City of CENTER TEXAS

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AGENDA

The Center City Council will meet in a Special Workshop Session on Monday, May 22, 2017 at 11:00 p.m., in the Davis Board Room at Windham Civic Center. The following items are on the agenda for appropriate action:

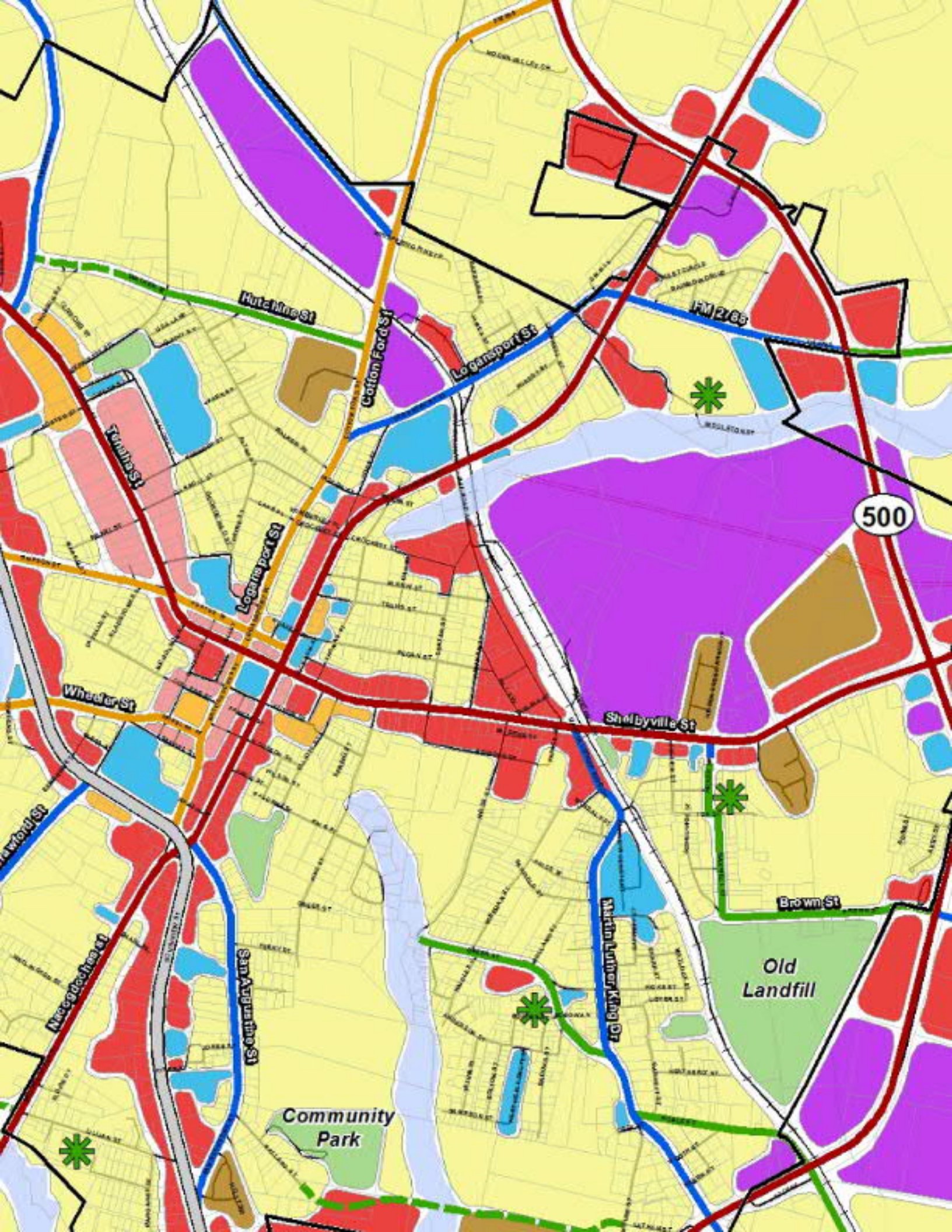
I. Comprehensive Plan and Preliminary Budget Discussion.

City of CENTER TEXAS

2014 Comprehensive Plan

Center, Texas

FREESE AND NICHOLS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Cotton Ford St
Logansport St
FM 2783
Tenaha St
Logansport St
500
Wheelar St
Shelbyville St
Brown St
Martin Luther King Dr
Old Landfill
Nacogdoches St
San Augustine St
Community Park

Center, Texas Comprehensive Plan

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Acknowledgments

The project team would like to thank the many individuals who took time to participate in the development of this master plan. We are particularly grateful to the Comprehensive Plan Advisory Committee (CPAC), the community stakeholders, and citizens who provided feedback and valuable insight about the City of Center.

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Councilmember Charles Rushing
Councilmember Leigh Porterfield
Councilmember Joyce Johnson
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Introduction

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 20 years. The State of Texas has established laws with regard to 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.

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

- Efficient delivery of services,
- Coordination of public and private investment,
- 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 which impact the community.

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 2014 Comprehensive Plan is a vision of what Center can become and is a long-range statement of the city's public policy.

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

2014 Comprehensive Plan

The City of Center has embarked on an important journey—the creation of its Comprehensive Plan. This plan is not a mandate, but rather is a flexible guide for City Staff and City decision makers as to what the future of Center should be. This comprehensive plan will contain ideas, graphics, policies and actions that ultimately stem from the identified vision created by its residents.

The creation of the 2014 Comprehensive Plan will signal to current residents, prospective residents and future business interests that Center has a vision and a plan for its future. This plan may appeal to business and real estate investors by showing that investment in Center is part of a greater plan, ensuring the long term sustainability and viability of business and real estate investment.

The foundation of this plan is community input; the vision of Center must be created by the people who know it best—its residents. The Comprehensive Plan Advisory Committee (CPAC) guided the development of actions, policies and the future land use scenario for the City. The graphic on page 7 depicts the comprehensive plan development process that was followed.

When putting together a puzzle, it is helpful to know what the ultimate outcome of the puzzle will be.

While you would still be able to assemble the puzzle without the vision or picture of the overall puzzle, knowing your ultimate vision makes assembling the puzzle much easier.

The Comprehensive Plan works in this same fashion—it serves as the vision and makes assembling the various pieces of the development puzzle easier.

Comprehensive Plan Process

Meeting #1 June 18, 2013	CPAC: Planning 101, Comp Plan Overview, Community Snapshot Results and Issue Identification	FNI: Prepares Draft Goals and Objectives from the Results
Meeting #2 August 6, 2013	CPAC: Visual Character Survey and Future Land Use Scenario Exercise	CPAC: Review, Edit and Gain Consensus
Meeting #3 September 10, 2013	CPAC: Future Land Use, Transportation, Economic Development, Livability	CPAC: Review, Edit and Gain Consensus
Meeting #4 October 29, 2013	CPAC: Review Recommendations	CPAC: Review, Edit and Gain Consensus

Figure 1: Comprehensive Plan Process

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Chapter One: Community Snapshot

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Chapter One: Community Snapshot

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Community Snapshot

Effective planning requires an understanding of a number of important baseline features including demographics, existing land use, physical constraints, and past planning efforts. Understanding these factors not only paints a picture of Center, but it allows for sound and coordinated future land use and transportation decisions to be made. Center is located 17 miles west of the Louisiana border, and is named for its location near the center of Shelby County. Understanding baseline facts about Center will help to ensure that coordinated, informed, and realistic scenarios are ultimately developed for the community.

Population Growth Trends

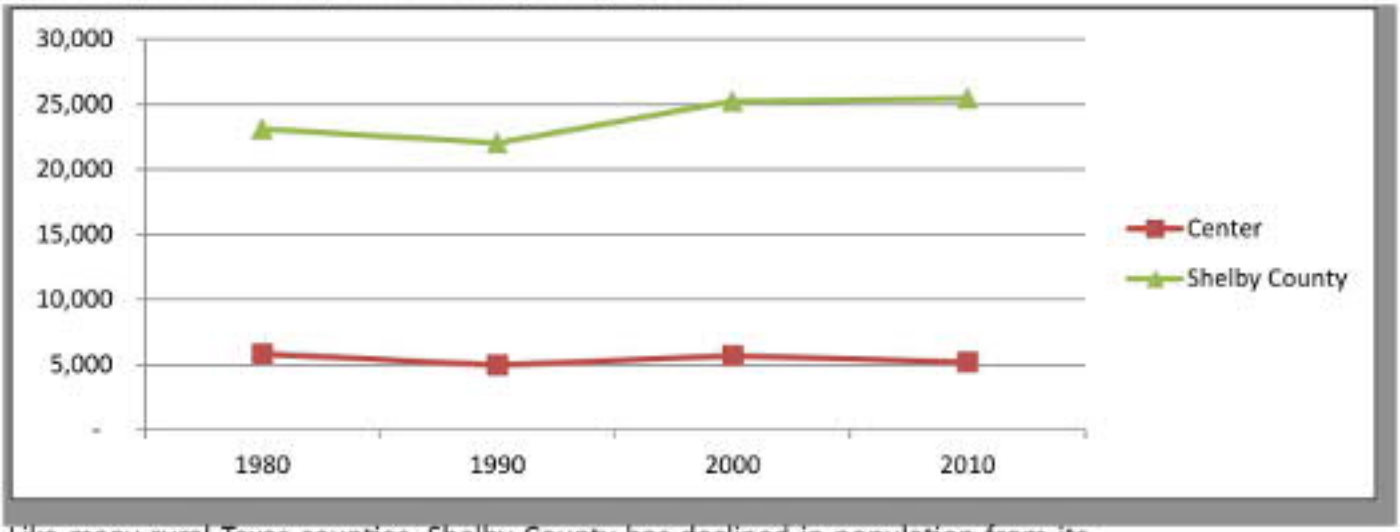
Population growth trends are important to help tell a story about where a community has come from and may help to project where it is going. The City of Center's population decreased from 2000 to 2010, losing 485 people during that time. During the 1990s (i.e., 1990-2000), the City grew by 728 residents or 14.7 percent. The year 2000 was the City's highest-recorded population in its history, with a population close to 6,000 people.

Table 1: Population Growth, Center and Shelby County

Year	Center			Shelby County			City % of County
	Population	Population Change	Percent Change	Population	Population Change	Percent Change	
1980	5,827			23,084			
1990	4,950	(877)	-15.1%	22,034	(1,050)	-4.5%	22.5%
2000	5,678	728	14.7%	25,224	3,190	14.5%	22.5%
2010	5,193	(485)	-8.5%	25,448	224	0.9%	20.4%

Source: U.S. Census

Figure 2: Population Growth, Center and Shelby County Population

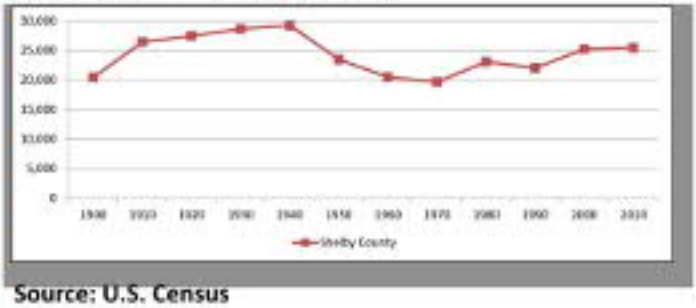


Like many rural Texas counties, Shelby County has declined in population from its peak in 1940, with over 29,300 residents. This is indicative of the historic trend of people moving to metropolitan areas for employment opportunities as the nation's economy shifted away from agricultural uses (small farms, etc.) as a primary employer to more corporate and service type (urban) jobs. Notably, the County has had a slight population increase during the last ten years.

Table 2: Shelby County Population

Year	Shelby County		
	Population	Population Change	Percent Change
1900	20,452		
1910	26,423	5,971	29.2%
1920	27,464	1,041	3.9%
1930	28,627	1,163	4.2%
1940	29,235	608	2.1%
1950	23,479	(5,756)	-19.7%
1960	20,479	(3,000)	-12.8%
1970	19,672	(807)	-3.9%
1980	23,084	3,412	17.3%
1990	22,034	(1,050)	-4.5%
2000	25,224	3,190	14.5%
2010	25,448	224	0.9%

Figure 3: Shelby County Population



Source: U.S. Census

Regional Relationship Map

Center is located in the center of Shelby County, 17 miles west of the Texas/ Louisiana border. Shreveport, Louisiana is located 63 miles to the northeast and can be driven in about an hour. The smaller east Texas cities of Longview and Tyler are within a one and a half hour drive of Center. Houston is located to the southwest and is a three-hour drive, and from the Dallas/Fort Worth area, Center is approximately three and a half hours (230 miles). Given its rural location, natural environment, and close proximity to many larger metropolitan areas, Center is a great tourist destination for people wanting to enjoy the natural environment of east Texas, such as hunters, horse enthusiasts, and weekend vacationers.

Travel time to Center, Texas from:	
Shreveport, LA	1 hour
Longview	1-1.5 hours
Tyler	1.5 hours
Houston	3 hours
Dallas/Fort Worth	3.5 hours
Austin	4.5 hours

Figure 4: Regional Relationship Map

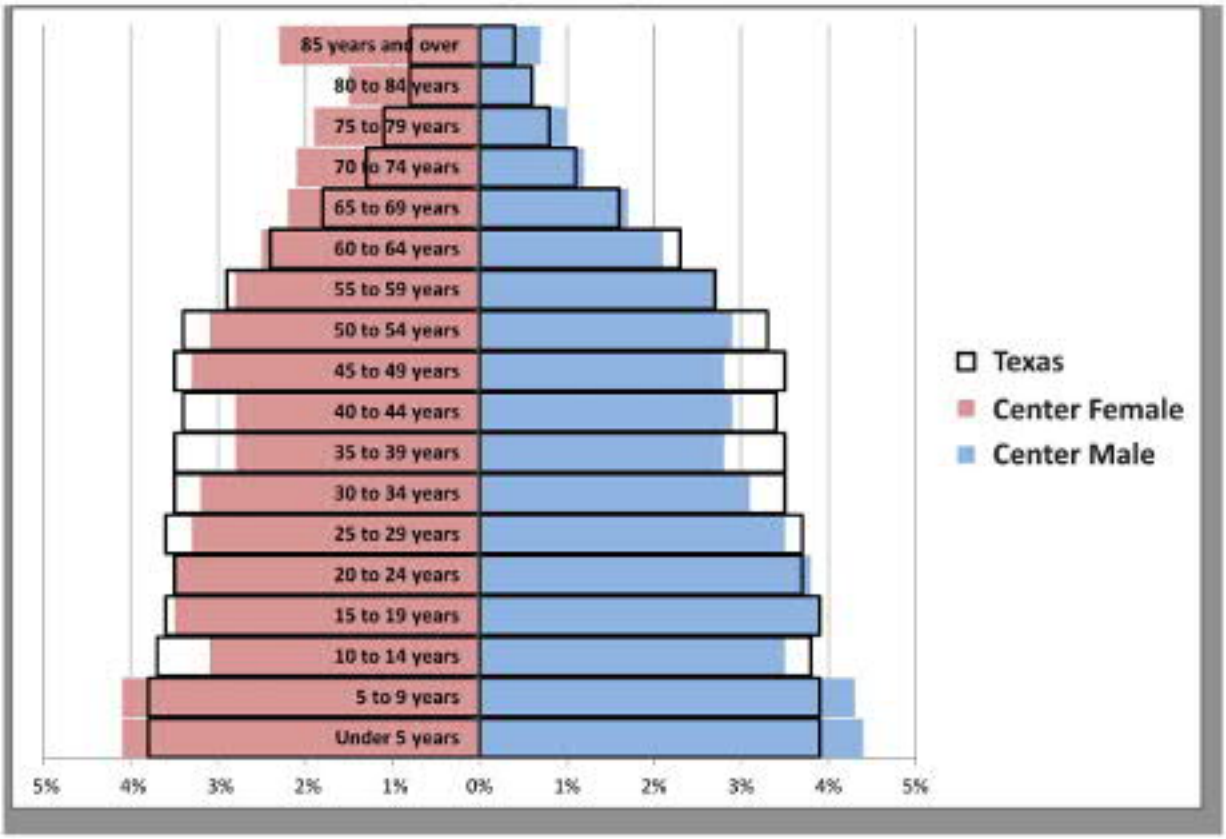
Demographic Profile

Age

An interesting way to examine age composition within Center is through the age pyramid. The age pyramid breaks down age into five-year cohorts and is a graphic representation of age distribution within the community. In the graphic, the solid colors represent the age breakdown for the City of Center while the black outline represents the age breakdown for the State of Texas as a whole.

The age pyramid reveals that Center has a larger percentage of individuals ages 65 and older than the State of Texas, especially in the female gender. The community's percentages are also larger than the State's percentages for children 9 years old and younger. On the other hand, Center has a significantly lower percentage of individuals between the ages of 25 and 54 than the State of Texas as a whole. This indicates that there are fewer young professionals and starter families within the community.

Figure 5: Age Cohort Pyramid

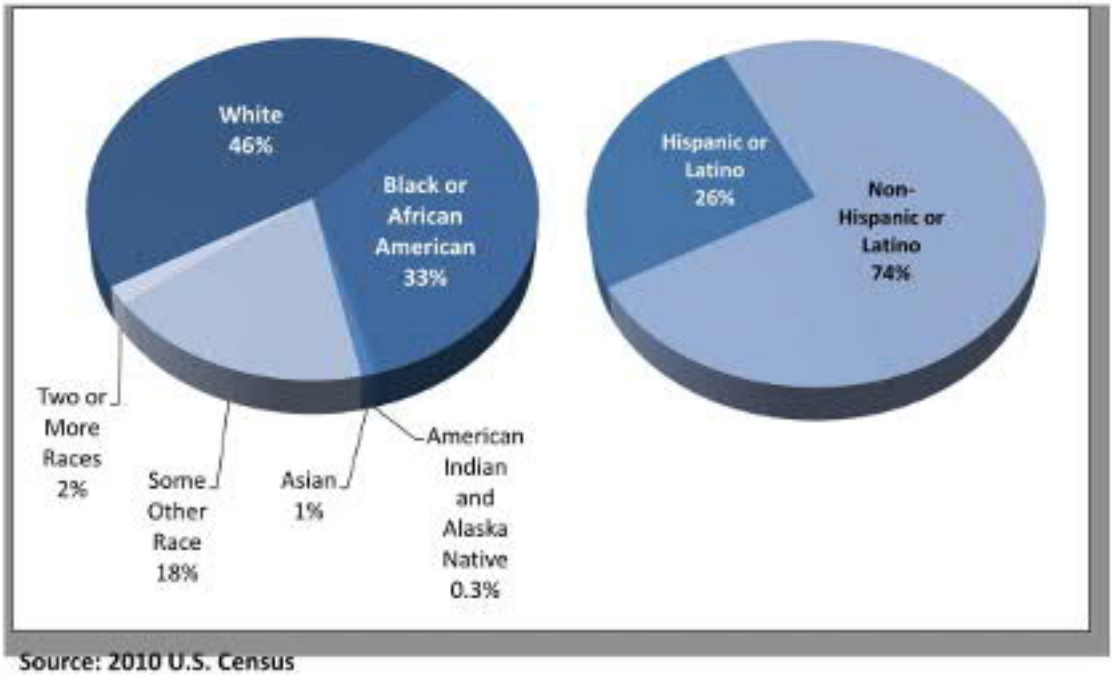


Race and Ethnicity

In the 2010 Census, those who identified as Caucasian/White made up the largest portion of the total population in Center, accounting for approximately 46 percent of the total population. This is significantly lower than the State of Texas at 71 percent. However, the second largest portion of the population, Black or African American accounted for 33 percent of the total population, which is significantly higher than the State of Texas at only 12 percent.

The ethnic composition of Center as of the 2010 Census was 26 percent Hispanic or Latino and 74 percent non-Hispanic or Latino. In comparison, in the 2010 Census, approximately 38 percent of the population within the State of Texas was identified as Hispanic or Latino.

Figure 6: Racial and Ethnic Composition in Center



Source: 2010 U.S. Census

Income

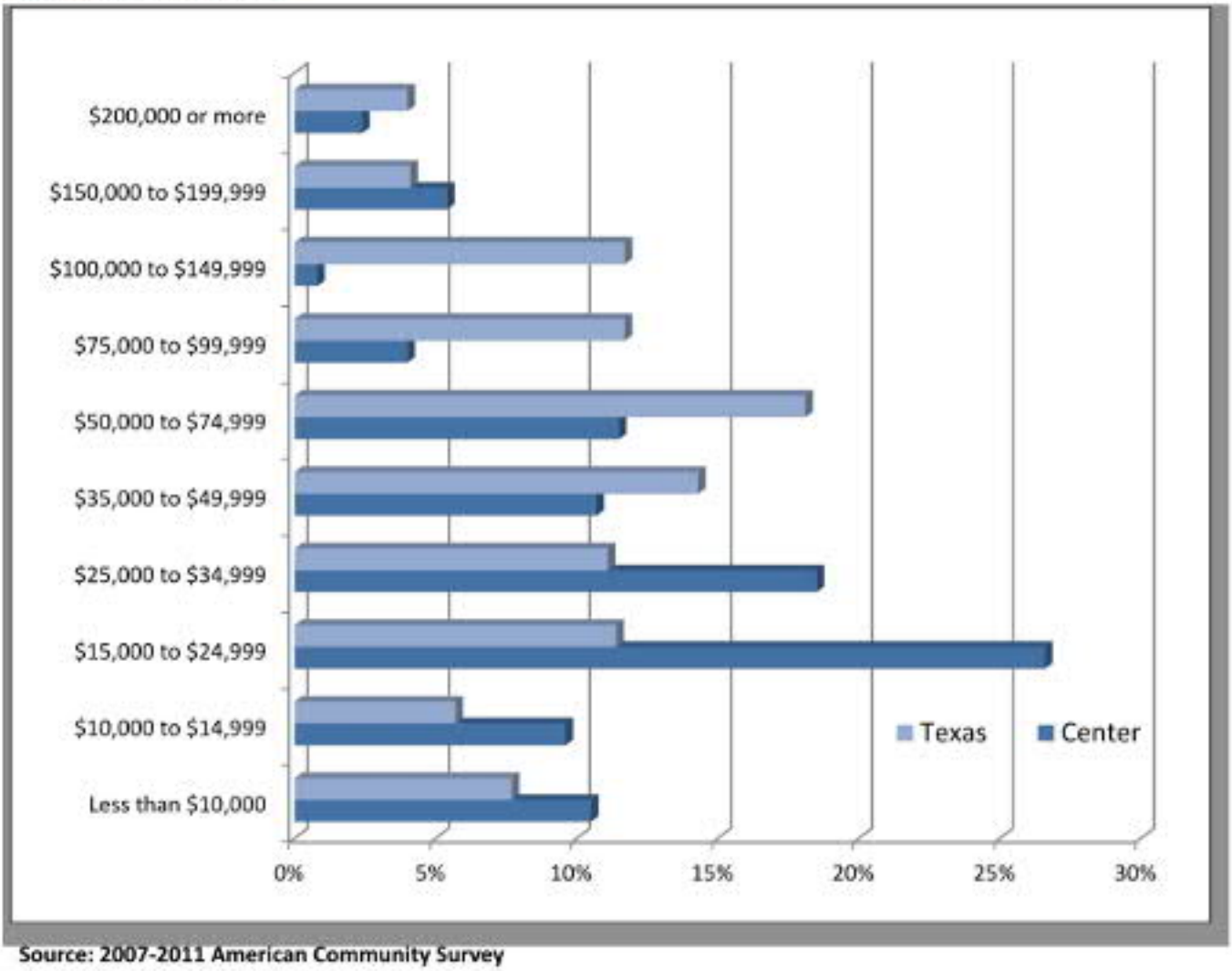
Income can serve as an indicator for the retail market; higher income levels generally mean more disposable income and more retail possibilities, which in turn can translate into a higher tax base for the community. Below are comparisons with the State to reflect household income.

The median household income for Center according to the 2007-2011 American Community Survey (ACS) was $26,549 compared to the State of Texas average of $50,920. Notably, the ACS reported an margin of error of $6,666 for median household income. Therefore, Center's median household income may range from

$19,883 to $33,215. The margin of error is greater for smaller communities due to sample sizes and lower populations.

When compared to the State of Texas, Center has a significantly larger number of households earning under $35,000. The largest income bracket in Center was households earning $15,000 to $24,999 per year, followed by households earning $25,000 to $34,999 per year.

Figure 7: Household Income



Source: 2007-2011 American Community Survey

Existing Land Use

Table 3, on page 18, shows the generalized existing land use composition for Center, the extraterritorial jurisdiction (ETJ) and the planning area (city limits and ETJ combined).

City Limits

Including all land types (developed and vacant land) within the city limits of Center, vacant land constitutes the largest land use at 42 percent (see Table 3). This is followed by Single Family at 20 percent, and Right-of-way at 9 percent. Commercial land uses account for 7 percent of the land uses.

When vacant acreage is removed and only developed land is analyzed (see Figure 8), approximately 34 percent of the land use acreage is single-family residential. Right-of-way, commercial, and public/ semi-public land uses constitute the City's other large land use types.

Extraterritorial Jurisdiction (ETJ)

Within the ETJ of the City, the largest land use is vacant acreage at 80.7 percent followed by single-family residential at 8.6 percent.

Planning Area

The planning area is the city limits and ETJ combined. This area must be viewed in its entirety in order to make appropriate and coordinated decisions between what the City currently controls and what the City could control in the future. Within the planning area of the City, approximately 69 percent of the land is currently vacant. This is followed by single-family residential, right-of-way, and commercial at 11.9, 5.0 and 4.1 percent, respectively.

