

Choices

EXECUTIVE SUMMARY

The Temple Comprehensive Plan is designed as a framework for guiding future development, redevelopment and community enhancement in the City and its surrounding planning area over the next 20 years and beyond. The purpose of this plan is to establish a vision, along with realistic goals and achievable strategies, that residents, business and land owners, major institutions, civic groups, members of advisory committees, and public officials prefer – and will support with action – in the years ahead.



Purpose of the Comprehensive Plan

The plan lays out a “big picture” vision for growth and enhancement of the community; considers at once the entire geographic area of the community, including potential growth areas; and assesses near- and longer-term needs and desires across a variety of inter-related topics that represent the key “building blocks” of a community.

Plan Development

In early 2007, the City engaged a community planning consultant and appointed a broadly-representative Comprehensive Plan Advisory Committee (CPAC) including liaisons from City Council and the Planning and Zoning Commission, to work with City officials, staff and residents. A variety of public involvement activities were conducted, background studies were completed, and individual elements of the plan were drafted, and refined to arrive at a draft plan document for public and official consideration.

The resulting plan contains the following chapters:

- Chapter 1 – Introduction and Vision
- Chapter 2 – Community Overview
- Chapter 3 – Urban Design and Future Land Use
- Chapter 4 – Growth
- Chapter 5 – Transportation
- Chapter 6 – Housing
- Chapter 7 – Economic Development
- Chapter 8 – Implementation

Community Involvement

Public outreach and leadership involvement efforts in support of the comprehensive planning process included the following activities:

- Completing a series of four “focus group” sessions with a cross section of Temple residents, business and property owners, public officials, and representatives of community organizations.
- Holding public meetings in each of the City’s four Council districts.
- Meeting eight times with the Comprehensive Plan Advisory Committee (CPAC) to present and refine the plan content.
- Conducting a formal telephone survey of Temple residents.
- Briefing and obtaining input from City Council periodically.
- Interacting with local media throughout the process.
- Posting background information and updates on the City’s website, as well as providing an online comment form.
- Conducting a joint workshop with the City Council and Planning & Zoning Commission to overview the draft plan and obtain their input into the plan’s implementation priorities.
- Presenting the proposed plan at public hearings.

The following documents are included in the Comprehensive Plan by reference. These documents may be updated from time-to-time. The most current version of the document is considered a part of the Comprehensive Plan.

- Airport Master Plan**
- Aviation Planning Document**
- Capital Improvement Plan**
- Drainage Master Plan**
- Parks, Recreation and Open Spaces Master Plan**
- Temple Fire and Rescue Master Plan**
- Water and Wastewater Utilities Master Plan**



The plan development process provided various opportunities for citizens and community leaders to participate in planning for the City's future and have their individual concerns heard and taken into account. The issues and comments received through this process, as well as observations of the planning consultant, are woven throughout this plan document in the form of issue summaries, goal and objective statements, and specific recommendations for action.

The CPAC reviewed, discussed and provided input to each of the plan chapters, with additional input from various community stakeholders. Upon incremental review of all eight chapters, the CPAC made a recommendation for plan acceptance and adoption. Following a joint workshop between City Council and the Planning and Zoning Commission to consider plan implementation priorities, plan adoption occurred on September 4, 2008, after a City Council public hearing on the final proposed plan.

Use of the Plan

This new Comprehensive Plan has the potential to take a city to a completely new level in terms of livability and tangible accomplishments. However, the plan is only words and images on paper if the action recommendations are not pursued and effectively implemented. The plan is ultimately a guidance document for Planning and Zoning Commission, City Council, and staff who must make decisions on a daily basis that will determine the future direction, financial health, and “look and feel” of the community. These decisions are carried out through:

- **Targeted programs and expenditures** prioritized through the City’s annual budget process;
- **Major public improvements and land acquisitions** financed through the City’s capital improvements program and related bond initiatives;
- **New and amended City ordinances and regulations** closely linked to comprehensive plan objectives;
- **Departmental work plans** and staffing in key areas;
- **Ongoing planning and studies** that will further clarify needs and strategies undertaken by departments;

- **Pursuit of external funding** to supplement local budgets and/or expedite certain projects; and
- **Partnering initiatives** pursued in conjunction with other public and private groups to leverage resources and achieve successes neither could accomplish alone.

