



6

ACTION PLAN

INTRODUCTION

As Temple's principal visioning document, the Temple Comprehensive Plan will be referenced on a continuing basis to influence City policy, planning, regulatory, and budgetary decisions. The Temple Comprehensive Plan likewise serves as the coordinating document between the City and its partners to ensure that the resources of the City all allocated in a manner that reflects shared goals and objectives and supports initiatives that advances the community's vision of sustainability.

Successful implementation of the community's shared vision embodied in the Temple Comprehensive Plan is the shared responsibility of the residents, property owners, business owners, governmental agencies, civic organizations, service providers, trade groups, social advocates, and others. With a 10-year implementation period for this Plan, however, it will take the leadership of the City of Temple to remind its residents, stakeholders, and partners that there is a role for all of them in "...community investment and prosperity, integrated mobility and connectivity, and quality growth while ensuring Temple is an enduring place to call home." through the initiatives of their comprehensive plan.

This chapter of the plan contains a series of implementation action plan tables. These tables contain all of the recommendations of the plan prioritized and assigned to the department that will be involved in their completion. The structure of the recommendations can be seen to the right in *Figure 6.1, Implementation Framework*.

FIGURE 6.1: IMPLEMENTATION FRAMEWORK



IMPLEMENTING TOOLS

The initiatives presented in the following pages are represented by the following categories:

- **Program.** These initiatives may include creating a new program or expanding upon existing key City programs.
- **Study.** These initiatives may include conducting further studies to identify solutions to particular problems, or preparing more detailed or area-specific plans.
- **Coordination.** These initiatives will include two or more entities working close together to serve as champions of the plan.
- **Capital Investment.** Initiatives that will need to be budgeted by the City to further its objectives. The City will need to anticipate and project funds needed to carry out the initiative in the allotted timeframe.
- **Policy.** Official procedures or policies used to make City decisions.
- **Regulation.** Council approved regulations used to direct growth or additional procedures.

TIMEFRAME

The initiatives listed within the implementation tables in this chapter are allocated among four levels of prioritization and reflects the initiative’s priority as determined during the comprehensive planning process.

The four timeframes identifies which comprehensive plan actions should be initiated:

1. *(0-2).* Actions should be initiated within the next one to two years (2020 -2022) although completion may extend across a larger timeframe. These are the City's top priorities for implementation.
2. *(3-5).* Actions which may be initiated within the next three to five years (2023-2025).
3. *(6-10).* Most of these actions are projected to be implemented in the long term and may be further prioritized in following plan updates.
4. *(Ongoing).* Actions may also be ongoing where they represent a policy or practice that may be initiated without any additional formal action and should occur throughout the planning period.

INVOLVED DEPARTMENTS

The final column in the subsequent tables refers to the City department(s) that are intended to assist implementation efforts for individual commitments and initiatives. These departments (abbreviated in parentheses) include the following:

- | | |
|--|--------------------------------------|
| • <i>Planning and Development (Planning)</i> | • <i>Finance</i> |
| • <i>Parks and Recreation (Parks)</i> | • <i>Legal</i> |
| • <i>Fire</i> | • <i>Airport</i> |
| • <i>Public Works</i> | • <i>Human Resources (HR)</i> |
| • <i>Police</i> | • <i>Library</i> |
| • <i>City Manager’s Office (City Manager)</i> | • <i>Purchasing</i> |
| • <i>Marketing and Communication (Marketing)</i> | • <i>Information Technology (IT)</i> |
| • <i>Transform Temple</i> | • <i>Performance Excellence</i> |

FIGURE 6.2, SMART GROWTH GOALS, COMMITMENTS, AND INITIATIVES

SMART GROWTH INITIATIVES		ACTION TYPE	TIMEFRAME (YEARS)				INVOLVED DEPARTMENTS
			0-2	3-5	6-10	Ongoing	
Goal 1: Growth and Development: Support desired development through thoughtful consideration of infrastructure, community character, and economic impact.							
Commitment 1.1: Growth: Ensure that future development to accommodate community growth is consistent with Temple’s family-friendly character and livability.							
1.1.1	Place an emphasis on community growth strategies to maximize the use of existing City infrastructure in undeveloped or under-developed areas.	Policy				X	Planning, Public Works, IT
1.1.2	Utilize the Temple Future Development Plan to guide development to ensure positive, planned growth in desired areas throughout the community.	Policy				X	Planning, Public Works
1.1.3	Work with TIRZ #1 to promote and incentivize mixed-use development within and adjacent to the Temple Medical and Educational (TMED) District to provide a dynamic environment with housing, employment and retail options.	Coordination				X	Planning, Public Works, City Manager, Finance
1.1.4	Promote development in Temple Strategic Investment Zones through a streamlined assessment and allocation process.	Program	X				Planning, City Manager, Finance, Transform Temple
1.1.5	Evaluate development and annexation proposals through the initiation of a cost-to-serve model to understand fiscal implications to budget, public safety, infrastructure, staffing/operations, maintenance and debt.	Study	X			X	Fire, Public Works, Police, City Manager, Finance, IT
1.1.6	Continue to evaluate opportunities for strategic expansion of the City limits in the City’s growth areas by working with landowners in conformance with new state legislative requirements.	Policy	X			X	Planning, Legal, IT

