

Resolution 2016- 51 R

A resolution adopting “Plan 2035,” the Comprehensive Plan for the City of Victoria, and declaring an effective date.

Whereas “Plan 2035” will replace the current Victoria 2025 Comprehensive Plan;

Whereas this new plan provides the City Council, Planning Commission, City management and staff, residents, and other stakeholders with a long-range guide for the future growth of Victoria by addressing the needs of the community for transportation, land use, utilities, parks and recreation, and a variety of other topics relevant to life in Victoria;

Now therefore, be it resolved by the City Council of the City of Victoria, Texas:

1. “Plan 2035” as prepared by Kendig-Keast Collaborative is hereby adopted to serve as the City’s direction for long-range planning for the future growth of the City of Victoria.
2. This resolution shall become effective immediately upon adoption.

Passed, this the 5th day of April, 2016

Ayes: 6

Nays: 0

Abstentions: 0

Approved and adopted, this the 5th day of April, 2016



Attest:

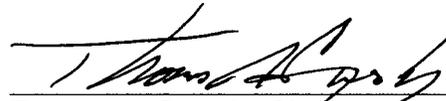

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Future City

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Future City

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**FUTURE
CITY**

Future City

INTRODUCTION

plan 2035
VICTORIA-TX
Enhancing Livability



The Victoria Comprehensive Plan is intended to guide future development, redevelopment, and community enhancement efforts over the next 20 years through 2035. This plan serves as a framework for thoughtful community discussion on the real and perceived challenges facing Victoria currently, as well as the upcoming opportunities that will shape its future. Through long-range planning efforts, the community can accommodate its projected growth in a manner that preserves its history, culture, and overall quality of life for current and future residents.

The Victoria Comprehensive Plan resulted from an 18-month planning and citizen involvement process. The plan's findings and recommendations focus on the physical and economic aspects of the community's projected growth and development in the coming years. The plan provides vision statements, goals, and strategic action priorities that will help City officials and staff in determining the location, financing, and sequencing of public improvements; administering development regulations; and guiding reinvestment efforts. The plan also provides a basis for coordinating the actions of many different functions and interests within and outside of municipal government.

COMPREHENSIVE PLAN FOCUS AREAS

- Land Use and Development
- Mobility
- Growth Capacity and Management
- Economic Opportunity
- Recreation and Amenities

PURPOSE

A comprehensive plan is usually the most important policy document a municipal government prepares and maintains. This is because the plan:

- Lays out a “big picture” vision regarding the future growth and enhancement of the community.
- Considers at once the entire geographic area of the community, including areas where new development and redevelopment may occur.
- Assesses near- and longer-term needs and desires across a variety of inter-related topics that represent the key “building blocks” of a community (e.g., land use, transportation,

urban design, economic development, redevelopment, housing, neighborhoods, parks and recreation, utility infrastructure, public facilities and services, cultural facilities, etc.).

Through a comprehensive plan, a community determines how best to accommodate and manage its projected growth, as well as the redevelopment of older neighborhoods and commercial and industrial areas. The Victoria Comprehensive Plan is aimed at ensuring that ongoing development and redevelopment will proceed in an orderly, well-planned manner so that public facilities and services can keep pace and residents’ quality of life will be enhanced. Significantly, by clarifying and stating the City’s intentions regarding the area’s physical development and infrastructure investment, the

WHY PLAN?

Local planning allows the City of Victoria to have a greater measure of control over its future rather than simply reacting to change. Planning enables the City to manage future growth and development actively as opposed to reacting to development and redevelopment proposals on a case-by-case basis without adequate and necessary consideration of community-wide issues. The process for developing or updating a comprehensive plan involves major community decisions about where development and redevelopment will occur, the nature and extent of future development, and the community’s capability to provide the necessary public services and facilities to support this development. This leads to pivotal discussions about what is “best” for the community and how everything from taxes to quality of life will be affected.

Long-range planning also provides an opportunity for the City’s elected and appointed officials to step back from pressing, day-to-day issues and clarify their ideas on the kind of community they are trying to create and maintain. Through the plan development process, they can look broadly at programs for neighborhoods, housing, economic

development, and provision of public infrastructure and facilities and how these efforts may relate to one another. The comprehensive plan ultimately represents a “big picture” of the community and its near-term and longer-range future. Bottom line, the essential reasons for long-range planning include:

- Providing a balance of land uses and services throughout the community to meet the needs and desires of the population.
- Ensuring adequate public facilities to meet the demands of future development and redevelopment.
- Achieving and maintaining a development pattern that reflects the values of the community, and which ensures a balanced tax base between residential and nonresidential development.
- Ensuring the long-term protection and enhancement of the image and visual appearance of the community.
- Involving local citizens in the decision-making process and reaching consensus on the future vision for Victoria and its ongoing development.
- Enhancing the quality of life of Victoria residents.



plan also creates a greater level of predictability for residents, land owners, developers, and potential investors.

USE OF THIS PLAN

A comprehensive plan, if embraced by the community and its leadership, has the potential to take a community to a whole new level in terms of livability and tangible accomplishments. The plan is ultimately a guidance document for City officials and staff, who must make decisions on a daily basis that will determine the future direction, financial health, and “look and feel” of the community. These decisions are carried out through:

- Targeted programs and expenditures prioritized through the City’s annual budget process, including routine but essential functions such as code compliance.
- Major public improvements and land acquisitions financed through the City’s capital improvement program and related bond initiatives.
- New and amended City ordinances and regulations closely linked to comprehensive

plan objectives (and associated review and approval procedures in the case of subdivision and land development activities).

- Departmental work plans and resources in key areas.
- Support for ongoing planning and studies that will further clarify needs, costs, benefits, and strategies.
- Pursuit of external grant funding to supplement local budgets and/or expedite certain projects.
- Initiatives pursued in conjunction with other public and private partners to leverage resources and achieve successes neither could accomplish on their own.

Despite these many avenues for action, a comprehensive plan should not be considered a “cure all” for every tough problem a community faces. These plans focus primarily on the responsibilities of City government in the physical planning arena, where municipalities normally have a more direct and extensive role than in other areas that residents value, such as education and social services. Of necessity, comprehensive plans, as vision and policy

documents, also must remain relatively general. The resulting plan may not touch on every challenge before the community, but it is meant to set a tone and motivate concerted efforts to move the community forward in coming years.

PLANNING AUTHORITY

Unlike in some other states, municipalities in Texas are not mandated by state government to prepare and maintain local comprehensive plans. Section 213 of the Texas Local Government Code provides that, "The governing body of a municipality may adopt a comprehensive plan for the long-range development of the municipality." The Code also cites the basic reasons for long-range, comprehensive community planning by stating that, "The powers granted under this chapter are for the purposes of promoting sound development of municipalities and promoting public health, safety and welfare." The Code also gives Texas municipalities the freedom to "define the content and design" of their plans, although Section 213 suggests that a comprehensive plan may:

- (1) include but is not limited to provisions on land use, transportation, and public facilities;
- (2) consist of a single plan or a coordinated set of plans organized by subject and geographic area; and
- (3) be used to coordinate and guide the establishment of development regulations.

Victoria has a long history of ongoing and effective local planning. In Article IX, City Planning, of the Victoria City Charter, Section 3 states: "The City Council may authorize and direct the Planning Commission to create

FIRM IN INTENT ...

The Comprehensive Plan is not cast in stone. Revisions will be made when warranted and the plan will be formally updated periodically. The plan will be continually monitored to track the extent to which the plan has been implemented and to determine if plan implementation causes the desired results. This process will protect the plan from misuse, keep the plan a living document, protect the will of the citizens, and allow change to the plan where the proposed amendment meets the intent of the plan.

... YET FLEXIBLE IN ITS APPLICATION

a master plan for the physical development of the City of Victoria and to amend and supplement such plan from time to time, and such plan shall contain recommendations of the Planning Commission for the orderly growth, development, and improvement of the City."

THE FUTURE CITY

While the Existing City Report provides background and insights about Victoria as it is today, this Future City portion of the Comprehensive Plan focuses on Victoria as it intends to be in the years ahead. These aspirations are presented in topic areas that are central to Victoria's physical growth and development as listed on page 1. Each topical section highlights key issues and considerations followed by a Framework for Action portion. A final section on plan implementation considerations, priorities, and procedures rounds out the Future City Report.



Future City

LAND USE AND DEVELOPMENT

This Comprehensive Plan section establishes the necessary policy guidance to enable the City of Victoria to plan effectively for future development and redevelopment. Sound land use planning is essential to ensure that the City is prepared not only to serve anticipated public infrastructure and service needs, but also to create and maintain a desired community character.

Land use considerations are integrated with all other components of the Comprehensive Plan. For instance, the transportation network provides access to land, which influences the type and intensity of development. The provision or lack of public utilities can also dictate the location, amount, and timing of development. Similarly, proximity to parks and public facilities promotes public health and safety at specific locations and, as a result, affects the development potential of an area. Site design and development character shape community aesthetics and, thus, the perceptions held by area residents and those considering investment in Victoria.

KEY ISSUES AND CONSIDERATIONS

Five key issues and considerations related to Land Use and Development were identified through the comprehensive planning process and should be addressed as the City's associated vision, goals, and strategic action priorities for the coming years are pursued.

1. **Inadequate supply of new homes at "starter housing" and mid-range price points.**

- As in other areas of the nation and Texas, Victoria has seen a drop-off in the number of active developers/builders after the U.S. recession years from 2007-2009, with more focus by some builders on higher-value custom homes versus volume production at lower price points – especially in the prime \$150,000 to \$225,000 range.
 - Property tax appraisals have increased in Victoria in recent years as elsewhere
 - across Texas, which is another factor in initial housing costs and ultimate affordability for a home owner.
 - The availability and cost of skilled construction labor is another impediment in Victoria as elsewhere.
- 2. Redevelopment needs and opportunities on the south side** (Council Districts 1-2).
- Victoria sees variations in the costs of providing public services across the

VICTORIA NOT ALONE IN ITS HOUSING CHALLENGES

An article in the Dallas Morning News in November 2015 reported that lower-priced new homes, sought especially by first-time homebuyers, were in short supply in North Texas due largely to scarce construction labor and higher costs for land and building materials. Prices for new homes in the region had risen by more than 10 percent to that point in 2015. According to an area housing analyst:

“That’s our number one issue the builders are facing – affordability and how to keep their prices down. A new house for about \$190,000 is pretty much the bottom rung in the market. It’s getting very difficult for them to find a home lot priced under \$40,000.”

The Real Estate Center at Texas A&M University confirms that land and lot costs are among the largest components of a new home’s price. The Dallas Morning News article also pointed out that many builders abandoned the first-time home market after the late-2000s recession because tougher lending standards reduced the number of buyers. The Real Estate Center cites statistics from the National Association of Realtors that shows less than one-third of U.S. home sales in 2015 had been to first-time buyers, which was a historic low. As a result, the median age of first-time homebuyers nationwide is now above 30.

As the Real Estate Center’s chief economist concludes: “For years in Texas, we have had the most affordable housing for a major metro area. Affordability and workforce housing are going to be a major issue. We are not building enough houses in the \$150,000 to \$200,000 bracket.” Likewise, at the national level, real estate advisory firm RCLCO reported in Fall 2015 that the number of new homes sold in the U.S. priced \$400,000 and above had increased 25 percent over the last year while those priced under \$400,000 had dropped by almost 11 percent. RCLCO cited the following as likely factors:

- higher hurdles facing lower income households in obtaining mortgage financing;
- builders focusing on higher value, higher margin new home segments; and,
- higher land prices and development and construction costs putting downward pressure on homebuilder profitability, which makes the economics of lower-priced product much more difficult.

SOURCES: “Buyers driving farther, looking harder for new homes under \$200K,” Steve Brown, Dallas Morning News, November 12, 2015.

“North Texas builders working to meet first-time buyer demand,” Real Estate Center Online News, Texas A&M Real Estate Center, November 13, 2015.

“Mixed Signals in the New For-Sale Housing Market,” Charles A. Hewlett, RCLCO, October 29, 2015.

community, with efficient use of public streets and infrastructure generally to the north offset by underutilized public services and facilities in less vibrant areas generally found in the south, which is then exacerbated by stagnant or declining property values in such areas.

- A challenge for new south side investment is identifying “who” locally or outside of Victoria has the vision, energy, and wherewithal to pursue a reinvestment program that will require years of patience and commitment.
- Market realities and negative perceptions, valid or not, must also be overcome. (In discussing obstacles to south side renewal, Comprehensive Plan Advisory Committee members cited the relative age and condition of homes and other structures, lack of and distance to shopping, perceived school quality, flooding risk in some areas, ongoing and past industrial activity, and land and development costs relative to return on investment.)

3. Integrity of existing neighborhoods, and good design and amenities in new residential development.

- In some areas a transient residential population, in both owners and renters, makes it difficult to maintain an active and effective Homeowners Association.
- When asked about their preferred ingredients for a quality neighborhood, Victoria residents who attended public events for this Comprehensive Plan mentioned green areas (with grass and trees), attractive walkways and walking trails, masonry walls versus wood fencing along major corridors, durability of street surfaces, and curbed and guttered streets. Some attendees cited the importance of overall “first impressions” and indications that ongoing maintenance is occurring within a neighborhood.

4. Concern for community image and “quality” appearance related to: (1) private site and building practices; and (2) public sites and the “public realm” (i.e., key roadway corridors,

community entries/gateways, other public lands, etc.).

- City officials pointed out that much of the existing development in older areas of Victoria predates most development regulations and standards adopted by the City, so legacy land uses and development will take time to turn over and be upgraded.
- Public discussions for this Comprehensive Plan included repeated mentions about newcomers to Victoria who bring different expectations and want to see higher standards.
- Some public meeting attendees were interested in what “private site and building practices” entails, which is typically site design elements (e.g., landscaping, signs, lighting, screening, driveways and parking areas) plus building architecture and sometimes placement/orientation of buildings on a site and relative to adjacent properties. Some attendees also cited long-term maintenance beyond initial development and construction as a source of community eyesores (e.g., the condition of older wooden fences over time, and lack of mowing outside of private fences along some corridors).

5. Determining the best ways to promote a vibrant and appealing downtown while growing retail, services, and entertainment options elsewhere in the city.

- Along with permanent residents who enjoy downtown outings, recognize the local college student population as a built-in demographic that typically seeks the amenities that a traditional and active downtown can offer.
- The City should consider a more formalized approach to encouraging and managing shared parking arrangements among complementary businesses or land uses with different operational/visitation patterns.

FRAMEWORK FOR ACTION

The Land Use and Development framework for action is organized in three tiers: Vision statements, Goals, and Strategic Action Priorities. These topics are intended to mesh with and support the other aspects of this Comprehensive Plan. The Strategic Action Priorities convey tangible actions that will, in the long run, lead to achievement of the Goals in line with the Vision.

A **Vision** is a broad statement of how the community views itself, providing an ideal and unique image of the future based on community values.

VISION STATEMENTS

V1: Victoria is a community with “small-town” conveniences offering “big-city” opportunities.

V2: Victoria has safe and quiet neighborhoods with a variety of affordable housing.

V3: Victoria is a proud and attractive community with its own unique identity.

A **Goal** is a statement of a desired outcome (“end”) toward which efforts are directed as expressed by more specific objectives and action steps (“means”).

GOALS

1. Orderly land development patterns.
2. Preserved and enhanced integrity, compatibility, value, and vitality of existing and new neighborhoods.
3. Adequate land areas for industrial parks and other major commercial/industrial developments to facilitate expanded employment opportunities and an increased tax base.
4. Land development that enhances Victoria’s sense of community.

Housing

5. A variety of housing types and neighborhoods to meet Victoria’s future housing needs.
6. Improved safety, appearance, and livability of existing neighborhoods.
7. Improved entry-level and moderate-income housing options in Victoria.

Community Image

8. Enhanced appearance of the community by designing future development within the context of the physical environment and nearby development.
9. A strong sense of community identity established.
10. Pride instilled in the community by encouraging citizens to take responsibility for their actions in the upkeep and appearance of private and public property.

A **Strategic Action** is aimed at seizing a special opportunity or addressing a particular challenge one faces, recognizing that a broader agenda of new or ongoing activities will also be pursued in the meantime.

STRATEGIC ACTION PRIORITIES

>> Measures to support production of new single-family housing at key price points.

- In general, any potential public action must be aimed at reducing upfront development costs while still ensuring that expectations for quality dwellings, neighborhoods, and amenities are not lowered. For municipal governments themselves – or entities they establish to engage and collaborate with the private real estate and development communities (e.g., non-profit development corporations) – some options are “at arm’s length” (e.g., tax or other financial incentives, cost-sharing arrangements for utility infrastructure



The Colonies residential development in Amarillo offers an example of addressing the need for quality, new single-family homes at price points viable for the local market while also seeing them developed within an amenity-filled neighborhood context. Creating a Public Improvement District as a financing mechanism made it all possible.

SOURCE: Kendig Keast Collaborative

and/or streets) while other strategies require very direct involvement (e.g., land acquisition/assembly, direct provision of street or utility infrastructure, neighborhood park improvements, etc.). Some Texas cities have extended the use of Public Improvement Districts (PIDs) to new residential development, enabling private development to deliver new, desirable housing units at a lower price point.

- On the demand side of the housing market, any public action must be aimed at making a home purchase viable upfront and in the early years of ownership (e.g., down payment assistance, property tax relief, utilities assistance, payment of Homeowner Association fees, etc.).
- As a policy matter, the City must evaluate how it can best support non-profit efforts to address low-income housing needs, building on lessons learned from past partnership efforts.

>> Strategies to support a south side revitalization focus.

- Pursue a holistic approach to revitalization that encompasses infrastructure rehabilitation, public services, code enforcement and property maintenance assistance, housing programs, redevelopment and infill incentives, and special district and financing tools to spur redevelopment (where feasible).
- Explore the use of neighborhood protection districts, tax increment reinvestment zones, or other special district mechanisms that carry the option of applying land use and development standards within a defined area rather than citywide. As with any type of development regulation, greater predictability of outcomes is a prime benefit, specifically for purposes of south side revitalization, along with the assurance that private investments will be protected and development and redevelopment will proceed “on a level playing field” subject to defined expectations. All of these factors help mitigate the risk of committing private resources to a submarket with definite

challenges and disadvantages relative to others in the area.