There is an important distinction between the function of the Comprehensive Plan relative to the City's Zoning Ordinance and Subdivision Regulations. The plan establishes overall policy and direction for various aspects of community enhancement. The Zoning Ordinance and zoning district map then implement the plan in terms of specific land uses and building and site development standards. The Subdivision Regulations also establish standards in conformance with the plan for the division of land, layout of streets and buildings, and the design of roads, water and sewer lines, storm drainage, and other infrastructure that dedicated to the City for long-term maintenance.

Our VISION is that...

Families, merchants and industry leaders **CHOOSE TEMPLE** ...where suburban neighborhoods and an urban center combine with unequalled medical facilities, schools, parks and people to create economic growth and an excellent quality of life!

Chapter 2 - Community Overview

This chapter highlights key planning considerations that emerged from initial background study efforts, primarily regarding Temple's demographic characteristics, socioeconomic indicators, and the apparent trend in the City's projected population growth over the 20-year horizon of this comprehensive plan. All of these factors will provide the basis for determining needs and action priorities throughout the rest of the plan.

This Comprehensive Plan assumes Temple's population will be nearing **70,000 in 2010**, will just surpass **80,000 by 2020**, and will increase to approximately **90,000 by 2030**. This means that, over the 30 years from 2000 to 2030, Temple will have added an increment of new residents equal to two-thirds of its current population.

This chapter compares Temple to several other Texas cities in roughly the same population range. This population comparison indicates that Temple has the following characteristics when measured against similar Texas cities:

- Steady growth
- Aging population
- Increased racial diversity
- Comparable household incomes and lower property rates
- Comparable educational attainment
- Affordable housing

Chapter 3 - Urban Design and Future Land Use

This chapter provides a vision for the future physical development of Temple and preferred growth areas in the ETJ. The purpose of this chapter is to establish the necessary policy guidance that will enable sound decision-making about the compatibility and appropriateness of individual developments within the context of the larger community. The land use plan and associated community design principles will serve as the City’s policy for directing ongoing development and managing future growth, preserving valued areas and lands, and protecting the integrity of neighborhoods, while also safeguarding and enhancing community image and aesthetics. All of these strategies will achieve and maintain an envisioned community character for Temple.

Issues and Opportunities

- Protection and enhancement of economic assets
- Management of long-term development patterns in growth areas
- Revitalization of the City’s core neighborhoods
- Enhanced community image and design quality

Land Use Policies

1. Development should not occur within floodplains unless there is compliance with enhanced floodplain management practices.
2. The City’s land use pattern should focus new development and significant redevelopment where adequate public services and utility capacity are already in place or projected for improvement.

Temple’s community character is defined by:

- Gently rolling terrain
- Creek corridors
- Nearby lake area
- Surrounding countryside vistas
- Prominent landmarks on high elevation points, including the downtown skyline and Scott & White medical complex
- Tree-lined streets and distinctive homes in older neighborhoods
- Estate lot living opportunities in newer areas
- Large structures and campus settings where the community’s economic “engines” are located (manufacturing, distribution, medical, education)
- Numerous small businesses and retail sites all across the community
- Kids and adults at play at the City’s parks and sports fields
- I-35 corridor through the heart of the community, which delineates east from west and also makes Temple a highly visible city in Central Texas.

3. Development should be focused in infill areas and areas contiguous to the existing developed area and planned to occur sequentially outward as adequate facilities are available.
4. Development patterns should provide for transitions and buffering between various land use intensities. Where land uses of incompatible intensities abut, there should be adequate bufferyards to separate them.
5. Residential areas should not be situated next to intense nonresidential uses without provisions for increased separation and bufferyards to mitigate adverse impacts.
6. Neighborhoods should provide for a variety of housing types, thereby encouraging affordable living options in all areas.
7. Development form should be such that neighborhoods are highly walkable.
8. Appropriate standards should be in place to ensure the compatibility and visual cohesiveness of mixed-use development.

