



PLAN ADMINISTRATION

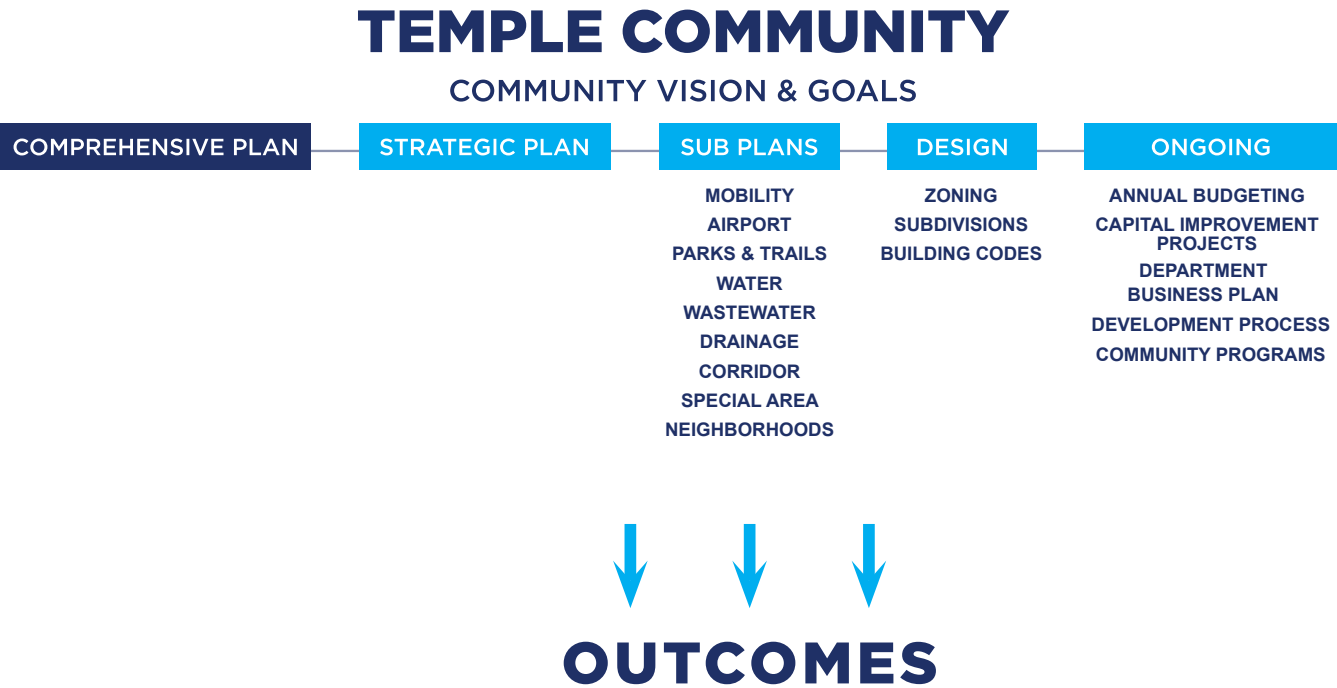
INTRODUCTION

Following the adoption of this Plan, Temple’s elected and appointed officials and City staff will assume the primary roles of implementation and benchmarking. With this understanding, it is important that the primary administrators of this Plan understand their roles in future review and decision-making, consideration of amendments and updates, and tracking progress in order to keep the plan current and relevant. The ultimate plan outcomes will result from a community-wide effort and determination of success will be an ongoing evaluation. This chapter provides guidance for the City of Temple during the implementation of this Plan.

The administration elements of this chapter include:

- Roles
- Development Process
- Plan-to-Code Relationship
- Sub- and Special Area Planning
- Annual Budget
- Capital Improvements Programming (CIP)
- Updates
- Amendments

FIGURE 7.1: VISION TO ACTION FRAMEWORK





ROLES

During the development of this comprehensive plan, the community's desires and input determined the vision and plan direction. In the future, the Temple community will continue to be called on to ensure the goals and commitments are achieved and managed. Guiding this effort from the municipality starts with elected and appointed officials and City staff, each of which will take on a critical role, including making decisions on implementation actions, budgeting, integration of this comprehensive plan into refined sub-plans and master plans, codes and processes. Perhaps most important, however is the role of educating and facilitating partnerships with the citizens and community builders.

