City's implementing ordinances and regulations should be an essential part of this effort.

The Annual Progress Report should include:

- Significant actions and accomplishments during the past year including the status of implementation for each programmed task of the Comprehensive Plan.
- Obstacles or problems in the implementation of the plan, including those encountered in administering the land use and transportation plans, as well as any other policies of the plan.
- Proposed amendments that have come forward during the course of the year, which may include revisions to the individual plan maps or other recommendations, policies, or text changes.
- Recommendations for needed actions, programs, and procedures to be developed and implemented in the coming year, including a recommendation of projects to be included in the City's CIP, programs/projects to be funded, and priority coordination needs with public and private implementation partners.

Bi-annual Amendment Process

Plan amendments should occur on at least a bi-annual basis, allowing for proposed changes to be considered concurrently so that the cumulative effect may be understood. When considering a plan amendment, the City should ensure the proposed amendment is consistent with the goals and policies set forth in the plan as it relates to character protection, development compatibility, infrastructure availability, and conservation of environmentally sensitive areas. Careful consideration should also be given to guard against site-specific plan changes that could negatively impact adjacent areas and uses or detract from the overall character of the area. Factors that should be considered in deciding on a proposed plan amendment include:

- Consistency with the goals and policies set forth in the plan;
- Adherence with the Future Land Use & Character and/or Transportation Plans;
- Compatibility with the surrounding area;
- Impacts on infrastructure provision including water, wastewater, drainage, and the transportation network;
- Impact on the City's ability to provide, fund, and maintain services;
- Impact on environmentally sensitive and natural areas; and
- Whether the proposed amendment contributes to the overall direction and character of the community.

Five-Year Update / Evaluation and Appraisal Report

An evaluation and appraisal report should be prepared every five years. This report should be prepared by the Planning Director, with input from various City departments, Planning and Zoning Commission, and other boards and commissions. The report involves evaluating the existing plan and assessing how successful it has been in implementing the community's goals. The purpose of the report is to identify the successes and shortcomings of the plan, look at what has changed over the last five years, and make recommendations on how the plan could be modified to reflect those changes. The report should review baseline conditions and assumptions about trends and growth indicators, and it should evaluate implementation potential and/or obstacles related to any unmet goals, policies, and recommendations. The result of the evaluation report will be a revised comprehensive plan, including identification of new or revised information that may result in updated goals, policies, and recommendations.

More specifically, the report should identify and evaluate the following:

1. Summary of plan amendments and major actions undertaken over the last five years.
2. Major issues in the community and how these issues have changed over time.
3. Changes in the assumptions, trends, and base studies data including the following:
 - The rate at which growth and development is occurring relative to the projections put forward in the plan;
 - Shifts in demographics and other growth trends;
 - The area of urban land that is designated and zoned and its capacity to meet projected demands and needs;
 - City-wide attitudes and whether changes (if any) necessitate amendments to the stated goals of the plan; and
 - Other changes in the political, social, economic, or environmental conditions that dictate a need for plan amendments.
4. Ability of the plan to continue to successfully implement the community's goals. The following should be evaluated and revised as needed:
 - Individual statements or sections of the plan must be reviewed and rewritten to ensure that the plan provides sufficient information and direction to achieve the intended outcome.
 - Conflicts between goals and policies that have been discovered in the implementation and administration of the plan must be pointed out and resolved.
 - The action agenda should be reviewed and major actions accomplished should be highlighted. Those not accomplished by the specified timeframe should be re-evaluated to ensure their relevancy and/or to revise them appropriately.
 - As conditions change over time, the timeframes for implementing the individual actions of the plan should be re-evaluated where necessary. Some actions may emerge as a higher priority given new or changed circumstances, while others may become less important to achieving the goals and development objectives of the community.
 - Based upon organizational, programmatic, and procedural factors, as well as the status of previously assigned tasks, the implementation task assignments must be

reviewed and altered, as needed, to ensure timely accomplishment of the plan's recommended actions.

- Changes in laws, procedures, and missions may impact the ability of the community to achieve its goals. The plan review must assess these changes and their impacts on the success of implementation, leading to any suggested revisions in strategies or priorities.