9. New development or redevelopment on infill parcels should maintain compatibility with existing uses and the prevailing land use pattern in the area.
10. Areas of historic value should be maintained and enhanced in accordance with preservation guidelines and development standards.
11. Multiple-family housing should be developed at a density and scale that is compatible with the surrounding neighborhood and available utilities and roadway capacity..
12. Uses that commonly have moderate- to large-scale assemblies of people should be appropriately located with sufficient space for off-street parking and accessory needs.
13. Commercial development should be concentrated in nodes at major intersections and other appropriate locations along primary roadways to maintain safe and efficient traffic flow on major roads. Commercial development should also be developed in neighborhood centers which encourage more integrated and pedestrian-oriented commercial settings.
14. Smaller-scale neighborhood retail and service uses should be located at intersections of collector and arterial streets and at the edge of logical neighborhood areas.
15. Industrial activities should be conducted within enclosed structures whenever possible and outdoor activities and/or storage should be properly screened from public view.
16. Less intensive industrial and heavy commercial development should be encouraged in high-quality business park settings.
17. The area around the Regional Airport should be reserved for appropriate uses that are less affected by aircraft noise, including office and/or industrial development.

Chapter 4 - Growth Plan

This chapter outlines methods by which the community can effectively manage its future development in a wise and fiscally responsible manner. It includes an assessment of the City’s utility infrastructure and public service capacities, both for serving today’s community as well as future development and population. It then outlines policies regarding how the City intends to accommodate growth and new development to ensure efficient land and roadway network utilization, orderly extension of public services, and achievement of a desired urban form and character over the coming decades. Tools are also provided for more accurately weighing the benefits and costs of new development and potential annexation activity by the City (including a fiscal impact analysis model to be developed in conjunction with the plan). This will help ensure that Temple does not overestimate – through its future land use plan – the likely amount of non-residential development the local market can support.

Reasons for Temple’s Recent Growth Pattern

- Lure to “green field” development due to the ease of development approval.
- The City’s cost-sharing ordinance
- Both allowances and limitations within the Zoning Ordinance
- There are several rural water providers around the periphery of the City.
- The Bell County Health Department’s requirement for septic systems is a minimum of a one-half acre lot.

Quantifying the Fiscal Impact of Growth

A parallel effort to the comprehensive planning process was the calibration of a fiscal impact computer model that will assist the City in comparing and contrasting government costs to the resulting revenue flow associated with growth. This financial modeling will assist the City in making decisions about such things as proposed land uses and capital improvements.

- The Texas Local Government Code allows rural development to occur without platting.
- Development outside the city limits does not pay City taxes.
- Land is generally less expensive outside the city limits.
- The natural amenities offered by the gently rolling terrain, mature vegetation, and lake are highly desirable as a living environment.
- There are multiple school districts.

Consequences of Sprawl

- Erosion of a defined community edge
- Degradation of environmental resources
- Overwhelmed public infrastructure
- A lack of coordinated planning between individual developments
- Premature and unexpected shifts in traffic patterns
- The private provision of streets and infrastructure systems
- Cumulative impacts on the natural environment
- Inefficient provision of services
- Declining rural character and agricultural operations
- Disinvestment in the original town area

Issues and Opportunities

- Exploring growth management mechanisms
- Maintaining basic water and wastewater infrastructure
- Supporting essential public safety services

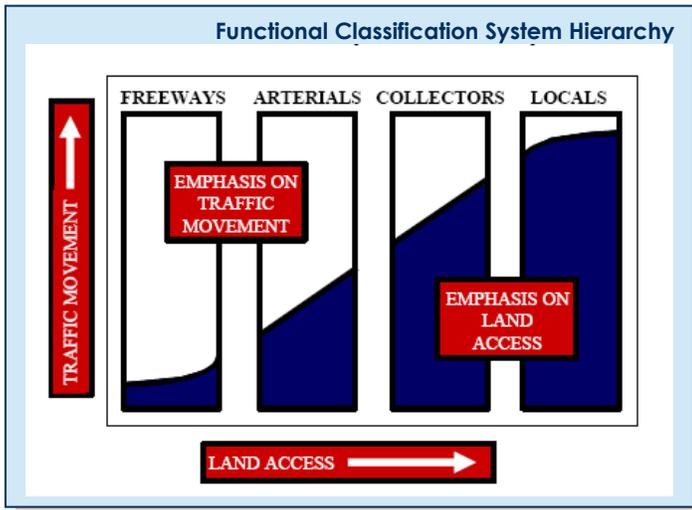
Growth Management Tools

In broad terms, growth management techniques considered for Temple include:

