

Fig. 4.1 - ENVIRONMENTAL RESOURCES

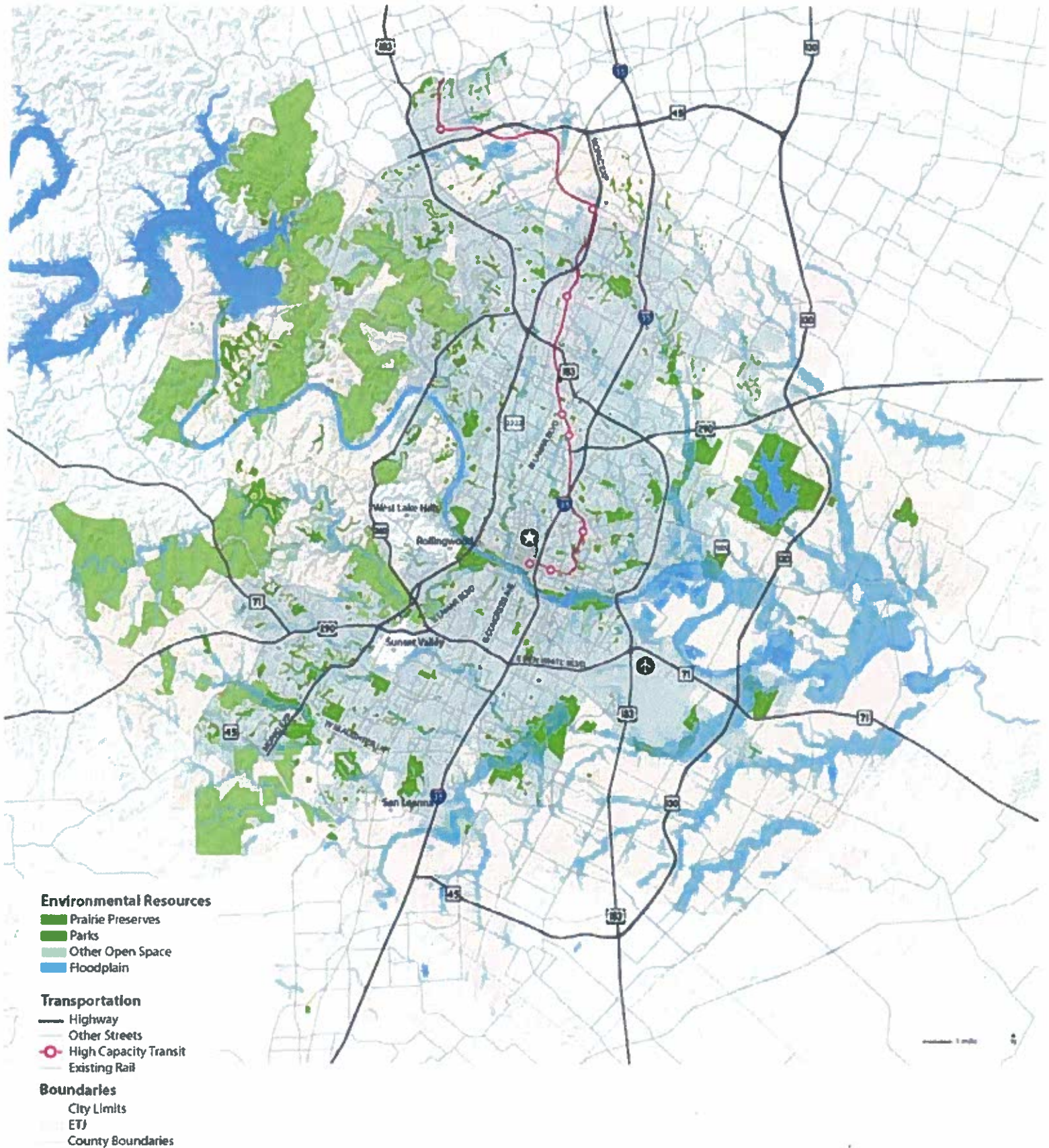


Fig. 4.2 - BICYCLE AND PEDESTRIAN NETWORKS

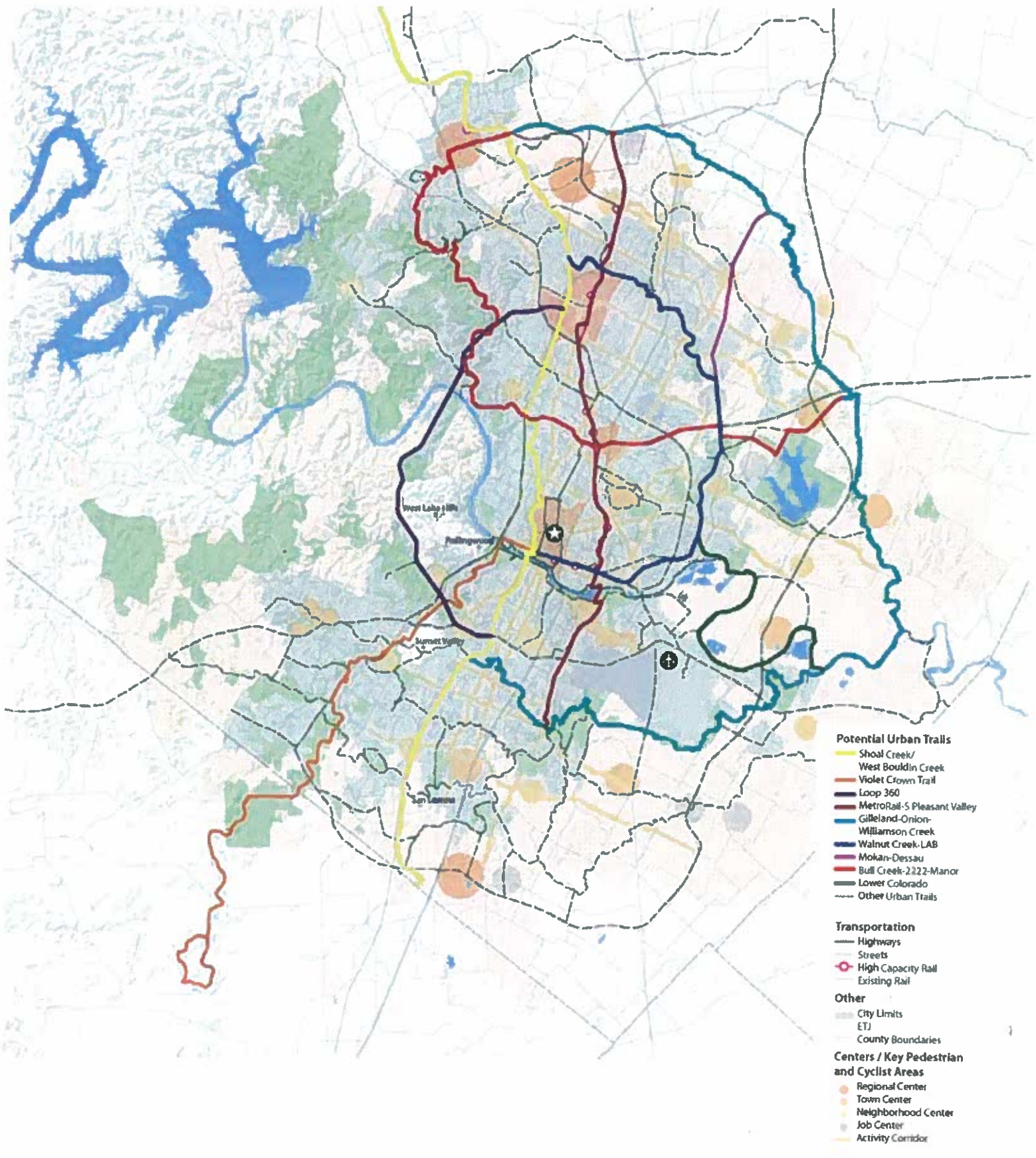


Fig. 4.3 - TRANSIT NETWORKS

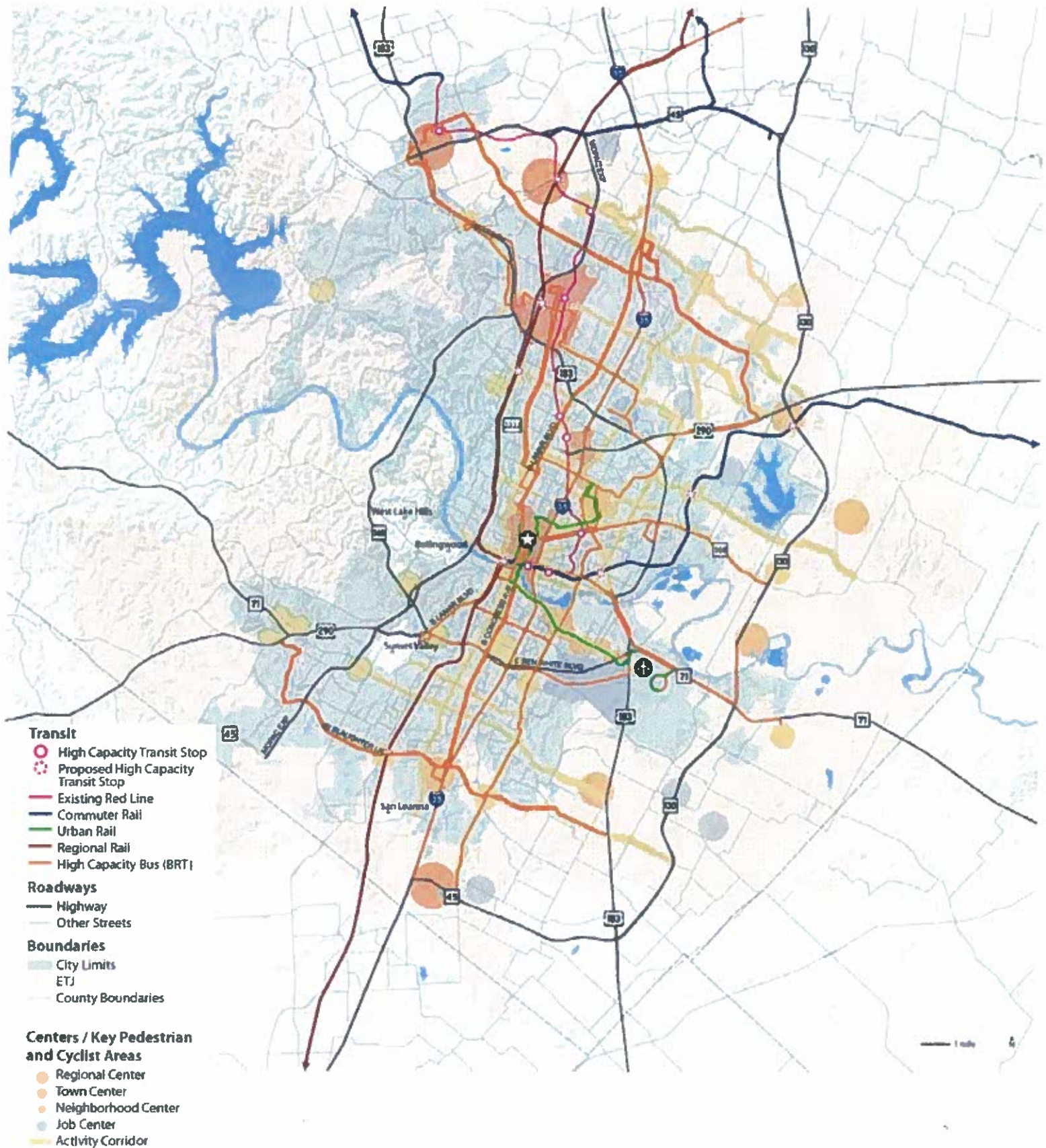


Fig. 4.4 - ROADWAY NETWORKS

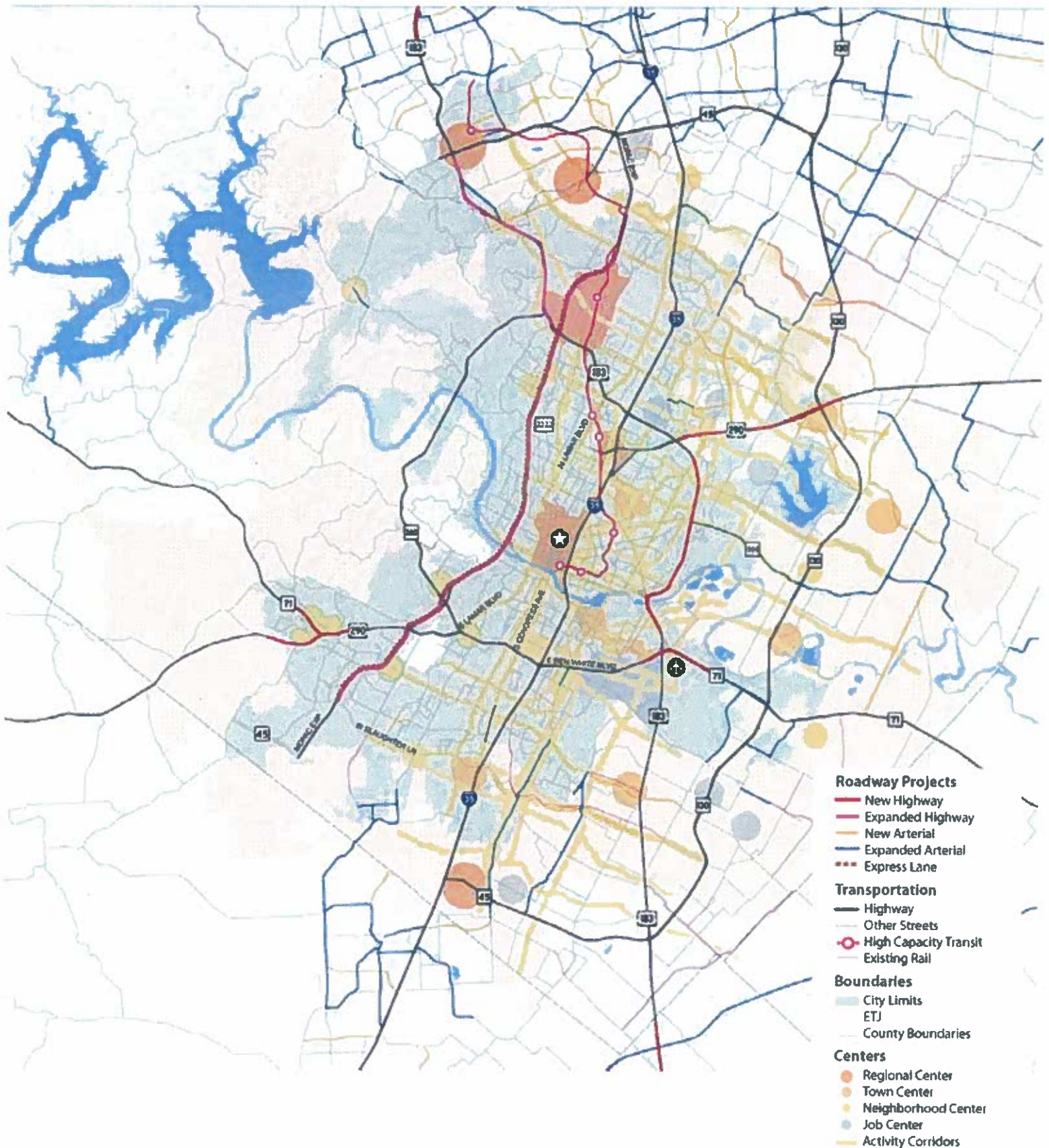
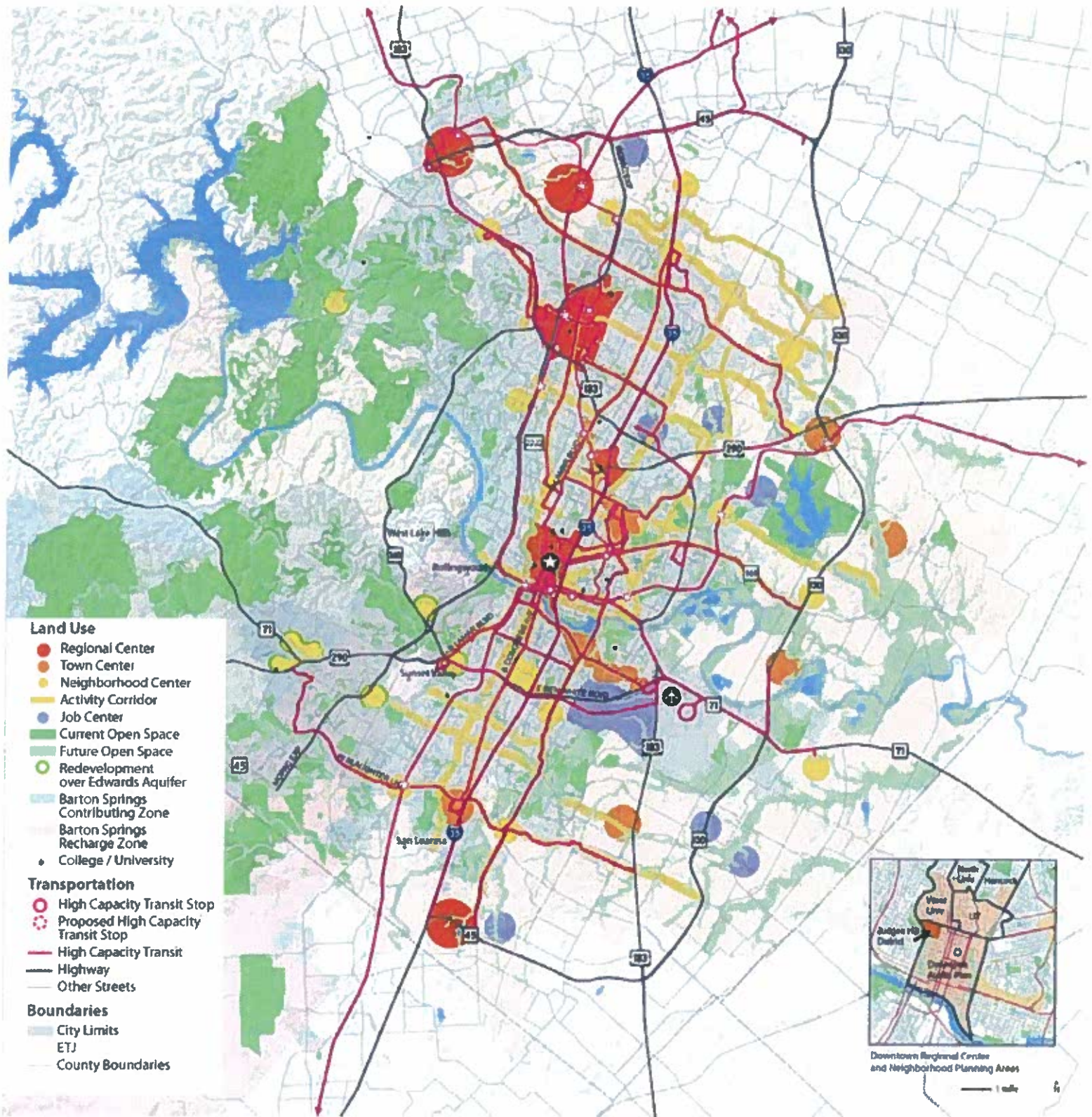


Fig. 4.5 - GROWTH CONCEPT MAP



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Redevelopment over the Edwards Aquifer

Five centers are located over the recharge or contributing zones of the South Edwards Aquifer or within water-supply watersheds and are designated on the growth concept map with a solid green outline. These centers are located on already developed areas and, in some instances, provide opportunities to address long-standing water quality issues and provide walkable areas in and near existing neighborhoods. State of the art development practices will be required of any redevelopment to improve stormwater retention and the water quality flowing into the aquifer or other drinking water sources. These centers should also be carefully evaluated to fit within their infrastructure and environmental context. One of the Land Use and Transportation policies, LUT 20 (p. XX), clarifies the intent, "Ensure that redevelopment in the Edwards Aquifer's recharge and contributing zones maintains the recharge of the aquifer."

