

# Implementation

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

Plan implementation is the most important step of the plan development process. It requires the efforts and commitment of the City's leadership, including the Mayor, City Council, Planning and Zoning Commission, other City boards and commissions, and City staff. It is also necessary for there to be close coordination with and a joint commitment from Walker County, Sam Houston State University (SHSU), the Texas Department of Criminal Justice (TDCJ), the Texas Department of Transportation (TxDOT), and other organizations and individuals to serve as champions of the plan.

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

Therefore, the purpose of this chapter is to integrate the different elements of the plan together in such a way as to provide a clear path for sound decision-making.

## Implementation

This chapter outlines the organizational structure necessary to implement the plan, including methods of implementation, roles and responsibilities, and specific implementation strategies. It then sets forth a three-year action plan. Additionally this plan element establishes a process for annual and periodic evaluation and appraisal of the plan to ensure it is kept relevant through needed updates.

### METHODS AND RESPONSIBILITY FOR IMPLEMENTATION

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

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

Key methods of plan implementation include:

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

- ♦ **Policy Decisions:** Policies, both direct and indirect, should be implemented through decisions made by City staff, the Planning and Zoning Commission, and City Council related to development proposals, zone change requests, site plan review, annexation, utility extensions, and infrastructure improvements. As new developments are being proposed within the City limits and the extra-territorial jurisdiction (ETJ), City staff and the Commission and Council have the opportunity to work with developers and land owners to ensure the type and pattern of development reflects the desired character of the community and policies identified in this plan. The type and character of development should be consistent with that identified on the Future Land Use Plan, the pattern of development should be compatible with the City's utility infrastructure and public service capacities, priority roadway alignments should be preserved and needed rights-of-way secured as shown on the Thoroughfare Plan, opportunities for parks and recreation areas should be coordinated with the Parks and Recreation System Plan, and priorities for infrastructure investment should be established in accordance with an ongoing and well-coordinated utility master planning process.
- ♦ **Capital Improvements:** A Capital Improvement Program (CIP) is a five-year plan that identifies budgeted capital projects including street infrastructure; water, wastewater, and drainage needs; park, trail and recreation facility development and upgrades; and other public buildings and services. Identifying and budgeting for major capital improvements will be essential in implementing the plan. The Growth Capacity chapter, in particular, highlights areas of focus for needed public infrastructure and facility improvements that should be prioritized and programmed into the City's CIP. Decisions regarding candidate capital projects should be based on criteria regarding a project's compliance with the policies and objectives of this comprehensive plan.
- ♦ **Special Projects, Programs and Initiatives:** Special projects and/or initiatives are another important tool in implementing the plan. These projects may include conducting further studies to identify solutions to particular problems, preparing more detailed or area-specific plans, or initiating or expanding upon key City programs. Funding for special projects and initiatives may come from a variety of sources including City funds, economic development funds, and/or grants and public/private partnerships. Coordinating comprehensive plan implementation with the City's annual budget process will be essential to secure base funding and/or matching funds for special projects and initiatives.

Implementation requires the City to take specific actions designed to achieve the goals of the plan. Action takes a number of forms including programs, regulation, fiscal expenditures, further plans and studies, leadership, policy decisions, and intergovernmental cooperation. The most challenging are those that require

regulating land or spending scarce resources to pay for improvements. Regulations are important because the private sector makes basic decisions related to the location, type and intensity of land use it wishes to build within a community, so the City needs a way of ensuring that such development will meet community expectations as to its quality, compatibility, economic sustainability, and contribution to community character. The costs of constructing and maintaining infrastructure can guide growth to some degree, but the challenge – and, hence, the value and expectation of this plan – is to stay ahead of the demands.

### Plan Administration

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

### Education and Training

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

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

### Role Definition

As the elected body, the City Council must assume the lead role in implementation of the plan. The chief responsibility of the Mayor and Council members is to decide and establish the priorities and timeframes by which each action will be initiated and completed. In conjunction with the City Manager, they must also manage the coordination among the various groups responsible for carrying out the recommendations of this plan. As the governing body, the City Council is also responsible for consideration of the funding commitments that will be required and

whether it involves capital improvements, new facilities and expanded services, additional staffing, more studies, or programmatic changes such as the City's development codes and procedures.