Figure 8: City Limits Developed Acreage (excludes vacant land)

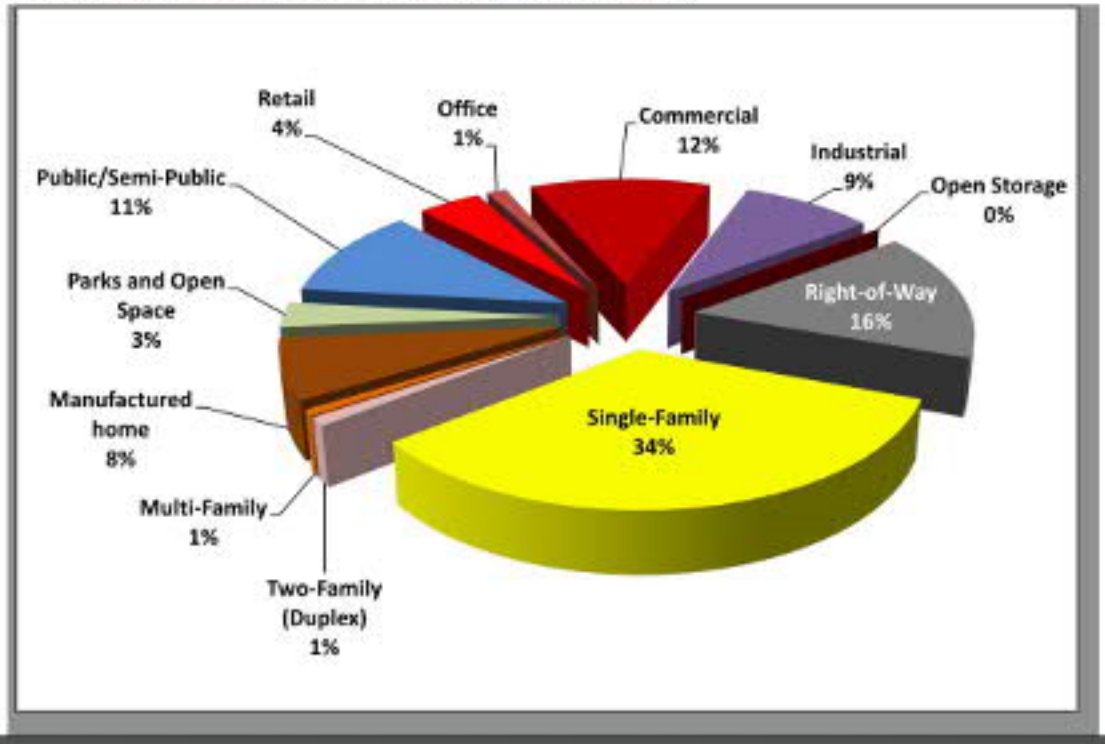
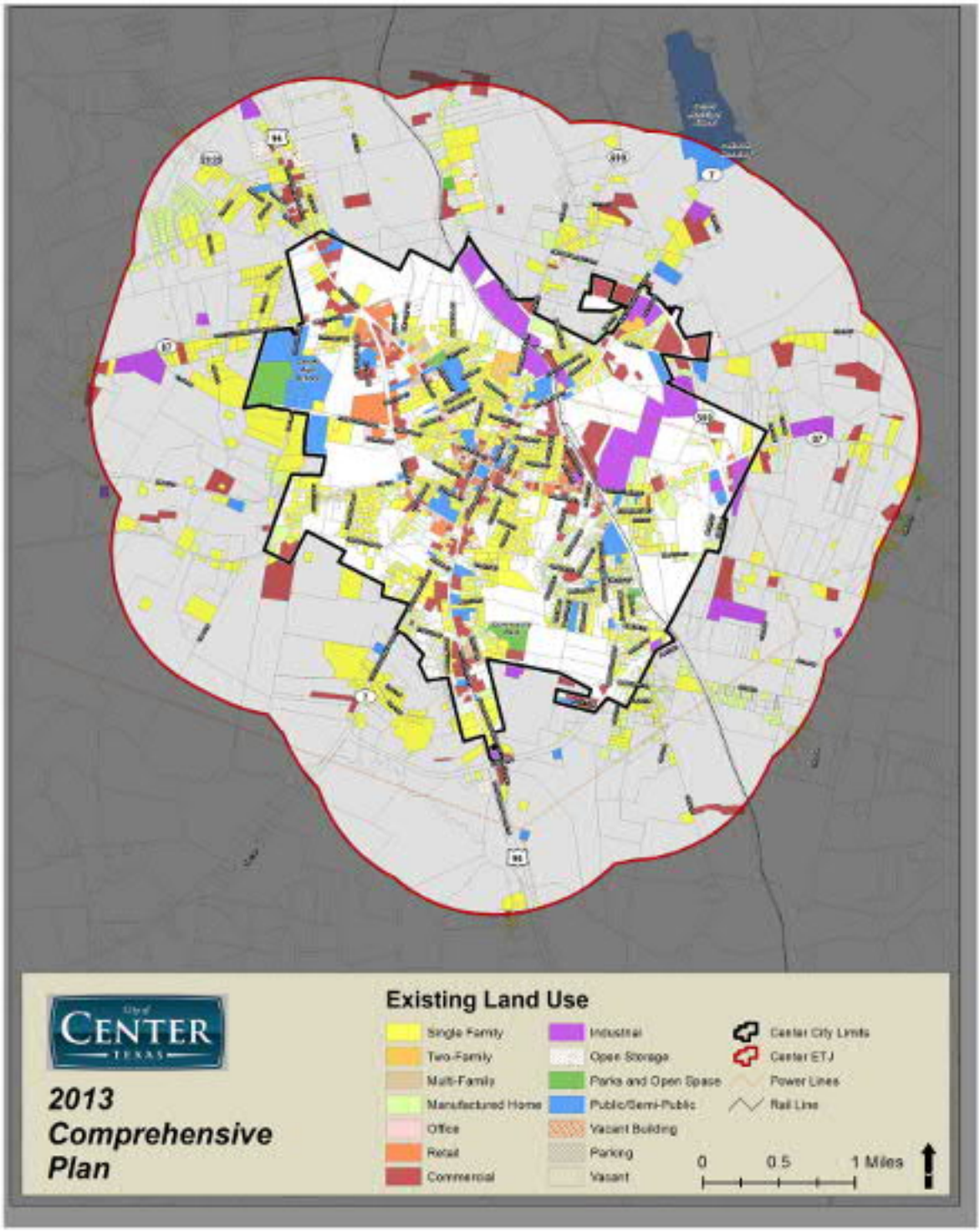


Table 3: Existing Land Use

Land Use	City Limits		ETJ		Planning Area	
	Acres	Percent	Acres	Percent	Acres	Percent
Single-Family	840.1	19.5%	832.0	8.6%	1,672.1	11.9%
Two-Family (Duplex)	25.6	0.6%	0.0	0.0%	25.6	0.2%
Multi-Family	18.1	0.4%	1.8	0.0%	19.9	0.1%
Manufactured home	183.4	4.3%	216.7	2.2%	400.1	2.9%
Parks and Open Space	75.4	1.8%	4.5	1.1%	79.9	0.6%
Public/Semi-Public	274.0	6.4%	68.3	0.7%	342.3	2.4%
Retail	106.4	2.5%	0.6	0.0%	107.0	0.8%
Office	32.4	0.8%	0.0	0.0%	32.4	0.2%
Commercial	304.3	7.1%	267.3	2.8%	571.6	4.1%
Industrial	223.1	5.2%	121.1	1.2%	344.2	2.5%
Open Storage	2.7	0.1%	54.6	0.6%	57.3	0.4%
Right-of-Way	388.8	9.0%	306.0	3.1%	694.8	5.0%
Vacant	1,823.7	42.4%	7,846.5	80.7%	9,670.2	69.0%
Total Acres	**4,298.0**		**9,719.4**		**14,017.4**	

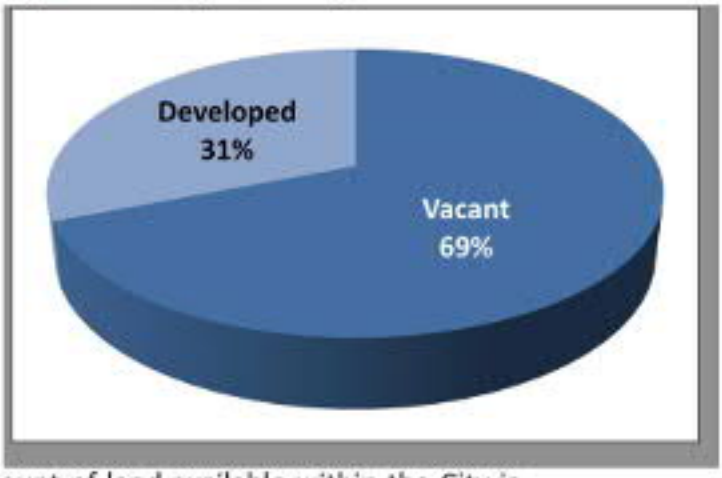
Existing Land Use Map



Vacant Acreage

Approximately 69 percent of Center's 6.2 square mile planning area is considered vacant or undeveloped land. This land amounts to 9,670 acres that have the potential to be developed in the future or preserved for community open space. The importance of analyzing the amount of vacant land within the City lies in the fact that it is this land that will allow Center to grow in population and development in the future. This land also represents areas where decisions must be made regarding service provisions and roadway expansion/maintenance. The amount of land available within the City is also significant because this land has the potential to be developed in different ways and in accordance with the ultimate community vision.

Figure 9: Planning Area Acreage



Physical Constraints

Man-made and natural patterns can influence the shape and growth of a city. Understanding such features, which can ultimately control and restrict City expansion, creates knowledge of how and where the City can grow in the future. These patterns are divided into two primary categories: Natural Constraints that examine the geographical aspects of Center and Man-Made Constraints that examine features that have been constructed or added to the City.

Natural Constraints

Natural features influence what type of development can occur and where such development may most appropriately occur. Topography and floodplain are typically factors that can have a direct effect on development and are therefore important factors that should be considered during the planning process, especially in planning for future land use, public facilities and thoroughfares.

Center has areas with relatively flat land and other areas with an increase in topography. The high points in the community are in the northwest with the highest point of 390 feet located near Center High School. There are three ridge lines that run north and south, evenly dispersed from east to west within city limits.

The significant areas of floodplain lie just outside the city limits, but within Center's extraterritorial jurisdiction (ETJ). Any development that occurs within the floodplain is required to meet FEMA standards, and can be costly to construct. More appropriate

uses for land within the floodplain typically include community parks, open spaces and outdoor recreational facilities.

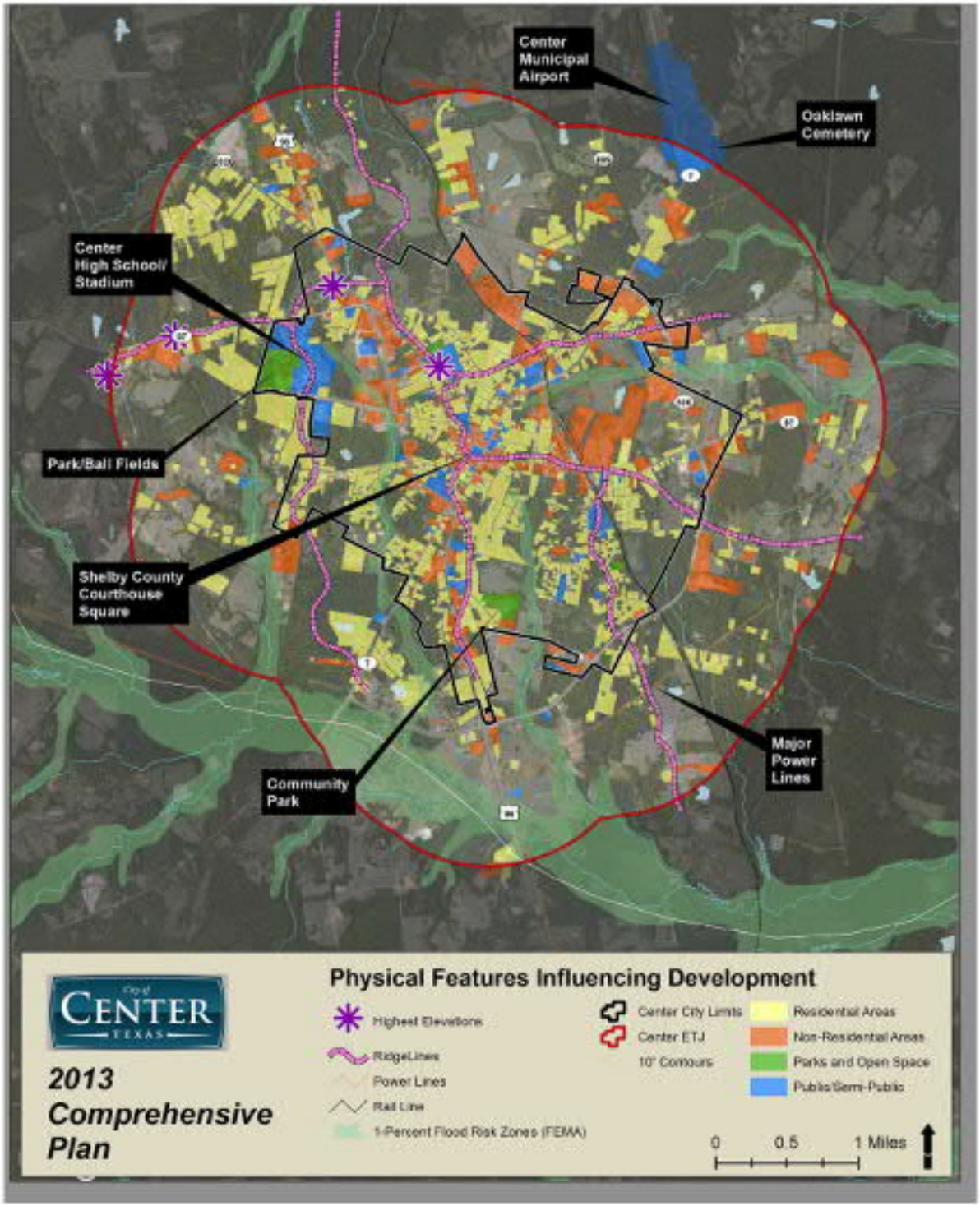
Man-Made Constraints

The importance of man-made features, such as transportation facilities, public infrastructure and city limit/ETJ boundaries are significant factors that influence development patterns. The largest transportation facilities currently serving the City are State Highway 87 and State Highway 7, which provide access to Center from other nearby communities. These highways also provide significant opportunities for retail and commercial development that can help to increase the tax base within Center. US Highway 96 helps link Center to Interstate Highway 20 to the north, and Interstate Highway 10 to the south. Loop 500 is a transportation facility that can play an important role in the future as Center expands into its ETJ.

The city limit boundary of Center has been established as growth and development has occurred within the City and currently stands at 6.2 square miles (4,298 acres). The City may exercise the highest degree of control over land use decisions within the city limits, particularly through zoning.

Extraterritorial jurisdiction (ETJ) is the land that an incorporated City may legally annex for the purpose of planning and accommodating future growth and development. The City of Center is not bordered by any other community. As a result, outward expansion and annexation opportunities are generally unlimited. While the subdivision ordinance for the City is legally enforceable within the ETJ, the City's zoning ordinance is not enforceable within the ETJ; however, the Future Land Use Plan will address land use within the ETJ in order to provide a framework for growth if and when such areas are ultimately annexed into the City.

Physical Features Map



Chapter Two: Vision, Goals and Objectives

2

Chapter Two: Vision, Goals and Objectives

2

Vision gives you the impulse to make the picture your own.

- Robert Collier

Vision is the art of seeing things invisible.

- Jonathan Swift

Vision, Goals and Objectives Overview

The Community Snapshot, Chapter 1, provided a foundation for this 2014 Comprehensive Plan. It does this by outlining facts about Center that need to be considered – facts that pertain to demographics and land use characteristics. This chapter also provides a foundational element for this Plan, but in a very different way. This Vision chapter outlines the vision of Center that will be pursued as a result of this 2014 Comprehensive Plan, in the form of community goals.

What should the future hold for Center? What should the City be like in the year 2020 or 2030? These are the key questions this chapter addresses. This chapter creates a vision for this comprehensive planning effort, as well as for the City of Center in general. The vision for Center that is described within this Plan will help guide growth and development in the City for the next ten years and beyond. This is also the chapter upon which many of the recommended actions and implementation efforts of Center's 2014 Comprehensive Plan will be based. In order to do this effectively, this Plan should be premised upon a shared vision of what Center should become as it grows and becomes an increasingly mature, livable, and sustainable City.

To identify and define this shared vision, input from the Comprehensive Plan Advisory Committee (CPAC) and community was collected. The CPAC met on June 18, 2013 to begin the visioning process. The CPAC participated in visioning exercises designed to establish the goals of the Comprehensive Plan. These exercises provided a framework to capture a wide array of community input.

CPAC Meeting #1

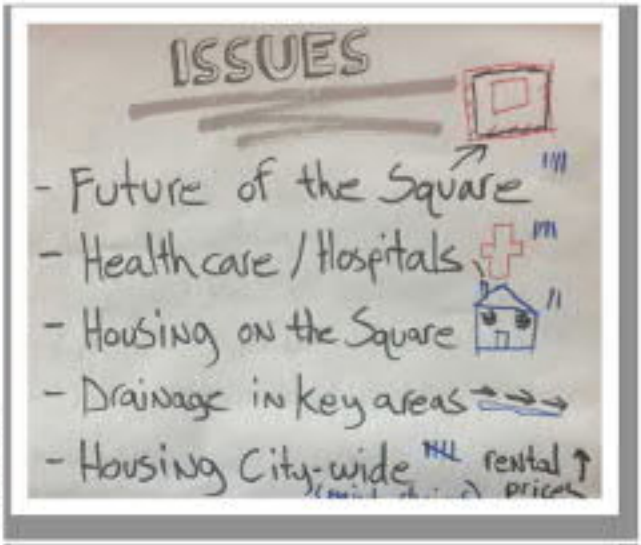
Issue Identification

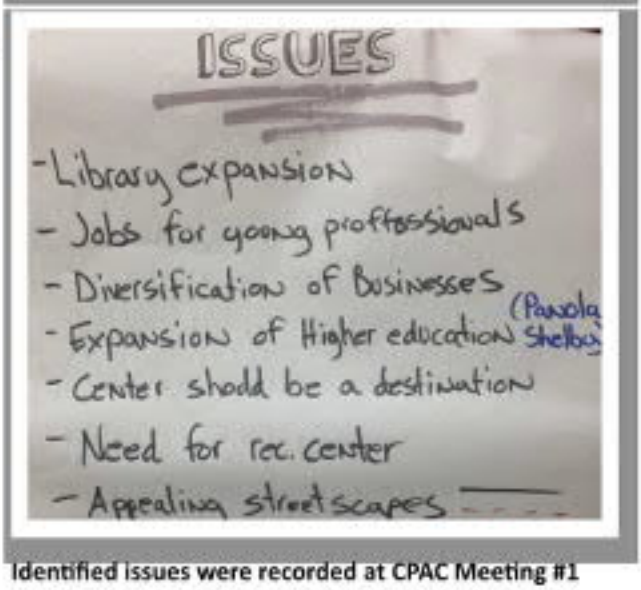
Before creating a vision and developing goals, issues must first be identified. Issue identification helps to provide a foundation from which visions and goals can be developed. During this phase, the City had to understand what constituted an issue. Below is a list of some things that constitute an "issue:"

- **Community Assets**: Something Center may leverage in the future
- **Community Strength**: Defining features or characteristics
- **Community Weaknesses**: Features and characteristic that need to be improved/changed
- **Areas of Change**: Areas for improvement or change
- **External Factors**: Outside forces influencing growth

The CPAC identified issues during its first meeting that were used to create the Plan's vision and goals. The issues identified are summarized below:

- The future of the Downtown Square
- The need for healthcare options
- Adequate drainage in key areas of the city
- Economic Development
  - i.e. diversification of job opportunities, the Square, retail
- Increase recreational choices
  - i.e. recreation center, trails, youth activities
- The lack of family entertainment choices
- Development of the appropriate amount of retail
- The need for community branding and pride
- Addressing design standards for residential and commercial
- Identify tourism opportunities
- Creation of aesthetically pleasing streetscapes
- Enhance the city's wayfinding
- Address regional animal control
- Make Center a destination





Identified issues were recorded at CPAC Meeting #1

What Issues are Important to Cities?

- Growth of the City
- Vacant Land Developing
- Residential/ Nonresidential Ratio
- Types of Residential/ Nonresidential
- Look and Feel (Aesthetics)

Visual Character Survey

At the August 6th CPAC Meeting #2, attendees were asked to participate in a Visual Character Survey (VCS). A VCS is a technique in which respondents are asked to score a series of photographs based on what they find to be visually preferable for their city. The images used are selected in order to illustrate different aesthetic, architectural and visual elements within any particular built environment and are used in order to quantify exactly what types of developments are desired and appropriate for Center. Although the VCS is not necessarily scientific in nature, it is an effective method of receiving attitudinal, aesthetic-based input. The survey allows the participants to view and rate real-life examples of developed areas and elements.

The VCS developed for Center included four categories. For each category, a range of images where shown allowing survey participants to rate the images based upon their perceived appropriateness within the specific category. The four VCS categories included:

1. Housing Mix
2. Commercial/Retail
3. Streetscape
4. Open/Public Space

Respondents were shown a total of 19 images and were asked to rank the images on a scale of 1 to 5, with 1 being very inappropriate and 5 being very appropriate. Instant polling devices were utilized to allow participants to immediately view the collective results of each image. The following were the VCS results.

Housing Mix
19% 1. Very Inappropriate
25% 2. Inappropriate
31% 3. Neutral
25% 4. Appropriate
0% 5. Very Appropriate

Housing Mix
0% 1. Very Inappropriate
13% 2. Inappropriate
6% 3. Neutral
56% 4. Appropriate
25% 5. Very Appropriate

Commercial/Retail
7% 1. Very Inappropriate
0% 2. Inappropriate
7% 3. Neutral
47% 4. Appropriate
40% 5. Very Appropriate

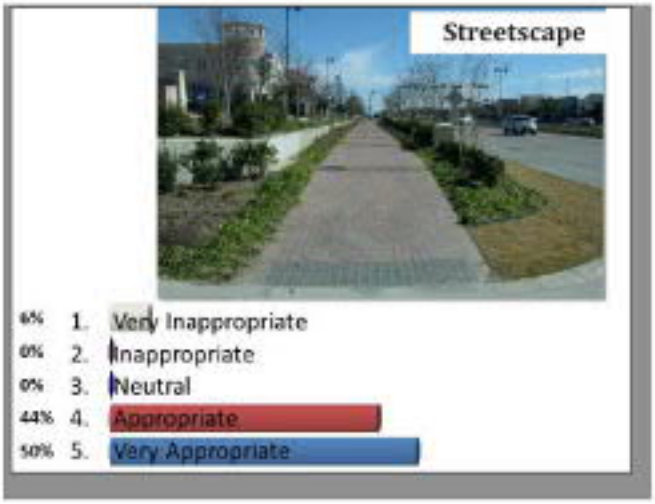
Commercial/Retail
0% 1. Very Inappropriate
6% 2. Inappropriate
13% 3. Neutral
63% 4. Appropriate
19% 5. Very Appropriate

Commercial/Retail
12% 1. Very Inappropriate
6% 2. Inappropriate
18% 3. Neutral
41% 4. Appropriate
24% 5. Very Appropriate

Commercial/Retail
6% 1. Very Inappropriate
18% 2. Inappropriate
47% 3. Neutral
29% 4. Appropriate
0% 5. Very Appropriate

Commercial/Retail
BLOCKBUSTER
0% 1. Very Inappropriate
7% 2. Inappropriate
40% 3. Neutral
47% 4. Appropriate
7% 5. Very Appropriate

Streetscape
6% 1. Very Inappropriate
6% 2. Inappropriate
31% 3. Neutral
56% 4. Appropriate
0% 5. Very Appropriate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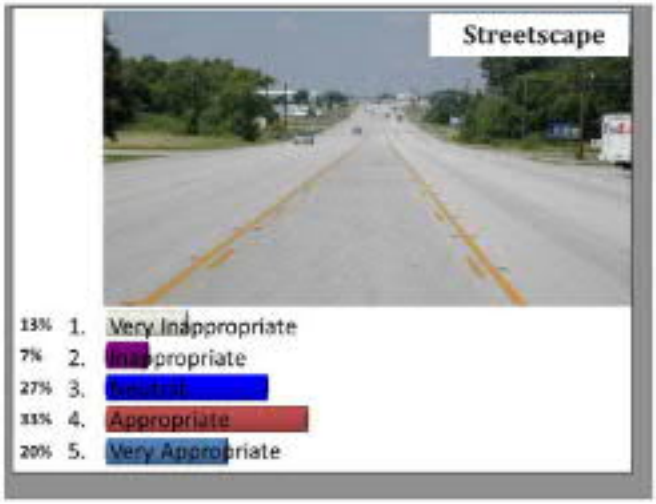
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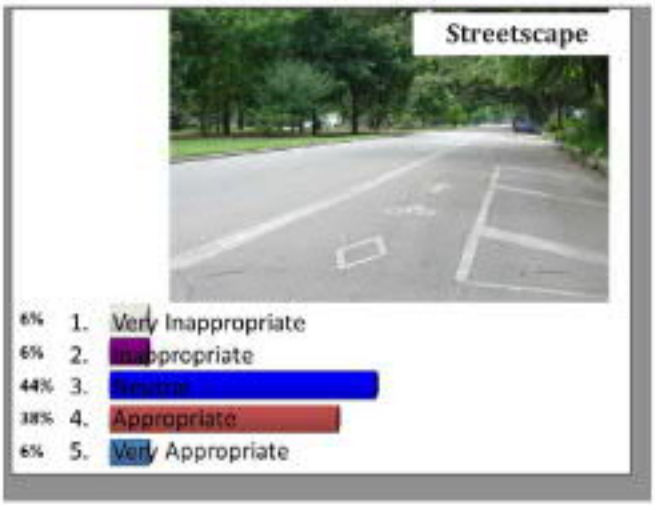
20% 5. Very Appropriate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44% 3. Neutral
38% 4. Appropriate
6% 5. Very Appropriate

