The Next 10 | Evaluating Our Comprehensive Plan

Comprehensive Plan 10-year Evaluation and Appraisal Report

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Part I: Introduction

Overview and Purpose

College Station's Comprehensive Plan, adopted in May of 2009, serves as a statement of the community's vision for the future. It provides goals, policies, and actions on a broad range of topics and provides strategic direction to guide the City's physical growth while maintaining a high quality of life. As a long-range document with an anticipated life span of 20 years, the Comprehensive Plan calls for an Evaluation and Appraisal Report to be prepared every five years.

Near the end of this 10-year Evaluation process, the COVID-19 pandemic disrupted communities nationwide. While the City has many immediate needs and is working to implement its disaster-management plans, it is still important to plan for the long-term. As this situation is unfolding, many of the long-term impacts are not known. The City has many reasons to be optimistic about the future, and the Comprehensive Plan is its long-term guide. History from other disasters has taught that communities with clear long-range plans have an advantage in terms of obtaining funding and investment for recovery.

The purpose of an Evaluation and Appraisal Report is to serve as a "checkup" by identifying the long range Comprehensive Plan's successes and shortcomings and recommending appropriate modifications in response to changing conditions. This report and its associated appendices:

- Builds upon the Five-year Evaluation and Appraisal prepared in 2014.
- Provides a review of the basic conditions and assumptions related to the City's growth.
- Evaluates implementation progress related to the Plan's goals, strategies, and action items.
- Serves to prepare the City for a major update to the Plan by defining potential modifications to its policies, action items, and structure.

What is the Comprehensive Plan?
The Comprehensive Plan is a policy document adopted by the City Council that serves as a guide for decisions about our physical development. The Local Government Code, which gives cities their police powers, requires that land use decisions be in compliance with the Comprehensive Plan, so it is very important to keep it up to date. The purpose of the plan is to anticipate growth and to guide that growth in a manner that provides College Station with a balance of land uses that promote economic development while retaining quality of life.

The Plan expresses community values and aspirations through goals and objectives. It also contains policy guidance in the form of text, maps, and specific actions related to land use and character, neighborhoods, housing, environment, economic development, transportation and related topics. It is implemented over time through the City's zoning and other regulations,

Process

This 10-year Evaluation and Appraisal process, called simply *The Next 10,* is more rigorous in scope than the previous five-year evaluation. It contains a set of potential amendments to key maps, features a list of potential strategies and actions, and involved multiple rounds of community input including a scenario modeling effort that considered the potential impact of policy alternatives. The 14-month process began in July of 2019 and concluded in September 2020.

Comprehensive Plan Evaluation Committee. A 13-member group called the Comprehensive Plan Evaluation Committee (CPEC), met throughout the process to provide input and feedback to guide both the substance and the process of the Evaluation. The CPEC was composed of members of the Planning and Zoning Commission, current and former City Council members, and citizen representatives.

Community and stakeholder input. Two rounds of stakeholder and community input were conducted. The first round, during the summer of 2019, began with a series of individual and small group interviews with a variety of targeted community stakeholders including leaders from City departments, representatives of the County, City of Bryan, Texas A&M University, student government, economic development, business groups, neighborhood groups, realtors and developer, and others. Over 130 stakeholders participate in those targeted discussions. Then, four community workshops, called Focus on the Future workshops, were conducted.

Over 200 participants worked in small groups with trained facilitators to provide feedback on the existing Comprehensive Plan goals, input on issues and opportunities, and input on geographic locations for future planning. Following these workshops, similar activities were offered online with another 200 participants. Additionally, a workshop that engaged nearly 100 university students was convened in partnership with Texas A&M's student government association. In total, approximately 600 people participated in the first round of input.

The second round of public input conducted in summer of 2020 obtained feedback on potential updates to the future land use map, and conceptual scenarios for six geographic areas of the city. Due to COVID-19, this round was conducted entirely online and branded the virtual Community Choices Workshop. A web page containing a series of maps and prompts allowed for rating and open-ended input, while series of videos explained the material and expectations. Approximately 200 people participated, providing over 1,900 data points.

Details of the community and stakeholder input processes is contained in Appendices B and F.

Best Practices. Part of The Next 10 process involved considering potential best practices and planning innovations from other communities based on College Station's issues, assets, challenges, and future opportunities. A Best Practices Report (Appendix D) describes potential strategies and case studies from other comparable communities (including cities with large universities) to address topics prioritized by City leadership. That research is integrated into recommendations in this Evaluation and Appraisal Report.

Scenario modeling. Another significant component of the planning effort was the development and evaluation of scenarios for six geographic areas of the City. The scenario planning process for the Next 10 illustrated potential disparities between existing conditions, a likely future supported by existing Comprehensive Plan policies, and an alternative future that may be possible with changes to existing policies. The scenarios and their performance measures (detailed in Appendix E), along with the public feedback gathered will be used to inform potential future updates to the Comprehensive Plan or other City policies.

COMMUNICATION AND OUTREACH

To inform the public about the importance of The Next 10 and opportunities for input, the City conducted a rigorous communication and outreach campaign. That effort included traditional media and electronic media communication, as well as word-of-mouth outreach with the assistance of the Comprehensive Plan Evaluation Committee. Outreach transitioned to primarily digital toward the end of the project due to COVID-19. Specific communication and outreach activities included:

- Multiple social media campaigns
  - Twitter
  - Facebook
  - LinkedIn
- Features on the City's website and homepage
- A Next 10 project webpage and email list
- Multiple blog posts
- City Council Weekly Update articles
- City newsletters
  - Recreation Connection
  - Neighborhood eNews
  - Planning & Development Services
- Newspaper columns and letters to the editor
- Newspaper ads (digital and print)
- Radio interviews
- Personal email invitations for participation
- Personal emails to multiple Texas A&M student organizations and divisions and inclusion in student listserves
- Flyers and posters
- Presentations to civic groups and student organizations
- In-person promotion at community events

Changing Conditions

City staff prepared an assessment of existing conditions in 2018 to provide context for the Evaluation. The Existing Conditions Report (Appendix A) considered population growth and projections, demographic and socioeconomic makeup, existing land use, and other physical development trends. Much of this report is based on the most recent City data and estimates from the US Census Bureau. As the City looks to the future, significant conditions and trends include:

Continued growth. The City has maintained an average annual growth rate around 2.8% and is projected to continue to grow in population. Texas A&M University's increasing student enrollment continues to be a significant driver of this growth. The 2020 US Census will likely affirm population and demographic conditions. One anticipated outcome of the 2020 Census is that the Bryan-College Station metropolitan area will reach a population over 200,000, at which point, the region will receive less Federal funding for transit service. Providing balanced mobility choices, housing options, and quality of life amenities will be critical to serving a growing and diversifying population.

Increasing costs of growth. There are growth opportunities on the City's edge, but also challenges with providing well-timed infrastructure improvements that support long-term financial wellbeing for the City. Also, it may be cost prohibitive to provide utility services in some areas, particularly on the City's southwestern edges. The City must be strategic with its future investments in infrastructure, facilities, and services.

Changing annexation laws. In 2019, the Texas State Legislature changed how cities can annex, effectively requiring property owners to request or opt-in to annexation. Cities can no longer unilaterally annex territory. With limited incentives for annexation in the City's Extraterritorial Jurisdiction (ETJ), it is more challenging for the City to expand its boundaries in the future. The City may need to continue and potentially increase the use of other growth management tools, such as development agreements and municipal utility districts (MUDs).

Many redevelopment and reinvestment opportunities. There are many developed areas that are underutilized where infill and redevelopment could create more viable and vibrant places. While some of these areas were defined in the existing Comprehensive Plan, redevelopment activity has been slower than some expected. The pace of redevelopment is largely dependent on local economics and physical conditions, but City investments or policies could influence or incentivize redevelopment potential. Nationally, there is expected to be continued demand for walkable, integrated, mixed use districts and the City could encourage infill and redevelopment opportunities to support this type of development.

COVID-19. Near the end of this 10-year Evaluation process, the COVID-19 pandemic disrupted communities nationwide. While specific short-term impacts of the pandemic are still being assessed, the Comprehensive Plan sets long-term goals and policies that endure short-term disruptions. Even so, there may be opportunities to address relatively short-term needs in the Comprehensive Plan update. Such needs could include policies to incentivize redevelopment or reuse of vacant sites, streamline development or permitting processes, or otherwise support struggling small businesses. Other strategiescould involve evaluating data regularly to fully understand how the pandemic will

impact business activity, development demand, commuting patterns, recreational facility use, or other community needs.

Plan Successes

The Comprehensive Plan's implementation chapter established a protocol for regular reporting and evaluation of progress. Each year, the City prepares a summary report of notable plan progress and development activity. At 5-year intervals, a more thorough evaluation is prepared (such as this report), which typically leads to amendments to the plan itself.

As part of this 10-Year Evaluation and Appraisal, an Implementation Progress Assessment (Appendix C) was conducted to review each action item in the plan and determine its status (complete, not complete, ongoing, etc.) Based on this exercise, many of the plan's action items have been initiated or completed, while others were no longer relevant. A smaller number of items had not been undertaken but were still supported, or had been initiated but progress was limited. This analysis also helped identify duplicate items that could be refined or consolidated.

This report contains a list of potential actions for the Comprehensive Plan that includes new recommendations and carries forward other existing actions with refinements.

Interim Amendments

Several updates and amendments to the plan have been adopted since the previous five-year evaluation was prepared. These include the following plan updates:

1. Update to the Water System Master Plan dated April 2017
2. Update to the Wastewater System Master Plan dated April 2017
3. Update to the Thoroughfare Plan section (Chapter 6) of the Comprehensive Plan (2017)
4. Update to the Growth Management section (Chapter 8) of the Comprehensive Plan based on recommendations from the annexation task force (2017)
5. Update to the Bicycle, Pedestrian, and Greenways Master Plan and associated Comprehensive Plan maps (2018)
6. Updated to the Economic Development Master Plan (Chapter 4) of the Comprehensive Plan (May 2020)

Numerous small revisions to the Future Land Use and Character map (29 in total) have been made since 2015.

Themes that the Plan Update Must Address

The following 10 themes guide the recommendations in this Evaluation and Appraisal Report. These were distilled from input of stakeholders, the public, City staff, and the CPEC. A future update to the Comprehensive Plan should address these themes.

1. Creating a stronger sense of place
2. Encouraging infill and redevelopment in strategic locations
3. Protecting the character of established stable neighborhoods
4. Expanding housing choices
5. Focusing on quality of life, amenities, and “things to do”
6. Building a more complete transportation system
7. Maintaining fiscally responsible growth
8. Addressing environmental resiliency and “green” initiatives
9. Improving coordination between the City and University
10. Creating a more actionable, strategic, and user-friendly Plan

Part II: Big Picture Recommendations

The following recommendations detailed in this section include potential updates to the Plan that address the 10 themes defined on the previous page. These Big Picture recommendations involve potential updates to the Plan's major guiding vision, goals, and policy maps. They also include recommendations that apply to the Plan's structure and each of its chapters.

A. **Consider renaming the chapters to reflect aspirations**

B. **Refine the vision statement and goals**

C. **Refine the Concept Map**

D. **Refine the Future Land Use Map**

E. **Prioritize areas for additional detailed planning**

F. **Refine the Thoroughfare Plan**

G. **Refine the Annexation Priorities and Phasing Plan**

H. **Add a chapter about partnerships and collaboration**

I. **Revise the Plan's recommendation structure and format**

A. Consider renaming the chapters to reflect aspirations

The Plan is organized into nine chapters that are named based on common comprehensive plan elements. Input with staff, stakeholders, and CPEC included potentially renaming some of the chapters to be more aspirational and to better reflect the Plan goals.

A.1. Rename Chapter 6. Transportation to "Mobility"

Use the term "mobility" in place of Transportation in the title of Chapter 6 to reflect that this element is more than roads, traffic, and cars.

A.2. Consider chapter names that use verbs or adjectives.

Some modern comprehensive plans are organized by themes rather than literal topic names. A similar idea could be implemented in College Station's plan by renaming the existing chapters to reflect themes or aspirations. The following example renames the existing chapters using adjectives or verbs. The CPEC generally preferred a hybrid of the Example and retaining some of the existing chapter names, specifically Neighborhood Integrity. There was group consensus that Transportation should be renamed to Mobility.

EXAMPLE

Potential Chapter Titles	Existing
1. Plan foundation	1. Introduction
2. Distinctive places	2. Community Character
3. Strong neighborhoods	3. Neighborhood Integrity
4. A prosperous economy	4. Economic Development
5. Desirable amenities	5. Parks, Greenways, and the Arts
6. Integrated mobility	6. Transportation
7. Exceptional services	7. Municipal Services and Community Facilities
8. Managed growth	8. Growth management and capacity
9. Plan implementation	9. Implementation and Administration

B. Refine the vision statement and goals

The Comprehensive Plan includes a vision statement and seven goals that depict the City's high-level aspirations. A plan's vision and goals should be enduring and may not need to be re-evaluated on a regular basis. However, based on community input and discussions with the CPEC, there is a need to consider refinements to the statements in the 10-year update.

B.1 Refine the Vision Statement

The following comments were provided by the CPEC regarding the vision statement.

- Remove "Research Valley" and replace with Texas Triangle
- Consider adding resiliency, sustainability, and fiscal health
- Consider replacing "growth" with character and quality of place
- Simplify wording of bullet #2
- Consider adding "community pride"
- Remove the term "remain" – the statement should be bolder and more aspirational

The following proposed vision statement shortens the existing vision, incorporates the above comments, and utilizes the chapter themes suggested in A.2. on the previous page.

Draft Proposed Vision	Existing Vision
College Station, the proud home of Texas A&M University, will serve as an example of a vibrant, forward thinking, knowledge-based community, that promotes the highest quality-of-life.	College Station, the proud home of Texas A&M University and the heart of the Research Valley, will remain a vibrant, forward thinking, knowledge-based community which promotes the highest quality of life for its citizens by ... • Ensuring safe, tranquil, clean, and healthy neighborhoods with enduring character; • Increasing and maintaining the mobility of College Station citizens through a well-planned and constructed inter-modal transportation system; • Expecting sensitive development and management of the built and natural environment; • Supporting well planned, quality and sustainable growth; • Valuing and protecting our cultural and historical community resources; • Developing and maintaining quality cost-effective community facilities, infrastructure and services which ensure our City is cohesive and well connected; and, • Pro-actively creating and maintaining economic and educational opportunities for all citizens. College Station will continue to be among the friendliest and most responsive of communities and a demonstrated partner in maintaining and enhancing all that is good and celebrated in the Brazos Valley. It will continue to be a place where Texas and the world come to learn, live, and conduct business!