- As highlighted in the Land Use and Development section of the Existing City Report, steer private investment activity toward “anchor” land uses that already are or potentially can be hubs of neighborhood activity and interaction, such as the vicinity of the Community Center, Youth Sports Complex, and Stroman Middle School.
- Continue an “education first, then enforcement” approach to code compliance that focuses punitive steps on repeat violators and property owners who do not respond to initial notifications and resolution efforts.

>> Measures to promote “quality development” in Victoria.

- Continue to evaluate viable regulatory options that would enable Victoria to address a wider spectrum of factors that contribute to development quality. All such strategies should incorporate incentive-based measures that encourage and reward desired outcomes (e.g., enhanced building design and/or materials). Purely incentive-driven guidelines may be pursued in areas where new or expanded regulation is not feasible.
- The strategic action item later in this section related to a unified Land and Site Development Ordinance points out how this approach promotes “more holistic consideration” of development standards that must be met. The process for transitioning to a unified development ordinance can also be used to highlight and fill regulatory gaps that are leading to development outcomes that fall below community expectations (e.g., commercial site and/or building design, landscaping and screening, buffering and greater separation between incompatible uses, etc.).
- As a community that is seen mostly from the private automobile, Victoria should focus its enhancement efforts on development conditions and redevelopment needs along major

roadway corridors and at high-profile “gateways” as identified elsewhere in this Comprehensive Plan. The action items in this Land Use and Development section related to special area planning, use of geographically targeted regulatory tools versus citywide regulatory tools, and corridor beautification should be pursued in concert with:

- the corridor enhancement planning referenced in the Mobility and the Recreation and Amenities sections;
- the emphasis in the Growth Capacity and Infrastructure section on using the City’s capital investments as another means for corridor beautification; and,
- the focus on “quality of place” enhancements in the Economic Opportunity section, and incentive-based methods for steering new development and reinvestment to areas in need.

- Continue to work toward opening up large areas of contiguous, developable land for new private investment as one potential program, among others, to attract larger-scale, master-planned developments that impose on themselves high expectations and standards for quality design and appearance and lasting value.

>> Community image/appearance initiatives in conjunction with expanded tourism promotion.

- Focus beautification resources and energy on potential signature streets/corridors. When attendees at a public workshop for this Comprehensive Plan were asked to identify locations on a city map “you consider a major entry point or gateway into the city,” the entry from Business US 59 (Houston Highway) was most often chosen. The north and northwest entries via US 77 and US 87, respectively, were next highest and rated relatively equal, while the SH 185 entry from the south was also cited by some. Drawing much less response was the western entry into the city and downtown via Business US 77.

- Expand the use of water-saving, drought-tolerant landscaping in strategic locations around the city given lower maintenance requirements and attractive streetscape outcomes. Also pursue partnership arrangements with businesses, community organizations, homeowners associations, or others who have a direct stake in the appearance of their area and can further relieve the maintenance burden on City resources.
- Explore initiatives or regulations that reduce the “visual clutter” of billboards and obsolete signage along gateways and corridors.

>> More “user friendly” development regulations by transitioning to a unified Land and Site Development Ordinance.

- In recent years, many cities across Texas and the nation have migrated toward Unified Development Ordinances or Codes (UDOs, UDCs) to achieve a better coordinated set of development-related regulations, standards, and procedures. A UDC typically yields the following benefits:
 - Consolidates all development-related regulations into one document (e.g., subdivision, site plan, development and design standards, signs, landscaping, lighting, parking and loading, parkland dedication, streets and utilities, circulation and access management, storm water and floodplain management, etc.). This helps to ensure consistency among the different components and promotes more holistic consideration of subdivision and site plan requirements and standards by both applicants and the City.
 - Makes the regulatory specifics easier to navigate and comprehend (i.e., more “user friendly”) for the development, real estate, and consultant communities versus dispersed and uncoordinated provisions within an overall municipal code. A single consolidated index and better cross-referencing across code sections helps to ensure that

all relevant provisions are taken into account pertaining to any particular development issue or proposal.

- Condenses into one code section all administrative procedures and considerations, helping to streamline and clarify the roles and responsibilities of each official and decision-making body.
- Offers a consolidated list of definitions, helping to prevent inconsistencies and questions of interpretation between codes.
- Greatly improves the City’s ability to track the total development process because various components are organized and coordinated in a logical, sequential order.
- Itemizes all development-related fees in one place so applicants are well informed of process costs.
- Streamlines the process for future code amendments and enhancements.

Given these potential benefits, it is usually best to pursue significant code upgrades immediately after a Comprehensive Plan is adopted. This approach capitalizes on momentum from the planning process and builds on discussions already started about regulatory issues and methods.

OTHER ACTIONS

Along with the short list of Strategic Action Priorities outlined above, this section captures other potential action items discussed through the long-range planning process. These items are compiled in five categories that are the main ways Comprehensive Plans are implemented:

- (1) Capital Investments
- (2) Programs and Initiatives
- (3) Regulations and Standards
- (4) Partnerships and Coordination
- (5) Targeted Planning/Studies

CONNECTING WITH NEIGHBORHOODS THROUGH SPECIAL EVENTS

Examples from cities across the nation illustrate the multiple ways to maintain communication links to neighborhood leaders and representatives. Establishing a community-wide association or network of neighborhood councils can also lead to annual gatherings and/or other periodic meetings and seminars on issues of interest to all neighborhoods. Such forums can prove valuable for inviting “grass roots” input into, and notice of, capital improvement priorities, park and public facility upgrades, street and infrastructure projects, pending major developments, crime prevention activities, code compliance initiatives, etc. Some communities also host high-profile annual events focused on the interests and needs of neighborhoods including:

- The annual CityLinks conference between the City of Dayton, University of Dayton and other partners, with a recent theme of “Moving Dayton Forward: New Ideas, New Initiatives.”
http://www.udayton.edu/artsscience/fitzcenter/community_progs/citylinks/
- The annual Neighborhood Conference in Riverside, California, hosted by the City’s Neighborhoods Division.
<http://www.riversideca.gov/neighborhoods/neighborhoods-conference.asp>
- The annual Neighborhoods Conference in Hillsborough County, Florida, hosted by the County’s Office of Neighborhood Relations.
<http://www.hillsboroughcounty.org/index.aspx?NID=3769>



Capital Investments

- A. Place a high priority on infrastructure improvements for infill areas to encourage their development as well as areas that are prime for industrial development.
- B. Continue to use the Capital Improvement Program (CIP) to prioritize infrastructure projects that determine the direction of future growth.



Programs and Initiatives

- A. Analyze the feasibility of providing financial incentives for infill development and the efficient utilization of existing infrastructure, including possible tax incentives and reduced or waived development and building permit fees.
- B. Use GIS to maintain an inventory of properties that are appropriate for industrial development.
- C. Identify and implement other methods of minimizing urban sprawl and strip commercial development.
- D. Empower neighborhood associations and residents to participate in revitalization

through an aggressive public participation program.

- E. Consider hosting an annual neighborhood-focused community event.
- F. Support incentives to promote beneficial downtown reinvestment, including the development of residential uses on the upper floors of downtown buildings and more housing, retailing, and restaurants overall in the downtown area.
- G. Encourage the rehabilitation of residential structures of historic value in the downtown area.
- H. Utilize incentives for restoring historic buildings consistent with the downtown design standards.
- I. Utilize One-half Cent Sales Tax Corporation funds and other available sources and finance tools to fund downtown revitalization programs.
- J. Designate additional historic districts.
- K. Encourage in-fill housing that is architecturally consistent with historic neighborhoods.

- L. Actively promote annual neighborhood cleanup campaigns.
- M. Provide public information and outreach regarding property maintenance codes.
- N. Create incentives for the development of new affordable housing on existing vacant lots.
- O. Encourage the rehabilitation or removal of abandoned and dilapidated structures.



Regulations and Standards

- A. Explore whether a petition-based approach to enable individual neighborhoods to request a higher level of neighborhood conservation measures through the City would be favorably considered in Victoria, based on the model used within the City of Houston to empower individual neighborhoods while avoiding “top-down,” across-the-board regulatory measures.
- B. Evaluate the use of historic district standards and design guidelines as another means for achieving neighborhood protection and development quality objectives within targeted areas of the city, where residents and property owners often already have higher expectations.
- C. Offer flexibility in subdivision and development regulations to encourage innovative developments and site designs that are conducive to infill, redevelopment, pedestrian-friendly neighborhoods, and livable neighborhoods with lasting value.
- D. Review existing utility extension ordinances/policies for necessary revisions and/or adopt new policies that discourage sprawl and leap-frog development patterns.
- E. Review the existing oversized utility reimbursement provisions of the Subdivision and Development Ordinance to ensure consistency with this plan and other proposed policies.
- F. Continue to apply the City’s subdivision regulations and subdivision improvement/design standards to new development in the ETJ.

- G. Identify potential revisions to the existing sign code to reduce the number of signs and billboards within the City.
- H. Create historic overlay districts to protect historic resources from encroachment by incompatible development.
- I. Identify ways to encourage improved perimeter fencing and landscaping, entry features, pedestrian circulation, the preservation of mature trees and natural areas, and other neighborhood amenities.
- J. Identify ways to encourage or require subdivision designs that include adequate open spaces in either private yards or common areas to partially provide for residents’ open space and recreation needs.
- K. Develop programs and incentives to encourage home ownership.
- L. Review, update, and enforce codes and ordinances related to weedy lots, junk vehicles, minimum housing standards, and other aspects of property maintenance.
- M. Review existing City codes and revise as necessary and appropriate to facilitate historic preservation.
- N. In cases where codes allow for flexibility or interpretation, and life/safety matters are not involved, apply a common sense approach that does not create barriers to historic preservation.
- O. Prepare design standards for buildings in the downtown area.
- P. Review existing ordinances and revise as necessary to strengthen enforcement mechanisms.
- Q. Increase enforcement of laws and ordinances pertaining to littering.

Partnerships and Coordination



- A. Identify opportunities for public/private partnerships to assist in the provision of infrastructure improvements to serve infill development.

**INTERACTIONS BETWEEN CITIES
AND HOMEOWNERS ASSOCIATIONS**

Some cities provide advice and support to local homeowners associations (HOAs), and sometimes connect them with businesses that provide HOA management services. HOAs can also provide a means for maintaining “grass roots” communication on City services, security, and capital improvement needs. In some communities, small grants are available from the City for HOAs to use as seed money for neighborhood initiatives (e.g., beautification of vacant lots, landscaping, entry treatments, etc.). HOAs contribute to the stability and appearance of residential areas as they are typically responsible for: (1) enforcing private deed restrictions; (2) maintaining common areas including open drainage areas, landscaping, signs, and any pool and recreational facilities; (3) maintaining perimeter walls and landscaping including open space between subdivision walls and street rights-of-way; and (4) maintaining private roads, street lights, and sidewalks, where applicable.

- B. Foster partnerships with residents, business owners, schools, social service providers, and other stakeholders in neighborhood revitalization efforts.
 - C. Promote the establishment or continuation of homeowners associations (HOAs) for residential developments, including tenant associations for rental communities, to ensure a direct, cooperative means for residents of an area to maintain neighborhood standards, pride, and property values.
 - D. Support the efforts of the Victoria Housing Authority to provide housing for the elderly, disabled, and other special needs populations.
 - E. Utilize incentives and partnerships to encourage area builders, developers, and non-profit housing providers to meet the demand for entry-level housing and low- and moderate-income housing.
 - F. Facilitate and coordinate grant applications for local housing-related agencies.
- Targeted Planning/Studies** 
- A. Following adoption of this updated city-wide Comprehensive Plan, pursue more detailed and area-specific planning for particular neighborhoods, districts, and corridors within Victoria (building on the Ben Wilson Corridor Study, for example). More focused planning efforts of this sort also provide an opportunity to coordinate more closely with key partners and entities, as well as to obtain public input at a “grass roots” level. Candidate areas cited during the comprehensive planning process include, among many other possibilities:
 - The Houston Highway portion of Business US 59.
 - The Laurent Street corridor as the potential focus for a broader south side planning effort.
 - Key segments along Navarro Street, especially near Victoria Mall and the high-profile Loop 463/Navarro interchange.
 - Victoria’s higher education cluster around the Victoria College and University of Houston-Victoria campuses.
 - Victoria’s central medical cluster around and between Citizens Medical Center and DeTar Hospital Navarro.
 - The Loop 463 corridor and nearby developed and undeveloped areas of northeast Victoria.
 - Downtown Victoria and its surrounding residential and mixed-use neighborhoods.
 - The Main Street corridor north of downtown to Loop 463.
 - The US 87 gateway into Victoria, and the broader area around the Victoria West High School and Harold Cade Middle School campuses.
 - B. Prepare and adopt a Downtown Master Plan.
 - C. Prepare and adopt a Historic Preservation Plan.

- D. Continue to monitor downtown parking capacity and utilization through the Main Street Program.
- E. Complete and implement a Corridor Enhancement Plan, which will provide a template for improving the major transportation corridors that lead into and through the city. It should include such features as bike lanes, sidewalks, landscaping, lighting, median designs, and other aesthetic and engineering improvements. It should also incorporate a streetscape design theme.

**FUTURE
CITY**

Future City

MOBILITY

The Mobility section of the Comprehensive Plan focuses on current, near-term, and long-range transportation needs and priorities in and around Victoria. Fundamental to this area of planning at the municipal level are procedures for the preservation of rights-of-way for thoroughfare system development, while also coordinating improvements and initiatives for various other modes of transportation. As in any urbanized and growing community, Victoria must have an adequate street network to collect, distribute, and convey traffic within and through the community. Other focus areas include ensuring the safe and efficient movement of goods and people, providing for more widespread implementation of dedicated pedestrian and bicycle routes and infrastructure, and continuing to plan for essential public transportation services.

The Victoria Metropolitan Planning Organization (MPO), which includes both the City of Victoria and Victoria County, is responsible for conducting transportation planning processes that allow the agency to receive federal and state transportation funding. The MPO uses a locally-driven planning process, working with a variety of area agencies and interests, including the City, to appropriately direct funds toward priority projects and programs. The most recent five-year update of the Metropolitan Transportation Plan (MTP) for the Victoria area, as overseen by the Victoria MPO and adopted in April 2015 by the MPO's Policy Advisory Committee, addresses the eight planning factors specified by the U.S. Department of Transportation for such plans, which are also aligned with the City's mobility interests:

1. *Economic Vitality:* The transportation network provides the region with access to jobs, shopping, education, and recreational activities. It also enables inter-regional travel and affects freight movement and international trade.
2. *Safety:* Motorized and non-motorized users of the transportation system expect and deserve a safe experience while traveling.
3. *Security:* Concerns for security, and preparedness to respond to natural disasters and other potential threats, have gained more prominence in transportation planning in recent years.
4. *Accessibility and Mobility:* Improving the accessibility and mobility of both people and freight is a key objective of transportation planning. Access refers to the ability of a person to acquire a good or a service regardless of their physical location. Mobility refers to the ability of a person to physically move to another place where a good or a service is available.
5. *Environment, Energy Conservation, and Planned Growth:* People are increasingly conscious of how their actions affect the environment and show concern that Victoria's natural resources can meet their needs both today and in the future. Both population growth and economic development tend to increase the amount of travel and impose more intense demands on the natural and built environment. Transportation investments can help address this issue by building toward a more efficient and balanced intermodal system that considers quality of life issues as well as access and mobility issues.
6. *Modal Integration and Connectivity:* Transportation planning for the Victoria area leads to projects that support a balanced and integrated multimodal system for vehicles, pedestrians, bicyclists, public transit, air travel, and movement of goods via rail and water.
7. *System Management and Operation:* Getting the most out of the existing transportation infrastructure through efficient and cost-effective projects is a key goal in the Victoria area. This can lead to projects involving improved traffic signal synchronization, better access management along existing roadways, upgraded intersections, and elimination of at-grade railroad crossings.
8. *System Preservation:* While growth in the region certainly calls for increased



transportation capacity, it is just as important to maintain the existing infrastructure in a state of good repair.

KEY ISSUES AND CONSIDERATIONS

Five key issues and considerations related to Mobility were identified through the comprehensive planning process and should be addressed as the City's associated vision, goals, and strategic action priorities for the coming years are pursued.

1. Continued traffic demands on the Navarro Street corridor with a northward growth trend.

- In all public forums, both large and small, for this comprehensive planning effort, participants invariably pointed to increased traffic along Navarro Street and periodic congestion near Victoria Mall and the Loop 463 vicinity as adverse to their quality of life. One long-time resident said this trend had "changed his enjoyment of living in Victoria" with bigger city issues and frustrations starting to affect his daily routine.

2. Extension of and upgrades to the thoroughfare network based on projected growth.

- The City's annual budget and Capital Improvement Program (CIP) continue to focus on some of the community's most important streets through a Thoroughfare Street Program. The City's newest adopted budget for Fiscal Year 2015-16 funds this program at \$3.5 million. The City's Sales Tax Development Corporation is funding the 2016 Thoroughfare Street Program. Ongoing downtown street upgrades are also occurring through the CIP.
- The City's subdivision regulations address right-of-way acquisition. A definite concern, as a notable amount of new development continues to extend into Victoria's fringe areas, is whether expectations for street and infrastructure construction as part of

new development in the extraterritorial jurisdiction (ETJ) are set high enough. A sprawling development pattern can be encouraged through cost advantages to ETJ development.

Standards for street design and construction within an incorporated city, with rare exception, should reflect its more urbanized or at least suburban character relative to rural and exurban areas. This usually means provision for curb and gutter construction, sidewalks, street lighting, signage, and sufficient open space for right-of-way landscaping. Many of these standards typically should apply within the ETJ as well, especially where the City is likely to annex such areas and be responsible for public street maintenance in the future. Curb and gutter, sidewalks, street lighting, and urban-style means for storm drainage are all often appropriate in prime growth areas adjacent to the current City limits. In outlying areas of a city's ETJ, where development character is more likely to remain rural or mostly in estate-size lots (one to three acres or more), the standards may be varied to mirror the area character yet remain reasonable and feasible (e.g., drainage via open ditches; street lighting more widely spaced or at important intersections, if provided at all; generally no sidewalks except around schools or other pedestrian-oriented destinations, etc.).