City Council

Through strategic direction, annual budgeting considerations and additional policy decision making, the City Council confirms or adjusts annual priorities of the City, including the initiatives identified in this Plan. The City Council is directly accountable to the citizens and stakeholders of Temple, and is responsible for keeping the focus on the need and function of this long-term Plan, even as the plan horizon is likely to exceed their elected public service. If needed, City Council can provide specific direction to the Planning and Zoning Commission, other boards, and City staff.

Planning and Zoning Commission

The Planning and Zoning Commission is designated as an advisory board to the City Council and tasked with making recommendations related to development and redevelopment within the City. The Planning and Zoning Commission should assume an ownership role as they are the board that ensures that development is consistent with the vision, goals, objectives, actions, and policies of this Plan. Actions can include preparing an annual progress report with the help of City staff and reviewing goals to evaluate consistency with the Plan's vision.

Additional Boards and Commissions

Various other boards and commissions are tasked with advising City Council on various topics ranging from parks and recreation, to public safety, and development standards. The City's boards and commissions may consult the applicable sections of this Plan to ensure that their current and future activities remain consistent with overall community goals and objectives.

City Staff

As the executive branch of the City government, City staff and its leadership are the technical experts primarily responsible for administering this Plan. To varying degrees, several City departments (e.g. Planning and Development, Public Works, Parks and Recreation, etc.) have long-term work programs which are vital to the success of this Plan and should ensure that their annual work programs and budgets are reflective of the vision established by the community.

In particular, the Temple Planning and Development Department will serve a primary function in the daily administration of this Plan. This includes the coordination, monitoring, education, reporting and interpretation of various plan elements. Activity can include potential amendments and ongoing updates, which represent a team effort across multiple departments to ensure consistency of plan application and consideration of a variety of impacts. The City Manager's office is also crucial in providing direction to the various departments involved or "lead" as defined in the Chapter 6, *Action Plan* tables, and ensuring responsiveness to the plan initiatives. The City Manager's Office will also have a direct role in ongoing education of the City Council regarding the Strategic Plan and Comprehensive Plan directives and maintaining alignment between the Council's priorities and these planning documents.

DEVELOPMENT PROCESS

To ensure that Temple's future development aligns with the vision set out in this Plan, City staff and elected and appointed officials should use the following plan elements: focus areas, goals, commitments, and initiatives and decision making criteria to guide daily decision-making. There will likely be many occasions when this Plan's directives require interpretation, adaption, and flexibility, such analysis for decisions should be thorough and strategic. These circumstances should be thoughtfully approached and evaluated based on compliance and implementation with the Plan vision, goals, commitments, and initiatives in Chapter 5, *Plan Recommendations*.

Decision Making Criteria

Particularly as it pertains to physical plans such as the Future Development Plan and Thoroughfare Plan, staff and decision-makers in the development process will make daily determinations interpreting the guiding direction and principles. During the development process, proposals will often be considered for developer and landowner agreements, planned developments, rezonings, etc. These are critical decision points to ensure planning goals are achieved, the public is informed, and processes are clear to promote investment from community builders.

City staff should design the development process and analyze applications for compliance with the goals and commitments provided in Chapter 5. This process should include evaluating an application by demonstrating general compliance with and reference to individual goals, commitments or even initiatives (when applicable). When approval is required to go before the Planning and Zoning Commission or City Council, City staff should prepare a report that identifies if the project complies or does not comply with the goals, commitments, and initiatives in the Plan. With this information, the City can ensure that elected and appointed officials make their decisions based on whether the project advances the community's vision or requires adjustment.