FIGURE 6.2, SMART GROWTH GOALS, COMMITMENTS, AND INITIATIVES

SMART GROWTH INITIATIVES		ACTION TYPE	TIMEFRAME (YEARS)				INVOLVED DEPARTMENTS
			0-2	3-5	6-10	Ongoing	
1.1.7	Consider fiscal implications of annexing properties scheduled in 2020 due to expiring non-annexation agreements.	Study	X				Planning, City Manager, Finance
1.1.8	Address zoning requests in rural and agricultural areas through adherence to the direction in the Temple Future Development Plan or considerations of amendments to the Plan in circumstances of changing conditions or to facilitate desired development.	Policy				X	Planning, Public Works, City Manager
1.1.9	Update the Temple UDC to develop predictable and flexible regulations which allow for agricultural preservation and rural character land development.	Regulation	X				Planning
1.1.10	Update the Temple UDC to consider compatibility with the recommendations in the Fort Hood Joint Land Use Study.	Regulation	X				Planning, Public Works, City Manager
Commitment 1.2: Infrastructure Systems: Ensure that funding, operations and maintenance of the City's public infrastructure systems are proactively planned and continuously provided to support exceptional services and community growth.							
1.2.1	Plan for Temple's future water supply needs by implementing the City's water conservation plan, anticipating raw water needs based on projected population, and using land use and development policies to reduce consumption.	Program				X	Planning, Public Works, IT
1.2.2	Implement the 2019 Water and Wastewater Master Plan to ensure an efficient, high-quality utility system to address future needs.	Program	X			X	Planning, Public Works
1.2.3	Evaluate expansion of water and wastewater Certificates of Convenience and Necessity (CCN) in desired growth areas and partner with other service providers to ensure adequate capacity and performance of utilities to serve desired users.	Study		X			Planning, Public Works

FIGURE 6.2, SMART GROWTH GOALS, COMMITMENTS, AND INITIATIVES

SMART GROWTH INITIATIVES		ACTION TYPE	TIMEFRAME (YEARS)				INVOLVED DEPARTMENTS
			0-2	3-5	6-10	Ongoing	
1.2.4	Continue to monitor the need for a wastewater treatment plant in the southern part of the City to ensure capacity and effective wastewater service for customers.	Study		X			Public Works
1.2.5	Ensure financial viability for future infrastructure projects through prudent debt financing.	Capital				X	Public Works, Finance
1.2.6	Evaluate utility infrastructure and deficiencies in east and central Temple to determine appropriate replacements and upgrades to serve current and long-term population demands and redevelopment opportunities.	Study				X	Public Works, City Manager
Commitment 1.3: Design and Development: Enhance the appearance and character of Temple through public and private design and development.							
1.3.1	Undertake a comprehensive assessment of the Temple UDC to evaluate necessary regulatory modifications to implement the proposed character and future development vision set out in this Plan.	Regulation	X				Planning, Public Works
1.3.2	Update the Temple UDC to include new dark sky regulatory provisions in appropriate areas to protect Temple's night sky.	Regulation	X				Planning
1.3.3	Update the Temple UDC to revise the City's sign ordinance to improve the quality and scale of signage throughout the City while allowing for necessary advertisement of businesses and destinations.	Regulation	X				Planning
1.3.4	Update the Temple UDC to improve compatibility between different types and scales of uses to ensure adequate setbacks and buffers (e.g., between differing scales of residential housing and between residential and civic and institutional uses).	Regulation	X				Planning

FIGURE 6.2, SMART GROWTH GOALS, COMMITMENTS, AND INITIATIVES

SMART GROWTH INITIATIVES		ACTION TYPE	TIMEFRAME (YEARS)				INVOLVED DEPARTMENTS
			0-2	3-5	6-10	Ongoing	
1.3.5	Update the Temple UDC to create new zoning districts, land uses and design standards to implement the categories and projected development types in the Future Development Plan.	Regulation	X				Planning, IT
1.3.6	Update the Temple UDC to create zoning standards that allow for greater density/intensity of development in the areas defined as Activity Centers on the Future Development Plan, with appropriate compatibility in surrounding areas.	Regulation	X				Planning, Public Works
1.3.7	Promote infill / redevelopment growth opportunities in the Urban Residential, Downtown Transition and Downtown character areas through targeted investments and updates to the UDC to allow for context-sensitive urban density and design.	Program	X				Planning, Fire, Public Works
1.3.8	Evaluate existing and projected impacts from extreme weather events and climate variability to ensure that Temple development contributes to a sustainable long-term future.	Study				X	Fire, Public Works
1.3.9	Develop a sustainability master plan to ensure the City achieves longer-term social, environmental, and economic goals and objectives.	Study			X		Planning, Public Works, City Manager
Commitment 1.4: Parks and Trails: Create livable places and spaces throughout the community by focusing investments in public spaces, parks, trails, and community events.							
1.4.1	Implement the recommendations from the 2020 Parks and Trails Master Plan and update as needed to ensure the City can manage growing demand for parks, trails, and recreation.	Capital				X	Parks
1.4.2	Update the Temple UDC to address appropriate fees, land dedication amounts, and details regarding private parks to ensure the preservation of open spaces and natural areas with new residential development to provide greenspace and amenities.	Regulation	X				Planning, Parks, Finance, Legal

