

Growing and Strengthening Your
Downtown





Planning

“Downtown”



Plans

Types



Action

DOs and DON'Ts



What Are You Trying to ...
Accomplish?





What Are You Trying to ...

Overcome?



What Are You Trying to ...
Build On?

What Are You Trying to ...





Planning is
the triumph of
logic over
pure dumb
luck.




David Pugh, J.D., FAICP

*Professor Emeritus, Texas A&M University
Texas Planning Legend*

A close-up photograph of a young child with light skin and dark eyes, wearing a blue shirt. The child is blowing out several lit birthday candles. The candles are in the foreground, slightly out of focus, with bright yellow flames. The child's face is in the background, also slightly out of focus, with their mouth open as if blowing. The background is a soft, out-of-focus green.

A goal
without a plan
is just a wish.

Author Antoine de Saint-Exupéry

- 
- Examine
 - Diagnose
 - Treatment plan
 - Monitor
 - Try Plan B, C ...

Art and Science

Plan should
address ...

Who

Why

When

What

How

Where

?







Adopted September 5, 2012 Downtown Cuero Plan



Section 2 Public Workshop Results

The main source of public input for the plan came from a two-day planning workshop conducted on February 21 and 22, 2012. The joint Comprehensive Plan/Downtown Plan workshop was attended by approximately 100 people who were organized into several breakout groups, including several small group discussions focusing on just the Downtown. The groups were given the opportunity to inform, and react to, several sketch plans that were developed on-site by the planning team.

Listed below are some of the major comments and themes that arose from the sessions.

Assets and Advantages

- **Historic architecture.** The City needs to restore and enhance historic buildings and leverage their tourism potential.
- **Regional cross-roads location.** The City is located at a regional mid-point and can draw from several metro areas.
- **Traffic.** The large volume of traffic passing through the City provides opportunities to draw-in pass-through travelers.
- **County Seat.** Cuero's status as a seat of county government brings people in from outside the city and provides opportunities for support services.

- **Civic-mindedness.** The City has strong social and philanthropic streaks and will rally around important public projects.
- **Specialty businesses.** Cuero is home to several unique, specialty businesses whose patronage extends well outside the City.
- **Festivals and special events.** Christmas in the Park, Turkeyfest, and the 4th of July Festival are established local traditions that are well attended and supported.
- **Tourism: Chisholm Trail/Rawhide branding.** Cuero has the opportunity to take better advantage of regional history and proximity to major outdoor recreational amenities such as the Guadalupe River corridor to attract tourism.

Issues and Concerns

- **Traffic.** Although it increases the exposure of local businesses, traffic along Esplanade (particularly trucks) splits Downtown into east and west sides, presenting safety problems for pedestrians.
- **Code enforcement.** Private building maintenance is lacking and the City has been slow to enforce local building codes.
- **Parking.** Public parking is lacking in places, is inconveniently located and is not effectively managed throughout Downtown.

VISION: Create a fiscally-sustainable, walkable, high-quality, and mixed-use environment with public and private amenities.

Principles

- The City and partners will maintain a proactive and sustained attitude towards redevelopment that is consistent with the vision for Downtown Dayton.
- The community's vision for Downtown Dayton will be reflected in supporting policies and regulations.
- An appropriate mix of land uses will be encouraged in Downtown that is supportive of a unique and quality character with the goal of achieving a mixed-use environment.

Why Now?

- Establish a unified vision for the future of Downtown Dayton.
- Implement one of the highest rated priority action items in the Comprehensive Plan.
- Better coordinate public and private improvements.
- Create a new brand and identity for Downtown Dayton.
- Guide property owners and prospective developers.
- Reinforce Downtown as the "heart" of Dayton.
- Balance public and private investment in new growth areas with new public and private reinvestment in older areas in the City, especially Downtown.
- Reverse underutilization of Downtown property.
- Optimize property values and fiscal impact benefits for the City.