The City of Victoria already implements this approach by requiring ETJ developments within one mile of existing City utilities to design subdivision improvements to in-city standards. It is essential to monitor ongoing ETJ development trends and applicable City policies and standards to ensure desired outcomes are being achieved.

3. Local street conditions and maintenance.

- Despite a recent drop-off in U.S. domestic energy exploration and production, Victoria needs to remain vigilant if renewed Eagle Ford Shale activity leads to further heavy truck traffic in or around the city.



- In the meantime, while City standards for construction of new streets have been upgraded, greater development and construction activity in the city in recent years has been another source of wear and tear on existing local roadways.
 - The City should monitor its current street design and construction standards to ensure that public streets last, especially for rural roads that may end up handling higher traffic volumes due to growth.
- 4. Greater emphasis on safe and convenient bicycle/pedestrian circulation to both routine and high-profile destinations in the city.**
- First and foremost, the City must be more assertive in prioritizing bicycle/pedestrian circulation and safety in general and as part of its own capital projects planning. This will require close coordination among key City departments (e.g., Development Services, Public Works, Parks and Recreation) plus greater synergy among the planning, projects, and philosophies of multiple agencies (City, Victoria MPO, Texas Department of Transportation, etc.).
 - Part of this is recognition of mobility relative to recreational needs, and of opportunities to leverage resources and make joint improvements that suit both purposes (e.g., Safe Routes to Schools projects that also tie into local trail segments and fill sidewalk system gaps).
- The vicinities of the University of Houston-Victoria and Victoria College campuses are among priority areas for this focus in Victoria.
 - When attendees at a public workshop for this Comprehensive Plan were asked to identify locations on a city map “you consider unsafe when driving, walking or biking,” dots were placed in numerous locations across the community. However, the greatest concentration was along Navarro Street near Loop 463 and the Victoria Mall stretching from Guy Grant Road on the south to Broadmoor Street (Wal-Mart and Sam’s Club vicinity) on the north.
- 5. Effective and reliable public transit services, especially for transit-dependent populations.**
- Public discussion for the Comprehensive Plan update included mention of expanded evening service for workers on non-daytime schedules, which will require consideration and potential action by Victoria Transit.

FRAMEWORK FOR ACTION

The Mobility framework for action is organized in three tiers: Vision statements, Goals, and Strategic Action Priorities. These topics are intended to mesh with and support the other aspects of this Comprehensive Plan. The Strategic Action Priorities convey tangible actions that will, in the long run, lead to achievement of the Goals in line with the Vision.

VISION STATEMENTS

- V1:** Victoria offers safe, convenient accessibility within the city, region, and state via all modes of transportation.
- V2:** Victoria continues to capitalize on and protect past investments made in local transportation capacity.
- V3:** Victoria looks to new projects and funding opportunities to expand and upgrade Victoria's transportation network and enhance the community's connectivity to the surrounding region.

GOALS

1. A roadway network that accommodates the safe and efficient flow of traffic in, through, and around Victoria.
2. Expanded regional accessibility via improved highway, rail, air, and barge canal modes of transportation.
3. Alternative transportation options for Victoria residents including public transportation, hike/bike networks, and improved pedestrian circulation.
4. Transportation strategies that will continue to ensure the city's clean air quality.

STRATEGIC ACTION PRIORITIES

>> Measures that apply a Transportation System Management (TSM) approach to major roadway corridors where efficient traffic flow and safety are priority concerns now or into the future.

- A TSM approach emphasizes efficient use of existing roadway capacity when added capacity projects are unlikely to happen in the near future, or ever, due to physical or fiscal constraints. Typical TSM measures that should be considered for significant corridors (such as Navarro Street, Business US 59, Main Street, Laurent Street, Sam Houston Drive, and John Stockbauer Drive) include:
 - Intersection improvements to increase traffic capacity, including added turn lanes, turn lane length, and the

consideration of traffic circles and roundabouts where appropriate.

- Access management involving raised median installation, driveway retrofits, cross-access requirements, etc.
- Acceleration/deceleration lanes added at major site access points, where feasible.
- "Pull-outs" at transit stops to remove stopped buses from the travel lanes.
- Traffic signal upgrades and "Intelligent Transportation System" (ITS) technologies.
- Rapid incident response to remove stalled vehicles from roadway main lanes, expedite clean-up, and restore normal traffic flow after collisions.

>> Ongoing funding commitment to local streets rehabilitation and maintenance.

- The City has continued to invest in street rehabilitation and improvements over the years, dating back to public surveys conducted for the previous Victoria 2025 Comprehensive Plan that showed "better streets" as the greatest community need identified by respondents. Therefore, as stated in the City's previous annual budget for Fiscal Year 2014-15, "in order to dramatically improve the conditions of our residential streets over the next decade," the City stepped up even more through a 225 percent increase in funding devoted to street programs – from \$1.83 million one year earlier to \$4.13 million in the 2014-15 budget. In the City's newest adopted budget for Fiscal Year 2015-16, funding was increased even further for the Residential Street Reconstruction Program (approximately \$4.2 million). Just over \$2 million was also allocated to the Residential Preventive Street Maintenance Program, which is aimed at making cost-effective treatments to roadways still in good condition to avoid later deterioration and extend the service life of structurally sound pavement.
- Continue to fund regular updates to the City's Street Inventory to monitor conditions city-wide, prioritize near-term

"COMPLETE STREETS" TREND ACROSS THE NATION

The streets of our cities and towns are an important part of the local community fabric. They help to organize and orient our built environment – neighborhoods, centers of commerce, and public institutions. As such, these streets ought to be designed for everyone whether young or old, on foot or on bicycle, or in a car or a bus. Too often streets are designed only for speeding cars or creeping traffic jams.

In communities across the country, a movement is growing to “complete” the streets. States, cities, and towns are requesting their planners and engineers to build roads that are safer, more accessible, and easier for everyone to move along and cross. In the process, they are creating better communities.

According to the National Complete Streets Coalition, instituting a Complete Streets policy ensures that transportation planners and engineers consistently design and allow the entire roadway to operate with all users in mind – including bicyclists, pedestrians of all ages and abilities, motorists, and public transportation vehicles and riders. This often involves implementation of a “road diet” to reduce vehicular travel lanes so other travel modes may be accommodated within the available right-of-way. As in the illustration below, this could result in dedicated or shared lanes for transit vehicles, designated and signed bike routes and marked on-street lanes, and possible incorporation of protected and painted “green lanes” for use solely by cyclists, as well as the possibility of adding or restoring on-street parking.



An ideal Complete Streets policy:

- starts with a vision for how and why the community wants to complete its streets;
- specifies that “all users” includes pedestrians, bicyclists, and transit passengers of all ages and abilities, as well as trucks, buses, and automobiles;
- applies to both new and retrofit projects, including design, planning, maintenance, and operations for the entire right-of-way;
- makes any exceptions specific and sets a clear procedure that requires high-level approval of exceptions;
- encourages street connectivity and aims to create a comprehensive, integrated, connected network for all modes;
- is adoptable by all agencies to cover all roads;
- directs the use of the latest and best design criteria and guidelines while recognizing the need for flexibility in balancing user needs;
- directs that Complete Streets solutions will complement the context of the community;
- establishes performance standards with measurable outcomes; and
- includes specific next steps for implementation of the policy.

SOURCE: National Complete Streets Coalition, Smart Growth America website (<http://www.smartgrowthamerica.org/complete-streets/>).



The main street in Hamburg, New York, is welcoming to all users. Wide sidewalks, curb extensions, and well-marked crosswalks help pedestrians travel to the various businesses along the street. On-street parking gives those traveling by car easy access. Colored pavement narrows the travel lanes, keeping vehicle speeds at an appropriate level.

SOURCE: Dan Burden, Walkable and Livable Communities Institute

maintenance projects, and anticipate longer-term needs.

>> Measures to enhance bicycle/pedestrian safety in areas with the greatest such activity now or in the future.

- Part of the equation for this will involve ongoing public education and police awareness of the respective rights and best practices for motorists, cyclists, and pedestrians to follow when sharing roadways.
- Review and update the Paseo de Victoria Pedestrian and Bicycle Master Plan, the City's Parks Master Plan, and other plans and studies that lay the groundwork for phased construction of an interconnected and safe bicycle/pedestrian system for both recreational and alternative transportation needs.
- Prepare a city-wide Sidewalk Master Plan
- that builds on earlier sidewalk inventories and mapping efforts.
- Dedicate funding to fill gaps in the existing sidewalk system.
- Continue to explore opportunities to incorporate bicycle and pedestrian components and amenities into new and redesigned roadways, where available right-of-way allows and where safe outcomes can be assured.
- Consider formalizing a "Complete Streets" policy and design approach for new and reconstructed roadway corridors, where appropriate. Under this philosophy and method, which is being implemented in jurisdictions nationwide, more effective corridor design and operation is considered from the start rather than as an afterthought "where available right-of-way allows." A Complete Street provides for the

“PIRATE BIKES” – SOUTHWESTERN UNIVERSITY’S BIKE SHARE PROGRAM

Southwestern University, a private university in Georgetown, Texas, implemented the very first Bike Share program in Texas in 2005. The program was free of charge for students, faculty members, and visitors. The 50 original “Pirate Bikes” were donated by Heidi Meyer Curry in memory of her brother, a Southwestern alumnus who had died in 2004 following a bicycle accident in Austin. The program was designed and is supervised by the Southwestern Student Foundation, a student organization. In March 2010, District IV of the Council for Advancement and Support of Education (CASE) awarded the Foundation its Grand Gold Award for Best Student Program.



Advertised as a “grab and go” program, 120 bright yellow bikes are now distributed across the Southwestern campus for single or daily use. The Pirate Bikes are monitored by the campus police and may only be used on campus. Other rules are also enforced involving how bikes should be handled, where they can be parked, and general riding courtesy. The campus police also oversee bicycle maintenance, periodically gathering the bikes each year to perform inspections and repair any damage. During the “Pirate Bike Appreciate Week” on campus, students and faculty are encouraged to contribute to the bike maintenance to sustain the program. The image above shows the annual Pirate Bike Parade on campus. Other Texas universities have begun offering bike share programs for students; however they typically require registration by the individual and a semester fee for bike use. Municipalities in Texas, including San Antonio, Houston, and Fort Worth, have their own public bike share programs in certain areas and districts.

SOURCE: Southwestern University Pirates Bikes Program webpage
(<http://www.southwestern.edu/about/piratebikes/>).

mobility and safety of all users of the transportation system and not just automobile traffic. As described by the National Complete Streets Coalition (www.smartgrowthamerica.org/complete-streets), elements of Complete Streets can include: sidewalks/trails, bike lanes, raised crosswalks, wide shoulders, refuge medians, audible pedestrian signals, sidewalk bulb-outs, pedestrian amenities, special bus lanes, bus pull-outs, shade and shelter, and trees and landscaping.

- Consider funding support for bicycle rental/sharing facilities in conducive locations (e.g., higher education campuses, downtown, Riverside Park, etc.), looking to successful programs elsewhere for lessons learned.
- Gradually work toward annual Transportation Improvement Program (TIP) allocations for bicycle/pedestrian projects within the Victoria MPO area.
- Identify other potential funding sources and seek funding for bicycle/pedestrian facilities.

OTHER ACTIONS

Along with the short list of Strategic Action Priorities outlined above, this section captures other potential action items discussed through the long-range planning process. These items are compiled in five categories that are the main ways Comprehensive Plans are implemented:

- (1) Capital Investments
- (2) Programs and Initiatives
- (3) Regulations and Standards
- (4) Partnerships and Coordination
- (5) Targeted Planning/Studies



Capital Investments

- A. Continue to use the City's Capital Improvement Program (CIP) to prioritize locally funded street extensions and expansions.
- B. Initiate timely capacity improvement projects in the form of additional lanes, divided facilities with medians, turning lanes, and extensions of existing streets.



Programs and Initiatives

- A. Continue to implement a standard operating procedures manual for the City to use on Ozone Action Days.



Regulations and Standards

- A. Implement the Thoroughfare Master Plan through the right-of-way dedication provisions of the Subdivision and Development Ordinance to ensure the preservation of rights-of-way for roadway extensions and expansions.
- B. Update the Thoroughfare Master Plan to include complete street design principles.
- C. Continually monitor the City's pavement standards for local streets to ensure the long-term durability and value of streets dedicated for the City's maintenance.
- D. Consider updates to the City's subdivision regulations and associated technical design criteria to ensure that streets constructed

and dedicated to the City by private development in the ETJ will be built to last and up to par. This potential amendment process should also address whether lesser standards for ETJ streets are contributing to urban sprawl outcomes in certain locations at Victoria's edges, especially north and northwest. This can include when a development is not required to bring up to current standard an existing substandard road that abuts the development site (in various other cities developers are required to upgrade the half of the road adjacent to the property).

- E. Work in coordination with the Victoria MPO and Victoria County to establish a non-radioactive hazardous materials route in accordance with state and federal guidance.
- F. Consider adopting Traffic Impact Analysis (TIA) provisions that would authorize the City to require a TIA study if projected traffic from a particular development site would exceed a certain established traffic generation threshold or specified development conditions (e.g., square feet of non-residential development, number of residential lots or units, etc.). The TIA helps to quantify the altered traffic conditions and assess and justify mitigation steps that may be required. TIAs are commonplace in many Texas and U.S. communities. They are used to help evaluate if the scale of development is appropriate for a particular site and what mitigation steps may be necessary, on and/or off the site, to ensure safe and efficient access and maintain traffic flow on affected public roadways and at nearby intersections.

Partnerships and Coordination

- A. Continue the Traffic Management Team to encourage coordination between a variety of stakeholders, including the City, MPO, Sheriff's office, Texas Department of Transportation, Victoria ISD, and Victoria Transit, to identify traffic issues and develop solutions.
- B. Continue to utilize the Victoria MPO as a forum for expressing the City's transportation needs and priorities to the Texas Department of Transportation, other entities in the region, and the public.

- C. Identify and implement methods of increasing public participation in the transportation planning efforts of the Victoria MPO and Texas Department of Transportation.
- D. Coordinate with Victoria ISD on the management of vehicle queuing at school campuses during morning drop-off and afternoon pick-up periods.
- E. Maintain coordination between the City, Victoria MPO, and Texas Department of Transportation regarding preparedness for special transportation funding opportunities (e.g., Proposition 1 and Proposition 7 funding allocations approved by the Texas Transportation Commission) and by having a set of "shovel-ready" projects.
- F. Work closely with appropriate federal and state agencies to implement plans for developing I-69 through Victoria County.
- G. Collaborate with Victoria County to better synchronize street design and construction standards within ETJ areas.
- H. Coordinate with local rail companies to identify improvements that can reduce traffic delays, improve safety, and alleviate the impacts of train traffic, including City support for additional railroad grade separations and implementation of "quiet zones" to reduce noise from train horns.
- I. Continue the Interlocal Agreement with the Golden Crescent Regional Planning Commission (GCRPC) to provide local

INTERSTATE 69 OUTLOOK

Victoria is located on the proposed Interstate 69 corridor that covers much of the current U.S. Highway 59 route through Texas. Designated by Congress as a high priority corridor in the 1990s, I-69, when completed, will be the most direct interstate linking the industrial centers of Mexico, the United States, and Canada. The I-69 corridor already accounts for more than 63 percent of the nation's truckborne trade with Canada and Mexico. This corridor currently has the nation's busiest border crossings on both the Canadian and Mexican borders.

The Alliance for I-69 Texas highlights Victoria as a major hub of activity for the proposed interstate. The interstate is being developed as a piece-by-piece road improvement project over an extended period, with several sections of I-69 currently dedicated in Houston, near Corpus Christi, and in the Rio Grande Valley. Portions of US Highways 77 and 59 are proposed to be reconstructed and become I-69 East and I-69 West, respectively, with Victoria at the heart of where these two highways converge. Located in Segment 3 for dedication, Victoria will likely become a key distribution location as it is a population center, has access to an intracoastal

waterway, and is a major circulation point on the existing highway system.

Although businesses, residents, and travelers through the area will experience some congestion as the roads are upgraded to freeway standards, Victoria may reap multiple benefits from I-69 passing through the city.

- The City of Victoria could see gains in property, sales, and hotel occupancy tax revenues as more hotels and restaurants will likely be needed to accommodate the increased highway traffic.
- With Victoria emerging as a major distribution point, companies may want to expand in or relocate to an area with easy access to several types of distribution (truck, rail, waterborne).
- Victoria could experience a higher rate of population growth, with new development and an increase in ad valorem taxes from the new residents.

While the I-69 project will take years to complete, Victoria needs to prepare for the expected traffic effects in and around the community.

SOURCE: Alliance for I-69 Texas website
(<http://www.i69texasalliance.com/index.html>).

match funding and in-kind services toward the implementation of the transit system.

- J. Work closely with GCRPC in the planning of transit routes and stops.
- K. Continue to work with the "Air Victoria" Committee to educate the community on air quality issues.
- L. Work with the "Air Victoria" Committee, local news media, and other entities to improve and expand the Ozone Action Day program.
- M. Work cooperatively with local industry and business to encourage employees to walk, bicycle, or share a ride to and from work.



Targeted Planning/Studies

- A. Periodically review the Thoroughfare Master Plan and amend as necessary. [NOTE: The newest adopted Thoroughfare Master Plan map is maintained by the City's Development Services Department and is available for viewing and download from the Planning Services section on the Department's webpage. At the time this Comprehensive Plan was adopted, the online location was: <http://www.victoriatx.org/departments/development-services/planning-services->]
- B. Develop a Corridor Enhancement Plan, which will address access management, landscaping, street lighting, sidewalks, and other street enhancement issues for key roadway corridors in Victoria.

**FUTURE
CITY**



Future City

GROWTH CAPACITY AND INFRASTRUCTURE

This Comprehensive Plan section focuses on the potential extent and timing of ongoing population growth in Victoria in the decades ahead, where this growth might occur on the ground, and the implications it could have for maintaining a sound financial footing for municipal government into the future. Growth can bring many economic and community benefits, but the City must also weigh the tax base and revenue gains against the costs of expanding its public services – and potentially extending them across a much larger municipal service area.