- **Comprehensive planning** to establish the policy basis for the institution and administration of growth regulations
- **Regulatory mechanisms**, including zoning and subdivision controls
- **Annexation**, which expands the geographic jurisdiction of the City to implement a full range of regulatory and fiscal approaches to growth management
- **Development and/or participation agreements**, which provide for infrastructure funding (and may, in some instances, include land use controls)
- **Improvement districts and political subdivisions**, which are independent entities that provide for infrastructure funding and operation
- **Interlocal cooperation contracts** as a means for local governments to agree with other units of government for the provision of infrastructure and public services, as well as administrative functions.
- **Extension of public utilities** by way of capital improvement programming

Chapter 5 - Transportation

This chapter addresses community-wide mobility needs on all levels, from sidewalks and trails, to local streets and neighborhood access, to arterial roadways and highways, and to public transit and freight movement. This plan element includes an updated Thoroughfare Plan, which is the long-term plan for orderly development of an overall system of roadways for the City and its planning area. This long-range transportation plan is to be used as a guide for securing



rights-of-way and upgrading and extending the network of arterial and collector roads and highways in an efficient manner. This should be done concurrent with ongoing development and consistent with the urban form and community character objectives contained in the Urban Design and Future Land Use element. Effective local transportation planning and improvements also require close coordination with

the Texas Department of Transportation, the Central Texas Council of Governments, and other local jurisdictions.

Issues and Opportunities

- Regional transportation
- Local transportation network
- Alternative modes of travel
- Neighborhood safety and connectivity

Roadway Design Standards

Local streets allow direct property access within residential and commercial areas. Through traffic and excessive speeds should be discouraged. Local streets typically comprise about 65 to 80 percent of the total street system.

Subdivision street layout plans include **collector streets** to provide efficient traffic ingress/egress and circulation. Collectors generally carry higher traffic volumes than local streets and require a wider roadway cross-section and added lanes at intersections with arterial streets to provide adequate capacity for both through traffic and turning movements. Speeds on collectors are slower and more turn movements are expected versus arterials; therefore, a higher speed differential and much closer intersection/access spacing can be used than on arterials. Collectors typically make up about five to 10 percent of the total street system.

Arterial streets form an interconnecting network for broad movement of traffic. Although they usually represent only five to 10 percent of the total roadway network, arterials typically accommodate between 30 and 40 percent of an area's travel volume. Since traffic movement, not land access, is the primary function of arterials, access management is essential to avoid traffic congestion and delays caused by turning movements for vehicles entering and exiting driveways.

Chapter 6 - Housing

This chapter offers an analysis of the area housing market to evaluate the existing housing stock and assess current and future housing needs of area residents. This includes the potential location, scale and mix of future residential development and redevelopment, as well as consideration of factors and amenities that may be impacting home-buying decisions and location preferences. The design of neighborhoods is also considered within the context of the City's current development regulations and the impact this has on housing development, infill potential, community form, land use compatibility, and connectivity – as well as the community's economic development potential and livability for residents.

Issues and Opportunities

- Making Temple an attractive living option
- Maintaining affordability
- Addressing special needs
- Neighborhood safety and connectivity