DOWNTOWN DAYTON REVITALIZATION PLAN

Kendig Keast Collaborative ADOPTED 3.15.2019



Table 20: Plan Linkages

Goals									
Livability	X	X	X	X	X	X	X	X	X
Sustainability	X	X	X				X		X
Mobility	X		X	X			X		
Economic Development		X		X		X			X
Character		X		X					X
Design		X		X		X	X		X
Plan Linkages	Improved vehicular access and circulation	Provision of public places and civic spaces	Improved local and regional mobility	Reinforcing a Main Street environment	Enhanced community aesthetics	Housing choice offering affordable living options	Pedestrian-scaled and highly walkable development	Opportunities for community gathering	Effective transitioning to existing uses and neighborhoods





Key Recommendations

- Recruitment of high-quality land developers
- Cost-benefit analysis of railroad quiet zones
- Weekend and nightlife programming
- Mixed-use development at major civic destinations
- Strategic corridor planning

Other Considerations

- *Collaborative marketing of Richmond's assets
- *Transit feasibility study to explore local circulator
- *Downtown redevelopment plan
- New financing mechanisms to support redevelopment efforts
- Enhanced streetscape amenities and expanded parking options in Downtown
- Formal expansion of the Richmond Historic District to align with the Future Land Use Plan
- Assistance with conversion of second-story floors in Downtown



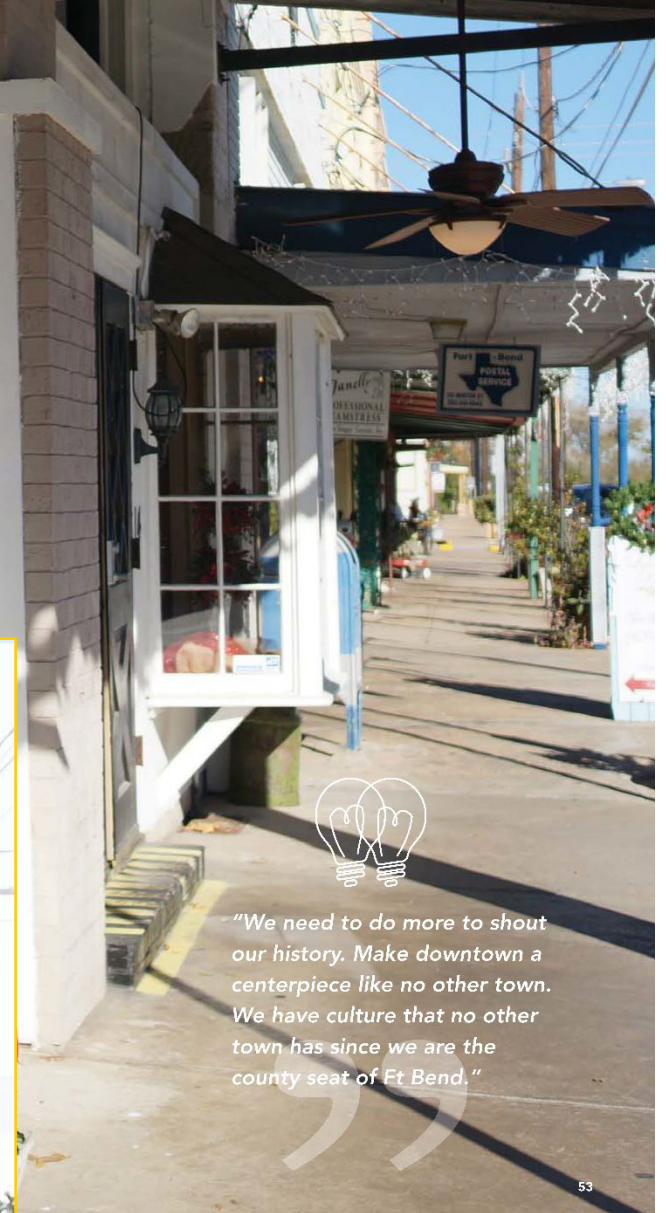
Policies

- E.1. Facilitate development of mixed-use growth centers that leverage the community's existing assets with a concentrated mix of market-supported uses: employment, shopping, housing, and entertainment.
- E.2. Continue developing into a full-service community that meets the diverse needs of students, young professionals, families, empty nesters, and retirees.
- E.3. Encourage stronger visual ties and enhanced appearance between the streets, sidewalks, parking, and building facades at community destinations.
- E.4. Encourage commercial development that complements Richmond's historic character.
- E.5. Promote clustering of commercial and cultural institutions by locating them near transit and historic landmarks.
- E.6. Support a wide variety of community events, including those hosted in Downtown.
- E.7. Develop and maintain a network of streets and regional corridors that support community growth and connectivity.
- E.8. Reinforce an urban form that encourages development with strong pedestrian and bicycle connectivity, including enhanced parking.