Other Development within City Limits

While most new development will be absorbed by centers and corridors, development will happen in other areas within the city limits to serve neighborhood needs and create complete communities. Infill development can occur as redevelopment of obsolete office, retail, or residential sites or as new development on vacant land within largely developed areas. The type of infill housing will vary with site locations, small-area plans, and development regulations and include single-family houses, duplexes, secondary apartments, townhouses, row houses, and smaller-scaled apartments. New commercial, office, larger apartments, and institutional uses such as schools and churches, may also be located in areas outside of centers and corridors. The design of new development should be sensitive to and complement its context. It should also be connected by sidewalks, bicycle lanes, and transit to the surrounding area and the rest of the city. Not all land within the city limits will be developed. Some may remain or enter into agricultural production; continue as single-family houses, duplexes, and apartments; or become part of the planned open space network.

Other Development within the Austin Extraterritorial Jurisdiction

The extraterritorial jurisdiction is the unincorporated land within five miles of Austin's City limits that is not within the extraterritorial jurisdiction or municipal limits of another city. It is where only Austin is authorized to annex land. The City of Austin in collaboration with Travis County (and, to a lesser extent, Williamson and Hays Counties) regulates land subdivision, water quality regulations, and site plans. While it is able to engage in long-range planning efforts, it cannot zone land. Well-planned future development can minimize sprawl when the City collaborates with County governments. Targeted infrastructure investments and other incentives to manage development in an organized and thoughtful manner will be necessary to meet the contingencies of continued growth in the extraterritorial jurisdiction. Wherever possible, new development should be directed to centers



Image: City of Austin



Image: City of Austin



Image: City of Austin

¹ More detail on existing trends and issues for each Building Block can be found in Chapter 2 and in the Austin Community Inventory <http://www.imagineaustin.net/inventory.htm>.

and corridors designated on the growth concept map, or occur in or adjacent to areas of existing development, and should serve to complete communities at Austin's edge. In addition, it should, when and where feasible, be connected by transit, sidewalks, and bicycle lanes to existing and planned development.

COMPREHENSIVE PLAN BUILDING BLOCKS

The Comprehensive Plan Building Blocks are the backbone of Imagine Austin. Each building block includes a summary of key issues and challenges for the future, Policies to address those challenges, and selected best practices. The building block policies were developed through public input from community forums and surveys, as well as input from the Comprehensive Plan Citizens Advisory Task Force and City of Austin departments.

Many of Imagine Austin's policies cut across building blocks. This overlap creates synergistic opportunities to make a greater impact by implementing one program or project that responds to several policies. The interrelationships are highlighted in blue with a reference that directs the reader to a similar Policy from one of the other building blocks.

The synergies also play out in the core principles for action (introduced in Chapter 1) and the complete communities concept (introduced in Chapter 2). At the beginning of each building block, a summary matrix illustrates how the policies within that building block relate to Austin's vision for a city of complete communities. A "solid" circle means that the policies directly implement a particular complete community element. While not every policy links to every complete community element, all of the policies work together to achieve Austin's vision.

LAND USE AND TRANSPORTATION

Complete Community Matrix

LIVABLE

- Healthy & Safe Communities
- Housing Diversity & Affordability
- Access to Community Amenities
- Quality Design / Distinctive Character
- Preservation of Crucial Resources

NATURAL AND SUSTAINABLE

- Sustainable, Compact, and Walkable Development
- Resource Conservation/Efficiency
- Extensive Green Infrastructure

CREATIVE

- Vibrant Cultural Events/Programs
- Support for Arts/Cultural Activities

EDUCATED

- Learning Opportunities for All Ages
- Community Partnerships with Schools
- Relationships with Higher Learning

PROSPEROUS

- Diverse Business Opportunities
- Technological Innovation
- Education/Skills Development

MOBILE AND INTERCONNECTED

- Range of Transportation Options
- Multimodal Connectivity
- Accessible Community Centers

VALUES AND RESPECTS PEOPLE

- Access to Community Services
- Employment & Housing Options
- Community/Civic Engagement
- Responsive/Accountable Government

During the last half of the twentieth century Austin experienced significant growth. Between 1960 and 2010, the land area expanded by more than 400 percent, from almost 56 square miles to over 300 square miles. During the last decade, our land area increased by nearly 20 percent. Austin and its extraterritorial jurisdiction represent an area of about 620 square miles. This is more than double the size of Chicago. Although 38 percent of Austin's land area is considered undeveloped, much of it is environmentally sensitive and less suitable for development.

The range of transportation options provided can profoundly affect the development of a city. For example, a new high-speed road may spur low-density commercial and residential development, which does not support high-quality public transit. This is what happened during the last decades of the twentieth century as the extension of the city's freeway and highway system allowed development to spread north and south of Austin's city limits. However, further in Austin's past we can see how transportation investments affected our city's evolution. Our first suburb, the compact and walkable Hyde Park (now an inner-city neighborhood), was designed to be served by transit which allowed residents to live removed from the bustle of the central city and commute to Downtown in the relative comfort of an electrified trolley. Recent Capital Metropolitan Transportation Agency and City of Austin transit plans for rail and high-capacity bus lines seek to provide

² As defined earlier in the plan and by the Texas Local Government Code, Austin's extraterritorial jurisdiction is the unincorporated area that is contiguous to and located within five miles of its corporate boundaries (city limits) and not within another city or another city's ETJ. The combined area within the city limits and the ETJ constitute the study area for the Imagine Austin Comprehensive Plan.

³ See the All Systems Go Long-Range Transit Plan: <http://allsystemsgo.capmetro.org/all-systems-go.shtml> and the Strategic Mobility Plan: <http://www.austinstrategicmobility.com/>

KEY ISSUES AND TRENDS:

- Over the last century, Austin has experienced increasing population, urbanization, and outward expansion.
- Modest infill and redevelopment have occurred in older areas of Austin, though at a much slower pace than lower-density suburban development.
- While Austin remains the largest jurisdiction in the five-county Austin region, the City's share of population and employment is decreasing.
- Complex policies and regulations have greatly impacted land use and development in Austin.
- Areas located along a north-south axis of the City and in the North Burnet/Gateway planning area and Robinson Ranch in the northern portion of the City are identified as most likely to develop or redevelop.

transportation options which will have a greater influence on where residents choose to live and work. Several recent planning initiatives, such as East Riverside Drive, Airport Boulevard, and North Burnet/Gateway, concentrate on creating places to provide these choices. A retooled transportation system could lead to the compact and walkable places envisioned in this plan.

Austin's historic assets include neighborhoods, buildings, and sites reflecting Austin's cultural, ethnic, social, economic, political, and architectural history, many of which lack formal historic designation. Designated historic resources include National Register properties and districts, Texas Historic Landmarks, Austin's Historic Landmark designation, and Local Historic Districts. In addition, Austin has many cultural resources lacking formal historic designation—public art, cultural centers, museums, institutions, buildings, landscapes, and iconic businesses and buildings. Austin is also home to a number of museums and research libraries.

Austin has an active historic preservation program. The City of Austin Historic Preservation Office mission is to protect and enhance historic resources. Austin's Historic Landmark Commission meets monthly to review historic zoning cases, review some demolition permits, and maintains the Austin survey of cultural resources.

Austin is consistently ranked as a desirable community in which to live and work by a number of "Best Of" lists. Managing the success of our city's increasing popularity and overcoming the results of the last half century of growth presents us with significant challenges and opportunities. We must change the way we allow our city to be built. Instead of sprawling retail centers, office parks, and subdivisions accessed by freeways, we must



Image: City of Austin

create an efficient transportation network to serve a city of complete communities, activity centers and corridors. In the face of this change we also need to preserve our unique places, open space, and environmentally sensitive areas.

Key Challenges for the Future

- Counteracting the prevailing trend of sprawling development that consumes vacant land and natural resources, reduces air and water quality, contributes to global warming, and diminishes the natural environment.
- Preserving our natural resources and systems by limiting development in sensitive environmental areas, flood plains, creeks, and riparian areas, and maintaining and protecting open space.
- Increasing the supply and variety of housing in and near employment centers to allow more people to live closer to their jobs.
- Meeting the housing and employment needs of a rapidly growing and demographically changing population in a sustainable manner.
- Promoting regional planning and increased coordination between local governments, especially Travis County, agencies, districts, and the State of Texas to address major land use, infrastructure and transportation challenges.
- Coordinating land use, transportation, environmental and economic development policies to address the inefficiency of infrastructure having to keep up with "greenfield" development and incentivize infill and redevelopment.
- Improving land development regulations in place for the extraterritorial jurisdiction to improve clarity, increase certainty, and produce outcomes in alignment with Imagine Austin.
- Increasing coordination between local governments to promote more efficient land use and transportation policies and investments. Coordinating on infrastructure is particularly important within Austin's extraterritorial jurisdiction.
- Maintaining historic neighborhood character and preserving historic resources — especially in the urban core — as the city continues to grow.
- Providing more shopping opportunities, healthy food choices, and services in areas of Austin underserved by these daily necessities.
- Implementing climate change solutions through more proactive regional cooperation.

FROM THE VISION STATEMENT - AUSTIN IS LIVABLE:

One of Austin's foundations is its safe, well-maintained, stable, and attractive neighborhoods and places whose character and history are preserved. Economically mixed and diverse neighborhoods across all parts of the city have a range of affordable housing options. All residents have a variety of urban, suburban, and semi-rural lifestyle choice with access to quality schools, libraries, parks and recreation, health and human services, and other outstanding public facilities

BEST PRACTICE: IMPROVED COMPATIBILITY AND NEIGHBORHOOD TRANSITIONS. MIAMI 21, MIAMI, FLORIDA

Miami's building boom resulted in high-rise condominiums, parking garages, and commercial buildings that exposed weaknesses in the city's zoning ordinance. Existing codes did not consider building context, height limits, design requirements, and access. Miami became the first major city to adapt a citywide form-based code, known as "Miami 21." The new code divides the city into different zones that focus on building form, design, and relationships between neighboring properties rather than land use. Transitions between commercial areas and adjacent neighborhoods received special consideration through moderate-intensity uses and design standards intended to "step down" intensity. One of the most critical pieces of the code is the concept of "successional zoning." This allows rezoning only to the next most intense zone if the property abuts a more intense zone. This promotes a controlled evolution of the built environment and minimizes opportunities for developers to acquire a property and request a rezoning to a dramatically different intensity or use.

FROM THE VISION STATEMENT - AUSTIN IS MOBILE AND INTERCONNECTED:

Austin is accessible. Our transportation network provides a wide variety of options that are efficient, reliable, and cost-effective to serve the diverse needs and capabilities of our citizens. Public and private sectors work together to improve our air quality and reduce congestion in a collaborative and creative manner.

BEST PRACTICE: LAND DEVELOPMENT CODE REVISION | RALEIGH, NC

Raleigh revised its development code as a priority action identified in the city's new comprehensive plan. Approximately 150 action items - including strategies for mixed-use and transit-oriented development, affordable housing, and green building design - were either explicitly proscribed or hindered by existing regulations. Moreover, the development code, amended in a piecemeal fashion across different decades, had become overly complicated and difficult to understand. The process resulted in a draft unified development ordinance that consolidates all development-related regulations (zoning, subdivision, site development, landscaping, historic preservation, sidewalks and streets, environmental, and so on) into a single user-friendly document. The draft code includes new zoning, design, and development standards plus graphics and charts to illustrate desired outcomes. It supports comprehensive plan implementation, responds to current market trends, and provides greater predictability for developers, citizens, and decision-makers. City Council approval of the draft code is anticipated in 2012.

Reference: City of Raleigh, NC

LAND USE AND TRANSPORTATION POLICIES

LUT P1. Align land use and transportation planning and decision-making to achieve a compact and connect city in line with the growth concept map.

(See also WPD P1, EN P1)

LUT P2. Promote regional planning and increased coordination between municipalities and county governments to address major land use and transportation challenges. (See also CER P16, ECO P4)

LUT P3. Promote development in compact centers, communities, or along corridors that are connected by roads and transit, are designed to encourage walking and bicycling, and reduce health care, housing and transportation costs. (See also H P4, HHS 3, ACC P9)

LUT P4. Protect neighborhood character by directing growth to areas of change that include designated redevelopment areas, corridors, and infill sites. Recognize that different neighborhoods have different characteristics, and infill and new development should be sensitive to the predominant character of these communities. (See also N P2)

LUT P5. Create healthy and family-friendly communities through development that includes a mix of land uses and housing types and affords realistic opportunities for transit, bicycle, and pedestrian travel and provides both community gathering spaces, parks and safe outdoor play areas for children. (See also UD P1, H P1, H P5, PB P4, HHS P3, CFE P2, CFE P11, CFE P19, ACC P14)

LUT P6. Ensure that neighborhoods of modest means have a mix of local-serving retail, employment opportunities, and residential uses. (See also CER P13, H P4)

LUT P7. Encourage infill and redevelopment opportunities that place residential, work, and retail land uses in proximity to each other to maximize walking, bicycling, and transit opportunities. (See also H P7, CFE P1)

LUT P8. Develop land development regulations and standards that are clear and predictable and support the intent and goals of the Imagine Austin Comprehensive Plan. (See also ECO P14)

LUT X. Develop and maintain a consistent method for allocating costs associated with development.

LUT P9. Direct housing and employment growth to activity centers and corridors, and preserving and integrating existing affordable housing where possible. (See also H P6)

LUT P10. Promote complete street design that includes features such as traffic calming elements, street trees, wide sidewalks, and pedestrian, bicycle, and transit access throughout Austin, considering the safety needs of people of all ages and abilities. (See also ACC P17)

LUT P11. Achieve the goals of area transit plans through effective planning, sufficient funding, and continued partnerships between the City of Austin, Capital Metro, and other area transportation providers.

⁴ Roads that are designed to safely accommodate necessary street functions for all users, including pedestrians, bicyclists, drivers, and transit riders.

LUT P12. Coordinate with area school districts in the placement of schools and facilities. (See also ECO P10, ECO P11, CFE P7)

LUT P13. Promote safer routes to schools for students of all ages. (See also CFE P15)

LUT P14. Incorporate provisions for bicycles and pedestrians into all roads such as freeways, toll roads, arterial roadways, and to and from transit stations and stops, and major activity centers. (See also CER P10, N P5)

LUT P15. Educate the public on the long-range need for commitment to a community fully served by a range of transportation options and the benefits of each one. (See also CER P10)

LUT P16. Develop intermediate transit solutions that allow the City to reach the ultimate goal of a complete transit network over the long-term. (See also CER P10)

LUT P17. Continue efforts to implement future intercity rail and High Speed Rail in the Austin region. (See also ECO P17)

LUT P18. Reduce traffic congestion, increase transit use, and encourage alternative transportation modes through such practices as Transportation Demand Management which includes car pooling, flex

time work schedules, and subsidizing transit costs for employees. (See also ECO P17)

LUT P19. Locate industry, warehousing, logistics, manufacturing, and other freight-intensive uses in proximity to adequate transportation and utility infrastructure. (See also ECO P17)

LUT P20. Ensure that redevelopment in the Edwards Aquifer's recharge and contributing zones maintains the quantity and quality of recharge of the aquifer. (See also CER P2)

LUT P21. Protect Austin's natural resources and environmental systems by limiting land use and transportation development in sensitive environmental areas and preserving areas of open space. (See also RO P6)

LUT P22. Integrate citywide/regional green infrastructure to include such elements as preserves and parks, trails, stream corridors, green streets, greenways, and agricultural lands and the trail system into the urban environment and the transportation network. (See also RO P8)

LUT P23. Direct hazardous materials/cargo that are being transported through Austin away from heavily populated or environmental sensitive areas. (See also CER P10, ECO P17)

BEST PRACTICE: COMPLETE STREETS POLICIES

In the US, 28 percent of all trips are less than a mile. While many people are willing to walk or bike short distances, there are few places where it is safe and enjoyable. Complete streets seek to remedy this situation by making it safe and inviting for all users to share public roads. Complete streets should accommodate, but also encourage people to use alternative modes of transportation. The complete street movement is growing as cities and states across the nation adopt policies and design guidelines. The National Complete Street Coalition provides resources including model state legislation. A policy must routinely "design and operate the entire right of way to enable safe access for all users, regardless of age, ability, or mode of transportation." Cities and states are adopting legislation and design guidelines for streets. There is no one-size fits all design, each street will vary based on the local context and need. In this Portland, Oregon image, buses, cars, bicyclists, and pedestrians are safely accommodated.

Reference: National Complete Street Coalition; Complete Streets in NJ, Alan M. Voorhees Transportation Center at Rutgers University, August 2010. www.njbikeped.org; National Complete Streets Coalition; Image: Portland, Oregon; Kimley-Horn Associates.



"Build new neighborhoods where grocery stores, shopping and dining options, and community services (such as post offices, libraries, healthcare, government offices) are easily accessed from nearby neighborhoods via bicycle and pedestrian traffic. Limit 'sprawl' and commutes all over town to access these types of services "

BEST PRACTICE: URBAN DESIGN GUIDELINES | ROANOKE RESIDENTIAL PATTERN BOOK, ROANOKE, VA

In 2008, Roanoke, Virginia adopted a residential pattern book to preserve and enhance the character and quality of its residential neighborhoods. It serves as an aid for new construction and renovation of existing buildings. The pattern book provides a dictionary of architectural styles found in different types of neighborhoods (downtown, inner-city, suburban areas) and illustrates the characteristics of each housing type. Recommendations for appropriate renovations, materials, paint colors, new construction and additions, landscape, and "green buildings" practices that will improve and maintain the character of each neighborhood are included. Reference: <http://www.roanokeva.gov/> Image Credit: Roanoke, Virginia

**Maintaining Character
Defining Features**



LUT P24. Develop a comprehensive network of evacuation routes for all areas of Austin.

LUT P25. Reduce noise pollution from transportation, construction, and other sources.

LUT P26. Decrease light pollution from apartments and single-family houses, signage, commercial buildings, parking lot lights, and street lights.

LUT 27. Evaluate and make needed revisions to parking regulations to ensure they balance the needs of various transportation options and creating good urban form.

URBAN DESIGN POLICIES

UD P1. Develop accessible community gathering places such as plazas, parks, farmers' markets, sidewalks, and streets in all parts of Austin, especially in the Downtown, future TODs, in denser, mixed-use communities, and other redevelopment areas, that encourage interaction and provide places for people of all ages to visit and relax. (See also LUT P5; RO P1, CFE P19)

UD P2. Protect and enhance the unique qualities of Austin's treasured public spaces and places such as parks, plazas, and streetscapes; and, where needed, enrich those areas lacking distinctive visual character or where the character has faded. (See also N P4, HP P2)

UD P3. Define the community's goals for new public and private developments using principles and design guidelines that capture the distinctive, diverse local character of Austin. (See also ACC P17)

UD P4. Assure that new development is walkable and bikable and preserves the positive characteristics of existing pedestrian-friendly environments. (See also N P1, RO P3)

UD P5. Apply high standards of urban design to ensure that "complete streets" are safe and accessible for all users. Encourage people to use alternative forms of transportation that are sensitive to the demands of the Central Texas climate.