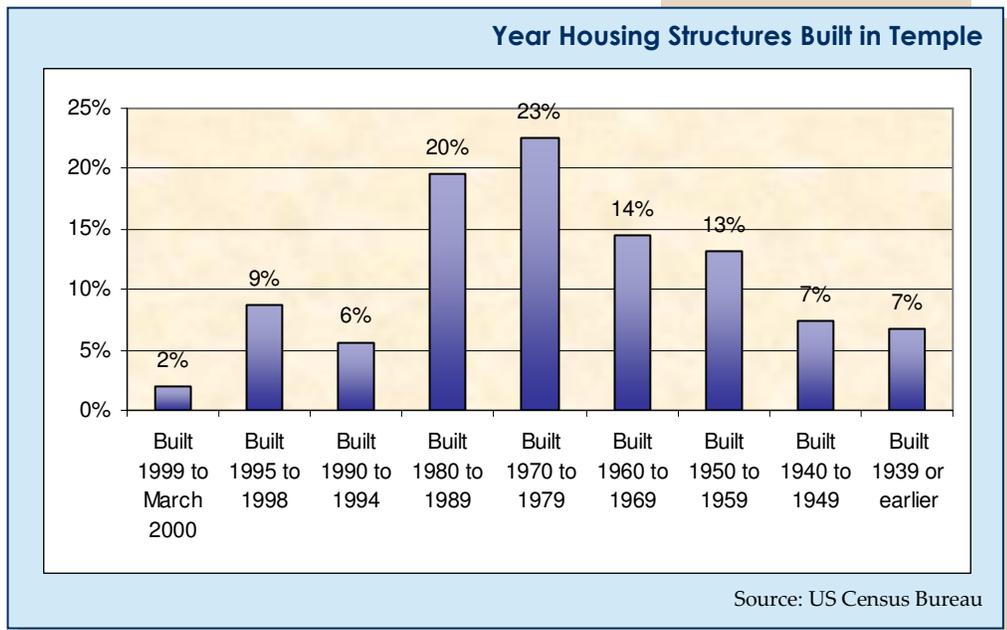
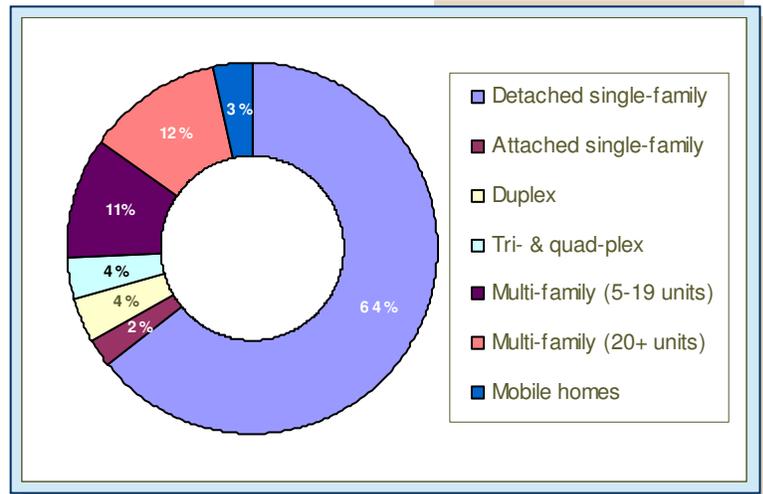
Housing Characteristics

According to data from the Real Estate Center at Texas A&M University, as a result of recent building activity in the MSA, more than 17 percent of area housing units have been built since 2000 compared to just fewer than 13 percent statewide. The comparison for owner-occupied housing is 18.3 percent locally versus 13.7 percent for all of Texas. For renter-occupied housing, 15.5 percent of units in the MSA are new since 2000 compared to 10.9 percent statewide.

The average household size in Temple in 2000 was 2.44 persons. Using this same average as a starting point, **Temple will need approximately 36,900 housing units by 2030** to accommodate its projected population and – assuming a variety of housing types are provided – maintain a sound, balanced housing market. **This will require the addition of nearly 13,500 more housing units by 2030**, compared to the 23,453 units Temple had as of Census 2000.

The two essential factors in housing affordability are incomes and home prices in a market area. For Temple, median household income has increased from

\$35,135 in 1999 (as reported through Census 2000) to \$48,800 (as estimated by the Real Estate Center at Texas A&M University). This represents a 39 percent increase over this period. For home costs, the median price from area home sales (as reported by the Temple-Belton Board of Realtors) increased from \$86,000 in 2000 to \$113,500 in 2006, which is a 32 percent increase. Based on this data, the Temple market has managed to keep the median home sale price from increasing as rapidly as median income growth so far this decade, which is a plus for general housing affordability.



Housing Unit Projections (2000-2030)

2010
 Population = 70,000
 Housing Units = 28,688
 Added Units = 5,235

2020
 Population = 80,000
 Housing Units = 32,787
 Added Units = 4,099

2030
 Population = 90,000
 Housing Units = 36,885
 Added Units = 4,098

Chapter 7 - Economic Development

This chapter provides a set of strategies for both strengthening and diversifying the economy, focusing especially on Temple’s desire for more retail investment and commercial redevelopment. It includes an economic assessment and outlines ways to support and retain existing businesses, attract and grow new job-creating businesses, and train the community’s workforce for current and future labor needs – all with a view toward achieving improved livability. This chapter integrates with the rest of the plan by highlighting the importance to economic development of adequate public facilities and services; available, affordable, adequate, accessible, and quality housing; and a quality, sustainable living environment for all residents of the community.