B.1 Refine the Goals

The Comprehensive Plan contains seven goals, one for each of the topical chapters. The existing goals are written inconsistently and may omit important ideas that relate to the vision. For the purpose of this Evaluation, a Goal is defined as: an intended outcome expressed in simple terms. The following Comprehensive Plan goals are listed below. Each topic provides a list of comments from the CPEC pertaining to that chapter's goal, followed by a proposed revision to the goal.

Community Character (chapter 2)

- Replace "rural areas" with green spaces
- Consider use of "conserve" rather than "protect"

Draft Proposed	Existing
Vibrant and distinct districts, attractive neighborhoods, revitalized gateways and corridors, and conserved natural areas, grounded in environmental stewardship and resiliency.	To be a community with strong, unique neighborhoods, protected rural areas, special districts, distinct corridors, and a protected and enhanced natural environment.

Neighborhood Integrity (chapter 3)

- Use the word "foster" as opposed to "protect"
- Goal should apply to all neighborhoods, not just established ones

Draft Proposed	Existing
Viable and attractive neighborhoods that maintain long-term neighborhood integrity while collectively providing a wide range of housing options for a diverse population.	To protect the long-term viability and appeal of established neighborhoods.

Economic Development (chapter 4)

The Economic Development chapter references the Economic Development Master Plan. An update to that master plan was adopted by City Council on May 14, 2020.

- Concern that the term "full-time jobs" excludes an important dimension of employment opportunities
- Consider entrepreneurs and workforce development
- Need to be welcoming for all – job opportunities (diverse) and housing

Draft Proposed	Existing
A diversified economy with a wide variety of quality, stable jobs; support for entrepreneurs, and opportunities to develop skills; that provides a tax base to support the City's ability to foster a high quality of life; and where economic prosperity is widespread.	A diversified economy generating quality, stable, full-time jobs; bolstering the sales and property tax base; and contributing to a high quality of life.

Parks, greenways, and the arts (chapter 5)

- Consider changing the title of this element since it is broader than parks. Perhaps "recreation and amenities"

Draft Proposed	Existing
Highly desirable parks, greenways, and arts and culture amenities that support high-quality experiences for residents and visitors.	Diversity of parks, greenways and the arts for leisure and recreation as well as for entertainment, education and culture to achieve a high quality of life for all residents and visitors.

Transportation (Mobility) (chapter 6)

- Use a comprehensive approach to mobility that is sensitive to and supportive of the surrounding land use context

Draft Proposed	Existing
An innovative, safe, and well-connected mobility system serving all user types that is designed to support the surrounding land uses.	Improved mobility through a safe, efficient, and well-connected multimodal transportation system designed to be sensitive to the surrounding land uses.

Facilities and Services (chapter 7)

- No comments

Draft Proposed	Existing
Exceptional municipal facilities and services that meet community needs, contribute to community character, exhibit environmental stewardship and resiliency, support surrounding land uses, incorporate full life-cycle costs, and are coordinated and fiscally responsible.	Municipal facilities that meet community needs, contribute to community character, are sensitive to the surrounding land uses, and provide exceptional municipal services.

Growth Management (chapter 8)

- Remove leading verb (applies to all)

Draft Proposed	Existing
Fiscally responsible and carefully managed development that is aligned with growth expectations and the ability to provide safe, timely, and efficient infrastructure and services.	Ensure fiscally responsible and carefully managed development aligned with growth expectations and in concert with the ability to deliver infrastructure and services in a safe, timely, and effective manner.

Partnerships and Collaboration (new chapter 9)

Draft Proposed	
Well-coordinated planning at all levels and effective engagement with local jurisdictions, institutions, and organizations to further realize the City's vision and support the broad community.	

C. Refine the Concept Map

The Concept Map is intended to provide a broad overview of the City's growth and development strategy. It designates general growth types including redevelopment, growth, and conservation. It also identifies locations where small area plans or neighborhood plans exist or should be created in the future. This information is used along with the Future Land Use map to guide development decisions, infrastructure, and rezonings.

However, some of the information on the Concept Map overlaps with information the Future Land Use Map, requiring staff to reference both maps together. Also, some information shown such as growth areas or special planning areas may no longer be relevant or feasible.

C.1. Make the map more strategic by highlighting only areas for change and areas with special plans.

Rather than identifying all parts of the city with a concept such as growth, redevelopment, or a neighborhood plan, the map should highlight only those areas where a change in land use or character is intended or where there are special plans and policies.

C.2. Show only neighborhood or special planning areas that have or will have a neighborhood plan or area plan.

Another more strategic option is to show only the existing neighborhood plans, special district plans (Medical District), and defined planning areas. Future or potential planning areas should be removed.

C.3. Consider renaming the map.

Consider renaming the Concept Map to "Planning Areas Map" or a similar name that reflects its new content.

C.4. Move the information describing the general intent for the planning areas into the Future Land Use Category definitions.

The map identifies growth and planning areas and defines the intent for each of those areas within the plan text. The guidance of those statements should be reflected in the definitions of Future Land Use categories and not tied to this map. That change would make the Future Land Use map and the Concept Map serve different purposes and would reduce the need to consult both maps. Growth and redevelopment areas could still be identified on the Concept Map, but they should represent strategic priority areas.

D. Refine the Future Land Use Map

The Future Land Use Map is the primary policy guide to the City's future physical development. It uses general land use categories to express the expectations and intent for how land in the City and its ETJ should be used in the future. The map is used to guide decisions about zoning changes and infrastructure investment.

A future land use map should provide clear expectations for City decision-makers, the development community, and the public, while also providing flexibility to accommodate specific site context, unique opportunities, and changing long-term conditions. This challenge means that future land use maps vary widely between communities.

Based on community and stakeholder input, changing conditions, and best practices, several updates should be considered for the Future Land Use map. These updates include renaming the categories, refining the definitions of those categories, and changing the categories applied to some locations in the City.

D.1. Consolidate and rename categories on the Future Land Use Map

One concern noted from stakeholders is that College Station's Future Land Use map appears similar to the City's zoning map in many ways, which often creates confusion. It includes a relatively large number of categories and several categories have the same name as zoning districts, but with different meaning. Additionally, there may be important development concepts that are not adequately accommodated by the current categories. The table on the following page illustrates a proposed list of categories that address three issues.

a. **Reduce the number of categories to simplify the map.** The current map includes 25 categories, eight of which apply only to the Wellborn special district. In comparison, recent plans for similar communities typically include between 12 and 18 categories. The following proposed list includes 17 categories and shows how those proposed categories relate to existing categories. Note that the underlying zoning districts that implement these categories would not change.

b. **Rename the categories to be distinct from zoning district names.** The category names have been changed so that they are different than zoning district names. The proposed names describe types of places, rather than specific uses or development densities.

c. **Introduce new categories that reflect missing development types, concepts, or conditions.** A new neighborhood-scale center (mixed-use) category and a new mixed residential category are proposed.

PROPOSED: ***Consolidated list of Future Land Use Categories***

	Existing categories	Proposed categories	Map color	Color value (rgb)
	Mixed Use Centers			
1	Urban Mixed Use	Urban Center		122 0 0
2	Village Center (unmapped)	Neighborhood Center		180 120 100
	Commercial Areas			
3	General Commercial	General Commercial		237 18 18
4	Suburban Commercial	Neighborhood Commercial		250 162 162
5	Business Park	Business Center		149 100 189
	Neighborhood and Residential Areas			
6	Urban	Urban Residential		235 152 0
7	NEW	Mixed Residential		235 194 61
8	Restricted Suburban General Suburban	Suburban Residential		247 239 87
9	Estate	Estate Residential		255 255 179
10	Neighborhood Conservation	Neighborhood Conservation		176 179 14
	Institutional and Special Districts			
11	Texas A&M University	Texas A&M University		216 226 237
12	Institutional/Public Utilities	Institutional/Public		158 210 232
13	Medical Use	Medical		0 97 199
14	Wellborn Preserve (open) Wellborn Estate (open) Wellborn Business Wellborn Commercial Wellborn Preserve Wellborn Estate Wellborn Restricted Suburban Wellborn Suburban	Wellborn		0 149 168
	Limited Development Areas			
15	Natural (protected)	Parks and Greenways		92 120 68
16	Natural (reserved)	Natural Areas		192 214 154
17	Rural	Rural		224 242 194

D.2. Clarify the definitions of each Future Land Use category

The current plan's future land use categories are each defined with a short text description. In some cases those descriptions accommodate a wide range of potential uses and development types. One example is the existing "Urban" category, which in many contexts means high density residential, but could also mean commercial, office, or a vertical mixing of uses depending on location. These current definitions provide flexibility, but may be less successful at providing clarity and predictability. In some locations, the Concept Map also indicates expectations for development.

The future land use categories could be redefined to provide clearer expectations about future development for policymakers, staff, and the public while still providing flexibility needed in a long-term city-wide policy guide. The following example definitions employ a character-based approach that include a general description, statements of intent, physical attributes, and representative example photos.

EXAMPLE: ***Future land use type definitions from another plan***

LIMITED COMMERCIAL

Limited Commercial areas are smaller nodes of commercial development that provide goods and services to and within walking distance of surrounding neighborhoods. They generally exist near prominent intersections within a neighborhood or at its edge, and may serve as a transition between a more intense Corridor Commercial and a residential area. These centers may include mixed-use, live-work, or multi-family residential uses that are compatible in scale to nearby neighborhoods.

Intent

- Accommodate limited commercial services by-right compared to Corridor Commercial; allow other uses (such as drive-throughs, etc.) under some conditions.
- Provide pedestrian and bicycle connectivity to surrounding neighborhoods and nearby public uses (schools, parks, etc.).
- Support some residential use that is compatible with the surrounding neighborhood character.
- In a walkable neighborhood context, locate new buildings near the street and accommodate parking to the side or rear of buildings and accommodate on-street parking.
- Improve/provide public realm features such as signs, sidewalks, lighting, landscaping, and street trees.

Primary Uses

- Small-scale commercial/ retail/services
- Office
- Vertical mixed-use

Secondary Uses

- Multi-family residential
- Civic/Institutional
- Parks and open space

Building Blocks

Building blocks described below serve as a general guide to the intended scale and character of development. Specific standards including building height, setback, lot size, and lot coverage (among other standards) are defined in the Zoning Ordinance and may vary by zoning district.

Height Range	1-2 stories (generally up to 35 feet).
Building Form	Predominantly single story, but may have 2-story appearance. Includes large footprint buildings and both attached and freestanding structures.
Building Setback	15-30 feet.
Streets	Small, grid-like blocks with a streetscape designed to encourage pedestrian activity.
Transportation	Walking, biking, automobile, supportive of transit opportunities.
Parking	On-street or shared surface parking located to the side or rear of buildings.
Open Space	Increased landscaping and "green infrastructure" elements per site and integrated in streetscape. Plazas, parks and trail connections as amenities.

Example Pattern

Example Character

TRADITIONAL NEIGHBORHOOD, CORE

Residential areas encompassing Tuscaloosa's early historic neighborhoods and modern "neo traditional" neighborhood developments (TNDs). These areas are appropriate for a mix of compact housing ranging from small-lot single family, to townhomes and small multi-family buildings. Traditional neighborhoods have a walkable block pattern with integrated neighborhood amenities such as parks and schools. Small office, commercial, and civic uses may also exist in these areas along major thoroughfares.

Intent

- Encourage neighborhood-scale commercial centers located at the edges of a neighborhood.
- Allow residential infill that fits-in with neighboring homes (building scale, placement, etc.).
- Support more intense residential infill and redevelopment adjacent to commercial or mixed use centers.
- Continue historic preservation efforts to maintain the existing neighborhood character within city-designated historic districts.
- Encourage integrated neighborhoods through shared open space amenities and vehicular and pedestrian connectivity, where feasible.

Primary Uses

- Multi-family residential
- Single family residential
- Two-family residential
- Attached residential (townhomes, duplexes)

Secondary Uses

- Civic/Institutional
- Parks and open space
- Neighborhood-scale office or commercial

Building Blocks

Building blocks described below serve as a general guide to the intended scale and character of development. Specific standards including building height, setback, lot size, and lot coverage (among other standards) are defined in the Zoning Ordinance and may vary by zoning district.

Height Range	1-3 stories (generally up to 35 feet).
Building Form	Variety of building types and sizes clustered and grouped but linked by a connected street network.
Building Setback	0-20 feet, generally consistent within a block.
Streets	Blocks are small and walkable. Streets generally form a grid system within the neighborhood; alleys are common.
Transportation	Walking, biking, transit, automobile.
Parking	On-street and private off-street.
Open Space	Preserved passive open space, neighborhood / community parks, pocket parks, private yards, connections to school yards.

Example Pattern

Example Character

Future Land Use and Zoning – An Overview

The Future Land Use map and categories are general policy guides for how areas of the City could develop in the future. The zoning map is a legal document that that regulates how a specific property can be developed today. Each property in the City is assigned to one zoning district. The Future Land Use categories reference multiple potentially appropriate zoning districts. Zoning map changes are considered based on the Future Land Use Map, other City policies, and the context of a specific site. Zoning changes involve a public hearing process.

PROPOSED*: Future Land Use Definitions based on proposed categories*

Urban Center

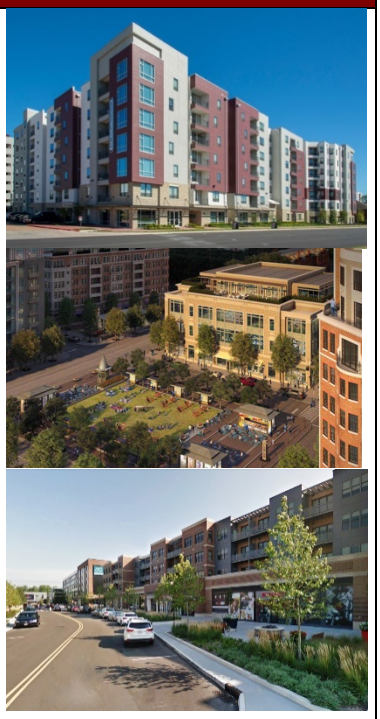
Areas that are appropriate for the most intense development and mix of uses arranged in a compact and walkable pattern. These areas will tend to consist of multi-story residential, commercial, and office uses that may be mixed vertically within mixed-use structures or horizontally in an integrated manner. Urban Centers should also incorporate consolidated parking facilities, access to transportation alternatives, open space and recreational facilities, and public uses.

Building Height: 5 stories average
Mobility: Walking, biking, transit, automobile.

Intent

- Create and reinforce walkable activity centers with small blocks that are connected to surrounding development and include a mix of complementary uses.
- Accommodate a mix of building types including freestanding and attached structures that frame attractive pedestrian zones between buildings and streets.
- Encourage commercial uses along primary streets.
- Encourage vertical mixed-use structures with ground-floor retail in appropriate locations such as along major corridors.
- Support multifamily residential as a secondary component of a center.
- Encourage shared surface parking located behind buildings or to the side of buildings; structured parking; and on-street parking where possible.

