

DRAFT FOR PUBLIC COMMENT – 10/19/16

# ROYSE CITY



A ROADMAP FOR THE FUTURE OF OUR COMMUNITY



**To:** *The residents, businesses owners,  
and employees of Royse City*



**From:** *The Comprehensive Plan Advisory Committee*

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Royse City is growing: new restaurants, new stores, and lots of people moving in. But Royse City is also staying the same: Main Street activities, a thriving school district, and a real sense of community. The challenge in making this comprehensive plan was this: how do we maintain the “small town” feel with the imminent growth coming to Royse City?

Through the tireless efforts of all involved, including community member surveys, volunteers, city workers and others, this CPAC document addresses nine key areas Royse City needs to focus on over the next five, ten, and fifteen years. However, through our many discussions, three over-arching goals were at the forefront to ensure our town can thrive now and into the future.

These goals are as follows:

- 1. Shared Vision of Growth:** The two largest entities in Royse City, the town itself and the school district, are both implementing strategic plans to ensure proactive decision-making. Anticipating and understanding upcoming challenges and developing a plan to guide decisions are important steps to “growing smart.”
- 2. Get the Big Things Right:** Royse City wants to maintain a historical perspective and tight-knit community, while also embracing economic development and growth. To secure this future in a manner that’s sustainable today and in the future, we must make wise use of our available land and financial resources today. This document includes plans and prioritized action items for future parks, trails, transportation routes, and types of developments for specific land areas that work together to build the community we hope to become.
- 3. Communication, Engagement, Transparency:** Strong towns have citizens and business leaders that make time to understand, engage and invest their time, talents and treasure into making their neighborhoods and community better—incrementally, over time. This level of engagement and support begins with clear communication about where the city is headed and how we plan to get there. We want this plan to be a reflection of our town’s unique character and values, as well as a source for ongoing discussion about how we collectively can make our community and neighborhoods better.

While this document is extensive and, at times, overwhelming, it is more than just pictures and words on paper. Our comprehensive plan is unique to what Royse City is now and will become. This is a very exciting, yet scary time for our town. Being proactive now will ensure easier decisions down the road.

Residents and business owners of Royse City have the opportunity to see, first-hand, what plans are being discussed. Ask questions, educate yourself, get involved and become an engaged citizen of Royse City, whether through this plan or in your neighborhood. Talk to CPAC members, City Council members, ask questions, volunteer for Main Street activities, join your school’s PTA, attend an All Pro Dads breakfast, serve on an HOA board, join the Chamber or even run for an elected position in our community. This community is great and will become even greater because of YOU, the citizens and business owners of Royse City.

### **The Comprehensive Plan Action Committee:**

Brian Zator, *CPAC Chair, Royse City ISD*

Tom Crowley, *Council member, CPAC Liaison*

Julia Bryant, *Chamber Director*

Mellody Crawford, *Resident*

Scott Gebo, *Resident*

Richard Grist, *Former P&Z member*

Kari Hollifield, *Real Estate Agent, former Main Street Manager, Chamber Board of Directors*

Jim Mellody, *Chamber Board of Directors, former Mayor*

John Sallace, *Resident*

Russell Summers, *Resident*



# EXECUTIVE SUMMARY

## Why Do We Need a Plan?

Royse City is at a critical point in its evolution as a city. When we did our last Comprehensive Plan in 2001, just under 3,000 people lived in our town and business activities were limited mostly to Main Street. Today, the population has grown to over 11,000 and the much anticipated economic activity along the I-30 corridor has begun. In Mayor Nichol’s words, “Now is our time to shine.”

This growth puts pressure on our lean staff to keep up with residential and commercial site plan approvals, building permits, construction inspections, and infrastructure maintenance. Our elected officials are being challenged to provide infrastructure and amenities that are comparable to other communities in the area while working with a much smaller budget. Our old plans are outdated and no longer relevant or useful, but the development decisions we make in the coming months and years will have repercussions far into the future for our children and future generations. It is time for a new plan that provides context and guidance for the decisions ahead.

### **MAKING GROWTH WORK FOR US, NOT AGAINST US**

Growth does not equal or create prosperity. In fact, certain types of growth can actually lead to the opposite. As a community in the early stages of growth and a large amount of undeveloped land, we have options in front of us. We are still a young city with room to grow in ways that reflect our character and values. We are also in position to learn from what other, more mature communities have done and use that knowledge to make smarter decisions about our own approach to growth and development. This process is about deciding what we want our community to look and feel like, laying out a framework to manage growth in a manner that moves us intentionally toward this vision, and, most importantly, understanding and getting comfortable with the compromises and difficult decisions that will be required along the journey.

### **GETTING MORE BANG FOR OUR (LIMITED) BUCK**

Infrastructure and development decisions today have financial consequences in the future. The City is already financially stressed from past decisions. We have to be especially careful about how we invest our limited funds. We need a plan for maximizing the return on investment of our city’s resources in a way that increases property values, improves quality of life, and reduces long-term infrastructure liabilities. Otherwise, we’ll be soon be faced with deteriorating neighborhoods and service liabilities that far exceed our capacity to pay for them.

### **BECOMING MORE PROACTIVE, LESS REACTIVE**

The increasing demands on staff and absence of current, coordinated plans has resulted in many of our decisions and day-to-day activities being reactive. This limits our ability to maximize return on investments and staff efficiency and makes it difficult to manage and communicate expectations. Having an updated plan puts us in a position to eliminate duplicative efforts, streamline processes, and be proactive decision makers across all aspects of the city’s development and operations.

### **CONSISTENCY, COMMUNICATION, ACCOUNTABILITY**

Managing expectations of citizens during growth can be extremely challenging, time consuming and frustrating. Establishing a cohesive vision, core values, planning principles, policies and prioritized implementation actions will clarify roles and expectations for City Council, staff, local businesses, and citizens and empower everyone in the community to contribute. Progress on action items and decisions will be measured and tied back to this Plan, providing transparency and accountability.

*This process is about deciding what we want our community to look and feel like, laying out a framework to manage growth in a manner that moves us intentionally toward this vision, and, most importantly, understanding and getting comfortable with the compromises and difficult decisions that will be required along the journey.*

## What is the Royse City 2030 Plan About?

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The Royse City 2030 Plan is intended to provide background information, analysis and recommendations focused around four main objectives:

- 1 Understanding current needs and anticipating future needs** so that we can leverage growth to build a stronger version of the community we want to be and avoid turning into Anywhere, USA.
- 2 Getting the big stuff right.** Organizing and prioritizing land, infrastructure and economic development decisions that maximize return on investment and quality of life today and for years to come.
- 3 Enabling clear expectations and consistent, predictable decisions** so elected officials, staff, and other partners will be unified, efficient and proactive.
- 4 Creating an educated and engaged citizenry** that enthusiastically supports city leadership, respects decisions, and contributes to making positive change in their local neighborhoods and the community.

## WHAT IS A COMPREHENSIVE PLAN?

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A comprehensive plan is a roadmap for building the city's future. Communities that have grown successfully, such as Frisco, have called their Comprehensive Plan the most important document for managing growth, and treat it as such. It represents the shared vision of the community and is its official statement on policy regarding its desirable future. The document provides the blueprint to guide policy development, master planning, operations decisions and capital investments, and considers elements such as land use, mobility, housing and neighborhoods, natural resources, economic development, and quality of life.

Successful plans balance visioning and big ideas with careful consideration of fiscal, environmental/natural and technical resource constraints and incorporate honest discussions about what citizens are willing and able to pay for.

The responsibility for implementing the Comprehensive Plan involves city leadership and every department, but support and participation from citizens and local businesses is just as important. Often, policies and recommended actions cross organizational boundaries and require compromise between departments and other community agencies. It is critically important to involve representatives from all of these groups in the development and prioritization of goals and implementations strategies.

The Comprehensive Plan must be a dynamic, adaptable resource, especially for a rapidly growing community like Royse City. While the Plan provides the framework to guide the city's growth and big decisions, it is also important to maintain flexibility to accommodate requests that may not fit exactly within the Plan or that fit the Plan but conflict with current ordinances or development standards. When special projects or unique development opportunities present themselves, the staff, Planning & Zoning Commission and City Council should reference the Comprehensive Plan as they consider the impacts of these proposals based on the approved Future Land Use Plan and vision for surrounding properties. In the absence of clear direction, the vision, core values, and guiding principles outlined in the document should always be referenced.

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## KEY QUESTIONS WE'RE ASKING THROUGHOUT THIS PROCESS...

# 1

### 1. What defines Roysel City today and in the future?

What makes RC unique? What do we want to be known for?

What are the things about our community that we want to keep, and what do we want to let go of/change?

Who lives and works in our community, and how do we recruit/retain more of them?

What is our current trajectory?

If we keep doing what we're doing, will we get better or worse?

### 2. How do we want to grow?

What types of residential neighborhoods do we want?

What type of businesses and entertainment do we want?

Where do we want new development to be located?

How fast do we want to add businesses and residents (and the additional services and infrastructure they require)?

What is our current approach to annexation, and what should it be going forward?

Where should we focus infrastructure investments?

How should we organize and invest our economic development resources?

# 2

# 3

### 3. What does implementation look like?

What can realistically be done in the next year with available resources?

What are the catalyst sites, projects, and programs that can initiate and build momentum in the next 1-3 years?

What are the current processes and who are the people responsible for making decisions related to land use, zoning, economic development programs and infrastructure? Is there duplication and/or inefficiency that can be eliminated?

What organizational structure is best suited toward implementation of the desired policies and actions?

If we keep doing what we're doing, will we get better or worse?

### 4. What can be done to educate and empower citizens to engage and contribute to helping Roysel City achieve our vision?

What small projects can be done by residents right now that will improve quality of life and community identity in existing neighborhoods and downtown?

How, when and where should city leaders communicate with residents and businesses?

How do we encourage participation in city boards and committees?

# 4

## FISCAL RESPONSIBILITY

*is an important value of Roysel City residents. Citizens expect their tax dollars to be used responsibly, while also expecting a high quality of life. As such, the majority of the goals, policies and implementation recommendations outlined in this Plan were developed with the principle of long-term fiscal solvency in mind.*



*Municipal bankruptcies continue to expand, with 12 municipalities having declared bankruptcy just since 2008. (Image: governing.com)*

*“Cities routinely trade near-term cash advantages associated with new growth for long-term financial obligations associated with maintenance of infrastructure.”*

**Charles Marohn**  
Strong Towns

## Planning Context

The next 20 years is going to be very different than the last 20 years. Real change is already upon us. Rather than planning to continue business as usual, we need to analyze the changes that are underway and establish a plan framework that can accommodate today’s needs while being much more flexible for the years ahead. Some of the global, regional and local factors impacting the future of Roysel City are summarized below.

### RESOURCE CONSTRAINTS

Sustained prosperity in any community is dependent on the availability of financial, energy and natural resources. We need to be prepared for the day when we reach the limits of how far we can go in each of these directions. This plan emphasizes using our city’s finite resources responsibly, so that we can be nimble in the face of big, systemic shifts.

#### A Fragile Economy

Much has been made of the country’s national debt situation, but what often goes unmentioned is how tenuous many of our state and local governments’ fiscal situations have become. Demands to provide funds for pension payments, infrastructure, education and healthcare continue to escalate at an increasing pace each year, while available revenues are flat or declining. The impacts of these trends can be seen in the routine budget shortfalls with multiple state transportation departments and municipal bankruptcies in cities such as San Bernardino, CA, and Detroit. And at the local consumer level, it’s having an impact on the spending, housing, and mobility choices of seniors who have seen retirement savings shrink, as well as on young professionals entering a tough job market with record levels of student debt.

#### Overconsumption of Natural Resources

Globally, consumption of natural resources such as water, minerals, fuels, and forestland is skyrocketing, and as our regional population grows, that trend is mirrored in North Texas. We cannot count on an endless supply of the earth’s resources; our consumption habits will need to change sooner rather than later.

#### Peak Cheap Oil and the Emergence of Renewable Energy

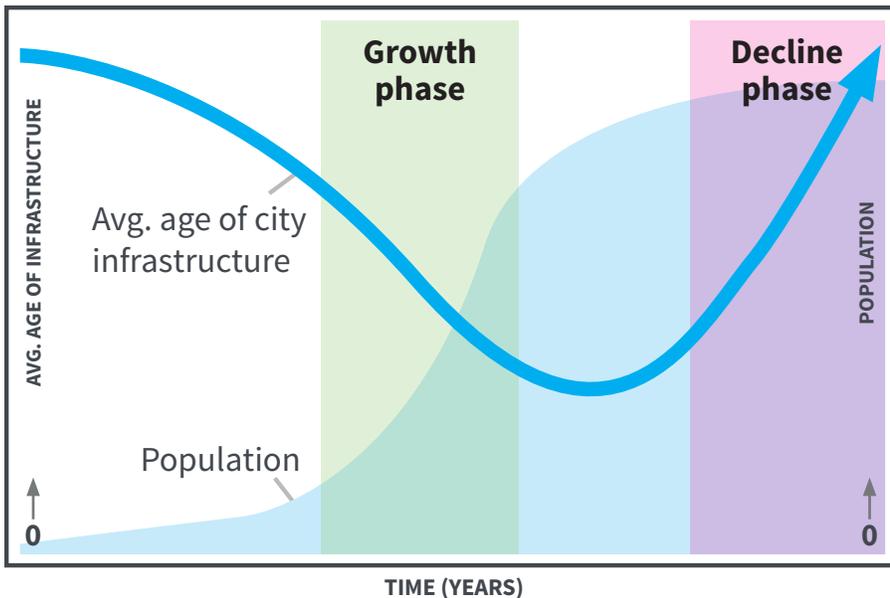
Oil has been and continues to be the primary energy source in this country and globally. It is, however, becoming much more expensive to locate and refine, and our supply with at some point be depleted. Continued reliance on an increasingly expensive and diminishing fuel supply will significantly raise the costs of the costs of development, construction, and maintaining our transportation system.