UD P6. Integrate green infrastructure elements such as the urban forest, green buildings, stormwater treatment and infiltration facilities, and green streets into the urban design of the City through "green" development practices and regulations. (See also CER P3, CER P4, CER P11, WPD P6, WPD P7, WPD P11)

UD P7. Infuse public art into Austin's urban fabric in streetscapes along roadways and in such places as parks, plazas, and other public gathering places). (See also RO P5, ACC P16)

UD P8. Transform all major streets into vibrant, multi-functional, pedestrian-friendly corridors.

"We need more 'live here, work here' multi-use development resulting in less vehicular traffic, a greater sense of community, and parks/ped-friendly facilities."

Community Forum Series #1 Participant

HISTORIC PRESERVATION POLICIES

HP P1. Promote historic, arts, culture, and heritage-based tourism and events.

HP P2. Preserve and interpret historic resources (those objects, buildings, structures, sites, places, or districts with historic, cultural, or aesthetic significance) in Austin for residents and visitors. *(See also ACC P12, ACC P13)*

HP P3. Maintain and update inventories of historic resources, including locally significant historic properties not listed on national or state registries, archeological sites, etc.

HP P4. Increase opportunities for historic and cultural learning at the City's public libraries.

HP P5. Protect historic buildings, structures, sites, places, and districts in neighborhoods throughout the City.

(See also UD P2, ECO P6)

HP P6. Retain the character of National Register and local Historic Districts and ensure that development and redevelopment is compatible with historic resources and character. *(See also ACC P18)*

HP P7. Continue to protect and enhance important view corridors such as those of the Texas State Capitol District, Lady Bird Lake, and other public waterways.

HP P8. Preserve and restore historic parks and recreational areas.

BEST PRACTICE: HISTORIC REHABILITATION BUILDING CODES: NEW JERSEY REHABILITATION SUBCODE | STATE OF NEW JERSEY

In many states, building codes are designed solely for new construction leading to expensive retrofits for existing buildings. In an effort to reduce barriers to building renovation and adaptive reuse, New Jersey adopted a "Rehab Code" in 1999. The code requires structural and safety regulations that work with an existing building's height, area, and fire resistance ratings. In the first year of implementation, the amount of money dedicated to renovation in New Jersey increased by 41 percent. The code has resulted in reduced costs for building owners and increased historic preservation efforts in many older cities across the state.

Reference: <http://www.state.nj.us/dca/divisions/codes/offices/rehab.html>
Image Credit: NJ Dept. of Community Affairs



Image: City of Austin



Fig. 4.6 - COMBINED FUTURE LAND USE MAP

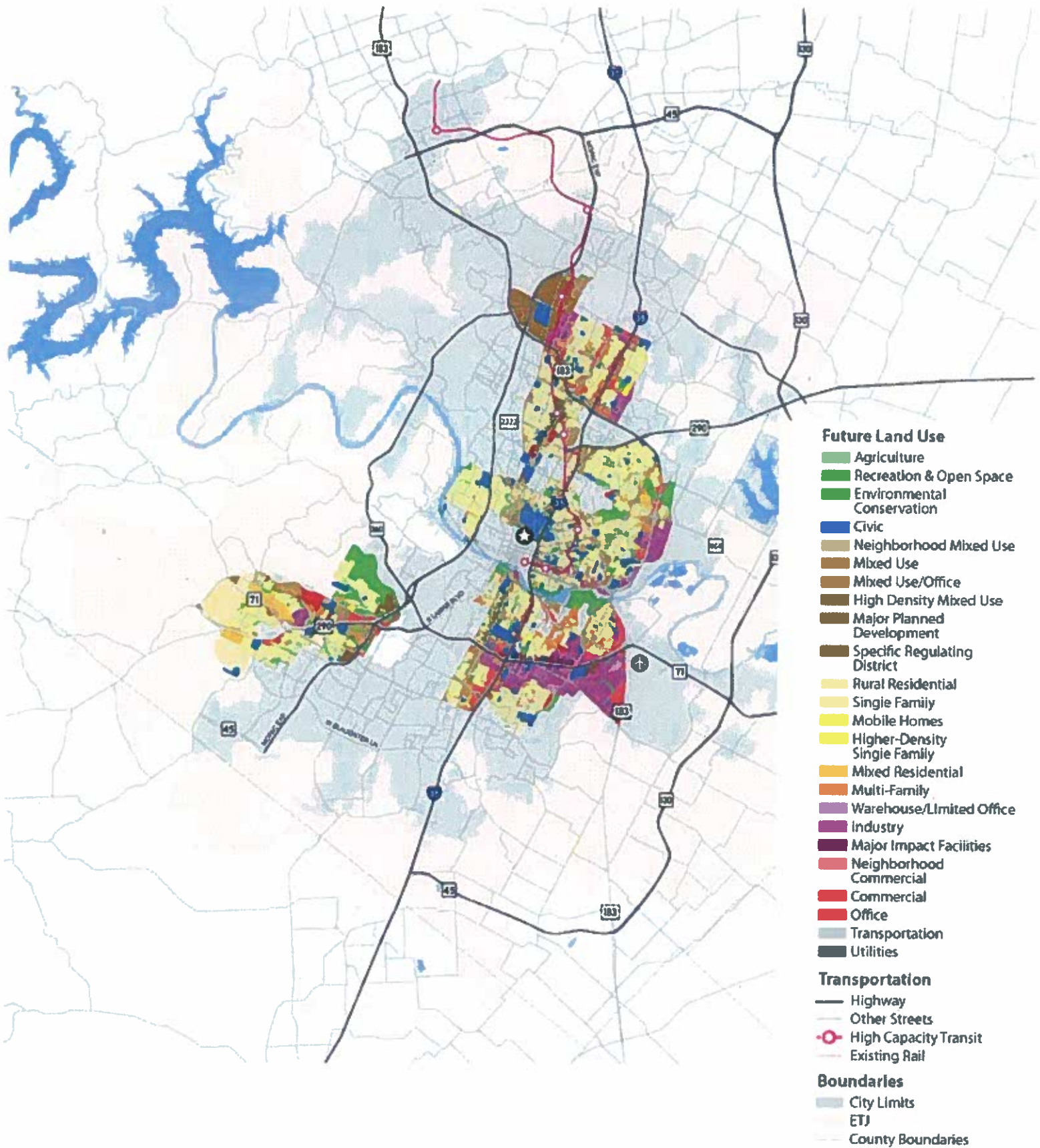
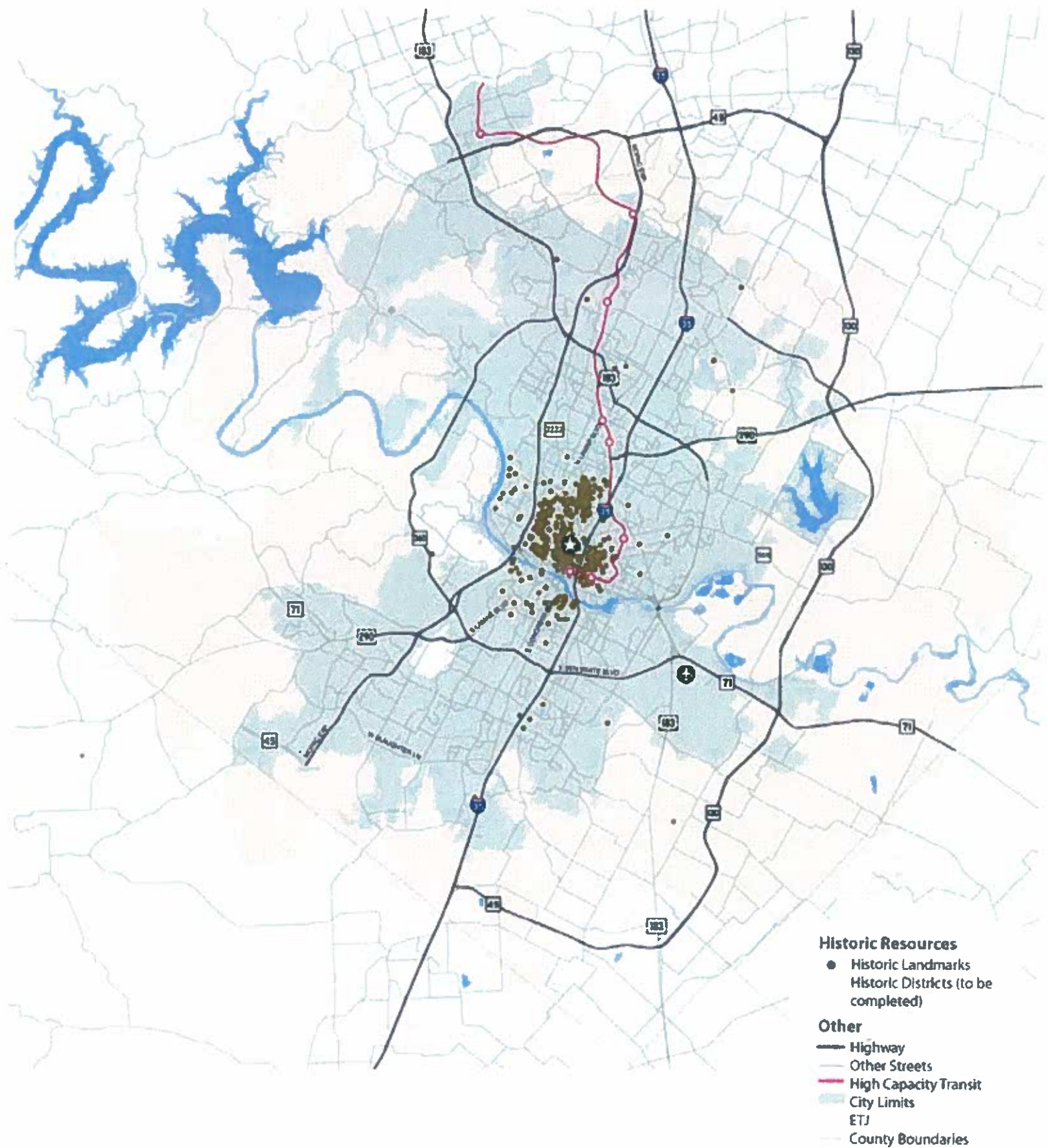


Fig. 4.7 - HISTORIC AND CULTURAL RESOURCES



MIXED-USE

Mixed-use development refers to the use of a building, a site, neighborhood, or district for more than one purpose or land use. It occurs at many different scales, from a mixed-use building to a downtown. Before zoning regulations regularly required the separation of homes, jobs, commercial, and industrial uses into different districts, mixed-use development was typical across the United States. It is again becoming a common development practice and has emerged as a key component of many development and redevelopment strategies and projects, including downtown and neighborhood revitalization, traditional main streets, suburban retrofits, Transit Oriented Development, brownfield redevelopment, and adaptive reuse.



Case Study: South Congress Ave Before

Other potential benefits of mixed-use and compact development include:

- Activity at different times of the day
- Increased walkability and bicycling opportunities
- Diverse housing options and types
- Reduced commute times and automobile dependence
- Reduced travel congestion and greenhouse gas emissions
- Decreased energy use and emissions from buildings
- Reduced household transportation costs
- Improved public space and streetscape environment
- Lessened pressure for development in sensitive environmental areas and on farmland

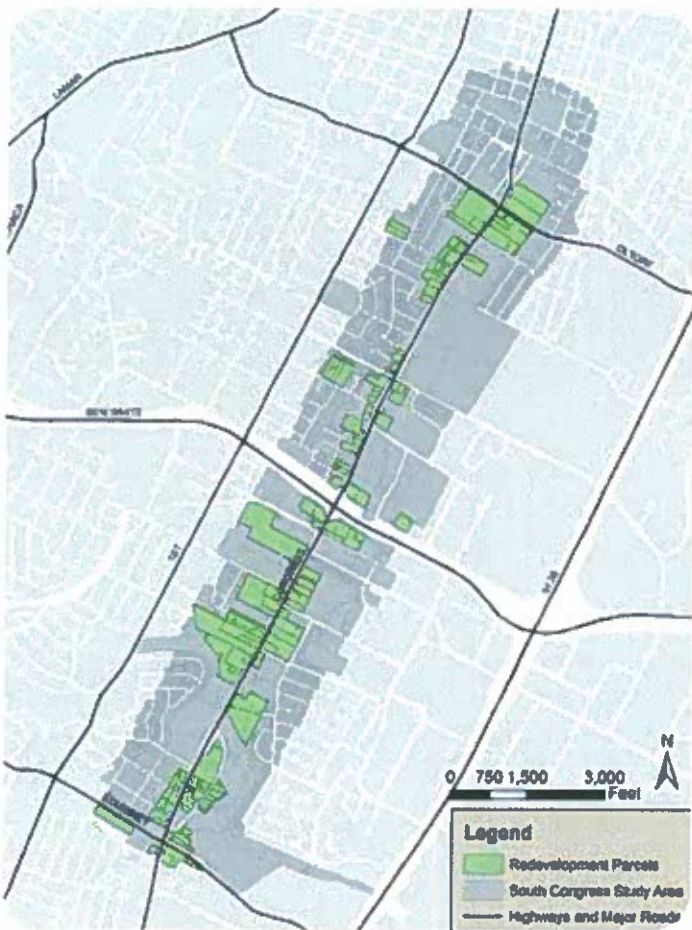
Close attention to the design and scale of mixed-use development is important to ensure development is compatible with surrounding areas, meets retail and parking needs, is financially feasible, accessible to transit, provides a range of housing options, and creates a comfortable pedestrian environment.



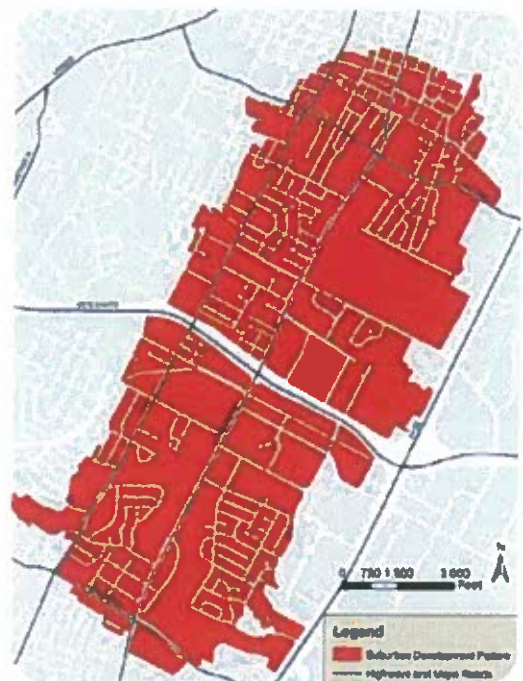
Case Study: South Congress Ave After

COMPACT DEVELOPMENT

The Imagine Austin growth concept map illustrates mixed-use centers and activity corridors where the city will focus future investments to support projected population and job growth. In addition to accommodating new growth, mixed-use development helps to accomplish many of the plan's objectives by creating a more compact and connected city, increasing opportunities for transit service, and consuming fewer acres of land.



Mixed-Use Scenario



Suburban Development Pattern

The City completed a case study of a section of the **South Congress Avenue Corridor** to better understand the fiscal implications of mixed-use, compact development. The study looked at areas more likely to redevelop (based on several assumptions including land values, existing uses, and zoning) and found that compact, mixed-use development would result in an increase of over \$9 million in annual sales and use tax revenue. Street reconstruction and water infrastructure costs to accommodate redevelopment were estimated at about \$55 million over several years, or a payback period of 5-6 years. In addition, the study found that a mixed-use redevelopment scenario is highly efficient in terms of land consumption. **The same amount of new jobs/residents can be accommodated in an approximately 200 acre study area compared with a typical suburban pattern that would require about 2,000 acres of land.**

The Imagine Austin scenario planning study compared Austin's current development trends with a more compact, mixed-use land use pattern (preferred scenario) to accommodate future population and jobs with the following results:

Land Area Consumed

Trend: 161 square miles

Preferred Scenario: -44 square miles

Mixed-use Development

Trend: 45 %

Preferred Scenario: +36%

Daily Vehicle Miles Traveled

Trend: 36.7 million miles

Preferred Scenario: - 1.1 million miles

Development in Edwards Aquifer

Trend: 31 square miles

Preferred Scenario: - 10 square miles

Greenhouse Gas Emissions

Trend: 5.36 million tons

Preferred Scenario: - .17 million tons

Case Study and Map Images:
AngelouEconomics, Chan & Partners

COMPLETE STREETS

There are many places across the country where streets are predominantly designed for cars and it is not safe or enjoyable for someone to walk or bicycle a short distance.

Another compelling argument for safer streets is that many people, including young people, people with disabilities, and the elderly, do not drive or have access to a car. Complete streets – or streets that are designed to enable safe access for all users, regardless of age, mobility, or transportation mode – create opportunities for a larger percentage of the population to lead active, independent lives. In addition to accommodating all types of users, complete streets should be well designed and encourage people to use alternative modes of transportation by providing a safe and attractive environment. Well-designed streets can also spur private investment and redevelopment.



Complete Street Intersection - Mixed-Use

The multi-lane boulevard with a median serves a mix of regional and local traffic as well as important transit routes. These types of streets have a strong pedestrian orientation. Curbed islands may provide transit stops and separate bicycles from vehicles near intersections. A row of street trees provide shade for pedestrians and along with the row of parking help insulate them from vehicle traffic.



Images: WRT



Complete Street Intersection - Residential

A narrow two-way street for local bicycle and auto traffic. The parking zone and planting zone create a pedestrian friendly street. The connecting alley is a shared space where pedestrians, bicycles, automobiles and plantings are all at the same grade; also referred to as "woonerf." This shared space slows/calms traffic and thus improves pedestrian, bicycle and vehicle safety.

One of the short-term steps under priority program #1 (invest in a compact and connected Austin) is to adopt a complete street policy and guidelines and integrate regulations into Austin's development code. Successful complete street guidelines, policies, and regulations should achieve and consider the following:

- Limit places for exclusions. Not every street can or needs to become a complete street. Exclusions are sometimes necessary, but there should be a high standard for allowing exceptions. For example, specific reasons for not installing sidewalks should be described.
- Guidelines should be context sensitive. Guidelines should be adaptable to different areas of Austin and the different scales of neighborhoods and other districts. For example, complete street standards and elements will be different for a downtown street and a small residential street. The historic and cultural context of the local area should also be considered. Guidelines must also reflect plans for future development, including the connected street network described by the growth concept map and small area plans.
- Establish performance standards. Complete streets are also about drawing a return on investments, including attracting new development or redevelopment, enhancing mobility for all users, and creating a better environment for users. Tracking data on pedestrian and bicycle counts, measuring building activity, and surveying business owners are examples of ways to measure how a street is performing.
- Include specific implementation steps. The implementation of complete streets can occur through regular maintenance and/or major capital improvement projects. Property owners can also contribute to construction of complete streets when redeveloping a site. Guidelines should also consider materials and maintenance issues.

PEOPLE-FRIENDLY PLACES

THE CENTERS AND CORRIDORS ENVISIONED IN IMAGINE AUSTIN ARE PEOPLE-FRIENDLY PLACES.
WE CAN CREATE SPECIAL PLACES BY FOLLOWING IMPORTANT PLANNING AND DESIGN PRINCIPLES.

We know a people-friendly place when we are there. It attracts us to live, work, shop, play and gather. Such uses include retail, offices, recreation/parks, entertainment, services and housing. The scale and design of the buildings must be people-oriented where buildings are designed to offer an inviting appearance to passerby.

