CITY OF ALVARADO ★ TEXAS

COMPREHENSIVE PLAN

Adopted: June 2017



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Introduction

History of Alvarado

Alvarado is the oldest city in Johnson County and was incorporated in 1878. The City was named after Alvaredo, Vera Cruz, Mexico, which is where the City's first sheriff – A.H. Onstoott – fought in the Mexican War.

In 1849, William Balch claimed land near an old Native American trail. Years later, Balch and other settlers laid out half-acre lots, which started the development of the community. Alvarado had nearly 100 families and postal service by the summer of 1854. The center of the community was a two-story building that housed the Masonic lodge and elementary school classes. The community also had four churches, more than a dozen businesses, and a college. The college was called Alvarado College and was operated by John C. Collier.

In 1881, the railroad tracks were laid through the City – Gulf, Colorado and Santa Fe and the Missouri, Kansas, and Texas railroads. The population grew over 1,000 residents within a few years of the arrival of the railroad. In addition to more residents, the City also saw more businesses develop. By 1890, there were two banks, a newspaper, two schools, multiple gins, a hotel, and an opera house.

The City grew slowly, but steadily, since the 1920s. During the Great Depression, Alvarado grew in population. The City's proximity to Cleburne, the Dallas-Fort Worth Metroplex, and Interstate 35 West have helped – and will continue to help – the City to steadily grow.

-Adapted from the Handbook of Texas Online, David Minor

Johnson County Quick Facts

- Cleburne is the County seat
- 740 square miles in size
- Permanently settled in the mid-1840s with a trading post near Comanche Peak
- The County was originally larger, but in 1867 a portion of the County was severed to form Hood County
- In 1881, a section of Ellis County was added to Johnson County, which completed the current boundaries



***Source**: Alvarado Heritage & Preservation Foundation*

Overview of the Plan

What is the purpose of a Comprehensive Plan?

A city's comprehensive plan can be defined as a long-range planning tool that is intended to be used by citizens, the City Council, City Staff and other decision-makers to guide the growth and physical development of the community for 10 to 15 years. The state of Texas has established laws about the ways incorporated communities can ensure the health, safety and welfare of their citizens. State law gives municipalities the power to regulate the use of land, but only if such regulations are based on a plan. Specifically, the law states:

> *The governing body of a municipality may adopt a comprehensive plan for the long-range development of the municipality…A municipality may define the relationship between a comprehensive plan and development regulations and may provide standards for determining the consistency required between a plan and development regulations.*
>
> -Chapter 213 of the Texas Local Government Code

There are two interrelated purposes of a comprehensive plan: one, it allows the citizens of a community to create a shared vision of what they want the community to become, and two, it establishes ways in which a community can effectively realize this vision. This Comprehensive Plan is a vision of what Alvarado can become and is a long-range statement of the City's public policy.

A comprehensive plan is not a zoning ordinance, but rather it is a high-level tool utilized by the City to guide future development decisions. As new development, zoning requests and other development decisions are made, the comprehensive plan helps to ensure orderly and coordinated growth. Determining what land uses are appropriate within Alvarado, and where such land uses should be located, helps to protect the integrity of the City's neighborhoods and corridors. Ultimately, coordinated land use patterns help to protect private property by maintaining and enhancing value and protecting property from incompatible uses.

In basic terms, the primary objectives of a comprehensive plan are to accomplish the following:

- Efficient delivery of services,
- Coordination of public and private investments,
- Minimization of potential conflicts between land uses,
- Management of growth in an orderly manner,
- Cost-effective public investments, and
- A rational and reasonable basis for making decision that impact the community.

Preparing for Growth

Comprehensive planning is an important tool for planning for the needs of future residents. The Dallas-Fort Worth Metroplex is the fourth largest metropolitan region in the United States and is continuing to grow. Alvarado is on the outer fringes of the DFW region, but is positioned to experience growth in the future as the region continues to grow. According to Vision North Texas 2050, DFW is expected to grow by 4.1 million people between 2000 and 2030. By 2050, the Metroplex is anticipated to have approximately 11.7 million people.



How was the Alvarado Comprehensive Plan created?

CPAC Meeting #1 | August 16, 2016

The first Comprehensive Plan Advisory Committee (CPAC) meeting was held on August 16, 2016. The purpose of the meeting was to introduce the planning process to the CPAC and solicit their initial thoughts on the Plan. The CPAC participated in a visual character survey to identify which images were suitable land use types for Alvarado. The CPAC also established a set of desired outcomes that the Plan should strive to achieve.



Public Meeting | September 20, 2016

The public meeting was held on September 20, 2016. The purpose of the meeting was to familiarize the public with the planning process and solicit initial input. The attendees participated in a visual character survey to identify which images were suitable land use types of Alvarado. They also participated in a Strengths-Weaknesses-Opportunities-Challenges (SWOC) analysis. After the exercises, the attendees had the opportunity to give more input on various boards placed throughout the room that posed questions about land use, transportation, housing, and parks and trails.



CPAC Meeting #2 | February 9, 2017

The second CPAC meeting was held on February 9, 2017. The purpose of the meeting was to present the draft Plan to the committee. The CPAC was tasked with reviewing the draft Plan before the next CPAC meeting.



CPAC Meeting #3 | March 23, 2017

The third CPAC meeting was held on March 23, 2017. The purpose of the meeting was to present the updated draft Plan to the committee. The committee discussed necessary edits to the Plan and recommended that the Plan be presented to the Planning & Zoning Commission.

Planning & Zoning Commission Public Hearing | May 2, 2017

The Planning & Zoning Commission held a public hearing on the Comprehensive Plan on May 2, 2017. The Consultant gave a presentation that summarized the key recommendations of the Plan. The Commission tabled the recommendation to a later date to have more time to read and study the Plan.

Planning & Zoning Commission | June 6, 2017

The Planning & Zoning Commission unanimously recommended adoption of the Comprehensive Plan to the City Council on June 6, 2017.

City Council Public Hearing | June 19, 2017

The City Council held a public hearing on the Comprehensive Plan on June 19, 2017. The Consultant gave a presentation that summarized the key recommendations of the Plan. The City Council unanimously approved the Comprehensive Plan.



Summary of Chapters

Chapter 1 | Community Snapshot
This chapter analyzes demographic data to convey an understandable story of who Alvarado is today. Additionally, external factors that could impact City decisions, including transportation initiatives, growth patterns, and past planning efforts, are analyzed to establish the full planning context. This chapter establishes a foundation for realistic and informed planning recommendations.

Chapter 2 | Vision & Goals
This chapter documents and summarizes the public input process used to guide the development of this Comprehensive Plan. The planning process resulted in a vision and set of goals that were used develop the recommendations for this Plan.

Chapter 3 | Land Use & Growth Management
This chapter presents recommendations for land use and growth management by analyzing existing land use, environmental and physical constraints, and future land use. An important element of this Comprehensive Plan is the Future Land Use Plan, which is a policy document that is intended to guide City Staff and officials as they make decision on where, when, and how the City should grow.

Chapter 4 | Transportation
This chapter presents recommendations for the transportation network by analyzing existing conditions and transportation planning concepts. The chapter also includes a Thoroughfare Plan, which will serve as a guide for mobility decisions within the City. The Thoroughfare Plan will be closely tied to the Future Land Use Plan because the character and capacity of roadways should be compatible with the adjacent development.

Chapter 5 | Neighborhood Livability
This chapter presents recommendations for housing and community character. Strong neighborhoods and quality housing comprise the cornerstone for the community. This chapter generally examines the current housing stock, neighborhood areas, and mix of housing to identify strategies for a strong housing stock and to plan for future housing.

Chapter 6 | Parks Plan Update
This chapter is an addendum to the existing 2010-2020 Parks, Trails, and Open Space Master Plan. The addendum will include a parks inventory, input and needs assessment, and recommendations. The new park recommendations will be coordinated with the Future Land Use Plan to ensure that there are adequate parks, trails, and open spaces planned for new developments.

Chapter 7 | Implementation
The implementation chapter brings together all the recommendations and actions from the Comprehensive Plan. The implementation matrix is structured into an action program, which should be used by City leaders, staff, and other decision-makers to identify the steps that are necessary to achieve the vision for the City. The implementation matrix describes the “who, what, when, and how” for implementing or carrying out the actions.

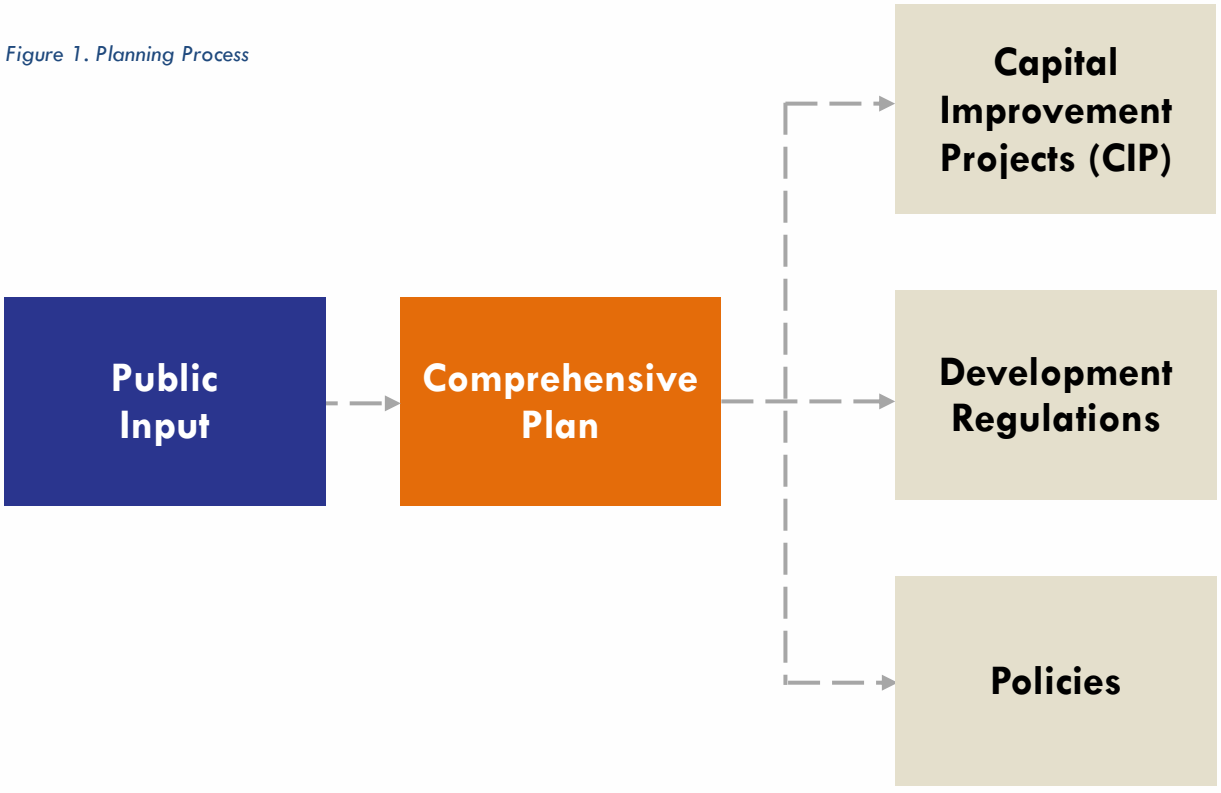
How should the Alvarado Comprehensive Plan be used?

The Alvarado Comprehensive Plan should ultimately be used as a guide for daily decision-making. The City should always refer to the basic proposals outlined within the Comprehensive Plan for daily decisions such as whether to surface a street, to amend the zoning map or a zoning ordinance provision or to construct a new utility line. The private developer or investor, likewise, should recognize the broad concepts and policies of the plan so that their efforts become part of a meaningful whole in planning the City.

Policies and recommendations found within the Plan may be put into effect through policies, adopted development regulations, such as zoning and subdivision, and through capital improvement programs. Many recommendations within the Plan can be implemented through simple refinement of existing regulations or City processes, while others may require establishments of new policies, programs, or processes. The Alvarado Comprehensive Plan is intended to be a dynamic planning document – one that responds to changing needs and conditions. Major plan amendments should be made with thorough analysis of immediate needs with consideration for long-term effects of proposed amendments. The Alvarado City Council and City Staff should consider each proposed amendment to determine whether it is consistent with the Plan's goals and policies, and whether it will be beneficial for the long-term health and vitality of the City of Alvarado.



Figure 1. Planning Process



Chapter 1 | Community Snapshot

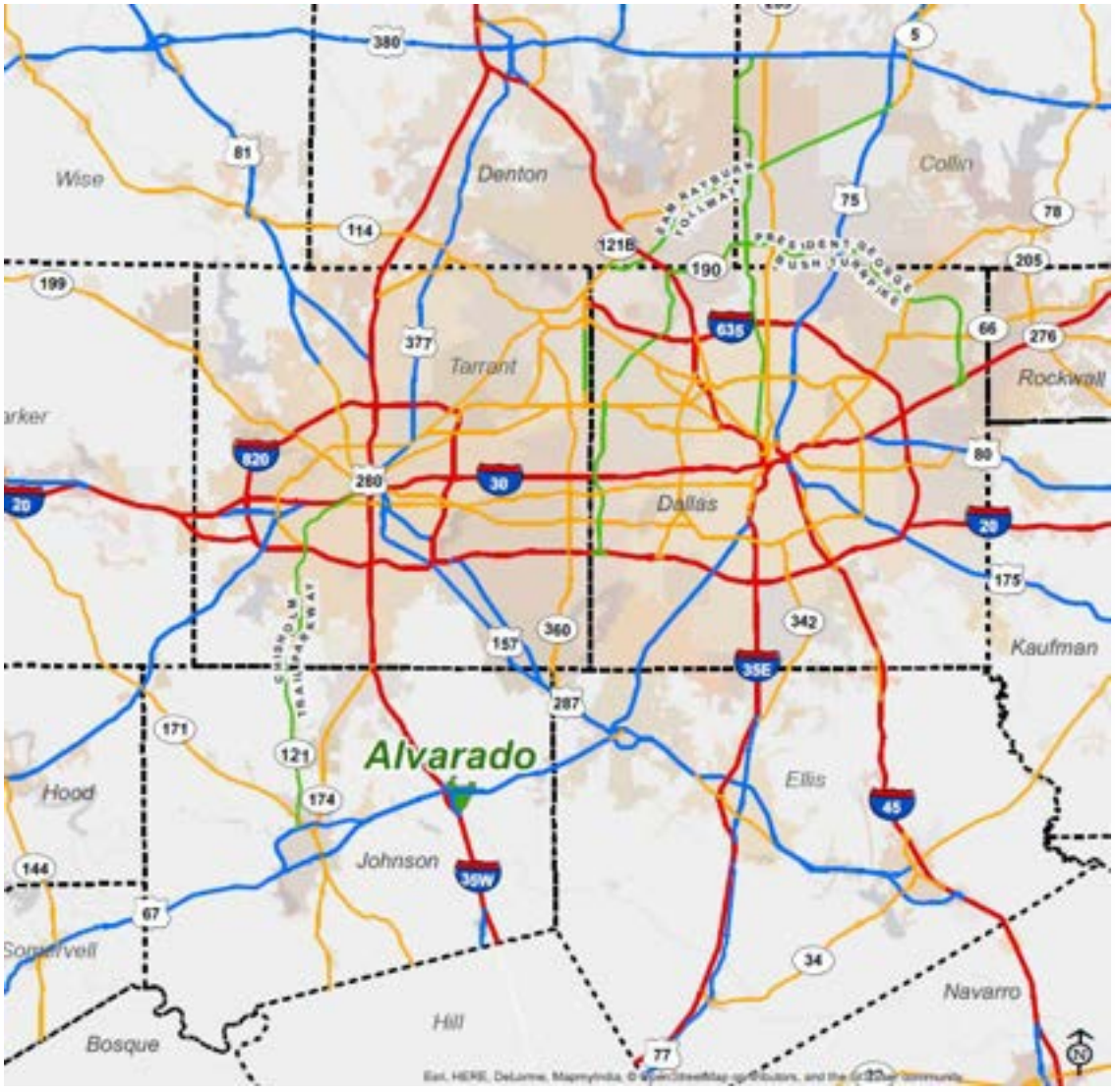
Planning Context

Alvarado is a city located in eastern Johnson County along IH-35W, approximately 27 miles from Fort Worth and 39 miles from Dallas. The City is approximately 3.9 square miles in area, with most the City located between IH-35W and US-67.

Historically, the main economic driver in Alvarado has been agriculture. The Barnett Shale and oil drilling also played a large economic role in the later 2000s. The agricultural industry is still present in Alvarado, but there has been a shift towards an industrial base. The industrial businesses are primarily located on the east side of the City, along US-67.

Due to the growth of the Dallas-Fort Worth Metroplex, Alvarado is projected to grow even more in the future. The trend toward outer-ring suburbs is increasing; therefore, the City is positioned for growth due to its proximity to the Metroplex and two major thoroughfares.

Figure 2. Regional Relationship

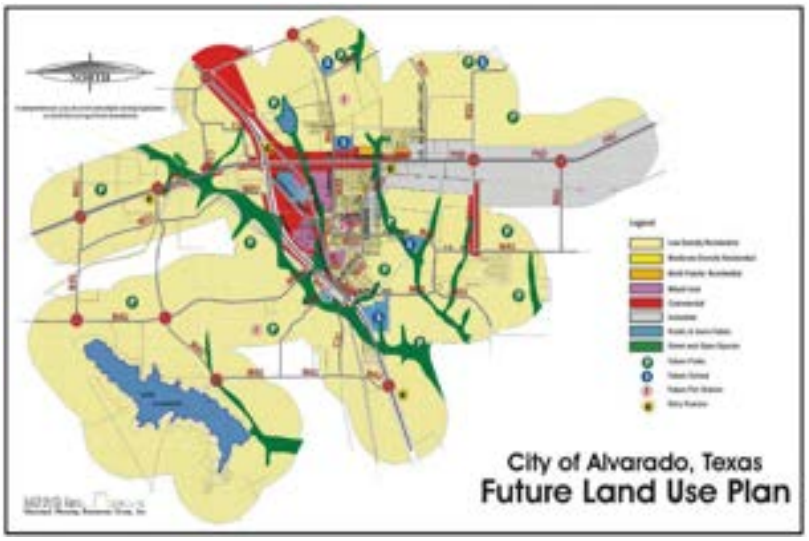


Previous Planning Efforts

Comprehensive Land Use Plan and Thoroughfare Plan (2004)

The Comprehensive Land Use Plan and Thoroughfare Plan document was created in 2004. During that time, the City experienced increased demands for development; therefore, City officials determined a plan was needed to provide direction and to ensure quality development in the City limits and ETJ. The plan includes goals and objectives, land use principles, a future land use plan, a thoroughfare plan, and a summary of the 2004 park plan.

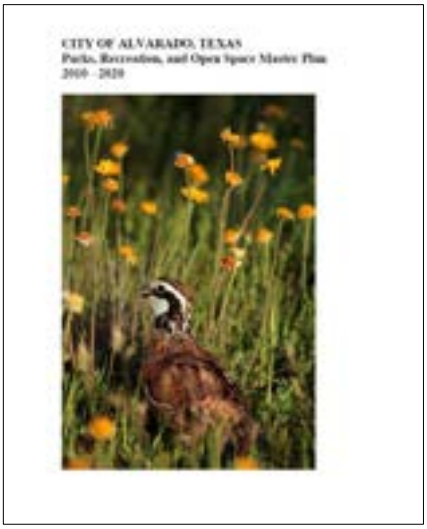

City of Alvarado, Texas
COMPREHENSIVE LAND USE PLAN
AND
THOROUGHFARE PLAN



Parks, Recreation, and Open Space Master Plan (2010)

The 2010 parks master plan was an update to the 2004 parks master plan. The plan was developed using extensive public input and national park standards. The plan includes goals and objectives, park inventory, needs assessment, park standards, and an action plan. The plan identified short-term and long-term park needs. The biggest long-term park need identified by the plan is to acquire acreage for additional parkland and athletic fields.




CITY OF ALVARADO, TEXAS
Parks, Recreation, and Open Space Master Plan
2010 - 2020

Physical Features

Highways

Alvarado is situated near the crossroads of Interstate 35 West and US-67. These roadways do not hinder the expansion of the City limits, but create a physical divide in the City. Most the City limits is currently east of IH-35W and south of US-67. IH-35W is the gateway to Fort Worth, a heavily-travelled roadway, and part of the NAFTA corridor; therefore, large numbers of trucks pass through the City. US-67 provides access to Cleburne to the west and access to Dallas to the east. Most of the traffic is from commuters or the industrial uses along the corridor.



Railroad

There are two railroad lines that run through the City. The Union Pacific line runs along IH-35W and the Burlington North Santa Fe (BNSF) line runs through the City limits and to the east. This line serves the heavy industrial uses along US-67. The rail lines are shown in **Figure 3**.

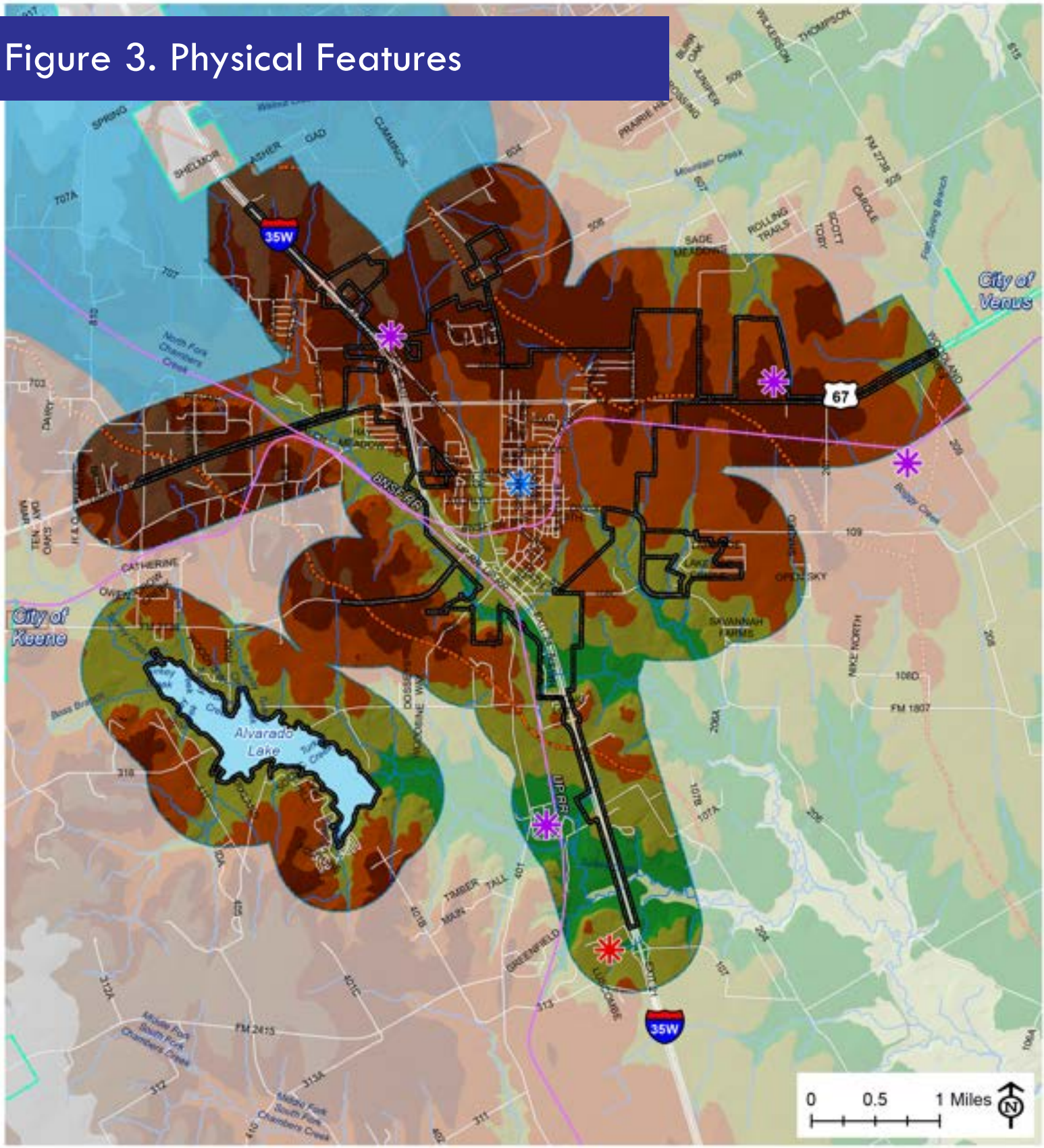


Alvarado Lake

Alvarado Lake is located approximately 3 miles to the west of the IH-35W. The 437-acre lake was impounded in 1966 and has a maximum depth of 20 feet. The City is the reservoir controlling authority; however, most the land around the lake is under private ownership. There are approximately seven acres of public access and one boat ramp on the north side of lake. The lake is actively used for fishing and water sports.



Figure 3. Physical Features



City of Alvarado

Physical Features Influencing Development

- Downtown Square
- Turkey Creek Landfill
- Major Industrial
- Railroads
- City Limits
- ETJ
- Burleson ETJ
- Neighboring Cities
- Lake
- Ridge Lines
- Streams

Elevation

570 - 608	721 - 758
608 - 646	758 - 796
646 - 683	796 - 834
683 - 721	834 - 872
	872 - 910

Demographic Profile

Population

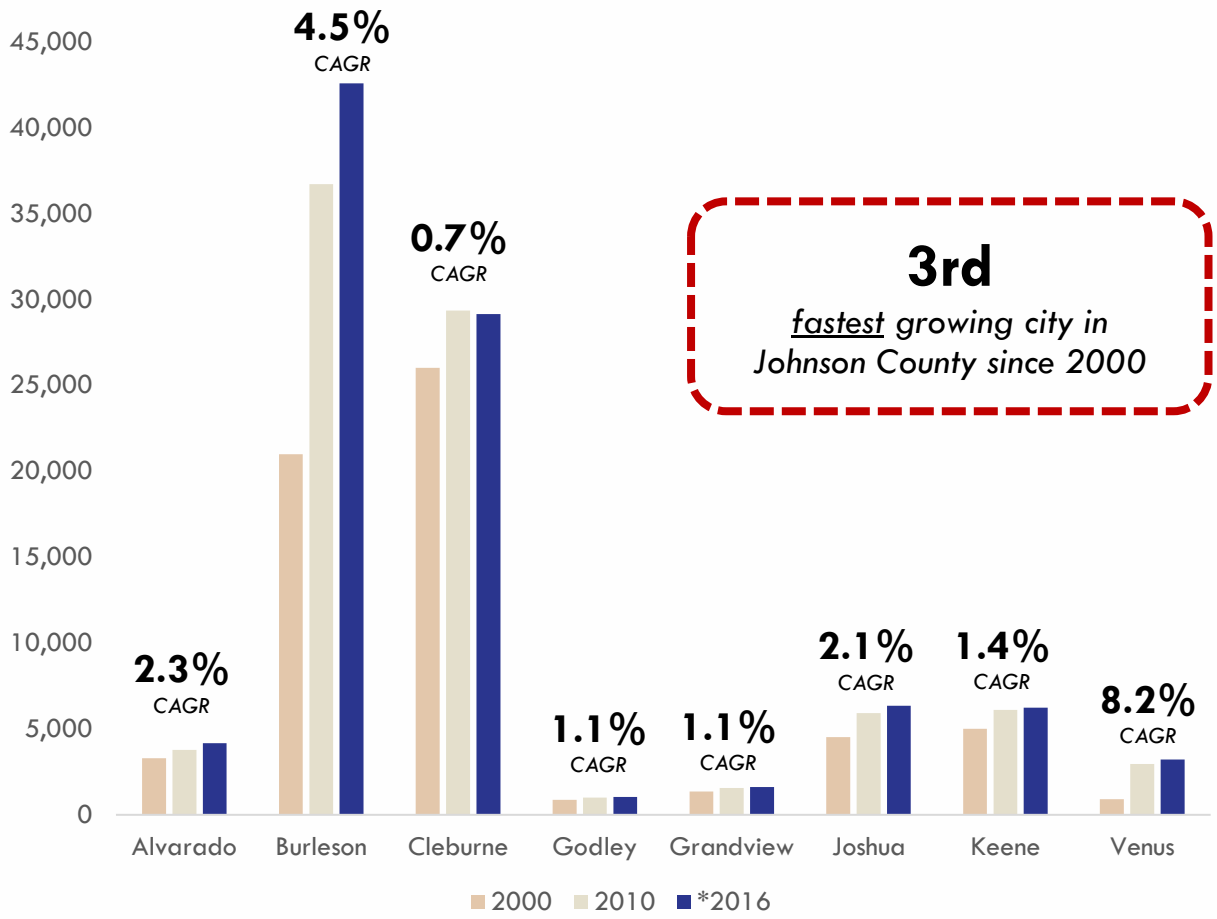
As shown in **Table 1,** Alvarado has seen steady population growth since 1970. **Figure 4** shows that Alvarado has been the third fastest growing city in Johnson County since 2000, just behind Venus and Burleson. Alvarado is projected to continue a steady growth due to the growth of the Dallas-Fort Worth Metroplex and the trend toward outer-ring suburbs.

Table 1. Historical Population

Year	Population	% Change	CAGR
1970	2,129	-	**1.5%**
1980	2,701	26.9%	
1990	2,918	8.0%	
2000	3,288	12.7%	
2010	3,785	15.1%	
***2016**	4,170	10.2%	

*Source: US Census and *NCTCOG Population Estimates*

Figure 4. Johnson County Population Comparison

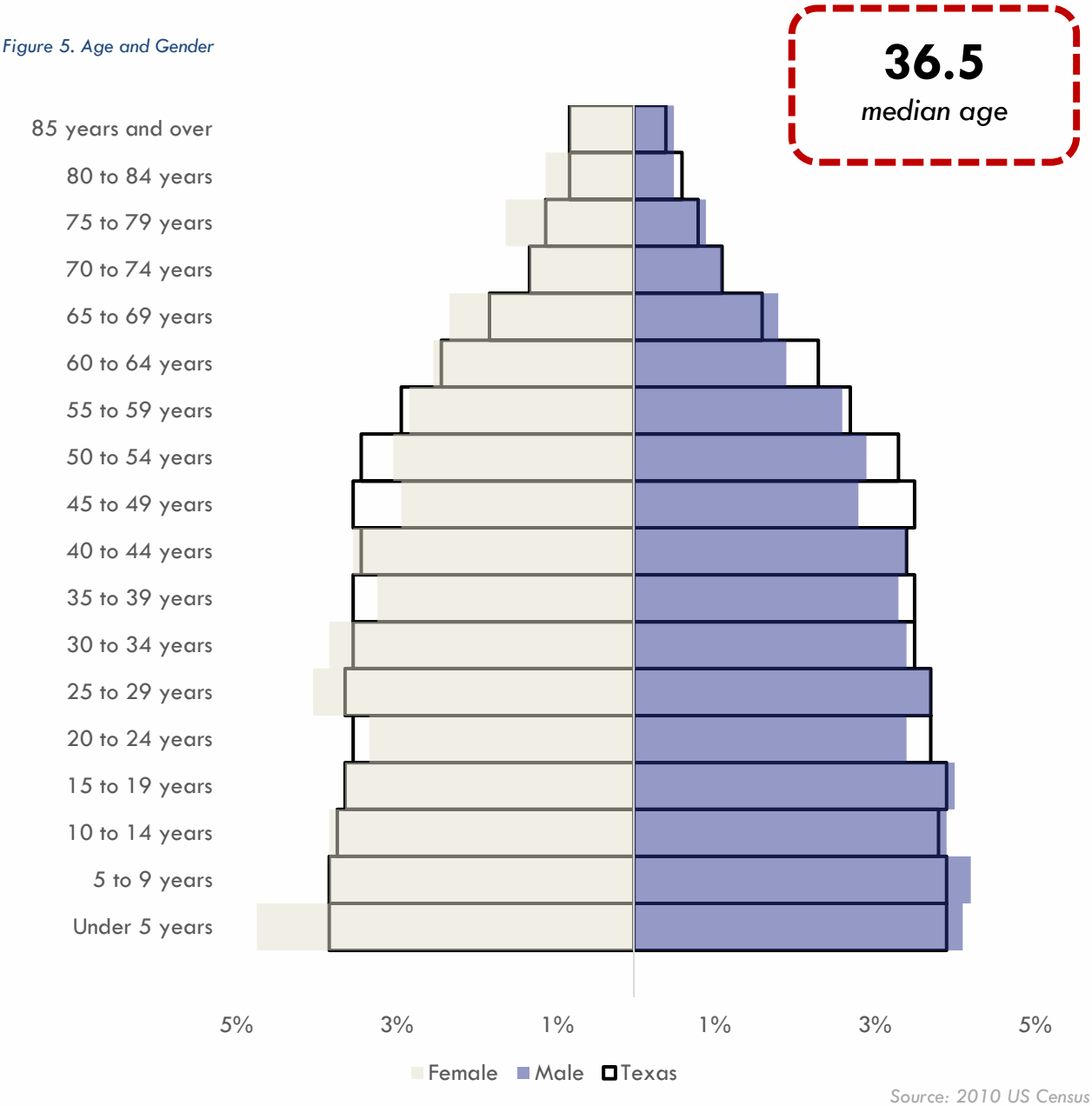


*Source: US Census and *NCTCOG Population Estimates; CAGR from 2000-2016*

Age and Gender

Figure 5 compares age and gender cohorts in Alvarado to Texas. The age and gender distribution in Alvarado is generally consistent with the state of Texas; however, Alvarado has a greater number of females under 5 years old and 25 to 34 years old.