Zoning districts:
MU Mixed-Use,
In Northgate only: NG-1, NG-2, and NG-3
In Wolf Pen Creek only: WPC



Neighborhood Center

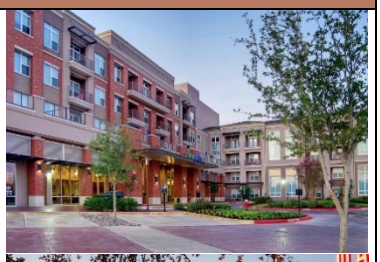
Areas that are appropriate for a mix of uses arranged in a compact and walkable pattern at a smaller scale than Urban Centers. These areas consist of residential, commercial, and office uses arranged horizontally in an integrated manner and may be mixed vertically within structures. Neighborhood Centers should also incorporate consolidated parking facilities, access to transportation alternatives, open space and recreational facilities, and public uses.

Height: 3 stories average;
Mobility: Walking, biking, transit, automobile.

Intent

- Create and reinforce walkable activity centers that are connected to surrounding development and include a mix of complementary uses.
- Accommodate a mix of building types that frame attractive pedestrian spaces.
- Encourage commercial uses along primary streets.
- Support vertical mixed-use structures with ground-floor retail in appropriate locations such as along corridors or major intersections
- Support multifamily residential as a secondary component of a center.
- Encourage shared surface parking located behind or to the side of buildings, with some limited parking in front of buildings; structured parking; and on-street parking where possible.

Zoning districts: MU Mixed-Use
In Wolf Pen Creek only: WPC



General Commercial

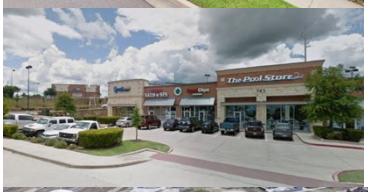
Concentrated areas of commercial activities that cater to both nearby residents and to the larger community or region. Generally, these areas tend to be large and located along regionally significant roads. Due to their context, these areas tend to prioritize automobile mobility.

Height: 1-2 stories average
Mobility: Primarily automobile, but accessible by walking, biking, and transit.

Intent

- Accommodate a wide range of commercial uses.
- Concentrate future commercial development at major intersections.
- Provide connectivity to surrounding bicycle and pedestrian networks and provide safe pedestrian facilities within sites.
- Encourage transitions in building height and mass when adjacent to residential neighborhoods.
- Support multi-family residential as secondary uses on a site.
- Encourage shared surface parking

Zoning districts*:* GC General Commercial, O Office, MU Mixed-Use



Neighborhood Commercial

Areas of commercial activities that cater primarily to nearby residents. These areas tend to be smaller format than general commercial and located adjacent to major roads along the fringe of residential areas. Design of these structures is compatible in size, architecture, and lot coverage with surrounding residential uses.

Height: 1-2 stories average
Mobility: Primarily automobile, but accessible by walking, biking, and transit.

Intent

- Accommodate limited commercial services compared to General Commercial.
- Provide pedestrian and bicycle connectivity to surrounding neighborhoods and nearby public uses (schools, parks, etc.).
- Support some residential use that is compatible with the surrounding neighborhood character.
- Encourage transitions in building height and mass when adjacent to residential neighborhoods.
- In a walkable neighborhood context, locate new buildings near the street and accommodate parking to the side or rear of buildings with some limited parking in front of buildings and accommodate on-street parking where possible.

Zoning districts*:* SC Suburban Commercial, O Office

Business Center

Areas that include office, research, or industrial uses that may be planned and developed as a unified project. Generally, these areas need convenient access to arterial roadways.

Height: Varies
Mobility: Primarily automobile

Intent

- Accommodate a variety of large footprint buildings.
- Accommodate commercial and service uses within Employment Centers.
- Accommodate pedestrian, bicycle, and transit connectivity to and within Employment Centers.
- Provide buffering through landscaping and building placement where large-scale employment sites are adjacent to residential areas.

Zoning districts*:* BP Business Park, BPI Business Park Industrial, CI Commercial Industrial

Urban Residential

Areas that are appropriate for a range of high density multi-family and attached residential development in various forms including townhomes, apartment buildings, mixed-use buildings, and limited non-residential uses that are compatible with the surrounding area.

Height: 3 stories average
Mobility: Walking, biking, transit, automobile.

Intent

- Accommodate a wide range of attractive multi-family housing for a diverse population. Buildings may be clustered and grouped. Building setback from street varies but is generally consistent within a development.
- Provide vehicular and pedestrian connectivity between developments.
- Accommodate streetscape features such as sidewalks, street trees, and lighting.
- Support commercial, service, office uses, and vertical mixed-use within redevelopment areas.

Zoning districts*:* MF Multi-Family, MU Mixed-Use, T Townhouse

Mixed Residential

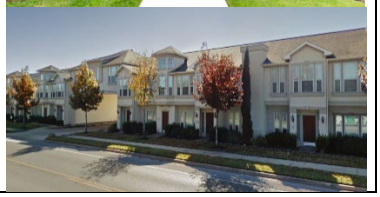
Areas appropriate for a mix of moderate density residential development including, townhomes, duplexes, and small (3-12 unit) multi-family buildings, and limited small-lot single family. These areas are appropriate for residential infill and redevelopment that allows original character to evolve. These areas may serve as buffers between more intense multi-family residential or mixed-use development and suburban residential or neighborhood conservation areas.

Height: Varies (generally 2-3 stories)
Mobility: Walking, biking, transit, automobile.

Intent

- Accommodate a walkable pattern of small lots, small blocks and well-connected street pattern.
- Accommodate streetscape features such as sidewalks, street trees, and lighting.
- Encourage community facilities, parks, and greenways within neighborhoods
- Support neighborhoods with a mix of housing types and where larger or more dense housing is located near community facilities or adjacent to commercial or neighborhood centers

Zoning districts*:* D Duplex, T Townhouse, limited scale MF Multi-Family, limited scale GS General Suburban



Suburban Residential

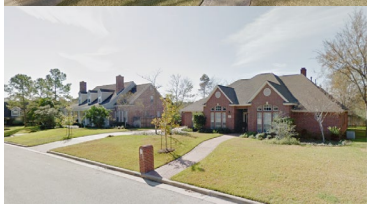
Primarily single-family residential areas that consist of low to moderate density single-family lots. These areas may also include limited townhomes, duplexes, other housing types, and some non-residential uses that are compatible with surrounding single-family areas. Development types tend to be highly consistent within a subdivision or neighborhood.

Height: 1-2 stories average
Mobility: Primarily automobile, but accessible by walking, biking, and transit to surrounding neighborhood services and centers.

Intent

- Accommodate streetscape features such as sidewalks, street trees, and lighting
- Support neighborhoods with a mix of housing types
- Encourage community facilities, parks, and greenways within neighborhoods
- When establishing new residential areas or expanding existing developments, provide pedestrian and vehicular connectivity between adjacent developments

Zoning districts*:* RS Restricted Suburban, GS General Suburban



Estate Residential

Primarily single-family residential areas that have a low level of development activities. These areas are appropriate for very low-density residential lots one-acre or greater lot sizes or average 20,000 square feet lots when clustered around open space.

Height: 1-2 story average
Mobility: Primarily automobile

Intent

- Support a wide range of lot sizes, long blocks, and curvilinear streets. Buildings tend to be located greater than 30 feet from a fronting street.
- When establishing new residential areas or expanding existing developments, provide pedestrian and vehicular connectivity between adjacent developments

Zoning districts*:* E Estate, R Rural, MHP Manufactured Home Park

Neighborhood Conservation

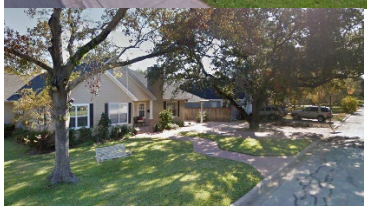
Residential areas that are essentially "built-out" and are not likely to be the focus of extensive infill development or redevelopment. These areas often were platted before current development regulations were in place often resulting in non-conforming situations. These areas are appropriate for overlays or zoning classifications that provide additional character protection and address non-conforming issues.

Height: 1-2 stories
Mobility: Walking, biking, transit, automobile. On-street parking and private off-street parking.

Intent

- Maintain the existing housing stock, lot patterns, and character of neighborhoods.
- Support infill housing that fits-in with neighboring homes (scale, placement, use, etc). Address non-conforming lot issues through flexible development regulations.
- Maintain established trees

Zoning districts: GS General Suburban and RS Restricted Suburban



Texas A&M University

Areas owned by Texas A&M University and are appropriate for campus development as described in the Texas A&M Campus Master Plan and related documents.

Institutional/Public

Areas that are, and are likely to remain, in some form of institutional or public activity. Examples include schools, libraries, municipal facilities, and major utilities.

Medical Areas appropriate for medically-related uses and supporting office, commercial, and residential uses. The medical land use designation surrounding Rock Prairie and State Highway 6 is further detailed in the Medical District Master Plan, which envisions a wide array of medical and supporting services and activities concentrated in the district. This includes the two major hospitals in close proximity to residential neighborhoods, neighborhood centers, offices, and commercial uses. ***Height***: Varies ***Mobility***: Walking, biking, transit, automobile. ***Zoning districts****:* Varies	

Wellborn The Wellborn Community Plan envisions the future of Wellborn to maintain its rural character with open space that is both privately and publicly held. The area will continue as a place where neighborhood commercial uses support surrounding low-density residential properties. ***Height***: Varies ***Mobility*:** Primarily automobile ***Zoning districts:*** Where appropriate as specified in the Wellborn Community Plan - WE Wellborn Estate, WRS Wellborn Restricted Suburban, WC Wellborn Commercial	

Parks and Greenways Areas that are permanently protected from development. Such areas are preserved for their natural function or for parks, recreation, or greenways opportunities. These areas include, publicly owned open space, conservation easements, and public parks.	

Natural Areas This land use designation is generally for areas that represent a constraint to development and that should be preserved for their natural function or open space qualities. These areas include floodplains and riparian buffers. **Intent** • Conserve environmentally sensitive land. • Buffer incompatible land uses with open space. • Develop a connected open space network through the city for recreation. • ***Zoning districts:*** NAP Natural Areas Protected	

Rural Areas that, due to public service limitations, inadequate public infrastructure, or a prevailing rural or agricultural character, should have very limited development activities. These areas will tend to include a mix of large acreages (ranches and farmsteads) and limited large-lot (two acre or larger) residential developments. Open space is the dominant feature of these areas. ***Height***: Varies ***Mobility***: Primarily automobile ***Zoning districts****:* R Rural, MHP Manufactured Home Park	

D.3. Update the future land use map to reflect new categories

The following examples are intended to illustrate a concept behind potential map changes that could be applied to various locations. Each example focuses on a small area of the city and features an existing map (with existing categories) and a potential map (with new categories).

NOTE: These examples are intended for consideration. A public review process will be conducted to obtain feedback on actual proposed changes to the Future Land Use Map.

a. Introduce a new Neighborhood Center category

The Neighborhood Center category defines areas that are appropriate for a mix of uses arranged in a compact and walkable pattern at a smaller in scale than Urban Centers.

EXAMPLES

Existing Future Land Use

Potential Future Land Use

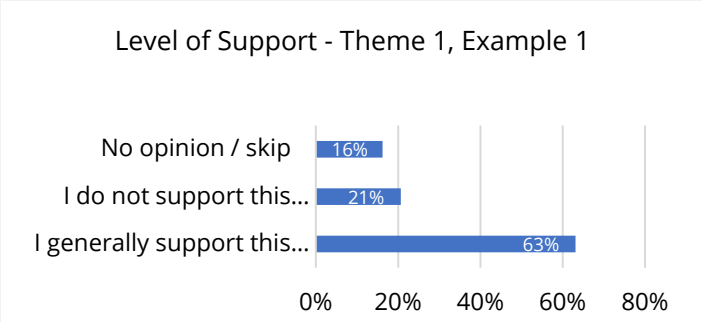
City Limit
Sample Area

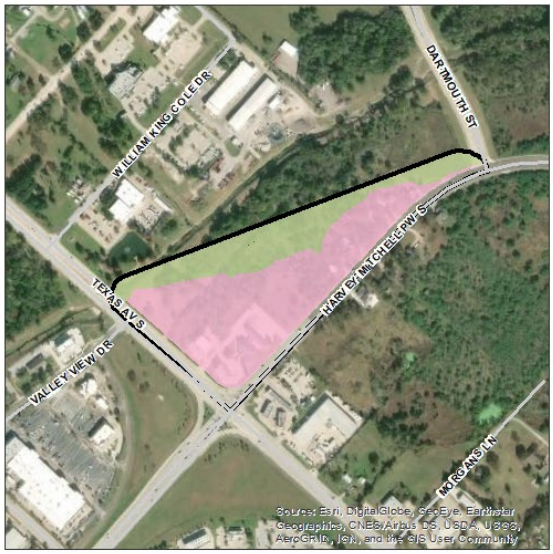
Existing Future Land Uses
Urban Mixed Use
Natural Areas - Reserve

Potential Future Land Uses
Neighborhood Center
Natural Areas

Community Choices Public Feedback

79% of respondents supported this potential change or had no opinion. Of the minority who did not support the potential change, their comments mentioned concern about density and loss of open space in this specific location. These comments indicate those participants also would not not support the current plan's Future Land Use for this location.





Existing Future Land Use

Potential Future Land Use

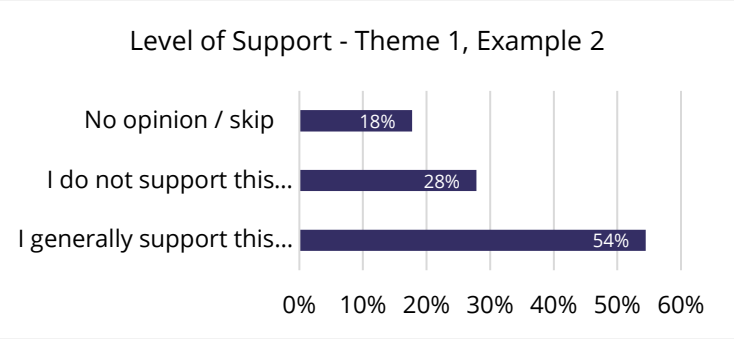
City Limit
Sample Area

Existing Future Land Uses
Suburban Commercial
Natural Areas - Reserve

Potential Future Land Uses
Neighborhood Center
Natural Areas

Community Choices Public Feedback

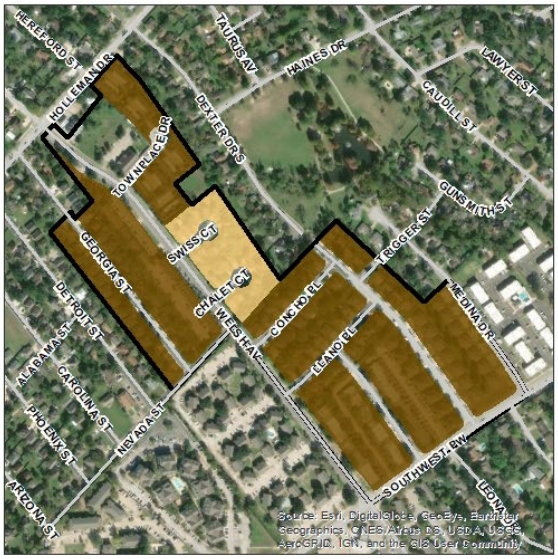
72% of respondents supported this potential change or had no opinion. The minority who did not support the potential change either feel that a strictly commercial activity is more appropriate for this area, or do not think this specific site is suitable for a walkable, neighborhood center. Others expressed concern that neighborhood center could invite multi-family housing in this location.