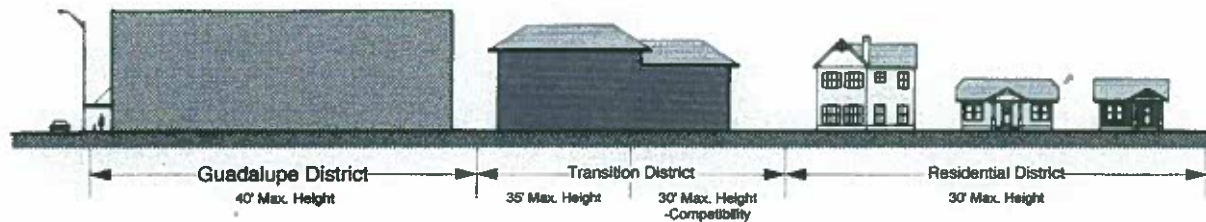
These places must be accessible and safe for pedestrians and well connected by streets, sidewalks, bike lanes, and transit.





Good gathering places such as plazas, parks, courtyard and wide sidewalks are people-friendly. Outdoor seating allows people to rest or socialize with others. Shade trees, umbrellas and awnings help to keep the rain and sun off of people.

While it is important to design attractive fronts of buildings and the space in between where people gather is paramount, it is also important that these buildings achieve a harmonious relationship with any adjacent neighborhood that enhances both the corridor and the neighborhood. Transitioning uses and designs as well as appropriate connections such as sidewalks and streets will create successful transitions.



McGraw Hill Construction
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W. 37th

HOUSING AND NEIGHBORHOODS

Complete Community Matrix

LIVABLE

- Healthy & Safe Communities
- Housing Diversity & Affordability
- Access to Community Amenities
- Quality Design / Distinctive Character
- Preservation of Crucial Resources

NATURAL AND SUSTAINABLE

- Sustainable, Compact, and Walkable Development
- Resource Conservation/Efficiency
- Extensive Green Infrastructure

CREATIVE

- Vibrant Cultural Events/Programs
- Support for Arts/Cultural Activities

EDUCATED

- Learning Opportunities for All Ages
- Community Partnerships with Schools
- Relationships with Higher Learning

PROSPEROUS

- Diverse Business Opportunities
- Technological Innovation
- Education/Skills Development

MOBILE AND INTERCONNECTED

- Range of Transportation Options
- Multimodal Connectivity
- Accessible Community Centers

VALUES AND RESPECTS PEOPLE

- Access to Community Services
- Employment & Housing Options
- Community/Civic Engagement
- Responsive/Accountable Government

Austin is a city of diverse neighborhoods that contribute to our community's character and our residents' quality of life. While these neighborhoods offer a mix of housing, single-family houses are the most common. The city has lower rates of homeownership than most other Texas cities. In addition, housing affordability is a major issue in Austin. Over the last ten years, median housing costs have risen by 85 percent, while household incomes have remained stagnant or declined. Centrally located neighborhoods in east and south Austin have experienced reinvestment that has also led to increasing housing costs and has resulted in renters and some long-time residents having to move to more affordable neighborhoods. Consistent with other goals in the plan, preserving a wide range of affordability is essential to preserving the character of neighborhoods.

National demographic trends and housing preferences could significantly impact the local housing market and affect the provision of public and health services. An increasing number of "Generation Y" or "Millennials"—born between 1980 and 1995—are entering the housing market. This group has demonstrated a demand for more urban lifestyles. In addition, the growing number of "Baby Boomers"—born between 1946 and 1964—retiring and downsizing their homes will also affect housing and social service needs.

In 1997, the City initiated the neighborhood planning program to protect, enhance, and ensure the stability of neighborhoods—mostly located in the urban core. Currently, 48 neighborhood planning areas have completed the planning process and have adopted neighborhood plans (see Appendix D). Challenges and opportunities unique to individual neighborhoods are met through the neighborhood planning process.

FROM THE VISION STATEMENT - AUSTIN IS LIVABLE:

One of Austin's foundations is its safe, well-maintained, stable, and attractive neighborhoods and places whose character and history are preserved. Economically mixed and diverse neighborhoods across all parts of the city have a range of affordable housing options. All residents have a variety of urban, suburban, and semi-rural lifestyle choices with access to quality schools, libraries, parks and recreation, health and human services, and other outstanding public facilities and services.

KEY ISSUES AND TRENDS:

- Austin's population is projected to almost double over the next 30 years requiring new and redeveloped housing to accommodate the City's growing population.
- Austin still has strong patterns of racial, ethnic, and income segregation.
- Median housing and transportation costs are higher in Austin than most Texas cities.
- As the housing market has become more expensive, the location of affordable housing units has shifted to increasingly distant suburban areas, leading to more expensive transportation costs.
- Austin is a majority renter city, due in large part to the high number of college students, recent graduates, and an overall younger population.
- Higher housing costs and slower-growing incomes may prompt more families to rent rather than purchase a home.
- High demand for rental units translates into demand for housing types other than single-family detached houses.
- Infill development may be used to meet the growing demand for higher-density, closer-in affordable housing.

Austin must provide a range of energy and resource-efficient housing options and prices in all parts of the City to sustainably meet the housing needs of all segments of our diverse population. In addition, we need to sustain distinct, stable, and attractive neighborhoods that preserve and reinforce the livability, character, and special sense of place in Austin.

Key Challenges for the Future

- Fostering mixed-use, mixed-income neighborhoods with a range of housing and transportation choices for our diverse population, community services, facilities, and amenities, in which Austinites can afford to live.
- Maintaining the unique and diverse character of Austin's neighborhoods, while meeting the market demands for close-in housing.
- Balancing new and redevelopment in lower-income neighborhoods while maintaining the essential character of those neighborhoods.
- Making existing automobile-oriented neighborhoods more pedestrian and bicycle-friendly.
- Developing regulations that create better and context-specific transitions between more intense housing, commercial and office uses, and mixed-use development and adjacent, established neighborhoods.
- Encouraging the preservation of affordable housing in neighborhoods across the city, and in activity centers and corridors.
- Increasing the diversity of housing choices to reflect the needs of all types of households.
- Improve student stability by preserving existing affordable housing and increasing access to new affordable housing.
- Addressing the housing needs for the homeless and those who are about to become homeless.

HOUSING POLICIES

H P1. Distribute a variety of housing types throughout the City to expand the choices available to meet the financial and lifestyle needs of Austin's diverse population.

(See also LUT P5, CFE P2)

H P2. Expand the availability of affordable housing throughout Austin by preserving existing affordable housing, including housing for very low-income persons.

H P3. Increase the availability of affordable housing, including housing for very low-income persons, through new and innovative funding mechanisms, such as public/private partnerships. (See also HHS P5, CFE P3, ACC P10)

H P4. Connect housing to jobs, child care, schools, retail, and other amenities and services needed on a daily basis, by strategies such as:

- directing housing and employment growth to sites appropriate for Transit Oriented Development and
- coordinating and planning for housing near public transportation networks and employment centers to reduce household transportation costs and vehicle miles traveled. (See also LUT P3, LUT P6, ACC P9, ACC P10)

H P5. Promote a diversity of land uses throughout Austin to allow a variety of housing types including rental and ownership opportunities for singles, families with and without children, seniors, persons with disabilities, and multi-generational families. (See also LUT P5)

H P6. Address accessibility issues and other housing barriers to persons with disabilities or special needs. (See also LUT P9)

H P7. Reuse former brownfields, greyfields (previously developed properties such as strip centers or malls that are not contaminated) and vacant building sites to reduce negative impacts of vacancy and provide new mixed-use and/or housing options. (See also LUT P7)

H P8. Encourage green practices in housing construction and rehabilitation that support durable, healthy, and energy-efficient homes. (See also CER P9, WPD P9, EN P2)

H P9. Renovate the existing housing stock to reduce utility and maintenance costs for owners and occupants, conserving energy, and reducing greenhouse gas emissions

BEST PRACTICE: PRESERVING AFFORDABLE HOUSING NEAR TRANSIT STATIONS | DENVER, COLORADO

Denver is in the process of a major transit expansion that will usher in new light rail, bus rapid transit, and transit stations. Housing and transportation costs are high in the region and residents are willing to pay more to live close to transit stations, resulting in higher rents and home values. To specifically combat rising housing prices near transit, the City of Denver is working with public/private partners to create a Transit Oriented Development Fund with a goal of building or preserving more than 1,000 affordable units. In a recent success, the redevelopment of South Lincoln Homes (located across from an existing light rail station) will triple the number of affordable units on site and add amenities for residents.

Reference: Reconnecting America: Preserving Affordable Housing Near Transit. Enterprise. 2010; Image Credit: Denver Housing Authority



BEST PRACTICE: COMMUNITY LAND TRUST | WASHINGTON D.C.

A Community Land Trust is a private nonprofit corporation created to acquire and hold land for the benefit of a community and provide secure affordable access to land and housing for community residents.

The New Columbio Community Land Trust, Inc. is a community-based land acquisition, housing development and community education organization. The Land Trust serves as housing development coordinator/consultant to tenant groups seeking to exercise their "first-right-to-purchase" single-family or multi-family buildings when their landlords put them up for sale. In addition to a ground lease, the Land Trust provides tenant organization support, project feasibility, financial packaging and loan applications, architect and contractor selection, construction monitoring, and permanent financing and close-out.

Reference: <http://www.cdsc.org/ncclt/>

NEIGHBORHOODS POLICIES

N P1. Create complete neighborhoods across Austin that have a mix of housing types and land uses, affordable housing and transportation options, and access to schools, retail, employment, community services, and parks and recreation options. (See also UD P4, RO P3)

N P2. Protect neighborhood character by directing growth to areas of change and ensuring context sensitive infill in such locations as designated redevelopment areas, corridors, and infill sites.

N P3. Identify and assess the infrastructure needs of older neighborhoods and provide for improvements needed to maintain their sustainability.

N P4. Strengthen Austin's neighborhoods by connecting to other neighborhoods, quality schools, parks, environmental features, and other community-serving uses that are accessible by transit, walking, and bicycling. (See also LUT P14)

N P5. Strengthen planning processes by recognizing that the Comprehensive Plan and small-area plans, such as neighborhood plans, corridor plans, and station area plans, need to respect, inform, and draw from each other.

N P6. Protecting neighborhood character by providing opportunities for existing residents who are struggling with rising housing costs to continue living in their existing neighborhoods.

In 2039, I would like Austin to be "a city with many small neighborhoods, each having a distinct, preserved character, that are affordable."

Community Forum Series #1 Participant responding to the question "How has the city improved by 2039?"

I would like to see "self sufficient neighborhood sustainability: mixed use throughout neighborhoods (walk to food/produce, daily needs, parks, everywhere)."

Community Forum Series #1 Participant



Image: City of Austin

BEST PRACTICE: "THE WORLD'S GREEN-EST NEIGHBORHOOD": SUSTAINABLE DESIGN AT DOCKSIDE GREEN | VICTORIA, BRITISH COLUMBIA

Built on the waterfront sites of a former paint factory and shipyard, Dockside Green is a 1.3 million sf mixed-use development project that embodies best practices in sustainable design. At completion, Dockside Green will have approximately 2,500 residents, office and retail space, a central greenway and creek, and a waterfront park. The design promotes walkability and transit use, but its use of "green building" techniques and low impact design are its most notable features. Dockside Green is constructed of renewable, eco-friendly materials, and aims to reduce its energy footprint through an on-site sewage treatment plant and greywater reuse program, an on-site plant that uses local wood waste to generate heat and hot water, wind turbines, solar panels, green roofs, water- and energy-efficient appliances, and real-time unit energy meters that can be adjusted remotely. Other features include bioretention facilities, pervious paving, and innovative stormwater controls.

Named one of the top ten "green building" projects in 2009, the development has the distinction of achieving the world's highest LEED Platinum scores and becoming the first LEED ND Platinum project.

Reference: <http://www.theatlantic.com>; Image Credit: Jay Scratch, Flickr, Creative Commons License



ECONOMY

Complete Community Matrix

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 - Access to Community Amenities
- Quality Design / Distinctive Character
 - Preservation of Crucial Resources

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VALUES AND RESPECTS PEOPLE

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- Employment & Housing Options
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Austin's economy has grown substantially over the last twenty years. Between 1990 and 2010 the city's labor force increased by over 50 percent – more than twice the national rate. Despite strong population growth, Austin has maintained relatively low levels of unemployment due to strong business and job creation. Business formation has been particularly strong over the last decade, in part due to the City's entrepreneurial spirit and Texas' business-friendly economic environment. While Austin is home to many large, national and international employers, it is also home to a large number of small and local businesses that contribute both to our economic strength and the cultural vitality of area. In 2008, nearly 72 percent of business establishments in the Austin region had fewer than 10 employees.

Technology, medical, and institutional uses such as higher education and government form the base of Austin's economy. In recent years, the proportion of health care, management, arts, entertainment, and food service jobs have increased. In addition, Austin's technology sector has diversified and job growth is expected in high-tech computer and software employment, medicine and medical research, life sciences, clean energy, creative and technology industries, data centers, and professional services. The percentage of workers with college degrees continues to rise and is significantly higher than the rate for Texas.

As described in core principles for action (Chapter 1), Austin must harness its strong economy to expand opportunity and social equity to all residents. The city must build a vibrant, resilient, and diverse economy that celebrates innovation and creativity; provides equitable opportunities for people; and protects the environment. Sustainability includes not only environmental stewardship and social equity, but also economic prosperity for Austin residents and businesses.

KEY ISSUES AND TRENDS:

- Between 1990 and 2010, Austin's labor force increased by over 50 percent – more than twice the national rate.
- New retail and office development in surrounding communities is reducing Austin's share of those markets.
- Austin's highly-educated workforce makes the city attractive to high-growth companies seeking to relocate or establish operations in the Austin area.
- Austin continues to create professional and skilled service jobs. However, access to these jobs is limited for many minority groups and individuals with lower educational attainment.
- Austin's creative industries are a key to continued growth.
- Austin's lower wages (relative to other major U.S. cities) creates an impediment to attracting talented workers.
- Entrepreneurship and the ability of existing businesses to adapt to new technologies will continue to drive Austin's economy.
- Austin's natural beauty and climate is critical to the city's attractiveness for business and employees as we compete as a global city.
- Adapting to climate change impacts, such as increased summer temperatures and extended drought, that impose threats to Austin's economic competitiveness.

KEY CHALLENGES FOR THE FUTURE

- Sustaining Austin's position as the economic hub of the Central Texas region.
- Ensuring that new employment growth can be accommodated in mixed-use centers and corridors and other areas well-served by transit.
- Attracting and developing experienced, higher-level talent in high-growth industries.
- Working with educational institutions and business leaders to expand job training opportunities in areas such as business management, entrepreneurship, and health services to meet expected local industry demands and community needs.
- Creating well-paid jobs in the clean energy industry particularly in solar manufacturing and installation, energy services companies, and green building.
- Reducing the number of obstacles facing local and small creative businesses, such as the availability of physical space for industry and business incubation, affordable commercial rents, education and training, health care and housing options.
- Preserving small businesses that may be adversely affected by new development.
- Encouraging and supporting the stability and growth of local business to sustain our homegrown business community.
- Expanding Austin's economic base by positioning the city as world class medical research and technology center by establishing a medical school and residency programs.
- Increasing the amount of well paying jobs to allow more people to live and work in Austin in the face of rising costs.
- Preserving Austin's quality of life and expanding its image to more fully embrace its diversity of people, experiences, and opportunities.



Image: City of Austin



FROM THE VISION STATEMENT - AUSTIN IS PROSPEROUS:

Austin's prosperity exists because of the overall health, vitality, and sustainability of the city as a whole—including the skills, hard work, and qualities of our citizens, the stewardship of our natural resources, and developing conditions that foster both local businesses and large institutions. Development carefully balances the needs of differing land uses with improved transportation to ensure that growth is both fiscally sound and environmentally sustainable.

In 2039, "my grandchildren can remain in Austin with good, well paying jobs."

Community Forum Series #1
Participant responding to the question "How has the city improved by 2039?"

Image: City of Austin

**BEST PRACTICE: TARGETED
BUSINESS GROWTH | ASHEVILLE, NORTH
CAROLINA**

Greater Asheville, NC established AshevilleHUB as a means to diversify its economy and introduce a new source of employment by focusing attention on the region's economic needs and assets.

Asheville capitalized on its strengths in government, business, academia, and the arts to target climate studies and the growing weather prediction industry, such as global information systems experts, meteorologists, air quality technicians, botanists, and digital media specialists. As a result of this initiative, Asheville is now home to the National Climatic Data Center, the National Environmental Modeling and Analysis Center and the Renaissance Computing Institute, the U.S. Forest Service's Southern Research Station, and the Air Force Combat Climatology Center.

In addition to the quality jobs emerging from the climate initiative, the industry has invested in telecommunications infrastructure necessary to process data emanating from high speed satellite feeds securely and reliably.

Reference: <http://www.ashevillehub.com/>

ECONOMIC POLICIES

EC P1. Promote and measure business entrepreneurship, innovation and a culture of creativity. (See also ACC P1)

EC P2. Implement policies that create, nurture, and retain small and local businesses and minority and women owned business. (See also ACC P1, ACC P2)

EC P3. Build on the Austin metropolitan area's position as a leader in global trade.

EC P4. Continue to strengthen partnerships among Chambers of Commerce, state and local governments, and major employers and leverage incentives to attract and retain major employers. (See also ECO P4, CER P18)

EC P5. Enhance Austin's draw as a premier national and international tourist destination by strengthening and diversifying the arts and entertainment offerings, enhancing natural resources, and expanding the availability of family-friendly events and venues. (See also ACC P1, ACC P7, HP P1)

EC P6. Encourage and support innovation and creativity through flexible city policies addressing online and digital media and directed at specific geographic areas through maintenance and improvement of physical infrastructure and adaptive reuse of buildings, so that small and local businesses can thrive in both actual and virtual reality. (See also ACC P8, ACC P15)

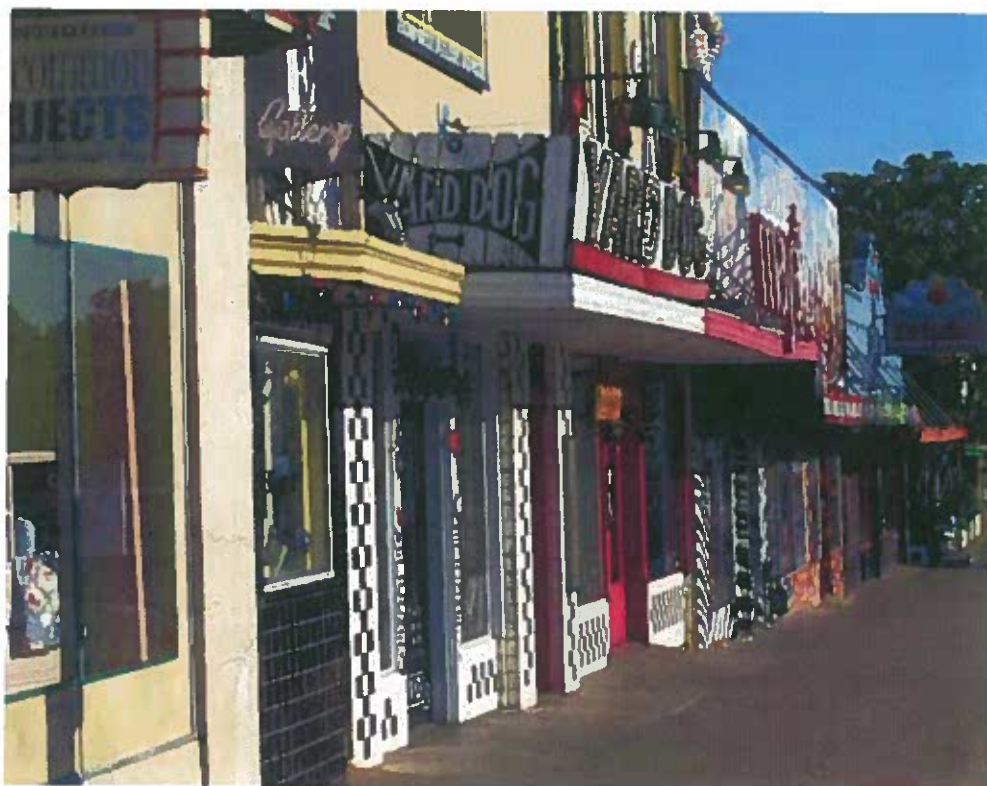


Image: City of Austin

EC P7. Promote Downtown as the premier business district in the region and expand the presence of global finance and trade.