PLAN TO CODE RELATIONSHIP

While adoption of this Plan should be seen as a big accomplishment, it is just part of the process. The next step is to translate this Plan's actions to the City's Development Code. While the Comprehensive Plan creates the vision for what the community wants, the Code enables the City to enforce that vision. Once this Plan is adopted, the City should immediately complete an assessment of the current Unified Development Code to determine what is needed to meet the vision of the new Comprehensive Plan. With this information defined, the City can then move towards updating the existing Code to align with the vision of the Comprehensive Plan. Additionally, as this Plan is updated over time, the Code should be updated accordingly, in order to reflect the changing conditions in Temple.

SUB- AND SPECIAL AREA PLANNING

The Temple Comprehensive Plan covers a wide variety of topics which have the potential to affect the City's existing and future plans. This includes additional plans and studies, some of which are recommended in Chapter 5, *Plan Recommendations*. Some of these exist or are ongoing planning exercises, such as the neighborhood special area plans and parks and trails plan. Others are anticipated in the future, such as a sidewalk master plan, corporate campus master plan, special area plans for interstate highways. Others will require future updates and replacements, such as the downtown plan, water and wastewater master plans, etc.

As implementation actions are initiated, the City should ensure that actions within this Plan consider existing citywide service plans and special area plans and work to align the two. Additionally, when other City plans are being updated, those plans should ensure that updates align with the goals and actions defined in the Comprehensive Plan.

BUDGETING & PROGRAMMING

As this Plan is put into action, an important element of its success is the funding and annual programming of implementation projects. Components include annual budgets, capital improvement program (CIP), departmental business plans, and their ongoing alignment to achieve effective outcomes.

Annual Budgeting

A primary source of funding for implementation of this Plan is the City's general fund. For implementation actions to be completed, the City must have adequate funds to complete the necessary work. Temple's sources of revenues available to apply to implementation projects include the general fund, TIRZ #1, CIP, enterprise funds, public-private partnerships, development accounts, grants, state and federal funds, and others. It is recommended that each action taken by City Council is tied to the goals of City's comprehensive plan, strategic plan and other relevant master plans through direct language in resolutions and ordinances.

Department Business Plans

To ensure that the annual budget matches with the relevant implementation actions for that particular year, planning ahead for upcoming projects through departmental business plans is imperative. Ultimately, the City has to consider implementation actions across multiple years and funding sources. Ensuring consistency and cross-collaboration for effective project management is critical for these projects to come to fruition. The City Manager's office is the lead for ensuring the ongoing process of business plan development and coordination. Much of this is achieved from the direction of the City organization's Strategic Plan. The department business plans allow leadership to anticipate upcoming important projects and ensure accountability for the initiatives and commitments depicted in Chapter 6, *Action Plan*.



South 1st Street under construction in downtown. The project achieves multiple coordinated plan directives.

Capital Improvement Program

A capital improvement program is a multi-year plan (typically annual, 5-year and 10-year) that identifies upcoming capital projects for prioritization and funding. Projects include street infrastructure; water, wastewater and drainage facilities; open space, trails and recreation facility construction and upgrades; and the purchase of major equipment. Identifying and budgeting for major capital improvements will be essential towards the successful implementation of this Plan. Decisions regarding the prioritization of proposed capital improvements should take into account the policy and management directives of this Plan to ensure alignment between the two.

PLAN UPDATE

Through an extensive analysis of existing conditions and a thorough public engagement process, this Plan establishes and guides the community's vision for the future. Despite this, the Plan is only a snapshot in time. As the City changes, the Plan must change as needed to keep the community's vision enact. In order to remain consistent with the community's vision, implementation must be flexible and allow for adjustments to account for shifts at the local and national-level over time. Therefore, it is recommended that this Plan be revisited on a regular and routine basis followed by warranted updates.

Annual Progress Report

As part of the ongoing implementation process, benchmarking and monitoring should take place regularly. Annual reports should include a status update on implementation, important actions and accomplishments occurring in the past year, and identification and recommendation of needed actions and programs to be created and implemented in the coming year. This report should be coordinated with the City's annual budget development process so that the recommendations will be available early in the budgeting process.