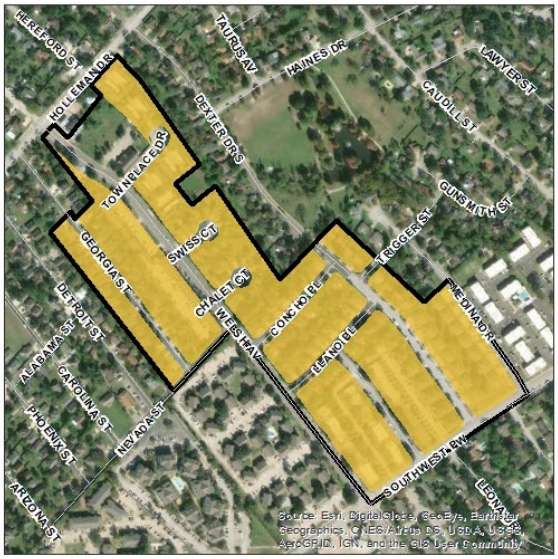
b. Introduce a new Mixed Residential category

The Mixed Residential category defines areas that are appropriate for a mix of moderate density residential development including small-lot single family, townhomes, duplexes, and small (3-12 unit) multi-family buildings. These areas are appropriate for residential infill and redevelopment that allows original character to evolve.

EXAMPLES



Existing Future Land Use



Potential Future Land Use

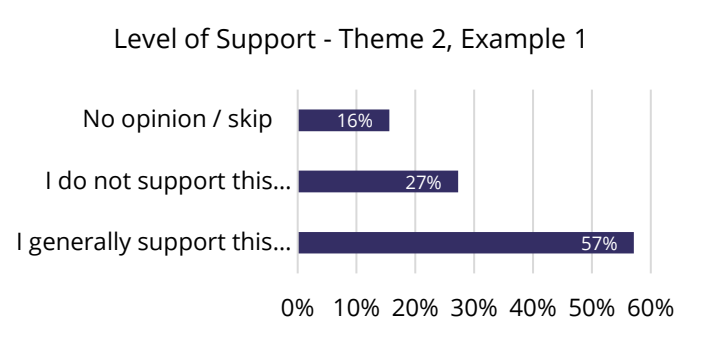
City Limit
Sample Area

Existing Future Land Uses
General Suburban
Urban

Potential Future Land Uses
Mixed Residential

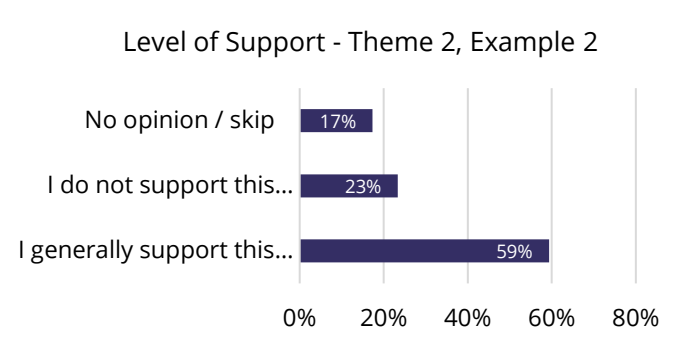
Community Choices
Public Feedback

73% of respondents supported the potential changes or had no opinion. The minority who did not support the potential change are concerned about Mixed Residential encouraging low quality housing, student housing, or higher density development and traffic. Those comments indicate that some participants would also not support the current plan's Future Land Use designations in these locations.



Community Choices Public Feedback

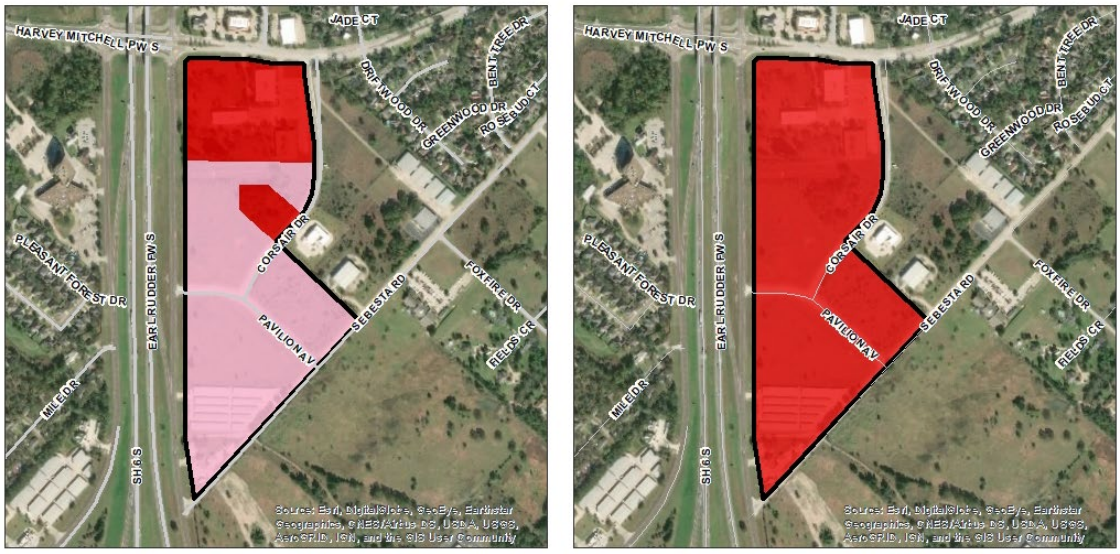
Similar to the previous example, 76% of respondents supported the potential changes or had no opinion. The minority who did not support the potential change are concerned about Mixed Residential encouraging low quality housing, student housing, or higher density development and traffic. Those comments indicate that some participants would also not support the current plan's Future Land Use designations in these locations.



c. Re-evaluate Suburban Commercial and General Commercial locations

The current General Commercial category name is proposed to be retained. The current Suburban Commercial category is proposed to be called Neighborhood Commercial. Areas that are currently Suburban Commercial along major corridors could be reclassified as General Commercial and additional areas within the City may be classified as Neighborhood Commercial.

EXAMPLE



Existing Future Land Use **Potential Future Land Use**

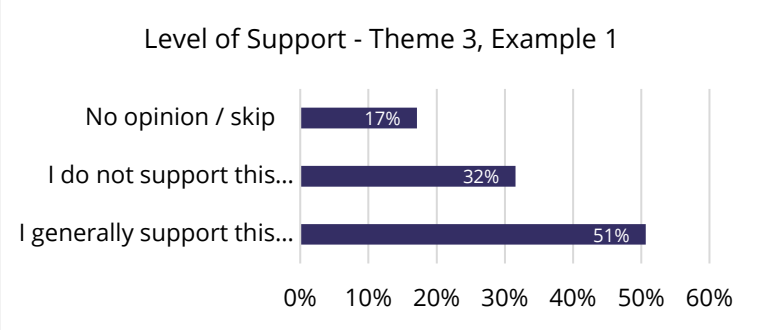
City Limit
Sample Area

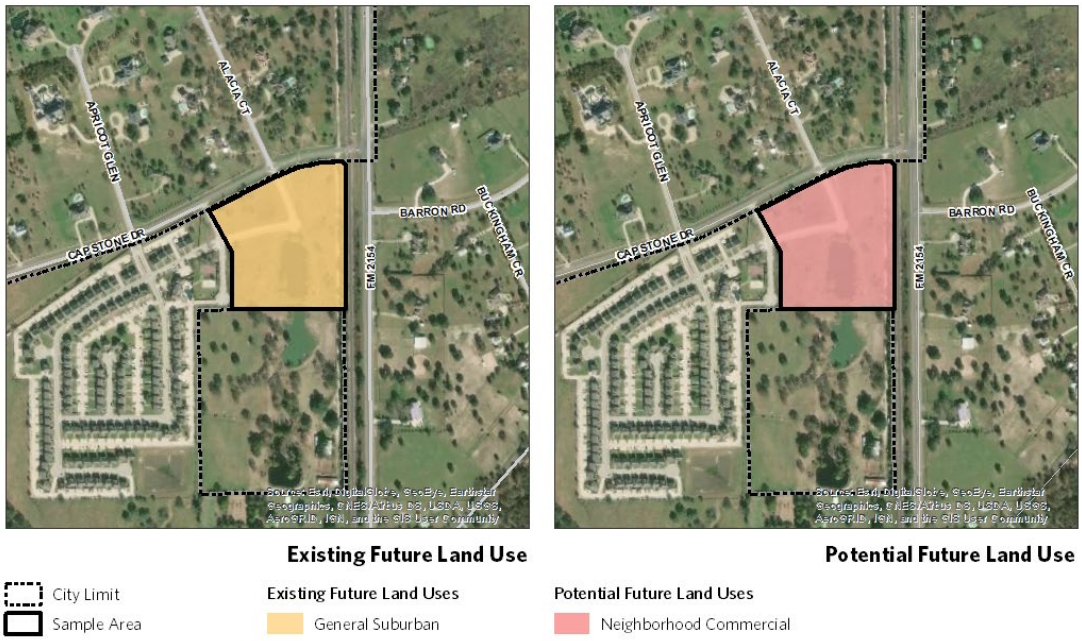
Existing Future Land Uses
General Commercial
Suburban Commercial

Potential Future Land Uses
General Commercial

Community Choices Public Feedback

68% of respondents supported this potential change or had no opinion. Those who did not support the potential change expressed differing opinions. Some were concerned about any new development increasing traffic in the area. Others suggested that a mixing of uses such as a neighborhood center should be considered for this location.

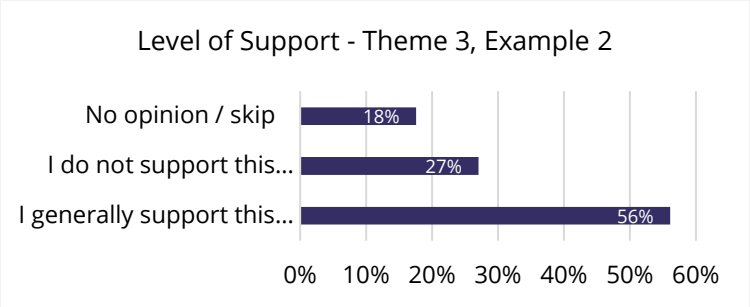




Community Choices

Public Feedback

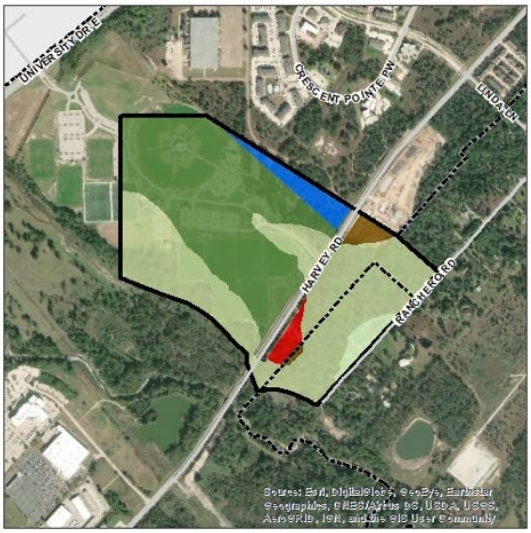
73% of respondents supported this potential change or had no opinion. Those who did not support the potential change said that existing commercial in the area was sufficient. Or, they were otherwise opposed to additional commercial development that might increase traffic or cause drainage issues.



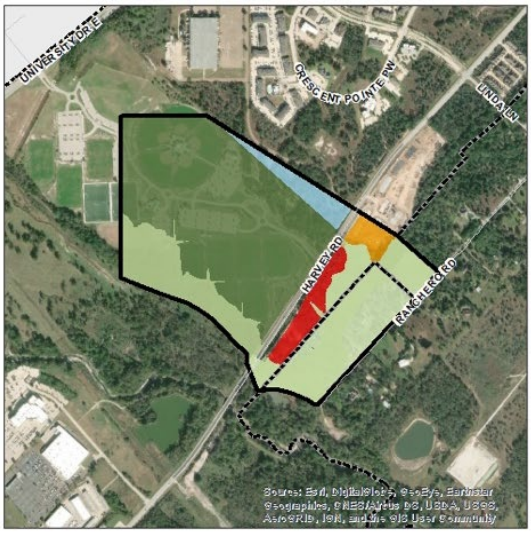
d. Update the Natural Areas boundary

The current Natural Areas can be updated using recent data to more accurately represent the FEMA floodplain and other natural features.