EC P8. Invest in, construct, and expand major multi-cultural facilities in Austin's Downtown.

EC P9. Establish a medical school and residency programs to spur medical and life science technology investments and meet the region's growing needs for healthcare.

EC P10. Cluster or co-locate high schools, vocational schools, colleges or universities near employment centers, such as healthcare facilities, biotech and green technology facilities, to better connect students to potential employment opportunities.

(See also LUT P12, CFE P5, CFE P7)

EC P11. Expand the educational offerings and establish cooperative partnerships between Austin Community College, the University of Texas, and other institutions of higher learning to retain students and support target industries' education and training requirements.

(See also LUT P12, CFE P5, CFE P7)

EC P12. Engage major employers and institutions of higher education to provide leadership in meeting the needs of chronic unemployed and underemployed residents, such as people with disabilities, and former clients of the criminal justice or foster care systems.

EC P13. Promote "start-up districts" where new businesses benefit from locating near transportation infrastructure, services, suppliers, mentors, and affordable support facilities. (See also ACC P9)

EC P14. Improve regional transportation planning and financing for infrastructure, such as air, rail, and roads, to ensure the reliable movement of goods and people.

EC P15. Invest in sustainable, affordable utility sources (communications, power, water, wastewater) to meet the needs of increasing population and employment bases. (See also EN P1, EN P4)

EC P16. Expand connectivity within the Texas Triangle (Dallas/Fort Worth, Austin, San Antonio, and Houston) in order to facilitate movement of ideas, goods, and people for economic prosperity.

(See also LUT P17, LUT P18, LUT P19, LUT P23)

EC 17. Invest in the region's people through long-term job training for living wage jobs.

BEST PRACTICE: SMALL BUSINESS / START-UP INCUBATOR | SANTA FE, NEW MEXICO

The Santa Fe Business Incubator is a not-for-profit economic development organization and an entrepreneurial leader that provides a supportive environment for growing a business in a wide range of industries. It offers office, lab and light manufacturing space with affordable short-term leases, plus onsite business workshops and seminars, and access to the skill and support of its professional staff and experienced business advisors from the community.

Client companies receive exposure to best practices and enhanced financial networks, leading to faster growth and greater business success. Participants benefit from shared services and facilities, minimizing overhead costs and allowing valuable start-up capital to be used for expansion. Since the Santa Fe Business Incubator opened its doors in 1997, it has helped launch and grow over 70 businesses.

Reference: <http://www.sfbincubator.net/>; Image Credit: Santa Fe Business Incubator



"By promoting local business and encouraging innovation within the city we should strive to remain a highly desirable city."

Community Forum Series #1 Participant

CONSERVATION AND ENVIRONMENT

Complete Community Matrix

LIVABLE

- Healthy & Safe Communities
- Housing Diversity & Affordability
- Access to Community Amenities
- Quality Design / Distinctive Character
- Preservation of Crucial Resources

MOBILE AND INTERCONNECTED

- Range of Transportation Options
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CREATIVE

- Vibrant Cultural Events/Programs
- Support for Arts/Cultural Activities

NATURAL AND SUSTAINABLE

- Sustainable Development Patterns
- Resource Conservation/Efficiency
- Extensive Green Infrastructure

Austin is "a city that is environmentally healthy, that protects and acknowledges its land's limits."

Community Forum Series #1
Participant

As one of the fastest growing regions in the U.S., a major challenge facing Austin and Central Texas is the protection of the region's environmental resources, particularly watersheds, waterways, water supply, air quality, open space, and urban tree canopy. These resources perform essential functions and provide vital benefits to the City and its residents. As development continues in or near environmentally sensitive areas, ongoing mitigation, preservation, and conservation efforts will be required.

Austin is located along the Colorado River, where it crosses the Balcones Escarpment, an area notable for its diversity of terrain, soils, habitats, plants, and animals. Austin and the region are known for the Colorado River, the Highland Lakes system, and creeks such as Bull Creek, Barton Creek, and Onion Creek. In addition, Barton Springs, the fourth largest spring in Texas, discharges an average of 27 million gallons of water a day from the Barton Springs Segment of the Edwards Aquifer. The springs feed Barton Springs Pool, one of the most popular and visited natural attractions in Central Texas.

Austin must conserve, protect, and support our natural resource systems by developing and adopting better practices for long-term stewardship of Austin's environment.

FROM THE VISION STATEMENT - AUSTIN IS NATURAL AND SUSTAINABLE:

Austin is a green city. We are environmentally aware and ensure the long-term health and quality of our community through responsible resource use as citizens at the local, regional, and global level. Growth and infrastructure systems are well-managed to respect the limitations of our natural resources.

KEY ISSUES AND TRENDS:

- The Colorado River provides the majority of Austin's water supply. The City has contracts to meet demand at least through 2050.
- The Edwards Aquifer, one of the most important and sensitive aquifers in Texas, feeds a number of springs in Austin, including Barton Springs and its pool. The aquifer underlies approximately 42 percent of the city's land area.
- Austin has a Drinking Water Protection Zone regulation for watersheds that drain to Lake Travis, Lake Austin, Lady Bird Lake, and Barton Springs.
- Central Texas is in compliance with all federal air quality standards. However, the region is in danger of exceeding ground-level ozone due to stricter federal standards.
- Farmland in Travis County decreased by 12 percent between 2002 and 2007 due to urbanization and farmland being taken out of production.
- In 2006, Austin's tree canopy cover was estimated at 30 percent of its total land area.
- The City is engaged in several programs to preserve sensitive lands, including purchasing land for water quality protection.
- In 2007, the City passed the Austin Climate Protection Plan resolution, committing the City of Austin to national leadership in the fight against global warming.
- Regional cooperation is needed to more completely implement climate change solutions.

KEY CHALLENGES FOR THE FUTURE

- Protecting Austin's watersheds, waterways, and water supply within Central Texas, one of the fastest growing regions in the country.
- Reducing the impact of development in environmentally sensitive watershed areas, particularly in areas affecting Barton Springs and the Edwards Aquifer.
- Improving regional planning and coordination to provide adequate water-related infrastructure and protect environmentally sensitive areas.
- Reducing the impact of development on creeks and water courses, mostly east of IH 35, prone to erosion and characterized with large flood plains.
- Monitoring and increasing Austin's tree canopy as urbanization occurs.
- Slowing the rate of farmland loss and protecting valuable agricultural land from development.
- Balancing growth and protection of our natural resources to create a future that is sustainable.
- Preserving land with sensitive environmental features and plant and animal habitat from development.



Image: City of Austin

CONSERVATION AND ENVIRONMENT POLICIES

CE P1. Permanently preserve areas of the greatest environmental and agricultural value.

CE P2. Conserve Austin's natural resources systems by limiting development in sensitive environmental areas that include Edwards Aquifer and its contributing and recharge zones and endangered species habitat). (See also H P6, RO P6, HP P7, HP P8)

CE P3. Expand the city's green infrastructure network to include such elements as preserves and parks, trails, stream corridors, green streets, greenways, and agricultural lands. (See also UD P6, RO P8)

CE P4. Maintain and increase Austin's urban forest as a key component of the green infrastructure network. (See also UD P6)

CE P5. Expand regional programs and planning for the purchase of conservation easements and open space for aquifer protection, stream and water quality protection, wildlife habitat conservation, as well as sustainable agriculture.

CE P6. Enhance the protection of creeks and flood plains to preserve environmentally and other sensitive areas and improve the quality of water entering the Colorado River through regional planning and improved coordination. (See also WPD P6, WPD P7, WPD P8, WPD P10, WPD P11, WPD P13)

CE P7. Protect and improve the water quality of the City's creeks, lakes, and aquifers for use and the support of aquatic life. (See also WPD P8, WPD P10, WPD P11, WPD P13, WPD P14)

BEST PRACTICE: URBAN FORESTRY | MINNEAPOLIS, MINNESOTA

Starting in 2004, the far reaching City of Minneapolis Urban Forest Policy coordinates efforts between multiple city departments, other governmental bodies, and the private sector. The purpose of the policy is "to preserve, protect, and improve the health and general welfare of the public by promoting the public benefit of saving, maintaining, and planting trees." This policy is further reflected in the city's comprehensive plan, the Minneapolis Plan, which emphasizes the importance of trees "to the quality of air, water, neighborhoods, and public spaces." The policy directed changes to tree planting and care standards and directed regulatory changes relating to the care and maintenance of trees during construction and development.

Reference: <http://www.ci.minneapolis.mn.us/sustainability/grants/conopy/index.htm>



Image: City of Austin

**BEST PRACTICE: URBAN
AGRICULTURE GREENSGROW
FARMS | PHILADELPHIA,
PENNSYLVANIA**

Greensgrow Farms is located in Philadelphia's New Kensington neighborhood on a previously vacant lot. In the summer of 1998, the owners transformed the former galvanized steel plant and Environmental Protection Agency clean-up site into a three-quarter-acre specialty hydroponic lettuce farm. The business now produces a range of vegetables and flowers and supports a retail center for organic food and live plants. The business is profitable and provides employment opportunities for six seasonal employees and five full-time employees.

Reference: www.greengrow.org
Image Credit: Greensgrow Farms



CE P8. Improve the urban environment by fostering safe public uses of waterways for public recreation activities such as swimming and boating that maintains the natural and traditional character of the waterway and floodplain). (See also RO P7)

CE P9. Reduce the carbon footprint of the City and its residents by implementing Austin's Climate Protection Plan and develop strategies to adapt to the projected impacts of climate change. (See also H P6, EN P2, EN P3, EN P4, PB P5)

CE P10. Improve the air quality and reduce greenhouse gas emissions resulting from vehicle use, traffic and congestion, industrial sources, and waste. (See also LUT P14, LUT P15, LUT P16, LUT P23, ECO P15, RO P3, HHS P3, CFE P15)

CE P11. Integrate development with the natural environment through green building and site planning practices such as tree preservation and reduced impervious coverage and regulations. Ensure new development provides necessary and adequate infrastructure improvements. (See also UD P6, EN P2, EN P3, EN P4)

CE P12. Adopt innovative programs, practices, and technologies to increase environmental quality and sustainability and reduce Austin's carbon footprint through the conservation of natural resources. (See also WPD P9)

CE P13. Incent, develop, and expand the market for local and sustainable food, which includes such activities as farming, ranching, and food processing. (See also HHS P6, HHS P7)

CE P14. Establish policies that consider the benefits provided by natural ecosystems, such as ecological processes or functions in places such as wetlands and riparian areas that have value to individuals or society.

CE P15. Reduce the overall disposal of solid waste and increase reuse and recycling to conserve environmental resources. (See also SW P1, SW P2, SW P3, SW P5, SW P6)

CE P16. Expand and improve regional collaboration and coordination in preserving Central Texas' natural environment. (See also LUT P2)

"The City in 2039 has made choices that protect the water (aquifer) trees, food, natural resources, land development and the City is living within its means (GREEN!!) in regards to nonrenewable & renewable resources and safeguards sensitive areas for infrastructure or building..."

Community Forum Series #1 Participant responding to the question "How has the city improved by 2039?"