Streetscape
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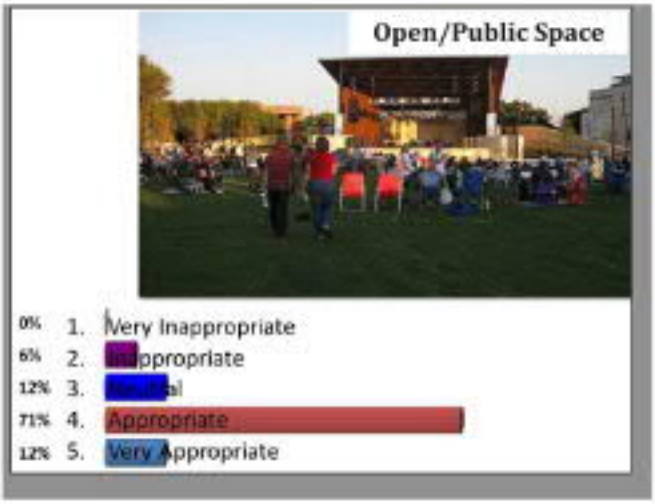
0% 2. Inappropriate
12% 3. Neutral
35% 4. Appropriate
53% 5. Very Appropriate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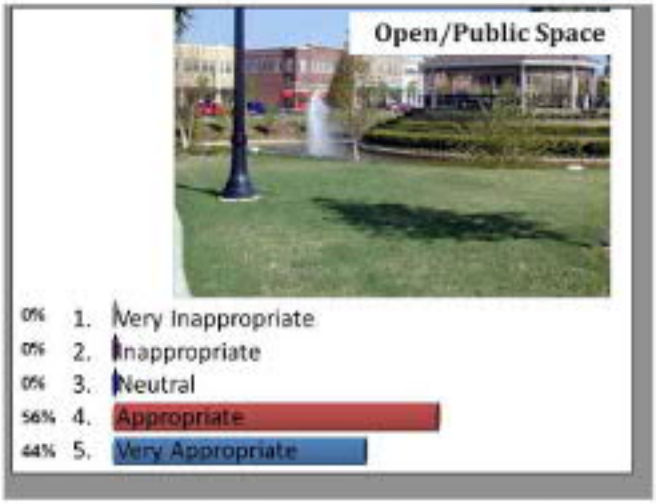
71% 4. Appropriate
12% 5. Very Appropriate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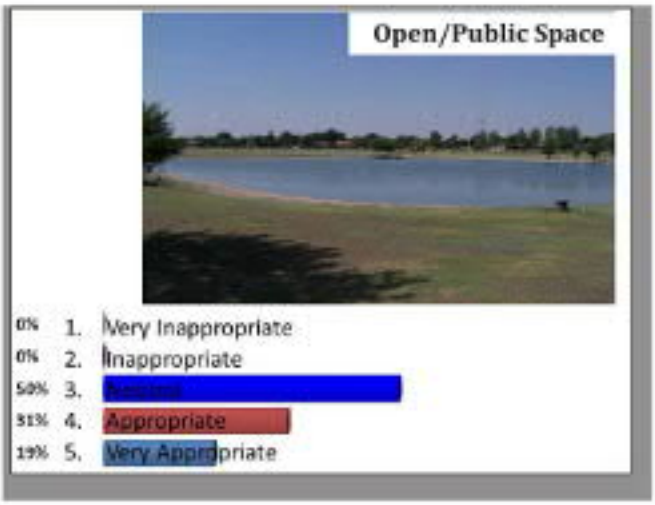
0% 3. Neutral
56% 4. Appropriate
44% 5. Very Appropriate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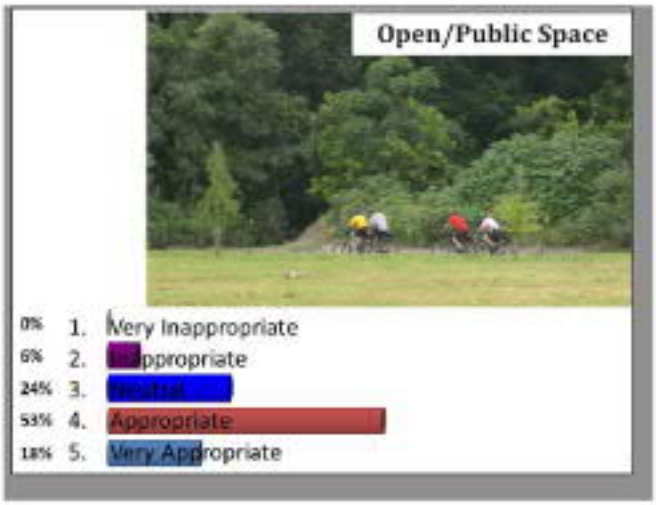
31% 4. Appropriate
19% 5. Very Appropriate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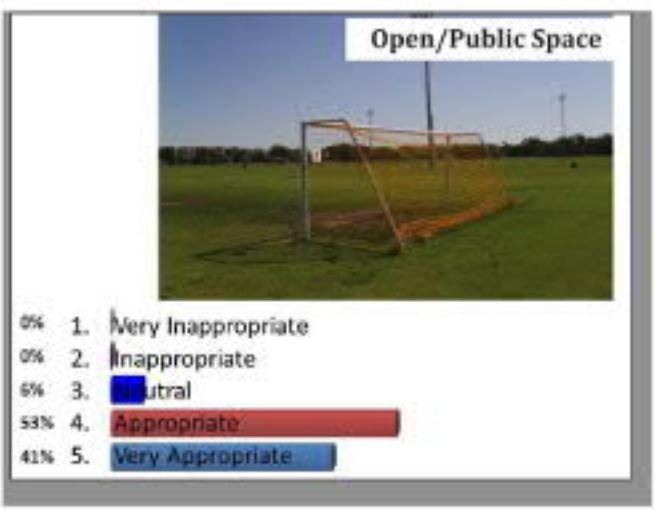
18% 5. Very Appropriate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0% 2. Inappropriate
6% 3. Neutral
53% 4. Appropriate
41% 5. Very Appropriate

Community Questionnaire

Input from the community is very important in a planning process. There is no one who understands the community better than its residents. The following are some results of the community questionnaire conducted during the planning process that helped to guide recommendations in this plan. The planning team used these results to also formulate action items in the implementation matrix. Overall, there is a positive outlook for Center's future by residents.

Center has well established and permanent residents, 75% have lived there ten or more years. This explains why the majority of residents are satisfied with the quality of life in Center.

Center offers many opportunities for individuals to live, as well as, work there.

Nacogdoches, TX is viewed by residents as a city that has amenities and development desired for Center

1. How long have you lived in the City of Center

	Response Percent	Response Count
0 to 5 years	8.3%	6
5 to 10 years	2.8%	2
10 to 20 years	16.7%	12
Over 20 years	**58.3%**	**42**
I do not live in Center	13.9%	10

2. How satisfied are you with the quality of life in Center?

	Response Percent	Response Count
Very satisfied	12.5%	9
Satisfied	**62.5%**	**45**
Somewhat unsatisfied	19.4%	14
Unsatisfied	5.6%	4

3. Which best describes you?

	Response Percent	Response Count
I work in Center	25.0%	18
I live and go to school in Center	1.4%	1
I live and work in Center	**50.0%**	**36**
I live in Center but work in another city	23.6%	17

5. How would you rate Center in terms of aesthetics and general appearance

	Response Percent	Response Count
Excellent	3.1%	2
Good	40.0%	26
Fair	**46.2%**	**30**
Poor	10.8%	7

6. What was the most important factor for you when you decided to move to Center?

	Response Percent	Response Count
I was born or raised in Center	**46.2%**	**30**
Selection of housing/housing prices	0.0%	0
Job opportunities	15.4%	10
Distance to larger metropolitan areas	3.1%	2
Parks	0.0%	0
Schools/education	3.1%	2
Other (please specify)	32.3%	21

The overall look and feel of Center is good, but survey results reveal there is room to improve the city's appearance.

Individuals move to Center for various reasons, but in order to increase the population, it seems housing choices will be a critical issue to address in the near future.

Center's Downtown, the Square, is said to be the one thing that makes Center attractive and distinguishable.

When it comes to the single greatest issue facing Center, quality of life and employment tops the list. The diversification of employment is important to address.

The lack of healthcare facilities is also a concern of residents, but that should be alleviated with the construction of a new 24 Hour Emergency Center.

7. What makes Center attractive and distinguishable from surrounding communities?

	Response Percent	Response Count
Neighborhoods	9.2%	6
Downtown	**35.4%**	**23**
Shopping	9.2%	6
Schools	13.8%	9
Other (please specify)	32.3%	21

8. What would you consider the greatest single issue facing Center today?

	Response Percent	Response Count
Sustainability	4.6%	3
Quality of life	18.5%	12
Competition from other cities	6.2%	4
Traffic or pedestrian circulation	1.5%	1
Neighborhoods	4.6%	3
Retail, office, and commercial areas	7.7%	5
Employment	20.0%	13
Infrastructure	10.8%	7
Other (please specify)	**26.2%**	**17**

9. What would you consider to be Center's greatest asset?

	Response Percent	Response Count
Existing neighborhoods	13.8%	9
Parks	16.9%	11
Existing shopping, entertainment, and restaurant options	13.8%	9
Downtown	21.5%	14
Other (please specify)	**33.8%**	**22**

Downtown and the library are some of the greatest assets for Center. The Downtown also is thought to be one of the City's greatest opportunities to capitalize on.

10. What would you consider to be Center's greatest opportunity?

	Response Percent	Response Count
Tourism	13.8%	9
Creating walkable, mixed-use style developments	9.2%	6
Regional transit system and surrounding developments	13.8%	9
Park system	6.2%	4
Downtown	**29.2%**	**19**
Other (please specify)	27.7%	18

City services in most cases can either hinder or advance the development of a city. Overall services provided by the City or to the City are considered good by residents. The exception is in emergency management and code enforcement. These services will be reviewed in detail to determine the proper solution to bring them within good standing. The arrival of the new 24 Hour Emergency Center and the additional training of police officers could reverse the current perception.

11. For each of the services provided by the City or to the City, please rate the service as excellent, good, fair or poor.

	Excellent	Good	Fair	Poor	No Opinion	Rating Count
Building services	3.3% (2)	**32.8% (20)**	**32.8% (20)**	6.6% (4)	24.6% (15)	61
Code enforcement	4.9% (3)	23.0% (14)	**27.9% (17)**	**27.9% (17)**	16.4% (10)	61
Community development	5.0% (3)	35.0% (21)	**38.3% (23)**	11.7% (7)	10.0% (6)	60
Community relations and Tourism	3.4% (2)	30.5% (18)	**49.2% (29)**	6.8% (4)	10.2% (6)	59
Economic development	3.3% (2)	31.1% (19)	**39.3% (24)**	18.0% (11)	8.2% (5)	61
Emergency management	1.7% (1)	32.2% (19)	18.6% (11)	**42.4% (25)**	5.1% (3)	59
Financial services	12.1% (7)	**46.6% (27)**	20.7% (12)	8.6% (5)	12.1% (7)	58
Fire services	18.0% (11)	**60.7% (37)**	14.8% (9)	3.3% (2)	3.3% (2)	61
Housing/Neighborhood programs	1.7% (1)	23.7% (14)	**39.0% (23)**	23.7% (14)	11.9% (7)	59
Information technology services	1.7% (1)	28.8% (17)	**40.7% (24)**	18.6% (11)	10.2% (6)	59
Library	25.0% (15)	**38.3% (23)**	26.7% (16)	8.3% (5)	1.7% (1)	60
Parks and leisure services	13.3% (8)	**60.0% (36)**	16.7% (10)	6.7% (4)	3.3% (2)	60
Planning and development	3.3% (2)	**40.0% (24)**	30.0% (18)	16.7% (10)	10.0% (6)	60
Police	11.7% (7)	**41.7% (25)**	23.3% (14)	18.3% (11)	5.0% (3)	60
Storm water services	1.7% (1)	**29.3% (17)**	24.1% (14)	19.0% (11)	25.9% (15)	58
Water services	4.9% (3)	**45.9% (28)**	26.2% (16)	11.5% (7)	11.5% (7)	61
Wastewater services	3.3% (2)	**45.9% (28)**	24.6% (15)	8.2% (5)	18.0% (11)	61
Street maintenance	6.7% (4)	**36.7% (22)**	28.3% (17)	25.0% (15)	3.3% (2)	60
Traffic operations	0.0% (0)	**39.0% (23)**	37.3% (22)	15.3% (9)	8.5% (5)	59
Trash and recycling services	3.3% (2)	**43.3% (26)**	30.0% (18)	16.7% (10)	6.7% (4)	60

12. How important or unimportant are the following to you in terms of Center's quality of life?

	Very Important	Important	Unimportant	Very unimportant	No Opinion	Rating Count
Parks and trail system	22.0% (13)	**54.2% (32)**	16.9% (10)	1.7% (1)	5.1% (3)	59
Appearance of the City	**53.3% (32)**	45.0% (27)	0.0% (0)	0.0% (0)	1.7% (1)	60
Availability of single family homes	39.0% (23)	**45.8% (27)**	8.5% (5)	0.0% (0)	6.8% (4)	59
Availability of multi-family homes	20.3% (12)	**37.3% (22)**	30.5% (18)	5.1% (3)	6.8% (4)	59
Availability of townhomes/condos	16.9% (10)	28.8% (17)	**37.3% (22)**	6.8% (4)	10.2% (6)	59
Public art	16.9% (10)	**42.4% (25)**	32.2% (19)	1.7% (1)	6.8% (4)	59
An effective roadway network	43.3% (26)	**53.3% (32)**	0.0% (0)	1.7% (1)	1.7% (1)	60
Employment opportunities	**73.8% (45)**	19.7% (12)	1.6% (1)	1.6% (1)	3.3% (2)	61
Enhancing the City's identity	**45.0% (27)**	38.3% (23)	6.7% (4)	0.0% (0)	10.0% (6)	60
Establishing community focal points	30.5% (18)	**45.8% (27)**	15.3% (9)	1.7% (1)	6.8% (4)	59
Local retailers and specialty shops	**50.0% (30)**	43.3% (26)	5.0% (3)	0.0% (0)	1.7% (1)	60
National retailers	37.3% (22)	**50.8% (30)**	8.5% (5)	0.0% (0)	3.4% (2)	59
Recreation centers	37.3% (22)	**47.5% (28)**	8.5% (5)	1.7% (1)	5.1% (3)	59
Safe and easy to walk	36.7% (22)	**48.3% (29)**	8.3% (5)	3.3% (2)	3.3% (2)	60
Downtown	**46.7% (28)**	43.3% (26)	8.3% (5)	0.0% (0)	1.7% (1)	60
Mixed use development (Places where people can shop, live, and work in one location)	**29.3% (17)**	**29.3% (17)**	**29.3% (17)**	3.4% (2)	8.6% (5)	58

The items viewed as most important to Center residents are tied to quality of life and the physical appearance of the city. While quality of life need some improvement, aesthetics and community identity will need to be examined.

The elements of most urban areas are not as important in Center, which shows the desire to maintain its small town character while forming its identity.

For example, mixed use in Center may not look like mixed use in Dallas, but the concepts and principles may be common.

Future Land Use Exercise

During the second CPAC meeting, a future land use exercise was also conducted. Land use planning allows a community to determine the right amount of land and use of that land within the city limits, as well as its ETJ, that is needed for future growth. The results of this exercise help determine future land use recommendations that will guide future development.

The committee was broken into two groups, each with 45 minutes to discuss seven planning areas that were predetermined. The groups were not bound only to these planning areas, but were also free to discuss and comment on other sections of the city. At the end of the exercise, each group selected a spokesperson to explain recommendations.

The two groups were given guidance as to which land uses they were to consider while determining future land uses. Below is a description of land uses that were considered during the exercise.

Single Family Redevelopment

Single-family detached residential structures are examples of low-density residential uses. Typically low-density residential land uses will include homes located on 5,000 to 8,000 square foot lots and greater. Residential densities within low-density areas will generally be less than six (6) dwelling units per acre.

Park

Public land dedicated for active or passive recreational use. It usually has grass, trees, paths, sports fields, playgrounds, picnic areas and other features for recreation and relaxation.

Retail

Variety of restaurants, shops, grocery stores, and personal service establishments. Retail businesses generally require greater visibility than do other types of nonresidential land use (e.g., office, commercial).

Mixed Use

Vertical mixed use refers to residential or office uses located above ground-level primarily retail uses.

Horizontal mixed use refers to a blend of primarily nonresidential uses located adjacent to one another. These areas should be pedestrian-oriented, walkable developments.

Entertainment

Includes a range of entertainment establishments, such as movie theater, performing arts, live music, bowling, art galleries, etc.

Campus

Large tract of land to develop as a planned, coordinated business park.

Office

Offices for doctors, lawyers, engineers, architects, insurance agents, real estate professionals, etc.

Commercial

Variety of commercial uses and establishments with limited outside storage, display and sales. Examples of such uses include business establishments that primarily provide a service such as automobile service stations, automobile sales lots, banks, and repair shops.

Industrial

The industrial land use designation is applied to areas intended for a range of heavy commercial, assembly, warehousing, and manufacturing uses.

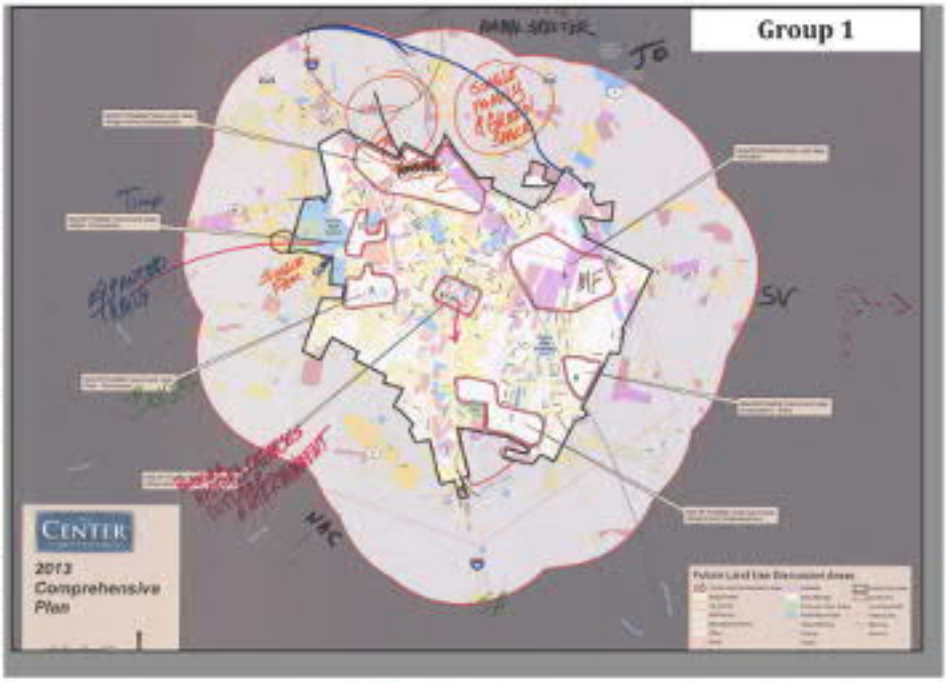
Employment

Nonresidential areas that incorporate a blend of office, commercial, and industrial uses, creating targeted areas for businesses providing employment opportunities.

Group Breakout Results

While each group's land use scenarios were different and unique, some general consensus existed. Both groups agreed that the majority of the ETJ should be developed as single family residential, and future industrial areas should be located near the existing rail line. There was also consensus for designated areas to increase multi-family housing choices. The expansion of the existing trail and outdoor entertainment were other notable recommendations from the groups.

Feedback obtained from group participants contributed significantly towards the creation of the Future Land Use Plan and other Comprehensive Plan recommendations.



Future Land Use Exercise Group Results

Future Land Use Exercise Summaries

Obstacles are those frightful things you see when you take your eyes off your goals.

- Henry Ford

Community Goals and Objectives

Goals and objectives are created to define what Center wants to accomplish. Goals are broad ideas, and objectives are steps to achieve the goals. These goals and objectives were derived from the Issue Identification exercise conducted with the CPAC and from feedback received through the planning process (i.e., VCS, community survey and land use exercise). Each goal and objective will be addressed with more specific action-oriented recommendations in Chapter 7: Implementation. The following goals and objectives were created to guide the plan recommendations.

Goal 1: Adopt recommended maps and pursue the implementation of each.

Objective 1.1: Adopt the Future Land Use Map.

Objective 1.2: Adopt the Transportation Plan Map.

Goal 2: Focus on business diversification, attraction and retention of major employers and innovative entrepreneurs.

Objective 2.1: Establish a business park integrating sustainable design with a targeted industry type.

Objective 2.2: Ensure sufficient quality office space is available to accommodate the business community.

Objective 2.3: Review existing incentives for effectiveness and consider new incentives to encourage business development.

Goal 3: Establish Center as a regional destination for family-oriented activities.

Objective 3.1: Identify several examples of desirable large entertainment venues to serve as destination points within the City (i.e., library expansion/ resource center, baseball/softball park, museum, water park, dance hall, music or performance venue) and explore strategies for attracting these businesses or organizations.

Objective 3.2: Identify other key nodes of activity and entertainment throughout the City.

Objective 3.3: Promote recreational opportunities to support tourism and to provide a benefit to local residents.

Goal 4: Ensure that future redevelopment and infill development meets the City's level of quality.

Objective 4.1: Maximize the remaining vacant residential land within the City by developing quality single-family homes.

Objective 4.2: Identify areas targeted for redevelopment.

Objective 4.3: Create strategies to ensure future redevelopment is complementary to existing areas and neighborhoods.

Objective 4.4: Review/update ordinances and regulations to address the current needs of the City including new types of development, better measures for existing businesses, and redevelopment projects.

Goal 5: Create an environment in Downtown that is interesting, vibrant, and encourages social interaction.

Objective 5.1: Implement the Center Streetscape Project with initial phases as soon as funding is available.

Objective 5.2: Encourage mixed-use development containing two or more significant uses that are mutually supporting where appropriate.

Objective 5.3: Identify or create festivals, entertainment or other outdoor activities that will attract people to Downtown throughout the entire week and throughout year.

Goal 6: Ensure adequate and desirable housing options.

Objective 6.1: Address the needs of the existing housing stock.

Objective 6.2: Ensure that future housing development will meet the City's needs and vision.

Goal 7: Improve the visual integrity of Center's corridors.

Objective 7.1: Facilitate an Access Management program along Highway 96.

Objective 7.2: Update roadway design guidelines and work with TxDOT to improve corridor aesthetics during future roadway improvement projects.

Objective 7.3: Develop landscaping requirements for non-residential uses.

Objective 7.4: Control signage along Highway 96 and other major corridors to protect the visual integrity of the city's corridors.

The most important key to achieving great success is to decide upon your goal and launch, get started, take action, move.

- Brian Tracy

Chapter Three: Future Land Use

3

Chapter Three: Future Land Use

3

Future Land Use Overview

The right of a municipality to manage and regulate land use is rooted in its need to protect the health, safety, and welfare of local citizens. The first step in establishing the guidelines for such oversight is the community's comprehensive plan. Although it is one of several components of the City's 2014 Comprehensive Plan, the significance of the Future Land Use Plan text and map cannot be overstated. Similar to the way in which a map serves as a guide to a particular destination, the Future Land Use Plan should serve Center as a guide to its unique vision of its future form – What the community wants to look and feel like "when it grows up."

Future Land Use Plan

Each place that is represented on a map can also be compared to each individual decision that the City makes with regard to land use and zoning; these individual decisions can either lead to, or away from, the City attaining its vision. In order to serve as the City's most complete long-range "road map" possible, the Future Land Use Plan establishes an overall framework for the preferred ultimate development pattern of the City based principally on balanced, compatible, and diversified land uses. The Future Land Use Plan map should ultimately reflect the City's long-range statement of public policy and it should be used as a basis for future development decisions.

It is important to note that the Future Land Use Map is not a zoning map, which legally regulates specific development requirements on individual parcels. Rather, the zoning map should be guided by the graphic depiction of the City's preferred long-range development pattern as shown on the Future Land Use Map. It is also important to note that while the Future Land Use map itself is an integral part of the Future Land Use section, the land use policy recommendations that support the map and that relate to how land use development should occur are also important. These policy recommendations are contained in the last section of this Future Land Use Chapter.

Future Land Use Categories

This section of the Future land Use Plan reviews each type of recommended land use type as shown on the map. Land use types are grouped into two primary categories--residential land uses and nonresidential land uses.

Residential

It is recommended that low density residential be the predominant type of residence within Center, with an additional blend of high density and mixed use developments as appropriate.

Nonresidential

Nonresidential land uses provide places of employment, retail uses that generate sales tax revenue for the City, and parks and open space.

The following are residential and nonresidential land uses recommended for Center.

Land Use Types

Low-Density Residential

Single-family detached residential structures are examples of low-density residential uses. This land use is exemplified by the density and character of Center. Typically speaking, low-density residential land uses will include homes located on 5,000 to 8,000 square foot lots and greater. Residential densities within low-density areas will generally be less than six (6) dwelling units per acre.

High-Density Residential

High-density residential includes single-family detached dwelling units, duplexes, and apartment complexes. Generally speaking, high-density residential areas will have densities over six (6) dwelling units per acre. Assisted living facilities would also be considered a high-density residential land use.