Figure 5. Age and Gender

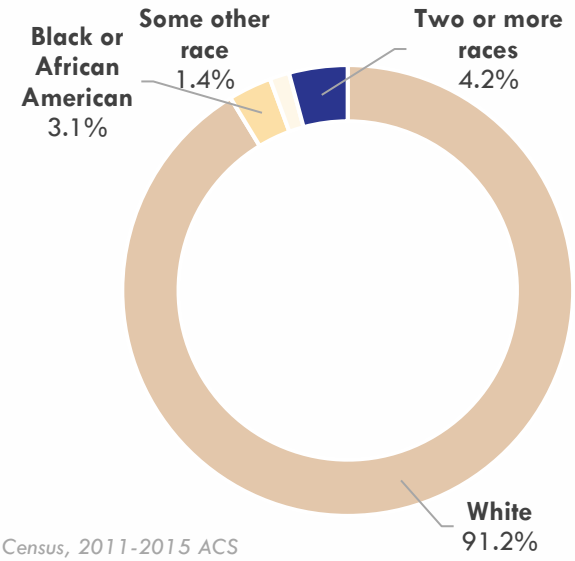


Source: 2010 US Census

Race and Ethnicity

As shown in **Figure 6,** Alvarado is 91.2% white. Overall, 12% of residents identify as Hispanic or Latino, which can be of any race.

Figure 6. Race



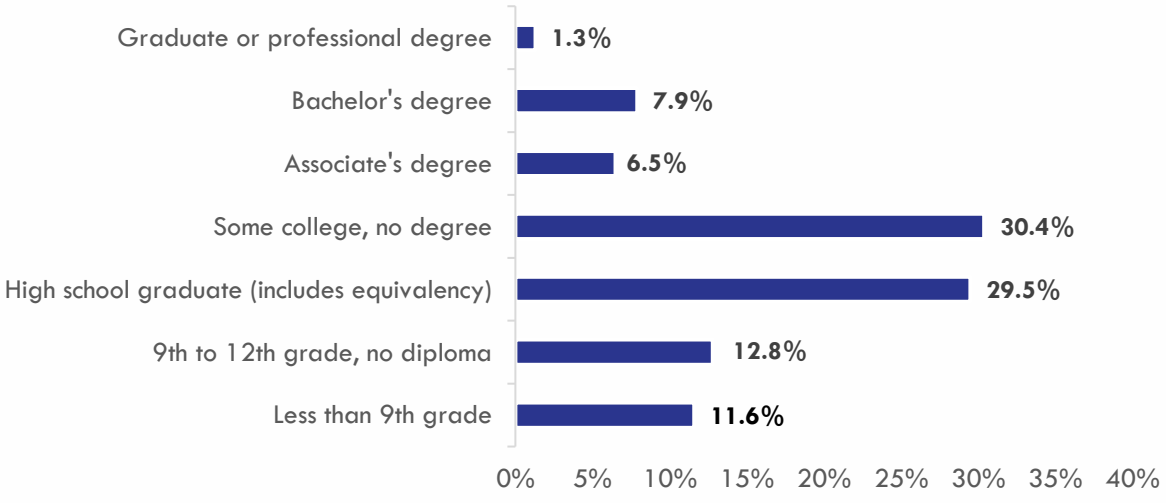
12%
Hispanic or Latino (of any race)

Source: US Census, 2011-2015 ACS

Education

As shown in **Figure 7,** most residents in Alvarado have graduated from high school or have attended some college. There are no higher educational facilities in the City; however, Hill College, Navarro College, and Southwestern Adventist University are located nearby.

Figure 7. Educational Attainment

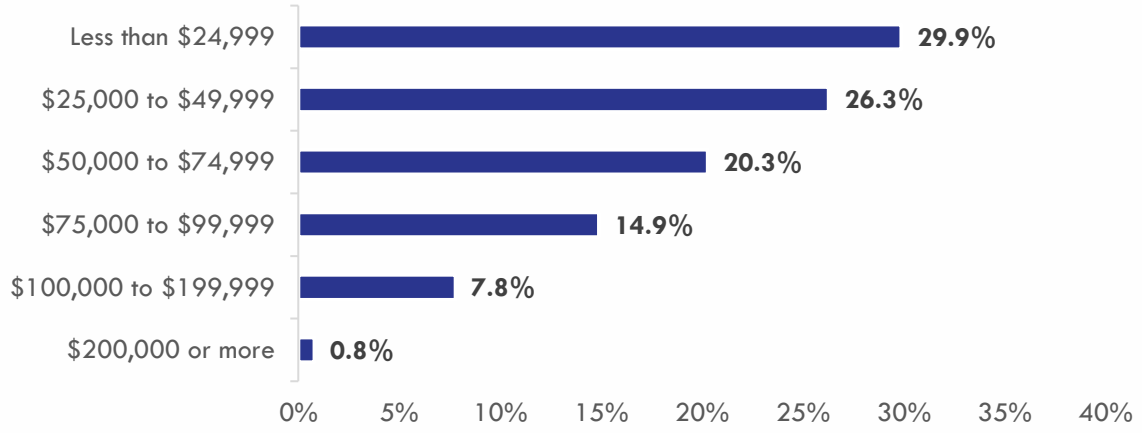


Source: US Census, 2011-2015 ACS

Income

As shown in **Figure 8,** most households in Alvarado make less than $100,000 per year. The average household income is $48,944. **Figure 9** compares the average household income to nearby cities.

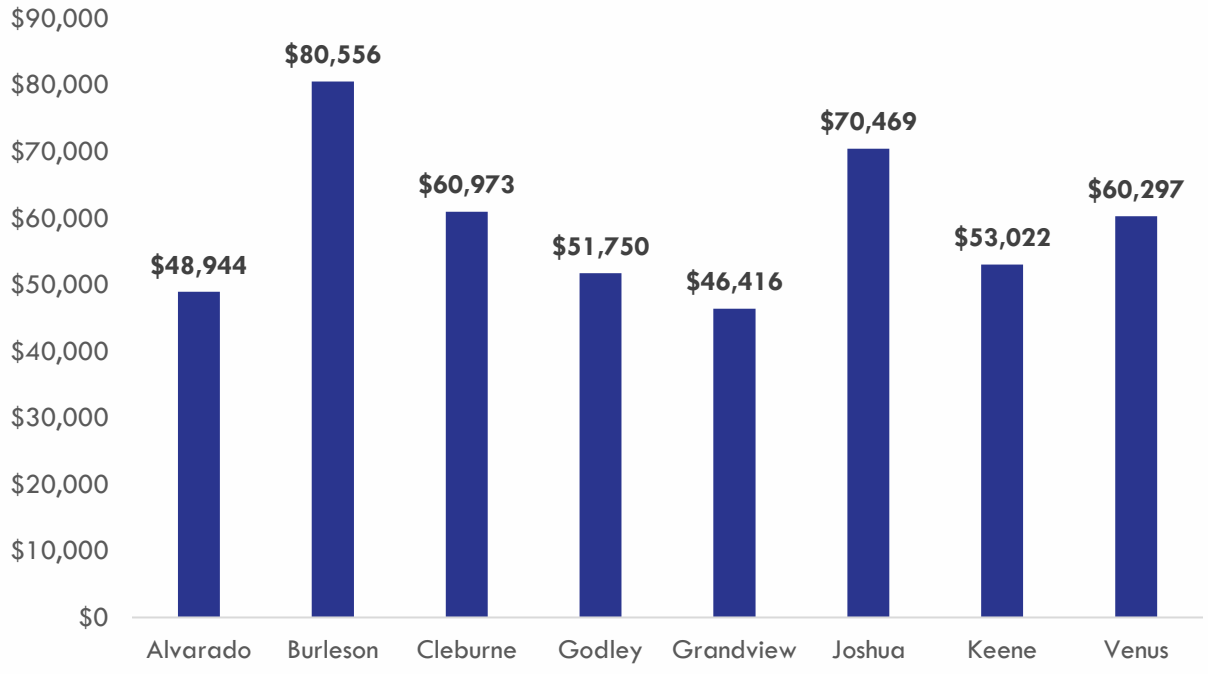
Figure 8. Income



Source: US Census, 2011-2015 ACS

$48,944
average household income

Figure 9. Average Household Income Comparison



Source: US Census, 2011-2015 ACS

Employment

Table 2 shows the occupations and industries held by the residents of Alvarado. It is important to note that many residents work outside of Alvarado; therefore, this data is not representative of the employment within the City but reflects the employment of the residents. According to the Texas Workforce Commission, as of June 2016, there were 72,697 jobs in Johnson County.

72,697
jobs in Johnson County

Table 2. Occupation of Alvarado Residents

Occupation	#	%
Management, business, science, and arts occupations	407	27.8%
Service occupations	108	7.3%
Sales and office occupations	293	20.0%
Natural resources, construction, and maintenance occupations	277	18.9%
Production, transportation, and material moving occupations	381	26.0%
Total	1,466	100%
Industry	#	%
Agriculture, forestry, fishing and hunting, and mining	109	7.4%
Construction	111	7.6%
Manufacturing	185	12.5%
Wholesale trade	51	3.5%
Retail trade	190	13.0%
Transportation and warehousing, and utilities	146	10.0%
Information	86	5.9%
Finance and insurance, and real estate and rental and leasing	23	1.6%
Professional, scientific, and management, and administrative and waste management services	144	9.8%
Educational services, and health care and social assistance	279	19.0%
Arts, entertainment, and recreation, and accommodation and food services	0	0.0%
Other services, except public administration	142	9.7%
Public administration	0	0.0%
Total	1,466	100%

Source: US Census, 2011-2015 ACS

Housing Characteristics

As shown in **Table 3,** 50% of Alvarado's 1,493 housing units were built between 1980 and 2009. Over half of the housing stock is valued between $50,000 and $99,999, according to **Figure 10,** and the median housing value is $84,000. **Figure 11,** shows that the primary housing type in the City is single-family.

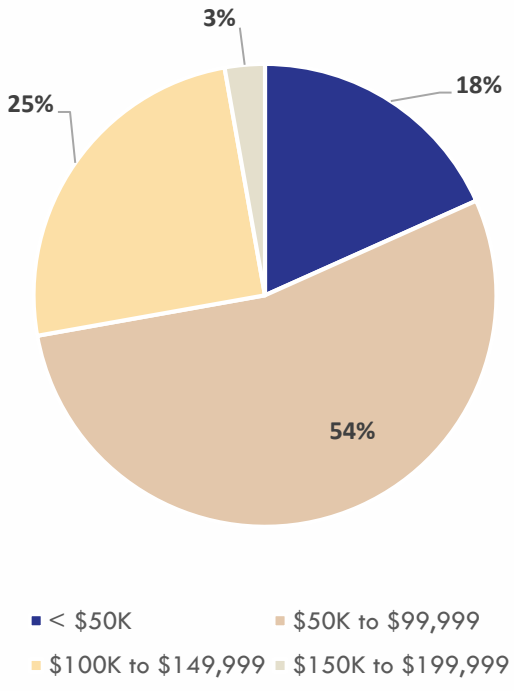
Table 3. Housing Age

Year Structure Built	%
2010 or later	0.9%
2000 to 2009	15.3%
1990 to 1999	19.8%
1980 to 1989	15.1%
1970 to 1979	11.4%
1969 or earlier	37.5%

Source: US Census, 2011-2015 ACS

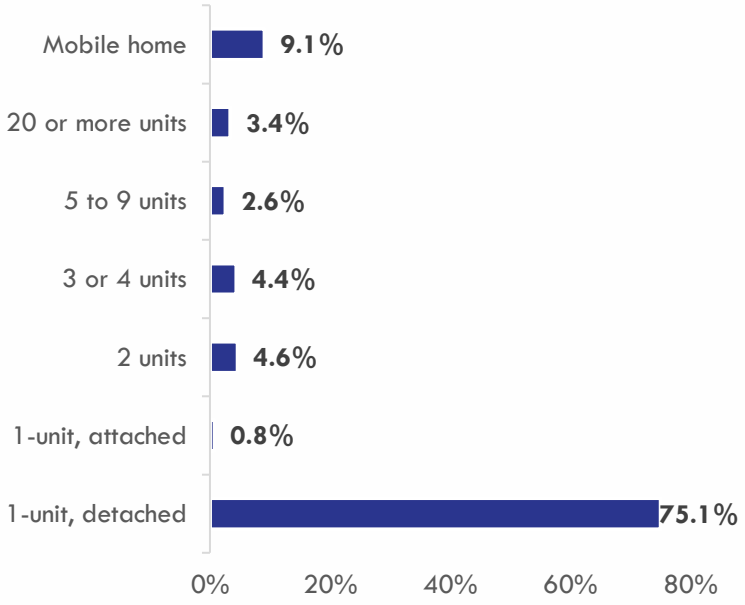
1,493
housing units

Figure 10. Housing Value



Source: US Census, 2011-2015 ACS

Figure 11. Housing Type



Source: US Census, 2011-2015 ACS

$84,000
median housing value

Chapter 2 | Vision & Goals

Introduction

Alvarado's vision should be reflective of the many tangible and intangible characteristics it desires to preserve and provide to both current residents and future generations of residents. Public input was a critical element in developing the overall vision for this Comprehensive Plan. The Comprehensive Plan Advisory Committee (CPAC) was the main catalyst source for public input. The CPAC was made up of members of the community and they oversaw the development of the Plan. In addition to CPAC meetings, public meetings were held to solicit input from all residents.

Summary of Public Input

Visual Character Survey

The visual character survey was conducted at the CPAC #1 meeting on August 16, 2016 and the public meeting on September 20, 2016. The survey divided the City into six planning areas. Meeting participants rated the pictures for their suitability in that area. The scale used was "very inappropriate, inappropriate, neutral, appropriate, or very appropriate". After each planning area was rated, participants gave further input on their vision for that area. Meeting participants provided their thoughts and each idea was discussed and written down on large boards at the front of the room.

Figure 12. Planning Areas for Visual Character Survey



PLANNING AREA 1: IH-35W

The following eight images were shown to capture the following input for the IH-35W planning area. Below, the text shown on top of the images indicates the summary of input from either the CPAC meeting or the public meeting.



CPAC: Very appropriate
Public: Very appropriate



CPAC: Very appropriate
Public: Appropriate



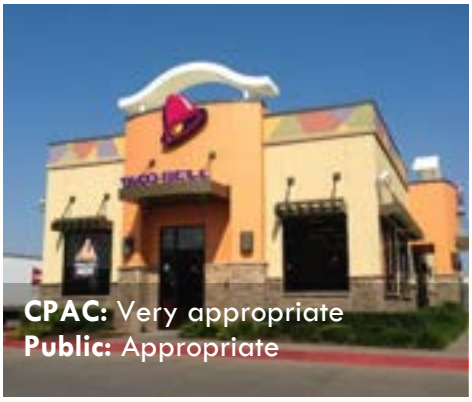
CPAC: Appropriate
Public: Neutral



CPAC: Very appropriate
Public: Very appropriate



CPAC: Very appropriate
Public: Very appropriate



CPAC: Very appropriate
Public: Appropriate



CPAC: Very appropriate
Public: Appropriate



CPAC: Inappropriate
Public: Very inappropriate

The following is a summary of the input board from both the CPAC and public meetings, with an overall meeting conclusion within the red box. The original boards from the meeting have been scanned and are shown below.

IH-35W: What's Your Vision?

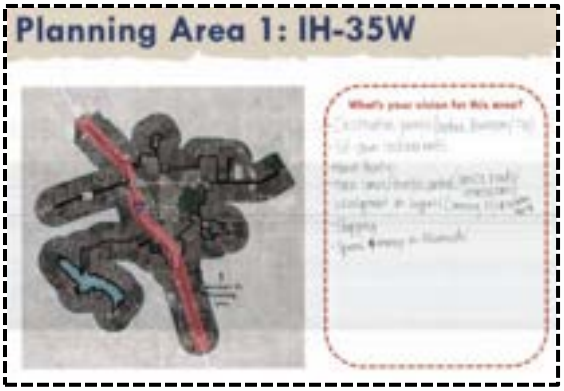
The following bullets are a summary of the comments received from meeting attendees during the visual character survey.

CPAC

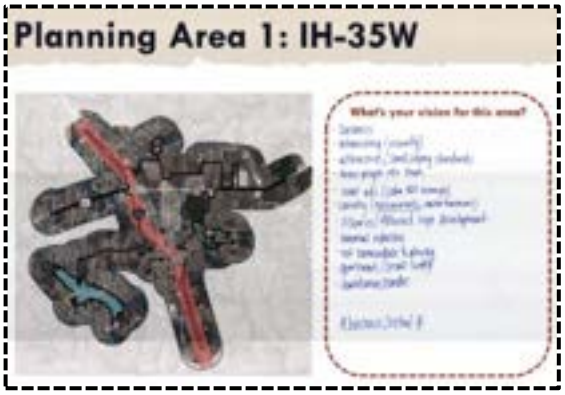
- Business/retail
- Visually interesting
- Attractive
- Landscaping standards
- Draw people into town
- Event advertisements
- Variety of restaurants and entertainment
- Alliance/Hillwood-type development
- Minimal industry
- Not Kennedale Highway
- Small-scale apartments
- Townhomes/condos

Public

- Destination points (before Burleson/Ft. Worth)
- Sit-down restaurants
- Movie theatre
- Turn lanes/traffic control (service roads/intersections)
- Development on bypass near the crossing with IH-35W
- Shopping
- Ability to spend money in Alvarado



CPAC Input Board



Public Input Board

Overall, residents want IH-35W to be an attractive gateway to the City and have a mix of restaurants, entertainment, and shopping.

PLANNING AREA 2: US-67

The following seven images were shown to capture the following input for the US-67 planning area. Below, the text shown on top of the images indicates the summary of input from either the CPAC meeting or the public meeting.















The following is a summary of the input board from both the CPAC and public meetings, with an overall meeting conclusion within the red box. The original boards from the meeting have been scanned and are shown below.

US-67: What's Your Vision?

The following bullets are a summary of the comments received from meeting attendees during the visual character survey.

CPAC

- Community-college campus
- Industrial
- Better traffic flow/turning
- Child care
- Restaurants
- Specialty shops
- Destination points
- Entertainment/retail

Public

- Light industrial (east)
- Commercial to west of IH-35
- Big box stores
- Fix traffic issues/intersections
- Local/neighborhood uses
- Main Street
- Fix City addressing for east/west
- Pedestrian crossover



CPAC Input Board



Public Input Board

Overall, residents want US-67 to have uses that serve the daily needs of residents.

PLANNING AREA 3: EAST

The following six images were shown to capture the following input for the east planning area. Below, the text shown on top of the images indicates the summary of input from either the CPAC meeting or the public meeting.













The following is a summary of the input board from both the CPAC and public meetings, with an overall meeting conclusion within the red box. The original boards from the meeting have been scanned and are shown below.

East: What's Your Vision?

The following bullets are a summary of the comments received from meeting attendees during the visual character survey.

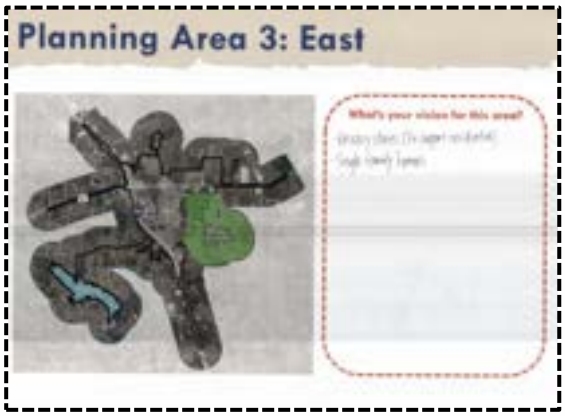
CPAC

- Residential
- Athletic complex (behind high school area)
- Master-planned community/golf course

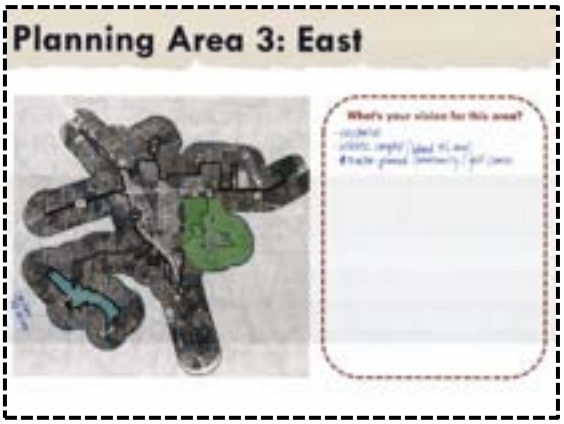
Public

- Grocery stores (to support residential)
- Single-family homes

Overall, residents want the east area to be residential with parks and schools.



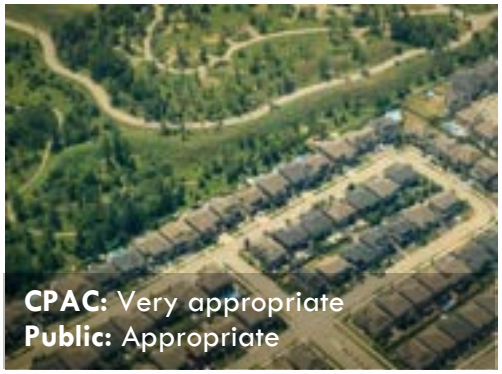
CPAC Input Board



Public Input Board

PLANNING AREA 4: LAKE

The following seven images were shown to capture the following input for the lake planning area. Below, the text shown on top of the images indicates the summary of input from either the CPAC meeting or the public meeting.















The following is a summary of the input board from both the CPAC and public meetings, with an overall meeting conclusion within the red box. The original boards from the meeting have been scanned and are shown below.

Lake: What's Your Vision?

The following bullets are a summary of the comments received from meeting attendees during the visual character survey.

CPAC

- More access
- Parks
- Recreation/trails
- Combo of homes and recreation
- Vacation cabins
- Campground
- Bed and breakfast
- Sand volleyball
- Youth camp facilities
- Recreation center/civic center
- Multi-purpose facility

Public

- Better roads
- More public access
- Parks
- Bike trails
- RV park

Overall, residents want the lake area to be a place of recreation.



CPAC Input Board



Public Input Board

PLANNING AREA 5: NORTH

The following seven images were shown to capture the following input for the north planning area. Below, the text shown on top of the images indicates the summary of input from either the CPAC meeting or the public meeting.















The following is a summary of the input board from both the CPAC and public meetings, with an overall meeting conclusion within the red box. The original boards from the meeting have been scanned and are shown below.

North: What's Your Vision?

The following bullets are a summary of the comments received from meeting attendees during the visual character survey.

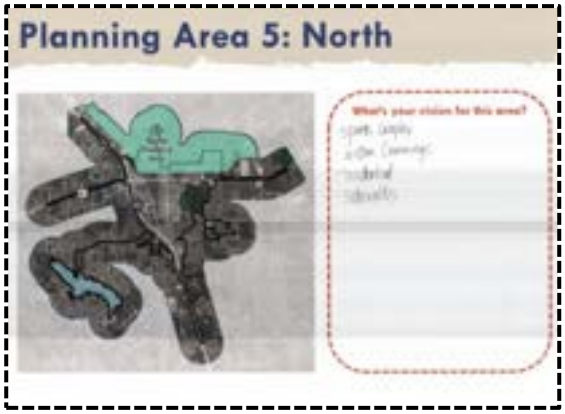
CPAC

- Schools
- Senior/assisted living (with recreational amenities)
- Residential

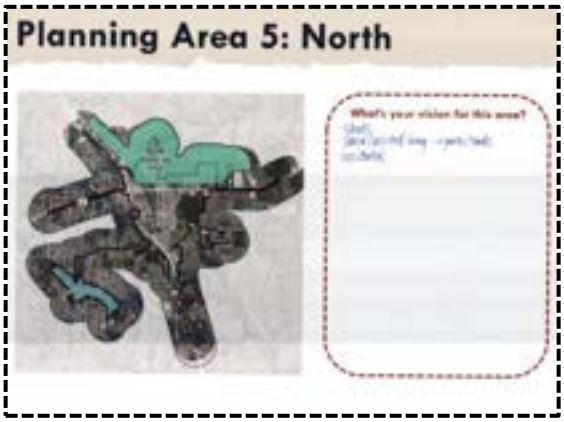
Public

- Sports complex
- Widen Cummings
- Residential
- Sidewalks

Overall, residents want the north area to be residential with parks and a senior-living area.



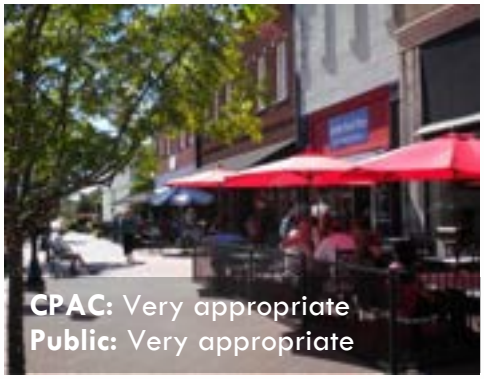
CPAC Input Board



Public Input Board

PLANNING AREA 6: DOWNTOWN SQAURE

The following eight images were shown to capture the following input for the old town planning area. Below, the text shown on top of the images indicates the summary of input from either the CPAC meeting or the public meeting.

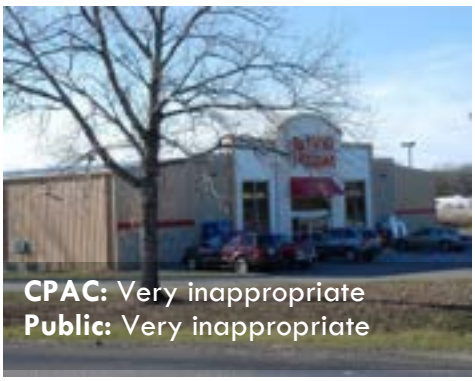




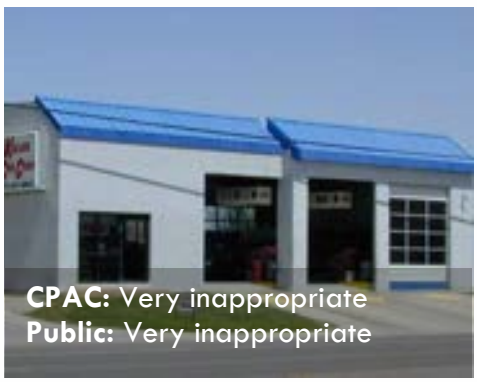












The following is a summary of the input board from both the CPAC and public meetings, with an overall meeting conclusion within the red box. The original boards from the meeting have been scanned and are shown below.

Downtown Square: What's Your Vision?

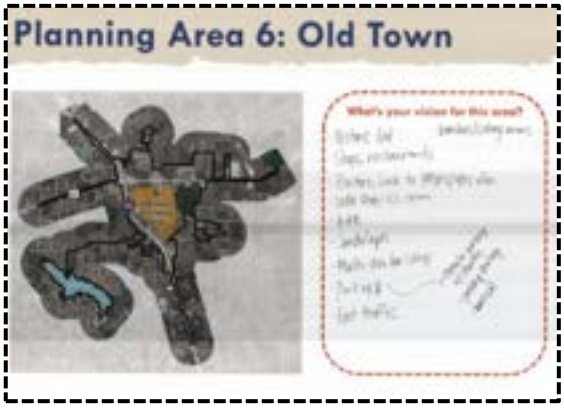
The following bullets are a summary of the comments received from meeting attendees during the visual character survey.

CPAC

- Stay unique to Alvarado
- Local shops
- Quaint feeling
- Something to attract visitors
- Roadway infrastructure
- Restaurants/bistro
- Antiques
- Buffer/transition zones
- Beauty parlors
- Stage/music
- Athletic spirit shop
- City facilities at center
- Library

Public

- Historic feel
- Shops and restaurants
- Restore back to the 1930s/40s vibe
- Soda shop/ice cream parlor
- Bed and breakfast
- Condo/apartments
- Multi-use buildings
- Foot traffic
- Benches/sitting areas
- Parking (remote parking with shuttle, parking strategy, and vertical parking)



CPAC Input Board



Public Input Board

Overall, residents want old town to be a vibrant, walkable area with entertainment and businesses.

Strengths-Weaknesses-Opportunities-Challenges

A strengths-weaknesses-opportunities-challenges (SWOC) analysis was conducted at the public meeting on September 20, 2016 to help identify future needs of Alvarado. **Figure 13** is the results of the SWOC analysis.