Fig. 4.8 - AGRICULTURAL RESOURCES

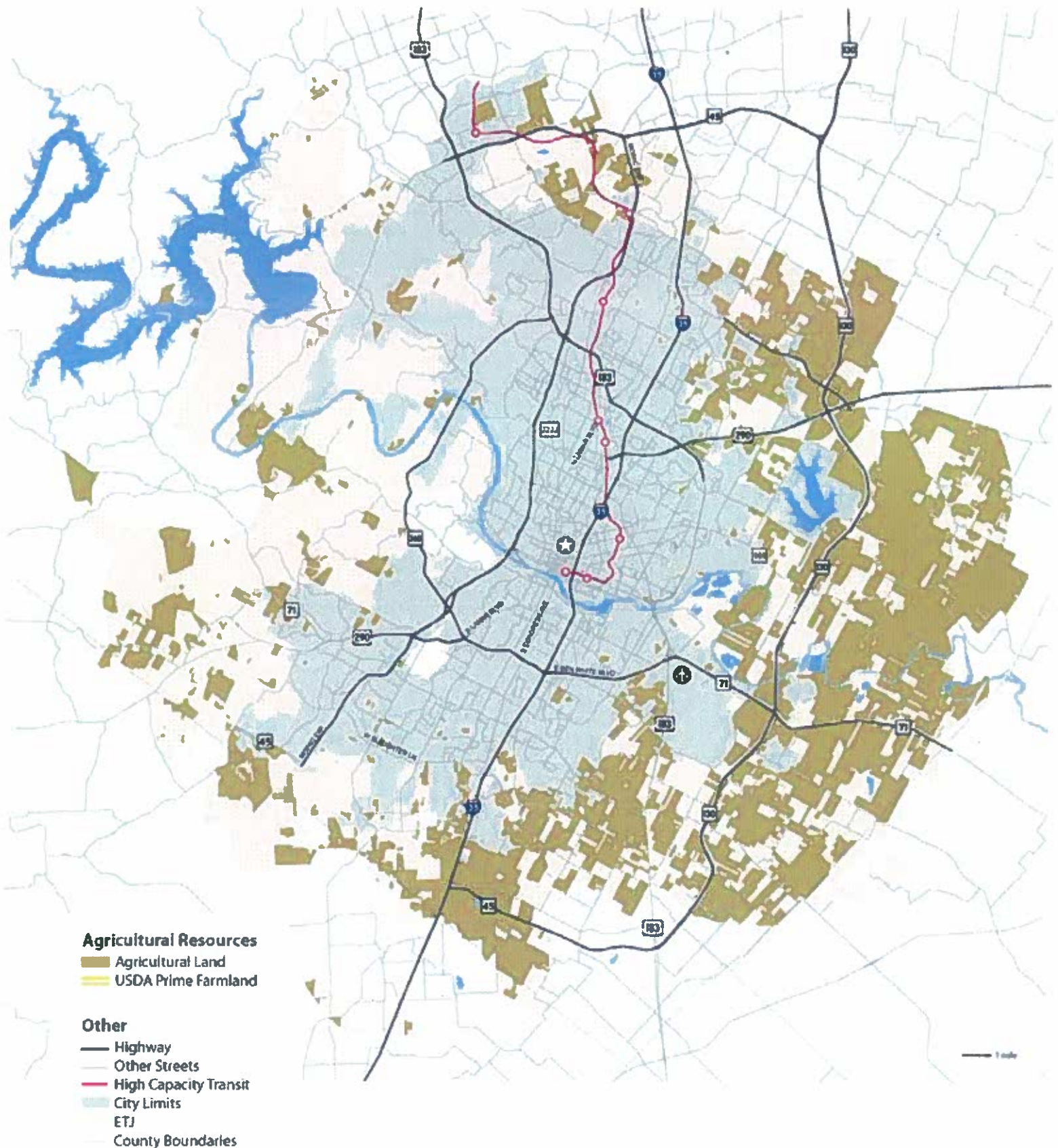


Fig. 4.9 - SPECIES HABITAT

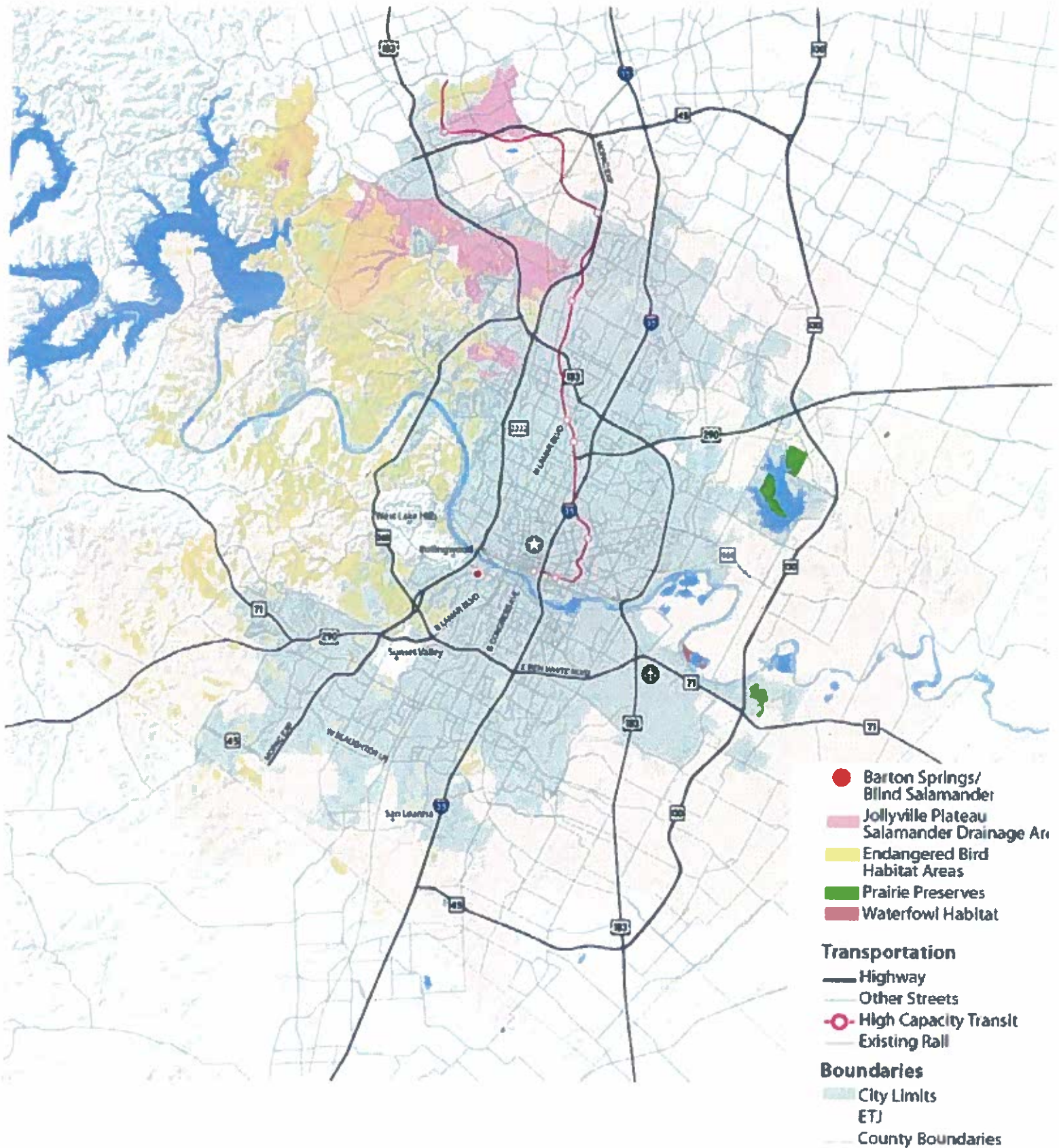
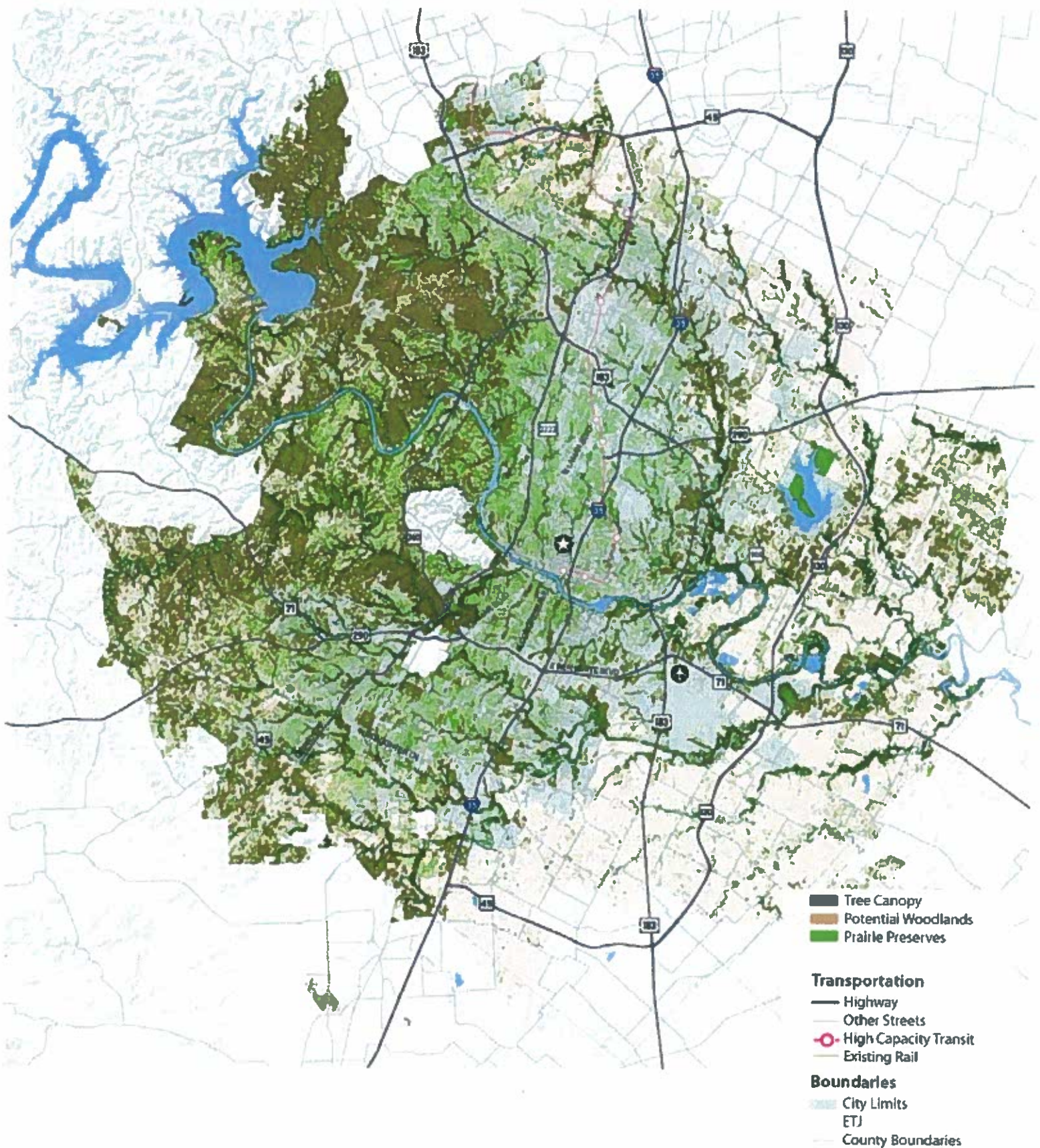


Fig. 4.10 - TREE CANOPY AND RESTORATION AREAS



CITY FACILITIES AND SERVICES

Complete Community Matrix

LIVABLE

- Healthy & Safe Communities
- Housing Diversity & Affordability
- Access to Community Amenities
- Quality Design / Distinctive Character
- Preservation of Crucial Resources

MOBILE AND INTERCONNECTED

- Range of Transportation Options
- Multimodal Connectivity
- Accessible Community Centers

VALUES AND RESPECTS PEOPLE

- Access to Community Services
- Employment & Housing Options
- Community/Civic Engagement
- Responsive/Accountable Government

PROSPEROUS

- Diverse Business Opportunities
- Technological Innovation
- Education/Skills Development

EDUCATED

- Learning Opportunities for All Ages
- Community Partnerships with Schools
- Relationships with Higher Learning

CREATIVE

- Vibrant Cultural Events/Programs
- Support for Arts/Cultural Activities

NATURAL AND SUSTAINABLE

- Sustainable Development Patterns
- Resource Conservation/Efficiency
- Extensive Green Infrastructure

City facilities and services include the infrastructure and services that underlie day-to-day life in Austin. They create and convey many of the necessities of modern life—electricity, transportation, solid waste collection, wastewater, drainage, and drinking water—and help define and shape our city. These also include public safety, health and other services, and recreational opportunities for Austin's residents.

The City of Austin is comprised of 30 departments and about 12,000 employees that provide direct services to residents and other departments. In addition to typical municipal services (such as police, fire, emergency, parks, libraries, solid waste, and streets), Austin also operates an electric utility (Austin Energy), a water/wastewater utility (Austin Water Utility), the Palmer Events Center and the Neal Kocurek Memorial Austin Convention Center, and the Austin-Bergstrom International Airport.

Potable Water, Wastewater, Solid Waste, and Drainage

In 2008, Austin Water Utility managed water and wastewater service connections, serving an overall population of approximately 895,000 people. Austin Water's total operating costs for fiscal year 2009 was approximately \$400 million. In addition, Austin Water Utility manages the City's wildlands conservation, water conservation and water reclamation programs and operates the Center for Environmental Research at Hornsby Bend.

Austin Resource Recovery is responsible for citywide litter abatement and collection of discarded materials. In addition to providing weekly garbage and yard trimmings collection services, the City offers bi-weekly curbside recycling to its customers. Austin Resource Recovery's annual operating costs are approximately \$66 million. Its primary source of revenue is residential solid waste collection fees.

KEY ISSUES AND TRENDS:

- Continued suburban sprawl can strain the city's public safety budget, as more development on the city's fringes will require additional police and fire stations to ensure adequate response times.
- Low-density, suburban development will require costly water and sewer infrastructure extensions.
- Despite the fact that the city has an above-average amount of parkland, more attention needs to be paid to creating smaller parks that are within walking distance of residential neighborhoods. The absence of these smaller parks means that many areas of the city are not adequately served by the park system.
- Austin is a regional leader in conservation strategies, but must be proactive in planning for supplying water and other municipal services to its rapidly-growing population.
- More residents and businesses need to recycle to reduce the amount of solid waste deposited in regional landfills.
- The City of Austin's Municipal Climate Action Program requires all departments to reduce greenhouse gas emissions from operations and facilities.

Austin Resource Recovery serves approximately 164,000 residential customers, 235,000 anti-litter customers, and 2,600 commercial customers, who account for approximately 25% of all materials discarded in Austin each year.

The Watershed Protection Department is responsible for the operation and maintenance of the municipal storm water conveyance systems for the City. This includes the area's natural water resources, which are a source of community pride, drinking water, recreational opportunities, attractive views, and support for the region's green infrastructure. Watershed Protection maintains more than 900 miles of storm drainpipe, ranging in size from as small as six inches in diameter to the Little Shoal Creek Tunnel, which is a 10-foot concrete arch. In addition to minor channels and ditches, the system includes over 29,000 storm drain inlets, 3,200 manholes, 4,500 outfalls, 9,000 culverts, and 4,000 ditches. This system is intended to efficiently convey stormwater flows to the primary drainage system in Austin—its creeks. When the secondary drainage system is inadequate, localized flooding usually occurs.

Energy

Austin Energy serves 388,000 customers (with a population of more than 900,000), including several communities outside of Austin's city limits. In 2008, it had approximately 2,760 megawatts of generation capacity, including generation from coal, nuclear, natural gas, wind, solar, and landfill methane. From 1982 to 2003, Austin Energy's conservation, efficiency, and load-shifting programs reduced peak demand by 600 MW. Since 2004, the utility has been working on a goal to reduce peak demand by an additional 700 MW by 2020.

Austin Energy maintains over 5,000 miles of overhead primary and secondary power lines, 4,000 miles of underground primary and secondary lines, and 48 substations.

Public Safety

Austin's public safety departments operate as three separate services: police, fire, and emergency medical services (jointly funded by the City of Austin and Travis County). The three services maintain more than 70 stations throughout the Austin and Travis and employ more than 3,700 employees.

Public Buildings and Facilities

Municipal functions are distributed across the City, but the majority of the City's administrative functions operate from either City Hall or One Texas Center. Austin's building inventory includes approximately 250 facilities, both owned and leased, such as offices, libraries, recreation centers, fire stations, and service/fleet operating facilities.

The Austin Public Library System has 20 branch libraries, the John Henry Faulk Central Library, and the Austin History Center. Together, Austin Public Libraries received more than 3.2 million visits in 2007-08. Austin libraries provide many residents their primary access to the internet; in 2007-08, 900,000 computer users logged in at a library. In 2006, voters approved bonds for a new 250,000 square foot central library that is scheduled to open in 2014.

Recreation and Open Space

The City has over 35,000 acres of parks and preserves consisting of metropolitan parks, district parks, neighborhood parks, school parks, pocket parks, greenways, waterways, golf courses, senior activity centers, tennis courts, special parks, and nature preserves. The Austin Parks and Recreation Department is responsible for the management of parks, recreational centers, museums, arts and performance space, a botanical garden, a nature center, and an urban forestry program. The Public Works and Parks and Recreation Departments work together to create an interconnected bicycling, pedestrian and trails network. Parks, trails, and preserves contribute to the city's green infrastructure network. This network includes the natural resource areas described in the Conservation and Environment Building Block that includes such areas as wetlands, woodlands, waterways, conservation lands, forests, farms and ranches, and outdoor recreational areas and trails.

KEY CHALLENGES FOR THE FUTURE

- Continuing to provide high-quality public services to a city that is expanding through suburban development, annexation, and higher-density redevelopment in the urban core.
- Improving the city's resiliency to address the effects of climate change, including hotter, drier seasons and droughts.
- Expanding our commitment to reducing water use through conservation, reclamation, and drought-management programs while identifying and addressing the effects of doing so on revenue and operating expenses.
- Reducing the volume of stormwater runoff and improving the quality of groundwater infiltration.
- Reducing energy consumption to meet the energy efficiency goals set by Austin Energy and the greenhouse gas reduction goals of the Austin Climate Protection Plan.
- Increasing recycling rates from multi-family, commercial, institutional, industrial, and manufacturing waste generators.
- Developing more local recycling and composting facilities with capacity to handle large volumes of discarded materials.

FROM THE VISION STATEMENT - AUSTIN IS LIVABLE:

One of Austin's foundations is its safe, well-maintained, stable, and attractive neighborhoods and places whose character and history are preserved. Economically mixed and diverse neighborhoods across all parts of the city have a range of affordable housing options. All residents have a variety of urban, suburban, and semi-rural lifestyle choices with access to quality schools, libraries, parks and recreation, health and human services, and other outstanding public facilities and services.

The City operates with "efficient, clear, predictable planning goals and processes."

Community Forum Series #1
Participant

In 2039, "Austin has expanded public services and is providing libraries, parks, public education and health services to all its residents. There is plenty of affordable housing..."

Community Forum Series #1
Participant responding to the question "How has the city improved by 2039?"

"All government levels (city, regional, state) and organizations coordinate in an efficient manner."

Community Forum Series #1
Participant

- Adapting to and taking advantage of new technologies in police, fire, and public library services.
- Ensuring public safety facilities have the space and additional land to house staff and equipment in locations that serve existing and new development and minimize response times.
- Providing services to a city with a changing demographic profile. The increase in older and younger Austinites will require additional services oriented to these age groups. The changing ethnic and racial composition of the city will also shift demand for certain services, including an increased need for multilingual communications.
- Providing sufficient funding for maintaining parks and other recreation facilities as the acreage and number of facilities continue to increase.
- Strengthening partnerships between the City of Austin and private organizations, volunteers, and community groups to efficiently provide open space and recreation.
- Preserving environmentally sensitive areas as open space and providing parks within walking distance of all city residents.
- Maintaining existing public infrastructure and facilities such as streets, public buildings, parks, and water, wastewater, and drainage systems while planning for new investments to accommodate future growth and the community's desire for new programs and infrastructure.
- Collaborating with Travis, Williamson, and Hays Counties as well as other partners to address the challenges identified above.

WASTEWATER, POTABLE WATER, AND DRAINAGE POLICIES

WPD P1. Deliver potable water to Austin's residents as the population grows and maintain an efficient and sustainable water and drainage system in support of the growth concept map. (See also LUT P1)

WPD P2. Maintain water, wastewater, and stormwater infrastructure regularly through its useful life and replace aged infrastructure as conditions warrant. Continue to ensure safe and reliable service.

WPD P3. Continue to develop and evaluate decentralized wastewater processing site options, including package plants and satellite facilities, to complement centralized facilities.

WPD P4. Expand efforts to develop diversification of water sources including reuse, conservation, and efficiency measures for long-term and reliability planning.

WPD P5. Plan for and adapt to increased drought, severe weather, and other potential impacts of climate change on the water supply.

WPD P6. Protect the public water supply and the health and safety of users.

(See also LUT P12, CER P6)

WPD P7. Reduce the threats flooding poses to public safety and private property.

(See also CER P6)

WPD P8. Reduce pollution in all creeks from stormwater runoff, overflow, and other non-point sources.* (See also CER P6, CER P7)

WPD P9. Reduce per capita potable water use through conservation, water reclamation, and other water resource stewardship programs. (See also CER P12)

WPD P10. Protect and improve the health of Austin's streams, lakes, and aquifers for sustainable uses and the support of aquatic life. (See also CER P6, CER P7)

WPD P11. Protect the health of creeks and prevent public and private property damage by minimizing erosion. (See also CER P6, CER P7)

WPD P12. Maintain or enhance the existing rate of recharge in the Edward's Aquifer.

WPD P13. Meet or exceed all local, state, and federal permit and regulatory requirements for such processes and programs as Designated Use Support status and the National Flood Insurance Program. (See also CER P6, CER P7)

WPD P14. Integrate erosion, flood, and water quality control measures into all City of Austin capital improvement projects. (See also CER P7)

SOLID WASTE POLICIES

SW P1. Create a regional solid waste management plan that addresses the waste management implications of continued growth in Central Texas. (See also CER P15)

SW P2. Expand waste diversion rates and services:

- o Require recycling at apartment complexes, retail establishments, restaurants, and manufacturers
- o Increase the types of materials that can be added to curbside collection
- o Develop more effective recycling practices for construction and demolition debris
- o Increase composting at homes and businesses
- o Improve recycling of material and food scraps in public spaces, in trash receptacles on city streets, and at public events (See also CER P15)

SW P3. Divert hazardous waste from landfills and increase participation in recycling hazardous materials by developing programs and practices such as on-call door-to-door hazardous waste collection program. (See also CER P15)

SW P4. Divert bulk items such as furniture and other household items from landfills and consider ways to recycle or reuse these materials.

SW P5. Improve awareness and participation in the City's recycling programs through traditional and emerging methods such as large-scale media, social marketing campaigns, and presence at public events. (See also CER P15)

BEST PRACTICE: RECYCLING RATES AND SERVICES | SAN JOSE, CALIFORNIA

San Jose has a reputation for innovation and leadership in recycling. In 2009, the Solid Waste Association of North America awarded the City its 2009 Recycling System Excellence Award for its efforts in diverting nearly 80 percent of apartment waste from landfills through a processing system that removes recyclables and composts organic materials.

San Jose is also working to reduce the amount of construction waste headed to landfills – which can account for 30 percent of total materials. Under the Construction and Demolition Diversion Deposit program, San Jose collects a mandatory deposit, based on square footage and project type, through building permitting. The deposit is fully refundable with proof that construction and demolition materials are being diverted from the project site. Materials can be taken to a certified facility for recycling or re-use/donated.

Reference: www.recycletogether.com, <http://www.sjrecycles.org/construction-demolition/cddd.asp>
Image credit: CityData.com



BEST PRACTICE: FOSTERING SAFE COMMUNITIES CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN PRINCIPLES IN ACTION | HOUSTON, TX

One of the goals of the Go-Neighborhoods program of LISC Houston is to support healthy neighborhood development through livable and safe environments. GO Neighborhood safety team members instructed over forty neighborhood leaders about best practices and principles of Crime Prevention Through Environmental Design. The principles are part of LISC's SafeGrowth training and certification program for community leaders.

The new trainees will analyze problems areas using a safety audit form and work with police, civic organizations, community residents, and property owners to begin applying these principles (such as lighting, access control, "eyes on the street") in their neighborhoods.

Reference: www.go-neighborhoods.org
www.lisc.org

SW P6. Continue to work with the Texas Product Stewardship Council and others to advocate for statewide "extended producer responsibility" initiatives that require manufacturers and retailers to stop using "hard to recycle" and/or toxic products. (See also CER P15)

ENERGY POLICIES

EN P1. Support the growth concept map and provide affordable, reliable electricity to Austin's residents and businesses. (See also ECO P16)

EN P2. Reduce per capita energy use through conservation and improvements that make buildings more energy efficient. (See also CER P9, CER P11)

EN P3. Reduce peak energy demand and total electric generation capacity that Austin Energy needs to maintain by encouraging users to use electricity during off-peak hours. (See also CER P9, CER P11)

EN P4. Increase the share of renewable energy sources, such as wind, solar, and biomass, used by Austin Energy to generate electricity, including infrastructure for on-site sources throughout the city. (See also ECO P16, CER P9, CER P11)

PUBLIC SAFETY POLICIES

PS P1. Reduce crime rates, thereby improving the perceived and actual safety in neighborhoods across Austin.

PS P2. Incorporate community outreach and involvement in public safety in order to build trust between the police force and Austin's minority communities. (See also HHS P5, CFE P4)

PS P3. Provide public safety services to newly annexed areas and areas with increased activity, such as new neighborhoods, redevelopment areas, transportation corridors, and mixed-use centers.

PS P4. Provide preventive safety education (fire, police, and emergency services) to Austin residents with particular attention paid those individuals who speak little or no English.

PS P5. Increase the use of joint or shared facilities between public safety and other city service providers, when possible, to provide residents with efficient services, reduce costs, and maintain public safety infrastructure. (See also CER P9, CFE P4)

PS P6. Improve collaboration between public safety providers and city planners to incorporate best development practices to reduce crime by such means as improved lighting, density, better designed neighborhood ingresses and egresses, and putting more "eyes on the street."

PS P7. Collaborate and coordinate with other public safety agencies at the county, state, and federal levels to share resources and address the increasingly regional nature of crime.

PS P8. Maintain quality standards in recruiting and training new public safety officers, and strive for a public safety workforce that reflects Austin's changing demographics.

PS P9. Continue to improve education and training of public safety employees and build new skills in using technology to improve public safety.

PUBLIC BUILDING POLICIES

PB P1. Improve access to neighborhood libraries to promote the establishment of Complete Communities throughout Austin.