Renewable energy sources, such as wind and solar, however, are in infinite supply and have a very efficient ratio of cost to produce versus surplus for society’s consumption. These energy sources will continue to be researched and developed, and should be expected to replace oil over time.

### FINANCIAL IMPACTS OF THE POST-WWII DEVELOPMENT PATTERN

One of the underlying reasons behind the economic issues in the country is the way many communities have developed in the post-World War II automobile era. For a city to remain fiscally solvent and prosperous over time, it must grow and develop in a manner that consistently produces enough wealth and revenue to pay for the maintenance of infrastructure (streets and utilities) and provision of services to its residents and businesses.

The pattern of development that many communities built post-WWII have followed is simply not financially sustainable over the long term. If we want our country and communities to continue to prosper, we must think differently about how we approach growth and development. The following concepts are critical to building a financially strong and resilient city.



## THE AGING OF A CITY

In the growth phase, developers pay to build homes, buildings, and infrastructure at minimal cost to the city.

As a city starts to grow, the average age of its infrastructure begins to drop, and its population rises. The growth in households and new businesses generates new revenues for a period, but when that growth tails off, the city is left with an aging—and much more expanded—infrastructure, whose maintenance can no longer be financed by new growth.

### Pace of Development

For thousands of years, cities all over the world were built and grew incrementally out (horizontally), up (vertically) and more intense (higher density) as resources allowed. The traditional pattern of development was characterized by a compact grid, narrower streets, and diverse building types (whose uses were flexible), and built in increments when the demand and money were available. New structures or streets were built adjacent to existing buildings or infrastructure, because this was the most cost-effective way of growing.

When the automobile became widespread, it led to what engineer and Strong Towns founder Charles Marohn has coined the “suburban experiment.” Widespread automobile use, the creation of the highway system, and housing programs rolled out after the war combined to create a new environment where developers were able to purchase and develop land out on the edge for fairly low costs, and the suburbs were born. Streets and buildings became more spread out than ever before, and residential, commercial, and other uses were separated. Fewer buildings were designed with unique character and built to last, and more were instead designed to be cost-effective and mass-produced. Massive amounts of housing, streets, and infrastructure were built in a short amount of time, without ever being tested over time to see if the model was sustainable. Today, many years later, the phases and costs of this approach are revealing themselves. Without the new growth, these same cities are now struggling to find money to maintain large amounts of infrastructure all deteriorating at the same time.

Here in North Texas, Dallas, Mesquite, and other first-ring suburbs are examples of communities who are in the mature phases of this process. Many of the area’s outer-tier cities are examples of communities that are still in the growth phase.

### Development Patterns and Tax Revenue Productivity

Not all kinds of development yield the same returns on investment. Our most financially productive places, in terms of the tax revenues they bring in per acre, tend to be clustered around our older downtown developments and walkable neighborhoods. Repeated studies across the country show that street-fronting businesses on small lots in compact, walkable areas—such as those along Main Street—tend to be vastly more productive per acre than the more suburbanized auto-oriented sites with larger lots and dedicated parking areas. Very little infrastructure cost is associated with this Main Street-style development, and units can easily adapt to different uses. Contrast this with the big-box-and-strip-small approach, which eats up valuable land for diminishing returns, requires significantly more infrastructure, and is particularly inflexible to reuse.

### DEVELOPMENT PATTERN VALUES



### PROPERTY TAX REVENUE PER ACRE IN ROYSE CITY:

#### A. New Development

Denny’s: \$22,474/acre

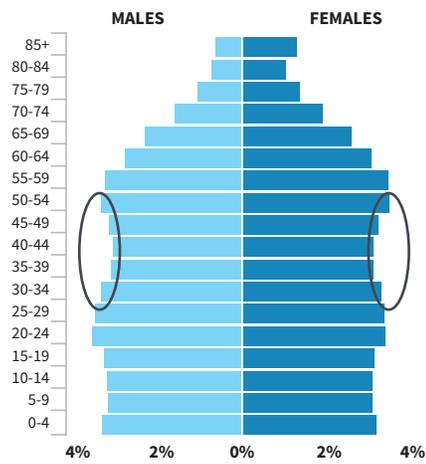
Jack in the Box: \$23,895/acre

#### B. Historic Downtown Businesses

Well Coffee Lounge: \$69,709/acre

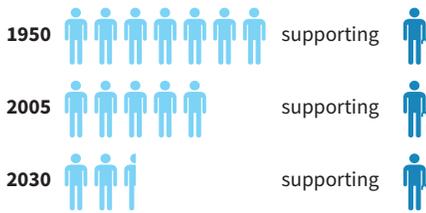
2-Story Drug Store: \$82,536/acre

## 2015 U.S. POPULATION



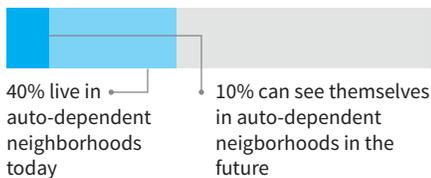
The age makeup of the U.S. population is shifting, and is no longer youth-heavy. Historically, this figure has taken a pyramid shape, but is becoming flatter as Americans have fewer children.

## RETIREMENT PROGRAMS

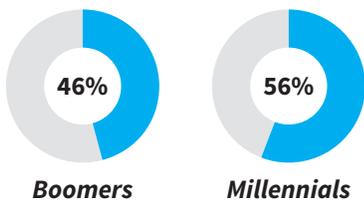


Payment into retirement programs is dwindling in comparison to the boom in the senior population, due to the gap in generation size noted above.

## AUTO-DEPENDENT VS. WALKABLE



Preference for walkable, mixed use neighborhoods:



A growing number of Americans prefer to live in more walkable, mixed-use neighborhoods—in particular, Millennials (56%) and Baby Boomers (46%), the two most populous generations. (RPA, “The Unintended Consequences of Housing Finance”)

## NATIONAL DEMOGRAPHIC AND SOCIETAL SHIFTS

Traditionally, the demographic breakdown of the country has followed a pyramid shaped histogram where each generation was larger than its predecessor. Over the past 50 years, however, these patterns have shifted.

The Baby Boomer generation bulged and there’s a reduction in the following generation. This means there are fewer people to support retirement programs for those in the boomer generation. Additionally, many more seniors are now moving in with their children, either in their homes or where it’s allowed, in an accessory dwelling unit. This is driving an increase in demand for these types of accommodations.

Studies repeatedly show that the two largest groups of the population, Baby Boomers and Millennials, increasingly prefer the convenience and practicality of living in walkable environments, where less driving is required. Many seniors are downsizing from their suburban homes into smaller homes or rental units in walkable neighborhoods where they have less home maintenance costs and easier access to daily needs. Young professionals are also looking for walkable, mixed-use neighborhoods where they can live, work, play, and build personal wealth without depending on a car or owning a home.

## Housing Choice: Missing Middle Housing

“Missing middle housing” comprises the range of housing styles that fall between the extremes of the detached single-family home and the midrise apartment complex. These housing styles (illustrated below), which include townhouses, duplexes, courtyard apartments, and live/work developments, were an essential building block of any pre-1940s neighborhood, and their appeal is being rediscovered today in towns across the country. It is important that these housing types be included in any new Royle City neighborhoods.





# GUIDING PRINCIPLES

## Vision North Texas 2050

**1. DEVELOPMENT DIVERSITY:** Meet the needs of changing markets by providing a mix of development options and land use types in communities throughout the region.

**2. EFFICIENT GROWTH:** Promote reinvestment and redevelopment in areas with existing infrastructure, ensure that new infrastructure supports orderly and sustainable growth, and provide coordinated regional systems of natural and built infrastructure.

**3. PEDESTRIAN DESIGN:** Create and connect pedestrian-(and bicyclist) oriented neighborhoods, centers and places throughout the region.

**4. HOUSING CHOICE:** Sustain and facilitate a range of housing opportunities and choices that meet the needs of residents of all economic levels and at all stages of life.

**5. ACTIVITY CENTERS:** Create mixed use developments that are centers of neighborhoods and community activities and serve as hubs of non-automobile transportation systems.

**6. ENVIRONMENTAL STEWARDSHIP:** Protect, retain or enhance the region's important natural assets (including its air, water, land and forests) and integrate these natural features and systems into the character of the region's communities and the experiences of its residents.

**7. QUALITY PLACES:** Strengthen the identities of the region's diverse communities through preservation of significant historic structures and natural assets, creation of new landmarks and gathering spaces, use of compatible



architectural and landscape design, and support for the activities and institutions that make each community unique.

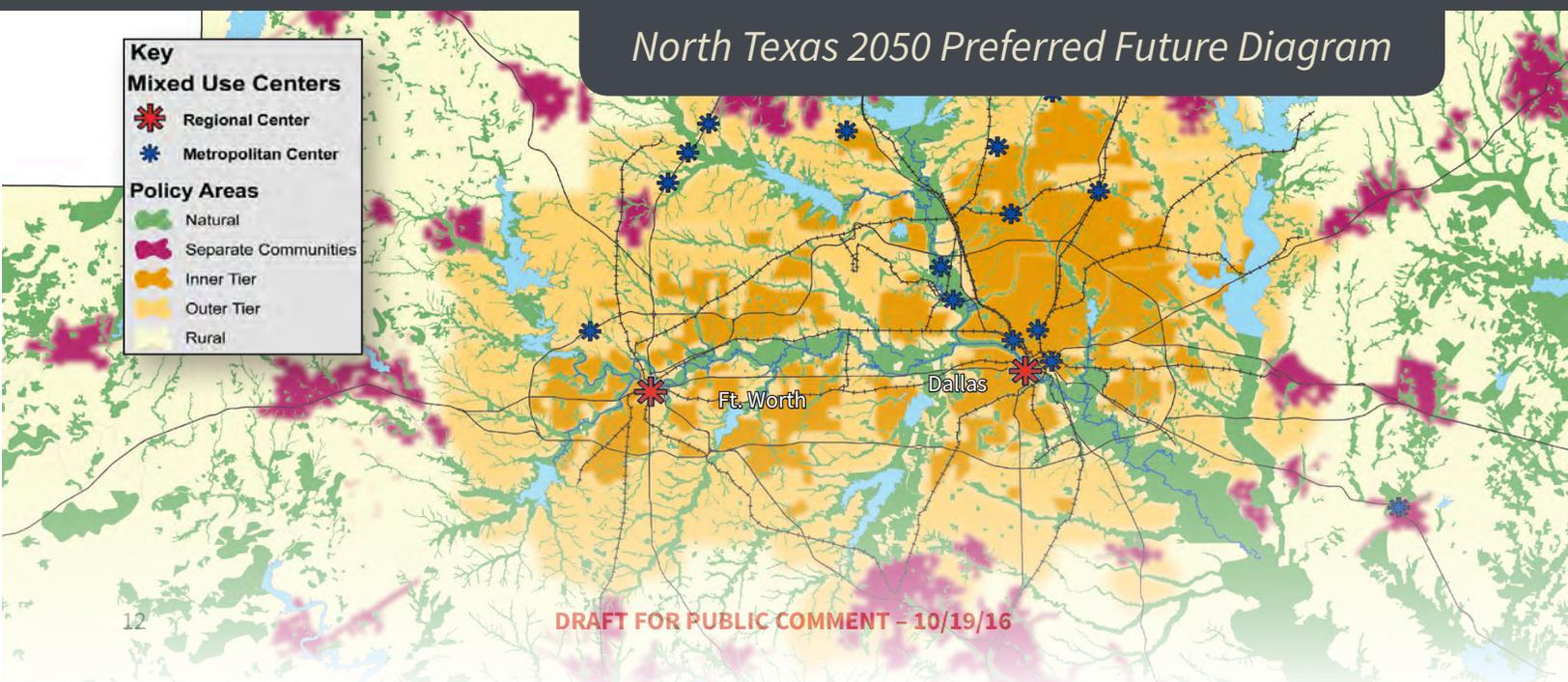
**8. EFFICIENT MOBILITY OPTIONS:** Invest in transportation systems, facilities and operations that provide multi-modal choices for the efficient and sustainable movement of people, goods, and services.

**9. RESOURCE EFFICIENCY:** Design buildings, sites, communities and regional systems to use water, energy, and renewable resources responsibly, effectively and efficiently, and to retain non-renewable resources for the use of future generations.

**10. EDUCATIONAL OPPORTUNITY:** Provide opportunities for all North Texans to have access to the schools, people and technology they need for success in learning throughout their lives.

**11. HEALTHY COMMUNITIES:** Identify and support functional, sustainable infrastructure and institutions that offer North Texans access to affordable, nutritious foods, opportunities for physical activity, and access to wellness and primary care services.

**12. IMPLEMENTATION:** Achieve the region's vision by adoption of compatible comprehensive plans and ordinances for cities and consistent investment plans for regional systems; involve citizens and stakeholders in all aspects of these planning processes.



## THE SCENE IN NORTH TEXAS

Right now, North Texas is the fastest-growing region in the country. Almost two million people have moved here just since the turn of the century, and there's no sign of that trend slowing. This growth is putting pressure on the region's natural resources (water in particular) and infrastructure (transportation in particular). Additionally, changing demographics in the region are driving increased demand for different types of housing and neighborhoods.

### Vision North Texas

Vision North Texas 2050 was a collaborative planning effort conducted in the late 2000s to educate elected officials and regional leaders about these trends and develop a cohesive plan for how the region can accommodate the influx of so many people. Different scenarios were developed, compared, and eventually combined into a "preferred development" scenario that would best accommodate the region's population growth and demographic shifts while also working with available water, food and other natural resources. The VNT 2050 Plan includes twelve guiding principles (opposite page) for North Texas communities to follow in local planning efforts to make a sustainable future for the region achievable.

### Mobility 2040

The Mobility 2040 Plan from NCTCOG emphasizes that, given the large number of people moving here, we simply won't all be able to get around exclusively on roads and highways. Instead, the plan stresses the increasingly pressing need for more transit, bike trails, and walkable development. Moreover, our transportation needs are far more expensive than our ability to pay for them. Much of the regional transportation funding that is available is being moved toward public transportation and maintenance of what already exists, meaning much less will be available to fund construction of new roads in the future.