Mixed Use

Vertical mixed use refers to residential or office uses located above ground-level primarily retail uses. Horizontal mixed use refers to a blend of primarily nonresidential uses located adjacent to one another. Mixed use design should be oriented around the pedestrian. Buildings should be placed along the property line and should be oriented towards the street and civic area. Wide sidewalks, benches, shade trees, raised/enhanced crosswalks and other pedestrian amenities should be considered during street design. On-street parking, such as parallel or head-in parking, may be incorporated; however, all parking lot areas should be located behind buildings and away from the main center of activity to ensure safe pedestrian movements.

Office

Office uses are characterized by activities generally focusing on business, professional, insurance, or financial services. Accessory uses may include cafeterias, health facilities, parking, or other amenities primarily for the use of employees in the firm or building.

Retail/Commercial

Areas designated as retail/commercial are intended for a variety of retail and commercial uses. These uses typically include establishments that provide merchandise for retail sale and may also include light commercial uses, such as lodging, restaurants and banks. Commercial vehicle sales centers and establishments that provide services also characterize this use type.

Industrial

The industrial land use designation is applied to areas intended for a range of light and heavy commercial, assembly, warehousing, and manufacturing uses. Large tracts of land with easy access to roadway transportation are becoming increasingly hard to find for the industrial business community. However, these businesses can be advantageous for a municipality in terms of providing employment and an increased tax base.

Parks and Open Space

This category is reflective of park areas within Center and may include community ballparks, neighborhood parks with playgrounds, natural trails, and open space areas. Center residents expressed a strong desire for parks within the community, particularly a playground and bicycle trails.

Public/Semi-Public

This land use is indicative of all uses that are governmental, educational or religious in nature. Public/semi-public may include community facilities, fire and police facilities, schools, churches and any additional land used by the city for storage or utilities.

Future Land Use Projections

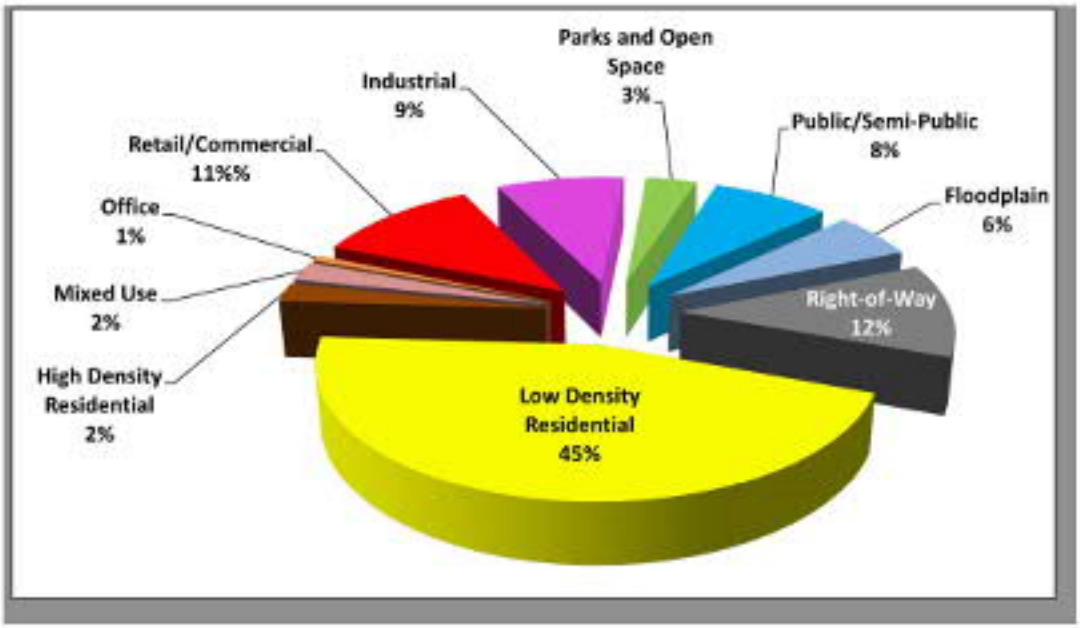
As depicted on the Future Land Use Map, the largest land use in Center will continue to be low density residential, comprising approximately 45 percent of the total land use. The future land use plan indicates that 9 percent will be devoted to industrial, retail/commercial will cover 11 percent of the city limits, and 8 percent of the total land use will be devoted to public/semi-public uses. The smaller land uses include the high density residential, mixed use and office uses.

Table 4 depicts the acreage breakdown of Center based upon the Future Land Use Plan. Notable future land uses are retail/commercial, mixed use and industrial, because these land uses can help develop Center's character along major corridors and rail lines.

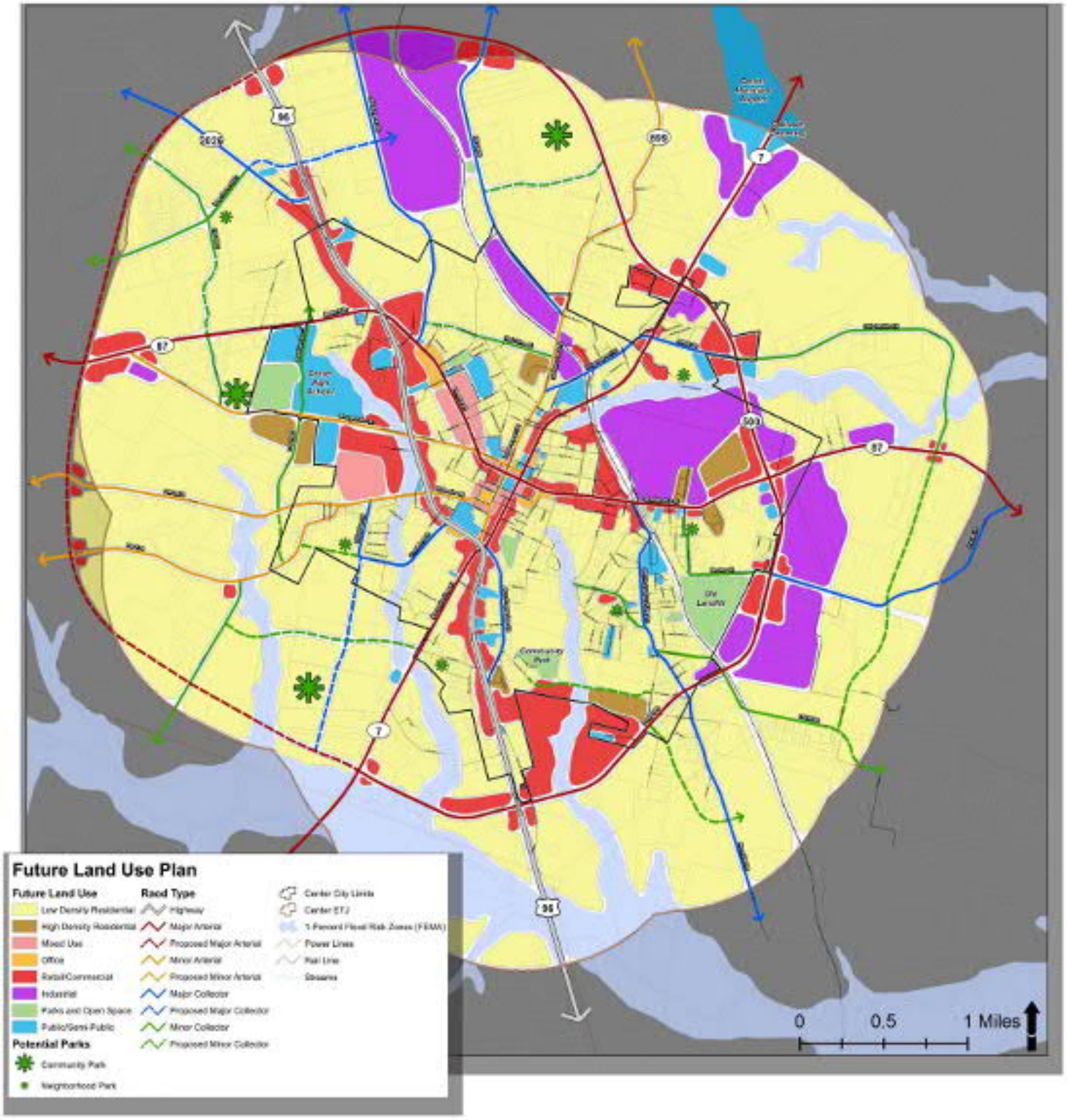
Table 4: Future Land Use Acreage (within the City Limits)

Future Land Use	City Limits	
	Acres	Percent
Low Density Residential	1,950	45.4%
High Density Residential	99	2.3%
Mixed Use	102	2.4%
Office	30	0.7%
Retail/Commercial	488	11.4%
Industrial	380	8.8%
Parks and Open Space	150	3.5%
Public/Semi-Public	350	8.1%
Floodplain	249	5.8%
Right-of-Way	500	11.6%
Total Acres	**4,298**	

Figure 10: Future Land Use Acreage



Future Land Use Map



Administration of the Future Land Use Plan

Development Proposals and the Future Land Use Plan

At times, the City will likely encounter development proposals that do not directly reflect the purpose and intent of the land use pattern shown on the Future Land Use Plan. Review of such development proposals should include the following considerations:

- Will the proposed change enhance the site and the surrounding area?
- Is the proposed change a better use than that recommended by the Future Land Use Plan?
- Will the proposed use impact adjacent residential areas in a negative manner? Or, will the proposed use be compatible with, and/or enhance, adjacent residential areas?
- Are uses adjacent to the proposed use similar in nature in terms of appearance, hours of operation, and other general aspects of compatibility?
- Does the proposed use present a significant benefit to the public health, safety and welfare of the community? Would it contribute to the City's long-term economic well-being?

Development proposals that are inconsistent with the Future Land Use Plan (or that do not meet its general intent) should be reviewed based upon the above questions and should be evaluated on their own merit. It should be incumbent upon the applicant to provide evidence that the proposal meets the aforementioned considerations and supports community goals and objectives as set forth within this Comprehensive Plan.

It is important to recognize that proposals contrary to the Plan could be an improvement over the uses shown on the Plan for a particular area. This may be due to changing markets, the quality of proposed developments and/or economic trends that occur at some point in the future after the Plan is adopted. If such changes occur, and especially if there is a significant benefit to the City, then these proposals should be approved, and the Future Land Use Plan should be amended accordingly.

Reactive Use of Zoning & the Plan

It is recommended that the City amend the Future Land Use Plan prior to rezoning land that would result in such inconsistency. In order to expedite the process of amending the Future Land Use Plan to ensure zoning regulations correspond, the related amendment recommendation(s) should be forwarded simultaneously with the rezoning request(s).

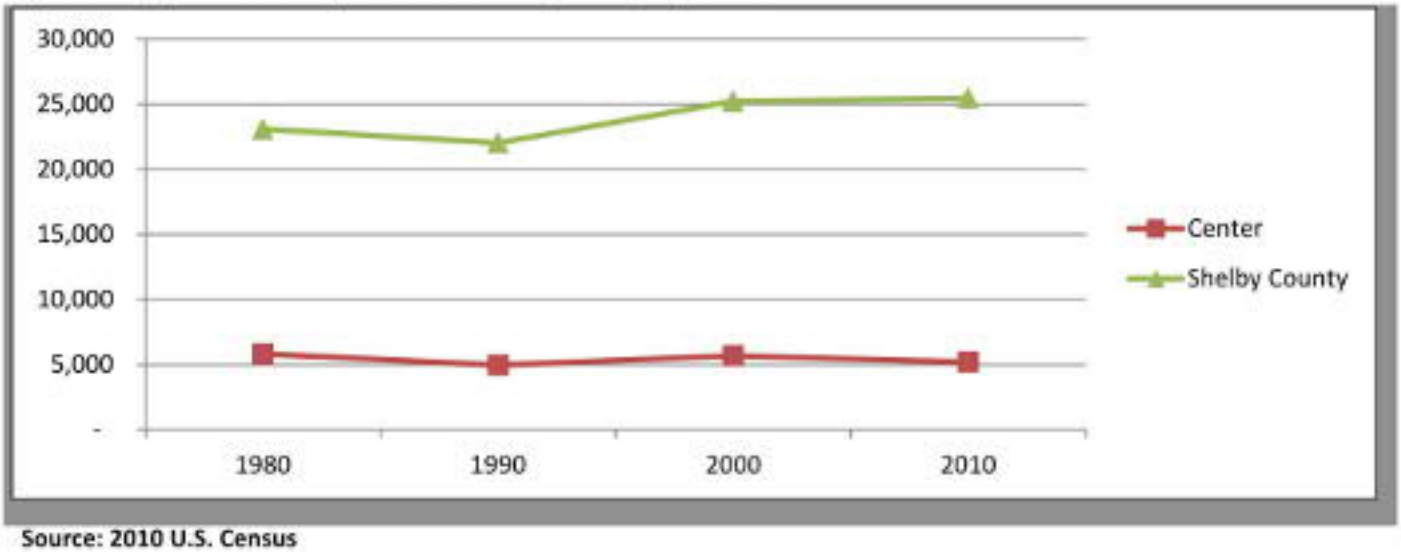
Proactive Use of Zoning & the Plan

A proactive approach is the reverse of reactive approach. In the reactive approach, the landowner or developer applies for a zoning change and the Future Land Use Plan Map is updated accordingly. In a proactive approach, the City leads the effort to rezone land according to the Future Land Use Plan Map. This approach may be necessary in some situations within the City.

Population Growth and Ultimate Capacity

There has been some grow and decline in Center and Shelby County in the last few decades. In order to plan for future growth and meet water needs throughout Texas, the State of Texas is divided in to 16 water region planning areas. Center is located within the Texas Water Planning Region I. Region I has population projections for each county within its boundaries. These long range projections show Center and Shelby County increasing population by 42% within the next 50 years.

Figure 11: Population Growth, Center and Shelby County Population



Source: 2010 U.S. Census

Center is not projected to see significant growth in the short-term, but it is important to know how much population could be produced within the city limits if the Future Land Use Plan is followed. Without expanding its city limits, Center has the potential to double to a population of approximately 10,800. This is evidence that Center does have the ability to accommodate growth, if and when it occurs.

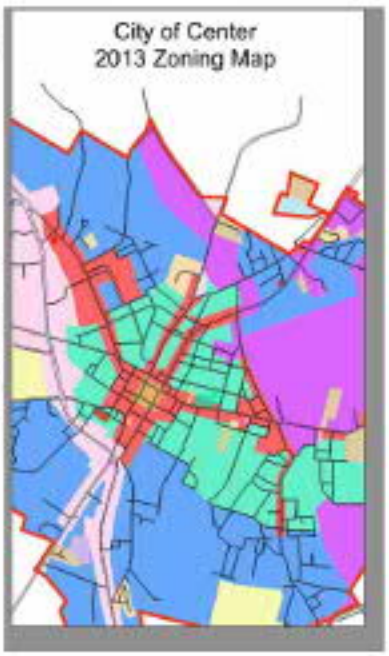
Table 5: Center Ultimate Capacity based upon Future Land Use Scenario

Vacant Residential Land Use	Vacant Acres	DUA	Occ. Rate	PPH	Future Projected		
					Housing Units	Households	Population
Low Density Residential	978	1.5	87.2%	2.70	1,467	1,279	3,454
High Density Residential	76	12	87.2%	2.70	912	795	2,147
Ultimate Capacity within Vacant Areas					2,379	2,074	5,601
Current Population ***					2,133	1,860	5,193
Ultimate Population Capacity					4,512	3,934	10,794

*** Occupancy Rate, 2010 U.S. Census**
**** Persons per Household, 2010 U.S. Census**
***** Approximate, 2010 U.S. Census**

Future Land Use Plan Action Items

The following are related to future land use. Chapter 7: Implementation Strategies, beginning on page 97, will outline specific ways in which the City can implement these action items.



Action Item 1: Adopt the Future Land Use Map and revise the City's zoning map to reflect the Future Land Use Map.

The adoption of this 2014 Comprehensive Plan includes the adoption of the Future Land Use Map (see page 39). This map has been developed with existing land use, public input, and existing infrastructure in mind. As discussed in the Administration of the Future Land Use Plan, future rezoning should be made in accordance with the Future Land Use Map. If for some reason a rezoning that does not conform to the Future Land Use Map is desirable, the Future Land Use Map should be amended prior to the rezoning to ensure consistency.

Action Item 2: Ensure that zoning regulations allow for diverse housing types.

Review and update the current zoning regulations to ensure that high density residential and "live/work" units are allowed within the areas shown as "Mixed Use" on the Future Land Use Map.

Adopt a subdivision ordinance and coordinate with Shelby County for enforcement within the extraterritorial jurisdiction. Development codes and design requirements should be included in the update.

Action Item 3: Continue coordination between the City and Center ISD, particularly regarding population growth rates and direction.

The City should actively coordinate with Center ISD to discuss future housing developments within the school district. The school system's enrollment projections can be heavily affected by the development of a higher density residential development. The Center ISD administration should be aware of potential housing developments that may significantly impact the population.

Action Item 4: Continue Downtown streetscape enhancement project requiring lighting, trees, landscaping, planters and seating.

The City is currently having construction design packets prepared for pricing. The implementation of this project will help to maintain existing and attract new business owners to the Square. This project along with a proposed zoning district specifically for Downtown can help foster future success in the area.

Action Item 5: Increase mixed use projects in the Downtown Square and ensure a smaller scale pedestrian-friendly development complementary to the existing development.

The Downtown Square contains a small amount of mixed uses. Any new development should be of a similar scale and style to the existing development, and should avoid competition with the "big box" developments along retail/commercial corridors. In order to maintain its small town feel, mixed use in Center may not be in vertical form, but rather horizontal. The idea is to include, in designated areas, a residential component as opposed to a mix of only nonresidential uses to help reduce the number of trips generated by those who would like to live, work, and play in close proximity of each of those activities.

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Chapter Four: Transportation Plan

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Chapter Four: Transportation Plan

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Transportation Plan Overview

The thoroughfare system forms one of the most visible and permanent elements in Center. It establishes the framework for community growth and development and, along with the Future Land Use Plan, forms a long-range statement of public policy. As the alignment and right-of-way of major transportation facilities are established and adjacent property developed, it is difficult to facilitate system changes without significant financial impacts. However, by incorporating programmed land uses and planning for future roadway needs, strategies that maximize the land use and transportation relationship may be maximized.

This transportation element of Center's Comprehensive Plan is intended to guide future roadway decisions by creating a functional classification of roadways within the community. Several key principles were recognized in the preparation of plan recommendations and include the following:

- The transportation network should provide choices for vehicular and non-motorized forms of travel;
- Center should have safe and convenient internal circulation between neighborhoods, core community assets and special areas;
- Transportation facilities should define rather than split residential neighborhoods in order to preserve neighborhood integrity. Through traffic should be routed to facilities designed to accommodate non-local and regional traffic;
- A sidewalk and trail system connecting Center's parks, public facilities and community amenities should be available;
- Key corridors and gateways should include enhancements to promote Center's image and identity; and
- Industrial and heavy commercial activity in key corridors should be monitored to limit congestion within the City.

Looking northbound toward Downtown from San Augustine Street

Existing Conditions

Regional Transportation System

The City of Center is served by three major highways:

- US Highway 96 which traverses through Center providing regional north-south access from Tenaha to San Augustine and extends beyond to Marshall and Beaumont. Through Center, US 96 is a four-lane highway except between SH 7 and Loop 500, where it is a two-lane section. Between Arcadia Road and SH 87, US96 is a four-lane divided roadway with a continuous two-way left turn lane.
- State Highway 7, a regional highway extending from Nacogdoches to Logansport and traversing through the center of the community. This highway is a four-lane undivided facility entering Center from the southwest to US 96, and two-lanes through downtown and extending beyond Loop 500.
- State Highway 87, an east-west highway extending to Timpson in the west and Shelbyville to the east. Within the city, this roadway is a two-lane facility that expands to a four-lane undivided roadway at Loop 500.
- Loop 500 E, a circumferential two-lane roadway extending from SH 7 West in the south to SH 7 East in the north. Plans are currently underway to extend this facility from SH 7E to US 96.

With the exception of Loop 500, these regional roadways provide linkages to adjacent communities and other regional highways. While not a regional highway, Loop 500 is a significant addition to Center's roadway network. This facility provides connectivity with other key local roadways as well as an alternative for regional truck traffic. This loop will help reduce heavy truck traffic within the City and increase community safety as well as reduce wear and tear on the city's roadways from major truck traffic.

Local Transportation Network

The local transportation network in Center generally can be divided into three classifications: arterial streets, collectors streets and local roadways.

- Highway class facilities are limited access regional facilities aimed at carrying high traffic volumes and include US Highway 96.
- Arterial class facilities are aimed at providing cross town movement and include; Louisiana (SH 7 E) and Nacogdoches (SH 7 W) Streets, Shelbyville (US 87 S) and Tenaha Streets (US 87 N), Loop 500 E. These roadways, with the exception of the loop, continue beyond the Center city limits and provide regional access. Other cross arterial facilities (minor arterial) include: FM 699 Cotton Ford and Logansport Streets), FM 138 and County Road 2974. These represent the more heavily traveled roadways in the community. Access and corridor management

strategies are critical along such roadways in order to minimize traffic congestion and reduce traffic collisions. The number of access points along these roadways should be coordinated when possible to reduce the overall number of curb cuts and enhance driver and pedestrian safety.

- Collector roadways include Waterhouse Street, San Augustine Street, portions of Logansport Street, CR 3754 and Crawford Street. County Roads 1001, 1431 and 2050 and Brown Street also serve to support secondary access and circulation. Combined, these roadways provide internal movements and connect residential areas with the arterial roadway network.
- Local Streets are all other roadways that serve residential or commercial areas.

Thoroughfare Network

Functional Street Classifications

Functional street classification recognizes that streets are part of a system having diverse origins and destinations. Functional classifications also describe and reflect a set of characteristics common to all roadways within each class. Functions range from providing mobility for through traffic and major traffic flows to providing access to specific properties. Characteristics unique to each classification include the degree of continuity, general capacity, and traffic control characteristics.

In short, the functional classification of streets provides for the circulation of traffic in a hierarchy of movement from one classification to the next.

Access and movement functions are directly related in that as speed increases points of access decrease, and vice versa. This is typically why freeways, with high levels of movement, have limited access points compared to streets in neighborhoods have more access points and reduced speeds.

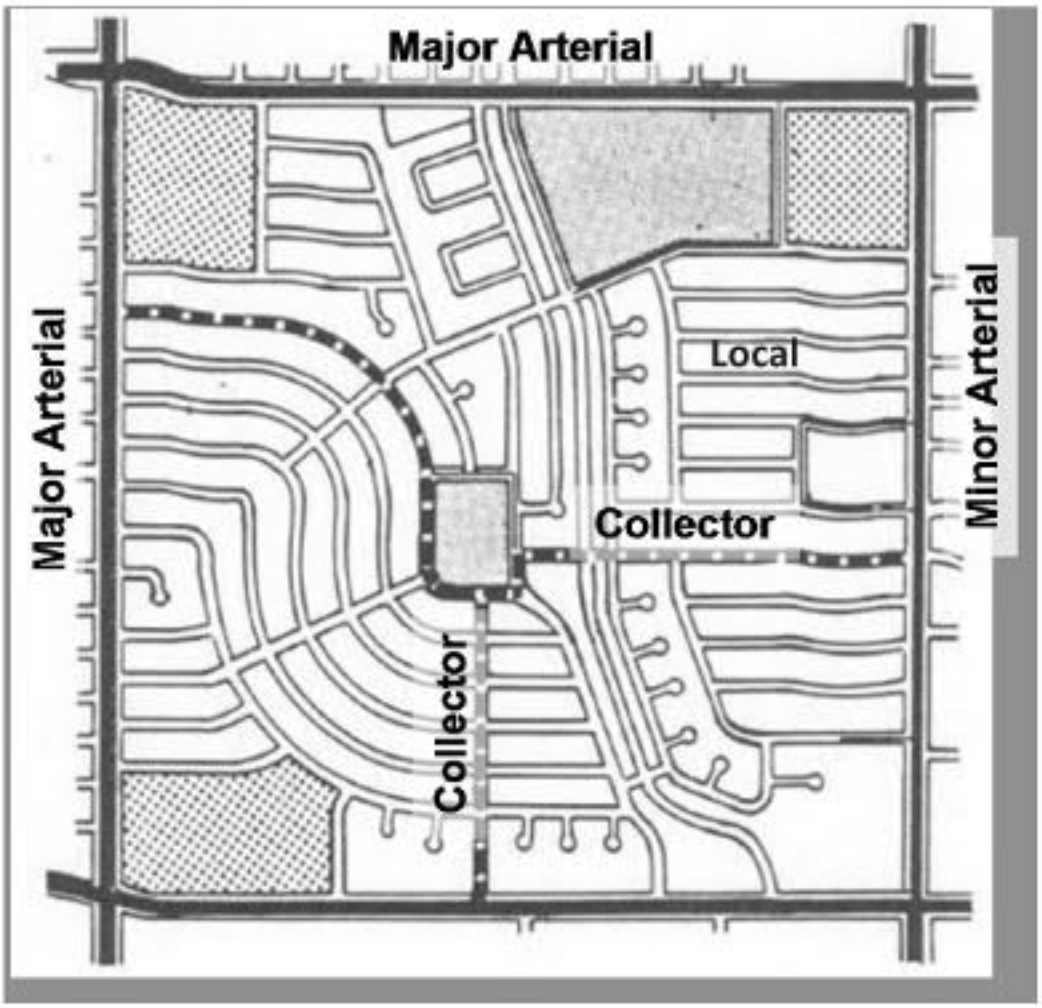
As indicated on the Transportation Plan Map, three roadway classifications exist;:Arterial, Collector and Local Streets.