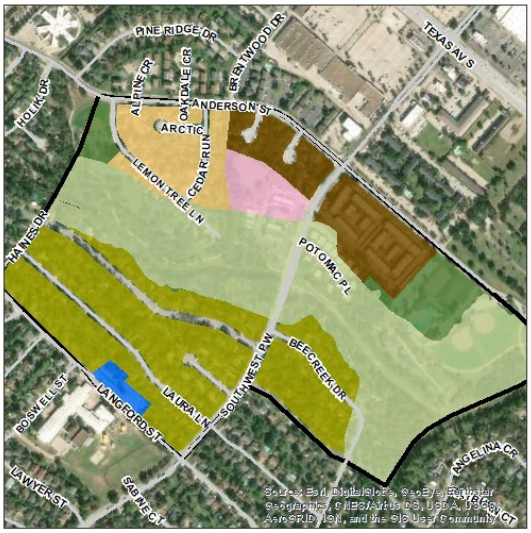
EXAMPLES



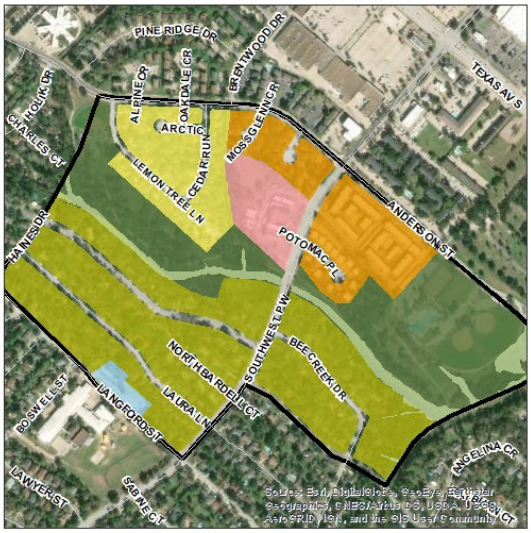
Existing Future Land Use



Potential Future Land Use



Existing Future Land Use



Potential Future Land Use

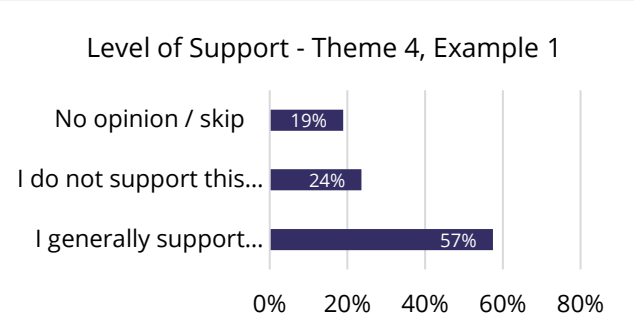
City Limit
Sample Area

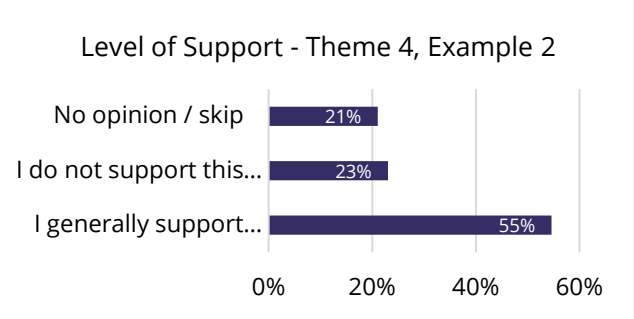
Existing Future Land Uses
- Neighborhood Conservation
- General Suburban
- Urban
- Suburban Commercial
- Institutional/Public
- Natural Areas - Reserve
- Natural Areas - Protected

Potential Future Land Uses
- Neighborhood Conservation
- Suburban Residential
- Urban Residential
- Neighborhood Commercial
- Institutional/Public
- Natural Areas
- Parks and Greenways

Community Choices
Public Feedback

76% of respondents supported these potential changes or had no opinion. The minority that did not support the potential change were concerned about loss of open space or flooding caused by reducing limitations on development.





Using the Scenario Planning Process to guide Future Land Use Updates

In addition to the potential changes in this section, scenarios for six locations were evaluated with the public at the virtual Community Choices workshop. The analysis and public feedback should be used to guide potential Future Land Use changes. Most of these areas will require refinements to the Future Land Use map since the existing map may not completely reflect any of the three scenarios.

As stated previously, all proposed changes to the Future Land Use & Character Map will be subject to public input. For areas where further analysis and community input are necessary, a future area planning process should be undertaken.

E. Prioritize areas for additional detailed planning (neighborhood plans and small area plans)

The current Plan relies on further planning and detailed study for specific guidance on many of the City's existing neighborhoods, districts, corridors, and growth areas. For example, it states that 13 districts and corridors "will be the subject of a future district or corridor plan that will … refine appropriate and compatible land uses and design for vacant land within the district or corridor and for areas appropriate for redevelopment or resource protection."

Over the last 10 years, five neighborhood plans (Central College Station, South Knoll, Eastgate, Southside, and Wellborn) were developed as well as the Medical District Master Plan. However, several other neighborhoods, corridors, and redevelopment ideas identified in the Comprehensive Plan have not been undertaken.

E.1. Review neighborhood plans that are beyond their planning horizon

Develop a procedure for reviewing neighborhood plans. These plans are intended to provide strategic recommendations for an area within a defined timeframe (typically seven years). Once adopted, those recommendations would either be implemented over the plan's horizon or incorporated into relevant parts of the Comprehensive Plan.

The City should establish a more formal process for reviewing neighborhood plans at defined intervals to assess:

- What was achieved relative to the plan's recommendations
- What was not achieved (and why)
- Whether a new plan for the area is needed and what it should address

E.2. Undertake strategic area plans

The City should consider undertaking district or neighborhood planning efforts for priority locations. The information compiled during the Next 10 process should provide direction to inform potential area plans. These future area plans could include the areas considered in the scenario process, or other areas. The scenario analysis could provide guidance for other areas of the City outside of the six areas that were specifically analyzed.

Based on the scenario planning analysis, public feedback on those scenarios, and input from the CPEC, the following is a list of areas for potential future planning efforts (listed in priority order):

- **Scenario Area 4: Texas Avenue across from A&M** (City Hall area) This area was consistently ranked as a high priority by the CPEC members. The public was divided on preferred scenario options for this area indicating a need for further study and public engagement efforts.
- **Scenario Area 1: Post Oak Mall area.** This area was considered by many CPEC members to be the top priority, though others thought future planning was notneeded. There was support from the public for considering alternatives for this area.
- **Scenario Area 5: George Bush Drive at Wellborn Road area.** The public was divided on scenario options for this area of the Southside neighborhood, indicating a need for further study and public engagement efforts. Future planning for this area should center around the timing of TxDOT road changes. The public felt strongly in opposing changes to the portion of George Bush Drive across from A&M (Scenario 6). Future planning efforts in the Southside area should focus on Area 5 surrounding the George Bush Drive and Wellborn Road intersection.
- **Scenario Area 3: University Drive East of Texas Avenue.** Public input generally supported the alternative scenario or a hybrid of the anticipated and alternative. This area could benefit from additional study.

Additional Areas identified by CPEC members:

- Texas Avenue around its intersection with Harvey Mitchell Parkway (2818)
- Texas Avenue and theHighway 6 frontage road between Deacon Drive to Rock Prairie Road and west to Longmire Drive
- Major gateways(generally), perhaps focusing efforts on corridor / gateway planning at the main entrances into the City

F. Refine the Thoroughfare Plan

The Thoroughfare Plan within the Transportation Chapter provides guidance on the planning and design of streets that serve moderate to high traffic volumes, serve moderate to long distance trips, and provide connectivity to regional roadway systems. The Thoroughfare Plan was last updated in 2017 and incorporates a modern, context-sensitive approach to street design. That approach means streets are designed to accommodate and prioritize various transportation modes and users based on their surrounding land use context.

F.1. Consider consolidating categories on the Thoroughfare Plan

Consolidate two street types on the Thoroughfare Plan to simplify the map and better align it with the Federal functional classifications. The 4-lane and 6-lane major arterials could be merged into a single major arterial category. The typical section illustrations in the Comprehensive Plan document would need to be updated to reflect this change.

F.2. Consider the placement of "Context Zones" in response to changes on the Future Land Use Map

Update the definition of Context Zones based on changes to the Future Land Use categories. For example, the Urban Core zone may need to include both the Urban Center and Neighborhood Center Future Land Use categories. The placement of Context Zones on the Thoroughfare Plan should also be adjusted to correspond to changes to the Future Land Use & Character Map.

F.3. Integrate components of the Bicycle, Pedestrian, and Greenways Master Plan into the Transportation (Mobility) Chapter

Input from stakeholders indicated a strong desire emphasize bicycle and pedestrian mobility along with the Thoroughfare Plan within the Transportation Chapter. The City has updated the Bicycle, Pedestrian and Greenways Masterplan, which addresses this topic. Like all masterplans, this plan is intended to be an integral part of the Comprehensive Plan. However, the current Comprehensive Plan references this masterplan briefly in Chapter 5 "Parks, Greenways, and the Arts" while Chapter 6: Transportation, contains only a small section about bicycle and pedestrian mobility.

To complement the Thoroughfare Plan, key elements from the Bicycle, Pedestrian, and Greenways Masterplan should be incorporated into the Comprehensive Plan and potential bicycle corridors could be identified. For example, consider including Map 5.5 Existing and Proposed Bicycle facilities and Map 5.6 Existing and Proposed Pedestrian Facilities within the Comprehensive Plan in the same chapter as the Thoroughfare Plan.

G. Refine the Annexation Priorities and Phasing Plan

Annexation benefits cities in many ways, including providing areas for future growth, securing tax base revenue sources, covering costs for ETJ residents already using City services such as streets and parks, and asserting zoning and other regulatory controls to implement the Comprehensive Plan. The Annexation Priorities and Phasing Plan within Chapter 8 identifies the geographic priority areas for annexation. However, recent Texas legislative changes have limited cities' ability to annex territory. The Comprehensive Plan should reflect this new reality.

G.1. Update the growth management strategy

The plan narrative describing annexation should be revised to reflect the conditions under which annexation could occur in the future. Evaluate the City's objectives with respect to recent legislation constraints and describe the approach to managing growth of the City which may rely on alternative tools in the future, such as development agreements and Municipal Utility Districts (MUDs).

G.2. Update Map 8.1 Annexation Priorities and Phasing

The annexation priorities and phasing map should be revised as follows:

a. **Identify areas for priority annexation.** The current distinctions between Future Annexation Areas and Areas Eligible for Annexation could be revised to be all one color and renamed to "priority annexation areas." Priority areas should be strategically beneficial to the City. Areas not designated as priority areas could be considered for annexation based on the merits of each request.
b. **Review and update current development agreements.** The current Development Agreements should be assessed in light of the Texas Legislature's changes. The City should assess the long-term interest and the viability of sustaining these agreements.
c. **Include current Municipal Utility Agreements (MUD).** MUD #2 for Millican Reserve will need to be added to the map.
d. **Update the ETJ Boundary.** The ETJ needs to be extended to the 5-mile boundary.

Texas Legislative Changes to Annexation

After the 86th session of the Texas Legislature in 2019, cities lost the ability to unilaterally annex territory. House Bill 347 has changed the way cities can annex, essentially requiring consent to annexation by a territory's residents and/or property owners for cities to grow. Moving forward, cities may annex in four ways: 1) consent exempt annexation, 2) annexation on request of the landowner, 3) annexation by petition of an area with a population of less than 200, and 4) annexation of an area with a population of 200 or more by election and possibly petition. A few exceptions include areas with Strategic Partnerships.

College Station currently has two Strategic Partnership Agreements—one for Brazos County Municipal Utility District No. 1 (Southern Pointe), and one for Brazos County MUD No. 2 (Millican Reserve). Both agreements define how the City may annex these territories in the future—when they are substantially developed and infrastructure costs have been reimbursed to the developers—and in the case of Millican Reserve, how the City may also annex for limited purpose. Strategic Partnerships will likely remain a viable annexation option for College Station, with evaluation and negotiations to be made on a case-by-case basis.

H. Add a chapter about partnerships and collaboration

Many of the Comprehensive Plan's recommendations relate to collaborations and partnerships with entities outside of City government. This evaluation process identified the need to emphasize and build upon the City's relationships particularly with Texas A&M University, City of Bryan, and Brazos County. Currently, these recommendations in the Comprehensive Plan are spread among many chapters.

H.1. Within a new chapter, consolidate partnership actions.

A new chapter should be added to the plan to consolidate the many action items that require collaboration with external entities (Texas A&M University, CSISD, Brazos County, etc.) and specific internal coordination actions into one location. This chapter would help to highlight the importance of the City-University relationship.

H.2. Within this new chapter, summarize internal coordination activities.

This chapter should also highlight critical internal coordination activities such as ongoing processes for updating masterplans. For example, updates to the City's water and wastewater master plans, should be coordinated with the Comprehensive Plan's future land use and growth assumptions. Each of the major ongoing coordination activities should be described.

I. Revise the Plan's recommendation structure and format

Stakeholders familiar with the Plan expressed a desire for a more action-oriented document that is written in simple and approachable language. Many observe that it contains unnecessary information, that critical action items are mixed with ongoing efforts, and that actions are difficult to track. The following recommendations address this issue.

I.1. Revise actions to be more specific, actionable, and trackable.

The current plan's recommendations are listed within each chapter in a section called "Goal, Strategies, and Actions." Within those sections, numbered strategies organize actions that are presented in a bullet format. There is a considerable amount of repetition of similar or identical actions between the chapters. Some of the current action items are specific projects or programs such as "*Neighborhood Funding Support.* Fund and expand the Neighborhood Grants program," yet others are very general, such as "*Sustainability.* Promote sustainable design for neighborhoods."

a. **Write actions as a specific project, policy, program, or regulation.** Where the goals and strategies depict the City's broad aspirations and direction, action items should answer "how" those aspirations are achieved. The action statement should be concise. It could be supported by several explanatory sentences.

> **EXAMPLE: 1.2 Conduct community-wide parks and recreation needs assessments.** Evaluate facilities and programs provided by the Parks and Recreation Department through community surveys at least every five years.

b. **Use a numbering system to track action items.** To assist with cross referencing and tracking of the recommendations, each action item should be numbered. In the example above, the action 1.2 is the second item listed under strategy 1. To associate a specific action to a chapter, a third level may be added to the numbering system. Using the same example, the action from Chapter 5 could numbered as 5.1.2. Another common numbering scheme involves abbreviating the chapter title, such as CF 1.2.

c. **Remove duplicate or complete actions.** In the 10-years since the Plan was adopted, many of its specific action items have been completed. Other action items may not have been completed, but are no longer relevant for various reasons. In several instances, action items are duplicated or are very similar across chapters. Actions that fall into any of these three categories should be removed from the plan. Potentially duplicated actions that are still relevant, should be included once within the most appropriate chapter and strategy. A status assessment of the current plan actions is included in Appendix D.

d. **Consider rephrasing the strategies that organize actions.** The updated actions could be organized by strategies as they are now, but those strategies could be phrased more concisely and reflect themes within the goals. For example, if the goal for Neighborhood Integrity mentions "diverse housing," then a strategy could address "Promote housing diversity." Similarly, if the goal for Mobility mentions "a complete transportation system" then a strategy could be "promote a more complete transportation system."

e. **Consider an alternative for organizing actions.** Many of the actions are ongoing, but still relevant and merit including in the plan. Other actions offer general policy guidance, but are not as specific as typical sections. Rather than using strategies to organize actions, it may be helpful to sort the recommendations into two categories: (1) Ongoing initiatives and policy direction; and (2) strategic actions. In this case, the strategic actions would only include projects or programs that are relevant and have not yet been undertaken, have not yet been sufficiently been implemented, or are new actions. Ongoing initiatives would include regular actions such as undertaking updates to plans. This alternative organization may better help the City focus its efforts.

EXAMPLE: ***Alternative for organizing actions (Parks, Greenways, and the Arts chapter)***

Goal: *Highly desirable parks, greenways, and arts and culture amenities, that support high-quality experiences for residents and visitors.*

Strategic actions

5.1 Action title. Descriptive text.
5.2 Action title. Descriptive text.
5.3 Action title. Descriptive text.
5.4 Action title. Descriptive text.