The first part of this process starts with the staff-comprised Technical Review Committee (TRC) which should continue in some capacity as a formal City committee. This team, with the leadership of the City Manager, can coordinate to develop the Annual Progress Report (potentially as part of the annual update budgeting process) regarding their department's implementation successes during the previous fiscal year, and their proposed work plan for the next fiscal year. These updates should be compiled and presented to the Planning and Zoning Commission by the Planning and Development Department as part of the annual update of the Comprehensive Plan (see Initiative 8.5.5). As a part of their work program, the Planning and Zoning Commission should receive and comment on the updates (particularly the proposed

Implementation Work Program) and provide their assessment and potential proposed modifications for submittal and discussion with the City Council. This annual reporting should include, at minimum, significant actions and accomplishments during the past year and identification and recommendations for needed actions and programs to be developed and implemented in the coming year. The Annual Progress Report and Annual Plan Update (see Initiative 8.5.5), as commented by the Planning and Zoning Commission, could possibly be presented at a work session and regular session of the City Council. The Annual Progress Report should be made available on the *Temple By Design* website and key successes should be disseminated through the City's various social media platforms.



Ongoing City staff collaboration ensures successful plan implementation.

Annual Updates

After the annual progress report is prepared, the Implementation Action Plan tables should be updated as a part of the annual Plan update process. This “City work program” identifies near- and mid-term actions to be started in the next year or shortly afterward. Identification of potential Plan updates should also be an ongoing process by the Planning and Zoning Commission and City staff. Citizens, property owners, community organizations, and other governmental entities can also submit requests for update consideration. Proposed updates should be reviewed in a deliberate and collaborative public process, culminating in a recommendation by the Planning and Zoning Commission and approval by City Council, in a manner similar to the Plan itself.

The Annual Plan Amendment process also provides opportunities for relatively minor Plan updates and revisions, including changes to the Future Development Plan, Thoroughfare Plan, and other key maps. A Plan amendment should be prepared and distributed as an addendum to the adopted Comprehensive Plan. Identification of potential Plan amendments should be an ongoing process, or as part of the preparation of the Annual Progress Report (see Initiative 8.5.4) by the Technical Review Committee (TRC) and the Planning and Zoning Commission. Citizens, property owners, community organizations, and other governmental entities can also submit requests for Plan amendments. Proposed Plan amendments should be reviewed and approved by the Planning and Zoning Commission and City Council, and adopted in a manner similar to the Plan itself. The process should be incorporated into their regular meeting calendars to ensure they are completed. The Annual Plan Amendment should be made available on the Temple By Design website and key successes should be disseminated through the City’s various social media platforms.

5-Year Update

Every five years, a broader evaluation and update should be completed. This evaluation is typically spearheaded by Planning and Development Department staff, in addition to input from various departments and elected and appointed officials. The purpose of the update is to evaluate the original assumptions from the Plan regarding growth and development trends, emerging issues, and to determine if remaining proposed action strategies are still relevant.

The five year update should include the following:

- *A summary of Plan amendments and accomplishments to date;*
- *Changes in trends and issues since the previous Plan adoption (e.g., changes in the predicted growth rate and the physical boundaries of the City; demographic composition; community attitudes; or other social, environmental, or political issues which may affect the feasibility of implementation);*
- *Conflicts between decisions made and implementation actions yet to be undertaken;*
- *Changes in law, procedures, or programs which will affect identified implementation actions; and*
- *A comprehensive re-evaluation of the Implementation Work Program.*

AMENDMENTS

10-Year Update

This Plan sets the stage for all subsequent implementation actions during the 10 year planning horizon. That being said, conditions, population composition, and City trends and concerns change over time. In order to ensure that the Comprehensive Plan continues to provide the best and most appropriate guidance possible, the Plan should be taken through a full update process every 10 years. The 10 year update should include the following:

- *Comprehensive re-evaluation of the community's vision for the future;*
- *Re-engagement of the public; and*
- *Reanalysis of the issues and trends related to community growth, transportation, land use, parks and recreation, public facilities and services, and infrastructure.*

Action items identified in this Plan which have yet to be implemented should be evaluated to determine if they are still appropriate. Additionally, new action items should be identified to allow the City to continue implementing the community's vision.