### Water Quality, Supply and Stormwater Management

Here in Texas, we've seen that water consumption versus availability is a major and growing concern. Many more people are moving here every year, putting higher demand on limited water supply. On top of that, overdevelopment of our land is deteriorating the water quality in our streams and rivers and causing worse flooding when storms come. Continuing in this way becomes expensive—both in monetary and quality-of-life terms.

	2000	2015	2030	2050
Population*	5.31	7.1	9.49	11.66
Employment*	3.22		5.58	7.17
Households*	1.94		3.48	4.38

\*millions

*The North Texas population has ballooned in the past 15 years, and it shows no signs of slowing down. A significant portion of that population growth will continue to extend eastward from Dallas along the I-30 corridor.*

## THE FUNDING GAP

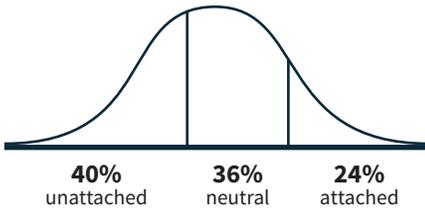
Projected regional transportation needs: **\$431.5 billion**



*The approved funding for the most recent North Texas Mobility Plan falls over \$300 billion short of the region's actual transportation needs.*

## CONCLUSIONS FROM VISION NORTH TEXAS 2050

- The North Texas region will face a **significant amount of growth** in the next several decades.
- **Current infrastructure is not adequate** to meet the needs of this growth.
- A **continuation of the development patterns** of the past leads to **serious impacts** on the region's air, water, land and natural resources.
- The market of the future is more likely to want a **different type of community** – one that is more compact, walkable and with natural assets and urban amenities nearby.
- The past patterns cannot be changed by the actions of one or a few decision-makers. **Choices made by many stakeholders** will affect the result.
- A **shared vision** and more complete information for these stakeholders offers the region a better chance to achieve a desirable future.
- North Texans want a **future that is better than the one forecast** by a continuation of 'business as usual' trends.



## COMMUNITY ENGAGEMENT

The “Soul of the Community” survey, conducted by The Knight Foundation and Gallup, found that only about a quarter of Americans are emotionally attached and engaged in their community.

# STRONG TOWNS

*“The mission of Strong Towns is to support a model of development that allows America’s cities, towns and neighborhoods to become financially strong and resilient.”*

[StrongTowns.org](http://StrongTowns.org)



Revitalizing and constructing small-scale mixed use buildings like this one (with commercial space at ground level and residential space above) can have a significant economic impact in older neighborhoods.

## GROWING CITIZEN ENGAGEMENT AND ACTIVISM

Studies have shown a direct correlation between citizens’ engagement and investment in their communities and the quality of people-oriented places. After a long period of declining engagement, residents (led by Millennials) are starting to invest their time and money back into their neighborhoods again. In Detroit, people are rebuilding neighborhoods and starting local businesses due to a unique combination of necessity and minimal government regulation. In many other cities and towns, however, residents are stepping up to make their neighborhoods better simply because they care about where they live, how it looks, and how it works. Strong Towns has focused its entire organization around the goal of identifying and empowering a million people who care - people they are branding #strongcitizens. There are three tools in particular that are especially relevant to Royle City and that can and should be an integral part of implementation:

### Tactical Urbanism

Tactical urbanism is a term used to describe a collection of low-cost, temporary improvements that test out different design concepts to improve a street or public space before significant public investment is made for permanent construction. This approach has been used by cities and neighborhood organizations across the world to transform public spaces. It is especially useful in scenarios where funds are limited and/or where there is some skepticism about proposed concepts.



Street right-of-way can often be converted into useful public space, such as parklets in parking spaces. Bike lanes can also be created quickly and at minimal expense.

### Small-Scale/Incremental Development

The majority of businesses and developers have traditionally been large groups that do best when developing big sites and multiple properties in a template format. These developers are not interested in developing and repurposing individual sites and buildings, though it is a growing area of need for many communities. A group of “small developers” is emerging to fill this void, focusing on constructing two-story mixed-use buildings, fourplexes and other types of unique, context-sensitive development on small lots that can activate and revitalize downtowns and aging neighborhoods. Many times, these developers are local citizens and entrepreneurs who get into the development business because they see a need and opportunity to make their home neighborhood a better place. Organizations such as the Incremental Development Alliance and Small Developers Group on Facebook have been formed to connect and share resources with this rapidly growing group.

### Neighborhood Improvement Programs

Neighborhood improvement programs are emerging to engage residents and help fund improvements to older neighborhoods, historic downtowns and aging homes and buildings. Examples include the Oswego Renaissance Association’s healthy neighborhood program in Oswego, New York ([www.oswegonyonline.com](http://www.oswegonyonline.com)), Austin’s Neighborhood Partnering Program (NPP) and the Northeast

Investment Cooperative (NEIC) in Minnesota. These programs provide another source of funding, but more importantly, they provide an avenue for residents to make positive, productive contributions to their neighborhoods that ultimately help cultivate community pride and identity.

## Bridging the Gap: Where Does Royse City Want to Be in The Future?

Through the citywide survey and discussions with local stakeholders, residents, city leaders, and staff, we learned that the following things are important to our community as we continue to grow.

### EMBRACE AND ENHANCE OUR LOCAL IDENTITY

Preserving the small town character and history of the town and establishing a unique identity is extremely important. As part of this, the community would like to see the Main Street/Town Center area grow into a destination similar to Grapevine’s Main Street or downtown McKinney. Integration of natural environments and art is also something we feel can help differentiate Royse City from other communities.

### BALANCED GROWTH & THE INFRASTRUCTURE GAP

To catch up with the cost of the infrastructure we’ve already put in the ground, we have to be strategic about how we continue to grow. We simply cannot keep spreading our development out across the city in the way we have. Instead, we need to close the gap by steadily increasing residential property values and productivity of commercial sites while minimizing city investment in new infrastructure in the near-term. New development must be done in a style that is more self-supporting in terms of generating sufficient revenue to cover infrastructure and service costs. It sounds simple, but it is going to require saying no to developers and projects that don’t align with this strategy.

### HOUSING DIVERSITY

We want to be an inclusive community where people from different backgrounds and all stages of life can live comfortably and interact regularly with their neighbors. To accommodate a broader range of residents, we need to create a more diverse housing supply. That means building quality, attainable housing options—such as townhouses, fourplexes, or “live-work-play” neighborhoods—situated in a more walkable setting, as well as some high value estates in a rural setting. Housing diversity can be created in a way that fits in with the local character and encourages neighborly interaction.

### MOBILITY OPTIONS

The Royse City of tomorrow should be a community that is connected by more than just the automobile. That means building in a more compact manner, so that people are closer to the places they want to go. It also requires investing in trails and walkways that connect parks, neighborhoods, and gathering places, so that walking or biking is a viable and comfortable option. Expanding public transit options both locally and regionally is also essential if we truly want to be a diverse, resilient community.

### EXPANDED PARKS AND OPEN SPACE SYSTEM

Royse City’s park and trail system is limited today, and that will only become more pronounced as population grows. We must get out ahead of the projected growth and set aside land for both parks and environmental preservation. A quality park system starts with having neighborhood parks within walking distance. Additional facilities for youth sports and senior activities are also important to residents. Having a diversity of park types is key to supporting the residents’ various recreational needs—as is a trail system that links them together.



## **POLICE & FIRE**

Royse City must continue to be a safe place. Residents desire a balance between expanding emergency services personnel and resources, but also doing things through design that allow them to build trusting relationships with neighbors.

## **LOCALLY-GROWN WORKFORCE & BUSINESS COMMUNITY**

Most of our workforce commutes, but almost everyone says they would prefer not to. Tomorrow's community should be one in which a person can work, live, and play without leaving town. That is going to require us to work on growing companies and jobs locally. This "economic gardening" supports and empowers people already in the community to become successful cornerstones of the economy—rather than merely competing with the next town for outside companies. Luckily, we have two key assets in the Main Street district and the Interstate 30 corridor, which can serve as the backbone of our economic development efforts. Additionally, everything we do to make Royse City a more livable, healthy, and lovable town will also make us a more economically viable place—one where businesses and people want to come and stay.

## **BUILD ON PARTNERSHIPS; IMPROVE COMMUNICATION**

Leveraging partnerships and resources (especially funding) from other groups will be critical to our ability to continue growing while also addressing our infrastructure issues. We must prioritize key needs and then aggressively pursue partnerships to address them in a fiscally responsible manner.

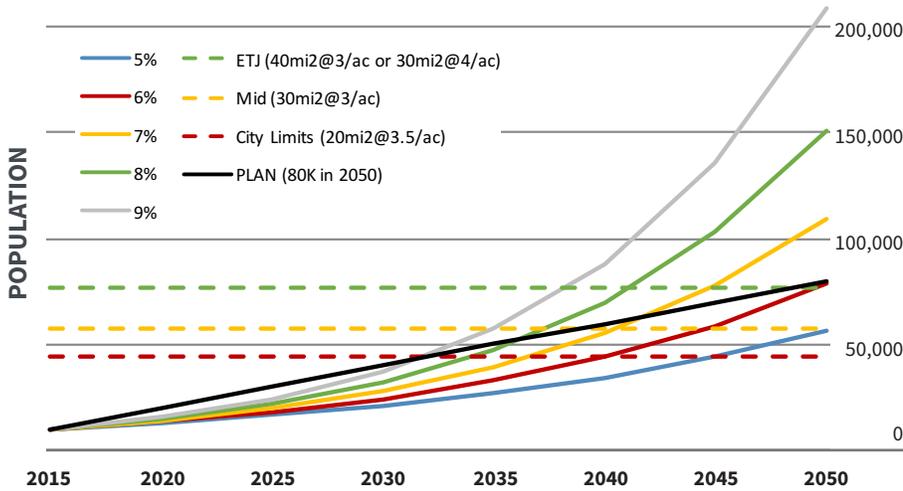
There is room to improve the communication at all levels between elected officials, city leadership, staff, citizens, businesses and other local organizations. This is typical of small communities on the verge of growth. We must use this planning process and the final Plan to define our community's vision, challenges and opportunities, unify these groups, clearly define roles, responsibilities and channels of communication, and then execute and hold each other accountable.

## **BUILDING FOR THE LONG-TERM**

Many other cities in North Texas have quickly reached buildout by allowing horizontal one-story development with low property tax per acre returns. Once these buildings, parking lots and infrastructure are put in, it becomes much more expensive for a city to change the development style in the vicinity to be built almost anywhere. Pressure will continue to mount for new development in Royse City. We need to encourage this new growth and development, but must establish land use, zoning, infrastructure and building standards that ensure what gets built is something that will create long-term value and not turn into a long-term liability.

## Growth Scenarios

There are a number of models around the Metroplex for us to look at when we plan for population growth. In an effort to preserve the semi-rural character that many residents have said is important, while still allowing room for growth, our desire is to work toward a maximum density citywide density of 4 persons per acre.



## POPULATION DENSITY SCENARIOS

Pop./Acre Cap	Reference City	City Limits: 20 mi <sup>2</sup>	Middle: 30 mi <sup>2</sup>	ETJ: 40 mi <sup>2</sup>
6	Plano	76,800	115,200	153,600
5	Rowlett	64,000	96,000	128,000
4	Lewisville	51,200	76,800	102,400
3.5	McKinney	44,800	67,200	89,600
3	Little Elm	38,400	57,600	76,800
2	Grapevine/ Southlake	25,600	38,400	51,200
1.5	Royse City	19,200	28,800	38,400

## POPULATION SCENARIOS: 80,000 RESIDENTS

Size (mi <sup>2</sup> )	Population/Acre	Service Cost	Avg .Home Value
20	6.25	\$6,000	\$219,761
30	4.17	\$4,500	\$247,231
30	4.17	\$6,000	\$329,641
40	3.13	\$3,000	\$307,665

Note: Assumes 50% of total service costs paid by residential ad valorem revenue and 3.1 people/household.

## COMMUNITY IDENTITY STATEMENT

*“Royse City is a neighborhood-centric town combining vintage charm with contemporary vision and building on a foundation of genuine relationships, community, and integrity.”*



## GUIDING PRINCIPLES

### **FISCAL RESPONSIBILITY**

*Do and understand the math. Be obsessive about accounting for revenues, expenses, assets, and liabilities so we remain fiscally solvent and strengthen our long-term position in the region.*

### **ENGAGED COMMUNITY**

*Cultivate a supportive environment that promotes active engagement of residents, local businesses and the schools in community affairs that improves the quality of life in neighborhoods and the entire town.*



### **LIVABLE DESIGN**

*Implement development standards and procedures that improve public health and safety, enhance beauty and appeal of the public realm, foster prosperity and improve quality of life for residents and visitors.*

### **RESOURCE STEWARDSHIP**

*Preserve and leverage natural, cultural, historical and renewable resources to enhance community identity and support the needs of current and future generations.*

# 9 PLANNING PILLARS



## 1. COMMUNITY DESIGN

A welcoming community with a small town environment and unique identity



## 2. LAND USE & GROWTH MANAGEMENT

Balanced growth and development



## 3. HOUSING & NEIGHBORHOODS

A broad spectrum of neighborhood and housing types that can flex to meet changing demands over time



## 4. MOBILITY

An efficient, affordable, and sustainable transportation system



## 5. PARKS, RECREATION, & OPEN SPACE

A functional, desirable, and accessible system of parks, open space, and recreational facilities



## 6. INFRASTRUCTURE & NATURAL RESOURCES

Balanced and functional built and natural systems



## 7. FACILITIES & PUBLIC SAFETY

Facilities and public safety systems that support and serve the desired community identity



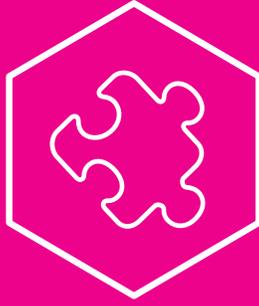
## 8. ECONOMY & WORKFORCE

A vibrant, diverse, & relevant economy



## 9. PARTNERSHIPS, VOLUNTEERISM, & COMMUNICATION

Mutually beneficial partnerships and volunteerism efforts, and effective communication to promote and improve them.