Ongoing initiatives and policy direction

5.5 Action title. Descriptive text.
5.6 Action title. Descriptive text.
5.7 Action title. Descriptive text.
5.8 Action title. Descriptive text.
5.9 Action title. Descriptive text.

I.2. Include an implementation summary table that references the actions.

A best practice for managing a comprehensive plan is to include a table that summarizes the actions, notes timing, responsibility, and other relevant information for each action. The current Chapter 9: Implementation, includes a table that identifies various initiatives, general roles and responsibilities,

and funding sources. In addition to or in place of this table, an action summary table should be included. Such a table may resemble the following example. Similar summary tables exist in recent neighborhood plans such as the Wellborn Community Plan.

EXAMPLE*: Implementation summary table from another plan*

ACTION		TIME-FRAME	LEAD COORDINATOR	SUPPORTING ENTITIES
CREATING A QUALITY PLACE				
Objective 1. Promote desirable and fiscally beneficial development patterns.				
QP 1.1	**Reform the city's zoning and land development codes.**	Short-term (CODE REFORM)	Planning	PC
QP 1.2	**Create a task force to consider various incentives for development.**	Short-term	CFO	PC, CC
QP 1.3	**Conduct a 'return on investment' analysis for major development proposals.**	Short-term, Ongoing	CFO	Planning, PC, CC
QP 1.4	**Adopt a strategic annexation policy.**	Mid-term	Planning, Legal	PC, CC
QP 1.5	**Collaborate with Decatur Utilities to evaluate infrastructure funding models.**	Short-term	DU, CFO	Planning, PC
Objective 2. Improve the appearance of public and private property throughout the city (particularly gateways).				
QP 2.1	**Redefine the 6th Avenue Gateway.**	Short-term, Ongoing	DDRA, Planning	PC, EDA, Various property owners
QP 2.2	**Recognize and award business and homeowners who enhance their properties.**	Mid-term, Ongoing	Community Development	Planning, Building, Engineering, CC, PC

EXAMPLE*: Each action could be tagged with icons or words that are defined in the text including responsible parties, time-frame, category, or status.*

Action Categories

- **R** **Regulations** (Actions that could be implemented through the Framework zoning code rewrite or other update to city ordinances)
- **C** **Capital Project** (Physical improvements to city facilities and infrastructure)
- **P** **Program** (Programs or initiatives that may require some ongoing city support or participation)
- **O** **Policy** (Direction used on an ongoing basis to guide city decisions)

Action Status

- Ongoing (currently occurring on a repeating basis)
- Future, then ongoing (yet to be initiated, but would become ongoing)
- Initiated (begun, but not yet complete)
- Future (to be initiated)

I.3. Reduce the amount of text, particularly for background or contextual information

Background information is useful to support a plan's policies and recommendations, however it becomes dated quickly and can distract from the plan's important "so what?" message. Currently, a significant amount of the Comprehensive Plan's text relates to conditions, trends, and planning considerations. A modern approach to preparing a comprehensive plan is to limit the amount of contextual information to key highlights that are critical to inform the recommendations. Consider:

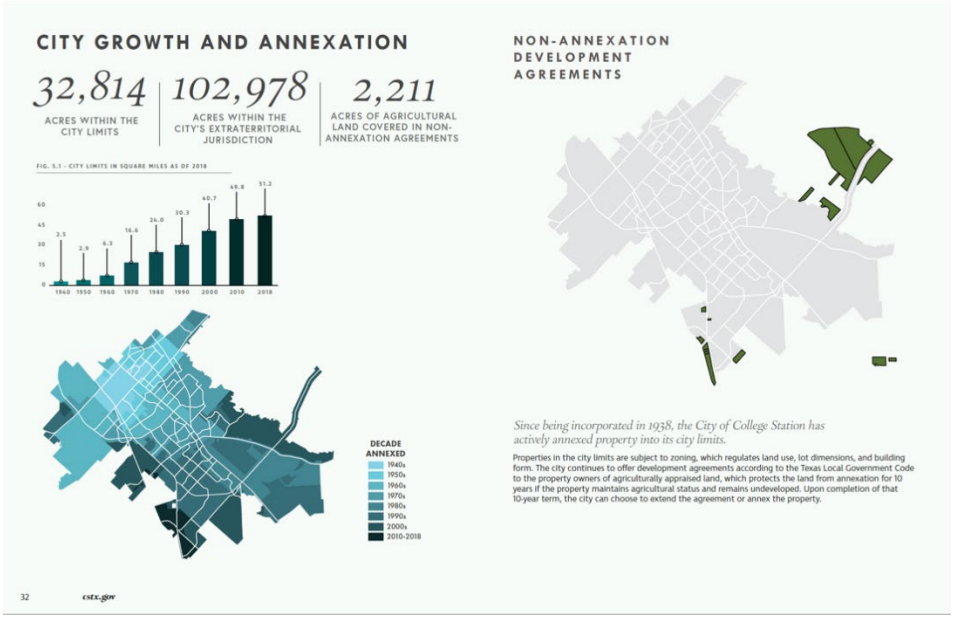
a. Reducing the amount of narrative within the plan overall and breaking up text into shorter sections
b. Calling attention to key points using bold descriptive statements at the beginning of a paragraph
c. Referencing appendices for details of the conditions and trends

I.4. Update the document design and format

The City raised expectations in the terms of graphic design in its most recent 2018 Existing Conditions Report. The Comprehensive Plan update is an opportunity to continue that direction and create a more graphic and user-friendly document.

In preparing an updated document, the city should also consider how the community could learn about the plan and its recommendations. Consider updating the plan's online presence. Many examples exist such as the award-winning PlanOKC.org.

EXAMPLE*: The excerpt below from the 2018 Existing Conditions Report serves as a precedent for redesigning the Comprehensive Plan document.*



Part III: Recommendations by Plan Chapter

1. Introduction
2. **Community Character**
3. **Neighborhood Integrity**
4. **Economic Development**
5. **Parks, Greenways, and the Arts**
6. **Transportation**
7. **Municipal Services and Community Facilities**
8. **Growth Management and Capacity**
9. **New: Partnerships and Collaboration**
10. **Implementation and Administration**

Note:
Text in brackets within this section refers to actions in the existing plan or a source for new actions. For example: [2.1.5 UDO Amendments] refers to action called "UDO Amendments" in the current plan Chapter 2, Strategy 1.

Chapter 1: Introduction

Opening and Purpose

a. Update the opening, planning context, and process to include The Next 10 plan evaluation process.

b. Update the vision statement (see Big Picture recommendation A)

c. Rework the "Green College Station" box since this specific program no longer exists. Mention the importance of environmental stewardship and list actions included in the plan that promote this idea.

d. Update the descriptions of each plan chapter to reflect any revisions to titles, numbering, and content.

e. Update the summary of existing conditions with more current data.

Chapter 2: Community Character

Opening and Purpose

a. Integrate the purpose statement into the opening on the first page of the chapter.

b. State the goal of the chapter (Goal for Community Character)

Planning Considerations

c. Remove references to "the planning process" and "participants" or make them more general such as "planning input from the community."

d. Consider adapting the "Growth and Development" narrative into a series of summary points led by simple statements. For example: "The City's strong growth is projected to continue…" "population needs are changing…" and "utilization of existing land and development will be increasingly important…"

e. Update the projections referenced on page 2-2

f. Consider adapting the bullets under "Character and Identity" and "Resource Protection and Sustainability" into a set of <u>principle statements</u> that are phrased in terms of:

- "As College Station grows, is the City's intent that… (Examples)

    1. Infill and redevelopment in strategic locations is a priority over expansion of the urban area;

2. The character of existing neighborhoods is maintained and strengthened;
3. New residential areas are created with qualities of traditional neighborhoods;
4. Transportation planning and street design is sensitive to its context. Etc."

Existing Land Use and Character

g. Consider combining the Existing Land Use and Character section with the Community Design and Appearance section.

Future Land Use and Character

h. Update the Concept Map as described in Big Picture Recommendation C. Reconsider the most appropriate location for this map within the Plan. It could reside in Chapter 2 where it exists currently, or it could follow the Future Land Use and Character Map.

i. Update the Future Land Use categories and map as described in Big Picture Recommendation D.

Community Design and Appearance

j. See above. Consider integrating into Future Land Use and Character. Also consider extracting affirmative statements about the City's intent into principle statements as described above.

Goal, Strategies, and Actions

The following is a potential list of actions that support the Goal for Community Character. This list includes those actions from the current plan that are still relevant as well as potential new actions.

Proposed Goal:
Vibrant and distinct districts, attractive neighborhoods, revitalized gateways and corridors, and conserved natural areas, grounded in environmental stewardship and resiliency.

STRATEGIC ACTIONS

2.1 Review and undertake amendments to the Unified Development Ordinance's zoning districts. Consider amendments necessary to implement the Future Land Use and Character categories and definitions. [2.1.5 UDO Amendments]

2.2 Prioritize and undertake detailed plans for priority neighborhoods, districts, or redevelopment areas. The City should commit to proactively planning for a limited set

of target areas, as specified in the updated Planning Areas map. [2.1.2 and 2.3.1 Further Planning]

2.3 Pursue feasibility of a tree preservation and/or tree planting incentive program. This could involve regulatory changes, incentives to preserve existing trees (especially large canopy trees) in new development and redevelopment projects, requiring replacement of trees that are destroyed or removed, proactive efforts by the City such as planting trees and installing landscaping along major road corridors and gateways, or a program where the City or a partner agency provides trees at reduced cost. [revised 2.3.6 Greening of the City]

2.4 Create additional incentives for conservation design and evaluate the effectiveness of cluster development standards in the UDO. Common incentives include density bonuses where a project may be permitted a greater total density in exchange for preservation of common open space areas. [2.4.1 Conservation Design]

2.5 Evaluate existing policies and create incentives for low impact and sustainable development. Encourage policies and regulations that incentivize sustainable practices such as energy reduction, renewable energy, water conservation, protection of natural resources, adaptive reuse, waste minimization, and stormwater management. [revised 2.4.5 Green Building – Private Sector]

2.6 Re-evaluate the effectiveness and purpose of the Community Assets & Image Corridors Map. Clarify the map's intent, how it should be used, and the features it represents. If retained, ensure that this map supports and does not contradict the Future Land Use and Character Map. [2.6.1 Community Assets Mapping]

2.7 Integrate parks, greenways, and community facilities within new neighborhoods. Ensure that parks, greenways, and other types of open spaces are integrated into the design of new neighborhoods that appropriate connections are made to existing facilities. Also consider opportunities and partnerships to locate civic uses (such as recreation centers, schools, libraries) within new neighborhoods or redevelopment areas.

ONGOING ACTIONS AND POLICY DIRECTION

2.8 Evaluate and update development standards in the UDO. Evaluate the effectiveness of the UDO's development standards such as mobility and connectivity, off-street parking, building form and design, landscaping and buffers, exterior lighting, or other applicable standards to achieve desired design form and quality. [2.2.2 and 2.3.2 UDO Amendments]

2.9 Develop or refine incentives to promote high quality design. Such incentives may include regulatory (flexible standards, density bonuses), procedural, cost-sharing agreements, and tax incentives, among others. Incentives could be targeted to specific

geographies or types of development (such as mixed-use or commercial). [2.3.5 Incentives]

2.10 Encourage parking alternatives to support redevelopment opportunities. Use regulatory or other incentives to encourage residential, commercial and mixed development models in the City's targeted Redevelopment Areas that focus on integration of structured parking to enable more productive use of the overall site in place of extensive surface parking. [8.5.2]

2.11 Continue to initiate proactive zoning map updates. Amend the zoning map in strategic areas to encourage transitions to the desired community character and help implement the Future Land Use and Character Map. Proactive zoning map changes may also encourage redevelopment in targeted areas. [2.1.6 and 2.2.1 Zoning Adjustments]

2.12 Continue beautification programs. Maintain and consider opportunities to expand beautification partnerships with Keep Brazos Beautiful and other organizations. [revised 2.5.1 Right-of-way enhancements]

Chapter 3: Neighborhood Integrity

Opening and Purpose

a. Integrate the purpose statement into the opening on the first page of the chapter.

b. State the goal of the chapter within the opening or purpose (Goal for Neighborhood Integrity)

Neighborhood Conditions

c. Consider removing this section of the chapter since it relies on data that is outdated. Otherwise, simplify the narrative on pages 3-2 through 3-6 into a series of summary points led by simple statements as described in Chapter 2 above. Update or remove the statistics and maps that are more than 10 years old, such as references to the 2005 Consolidated Plan (unless updated information exists).

d. Consider removing the point-based maps of Student Population, Code Enforcement Cases, and Noise Violations. Reference these exhibits in the Existing Conditions Report or online. In revising these analyses, consider using a heat-map technique.

Planning Considerations

a. Simplify the narrative and highlight key direction. Consider identifying statements of policy or recommendations that exist throughout this section. For example, there are several statements between pages 3-7 through 3-14 that begin "the City should…". These recommendations get lost in the narrative and should be prominently identified.

b. Update the Neighborhood Partnerships Map on page 3-17.

Goal, Strategies, and Actions

The following is a potential list of actions that support the Goal for Neighborhood Integrity. This list includes actions those from the current plan that are still relevant as well as potential new actions.

Proposed Goal:
Viable and attractive neighborhoods that maintain long-term neighborhood integrity and while collectively providing a wide range of housing options for a diverse population.

STRATEGIC ACTIONS

3.1 Evaluate the effectiveness and refine neighborhood compatibility standards in the UDO. Standards in the UDO should address both compatibility of infill and redevelopment within established neighborhoods and transitions between neighborhoods and more intense commercial or mixed-use development adjacent to a neighborhood.

3.2 Create a neighborhood planning toolkit. Build upon Neighborhood Services efforts and establish a process for neighborhood organizations to undertake a City-supported project in their area, or to create City-supported projects and policies for their area. [NEW]

3.3 Create a housing upkeep educational program. An education/promotional campaign to raise awareness of existing resources to maintain existing housing stock including City grants and federal programs.

3.4 Develop a parking strategy for neighborhoods near the University. Coordinate with Texas A&M University regarding university-related parking to prevent excessive on-street parking in areas adjacent to the university. Evaluate the feasibility of a program to address management of parking in adjacent neighborhoods. [3.2.8 Parking Standards]

3.5 Develop and refine data monitoring processes to analyze housing trends and define a strategic set of actions to address housing affordability, diversity, and gentrification. Consider existing market data, best practices, and existing regulations and incentives. Potential actions range from regulatory provisions such as: [Revised 3.3.3 and 3.4.3]

- Development standards that reduce barriers for affordable and diverse housing types.
- Pre-approved building plans or pattern books for target locations.
- Incentives such as density bonuses or more flexible standards.
  Or a workforce housing capital pool where a public entity establishes a fund that is used for various types of affordable housing initiatives (capital costs).