- Arterial—These roadways are intended to provide the highest degree of mobility within Center and will serve a significant amount of through travel. Two classes of arterial streets are identified each with providing a certain degree of mobility, traffic volume and design speed. Right-of-way for these facilities range from 70-90 feet. Access management should be utilized to control the number of commercial driveways reducing the number of turning movements and potential traffic dangers.
- Collector—Collector roadways include all secondary roadways in Center. Collector roadways are intended to provide connections between local streets and the arterial network. Collector roadways are typically two and three lane undivided roadways within a right-of-way of 60 feet. Residential frontages

should be discouraged along collector roadways in order to minimize traffic impediments. Business access may be permitted along collector roadways. Examples of collector roadways in Center include Waterhouse Street, San Augustine Street, portions of Logansport Street, CR 3754 and Crawford Street.

- Local—Local streets refer to all streets that provide direct access to homes and businesses. Traffic speeds are low and cul de sacs may be used in residential areas but should not extend longer than 600 feet. In new subdivisions, connections to future development should be provided to create a connected system of local streets.

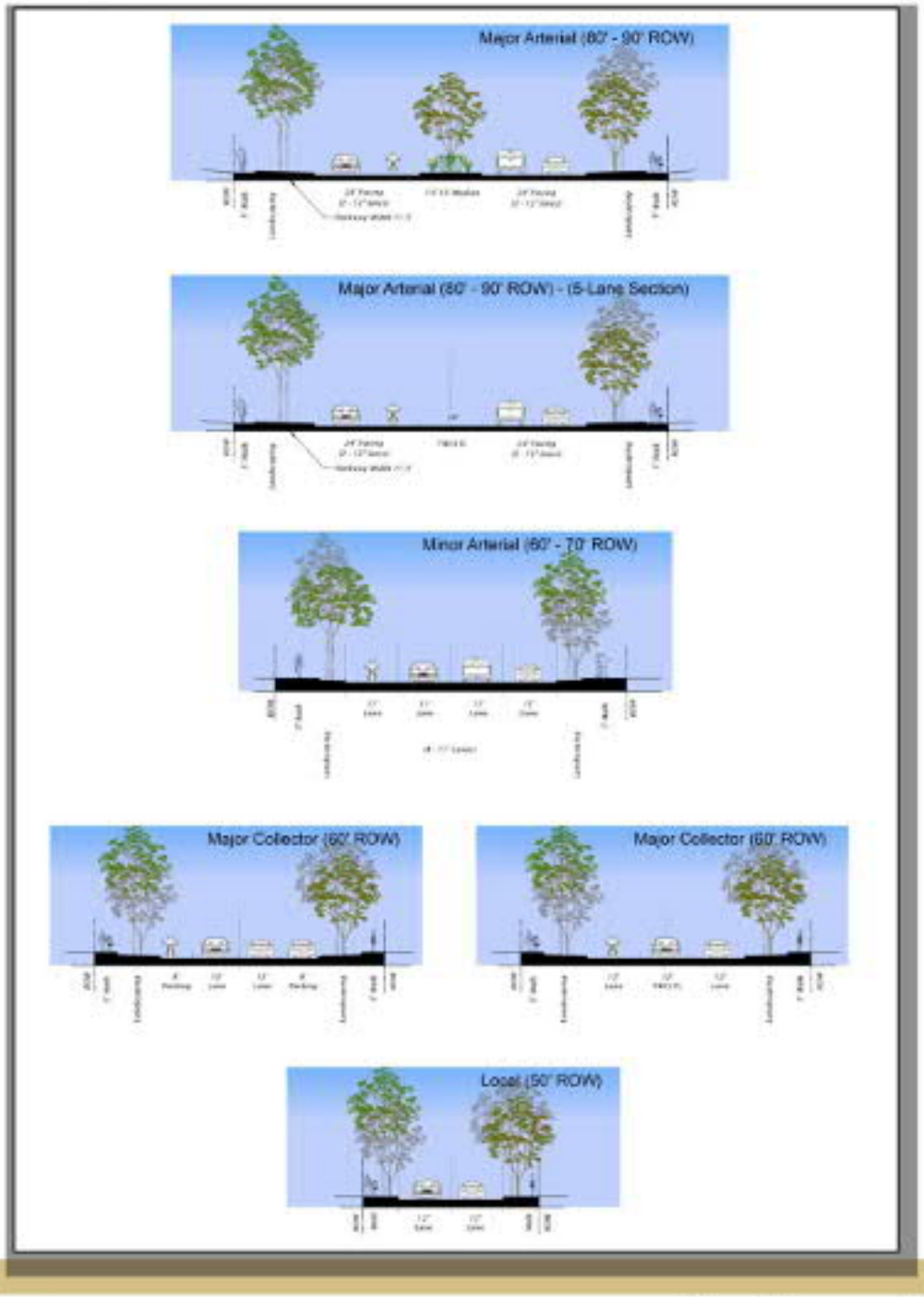
Functional Street Classifications



Cross-Sections

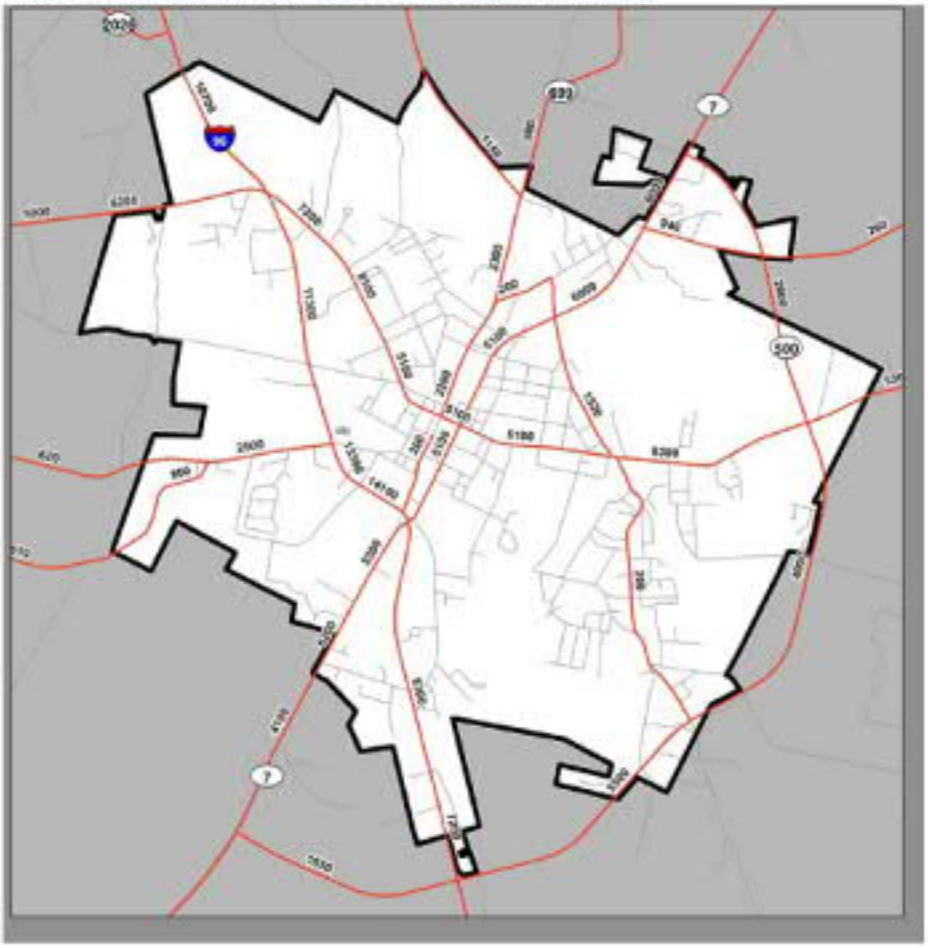
The following cross-sections provide the framework for how future roadways within Center should be designed. While there may be alternative designs based upon existing right-of-way and traffic volumes, future roadway right-of-way dedication and preservation should provide these minimum standards.

Roadway Cross-Sections



Transportation Plan Map

Figure 12: 2012 Daily Traffic Counts, TxDOT Shelby District



Traffic Volumes

Traffic volume count data was obtained from the TxDOT Shelby District Office for purposes of identifying critical needs. Data from 2012 reveal the heaviest traffic to be situated on US 96 with volumes ranging from 7,200 to 14,100 vehicles daily. Within this corridor, the heaviest traffic (11,300-14,100) is between SH 7 and SH 87N. SH 7 carries between 5,000-6,000 vehicles daily and US 87 carries between 5,100-8,100 vehicles daily. Loop 500 carries volumes between 1,800 and 5,300. Other traffic volumes within Center are depicted in the traffic volume map.

Based on the number of travel lanes present throughout the roadway network, no link level deficiencies appear to exist.

The high traffic volumes along US 96 and US 87 would again suggest the importance of monitoring traffic volumes and signalization at particular intersections to reduce congestion and ensure the safety of motorists.

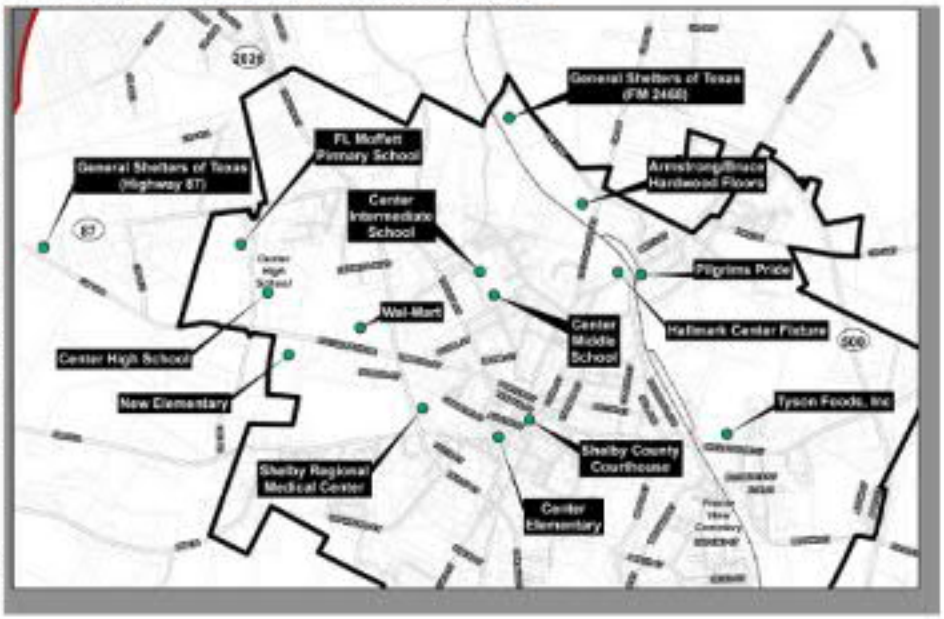
Roadway Deficiency Areas

Generally speaking, there appear to be no link level deficiencies within Center. The implementation of Loop 500 will continue to reduce the prevalence of commercial trucking traffic through the heart of the City, both reducing congestion and enhancing motorist and pedestrian safety.

The intersection of US 96 with San Augustine and Nacogdoches/Logansport Street contains a number of streets

intersecting in close proximity to the major intersection. This intersection area should be monitored for operational conditions. The continued implementation of portions of Loop 500 may reduce traffic demands in this area over time. However, at current traffic levels and associated peak hour congestion, the City should continue to work with TxDOT to implement revisions to signal timing modifications as needed as well as examine intersection design improvements aimed at improving safety.

2012 Daily Traffic Counts, TxDOT Shelby District



Major Employment Areas

There are many key employment areas that rely on efficient access and area circulations. Dependent upon the type of land use, the transportation network must continue to support the economic base of the community. The attached map depicts key employers within Center. The continued provision of area roadway improvements is vital to maximizing economic benefits in the future.

Transportation Design Concepts

Corridor Management & Preservation

Corridor Management is the concept of identifying and coordinating the access for land development along an existing corridor. This ensures that development within the corridor occurs in accordance with adopted plans and that function and design support roadway function. Consequently, transportation and land use decisions are made conjunctively.

Corridor Preservation, on the other hand, is the practice of acquiring or preserving new right-of-way along a future corridor ensuring that as development occurs proper right-of-way is acquired to meet future development objectives.

Both corridor management and corridor preservation involve three particular tools: access management, zoning regulations and subdivision regulations. In areas that are under the control of the City (i.e., are within the City limits)all three of these tools may be utilized. Access management may be used to regulate driveway spacing, intersection spacing and cross-access design. Zoning and development regulations are used to regulate land use type, aesthetics, landscaping and setbacks. Subdivision regulations may be used to regulate right-of-way acquisition or reservation during platting and may specify minimum lot sizes and lot widths. All of these tools ultimately help to not only improve traffic flow and increase safety, but they also can enhance the overall aesthetics of the corridor.

Benefits of Corridor Management

Outside of the City limits, only certain regulations can be enforced. Within the extraterritorial jurisdiction of the City, the subdivision ordinance may be enforced. This enables the City to exercise a certain degree of control over lot sizes and widths and allows the City to acquire the right-of-way needed for long-term transportation objectives. Regulating lot width and size helps the City to minimize irregular or small lots that would be problematic in the future. Regulations pertaining to land use type and design, mainly those within the zoning ordinance, are not enforceable within the ETJ. Cross-access easements, when included within the subdivision ordinance, require development along major corridors to coordinate access between developments, helping to minimize problematic driveway spacing and access in the future.

Corridor management and preservation have the added benefits of:

- Reducing the number of ingress and egress points improving vehicular flow and reducing collisions;
- Reducing driveways permits more landscaping frontage thereby enhancing roadway aesthetics; and
- Minimizing the number of driveways enhances the pedestrian experience by reducing the number of points where pedestrians experience contact with turning traffic.

Along the key corridors of US 96, State Highways 7 and 87, and 96 by-pass, corridor management and preservation should be viewed as a corridor-wide project. The subdivision and zoning ordinances should be updated to include access management principles and cross-access easements. Long-term signaled intersections at collector and arterial roadways should be considered. Overlay zones may be developed to further guide aesthetics. This "master planning" of the major corridors enables:

- Coordination of transportation and land use planning/decision making;
- Allows for flexible and special area consideration and limits unnecessary connection points;
- Creates economic benefits and enhances aesthetics; and
- Promotes activity-based development, not strip center development.

While corridor management practices should be emphasized on Highways 96, 7 and 87, these strategies should be particularly implemented along Loop 500. US 96 serves as a vital mobility corridor through Center. With time, development this corridor has led to numerous ingress and egress points. Additionally, numerous connection with residential areas occur along this corridor. Monitoring is critical to preserve the carrying capacity of the corridor.

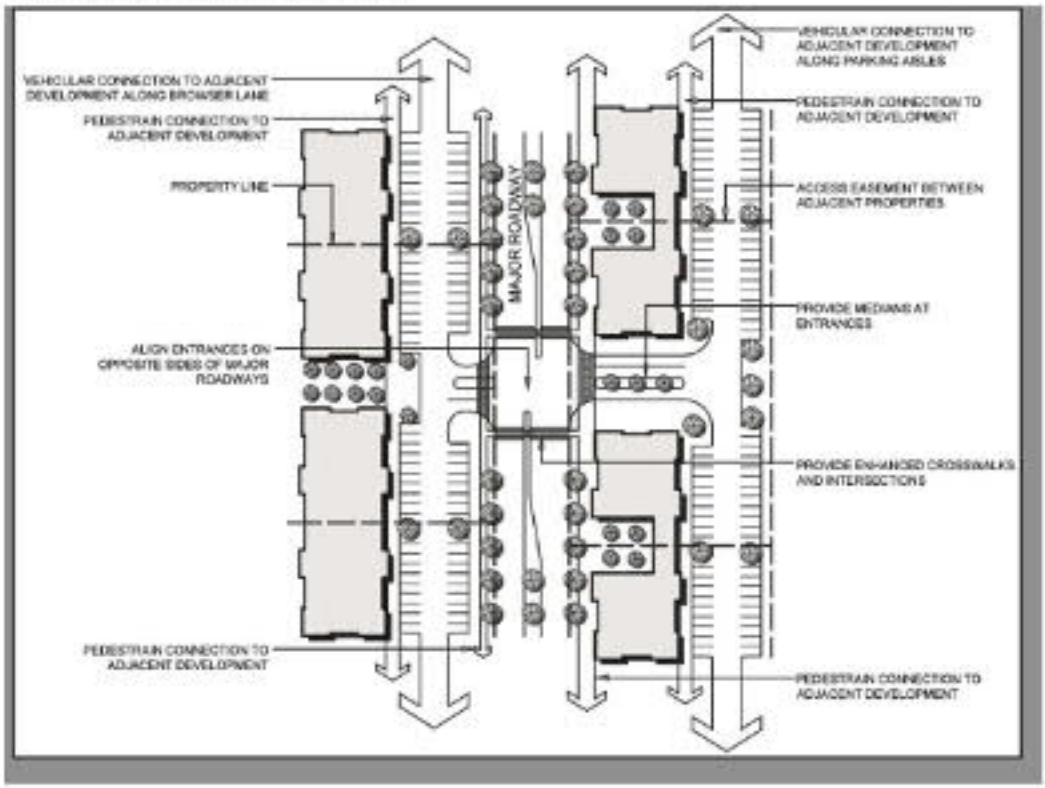
Access Management

Access management refers to the practice of controlling access allowed onto a roadway by considering specific design criteria for the location, spacing, design and operation of driveways, median openings and intersections. Generally, as the mobility and capacity of a roadway are increased, the access to a specific facility is decreased in order to maintain the roadway efficiency and enhance traffic safety. Access management provides a significant benefit to the mobility and function of the roadway, and more importantly, reduces the potential for accidents by minimizing speed differentials between vehicles and turning movements. Research has shown that accident rates increase consistently with an increase in the number of roadway access points, while accident rates decrease with the construction of raised medians and controlled signalized cross access.

When site locations and sizes are appropriate, it is recommended that developers provide shared access into adjoining tracts of lands and align entrances with those on opposite sides of roadways. Site plans and developments should provide connections and cross access easements to adjacent properties, both as walkways and drives. Access management along Highways 96, 7, and 87 may help reduce the number of site entrances providing safer driving conditions and enhances the visual appearance of the corridors.

Access Management limits the number of driveways and enhancing aesthetics

Access Management Opportunities



Context Sensitive Solutions

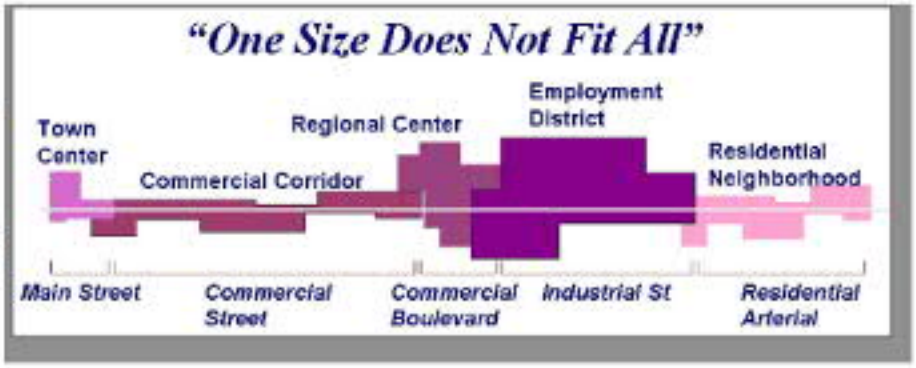
Context sensitive solutions (CSS) is the practice of developing transportation projects that serve all users and meet the needs of the neighborhoods through which they pass. It is a collaborative process that involves all stakeholders in development street designs that fit into the character of surrounding neighborhoods while maintaining safety and mobility. The key is that elements of the street should complement the context of surrounding or adjacent development in order to generate a "roadway experience" and therefore the roadway may take on certain characteristics to support and be compatible with adjacent development. The process of designing CSS 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. The difference is that in addition to automobile traffic, other elements, such as pedestrian traffic, built environment and land use, are also carefully considered.

The CSS approach recommends designing thoroughfares based upon:

- Community objectives
- Functional classes
- Thoroughfare types
- Adjacent Land use
- Environmental considerations

In order to design accordingly, decision makers must understand the key relationship between transportation and land use, particularly the flexibility that may be needed in roadway design in order to accommodate a thoroughfare to changing urban form within the community. Understanding key community objectives for land use within the community is also important in order to ensure that public infrastructure investments are in line with ultimate land use objectives.

A roadway may traverse a wide range of land uses. It is important to design the roadway considering its role and impact in each particular area.



Sidewalks

Walking can be considered the most basic form of transport for the following reasons:

- It is universal. Virtually everybody walks and virtually all trips include walking links;
- It is affordable. Economically and socially disadvantaged people tend to rely heavily on walking for transport;
- It provides connections between different land uses and areas; and
- It provides additional benefits, including exercise and enjoyment.

Often times the provision of pathways and sidewalks is neglected. Many street improvements are designed to focus on automobile traffic improvements and sometimes do not include pedestrian improvements. Providing sidewalks as a component of the transportation system will encourage walkability by providing a protected pathway and creating a sense of safety. If residents see and identify a clearly delineated pathway to their intended location, they have a sense of security in walking to that destination. This is particularly important near schools to protect the security of children.

Connectivity is a vital component of the sidewalk network. Sidewalks should be intentionally and purposefully designed, rather than implemented in small, segments. While sidewalks are generally incorporated in residential areas as new homes are constructed, sidewalks along collector and arterial roadways should be constructed in conjunction with any future roadway improvements. Additionally, a sidewalk program may be utilized to determine significant deficiency areas, particularly near key destination points, and can help to prioritize and implement sidewalk improvements when funding is available. There is funding available for Downtown sidewalk extensions when remodeling occurs.

The trail network identified as part of the 2011 Parks and Open Space Master Plan identified other key connections between neighborhoods, schools, parks, commercial areas, downtown and city facilities. These connections are critical to supporting non-motorized travel within the community. It is recommended that the proposed trail network continue to be implemented and expanded to various areas of Center.

Center's Proposed Trail Network - 2011 Parks and Open Space Master

Traffic Calming

Traffic calming is a term used to describe roadway design techniques that are utilized to intentionally slow the speed of vehicular traffic. Traffic calming techniques are typically used in areas of high pedestrian traffic, such as in Downtown Center, or near schools, parks or public facilities. Traffic calming techniques intentionally create physical or visual barriers causing the driver to lower speeds. Examples of traffic calming techniques that may be utilized in Center include the following:

- Landscaped Medians: Medians help to reduce the overall width perception of the roadway and create an internal barrier. The internal barrier, combined with landscaping, reduces traffic speeds.
- Bulb-Outs: Bulb-outs, also referred to as curb extensions, are extensions of the sidewalk at major intersections. These protrusions into the street reduce the distance necessary for pedestrians to cross the street and make pedestrians more visible to traffic. Bulb-outs reduce the width of roadways at intersections and generally include parallel on-street parking
- Street Trees: Street trees help to create a physical barrier. Studies have shown that visual barriers, such as street trees and on-street parking, naturally reduce driving speeds due to the presence of an adjacent object.
- On-Street Parking: Similar to street trees, on-street parking helps to create a physical barrier and lower traffic speeds. On-street parking should be encouraged in areas with high pedestrian movements, where building form permits.
- Chicanes: Chicanes are landscaped islands positioned along the sides of wide roadways to reduce the overall width of the street without a complete redesign. These are most appropriate on wide, two-lane roadways.
- Enhanced Crosswalks: These are sidewalks that are clearly delineated, either through the use of vivid color or alternative materials, such as brick or stamped concrete. Crosswalks may be raised, creating an elevation in the roadway and further helping to delineate high pedestrian traffic in the area.

Landscaped Xeriscape Median

Bulb-Out/Curb Extension

Chicanes

Enhanced Crosswalk

Funding Thoroughfare System Improvements

Maintaining an efficient street network requires significant investment of local resources. Careful planning is needed to ensure that Center makes the most cost-effective investments in its street network. Most communities use general obligation bonds or general fund budgeting to finance street improvements. Center has used 4b EDC funds as a measure to assist with maintenance of certain roads. Other mechanisms for enhancing public improvements includes the creation of special districts such and tax-improvement finance or reinvestments zone. These among many other forms of funding districts may help to supplement TxDOT funding of improvements. The City should also coordinate efforts with regional transportation-related agencies such as the Texas Department of Transportation (TxDOT) in order to maximize the potential for shared financing.

Transportation Plan Action Items

The following are related to transportation. Chapter 7: Implementation Strategies, beginning on page 97, will outline specific ways in which the City can implement these action items.

Action Item 6: Continue to implement the hierarchical functional network as initially identified in the 2005 Transportation Plan.

The 2005 Transportation Plan identifies that Center's hierarchical functional network should consist of four basic urban street systems: Major arterial, Minor arterial, Collector street and Local street systems. The 2005 plan also identifies how these street systems should be designed and operate.

Action Item 7: Develop collector street system based on areas planned for infrastructure expansion.

These two and three lane roadways are designed to collect and distribute traffic from residential areas to the arterial roadway network. The following are priority collector streets proposed for extensions:

- Major East/West Collector from FM 2026 to Old Airport Road
- Hutchins Street Minor Collector Expansion to Old Airport Road
- Extensions of Roughrider from Hwy. 87 to High School, and extension of CR 1001

Action Item 8: Expand Highway 96 by-pass to the west to provide a closed circumferential loop roadway facility.

This roadway will ultimately enhance community circulation while providing other areas for economic benefit.