Efficient use of land is a prime consideration of community planning, along with orderly and coordinated upgrades to local transportation and utility infrastructure systems, to achieve and maintain a desired community form and character. Maintaining the effectiveness and responsiveness of the City's public safety services is another essential focus of this section.

As part of preparing for its expected growth, the City also has strategic reasons to continue considering prudent enlargement of its geographic jurisdiction where and when appropriate. This can occur through planned, City-initiated annexations of areas within Victoria's state-authorized 3.5-mile extraterritorial jurisdiction (ETJ), as well as through land owner requests to have their property incorporated within the City of Victoria.

KEY ISSUES AND CONSIDERATIONS

Five key issues and considerations related to Growth Capacity and Infrastructure were identified through the comprehensive planning process and should be addressed as the City's associated vision, goals, and strategic action priorities for the coming years are pursued.

1. Implications for municipal services and finances of continued growth and development in unincorporated areas around the city.

- Some amount of ETJ development is inevitable given the preference of some home buyers for larger lots and a more rural atmosphere outside the City limits
- while staying close enough to reap the benefits of living near a major city.
- The Fire Department is already accustomed to responding across Victoria County and flexing its resources as necessary; however, further demands on Police Department resources could be a concern with any significant potential service area expansion.
- Among the challenges of achieving further growth and development contiguous to the existing city are property ownership patterns and lack of turnover in some strategic areas, such as northeast beyond Loop 463 and certain areas south of US 59. (When attendees at a public workshop for this Comprehensive Plan were asked to identify locations on a city map “you

POPULATION OUTLOOK FOR VICTORIA

Population projections are an important component of a long-range planning process. They help determine and quantify the demands that will be placed on public facilities and services based on the potential pace and scale of the community's physical growth. Projections reflect local, regional, national, and international trends and offer a basis to prepare for the future.

However, forecasting population changes can be challenging, particularly for the long term, because it is often difficult to account for all circumstances that may arise. Demographers also caution that population projections become trickier as the geographic area gets smaller, making city-level population the most difficult to forecast. This is because local population change is strongly influenced by less predictable factors such as housing prices, availability of vacant land to develop, and annexation of additional territory, which may already have existing residents and results in an instant increase in the citywide total. Therefore, it will be important for the City to monitor population and economic growth continually to account for both short- and longer-term shifts that can influence development activity and trends in the community and larger region.

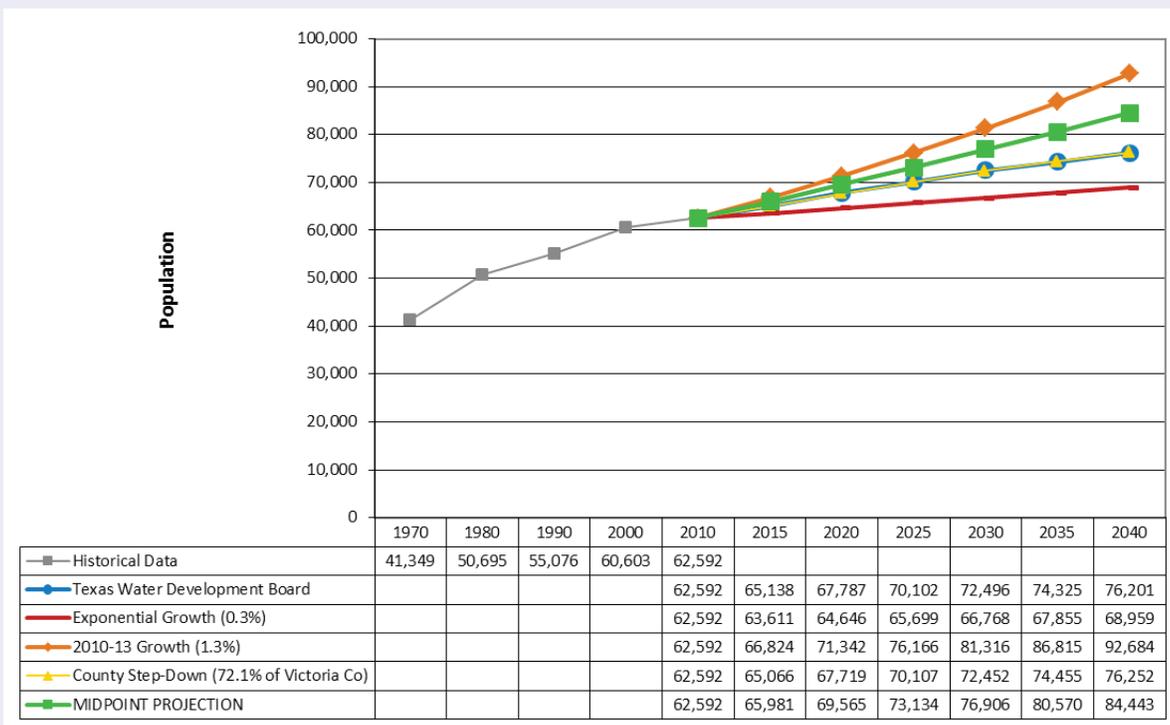
For historical perspective, the last Comprehensive Plan update in 2007 assumed that Victoria would grow from roughly 61,200 residents in 2005 to just over 74,000 by 2025 – and would be around 64,300 residents in 2010. Through Census 2010, the U.S. Census Bureau reported a slightly lower population tally of 62,592. To the extent that interim estimates reflect reality on the ground, the latest U.S. Census Bureau estimate through mid-2014 had Victoria surpassing the 66,000 mark with 66,094 residents (which suggested a gain of roughly 1,000 residents in one year, up from 65,098 in mid-2013).

Given this context, the accompanying chart provides a comparison of several potential scenarios for future population change in Victoria. The projections build on the Census 2010 baseline of 62,592 persons and identify potential population levels in five-year increments out to 2040.

consider good for new homes and growth in or around the city,” the most dots were placed in this northeast area just outside of Loop 463, from Houston Highway/Business US 59 toward US 77 on the far north side.)

- The City recently assessed the public service implications of a first-ever Municipal Utility District (MUD) proposal to facilitate new fringe development. While the MUD proposal ultimately did not move forward, the Public Works Department had to consider near-

term capacity issues (e.g., lift station upgrade), as well as potential longer-term effects (e.g., line extensions and system connectivity). This scenario required contemplation of the tools available to Texas cities for facilitating desirable development (i.e., new and needed housing) while safeguarding the City’s financial position and managing public infrastructure effectively. Among these tools are development agreements, utility over-sizing policies and agreements, and public/private cost-sharing arrangements.



It is wise for cities to think in terms of a range of potential growth rather than an absolute number given the uncertainty of any small-area forecast that extends beyond a few years. As illustrated by the Midpoint Projection line in the scenarios chart, **the midpoint of a potential growth range to assume for this updated Comprehensive Plan – between the high 2010-2013 Growth projection and the lower Texas Water Development Board and County Step-Down projections – would put Victoria’s population at approximately 69,500 in 2020; 76,900 in 2030; and 84,400 in 2040.** This would mean some 21,850 additional residents from 2010 and implies that Victoria could add the equivalent of one-third of its current population over the 30 year period. For perspective, Census 2010 reported an average household size in Victoria of 2.62 persons, meaning that 8,340 additional housing units would be needed to accommodate 21,850 added residents.

WHERE WILL VICTORIA ACCOMMODATE ITS PROJECTED GROWTH?

Displayed on **Map 1, Growth Outlook and Directions**, are a set of key factors that will have some influence on where Victoria’s projected growth can or may occur, including:

- locations of existing developed areas within and around the existing City limits;
- current geographic reach of the City’s infrastructure systems for providing water and sanitary sewer service;
- locations of existing major roadways plus the projected major street network – including the locations of key intersections – based on the City’s adopted Thoroughfare Master Plan;
- land in and around the current City limits that remains undeveloped or in agricultural use; and
- the Guadalupe River and other lesser waterways with associated 100-year floodplains that reduce the quantity of developable land.

For a joint workshop with Victoria’s City Council and Planning Commission midway through the Comprehensive Plan update process, the projection that Victoria could gain nearly 22,000 more residents from 2010 to 2040 was put into perspective in this way:



- The Windcrest and Windcrest Gardens residential neighborhood, along Salem Road between Loop 463 and John Stockbauer Drive as shown in the aerial view, has approximately 160 single-family homes.
- Applying the average household size in Victoria from Census 2010 (2.62 persons per household) means this neighborhood has about 420 residents.

2. Greater focus on absorbing a share of projected growth within existing developed areas.

- The existing Victoria City limits include few large areas of contiguous, developable land.
- Older areas on the south side of Victoria face reinvestment challenges as discussed further in the Land Use and Development section of this Comprehensive Plan. This warrants consideration of special district mechanisms and incentive-based

tools for promoting more infill and redevelopment activity.

- The City should continually assess its capital investment practices to ensure that south side projects not only support private redevelopment and infill activity, but encourage it while balancing the needs of the entire City.
- Given the level of public investment and accessibility to vacant land represented by the northeast segment of Loop 463, continue to promote retail development

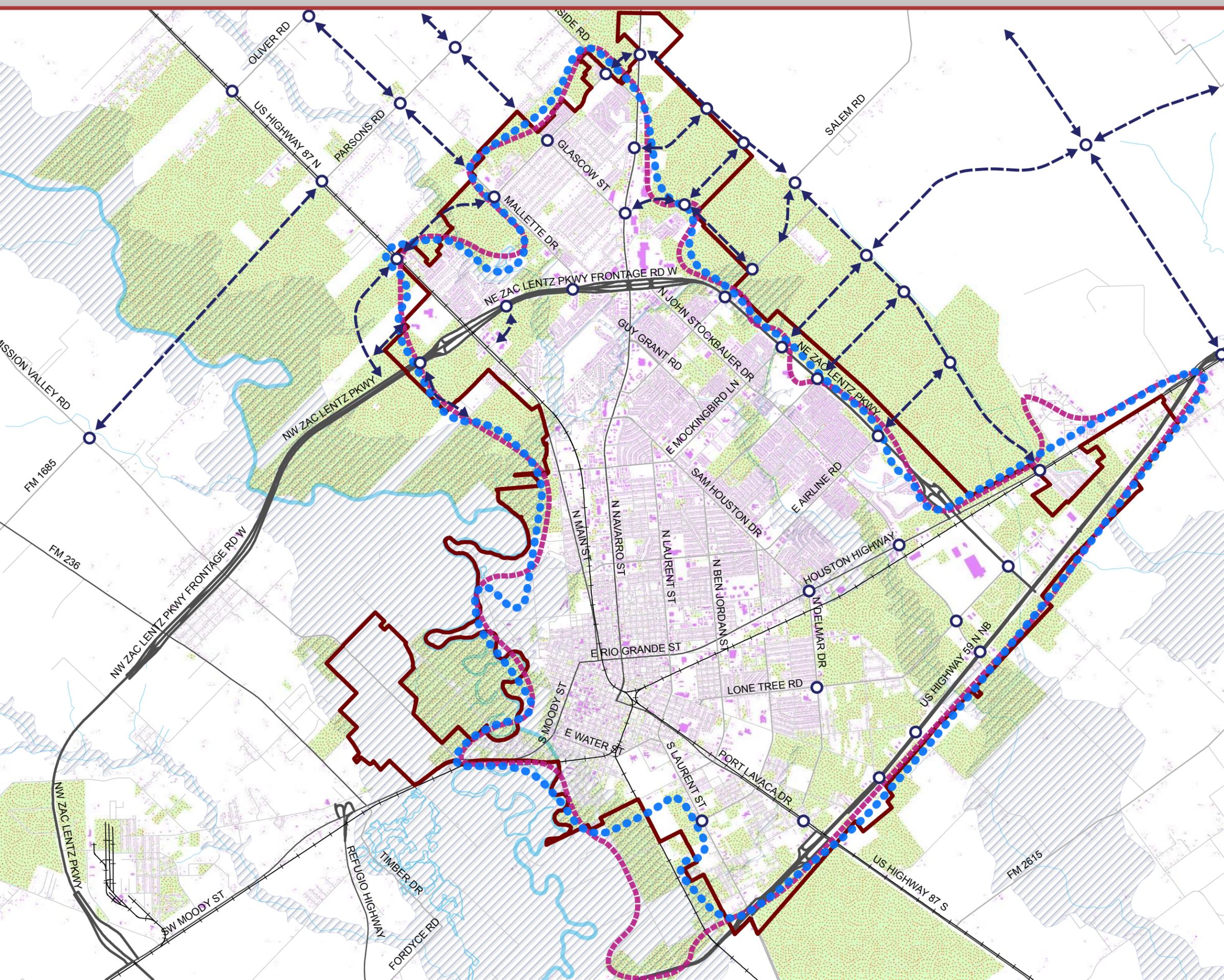
MAP 1
GROWTH OUTLOOK AND
DIRECTIONS

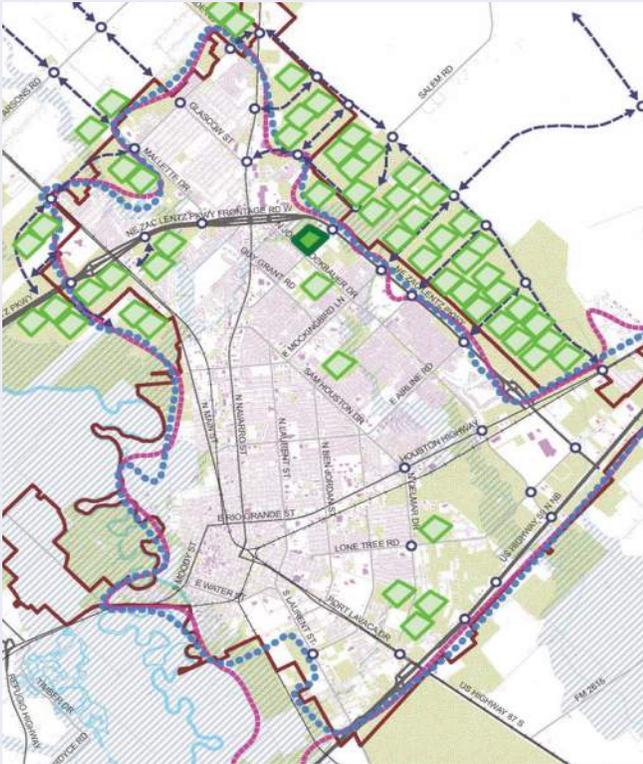
LEGEND

-  City Limits
-  Key Intersections on Thoroughfare Master Plan
-  Key Roadway Links on Thoroughfare Master Plan
-  Extent of Current Water Distribution System
-  Extent of Current Wastewater Collection System
-  Agriculture/Undeveloped Land
-  Buildings
-  Freeway
-  Primary Arterials
-  Secondary Arterials
-  Railroad
-  Creek/River/Lake
-  100 Year Floodplain



Disclaimer: This map is intended for general informational purposes only and does not represent a legal record. No warranty is made by the City of Victoria regarding specific accuracy or completeness, and the data may be subject to revision at any time without notification.





- This neighborhood multiplied 52 times would nearly equal the 21,850 additional residents Victoria could have by 2040.

Next, the Windcrest neighborhood “footprint” was reproduced 56 times on Map 1 for a meeting of the City’s Comprehensive Plan Advisory Committee, as illustrated in the map clip to the left. It was recognized that the actual geographic distribution of new residential population and development can vary in numerous ways (e.g., greater absorption of growth within the city) and may not be at all realistic as depicted (e.g., northeast land availability and drainage issues). However, a key point of the exercise was to illustrate one conceptual scenario of how Victoria’s projected growth could occur in areas contiguous to the current City limits, outside the 100-year floodplain, and in close proximity to roadways already in place or anticipated for the future on the Major Thoroughfare Plan.

opportunities focused around the key Loop 463 intersections at Salem Road, Mockingbird Lane, and Airline Road.

3. Effective capital projects planning to balance the needs of newly-developing areas with older areas of the city.

- Public Works Department leadership noted using the City’s Capital Improvement Program (CIP) to balance needed attention to both new and older infrastructure.
- The City should continue its practice of providing City utility services to users outside the City limits rarely, with annexation in exchange for services the preferred scenario.

4. Ongoing support for excellent public safety services, along with various “quality of life” services that City government provides.

- Continue to recognize the implications for various City services of a daytime

population that far exceeds the actual resident population – by 30,000+ persons according to some estimates.

- A recurring point during public meeting discussions was that, with Victoria’s growth, some newcomers place a premium on “quality of life” services based on their experiences in other places they have lived.
- Public safety staffing remains a challenge in Victoria as elsewhere.
- Maintaining and enhancing the City’s valued police services will eventually require new and improved facilities to house key police functions.

5. Ensuring a sound long-term water supply for the city while focusing, shorter term, on water system deficiencies and upgrades characteristic of any aging infrastructure.

- Victoria’s water supply outlook is good, especially relative to many cities elsewhere in Texas.

- However, Victoria also faces competing demands upstream for water by some of the largest metropolitan areas in Texas, plus downstream environmental needs that require certain base river flows to be maintained.
- Along with ongoing prioritization of targeted improvements within the water system, Victoria officials should continue to implement water storage measures as further insurance against drought and peak demand periods.

FRAMEWORK FOR ACTION

The Growth Capacity and Infrastructure framework for action is organized in three tiers: Vision statements, Goals, and Strategic Action Priorities. These topics are intended to mesh with and support the other aspects of this Comprehensive Plan. The Strategic Action Priorities convey tangible actions that will, in the long run, lead to achievement of the Goals in line with the Vision.

VISION STATEMENTS

- V1:** Victoria has technologically advanced, cost effective infrastructure (i.e. water, sewer, streets, drainage, and communications).
- V2:** Victoria has quality municipal services and facilities making the community a safe, healthy, and enjoyable place to live.
- V3:** Victoria’s growth and development pattern accommodates private investment needs while also ensuring a sound financial position for municipal government over the long term.

GOALS

1. Annexation activity that adds to the economic stability of the city and protects and enhances its quality of life and economic resources.
2. Improved condition of existing streets and durable design and construction of new streets.
3. Storm drainage systems that minimize public harm and property damage due to flooding.