# Community Design

*A welcoming community with small town character  
and unique identity*

## **GOAL:**

Emphasize community branding and activities that protect, celebrate and promote local culture, history, businesses, residents, and schools.

## **Policy Statements:**

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- 1 Intentional Community Design:** *Royse City will promote and incorporate unique, functional community design components within new developments, public spaces, and streetscapes to enrich areas throughout the city, create distinctive character, and ensure a citywide pedestrian-friendly environment.*

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  - 2 “All-In” on Downtown/Main Street:** *Royse City’s highest priority will be to make Main Street and the surrounding area a vibrant town center that is the core of the economic and social life of our community, a center of civic, entertainment, and cultural activities, and the focus of our community’s identity and branding efforts.*

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  - 3 A Unique and Special Brand:** *Royse City will collaborate with the Community Development Corporation (CDC), Chamber of Commerce, Main Street Program and other partners develop a cohesive, unique branding message and materials that aggressively promotes the town’s commitment to small town character, complete neighborhoods, people-oriented design, cultivation of entrepreneurs and local business, and family-friendly activities.*

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  - 4 Activities and Events:** *Royse City will organize and implement a robust program of events and activities that promotes, celebrates, and protects the town’s local character, history, businesses, residents, schools, and neighborhoods to enhance quality of life and enrich community culture.*
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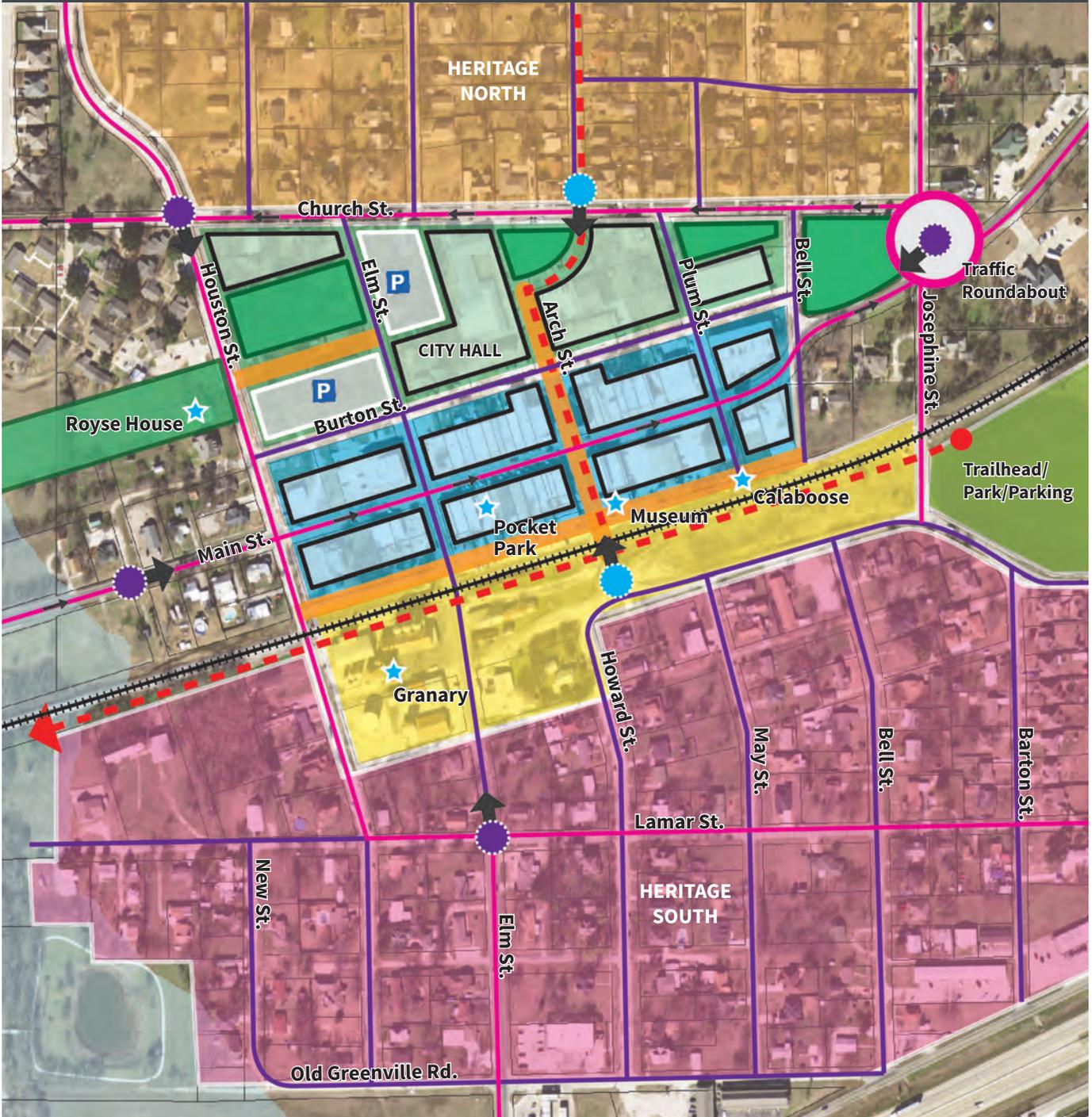
## Summary

A majority of residents said that maintaining the small-town character of our community is important. We want to grow, but we aim to do so in a manner that protects the cultural and natural assets of our town; supports the strong network of relationships that are present in our schools, churches, and local business community; and provides neighborhoods that are attractive and affordable for multiple generations of families to live, learn, work, play, worship, and retire. We want Royse City to be a special and unique place.

To accomplish this, we must shift from a “project-driven” development approach to a “place-led” approach, where we focus on defining and creating the type of places we want and focus development and project investments to strengthen and grow them over time.

Details in street and signage design, the style and relationship of buildings to each other, the amount of tree canopy, the type and location of businesses, and quality of public spaces all contribute to the look and feel of a community. How the city’s elected officials, staff, citizens and businesses communicate and collaborate to support each other and promote the community externally are also critical to the city’s image. The Community Design pillar focuses on the design, branding, and programming details that must be integrated in everything the city does in order to create thriving, prosperous neighborhoods and make Royse City the special place we know it can be.

# TOWN CENTER CONCEPT ILLUSTRATIVE



## LEGEND

### Sub-districts

- Civic Center
- Main Street
- Rail-oriented development
- Heritage South
- Heritage North
- Trailhead

### X

- Gateway (vehicle traffic)
- Gateway (pedestrian)
- Point of interest
- Building
- Parking
- Public green space

### Corridors

- Traffic corridor
- Interior street
- Pedestrian corridor
- Trail

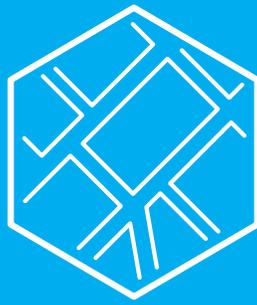
# TOWN CENTER FOCUS AREA

Royse City has a tremendous asset in its historic Main Street and town center area. Historically, this is our city's commercial and cultural heart, and today it represents one of our best opportunities to spur focused economic activity and civic involvement.

The following are recommendations for improving the experience in Royse City's town center:

- A** Create a bike and pedestrian path along Wood Street to create a convenient connection between Main Street and Citylake Park.
- B** Establish Main Street and Church Street as low-speed "complete streets" with bike paths, on-street parking, and wide sidewalks to encourage greater pedestrian activity.
- C** Close off Arch Street to vehicle traffic so it can serve as a primary pedestrian corridor.
- D** Conduct drainage and utility master plans for the town center area.
- E** In the immediate term, use wide street rights-of-way (ROW) in the town center to paint on-street parking and bike lanes, and create space for pop-up parklets and vendor booths.
- F** Create a plan for City Hall expansion and purchase ROW for an additional building (or altogether new City Hall) and parking. The purchased property can begin as a parking lot, and later evolve into a structure if and when the town center is generating enough activity.
- G** Use the pocket park space on Main Street to feature downtown businesses, local entrepreneurs, and artists.
- H** Use tactical events to evaluate different options and uses for the space between the railroad tracks and existing businesses fronting Main Street.
- I** Highlight the historic importance of the city's location along the railroad by promoting the vintage railroad concept as a theme in the town center.
- J** Establish themed districts around town center, each with its own coherent character and identity.
- K** Improve wayfinding and lighting in town center.
- L** Develop a program for the City and the Economic Development Corporation to support efforts to purchase and improve existing buildings in town center.





# Land Use & Growth Management

*Balanced growth and development*

## **GOAL:**

Implement a flexible and incremental approach to growth and development in order to preserve and enhance the City's assets, infrastructure, social character, fiscal health and environmental resilience.

## **Policy Statements:**

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- 1 Neighborhood-Centric Development Model:** *Royse City will organize land use, housing and transportation infrastructure around the concept of "complete" neighborhoods, where schools, parks, and daily necessities are in near proximity and easily accessible for people of all ages and conditions.*

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  - 2 Diverse, Flexible and Context-Sensitive Land Use:** *Royse City will establish a mix of "place types," where the associated development pattern and infrastructure support a specific context and character, but provide flexibility for individual properties to evolve and adapt over time.*

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  - 3 The Transect and Adjacent Development:** *Royse City will ensure that all development is scaled and designed appropriately given its place in the rural-to-urban transect by creating smooth transitions between conflicting uses and development types.*

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  - 4 Productive Use of Developed Land:** *Royse City will encourage development that increases the per acre revenue yield (property & sales tax revenue) and reduces costs of service throughout the city.*

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  - 5 Protection of Natural Areas:** *Royse City will keep the ecological functions of natural areas intact by preserving floodplain and other key habitat locations as unaltered as possible and limiting the type of development in the areas adjacent to them.*

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  - 6 Growth Management:** *Royse City will implement an antifragile approach to growth by managing the rate, pattern and location of growth in a manner that makes infrastructure and service delivery as economical as possible and does not overextend the city financially in the short or long-term.*
-

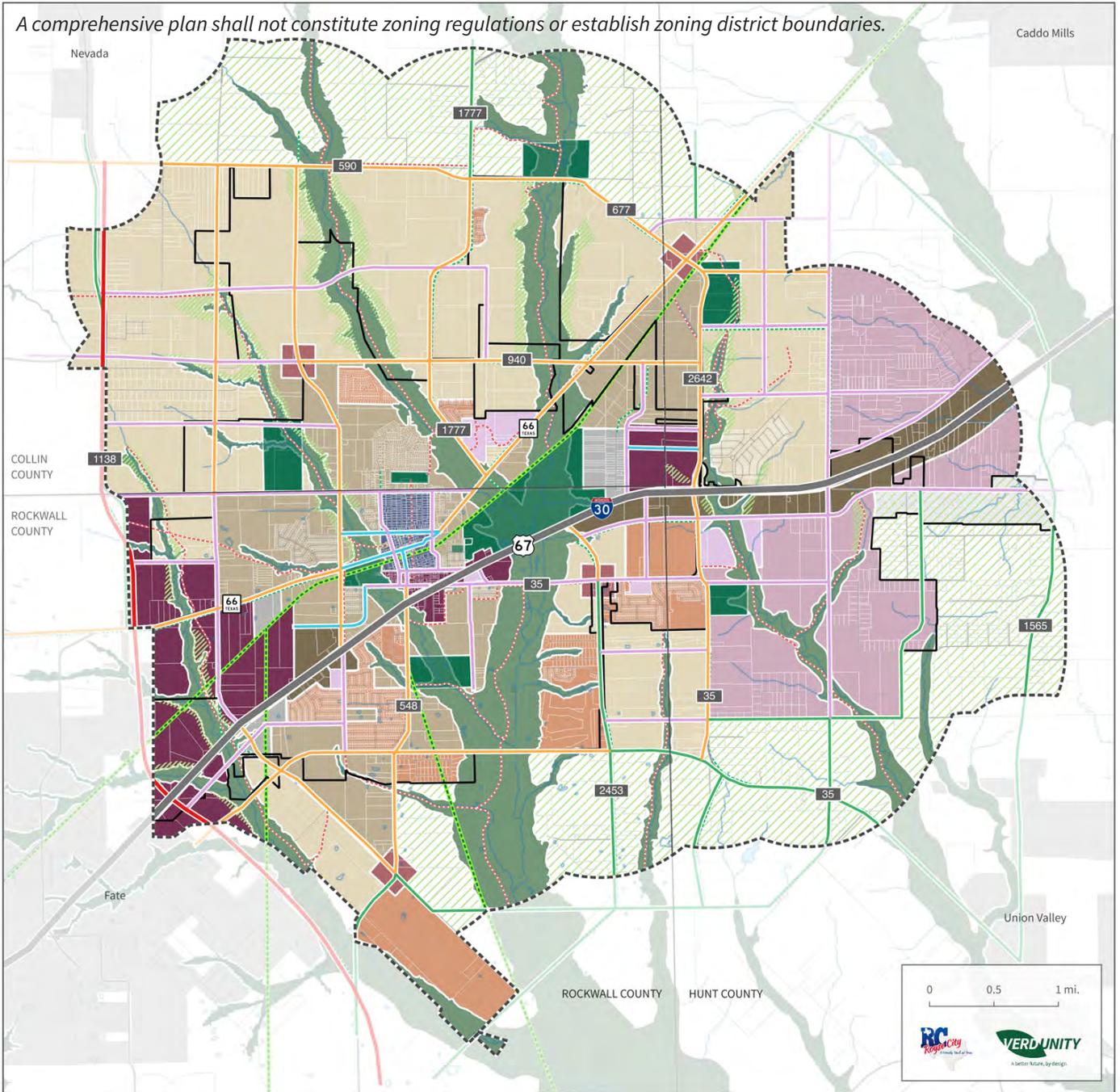


## Summary

Land is the most valuable resource a city has. When land is developed, it is often done with near-term benefits in mind, but what is built initially also has long-term impacts on a community's social environment, fiscal health, and environmental resiliency. The type, mix, and pattern of what is put on the land can boost quality of life and economic activity, but the buildings, infrastructure, and associated public services can also become a liability over time if the city is not able to maintain them to citizens' expectations. Therefore, decisions about when, where and how to annex land into the city and allow development to occur must be made with both short and long-term implications in mind.