FIGURE 6.2, SMART GROWTH GOALS, COMMITMENTS, AND INITIATIVES

SMART GROWTH INITIATIVES		ACTION TYPE	TIMEFRAME (YEARS)				INVOLVED DEPARTMENTS
			0-2	3-5	6-10	Ongoing	
1.4.3	Identify opportunities for improved collaboration with the City of Belton and the Army Corps of Engineers to ensure the long-term viability and enjoyment of Miller Springs Park.	Coordination	X			X	Parks
1.4.4	Identify opportunities to diversify the types of park-related activities for Temple residents.	Study				X	Parks
1.4.5	Pursue policies, development standards, and community partnerships to promote and sustain Temple as a “healthy community” city.	Policy				X	Parks
1.4.6	Acquire land for future parkland in growth areas.	Capital				X	Parks
1.4.7	Complete an update to the Parks and Trails Master Plan in 2025.	Study			X		Parks
Commitment 1.5: Drainage: Establish effective policy and approaches to minimize flooding events and impacts to the built environment.							
1.5.1	Design and manage the City’s stormwater system to reduce flooding, protect private property, and create amenitized spaces.	Regulation				X	Public Works
1.5.2	Utilize the Future Development Plan and update the Temple UDC to include new regulatory provisions to protect the City’s river/streams and floodplain corridors to provide enhanced access and amenity opportunities.	Regulation	X				Planning, Public Works
1.5.3	Develop an update to the 2008 Drainage Capital Improvement Plan.	Study	X				Public Works
1.5.4	Promote improved community resiliency through the conservation of sensitive natural resources and an appropriate balance of green and gray infrastructure projects.	Program				X	Parks, Public Works

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SMART GROWTH INITIATIVES		ACTION TYPE	TIMEFRAME (YEARS)				INVOLVED DEPARTMENTS
			0-2	3-5	6-10	Ongoing	
1.5.5	Develop a series of downtown drainage improvements to address existing stormwater concerns and accommodate planned downtown development intensities.	Capital	X	X	X		Planning, Public Works
Goal 2: Mobility and Transportation: Design a comprehensive mobility network focused on street character, connectivity, and safety that is planned to meet the needs of the future.							
Commitment 2.1: Regional Coordination and Partnerships: Continue collaboration between Temple and other federal, state, and local partners to improve moving people and goods to, from, and through the community in an efficient and effective manner.							
2.1.1	Continue to cultivate strong relationships with regional and neighboring governing partners to ensure regional initiatives and programs benefit all users.	Coordination				X	City Manager
2.1.2	Work with TxDOT and elected federal officials to ensure Temple guides the designation of Interstate 14 (I-14) in a way that positively impacts local businesses and landowners.	Coordination				X	Planning, Public Works, City Manager
2.1.3	Actively pursue leadership roles in the coordination of regional and statewide transportation planning activities to promote funding and improvements that benefit Temple.	Coordination				X	Planning, Public Works, City Manager, IT
2.1.4	Continue partnerships with KTMPO and City of Belton regarding priority mobility improvements throughout the City and ETJ.	Coordination				X	Planning, Parks, Public Works, City Manager
2.1.5	Work with TxDOT to redesign Central Avenue and Adams Avenue in the downtown area from volume-oriented one-way thoroughfares to place-oriented two-way streets to support the desired downtown character.	Coordination		X			Planning, Public Works

FIGURE 6.2, SMART GROWTH GOALS, COMMITMENTS, AND INITIATIVES

SMART GROWTH INITIATIVES		ACTION TYPE	TIMEFRAME (YEARS)				INVOLVED DEPARTMENTS
			0-2	3-5	6-10	Ongoing	
Commitment 2.2: Streets and Thoroughfares: Grow and enhance Temple’s thoroughfare system to ensure near- and long-term community connectivity, safety, and increased functional capacity.							
2.2.1	Develop a citywide Mobility Plan. (i.e., a transportation master plan).	Study	X				Planning, Public Works, IT
2.2.2	Update the Temple UDC to ensure conformance with the revised Thoroughfare Plan alignments and character-based cross-sections.	Regulation	X				Planning, Public Works
2.2.3	Continue to implement the upcoming and future transportation projects identified in the Transportation Capital Improvement Program.	Capital				X	Public Works, City Manager, Finance
2.2.4	Design and construct infrastructure and facility projects identified in the various district and corridors of the 2014 Downtown Strategic Plan.	Capital				X	Public Works, City Manager, Finance
2.2.5	Work with businesses and landowners in the urban areas of town to enhance streetscape aesthetics, pursue access management conversions, and provide pedestrian and drainage improvements.	Program				X	Planning, Public Works
2.2.6	Continue to assess pavement conditions throughout the city, primarily in older areas of the community where additional investments may be needed.	Program				X	Public Works
2.2.7	Evaluate opportunities to invest in transportation demand management and smart city technologies to improve transportation efficiency.	Study		X			Planning, Public Works

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SMART GROWTH INITIATIVES		ACTION TYPE	TIMEFRAME (YEARS)				INVOLVED DEPARTMENTS
			0-2	3-5	6-10	Ongoing	
2.2.8	Proactively monitor predicted changes to the transportation system stemming from the onset of autonomous vehicle technologies.	Study		X			Planning, Public Works
2.2.9	Conduct signal warrant studies as volumes increase with new development.	Study				X	Public Works
Commitment 2.3: Alternate Mobility (HOP, Active, Trails, Emerging): Advance Temple's multi-modal transportation system to improve pedestrian and bicycle connectivity through Complete Streets comprised of enhanced transit, active transportation, trails, sidewalks, and other emerging mobility options.							
2.3.1	Coordinate with the Hill Country Transit District (HCTD) to evaluate Temple routes and fares to maximize service to area destinations.	Coordination				X	Planning, City Manager, Finance
2.3.2	Continue to invest in public projects that promote/enhance the walkability of Temple, primarily off-street connectivity from Temple neighborhoods to parks, schools, and other community destinations (e.g., Safe Routes to School).	Capital				X	Planning, Parks, Public Works, Finance
2.3.3	Initiate a sidewalk inventory and gap analysis as part of a citywide Sidewalk Master Plan to improve pedestrian connectivity and condition of sidewalk facilities.	Study		X			Public Works, IT
2.3.4	Prepare amendments to the Unified Development Code to ensure neighborhood pedestrian connections to nearby collector and arterial streets.	Regulation	X				Planning, Public Works
2.3.5	Continue to design streets and financially support bus service to provide alternative transportation options for people to get to places of employment and other destinations.	Policy				X	Public Works, City Manager