4. Well-maintained and improved water and sanitary sewer systems.
5. Improved water quality and quantity.
6. Coordinated infrastructure improvements to serve future development.
7. Maintenance of fire and emergency medical services at a high standard.
8. A low crime rate and police services maintained at a high level.
9. Library services that meet the diverse information needs for all citizens of Victoria County.
10. An efficient municipal solid waste management system.

STRATEGIC ACTION PRIORITIES

>> Enhance and improve the formalized Capital Improvement Plan (CIP) process for identifying, prioritizing, and funding essential capital projects.

- The range of activities to incorporate into the City of Victoria’s CIP should go beyond street, drainage, and utility infrastructure projects to include parks and trails, City buildings, land and right-of-way/easement acquisition, major vehicle and equipment purchases, and the planning and design studies that are often a precursor to significant initiatives and expenditures. Even aesthetic or tourism-related enhancements, such as community gateway treatments, streetscape upgrades along corridors, and installation of wayfinding signage qualify as capital projects.

As with any priority-setting process, various criteria could potentially be applied to determine the ultimate timing and sequencing of CIP projects. For municipal governments, perhaps the most fundamental ranking consideration is public health, safety, and welfare. Some projects and improvements the City cannot avoid doing, or cannot put off, as they are mandated by the state or federal governments, or are a condition of a permit (e.g., water and wastewater

system compliance with water quality standards). Once a set of candidate projects has been identified, reasons should be outlined for placing certain projects ahead of others.

As taxpayer funds are involved, elected officials must also consider equity as they seek to show results to their constituents. Geographic and/or socioeconomic fairness may require that beneficial projects occur in various parts of the community, including most or all City Council districts, and not be concentrated in only certain parts of the city.

Public engagement and education to help with project vetting and priority setting is another strategy for gaining consensus during the process. Some cities embrace the political aspect by starting the annual CIP process with district-level public meetings hosted by individual City Council members, with support from City staff. Technical and financial staff then highlight reasons certain projects must be fast-tracked (e.g., mandated improvements) while others will require more time due to sheer cost, right-of-way acquisition, etc. Inter-departmental working groups, as well as subcommittees of Council, Planning Commission, or other City boards/commissions, may also play a role.

- Ensure a direct and strong linkage between the City’s various planning functions (land development, transportation, parks, etc.) and the capital projects planning and prioritization process.
- Ensure that Victoria’s CIP is satisfying a key purpose of such plans, which is to provide predictability – for multiple years in advance – of the City’s capital investment plans and priorities for the benefit and awareness of private interests and citizens.

>> Capital projects to expand Victoria’s water storage capacity.

- Continue to prioritize funding of Aquifer Storage and Recovery (ASR) methods

VICTORIA’S CAPITAL PROJECTS OUTLOOK

As with a wide variety of businesses, institutions (e.g., universities, medical centers, churches), and other public agencies and levels of government, cities must periodically make “big ticket” expenditures. This is one defining aspect of a “capital” project – something that is relatively costly but, in turn, provides benefits over an extended period. Capital projects are among the most complex responsibilities of municipal government given both their typical scope and cost.

Through its most recent annual budgeting process, which concluded in September 2015, the City of Victoria adopted an updated five-year CIP that extends through Fiscal Year 2020. Prior year projects that had already been awarded, were in progress, or still to be bid carried a total value of \$75.5 million. Projects receiving funding in each of the next five fiscal years contribute to the totals shown below. Together with the prior year projects, this means the City has committed \$155.3 million to a variety of major public investment needs, with street and mobility related projects receiving the largest allocation by far, followed by utility infrastructure projects.

- Fiscal Year 2016: \$17.99 million
- Fiscal Year 2017: \$15.40 million
- Fiscal Year 2018: \$14.49 million
- Fiscal Year 2019: \$19.60 million
- Fiscal Year 2020: \$12.33 million

among the set of projected capital projects for the next five- to 10-year timeframe.

- Related to safeguarding and enhancing the City’s long-term water supply position, also:
 - Continually scan the available water market in an effort to identify potential opportunities to purchase additional water rights.

- Continue participation in Texas Water Conservation Association activities to network with other water purveyors and identify subordination or contract opportunities for additional water rights.
- Advise engineering and legal consultants to notify the City of Victoria of potential opportunities and threats associated with acquiring additional water rights.
- Maintain a presence on the South Texas Watermaster Oversight Committee of the Texas Commission on Environmental Quality (TCEQ) to identify potential opportunities to acquire additional water rights.

>> Continued planning for phased annexation activity.

- Underlying the City's annexation policy and planning should be an emphasis on motivating more development activity within the City limits and avoiding after-the-fact annexation of previously developed areas.
- City officials and departments should utilize workshops for any near-term annexation activity so that resources that could go to in-city needs are not held in reserve for any potential annexation moves.
- Among the considerations for ongoing annexation planning is the need for additional industrial park development in Victoria, and whether the associated land requirements (500+ acres) will involve locations partly or entirely within the ETJ.
- Another key annexation factor to the north and northeast is the practicality and potential timing for pursuing regional detention solutions for storm drainage that would likely require partnerships among multiple levels of government and/or public-private agreements and cost-sharing arrangements.
- Also monitor any emerging locations or clusters of new commercial activity within the ETJ that might warrant near-term consideration for annexation.

- As part of special area planning efforts emphasized in this Comprehensive Plan, a market study component would help to clarify the future land development potential for prime growth and candidate annexation areas. As with any speculative forecast, such projections must be handled carefully but can provide insights for public service planning and fiscal impact calculations by the City. This is one way of addressing a stated desire, during the comprehensive planning process, for longer-term forecasting of the municipal finance outlook.
- Remain cognizant of concerns about potential annexation of additional territory given a "take care of what we already have" sentiment that was expressed during this comprehensive planning process.

OTHER ACTIONS

Along with the short list of Strategic Action Priorities outlined above, this section captures other potential action items discussed through the long-range planning process. These items are compiled in five categories that are the main ways Comprehensive Plans are implemented:

- (1) Capital Investments
- (2) Programs and Initiatives
- (3) Regulations and Standards
- (4) Partnerships and Coordination
- (5) Targeted Planning/Studies

Capital Investments 

- A. Continue to prioritize, schedule, and budget for a variety of capital project needs through the City's Capital Improvement Program (CIP), including:
 - Orderly infrastructure expansions based on existing and future infrastructure master plans and the recommendations of this Comprehensive Plan.
 - Street reconstruction projects.
 - Replacement of deteriorated water and sewer mains.

- Future drainage improvements based on the Storm Drainage Master Plan.
 - Land acquisition, construction, and equipment needs for new fire stations.
 - Major Police, Fire, and EMS equipment purchases based on an inventory process to monitor acquisition and replacement needs for timely action.
 - Land acquisition, construction, and equipment needs for new or expanded library facilities.
 - Maintenance and replacement of rolling stock for the continuation of consistent solid waste collection services.
- B. Continue increasing the annual street maintenance budget in future fiscal years, using the annual Street Inventory to determine priorities for street maintenance.
- C. Begin multi-year preparatory steps for the eventual design and construction of a new public safety facility through the City's CIP.
- H. Maintain the City's floodplain management program in accordance with the regulations and guidelines of the Federal Emergency Management Agency (FEMA) and the National Flood Insurance Program.
- I. Perform regular maintenance to sustain the capacity of drainage systems.
- J. Continue to implement the Storm Water Discharge Permit in accordance with the schedule and guidelines of the Texas Pollutant Discharge Elimination System (TPDES) program.
- K. Continue to budget for incremental increases in Police Department staffing, especially to better manage an increasing call for service load per officer, and to implement the true intent of Community Oriented Policing – a greater focus on crime prevention versus reaction.
- L. Regularly monitor the rate of Class I and Class II crimes in Victoria.



Programs and Initiatives

- A. Implement the Water Master Plan to provide for the orderly extension of properly sized water distribution systems into areas of future development.
- B. Continue to monitor water quality in the distribution system.
- C. Continue a program of scheduled fire hydrant flushing.
- D. Continue to evaluate cost-effective treatment techniques and practices to identify opportunities to improve the quality of water produced at the surface water treatment facility.
- E. Encourage use of water conserving landscaping.
- F. Evaluate the possibility of implementing a water conservation plumbing retrofit program.
- G. Continue to implement the Storm Drainage Master Plan, including the new Drainage Criteria Manual as recommended in the plan.
- M. Continue implementing proactive crime prevention activities.
- N. Continue providing opportunities for increased interaction between police officers and Victoria residents through community policing (focused on patrol zones), zone meetings, National Night Out events, and other outreach efforts.
- O. Achieve the Fire Department's established emergency response time goals.
- P. Monitor the City's Insurance Services Office (ISO) rating and identify actions needed to maintain or improve the rating.
- Q. Monitor library usage patterns to determine changing community interests.
- R. Continually monitor emerging electronic formats of existing print sources for library collections to determine when quality and cost permit change.
- S. Periodically review solid waste routes and make adjustments as necessary to maintain balanced routes for efficient, quality collection services.

- T. Take steps to continue the City's recycling program despite market forces that are a continual threat to the viability of municipal recycling programs and the cost implications of trying to satisfy public desire for a robust program. The City should also continue to pursue alternatives and solutions to Victoria's recycling program challenges, including: (1) the extent of non-recyclable material collected that is boosting the apparent participation rate while contaminating the stream of beneficial materials; and (2) how best to provide residents with more options for discarding brush and bulky trash and meet regular trash pick-up needs more effectively.
- U. Continue to support: (1) the school newspaper recycling program; and (2) hazardous waste collection programs.
- V. Continue public education efforts across all departments regarding City functions (fire, police, library services, recycling, etc).



Regulations and Standards

- A. Review existing utility extension ordinances/policies for necessary revisions and/or adopt equitable new policies that achieve the goals and objectives of this Comprehensive Plan.
- B. Continue applying the City's pavement standards and assessing them periodically for further needed upgrades or revisions.
- C. Review periodically and update as needed other City infrastructure design standards and specifications.
- D. Review periodically and update as needed the City's Flood Damage Prevention Ordinance in accordance with the Storm Drainage Master Plan.
- E. Review standards related to best practices for drainage requirements in the subdivision and development of land and update ordinances as necessary.

Partnerships and Coordination



- A. Coordinate annexation plans with area utility providers and Victoria ISD.
- B. Look for opportunities to partner with groups to promote water conservation awareness activities, and continue to distribute and disseminate water conservation information to the public.
- C. Given the presence of two higher education campuses in Victoria, continue to explore opportunities for some degree of coordinated library services and programming to benefit both permanent residents and non-resident college students.
- D. Actively pursue creative financing options, including public/private partnerships, for the construction of a new multi-purpose facility in Victoria that could host major events and conferences and accommodate other public gatherings of varying sizes.

Targeted Planning/Studies



- A. Maintain a detailed annexation study that identifies areas for potential annexation, along with consideration of: (1) priorities for annexation, including preferred growth corridors and areas of future development; (2) constraints to future development, including floodplains, potential for gravity wastewater service, and other limitations; and (3) areas of existing development bordering the corporate limits that can be served by minor utility extensions.
- B. Conduct fiscal impact analyses for potential annexations to weigh the cost of extending municipal services against the projected revenues to be generated by the development.
- C. Continue to implement the Sanitary Sewer Master Plan to provide for the orderly extension of properly sized wastewater collection systems into areas of future development.
- D. Periodically assess public safety facility locations and service areas.

Future City

ECONOMIC OPPORTUNITY

Victoria has a positive legacy from past planning efforts, numerous strategic advantages, and continued opportunities to differentiate itself from the competition. The excellent partnership between the City and the Victoria Economic Development Corporation (VEDC) provides a solid foundation for the community's economic development efforts. The presence of the University of Houston-Victoria and Victoria College and of several major hospital facilities, positioned in the prime employment growth sectors of higher education and medical/healthcare, not only provides favorable advantages to the community as it markets itself to outside industries, but also provides critically needed services that enhance the local quality of life.

The provision of public services by the City and economic development initiatives have a symbiotic relationship. Increased economic activity that creates a growing tax base better enables the City to provide the infrastructure and services desired by residents and businesses. In turn, the services, infrastructure, and amenities provided by the City are enticements that encourage further economic growth. Additionally, housing continues to be a related component that is needed to support new job growth – and may also need support itself to develop in the quantity and quality expected by Victoria residents.

Well-constructed economic development policies will provide City government the greatest opportunity to influence the quality, quantity, and timing of development. Such policies will create the ability to shift some of the risk of funding public improvements to private sector partners and will afford the opportunity to ensure growth pays for itself.

KEY ISSUES AND CONSIDERATIONS

Five key issues and considerations related to Economic Opportunity were identified through the comprehensive planning process and should be addressed as the City's associated vision, goals, and strategic action priorities for the coming years are pursued.

1. Risk of over-dependence on energy-related sectors of the economy in the local business and employer mix.

- The energy sector is inherently unstable due to the complexities of global energy demand, policies, and international relations.
- Capitalizing on the energy market when it is strong is always important, but should be mitigated by consistently seeking diversification with more stable industry sectors.
- City revenues derived from energy-related businesses should be utilized for

non-recurring expenses and replenishing operating fund reserves whenever possible.

- The risk of falling into non-attainment status for ozone must remain a regional focus given the adverse regulatory and potential economic implications if air quality standards are not met.

2. The importance of maintaining Victoria's regional trade center role, especially pertaining to the City's sales tax and hotel occupancy tax revenue streams.

- Victoria is the regional center for the Golden Crescent region and concerted efforts to maintain this role have been started by the City and its public and private economic development partners in recent years.
- Sales tax is a key component of the City budget that needs to be preserved and enhanced as much as possible – but with caution to avoid overdependence on sales tax revenue.

LEGACY OF PAST PLANNING

Victoria has benefited from consistently working toward a set of economic development goals for a sustained period. The City's 2000 Comprehensive Plan focused on creating an environment that allows existing businesses to thrive, attracting additional primary employers, and ensuring adequate City infrastructure is in place to support the needs of business. This consistent focus is a critical foundation for long-term success and continues to be a keystone of Victoria's ongoing accomplishments.

Victoria also benefits from long-standing cooperation between the City and VEDC. The VEDC has followed the principles outlined in its 2000 Strategic Plan designed to "position Victoria to compete." The partnership between the City and VEDC, following their distinct but complementary strategic plans, has resulted in numerous successes over the last 15 years. This is due, in part, to maintaining consistent requirements throughout the life of the review of a project and maintaining open dialogue with problem-solving attitudes. This partnership allows each entity to focus on its respective strengths as they relate to business retention, attraction, and general economic development. Maintaining open communication and a positive relationship between these two entities is critical to sustaining Victoria's positive trajectory.

The legacy of past economic development planning can be seen in Victoria's consistently growing population, available jobs, higher education student enrollment, property values, and retail sales. As population grows, there is an ongoing need for both employment and tax base growth to support infrastructure and maintenance needs. Continued focus on economic development principles is critical to supporting the goals of other aspects of the Comprehensive Plan.

- Events and attractions that bring visitors to Victoria likewise need to be preserved and expanded as much as possible in order to maximize hotel occupancy taxes that can be used to enhance the quality of life for visitors and residents.
- 3. Workforce concerns involving the quantity of available labor and quality in terms of education, training, and skills.**
- An adequate workforce supply of educated and trained individuals remains critical for the expansion of existing businesses and the attraction of new primary employers.
 - City efforts to support the organizations and agencies that provide this training needs to be continued.
- 4. Preparedness to employ available economic development and financing tools where appropriate.**
- Every business expansion or recruitment opportunity has its own unique set of needs. The City needs to be clear in the universe of tools it is willing to use and be ready to listen to the unique needs of each situation so that the right tool can be employed.
 - The City and Victoria Economic Development Corporation (VEDC) should continually review and update economic development policies that point to certain tools for certain situations to allow for flexibility in unique or more complex negotiations.
 - Along with tools used to entice particular business prospects and secure site-specific investments, some special district mechanisms and regulatory tools can help provide stability and greater certainty for investors within a broader sub-area of the community.
- 5. The need for a holistic view of economic development that emphasizes “quality of place” along with employment and investment opportunities (e.g., infrastructure and public services, mobility, housing, recreation and amenities, etc.).**
- Economic development is any activity

NEW AND POTENTIAL ECONOMIC DEVELOPMENT TOOLS



The primary tools currently used in Victoria, along with VEDC programs, include:

- Property tax abatements (usually for major primary employers that are expanding or relocating, abated for up to 10 years).
- Texas Local Government Code Chapter 380 agreements (up-front grants/loans repaid through growth in sales, property, or hotel occupancy tax revenue).
- 4B sales tax (local option to add one-half cent to fund economic development activities such as VEDC support, marketing, incentives, reimbursements, etc.).
- Hotel Occupancy Tax (seven percent local option tax on hotel stays to fund activities that promote more stays such as community marketing plus direct support for local events, destinations, and organizations whose activities drive tourism visits and hotel stays).

Other potential tools include:

- Special districts for financing improvements and services in specific areas (management districts, public improvement districts, tax increment reinvestment zones, utility districts, empowerment zones).
- Additional regulatory tools and ordinances focused on “quality of place” enhancements.

that improves a community’s standard of living. The standard of living of Victoria’s residents will not only be improved when adequate job opportunities are available, but also when the City has adequate revenues to fund the infrastructure, maintenance, and recreation services desired by the residents.

- Economic development policies that continue to focus on attracting new primary employment jobs and growing the City tax base, including ongoing complementary retail sector development and rising sales tax revenue, will yield in the long run the “quality of place” results that residents are seeking.

FRAMEWORK FOR ACTION

The Economic Opportunity framework for action is organized in three tiers: Vision statements, Goals, and Strategic Action Priorities. These topics are intended to mesh with and support the other aspects of this Comprehensive Plan. The Strategic Action Priorities convey tangible actions that will, in the long run, lead to achievement of the Goals in line with the Vision.