Weekend and nightlife programming

Incorporate additional weekend and evening community events, like the Fort Bend County Fair Parade or Historic Richmond Car Show, that can bring life to commercial businesses after the typical work week, thereby encouraging a vibrant "after hours" and weekend scene. This type of community buzz, if widely marketed across the Houston-Galveston region, will help to attract students, young professionals, families, empty nesters, and retirees who seek more cultural and community attractions. The City's Downtown streets are designed to accommodate a wide variety of parades and public gatherings, as exhibited by the events occurring throughout the year. Ongoing revitalization of Downtown is more than just a business and government base, but also a cultural center and re-emerging location for both nightlife and weekend activity.



"We need to do more to shout our history. Make downtown a centerpiece like no other town. We have culture that no other town has since we are the county seat of Ft Bend."



PLAN IMPLEMENTATION METHODS

FIVE WAYS OF MOVING TOWARD ACTION



Capital Investments



Programs and Initiatives



Regulations and Standards



Partnerships and Coordination



Targeted Planning / Studies





FIRST
PRIORITY

Thoroughfare Planning. Use the Thoroughfare Plan to promote a comprehensive approach to infrastructure-supported development patterns. This involves the preservation of rights-of-way, intergovernmental coordination, and identification of priority road, sidewalk, trail, and intersection improvements in accordance with the Thoroughfare Plan and any related strategic planning documents.

New Unity Plaza Study. Form an exploratory committee and develop a marketing study that evaluates community interest, market viability, and site selection of a new Unity Plaza. This study would include identification of financial, regulatory, and administrative incentives to promote walkable and mixed-use housing in a designated area of the Magnolia Town Center.

Annexation, ETJ, and Infrastructure Extension Policy. Adopt an annexation, ETJ, and Infrastructure policy to guide City officials in determining annexation and development agreement decisions. This would include a fiscal impact model to assess costs and revenues of proposed annexations. Using strategic annexation as one form of growth, the City strives to ultimately exceed 5,000 inhabitants in order to gain home rule authority.

SECOND
PRIORITY

Weekend and Nightlife Programming. Incorporate additional weekend and nighttime community events, like the Love commercial businesses after the typical work week, thereby encouraging a vibrant "after hours" scene.

Regional Communication and Crime Prevention. Coordinate with regional partners to develop a communication and natural disasters or a crime patrol and prevention district.

Joint Powers Agency. Evaluate the advantages and disadvantages of forming a Joint Powers Agency (JPA) to centrally manage wastewater collection, and storm drainage for developers and municipal utility districts.

Citywide Corridor and Landscape Plan and Design Standards. Develop a Corridor and Landscape Plan and Design Standards and Nichols Sawmill Road that extend to the extrajurisdictional jurisdiction boundary.

GIS Transportation and Utility Mapping. Consider developing a geographic information system (GIS) mapping databases and assesses the condition of all transportation networks and public utilities (water, sewage, and drainage).

Economic Development Coordination and Public Awareness. Continue City staff coordination with the Greater Magnolia Parkway Chamber of Commerce, and other community partners to attract new businesses and residents and to involve pursuing additional regional and national recognition programs or offering incentive loan programs.

THIRD
PRIORITY

Neighborhood and Area Planning Studies. Pursue regional, state, and federal grants; public-private partnerships; and sub-area plans for targeted residential and mixed-use opportunities within the community.

Community Survey. Develop a community survey to assess public safety needs through fair and equitable participation and joint collaboration with other City departments to focus on specific community issues and opportunities.

Neighborhood Crime Watch and Volunteerism. Continue organizing and soliciting a broad base of support for citizen-led neighborhood cleanup and revitalization.

Transit Feasibility Study. In collaboration with TxDOT, H-GAC, METRO, and/or the Gulf Coast Rail District, along with other stakeholders, evaluate the feasibility of commuter rail or bus rapid transit. These public modes of travel would reduce auto times to major employment centers and other metro-area destinations.

Management Strategies

FIRST
PRIORITY

Building Guidelines and Design Standards. Consider adopting building guidelines or design standards that may address articulation, rooflines, building materials, and architectural treatments. This may apply to commercial, industrial, or high-density residential.

Regional Detention. Consider revising the City's stormwater management regulations to provide a streamlined fee-in-lieu site storage facilities (that could also serve as recreational amenities).

Preservation of Natural Areas. Consider amending the development ordinances to establish resource protection standards for woodlands, wetlands, and riparian areas along floodplains.