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SMART GROWTH INITIATIVES		ACTION TYPE	TIMEFRAME (YEARS)				INVOLVED DEPARTMENTS
			0-2	3-5	6-10	Ongoing	
2.3.6	Develop an active transportation plan to determine appropriate locations for on-street bike lanes in Temple.	Study		X			Planning, Public Works
2.3.7	Construct phases of the Georgetown Railroad regional trail in partnership with the City of Belton to provide a hike/bike connection between the two cities.	Capital		X			Planning, Parks, Public Works
2.3.8	Prepare for emerging alternative mobility sources and reduce traffic by adopting a Complete Streets policy, off-street trail connectivity, and street amenities.	Program		X			Planning, Parks, Public Works
Goal 3: Economic Prosperity: Expand Temple's burgeoning economy through targeted economic development initiatives, marketing, destination attractions, and community support of quality development.							
Commitment 3.1: Economic Growth: Create innovative economic policies, programs, and projects that maximize first-class developments, increase wealth, population, and jobs in Temple.							
3.1.1	Elevate efforts to promote Temple as a destination, including more convention space, hotels, sports tourism, through a destination strategic plan.	Program	X				Parks, City Manager, Marketing
3.1.2	Develop a "buy local" campaign for Temple area businesses.	Program	X				Planning, City Manager, Marketing
3.1.3	Continue to invest in facility amenities and expansion of the Draughon-Miller Regional Airport and seek compatibility protections in the area surrounding the airport for supporting business and corporate campus opportunities.	Capital				X	City Manager, Finance, Airport

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SMART GROWTH INITIATIVES		ACTION TYPE	TIMEFRAME (YEARS)				INVOLVED DEPARTMENTS
			0-2	3-5	6-10	Ongoing	
3.1.4	Continue the strong relationship with the Temple Economic Development Corporation (TEDC) to sustain an effective and coordinated business attraction, retention, and expansion (BRE) program.	Coordination				X	Planning, City Manager, Finance
3.1.5	Continue efforts to recruit high-quality employers pursuant to the targeted industry study.	Program				X	City Manager, Finance
3.1.6	Utilize an economic impact analysis for all economic development projects requesting incentives.	Program	X				City Manager, Finance
3.1.7	Work with telecommunication providers to ensure broadband access and 5G wireless service throughout Temple to support business retention and recruitment.	Coordination		X			City Manager
3.1.8	Promote Temple through positive story feeds as part of a cohesive digital communication that aligns with the Temple brand, core values, and strategic initiatives.	Program				X	Marketing
Commitment 3.2: Workforce Training and Development: Improve local workforce skillsets to establish Temple as a regional destination for high-quality jobs.							
3.2.1	Partner with area colleges, the Texas Workforce Commission (TWC) and local businesses to develop a workforce training program.	Program			X		City Manager, Marketing, Human Resources, IT
3.2.2	Promote flexible businesses for the creative class, focusing on high-tech, cyber-security, science, engineering, education, arts, design, and media.	Program				X	Planning, City Manager, Finance, Marketing

FIGURE 6.2, SMART GROWTH GOALS, COMMITMENTS, AND INITIATIVES

SMART GROWTH INITIATIVES		ACTION TYPE	TIMEFRAME (YEARS)				INVOLVED DEPARTMENTS
			0-2	3-5	6-10	Ongoing	
3.2.3	Promote the engagement and connectedness of local talent by recruiting and involving employers from the local anchor institutions.	Program				X	Marketing, Human Resources
3.2.4	Identify and promote local incentives for home-grown talent to return to Temple after college.	Program		X			Marketing, Human Resources
3.2.5	Continue to focus on quality of life elements, “experience” attractions, and housing choice to retain and attract young professionals.	Policy				X	City Manager, Marketing
Commitment 3.3: Catalyst Areas: Provide public investment in infrastructure, facilities, and incentives to spur catalytic momentum in partnership with future private development.							
3.3.1	Develop a formalized process for planning, designing, and investing in catalyst areas.	Policy	X				Planning, Public Works, City Manager, Finance, Marketing, IT
3.3.2	Develop a sub-area plan for the I-35 and I-14 corridors to identify how these catalyst area can better capture its important economic role serving the greater region.	Study		X			Planning, City Manager
3.3.3	Partner with landowners to complete a sub-area plan to revitalize and redevelop the area in around the Temple Mall for dense housing, hotels and retail.	Study			X		Planning, Public Works, City Manager
3.3.4	Partner with private development interests to create destination attractions along the Leon River, particularly the area adjacent to Bend of the River.	Coordination				X	Parks, Public Work, City Manager, Marketing