Contextual (neighborhood) compatibility standards – Examples for action 3.1

Like many cities, College Station's Unified Development Ordinance contains standards that are intended to address the compatibility of development and redevelopment to maintain the integrity of neighborhoods, including some of the items included below. Such regulations vary widely between communities and may need to be evaluated and adjusted to respond to local conditions and preferences. The types of neighborhood compatibility standards include:

- **Standards within neighborhoods.** Consider contextual compatibility standards for some single family residential zoning districts. These standards could include a rule that requires the lot area, setback, and height standards in the district be between a certain percent of the average setbacks, lot area, and height of the lots and development on the same block face, or within a certain distance of the site. Other types of standards could address student housing conversions by limiting on-site parking, or the location and size of accessory dwelling units, or limiting the size and scale of homes.
- **Transitional areas.** Consider standards that apply to new nonresidential development, mixed-use development, and intense, multi-family development above a certain density that is adjacent to, across the street from, or within a certain distance from attached and detached residences. Such standards include building frontage, building height, signage, lighting, parking, loading and access areas, among others.

3.6 Track neighborhood change. Understanding neighborhood change is the first step to identify actions are needed to promote revitalization or address resident displacement. To identify potential areas at risk of decline and to combat displacement of existing residents, the City could maintain an inventory of housing conditions by block or neighborhood in areas with a high propensity for change. Existing data on demolitions, building permits, or occupancy could be compiled and reviewed on a regular basis. [3.2.2 and 3.2.3]

3.7 Evaluate relevancy of neighborhood and small area plans that are beyond their planning horizon. Develop a process to either retire or update plans. [See Big Picture recommendation E.1.]

ONGOING ACTIONS AND POLICY DIRECTION

3.8 Continue outreach and educational efforts to support existing and encourage new neighborhood organizations. Continue Neighborhood Services initiatives such as Seminar Suppers, Neighborhood Newsletters, and training programs.

3.9 Continue to fund the Neighborhood Grant Program. Continue to fund and expand the Neighborhood Grants program for neighborhood activities such as gateways, landscaping, and other permit application fees. [3.1.11 Neighborhood Funding Support]

3.10 Continue to encourage neighborhood meetings for certain development applications. This provides a forum for applicants and neighbors to resolve conflicts in an informal setting before an application is submitted or prior to formal consideration of the item

3.11 Maintain property maintenance enforcement efforts. Maintain enforcement resources to ensure that minimum property standards are being upheld. Utilize community development plans and current data to target and prioritize enforcement efforts, while being equitable to the needs of lower income or rental areas. [3.2.4 and 3.2.5]

3.12 Evaluate the effectiveness of short-term rental regulations. Periodically evaluate short-term rental regulations with respect to local data, national trends, and emerging technology, to support neighborhood integrity. [NEW]

3.13 Evaluate and refine the rental registration program. Periodically evaluate the rental registration program with respect to local data and trends to support neighborhood integrity.

Chapter 4: Economic Development

As of the 2015 update, Chapter 4 of the Comprehensive Plan references the Economic Development Master Plan prepared in 2013. An update to that master plan was adopted by City Council on May 14, 2020.

Proposed Goal:
A diversified economy with a wide variety of competitive jobs, support for entrepreneurs, and opportunities to build skills; that provides a tax base to support the City's ability to foster a high quality of life; and where economic prosperity is widespread.

The intent of the Economic Development Master Plan is to ensure that future growth and development advances the city's economic development objectives. The plan establishes a strategic framework to attract high-end investment, support retail development and redevelopment opportunities, support and retain existing, support expansion and relocation of corporate investment, destination, and hospitality activities, and to sustain and enhance community health, wellness, and a high quality of life. Specific actions are included to enhance and promote the Midtown Business Park, College Station Business Center, the Science Park/Providence Park, and the BioCorridor. The plan also focuses on enhancing awareness of College Station through improved marketing and recruitment efforts of major employers, retail and industry, and Aggie-owned and led

businesses. Amplifying existing community assets such as the Wolf Pen Creek and Northgate districts and community events is also a priority. Please see the Economic Development Master Plan for full details.

The current Economic Development Master Plan was approved during the early months of the COVID-19 pandemic. The data and competitive positions discussed in the plan reflect pre-COVID economic trends and projections. There is economic uncertainly as the pandemic continues to unfold and the City will continue to monitor trends and modify economic development plans and responses accordingly.

The Plan was approved just before City Council made the decision to move tourism efforts in house, integrating it with economic development effective August 1, 2020. This move has placed a greater emphasis on collaboration with strategic partners like Texas A&M University, enhanced branding and marketing of College Station and its sports and leisure assets, and newfound ways to generate sales tax dollars from tourism in College Station.

Chapter 5: Parks, Greenways, and the Arts

Opening and Purpose

a. Integrate the purpose statement into the opening on the first page of the chapter.

b. State the goal of the chapter within the opening or purpose (Goal for Parks, Greenways and the Arts)

Goal, Strategies, and Actions

The following is a potential list of actions that support the Goal for Parks, Greenways and the Arts. This list includes actions those from the current plan that are still relevant as well as potential new actions.

Proposed Goal:
Highly desirable parks, greenways, and arts and culture amenities that support high-quality experiences for residents and visitors.

STRATEGIC ACTIONS

5.1 Create connections between key elements of the parks, recreation system, and destinations. As described in the Bicycle, Pedestrian, and Greenways Master Plan, prioritize opportunities to connect segments of the greenway with parks, community facilities, and other destinations. [5.2.5 Implement Key Connections]

5.2 Investigate feasibility of incorporating riparian buffer standards to preserve sensitive land along waterways. Consider amendments to applicable ordinances to include corridor widths and channel guidelines. [Revised 5.2.4]

5.3 Continue to promote major arts, entertainment, and cultural destinations. Utilize digital platforms and coordinate with the Economic Development department to promote cultural and entertainment offerings. Promote the multi-purpose mission of the Wolf Pen Creek and Northgate Districts as live music destinations and areas to live, work, and play. [5.3.4, 5.3.5, 5.3.7]

ONGOING ACTIONS AND POLICY DIRECTION

5.4 Invest in the redevelopment of existing parks. Identify new improvements and continue upgrades and maintenance to existing park facilities, particularly neighborhood scale parks as detailed in the Recreation, Park, and Open Space Master Plan, neighborhood or district plans. [5.1.4 and 5.1.8 Park Development and Maintenance]

5.5 Maintain a community-based greenway up-keep program. Through the Adopt-a-Greenway program, continue involving neighborhood or other community groups in assisting with some upkeep tasks or to inventory wildlife and natural features in their area. [Revised 5.2.8]

5.6 Conduct community-wide parks and recreation needs assessments. Evaluate facilities and programs provided by the Parks and Recreation Department through community surveys at least every five years. [5.1.2 Needs Assessments]

5.7 Pursue new programs and evaluate ongoing priorities to implement needs assessment for park facilities and recreational programs. Identify physical and operational improvements and recreational programs to meet the needs of a growing and changing population. [5.1.5 New and Enhanced Programs]

5.8 Continue to secure land for future parks and to protect sensitive land. Ensure adequate parkland provision for future neighborhood, community, and regional park developments through the Parkland Dedication Ordinance, the Capital Improvements Program, City purchases of property, acquisition programs, grants, and public and private partnerships. [5.1.3 Secure More Parkland, and 8.2.8]

5.9 Identify and establish partnerships with other agencies and entities. Seek partnerships with other public agencies to provide recreational amenities and services where mutually beneficial opportunities are available. Additionally, consider public-private partnerships to offer unique facilities and programs. For example, sponsorships or investments to support additional swimming pools, a water park, or athletic fields. [5.1.7 Role of Private Sector] [5.1.6 Coordinated Improvements and Programming]

5.10 Continue to protect land and resources for expanding the greenway system. Such methods can include continuing the utilization of grants, public and private partnerships, and the Capital Improvements Program; and exploring connections between developments, overlay zones, conservation easements, or open-space set-aside provisions. [5.2.8]

5.11 Evaluate and amend relevant ordinances to protect natural features and set aside land for parks and greenways. Consider amendments to the Parkland Dedication Ordinance to include provisions or incentives that encourage developers to design and build greenway trails. [Revised 5.2.4]

5.12 Design and construct sustainable and accessible trails. Trails should minimize environmental impact and promote scenic views and special features. Encourage developments that are oriented towards and designed for accessibility to greenway trails. [5.2.6 Careful Design and Accessibility]

5.13 Continue cross-jurisdictional and inter-agency coordination on greenways acquisition, maintenance, funding, and network expansion. Promote cross-jurisdictional and inter-agency coordination on greenways acquisition, maintenance, funding and network expansion. [5.2.8 Coordination]

5.14 Continue to expand outreach about the parks and greenway system. Enhance awareness and accessibility to programs and facilities through the City's website, publications and media outlets. [5.1.9]

5.15 Support a community-wide public art program. Contribute to the expansion of a public art program in conjunction with the Arts Council of Brazos Valley, the City of Bryan, Texas A&M University, Brazos Valley, and the Texas Department of Transportation. [5.3.9]

5.16 Continue leisure and educational programming. Continue the City's role in nurturing young local artists and offering leisure and educational activities to adults and seniors through the City's Parks & Recreation department programming. [5.3.6]

Chapter 6: Transportation (Mobility)

Opening and Purpose

a. Integrate the purpose statement into the opening on the first page of the chapter.

b. State the goal of the chapter within the opening or purpose (Goal for Mobility)

Goal, Strategies, and Actions

The following is a potential list of actions that support the Goal for Mobility. This list includes actions those from the current plan that are still relevant as well as potential new actions.

Proposed Goal:
An innovative, safe, and well-connected mobility system serving all user types that is designed to support the surrounding land uses.

STRATEGIC ACTIONS

6.1 Implement context sensitive design. Amend the street cross sections and update the Unified Development Ordinance, the Bryan-College Station Unified Design Guidelines, and the City's capital improvement process to implement context sensitive design such as primary mobility corridors, rehabilitation projects in established neighborhoods, and in areas where right-of-way is constrained. [6.1.5 and 6.3.3 Context Sensitive Solutions, 6.3.7, 6.3.8, 6.3.9, 6.4.3]

6.2 Evaluate Traffic Impact Analysis (TIA) requirements. Consider updates to the traffic mitigation thresholds for intersections impacted by new development. The requirements could also be amended to address internal site elements such as circulation, queueing, connectivity, as well as bicycle/pedestrian infrastructure. [Stakeholders and 8.2.4]

6.3 Enhance and upgrade intersections. Improve multimodal efficiency and implement the City's roundabout policy to improve safety and reduce congestion at intersections. Consider life-cycle costs of roundabouts compared to traditional intersection improvements as part of the decision-making process. [6.2.6 Intersection Improvements]

6.4 Undertake streetscape improvements within gateways and image corridors. Identify locations and implement targeted infrastructure and streetscape improvements (perhaps through partnerships) to improve aesthetics. Consider operation and maintenance costs when identifying appropriate improvements. [revised 2.5.1 Right-of-way enhancements]

6.5 Conduct a Thoroughfare Plan audit. Evaluate adjustments to the Thoroughfare Plan based on existing roadway context and consider alternatives to relieve congestion anticipated with long term growth.[NEW]

ONGOING ACTIONS AND POLICY DIRECTION

6.6 Maintain the various funding programs for mobility projects. These include the Bryan-College Station Metropolitan Planning Organization (MPO) Transportation

Improvement Program, the Brazos County Regional Mobility Authority, and the City's Capital Improvements Program. [6.1.3 Project Programming]

6.7 Fund bicycle and pedestrian infrastructure and safety improvements Dedicate funding for system improvements and maintain collaborative partnerships as detailed in the Bicycle, Pedestrian, and Greenways Master Plan.

6.8 Continue to evaluate and implement best management practices to increase bicycle and pedestrian use. Build on the existing network of infrastructure to increase safety and comfort for all users such as separated bike lanes and shared use paths. [mentioned in Bicycle, Pedestrian, and Greenways Master Plan]

6.9 Evaluate transit funding partnerships. To prepare for reductions in Federal transit funding from the region's growth, the City should explore regional partnerships to maintain and improve transit services. Transit services should link activity centers, major employers, dense residential areas, concentrations of student housing, and provide access for underserved populations. [6.3.5]

6.10 Collect and monitor transportation data. This includes data such as, traffic volumes, levels of service, vehicle miles traveled, transit ridership, pedestrian and bicycle facility usage, and safety data on vehicle crashes and those involving bicyclists or pedestrians. Use data to target future interventions. [6.1.4 Monitor Trends and 6.5.4]

6.11 Evaluate and update access management strategies. Coordinate with the Bryan-College Station Metropolitan Planning Organization (MPO) to align regional standards along thoroughfares to preserve modal efficiency throughout the street network. [6.2.3 Access Management]

6.12 Develop and implement a travel demand management program. Build upon existing services and including real-time traffic information, traffic incident alerts, ridesharing programs, promotion of flexible work schedules, and encouragement of dense mixed-use development in strategic areas. [6.2.4 Travel Demand Management]

Chapter 7: Municipal Services and Community Facilities

Opening and Purpose

a. Integrate the purpose statement into the opening on the first page of the chapter.

b. State the goal of the chapter within the opening or purpose (Goal for Municipal Facilities and Services)

Goal, Strategies, and Actions

The following is a potential list of actions that support the Goal for Municipal Services and Community Facilities. This list includes actions those from the current plan that are still relevant as well as potential new actions.

Proposed Goal:
Exceptional municipal facilities and services that meet community needs, contribute to community character, exhibit environmental stewardship and resiliency, support surrounding land uses, incorporates full life-cycle costs, and are coordinated and fiscally responsible.