Public Improvements

Recommendations

Historic District Streetscape

Gateway Enhancements

Plaza Development

Wayfinding Signage

Ditch Naturalization

Wi-Fi District

Expanded Streetscape

New City Hall

Other Public Facilities (museum, central park, parking structure)

Farmer's Market

Pocket Parks / Public Spaces

Veteran's/Rancher Avenue Planning

Sample Activities

Programs & Initiatives

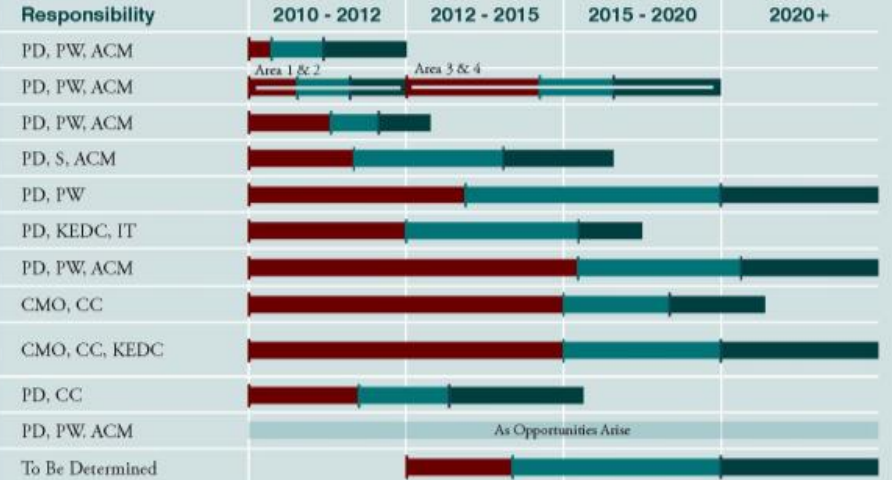
Recommendations

Zoning Changes

Design Standards (Downtown-Wide)

Killeen Downtown Plan

Apr 9, 2010



- ### 1 Pre-Planning

 - Initial facilities programming/planning
 - Preliminary design, feasibility, budgeting
 - Identify funding options, grants
 - Site selection
 - Site negotiations
- ### 2 Intermediate Planning/Implementation

 - Site placement and acquisition
 - Establish funding source
 - Begin construction
 - Relocation
 - Second phase pre-planning
- ### 3 Advanced Implementation

 - Complete construction
 - Phase 2 scoping, budgeting, design

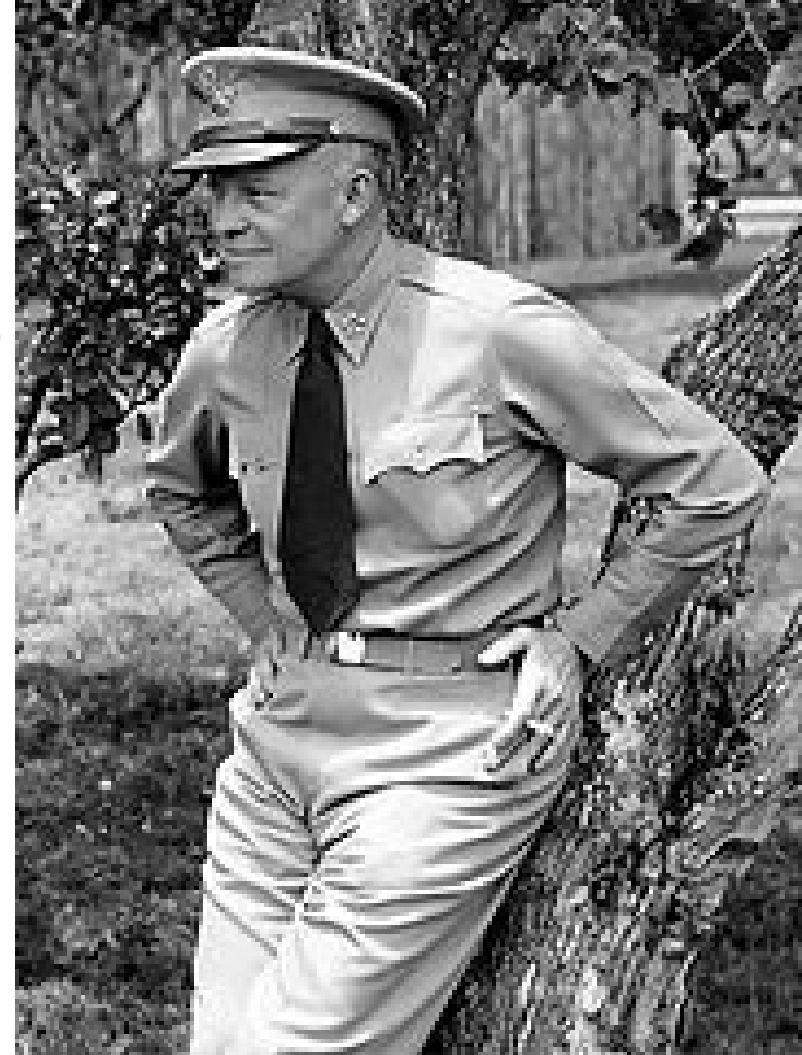


In preparing for battle I have
always found that plans are useless,
but planning is indispensable.