FIGURE 6.2, SMART GROWTH GOALS, COMMITMENTS, AND INITIATIVES

SMART GROWTH INITIATIVES		ACTION TYPE	TIMEFRAME (YEARS)				INVOLVED DEPARTMENTS
			0-2	3-5	6-10	Ongoing	
3.3.5	Consider a developer Request for Interest (RFI) to redevelop the downtown festival grounds to advance opportunities for a strategically-located urban development, and relocate the festival area.	Program			X		Parks, Public Works, Legal, City Manager
3.3.6	Consider riverfront and lakefront development opportunities to create amenities in these unique locations.	Coordination				X	Planning, Parks, City Manager
Commitment 3.4: TIRZ: Utilize TIRZ funding to support well-managed growth, development, and smart infrastructure that promotes economic development initiatives which establish Temple as a choice live-work-play community.							
3.4.1	Continue to work with TIRZ #1 Board to ensure integration of CIP projects to support infrastructure and beautification efforts.	Coordination				X	Planning, Parks, Public Works, City Manager, Finance
3.4.2	Support and encourage industrial and business park growth to fund TIRZ #1 quality of life improvements.	Coordination				X	City Manager, Finance
3.4.3	Pursue and incentivize desired corporate partners to locate in the area proposed to be a "corporate campus" to attract larger, diversified corporate employers to Temple.	Capital					City Manager
3.4.4	Continue to update the IH-35 Corridor Overlay zoning district to streamline and modernize regulations and promote a strong image of Temple.	Regulation				X	Planning
3.4.5	Initiate a program to assist with repairs to homes in neighborhoods within the Strategic Investment Zone (SIZ) and parcels directly connected to the SIZ.	Program	X				Planning, Transform Temple

FIGURE 6.3, PUBLIC SAFETY GOALS, COMMITMENTS, AND INITIATIVES

PUBLIC SAFETY INITIATIVES		ACTION TYPE	TIMEFRAME (YEARS)				INVOLVED DEPARTMENTS
			0-2	3-5	6-10	Ongoing	
Goal 4: Public Safety and Health: Provide exceptional police and fire protection services to maintain public safety and protect the Temple community.							
Commitment 4.1: Police Safety: Provide effective police services to protect the health, safety, and welfare of the Temple community.							
4.1.1	Evaluate longer-term need and opportunities for establishing police sub-stations on the west and south sides of Temple concurrent with growth.	Study	X				Police
4.1.2	Increase police officer hiring efforts to return to full staffing levels needed to account for recent growth increases.	Capital		X			Police
4.1.3	Regularly evaluate demand on police staffing to ensure adequate staffing levels and facility capacity to effectively respond to increases in growth and associated call volume.	Policy				X	Police, IT
4.1.4	Continue to maintain or expand support to offer police safety-related community service and educational programs to the Temple community.	Program				X	Police
4.1.5	Evaluate opportunities to reduce recidivism rates in Temple in conjunction with Bell County and through ongoing efforts of Community Policing.	Program				X	Police
Commitment 4.2: Fire Safety: Provide effective fire services to protect the health, safety, and welfare of the Temple community.							
4.2.1	Continue to evaluate longer-term need and opportunities for establishing new fire stations concurrent with growth.	Study	X				Fire

FIGURE 6.3, PUBLIC SAFETY GOALS, COMMITMENTS, AND INITIATIVES

PUBLIC SAFETY INITIATIVES		ACTION TYPE	TIMEFRAME (YEARS)				INVOLVED DEPARTMENTS
			0-2	3-5	6-10	Ongoing	
4.2.2	Develop appropriate guidelines for accepting proposed dedicated property for future fire stations as part of new development.	Policy	X				Planning, Fire, Legal
4.2.3	Regularly evaluate demand on fire staffing to ensure adequate staffing levels and facility capacity to effectively respond to increases in growth and associated call volume.	Policy				X	Fire
4.2.4	Continue to identify and evaluate opportunities to achieve and maintain national fire service response and staffing standards.	Program				X	Fire
4.2.5	Evaluate service options to the ETJ for new development proposals if not requesting annexation into the City limits.	Study	X				Fire, Public Works, Police
4.2.6	Continue to evaluate opportunities to maintain or improve the City's Insurance Services Office (ISO) ratings.	Program				X	Fire, Public Works
4.2.7	Continue to maintain or expand support to offer fire safety-related community service and educational programs to the Temple community.	Program				X	Fire
Commitment 4.3: Community Health: Protect the health, safety, and welfare of the Temple community through continued commitment to community health objectives.							
4.3.1	Evaluate opportunities to partner with area entities to improve public health outcomes of the Temple community.	Coordination				X	Parks, City Manager, Transform Temple, Fire

FIGURE 6.3, PUBLIC SAFETY GOALS, COMMITMENTS, AND INITIATIVES

PUBLIC SAFETY INITIATIVES		ACTION TYPE	TIMEFRAME (YEARS)				INVOLVED DEPARTMENTS
			0-2	3-5	6-10	Ongoing	
4.3.2	Support expanded operations and improvements to foster an effective animal services program.	Coordination			X		Police, City Manager, Fire
4.3.3	Continue to invest in efforts to enhance a community outreach and engagement strategy that fosters dialogue, builds community trust, and encourages informed civic participation.	Coordination				X	Parks, City Manager, Marketing, Fire
4.3.4	Continue to support initiatives which promote community cleanliness and improve community image.	Program			X		Police, Marketing, Transform Temple, Fire

FIGURE 6.4, PLACES AND SPACES GOALS, COMMITMENTS, AND INITIATIVES

PLACES & SPACES INITIATIVES		ACTION TYPE	TIMEFRAME (YEARS)				INVOLVED DEPARTMENTS
			0-2	3-5	6-10	Ongoing	
Goal 5: Placemaking: Promote livability and community through urban design, investments in public spaces, and by focusing on what makes Temple unique.							
Commitment 5.1: Community Branding: Continue to enhance the Temple brand through increased efforts of placemaking and quality destination spaces to achieve national recognition as a top tier community.							
5.1.1	Continue to invest efforts into developing a new community brand for Temple.	Capital				X	Marketing
5.1.2	Invest in gateway enhancements throughout the community to identify Temple to passersby and establish entryways to districts/neighborhoods.	Capital				X	Planning, Parks, Transform Temple
5.1.3	Continue to pursue, promote, and encourage public art and distinctive design in public spaces.	Policy				X	Planning, Parks, Finance, Marketing, Transform Temple
5.1.4	Undertake a comprehensive wayfinding signage program to improve accessibility to the City’s key destinations.	Program	X				Planning, Public Works, IT
5.1.5	Pursue national recognitions to establish Temple as a community of choice.	Program				X	Marketing
5.1.6	Partner with the various school districts within the Temple planning area to promote desirability and attractiveness to homebuyers and employers.	Coordination				X	City Manager, Marketing