Figure 13. SWOC Analysis Results

STRENGTHS

- Heritage
- Churches
- Schools
- First responders (PD/FD)
- Loyalty
- People – "everyone knows everyone"
- Strong sense of community, identity, and pride
- Location

WEAKNESSES

- Lack of restaurants
- Infrastructure
- Traffic issues
- Not bike/ped friendly
- Lack of youth activities
- Lack of community participation and communication
- Cliques

OPPORTUNITIES

- Revitalization
- Location (develop correctly)
- Planning early/open spaces
- City leadership with vision
- Voice can be heard
- Chance to improve library

CHALLENGES

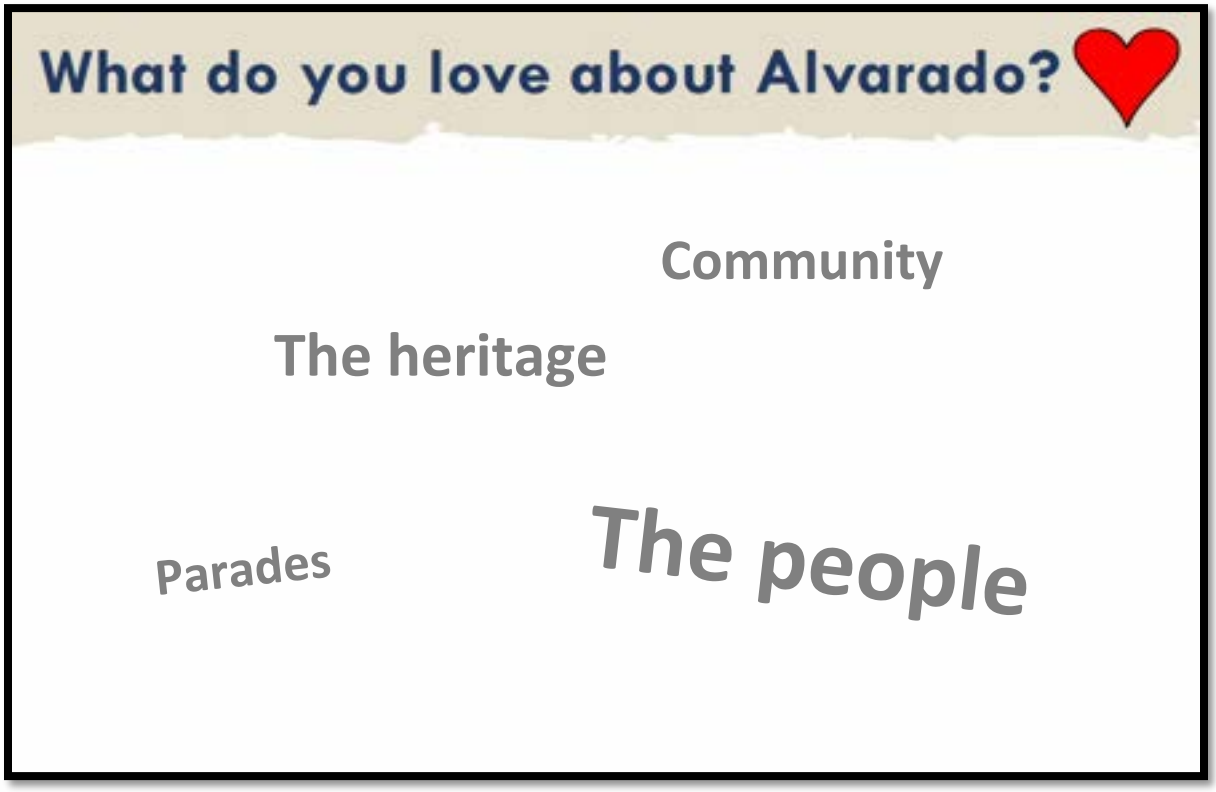
- Growing without control
- Burleson
- Staffing (adding first responders as growth occurs)
- Traffic issues/TxDOT roads
- Infrastructure (water, sewer, septic tanks)
- Stormwater management/flooding

Input Boards

The input boards were set up at the public meeting on September 20, 2016. Meeting participants had the opportunity to give input on the boards after the visual character survey and presentation. The following boards are transcribed from the exact text from the original boards for document readability. A red conclusion box has been provided to summarize the key point from each board.







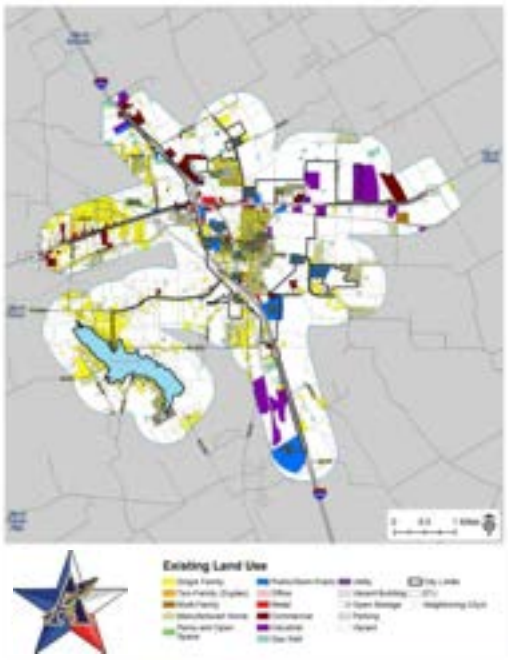
Land Use

How do you envision downtown?

Shops, restaurants, parking in and around the square, loft living, revitalization of old buildings, walking area for shopping, events and music, parking, and better sit-down restaurants

What's missing in Alvarado?

Eating places, shops, grocery store, restaurant with entertainment, shops, Wal-Mart, sit-down restaurants, outside seating



Downtown should be a vibrant place.

Transportation

Do any roadways need repair? If so, please mark on the map.

W. Jessup Street
Turn lanes on service road
Better turn lanes to B-35 and US-67

Are sidewalks and bike lanes important? If so, where?

Cummings to Elementary N. & Jr. High

Where should new roadways be located?

Bypass to IH-35W from US-67
A cut-through from Stonegate to IH-35W



Roadways should be safe and efficient.

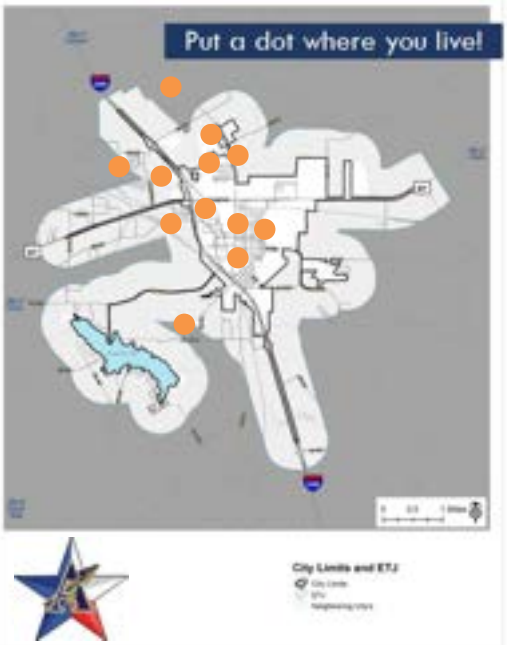
Neighborhood Livability

What do you like about your neighborhood?

Trees

What would make your neighborhood better?

Sidewalks and bike trails



Neighborhood design should promote enjoyment of the outdoors.

Parks and Recreation

Which park do you use the most?

Parkway
Parkway

Where should trails be located?

Around the lake
Green spaces in subdivisions

Where should new parks be located?

Stonegate subdivision area
Indian Trails



Parks should be accessible to all neighborhoods.

Desired Outcomes

At the CPAC meeting on August 16, 2016, the committee completed a desired outcomes exercise, which answered the question "What outcomes should the plan strive to achieve?". **Figure 14** shows the results of the exercise. Based on the input provided, the plan should strive to achieve the following outcomes:

- Manage growth
- Revitalize downtown
- Maintain small town feel
- Attract quality residential subdivisions
- Provide activities for youth
- Build a diverse and attractive business mix
- Provide a well-connected parks and trail system

Figure 14. Desired Outcomes from CPAC Meeting

Plan for growth/be prepared
Business variety
Build on our own economy
Family-friendly
Small town feel
More rooftops
Cost-effective infrastructure plan
Affordable shops/services
Sports complex
Business incentives
Things to keep youth in town
Young professionals/jobs
Community participation
Communication/social networking
More entertainment
Downtown/square revitalization
Attracting the right businesses
Utility choices
Expanding ETJ/agreements
Sharing information



Goals and Objectives

Land Use & Growth Management

GOAL: MAINTAIN A SMALL-TOWN FEEL AND PROVIDE A QUALITY OF LIFE THAT SETS ALVARADO APART FROM THE REGION

Objectives:

- Use the Future Land Use Map to guide development decisions
- Develop US-67 as primarily industrial uses to the east
- Develop IH-35W as primarily retail and high-density residential
- Develop design guidelines for non-residential development
- Promote the development of more non-residential uses for residents to shop and work in Alvarado
- Revitalize downtown to be a centerpiece of the community

Transportation

GOAL: ESTABLISH A WELL-CONNECTED ROADWAY SYSTEM THAT IS SAFE AND EFFICIENT

Objectives:

- Coordinate new roads and improve existing roads with the Thoroughfare Plan and Future Land Use Map
- Use the Thoroughfare Plan as a guide for new roadways
- Update the subdivision ordinance with new cross-sections
- Promote Context Sensitive Design and Complete Streets, where appropriate
- Maintain existing roadways

Neighborhood Livability

GOAL: PRESERVE THE EXISTING HOUSING STOCK AND DEVELOP ADDITIONAL HOUSING THAT PROVIDES HOUSING CHOICES FOR ALL STAGES OF LIFE

Objectives:

- Encourage infill and redevelopment in the residential areas around downtown
- Create housing guidelines in the subdivision ordinance to encourage innovate neighborhood design
- Promote residential development, while preserving open space
- Require new subdivisions to provide sidewalks, trails, and future roadway connections
- Develop building material guidelines for residential areas to promote anti-monotony in design

Parks Plan Update

GOAL: ESTABLISH A WELL-CONNECTED PARKS AND TRAIL SYSTEM THAT CONNECTS ALL DESTINATION POINTS IN AND AROUND THE AREA AND PROVIDES RECREATIONAL OPPORTUNITIES FOR ALL AGES

Objectives:

- Acquire new parkland as the City grows
- Establish a city-wide trail system
- Create a new community park and sports complex
- Create additional mini parks in neighborhoods
- Adopt a parkland dedication ordinance

Vision Statement

A vision statement is an encompassing statement that describes the overriding needs and desires of Alvarado's community, leaders, and stakeholders. Throughout the visioning process, expressions of what Alvarado should ultimately be in the future was discussed in a workshop environment. These expressions were derived from issue identification and vision meetings with the CPAC, as well as the public meetings. All the information obtained during the process was used to create this vision statement. The vision for Alvarado that resulted is as follows:

Located at the crossroads of IH-35W and US-67, Alvarado is a community where families, business, education, and recreation are valued. The community's downtown reflects the rich history that established Alvarado.



Chapter 3 | Land Use & Growth Management

Existing Land Use

Existing Land Use Distribution

Analyzing the existing land use patterns of community is one way to better plan for a community's future. Table 4 shows the distribution of the existing land use in Alvarado's planning area. The planning area is made up of the extraterritorial jurisdiction (ETJ) and the city limits. The planning area is primarily vacant (66.7%) with the next largest land use being single-family homes (9.3%). Overall, this existing land use pattern, depicted in **Figure 16,** is good for Alvarado's future because there is plenty of land available for growth and development.

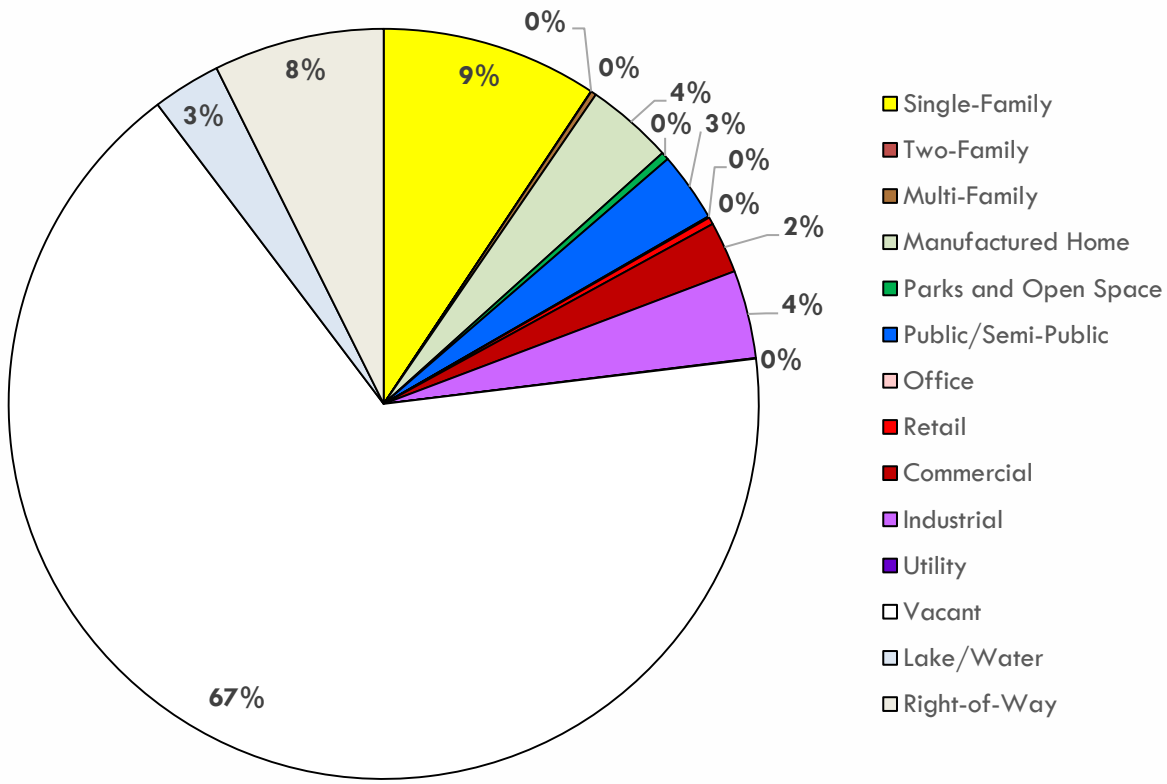
Table 4. Existing Land Use Distribution

Existing Land Use	ETJ (Acres)	City (Acres)	Planning Area (Acres)	% of Planning Area
Single-Family	1,115	344	1,459	9.3%
Two-Family	0	2	2	0.0%
Multi-Family	19	18	37	0.2%
Manufactured Home	532	58	590	3.8%
Parks and Open Space	25	29	54	0.3%
Public/Semi-Public	229	240	469	3.0%
Office	1	8	9	0.1%
Retail	6	42	48	0.3%
Commercial	266	80	346	2.2%
Industrial	364	247	611	3.8%
Utility	3	1	4	0.0%
Vacant	8,793	1,557	10,350	66.7%
Lake/Water	0	454	454	2.9%
Right-of-Way	424	725	1,149	7.4%
Total	**11,777**	**3,805**	**15,582**	**100%**





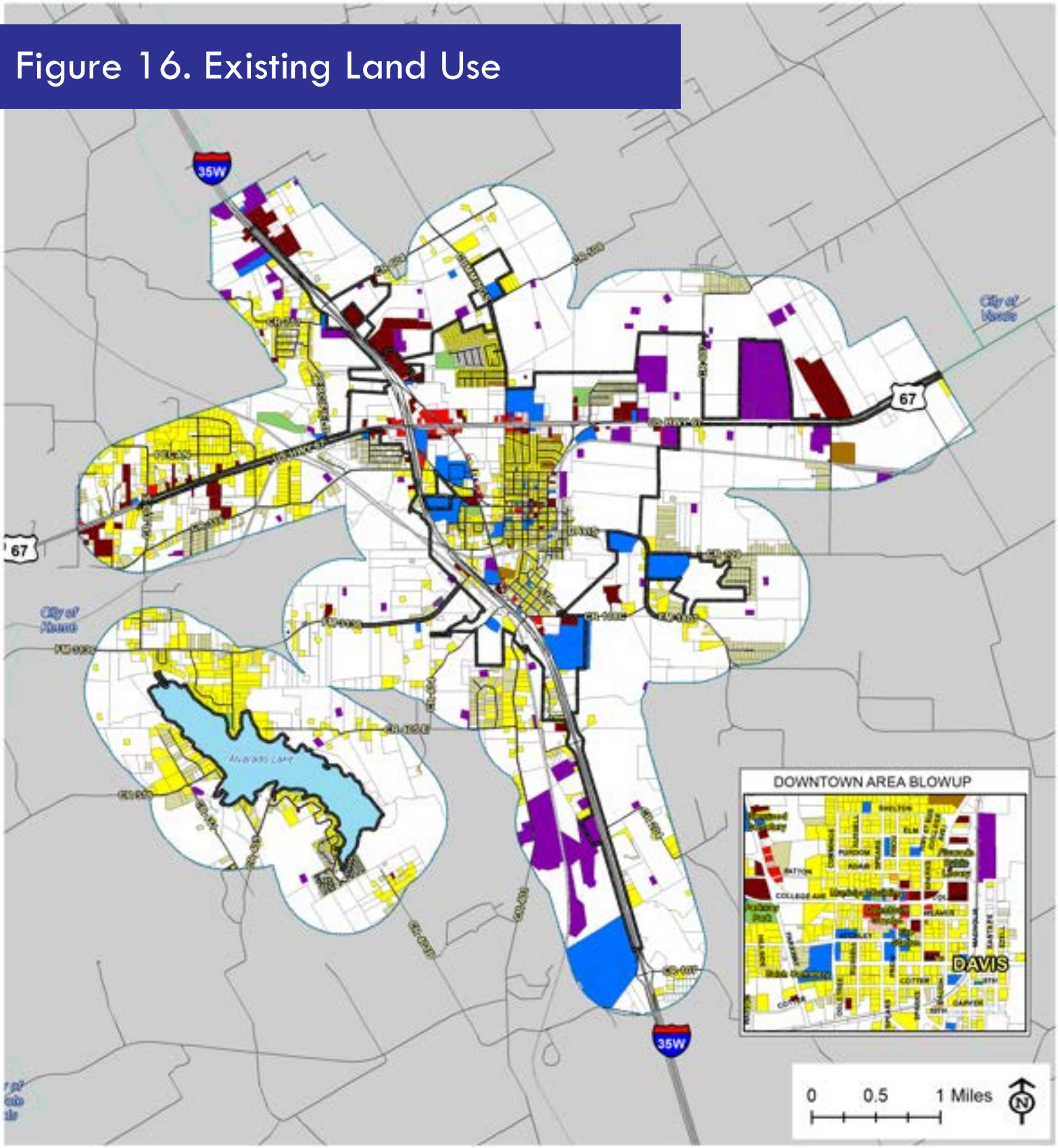
Figure 15. Existing Land Use Distribution (Percentage)



What Does This Mean?

- The largest residential type is single-family homes
- Most of the City limits is vacant land
- There is room to grow and develop
- There is a lack of office and retail uses
- Industrial uses are primarily on the east side of the City

Figure 16. Existing Land Use



City of Alvarado

Existing Land Use

- Single Family
- Two-Family (Duplex)
- Multi-Family
- Manufactured Home
- Parks and Open Space
- Public/Semi-Public
- Office
- Retail
- Commercial
- Industrial
- Utility
- Vacant
- City Limits
- ETJ
- Neighboring Cities

Future Land Use

Future Land Use Distribution

Table 5. Future Land Use Distribution

Future Land Use	ETJ (Acres)	City (Acres)	Planning Area (Acres)	% of Planning Area
Low Density Residential	7,724	1,236	8,960	57.5%
Medium Density Residential	6	33	39	0.3%
High Density Residential	207	20	227	1.5%
Industrial/Utility	1,486	652	2,138	13.7%
Local Business District	268	247	515	3.3%
Interstate Business District	517	440	957	6.1%
Parks and Open Space	18	81	99	0.6%
Public/Semi-Public	192	240	432	2.8%
Downtown Square	0	18	18	0.1%
Lake	0	454	454	2.9%
Floodplain	1,359	384	1,743	11.2%
Total	**11,777**	**3,805**	**15,582**	**100.0%**

Figure 17. Future Land Use Distribution (Percentage)

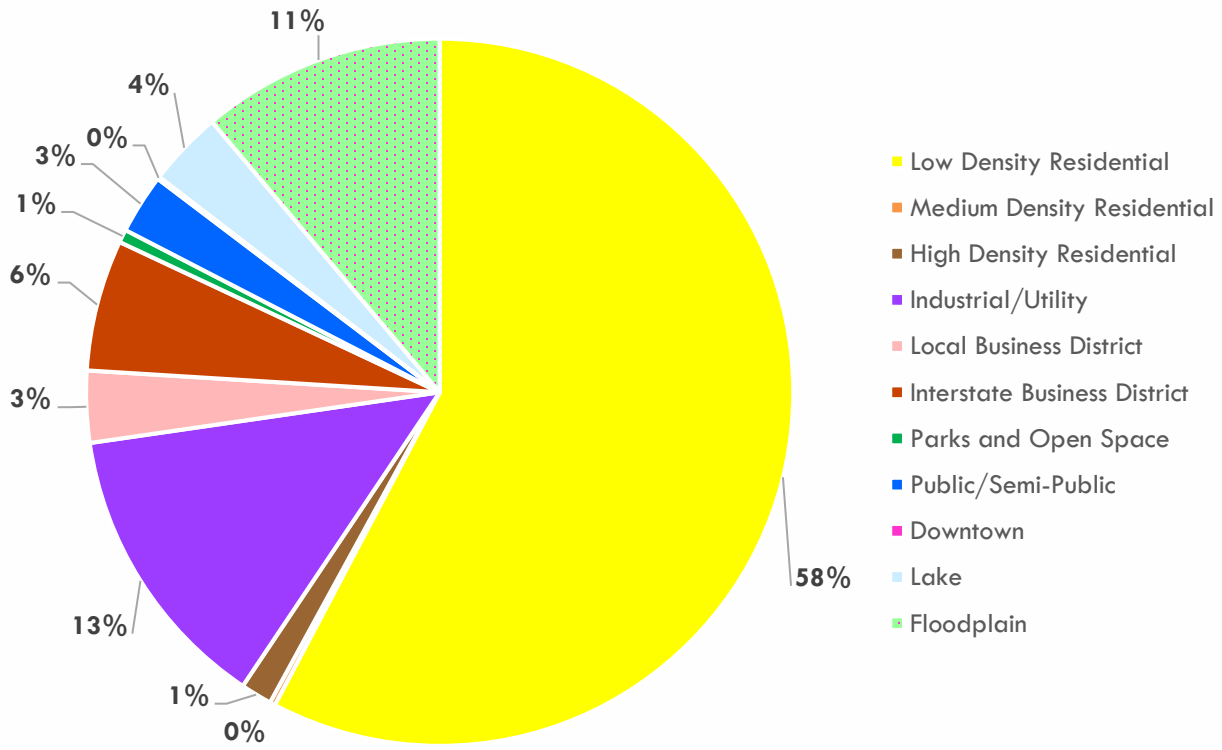
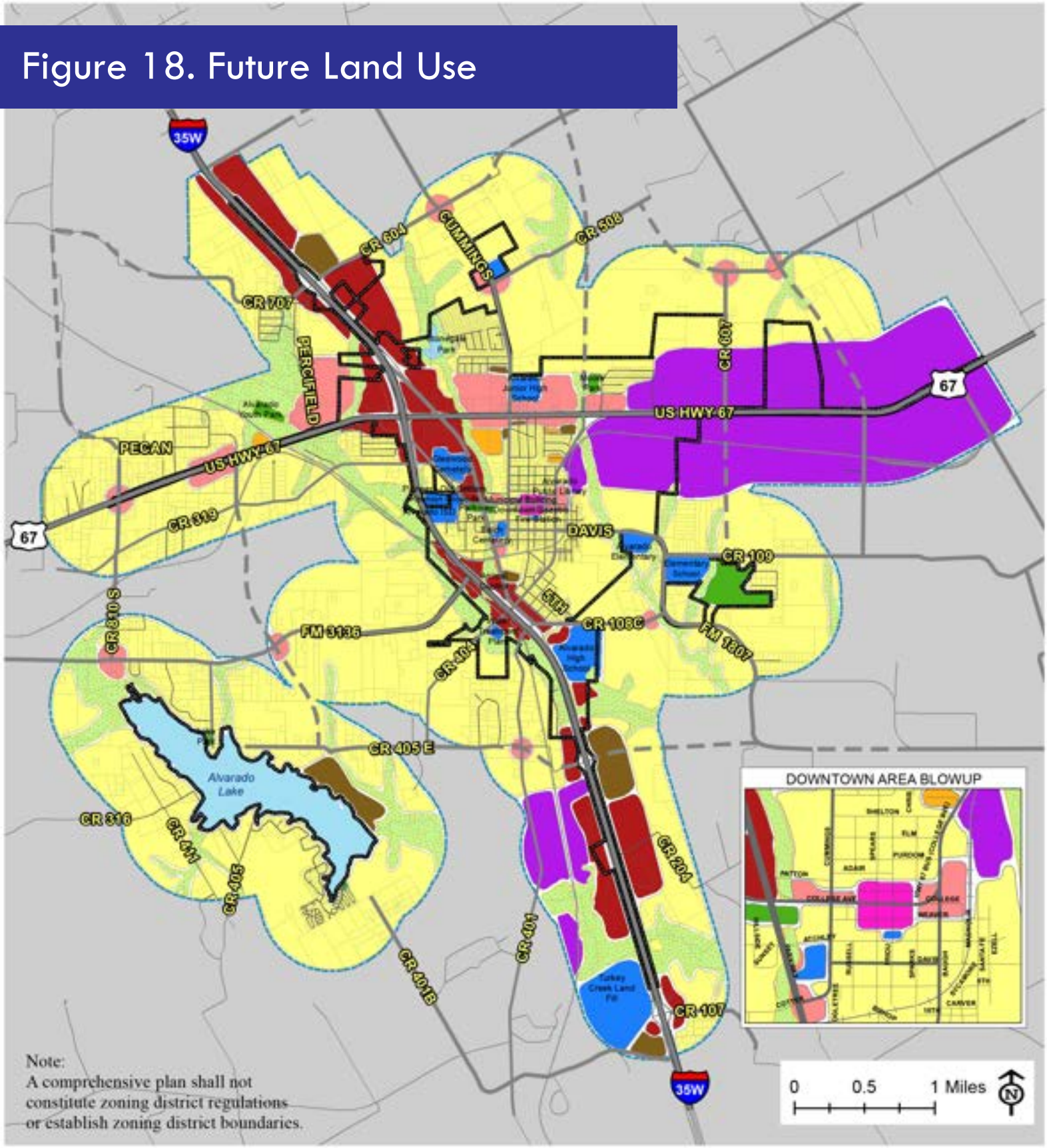


Figure 18. Future Land Use



City of Alvarado

Future Land Use

- Low Density Residential
- Medium Density Residential
- High Density Residential
- Industrial/Utility
- Local Business District
- Interstate Business District
- Parks and Open Space
- Public/Semi-Public
- Downtown Square
- Lake
- Approximate Location of 100 Year Floodplain
- City Limits
- ETJ

Future Land Use Types Defined

LOW DENSITY RESIDENTIAL

Low density residential development will generally be single-family detached homes at approximately four dwelling units per acre.



MEDIUM DENSITY RESIDENTIAL

Medium density residential development will generally be duplexes or townhomes at approximately 8 or 10 dwelling units per acre.



HIGH DENSITY RESIDENTIAL

High density residential development will generally be multi-family housing at approximately 24 dwelling units per acre. This is best suited on the IH-35W corridor because it is a regional connection to the Dallas-Fort Worth Metroplex and is the area where most retail and commercial uses are likely to develop.



INDUSTRIAL/UTILITY

Industrial uses generally include manufacturing, warehousing, and distribution. These uses are best suited along US-67 in the eastern portion of the City.



LOCAL BUSINESS DISTRICT

The local business district will generally include small businesses and retail uses, coffee shops, restaurants, and small professional office buildings. This is best suited along US-67 and is intended to serve the needs of residents.



INTERSTATE BUSINESS DISTRICT

The interstate business district will generally include big box retail and lifestyle shopping centers. These uses are best suited along the IH-35W corridor. This type of development will increase the non-residential tax revenue for the City and will attract residents and visitors.



PARKS AND OPEN SPACE

This land use category identifies all of Alvarado's public parks and open space. A community's park system is key to a high quality of life.



PUBLIC/SEMI-PUBLIC

This land use category includes uses that are educational, governmental, or institutional in nature. This type of land use is generally permitted within any area, therefore, only the current public/semi-public uses are shown on the map.



DOWNTOWN

This land use category includes the core of Alvarado. This area contains older buildings and homes that reflect the historical character of the City.



Future Land Use Recommendations

GATEWAYS AND WAYFINDING

Generally, people form their initial opinions about a community on what they see when they pass though. IH-35W is the main corridor into Alvarado from the north and south, so it is important to create gateways to let visitors know when they have arrived. These gateways can be monument signs or structures with the City's name. IH-35W and US-67 are appropriate locations in Alvarado for gateways.



There are two key locations for these gateway markers along IH-35W: at the northern city limits and at the southern city limits. In addition to creating gateways, it is important to have signage along the corridor to direct visitors to destination points in the City, like the downtown area. All the signage should be consistent in design and match the gateway markers to create an overall branding for the City.

Like IH-35W, US-67 should also have gateway markers and signage. US-67 is the main east-west corridor into the City. The key locations for the gateway markers are at the eastern and western city limits along US-67. Signage should also be installed along the corridor to direct visitors to important destinations. The gateway markers and signage along US-67 should match the gateway markers and signage along IH-35W.



IH-35W CORRIDOR

IH-35W is a federal highway that runs through Alvarado. The highway is a high-capacity four-lane divided TxDOT facility with north- and south-bound service roads. The combined north- and south-bound traffic volume on this highway is 53,000 vehicles per day, making IH-35W the most heavily-traveled roadway in Alvarado. Although the corridor is traveled by many people daily, many vehicles are passing through to a different destination and not actually visiting Alvarado. The character of this corridor is monotonous; there are no distinguishable features along the highway that are unique to Alvarado. The existing uses are primarily industrial, gas stations, hotels, and other small commercial uses.

The Future Land Use Map shows the future vision for the IH-35W corridor. As shown, IH-35W is envisioned to have additional areas for commercial use, as well as highway commercial, and high-density residential. It is intended that developments along the corridor will be of high quality and showcase the character of Alvarado, attracting travelers into the main area of the City.

During the public input process, residents indicated the desire for the IH-35W corridor to be a vibrant corridor full of businesses and entertainment uses. Retail nodes, a movie theatre, office buildings, sit-down restaurants, and apartments are all desired by the residents of Alvarado. In addition to business and entertainment uses, the residents desire for the corridor to have visual appeal through a design scheme that represents the character of the City. Zoning tools should be created for the IH-35W corridor to ensure that all future development adheres to this vision.









EXISTING NON-RESIDENTIAL

There is currently only a small amount of private, revenue-generating non-residential in Alvarado; only about 6.4 percent of development (227 acres) inside of the City are such land uses. Most of these uses are located along the IH-35W or IH-67 corridors or inside of the core area. Preservation and infill are also the primary methods for strengthening existing non-residential areas.

Funding Opportunities

There is a wide array of funding strategies associated with improving existing non-residential areas, especially downtowns and central business districts.

Texas Main Street Program

In conjunction with the Main Street America program, the Texas Historical Commission provides State assistance for downtown preservation and revitalization. In order to become a Main Street City, applicant communities are required to meet a number of requirements, including broad public support, public/private involvement, creation of Main Street Plan and committee, and dedicated funding. In return, cities receive promotion, economic planning and training assistance, design training, and organizational networking. The Main Street Program has been successful at creating and preserving downtowns throughout the US. It is unclear if Alvarado's downtown qualifies as-is for the program. Public investment in infrastructure, private development, and overall support could be necessary before Alvarado would qualify for the program.