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

#### City Council

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

#### Planning and Zoning Commission

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

#### City Departments and Plan Administrator

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

As the Plan Administrator, the City Planner will play a lead role, coordinating among the various City departments in conjunction with the City Manager. The roles of the City Planner should include:

- ◆ Ensuring that the plan impacts the decisions and actions of other stakeholders.
- ◆ Serving as the staff person most intimately familiar with the comprehensive plan policies and action agenda in support of each of the implementing boards,

## Implementation

commissions, and committees (and acting as a liaison for other committees and groups throughout the community, attending their meetings and giving presentations and implementation status reports).

- ♦ Facilitating and managing an interdepartmental plan implementation committee, which will meet, at a minimum, on a monthly basis to coordinate projects and staff efforts and ensure consistency with the plan.
- ♦ Maintaining a list of potential plan amendments that have been suggested by City staff and others, and establishing an annual timeframe and process through which such amendments will be compiled and presented for consideration.

### IMPLEMENTATION STRATEGIES

This section summarizes key strategies for implementation of this plan, with much more detail to be found within the action descriptions in the individual plan elements. These strategies highlight the primary steps to be taken by the City – in many cases, in coordination or acting jointly with another jurisdiction, organization, or agency. Under the general strategies, individual action steps must be identified and clarified by the Plan Administrator in concert with the Planning and Zoning Commission and other departments, the results of which will then be reviewed and considered for acceptance by the City Council.

### Land Use and Huntsville Development Code

The City's existing Development Code already integrates aspects of zoning, subdivision, buffering, landscaping, parking/loading, signs and various other development-related regulations and standards into a "unified development ordinance" (UDO) format. The City should continue to build upon this code, enhancing and revising it as necessary to implement the recommendations and policies set forth in this plan.

Key code amendments and enhancements to consider include:

1. Expand the number and clarify the type of zoning districts that will be used to manage land use and development standards in Huntsville. Base the districts on community character factors, and link the districts to the future land use plan.
2. Upgrade the existing bufferyard requirements and other performance standards in the Development Code to ensure compatibility of adjacent land uses in a performance-based zoning approach that allows intermingling of varying use types and intensities consistent with Huntsville's development history and relatively conservative regulatory philosophy.
3. Incorporate "adequate public facility" concurrency provisions into the code to avoid premature urbanization in fringe areas.
4. Make other enhancements to the Development Code to better position the City to address and/or encourage:



- ◆ housing affordability and diversity of housing types;
  - ◆ downtown vitality and commercial/residential mixing;
  - ◆ development clustering and conservation design for resource protection purposes;
  - ◆ development quality and compatibility through the use of site and building design standards, particularly along high-profile corridors; and,
  - ◆ use of density bonuses and other incentives – and a streamlined development approval process – for applicants who meet basic code standards consistent with comprehensive plan policies and objectives.
5. Redefine the “Neighborhood Conservation” (NC) concept for Huntsville – within the context of a more refined zoning strategy – and delineate new and expanded NC districts as appropriate, especially in areas with an existing mix of residential types plus non-residential activities, where creation of extensive “nonconforming” uses would be counterproductive for both the City and property owners and residents.
  6. Maintain an ongoing annexation study and planning program in preparation for times when a formal three-year municipal annexation plan is needed and must be adopted to satisfy state statutory requirements prior to significant annexations.

Periodic review and refinement of the Future Land Use Plan and effective code administration by the City will also require a commitment to ongoing maintenance of a reliable, up-to-date inventory of parcel-level land use across the city and in growth areas within the ETJ.