Today, economic development is as much about employee attraction as it is about employer attraction.

Issues and Opportunities

- Developing a Healthcare and Bioscience Cluster
- Pursuing Nontraditional Economic Development Opportunities
- Promoting Further Logistics, Distribution and other Light Industrial Investments
- Establishing a Positive Image for Temple Education

Economic Base and Retail Analysis

To better understand the economic development opportunities available in Temple, an assessment of the community’s demographic and economic trends was conducted. The purpose of this analysis is to identify Temple’s overall economic strengths and weaknesses in the context of the wider regional and national economies from a data standpoint; and, to provide a basis for the goals, objectives, and action statements outlined earlier in this chapter to address these issues. This quantitative analysis included a review of:

- **Employment Trends**
- **Demographic Characteristics**
- **Household Income Trends**
- **Occupations**
- **Retail Sectors and Retail Trade Area**
- **Retail Surplus**
- **Retail Leakage**

This assessment of Temple’s overall economic conditions reveals the need increased higher-wage employment. Employment data seem to indicate that the momentum for employment growth within Bell County has swung to areas away from Temple. At the same time, income levels appear to be lagging

Redefining PLACE

Much has been written about the importance of quality of life to the site selection process. Communities throughout the nation have positioned themselves by touting their advantages in this regard – good schools, safe streets, pleasant weather. These factors obviously are important, but the focus is still too narrow. Quality of life assumes that everyone thrives in the same environment and is attracted to the same amenities. It assumes that current residents’ view of what makes a community would be shared by all.

By contrast, **quality of place** considers what is attractive to a range of residents, both existing and new. The idea of quality of place accommodates growth and recognizes the benefits of change. It recognizes that one person’s “good place to raise a family” might translate into another’s “there’s nothing to do in this town.” Quality of place is about providing options, not just for current residents, but also for those who will be residents in the future.

Expanding Temple’s quality of place amenities and enhancing its community character will go far in making the city a more attractive location for educated and skilled workers. This chapter builds upon the core community character theme – and associated action strategies – that are found throughout this Comprehensive Plan, particularly in the Urban Design & Future Land Use and Housing chapters.

while the community's population is growing older. Combined, these trends indicate that specific catalysts may be required to stimulate activity in higher-wage and more rapidly growing employment sectors, such as through the development of the Temple Medical and Education District (TMED) or an intermodal freight site. Temple is also leaking a significant amount of retail dollars, at a time when the daytime population is nearly double the residents due to major employers.

Chapter 8 - Implementation

This final chapter utilizes the recommendations of the individual plan elements to consolidate an overall strategy for executing the comprehensive plan, particularly for the highest-priority initiatives that will be first on the community's action agenda. Specific tasks are cited which must be accomplished to achieve the community's vision and goals. This chapter also outlines the organizational structure necessary to implement the plan effectively, including roles and responsibilities, and establishes a process for annual and periodic appraisal of plan implementation efforts and necessary updating of the 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 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 TEDC, 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 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.

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. 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.

Key methods of plan implementation include:

- **Development Ordinances**
- **Capital Improvements**
- **Special Projects, Programs, and Initiatives**

The following table establishes an Action Agenda, prioritizing all of the recommendations of the Plan into the following categories: (1) Immediate, (2) Short-Term, (3) Mid-Term, and (4) Long-Term. The table is intended to be kept up-to-date and updated on an annual basis.

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			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	
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	

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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			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 requirements	Capital	X	X	X	X	PW, \$	
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	Capital				X	PW, \$	

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improvements							
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	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			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 EIS process; Evaluate implications for Temple	Coord	X	X	X	X	CM, PW	
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, \$	

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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			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			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	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 (i.e., shelters, preferential signal timing, etc.)	Study			X		PW, PL	
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	Study	X				PALS, PL,	

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Plan, prepare a bike & pedestrian plan						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			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	
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	

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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		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, regionally, & nationally	Program	X	X	X	X	CM	
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	Capital			X		CM, \$	

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through mobility options							
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			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	
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			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	

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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 specific 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	