General Dwight D. Eisenhower



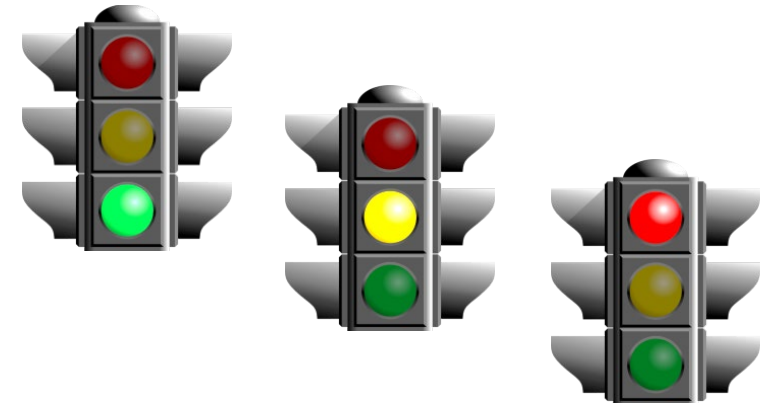
Keep it
Simple



A good plan, violently executed now,
is better than a perfect plan next week.

General George S. Patton

OLD TOWN PFLUGERVILLE VISION REPORT



Old Town Pflugerville is where
the past meets the future
—“where quality meets life.”



Introduction

The City of Pflugerville initiated the Old Town Vision process to set a path toward consensus and action in a variety of potential areas related to the community's traditional downtown area. The process was born out of a certain degree of contention over the direction for Old Town, but also a definite desire to revitalize and enhance the area. The process was conducted between October 2008 and January 2009. It was overseen by a City-appointed Steering Committee, managed by City planning staff, and facilitated by consultants Koning Kozak Collaborative (Koning Land, Texas) and Joel E. Marston, LLC (Austin, Texas).



Purpose

The vision process was intended to consolidate input from all interested parties toward a consensus vision and action framework for the Old Town area, particularly for further consideration through the City's upcoming Comprehensive Plan update process during the remainder of 2009. Both the vision process and this resulting report were intended to build upon previous planning efforts for Old Town, particularly the 2004 Concept Plan for Downtown Pflugerville, which was completed in 2003 through the Eastern Central Texas regional planning effort, and the 2004 Master Plan for the Revitalization of Downtown Pflugerville (Downtown Master Plan). In the wake of the further Downtown Summit discussions completed locally during 2007, the consultants were also challenged to take the community engagement for this vision process to a new level. In particular, they needed to drill down into the reasons and rationale behind positions taken by various individuals and groups to determine what types of potential action strategies for downtown enhancement might enjoy the broadest community support.

Existing Conditions and Current Trends

Among the most significant factors setting the stage, and context, for this vision process:

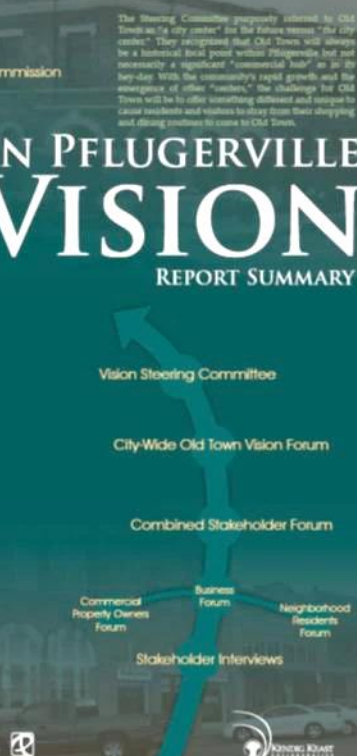
- Explosive Population Growth: from 547 residents in 1970 to more than 42,000 residents in 2008—and expected to be nearly 125,000 residents by 2025.
- Regional Links: with the completion of State Highways 45 and 130, enabling Pflugerville to be much more integrated into the Austin metropolitan region.