### Transportation

1. In coordination with TxDOT continue to pursue completion of the S.H. 19 and U.S. 45 interchange and related improvements to S.H. 19. Emphasize to TxDOT the importance of this interchange and improvement to the long range mobility needs of Huntsville.
2. In coordination with TxDOT and SHSU, identify heavily-used pedestrian/bicycle crossing points and intersections to prioritize and program needed safety improvements.
3. Adopt a comprehensive maintenance program for area roadways and local streets that is based on a prioritized level of need and addressed through the City’s CIP.
4. In coordination with TxDOT, prepare an access management study for 11<sup>th</sup> Street and Sam Houston Avenue, which identifies and evaluates appropriate Transportation System Management (TSM) measures that would be suitable and feasible along these corridors to relieve congestion and enhance safety given physical constraints to roadway expansion. Also continue to pursue signal timing and potential intersection improvements that would relieve traffic tie-ups at key intersections.

## Implementation

5. Coordinate with SHSU in addressing parking issues in and around the University area. The City should adopt a targeted ordinance and enforce on-street parking restrictions in the Avenues and then work with the University in informing and directing students to more appropriate places to park.
6. Prepare a parking management study for the Downtown area to identify actual parking needs and opportunities for more efficient management of existing parking.

### Economic Development

1. Establish an entertainment and cultural district in downtown, including physical improvements, coordination among stakeholders, and encouragement of expanded cultural and entertainment offerings.
2. Leverage entrepreneurship opportunities in partnership with SHSU (Entrepreneurship Institute, University/Business Alliance).
3. Work with TDCJ, SHSU, the U.S. Forest Service, private owners and other relevant parties to maximize the development potential of strategic sites, including the possibility of land swaps where mutually beneficial.
4. Conduct an external and internal marketing and image campaign promoting economic development opportunities in Huntsville.

### Parks and Recreation

1. Treat park maintenance and upgrade needs the same as any City “infrastructure” asset, and pursue prioritized improvements through the City’s CIP in support of a “parks to standard” approach that focuses attention on the quality, safety and accessibility of the City’s current parkland and facilities.
2. Establish code provisions to allow payment of fees to the City in lieu of dedicating land within new developments for public parks and open space purposes.
3. Continue to address the needs of youth sports and athletic leagues for adequate fields and facilities to support the community’s desired level of recreational activity and offerings.
4. Prepare a Trail, Bikeway, Greenway and Pedestrian Master Plan that identifies an overall network of off-street trails, nature trails and paths within linear greenways, and both on- and off- street bike lanes and routes throughout the City and ETJ.
5. Prepare for the next update of the City’s Parks and Recreation Master Plan. In the meantime, assess the viability of certain land and problematic sites already within the City’s inventory and determine whether the City should consider disposing of certain properties to pursue other parkland and trail opportunities.



### Growth Capacity

1. Use the City's utility master planning and CIP processes to maintain an ongoing program of infrastructure replacement so that older, deteriorating lines and facilities are addressed in a timely manner versus in a reactive, sometimes crisis mode.
2. Prepare a Drainage Master Plan to quantify existing and projected drainage needs, document the condition and capacity of current storm drainage infrastructure, determine the City's options and policy approach regarding potential on-site and or regional detention strategies, and identify needed capital improvements.
3. Update the City's Wastewater Master Plan to reflect current conditions and capacities. The plan should identify any deficiencies and needed improvements in the wastewater system, including collection and treatment, to adequately meet projected growth demands through the Year 2025. As part of this effort, establish a particular focus on and commitment to the City's ongoing efforts to minimize infiltration and inflow ("I and I") problems, which can dramatically impact plant capacity utilization, risk state enforcement attention, and create pressure for plant expansion much sooner than should be necessary.
4. Evaluate and determine the City's best approach for potential infrastructure and service needs in the ETJ given the extent of non-municipal service providers and rural systems in Walker County, which has implications for City codes and standards (urban versus rural) and future annexation activity.
5. Prepare a complete Water System Master Plan to reflect current conditions and identify needed improvements to water supply, treatment, distribution and storage facilities to meet projected growth demands through the Year 2025.
6. Commit to the continued, phased expansion of the City's police and fire staffing to ensure adequate public safety services and geographic coverage.
7. In coordination with Walker County, work toward the establishment of one, full-time Emergency Management Coordinator and support staff for both City and County to eliminate duplication, as well as the eventual construction of a joint Emergency Operations Center as a dedicated facility for the long term. Both City and County should also continue funding the migration of police and fire functions to a compatible regional communication system.
8. Prepare a comprehensive Public Facilities Master Plan to assess existing building conditions and address basic space needs for City administrative staff plus specialized functions such as police and fire, as well as to determine the City's options and potential direction on a new or expanded public library facility and some form of multi-purpose community center and/or conference/cultural facility.