The future land use plan takes current conditions and potential future growth scenarios into consideration to give us a blueprint for where we should (and should not) prioritize new development. "Place Types" give direction to the style and character of development in a certain area, while allowing greater flexibility for appropriate uses.

A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.



### Future Land Use Plan

- |                       |                                 |
|-----------------------|---------------------------------|
| <b>Place Types</b>    | Highway R/O/C                   |
| Town Center           | Industrial                      |
| Urban Village         | Civic                           |
| Traditional Mixed Use | Park/Open Space                 |
| Suburban Mixed Use    | Conservation                    |
| Suburban Residential  | Floodplain                      |
| Rural Estates         | Regional Stormwater Mgmt. Areas |
| Commercial Node       | City Limits                     |
|                       | ETJ Boundary                    |

### Mobility Plan

- |                              |
|------------------------------|
| <b>Planned Corridor Type</b> |
| Highway                      |
| Avenue                       |
| Parkway                      |
| Rural Road                   |
| Street                       |
| Outer Loop (Future)          |
| Multi-use Trail              |
| Bike Lane                    |
| Veloweb Trail                |

# Future Land Use: Place Types



**TOWN CENTER**



**URBAN VILLAGE**



**TRADITIONAL MIXED USE**



**SUBURBAN MIXED USE**



**SUBURBAN RESIDENTIAL**



**RURAL ESTATES**



**HIGHWAY R/O/C**



**COMMERCIAL NODE**



**INDUSTRIAL**



**PARK/PUBLIC OPEN SPACE**



**RURAL CONSERVATION AREA**



**REGIONAL STORMWATER MGMT.**

**CIVIC/EDUCATION**

**FLOODPLAIN**



# Housing & Neighborhoods

*A broad spectrum of neighborhood and housing types that can flex to meet changing demands over time*

## GOAL:

Provide and maintain a range of neighborhood development styles and housing types at various price points that emphasize quality architecture, desirable and well-maintained public spaces, and pedestrian safety.

## Policy Statements:

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- 1 Diverse Housing and Neighborhood Mix:** *Royse City will offer a mix of housing and neighborhood types at a variety of price points that meets the needs of all people planning to stay in or move to Royse City today and in the future, enabling three or more generations of a family to all live comfortably in Royse City.*

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  - 2 Unique, Complete, and Walkable Neighborhoods:** *Royse City will enhance existing neighborhoods and construct new neighborhoods to encourage interaction amongst residents, prioritize pedestrians and walkability, and utilize architecture, nature and the public realm to create unique environments.*

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  - 3 Maintenance:** *Royse City will educate the community on the importance of property maintenance, provide proactive inspections, and utilize incentive programs to improve the quality of life, enhance the city's appearance, and protect the health and safety of the community.*
-



## Summary

We want Royse City to be a diverse community that appeals to people of all ages, lifestyles and income levels now and in the future. This is important to keeping our current residents here and attracting new people to Royse City, but it's also critical to our city's financial condition and prosperity long-term. In order to do this, we need to expand the variety of neighborhood styles, housing types, and price points available in our community. There is an emerging market in North Texas and in Rockwall County for unique neighborhoods that meet the needs of seniors and baby boomers, middle class workers such as teachers and construction workers, and young/single professionals who do not want to live in the typical suburban neighborhood.

By implementing Place Types instead of separated land use, prioritizing housing that targets the lower and higher ends of the housing spectrum and committing to building unique, complete neighborhoods, Royse City can differentiate itself from most North Texas communities, grow and diversify its citizen base, and improve its long-term financial position. We want the majority of our neighborhoods to be attractive to multiple socioeconomic classes, which will make them more flexible, more financially stable, and longer-lasting. Lastly, we want to make sure we keep our neighborhoods attractive, safe, and welcoming.

The housing chapter outlines general neighborhood types—traditional, urban, suburban, and rural—and discusses the different styles of housing that we should seek to offer.

It also outlines the idea of the “complete neighborhood”—one where every resident has safe and convenient access to the goods and services needed in daily life, including a variety of housing options, grocery stores and other commercial services, quality public schools, public open spaces and recreational facilities, affordable active transportation options and civic amenities. An essential element of a complete neighborhood is that it is built at a walkable and bikeable human scale, and meets the needs of people of all ages and abilities.

In Royse City, we seek to offer a variety of walkable neighborhoods (traditional and urban), as well as residential areas that are only drivable (rural) and those that are a blend of the two (suburban mixed use).



## TRADITIONAL

Traditional neighborhoods are medium-density neighborhoods built on a traditional street grid pattern and that allow for a great amount of flexibility in design and use. Housing sometimes turns into (compatible) commercial use, and in other places, the reverse happens. Many of the older neighborhoods in the area (including those in our Heritage District) fall into this category.

**Activity area:** walking distance (around .5 miles)

**Housing/lot size:** The look and feel of this type of neighborhood will vary by block, but typically lots are smaller and there is a mix of architectural style and use of buildings. Housing types are a mix of single-family homes, missing middle housing options, smaller apartment buildings, and some forms of live/work setups. The important thing is that the scale of the housing is compatible with what is around it.

**Parks:** In a mixed-use neighborhood, parks (generally) play the important role of the neighborhood’s understood center—where neighbors can mingle informally. Sometimes these are combined with neighborhood schools or community centers, and they may draw businesses such as cafes and restaurants. Mini parks are desirable every few blocks so that every resident has a park within a five-minute walk. Neighborhood parks have more amenities and can serve a larger area, but the focus is still on making these parks conveniently accessed by walking or biking.

**Infrastructure:** Streets in traditional neighborhoods tend to be narrower than suburban style roadways and laid out in a grid/block network. Sidewalks, bike facilities and on-street parking are a priority in these neighborhoods, since most people choosing to live here enjoy (and in some cases prefer) walking or biking to access the majority of their daily needs. Utility infrastructure must be designed to support a variety of demands as usage of different properties evolve over time.

**Example neighborhoods:**

Bishop Arts (Dallas), M Streets (Dallas), Downtown Plano, Downtown Grapevine



## URBAN

Urban neighborhoods concentrate people, businesses, parks, schools and other services in a compact, walkable area. Urban areas can take the form of a large city downtown like New York, or, in its newer iteration, a planned mixed-use development with corporate tenants such as the CityLine/State Farm development in Richardson, Legacy Town Center in Plano or Watters Creek in Allen. This type of setting is becoming increasingly desirable in North Texas, in particular to the younger population and to empty-nesters, as well as to businesses that see urban amenities as a talent draw.

**Activity area:** walking distance (around .5 miles)

**Housing/lot size:** Because of the higher number of people, urban neighborhoods can accommodate more services in a small area. Multi-story buildings are common, with retail uses on the first floor and residential or office above. Homes and other buildings are more space-efficient, and land values tend to be highest in these areas. The urban neighborhood is the best place for midrise apartments and live/work/play developments.

**Parks:** Parks in urban neighborhoods are smaller in size and in function, but they are intended to serve only the surrounding blocks. In addition to mini parks, “special use” spaces such as plazas and dog parks play a role in providing public leisure opportunities. Schools in these neighborhoods (located centrally) can be hub of social activity, and they often feature small parks and community gardens.

**Infrastructure:** Like traditional neighborhoods, urban neighborhoods utilize a grid network, but corridors can vary from one-way, single lane alleys (or mews) to 3- or 4-lane low-speed streets and avenues that safely accommodate pedestrians, bicyclists, and transit. Wide sidewalks with significant trees and streetscape features are common, along with bike lanes and shared use paths. Parking is distributed along street corridors and shared parking lots, and for larger developments, garages are common. The buildings are designed to be oriented to the street—that is, they are supposed to interact with people passing by on foot. Buildings line the (wide) sidewalks, creating an inviting and interesting outdoor space, instead of being set back behind rows of parking. Some on-street parking is encouraged, but the bulk of the parking should be behind buildings, in parking garages, or in lots at the periphery of the urban zone. Parking minimums are counterproductive here, making it difficult to create walkable places, and coming at a great (and unnecessary) expense to business owners and developers. This is the most efficient use of infrastructure, because more people and businesses share the same infrastructure.

**Example Urban Neighborhoods:** Legacy Town Center (Plano), Watters Creek (Allen), CityLine (Richardson)





## SUBURBAN

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Today's suburban neighborhoods, for the most part, have separated the residential (generally single-family lots) from every other use, and they necessitate owning a car. The wider streets and spread-out pattern of development generate much higher infrastructure costs (full-service with underground drainage, sewer, etc.) and service costs (including police and fire) than the more compact traditional and urban neighborhoods. In most cities across the country, property values in these neighborhoods do not generate enough revenue to pay these higher costs, so a city must offset this with a high amount of sales tax and pockets of much more dense, fiscally productive development. Schools in most suburban settings are planned in a way that does have a small surrounding area with walking and biking access to the school, but requires many students to ride a bus or be driven to school. This creates more traffic, parking, and busing cost issues for school districts and cities to manage.

**Activity area:** 12-minute drive

**Housing/lot size:** Suburban neighborhoods tend to include only single-family housing, usually with a limited range of styles and price points. Lots are typically larger than traditional neighborhoods to accommodate front and/or back yards, but much smaller than rural estate neighborhoods.

**Parks:** Most suburban neighborhoods are built with some open spaces and neighborhood parks maintained by the city, and some also include larger parks and amenity centers managed by a Homeowners Association (HOA). Though suburban neighborhoods are designed around the car, it is still important that they include high-quality parks within easy walking distance for all residents.

**Infrastructure:** Many of today's suburban neighborhoods are a combination of cul-de-sacs (which do provide a safe pedestrian environment) and a hierarchical network of overly wide, curving streets that unintentionally encourage faster driving (and therefore have limited pedestrian activity). The unintended consequence of this is kids resort to playing in fenced-in back yards (instead of the street), less neighbor interaction, and more speeding.

These streets should be wide enough to accommodate infrequent local traffic and emergency vehicles, but also narrow enough to create a calmer setting for the residents of the neighborhood. On-street parking may be a convenient feature, but when not used it makes the street wider and encourages higher speeds.

These neighborhoods have the most expensive infrastructure per lot/household because of the wider streets, sidewalks and underground drainage, water and sanitary sewer.

**Example Suburban Neighborhoods:** Hidden Creek (Royse City), Rustic Meadows (Royse City), The Shores (Rockwall)



## RURAL

In the rural setting, public investment in infrastructure is significantly limited, given the relatively low number of residents. Roads are generally two-lane rural roads, and water and wastewater systems are typically not provided by the city, which requires either a rural utility district or privately maintained water wells and septic systems. Amenities such as schools, parks, shopping and restaurants are not generally found in rural areas, and it is assumed that residents in these areas will drive for all their daily needs. Rural neighborhoods can be fiscally productive if property values are higher (estate-type lots) and/or if infrastructure serving the area is lower quality (asphalt/gravel roads, septic systems, bar ditches for drainage, wells for water).

**Activity area:** 10-minute drive or more

**Housing/lot size:** Rural areas usually feature larger lots; rural estate homes, ranch houses, small patio homes or trailers

**Parks:** Rural areas do not typically have programmed parks, since most properties are on large tracts of land already. Occasionally, rural areas can double as conservation areas with limited public access.

**Infrastructure:** Public infrastructure in rural areas is kept to a minimum, because the density of users is low. Roads are typically one or two lanes, sometimes with asphalt or gravel. Drainage should be handled with bar ditches, and sewer is typically on septic systems.

**Example Rural Estate Neighborhoods:** Kingsbridge (McLendon-Chisholm), Heath



# Future Land Use: Place Types



## DETACHED SINGLE-FAMILY

The most common style of housing in Roysce City, and the basic unit of the typical suburban subdivision. Single-family housing encompasses a wide range of styles, including small modular homes or large estate-style houses on large rural



## DUPLEX

A small- to medium-sized structure consisting of two dwelling units, both of which face and are entered by the street. These may be side-by-side (one- or two-story) or stacked.



## FOURPLEX

A medium structure that consists of four units: typically two on the ground floor and two above with a shared entry.



## BUNGALOW COURT

A series of small, detached structures, providing multiple units arranged to define a shared court that is typically perpendicular to the street. The shared court takes the place of a private rear yard and is an important community-enhancing element.



## ACCESSORY DWELLING UNIT

An accessory structure typically located at the rear of a lot providing space for a small residential unit, home office, or other small commercial or service use. This unit could be above a garage or at ground level.



## SMALL MULTIPLEX

A medium structure that consists of five to 10 side-by-side and/or stacked dwelling units, typically with one shared entry or individual entries along the front.



## TOWNHOUSE

A small- to medium-sized structure, consisting of two to eight (usually) attached single-family homes placed side by side.