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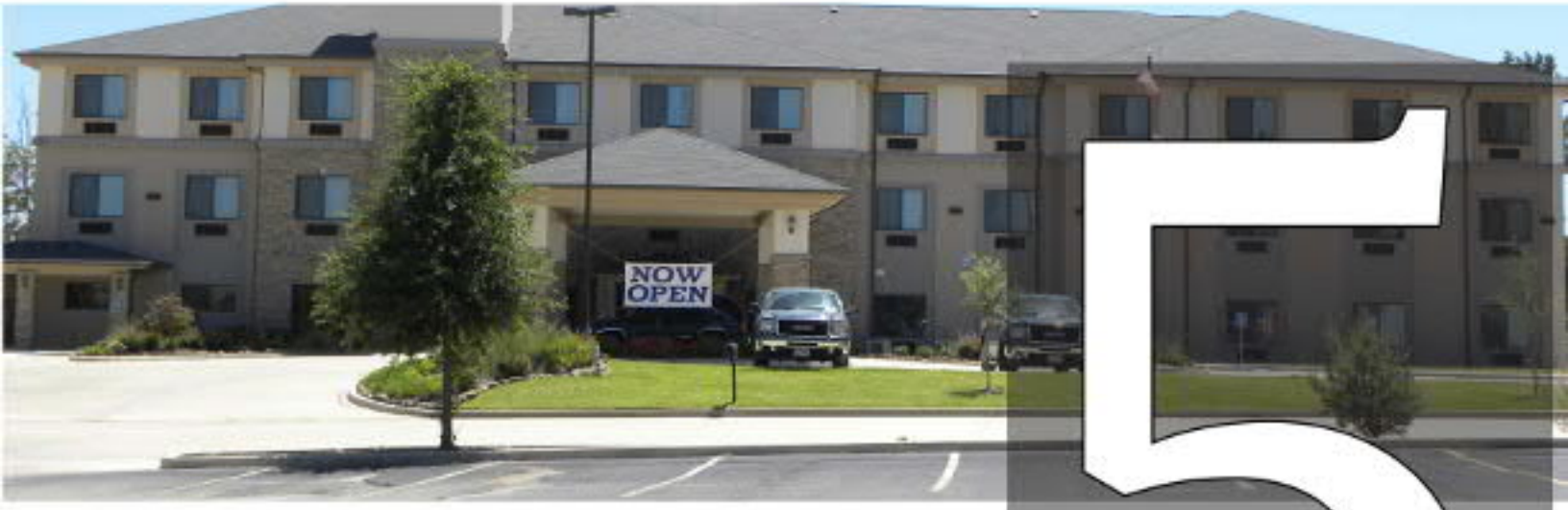
Chapter Five: Economic Development Strategies



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Chapter Five: Economic Development Strategies

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Economic Development Strategies Overview

"Economic development is the process that influences growth and restructuring of an economy to enhance economic well-being. We experience economic growth when our standard of living is rising. Rather than being a simplistic process, economic development typically is a range of influences aimed at achieving objectives like creating jobs and wealth and improving quality of life. It incorporates coordinated initiatives targeted at expanding infrastructure and increasing the volume and/or quality of goods and services by a community."

Source: Enterprise Franklin Website

Center's economy has seen many changes over the last several decades. Not only has employment in the area increased but the new industries and economic development projects have been a boon to the local economy. In addition, the City has a diverse, well trained workforce thanks to Panola College that has two locations in Center, Shelby College Center and Shelby Regional College Center. The specialized training of these higher learning facilities train employees to meet the special needs of local businesses and industries. This fact combined with Center's low cost of living, low labor costs, and a low city property tax rate of 0.51 has potential as an attractive place to locate and is good for economic development.

To the average citizen, the concept of economic development can be difficult and ambiguous to understand because the topic spans a broad range of issues; however, economic development generally can be summarized by the efforts to create and retain jobs in a given area, such as a city, county, or state.

There are three basic targets of economic development programming:

- Existing business/industry – Aimed at the retention and increased viability of existing local businesses.
- New business/industry – Aimed at the creation of new business activity within a community, as measured by increases in employment and expansion of the tax base.
- Outside investment – Aimed at attracting people into the community to spend money locally.

This chapter will address how these three facets of economic development relate to Center's current efforts and will explore a variety of local, state, and federal economic development programs.

Recently Completed Economic Development Projects

- Tax Increment Financing Zone #1, 2010
- Tyson Foods Expansion, 2011
- Sales Tax Rebate and Lift Station, 2011
- Loop 500 Extension, 2012
- Cline Family Medical Clinic, 2012
- MONCO Motors, 2012
- Intersections, 2012 and 2013
- Tyson Sidewalk, 2013
- Center Industrial Park, 2013
- Texas Workforce Commission Skills Development Fund Grant Support, 2013

Existing Economic Development Policies

The City has been very active with economic development efforts, which have benefited the community tremendously. Center's Economic Development Corporation is both a Type A and a Type B EDC, allowing the City opportunities to continue to encourage and incentivize economic growth in Center.

The Development Corporation Act of 1979 (DCA) establishes that cities can adopt two types of economic development corporations (EDCs), Type A and Type B EDCs. B sales tax. In 1998, an election was held for the adoption of a Section 4B sales and use tax at the rate of one half of one percent as authorized in Section 4B, Article 5190.6 VTCS, as amended, with the proceeds limited to street and road and related improvements in the City, and the maintenance and operating costs associated with such projects.

Current Industries in Center

Combined with the City's existing economic environment and coupled with recent developments in the last several years, Center has a significant foundation upon which to base its economic development efforts.

Industry Clusters

The City of Center's Economic Development Corporation has identified four distinct and prominent industry clusters that are located in the community:

- Poultry and Food Processing: Tyson Foods and Pilgrim's Pride are located in Center, which includes chicken hatcheries, a feed mill, and a processing plant.
- Timber and Wood Products Manufacturing: Hallmark-Center Fixture Operations is located in Center, which is a prime area for this industry due to the local timber supply and lumber mills.
- Metal Manufacturing: Port-A-Cool, General Shelters of Texas, Spartan Structures, Steel Building Supply, CEN-TEX Tanks, Dragon Products, and C&R Refrigeration are located in Center and manufacture a range of products such as cooling units, metal buildings, refrigeration units, and other metal products.
- Energy/Natural Gas: Tenaska/TPF Gas Services, National Oilwell Varco, OMNI/EPIC, Bell Supply, McJunkin Redman, KDR, MicroSeismic,
- Fastenal, Tiger Safety, Exterran, and Wilson Valve are located in Center, which is ideal due to its location within the Haynesville Shale.
- Data Center: Center has the ideal location and workforce.

Tyson Foods - Center, TX

Employment by Industry

Table 6 shows the number and percent of employees living in Center who work in each industry sector. As shown, the largest percentage of Center residents are employed in *Manufacturing* (34.1%), which is consistent with the industry clusters described above. The next largest percentage of employment industry is *Educational services, health care and social assistance* (17.1%), followed by *Retail trade* (12.7%).

Table 6: Employees in Center

Industry	#	%
Civilian employed population 16 years and over	1,828	
Agriculture, forestry, fishing and hunting, and mining	63	3.4%
Construction	158	8.6%
Manufacturing	624	34.1%
Wholesale trade	14	0.8%
Retail trade	233	12.7%
Transportation and warehousing, and utilities	75	4.1%
Information	0	0.0%
Finance and insurance, and real estate and rental and leasing	75	4.1%
Professional, scientific, and management, and administrative and waste management services	58	3.2%
Educational services, and health care and social assistance	313	17.1%
Arts, entertainment, and recreation, and accommodation and food services	39	2.1%
Other services, except public administration	74	4.0%
Public administration	102	5.6%

Source: 2007-2011 American Community Survey

Location Quotient

Now that industries have been identified in Table 6, it is important to establish a method to evaluate the significance of each industry for Center. A review of the location quotients (LQs) from different industries can assist in identifying which industries are export industries within the community. Examining export industries provides insight into a community's ability for economic expansion and population growth--the development of export industries is the only real way for a local economy to grow. Such industries bring new money into the local economy (as opposed to retailing money that may be already in the community). The figure to the right, Figure 13, defines the LQ and explains how the LQ is calculated:

Figure 13: Location Quotient

A location quotient compares the amount of employment in an industry within a region to the amount of employment in that industry within the nation as a whole. If an industry in a region employs a greater ratio of people in the region than does the nation as a whole then it is presumed that the industry in that region must be exporting its product.

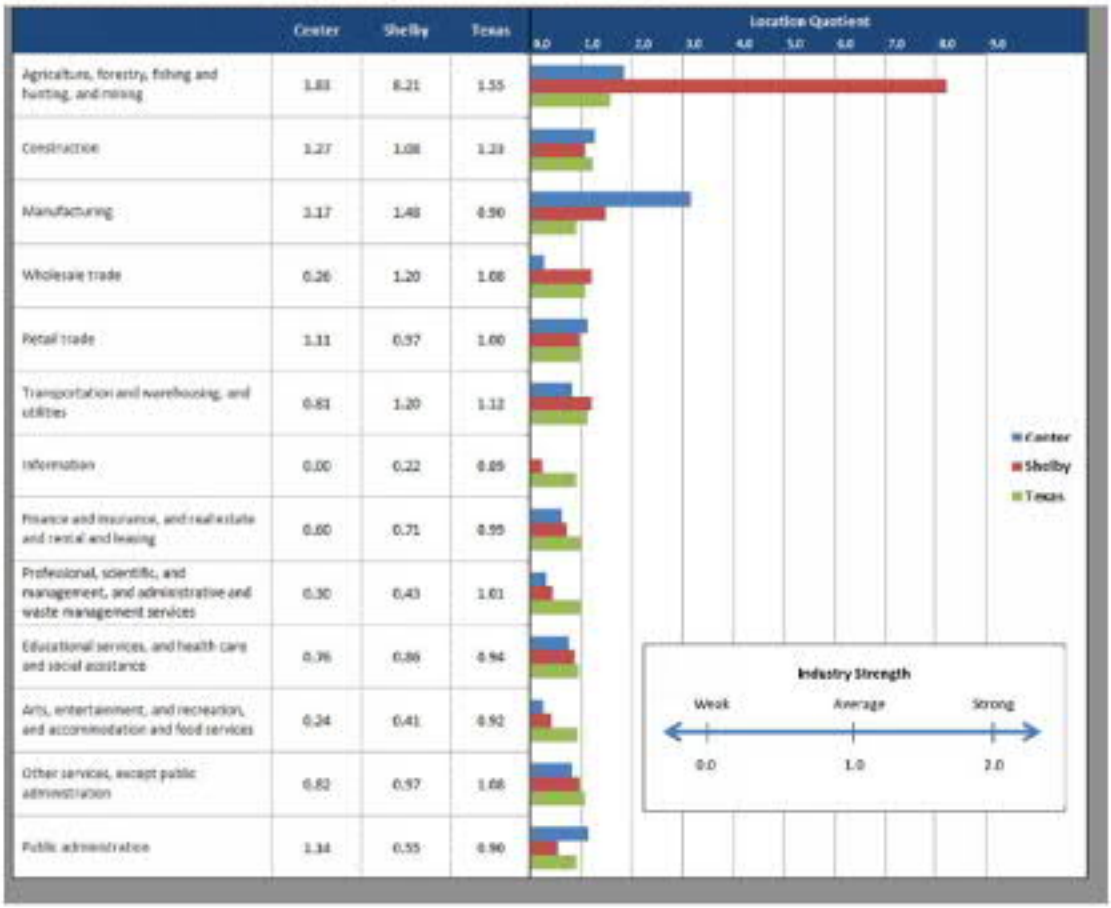
- If the ratio is greater than 1, the industry is an export industry.
- If the ratio is equal or close to 1, the industry is self-sufficient within the community.
- If the ratio is less than 1, the industry is an import industry.

Example LQ =

$$\frac{\text{\% of local employment in industry (X)}}{\text{\% of national employment in industry (X)}}$$

As shown in Figure 14, Shelby County has a strong export market for *Agriculture, forestry, fishing and hunting, and mining*, with a location quotient over 8.0. Shelby County also exports *Construction, Manufacturing, Wholesale trade, and Transportation and warehousing, and utilities*. Most notably for Center, the City's strong exports are *Manufacturing, and Agriculture, forestry, fishing and hunting, and mining*, and to a lesser extent *Construction* and *Public administration*. Major imports include *Wholesale trade, Information, Professional, scientific, and management, and administrative and waste management services*, and *Arts, entertainment, and recreation, and accommodation and food services*.

Figure 14: Center and Shelby County Industries Location Quotient



	Center	Shelby	Texas
Agriculture, forestry, fishing and hunting, and mining	1.83	8.21	1.55
Construction	1.27	1.08	1.23
Manufacturing	1.17	1.48	0.90
Wholesale trade	0.26	1.20	1.08
Retail trade	1.11	0.97	1.00
Transportation and warehousing, and utilities	0.83	1.20	1.12
Information	0.00	0.22	0.89
Finance and insurance, and real estate and rental and leasing	0.60	0.71	0.99
Professional, scientific, and management, and administrative and waste management services	0.30	0.43	1.01
Educational services, and health care and social assistance	0.76	0.86	0.94
Arts, entertainment, and recreation, and accommodation and food services	0.24	0.41	0.92
Other services, except public administration	0.82	0.97	1.08
Public administration	1.34	0.55	0.90

Economic Development Action Items

Employment can be classified into two main categories: basic and non-basic. Basic jobs can be defined as jobs that produce products or services that are sold outside the local economy thereby bringing new money into the local economy. These types of industries are known as export industries. Furthermore, basic jobs can be defined as that employment-type generated by local industries whose products and services are exported at a sufficient level to be determined as export industries. Export industries are determined through an equation called "Location Quotient" (see analysis on page 69); those industries scoring a LQ of higher than 1.0 are export industries. The following are the export industries for Center, according to the 2007-2011 American Community Survey and a location quotient analysis:

- Agriculture, forestry, fishing and hunting, and mining
- Manufacturing
- Construction
- Public administration
- Retail trade

Employment and increasing the quality of life in Center is the desired outcome of the following economic development strategies.

Focus on What Works

The City's sales tax receipts hit a peak in 2011, followed by a major decrease. The City, EDC, the Chamber of Commerce, and various individuals have been working on improving the environment of the City. These efforts should be encouraged and continued from a policy standpoint. The following are recommendations and action items related to economic development that can help with Center's local economy.

Action Item 9: Focus on spin-off companies opportunities.

If there is strength of the industry clusters in a city, businesses will also emerge that support these industries. For example, businesses that supply equipment to these industries will be drawn to Center to reduce transportation costs and improve marketability. Another example would be service businesses such as restaurants and veterinarian clinics. Economic development efforts should also focus on support businesses for existing and targeted industries.

Action Item 10: Ensure that new homes meet Center's industry demand.

Cities should have a selection of choices for small-lot single-family development, since a variety of residential densities are necessary in order to provide residents with a choice of house size, lot size, and price ranges. However, cities also need an appropriate housing inventory for market purposes. It is therefore recommended that the City develop a wider range of lot and dwelling sizes to continue the goal of a balanced variety of single-family housing. This topic is discussed in more detail in the Future Land Use Plan chapter and the Neighborhood and Community Livability chapter, which outline specific ways in which the City can achieve such a balance.

Action Item 11: Expand the relationships with business consultants.

The City should continue with existing business relationships that have assisted in helping to promote Center. Existing businesses have the potential to continue and expand, especially when they are aware of the support they would receive from maintaining a positive working relationship in the City in which they are located.

Action Item 12: Continue and encourage coordination, cooperation and building regional relationships.

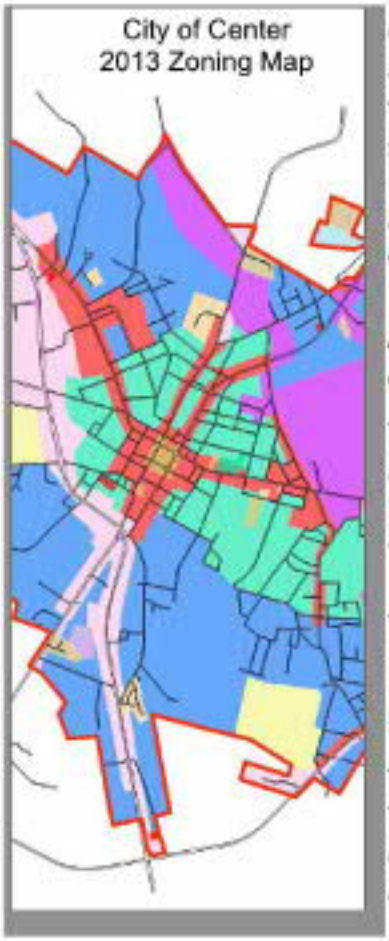
Focus should be directed on working with local and regional groups such as the Texas Association of Realtors, Commercial Real Estate Development Association and the Texas Home Builders Association, etc. The return on an investment from an individual group's resources can be substantially increased through the development of relationships, coordination, and cooperation between various groups. The City of Center should coordinate and develop relationships with organizations, both local and regional, to improve the economic health of the City. Specifically, the City should work collaboratively with the County on improving the infrastructure system in order to support future economic growth in the City. The City should investigate opportunities for shared financing for roadway and other infrastructure improvements that would benefit both the City and County.

Action Item 13: Continue to communicate and build relationships with businesses and internally market them.

It is important for the people who influence the City's economic development policy to have an understanding of the existing conditions and the specific issues that are facing Center's businesses. This understanding will assist in the development of future policies tailored specifically for Center's business environment. In 2011, a Center Business Survey was issued to local businesses. The results of the survey showed a positive forecast for the continual growth and expansion of most businesses. Overall, businesses in Center were satisfied with their location.

Action Item 14: Ensure that future zoning regulations accommodate target businesses.

It is recommended that the City update its existing zoning regulations in the short-term to ensure that quality development occurs in Center. It is important to ensure that desirable business types are not prohibited or discouraged by these regulations. In order to promote the four industry clusters, the City may wish to establish industry or business parks to accommodate these uses and encourage the relocation of support or spin-off companies. Requirements for these areas should be determined by visibility from major roadways and neighboring use types, but should also take into consideration the needs of the business types. For example, many of these businesses may require significant outside storage; as a result, the zoning map should designate these areas away from developed residential areas or highly visible roadways if possible, and the zoning ordinance should require sufficient screening of outside storage along with quality building materials and landscaping for areas visible from the public realm.



Action Item 15: Continue to pursue programs providing incentives or funding for encouraging new businesses.

The following programs are State and/or Federal programs offered for existing and new businesses. This list is representative of current programs, but is not all-inclusive. The City, EDC, and Chamber of Commerce should continue to provide financial incentives to retain existing businesses and to attract new businesses.

The following programs are State and/or Federal programs offered for existing and new businesses.

Research & Development (R&D) Tax Credit

This program was enacted by the 76th Texas Legislature and involves state Franchise Tax Credit for research and development (R&D) expenditures. A qualified business is eligible to receive a credit from the State of Texas for an amount equal to 4 percent of the business's incremental (as defined by the U.S. IRS) R&D expenditures and a maximum credit of 25 percent of their franchise tax liability in the first year of the biennium, increasing to 5 percent with a fifty percent 50 percent cap in the second year of the biennium and thereafter. These benefits apply statewide, with increased credits available for "state strategic investment areas" (as defined by the State), and include federally designated "urban enterprise communities."

Small Business Franchises Tax Exemption

This program was enacted by the 76th Texas Legislature (1999) and allows for an exemption from paying the State franchise tax for small businesses. In order to qualify, small businesses must have gross receipts of less than $150,000 annually.

Texas Leverage Fund

The Texas Leverage Fund (TLF) is an "economic development bank" offering an added source of financing to communities that have passed the Economic Development Sales Tax. The Texas Economic Development (TxED) Department may loan funds directly to a local Industrial Development Corporation (IDC) to finance eligible projects. Sales tax revenues pledged by the IDC need only be sufficient to cover projected annual debt service as specified in the TLF Program guidelines. This allows cities to leverage their economic development sales tax and to pursue additional projects.

Bond Financing Options - Summary

Bonds may be issued by non-profit development corporations or authorities pursuant to the Development Corporation Act of 1979 (the "Act"). The Act allows non-profit corporations to issue bonds on behalf of cities, counties, conservation or reclamation districts for eligible projects. The purpose of bond financing is to promote new and existing businesses, encourage employment in the state, and increase the tax base of the community where the project is located. The following types of bonds are available:

- Tax-Exempt Industrial Revenue Bonds for Manufacturing Projects: Bonds issued to finance land and depreciable property for manufacturing facilities.
- Exempt-Facility Bonds: Bonds issued to finance certain facilities such as airports, dock and wharf facilities, mass commuting facilities, high-speed inter-city rail facilities, or certain qualified hazardous waste facilities (including certain training and storage facilities).
- Taxable Industrial Revenue Bonds: These bonds typically have higher interest rates than tax-exempt issues; these issues do not have restrictions on the use or amount of the issue.
- Sales Tax Bonds (Bonds issued pursuant to Sections §4A and §4B of the Development Corporation Act): Available only to cities that have passed the local Sales and Use Tax for Economic Development. These can be taxable or tax-exempt bonds, depending on the type of project and business. Issues are primarily for manufacturing or industrial projects, but can also be issued for commercial, recreational, infrastructure, and other types of projects.

Texas Enterprise Program

The 78th Texas legislature established the Texas Enterprise Zone Fund to provide financial resources to help strengthen the state's economy. The Governor, Lieutenant Governor, and the Speaker of the House must unanimously agree to support the use of the Texas Enterprise Fund for each specific project. Projects that are considered for Enterprise Fund support must demonstrate a project's worthiness, maximize the benefit to the State of Texas and realize a significant rate of return of the public dollars being used for economic development in Texas. Capital investment, job creation, wages generation, financial strength of the government and private sector financial support of a project will all be significant factors in approving the use of the Enterprise Fund.

The purpose of the Texas Enterprise Zone Program is to encourage job creation and capital investment in areas of economic distress. Specifically, any block group within the State of Texas that has a poverty rate of at least 20 percent, as determined by the U.S. Census Bureau during each decennial census is a state enterprise zone. The program provides communities with an economic development tool to offer state and local incentives and program priority to new or expanding business in these designated areas. Local incentives that may be offered to an expanding or locating business vary among enterprise zones. Examples of local incentives that may be offered include tax abatement, a refund of local sales and use taxes, waiver of permitting fees, tax increment financing, transfer of publicly owned buildings at below market cost, and low interest loans.

- State Sales and Use Tax Refunds: An enterprise project is eligible for a maximum of a $1.25 million ($250,000 per year over five years) refund for state sales and use taxes paid for building materials and machinery and equipment (including office equipment, computers, desks, etc.). The refund is based on the rate of $2,000/job. Receipts for purchases of building materials and machinery and equipment and payroll information are required to be retained as part of the audit process.
- Franchise Tax Reductions: Franchise tax reductions are based on either a 50 percent reduction of apportioned taxable capital, or a 5 percent reduction in an apportioned earned surplus, as calculated on each franchise tax report during the 5-year designation period. For net taxable capital, the tax rate is 0.25 percent, or $2.50 per $1,000 or net taxable capital. The tax on earned surplus is 4.5 percent.

Skills Development Fund

This fund was created to financially assist Texas public communities and technical colleges in customized job training for their local businesses. The Fund is administered

by the Texas Workforce Commission. Grants are provided to help companies and labor unions form partnerships with local community colleges and technical schools to provide custom job training. Average training costs are $1,000 per trainee (typical costs are $300 - $400); however, the benefit may vary depending on the proposal.

Texas Capital Fund

This fund supports rural business development, retention and expansion by providing funds for public infrastructure, real estate development, or the elimination of deteriorated conditions. Programs include downtown revitalization, main street improvement, infrastructure, and real estate development. These programs benefit communities by helping to attract new business, enhance community image, and improve conditions for present and future residents. Center is currently utilizing two of these programs.

Community Development Block Grant

The CDBG program works to ensure decent affordable housing, to provide services to the most vulnerable in our communities, and to create jobs through the expansion and retention of businesses. CDBG is an important tool for helping local governments tackle serious challenges facing their communities. The CDBG program has made a difference in the lives of millions of people and their communities across the Nation.

The annual CDBG appropriation is allocated between States and local jurisdictions called "non-entitlement" and "entitlement" communities respectively. Entitlement communities are comprised of central cities of Metropolitan Statistical Areas (MSAs); metropolitan cities with populations of at least 50,000; and qualified urban counties with a population of 200,000 or more (excluding the populations of entitlement cities). States distribute CDBG funds to non-entitlement localities not qualified as entitlement communities.

HUD determines the amount of each grant by using a formula comprised of several measures of community need, including the extent of poverty, population, housing overcrowding, age of housing, and population growth lag in relationship to other metropolitan areas.

Property Tax Rule 9.105

This is a refund of the state taxes (franchise taxes or sales taxes) paid by companies owning certain abated property. A company that meets the following three conditions may apply for a refund under this tax rule:

- The company has paid property taxes to a school district on property that is located in a reinvestment zone established under Texas law.
- The company is exempt in whole or in part from property tax imposed by a city or county under a tax abatement agreement established under Texas law.

- The company is not in a tax abatement agreement with a school district.

The refund is equal to the amount of property taxes that would have been paid had the company entered into a school district abatement agreement with terms identical to the city or county abatement agreement, not to exceed the net state sales and use taxes and state franchise taxes paid or collected and remitted during that calendar year. The refund amount may also be limited by a statewide appropriation per year for this refund program.

State Sales and Use Tax Exemptions

Manufacturing Machinery & Equipment

Applies to leased or purchased machinery, equipment, replacement parts, and accessories that have a useful life of more than six months, and that are used or consumed in the manufacturing, processing, fabricating, or repairing of tangible personal property for ultimate sale, are exempt from state and local sales and use tax. Texas businesses are exempt from paying State sales and use tax on labor for constructing new facilities and the purchase of machinery exclusively used in processing, packing, or marketing agricultural products by the original producer at a location operated by the original producer.

Natural Gas & Electricity

Texas companies are exempt from paying state sales and use tax on electricity and natural gas used in the manufacturing, processing, or fabricating tangible personal property. The company must complete a "predominant use study" that shows that at least 50 percent of the electricity or natural gas consumed by the business directly causes a physical change to a product.