FIGURE 6.4, PLACES AND SPACES GOALS, COMMITMENTS, AND INITIATIVES

PLACES & SPACES INITIATIVES		ACTION TYPE	TIMEFRAME (YEARS)				INVOLVED DEPARTMENTS
			0-2	3-5	6-10	Ongoing	
Commitment 5.2: Unique Assets: Promote Temple’s beautiful places, unique destinations, and cultural experiences through continued investments, partnerships and marketing.							
5.2.1	Create a cultural district in the center city with enhanced art, outdoor public spaces, and arts and culture institutions.	Capital			X		Planning, Parks, City Manager, Finance, Marketing, Transform Temple
5.2.2	Continue to encourage more event spaces and activities for entertainment and attractions to increase local- and regionally-serving users.	Program				X	Parks, Marketing
5.2.3	Honor Temple’s heritage through historic designations, placemaking, marketing and tourism promotion.	Program				X	Planning, Parks, Marketing, Transform Temple
5.2.4	Re-evaluate opportunities to create additional historic districts in the urban areas surrounding downtown.	Study				X	Planning, Transform Temple
Goal 6: Downtown: Continue investments in public spaces and infrastructure and encourage development in downtown to create a central destination and activity zone.							
Commitment 6.1: Downtown Design and Development: Encourage a live-work-play environment through thoughtful downtown policies, programs, regulations, and projects that promote urban housing, employment, and entertainment options in a mixed-use urban environment.							
6.1.1	Update the Temple UDC to include new regulatory provisions for downtown streets through design, signage, lighting, parking, speed, etc. to promote Complete Streets and a livable, walkable environment.	Regulation	X				Planning, Public Works
6.1.2	Improve wayfinding signage in downtown to highlight key downtown destinations.	Capital	X				Planning, IT

FIGURE 6.4, PLACES AND SPACES GOALS, COMMITMENTS, AND INITIATIVES

PLACES & SPACES INITIATIVES		ACTION TYPE	TIMEFRAME (YEARS)				INVOLVED DEPARTMENTS
			0-2	3-5	6-10	Ongoing	
6.1.3	Continue to invest in public infrastructure improvements in downtown Temple to spur new development and redevelopment.	Capital				X	Planning, Public Works
6.1.4	Undertake a comprehensive analysis of downtown Temple to improve existing lighting and security conditions.	Study	X				Public Works, Police, IT
6.1.5	Coordinate with identified grocery store chains to identify the public investment needs and market conditions to create a successful neighborhood serving grocery store in the center-city.	Coordination				X	Planning, Public Works, Transform Temple
6.1.6	Expand downtown incentive programs to encourage historic building renovation and code-compliance.	Program				X	Planning, Transform Temple
6.1.7	Continue to implement the Downtown Master Plan through funding allocations to promote new private investment.	Capital				X	Planning, Finance
6.1.8	Complete the downtown parking study and implement parking enforcement in defined hour-limited areas.	Study	X				Police, City Manager
6.1.9	Evaluate UDC changes to ensure downtown development includes pedestrian-oriented amenities, storefront-oriented building design, and multi-modal transportation options.	Regulation	X				Planning, Public Works
Commitment 6.2: Downtown Activation: Encourage increased use and activation of downtown Temple through public and private partnerships, programming, and projects.							
6.2.1	Enhance and promote downtown through an integrated branding and marketing strategy to attract new investment.	Program	X				Marketing

FIGURE 6.4, PLACES AND SPACES GOALS, COMMITMENTS, AND INITIATIVES

PLACES & SPACES INITIATIVES		ACTION TYPE	TIMEFRAME (YEARS)				INVOLVED DEPARTMENTS
			0-2	3-5	6-10	Ongoing	
6.2.2	Re-establish a downtown business incubator to improve entrepreneurship opportunities in Temple.	Program		X			Planning, City Manager
6.2.3	Incorporate new and expanded park, trail and activated public spaces into downtown to further create quality of life elements.	Capital				X	Planning, Parks, Public Works, Police
6.2.4	Continue to identify and promote increased activation of downtown Temple through continual programming and monthly special events.	Program				X	Planning, Parks, Marketing
6.2.5	Work with the development community to facilitate a downtown hotel with meeting and activity spaces.	Coordination			X		Planning, City Manager, Finance
6.2.6	Update the Temple UDC to encourage short-term rentals/ bed and breakfast opportunities in the urban residential areas around downtown.	Regulation	X				Planning
6.2.7	Evaluate opportunities to improve food access and security in downtown and the surrounding urban residential areas.	Program				X	Planning, Parks, Police, Transform Temple
6.2.8	Identify funding opportunities and develop one or more public restrooms in the downtown area.	Capital		X			Parks, Finance, Transform Temple
6.2.9	Continue to foster expanded library services to strengthen the Temple Public Library as a community building destination.	Program				X	City Manager, Library