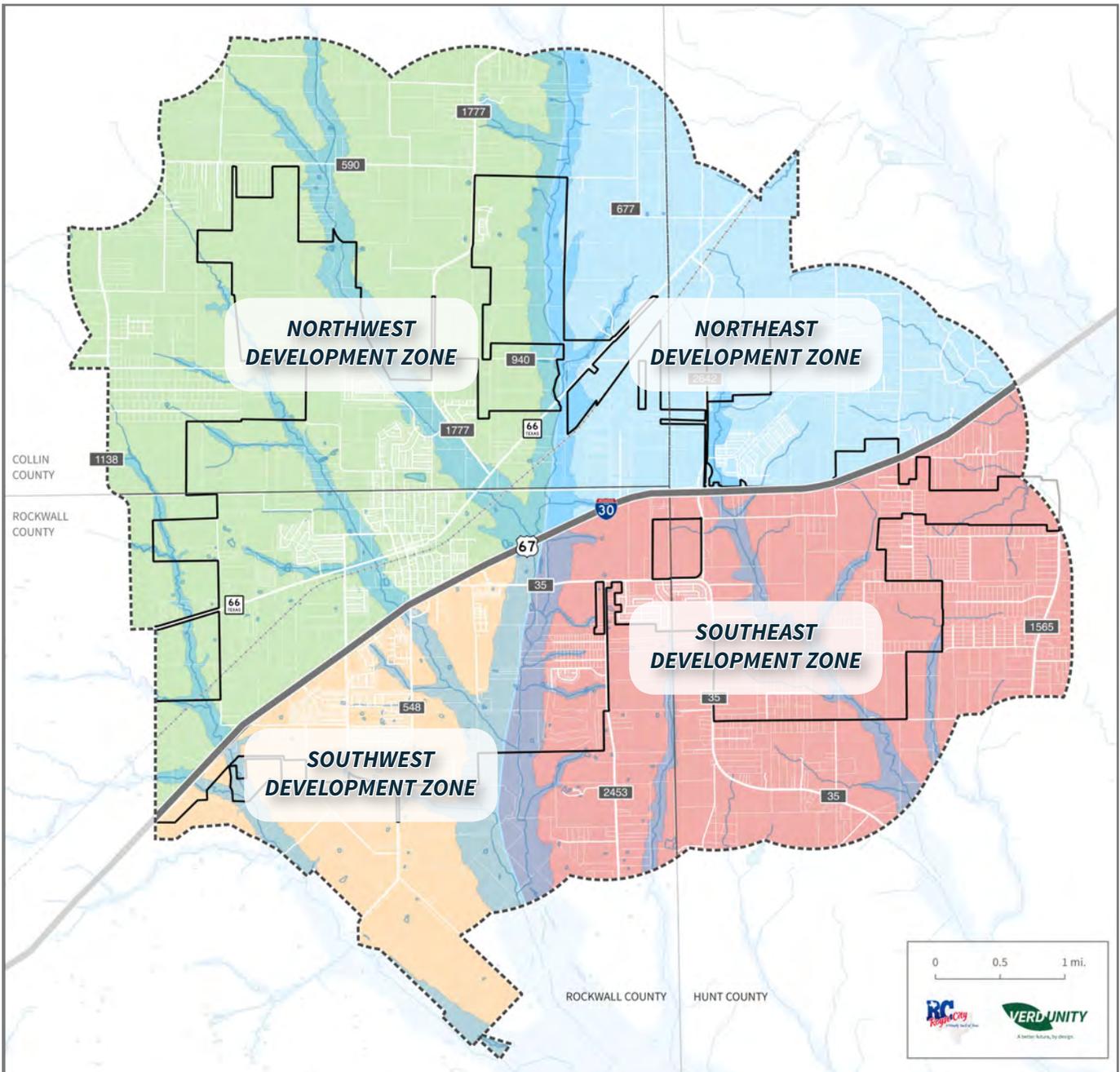
## LIVE/WORK

A small- to medium-sized attached or detached structure consisting of one dwelling unit above or behind a flexible ground floor space for residential, service, or retail uses. Both the primary ground-floor flex space and the second unit are owned by one entity.



## COURTYARD APARTMENTS

A medium- to large-sized structure consisting of multiple side-by-side and/or stacked dwelling units accessed from a courtyard or series of courtyards. Each unit may have its own individual entry, or up to three units may share a common entry.

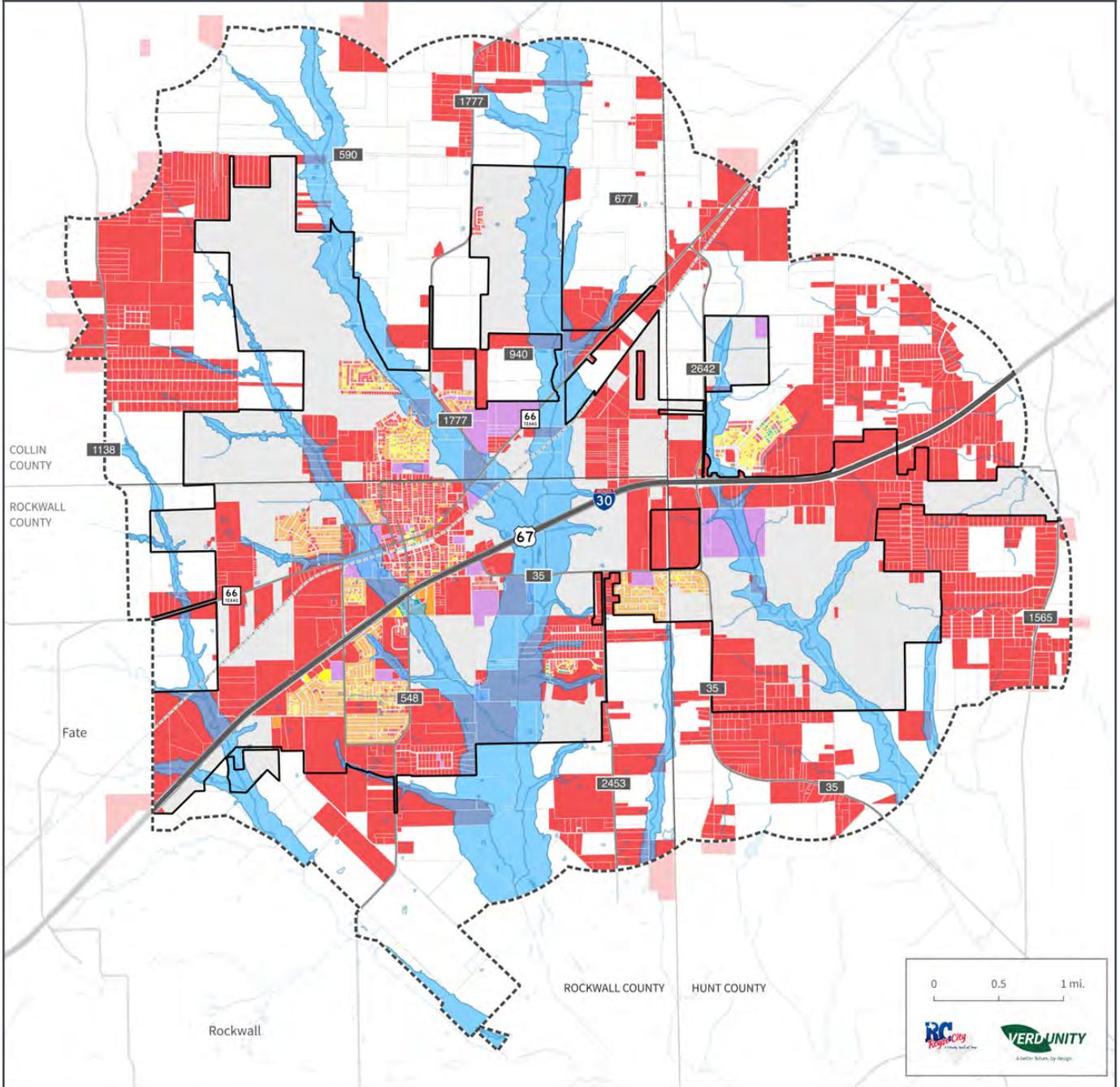


## Development Zones

To truly be a neighborhood-centric community, Royse City must be focused on creating “complete neighborhoods”—that is, neighborhoods that have all the essentials for conducting daily life. Many daily needs can and should be met at the local scale. Other services and amenities will be available within a broader (drivable or reachable by public transit) range, and still others will be intended for citywide use.

The Development Zones concept is intended to help us move toward being a community of complete neighborhoods by identifying those things that fall between the local (neighborhood) scale and the citywide scale. A key part of this plan’s aim is “getting things right,” and at the Development Zone scale, this means specifically planning community parks, neighborhood retail/office/commercial nodes, fire stations, and schools.

# PROPERTY TAX VALUE PER ACRE



## Property Tax Value Map

- Tax Value Per Acre**
- \$0 - \$50
  - \$50 - \$3,000
  - \$3,000 - \$6,000
  - \$6,000 - \$10,000
  - 10,000 +
  - City-owned
  - Floodplain
  - City Limits
  - ETJ Boundary

*Note: the desired service cost level is between \$5,000 and \$6,000 per acre, and residential ad valorem revenue needs to cover at least 50% of this amount. The city is currently at a service level of \$750/acre. As the city grows and takes on additional service liabilities (public safety, infrastructure, etc). The city needs to gradually increase property values of existing neighborhoods and build new neighborhoods that have higher value per acre in order to cover these increasing costs.*





# Mobility

*An efficient, affordable, and sustainable transportation system*

## GOAL:

Build and maintain a balanced and sustainable transportation system that provides for the safe, convenient and efficient movement of people and goods, reduces traffic congestion, encourages energy and transportation efficiency, and expands opportunities for citizens to meet some of their routine needs by walking or cycling.

## Policy Statements:

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- 1 Multimodal Mobility:** *Royse City will minimize traffic and the demand for travel lanes by creating a viable, functional multimodal transportation network that is attractive and effective, and takes into consideration public transit, bikes and pedestrians.*

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  - 2 Safe and Connected Pedestrian/Bicyclist Network:** *Royse City will minimize traffic and the demand for travel lanes by creating a viable, functional multimodal transportation network that is attractive and effective, and takes into consideration public transit, bikes and pedestrians.*

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  - 3 Accessible Transportation for Everyone:** *Royse City will provide access to public transit, walking and biking trails for people of all ages and physical abilities within and close to neighborhoods, shopping and employment centers.*

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  - 4 Traffic Congestion and Transportation Demand:** *Royse City will utilize technology, innovative concepts and transportation demand management strategies to reduce traffic demand and congestion, reduce journey to work trips, and improve the safety and efficiency of roadways and intersections throughout the community.*

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  - 5 Flexible Roadways and Corridors:** *Royse City will design and utilize roadway corridors and public rights-of-way in a manner that can be adapted with minimal investment to accommodate mobility needs and adjacent land uses as they evolve over time.*

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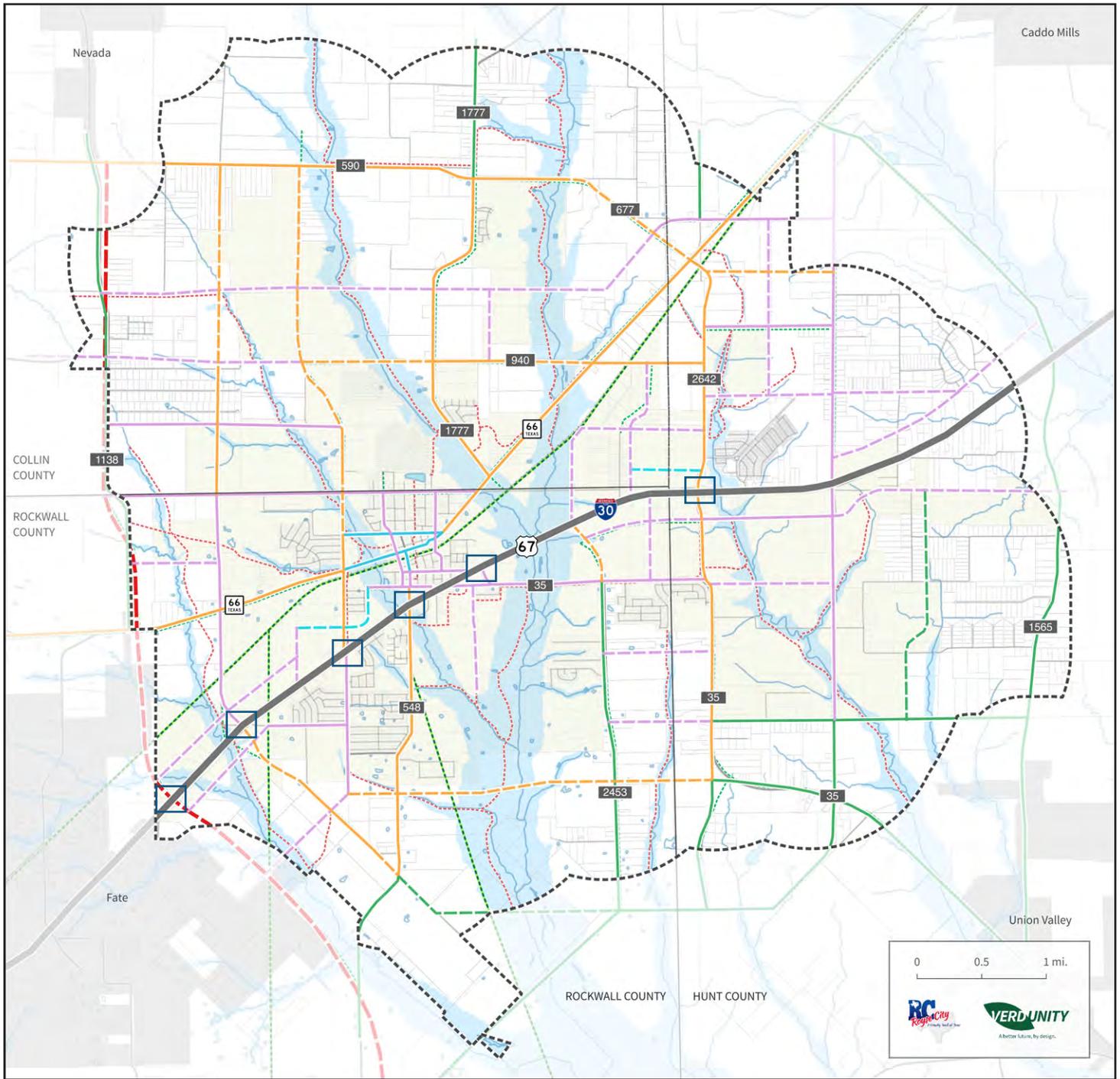
  - 6 Improved Regional Connectivity:** *Royse City will collaborate with neighboring cities and other agency partners to improve the mobility network in the region.*
-



## Summary

Transportation and land use go hand-in-hand in determining the look and feel of a community. If a city plans and builds neighborhoods around auto-oriented development, it will take on a more spread-out form with separated residential, shopping, and employment uses, which requires more infrastructure and generates more traffic. If a city prioritizes walkable, complete neighborhoods, then more uses are integrated together in a compact form, resulting in fewer driving trips and less infrastructure to maintain. In Royse City, we desire to have a mixture of these, planned and designed in a manner that ensures gradual transitions between adjacent uses, moves vehicles efficiently on roadways, and makes pedestrian safety a top priority in areas where people live, work, shop and socialize. Instead of thinking in terms of “everything is accessible by car in 15 minutes,” our aim is to make most needs accessible within a 15-minute walk.