Tax Credits

Worker Opportunity Tax Credit (WOTC)

A Federal tax credit given to companies that hire employees from certain target groups. The tax credit is used to reduce a company's Federal tax payment in the current tax year, or it can be used retroactively for three years or carried forward for fifteen years. The WOTC provides a tax credit of up to 40 percent to employers who hire certified tax credit eligible employees. The maximum tax credit is $2,400.

State of Texas Tax Refund

An employer may qualify for a state tax refund if the employer:

- Pays certain State of Texas taxes (franchise, state sales and use, inheritance, etc.);
- Pays wages during the first year of employment to an employee who is a Texas resident and has received certain benefits during the month of hire; and
- Provides and pays for a part of the cost of qualifying major medical insurance

for the employee.

This tax refund program provides a state tax credit of up to 20 percent of $10,000 in wages paid during the first year.

Action Item 16: Develop a branding strategy to promote a consistent and cohesive identity for Center, with a focus on directional signage.

The City already has a great logo. It should be incorporated into a unified signage system and used throughout the City. Directional signs to areas like Downtown can use the same brand concept.

Action Item 17: Update or adopt codes or programs to encourage the reuse of existing structures in the Downtown Square.

The City and EDC should develop a matching grant program for its Downtown area. The EDC could establish a fund and maximum grant amount (i.e. $10,000 or $20,000) to encourage an upgrade of facades on existing buildings. The purpose would be to restore the building fronts to reflect period architecture.

Action Item 18: Develop a healthcare task force to work with local providers, the State and others.

The City and County should create a task force that can take the lead on providing input on healthcare matters. The existing hospital is currently closed, but recent efforts have yielded a Emergency Care (ER) facility. Although the existing hospital facility needs physical upgrades, some portions could be used for a clinic, assisted living, or other related uses. It is recommended the City engage as the agency that determines the demand for these types of services to see if they are warranted, and whether there is a market for them. This task force could manage and guide discussions with local and state leadership, local healthcare practitioners, and report to the City Council and County Commissioners.

Conclusion

Economic development is a long-term process. It is not uncommon for the implementation of these strategies and programs to extend over a five-year period or longer. Therefore, City leaders and civic groups involved in economic development must be prepared to stay the course during the completion and implementation of these long-term plans. To achieve the goal of an increasingly strengthened and stabilized economy, the City should continue to work diligently with local and regional groups on efforts to improve and diversify the local and regional economy.

Chapter Six: Neighborhood and Community Livability

6

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6

Neighborhood and Community Livability Overview

Promoting livability has long lasting financial benefits. Creating desirable places encourages reinvestment into the community. This reinvestment in turn helps to keep taxes low because property values tend to increase which lessens the need to raise tax rates. Quality, sustainable development attracts businesses and residents, expanding the tax base. Financial investments promote a sense of ownership of the community.

This Neighborhood and Community Livability chapter of the Comprehensive Plan integrates urban design considerations into the City's growth and development processes to create an attractive and recognizable physical environment that complements the functional organization of Center, and to reinforce a sense of "community" among the people who live here. The intent of this chapter is to provide recommendations for strengthening the City's image as a community of excellence and leisure, as well as maintaining a unique identity as a small town.

Trends in Urban Planning

The purpose of this section is to provide an informative introduction to several current trends in planning. Various concepts of these trends may be applied to this plan for Center, as appropriate. Note that not all of the referenced concepts may be appropriate for Center.

Smart Growth Principles

The term "Smart Growth" refers to a modern urban planning concept which is intended to improve quality of life and create more desirable and sustainable neighborhoods. Smart Growth aims to accomplish this through increasing neighborhood walkability, decreasing urban sprawl, encouraging community involvement, and developing vibrant neighborhoods. The following is an overview of the ten principles of Smart Growth, which more specifically define the movement's goals.

Mix Land Uses

A variety of land use types contributes to a neighborhood's walkability and vibrancy. Providing a mix of land uses increases pedestrian activity, thereby decreasing driving time and traffic congestion within the community. Mixed land uses can come in the form of vertical mixed use (typically retail at ground level and office and/or residential on upper levels), or horizontal mixed use (each use is contained within its own structure but planned into a single development).

Take Advantage of Compact Building Design

Higher density development reduces urban sprawl, which decreases the cost of extending infrastructure and preserves agricultural and low density development. Increased density also supports pedestrian-oriented mixed use developments by increasing activity within the development. Other benefits include a reduction of the negative environmental impacts of storm water runoff created by vast expanses of impervious surfaces (parking lots, buildings, concrete). Higher density development can refer to more compact building design, infill development, higher density housing, and vertical building design.

Create a Range of Housing Opportunities and Choices

A range of housing opportunities and choices refers to a community's housing stock. A range in housing options is important to ensure that "full life cycle" housing is available; this means that a person can reside in Center for his entire life, regardless of his housing need. Smaller starter homes, larger homes, apartments, townhomes, and retirement facilities are important to ensure adequate housing for young adults, families with children, empty-nesters, and retirees.

Create Walkable Neighborhoods

Walkable neighborhoods are residential and nonresidential areas that are designed to be pedestrian-friendly through the use of sidewalks, signage, connectivity, seating, landscaping, and lighting. This type of neighborhood design creates more vibrant communities with street life, which has a positive impact on the community's health, and increases safety with more "eyes on the street".

Foster Distinctive, Attractive Communities with a Strong Sense of Place

Aesthetic appearance and improvements strongly affect a community's desirability. Neighborhoods with detailed building design, streetscaping, and pedestrian amenities create local character and charm, which helps to maintain property values over time. By creating a distinct identity, a city can set itself apart from its surrounding areas.

Preserve Open Space, Farmland, Natural Beauty, and Critical Environmental Areas

Guiding development toward existing neighborhoods allows for the preservation of farmland and open spaces, which supports local agriculture, natural resources, and overall desirability of an area. Additionally, limiting development within floodplains and other environmentally-sensitive areas preserves natural drainage systems and decreases development costs. Although Center has limited amounts of floodplain and natural land, preservation of open space and natural beauty can be accomplished through clustered housing developments or public acquisition of mature woodlands.

Strengthen and Direct Development towards Existing Communities

Similar to the previous principle of preservation of natural areas, growth should be encouraged within previously developed areas currently served by public services. Infill development helps to revitalize existing neighborhoods, and decreases the public cost of extended infrastructure to undeveloped areas.

Provide a Variety of Transportation Choices

Transportation variety generally evokes images of light rail and bus public transit service, but it can also refer to pedestrian connectivity, bike lanes, park-and-rides, and shuttles/streetcars. These transportation options are important particularly in communities with high traffic congestion and lower incomes to provide an alternate means of access to workplaces, shopping, and other daily needs.

Make Development Decisions Predictable, Fair, and Cost Effective

Ease of development processes can have a major impact on the type of developments that a city attracts. Zoning and subdivision processes should be clear, streamlined, and readily available. Development controls should be fair to the developer and result in development that is desirable by the citizens. Improving development standards is the primary step for cities to improve the look and type of future development; however, cities should exercise caution when implementing new regulations, which may cause existing developments to be considered nonconforming uses and/or structures.

Encourage Community and Stakeholder Collaboration in Development Decisions

Three parties play major roles in this collaboration. First, citizens should be encouraged to participate in visioning exercises for planning efforts, such as this comprehensive plan, to identify the types of development that are desirable for Center. Citizen involvement also creates a sense of ownership in the plan and future development, which supports the overall wellbeing of the community. Second, stakeholders – primarily developers – should be involved in the review of development regulations to ensure that standards and processes are reasonable and fair to developers, while reflecting the community's vision. Third, City staff should participate in coordinating and encouraging collaboration between these different groups.

Community Health

The health of a community's residents can be directly impacted through development decisions. Physical design of the built environment, availability of recreational facilitates/activities, and incentivized uses are opportunities for cities to have a positive impact on the health of their citizens. These considerations are particularly important for communities with lower median income levels where residents may not have as many options or opportunities as other families or communities.

Recreation

Recreational amenities should provide opportunities for increasing physical activity and social interaction. In addition to providing traditional park space, cities should consider development of a trail network with adequate signage and instructional workout stations located along the trails. Other park options include dog parks, or smaller "pocket parks" that are typically located in a vacant lot of a developed neighborhood. Community gathering places should also be available, such as pavilions, theaters/amphitheaters, and seating areas near water features or public art. Organized events including festivals and parades can encourage community activity, with both physical and social involvement.

Land Uses

Certain land uses can be more conducive to promoting public health, such as the availability of medical care and access to fresh, healthy foods. Cities can encourage these uses by ensuring they are permitted uses within the zoning ordinance, and developing incentives to encourage these businesses to locate within the city. Doctor and dentist offices and urgent care centers are often important destinations for families with young children or elderly people.

Grocery stores, small neighborhood markets, farmers markets, and community gardens are different options for addressing areas in need of additional access to healthy foods. The number of farmers markets nationwide has increased 17 percent from 2010 to 2011, with the second largest growth occurring Texas at 38 percent (US Department of Agriculture – Agricultural Marketing Service news release, Aug 5, 2011).

Farmers markets and community gardens can also be beneficial in supporting the local economy, encouraging social interaction, and are typically more environmentally-friendly with reduced transportation and packaging needs. Lower income areas can sometimes become "food deserts", which are less likely to have access to fresh, healthy foods, and more likely to have easier access to fast food restaurants and gas station snacks.

Crime Prevention Through Environmental Design (CPTED)

Crime Prevention Through Environmental Design (CPTED) is a design approach that originated in the 1960s to deter criminal behavior in public spaces and private areas by relying on the design of the built environment to affect human behavior. CPTED can be an inexpensive method for cities to deter crime if incorporated into the initial design. Developed areas can often be retrofitted with some CPTED principles; however, the cost of modifying existing developments is typically more costly. The following four CPTED principles can be used to design areas to increase perceived safety and discourage criminal activity.

Natural Surveillance

Increasing visibility can have positive impacts on reducing the likelihood of criminal activity while increasing the feeling of pedestrian safety. The feeling of "being seen" is created by ensuring clear lines of sight, the placement of windows facing onto streets, and shorter fences with open designs. Also, pedestrian scale lighting (i.e., lighting that increases the visibility of a person's face) helps to deter crime because a person can be more easily identified and is less likely to be disguised in shadows.

Natural Access Control

Environmental design can be used to limit access by having designated points of entry, which increases the public awareness of a person entering the area. The placement of thorny bushes under low windows and around fencing is an easy method to discourage intruders from "sneaking in". While open-style fencing is appropriate for front and side yards to increase visibility, taller masonry walls should be used along alleys.

Natural Territorial Reinforcement

Public areas should be clearly distinguished from private areas. Common areas should be designated by the presence of signage, seating, and other public amenities, and should be used to host community gathering activities. Security signage should be used for private areas and public spaces accessible during evenings, such as parking lots. Creating a sense of ownership in private areas discourages unwanted persons from entering the area. Private land should be delineated by landscaping or short, open fencing.

Maintenance

Adequate maintenance of public and private areas helps to discourage criminal activity, and supports a sense of ownership for residents to protect their community. According to the "Broken Windows" theory, even small acts of vandalism or neglect can attract acts of crime. Code enforcement and timely removal of graffiti and litter are relatively low-cost efforts to improve the City's appearance and deter criminal activity.

Design Character

Urban design principles strive to improve the quality of life, or "livability", within a community by enhancing the man-made environment and by creating new opportunities for social interaction among residents. Quality urban design practices also help to create a legible development pattern that makes the community understandable to residents and visitors alike. They often deal with the sensory response of people to the community's physical environment: its visual appearance, its aesthetic quality, and its spatial character.

Urban design can be used to bolster people's sense of well-being, community identity, civic pride, and awareness of different places within the community. The creative application of specific urban design improvements, no matter how large or small they may be, should result in a more aesthetically and functionally stable community, which is a more desirable place to live. Additionally, the images that people experience along major roadways often create a lasting impression of the local quality of life. Communities across the country have recognized that roadways offer a tremendous opportunity to enhance their image.

Quality design guidelines are intended to improve the quality of life in Center. The following are recommendations pertaining to nonresidential and multiple family residential developments within Center, and are intended to promote the quality and aesthetic appeal of the City. Specific methods and enhanced design standards will be considered during the compilation of the new development codes following this planning effort.

Neighborhood and Community Livability Recommendations

Action Item 19: Establish Signage Requirements

Another method of enhancing the overall image of Center is through sign regulation that reduces the visual clutter that can result from a lack of regulation. Because of Center's location along several corridors, many of the businesses along the corridor use pole signs in order to make their advertisements visible to the passing traffic. This use of pole signs does not promote a positive, aesthetically-pleasing image of Center to those passing through.

The City should consider developing sign regulations and determine if there is a feasible and fair alternative to the use of pole signs, such as monument signs or shared signage requirements. Any new sign regulations, however, must be balanced between the public interest and the needs and rights of the business community. For instance, sign regulations should enhance the roadway by improving the visual appearance and safety, but regulations should allow for businesses to advertise enough to entice customers or clients to stop.

Action Item 20: Establish Landscaping Requirements

People are more aware of the need to protect and conserve the environment, and are becoming more receptive in determining ways of mitigating the problems. Landscaping plays a big role in sustainable living. It is also considered an essential element of a property, both public and private where they can enhance the aesthetics quality of a community and add value to a property. Landscaping also encourages neighborhood pride which promotes a healthy lifestyle.

Areas that are zoned for multi-family and nonresidential are encouraged to have plantings around the perimeter of the property to appeal to tenants. Choosing the right plants can be one of the biggest contributors to practicing sustainability because it has a direct impact on water conservation. Landscape maintenance is also critical and should be highly enforced. This includes proper watering, weed control, insect control and even the replacement of plant materials and irrigation equipment that is needed to preserve the health and appearance of plants.

As roadway improvements are made, landscaping should be considered and allow for plantings to act as a traffic calming device. There are certain plant materials that are more appropriate than others that will thrive well in Center. Center is located in the USDA Hardiness Zone 8, which experiences long, hot, humid summers and

mild winters. Many resources are available online to generate lists of appropriate drought-tolerant plants; the City should utilize these resources to develop a list of required plant types for canopy trees, ornamental trees, tall shrubs, low shrubs, and groundcover/grasses.

The City should consider developing the landscaping requirements specific to each zoning district. For example, large industrial uses may only require landscaping of the front setback along thoroughfares whereas retail and office uses may even require more landscaping.

Action Item 21: Locate Gateway Features at Center's Entryways

The visual monotony that is often inherent to communities within a geographic area makes it appear that each one is just like its neighbors. For example, the visual appearance of the City to a traveler along Highway 96 may be very similar to the appearance of any other nearby community. This lack of design variety, especially along major corridors, makes it difficult for people to know when they have left one community and entered another. Gateways can provide a strong sense of arrival to a community. These features are the first thing visitors see when they arrive and the last impression visitors have when they leave.

The design of gateways into the City of Center should be guided by several factors. One factor is the number of people using a particular entry point. The most heavily traveled roadway entering the community is Highway 96, with an annual average daily traffic volume of 10,700 vehicles (TXDOT AADT map, 2012). Welcoming signage, similar to the illustration above, should be located at the north and south entrances into the City limits to greet visitors into Center. Additionally, the bridges and the frontage roads are alternate options that may be accomplished through coordination with TXDOT. Improved overpasses with decorative rails, landscaping, lighting, and signage are possibilities. Coordinate with Action Item 16 under Economic Development Action Items in Chapter 5.

Another important factor in the design of gateways is to develop an entryway that provides a sense of identity for the community. Consideration should be given to establishing a uniform design concept for all gateway areas, and hierarchical distinction between major and minor gateways can be achieved through design modification and scaling for each type of entry feature.

Priority for funding entry features, both in terms of total dollars spent per entry and in terms of the timing of expenditures, should be directly related to the number of people using a particular entry point. Donations can often be solicited from civic groups to assist in the funding of specific gateways and/or their maintenance (e.g., an "adopt a gateway" program).

Action Item 22: Promote Walkability and Pedestrian Connectivity throughout the Community by expanding existing trail.

Connectivity between neighborhoods is an important element in promoting a healthy lifestyle. A neighborhood that is walkable includes connected sidewalks and trails that allow the residents to walk to a store, park, and school or through an adjoining neighborhood. Approximately 67 percent of Americans are overweight and 33 percent are obese (which increases a person's risk of diabetes, heart disease, and other health issues). A neighborhood should be a place where people can get physical exercise in a comfortable and enjoyable environment. The physical health of individuals is an important part of neighborhood livability and sustainability.

All subdivisions should provide connections to existing or planned trails, parks, open space areas, and sidewalks. Connections should allow pedestrians to walk safely from the subdivision to surrounding trails, parks, open space areas, subdivisions, and nonresidential developments.

Perhaps the most basic element necessary for a pedestrian environment are sidewalks which allow people to move freely. With the advent of the automobile and the post-1950s development design that is based on automobile-oriented consumers, pedestrian activity is not as prevalent as it once was in American cities and towns. However, sidewalks remain a significant method of transportation for many people in a small community like Center. Sidewalks and their design, notably their relationship to the street, can either discourage or encourage their use. The design of sidewalks can either be inviting for a pedestrian by having tree cover and a landscape buffer from the street or not inviting by placing pedestrians in the direct sun and placing them closer to moving vehicles.

It is recommended that sidewalks be incorporated in all new subdivisions. Connections should be landscaped or located such that a majority of the pedestrian-way receives shade for much of the day. Furthermore, sidewalks should be designed with a landscaped buffer and should be wide enough to accommodate pedestrian traffic to reduce automobile dependency. The drawing to the left is the ideal concept for sidewalks, within new neighborhoods. As shown, the landscape buffer helps shield pedestrians from traffic and the trees planted within the landscape buffer provide shade for both pedestrians on the sidewalk and cars parked on the street. Also, the aesthetics of this sidewalk design would enhance almost any neighborhood.

Housing Strategies

Neighborhood planning plays an important role in the Comprehensive Plan because it guides the preservation and enhancement of existing neighborhoods and recommends for new neighborhoods in future redevelopment areas. The purpose of this section is to address the characteristics of existing housing conditions in Center

and serve as a tool for City staff and for residents and business owners of each neighborhood setting. It is in the public interest to maintain the local housing stock, and to improve it wherever necessary. It is also in the public interest to ensure that new housing and neighborhoods are created to the highest level of quality possible, so that new areas maintain their value and are sustainable in future years. It will take cooperative action by the City and property owners to achieve the highest possible housing quality and character within each neighborhood of Center.

Action Item 23: Create a housing mix to ensure Full Life Cycle Housing within the City.

A quality community is one that provides a variety of housing options for the full cycle of life. It is important to understand the implications that the type of housing has on Center. It is generally recognized that as an individual progresses through life, their requirements, necessities, and general expectations for what they consider to be "home" will change. For example, young singles and young couples without children may wish to live in a location where activities are present or within close proximity to transit and/or work. Such options are considered amenities which contribute to their particular needs. The next stage of life may require additional space as the family start to grow. They may desire larger family space, more number of bedrooms, and a yard, among other things. Empty nesters, generally those households without the presence of children, may also require different housing options. A growing trend, particularly among baby boomers, is for smaller houses with less yard space. This trend may indicate that yard and house maintenance may become less of an amenity and more of a liability as the population ages.

Center should aim to provide housing options that are available in all types and sizes to accommodate different stages of life including the young and singles population, the married couple, families with children, empty nesters, retirees and seniors (including independent, assisted living and nursing homes). Planning a life-cycle community takes into consideration that housing preferences may change throughout one's life. This action item should be coordinated with Action Item #10.

Action Item 24: Respond to Housing Issues as Necessary based on Conditions

The quality of Center's neighborhoods is integral to the community's overall character. Property maintenance is critical to neighborhood safety, viability, and sustainability. Maintenance of neighborhoods and facilities also affects the larger community. If left unabated, blighted areas create a 'ripple effect,' which impedes other civic objectives, including economic development and private investment. Another important reason to assess housing conditions is to monitor home values, which affect the income the City receives from property taxes.

Understanding the City's existing housing stock plays an important role in developing strategies to preserve and improve Center's neighborhoods. Additionally, knowledge of the existing housing stock is useful to identify which housing types may be lacking in the City. With only 12 percent of Center's housing stock constructed since 1989, new housing developments are needed to supply the expected population growth in the future.

Center's current mix of housing is primarily smaller single-family detached homes (74.0%), with some manufactured or mobile homes (13.5%). Center has approximately 1,067 acres of existing residential land use, accounting for about 43 percent of the currently developed acreage within City limits; therefore, efforts should be made to continually maintain the existing neighborhoods.

It is recommended that the City address residential areas that are in need of major repair or redevelopment by allocating funding for prioritized demolition, as necessary, to protect public health and safety. Redevelopment is the demolition, removal, or clearance of structures and preparation of the lot for new construction. Redevelopment is necessary when a housing unit reaches such a state of deterioration that a rehabilitation strategy becomes unfeasible.

At the point where housing units need to be cleared, they pose a significant health and safety issue for local citizens; the City, therefore, should be proactive in addressing such structures through demolition. It is recommended that the City maintain a budget for demolition, and may consider identifying a set number of dilapidated housing units per year that need to be demolished and allocate funds accordingly within areas designated as Type 3.

Code enforcement can have a major impact on rental housing by inspecting units whenever they become vacant. When a rental unit is vacant, repairs to meet a minimum housing code can be required before it may be reoccupied. Vacancy can be found by looking for "for rent" signs, reviewing newspaper ads and monitoring utility hookups. A city can have a significant impact on rental housing quality at very little expense to the taxpayer.

The City may also wish to consider establishing a low interest housing rehabilitation loan fund. Single family homeowners, especially the elderly, at times do not have sufficient funds to rehabilitate homes, which can negatively impact the quality of an entire neighborhood. Selective loans or even grants can be used to not only rehabilitate one structure, but to have a significant impact on an entire flock or neighborhood.

Another opportunity for the City is to facilitate volunteer-based programs to upgrade housing and improve neighborhood areas. Funds for such programs could be garnered from grants or from charitable donations (e.g., from local businesses,

churches, service organizations). Many cities across Texas host home improvement projects in which neighborhood residents volunteer to help with basic exterior household repairs. Many cities receive supply donations from local hardware stores. This effort is sometimes known as "Christmas in April" when helping to promote the volunteer program throughout the community.

Action Item 25: Encourage Appropriate Residential Infill Development

Residential infill refers to the development of a single lot within an existing neighborhood that is currently served by the City's utilities, thus promoting sustainability. Infill development is important for making use of the existing infrastructure to avoid the cost of installing utilities in new areas, and for preserving rural areas (see Smart Growth on page 81). The City can encourage infill development through incentives such as reduced fees during the development process or reducing the required setback.

Existing buildings should be well-maintained, but when necessary, demolition may be required for construction of new homes. The City should encourage such development to take place but also require that new development reflect the general character of the surrounding neighborhoods. The City should therefore ensure that when such developments occur, they are complementary to existing residential areas and use proper screening and buffering. This can be achieved through similarities in architectural styles, building materials, and connectivity.

Additionally, when planning for infill, it is important to ensure that the development is consistent with the City's vision and is designed to coordinate and connect with the existing surrounding developments. Generally, residents in the area surrounding an infill site desire to have the infill development match the character of the existing area.

Action Item 26: Create a housing maintenance program.

Many cities have adopted housing maintenance ordinances to address distressed housing. The City should examine and select three to four example ordinances and discuss which one might be applicable to Center.

Action Item 27: Develop housing strategies to encourage the construction of new single- and multifamily development.

The City should ensure its internal housing and construction requirements are appropriate for new residential housing. If it is cheaper to build in the extraterritorial jurisdiction (ETJ), then it will be more difficult for homebuilders to compete inside the city limits. The City should not offer services or other incentives such as water/wastewater utilities unless new subdivisions agree to voluntary annexation.

The City may also engage in public/private partnerships or create housing corporations to further incentivize the housing construction. Also, a branding campaign stating benefits for living in the City (i.e. lower insurance premiums). Identifying builders that would participate in programs and offer incentives if more than 50 homes were constructed. Incentives could include building fee waivers, infrastructure extensions among others.

Residential builders are attracted to housing markets that are growing based on industry and jobs, but they are also attracted to housing markets that provide incentives that decreases some of the financial burden involved in housing development. The City has already made an effort in the past to meet with residential developers, but should be encouraged to maintain a regular dialogue with representatives in the residential market.

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Chapter Seven: Implementation

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Chapter Seven: Implementation

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Implementation Overview

Use of the Plan and Regulatory Mechanisms

The importance of city planning can never be overstated. The future of Center will be shaped with the policies and recommendations developed in this Comprehensive Plan. Based on this plan, decisions will be made that will influence many aspects of the City's built and social environments. Center has taken an important leadership role in defining its future, with the adoption of this Plan. The Plan will provide a very important tool for City staff and civic leaders to use in making sound planning decisions regarding the long-term growth and development of Center. The future quality of life in Center will be substantially influenced by the manner in which Comprehensive Plan recommendations are administered and maintained.

Changes in Center's socioeconomic climate and in development trends that were not anticipated during preparation of the plan will occur from time to time, and therefore, subsequent adjustments will be required. Elements of the City that were treated in terms of a general relationship to the overall area may, in the future, require more specific and detailed attention. Planning for the City's future should be a continuous process, and this Plan is designed to be a dynamic tool that can be modified and periodically updated to keep it in tune with changing conditions and trends.

Plan policies and recommendations may be put into effect through 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 the establishment of new regulations, programs, or processes. This final section of the Comprehensive Plan describes specific ways in which Center can take the recommendations within this Plan from vision to reality.

Proactive and Reactive Implementation

There are two primary methods of Plan implementation: proactive and reactive methods. To successfully implement the plan and fully realize its benefits, both methods must be used in an effective manner. Both proactive and reactive actions that could be used by Center are described within this Implementation Chapter.