FIGURE 6.4, PLACES AND SPACES GOALS, COMMITMENTS, AND INITIATIVES

PLACES & SPACES INITIATIVES		ACTION TYPE	TIMEFRAME (YEARS)				INVOLVED DEPARTMENTS
			0-2	3-5	6-10	Ongoing	
Goal 7: Housing and Neighborhoods: Support stable neighborhoods and a variety of housing options through core design elements and market-based solutions.							
Commitment 7.1: Neighborhood Growth and Diversity: Support quality neighborhoods where people love to live through strong character design, market-oriented and flexible zoning policies, and diversified housing types for all ages and incomes.							
7.1.1	Update the Temple UDC to include new regulatory provisions to allow a diversity of housing types (e.g., duplexes, triplexes, townhouses, accessory dwelling units, etc.) to develop true life-cycle and workforce housing opportunities.	Regulation	X				Planning
7.1.2	Take steps to improve access to affordable housing through regulatory improvements, community partnerships and organizational efforts.	Program				X	Planning, Transform Temple
7.1.3	Undertake a housing study to evaluate near- and longer-term need and capacity for multifamily units in Temple.	Study			X		Planning, Transform Temple, IT
7.1.4	Regularly coordinate with area ISDs on plans for housing growth and associated needs, in addition to school site locations and facility partnerships.	Coordination				X	Planning, Parks, City Manager
7.1.5	Evaluate regulatory obstacles to senior and assisted living housing to accommodate a growing and transitioning senior population.	Study				X	Planning
7.1.6	Promote financial incentives for young professionals to encourage local homeownership.	Program		X			Finance, Marketing

FIGURE 6.4, PLACES AND SPACES GOALS, COMMITMENTS, AND INITIATIVES

PLACES & SPACES INITIATIVES		ACTION TYPE	TIMEFRAME (YEARS)				INVOLVED DEPARTMENTS
			0-2	3-5	6-10	Ongoing	
7.1.7	Update the Temple UDC to require homeowner/property owner associations for residential developments that will include common areas to ensure long-term property maintenance.	Regulation	X				Planning, Transform Temple
7.1.8	Update the Temple UDC to include new regulatory provisions for accessory dwelling units (ADUs) in new neighborhoods and certain existing neighborhoods where compatible.	Regulation	X				Planning, Transform Temple
7.1.9	Evaluate opportunities to recruit and retain Fort Hood officers, families, and other service members to live off-site and retire in Temple.	Program				X	City Manager, Marketing, Transform Temple
7.1.10	Continue to monitor and develop a comprehensive strategy to address the area's homeless population in coordination with Bell County and surrounding municipalities	Program				X	City Manager, Transform Temple
Commitment 7.2: Neighborhood Stabilization and Revitalization: Promote preservation and reinvestment in aging neighborhoods to ensure neighborhood stability, longevity, and protection of Temple's historic fabric.							
7.2.1	Update the Temple UDC to include new regulatory provisions for encouraging and incentivizing the development/ redevelopment of infill lots.	Regulation	X				Planning, Transform Temple
7.2.2	Become a Certified Local Government (CLG) community.	Coordination		X			Planning
7.2.3	Continue and expand Transform Temple's advocacy-based code enforcement program to aid code compliance and community clean up.	Program				X	Transform Temple

FIGURE 6.4, PLACES AND SPACES GOALS, COMMITMENTS, AND INITIATIVES

PLACES & SPACES INITIATIVES		ACTION TYPE	TIMEFRAME (YEARS)				INVOLVED DEPARTMENTS
			0-2	3-5	6-10	Ongoing	
7.2.4	Maintain the advocacy-based neighborhood revitalization programs with a toolbox of available resources for area citizens to maintain or improve their homes.	Program				X	Planning, Transform Temple
7.2.5	Reevaluate the substandard housing and signage abatement process to facilitate a streamlined process which results in demolition of substandard structures or quicker redevelopment.	Program	X				Transform Temple
7.2.6	Consider evaluating and establishing a non-profit association to oversee housing and neighborhood revitalization in the urban residential areas of Temple.	Program	X				Transform Temple
7.2.7	Consider the establishment of a rental registration program for rental units.	Program		X			Planning, Cty Manager, Transform Temple
7.2.8	Direct public investment to east Temple to encourage reinvestment and revitalization while retaining the area's cultural heritage and identity.	Capital				X	Planning, City Manager, Finance, Transform Temple
7.2.9	Improve working relationships with neighborhoods and HOAs to maintain safe, vibrant, and livable neighborhoods.	Coordination				X	Planning, Transform Temple

FIGURE 6.5, HIGH-PERFORMING ORGANIZATION GOALS, COMMITMENTS, AND INITIATIVES

HIGH-PERFORMING ORGANIZATION INITIATIVES		ACTION TYPE	TIMEFRAME (YEARS)				INVOLVED DEPARTMENTS
			0-2	3-5	6-10	Ongoing	
Goal 8: Governance: Sustain a forward-thinking, high-performing, and accountable City government through continued focus on the implementation of the Comprehensive Plan and the City’s Strategic Plan.							
Commitment 8.1: Development Review: Maintain an open, responsive, and accountable municipal government organization committed to performance excellence, bold vision and intentional direction.							
8.1.1	Undertake a comprehensive update to the Temple UDC to implement the community vision identified within this plan.	Regulation	X				Planning, City Manager
8.1.2	Develop a comprehensive development guidebook which clearly specifies the development process for land owners, the development community, and other applicants.	Program		X			Planning, Marketing
8.1.3	Regularly review public improvement cost-sharing requirements and developer/City partnerships for new development.	Policy				X	Planning, Public Works, City Manager, IT
8.1.4	Review and revise development processes to ensure predictability, flexibility, transparency and efficiency.	Study				X	Planning, Public Works, City Manager
8.1.5	Work with Bell County to review the provisions of the 1445 Interlocal Agreement and identify any needed modifications to subdivision regulations in the ETJ.	Coordination	X				Planning, Legal
8.1.6	Provide additional educational opportunities for staff, policymakers and citizen volunteers on key issues, planning efforts, and cutting-edge tools to achieve success.	Policy				X	Planning