A key objective of this plan is generating more unique, high-quality, productive places. The mobility network enables this by creating efficient connections between places for all forms of transportation—cars, public transit, walking, and biking.



## Mobility Plan

### Planned Corridor Type\*

- Highway
- Avenue
- Parkway
- Rural Road
- Street
- Outer Loop (Future)
- Multi-use Trail
- Bike Lane
- Veloweb Trail
- City Limits
- ETJ Boundary
- Grade-separated interchange

\* Dashed lines indicate future corridors

# Mobility Plan: Corridor Types

Thoroughfare Design Parameters <sup>1</sup>					
	Freeway 	Rural Hwy. 	Parkway 	Avenue 	Street 
Target Speed (mph)	55-75	45-65	40-45	25-35	25
Number of Through Lanes	4-6	2	4-6	2-4	2
Lane Width	12'	10'-11'	10'-12'	10'-11'	10'-11'
Parallel On-Street Parking Width	None	None	None	7' (Optional)	7'
Medians	None	None	16'-18'	4'-16' (Optional)	None
Driveway Access	No	Yes	Limited	Yes	Yes
Bikeway <sup>1</sup>	None	6' (Shoulder or Shared Lane)	6' (Separated)	6' (Shared or On-street Bike Lane)	6' (Shared Lane)
<b>Total Travel Way Width</b>	<b>Varies</b>	<b>32'-34'</b>	<b>68'-102'</b>	<b>39'-79'</b>	<b>39'-41'</b>
Min. Sidewalk Width <sup>2</sup>	N/A	None	5'	6'	6'
<b>Total Streetside Width<sup>3</sup></b>	<b>N/A</b>	<b>28'-31'</b>	<b>18'</b>	<b>18'-19'</b>	<b>18'-19'</b>
<b>Required ROW Width</b>	<b>Varies</b>	<b>60'-65'</b>	<b>100'-120'</b>	<b>60'-100'</b>	<b>60'</b>

Notes:

<sup>1</sup> These parameters were adapted from the CNU/ITE manual 'Designing Walkable Urban Thoroughfares: A Context Sensitive Approach'

<sup>2</sup> Proposed widths for bike lanes and sidewalks to be applied to both sides of the street.

<sup>3</sup> Streetside width refers to the area between the street and the buildings, including throughway areas, furnishing/planting zones, and building frontage zones.

Type	Functional Definition
<b>Freeway</b>	High speed interstates and state highway corridors designed to move large amounts of vehicles efficiently over longer distances. These facilities are typically managed by TxDOT or NTTA.
<b>Rural Highway</b>	High speed state highway in rural areas. Like freeways, these corridors are designed to move vehicles at high speeds over longer distances, and have limited access points.
<b>Parkway</b>	High-speed (40 to 45 mph) divided arterial thoroughfare designed primarily to carry vehicles and serve large tracts of separated single land uses (i.e. residential subdivisions, shopping centers, industrial areas and business parks). These may be long corridors, typically 4 to 6 lanes and provide limited access to land. May be transit corridors and accommodate pedestrians with sidewalks or separated paths, but most parkways emphasize vehicular movement, and signalized pedestrian crossings and cross-streets may be widely spaced. Bicycles may be accommodated with bike lanes or separate paths. Buildings or parking lots adjacent to parkways typically have large landscaped setbacks. They are primary goods movement and emergency response routes and widely use access management techniques.
<b>Avenue</b>	Walkable, low-to-medium speed (25 to 35 mph) urban arterial or collector thoroughfare, generally shorter in length than boulevards, serving access to abutting land. Avenues serve as primarily pedestrian and bicycle routes and may serve local transit routes. Avenues do not exceed 4 lanes, and access to land is a primary function. Goods movement is typically limited to local routes and deliveries. Avenues may serve commercial or mixed-use sectors and usually provide curb parking.
<b>Street</b>	Walkable, low-speed (25 mph) thoroughfare in urban areas primarily serving abutting property. A street is designed to (1) connect residential neighborhoods with each other, (2) connect neighborhoods with commercial and other districts and (3) connect local streets to arterials. Streets may serve as the main street of commercial or mixed-use sectors and emphasize curb parking. Goods movement is restricted to local deliveries only.



# Parks, Recreation, & Open Space

*A functional and accessible system of parks, open space, and recreational facilities*

## **GOAL:**

Develop and maintain an extensive system of interconnected parks and public spaces, preserved natural areas, and recreational facilities and programs that creates value, enhances quality of life and community health, and reduces impacts on the environment.

## **Policy Statements:**

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- 1 Park Accessibility and Functionality:** *Royse City will build a quality, efficient parks system by adding green space and public plazas in a manner that makes them conveniently accessible to all residents and prioritizes function and aesthetics over size.*

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  - 2 Open Space and Nature Connections:** *Royse City will preserve and restore floodplains, wetlands, stream and river corridors, tree canopy, critical habitat sites and other environmentally sensitive areas in order to maintain wildlife habitat and biodiversity, improve water quality, reduce erosion and flooding risk, and enhance the natural landscape throughout the community.*

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  - 3 Connecting People to Places:** *Royse City will collaborate with land owners, developers and other partners to link parks, neighborhoods, and public spaces with a network of greenways and multi-use trails.*

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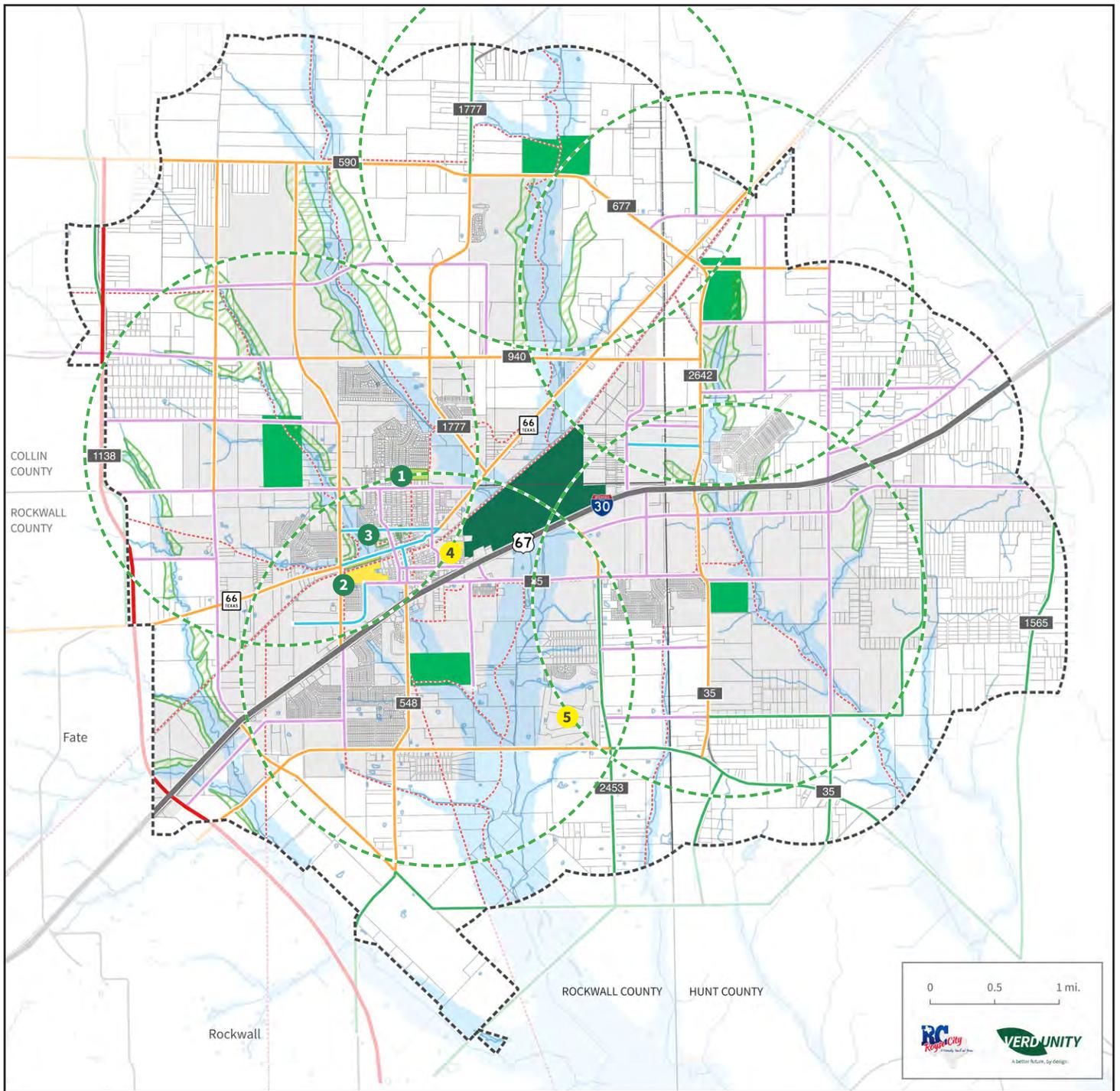
  - 4 Community Partnerships and Recreational Facilities/Programming:** *Royse City will partner with the school district, medical providers, local churches and other organizations to encourage active living and expand its sports facilities, recreation activities, health and wellness initiatives, and event programming for families and residents of all ages.*
-



## Summary

We want Royse City to be a place that has a healthy, active, and socially-connected citizenry. We also want to preserve some of the natural beauty and rural feel, and to be good stewards of our water and natural resources. Studies are now showing that parks and a well-connected trail system contribute to higher property values and increased economic activity. A well-planned, well-designed, and well-maintained park system is a critical component to achieving our future vision.

Royse City is currently well behind other communities in the area when it comes to the number, quality, and variety of parks available to residents. We must close this gap. This chapter presents a strategy for getting us started down this path. It includes a citywide master plan for parks, open space, and trails, showing locations for the larger parks, open space conservation areas, and trail corridors. This will inform decisions for property acquisition and discussions with developers about stormwater management, park dedication, and trail construction. It also includes near-term recommendations to improve access and functionality of our existing parks and expand access to open spaces and activities in more neighborhoods throughout the community.



## Parks Plan

- Regional Park
- Community Park (with 1.5-mile service radius)
- Neighborhood Park or Mini Park
- Special Use
- Regional Stormwater Management Areas
- City Limits
- ETJ Boundary
- Proposed Trail

### Existing parks & recreation facilities

- 1 Citylake Park (neighborhood park)
- 2 Walker Hawk Sports Complex & Splash Park
- 3 Becknell Park (mini park)
- 4 Fox Fields (practice fields)
- 5 Stone River Golf Club



**MINI PARK** 1 acre or less

**Service Area**  
.25 mile radius

**Development Considerations**  
Resident input during design      Safe pedestrian access  
Protection from sun                      Park signage  
Minimal parking                              Landscape planting and trees

**Typical Amenities**  
Benches, tables, trash receptacles      Playground  
Hard surface court                              Garden or water features  
Small shade structures                        Small lawn area

**Location**  
Geographic center of neighborhoods



**NEIGHBORHOOD PARK** 3 to 10 acres

**Service Area**  
.5 mile radius (uninterrupted by major roads/other physical barriers)

**Development Considerations**  
Resident input during design      Safe pedestrian access  
Protection from sun                      Park signage  
Surface and on-street parking              Landscape planting and trees

**Typical Amenities**  
Benches, tables, trash receptacles      Playground  
Hard surface court                              Garden or water features  
Pavilions    Open lawn & preserved nat. area  
Walking trail/trailhead                        Splash pads/swimming pool

**Location**  
Geographic center of neighborhoods/central to multiple neighborhoods



**COMMUNITY PARK** 25 to 100 acres

**Service Area**  
1.5 mile radius

**Development Considerations**  
Resident input during design      Safe pedestrian access  
Protection from sun                      Park signage  
Parking based on programming              Landscape planting and trees

**Typical Amenities**  
Benches, tables, trash receptacles      Playground  
Hard surface court                              Garden or water features  
Pavilions    Open lawn, preserved natural area  
Walking trail/trailhead                        Splash pads/swimming pool

**Location**  
Maximize service area, but minimize overlap in coverage; consider physical barriers



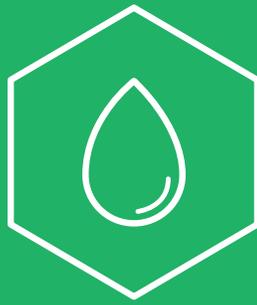
**REGIONAL PARK** 500+ acres

**Service Area**  
Regional (within 1-hour drive)

**Development Considerations**  
Integration with trail networks

**Typical Amenities**  
Hiking/nature trails  
Pavilions  
Campsites

**Location**  
Any large swath of undeveloped/ecologically sensitive land



# Infrastructure & Natural Resources

*Balanced and functional built and natural systems*

## GOAL:

Preserve, enhance and integrate natural systems and the built environment to reflect the desired community identity and sustain current and future generations.