Tax Increment Reinvestment Zones (TIRZ)

A tax increment reinvestment zone (TIRZ) is a subdivision of a municipality created to implement tax increment financing (TIF). Tax Increment Reinvestment Zones are special zones created to attract new investment in an area. TIRZs help finance costs of development and redevelopment in areas that might not otherwise attract sufficient market development. Taxes attributable to the new improvements are set-aside in a fund to finance public improvements within the zone. It is currently unclear if the existing development around Downtown would be a sufficient base for a TIRZ, meaning this might not be the optimal first step in the development of Downtown Alvarado.

Hotel/Motel Tax Revenue

Hotel and motel taxes are an additional tax added to hotel rates. This form of revenue is often desirable for municipalities because it collects money without taxing residents directly. Hotel and motel taxes are then often used for tourism and economic development-related projects.

Grants

Federal funding for municipalities, either direct or dispersed through State agencies, is often available in the form of grants and bonds through the Departments of the Treasury, Housing and Urban Development, Agriculture, Transportation, Commerce, and the Environmental Protection Agency. These opportunities are part of federal programs that vary based on funding to the Federal agency and that agency's initiatives at the time.

Bonds

Bonds are generally the most common source used by cities for the purchase of land and for providing development funding. Debt financing through the issuance of municipal bonds is one of the most common ways to fund park, recreation, and open space projects. This type of funding is a strategy wherein a city issues a bond, receives an immediate cash payment to finance projects, and must repay the bond with interest over a set period ranging from a few years to several decades. A general obligation bond is used for the funding of capital projects that are not supported by a revenue source. These projects include water service, sanitary sewer service, and park acquisition and development.

LAKEFRONT DEVELOPMENT

During the public involvement process, participants indicated the desire to have more recreational opportunities around the lake and more public access. The area is primarily residential and the City owns a small park on the water's edge that includes a boat ramp. The development of the lake area can be an asset to Alvarado and attract visitors from the region, especially since Lake Alvarado is a constant level lake. The following are recommendations to enhance the lake area and promote tourism and recreation.

Purchasing Lakefront Lots

Since most of the lake front property is under private ownership, it is important for the City to purchase lake front lots as they become available. This land can be developed into parks or other recreational facilities or can be held to sell to a developer. To do this, the City should identify and prioritize the areas that would be appropriate for purchase. The City would then need to establish a budget for the acquisition of these lands, weight the costs and benefits, and consider pursuing negotiations with property owners or wait until the land becomes available.



RV Park and Campgrounds

The development of RV parks and campgrounds would enhance the recreational element of the lake area. The City should update the zoning ordinance to allow for RV parks and campgrounds in certain areas and create a set of development standards. The minimum size for RV parks should be about three acres. Most RV spaces should have a surfaced area with availability to water, sewer, and electricity. It is also important for internal streets in the RV park to be able to accommodate the tuning radius for emergency vehicles.



Multi-Purpose Facility

The development of a multi-purpose facility, like a civic center or retreat center, would greatly benefit the City. This facility would attract visitors from around the region. This type of facility should also support the recreational elements around the lake. This facility could be City-owned and operated, or the City could seek out a private developer. This facility would also provide more jobs in Alvarado, especially for high-school age youth. The City should develop a concept plan for this facility and target and attract potential developers or partners. This type of development would also require a zoning change to the area around the lake.



COMMUNITY COLLEGE

The public input process revealed the need for higher education opportunities in Alvarado. Providing these opportunities will allow more young adults to stay and work in Alvarado, while working toward a degree. The City and the EDC should seek to partner with representatives for nearby community colleges to establish a "store-front campus". To establish a store-front campus, a new building would not be needed. Local business owners with meeting facilities or spaces in public facilities can be used to host the classes.



Potential locations for classes include:

- Alvarado ISD classrooms
- City facilities
- Meeting rooms at hotels
- Vacant buildings in downtown
- Local businesses/offices with meeting facilities

Potential partnerships include:

- Hill College
- Tarrant County Community College
- Weatherford College
- Southwestern Adventist University

DOWNTOWN SQUARE

Parking Strategy

As the downtown area revitalizes and more events take place, parking could become an issue. It is important that a parking strategy be put into place beforehand. The City should develop a downtown traffic and parking study to examine the traffic and parking needs in detail for normal use and for event use. It is important that the downtown remain walkable and pedestrian-friendly. Generally, parking should be located on the periphery of downtown around the area of historic buildings, as shown in **Figure 19**. It would be beneficial for the City to start identifying properties suitable for parking and purchasing them for future use. As the demand for parking increases, the lots can be converted. While the lots are not being used, they could be temporarily utilized as a park or open space.

Design Standards

Alvarado is the oldest city in Johnson County and has a history based on agriculture. It is important to preserve this heritage for generations to come. The downtown design should reflect the time-period before the 1940s. To create a unique sense of place downtown, the design should be consistent among all the buildings. To help implement this, the City should create a design manual for the downtown area that building owners can use to guide their design. This would apply to redeveloped buildings and new construction and would include colors, buildings materials, and architectural details. In addition to the design manual, the City should rezone the downtown area (or create an overlay) and incorporate the design standards in the zoning ordinance. The design manual would be a helpful document for building owners and the zoning ordinance would enforce the standards.

DOWNTOWN VISION

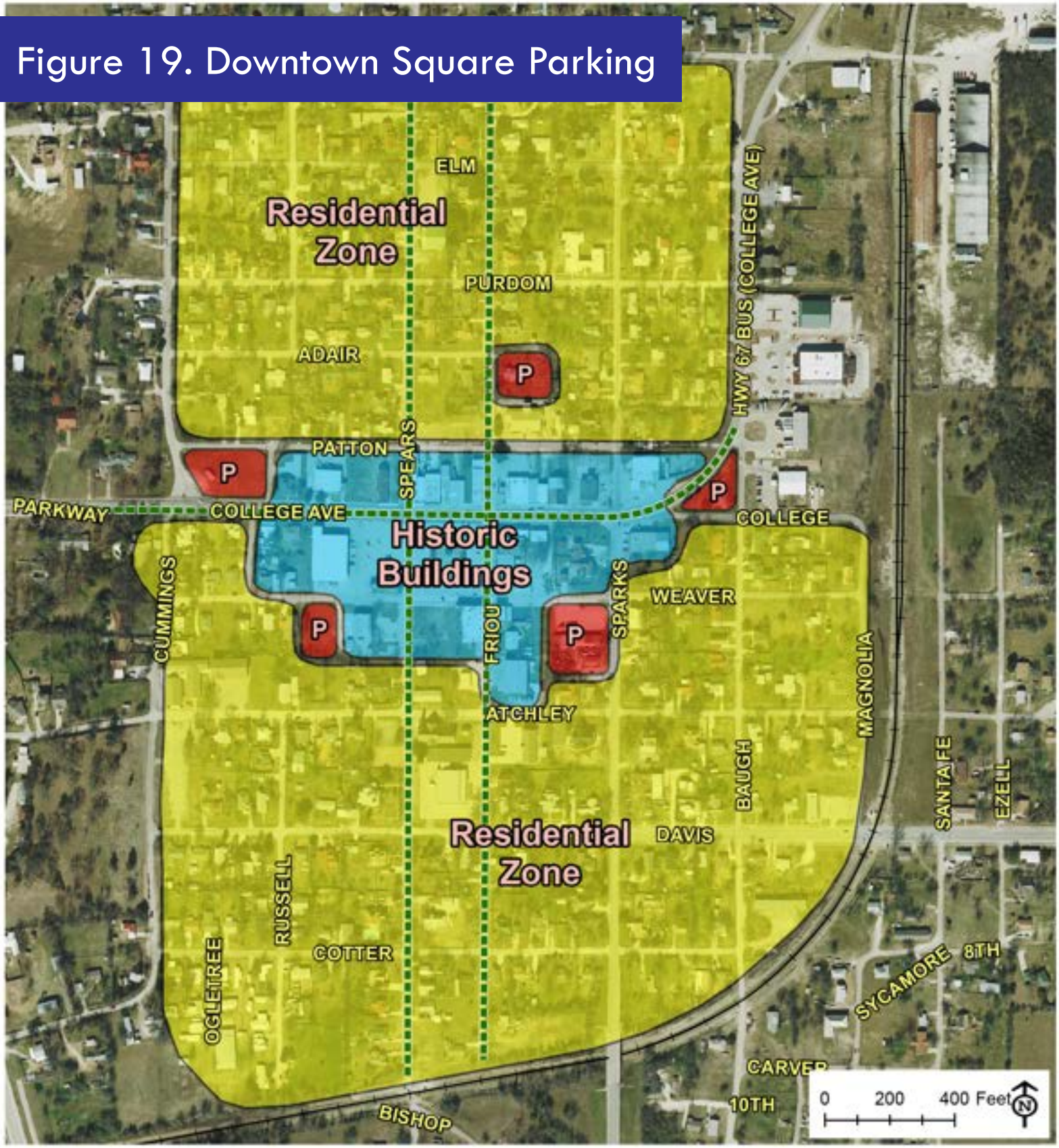
Buildings in Downtown should either replicate a historic Alvarado building (built before 1940) or be designed in a manner that copies the designs of historic buildings from downtown squares from across Texas. The following photos provide a vision for how new buildings should be constructed.







Figure 19. Downtown Square Parking



City of Alvarado

Downtown Square Parking

- Sidewalks
- Historic Buildings
- Parking Areas
- Residential Zones
- City Limits
- ETJ
- Railroad

INFILL AND REDEVELOPMENT



Infill is defined as new construction on lots within the city limits that are either vacant or are being redeveloped and are surrounded by developed properties. Infill and redevelopment efforts will be important in Alvarado's central and downtown areas because it provides a mechanism for increasing the population and supports efforts toward revitalizing older areas of the City. Infill and redevelopment also reduces the infrastructure costs associated with new development because it is less expensive to provide a connection to an existing line, rather than constructing a new one. Several programs, both public and private, can be useful in improving or maintaining aging housing including:

- Funding for clearance/demolition;
- Property acquisition;
- Infill incentives (waived development fees);
- Accelerated review and approval procedures;
- Rebates or grants awarded per housing unit constructed in focus areas;
- Infrastructure upgrades for infill projects over a certain value or number of units;
- Tax abatements; and
- Partnership with specific residential developer(s) for construction of a certain type of housing on City-owned lots (public-private partnership).

Growth Management

The growth strategies section outlines strategies for the future development of the City. This section, along with other companion sections of this plan, has been created given the best information known of its authors at a given point in time. As such, while there are maps and strategies depicting certain improvements be constructed, these requirements should be considered not in a vacuum or as absolutes, but as a plan for serving the future growth of the community. The conditions that exist in the future will further influence the appropriateness of the required infrastructure and necessary requirements placed on developments. Considerations may include type of development, timing, location, previous improvements, financial and economic conditions.

Annexation Overview

Annexation is the process of expanding the City's boundaries. In doing so, the City is also required to extend municipal services, regulations, voting privileges, and taxing authority for the purpose of protecting the public's health, safety, and general welfare.

Chapter 43 of the Texas Local Government Code prescribes the process of annexation and defines the two types of local governments that exist in Texas:

- Home-rule: Cities with populations greater than 5,000 people may elect to be a "home-rule" city, which means the city has authority to take any action that is not prohibited by state and federal laws.
- General law: Cities with populations 5,000 or less (or larger cities that have not elected to become a home-rule city), which means the city only has the authority specifically granted by the state - also referred to as "Dillon's rule" cities.

Alvarado is a general law city; therefore, the City may not involuntary annex. Based on this plan, Alvarado is projected to reach 5,000 residents in 2020. At this time, the City can evaluate the benefits of becoming a home-rule city. Benefits of annexation to residents include additional City services and protections, as well as protecting property values in the area by ensuring quality development. Benefits to the City include tax revenue from residents who already use many of the City's services (e.g., parks, roads), among others.

The extraterritorial jurisdiction (ETJ) serves two purposes:

- It prevents a city from annexing land that is within the ETJ of another city. Generally, cities can only annex land that lies within their ETJ, which is determined by population and boundary conflicts. Based on Alvarado's population, the ETJ would extend a half mile beyond the city limits. However, conflicts with the ETJs of surrounding municipalities limit Alvarado's ETJ to a smaller area.
- It allows a city to enforce its subdivision regulations within the ETJ. This gives cities some control over the subdivision and development (especially the construction of public improvements) of land that is currently not incorporated, but that will likely become part of the City in the future.

To summarize Chapter 43 of the Texas Local Government Code:

- The annexation must be contiguous to the city limits. Strip annexations of less than 1,000 feet are prohibited unless initiated by the owner of the land (i.e., voluntary annexations).
- The total amount of land annexed during any calendar year cannot exceed 10 percent of the City's total area as of January 1 of that year. If a city does not annex the full 10 percent during any given year, then the remaining acreage may carry over for use in subsequent years. Including acreage that is carried over from previous years, the area annexed during a given calendar year cannot exceed 30 percent of the City's total area as of January 1 of the next year. Note that government property and voluntary annexations are not included in the total.

- Public hearings, mailings, and notices in the local newspaper are required to solicit community input prior to the annexation proceedings.
- A three-year municipal annexation plan is required that specifically outlines that these annexations that may occur beginning on the third anniversary of the date of adoption; however, the following rules are provided for certain sparsely populated areas:
    - No annexation plan is required for annexations of fewer than 100 tracts occupied by residential dwellings; however, the municipality must use "generally accepted municipal planning principles and practices" when defining the boundaries of such areas (Section 43.052(i)).
    - All procedural hearings and notifications must be followed and a service plan must be provided.
    - Properties that have an agricultural exemption for tax purposes must be offered a development agreement for a period not to exceed 45 years (Section 212.172(d) and Section 43.035).
- The local government must prepare an annexation service plan for the area to be annexed and make it available as part of the public hearing process. The service plan must provide for the provision of "soft services" (fire/police protection, solid waste collection, park access, etc.) in the annex area and extension and maintenance of "hard services" (infrastructure/capital improvement projects) to the annexation area.
    - "Soft services" must be provided immediately upon annexation.
    - "Hard services" must be provided to the annexed area in a manner consistent with the remainder of the city. Improvements must be substantially completed within two and one-half years (or four and one-half years if reasonably necessary). The city must provide at least the same level of services and maintenance of infrastructure as the remainder of the city when considering topography, land use, and population density similar to those in the annexed area. These requirements do not apply to voluntary annexations.

Population Projections and Ultimate Capacity

Ultimate capacity is calculated to see what the population of the City would be if all the vacant acres were built-out in accordance with the **Future Land Use Map**. As shown in **Table 6,** the ultimate capacity would be approximately 60,581 residents. Since 1970, Alvarado has grown at a compound annual growth rate of 1.5%. Taking this historic growth rate into consideration, if Alvarado grew at a rate of 1.5%, the ultimate capacity would not be reached for many years. Table 7 shows the population projections until 2030.

Table 6. Ultimate Capacity Calculation

Land Use	Vacant Acres/Units			DUA (1)	OCC. Rate (2)	PPH (3)	ROW (4)	Projected		
	City	ETJ	Planning Area					Housing Units	Households	Population
Low Density Residential	5,330	495	5825	4	95.6%	2.78	30%	16,310	15,592	43,347
Medium Density Residential	4	21	25	8	95.6%	2.78	30%	140	134	372
High Density Residential	172	4	176	24	95.6%	2.34	30%	2,957	2,827	6,614
Downtown Residential (Units)	0	50	50		95.60%	2.34		50	48	112
Ultimate Capacity of Vacant Acres/Units								19,407	18,553	50,445
Current Population (5)										8,707
Ultimate Capacity of Planning Area (City Limits + ETJ)										**59,152**

(1) Dwelling Units per Acre
(2) Occupancy rate - 2014 ACS, U.S. Census
(3) Persons per household - 2014 ACS, U.S. Census
(4) Percentage subtracted for roadways
(5) FNI estimate and 2016 NCTCOG Population Estimate

COMP PLAN RECOMMENDED GROWTH RATE

Table 7. Population Projections

Year	1.0%	1.5%	2.0%	2.5%	3.0%	3.5%	4.0%	4.5%	5.0%
2016	4,170	4,170	4,170	4,170	4,170	4,170	4,170	4,170	4,170
2017	4,212	4,233	4,253	4,274	4,295	4,316	4,337	4,358	4,379
2018	4,254	4,296	4,338	4,381	4,424	4,467	4,510	4,554	4,597
2019	4,296	4,360	4,425	4,491	4,557	4,623	4,691	4,759	4,827
2020	4,339	4,426	4,514	4,603	4,693	4,785	4,878	4,973	5,069
2021	4,383	4,492	4,604	4,718	4,834	4,953	5,073	5,197	5,322
2022	4,427	4,560	4,696	4,836	4,979	5,126	5,276	5,430	5,588
2023	4,471	4,628	4,790	4,957	5,129	5,305	5,487	5,675	5,868
2024	4,516	4,697	4,886	5,081	5,282	5,491	5,707	5,930	6,161
2025	4,561	4,768	4,984	5,208	5,441	5,683	5,935	6,197	6,469
2026	4,606	4,839	5,083	5,338	5,604	5,882	6,173	6,476	6,792
2027	4,652	4,912	5,185	5,471	5,772	6,088	6,420	6,767	7,132
2028	4,699	4,986	5,289	5,608	5,945	6,301	6,676	7,072	7,489
2029	4,746	5,061	5,394	5,748	6,124	6,522	6,943	7,390	7,863
2030	4,793	5,136	5,502	5,892	6,307	6,750	7,221	7,723	8,256

Growth Management Recommendations

Figure 20 shows the prioritized growth areas for Alvarado. These areas were prioritized based on development potential, proximity to major corridors, physical features, and availability to water and sewer infrastructure. **Figure 21** depicts the CCN boundaries (rights to serve water) in and around Alvarado. Johnson County SUD has the water rights to much of the area around Alvarado. A SUD is a special utility district.

AREA 1

Area 1 is north of US-67 and east of IH-35W. This area is the priority for growth because of the availability of water and wastewater, the proximity to the IH-35W corridor, and the availability of land for residential growth. Residential construction is primarily occurring in the north and this trend should continue to be encouraged. Adding rooftops helps to attract non-residential uses. In addition to encouraging residential development, the City should also pursue attracting a senior-living developer to this area.



AREA 2

Area 2 is west of IH-35W on both sides of US-67. It is second in priority because of its proximity to two major thoroughfares. The land near the crossroads of US-67 and IH-35W is a prime spot for commercial development. This crossroads is also a gateway into Alvarado and the City should brand this area to create a sense of place. Design standards for commercial development should also be established to create an aesthetic appeal that matches the character of Alvarado.



AREA 3

Area 3 is east of IH-35W and southeast of the City limits. This area is suitable for residential development, but may have some constraints in water and wastewater availability. The City should pursue CCN agreements with surrounding providers, when possible. The City should also proactively enforce quality subdivision regulations in the ETJ to ensure that all development outside of the City but within the ETJ is up to the City's regulations.

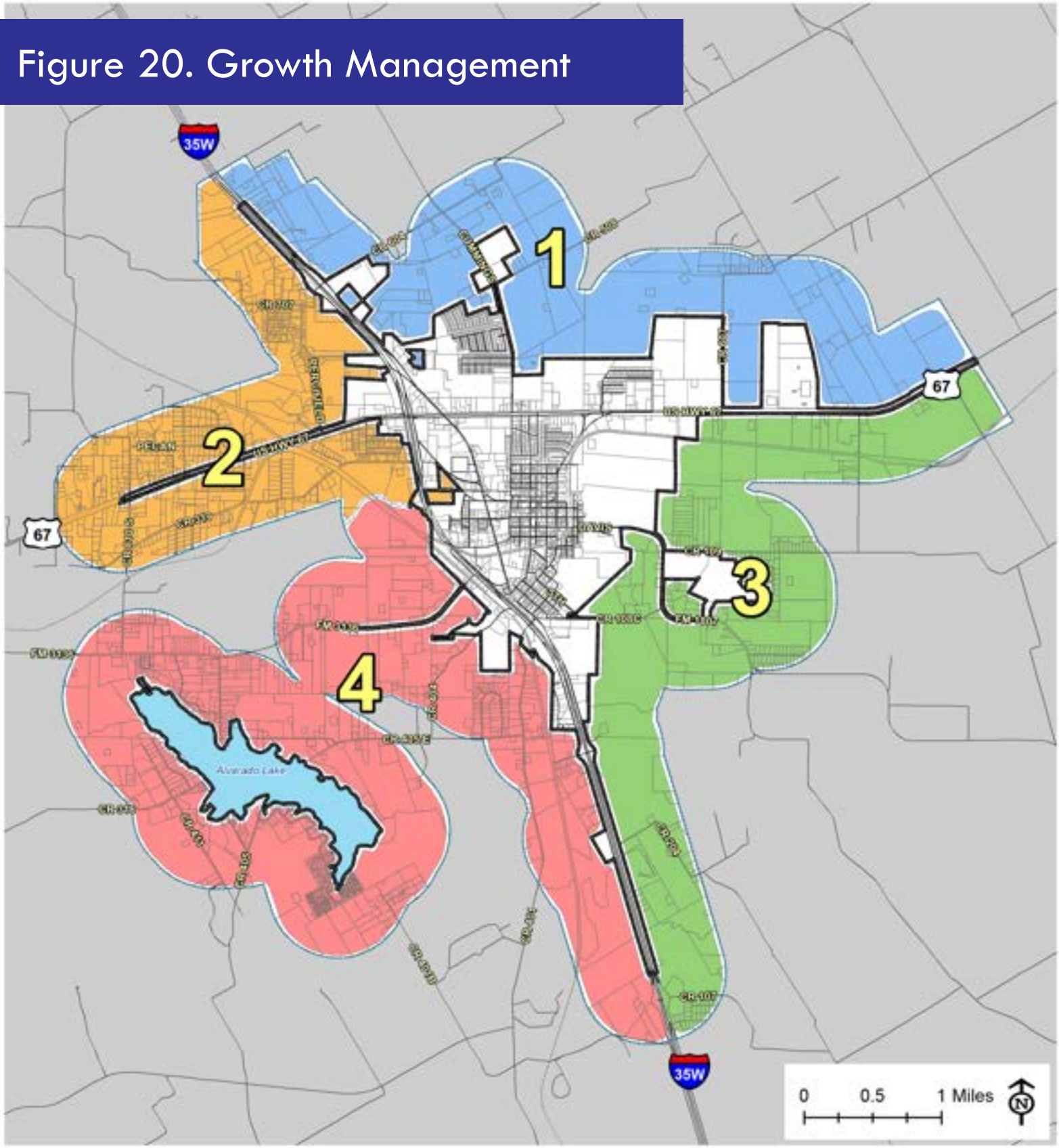


AREA 4

Area 4 is west of IH-35W and around Alvarado Lake. This area is the lowest in priority because of potential constraints in water and wastewater availability. There could also be potential location issues with the City limit line along FM 3136. The City should work to establish a clear City limit line.



Figure 20. Growth Management

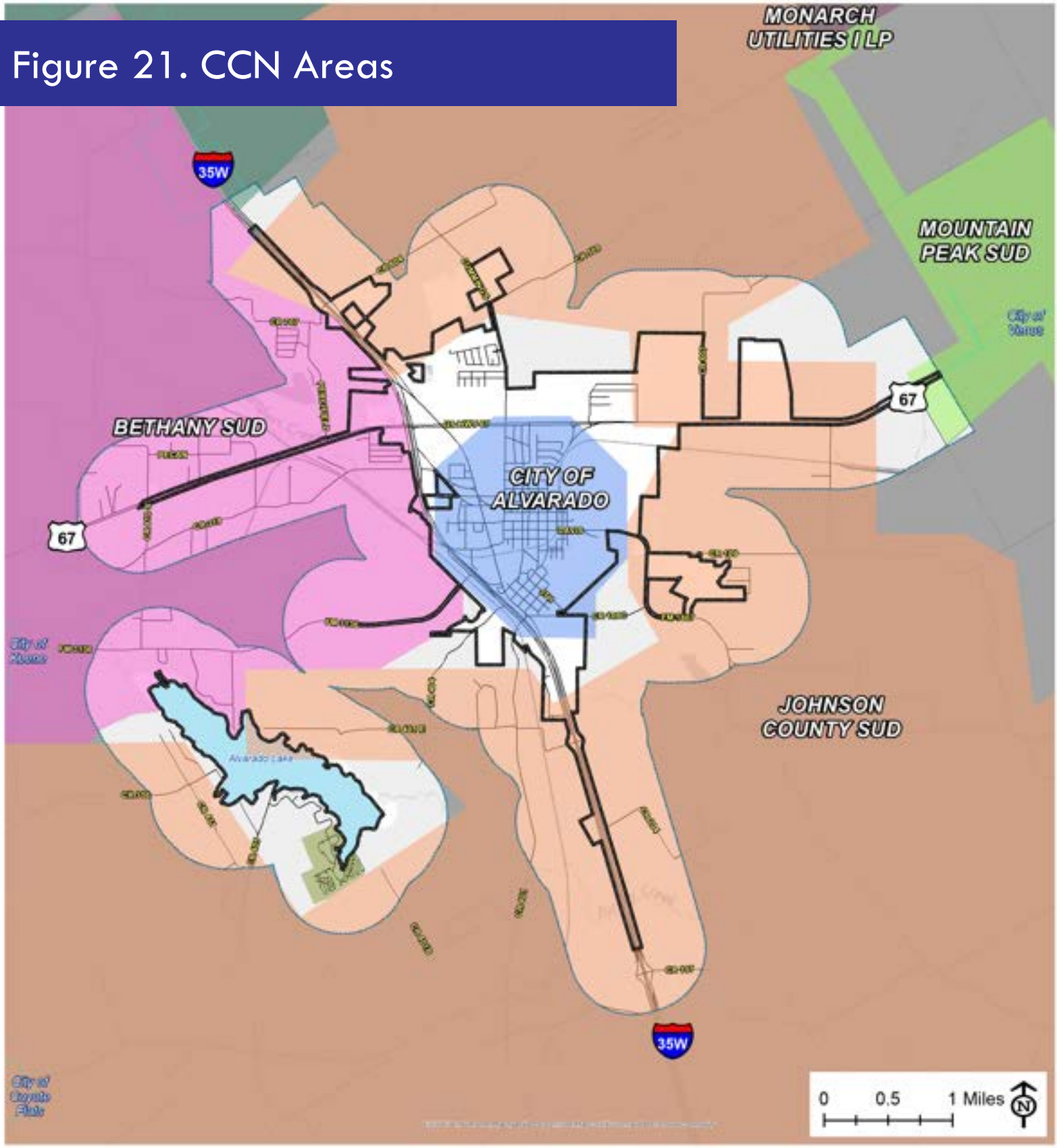


City of Alvarado

Growth Management Map

- Growth Area 1
- Growth Area 2
- Growth Area 3
- Growth Area 4
- City Limits
- ETJ
- Lake

Figure 21. CCN Areas



City of Alvarado

CCN Map

- BETHANY SUD
- BETHESDA WSC
- BLUE WATER OAKS WATER SUPPLY AND SEWER SERVICE
- CITY OF ALVARADO
- JOHNSON COUNTY SUD
- MONARCH UTILITIES I LP
- MOUNTAIN PEAK SUD
- City Limits
- ETJ
- Neighboring Cities

Chapter 4 | Transportation

Introduction

A community's transportation system is vital to its ability to grow in a positive manner. Transportation is inherently linked to land use. The type of roadway dictates the use of adjacent land, and conversely, the type of land use dictates the size, capacity and flow of the roadway. Many of the decisions regarding land uses and roadways within Alvarado have already been made; two major highways run through the City, and local rights-of-way in much of the City have been constructed or planned. A major challenge for Alvarado now lies in the accommodation of population growth within the existing transportation system and in the accommodation of new land development through the expansion of that system.

The transportation system should:

- Provide mobility and accessibility at appropriate levels according to the type of roadway,
- Focus on multi-modal transportation options, including pedestrian/bicycle access and ultimately transit,
- Expand as needed to meet the needs of the City's growing population and additional development,
- Be economically feasible for the citizenry and the City, and
- Be correlated with regional considerations, such as new/expanded highway systems and transit availability.

It is important to note that the references made herein regarding the transportation system should not be viewed as references solely to roadways. Communities across Texas and the nation are becoming increasingly aware of the problems inherent in constructing a system for the automobile alone. Pedestrian and bicycle accommodations are important to creating a community that will be sustainable for decades to come. Therefore, another challenge for the City lies in the integration of pedestrian and bicycle facilities such that these facilities can create alternative modes of transportation.

This Transportation Plan is divided into several sections. First is a general discussion of the existing transportation conditions. Next is an explanation of thoroughfare planning, with the concepts of Context-Sensitive Design (CSD) and Complete Streets outlined. Next is functional classifications and an explanation of the updated **Thoroughfare Plan Map**. Finally, the transportation recommendations are outlined. These policies should be used in conjunction with the **Thoroughfare Plan Map** to guide transportation decisions as Alvarado continues to grow in population and geographic area. A discussion of the non-motorized forms of transportation (sidewalks and trails) are discussed in **Chapter 6 | Parks Plan Update**.

Existing Conditions

Major Roadways

IH-35W

IH-35W is the main north-south thoroughfare through Alvarado. It provides a connection to Burleson and Fort Worth to the north and Hillsboro and Waco to the south. The Texas Department of Transportation (TxDOT) maintains the roadway.



US-67

US-67 is the main east-west thoroughfare through Alvarado. It provides a connection to Dallas to the east and Cleburne to the west. TxDOT maintains the roadway.



PARKWAY DRIVE/BUSINESS IH-35W

Parkway Drive, also known as Business IH-35W, provides alternative route through Alvarado from IH-35W. This roadway is used to move traffic into Alvarado towards the core area.

CUMMINGS DRIVE

Cummings serves as a smaller north-south route through Alvarado. This roadway runs through the center of the City and crosses US-67. To the north, it connects to Renfro Street in Burleson and to the south is connects to Business IH-35W.