OLD TOWN PFLUGERVILLE VISION REPORT SUMMARY

Old Town is a vibrant, community-oriented city center revered as the iconic heart of Pflugerville. Blending old and new, Old Town

retains its historical charm through purposeful revitalization and a balance of opportunities to live, learn, work, and play. Old Town's neighborhoods, businesses, and heritage are valued and complemented by a significant civic/government presence. By preserving our natural resources and creating

opportunities for connectivity, Old Town provides an accessible, safe, and beautiful atmosphere for all to enjoy. Old Town Pflugerville is where the past meets the future—“where quality meets life.”



- Retail Development as anticipated with the completion of State Highways 45 and 130, plus the community's burgeoning growth in residential mobility.
- Office Focus: with most new development in the case of Old Town involving low-intensity office uses.
- Business Turnover: as businesses come and go with some regularity, with some not able to find success in Old Town while others come on to bigger and better things.
- Land Turnover: with First United Methodist Church acquiring the Old Cio tract, plus First Baptist Church completing a significant expansion on the western edge of Old Town and efforts continuing to develop the strategic “Pflugerville tract.”
- Neighborhood Vigilance: with the Old Town Neighborhood Association continuing to hold its role as a mechanism for resident interaction and mobilization on issues of shared concern, particularly regarding proposed re-zoning to enable residential-to-commercial conversions along 14th Street.
- Parking “Shortage”: a particular concern for business along Pecan Street, but otherwise more a matter of inconvenience during peak activity periods than there substantial parking within the case of Old Town from a quantity standpoint.
- Lack of Identity and Visibility: especially for Main Street one block north of Pecan, which remains “out of sight, & out of mind” to some residents and newcomers, with Old Town gaining its best exposure through special events held there as well as a seasonal Farmers Market.
- McCombs University: until it is determined whether its right-of-way through Pflugerville and Old Town can continue to be reserved for potential high-capacity transit use at some point in the future.



- ### TOP 10 Desired Characteristics for Old Town
- Be vibrant.
 - Be accessible.
 - Have a civic presence.
 - Be walkable.
 - Have a residential component.
 - Be a gathering place.
 - Be green.
 - Have a distinct image and draw.
 - Be attractive for business.
 - Maintain historic features.

“Consensus” is ...

A means for setting general direction and policy; and is achieved when everybody in a group:

- freely agrees with the decision,
- is willing to implement it, and
- is willing to support it to those outside the group.

Challenges to Consensus

Areas where lack of consensus has been evident include:

- Neighborhood opposition to some change requests to correct residential properties to commercial uses.
- Voter defeat of a City referendum item that would have resulted in a new City Hall and municipal complex, as part of a larger planned development, away from Old Town on a site along Pflugerville Parkway.
- Opposition to the concept of extending Main Street eastward and/or southeast to enhance traffic circulation in Old Town and draw more traffic to a potential revitalized retail core.
- Opposition to various development concepts proposed for the “Pflugerville tract” to the southwest of the FM 685-FM 1825 (Pecan Street) intersection.
- Contention over the regulatory approach and process that governs city development and improvements in the Old Town area, as well as the specific delineation of the “Central Business District” to determine where CBD-specific development and design standards will apply.
- Disagreement over the best way to gain more parking, in strategic locations, within the Old Town area.
- General disagreement over the level of public involvement to devote to Old Town, both in terms of its future role and significance within the community, and within the context of competing infrastructure and public service needs across this growing city.

Additional Obstacles to Overcome

- Downtown Amorphousness ... about situations, positions, outlook of others—not always right.
- On the Deliberate ... with many in a reactive mode—need to get “on same page” and go on offense!
- Lack of Predictability ... a key reason contributed to Old Town is lacking—not a good investment environment!

Lessons From Other Downtown Scenarios in Fast-Growing Texas Cities: Lewisville and Pearland

- Designated staff persons to focus on downtown enhancement—beyond within City's economic development function.
- Significant capital improvements planned and funded.
- A downtown-specific and more flexible zoning strategy—with multiple, specialized districts, including a core area district.
- Special architectural and city design standards for downtown development and redevelopment (plus “Development