PB P2. Distribute public buildings where neighborhood services are located and other accessible locations throughout the city. (See also CFE P7)

PB P3. Improve multi-modal public transportation access to the City's public buildings and facilities, including the Austin-Bergstrom International Airport.

PB P4. Integrate public buildings and facilities into active, walkable, mixed-use neighborhoods and complete, healthy communities. (See also LUT P5, H P1, HHS P3, CFE P11)

PB P5. Reduce energy consumption and waste generation in all public buildings to meet the City's greenhouse gas reduction and Zero Waste goals.

PB P6. Develop public buildings and facilities that create healthy work environments and educate the public about energy-efficient, sustainable building and landscape best practices.

RECREATION AND OPEN SPACE POLICIES

RO P1. Serve Austin's diverse, growing population and provide family-friendly amenities throughout the city by developing new parks and maintaining and upgrading existing parks. (See also UD P1)

RO P2. Ensure and increase equitable access to and opportunities for arts, recreation and leisure activities for all ages throughout the City. (See also ACC P14)

RO P3. Increase connectivity between neighborhoods and from neighborhoods to parks and greenways through the use of sidewalks, bicycle lanes, multi-use paths, and trails. (See also UD P4, N P1, CER P10)

RO P4. Maximize the role of parks and recreation in promoting healthy communities and lifestyles.

RO P5. Feature superior design in parks and recreational facilities and include opportunities for public art and green and sustainable design solutions. (See also UD P7)

RO P6. Expand the amount of permanently protected natural and environmentally sensitive areas for use as open space and passive recreational areas. (See also LUT P21, CER P2)

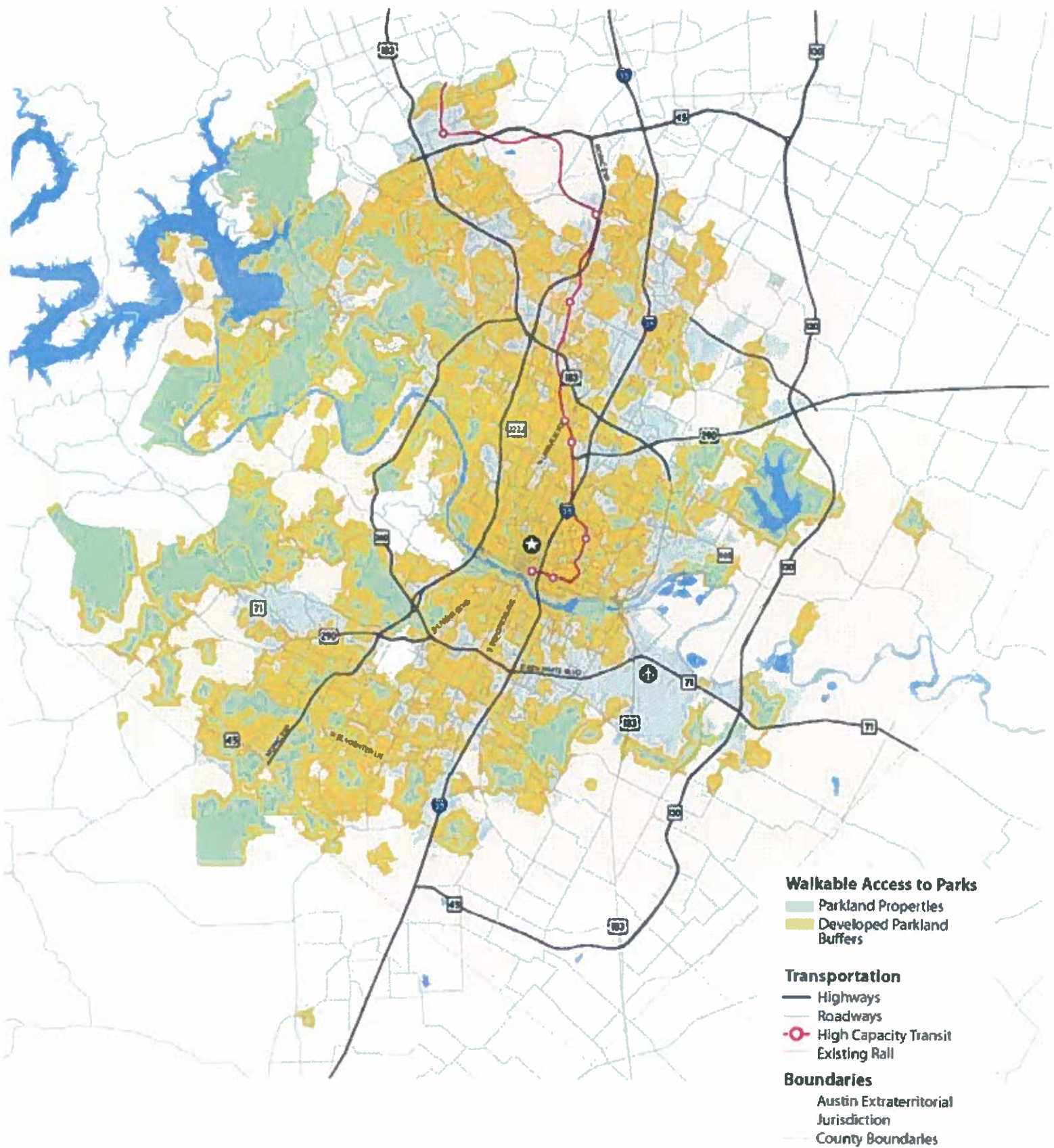
RO P7. Foster the use of creeks and lakes for public recreation and enjoyment in a manner that maintains their natural character. (See also CER P8)

BEST PRACTICE: JOINT USE FACILITIES

Many local governments have entered into agreements with their school districts for joint use of educational facilities. Under these agreements, a school property functions as an educational facility during the day and a community facility during non-school hours. Joint use is particularly valuable in the current economy, as many local governments have limited funds for new capital expenditures. Shared facilities reduce the costs of land acquisition, construction, maintenance, and operation and may allow a community to better meet the infrastructure demands of new development. Joint use agreements typically allow the public to use a school's playing fields and gymnasium, but many jurisdictions have agreements that enable sharing of multipurpose rooms and classrooms, cafeterias, computer/media centers, libraries, auditoriums, pools, and stadiums (this often happens when a new school is constructed with the intent of using it for educational and community purposes). Shared parking may be included to prevent community users from parking along nearby neighborhood streets or to add parking spaces to an urban neighborhood. Joint use transforms the school into a true community center that serves a wide range of users while minimizing costs.

Joint use agreements must be authorized by state law. Section 11.165 of the Texas Education Code permits school districts to allow after hours use of school facilities for libraries, tutoring, and recreational purposes. Reference:

Fig. 4.11 - PARK SERVICE AREA ANALYSIS



RO P8. Extend existing trail and greenway projects to create an interconnected green infrastructure network that include such elements as preserves and parks, trails, stream corridors, green streets, greenways, agricultural lands that link all parts of Austin and connect Austin to nearby cities.

(See also LUT P22, CER P3)

RO P9. Maintain existing partnerships and develop new relationships among City of Austin departments, regional governments, other governments, community organizations, and volunteers to support recreational services and achieve higher levels of service.



Image: City of Austin

SOCIETY

Complete Community Matrix

LIVABLE

- Healthy & Safe Communities
- Housing Diversity & Affordability
- Access to Community Amenities
- Quality Design / Distinctive Character
- Preservation of Crucial Resources

MOBILE AND INTERCONNECTED

- Range of Transportation Options
- Multimodal Connectivity
- Accessible Community Centers

VALUES AND RESPECTS PEOPLE

- Access to Community Services
- Employment & Housing Options
- Community/Civic Engagement
- Responsive/Accountable Government

PROSPEROUS

- Diverse Business Opportunities
- Technological Innovation
- Education/Skills Development

EDUCATED

- Learning Opportunities for All Ages
- Community Partnerships with Schools
- Relationships with Higher Learning

CREATIVE

- Vibrant Cultural Events/Programs
- Support for Arts/Cultural Activities

NATURAL AND SUSTAINABLE

- Sustainable Development Patterns
- Resource Conservation/Efficiency
- Extensive Green Infrastructure

A community's overall health is affected by the quality of the built and natural environment as well as the services available. The built environment refers to the human-made surroundings—roads, neighborhoods, parks, and buildings that define the physical form of a city. The natural environment refers to resources such as air, water, soil, and flora and fauna. Built and natural environments that promote health and well-being place fewer demands on public health services. Promoting community-wide health and wellness, safety, disease prevention, and mitigation of potential environmental hazards and disasters are all components of a healthy community. Accessibility to quality educational options promotes a sustainable community with its residents prepared for a changing world and economy.

The ongoing national discussion about childhood and adult obesity and their associated illnesses—diabetes, high blood pressure, and heart disease—indicates the need to address healthy communities on all fronts. Addressing the design of cities and their neighborhoods, corridors, and centers is crucial in laying the groundwork for creating healthy communities.

As Austin becomes more diverse, so do its families. There are large and small ones; there are married and non-married couples who may or may not have children; some families may have only one parent and others may have extended families living under a single roof; some heads of families are gay or lesbian and may or may not have children; as well as a host of other families. Regardless of their composition, families need access to services, healthy food, transportation choices, healthy housing, family- and children-friendly activities, and a safe environment. Healthy children and families are essential for a strong and resilient community.

KEY ISSUES AND TRENDS:

- Health care access in Austin is slightly better than the U.S. average, but below what would be considered optimal. The percentage of Travis County residents with health insurance is decreasing and lower income families are less likely to be covered.
- As of 2009, all Central Texas counties were classified as "medically underserved" by the US Department of Health and Human Services.
- The Central Texas Sustainability Indicators Project found that nearly all clusters of middle school students who are obese are located in economically disadvantaged neighborhoods in northern, eastern, and southern parts of the city.
- According to the Austin Independent School District, in the 2008-2009 school year, less than 65 percent of students had healthy body mass index - a ratio of a person's height and weight often used as a health indicator.
- Long term trends showing significant increases in diabetes rates will place a strain on delivery of health services.
- Currently, Austinites aged 45 and over are making the largest gains in population. Services specific to an aging population will increase as this group ages.
- Access to healthy foods is limited in some neighborhoods. Proximity and cost can both be limiting factors for access, particularly in economically disadvantaged neighborhoods.
- As housing becomes more expensive in Austin, some families are seeking homes outside of the city and farther from jobs - resulting in increased transportation costs and travel times.

Austin is a highly educated city with a large portion of the population having advanced degrees. However, there are populations and parts of the city that lag behind in education. To ensure that all Austinites can take part in the future envisioned by Imagine Austin, more educational opportunities are needed. Education goes beyond basic primary, secondary, and university education; it also includes quality education and day care from birth, continuing education throughout life, and job skills training.

KEY CHALLENGES FOR THE FUTURE

- Ensuring that health care providers continue to meet the needs of the changing population, including seniors and the disabled.
- Providing accessible preventive and basic health care and services for all residents, including the economically disadvantaged, uninsured, and underinsured.
- Becoming a leader in health care research and technology.
- Improving access to services for those struggling with drug and alcohol abuse.
- Providing reliable access to housing and quality childcare for low- and middle-income families.
- Increasing access to programs to enhance birth to age 5 development, quality pre-kindergarten options to make sure children are prepared to begin primary education and providing high-quality education and services to all residents of Austin.
- Ending homelessness with supportive housing, mental health services, counseling, and alcohol and drug treatment.
- Increasing accessibility and affordability of healthy lifestyle choices for low-income families and residents.
- Raising childhood fitness levels to help stem the tide of childhood health problems such as obesity and asthma.
- Ensuring that neighborhood streets are both safe and widely perceived to be safe to encourage children to play outside and encourage more outdoor activities by residents.
- Protecting the population from hazardous substances and pollution.
- Preparing high school, vocational school, and college graduates to enter the workforce at a competitive level.
- Improving access to job resources and training to improve ability to find jobs paying a living wage.

- Using schools as community centers and places for lifelong learning for activities such as parenting classes, early childhood learning, tutoring, adult education, libraries, and technology education.
- Reducing high-school and college drop-out rates.
- Reducing the incidence of teen pregnancy through expanded education programs and assisting those teens who do get pregnant with better access to prenatal health-care, programs to keep them in school, and job training.

HEALTH AND HUMAN SERVICE POLICIES

HHS P1. Provide access to primary, preventive health, trauma, specialty care, and urgent care.

HHS P2. Attract and retain high-quality health service providers (including doctors, dentists, specialists, medical technicians, and nurses) and promote the development and expansion of medical education opportunities.

HHS P3. Encourage more active lifestyles through new and redevelopment that supports walking and bicycling. Locate retail, services, and public facilities such as parks, health services, and libraries in or near neighborhoods to reduce traffic congestion and contribute to an improved sense of community.

(See also LUT P3, LUT P5, H P1, H P4, H P5, CER P10)

HHS P4. Reduce homelessness through long-term supportive housing, mental health services, counseling, and alcohol and drug treatment.

HHS P5. Develop close relationships between public safety personnel and neighborhoods to promote cooperation and safety. (See also PS P2)

HHS P6. Promote the availability of and educate the community about healthy food choices, including "slow food" (local food traditions, small-scale food processing, and organic agriculture) and nutritional education programs. (See also CER P13)

HHS P7. Provide broad access to fresh foods, local farmers markets, co-ops, grocery stores, community gardens, and healthy restaurants in neighborhoods. (See also CER P13)

HHS P8. Improve educational opportunities for marginalized populations and provide better services for at-risk segments of our community.

HHS 9. Develop and promote tobacco cessation programs and regulations to support tobacco-free environments.

HHS 10. Reduce the incidence of teenage pregnancy and address the associated social and health concerns.

BEST PRACTICE: CENTRAL TEXAS SUSTAINABLE FOOD CENTER

Formed in 1975, the Sustainable Food Center supports improved access to locally grown food, community health, and sustainable farming practices. The center connects farmers with local households through farmers markets, hospitals, universities, schools, and worksites to improve access to nutritious, affordable food and support agricultural viability. The center also plays a major role in education and community health through The Happy Kitchen program and its relationships with regional school districts, school health advisory councils, PTA organizations, and foundations.

Reference: www.sustainablefoodcenter.org; Image Credit: Texas Sustainable Food Center



BEST PRACTICE: TANDEM TEEN PRENATAL AND PARENTING PROGRAM | AUSTIN, TEXAS

Begun in 1998, the Tandem Teen Prenatal and Parenting Program is an interagency collaboration, led by People's Community Clinic. It provides medical, mental health, educational and vocational services, and social support to pregnant and parenting teens. The program aims to improve the health and well-being of teen mothers and their children and to reduce the incidence of additional pregnancies for these young women. The program addresses the medical, educational and psychosocial needs of young parents during pregnancy and through the first three years of their baby's life. By partnering with Any Baby Can, Austin Child Guidance Center, and LifeWorks, the program offers a comprehensive array of services to young parents including intensive case management, mental health services, medical and prenatal care, child development, family planning, and parenting education. Over 90 percent of participants have accessed ongoing healthcare for themselves and their children, including annual exams, well-child checks, sick care, and up-to-date immunizations.

Reference: <http://www.austinpcc.org/special-programs/tandem/>

CHILDREN, FAMILIES, AND EDUCATION POLICIES

CFE P1. Develop public transportation options that link all areas of the City, are affordable to economically disadvantaged groups, and provide access to job opportunities and services. (See also LUT P7)

CFE P2. Increase the variety of housing options such as the types of housing and number of bedrooms) to meet the needs of family and non-traditional households including households with children. (See also LUT P5, H P1)

CFE P3. Provide opportunities for seniors and persons to live in affordable housing that meets their specific needs and in neighborhoods that allow them to safely travel to and from accessing their daily needs.

CFE P4. Locate emergency services within close proximity to all neighborhoods and continue to improve community outreach and relationships between police and neighbors. (See also PS P2, PS P5)

CFE P5. Collaborate with educational partners to increase access to educational opportunities for higher education, technical education and vocational training in Austin area public schools, colleges, universities, and other educational facilities. Match job training with current and expected employment needs for existing and emerging "target industries." (See also ECO P10, ECO P11)

CFE P6. Increase the availability of continuing education.

CFE P7. Work with the school districts on planning for long-range student population growth from kindergarten through high school. Encourage school district support of the Imagine Austin Comprehensive Plan in securing new educational facilities and maintaining existing facilities. (See also LUT P12, ECO P10, ECO P11, PB P2)

CFE P8. Improve educational opportunities for marginalized populations.

CFE P9. Coordinate with educational and business partners to increase the availability of quality early education, child care, after school, and preschool programs for all residents, especially low and middle income households and families with children with disabilities.

CFE P10. Enact land use and other planning policies that enhance the quality of life for families with children and promote family-friendly neighborhoods and services.

CFE P11. Increase dense, compact family-friendly housing in the urban core by creating standards and guidelines that encourage private interests to create more family-friendly development. (See also LUT P5)

In 2039, Austin is "Community strength. Families, trust, safety, shared spaces highly valued, community centers, community gardens."

Community Forum Series #1 Participant responding to the question "How has the city improved by 2039?"

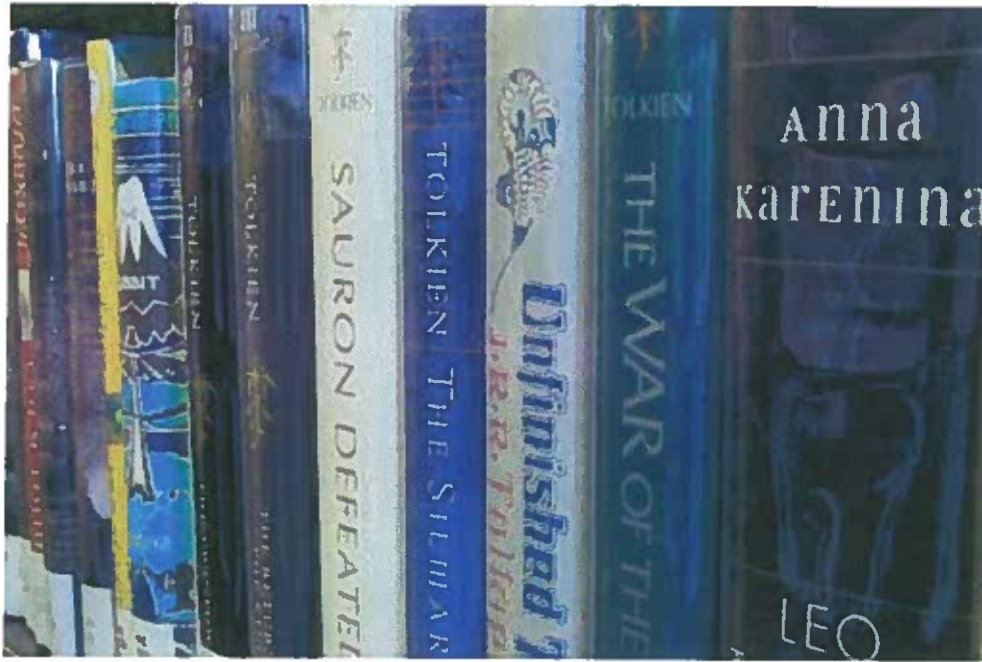


Image: City of Austin

CFE P12. Improve access to quality child care services near homes and workplaces.

CFE P13. Partner with local school districts to transform school yards into multi-use recreational and exercise facilities with such amenities as playgrounds, athletic courts and fields, walking/running tracks and swimming pools.

CFE P14. Partner with local school districts, non-profits, and civic groups to expand after school and summer programs for children of all ages and abilities.