### ACTION PLAN

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

Each of the plan elements includes a series of recommendations or initiatives that are intended to be realized in the future. In **Table 7.1, Action Agenda**, a format is provided for listing, prioritizing and expanding upon the specific tasks that are to receive priority attention during the first three years following plan adoption. It is essential that this table is completed by those involved in the plan development process as the first step toward implementation. Following completion, this table should be advanced to the Planning and Zoning Commission and City Council for their review, consideration and acceptance. At that point, the Plan Administrator will initiate the first-year work program in conjunction with the City Manager, other departments, and other public and private implementation partners.

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**Table 7.1 Action Agenda**

#	Action	Action Type	Priority			Lead Entities	Funding Sources
			1	2	3		
<b>Land Use and Community Character</b>							
1	Expand the number and clarify the type of zoning districts that will be used to manage land use and development standards in Huntsville. Base the districts on community character factors, and link the districts to the future land use plan.	Regulations/ Standards	X			Planning P&Z	General Fund
2	Amend the development code to better position the City to address housing diversity.	Regulations/ Standards			X	Planning P&Z	General Fund
3	Maintain an ongoing annexation study and planning program in preparation for times when a formal three-year municipal annexation plan is needed and must be adopted to satisfy state statutory requirements prior to significant annexations.	Studies/Plans			X	Planning Public Wks. Public Util.	General Fund
<b>Transportation</b>							
1	In coordination with TxDOT, prepare an access management study for 11 <sup>th</sup> Street and Sam Houston Avenue, which identifies and evaluates appropriate TSM measures that would be suitable and feasible along these corridors to relieve congestion and enhance safety given physical constraints to roadway expansion. Also continue to pursue signal timing and potential intersection improvements that would relieve traffic tie-ups at key intersections.	Studies/Plans		X		Public Wks. TxDOT Walker Co. SHSU	General Fund CIP TxDOT Walker Co. SHSU
2	In coordination with TxDOT and SHSU, identify heavily-used pedestrian/bicycle crossing points and intersections to prioritize and program needed safety improvements.	Coordination, Studies/Plans	X			Public Wks. TxDOT SHSU	General Fund TxDOT SHSU
3	In coordination with TxDOT, continue to pursue completion of the S.H. 19 and U.S. 45 interchange and related improvements to S.H. 19.	Coordination, Studies/Plans	X			Public Wks. TxDOT SHSU	General Fund TxDOT SHSU
4	Adopt a comprehensive maintenance program for area roadways and local streets that is based on a prioritized level of need and addressed through the City's CIP.	Program, Capital Improvement			X	Public Wks.	CIP
<b>Economic Development</b>							
1	Establish an entertainment and cultural district in downtown, including physical improvements, coordination among stakeholders, and encouragement of expanded cultural and entertainment offerings.	Regulations/ Standards, Coordination	X			Main Street Arts Comm.	Main Street CIP
2	Work with TDCJ, SHSU, the US Forest Service, private owners and other relevant parties to maximize the development potential of strategic sites.	Coordination & Management		X		E.D. Council	
3	Conduct an external and internal marketing and image campaign promoting economic development opportunities in Huntsville.	Program		X		E.D. Council	