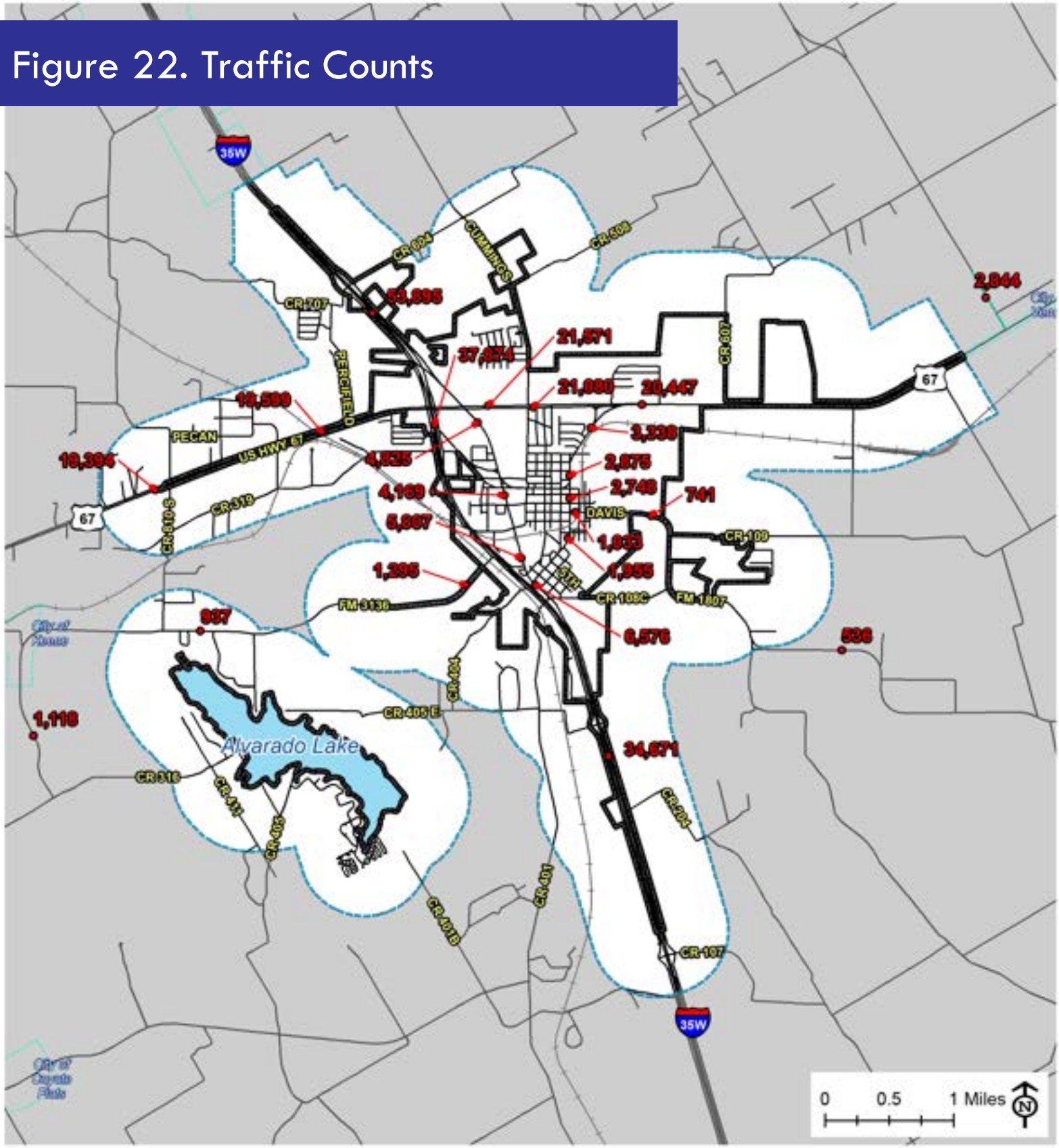
LOCAL ROADWAYS

All other roadways in Alvarado are local roadways. The original part of the City is laid out on a small grid system, with most blocks smaller than 400' x 400'. Additional curvilinear streets, like Baugh Street, Davis Avenue, Sparks Street, and Maple Street, have been added to provide connectivity to other parts of town.

Traffic Counts

According to the Texas Department of Transportation (TxDOT) 2015 traffic counts shown in **Figure 22**, IH-35W has more than 53,000 vehicles per day and US-67 as more than 21,000. Business IH-35W is the third busiest roadway in Alvarado with over 6,000 vehicles per day.

Figure 22. Traffic Counts



City of Alvarado

Traffic Counts

- Traffic Counts (2015 TxDOT Annual Average Daily Traffic)
- City Limits
- ETJ
- Neighboring Cities

Transportation Planning

Context Sensitive Design (CSD)

The following discussion is about a somewhat different approach to thoroughfare planning than the approach that has generally been taken by communities in the past. Traditional thoroughfare planning is mainly focuses on providing optimal mobility and access for automobiles. Context sensitive thoroughfare planning considers automobiles, but also considers broader aspects related to roadways such as slowing down traffic in special areas, providing for better pedestrian access, and reflecting the character of the area being traveled through. The key concept behind CSD is that the elements of the street should complement the adjacent development; for instance, a roadway may need to be designed as a six-lane boulevard as it travels through a major retail area, but may need to be altered to a minor street configuration as it travels through a residential neighborhood.



PROCESS OF DESIGN

The process of designing CSD roadways is similar to the process of designing traditional thoroughfares in that automobile traffic is considered with traffic counts, traffic demand, and level of service information gathering efforts. However, the difference is that automobile traffic is only one element considered, among numerous others, in the design of CSD roadways. The Institute of Transportation Engineers (ITE) released a publication entitled "An ITE Recommended Practice: Context Sensitive Solutions in Designing Major Urban Thoroughfares for Walkable Communities." This publication outlines various principles that should be considered during the design process to arrive at a solution for a context sensitive roadway project. These principles are as follows:

- The project satisfies the purpose and needs as agreed to by a full range of stakeholders. This agreement is forged in the earliest phase of the project and amended as warranted as the project develops.
- The project is a safe facility for both the user and the community.
- The project is in harmony with the community, and it preserves environmental, scenic, aesthetic, historic and natural resource values of the area; in other words, exhibits context sensitive design.
- The project exceeds the expectations of both designers and stakeholders and achieves a level of excellence in people's minds.
- The project involves efficient and effective use of the resources (time, budget, and community) of all involved parties.
- The project is designed and built with minimal disruption to the community.
- The project is seen as having added lasting value to the community.

The City should explore the possibilities of CSD solutions on any of its joint projects with TxDOT (e.g., US-67). The new set of thoroughfare sections shown and discussed in the following section of this Transportation Plan have been established with due consideration of CSD concepts.

Complete Streets

Complete Streets is an initiative that aims to maximize the utilization of public rights-of-way for all transportation users, regardless of age or ability. This method uses high-level policy direction to influence everyday decision-making processes in roadway design, rather than design prescription. Complete Streets is not about special projects, but about changing the approach to projects on all streets. It is an incremental approach aimed for long-term results. These policies utilize the entire right-of-way while focusing on safety, comfort, and convenience as well as cohesiveness with the context of the community. Complete Streets make it easier to cross the street, walk to shops, and bicycle to work, which in turn makes the City a better place to live.

Complete Streets aims to maximize the utilization of public rights-of-way for all transportation users.

PUBLIC BENEFITS

Complete Streets improve safety, provide choices, reduce costs, and lead to better health and stronger economies. By considering the many different users of the roadway, streets can be designed to accommodate everyone and improve the livability of the community.

Improve Safety – Reduced travel speed, which lowers risk to pedestrians and cyclists as well as including pedestrian infrastructure such as sidewalks, bicycle lanes, crossings, median islands, and curb extensions.



Provide Choices – By building safe, comfortable, and convenient infrastructure for other modes of transportation, residents are more willing to use them.

Reduce Costs – By reevaluating the needs of the residents and incorporating community input at the beginning of the project, the schedule, scope, and budget can often be reduced. Narrowing the pavement area will also reduce costs.



Improve Health – With an aging population, older adults look to be more active. This demographic, along with kids and teens, cannot drive and look for pedestrian and bicycle facilities to become more active and independent.

Strengthen Economies – Areas that provide safe and comfortable walkability have lower commercial vacancies and higher home and office space values.

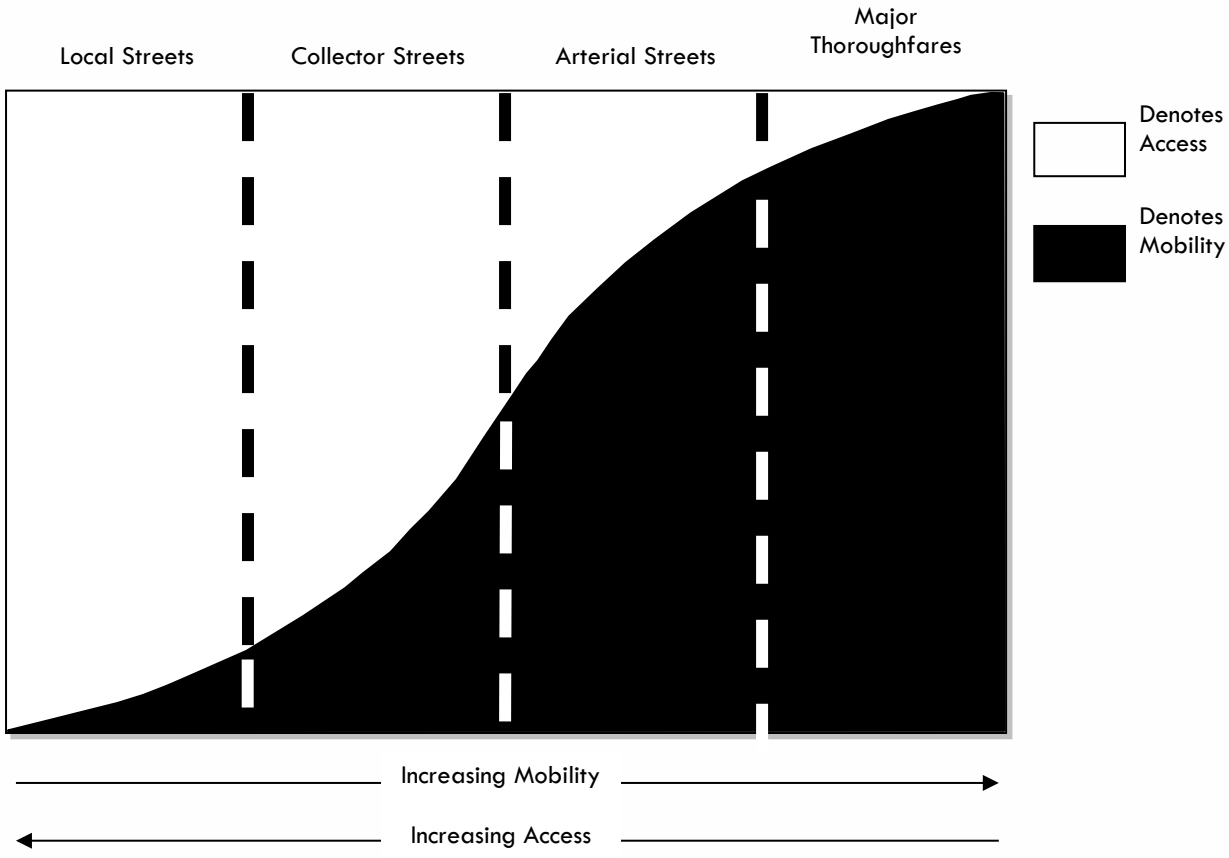
ECONOMIC BENEFITS

Complete Streets affect the local economy in various ways. By providing convenient alternatives to driving, such as transit, walking, or biking, residents and visitors save money on transportation costs, which can then be used in other ways, such as housing, restaurants, and entertainment. Congestion costs can also be reduced if residents use alternative modes. Local businesses see the benefits in improving access to people traveling by foot or bicycle. By increasing pedestrian and bicycle activity, businesses often see increased sales. Bicycle infrastructure can often create jobs directly through increased tourism, bicycle manufacturing, sales and repair, bike tours, and other activities. Complete Streets also spur private investment by improving the public space and making it more pedestrian- and cyclist-friendly. By revitalizing parts of the community with pedestrian-only plazas, wider sidewalks, landscaping, and traffic calming, private investors are more willing to build or redevelop residential, retail, and office buildings. In addition to private investments, property values increase with the walkability of a neighborhood.

Functional Classification

Alvarado's **Thoroughfare Plan Map** is based upon a classification system that depicts the function of every roadway in the thoroughfare system. Roadway types generally include highways, arterials, collectors, and local streets. Their functions can be differentiated by comparing their ability to provide mobility with their ability to provide access to various locations. These different functions of each roadway type are illustrated in **Figure 23**.

Figure 23. Functional Classification



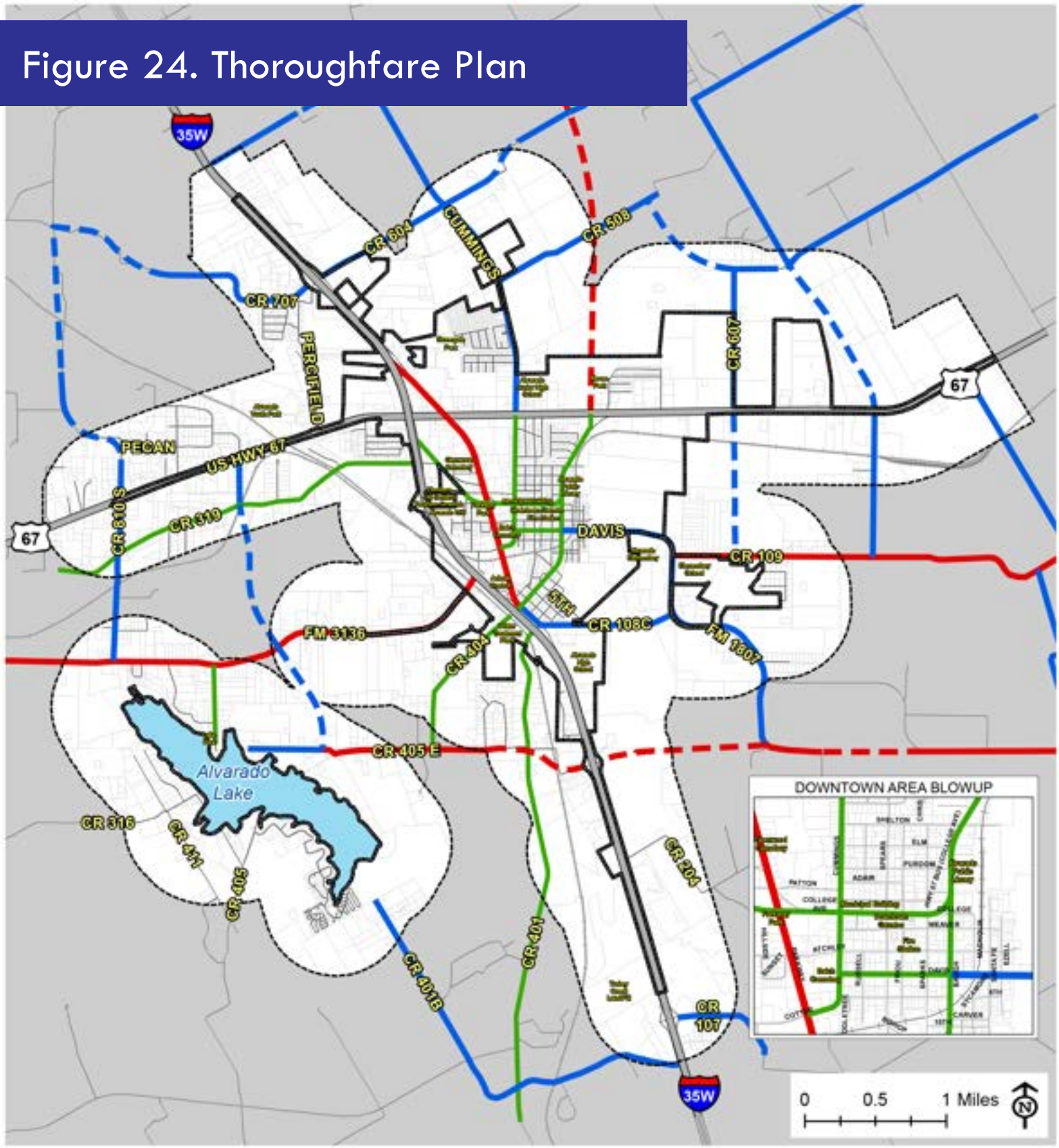
As the illustration shows, access decreases as the thoroughfare type changes from local streets to highways, while mobility increases. It also shows that roadways that are intended to provide mobility, such as arterials and highways, should not be compromised by an abundance of separate access points for land uses. **Table 8** describes the roadway types shown in **Figure 23** in relation to various characteristics such as their respective continuity, distance spacing, intersection spacing, and on-street parking. This should be used as a general reference for the thoroughfare discussion within this chapter.

Table 8. Roadway Functional Classification and General Planning Guidelines

Type of Roadway	Function	Approx. Spacing	Direct Land Access	Min. Roadway Intersection Spacing[3]	Speed Limit (MPD)	Parking	Comments
Major Thoroughfares (IH-35W)	Traffic movement	4 miles	No direct access, ideally	1 mile	60 to 70 MPH	None	Supplements capacity and major thoroughfare system; provides high-speed mobility
Arterials (US-67, Parkway)	Moderate distance inter-community traffic; Land access should be primarily at intersections	1/2 to 1 1/2[1] miles	Restricted; some movements may be prohibited; Number and spacing of driveways controlled; May be limited to major generators on regional routes	1/8 mile (1/4 mile on regional route)	35 to 45 MPH	None	"Backbone" of the street system
Collectors (Business IH-35W, Cummings Drive North of US-67)	Collect/distribute traffic between local & major streets; Direct land access; Between major neighborhood traffic movement	1/4 to 1/2[2] mile	Safety controls; limited regulation; Residential access prohibited; Commercial access allowed with shared driveways	300 feet	30 MPH	Limited	Through traffic should be discouraged
Local Streets	Direct land access; Pedestrians should be considered	As needed	Safety controls only	200 feet	30 MPH	Allowed	Through traffic should be discouraged

[1] Spacing determination should also include consideration of (travel projections within the area or corridor based upon) ultimate anticipated development.
[2] Denser spacing needed for commercial and high-density residential districts.
[3] Spacing and intersection design should be in accordance with state and local thoroughfare standards.
Source: North Central Texas Council of Governments

Figure 24. Thoroughfare Plan



City of Alvarado

Thoroughfare Plan

- Highway
- Major Thoroughfare
- Proposed Major Thoroughfare
- Arterial
- Proposed Arterial
- Collector
- Proposed Collector
- City Limits
- ETJ

Roadway Design Recommendations

Highways

Highways are defined as high-capacity thoroughfares along which direct access to property is generally minimal or eliminated altogether, with ingress and egress controlled by access ramps, interchanges and frontage roads. There are two major highways that traverse Alvarado – IH-35W and US-67. The Texas Department of Transportation (TxDOT) and federal monies generally fund improvements of this type of roadway facility. However, maintenance and construction funding for many TxDOT projects have recently been reduced, requiring local entities to contribute to State projects. Also, local entities that are affected and impacted by improvements to highways often participate in decision-making and in the public input process.



Local Roadways & Cross-Sections

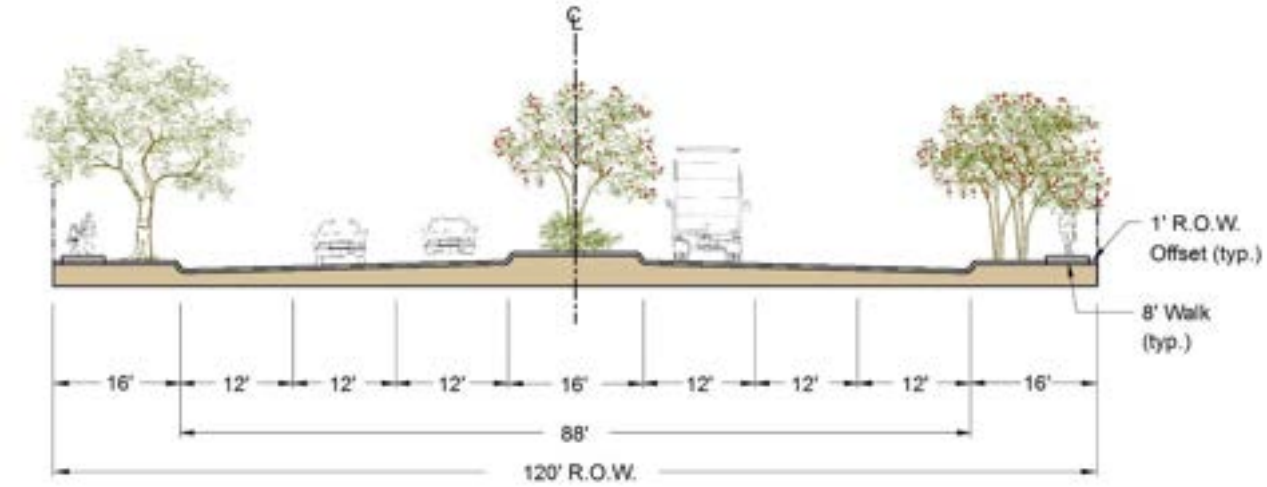
Local roadways are the roads that most affect Alvarado citizens on a daily basis. The various types of roadways are discussed below. It should be noted that the cross-sections shown represent minimum requirements, and that there are other engineering-related requirements that are not represented here.

Table 9. Roadway Sections

Thoroughfare Name	ROW Width (feet)	Paving (feet)	# of Lanes	Median	Lane Width (feet)	Design Speed (MPH)
Major Thoroughfare	120	86-88	6	Yes	12	Above 50
Arterial	80	38-60	4	Yes/No	8-14	40-50
Collector	60-64	36-40	2 travel; 1 parking	No	8-18	40-50
Local Street	54	30	2	No	15	30-40

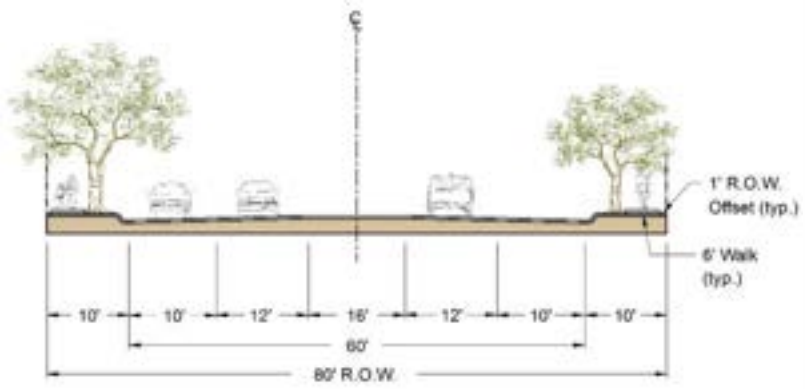
MAJOR THOROUGHFARES

Roadways identified as major thoroughfares are designed to convey relatively heavy volumes of traffic. These roadways are primarily intended to provide mobility, and because of the speed and volume of traffic access to properties should be minimal. It should be noted that each major thoroughfare section has been recommended as a divided roadway with a raised center median. Raised medians are recommended for these roadways due to the increased level of safety and access control compared to a painted median. Raised medians also provide an area for streetscape enhancements such as lighting, landscaping, and special signage.



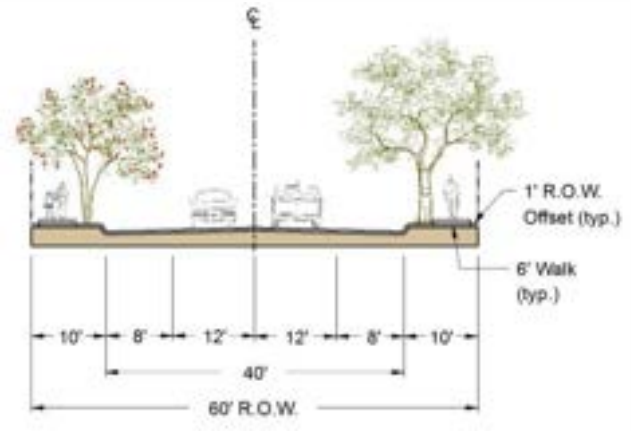
ARTERIALS

Arterials are generally designed to move traffic and provide access major thoroughfares. Arterials are intended to provide more mobility than collectors. These types of roadways should carry lighter volumes of traffic than major thoroughfares.



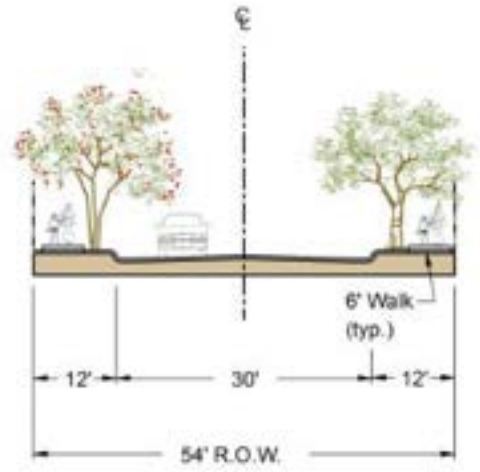
COLLECTORS

Collectors are generally designed to distribute traffic from local streets and funnel it to arterials (i.e., from residential developments). Collectors are intended to provide more access than arterials. Collectors should provide access to adjacent land uses, but access should still be managed using shared driveways and other techniques that minimize disturbance of the free-flow of traffic.



LOCAL STREETS

Whereas the principal objective of major thoroughfares is to provide mobility, the principal objective of local streets is to provide access to adjacent properties. The mobility aspects of local streets are secondary to accessibility. Since local streets are generally constructed within residential areas, safety is an important issue. To ensure that these roadways are not used a great deal for mobility purposes and to ensure their ability to provide access safely, local streets should be configured to discourage through-traffic movement by using traffic calming elements such as offset intersections, curvilinear streets, discontinuous streets, and stop signs.



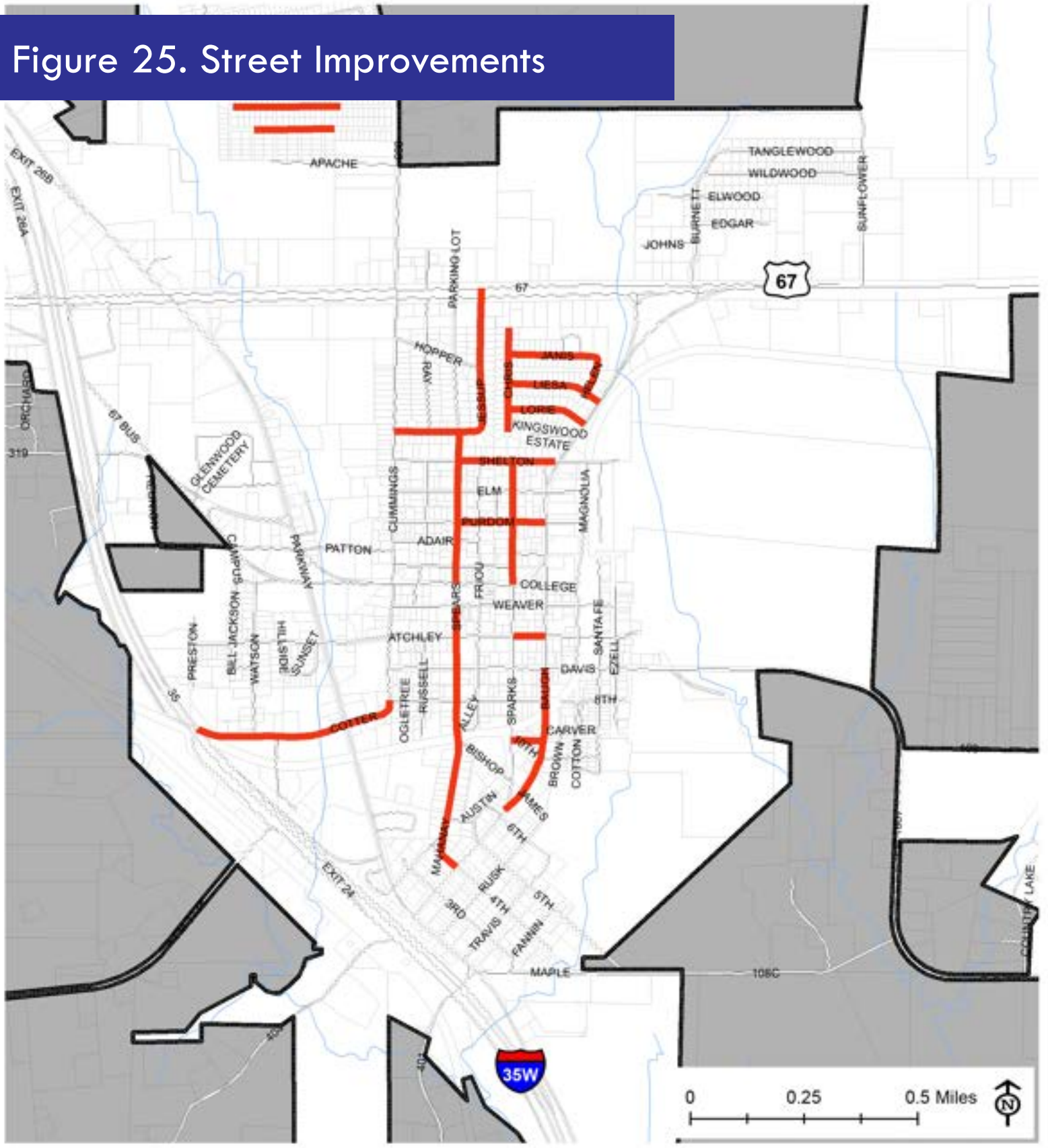
Priority Areas for Roadway Improvements

Figure 25 depicts the roadways in Alvarado that need to be improved. It is important to perform regular maintenance on roadways to allow safe and efficient travel. To be proactive and consistent in maintenance efforts, the City should budget roadway repairs each year.

The priority for the roadway repairs shown in **Figure 25** are:

- Section of N. Spears Street
- S. Spears Street
- W. Cotter Avenue
- Jessup Street
- Portion of Shelton Street
- Portion of Purdom
- N. Sparks Street
- Portion of Atchley Drive
- S. Baugh Street
- 10th Street
- Liesa Street
- Lorie Street
- Janis Street
- Helen Street
- Portions of Apache Trail
- Portions of Cherokee Trail
- N. Cummings Drive
- Weaver Avenue

Figure 25. Street Improvements



City of Alvarado

Street Improvements

Streets in need of improving

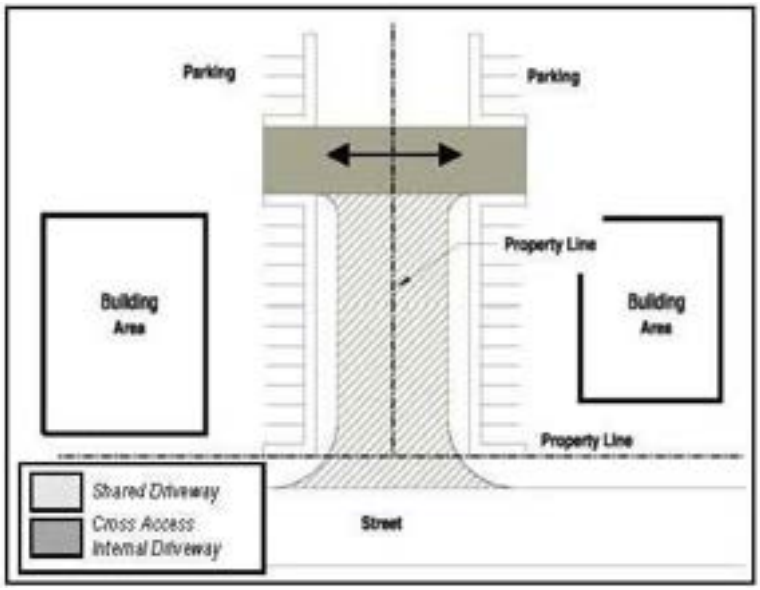
City Limits

ETJ

Access Management Recommendations

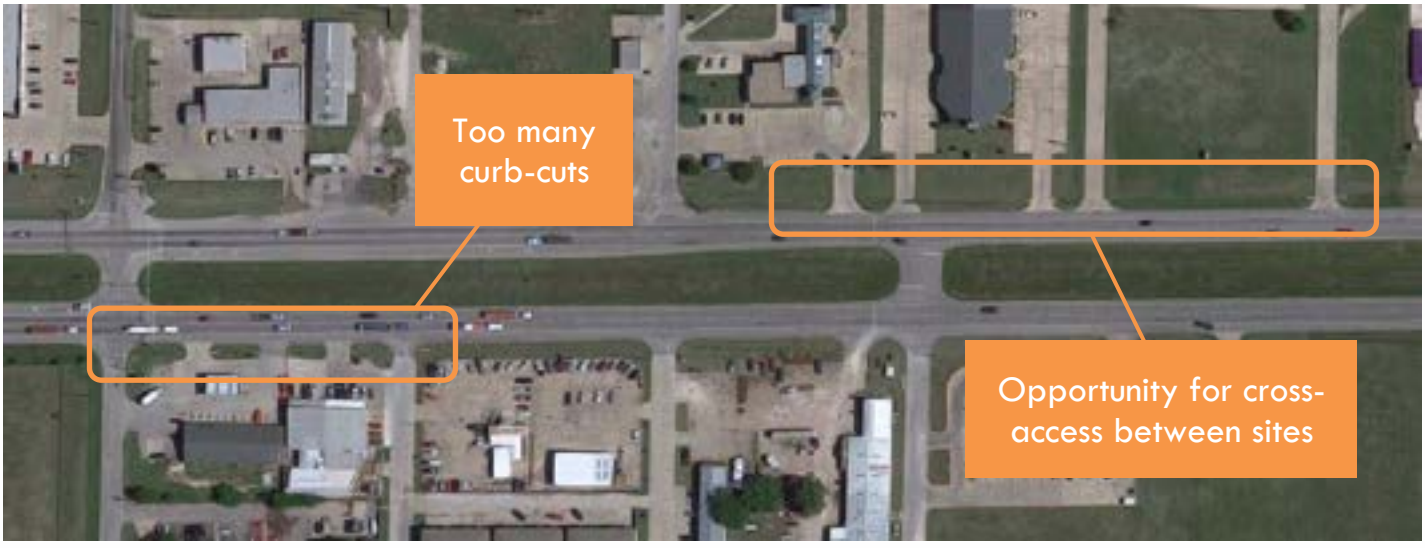
Access management refers to the ingress and egress of traffic on a roadway. It is important that the best practices for access management are followed for all new developments. This will help to prevent traffic issues. **Figure 26** is an example of efficient access management with limited curb-cuts and shared access easements. US-67 currently has a few areas with access management issues where shared access could be implemented. **Figure 27** shows an example in Alvarado along US-67. Curb-cuts close together can create traffic and safety issues. Where possible, the City should work with business owners and the Texas Department of Transportation (TxDOT) to remove dangerous curb-cuts and replace them with single-access and shared cross-access easements across multiple properties. The City should also update the subdivision ordinance to require shared access before the subdivision of land is allowed.