From time to time, it may be necessary for the City to amend the Plan outside of the Annual Update process, in response to changing circumstances, development trends, or a unique opportunity. These amendments should only be permitted for the Future Development Plan and Thoroughfare Plan, and should be a limited occurrence. These amendments may be requested by a landowner, developer, or by the City itself. In order to achieve uniquely differing areas of character throughout Temple, the Future Development Plan is intended to be a durable implementation tool, without being overly rigid and the City's staff and elected and appointed officials should feel comfortable with their rezoning decisions being compatible with the Future Development Plan.

If there are only a few modifications, the Future Development Plan is still serving its purpose. If there are significant, and frequent, changes to the plan, a more comprehensive evaluation should be undertaken and the plan should be revised. A development process and amendment guide should be prepared immediately for clarity for amendments to the Future Development Plan and Thoroughfare Plan.

Developer Requested

During the development entitlement phase, a developer and staff may determine that a proposal is not consistent with the comprehensive plan and the proposal should either be altered for compliance or consider an amendment. This should be a last resort considering the flexibility of the Future Development Plan and ability of staff to make decisions based on adaptive interpretations of each circumstance. Determination of a needed short-term, off-cycle amendment should fall only on proposals that would have a large impact on future development of the City, or is clearly incompatible with the Future Development Plan or existing development. The developer will initiate the process by completing an application for the amendment to be submitted to City staff, in a process design by staff during plan implementation. City staff will prepare the amendment to be presented to the Planning and Zoning Commission and City Council, with

appropriate notification of affected stakeholders. Amendments out of the annual cycle should be considered at a high standard of approval, such as a super-majority of recommending and approval authorities, consistent with the City Charter.

City-Initiated

The City has the power to initiate the Comprehensive Plan Amendment process when deemed necessary. Such a process may be needed to amend commitments or initiatives due to changing circumstances, respond to state legislation or mandates, or address changes to the planning maps. When amendments are needed due to state or federal requirements, for example, the City would be warranted to complete an expedited Comprehensive Plan Amendment process to ensure this Plan complies with new state regulations. Otherwise, the amendment will go through the routine process of presenting the amendment at a public hearing for the Planning and Zoning Commission and City Council. Staff may recommend amendments to Planning and Zoning Commission and/or City Council during the Annual Update that are justified by a strong analysis that demonstrates consistency with the goals of this Plan.

In the first year after adoption of new planning maps, it may be necessary to make minor adjustments consistent with this plan. These may include errors, refinements of boundaries, or unexpected clean-ups. Staff should package these together at both the six-month and 12-month timeframes and present for approval to Planning and Zoning and City Council.

Frequency of Amendments

While quick updates to the Plan may be needed, amendments should be allowed sparingly as the Plan should be a document of consistency and not be constantly changing. Flexibility within this Plan's framework should enable City staff to reduce the number of requested amendments to those developments that are not compatible or clearly defined in the Plan.

QUICK GUIDE TO UPDATES AND AMENDMENTS

- **Updates** are scheduled times to revisit the plan and identify necessary updates based on changing demographics, market factors, etc. Recommended time frames are a minor update every five years and a major update every 10 years.
- **Amendments** are not planned and reactionary to an event. Amendments could come in the form of a developer request or City request initiation. Amendments should be used sparingly. If a requested amendment is not urgent, it is recommended to be placed on a list for the next scheduled update.

TEMPLE

A PLACE YOU LOVE TO CALL HOME

COMPREHENSIVE PLAN VISION STATEMENT

Temple's blueprint for the future encourages community investment and prosperity, integrated mobility and connectivity, and smart growth, while remaining a place people love to call home.

The Temple community has put their stamp on the future direction, now the comprehensive plan can be put to work!

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