**Table 7.1 Action Agenda (continued)**

#	Action	Action Type	Priority			Lead Entities	Funding Sources
			1	2	3		
<b>Parks and Recreation</b>							
1	Prepare a Trail, Bikeway, Greenway and Pedestrian Master Plan that identifies an overall network of off-street trails, nature trails and paths within linear greenways, and both on- and off-street bike lanes and routes throughout the City and ETJ.	Studies/Plans	X			Community Services	General Fund
2	Prepare an update to the Huntsville 2020 Cultural Planning Project and include it as an additional chapter to this plan, entitled "Arts, Culture, and Historic Resources.		X			Planning Com. Svcs.	Comp. Plan Contingency Fund
3	Treat park maintenance and upgrade needs the same as any City "infrastructure" asset, and pursue prioritized improvements through the City's CIP in support of a "parks to standard" approach that focuses attention on the quality, safety and accessibility of the City's current parkland and facilities.	Capital Improvement			X	Community Services	General Fund CIP
4	Establish code provisions to allow payment of fees to the City in lieu of dedicating land within new developments for public parks and open spaces purposes.	Regulations/Standards			X	Planning Com. Svcs.	General Fund
5	Prepare for the next update of the City's Parks and Recreation Master Plan. In the meantime, assess the viability of certain land and problematic sites already within the City's inventory and determine whether the City should consider disposing of certain properties to pursue other parkland and trail opportunities.	Studies/Plans			X	Community Services	General Fund
<b>Growth Capacity</b>							
1	Increase the amount of investment to improve un-served and under-served areas of the community with basic infrastructure, including water, sewer, street lights, etc.	Capital Improvement	X			Public Wks. Public Util.	General Fund CIP
2	Use City's utility master planning and CIP processes to maintain an ongoing program of infrastructure replacement so that older, deteriorating lines and facilities are addressed in a timely manner versus in a reactive, sometimes crisis mode.	Capital Improvement	X			Public Wks. Public Util.	General Fund CIP
3	Prepare a complete Water System Plan to reflect current conditions and identify needed improvements to water supply, treatment, distribution and storage facilities to meet projected growth demands through the Year 2025.	Studies/Plans		X		Public Wks. Public Util.	General Fund CIP
4	Evaluate and determine the City's best approach for potential infrastructure and service needs in the ETJ given the extent of non-municipal service providers and rural systems in Walker County, which has implications for City codes and standards (urban versus rural) and future annexation activity.	Studies/Plans			X	Public Wks. Public Util. Planning	General Fund
5	Prepare a Drainage Master Plan to quantify existing and projected drainage needs, document the condition and capacity of current storm drainage infrastructure, determine the City's options and policy approach regarding potential on-site and or regional detention strategies, and identify needed capital improvements.	Studies/Plans			X	Public Wks. Planning	General Fund CIP

## PLAN IMPLEMENTATION LOGISTICS

The implementation discussions that are required for completion of Table 7.1 also will involve logistical considerations such as who is best positioned to lead or assist with an initiative and what funding sources might be available to pay for it, recognizing that some actions will require little financial expenditure. In many cases the “Lead Entities” column in Table 7.1 includes multiple “players” who will need to be involved in moving an action forward, which indicates the importance of partnerships and coordination. In some instances the collaboration will be between City staff and elected and/or appointed officials. Other times a public/private partnership will clearly be needed. Whenever potential regulatory actions or new or revised development standards are to be considered, participation of the development community is encouraged to ensure adequate “give and take” and consensus building.

In considering ways to “kick start” the plan implementation process immediately following City Council adoption of the new Comprehensive Plan, the following potential action initiatives were discussed by CPAC(X) members:

- ◆ Consideration of Comprehensive Plan action recommendations during City Council and other retreats that lead to action prioritization, budgeting and other resource commitments (as well as in annual joint Council-P&Z workshops).
- ◆ Continued involvement of CPAC(X) in implementation monitoring and coordination efforts, particularly given the knowledge and insights committee members gained through the plan development process. Also, the potential creation of an Implementation Task Force with a stated mission and policies and procedures
- ◆ Designation of a Plan Administrator within City government, with adequate time and backing to focus on Comprehensive Plan implementation and inter-governmental and inter-agency coordination as a core responsibility.
- ◆ Orientation sessions with and distribution of plan summaries and complete copies to all relevant City Boards and Commissions to ensure that the plan is used for both decision-making guidance and reference purposes.
- ◆ A “speakers/writers bureau” to assist with educational and advocacy efforts.
- ◆ Presentation to key groups, including those that participated in the plan development process to ensure accountability in its implementation.
- ◆ Another well-publicized, community-wide forum six months after plan adoption.
- ◆ Maintenance of a webpage within the overall City of Huntsville website devoted to the Comprehensive Plan, its ongoing implementation, and results and successes.