VISION STATEMENTS

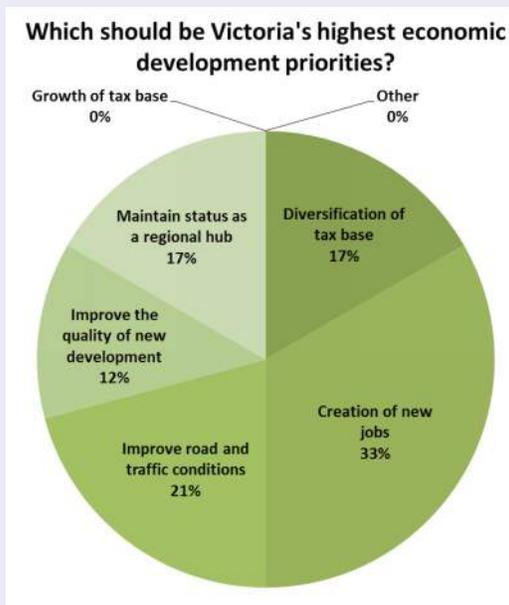
- V1:** Victoria’s residents enjoy a robust, diverse economy that provides a high quality of life with a variety of dynamic job opportunities.
- V2:** Victoria remains a regional hub for a broader market area in need of a range of shopping, service, and cultural/entertainment options.
- V3:** Victoria has a unified focus among its public and private sectors on developing, retaining and attracting a workforce that meets the needs and skills expectations of the 21st Century economy.
- V4:** Victoria’s rich history and its downtown are utilized as one of the foundations for building the local economy.

ECONOMIC DEVELOPMENT PRIORITIES FOR VICTORIA

When asked to consider highest priorities for economic development in Victoria, members of the City’s Comprehensive Plan Advisory Committee (CPAC) responded as summarized in the chart to the right, which led to further discussion and these concluding points:

- CPAC members expressed a general understanding that all other benefits of economic growth follow from the creation of primary jobs, which was ranked by far as the highest priority.
- Growing and diversifying the tax base are natural results of the influx of additional capital and income into the community from the creation of new primary jobs. The retail, service, and other quality of life opportunities desired by residents ultimately depend on primary job growth.
- Public funding that may help to alleviate traffic issues and/or support measures to improve the quality of new development is also generated from the income and tax base growth supported by new job growth.

- Retention and expansion of existing businesses is equally important to new job growth as a tool for maintaining the vibrancy of the community.



GOALS

1. Increased emphasis on retaining and expanding local businesses and industries.
2. A diversified and expanded local economy through the expansion of light industry and other businesses.
3. Improved quality and quantity of the present and future labor supplies in the Victoria region.
4. Existing infrastructure that is in good condition with ongoing planning for future infrastructure needs that will accommodate prospective business and industrial growth.
5. A business environment that will enhance the community’s overall quality of life and promote further economic development.

STRATEGIC ACTION PRIORITIES

>> Measures to promote continued diversification in base sectors of the local economy beyond energy-related businesses.

- Monitor the Texas Workforce Commission industry forecast to capitalize on sectors with the highest growth potential in the region and likelihood to offer above average wages.
- Through VEDC, market specifically to these industries and others that are a good fit for Victoria, employing a marketing message that highlights a progressive and visionary city that is planning for a better future.
- The City should actively participate with VEDC to develop an additional industrial park.
- Appropriately-scaled tax abatements and/or other inducements, for both local business expansion and diversification through external recruiting, should continue to be evaluated in light of current policies.
- The City should continue to seek opportunities to support and incentivize the building renovation process in strategic areas identified for focused revitalization efforts (e.g., older

commercial corridors and districts, downtown, inactive industrial sites, etc.) to strengthen the appeal of such areas for renewed business investment.

>> Continued support for Port of Victoria expansion and success given tremendous opportunities for Texas and U.S. Gulf Coast ports in the coming decades.

- The Port of Victoria is outside the corporate limits of the City, so opportunities for direct inducements for port-related development are limited.
- However, the City can be a key partner by supporting County tax abatements or other state/federal funding applications that will benefit VEDC and Port projects.

>> Continued focus on Victoria’s regional trade center role (retail/services, medical/healthcare, education, recreation/leisure, etc.).

- *Retail/Services:*
 Certain specialty or high-end retail services and entertainment venues are desired by many Victoria residents. Additionally, some areas of the community appear to have an abundance of retail while other areas appear to be underserved. More grocery options are particularly desired.
 - Identify underserved retail/service niches that are supportable in Victoria.
 - Utilize Chapter 380 reimbursement agreements (property tax and/or sales tax) to incentivize target sectors.
 - Utilize a sliding scale to provide a higher level of reimbursement to more desirable sectors or to businesses that will locate in preferred locations within the city (uncongested areas with adequate public infrastructure).
 - In support of “shop local” efforts, focus traffic flow and beautification enhancements around key retail clusters given the proximity and range of shopping options in larger Texas cities accessible by Victoria residents.

□ *Medical/Healthcare:*

The medical/healthcare sector is probably the most significant growth market nationally in the coming years, yielding opportunities to grow this key sector's presence in Victoria. Expanding the medical/healthcare choices available locally, especially specialty services which residents currently must leave the community to obtain, will not only enhance the local economy, but will also enhance the quality of life for residents.

- Continue to maintain positive and ongoing working relationships between the City and administrators at major healthcare facilities in the area.
- Develop an understanding of each facility's plans and obstacles they face; identify the obstacles that the City can assist in alleviating and develop an implementation plan to address those obstacles.
- Establish economic development policies to assist in attracting the desired medical/healthcare specialty practices that are missing or ripe for growth locally.

□ *Education:*

Expansion of higher education facilities in Victoria holds tremendous potential for multiple community benefits. A growing student population and a greater variety of educational degree programs increase the likelihood that more local students will choose to stay local, which may result in more graduates choosing to remain in Victoria. Students can fill local jobs while they are in school and will have a greater chance of filling professional-level positions after graduation. A vibrant university community translates to a more dynamic and desirable community overall.

- Continue to maintain positive and ongoing working relationships between the City and administrators at the University of Houston-Victoria and Victoria College, especially to promote student recruitment and further enrollment growth.

- Develop an understanding of each institution's plans and obstacles they face; identify the obstacles that the City can assist in alleviating and develop an implementation plan.
- Continue to focus on program and funding partnerships between educational institutions and employers to provide technical and vocational programs, especially involving technology, that serve workforce development needs while also making Victoria an attractive place to complete a degree or pursue continuing education.

>> Sports/special events tourism initiative.

The City has invested in facilities and programs to support the sports tournament industry for both youth and adults. An assessment of current facilities indicates that baseball/softball and swimming facilities are adequate for current and projected demand. Soccer facilities have been identified as a deficiency, which if corrected, could yield additional tournament opportunities. Similar return on investment is anticipated from upgrades to meeting and special event facilities in Victoria.

- Quantify the need for additional soccer fields.
- Prepare a funding plan to construct the needed soccer facilities, taking into account new possibilities for use of Hotel Occupancy Tax (HOT) funds for sports tournament facilities. The improved facilities are expected to result in even further growth in HOT revenue for the City, meaning the upfront public investment will be offset by increased public revenue. [For more background



on the City of Victoria’s leadership in Austin to gain legislative approval for this facility financing link, see page 50 in the Recreation and Amenities section of the Existing City Report.]

- Continue to explore potential collaboration opportunities between the City, Victoria ISD, Victoria College, and the University of Houston-Victoria to host regional athletic, fine arts, entertainment, and academic events.
- Expand marketing of existing tournaments and events and expand industry contacts to attract additional activity to Victoria.

OTHER ACTIONS

Along with the short list of Strategic Action Priorities outlined above, this section captures other potential action items discussed through the long-range planning process. These items are compiled in five categories that are the main ways Comprehensive Plans are implemented:

- (1) Capital Investments
- (2) Programs and Initiatives
- (3) Regulations and Standards
- (4) Partnerships and Coordination
- (5) Targeted Planning/Studies



Capital Investments

- A. Update the 2007 Land Development Study, as needed and as an input to the City’s annual capital improvements planning, to maintain a clear understanding of development constraints in expected growth areas and opportunity areas and corridors where vacant land has all the right characteristics for eventual development.
- B. Further clarify utility capacity deficiencies.
- C. Make correction of these deficiencies a priority within the City’s capital improvement program (CIP); utilize Chapter 380 reimbursement agreements for properties that can advance fund utility extensions sooner than the CIP schedule.

PICKING THE RIGHT TOOL

The various types of special districts itemized earlier in this section – management, public improvement, utility, tax increment reinvestment, and empowerment – can potentially fund many of the same improvements. So, which type of district to use in which situations? This decision is ultimately driven by the characteristics of a particular candidate area, a detailed assessment of its needs and opportunities, and a careful evaluation of its potential to generate more and new revenues, including how much and over what timeframe. In general, the following factors apply in all cases:

- How will benefits from the district (e.g., revenues, capital project financing) be apportioned?
- What is the funding capacity of the district?
- What is the cost of service burden (public safety services, parks, general administration, etc.)?
- What is the time duration of the district?

Programs and Initiatives

- A. Continue to utilize an economic development policy that encourages the use of tax increment reinvestment zones, Chapter 380 reimbursement agreements, and special district creation where feasible and likely to be effective.
 - Inducements, whenever possible, should be based on performance-based reimbursements; use up-front incentives only for unique and critical situations.
 - Potential projects should be vetted by the following criteria, at a minimum:
 - Third Party Feasibility and Market Studies.
 - Overall financial impact to City and other governmental revenues.

- Overall economic impact for the community as a whole.
 - Impact on the provision of City services.
 - Anticipated debt obligations and duration, if any.
 - The degree to which the prospect will comply with or exceed the City's economic development policies and land development standards.
- B. Develop and monitor metrics for measuring economic activity in Victoria.
- C. Continue a program of annual onsite visits to businesses in base sectors of the Victoria economy to monitor their prospects for growth and support their successful expansion.



Partnerships and Coordination

- A. Continue to maintain a strong City-VEDC relationship allowing each entity to complement the other by focusing on its respective strengths.
- B. Continue active participation in the Victoria Partnership, along with other avenues, to ensure regular communication and positive relations between municipal government and the local business community.

- C. Strengthen working relationships and partnerships with UH-Victoria and Victoria College.
- D. Strengthen working relationships and partnerships with the major healthcare facilities in the area.

Targeted Planning/Studies

- A. Conduct a housing market demand analysis to more precisely define the types, quantities, and price ranges of homes for which shortages exist.
- B. Utilize the report to “prove” the Victoria housing market for potential builders and developers.
- C. Utilize feedback from builders/developers to identify specific obstacles or risks that could be mitigated by a City reimbursement program or special district; tailor specific programs to specific needs.
- D. Continue to track retail sales surpluses and leakages to highlight and support areas of progress and determine any prudent steps to bolster underperforming local retail sectors.



Future City

RECREATION AND AMENITIES

Parks, open space, and recreation facilities are an essential part of a healthy and sustainable community, offering relaxation and exercise outside of the home and work, and beyond school activities. Much like streets, utilities, and police and fire protection, parks are integral parts of any municipality – and often among the public services most valued by residents.

An ongoing quality of life focus for Victoria dates back to and reflects the influential legacy of the City’s Comprehensive Plan of 2000. The years since have brought many successes and enhancements in recreational, cultural, and other leisure opportunities for residents and visitors to enjoy. Nonetheless, some fundamentals still need continued attention, including maintaining and upgrading existing parks while also increasing the quantity and quality of developed, accessible recreational acreage across the community, especially in underserved areas.

Also prominent in the process of preparing this updated Comprehensive Plan was the often expressed desire to share Victoria’s abundant history and local assets with more Texans and other visitors. Key to success in this arena, as recognized by those charged with luring more tourists to “Explore Victoria,” is overcoming the lack of an instantly identifiable landmark or image to associate with the area. While Victoria has much to offer once visitors arrive, an essential challenge is how to raise Victoria’s profile amid a state saturated with established destinations known for their culinary, natural, and historical points of interest.

KEY ISSUES AND CONSIDERATIONS

Five key issues and considerations related to Recreation and Amenities were identified through the comprehensive planning process and should be addressed as the City's associated vision, goals, and strategic action priorities for the coming years are pursued.

1. The need to invest in upgrades to existing parks while also providing for future park needs in newly-developing areas.

- Proceed cautiously with any potential park system expansion in the immediate future given the extent of needs within the current system – and look to the recent and ongoing rehabilitation of Riverside Park as a prime example of the consequences of letting existing assets fall victim to deferred maintenance.
- In planning for park upgrades, Parks and Recreation Department leadership noted the need to look beyond just City-owned park sites to their context in terms of the surrounding neighborhoods and routes that lead to and from public parks (e.g., adequacy and quality of access, landscaping/streetscapes, wayfinding signage, etc.).



2. Ensuring adequate parkland in appropriate locations to meet the needs of areas projected to gain additional housing and population in the future.

- It is essential that the City of Victoria implement a formal procedure for acquiring public parkland with new development and/or collecting fee-in-lieu payments to fund park acquisition or development.
- Action is needed as inadequate parkland acquisition and development in past decades is evident in northwest Victoria and other underserved areas, especially at the larger "Community Park" scale.
- A parkland dedication/fee system is market driven in that it recognizes that new development is what generates new demand for additional City parkland and recreation services, so existing residents and taxpayers should not have to bear the entire burden to expand the park "supply."
- The City's Planning Commission, during the subdivision approval process, should have some involvement in park location considerations given Commissioners' knowledge of the community and awareness of local development trends – especially to address parkland deficiencies on the north and northwest sides.

3. Enhancing recreational access to the Guadalupe River corridor, especially within Riverside Park.

- River bank clearing within Riverside Park and the initiation of a kayak rental service at the park have been well received enhancements implemented recently and should be continued as well as additional possibilities explored.
- The City should explore public park possibilities in the area north of Riverside Park along the east bank of the Guadalupe River, which is constrained for development by floodplain and where additional water features are also located near the river.

4. Responding to growing emphasis on healthy living habits, opportunities, and resources in Victoria as in many other Texas and U.S. communities.

- Recognize that in some areas – especially where public parkland is partly or entirely within floodplain – sizable, quality, well-maintained open space for various recreational pursuits is all that is needed versus any significant facilities, amenities or programming.
- In areas where potential off-street trail alignments are not available or viable, a “complete streets” approach to roadway design (especially for major reconstruction of older streets in already developed areas) would ensure that residents can walk or bike: (a) along thoroughfares with good separation from vehicular traffic, (b) along roadways that offer continuity and connectivity to nearby destinations, and (c) in a pleasing setting when good streetscape design is also incorporated.

5. Building consensus on how best to position Victoria as a destination for visitors and “overnighters” amid a broader array of Coastal Bend tourism offerings.

- Part of the context for this key issue is adjusted mechanisms for tourism promotion in recent years.
- The spike in local hotel construction in recent years has already increased the pool of “overnighters” providing more opportunities to motivate return leisure visits by those in Victoria on business or just passing through.
- Recognize differences of opinion within the community regarding Victoria’s true tourism potential and the level of resources to put toward its promotion (and toward certain enhancements such as further significant downtown improvements).

FRAMEWORK FOR ACTION

The Recreation and Amenities framework for action is organized in three tiers: Vision statements, Goals, and Strategic Action

Priorities. These topics are intended to mesh with and support the other aspects of this Comprehensive Plan. The Strategic Action Priorities convey tangible actions that will, in the long run, lead to achievement of the Goals in line with the Vision.



VISION STATEMENTS

- V1:** Victoria has improved park facilities and expanded recreational opportunities.
- V2:** Victoria is a vibrant, attractive, well preserved historic, cultural, and entertainment center.
- V3:** Victoria’s historic buildings and resources are preserved and enhanced.

GOALS

1. Revitalized existing parks.
2. Recreational opportunities that attract tourism.
3. An adequate quantity and equal distribution of parks, open space, and recreation facilities.
4. Natural greenbelts developed with trail systems to provide pedestrian and biking linkages for neighborhoods, schools, parks, and other destinations.
5. Additional recreational opportunities.
6. Adequate convention center/arena capacity to meet demand for additional public meeting space and activities.

- 7. Downtown Victoria revitalized as a balanced work, housing, cultural, and entertainment center – a place where there is a variety of day-to-day activity.

STRATEGIC ACTION PRIORITIES

In the background of the action priorities below is recognition that an update of the City’s Parks Master Plan is expected to follow at some point after this updated Comprehensive Plan. Periodic city-wide park plan updates provide an opportunity to factor in shifting trends in the utilization of parks and recreation facilities and evolving community priorities (e.g., splash pads, dog parks, etc.). Additionally, as in many other communities facing resource limitations, a fundamental policy decision is needed as to whether the future envisioned park system should focus on a set of larger Community and/ or Regional parks or aim for more Neighborhood and/or Pocket level parks in most areas.

>> “Parks to Standard” investments in existing parks.

- Just as with the City’s other physical assets and “infrastructure,” recognize the need for – and commit to – sustained operations and maintenance funding for Victoria’s established parks and trails to ensure that they can be maintained at a quality level that meets resident and visitor expectations.
- Acknowledge and work to address residents’ desire for lighted paths while highlighting the costs of lighting installation.
- Public desire for restrooms in parks, as indicated in surveys, is another cost factor amid competing priorities for limited funding.
- Plan and design all potential park improvements with appreciation for expected utilization (e.g., a trend toward much shorter-duration park visitation by some users for specific recreational purposes, particular interests of college students, etc.).
- Install splash pads at more parks given the popularity of this water amenity, plus the cost and maintenance advantages for the City relative to public pools.

- Implement beautification efforts in all existing parks.
- Document and highlight demonstrated, tangible improvements to Victoria’s current park assets as an essential factor in securing additional external funding through grant programs administered by the Texas Parks and Wildlife Department.
- Noteworthy for the City is that all of its park playgrounds are already compliant with Americans with Disabilities Act (ADA) standards.
- Remain mindful of the range of responsibilities imposed on the City’s Parks and Recreation Department beyond just basic park and recreation facility operations and maintenance to ensure the Department can achieve its core missions.



>> Continued focus on Riverside Park rejuvenation as Victoria’s signature park for residents and visitors.

- Include in the next Parks Master Plan update (or as a supplemental effort) a special focus on the near- and long-term possibilities for maintaining and enhancing Riverside Park as a community treasure with a wide array of offerings for both residents and visitors to Victoria.
- Recognize Riverside Park’s function as a regional park to which most users drive and park, while some residents closer by can bike or walk.

>> Parkland dedication/fee-in-lieu mechanism to secure acreage for new public parks in conjunction with new development.