Figure 26. Access Management



Recommended driveway spacing standard:
1 driveway every 250 feet

Figure 27. US-67 Access Management



Chapter 5 | Neighborhood Livability

Introduction

This chapter focuses on the aspects that make Alvarado a livable community; specifically, livability as it applies to housing options, housing strategies, and strategies to improve aesthetics. Livability can be a difficult concept to assess because it is defined by both tangible and intangible factors. Intangible livability standards, those that cannot be measured, include sense of community or place, civic pride, and friendliness. Tangible liability factors, those that can be assessed, include:

- Community appearance;
- Affordable and diverse housing choices;
- Connectivity and accessibility;
- Cultural and social institutions; and
- Balanced non-residential land uses.

Livability is important to a community's resilience, both in the short- and long-term. In the short-term, livability impact the health, safety, wellness, and happiness of a community. In the long-term, these factors impact a community's desirability and therefore its ability to compete for economic development, keep taxes low, and provide necessary services and amenities to the community. As communities grow, individual preferences and needs become more diverse; therefore, the factors that differentiate livable and unlivable communities change over time and increasingly vary from person to person.

Figure 28. Lifecycle of Livability



Quick Facts

Alvarado Housing

- 71.2% single-family homes
- 11.5% multi-family homes
- 10.7% manufactured homes
- Median housing value: $85,600
- 20% of housing stock built from 1980-2000
- Less than 1% of housing was built since 2010
- 62.4% owner-occupied

Housing Options

What forms of housing are currently available in Alvarado? Are these choices adequate for current and future populations? These two questions are the basis of this section. Ideally, the housing in a community should serve the needs of people in all stages of life, whether they be young singles, families, empty-nesters, retirees, or seniors. When housing meets these needs, people can live their entire life in their community – possibly even in their neighborhood. It is recommended that a range of housing types should be incorporated into neighborhood land uses to facilitate lifecycle housing.

Multi-family

Multi-family housing, also called apartments, is a residential option intended to serve diverse preferences of the rental housing market. There are two general designs for multi-family housing, traditional "garden" style complexes and "new urbanism" style developments. Apartments can be designed and priced for any income level.



Mixed Use

"New urbanism" style multi-family housing often comes in the form of mixed use apartments. Not every community has the ability or desire to develop into a large city, but even suburban and small city residents enjoy having accessible, well-designed commercial and retail amenities in their community. Mixed use developments can be key in creating live-work-play environments. Vertical mixed use is traditionally thought of as shops on the ground floor with residential above, while horizontal mixed use follows a more traditional shopping center format. The common denominator is the special attention paid to aesthetics, sense of place, and pedestrian accessibility.



Patio Homes

Patio homes are small-lot, single family homes usually located in medium density neighborhoods. Smaller lot sizes limit the size of front and rear yards, which can be an attractive option for seniors, empty-nesters, and other groups seeking low property maintenance. Patio homes can be used to buffer low density neighborhoods from higher density residential uses.



Duplex Homes

Duplexes are homes divided into two separate dwelling units, each with its own entrance. Duplexes serve as a transition between higher density attached and single family detached housing. This housing type is important to the community due to its affordability, range of amenities available, and the transitional nature of the housing itself.



Townhomes



Townhomes are attached single and multi-story dwelling units that serve as an alternative to apartment living. Townhomes can be purchased fee-simple; which includes the land upon which they are situated. This housing option can serve the needs of those seeking a lower impact home-ownership experience, as well as first-time homeowners and college students. Segments of the population, ranging from young professionals to empty nesters, find townhomes appealing. Because townhomes are higher in density than other single family land uses, they are most appropriate in and around Downtown.

Senior Living



An integral part of retirement living is the connection to family, friends, and the community in which seniors call home. The need for decreased maintenance, increased access to transportation options, and accessibility to necessities (such as food and medical facilities) are essential. Senior living developments integrate these essential elements with housing. Many of the housing options are incorporated into senior living developments.

Traditional Neighborhood Design



Traditional neighborhood design (TND) refers to a concept that incorporates design features to encourage connectivity and facilitate active neighborhoods. These features create communities that resemble more historical, traditional neighborhoods and include:

- Connected street grid (similar to the one in downtown);
- Reduced housing setbacks;
- Front porches;
- Neighborhood pocket parks;
- Distinctive architectural design elements;
- Pedestrian and biker integration;
- Various housing sizes; and
- Neighborhood centers accessible by car and foot.

The **Future Land Use Map** and zoning ordinance map are integral in understanding where these various interests are desirable. For example, single family residential can be very high or very low in density, appropriate from rural to urban environments depending on the standards and desired outcome. Other residential land uses, such as multi-family and mixed use are preferable in higher density and higher value, urban or suburban environments. Transitional uses, such as duplexes and townhomes, can be ideal buffers between high and low density residential uses or between residential and non-residential land uses. Currently, the housing stock in Alvarado may not provide an appropriate mix of the beforementioned residential types. As shown in **Figure 11**, 71.2% percent of Alvarado's existing housing is single family. It is worth nothing that single family housing serves an important role; it is desirable among large portions of the population and is often the largest land use in cities. However, single family housing is lower in density than other residential uses, meaning individual lots take up more space. This can mean larger and less connected neighborhoods as well as added strain on municipal resources such as infrastructure, parks, and emergency services. More importantly, housing diversity makes communities more resilient and accommodating of people of all ages.

Recommendations to Guide New Development

How can Alvarado guide new development and preserve existing neighborhoods? Answering This question is the focus of this section. Communities are defined by their neighborhoods; not only housing, but also where residents live, play, shop, and, many times, invest in private property. The economic foundation of communities are their retail centers, employment centers, and industrial parks that provide jobs and tax revenue. In Alvarado, these areas present different challenges and opportunities; therefore, it is important that residential and non-residential uses are strategically coordinated to maintain a livable city and high quality of life.

Alvarado and its ETJ are host to a large amount of vacant land, which will someday develop into residential and non-residential uses. Availability of vacant land is a benefit for cities formulating development strategies, as it is much easier to shape a community by developing policies and regulations for land uses that are not yet developed than it is to apply them to existing development. Development strategies for residential and non-residential land uses do not vary significantly, though that does not mean the two are compatible without deliberate effort on the part of the City.

New Residential



Much of Alvarado is planned to be a residential land use of some kind in the future, and much of it will occur in areas of the City that are currently vacant. Comparing the **Existing Land Use Map** to the **Future Land Use Map**, 63.7 percent of future new development in Alvarado and the ETJ will be residential of some kind, amounting to approximately 9,759 acres of new residential development. **Figure 32** shows that there will eventually be three larger areas of higher density residential land use accompanied by smaller pockets of medium and high density development scattered mostly through the center portion of the City.

It should be noted that these projections are based on the ultimate population and city limits, meaning this scenario likely will not play out in the lifetimes of most current Alvarado residents. Nonetheless, it will be important for Alvarado to be proactive about its housing strategies because development patterns for residential land uses can be particularly unpredictable. Key areas of consideration for the City should be:

- Preservation of prime land parcels for residential development,
- Proactive subdivision and design standards, and
- Adequate provision of City services and amenities.

PRESERVATION OF PRIME LAND



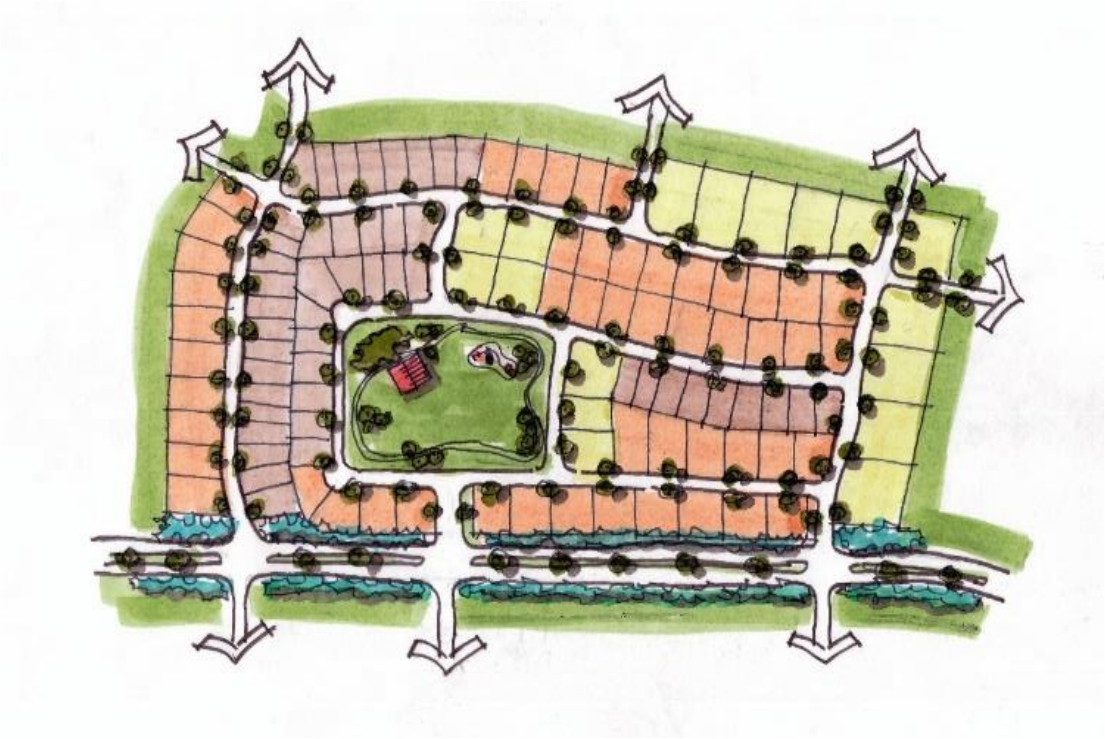
As shown in **Figure 33**, there are areas within Alvarado and the ETJ where the City and developers are essentially working with a blank canvas, specifically along FM 3136 out to Lake Alvarado, north Alvarado, and east Alvarado. Because the value of low density residential development can vary greatly, the City could preserve land with the highest real estate potential (land adjacent to the Lake, parks, and greenspace) by annexing when necessary and implementing area-specific zoning that includes minimum lot size, setbacks, and design standards (discussed next).

PROACTIVE SUBDIVISION STANDARDS

Because much of Alvarado's ultimate housing stock is comprised of residential development that has yet to be constructed, now is the City's opportunity to make sure that future housing is developed to a high standard to create quality, long-lasting neighborhoods. It should be noted that high standards do not have to translate to a high cost. Residential development standards keep maintenance costs down over time,

preserve home values, and maintain a high community image. Subdivision standards help make sure neighborhoods are well connected to the rest of the City and have a pleasant flow and feel. The following suggested standards should be carried out in the City's subdivision ordinance and can be implemented City-wide or be tailored to shape certain areas of the City:

- Encourage an ideal neighborhood layout with connected streets and small blocks,
- Blocks should be no longer than 1,200 feet, with 1,000 feet or less being preferred,
- Limit the use of cul-de-sacs; when constructed they should be limited to 600 feet,
- Require variation in housing façades to prevent monotony, and
- Secondary access or connectivity to other subdivisions should be required for safety and traffic flow reasons.



DESIGN STANDARDS

New housing in Alvarado may benefit from the following design standards:

- Building façade standards,
- Roof pitch,
- Articulation, and
- Setbacks.

Design standards help produce new development that is aesthetically pleasing and high in long-term value. The City should consider adopting the following recommendations to encourage livable and sustainable neighborhoods and require a developer of a subdivision to install some of the following elements.

Masonry Standards and Building Facades

Masonry or context-sensitive material standards, such as historically-accurate materials, maintain a neighborhood's sense of place. This can also include chimneys. In Alvarado, many historical buildings 1930-1940s and earlier with wood siding. This look should be encouraged to maintain compatibility, though must be maintained well since wood materials can more easily fall into disrepair. In areas when historical context is less of a concern, masonry should be encouraged.

Example of wooden residential exterior



Articulation, the variation of building features and materials, adds depth to neighborhoods and breaks up monotony. Examples of articulation include removing garages from the front of houses, varying depth of front facades, and using doors and windows to provide variation.

Example of varied facades, massing, and architectural relief



- Minimum roof pitch standards should be mandatory for all homes and require a minimum 5:12 roof pitch should be required for each primary structure.
- Front facades or elevations should not be duplicated within a specific amount of lots or tracts (e.g., 4, 5, or 6 lots).
- Wall massing should require an interrupted wall every specified distance (e.g., 5, 10, or 15 feet) on any façade of a dwelling unit.
- Architectural relief should be required when a primary structure exceeds one story; No individual floor or design should provide for more than one (1) side that contains fewer than four (4) outside corners.
- A set percentage (e.g., 20 percent) of single family housing on any given block should have covered porches.
- Each housing unit should contain an architectural focal point, such as a masonry chimney, brick veneer foundation, or window enhancements.

Example of a covered porch and brick veneer foundation



Setback

Shallow building setbacks generally create a more traditional or urban feeling, while deep setbacks create a more rural feeling. Both can have their place in Alvarado, though it will be important to develop zoning standards that consider where shallow and deep setbacks are desirable according to the **Future Land Use Map**. Generally, residential setbacks increase with the speed of traffic. Front yard setbacks should be varied such that a percentage of the platted lots decrease or increase the setback a specific distance (e.g., five feet).

Garages

The placement of garages in a neighborhood can have a substantial impact on a neighborhood's visual appearance. If alleys are not used in the design of a neighborhood, then driveways must be attached to the street. As a result, little space is available for on-street parking in small lot subdivisions. Typically, when no alley is present, a common design layout is for the garage to be placed facing the street. This design layout generally establishes the garage as the most dominant visual feature from the view of the street. While this layout is cheaper to construct (less concrete is required for paving) it generally does not contribute to the visual appeal of a neighborhood. Also, there is less space available for off and on-street parking. In cases where residential driveways and garages are connected to the street, it is recommended that one of the following designed be applied:

- The driveway is designed and connected to a detached garage and is in the rear yard of the property.
- The driveway be designed in a letter "J" formation and connected to a garage,
- The driveway is designed straight to a garage that is set back at least 15 feet of the front building line, or

These options will allow for the garage to be placed either in front, at the side, or in the rear of the home. The garage setback, if using a straight front entry design, will provide more space for parking. All options will enhance the view of the home from the street because the garage door will not be the dominant feature of the front building façade and thus will help maintain a high level of visual appeal. Notably, there is one possible exception to this recommendation. Due to the fact that large rural lots have homes with greater setbacks from the streets, these recommendations may not be suitable and possibly should not be required for large lot homes.

Figure 29. Detached Garage



Figure 30. J-Driveway

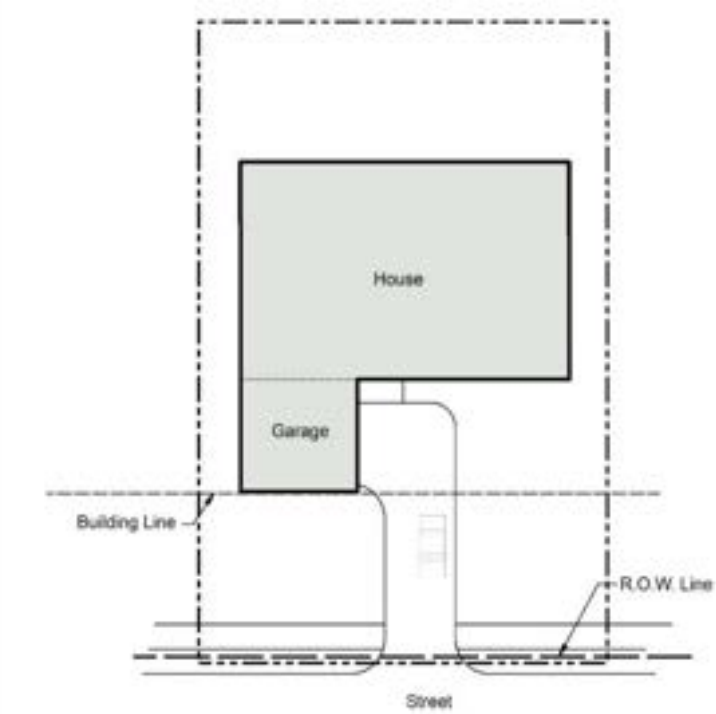
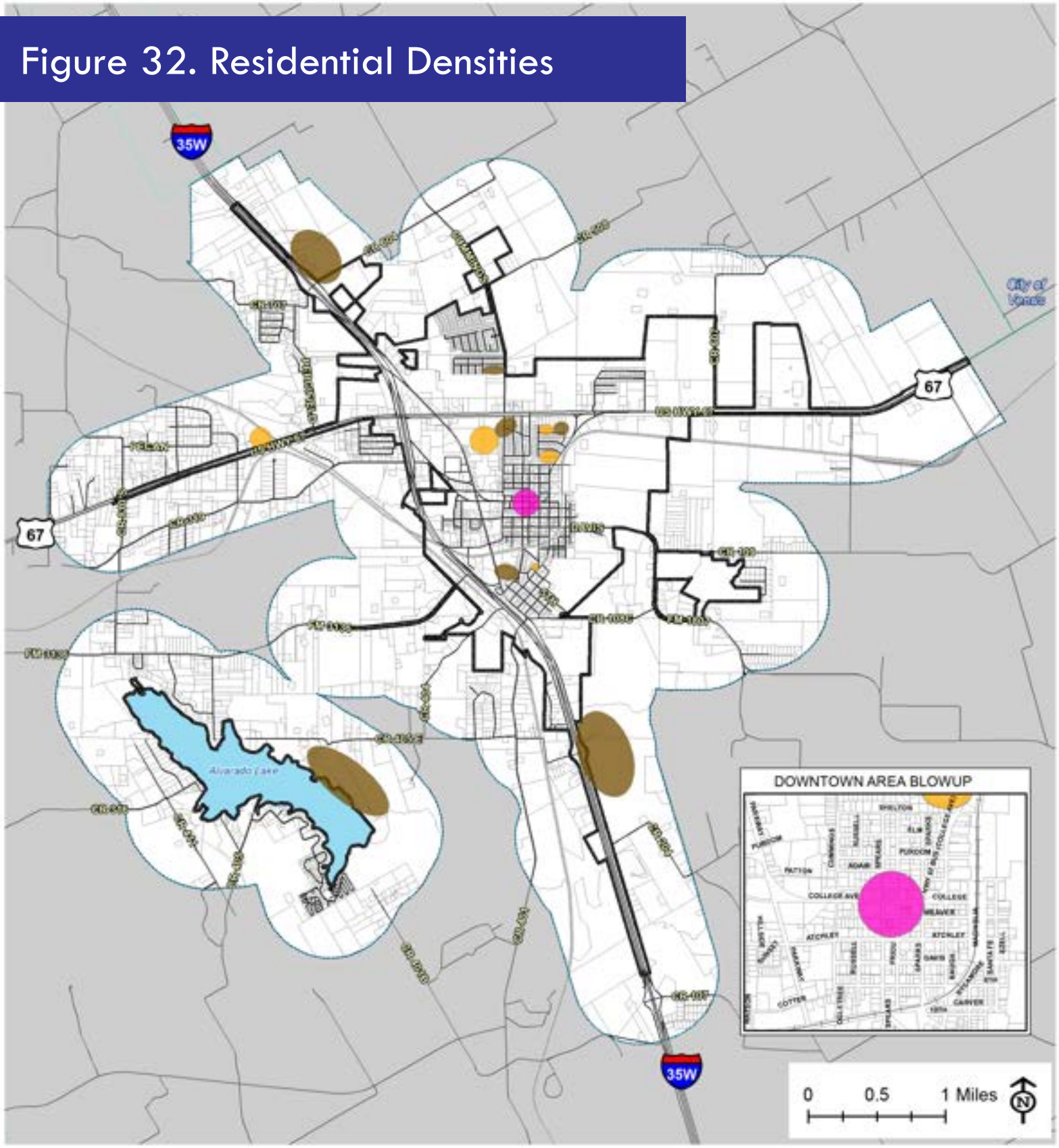


Figure 31. Straight Driveway



Figure 32. Residential Densities

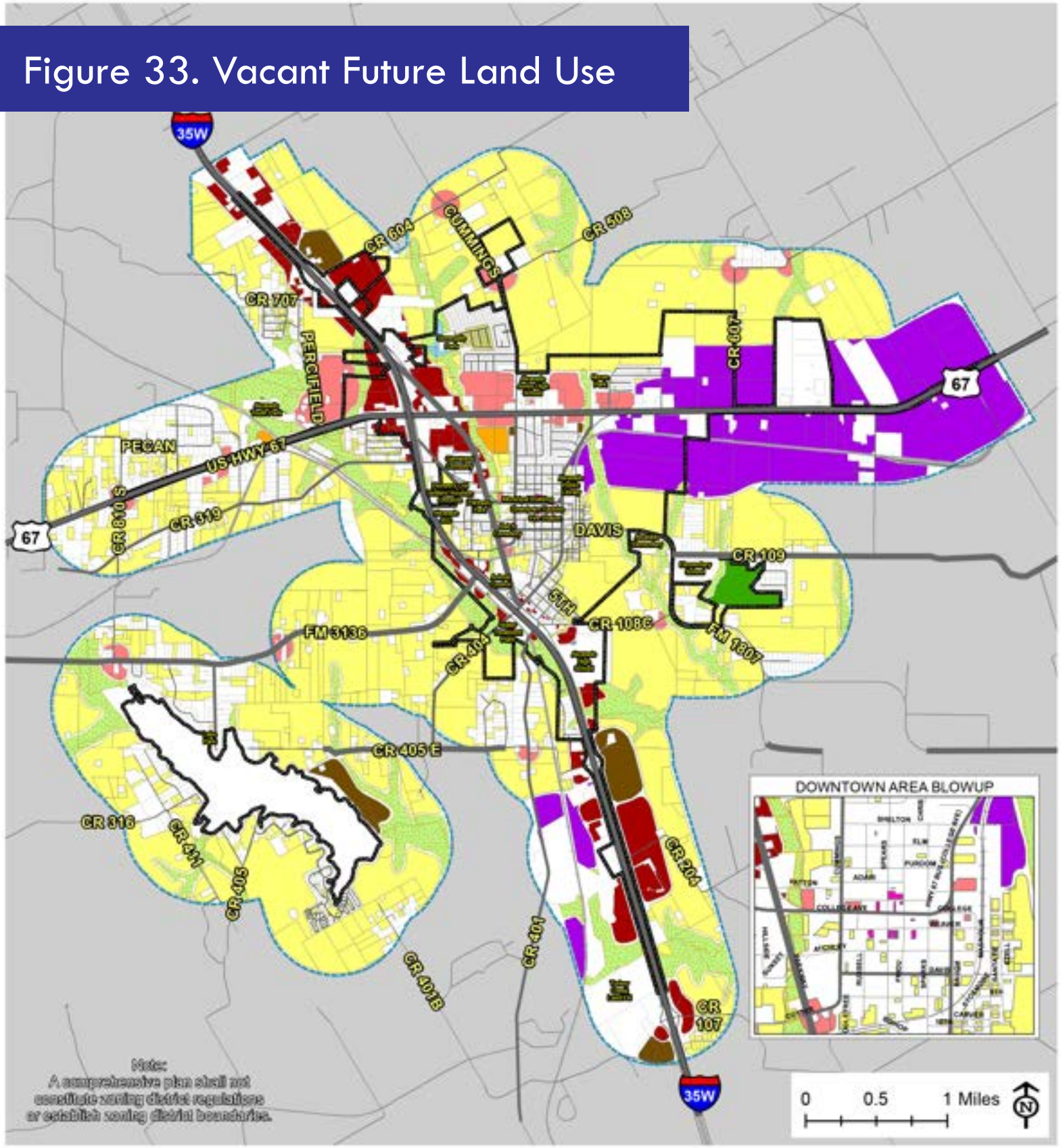


City of Alvarado

Residential Densities

- Medium Density Residential
- High Density Residential
- Mixed Use
- City Limits
- ETJ
- Neighboring Cities

Figure 33. Vacant Future Land Use



City of Alvarado

Vacant Future Land Use

- Downtown Square
- Low Density Residential
- Medium Density Residential
- High Density Residential
- Industrial/Utility
- Local Business District
- Interstate Business District
- Parks and Open Space
- Public/Semi-Public
- Lake
- Approximate Location of 100 Year Floodplain
- City Limits
- ETJ

New Non-Residential

The following strategies are designed to ensure new development is built in a manner that reflects Alvarado's vision. It will be important for Alvarado to be proactive about its non-residential strategies. Key areas of consideration for the City should be:

- Preservation of prime land parcels for non-residential development,
- Residential adjacency standards, and
- Other design standards.

PRESERVATION OF PRIME LAND

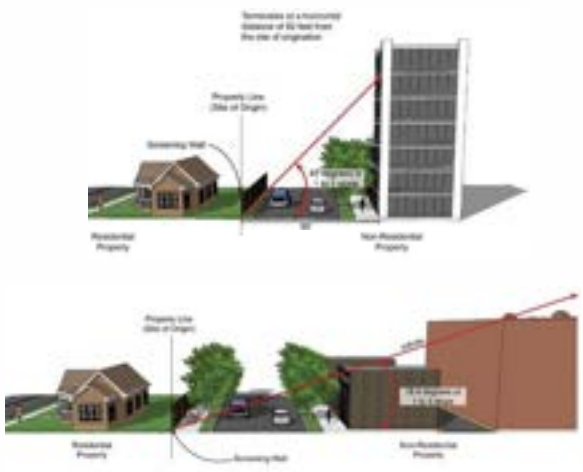
As shown in the **Vacant Future Land Use Map**, there will be a distribution of diverse non-residential land uses throughout the City as Alvarado grows. Heavier uses, such as interstate commercial and industrial will be concentrated along major corridors like IH-35W and US-67. There will be nodes of local business located in predominantly residential areas and there will be a limited amount of new development in the downtown area. In the case of parcels abutting IH-35W and US-67, the City should preserve large lots that would be ideal for big-box commercial or industrial uses by requiring larger minimum lot sizes in the zoning ordinance. In the case of local business nodes, the City could zone land surrounding key intersections in residential areas for local business, supplemented with specific uses. Discussion of downtown strategies can be found in the **Existing Land Use** section because the area is already developed.

RESIDENTIAL ADJACENCY STANDARDS

Residential adjacency standards are regulations applied to non-residential uses specifically when they are adjacent to existing or planned residential areas. Regulating non-residential development near residential development allows for the two to coexist by diminishing nuisances and improving aesthetics. The best adjacency standards can do more than just foster coexistence; they can go so far as to increase property values and quality of life by creating more dynamic, connected neighborhoods. This is achieved by formulating adjacency standards in the zoning ordinance that do some or all of the following:

- Lower non-residential building height,
- Increase non-residential setbacks, provide buffering and/or additional landscaping around non-residential uses, and
- Stipulate lighting, signage, street access, hours of operation, and/or building materials.

Figure 34. Residential Adjacency



Lower Non-Residential Building Height

Limiting non-residential building height protects adjacent neighborhoods from falling under a building's shadow, seeing a structure over the fence line, or having a diminished view of the sky. Lowered building heights also help protect the feeling of residential areas by keeping rooflines closer to eyelevel. These standards could be applied anywhere, including local business districts.

Increase Non-Residential Setbacks and Provide Buffering

Reducing setbacks is especially beneficial in instances when a non-residential use occurs next to a residential use, as opposed to across the street. Reduced setbacks can allow for more buffering or landscaping. These elements protect adjacent properties by increasing distance between the land use and therefor minimizing any possible nuisance related to the operation of the non-residential use. Residential areas overall are protected by setbacks and buffering because these standards prevent buildup right

along the roadway, create visual variation, and screen non-residential uses from view. These standards would be most effective along interstate business districts and industrial land uses.

Stipulate Other Design and Operational Guidelines

Design guidelines, such as access, hours of operation, and signage help maintain the overall feeling and flow of residential areas. Regulating street access ensures that non-residential uses don't cause unintended traffic problems from customers cutting through neighborhoods or parking along the street. Regulating signage and hours of operation help reduce nuisances such as traffic, noise, and lighting. Finally, design guidelines help ensure that non-residential uses aesthetically complement adjacent neighborhoods. These standards would be most effective along interstate business districts and industrial land uses.

DESIGN STANDARDS

Whether non-residential development occurs adjacent to residential areas, it is still important that standards be applied to non-residential development to create areas that residents and visitors want to spend time in and maintain their value over time. However, these standards do not need to be as strict as they would be adjacent to neighborhoods. Typical standards employed by cities for non-residential areas include signage, landscaping, and screening and buffering.

Building Articulation

Building articulation refers to offsets in the outer walls or roofline of a building. A perfectly flat wall with no variations has no articulation. Large retailers have become referred to as "big box" retailers since they are often monotonous in design (large buildings with no articulation). Many cities have established standards for varying exterior walls to address the visually unappealing design that is common with large "big box" stores. This articulation can be defined as an interruption or differentiation of the building wall plan with either a recess or an offset that projects away from the building wall plane by a specified depth or percentage.



New developments along major corridors should not be allowed to be designed in a manner that resembles a "big box" retailer. To accomplish this, it is recommended that the City set architectural variation standards along major corridors. These standards should apply to all non-residential structures that are 20,000 square feet in size or greater. Variations should be set for both depth and height; such standards will ensure that unbroken planes of wall will not be predominant along Alvarado's most visible roadways.