Examples of proactive methods include:

- Developing a capital improvements program (CIP), by which the City expends funds to finance public improvements to meet objectives cited within the plan;
- Establishing/enforcing zoning regulations; and
- Establishing/enforcing subdivision regulati

- Rezoning a development proposal based on the Comprehensive Plan that would enhance the City;
- Site plan review; and
- Subdivision review.

Roles of the Comprehensive Plan

Guide for Daily Decision-Making

The current physical layout of the City is a product of previous efforts put forth by many diverse individuals and groups. In the future, each new development that takes place, whether a subdivision that is platted, a home that is built, or a new school, church or shopping center that is constructed, represents an addition to Center's physical form. The composite of all such efforts and facilities creates the City as it is seen and experienced by its citizens and visitors. If planning is to be effective, it must guide each and every individual development decision. The City, in its daily decisions pertaining to whether to surface a street, to approve a residential plat, to amend a zoning ordinance provision, to enforce the building codes, or to construct a new utility line, should always refer to the basic proposals outlined within the Comprehensive Plan. The private builder 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.

Flexible and Alterable Guide

This Comprehensive Plan is intended to be a dynamic planning document for Center – one that responds to changing needs and conditions. Plan amendments should not be made without thorough analysis of immediate needs, as well as consideration for long-term effects of proposed amendments. The City Council and other Center officials should consider each proposed amendment carefully 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 Center.

At one-year intervals, a periodic review of the plan with respect to current conditions and trends should be performed. Such on-going, scheduled reevaluations will provide a basis for adjusting capital expenditures and priorities, and will reveal changes and additions that should be made to the plan in order to keep it current and applicable long-term. It would be appropriate to devote one annual meeting of the Planning & Zoning Commission to reviewing the status and continued applicability of the plan in light of current conditions, and to prepare a report on these findings to the City Council. Those items that appear to need specific attention should be examined in more detail, and changes and/or additions should be made accordingly. By such periodic reevaluations, the plan will remain functional, and will continue to give civic

leaders effective guidance in decision-making. Periodic reviews of the plan should include consideration of the following:

- The City's progress in implementing the plan;
- Changes in conditions that form the basis of the plan;
- Community support for the plan's goals, objectives, and recommendations; and,
- Changes in State laws.

The full benefits of the plan for Center can only be realized by maintaining it as a vital, up-to-date document. As changes occur and new issues within the City become apparent, the plan should be revised rather than ignored. By such action, the plan will remain current and effective in meeting the City's decision-making needs.

Complete Review with Public Participation

In addition to periodic annual reviews, the plan should undergo a complete, more thorough review and update every five or ten years. The review and updating process should begin with the establishment of a steering committee that was appointed to assist in the preparation of this Plan. If possible, this committee (the Comprehensive Plan Advisory Committee) or the Planning & Zoning Commission should be in charge of periodic review of the plan. Specific input on major changes should be sought from various groups, including property owners, neighborhood groups, civic leaders and major stakeholders, developers, merchants, and other citizens and individuals who express an interest in the long-term growth and development of the City.

Regulatory Mechanisms

The usual processes for reviewing and processing zoning amendments, development plans, and subdivision plans provide significant opportunities for implementing the plan. Each zoning, development and subdivision decision should be evaluated and weighed against applicable proposals contained within the plan. If decisions are made that are inconsistent with plan recommendations, then they should include actions to modify or amend the plan accordingly in order to ensure consistency and fairness in future decision-making.

Zoning Ordinance

Zoning is perhaps the single most powerful tool for implementing plan recommendations. The City's zoning ordinance should be updated with the recommendations contained within the chapters of this Comprehensive Plan. All zoning and land use changes should be made within the context of existing land uses, future land uses, and planned infrastructure, including roadways, water and wastewater.

Zoning Text Amendments

There are numerous recommendations within this comprehensive plan that relate to enhancing design standards. Their implementation will not only improve future development and interaction between land uses, but will also improve Center's overall image and livability. Such recommendations involve landscaping, nonresidential building design, and compatibility, to name a few. These recommendations should be incorporated into the zoning ordinance accordingly.

Zoning Map Amendments

State law gives power to cities to regulate the use of land, but regulations should be based on a plan; therefore, Center's zoning map should be as consistent as possible with the Comprehensive Plan, specifically the Future Land Use Map. It may not be practical for the City make large-scale changes in its zoning map changes immediately. The City may wish to prioritize areas where a change in current zoning is needed in the short-term and that efforts be concentrated on making such changes. In the long-term, consistent zoning policy in conformance with the Future Land Use Map will achieve the City's preferred land use pattern over time.

Subdivision Ordinance

The City does not currently have a subdivision ordinance in place. This should be a priority for Center, as the subdivision ordinance will promote desirable development in the City and the extraterritorial jurisdiction by ensuring that adequate infrastructure is in place to support future development.

Implementation Strategies

Implementation is one of the most important, yet most difficult, aspects of the comprehensive planning process. Without viable, realistic strategies for implementation, the recommendations contained within this Comprehensive Plan will be difficult to realize.

Implementation Matrix

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

"What"

This table is a summary of the plan's recommendations that are included throughout the document.

"When"

Short term items should be targeted for implementation within the first five years of plan adoption; long term items should be targeted within five to ten years; ongoing items cannot be completed with a single action and should be continually addressed.

"Who"

Although the responsibility for accomplishing a task may include additional parties, the purpose of this column is to identify the main player(s) in completing the recommended item.

"How"

This column identifies generally how each recommendation task can be accomplished, such as a project that City Staff can lead, further study that is required, or necessary funding to be allocated.

Implementation Matrix

	What	When			Who	How
		Short-term	Long-term	On-Going		
Future Land Use Plan						
1	Adopt the Future Land Use Map and revise the City's zoning map to reflect the Future Land Use Map	■			City Council	Comprehensive Plan Adoption
2	Ensure that zoning regulations allow for diverse housing types	■			City Council and City Staff/ Consultants	Zoning ordinance update
3	Continue coordination between the City and Center ISD, particularly regarding population growth rates and direction			■	City Staff and Center ISD Staff	Regularly scheduled coordination meetings
4	Continue Downtown streetscape enhancement project requiring lighting, trees, landscaping, planters and seating	■			City Council and City Staff/ Consultants	Coordinate with Downtown master plan
5	Increase mixed use projects in the Downtown Square and ensure a smaller scale pedestrian-friendly development complementary to the existing development		■		City Staff and EDC	Ensure appropriate zoning and incentives are in place
Transportation Plan						
6	Continue to implement the hierarchical functional network as initially identified in the 2005 Transportation Plan			■	City Council and City Staff/ Consultants	Coordinate regularly with Transportation Plan
7	Develop collector street system based on areas planned for infrastructure expansion	■			City Staff/Consultants	Coordinate regularly with Transportation Plan
8	Expand Highway 96 by-pass to the west to provide a closed circumferential loop roadway facility		■		City Council, City Staff/ Consultants and TxDOT	Coordinate regularly with Transportation Plan and TxDOT

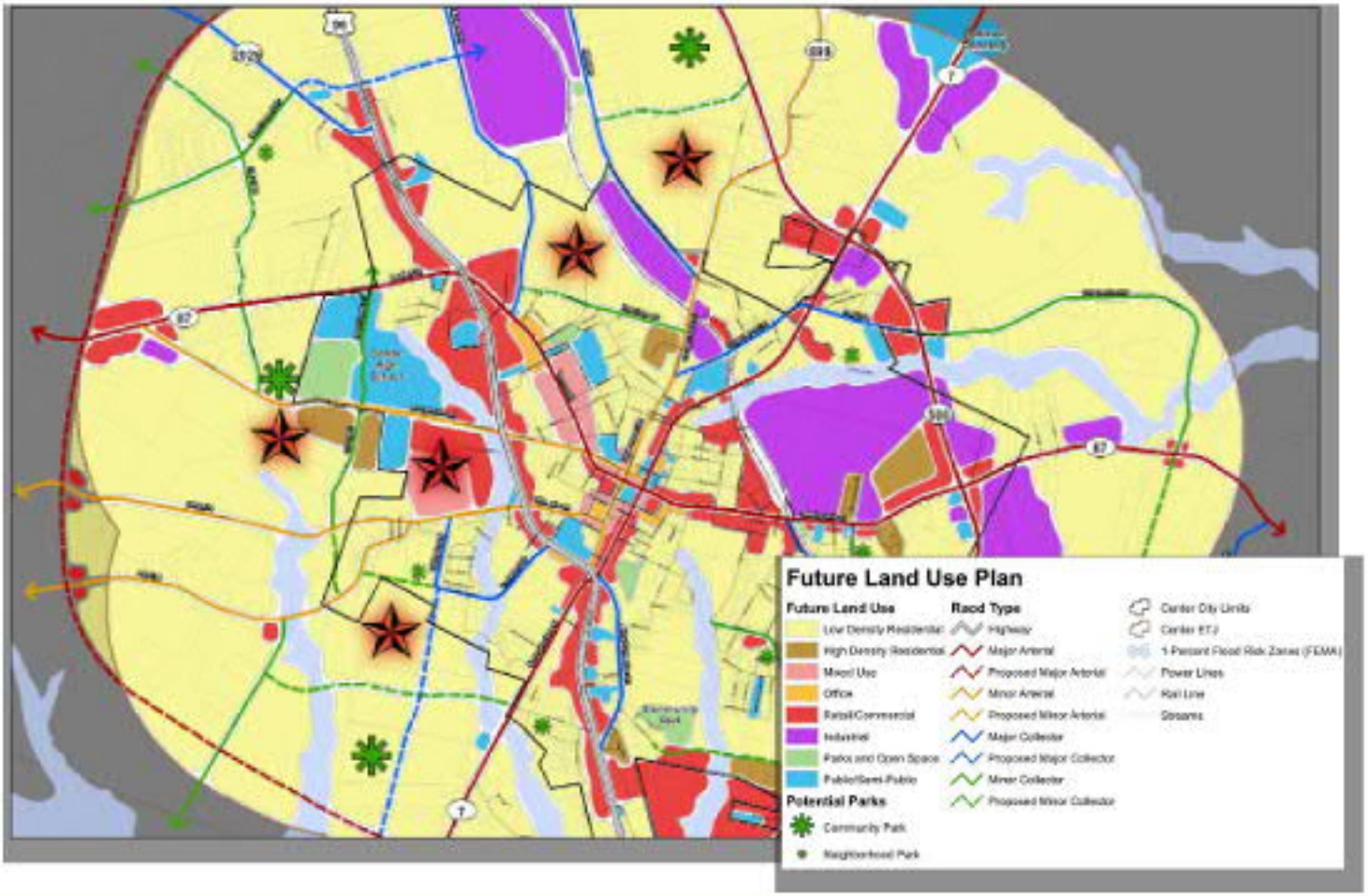
	What	When			Who	How
		Short-term	Long-term	On-Going		
Economic Development Strategies						
9	Focus on spin-off companies and opportunities			■	City Council and EDC	Develop incentives and remove obstacles
10	Ensure that new homes meet Center's industry demand	■			City Council and City Staff/ Consultants	Zoning ordinance update
11	Expand the relationships with business consultants			■	City Staff and EDC	Develop strategy for expanding relationships with business consultants
12	Continue and encourage coordination, cooperation and building regional relationships			■	City Staff and EDC	Regularly scheduled coordination meetings
13	Continue to communicate and build relationships with businesses and internally market them			■	City Staff and EDC	Ensure appropriate zoning and incentives are in place
14	Ensure that future zoning regulations accommodate target businesses	■			City Council, EDC and City Staff/Consultants	Zoning ordinance update
15	Continue to pursue programs providing incentives or funding for encouraging new businesses			■	City Staff and EDC	Ensure appropriate zoning and incentives are in place
16	Develop a branding strategy to promote a consistent and cohesive identity for Center, with a focus on directional signage	■			City Council, EDC and City Staff/Consultants	Develop branding strategy
17	Update or adopt codes or programs to encourage the reuse of existing structures in the Downtown Square	■			City Council and City Staff/ Consultants	Zoning ordinance update
18	Develop a healthcare task force to work with the State and others			■	City Council	City Council appointed task force

	What	When			Who	How
		Short-term	Long-term	On-Going		
Community and Neighborhood Livability						
19	Establish Signage Requirements	■			City Council and City Staff/ Consultants	Signage ordinance creation
20	Establish Landscaping Requirements	■			City Council and City Staff/ Consultants	Zoning ordinance update
21	Locate Gateway Features at Center's Entryways		■		City Council	Property acquisition and CIP allocation
22	Promote Walkability and Pedestrian Connectivity throughout the Community by expanding existing trail			■	City Council and City Staff/ Consultants	Zoning ordinance update, subdivision ordinance development, funding allocation for installation of sidewalks/trails
23	Create a housing mix to ensure Full Life Cycle Housing within the City	■			City Council and City Staff/ Consultants	Zoning ordinance update and subdivision ordinance development
24	Respond to Housing Issues as Necessary based on Conditions			■	City Staff	Maintain inventory of conditions and proactive code enforcement
25	Encourage Appropriate Residential Infill Development			■	City Council and City Staff/ Consultants	Zoning ordinance update
26	Create a housing maintenance program	■			City Council and City Staff/ Consultants	Housing maintenance program creation
27	Develop housing strategies to encourage the construction of single- and multifamily development	■			City Staff and EDC	Ensure appropriate zoning and incentives are in place

Top Priority Recommendations

The Comprehensive Plan and implementation matrix lists many recommendations and action items, but there are some that the City should consider as top priority. A top priority recommendation is one that is key to the City's near future growth and development. The top priorities are also those that can be implemented within a five-year time frame. Below is an overview of the Comprehensive Plan's top priorities.

Develop new nonresidential/residential areas based on infrastructure expansion. The map below identifies four areas (represented by stars) that could potentially be the next areas of development within Center and its extraterritorial jurisdiction based upon future infrastructure expansion. Three of the five areas have been identified as future residential expansion and one area as future retail/commercial and mixed use development. The proximity of these five areas to existing infrastructure and future land use make them target areas for the City to concentrate efforts in assisting their development. Three of the residential areas are located outside of the city limits, but they have been identified in the City's annexation phasing plans.

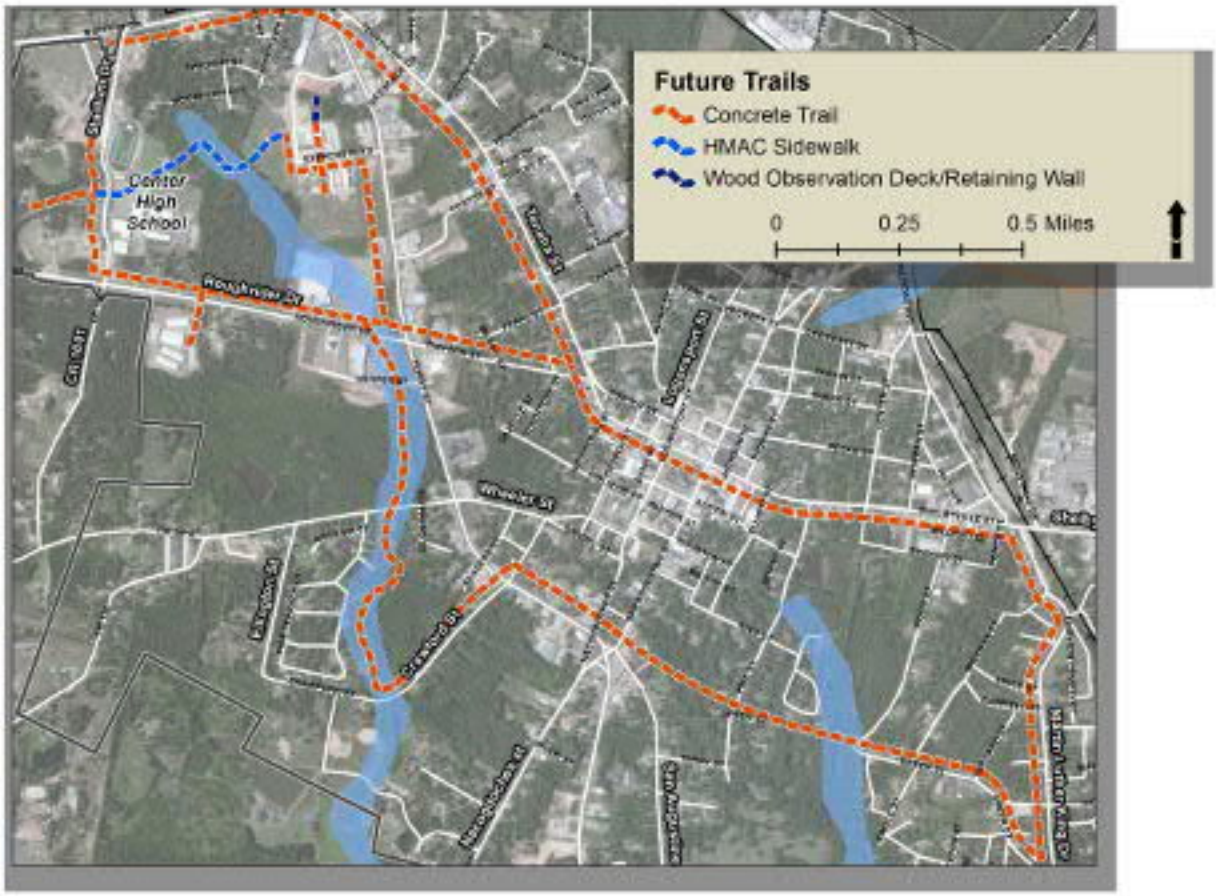


Create a housing maintenance and improvement program.

Existing housing stock ages over time and eventually it can become an eye sore in neighborhoods. Homes that are not maintained to a certain standard of quality can cause nearby properties to lose their value or become a safety hazard. Many cities have adopted housing maintenance programs and ordinances that protect their local neighborhoods from experiencing blight. It is recommended that Center review other cities' programs and ordinances to determine which may have components that would be appropriate to include in Center's desired maintenance and improvement program. These programs can consist of owner-occupied rehabilitation loans to exterior maintenance grants. These loans and grants could assist those homeowners whose houses are in violation of the City's exterior property maintenance code when that is developed and enforced.

Expand existing trail system to create connection to Downtown, Martin Luther King Drive and American Legion Park.

Healthy living has gained popularity over the last several years and many communities are providing amenities that help promote healthy lifestyles. Center has also made sure its residents have access to amenities such as parks and trails for those looking



for leisure and exercise. In the 2011 Parks and Open Space Master Plan, multi-use paved trails ranked as the number one priority on the citizen survey and nature trails ranked number six. Center responded to its residents by developing Phase I of the Multi-Purpose Trail program, which has become popular amongst its residents. It is recommended that the City continue to expand the existing trail, with the next phase connecting Downtown, Martin Luther King Drive and American Legion Park. This proposed connection helps to connect various neighborhoods and districts within the City. See the map on page 107 for the proposed trail connection.

Roadway Construction

Adequate roadways and connections to various areas of a city are important to future growth and economic development. There are some key roadway expansions in Center that will help to encourage residential and retail/commercial development. These roadways can become vital collector streets, directing vehicular traffic to major arterials. Below is a list of roadway construction recommended as top priorities to help spur development.

- Major East/West Collector from FM 2026 to Old Airport Road
- Hutchins Street Minor Collector Expansion to Old Airport Road
- Extensions of Roughrider from Hwy. 87 to High School, and extension of CR 1001

Create the Formalized Healthcare Strategic Committee

An emerging trend seen over the last several years has been an aging population. This trend also exists in local communities and is evident in Center based on Figure 5: Age Cohort Pyramid, in Chapter 1. Center's elderly population has grown, which makes healthcare and related services essential. With the closure of the regional hospital, which was located in Center, there is a need to provide health services in close proximity. Local emergency medical services and public safety personnel are undergoing additional training in order to handle emergency situations that may arise. At this moment, the reopening of the hospital is unclear, but it is the City's responsibility to encourage healthcare services has yielded a Emergency Care (ER facility to open soon.

A task force/committee should be formed that represents the residents of Center and their needs as it relates to healthcare services. This committee should be responsible for meeting with local, regional and state leaders on the future of additional healthcare services. The committee should report to the City Council and other county decision-makers as progress is made. The ultimate goal of this committee is to help attract and encourage healthcare services for Center as needed.

Adopt a Subdivision Ordinance

Development of a subdivision ordinance should be among the Comprehensive Plan's top short-term priorities. A subdivision ordinance ensures the orderly subdivision of land and its development. Through the subdivision ordinance, the City can specify requirements for designing street and lot layouts. A subdivision ordinance also ensures that divided land will be provided with minimum services such as public streets, sewer and water systems, and storm drains.

Continue to coordinate with local builders to encourage the local housing market.

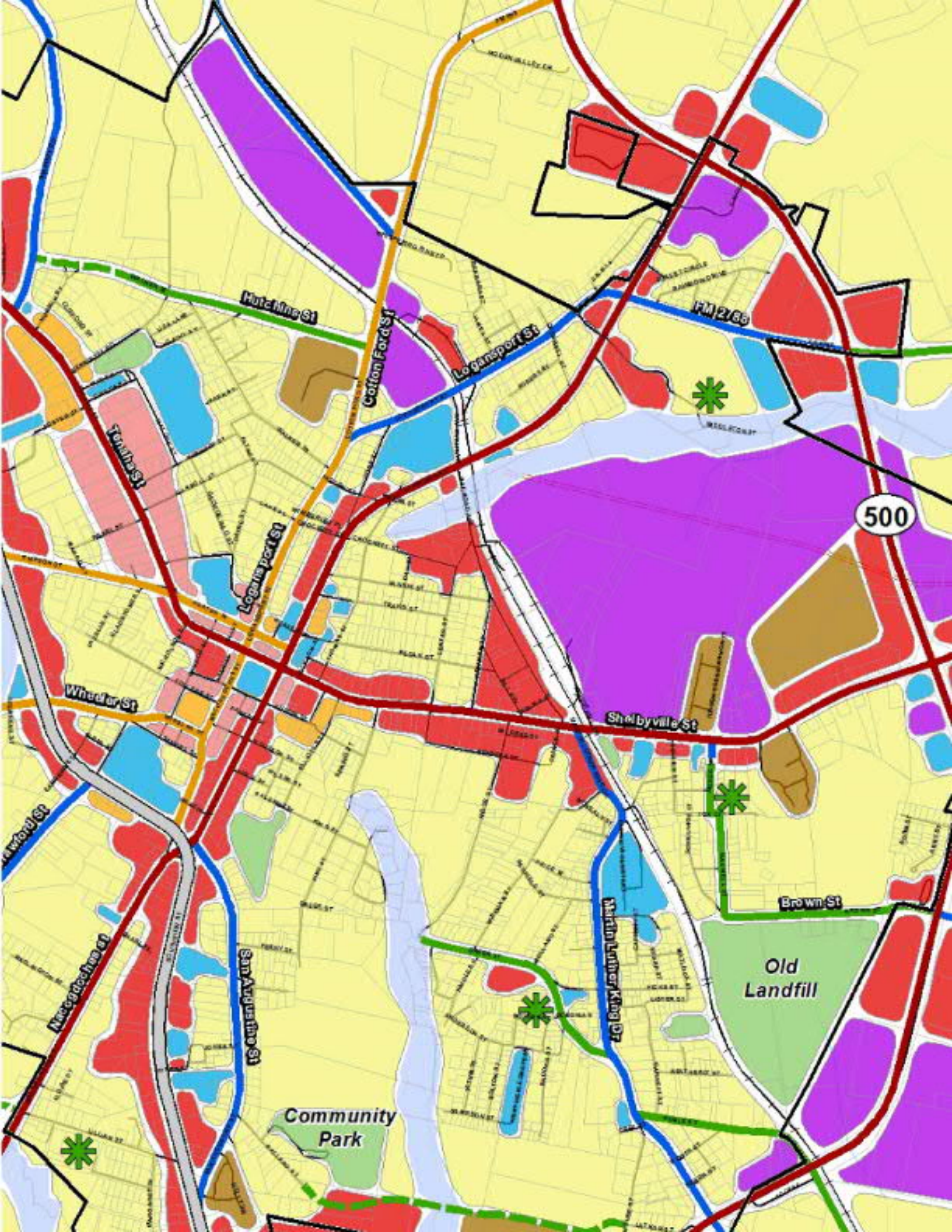
Nationally, the housing market has improved compared to recent years, and the Texas housing market has also done better than most other states. Housing markets tend to thrive in communities that are also experiencing economic growth, and communities that provide a variety of housing type. The City has met with home builders in the past to discuss incentives for encouraging new homes. It is recommended this coordination continues as the economy and housing market slowly improves. The City should continue marketing itself to local home builders so that they are aware of current incentives that will help encourage new homes. The adoption of a subdivision ordinance will also help to streamline these efforts.

Complete Water Supply Evaluation

Water supply has been a major discussion across the State in recent years. Municipalities are not only preparing for population growth, but growth of industries that may have an impact on water consumption. Center should be aware of existing conditions of its water supply in order to better determine how to prepare for future population and industry growth. The water supply evaluation will be based on computer simulations of Lakes Center and Pinkston using historical hydrology. If appropriate, the study will identify potential improvements to the raw delivery system that could improve access to existing supplies or needed to develop additional supplies. Planning-level cost estimates for improvements will also be developed.

Conclusion

The Comprehensive Plan consist of recommendations of how Center should grow and develop over time. It is a guide for the City to reference regarding its future land use, transportation, economic development, and neighborhood and community livability. Although the vision, goals and objectives are relevant to Center today, this plan should be updated regularly in order to provide the best direction for the City based on existing conditions. Center should be encouraged that some recommendations will take time before being implemented, but there are other recommendations that require little effort for implementation. Center has potential to become a community of choice in East Texas, but it will require the efforts of the City, as well as its residents to make its vision reality.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