ACTION AGENDA

What Go	When	Who
Top 5 Action Initiatives		
Appearance & Character Gateway and destination enhancements		
Parking Use of urban signs of way Public parking improvements		
Access & Circulation FM 1825 / Pecan Street jurisdiction (and redesign of Old Town segment)		
Public Amenities Thematic park enhancements Dedicated Staff Person		
Staff Lead Initiatives		
CBD Database Review and potential amendments (and process improvements and better outcomes)		
Land Use & Zoning Downtown-specific zoning district		
Neighborhood Conversation Neighborhood Conversation (and related plus elevated priority for Old Town neighborhoods)		
Economic Development and Marketing Mixed-use development (including branding and marketing (internal and special events focus)		
Old Town Old Town possibilities (with First United Methodist Church)		
Other Potential Initiatives		
Access & Circulation Reynolds/destination connections		
Caution		
Staff Lead Initiatives		
CBD Boundary Boundary review and potential adjustment		
Other Potential Initiatives		
Land Use & Zoning City Hall (potential downtown scenario, re-use strategy) “Pflugerville tract” (potential site component in development)		
Stop		
Other Potential Initiatives		
Access & Circulation Main Street Extension		

Recommendations” in Pearland to supplement required standards).

A range of incentives offered in Lewisville; reduced parking requirements in Pearland.

Key Considerations Facing Forward

What Scale and Pace of Change? Will change in the Old Town area be incremental or transformational? Incremental change through piecemeal initiatives and gradual accretions can lead to very positive outcomes. In addition, in many situations, it is more in line with budget realities and City and volunteer capabilities. However, will the pace of change that an incremental approach implies be acceptable in Pflugerville? Or, do some residents and others want to see more rapid and wholesale change in the area? If so, transformational change often requires more regulatory and public, and/or public-private intervention, and more aggressive use of the available implementation “levers” (e.g., capital improvements, regulatory changes, special initiatives and programs, targeted partnerships, etc.).

Scope of Vision. Will Old Town stakeholders appreciate the need to look out 30, 40, and even 100 years and beyond when considering how the area might and should change and be improved over time? Even as the opportunities and challenges of next week, next month, and next year are addressed, all involved in Old Town planning and enhancement must recognize that full attainment of a vision will likely take decades, even as interim progress is made along the way.

Getting There. Given the history and nostalgia that many people associate with Old Town, there will always be the challenge of balancing the want and desire for change with Old Town's legacy and enduring features. The past and future both hold value for the community, so it is the transition from the Old Town of today to that of tomorrow that will still prove difficult at times.

Further refinement of the Old Town Pflugerville action agenda will occur through the upcoming process for updating the City's Comprehensive Plan as the Old Town Vision process was not intended to replace the specific outcomes. The City-appointed Downtown Planning Committee (DPC) will also continue to serve as a primary forum and vehicle for coordinating and promoting Old Town initiatives.



Do you have a “Downtown”?

“A term primarily used in North America to refer to a city's commercial, cultural and often the historical, political and geographic heart, and is often synonymous with its central business district.”

Wikipedia



Do you have a “Downtown”?

“The area of a city that's the busiest, with the most shops, restaurants, buildings, and pedestrians.”

Vocabulary.com



Linear Downtown

Fredericksburg, TX



Linear Downtown

Tomball, TX



Downtown District

Galveston, TX



Riverside Downtown

Bastrop, TX



Riverside Downtown

Wharton, TX





Railroad Downtown

Liberty, TX



Railroad Downtown

Brookshire, TX





Courthouse Square Downtown

Georgetown, TX



Courthouse Square Downtown

San Marcos, TX



Courthouse Square Downtown

La Grange, TX



Courthouse Square Downtown

Columbus, TX



Courthouse Square Downtown

Conroe, TX



Courthouse Square Downtown

Bay City, TX



Courthouse Square Downtown

Huntsville, TX



“Combination Plate” Downtown

Angleton, TX



Crossroads Downtown

Fulshear, TX



Fulshear, TX



Created Downtown

Sugar Land "Town Square" TX



Created Downtown

Pearland "Town Center" TX



Created Downtown

LaCenterra at Cinco Ranch, TX



Created Downtown

Market Street at The Woodlands, TX





DO

- Step back periodically to think BIG and STRATEGICALLY on your ultimate goals
- Consider the TYPES of ACTION needed
- Set PRIORITIES from among many potential paths you could follow
- LEARN from what your peers are doing and accomplishing



DO NOT

- Forget the 5 Ws and H
— especially the WHY
- Overlook your downtown type
and its PHYSICAL realities
- Proceed on specific actions
without:
 - Assessing your CAPACITY to act
 - A CHAMPION to see it through
 - Both confidence AND caution