Screening Techniques

The placement of trash receptacles is often overlooked when designing new developments. They are often placed, unintentionally, in visible locations. Trash receptacles, however, do not have to be unsightly or reduce the visual quality of non-residential developments. Trash receptacles should be screened from public view with a masonry wall on three sides with a gate on the fourth (or two sides and be attached to the building with a gate on the fourth). To maintain consistency, the masonry walls should be of a similar or compatible material that is architecturally compatible with the primary building and should also be at least one foot taller than the container. Additionally, screening techniques should also be used to protect the visual realm from other typically unattractive necessities such as:



- Utility boxes
- Commercial loading docks
- Expansive parking lots

"Public view" refers to the view from major roadways as well as the view from any adjacent residential land uses. "Architecturally compatible" should be defined as a similar material and color to the primary building.

Signage

Regulating the signage that is allowed by establishments is one of the simplest and most effective ways in which cities can ensure a positive community image. The City should consider revising the zoning ordinance to give more surface area for shared signs and less for single signs. The zoning ordinance should also be revised to place a maximum square footage surface area on window signs to reduce visual clutter.

Where possible, the City should encourage monument signs and shared tenant signage. Minimizing the use of pole signage will improve the aesthetic feel of the roadway. Monument signs are appropriate in downtown and along US-67. Pole signs are appropriate along IH-35W due to faster speeds and visibility; however, shared pole signs should be encouraged.





Transition Areas

Single-family residential is the largest type of land use in Alvarado. The Future Land Use Plan creates more opportunity for non-residential development. This non-residential development will increase the tax-base and increase the quality of life for Alvarado residents; however, it is important to protect the residential neighborhoods that are the core of the City. As non-residential development occurs, it is important that there are adequate transition zones, or buffer zones, between residential and non-residential development. This is also known as land use compatibility.

Low Impact Development

The City may wish to include development regulations in the zoning ordinance to address these topics if property owners choose to utilize these tools and techniques in their individual developments. For example, wind turbines should be in the rear yard and have a fall zone of at least to the height of the top of the blade. Solar panels may be placed on roofs or on standalone poles in a rear yard not exceeding the height of the main structure.

Additionally, through zoning or subdivision regulations, the City may wish to require a certain number of sustainable design techniques selected from a menu-style listing to be integrated throughout the development. This type of development could be encouraged through expedited review processes, waived fees, increased densities, and other adjustments of development regulations.

Sustainable Tools and Techniques

- Rainwater harvesting
- Irrigation only through drip system, soaker hose, or harvested rainwater
- Low flow fixtures
- Alternative energy sources
- Only drought tolerant landscaping with a limited amount of turf grass
- Cool roofs (green or white)
- Solar orientation of structures
- No dead-end streets or cul-de-sacs
- Limited lot coverage
- Erosion prevention measures
- Bonus incentives for infill development
- Permeable pedestrian areas
- Recycled pavement materials

Landscaping Requirements

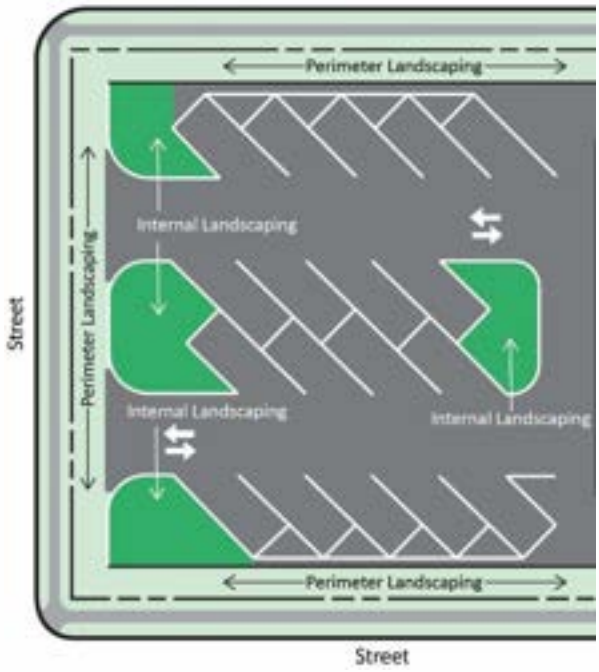
Landscaping methods play a major role in supporting a sustainable community. Landscaping is also considered an essential element of a property, whether the establishment be public or private. Quality landscaping can enhance the aesthetic quality of corridors as well as help improve Alvarado's overall image.

The City should also consider adopting more stringent landscaping requirements. One option is to require that all non-residential and multi-family development provide perimeter landscaping and internal landscaping. The width of the perimeter landscaping should be determined by the adjacent roadway type, while the number of trees/shrubs should be determined by the size of the landscaped area. Internal landscaping (islands) should be determined by the number of parking spaces.

Table 10. Sample Landscaping Requirements

Perimeter	5' to 15' width (varies) 1 tree per 500 sqft of area
Internal	20 sqft per parking space 1 tree per 10 parking spaces

Figure 35. Landscaping Example



Preserve Existing Neighborhoods

Preserving Alvarado's existing neighborhoods is important both to serve existing residents and make the community desirable for new development. This section focuses predominantly on existing residential land uses because they are the majority of the developed uses in Alvarado.

EXISTING RESIDENTIAL

Much of Alvarado's housing stock is aging; new home construction has dropped off 21% since 2000 and 60 percent of homes in the city are over 30 years old, according to the US Census Bureau. In and of itself, an older housing stock is not a disadvantage; older housing tends to be more affordable and can add character to neighborhoods. However, as housing ages it becomes important that the City and residents are committed to keeping the housing stock in good repair. Unmaintained housing can contribute strongly to misperceptions of a community.

Year Structure Built	%
2010 or later	0.9%
2000 to 2009	15.3%
1990 to 1999	19.8%
1980 to 1989	15.1%
1970 to 1979	11.4%
1969 or earlier	37.5%

Source: US Census, 2011-2015 ACS

As **Figure 36** shows, low density housing (lot size of 1 acre or greater) is located throughout Alvarado's ETJ. These areas are not the priority of this section because many will likely subdivide as Alvarado's City limits expand and demand for housing increases. The focus of this section is the higher density residential land uses located in the central and northern areas of the City within the City limits. Within these parameters, most of the existing lots range from ½ acre to 5,000 square feet or less.

The two major categories of existing neighborhood strategies are neighborhood preservation and infill. Preservation focuses on enhancing and improving existing housing, while infill replaces vacant or dilapidated lots with new housing in existing neighborhoods.

Preservation

Housing maintenance is appropriate in areas where the housing units are substantially sound but need minor repairs. The intent of a housing maintenance is to target areas where a relatively small amount of effort could be expended to improve the quality of housing and to reduce the likelihood of further deterioration of the units. The desired outcome of residential preservation through housing is neighborhoods that are in good health and appearance. This is achieved by maintaining the current condition to prevent decline, maintain their value, and attract long-term reinvestment. Several programs, both public and private, can be useful in improving or maintaining aging housing including:





- Code enforcement;
- Civic engagement;
- Neighborhood branding;
- Funding for housing rehabilitation, reconstruction and minor repair;
- Redevelopment incentives;
- Homebuyer assistance; and
- Public facilities/infrastructure improvements.

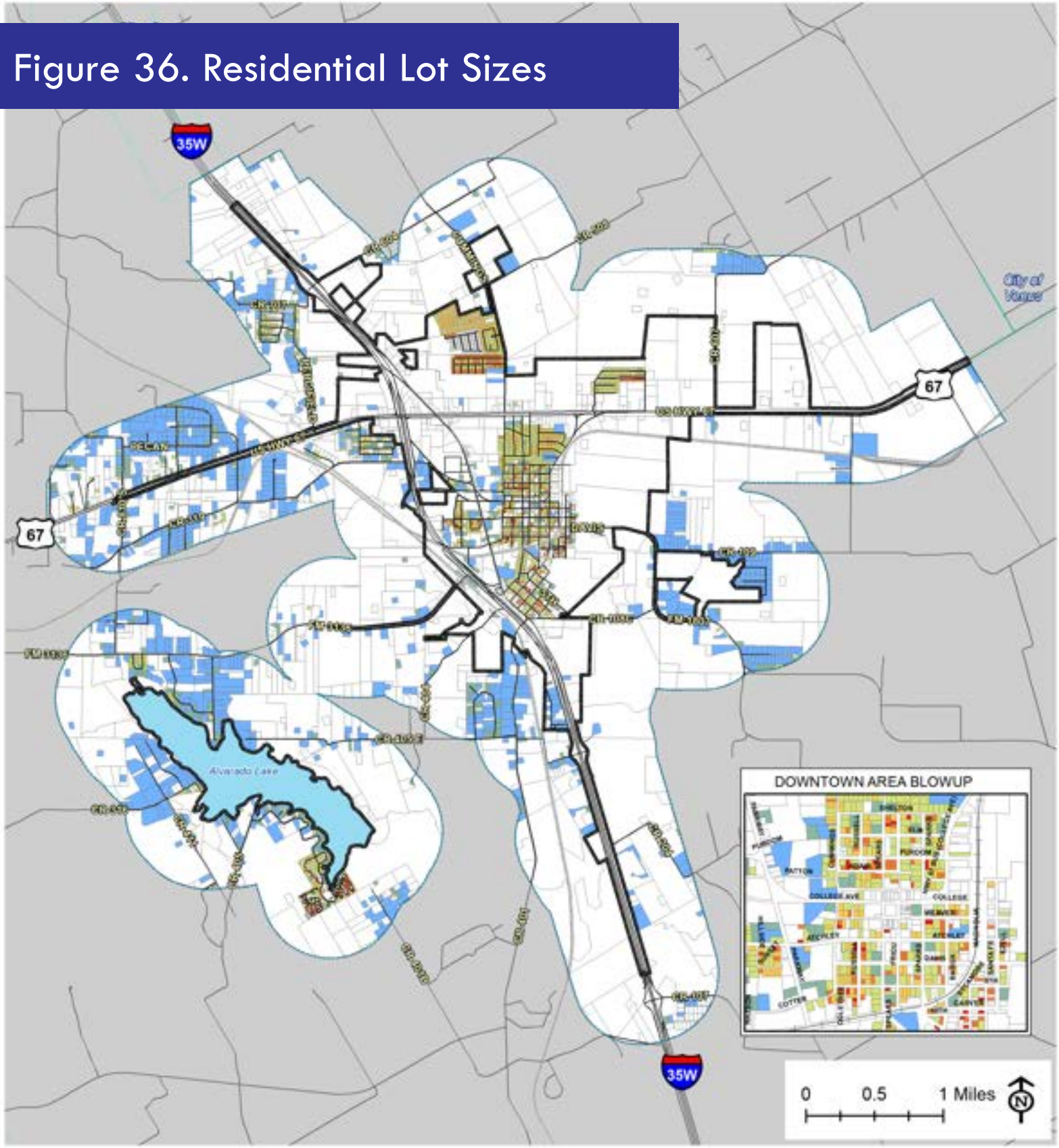
Infill



Infill housing is defined as new housing units constructed on lots within the city limits that are either vacant or are being redeveloped and are surrounded by developed properties. Infill and redevelopment efforts will be important in Alvarado's central and downtown areas because it provides a mechanism for increasing the population and supports efforts toward revitalizing older areas of the City. Infill and redevelopment also reduces the infrastructure costs associated with new development because it is less expensive to provide a connection to an existing line, rather than constructing a new one. Several programs, both public and private, can be useful in improving or maintaining aging housing including:

- Funding for clearance/demolition,
- Property acquisition,
- Infill incentives (waived development fees),
- Accelerated review and approval procedures,
- Rebates or grants awarded per housing unit constructed in focus areas,
- Infrastructure upgrades for infill projects over a certain value or number of units,
- Tax abatements, and
- Partnership with specific residential developer(s) for construction of a certain type of housing on city-owned lots (public-private partnership).

Figure 36. Residential Lot Sizes



City of Alvarado

Aesthetic Strategies

Aesthetics describe the look and feel of a community. As discussed, some elements of aesthetics are reflected in land use and housing. However, there are other neighborhood realms that strongly impact community appearance that do not necessarily have anything to do with land use. Corridors are one such example; they connect every part of a community and are the first and last thing people see when visiting a community. This section focuses on the non-land use elements of neighborhood aesthetics and identifies strategies for Alvarado to improve and expand on aesthetic initiatives.

Branding and Aesthetics

Because of Alvarado's location on IH-35W and US-67, as well as its proximity to other cities, it is important that branding be employed to denote when people are entering Alvarado. While residents know when they are in the City, it is often hard for visitors to know without signage and unique elements. However, if the City is going to employ branding, it must be done in conjunction with aesthetic enhancements, so that Alvarado is broadcasting the best image possible. Aesthetic enhancements are important for creating a strong sense of place, which will be key to developing a downtown in Alvarado. A branding strategy paired with other initiatives, such as new zoning regulations and thoroughfare enhancements, provide a base for continued aesthetic improvements.



Branding and public space strategies consist of organized design elements to create a cohesive pedestrian experiences and positive visitor perspectives. As downtown Alvarado continues to evolve, critical design ideas should be the focus for continuous improvements. Future public investment projects should reinforce repeating elements aimed at increasing downtown's identifiable image. Markers or gateway features with common signage, walls, banners, building materials, and landscape elements are encouraged.



DOWNTOWN

Aggressive and strategic branding is one way the City can have a direct impact on the character and perception of downtown. The existing gazebo at the center of the City, light poles, and historic buildings have laid a strong foundation for downtown's image. It is very critical that these common elements are emphasized in design guidelines and continue to be included with future streetscape projects.



Circulation and Parking

Circulation describes the nonvehicular aspects of navigating a community. This section focuses specifically on pedestrian amenities and safety as well as parking.

Pedestrian amenities, such as sidewalks, crosswalk features, or street furniture, are currently limited in Alvarado. Whether located in a neighborhood or commercial area, the ability to traverse a community comfortably and safely without a car is important for communities of any size. When use of a car is a necessity, the availability of parking and proximity of parking to destinations becomes a pedestrian issue. While connectivity and accessibility might not have been an issue in Alvarado previously due to size, it will increasingly be a factor as the City grows and develops.

NON-RESIDENTIAL CIRCULATION

Vibrant downtowns generate significant non-vehicular traffic, and that traffic needs to be able to safely and efficiently navigate. The limited number of crosswalks on roadways that will see increased traffic is also a significant safety concern. Improvement of pedestrian circulation should be a priority for the City. Continued development in downtown without sidewalks and crosswalks could be a threat to pedestrians. Provision of sidewalks is increasingly required in TXDOT grants, but beyond this, creating pedestrian features serves as an opportunity to further build on aesthetic design styles, as crosswalks and traffic signals can be made to match monument and street light materials.

Parking

Parking in downtown is an important factor in circulation. While downtown parking is adequate now, the area might not be equipped for increased vehicular traffic. The City currently uses key parts of the downtown for parking, particularly the area immediately surrounding the gazebo. It is recommended that the City consider constructing a dedicated public parking lot or structure as growth increases. However, there are several short-term and less expensive options. The City could work with developers to provide new public parking or negotiate with existing institutions to coordinate shared parking in underutilized lots.

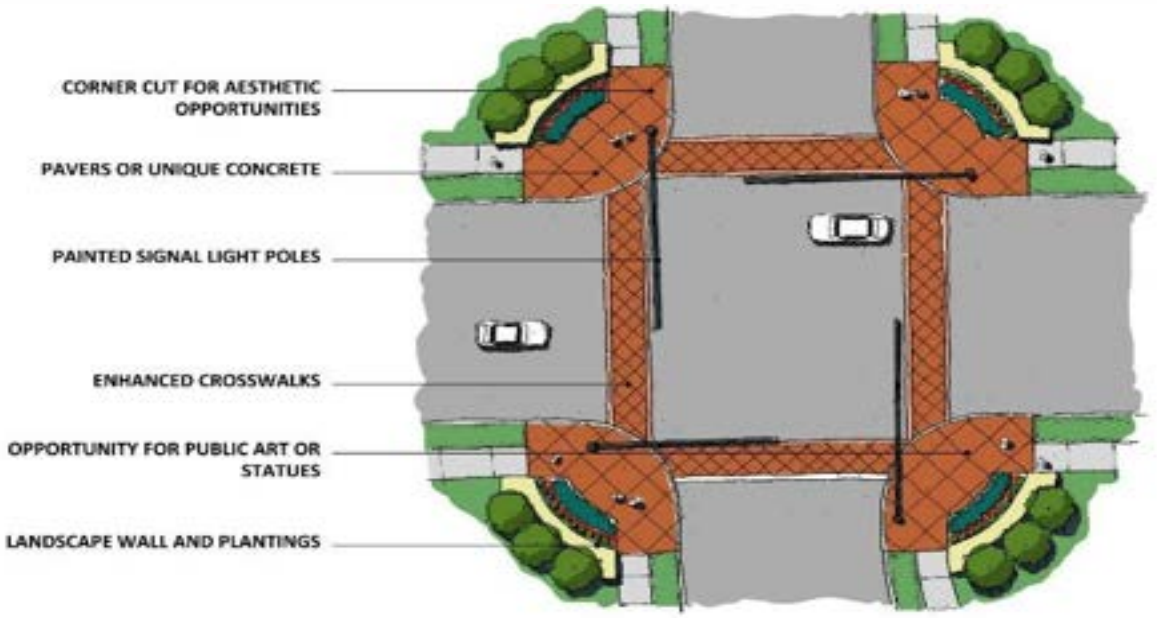
The placement of future sidewalks, crosswalks, and parking lots needs to be assessed and prioritized so that funding can be initiated through the capital project planning process. Any new parking in pedestrian-oriented areas should be located behind store fronts to promote a more urban feel. Downtown residential parking should be limited to behind buildings with access from an alley or side street.

Walkability and on-street parking together are important factors in downtown circulation and economic development. Walkability, whether it be pedestrian safety or enjoyment, is key to revitalization because people are less likely to visit areas that do not look safe, navigable, and comfortable. Parking in turn plays a role in walkability because people do not want to walk long distances or worry about whether there will be sufficient parking at their destination. On-street parking makes visitors more likely to explore the area between their car and destination.

RESIDENTIAL CIRCULATION

The issue of limited pedestrian features is not exclusive to downtown. Alvarado's neighborhoods have little in sidewalk infrastructure, meaning when sidewalks are present they are in desreair and unconnected. Provision of neighborhood sidewalks should be assessed in conjunction with planned trails, existing schools and parks, and land uses that provide key services.

Figure 37. Intersection Aesthetics



Textured Pavements or Striping at Crosswalks

Textured and colored pavement includes the use of stamped pavement or alternate paving materials to create an uneven surface for vehicles to traverse. They may be used to emphasize either an entire intersection or a pedestrian crossing, and are sometimes used along entire street blocks. Additionally, striping will clearly delineate the pedestrian pathway and serve to indicate to motorist that pedestrians may be near and to drive accordingly.

Raised Crosswalks

Raised crosswalks are speed tables outfitted with crosswalk markings and signage to channelize pedestrian crossings, providing pedestrians with a level street crossing. In addition, by raising the level of the crossing, pedestrians are more visible to approaching motorists.

Traffic Circles

Traffic circles are raised areas, placed in intersections, around which traffic circulates. Traffic already in the intersection has the right-of-way; drivers yield on entering. Drivers must slow to a speed that allows them to comfortably maneuver around them. These are sometimes called intersection islands.

Narrowings

The width of the traffic lane is reduced by adding islands, restriping the existing pavement, or adding a line of traffic buttons. If using paint or traffic buttons to narrow the travel lanes, one line is placed at the centerline of the street and another line near each edge. These markings have the effect of narrowing the travel lane, inducing drivers to slow down. A chicane (pronounced chick - ANE) is a series of narrowings or curb extensions that alternate from one side of the street to the other forming S-shaped curves. It may also be called a deviation, serpentine, reversing curve, twist, or staggering. These are installed away from intersections.

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Chapter 6 | Parks Plan Update

Introduction

One key element for a healthy, livable community is space devoted to satisfying active and passive recreational needs. The quality of local park and recreation services is determined by the amount of recreational space in a community, the distribution of this space, and the quality of amenities offered within them. Together, these factors create spaces that are components that enhance and contribute to the quality of life found in the community. Society's growing health awareness makes recreational opportunities increasingly important for all age groups. Ultimately, a recreation plan can help enhance quality of life for residents by promoting increased park service levels. As North Texas continues to expand, citizens are becoming more aware of the diminishing amounts of open spaces around their communities. This awareness leads to an increased interest in open space preservation. Likewise, rural landscapes and natural areas including creeks, lakes, prairies and wooded areas, are receiving more visitors than previous years. According to the National Recreation and Park Association, parks and recreation possess three values that make them essential services to communities: 1) economic value, 2) public health and environmental benefits, and 3) social importance.


Moore Park


Stonegate Park


Downtown Gazebo


Parkway Park

Existing Conditions

The City of Alvarado created its first Parks Master Plan in 2004. The Plan was completed within the guidelines of Texas Parks and Wildlife Department (TPWD) requirements to meet grant eligibility. In keeping with these requirements, the Plan was updated in 2010. The Plan outlined the existing conditions and conducted a needs assessment for future park facilities. The objective of the Plan is to have 14 acres of park for every 1,000 residents. This Parks Master Plan Update is comprised of an inventory of existing conditions, an assessment of community needs of the park system, and recommendations.

Existing Park Inventory

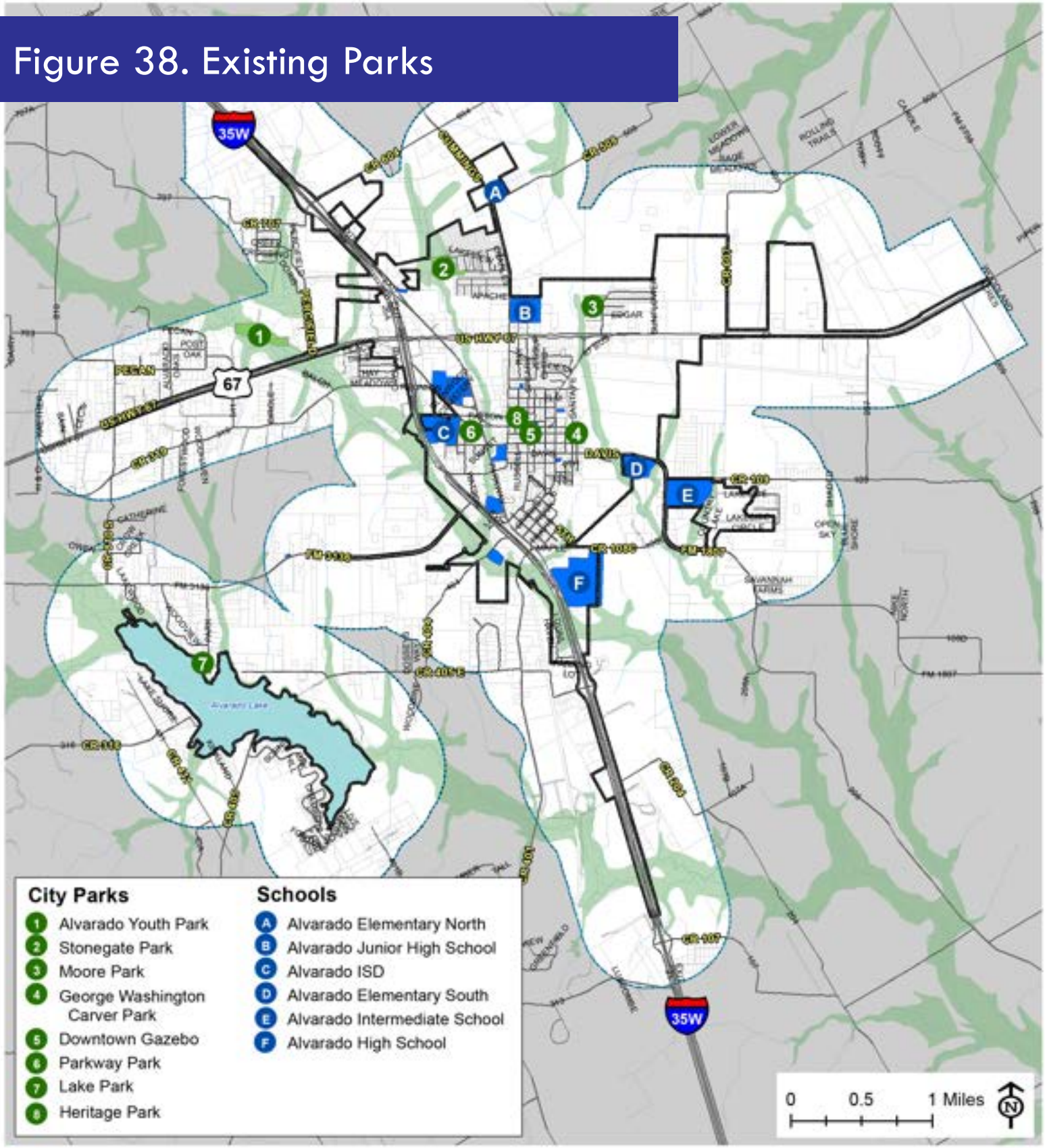
As shown in **Figure 38**, there are seven park and recreational areas within Alvarado. **Table 11** outlines the classification and acreage of each park. In total, Alvarado has approximately 42 acres of park land.

Table 11. Existing Park Inventory

Park Name	Park Classification	Site Area (Acres)	Amenities
Alvarado Youth Park (AYSA)*	Community Park	20.0	Soccer, baseball, and football fields
Downtown Gazebo	Special Use Park	0.3	N/A
Lake Park	Special Use Park	3.4	Boat ramp
Moore Park	Community Park	6.4	Baseball field
Parkway Park	Neighborhood Park	3.56	Pavilion, play area, trails, skate park, washer pit
Stonegate Park**	Neighborhood Park	8.3	N/A
George Washington Carver Park	Mini Park	0.9	N/A
Heritage Park	Special Use Park	0.59	Museum

**Privately owned facility, leased to the City*
*** Currently held in a private trust, to become dedicated parkland at a future date*

Figure 38. Existing Parks



City of Alvarado

Existing Parks

- Parks and Open Space
- Schools
- Floodplain

Types of Parks

The purpose of the classifications and standards is to establish guidelines for park systems. These classifications balance amenities and access yet are appropriate for the community's size and existing conditions. The following classifications and general considerations were developed to promote a park system that is measurable and supports the community's vision. The classifications create a hierarchy of park types through sizes, location, recreational types, and service areas.

Mini Park

Mini parks are the smallest park unit for the local park system and are used to address limited, isolated, or unique recreational needs. Alternatively, these parks can serve as minor trailheads to access a trail or park network in a residential area. Generally, these park types are centrally located in a neighborhood and serve a limited population or smaller group of residents. In addition, Mini Parks can be used as a neighborhood stabilization technique to increase branding, property values, and the livability of a specific neighborhood. These parks should be very accessible, limited in purpose, and provide close-to-home park services. While the mini park classification is used by many communities, only general descriptions are provided in this plan. A Mini Park serves up to a 1/4-mile radius. Mini parks generally range in size and are up to one acre and usually contain a playground and picnic area. Many of these are built by developers and can be operated and maintained by a homeowner's association.

Figure 39. Mini Park

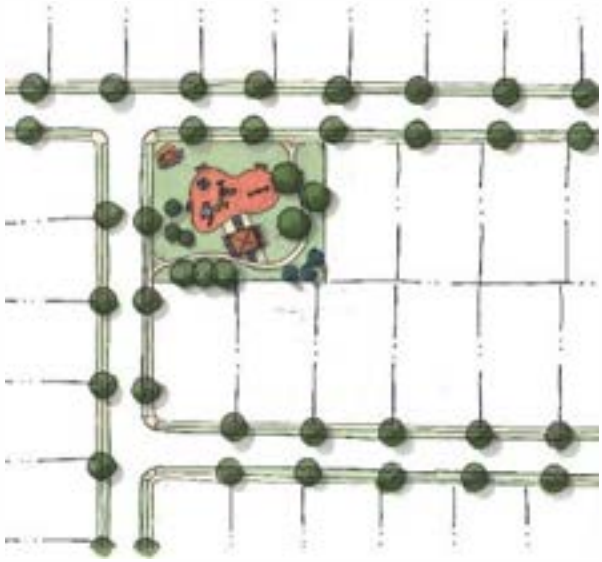


Table 12. Mini Park Summary

Typical Size
Up to 1 acre
Typical Service Area and Service Level
¼-mile radius serving a limited population or small group of residents
Location Criteria
Centrally located in a small neighborhood or neighborhood area
Design Considerations
• Used to address limited, isolated, or unique recreational needs. • Can serve as minor trailheads to access a trail or park network in a residential area. • Can be used as a neighborhood stabilization technique to increase branding, property values, and the livability of a specific neighborhood. • Should be very accessible, limited in purpose, and provide close-to-home park services. • Usually contain a playground and picnic area. • Many of these are built by developers and can be operated and maintained by a Homeowners Association.

Neighborhood Park

This unit of the park system serves as the recreational and social focus for neighborhoods. Neighborhood parks are larger in size than Mini Parks and focus on serving a broader population to meet the recreational needs of several neighborhoods and a larger geographic section of the community. They are still limited in population served and should be very accessible. The neighborhood parks for the City are smaller than community parks but their contribution to levels of service and amenities for residents are much greater than traditional mini parks. These medium-sized parks should generally be in the center of neighborhood areas with trail access. These parks may also serve to preserve natural resources including creeks, streams, slopes, greenbelts, or floodplain areas. Neighborhood parks should include a range of both active and passive recreational opportunities and needs that are not featured at mini parks. They should consist of amenities for all user groups including limited use by organized team sports.

Figure 40. Neighborhood Park



Table 13. Neighborhood Park Summary

Typical Size
2 to 10 acres
Typical Service Area and Service Level
About 0.5-mile radius, or several neighborhoods; 1 acre per 1,000 residents
Location Criteria
• Near the geographic center of a residential area or central to several neighborhoods • Accessibility via of trails and sidewalks or low-volume residential streets increases use and viability; street access should be required on at least one side of the park
Design Considerations

• Placement near greenbelts and trail corridors will help to provide trail access and connectivity to parks throughout the community's system
• Some vehicular surface parking, in addition to on-street parking, may be needed based on the individual park design, users, and programming
• Safe pedestrian access should be provided to the park and include safe internal circulation
• Aesthetic landscape plantings and protection from the sun through shade structures or trees
• Signage including monument park sign, necessary trail signs, and posted administrative requirements
• Typical amenities include:
  ○ Children's playground with fall surface and equipment
  ○ Hard surface play areas or court games such as basketball, tennis, and volleyball
  ○ Limited sport field(s)
  ○ Small lawn for passive non-organized play such as toss or Frisbee
  ○ Pavilions
  ○ Loop trails and trail head connections to any adjacent trail system
  ○ Passive recreation elements and site furnishing such as tables, benches, trash bins, bike racks, and shade structures or pavilions
  ○ Gardens or water features

Community Park

Community Parks are larger in size than neighborhood parks. Their focus is on serving a broad population to meet the recreational needs for a large geographic section of the community. These parks include a wide range of active and passive recreation opportunities. They can help to provide those recreational needs that are not featured at neighborhood parks. These parks may also serve to preserve natural resources including creeks, streams, slopes, greenbelts, or floodplain areas. Community parks consist of amenities for all user groups and should include facilities for organized team sports. Community parks can also include an array of special recreational amenities like sports complexes, a trail network, fitness-focused equipment and educational facilities.