- Some typical reasons why required parkland dedication works for so many communities include:
 - Public acquisition of new parkland occurs in conjunction with the very residential development that will generate the demand for new recreational space.
 - It is highly efficient to plan for public park sites when designing new residential neighborhoods to ensure that the park will be of adequate size, in a convenient and accessible location, and with characteristics that will make it suitable for cost-effective park development and ongoing maintenance.
 - If the City cannot rely on mandatory dedication to ensure that new residential areas will have park space, then several scenarios can result when land is not dedicated:
 - » the City must scramble to find available sites in the area that are appropriately situated and will be suitable for park development and use;
 - » the City will be looking to purchase property on its own at a time when development pressure already exists in the subject area, resulting in higher land costs to the City and its taxpayers; and/or
 - » residents in the newly developed area may have to go without a neighborhood park for some time if the City cannot secure an appropriate site or does not have the resources for both acquiring and developing a new park site in the near term.

A well-established dedication procedure, with associated standards for park size and location, provides predictability for development applicants, the City, and residents and taxpayers. It also ensures a “level playing field” for all applicants versus an approach that relies on case-by-case negotiation, especially where the City has little leverage to require that community expectations and standards

for public parkland be met consistently by every new development.

Key considerations when implementing requirements for parkland dedication include:

- Any ordinance provisions drafted and ultimately adopted in Victoria can draw from lessons learned in numerous other Texas cities that have many years of experience with parkland dedication. But all such requirements must be tailored to the local situation to ensure they are realistic and not onerous.
- Land suitability standards should be included to ensure that the City is not presented with “leftover” pieces for dedication that are inappropriate for practical and cost-effective park development, public use, and/or maintenance based on their relative inaccessibility, topography/slope, drainage conditions, etc.
- ETJ areas should be included in the parkland dedication system. This ensures that any relatively dense residential subdivisions outside the City limits, especially in areas likely to be annexed into the City within some reasonable timeframe, will provide for public parkland from the start rather than this service having to be addressed after the fact. Part of the rationale is to ensure that developments outside the City limits do not have particular advantages over in-City developments.
- A fee-in-lieu option should be included, as is widely used by other cities, to enable payment of a fee by the development applicant instead of actual land dedication, subject to certain criteria. The fee option also gives the City flexibility in planning for future land acquisition and park improvements.
- A series of park planning and improvement zones will need to be delineated, and these can be determined through and incorporated into the next Parks Master Plan

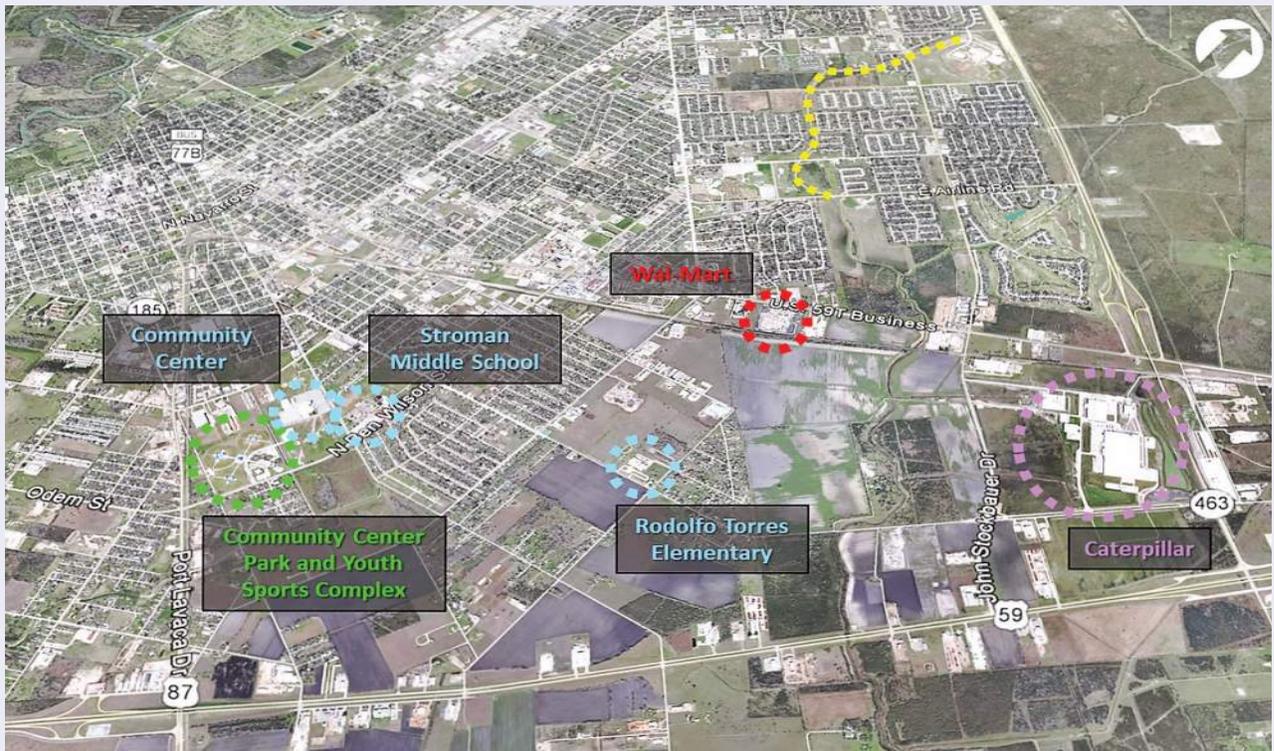
update. This is because one principle of the fee-in-lieu approach is that fee revenue generated in a particular area should be escrowed and dedicated to finance improvements that benefit new development in that same area (versus fee revenue being spent for improvements elsewhere in the community).

- Elected officials in too many cities with parkland dedication requirements defer increases in local park fees due to economic or political considerations. As a result, the fees do not keep up with increasing land costs over time, as well as the rising costs of parkland development and improvements. This leaves their cities with inadequate revenue to

accomplish planned improvements and keep pace with the added demands of new development. Some Texas ordinances include an automatic escalator clause for this reason, tied to the local rate of inflation or other measurable indicators.

- Provisions for linear/corridor land dedications can be included to support trail network expansion in conjunction with new development, as well as a mechanism for fees to help finance trail improvements.
 - Through the next Parks Master Plan update, prioritize the establishment of specific local acreage benchmarks for parkland relative to population, as well as for specific park classifications.

DESTINATIONS FOR POTENTIAL LONE TREE CREEK TRAIL EXTENSION



This illustration highlights destinations that could be made more accessible to pedestrians and cyclists through a potential southward extension of the existing Lone Tree Creek Trail (yellow dash), including public parks (green) and facilities (blue), retail (red), and employment locations.

SOURCE: Kendig Keast Collaborative

>> Phased trail network expansion.

- Design and construct a southward extension of Lone Tree Creek Trail, utilizing the creek/drainage corridor and associated easements where possible. More detailed planning should assess the feasibility of an eventual route to Community Center Park and the Youth Sports Complex. A key focus will be a workable and safe crossing point (and design) at Houston Highway/Business US 59 to maintain trail continuity. If viable, this extension could pass near industrial park areas (offering an amenity to workers), Rodolfo Torres Elementary School, and Stroman Middle School, as well as various residential neighborhoods along the way.
- As with the Lone Tree Creek Trail extension, emphasize continuity of key trails and avoid development of scattered, shorter segments across the community (i.e., develop “trunk” trails within an overall trail network similar to major water/sewer lines). Essential to the continuity of longer-distance routes is to recognize that some connections along the way will not be fully improved trail sections. Instead, continuity is achieved via sidewalks, marked bike lanes along streets, and other means for pedestrians and/or cyclists to continue their trek in a safe manner.
- Explore other potential alignments for primary-level trails, as well as “feeder” and loop trail opportunities along the “trunk” routes.
- Possible connections to a future community-wide trail network should be emphasized in the design of new residential development, especially those that incorporate internal paths for residents, as well as the design of school campuses and other public facilities. Targeted projects could help to make, and pay for, these connections.
- Ensure that all new “trails” in Victoria are designed with at least an eight-foot minimum surface width – and preferably 10 feet or more where feasible and where shared use by strollers, runners, skaters,

and cyclists is intended. Attractive landscaping and pedestrian-level lighting are other key design priorities. A direct link should also be made to the end of any nearby residential cul-de-sac or stub-out street for ease of resident access (which makes the trail accessible “close to home” and with less need for trailhead locations and parking).

- Ensure careful design attention to any trail crossings of streets to ensure high visibility of trail users and clear demarcation of crosswalks.
- As a potential alternative to “one-size-fits-all” sidewalk requirements for new residential subdivisions, consider a more flexible approach – without the need for a waiver/exception procedure – that would allow provision of off-street trails in lieu of sidewalks where appropriate, such as in areas with a more suburban character and less pedestrian activity. Off-street trails can actually be safer, more convenient, and provide more direct routes compared to road-side sidewalks, as well as being situated in a more appealing setting than adjacent to roadways. Additionally, the total extent of internal trails can be less, in linear feet, than if sidewalks are required along all local neighborhood streets. This can lead to cost savings that could help keep house prices lower or go toward other site amenities.

>> Better internal marketing to Victoria residents of local entertainment/leisure, culture, and recreation opportunities.

- Continue the focus on more and better community events, plus internal and external promotion through the Victoria Convention and Visitors Bureau (“Explore Victoria”) and other communication outlets.
- Continue to expand on local wayfinding signage and walking/biking/driving tours to promote awareness of points of interest among existing and new residents, as well as visitors (including to point out more local destinations for those interested in heritage tourism).

- Ensure effective marketing of outdoor recreation opportunities in and around Victoria given numerous mentions of its appeal to young adults.
- When attendees at a public workshop for this Comprehensive Plan were asked to identify locations on a city map “where you like to go for fun or leisure activities,” Riverside Park was most popular by far, followed by downtown, and then Victoria Mall in a distant third place. Therefore, continue to support and promote these local draws, including as part of welcoming efforts for new Victoria residents.

OTHER ACTIONS

Along with the short list of Strategic Action Priorities outlined above, this section captures other potential action items discussed through the long-range planning process. These items are compiled in five categories that are the main ways Comprehensive Plans are implemented:

- (1) Capital Investments
- (2) Programs and Initiatives
- (3) Regulations and Standards
- (4) Partnerships and Coordination
- (5) Targeted Planning/Studies



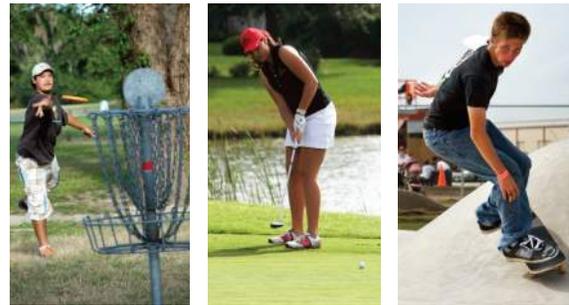
Capital Investments

- A. Pursue the development of a sports complex that can be used to host tournaments, draw overnight stays, and elevate sports tourism.
- B. Locate new parks in underserved areas of the city, specifically the northwest sector.



Programs and Initiatives

- A. Remain vigilant for opportunities to acquire vacant or under-utilized sites in older neighborhoods that are appropriate (in terms of location, size, access, etc.) for beneficial public uses, especially in conjunction with other community partners. However, also remain mindful of the potential management and maintenance implications for the City’s Parks and Recreation Department.



- B. Consistent with Explore Victoria’s mission to “sell, market, and promote Victoria as a premiere meetings, sports, and leisure destination,” continue to target meeting planners to bring their events to the area; expand sports tournament activity locally; and market “specific, genuine travel experiences in Victoria” to residents in the nearby large cities of Houston, Austin, San Antonio, and Corpus Christi.
- C. Continue to market Victoria to key demographics such as culinary, nature, and history enthusiasts within a two-hour drive market.
- D. Continue to raise Victoria’s profile as a meeting and sports host at state and regional travel shows.
- E. Market the downtown area as a tourism destination.
- F. Develop and implement educational programs on littering that target school children.

Regulations and Standards

- A. Develop and implement more stringent site development standards along major transportation corridors and “gateway” entrances to the city.
- B. Adopt a tree preservation ordinance.

Partnerships and Coordination

- A. Continue to pursue joint use, programming, and/or cost-sharing arrangements between the City and Victoria ISD, the University of Houston-Victoria, and/or Victoria College, either through formal inter-agency agreements or less formal means, where and when appropriate.

- B. Continue to implement the five-year strategic plan for tourism development and promotion developed by Explore Victoria through its Victoria Tourism Partnership, building on a recent wave of venue and hotel development and upgrades in the community.
- C. Build partnerships and develop cooperative efforts among public and private sector stakeholders to further the goals of historic preservation.
- D. Prepare an application to become a Certified Local Government through the Texas Historical Commission.

Targeted Planning/Studies

- A. Future updates to the City's Parks Master Plan should prioritize park types to be acquired and developed in underserved areas within the community.
- B. Identify opportunities to cluster multiple public functions with parks and recreation facilities.
- C. Facilitate a cooperative effort involving the City, County, interested citizens, Parks Commission, and other agencies/organizations to develop a Heritage Park plan.
- D. Update the hike and bike master plan to be consistent with the goals and direction of the Comprehensive Plan.

**FUTURE
CITY**

Future City

IMPLEMENTATION

The Victoria Comprehensive Plan should be a “living document” that is responsive to ongoing change. That is, a document that is frequently referenced for guidance in community decision-making. Its key planning considerations, goals, and action strategies must also be revisited periodically to ensure that the plan is providing clear and reliable direction on a range of matters, including land development issues and public investments in infrastructure and services.

WHY THIS FINAL PLAN SECTION IS IMPORTANT FOR VICTORIA

- Emphasizes the importance of not only creating a plan, but translating it into real action and tangible, beneficial results.
- Adds a short-term strategic perspective and component to what is otherwise intended as a guide to Victoria’s long-term enhancement over the next 20 years.
- Includes a Community Action Agenda for the City and other plan implementation partners to focus on during the next several years after plan adoption.
- Underscores the need to keep the plan fresh and relevant through annual review and reporting procedures and periodic updates.
- Advocates ongoing community engagement as the plan is implemented.

Implementation is not just about a list of action items. It is a challenging process that will require the commitment of the City's elected and appointed officials, staff, residents, business owners, major institutions, other levels of government, and other organizations and individuals who will serve as champions of the plan and its particular direction and strategies. Among its purposes, this final plan section highlights specific roles, responsibilities, and methods of implementation to execute priority plan recommendations. Equally important are formalized procedures for the ongoing monitoring and reporting of successes achieved, difficulties encountered, and new opportunities and challenges that have emerged since plan adoption. This is in addition to any other change in circumstances, which may require rethinking

of plan priorities. Scheduled plan evaluations and updates, as described later in this section, will help maintain its relevance and credibility as an overarching policy guide.

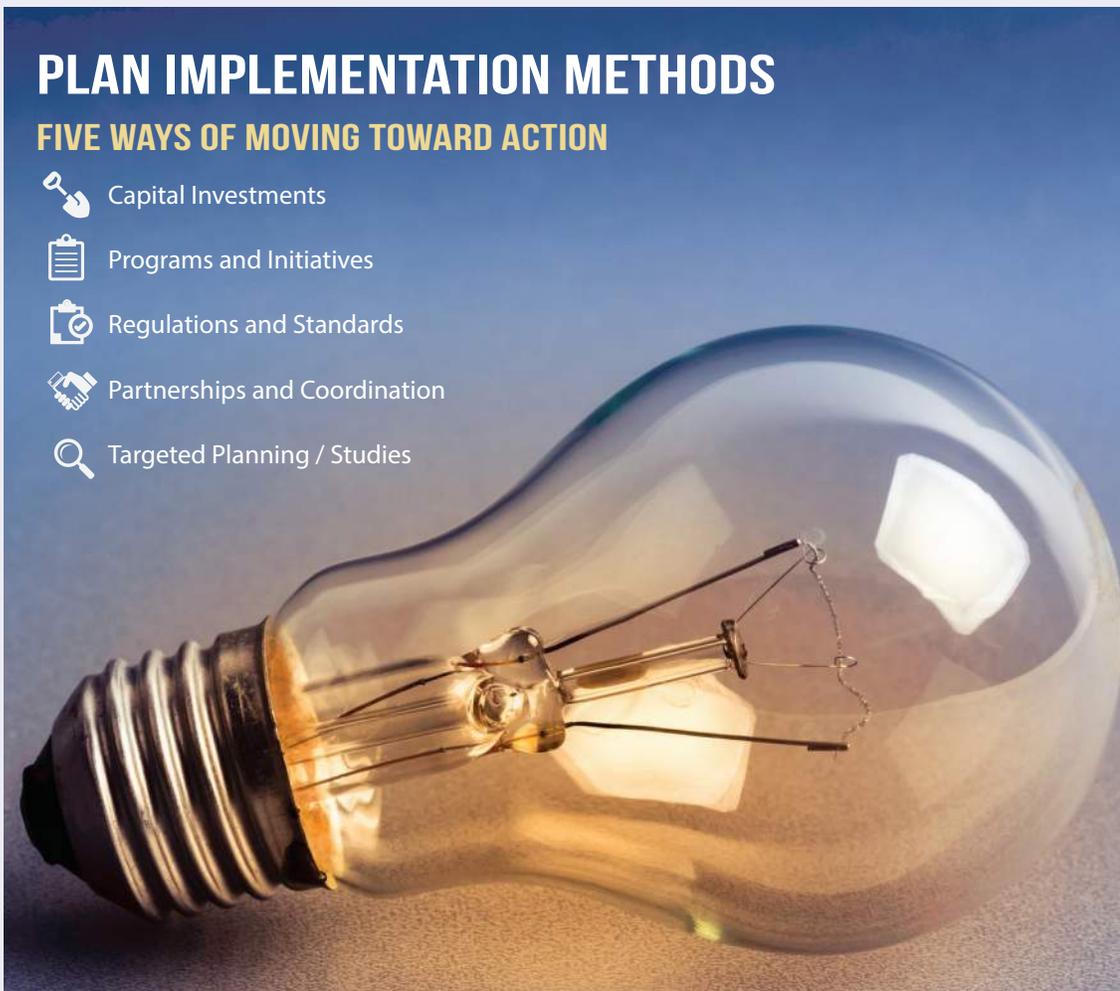
PLAN ADMINISTRATION

During the development of this plan, representatives of government, business, community groups, and others came together to inform the planning process. These community leaders – and new ones who will emerge over the horizon of this plan – must maintain their commitment to the ongoing implementation and updating of the plan's goals and action strategies.