STRATEGIC ACTIONS

7.1 Prioritize utility and service improvements in existing areas. Invest in infrastructure rehabilitation within the City's older areas to maintain their viability and attractiveness and encourage infill and redevelopment where appropriate. [7.1.1, 7.1.2, 7.2.2 and 7.4.5 combined]

7.2 Develop a comprehensive facilities plan. That meets the future space and functional needs of City employees, services, and the community. [7.2.5]

7.3 Continue capitalizing on opportunities to achieve multiple community objectives through coordinated infrastructure projects. Incorporate a measure in the Capital Improvements Program to weigh projects that achieve multiple objectives. Examples of coordinated infrastructure projects include road improvements, utility and drainage upgrades, sidewalk rehabilitation / installation / extensions, and streetscape enhancement. [7.4.4]

7.4 Continue to build resiliency in municipal operations and services. Ensure operations and services are resilient and adaptable to unforeseen circumstances, such as disaster or pandemic, and able to continuously meet community needs. Consider updating provisions in city plans and policies and develop incentive programs to better prepare for and adapt to abrupt changes or strained circumstances while simultaneously allowing for action in the face of uncertainty or unforeseen events. [NEW]

7.5 Evaluate the utilization of community paramedicine. Partner with regional health care providers and social services to evaluate community paramedicine. This is an emerging field that uses a comprehensive approach and integrated deployment model to connect underserved populations to underutilized medical, social, and safety services, helping to decrease strain on emergency rooms, hospitals, and first responders such as EMS, fire, and police. [NEW]

ONGOING ACTIONS AND POLICY DIRECTION

7.6 Continue to pursue recognition, credentials, and accreditations City-wide. Continue to obtain national recognition for outstanding and innovative service in police, fire, emergency medical services (EMS), public safety communications, parks, water, and public works, planning and other areas. [7.3.1]

7.7 Continue using business intelligence, data analytics, and data visualization tools. Utilize data and business intelligence solutions to inform policy decisions and provide efficient municipal services. [NEW]

7.8 Continue to expand wi-fi to public buildings. Expand existing public wi-fi services to additional facilities and consider partnership opportunities to establishing a city-wide wi-fi network. [7.3.2]

7.9 Update public service plans. Continue to re-evaluate and update key public service master plans (water, wastewater, stormwater, drainage management, solid waste, electric, Police, Fire, EMS) on regular cycle or when necessary based on changing conditions. Ensure that these plans reflect long-term growth forecasts and support priority growth areas. [7.2.4 also 7.4.7 and 7.4.8]

7.10 Utilize municipal service cost-benefit assessments in planning utility expansion. The City should focus on areas that can be reliably and economically served within the City's capabilities. Consider an analysis of cost versus benefit when evaluating potential development agreements, municipal utility districts (MUDs) or annexation petitions. [7.3.5]

7.11 Evaluate ways to reduce energy consumption. Implement energy and resource conservation strategies in City facilities and all areas of municipal service provision. [7.5.1]

7.12 Pursue and support local water conservation and reuse initiatives. Utilize reclaimed and/or nonpotable water to irrigate City facilities where feasible. [revised 7.5.4]

7.13 Continue outreach and educational programs to reduce resource consumption. Encourage residents, businesses, and local institutions to participate in solid waste reduction and recycling, energy efficiency, and water conservation programs. Create publicity campaigns to highlight the City's sustainability and resiliency efforts within public facilities. [revised 5.5]

7.14 Continue to implement best practices in meeting or exceeding State and Federal standards for stormwater management. Implement the City's Stormwater Management Program (SWMP) in accordance with State requirements of the TPDES Municipal Separate Storm Sewer Systems (MS4) program to manage stormwater discharges to protect, preserve and improve area streams and waterways. Consider

updates to better protect area creeks and bodies of water from the impacts of urban runoff. [revised 7.3.3 and 7.3.4]

7.15 Advance sound floodplain management practices. Reduce the risk and impacts of flooding, adhere to higher development standards, and limit long-term infrastructure costs through continued implementation and refinement of the City's Flood Ordinance (including No Adverse Impacts) and participation in FEMA's Community Rating System (CRS) program. [revised 7.5.2]

7.16 Continue to meet or exceed State and Federal water quality standards for drinking water sources. Continued phased expansion of water supply resources and associated production capabilities to meet shorter-term peak demands, as well as forecasted longer-term needs. [revised 7.3.3 and 7.4.7]

7.17 Continue to keep wastewater collection and treatment capacities ahead of demand. Continued phased expansion of the existing wastewater system to comply with all regulatory permits, standards, and requirements that meet shorter-term peak demands, as well as forecasted longer-term needs.

7.18 Continue coordinated electric planning along with area partners. This will ensure adequate and reliable supply to serve anticipated growth and to maintain College Station Utilities' capability for rapid response to system outages. [7.4.6]

7.19 Design high-quality public facilities that reflect the character of their surroundings. These buildings, facilities and improvements should blend into existing areas, and help establish an identity and quality standard for newly developing or redeveloping areas of the City. [7.4.2]

7.20 Design City facilities and infrastructure to incorporate sustainable and resilient practices. Consider design features such as stormwater management, water conservation and reuse, native or adapted plantings, or building design features that conserve energy and natural resources. [Green College Station 7.5.3]

7.21 Provide public safety facilities to maintain adequate service and response times. Monitor response times and safety service needs as growth occurs; use data and national standards to make decisions about service investments. [7.4.8]

Chapter 8: Growth Management and Capacity

Goal, Strategies, and Actions

The following is a potential list of actions that support the Goal for Growth Management and Capacity. This list includes actions those from the current plan that are still relevant as well as potential new actions.

Proposed Goal:
Fiscally responsible and carefully managed development that is aligned with growth expectations and the ability to provide safe, timely, and efficient infrastructure and services.

STRATEGIC ACTIONS

8.1 Prioritize proactive infrastructure investments and programs in strategic redevelopment and infill areas. Invest in the necessary infrastructure to increase redevelopment potential or to catalyze redevelopment activity in areas identified in the Future Land Use & Character Map or in district plans. Concentrating development and services within target areas promotes efficient use of infrastructure and supports environmental resiliency goals. [8.3.1]

8.2 Amend the zoning map and consider regulatory incentives to encourage infill and redevelopment. Apply targeted zoning strategies in designated Redevelopment Areas identified on the Future Land Use & Character map. Review the effectiveness of the Redevelopment District (RDD) overlay zoning and consider updating provisions in the Unified Development Ordinance to incentivize infill and redevelopment. [8.5.3 and 8.5.4]

8.3 Re-envision underutilized retail uses and incentivize redevelopment and/or reuse of vacant buildings and properties. Monitor national trends in the evolving retail sector or other sectors and continue to seek redevelopment and revitalization opportunities for vacant or underutilized sites, particularly large retail and big-box sites. [revised 8.5.1 and 8.5.3]

8.4 Evaluate the utilization of impact fees that provide revenues to support infrastructure demands. Consider the need to amend the impact fees to promote the city's long-term fiscal strength**.** [8.2.6]

ONGOING ACTIONS AND POLICY DIRECTION

8.5 Evaluate and revise the Water/Sanitary Sewer Extension Policy. Evaluate the City's service area for sanitary sewer (the Certificate of Convenience and Necessity boundary)

and extension into the Extraterritorial Jurisdiction in an incremental and carefully timed manner to meet defined growth management objectives. Ensure that extensions to water/sewer utilities and service areas are consistent with the Future Land Use & Character Plan, the City's utility master plans, and multi-year Capital Improvement Plan. [8.2.2, 8.2.1, and 8.2.5]

8.6 Conduct fiscal impact analyses. Utilize financial modeling to evaluate the cost-to-serve for annexation requests, MUDs, and development agreement areas. [8.4.7]

8.7 Continue the City's Oversize Participation practice, where appropriate. Continue providing funds for potential oversize participation to reduce future infrastructure costs. [8.2.4]

8.8 Use available tools to strategically manage growth pressure in the ETJ. Utilize development agreements and Municipal Utility Districts (MUDs) to manage growth pressure in areas where annexation is not feasible. [8.4.3]

Chapter 9. Partnerships and Collaboration

Goal, Strategies, and Actions

The following is a potential list of actions that support the Goal for Partnerships and Collaboration.

Proposed Goal

Well-coordinated planning at all levels and effective engagement with local jurisdictions, institutions, and organizations to further realize the City's vision and support the broad community.

External Partnerships and Collaboration

Texas A&M University

9.1 Establish University/City annual agenda. Conduct an annual meeting between between leadership of the City and the University to reflect on the previous year's successes and challenges and to establish a collaborative agenda for the next 12 months. The intention of the agenda created is to strengthen the University and City in a way that student success and faculty/staff retention is also improved. This agenda could be informed by the Best Practices Report as well as other examples. Participants would be from the highest levels of leadership of the University and City and mutually committed to best-in-class town-gown relationship. [NEW]

9.2 Gather growth expectations. Work with Texas A&M University and Blinn College concerning their projected enrollment growth and associated faculty/staff increases to plan effectively for the implications of further off-campus housing demand. [8.1.4]

9.3 Formalize ongoing collaborations and establish a planning coordination task force with Texas A&M University and the City. Continue to coordinate with Texas A&M University regarding the benefits and impacts of University development projects and support ongoing efforts to provide harmonious transitions between the campus and the surrounding area. These meetings should continue to take place regularly. [2.6.4 Texas A&M University Coordination].

9.4 Establish a "good neighbor" initiative with Texas A&M for permanent and temporary residents. Build upon existing programs to promote positive living experiences for students and long-term residents in city neighborhoods. Activities could include community discussions, a lecture series, door-to-door visits, or neighborhood gatherings. The activities would raise awareness about ordinances, positively communicate neighborhood norms, promote social interaction, and demonstrate what it means to be a "good neighbor." [NEW see Best Practices Report]

9.5 Contribute to a joint branding effort with Texas A&M University. Continue to work with Texas A&M University to define and promote a stronger and more unified brand identity. This includes not only graphics, but, more importantly, the underlying messages and strategies to share the brand work. [NEW]

9.6 Expand tourism opportunities with Texas A&M University. Expand partnerships with Texas A&M University to recruit, create, and magnify tourism opportunities at A&M facilities and beyond. [NEW]

9.7 Pursue partnerships with Texas A&M University regarding environmental stewardship. Encourage collaborations with academic departments, institutes, and operational units to capitalize on university research and expertise and help raise awareness of environmental stewardship and sustainable practices within the community. [revised and NEW]

Other local and regional coordination

9.8 Convene coordination meetings with neighboring jurisdictions and regional planning organizations. Participate in collaborative efforts, such as the Intergovernmental Committee and others, on land use, infrastructure, facilities planning, and other planning issues of mutual interest. Seek opportunities to align policies or share services to create a stronger region and more efficiently utilize resources. [from Ch. 2]

9.9 Pursue interlocal cooperation agreements. With Brazos, Grimes, and Burleson counties; City of Bryan; Texas A&M University; and other service providers, as

appropriate. Such agreements can address coordination of subdivision review, thoroughfare planning, floodplain management, and utility and other service provision, among other matters of mutual interest. [8.2.9]

9.10 Continue to coordinate with the College Station Independent School District and public charter schools. Coordination should address facility needs and projections, potential locations for new schools or future use of existing schools, infrastructure impacts of school development, and ensuring safe/walkable areas around schools. [7.4.3]

9.11 Continue to participate in regional transportation initiatives. Partner with the Bryan-College Station Metropolitan Planning Organization (MPO), the Brazos County Regional Mobility Authority, Brazos Valley Council of Governments, Texas A&M University, TxDOT, Brazos Transit District, and Union Pacific on initiatives such as Interstate 14, Easterwood Airport flight network expansion, Texas High Speed Rail Initiative, freight transport, the Brazos Yard, and quiet zones.

Internal Coordination

9.12 Reference the Comprehensive Plan actions within City master plans. City master plans are components of the Comprehensive Plan that provide. Master plans should be updated on a regular cycle (or as needed). The updates should include provisions that relate directly to actions within the Comprehensive Plan and the Future Land Use & Character Map within Chapter 2. [8.2.1]

9.13 Reference the Comprehensive Plan and City master plans in Capital Improvements Planning, departmental work programs, and budgeting processes. Alignment with the City's long-term plans should be among the criteria for evaluating potential capital or operating expenditures. [8.3.3]

Existing City Master Plans

Master Plan Name	Relevance to Comprehensive Plan	Created	Last Updated	Typical Horizon	City Department
Recreation, Parks, and Open Space Master Plan	Chapter 5: Parks, Greenways, and the Arts	2011	Ongoing	2011-2020	Parks & Recreation
Bicycle, Pedestrian and Greenways Master Plan	Chapter 6: Mobility Chapter 5: Parks, Greenways, and the Arts	2010	2018	2010-2020	Planning & Development Services
Economic Development Master Plan	Chapter 4	2013	2020	2020-2025	Economic Development
Water System Master Plan	Chapter 7: Municipal Services & Community Facilities	2010	2017		CSU Water Services
Wastewater System Master Plan	Chapter 7: Municipal Services & Community Facilities	2011	2017		CSU Water Services

Existing Neighborhood & Special District Plans

Plan Name	Created	Planning Timeframe	City Department
Medical District Master Plan	2012	unspecified	Planning & Development Services
Central College Station Neighborhood Plan	2010	2010-2017	Planning & Development Services
Eastgate Neighborhood Plan	2011	2011-2018	Planning & Development Services
South Knoll Area Neighborhood Plan	2013	2013-2020	Planning & Development Services
Southside Area Neighborhood Plan	2012	2012-2019	Planning & Development Services
Wellborn Community Plan	2013	2013-2023	Planning & Development Services

The Comprehensive Plan is the City's broadest and most long-term policy guide. It is supported by several focused master plans, district, and neighborhood plans. These high-level plans provide direction to several short-term strategic implementation plans and City ordinances.

OVERALL CITYWIDE DIRECTION

Contains the City's broad vision, goals, high-level policies and actions.

Comprehensive Plan

Addresses citywide needs, opportunities, and aspirations. A guide for more specific planning, policy decisions, investments, and regulations.

- Long-term, 20-year horizon but reviewed at five year intervals.

FOCUSED PLANNING

Detailed studies and specific strategies for a topic or area.

Citywide Master Plans

Detailed plans focused on a particular city service, facility or resource that affects the city as a whole.

- Provides specific recommendations tailored to the needs of the service, facility or resource.
- Examines aspects relevant to the topic.
- Living documents that should be maintained and updated regularly or as-needed.

District and Neighborhood Plans

Detailed plans focused on a geographic area of the city such as a neighborhood, corridor, or special district.

- Provides specific recommendations tailored to the needs of the area.
- Considering all aspects of an area, including future land use, character, transportation and connectivity, parks and open space, services, economic development and infrastructure.
- Have a limited (typically 10-year) horizon, during which time recommendations should be implemented or incorporated into the Comprehensive Plan.

IMPLEMENTATION

Short-term strategic plans and regulations

Capital Improvement Plan (CIP)

A five-year plan for funding and implementing projects that address infrastructure needs such as streets, parks and public facilities. The CIP should show alignment with the Comprehensive Plan and focused plans.

Departmental work programs and operating budgets

Annual work programs and budgets should align with the Comprehensive Plan and other plans.

City Council Strategic Plan

City council strategic priorities may be considered annually and should support implementation of the City's various long-term plans.

Codes & Ordinances

The governing regulations adopted by the City that include the Unified Development Ordinance (the City's zoning code). These legal tools are critical to implement many of the Comprehensive Plan's physical development objectives including redevelopment and neighborhood integrity. Codes & Ordinances should be reviewed upon adoption of a district or neighborhood plan or as other needs arise.

Chapter 10: Implementation and Administration (currently Chapter 9)

Consider the following for updating this chapter.

1. **Undertake a new educational initiative as described in Chapter 9 of the current Comprehensive Plan upon adoption of the updated Comprehensive Plan.**

2. **Replace the table of initiatives (current table 9.1) with a summary table of recommendations organized by chapter. Include action type, roles, funding, etc.** See Big Picture recommendation I2.

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