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

**Land Use and Community Character**

Potential Lead or Involved Entities

Public Works Department  
*Planning*  
*Engineering*  
*Streets*  
*Community Development*  
 Main Street Program  
 Huntsville Arts Commission  
 Planning and Zoning Commission  
 City Council  
 Economic Development Council  
 Huntsville ISD  
 Private Development  
 Builders  
 Property Owners

Potential Funding Sources

City of Huntsville General Fund  
 City of Huntsville Capital Budget  
 Community Development Grants  
 SHSU  
 TDCJ  
 Private Sector

**Transportation**

Potential Lead or Involved Entities

Public Works Department  
*Planning*  
*Streets*  
*Engineering*  
 Planning and Zoning Commission  
 City Council  
 Walker County  
 Texas Department of Transportation  
 Private Development

Potential Funding Sources

City of Huntsville General Fund  
 City of Huntsville Capital Budget  
 Community Development Grants  
 Walker County  
 TxDOT  
 SHSU

**Economic Development**

Potential Lead or Involved Entities

Economic Development Council  
 Public Works Department  
*Planning*  
*Community Development*  
 Main Street Program  
 Chamber of Commerce  
 Huntsville Arts Commission  
 Private Development  
 Sam Houston State University  
 Texas Department of Criminal Justice

Potential Funding Sources

City of Huntsville General Fund  
 City of Huntsville Capital Budget  
 Walker County  
 Huntsville-Walker Co. Chamber  
 SHSU  
 SHSU Small Business Dev. Center  
 Private Sector  
 TIRZ



### Parks and Recreation

#### Potential Lead or Involved Entities

Community Services Department

*Parks*

*Recreation*

Athletic Leagues

Bicycle Groups

Huntsville Arts Commission

Arts/Theater/Music Groups

Private Development

#### Potential Funding Sources

City of Huntsville General Fund

City of Huntsville Capital Budget

Walker County

SHSU

Huntsville ISD

User Fees

Texas Parks & Wildlife Grants

Developer fees in lieu of dedication

### Growth Capacity

#### Potential Lead or Involved Entities

Public Utilities Department

*Water*

*Wastewater*

*Solid Waste*

Public Works Department

*Engineering*

*Planning*

Public Safety Department

*Police*

*Fire*

Community Services Department

*Public Library*

Private Utilities

Private Development

#### Potential Funding Sources

City of Huntsville General Fund

City of Huntsville Capital Budget

City of Huntsville Enterprise Funds

Trinity River Authority

SHSU

TDCJ

Community Development Grants

H-GAC Grants

Federal Disaster/Security Grants

Development impact fees

**PLAN AMENDMENT**

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

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

**Annual Progress Report**

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

The Annual Progress Report should include:

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

### Bi-annual Amendment Process

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

- ◆ Consistency with the goals and policies set forth in the plan;
- ◆ Adherence with the future land use and/or thoroughfare plans;
- ◆ Compatibility with the surrounding area;
- ◆ Impacts on infrastructure provision including water, wastewater, drainage and the transportation network;
- ◆ Impact on the City's ability to provide, fund and maintain services;
- ◆ Impact on environmentally sensitive and natural areas; and,
- ◆ Whether the proposed amendment contributes to the overall vision of the plan and character of the community.

### Five-Year Update/Evaluation and Appraisal Report

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

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

1. Summary of plan amendments and major actions undertaken over the last five years.
2. Major issues in the community and how these issues have changed over time.
3. Changes in the assumptions, trends, and base studies data including the following:

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