PLAN IMPLEMENTATION METHODS

FIVE WAYS OF MOVING TOWARD ACTION

-  Capital Investments
-  Programs and Initiatives
-  Regulations and Standards
-  Partnerships and Coordination
-  Targeted Planning / Studies



EDUCATION

Comprehensive plans are relatively general in nature, but they are still complex policy documents that account for interrelationships among various community issues and potential courses of action. As such, educating decision-makers and administrators about plan implementation is an important first step after

plan adoption. As the principal groups that will implement the plan, the City Council, Planning Commission, and City department heads should all be “on the same page” with regard to priorities, responsibilities, and interpretations.

Consequently, an education initiative should begin immediately after plan adoption, including the activities listed on the next page:



CAPITAL INVESTMENTS

The City of Victoria uses a five-year Capital Improvement Program, or CIP, to identify and budget for “big ticket” projects, especially those that must be phased and/or coordinated with other initiatives. This may include the following: street infrastructure; water, wastewater, and drainage improvements; parks, trails, and recreation facility construction and upgrades; and, construction of public buildings. Anticipating and adequately budgeting for major capital projects will be essential to implementing this plan. Likewise, decisions regarding the prioritization of proposed capital improvements should reflect the direction and priorities of this plan.



PROGRAMS AND INITIATIVES

Programs involve the routine activities of City departments and staff, as well as special projects and initiatives they may undertake. As part of Comprehensive Plan implementation, this method may include initiating new or adjusting existing City programs and activities, expanding community outreach efforts, or providing specialized training to accomplish a priority objective more promptly and/or effectively.



REGULATIONS AND STANDARDS

Given that private investment decisions account for a vast majority of a city’s physical form, land development regulations and engineering standards are fundamental for plan implementation. Consequently, in Victoria, subdivision regulations and associated development criteria and technical engineering standards are the basic keys to ensuring that the form, character, and quality of development reflect the City’s

planning objectives. These codes should advance the community’s desire for quality development outcomes while recognizing economic factors. They should not delay or interfere unnecessarily with appropriate new development or redevelopment that is consistent with plan principles and directives.



PARTNERSHIPS AND COORDINATION

Some community initiatives identified in this plan cannot be accomplished by municipal government on its own. They may require direct coordination, intergovernmental agreements, or funding support from other public entities or levels of government. Additionally, the unique role of potential private and non-profit partners to advance the community’s action agenda should not be underestimated. This may occur through cooperative efforts, volunteer activities, and in-kind services (which can count toward the local match requirements for various grant opportunities), and from public/private financing of community improvements.



TARGETED PLANNING / STUDIES

Various areas of City governance require more detailed study and planning, especially as required to qualify for external funding opportunities. These studies involve targeted planning work at a “finer grain” level of detail than is appropriate for comprehensive planning purposes (e.g., utility infrastructure master plans, annexation service plans, public facility needs assessments, neighborhood-level or corridor-focused plans, etc.). As such, some parts of this plan will be implemented only after some additional planning or special study to clarify next steps and associated costs and considerations.

- a discussion of the individual roles and responsibilities of the Council, Commission (and other advisory bodies), and individual staff members;
- a thorough overview of the entire Comprehensive Plan, with emphasis on the parts of the plan that relate to each individual group;
- implementation tasking and priority setting, which should lead to each group establishing a one year and three-year implementation agenda;
- facilitation of a mock meeting in which the use of the plan and its policies and recommendations is illustrated; and
- an in-depth question and answer session, with support from key staff.

DEFINITION OF ROLES

As the community's elected officials, the City Council should assume the lead role in the implementation of this plan. The key responsibilities of the City Council are to decide and establish priorities, set timeframes by which actions will be initiated and completed, and determine the budget to be made available for implementation efforts. In conjunction with the City Manager, Council members must also help to ensure effective coordination among the various groups that are responsible for carrying out the plan's action strategies.

City Council

The City Council will take the lead in the following general areas:

- Adopting and amending the plan, after recommendation by the Planning Commission.
- Acting as a "champion" of the plan.
- Establishing the overall implementation priorities and timeframes by which action strategies in the plan will be initiated and completed.
- Considering and approving the funding commitments that will be required.
- Adopting new or amended land development regulations to implement the plan.

- Approving intergovernmental and development agreements that implement the plan.
- Offering final approval of projects and activities and their associated costs during the budget process, keeping in mind the need for consistency with the plan.
- Providing policy direction to the Planning Commission, other appointed City boards and commissions, and City staff.

Planning Commission

The Planning Commission will take the lead in the following general areas:

- Hosting the education initiative previously described.
- Periodically obtaining public input to keep the plan up to date, using a variety of community outreach and citizen and stakeholder involvement methods.
- Ensuring that recommendations forwarded to the City Council are reflective of the plan goals, priorities, and action strategies.
- After holding one or more public hearings to discuss new or evolving community issues and needs, making recommendations to the City Council regarding plan updates and plan amendments.

City Staff

City Staff will take the lead in the following general areas:

- Managing day-to-day implementation of the plan, including coordination through an interdepartmental plan implementation committee.
- Supporting and carrying out capital improvement planning efforts.
- Managing the drafting of new or amended land development regulations.
- Conducting studies and developing additional plans.
- Reviewing applications for consistency with the Comprehensive Plan as required by the City's land development regulations.
- Negotiating the specifics of intergovernmental and development agreements.

- Administering collaborative programs and ensuring open channels of communication with various private, public, and non-profit implementation partners.
- Maintaining an inventory of potential plan amendments, as suggested by City staff and others, for consideration during annual and periodic plan review and update processes.

ACTION AGENDA

The vision and goals in this Comprehensive Plan will ultimately be attained through a multitude of specific actions. Many of the initiatives highlighted in this section cut across – and are supported by – multiple elements within the plan. Compiled in **Table 1, Community Action Agenda**, is a list of key action strategies derived from the various plan elements. The table does not include every recommendation found throughout this plan. Instead, it highlights a shorter “to do” list of strategic priorities, their potential timing, and who is responsible for initiating, administering, and participating in the implementation process.

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

Table 1 provides a starting point for determining immediate, near-term, and longer-term task priorities. This is an important first step toward plan implementation and should occur in conjunction with the City’s annual budget process, during Capital Improvement Program (CIP) preparation, and in support of departmental work planning. Then, once the necessary funding is committed and roles are defined, a lead City staff member should initiate a first year work program in conjunction with City management, other departments, and other public and private implementation partners.

The near-term action priorities should be revisited by City officials and staff annually to

recognize accomplishments, highlight areas where further attention and effort are needed, and determine whether some items have moved up or down on the priority list given changing circumstances and emerging needs. It should be kept in mind that early implementation of certain items, while perhaps not the uppermost priorities, may be expedited by the availability of related grant opportunities, by a state or federal mandate, or by the eagerness of one or more partners to pursue an initiative with the City. On the other hand, some high-priority items may prove difficult to tackle in the near term due to budget constraints, the lack of an obvious lead entity or individual to carry the initiative forward, or by the community’s readiness to take on a potentially controversial new program.

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

PLAN AMENDMENT PROCESS

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

Revisions to the Comprehensive Plan are two-fold, with minor plan amendments occurring at least every other year and more significant updates and modifications occurring every five years. As an example, a minor amendment could include revisions to certain elements of the plan as a result of the adoption of another specialized plan. Major updates will involve: reviewing the base conditions and anticipated growth trends, re-evaluating the plan findings and formulating new ones as necessary, and adding, revising, or removing action strategies in the plan based on implementation progress.

ANNUAL PROGRESS REPORT

The Planning Commission, with the assistance of staff, should prepare an annual progress report for presentation to the Mayor and City Council. This ensures that the plan is consistently reviewed and that any needed modifications or clarifications are identified for the bi-annual minor plan amendment process. Ongoing monitoring of consistency between the plan and the City's implementing regulations should be an essential part of this effort.

The Annual Progress Report should include and highlight the following:

- Significant actions and accomplishments during the last year, including the status of implementation for each major programmed task in the Comprehensive Plan.
- Obstacles or problems in the implementation of the plan.
- Proposed content amendments that have come forward during the course of the year.
- Recommendations for needed actions, programs, and procedures to be developed and implemented in the coming year, including recommendation of projects to be included in the City's proposed CIP, other programs/projects to be funded, and priority coordination needs with public and private implementation partners.

BI-ANNUAL AMENDMENT PROCESS

Plan amendments should occur on at least a bi-annual (every two year) basis, allowing for proposed changes to be considered concurrently so that the cumulative effects may be understood. Factors that should be

considered in deciding on a proposed plan amendment include:

- Consistency with the goals and action strategies set forth in the plan.
- Potential effects on infrastructure provision including water, wastewater, drainage, and the transportation network.
- Potential effects on the City's ability to provide, fund, and maintain services.
- Potential effects on environmentally sensitive and natural areas.
- Whether the proposed amendment contributes to the overall direction and character of the community as captured in the plan vision and goals, and as reflected in ongoing public input.

FIVE-YEAR UPDATE / EVALUATION AND APPRAISAL REPORT

An evaluation and appraisal report to City Council should be prepared every five years. This report should be prepared by City staff with input from City departments, the Planning Commission, and other boards and commissions. The report process involves evaluating the existing plan and assessing how successful it has been in achieving the community's goals. The purpose of the report is to identify the successes and shortcomings of the plan, look at what has changed over the last five years, and make recommendations on how the plan should be modified in light of those changes.

The report should review baseline conditions and assumptions about trends and growth indicators. It should also evaluate implementation potential and/or obstacles related to any unaddressed major action strategies. The evaluation report and process should result in an amended Comprehensive Plan, including identification of new or revised information that may lead to updated goals and action strategies.

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

- (1) Summary of major actions and interim plan amendments undertaken over the last five years.
- (2) Major issues in the community and how these issues have changed over time.

**TABLE 1
COMMUNITY
ACTION AGENDA**

| Action Description | Action Type | Action Leaders | Years 1-2 | Years 3-4 | Years 5+ | Capital Investments | Programs and Initiatives | Regulations and Standards | Partnerships and Coordination | Targeted Planning / Studies |
|---|------------------------------------|---|-----------|-----------|----------|---------------------|--------------------------|---------------------------|-------------------------------|-----------------------------|
| | | | Initiate | | | | | | | |
| SPECIAL AREA PLANS In follow-up to this city-wide plan, complete focused planning efforts for particular roadway corridors, districts, neighborhoods, or other areas with unique opportunities and/or challenges. | Land Use and Development | Development Services Victoria MPO Victoria EDC Area-specific interests/partners | | X | | | | | | |
| SPECIAL DISTRICTS Evaluate and potentially create special districts for area-specific purposes (e.g., to finance public improvements, spur revitalization, protect neighborhoods, etc.). | Land Use and Development | City Manager Development Services Finance Victoria EDC Victoria County | | | X | | | | | |
| UNIFIED DEVELOPMENT CODE (UDC) Prepare and transition to a UDC that brings together and better coordinates all development-related regulations and administrative procedures. | Land Use and Development | Development Services City Attorney Public Works Fire Marshal Development community | X | | | | | | | |
| BEAUTIFICATION EFFORTS Continue efforts to enhance Victoria's image and appearance at key entry points and within the community. | Land Use and Development | Parks and Recreation Environmental Services Code Enforcement Keep Victoria Beautiful | Ongoing | | | | | | | |
| TRANSPORTATION SYSTEM MANAGEMENT (TSM) Use TSM measures to maximize the traffic capacity and safety of roadways that cannot be widened further. | Mobility | Victoria MPO Public Works Texas Dept of Transportation | Ongoing | | | | | | | |
| STREET REHABILITATION / MAINTENANCE Continue investments through the City's annual budget and CIP to target funds based on the annual Street Inventory. | Mobility | Public Works City Manager Finance | Ongoing | | | | | | | |
| HIKE / BIKE PLAN UPDATE AND SIDEWALK MASTER PLAN Complete planning efforts to prioritize capital investments in areas conducive for walking and biking, to boost safety and make destinations more accessible. | Mobility | Public Works Parks and Recreation Development Services Victoria MPO | | X | | | | | | |
| ENHANCED CAPITAL IMPROVEMENT PLAN (CIP) PROCESS Assess the CIP process and implement procedural enhancements in terms of the range of potential projects and how projects are framed and prioritized. | Growth Capacity and Infrastructure | City Manager Public Works Finance Departments with capital needs | | X | | | | | | |

CVB Convention and Visitors Bureau
EDC Economic Development Corporation
ISD Independent School District
MPO Metropolitan Planning Organization

| Action Description | Action Type | Action Leaders | Years 1-2 | Years 3-4 | Years 5+ | Capital Investments | Programs and Initiatives | Regulations and Standards | Partnerships and Coordination | Targeted Planning / Studies |
|---|------------------------------------|---|-----------|-----------|----------|---------------------|--------------------------|---------------------------|-------------------------------|-----------------------------|
| | | | Initiate | | | | | | | |
| WATER SUPPLY AND STORAGE Continue efforts to secure additional water rights (and protect existing), and invest in additional water storage capacity. | Growth Capacity and Infrastructure | Public Works Region L Planning Group TX Water Development Board River authorities Water districts | Ongoing | | | | | | | |
| DRAINAGE SOLUTIONS Pursue regional approaches and/or other solutions in areas where drainage challenges are a prime constraint to land and economic development. | Growth Capacity and Infrastructure | Public Works Development Services Victoria EDC Victoria County U.S. Army Corps of Engineers Development community | Ongoing | | | | | | | |
| NEXT GENERATION INDUSTRIAL PARK Plan for, design, and develop a next major industrial park that satisfies the needs of targeted users in terms of location, access, space, services, and amenities. | Economic Opportunity | Victoria EDC City Manager Development Services Public Works | | X | | | | | | |
| SUPPORT FOR REGIONAL TRADE CENTER ROLE Stay focused on key partnerships, promotional efforts, and other initiatives that bolster Victoria as a regional hub for retail/services, education, healthcare, and other visitation. | Economic Opportunity | City Manager Victoria EDC Elected officials Key institutions Victoria CVB Chambers of Commerce | Ongoing | | | | | | | |
| TOURISM FROM SPORTS TOURNAMENTS AND SPECIAL EVENTS Expand visitation related to sports tournaments, meetings/conferences, and special events through outreach/promotions and new or upgraded facilities. | Economic Opportunity | Victoria CVB Parks and Recreation Victoria ISD UH-Victoria, Victoria College Sports/events interests | Ongoing | | | | | | | |
| PARKLAND DEDICATION / FEE MECHANISM Draft for potential adoption a systematic approach for acquiring suitable land for parks and trails as new residential development occurs, as well as a fee component to fund improvements or additional acquisition as needed. | Recreation and Amenities | Development Services Parks and Recreation City Attorney Development community | | X | | | | | | |
| LONE TREE CREEK TRAIL EXTENSION Design and construct potential extensions to this initial "trunk" trail or other projects that would contribute to a broader network accessible to more residents. | Recreation and Amenities | Parks and Recreation Public Works Texas Parks and Wildlife Development community | | | X | | | | | |

■ Primary Action Type
■ Secondary Action Type



(3) Changes in the assumptions, trends, and base studies data, including the following:

- The rate at which growth and development is occurring relative to the projections put forward in the plan.
- Shifts in demographics and other growth trends.
- City-wide attitudes, and whether apparent shifts, if significant, necessitate amendments to the stated goals or action strategies of the plan.
- Other changes in political, social, economic, technological, or environmental conditions that indicate a need for plan amendments.

(4) Ability of the plan to continue to support progress toward achieving the community's goals. The following should be evaluated and revised as needed:

- Individual sections and statements within the plan must be reviewed and revised, as necessary, to ensure that the plan provides sufficient information and direction to achieve the intended outcome.
- Conflicts between goals and action strategies that have been discovered in the implementation and administration of the plan must be pointed out and resolved.

- The list of priority actions must be reviewed and major accomplishments highlighted. Those not completed by a specified timeframe should be re-evaluated to ensure their continued relevance and/or to revise them appropriately.
- As conditions change, the timeframes for implementing major actions in the plan should be re-evaluated where necessary. Some actions may emerge as a higher priority given new or changed circumstances while others may become less important to achieving the goals and development objectives of the community.
- Based upon organizational and procedural factors, as well as the status of previously assigned tasks, the implementation task assignments must be reviewed and altered, as needed, to ensure timely accomplishment of the plan's action strategies.
- Changes in laws, procedures, and missions may impact the community's ability to achieve its goals. The plan review must assess these changes and their impacts on the success of implementation, leading to any suggested revisions in strategies or priorities.

ONGOING COMMUNITY OUTREACH AND ENGAGEMENT

All review processes and updates related to this Comprehensive Plan should emphasize and incorporate ongoing public input. The annual and continual plan evaluation and reporting processes should also incorporate specific performance measures and quantitative indicators that can be compiled and communicated both internally and to elected officials and citizens in a “report card” fashion. Examples might include:

- Acres of new development (plus number of residential units and square footage of commercial and industrial space) approved and constructed in conformance with this plan and the City’s development regulations.
- Various measures of service capacity (gallons per day, etc.) added to the City’s major utility infrastructure systems – and the number of dollars allocated to fund the necessary capital projects.
- New and expanded businesses, added jobs, and associated tax revenue gains through economic development initiatives.
- Lane miles of new road, plus bike, pedestrian, and transit improvements, added to the local transportation system to increase mobility options.
- Acres of parkland and open space added to the City’s inventory, and miles of trail developed or improved.
- Indicators of the benefits from redeveloped sites and structures (appraised value, increased property and/or sales tax revenue, new residential units, and retail and office spaces in urban mixed-use settings, etc.).
- The numbers of residents and other stakeholders engaged through City-sponsored education and outreach events related to Comprehensive Plan implementation and periodic review and updating, as outlined in this section.