Don't put the blinders on





N Meyer St

36

2nd St

sealy

Meyer St

Main St

W Front St

Fowkes St

4th St



2187

1094

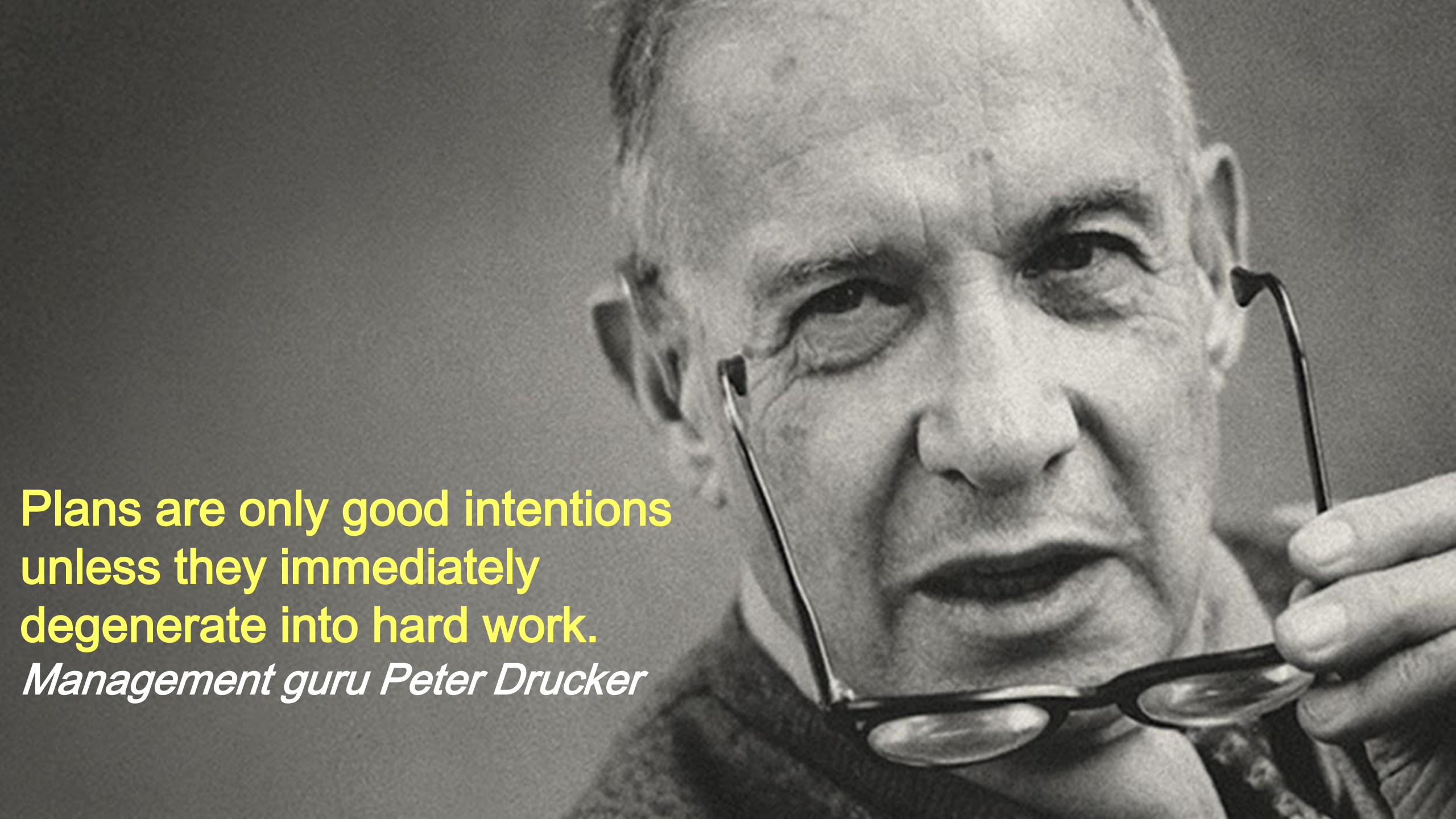
36

350

90

10

Sealy

A black and white close-up portrait of Peter Drucker. He is an older man with a serious expression, looking slightly to the right. He is holding a pair of dark-rimmed glasses in his right hand, with the frames resting near his chin. The background is a plain, light-colored wall.

Plans are only good intentions
unless they immediately
degenerate into hard work.

Management guru Peter Drucker

Growing and Strengthening Your **Downtown**



KENDIG KEAST
COLLABORATIVE



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