Figure 41. Community Park



Table 14. Community Park Summary

Typical Size
10 to 50 acres
Typical Service Area and Service Level
About 1-mile radius or major geographic section of the City; 8 acres per 1,000 residents
Location Criteria
• Integrated to maximize service areas and accessibility while minimizing unnecessary overlap in service level coverage • Consider the physical barriers such as highways • Incorporate natural features when possible and could be situated along greenbelts to include nature areas and access to adjacent trail systems • Often located near major roadways, parks and park expansions should consider park visibility from adjacent areas
Design Considerations

• Placement near greenbelts and trail corridors will help to provide trail access and connectivity to parks throughout the community's system
• Vehicular parking requirements based on the individual park's programming
• Safe pedestrian access and safe internal circulation
• Protection from the sun through shade structures or trees
• Facilities should have aesthetic landscape plantings
• Park signage should include monument park sign, necessary trail signs and posted administrative requirements
• Typical amenities include:
  ○ Children's playground with fall surface and equipment
  ○ Hard surface play areas or court games such as basketball, tennis, and volleyball
  ○ Sports and practice fields for organized team sports
  ○ Walking loop, trails, access to trail systems, and trail head connections to adjacent trails
  ○ Splash pads or swimming pool
  ○ Open lawn for passive non-organized play such as toss or Frisbee
  ○ Passive recreation elements and site furnishings such as tables, benches, trash bins, bike racks, and shade structures or pavilions
  ○ Restrooms and support facilities such as maintenance buildings

Regional Park

Regional Parks are generally the largest park classification for cities of Alvarado's size park system. They provide recreational amenities to the entire community and even serve as a hub for surrounding communities. Often, regional parks help to protect and showcase valuable natural resources such as habitat preserves or bodies of water. Regional parks include a very wide range of active and passive recreational opportunities. They can help to provide those recreational needs not featured at neighborhood or community parks. These types of parks can be an economic generator by attracting visitors from several communities or even other parts of the state.

Figure 42. Regional Park



Table 15. Regional Park Summary

Typical Size
Varies in size depending on programming, location and natural features
Typical Service Area and Service Level
Generally, a destination point, service area is the entire community and surrounding region
Location Criteria
• Due to the targeted program element of these parks, there are no specific site selection criteria • Their locations should serve as a hub to surrounding region • New parks and park expansions should consider park visibility from adjacent roadways • Often associated with community branding and identity • Many times, regional park locations are solely based on available lands to accommodate such large sites • Site selections often consider regional access and convenient wayfinding for visitors • Highly visible locations support the greater economic impact regional parks can have
Design Considerations
• Vehicular parking should be required based on the individual park's programming • Safe pedestrian access should be provided to the park and as internal circulation • Design for regional parks should consider the community's overall character and their impact for economic development • Facilities should have aesthetic landscape plantings and trees • Park signage should include monument park sign, necessary trail signs and posted administrative requirements

Special Use Park

Special use parks can cover a wide range of facilities and descriptions but are most likely oriented for a single purpose. These types of parks serve the community in many ways including economic development, defining character and promoting community pride. Their activities can include single uses such as performing arts, gardens or a community center.

Special use parks generally fall into three categories:

1. Social/Cultural/Historic Sites - plazas, squares, municipal sites or historic sites
2. Recreational Facilities - senior center, golf course, nature center, community center or aquatic facility
3. Outdoor Recreational Facilities - stadium or sports complex for single type event

Figure 43. Special Use Park



Table 16. Special Use Park Summary

Typical Size
Varies in size depending on programming, location and natural features
Typical Service Area and Service Level
Generally, a destination point, service area is the entire community and surrounding region
Location Criteria
• Due to the targeted program element of these parks, there are no specific site selection criteria • Special use parks should be visible and fit into the community's existing development patterns • Their locations should serve as a hub to surrounding use • New parks and park expansions should consider park visibility from adjacent roadways • Often associated with community branding and identity
Design Considerations
• Vehicular parking should be required based on the individual park's programming • Safe pedestrian access should be provided to the park and as internal circulation • Design for special use parks should consider the community's overall character and their impact for economic development • Facilities should have aesthetic landscape plantings and trees • Park signage should include monument park sign, necessary trail signs and posted administrative requirements

Standards-Based Assessment

The standards-based assessment uses established guidelines set by the National Recreation and Park Association (NRPA). A level of service is described for park types and how they serve the community. The level of service represents a specific acreage of park land, number/type of facilities, or number of parks needed per given population or area. Two types of standards were examined: acreage and facilities. A minimum of 10 acres per 1,000 residents is commonly used as a guide for park planning. According to the NRPA, close-to-home parks (Mini, Neighborhood, and Community) park acreage should be between 6.25 and 10.25 per 1,000 residents.

Table 17. NRPA Standards

Park Type	NRPA Recommended Acres per 1,000 Persons	Recommended Park Size	Recommended Service Area
Standard Parks			
Mini Park	0.25 to 0.5 acres	1 acre or less	About 0.25-mile radius
Neighborhood Park	1 to 2 acres	Up to 10 acres	About 0.5-mile radius, or several neighborhoods
Community Park	5 to 8 acres	10 to 50 acres	About 1 mile radius, up to entire community
Other Parks			
Regional Parks	Varies	Varies	Varies
Special Use Parks	Varies	Varies	Varies

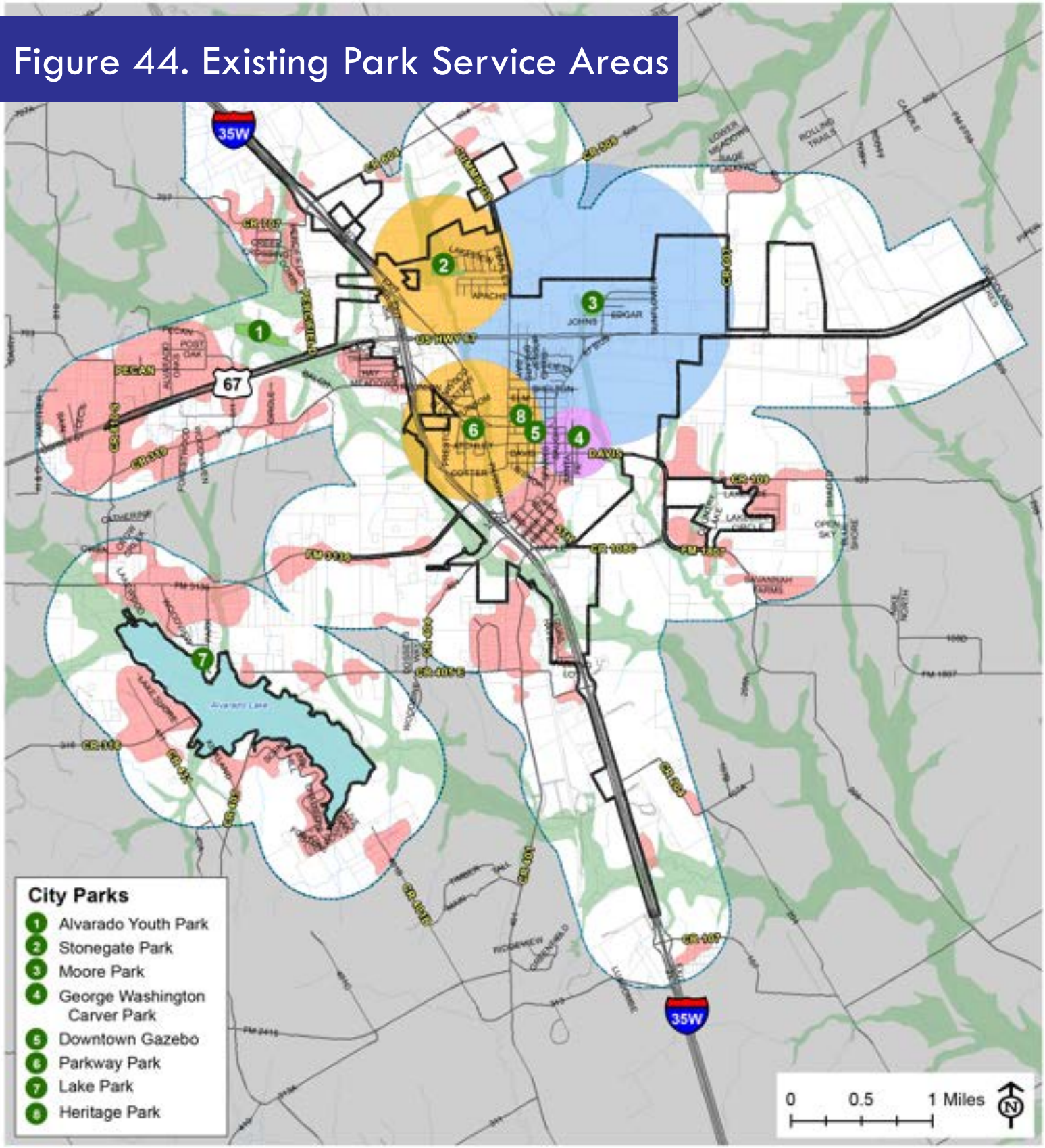
Table 18 examines Alvarado's current level of service for each park type based on acreage. **Figure 44** shows the current service area of each park. **Table 18** shows that Alvarado currently has adequate parkland acreage for neighborhood parks, but currently needs more parkland acreage for mini and community parks. **Table 18** also shows that Alvarado will need to continue acquiring parkland in the future as the City grows to provide adequate parkland acreage for future residents.

Table 18. Existing Park Level of Service Analysis

				2020 (based on pop of 4,973**)		2030 (on pop of 7,723**)	
Park Type	**Existing Acres**	**NRPA's Rec. Acres per 1,000 people**	**Current Acres per 1,000 people***	**Total Acres Needed**	**Add'l Acres Needed**	**Total Acres Needed**	**Add'l Acres Needed**
Mini	0.9	0.25 - 0.5 ac	0.2	1.2	0.3	1.9	1.0
Neighborhood	13.9	1 - 2 ac	3.3	7.5	-3.8	11.6	0.3
Community	26.4	5 - 8 ac	6.3	29.8	3.4	46.3	19.9
Regional	0	Varies	0	N/A			
Special Use	4.1	Varies	0.8	N/A			

**Based on an existing population of 4,170*
***Based on a growth rate of 4.5%*

Figure 44. Existing Park Service Areas



City of Alvarado

Existing Park Service Areas

- Parks and Open Space
- 1 Mile Community Park Zone
- 1/2 Mile Neighborhood Park Zone
- 1/4 Mile Pocket Park Zone
- Unserviced Residential
- Floodplain
- City Limits
- ETJ

Parks Plan Recommendations

Pedestrian Amenities

SIDEWALKS

Providing sidewalks within the City will encourage walkability in Alvarado by providing a protected pathway and creating a sense of safety. If residents can easily see and identify a clearly delineated pathway to an intended location, they have a sense of security in walking to that destination. Sidewalks are not needed on every street in the City, but should connect key locations in the City. In some areas of the City, sidewalks may not be feasible due to lack of right-of-way. Ideal locations for sidewalks are near schools, parks, downtown, and near other heavily travelled destinations. To ensure safe crossings at intersections, all intersections where sidewalks are present should have enhanced crosswalks. This can include elements like signage or painted crosswalks. It is important that all sidewalks be ADA compliant to ensure that all of Alvarado's residents can benefit from the sidewalk system. Each year, the City should budget for maintenance to existing sidewalks and construction of new sidewalks. Additionally, all new developments should be required to have a sidewalk system that connects to the overall system.



CITY-WIDE TRAIL SYSTEM

This effort will require a phased approach with milestone goals to implement a given number of linear feet per year. The trails and off-street facilities provide the desired links to key points of interest in the community such as schools, future parks, other existing trails and non-residential areas. While a trail destination places additional emphasis on a recreation activity such as hiking, off-street routes could be used for both daily needs and recreation. Greenbelt trails emphasize a strong relationship with the natural surroundings. The top priorities for implementing a well-connected trail system are:

- Provide trail access from neighborhoods
- Require new subdivisions to provide trail amenities and connections to the city-wide trail system
- Implement trails along greenbelts/preserved open space areas
- Increase pedestrian route facilities along major corridors
- Acquire/secure land easements for future greenbelt trails
- Plan for off-street pedestrian facilities paths adjacent to select roadways
- Provide a safe north-south trail connection across US-67
- Provide a safe east-west trail connection across IH-35W



Future Parks

ACQUIRE MORE PARKLAND

The objective of the 2010 Parks, Recreation, and Open Space Master Plan is to have 14 acres of parkland for every 1,000 residents. **Table 18** provides a more detailed analysis of the parkland needed in Alvarado. This City should work to acquire approximately 4.8 acres of parkland by 2030.

Future Community Park

A new location for a community park is recommended in the east planning area to the east of Alvarado Intermediate School. A new community park will serve more residents and provide more recreational amenities. The community park should have the following amenities:

- Baseball/softball fields
- Soccer fields
- Swimming pool or splash pad
- Pavilions and picnic tables
- Playgrounds
- Walking/jogging trail

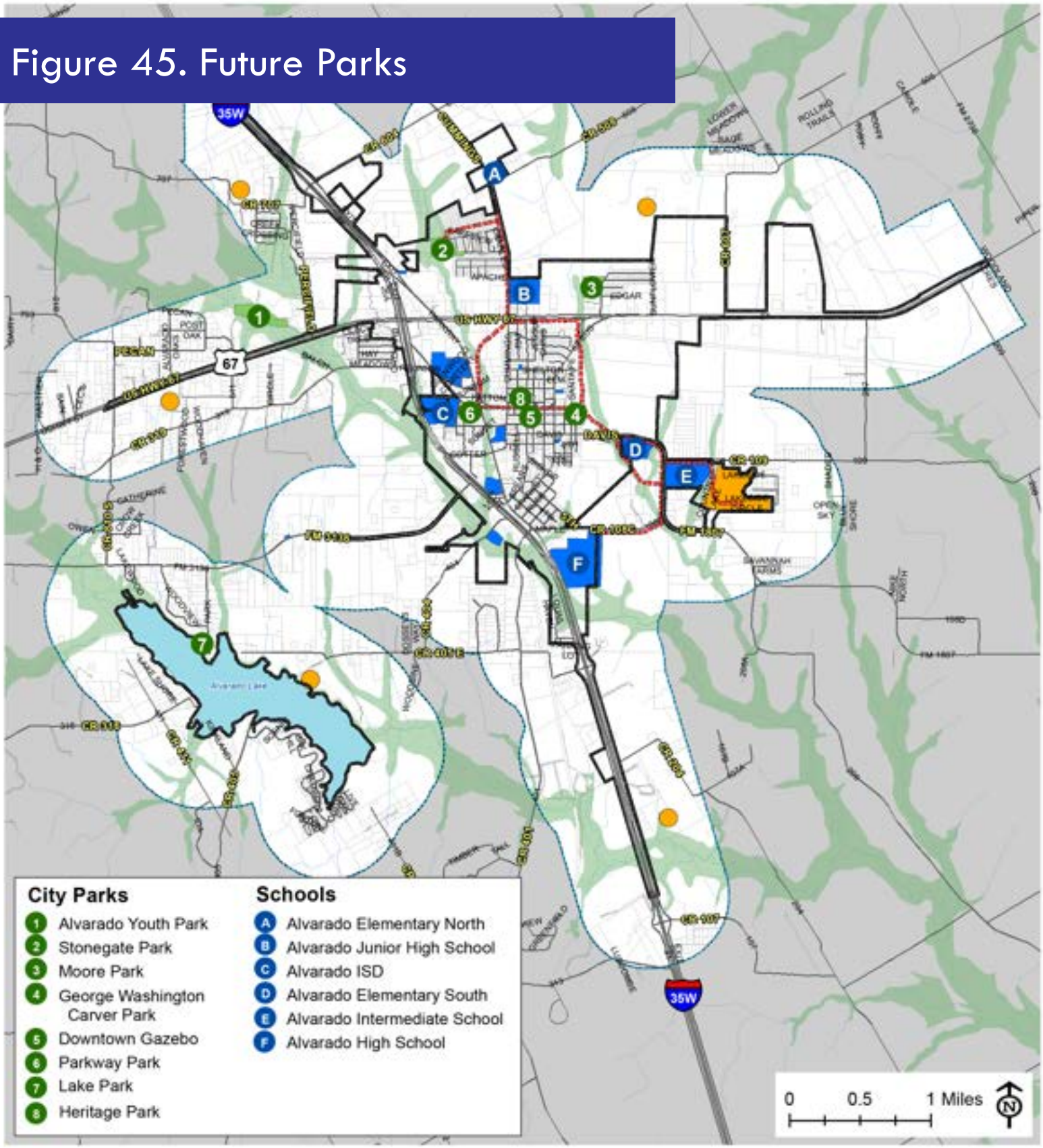
Sports Complex

With residential development comes the need for parks and schools. The City should include the Alvarado ISD officials in all planning efforts to ensure that future school sites are well-coordinated with parks and other developments. The addition of a sports complex could be integrated with the addition of a new community park. This sports complex will attract weekend visitors to Alvarado. It is important that the complex as easy access to nearby hotels and restaurants.

PARKLAND DEDICATION ORDINANCE

A parkland dedication ordinance should be used to require developers to dedicate parkland in all new developments. This will ensure that adequate parks and open space are created as growth and development occurs. The ordinance can be written in way that will allow a development to pay a fee in lieu of parkland, if they wish. This money then must be used by the City for parks and recreation.

Figure 45. Future Parks



City of Alvarado

Future Parks

- Proposed Trail
- Future Mini Park
- Future Community Park/Sports Complex
- Parks and Open Space
- Schools
- Floodplain
- City Limits
- ETJ

Park and Trail Priorities

1. Upgrade and improve Moore Park to meet current standards as well as other sites that do not meet modern safety and accessibility standards.

2. Continue in the beautification of the City's entryways, parks, medians, and other public spaces.

3. Develop a barrier-free baseball field and playground that promotes interaction between physically challenged and able bodied children.

4. Consider the development of the historic wagon barn east of City Hall as a park with additional municipal parking.

5. Acquire the open space contiguous to George Washington Carver Park.

6. Begin to develop a pedestrian trail system that links schools, parks, and neighborhoods.

7. Where possible, acquire and preserve open space for future park development, including sites identified as Fannin, Wellborn, and the dedication of Stonegate, currently held in trust.

8. Acquire enough developable open space to accommodate the construction of a major athletic complex large enough to host tournament play.

9. Acquire the remainder of the pond/open space at Stonegate.

10. Identify and where possible, preserve and enhance significant stands of native vegetation and wetlands.

11. Acquire and preserve creek corridors when available, particularly Buddy Goldsmith Creek.

12. Work with the Alvarado youth organizations to develop, renovate and expand athletic fields and support facilities.

Chapter 7 | Implementation

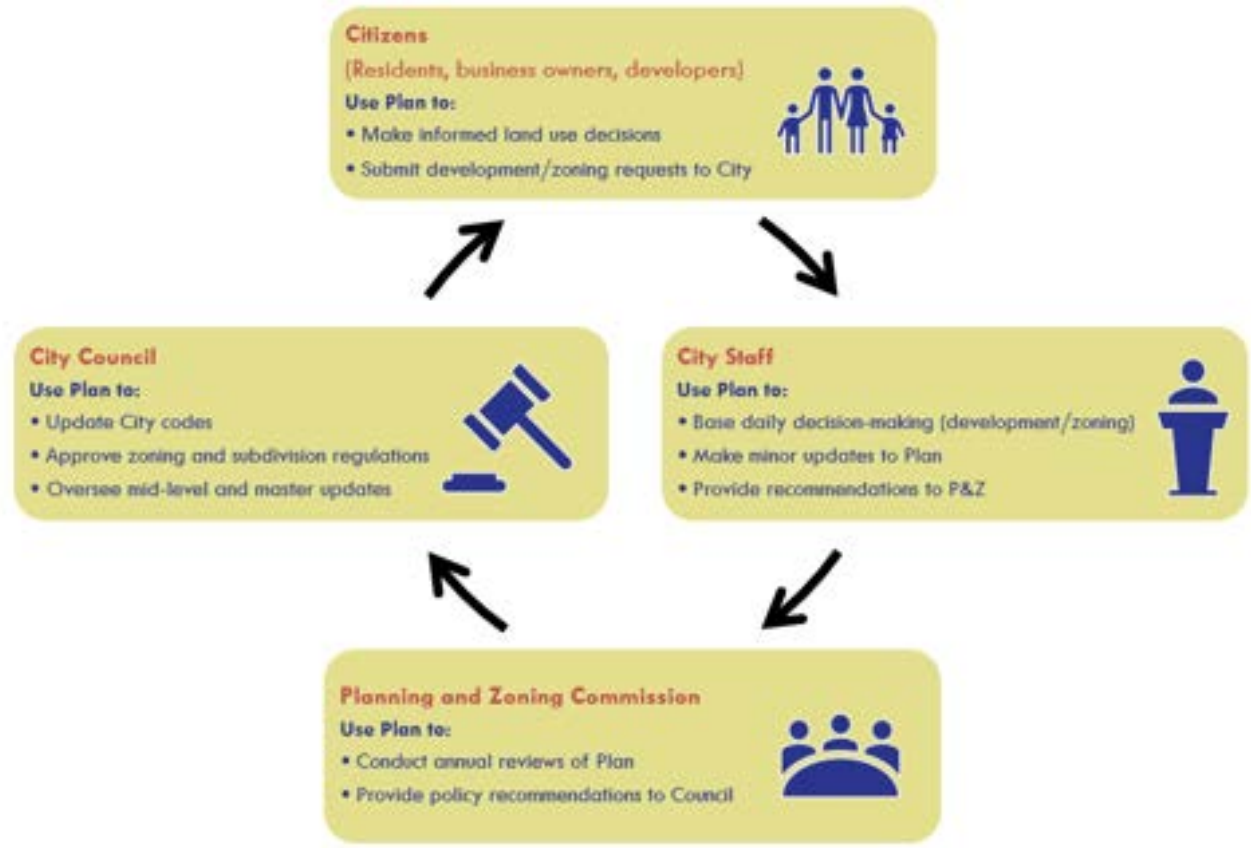
Successful communities establish a clear vision for their future and identify the steps necessary to achieve that vision. This section completes the Comprehensive Plan by providing coordinated actions plans so that City leaders, staff, and other decision-makers can identify the steps that are necessary to achieve the vision and recommendations described within this Plan.

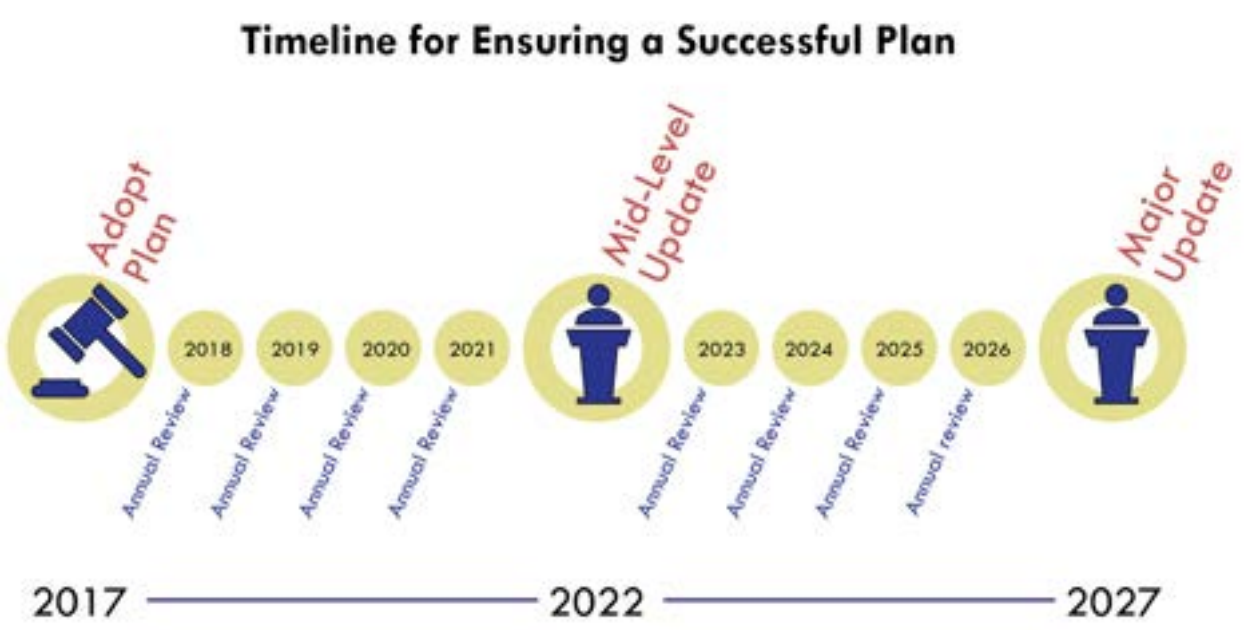
It is also important to note that most cities cannot afford to complete all the desired tasks at once; therefore, it is important to identify the top priorities that are most critical for achieving the vision. Many of these actions will take several years to complete, but this Plan will help the City stay on track to achieve the vision for Alvarado that is set in this Comprehensive Plan.

The Plan should be reviewed regularly with respect to current conditions and trends. On-going, scheduled reviews of the Plan will also provide a basis for capital expenditures and priorities, and will reveal changes and additions that should be made to keep the Plan current and applicable in the long-term. Items that appear to need specific attention should be examined in more detail, and changes and/or additions should be made accordingly. Additionally, the Plan should be thoroughly reviewed and updated every five to ten years. This will allow the Plan to remain functional and will continue to give City leaders effective guidance in decision-making.

The Roles of the Comprehensive Plan

- **Informs the zoning and subdivision ordinances** – Each zoning, development, and subdivision decision should be evaluated and weighed against the recommendations of this Plan
- **Flexible and alterable** – The plan should be updated to respond to changing needs and conditions
- **Guide for daily decision-making** – The City should always refer to this Plan for daily decisions (repairing roadways, rezoning, approving a plat, constructing a new utility line)





Implementation Matrix

The following Implementation Matrix is a summary of the recommendations within this Comprehensive Plan. The columns *What*, *When*, *How,* and *Desired Outcomes* are intended to provide the City with specific tasks to work toward implementing the vision of this plan.

"What?"

This column is a summary of the actions that are provided within each section plan. These actions items outline the necessary steps to achieve the recommendation.

"When?"

Short term items should be targeted for initiation of implementation within the first three years of plan adoption (2017-2020); long term items should be targeted for initiation of implementation within four to ten years (2021-2027); on-going items cannot be completed with a single action and should be continually addressed.

"How?"

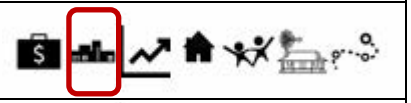
Although the responsibility for accomplishing a task may include additional parties, the purpose of this column is to identify the main player(s) or tools to complete the action item.

"Desired Outcomes"

Each action in the Implementation Matrix is linked to a Desired Outcome (**Figure 14**), using the icons as a reference.

What?	Page #	When?	How?	Desired Outcome
Land Use and Growth Management				
Identify exact locations for gateway and wayfinding signage	45	Start by 2020	City Project	
Design and install the gateway and wayfinding signage	45	Start by 2027	City Project	
Use zoning to implement design guidelines along the IH-35W corridor	46	Start by 2027	City Council	
Research funding opportunities to improve the aesthetics of existing non-residential uses	47	Start by 2020	City Project	
Begin purchasing lakefront lots as they become available	48	On-going	City Council	
Identify appropriate areas for campgrounds and a multi-purpose facility near the lake	48	Start by 2020	City Project	
Begin to market the idea of a multi-purpose facility near the lake with developers	48	Start by 2020	EDC	
Begin conversations with local community colleges about a storefront campus	49	Start by 2020	EDC	
Identify all possible buildings to utilize for a storefront community college campus	49	Start by 2020	EDC	
Purchase downtown lots that are suitable for future parking areas as they become available	50	On-going	City Council	

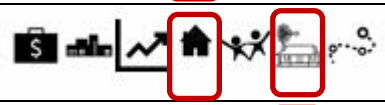
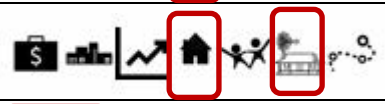


What?	Page #	When?	How?	Desired Outcome
Update zoning regulations to include design standards for downtown	50	Start by 2020	City Council	
Rezone downtown properties to Central Business District where appropriate to match the Future Land Use Map	50	Start by 2020	City Council	
Create a downtown design manual to ensure that landowners and developers achieve the same look and feel for downtown	50	Start by 2020	City Project	
Research infill and redevelopment incentives and create a plan for where specific incentives will be given	52	Start by 2020	City Project	
Use a 4.5% compound annual growth rate for population projections	55	On-going	City Project	
Study the feasibility of a senior living area in growth area #1	56	Start by 2020	City Project	
Create design standards for US-67 in growth area #2	56	Start by 2027	City Council	
Proactively enforce subdivision regulations in the ETJ in growth area #3 to ensure that all development is up to the City's regulations	56	On-going	City Council	
Establish a clear City limit line along FM 3136 in growth area #4	56	Start by 2020	City Council	
Utilize the Future Land Use Map in all zoning decisions	41	On-going	City Council	

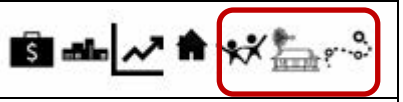


What?	Page #	When?	How?	Desired Outcome
Transportation				
Utilize the Thoroughfare Plan in all decision-making for future roadways or repairs	59, 66	On-going	City Council	
Use Context Sensitive Design, where appropriate, when developing new streets or repairing older streets	62	On-going	City Project	
Implement Complete Street concepts, where appropriate, when developing new streets or repairing older streets	63	On-going	City Project	
Update the subdivision ordinance to include the latest roadway cross-sections and require developers to conform to the Thoroughfare Plan	67	Start by 2020	City Council	
Budget for 2-3 roadway repairs every year	70 ,71	On-going	City Council	
Update the subdivision ordinance to require shared access in all new developments	72	Start by 2020	City Council	
Where possible, remove unnecessary curb cuts and create shared access	72	Start by 2027	City Project	
Neighborhood Livability				
Encourage a mix of housing options for all stages of life	74 ,75	On-going	City Council	
Update the zoning and subdivision ordinances to encourage innovative neighborhood design	76-80	Start by 2020	City Council	



What?	Page #	When?	How?	Desired Outcome
Create a database of prime parcels of land and their prime corresponding land use; develop actions, regulations, and incentives that will guide the development of parcels as intended	83	Start by 2027	City Project	
Develop and adopt separate design standards for residential land uses	76-80	Start by 2020	City Council	
Develop and adopt separate design standards for non-residential land uses	83-87	Start by 2020	City Council	
Develop and adopt residential adjacency standards for non-residential land uses located near neighborhoods	83,86	Start by 2020	City Council	
Identify land uses and design standards that will help transition from one development area to another	86	Start by 2020	City Project	
Develop and adopt regulations and incentives for low impact and sustainable designs and practices	86	Start by 2027	City Council	
Develop and adopt landscaping requirements for nonresidential land uses	87	Start by 2020	City Council	
Develop and adopt regulations and incentives specifically for residential neighborhood preservation and infill development	89	Start by 2027	City Council	
Develop aesthetic strategies for corridors and public spaces	91-94	Start by 2020	City Council	
Parks Plan Update				
Create a database of existing sidewalks and sidewalk conditions; use the database to prioritize sidewalk projects	105	Start by 2020	City Project	



What?	Page #	When?	How?	Desired Outcome
Develop a City-wide trail system	105	On-going	City Project	
Identify key sites for future parks and prioritize based on location, size, and cost; use database to initiate acquisition	106	Start by 2020	City Project	
Begin acquiring land for a future community park/sports complex as the land becomes available	106	On-going	City Council	
Study the feasibility of a sports complex and determine which programming elements are needed	106	Start by 2020	City Project	
Update the parkland dedication ordinance to ensure enforcement	106	Start by 2020	City Council	
Implement park and trail priorities	108	Start by 2020	City Council	