FIGURE 6.5, HIGH-PERFORMING ORGANIZATION GOALS, COMMITMENTS, AND INITIATIVES

HIGH-PERFORMING ORGANIZATION INITIATIVES		ACTION TYPE	TIMEFRAME (YEARS)				INVOLVED DEPARTMENTS
			0-2	3-5	6-10	Ongoing	
8.1.7	Annually evaluate development review fees to ensure adequate recovery of costs and long-term fiscal sustainability.	Study				X	Planning, Finance
Commitment 8.2: Sub-Area Planning: Continue to support additional focused plans and studies to implement the comprehensive plan and strategic plan goals.							
8.2.1	Formalize and continue the neighborhood planning conservation program that identifies capital improvements, programs, and/or initiatives to meet the needs of residents and maintain the City's quality of life.	Program				X	Finance, Transform Temple, IT
8.2.2	Develop and maintain neighborhood metrics across neighborhood units to monitor neighborhood quality using factors that impact housing health and vitality.	Study			X		Planning, Transform Temple
8.2.3	Ensure funding sources available to implement the neighborhood planning program to support further growth and revitalization of these core neighborhoods.	Capital				X	Planning, Transform Temple
8.2.4	Develop zoning standards that align with neighborhood master plans.	Study				X	Planning, Transform Temple
8.2.5	Create a City of Temple Facilities Master Plan to accommodate growth and expansion needs of staff, facilities, and public services.	Study		X			Planning, Parks, Public Works, City Manager, Purchasing
8.2.6	Consider additional historic district designations for neighborhoods or sub-areas to further protect these areas as the urban core transitions to further density and a mix of land uses.	Policy				X	Planning

FIGURE 6.5, HIGH-PERFORMING ORGANIZATION GOALS, COMMITMENTS, AND INITIATIVES

HIGH-PERFORMING ORGANIZATION INITIATIVES		ACTION TYPE	TIMEFRAME (YEARS)				INVOLVED DEPARTMENTS
			0-2	3-5	6-10	Ongoing	
Commitment 8.3: Capital Improvement Programming: Align Temple’s Capital Improvement Program to the goals and findings of this Plan.							
8.3.1	Re-evaluate the Temple Capital Improvement Program (CIP) for consistency with the comprehensive plan to account for both near- and longer-term fiscal implications.	Program	X				Public Works, City Manager, Finance, IT
8.3.2	Align the Temple CIP to implement this Plan and other master plans through capital funding and improvement projects.	Capital	X			X	Parks, Public Works
8.3.3	Evaluate opportunities for broad, consolidated community improvements as part of future capital investment projects.	Capital				X	Public Works
Commitment 8.4: Annual Budgeting: Utilize the annual budget process and estimates to strategically identify and plan for immediate and mid-term operational needs.							
8.4.1	Prepare annual departmental budgets and five-year budget projections following directives from this Plan and the 2020-2025 Strategic Plan to ensure alignment and compliance with long-range planning goals.	Program				X	City Manager, Finance
8.4.2	Maintain competitive staffing metrics and salaries by undertaking periodic staffing and compensation studies to ensure the City remains competitive.	Policy				X	Finance, Human Resources
8.4.3	Continue to identify opportunities to harness smart-city technologies to increase efficiencies in governmental operations and improve overall quality of life for the Temple community.	Study				X	Public Works, City Manager, IT

FIGURE 6.5, HIGH-PERFORMING ORGANIZATION GOALS, COMMITMENTS, AND INITIATIVES

HIGH-PERFORMING ORGANIZATION INITIATIVES		ACTION TYPE	TIMEFRAME (YEARS)				INVOLVED DEPARTMENTS
			0-2	3-5	6-10	Ongoing	
Commitment 8.5: Plan Update: Maintain community buy-in to a long-range planning strategy through continuing education, annual updates, and decision-making consistent with the comprehensive plan.							
8.5.1	Continue to develop, maintain, and champion the consolidated “Temple by Design” planning framework to promote integrated long-range planning for the community.	Policy				X	Planning, City Manager, Marketing
8.5.2	Consider creating ongoing stakeholder groups through the community to engage on various issues related to the future of Temple (i.e., young professionals).	Program		X			Planning
8.5.3	Consider amendments to the Future Development Plan following the framework established in the Implementation Chapter of this Plan, to allow for flexibility and changing conditions.	Study				X	Planning, IT
8.5.4	Track comprehensive plan implementation timing and progress of initiatives through a comprehensive management software (e.g. Smartsheet).	Program				X	Planning, City Manager, IT, Performance Excellence
8.5.5	Establish an Annual Progress Report process to benchmark comprehensive plan implementation through integration of applicable departments, accountability, and comprehensive public reports on plan progress and amendments.	Program				X	Planning
8.5.6	Establish and undertake a staff-led Annual Comprehensive Plan Update process.	Program	X				Planning
8.5.7	Establish and undertake a staff-led 5-Year Plan Update process within five years after Plan adoption.	Program		X			Planning
8.5.8	Undertake a 10-Year Plan Update within 10 years after plan adoption.	Program			X		Planning

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