## Policy Statements:

- 1 Sustainable Site and Building Design:** *Royse City will implement development standards that encourage sustainable site development and building design that reduce energy consumption, improve air quality, and reduce greenhouse gas emissions.*
- 2 Functional and Efficient Infrastructure:** *Royse City will plan, design and maintain infrastructure for transportation, water, and wastewater to maximize capacity of existing systems, supports new development in accordance with the city's Future Land Use and Growth Management Plans, and is financially and environmentally sustainable.*
- 3 Water Resource Conservation:** *Royse City will conserve water resources by expanding education and incentive programs to ensure the city has adequate water supply to meet the long-term needs of the community.*
- 4 Integrated Stormwater Management and Green Infrastructure:** *Royse City will improve soil and water quality, mitigate flooding and erosion issues, and enhance and protect ecosystems by requiring design and use of watershed-scale stormwater management strategies, erosion control plans, and stormwater pollution prevention plans that comply with federal, state, and local regulations.*
- 5 Ecosystem and Habitat Preservation:** *Royse City will conserve, preserve and restore prime farmland, tree canopy and natural habitats with rare vegetation and wildlife, high quality soils, scenic views and unique topography to increase resilience, adaptability, and biological integrity and maintain the community's access to clean air and water, local food, and natural areas.*
- 6 Renewable Energy Supply:** *Royse City will conserve, preserve and restore prime farmland, tree canopy and natural habitats with rare vegetation and wildlife, and unique topography to increase resilience, adaptability, and biological integrity and maintain the community's access to clean air and water, local food, and natural areas.*
- 7 Recycling and Waste Management:** *Royse City will promote a comprehensive and cost-effective solid waste management program that protects public health and the environment, promotes recycling, reduces the amount of solid waste, and successfully manages and reclaims landfill sites.*



## Summary

Royse City has both liabilities and opportunities when it comes to our infrastructure. We have over \$550 million worth of existing street and utility infrastructure that will need to be replaced in the next thirty years to keep it in quality condition. Fortunately, we are in a much better position than other communities who have built out the majority of their cities in a costly suburban pattern, in that much of our city's area is yet to be developed. And much of the most pressing infrastructure needs are in the older parts of town, which happen to be the types of neighborhoods that are in high demand right now. We can create a “win-win” by prioritizing infrastructure investment in the near-term in these areas and designing it in a manner that elevates the appeal and property values in these neighborhoods.

By focusing development in areas with existing infrastructure first, and then building new development incrementally and in a more sustainable pattern, we can use revenue from the new growth to address the older parts of town, and then spread out maintenance needs for newer development over future years in a manner that is more financially viable and environmentally resilient. Making sure our physical infrastructure footprint is contained is one part of the equation; prioritizing sustainable, energy-efficient infrastructure where we do choose to build is another.

A large part of the infrastructure sustaining quality of life in Royse City is, in fact, naturally occurring. Green infrastructure is the interconnected network of green spaces, waterways and naturalized systems that help maintain ecosystem health, reduce stormwater impact and flooding, improve water quality, and mitigate climatic extremes. Protecting and enhancing the integrity of these systems is essential as we continue to grow—and will help save both lives and money in the long run. This chapter delineates nine distinct stormwater management zones, based on drainage patterns, and gives recommendations for preserving and enhancing the health of green infrastructure systems.



# Facilities & Public Safety

*Facilities and public safety systems that support and serve the desired community identity*

## **GOAL:**

Build, secure and maintain efficient public facilities and vehicles, and establish protective measures that reduce danger, risk or injury to people and property in a manner that best benefits and enhances the character and priorities of the City and its neighborhoods.

## **Policy Statements:**

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- 1 Efficient Facility Use, Planning and Design:** *Royse City will make efficient use of existing facilities and strategically plan and implement expansions to ensure the necessary needs and services are provided to residents and businesses in a fiscally and environmentally responsible manner.*

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  - 2 Community Health and Safety:** *Royse City will protect and provide for the safety of residents and visitors, lower crime rates and sustain fire protection through a combination of up-to-date facilities and fleet vehicles, technology, outreach and community engagement initiatives.*

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  - 3 Emergencies and Natural Disasters:** *Royse City will evaluate and improve its emergency management initiatives, education and partnerships to better prepare the public and city staff for emergencies and natural disasters.*

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  - 4 Extending Education Opportunities to Everyone:** *Royse City will collaborate with the school district, local churches, businesses, and other partners to enhance and expand high quality educational facilities and opportunities to accommodate and serve the needs of an increasingly diverse mix of residents.*
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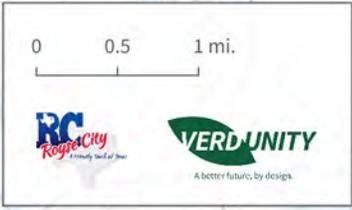
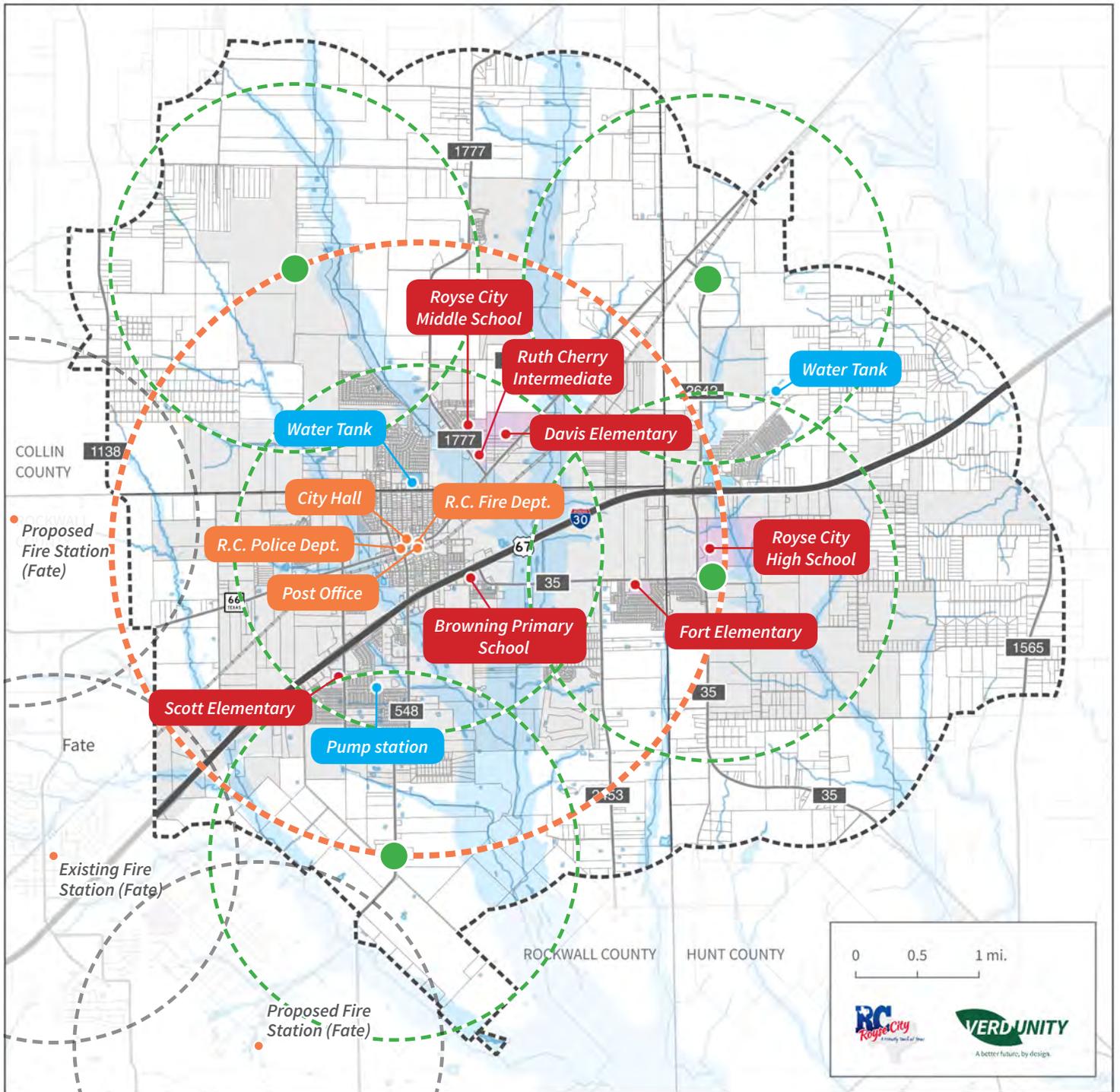


## Summary

Today, our community is home to around 11,000 people. In the next thirty years, we will grow to be anywhere from 40,000 to as many as 100,000! This growth will require additional facilities for education, public safety, and city administration. Public facilities can be categorized into two types:

- 1.) those requiring a single, central location that serves the entire community (such as City Hall); and
- 2.) facilities assigned to a specified "service area" (such as a fire station).

This section of the plan addresses the city's facility needs and lays out strategies that will ensure we have sufficient space, personnel and resources to provide the best service possible to residents and businesses in Royse City for years to come.



Sources: NCTCOG & Royse City

### Facilities Map

- Services
- Water Utilities
- Schools
- Public Use
- Floodplain
- City Limits
- ETJ Boundary
- Potential Fire Station Sites
- 1.5-mile service radius (proposed fire stations)
- 2.5-mile service radius (existing fire station)





# Economy & Workforce

*A vibrant, diverse, & relevant economy*

## **GOAL:**

Cultivate and maintain a local economic model and composition that provides a wide range of employment opportunities, encourages financially sound business creation and expansion, and allows for creative reutilization of existing buildings and spaces.

## **Policy Statements:**

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- 1 Entrepreneurship and Local Businesses:** *Royse City will grow jobs and small businesses locally by identifying, connecting, developing and supporting local entrepreneurs.*

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  - 2 Attractive and Unique I-30 Corridor:** *Royse City will create a visually appealing and Royse City-branded I-30 corridor with a combination of regional retail, office, commercial and residential in a flexible, mixed-use development framework.*

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  - 3 Attracting Business and Talent through Placemaking:** *Royse City will invest strategically in quality placemaking efforts to meet the growing demand for more “live-work-play” environments where companies want to locate, people want to do business and the workforce wants to live.*

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  - 4 Competitive Workforce:** *Royse City will encourage partnerships between the City, school district and local businesses to provide job skills demanded by the regional market place and create employment opportunities.*
-



## Summary

Royse City's economic activity is entering a new phase. Employment, retail and entertainment options have been limited some local businesses in the downtown area and a few along the Interstate, but in the past year, we've seen the opening of a number of new franchise and "name brand" businesses and several more are working through the development review process. Our continued population growth and ample amount of developable land combined with our historic downtown and improvements to I-30, Erby Campbell, and FM 2642 will make Royse City a prime target for new businesses in the years ahead. This new development will provide additional sales and property tax revenues to take pressure off residential taxpayers, but it will also impact city services, traffic, parking, and the look and feel of our town. The most successful and sustainable economic development strategies are more about choosing what not to do (i.e., prioritizing quality) than getting a little bit of everything (i.e., prioritizing quantity). It is important for us to consider the impacts different types of businesses and site layouts will have, and develop a recruitment and retention strategy that aligns our short-term opportunities with our values, priorities, and resources. Because we recognize that placemaking is essential to anchoring talent—people are drawn to work in places they want to live—we need to place special emphasis on creating quality public spaces and walkable neighborhoods. Finally, we will strive to create balance between recruiting new businesses to town, building a strong and self-sustaining local business base, and growing an entrepreneurial culture.



# Partnerships, Volunteerism, & Communication

*Mutually beneficial partnerships and volunteerism efforts,  
and effective communication to promote and improve them.*

## **GOAL:**

Fully utilize and coordinate with the City's many partners to address issues facing the community and region, provide services and facilities, encourage volunteerism, support and promote events and programs, and foster economic and educational growth.

## **Policy Statements:**

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- 1 Engaged and Empowered Citizens:** *Royse City will create and grow a culture of "strong citizens" who are informed, care deeply about the present and future of their community, and have a clear understanding of how to make positive contributions in their neighborhoods, throughout the community, and on city boards and commissions.*

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  - 2 Collaboration with Community Organizations:** *Royse City will organize and implement processes to collaborate with local community organizations and philanthropic groups and maximize shared resources to improve the local economy, culture and quality of life.*

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  - 3 Regionalism:** *Royse City will partner with other communities, counties and regional agencies to address population growth, regional transportation, air quality, water conservation, consistency with neighboring cities, emergency responsiveness, and educational opportunities.*

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  - 4 Transparency and Communication:** *Royse City will improve transparency and communication with citizens, land owners and local businesses by providing regular updates and important information regarding policies, programs and decision-making using mail, meetings, websites, and social media.*
-



## Summary

Royse City will experience significant growth over the next 20 years. With this plan, Royse City has defined the core values of the community, and set policy guidelines to bring the type of meaningful change that aligns with these core values and is therefore welcomed by the community. Partnerships with Rockwall, Collin, and Hunt Counties, as well as TxDOT, the school district, the local business and arts communities, and others will be important as we continually strive to be a well-rounded community with a high quality of life. Additionally, clear and open communication must be a top priority; we will make a concerted effort to improve and expand communication with citizens, between city and related agencies, and internally. While the City will initiate the implementation of this plan, meaningful change will take place one person and business at a time, neighbor to neighbor.

# IMPLEMENTATION: TURNING THE PLAN INTO ACTION

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A well thought-out implementation program is critical to building early momentum after the Plan is adopted and prioritizing big projects that require significant funding, land acquisition, and/or partnerships. This chapter identifies key steps and actions to be taken to make progress toward the community's goals and priorities. Actions are organized by the type and general timeframe, and also include information on applicable plan pillar(s), who is accountable (lead) for the item, and the partners who will or could potentially be involved in assisting.

Our proposed implementation program prioritizes small, low-cost tactical strategies in the near term (0-2 years) to continue education about the community's vision and priorities, build momentum and strengthen relationships with the citizens and partners. This will also allow some time for additional tax revenue to come in from Walmart and other retail businesses that have recently opened or will be opening this year. At the same time, action items related to critical bigger issues involving large financial commitments and land acquisition have also been prioritized in the near term so the city can begin to identify, prioritize and fund these projects in future years as resources become available. Some additional focus has been put on the first five years, since that is a common time period for development of Capital Improvement Programs (CIPs) and we are able to predict growth and economic development activity to a fair degree. Actions that we know will be important in the future are identified so that everyone can be aware of them, but less detail is given regarding the exact timing and priority since conditions are likely to be different five years from now than they are today.