(See also ACC P11)

CFE P15. Increase sidewalks and bicycle lanes in neighborhoods to create safer routes to schools, parks, and transit stops.

(See also LUT P13, CER P10)

CFE P16. Ensure that Austin children in every part of town have access to an excellent education.

CFE P17. Partner with Austin-area school districts to enhance policies and practices that support neighborhood-based schools.

CFE P18. Collaborate with school districts and with public and private entities to create joint-use partnerships at existing and new public school campuses.

CFE P19. Create public spaces that attract and engage children and serve as gathering places for children and families.

(See also LUT P5, UD P1)

"Increase community awareness to keep our neighborhoods, police, Neighborhood Associations intact; safe...educated city with opportunities for all citizens to improve their lives..."

Community Forum Series #1 Participant

BEST PRACTICE: CAPITAL IDEA | AUSTIN, TEXAS

Begun in 1998, the Tandem Teen Prenatal and Parenting Program is an interagency collaboration, led by People's Community Clinic. It provides medical, mental health, educational and vocational services, and social support to pregnant and parenting teens. The program aims to improve the health and well-being of teen mothers and their children and to reduce the incidence of additional pregnancies for these young women. The program addresses the medical, educational and psychosocial needs of young parents during pregnancy and through the first three years of their baby's life. By partnering with Any Baby Con. Austin Child Guidance Center, and LifeWorks, the program offers a comprehensive array of services to young parents including intensive case management, mental health services, medical and prenatal care, child development, family planning, and parenting education. Over 90 percent of participants have accessed ongoing healthcare for themselves and their children, including annual exams, well-child checks, sick care, and up-to-date immunizations.

Reference: <http://www.austinpcc.org/special-programs/tandem/FoodCenter>

CREATIVITY

Complete Community Matrix

LIVABLE

- Healthy & Safe Communities
- Housing Diversity & Affordability
- Access to Community Amenities
- Quality Design / Distinctive Character
- Preservation of Crucial Resources

MOBILE AND INTERCONNECTED

- Range of Transportation Options
- Multimodal Connectivity
- Accessible Community Centers

VALUES AND RESPECTS PEOPLE

- Access to Community Services
- Employment & Housing Options
- Community/Civic Engagement
- Responsive/Accountable Government

PROSPEROUS

- Diverse Business Opportunities
- Technological Innovation
- Education/Skills Development

EDUCATED

- Learning Opportunities for All Ages
- Community Partnerships with Schools
- Relationships with Higher Learning

CREATIVE

- Vibrant Cultural Events/Programs
- Support for Arts/Cultural Activities

NATURAL AND SUSTAINABLE

- Sustainable Development Patterns
- Resource Conservation/Efficiency
- Extensive Green Infrastructure

Austin's creativity is expressed through the arts, music, dance, film, food, design, gaming, architecture, cultural traditions and history, and a variety of print and electronic media. A young, diverse city with a tradition of attracting creative individuals, Austin has a national reputation for its artistic and welcoming culture. It is routinely ranked as one of the "Best Of" cities in the country based on a high percentage of its workforce in creative jobs, a relatively low cost of living (especially when compared to the East and West Coasts), and healthy employment and salary growth.

The Cultural Arts Division within the Economic Growth and Redevelopment Services Office, oversees the City's cultural arts programs and the development of arts and creative industries as a part of Austin's overall economic development strategy. Programs include Art in Public Places, community based arts development, assistance for the music, film and creative industries, and initiatives designed to support and encourage Austin's creative identity and vitality. The History, Arts and Nature Division of the Parks and Recreation Department provides artistic, cultural and historical opportunities for the public at its museums, theaters, and arts centers. They provide exhibits, classes, programs, and low-cost or free use of their facilities which supports a lifelong learning in the arts and helps incubate local arts.

Arts, culture, and creativity are highly valued in Austin. Following a two-year planning effort, the City adopted the CreateAustin Cultural Master Plan in 2010. In addition to refining the City's roles and responsibilities for cultural support and identifying strategies for both the City and the community to implement, the planning process sparked partnerships between community leaders and the City. Austin must support and value the city's arts and creative sectors as vital contributors to the city's identity, economy, and quality of life.

KEY ISSUES AND TRENDS:

- Austin's arts and entertainment scene is a cornerstone of the city's identity in 2011.
- Arts and entertainment are also important elements of the city's economy and can be leveraged for additional economic growth.
- City and private funding for local arts facilities and programs is critical to the ongoing strength of the arts in Austin.
- Lower-income and minority communities may not have adequate opportunities to participate in Austin's arts programs and events.
- Workforce development programs should include job training for technological, arts-related occupations.



Image: City of Austin

FROM THE VISION STATEMENT - AUSTIN IS CREATIVE:

Creativity is the engine of Austin's prosperity. Arts, culture, and creativity are essential keys to the city's unique and distinctive identity and are valued as vital contributors to our community's character, quality of life and economy.

KEY CHALLENGES FOR THE FUTURE

- Providing affordable, accessible, and functional studio, performance, rehearsal and office spaces for small organizations and individual artists.
- Ensuring that affordable residential units and transportation options are available for artists as housing costs and land values in the urban core rise.
- Improving awareness and visibility of the City of Austin's many public art projects and its broad range of cultural resources, including museums and art centers.
- Providing ongoing funding for community arts programs.
- Maintaining a strong commitment to cultural and arts programs in schools and communities, and ensuring that all residents have equal access to these programs.
- Increasing the role of arts and creativity in strengthening Austin's multicultural identity.
- Integrating arts and performance facilities and activities with downtown development in a way that is true to Austin's identity.
- Managing conflicts between live music and a growing urban population.

CREATIVITY POLICIES

CRE P1. Continue to grow artists, micro-enterprises, and small arts organizations as businesses, and support iconic cultural institutions to sustain and grow Austin's economic and cultural vitality. (See also ECO P1, ECO P2, ECO P5)

CRE P2. Increase and enhance coordination, resource sharing, and partnerships among artist and creative individuals, organizations, institutions, and businesses. (See also ECO P2)

CRE P3. Increase philanthropic, public, and resident support and participation in artistic and creative activities in Austin.

CRE P4. Continue to sustain and grow Austin's successful live music scene, festivals, theater, film and digital media, and other creative offerings.

CRE P5. Continue to explore and identify solutions to support live music venues and while addressing sound abatement issues.

CRE P6. Encourage new or existing art forms, new approaches to the creation or presentation of art, or new ways of engaging the public, including children, with art.

CRE P7. Grow Austin's regional and global cultural efforts in order to stimulate trade and bring new resources to the community. (See also ECO P5)

CRE P8. Expand access to affordable and functional studio, exhibition, performance, and office space for arts organizations, artists, and creative industry businesses. (See also ECO P14)

We will be "A city that retains the character of Austin of today, yesterday, years ago, and tomorrow - so that there is a thread/sense/pride of place now and for years to come. Blend of old and new, keep our neighborhoods, police, Neighborhood Associations intact..."

Community Forum Participant



Image: City of Austin

BEST PRACTICE: ARTSPACE | MINNEAPOLIS, MINNESOTA

ARTSPACE was established in 1979 to serve as an advocate for artists' space needs and, over the years, has pioneered ways to build better communities through the arts by leveraging transformative social change. Today, Artspace is now a national leader in the field of developing affordable spaces – more than 30 to date! – that not only meet artists' needs but helps to create a synergy that increases collaborations, networking, sharing of equipment, resources, skills, and livelihood. Additionally, these developments anchor arts districts and expand public access to the arts. They also spur economic development in the neighborhoods and regions they reside in through attracting additional artists, arts businesses, organizations, and supporting non-arts businesses to the area.

Reference: <http://www.artspace.org/>

CRE P9. Encourage artists and other creative individuals by promoting the creation of live/work spaces, and creative industry hubs, districts, and clusters as retail, community, or neighborhood anchors and activity generators to attract and support other economic and community enterprises. (See also LUT P3, H P4, HHS P3)

CRE P10. Improve access to affordable living to include housing, healthcare, and effective transportation in order to develop and retain Austin's creative organizations, industries, and individuals. (See also H P3, H P4 HHS P5, CFE P3)

CRE P11. Encourage creativity, imagination and arts-based education in schools and neighborhoods throughout Austin to sustain Austin's "culture of creativity" as a fundamental facet of Austin's spirit and mindset. (See also CFE P14, CFE P16, PG P1, HHS P8)

CRE P12. Construct, sustain, and grow Austin's multicultural and artistic heritage from African-American, Hispanic, Asian, and other ethnic and culturally-specific groups as the city develops and grows.

CRE P13. Create avenues for cultural variety and provide the opportunity for all groups to benefit from the different cultures present in Austin.

CRE P14. Encourage grassroots, neighborhood-based organizations and activities that promote art, imagination, and creativity to enhance the role the arts play in community life. (See also LUT P5, HHS P8, RO P2)

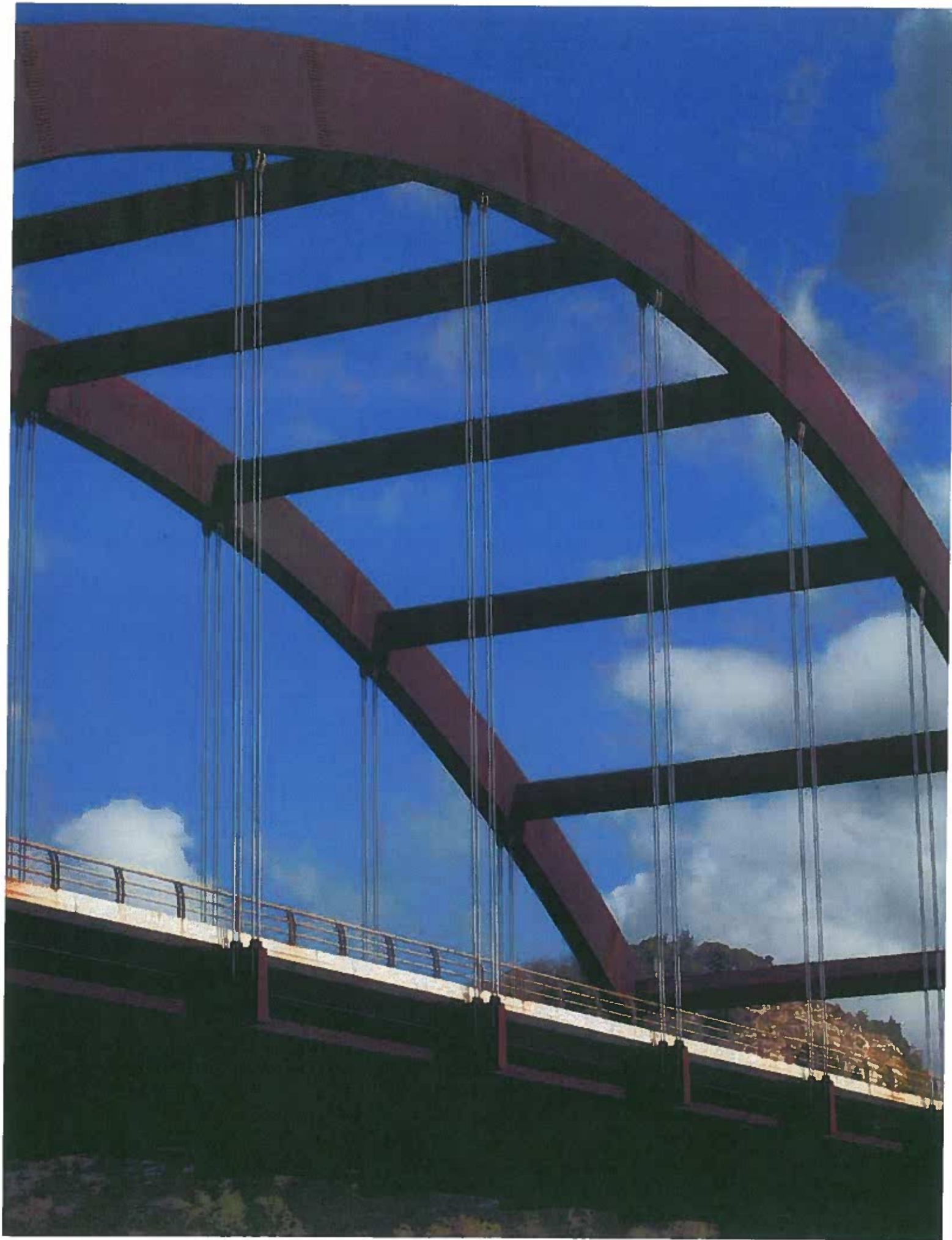
CRE P15. Maximize the recognition and participation of arts and creativity as part of Austin's "Creative Economy."

CRE P16. Increase the availability of significant public art to designate districts and/or their entrances and to assist visitors in navigating the area. (See also UD P7, RO P5)

CRE P17. Define Austin's sense of place through high standards for architecture and urban design, public art, public spaces and public parks, and arts education. (See also RO P5)

CRE P18. Explore existing city policies, processes and regulations regarding the arts to determine what changes can be made to coordinate these with other goals such as historic preservation, affordable housing, and high-density development. (See also HP P6)

CRE P19. Collaborate with area school districts, local businesses, and arts organizations in developing programs that encourage lifelong active engagement and participation in the cultural arts that are accessible to all people throughout Austin. (See also HHS P8)



IMPLEMENTATION AND MEASURING SUCCESS

Priority Programs

Implementing the Comprehensive Plan

Documenting Progress: Plan Monitoring and Review

Action Matrix

IMPLEMENTATION AND MEASURING SUCCESS

"As it approaches its 200th anniversary, Austin is a beacon of sustainability, social equity and economic opportunity; where diversity and creativity are celebrated; where community needs and values are recognized; where leadership comes from its citizens and where the necessities of life are affordable and accessible to all."

- Preamble to the Imagine Austin Comprehensive Plan's Vision Statement

The vision embodies what we aspire to as a community. However, realizing this future requires directed action. The plan contains the community's vision and aspirations and is the lens through which the City of Austin will look when developing and interpreting policies and regulations; creating master and small area plans; implementing existing plans; and entering into partnerships. It will also guide spending and provide direction for capital improvement projects, budget priorities, and bond packages. Ultimately, the success of this plan will be measured by the extent to which we realize the vision and establish complete communities across Austin through effective implementation.

Transforming vision into reality through implementation will require incremental steps over time. Eight priority programs provide the structure and direction to implement the plan's policies and growth concept map (Chapter 4) and Actions (Action Matrix starting on page 193). They reflect the six core principles for actions introduced in Chapter One:

Core Principles for Action introduced in Chapter One

- Grow as a compact, connected city.
- Integrate nature into the city.
- Provide paths to prosperity to all.
- Develop as an affordable and healthy community.
- Sustainably manage water and other environmental resources.
- Think creatively and practice civic creativity.

RANKING THE PRIORITY PROGRAMS

As part of the public review of the draft Imagine Austin Comprehensive Plan, the community was asked to rank the priority programs. Almost 2,500 votes were cast and investing in our transportation system to create a compact and connected Austin received the most votes.

Imagine Austin and the City Charter set forth a comprehensive planning program, with annual monitoring and review to ensure Austin becomes the city its people want for the future. Each year, the Planning Commission and staff should develop a work plan that selects components of Imagine Austin's priority programs and establishes how they will be implemented that year. This process should include reviewing the Action Matrix (starting on page 193) to identify potential actions for new or expanded priority programs.

PRIORITY PROGRAMS

The priority programs organize Imagine Austin's key policies and actions into related groups to make it easier to implement the plan. These programs build on existing policies and initiatives, as well as the community input provided during the process to create Imagine Austin. Each program cuts across and implements Policies and Actions from multiple Building Blocks. The structure they provide will allow the City of Austin to more efficiently coordinate its operations, investments, and the provision of core services. The priority programs are:

1. Invest in a compact and connected Austin
2. Sustainably manage our water resources
3. Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
4. Use green infrastructure to protect environmentally sensitive areas and integrate nature into the city.
5. Grow and invest in Austin's creative economy
6. Develop and maintain household affordability throughout Austin
7. Create a "Healthy Austin" program
8. Revise Austin's development regulations and processes to promote a compact and connected city

The City of Austin is addressing many elements of the priority programs through current plans, initiatives, and partnerships. The Priority Programs will enable the City of Austin and its partners to pull together, break down silos, make connections, and leverage resources for more effective implementation. The following text provides an initial work program for each priority program, with short- and long-term steps (not necessarily indicating priority). Lead and partner departments and organizations who will be involved in each program are identified. Implementation should begin by confirming the lead partner responsible for overall coordination of the program, defining the roles of other involved partners inside and outside of city government, and determining how to engage the community

in the process moving forward.

1. Invest in a compact and connected Austin.

Transportation congestion consistently ranks as a major concern to Austinites. Addressing this concern requires the City of Austin and its partners to look for solutions beyond how we travel – automobiles, transit (bus and rail), walking, and bicycling – and begin dealing with underlying conditions that make it difficult for Austinites to move around the city. To do so, we need to coordinate the physical form of Austin – how it's organized and how it is built with our transportation network.

Long-term strategies to reduce dependence on driving include improving rail and bus service, creating better bicycling routes, expanding our network of sidewalks and trails, and implementing travel demand management. Increased transportation options also allow young people, the elderly, and people with disabilities greater access to the city. In addition to designating an enhanced transit network, the growth concept map (Fig. 4.5) identifies areas where roadway capacity can be enhanced. This new capacity takes the form of managed lanes to improve mobility for cars and transit along congested freeways and a complete arterial network to better serve areas on the city's edge where future growth is expected.

Imagine Austin envisions establishing complete communities across the city and accommodating most future residents and jobs in centers and corridors identified on the growth concept map. Compact centers and corridors allow daily necessities (such as work, shopping, dining, and school) to be located closer together, resulting in shorter, more convenient trips and less time spent on the road. Shorter distances between people's homes, workplaces, and other daily destinations increase opportunities for walking and bicycling instead of driving. Walkable destinations can enable greater transit use. For those Austinites who choose to drive, it gives them the ability to park once and walk.

When viewed as a coordinated planning framework, the growth concept map, complete communities concept, Capital Improvement Program, small area and transportation master plans, and incentives for business attraction, retention, and expansion can work together to achieve the goal of a compact, connected Austin. This coordination will ensure the City of Austin's capital expenditures work toward the goal of compact and connected communities, particularly in the City's extraterritorial jurisdiction, where infrastructure spending is one of the few tools available for shaping growth. As implementation of Imagine Austin continues, a coordinated approach will direct investments by the City of Austin, Travis County, and its partners to improve and expand transportation options to serve and connect centers and corridors, and to create human-scaled and inviting places.

WORK PROGRAM

SHORT TERM (1-3 YEARS)

1. Continue to implement the Austin Strategic Mobility Plan, Bicycle Master Plan, and Capital Area Metropolitan Planning Organization's 2035 Regional Transportation Plan in

LEAD

City of Austin Transportation Department; Economic Growth and Redevelopment Services Office; Capitol Planning Office

PARTNERS

Capital Metro; CAMPO; State and Federal agencies; City of Austin Planning and Development Review; Chambers of Commerce; Advocates for people with disabilities, transit users, bicyclists, and affordable housing

RELATED VISION COMPONENTS

Mobile and Interconnected

Livable

Prosperous

RELATED POLICIES

LUT P1, P3, P5, P7, P9, P10, P11, P13, P14, P15, P16, P17, P18, P19; UD P1, P4, P8; H P4; N P4; EC P15; CE P3, P10; PB P3; RO P3, P8; HHS P3; CFE P1

support of the growth concept map.

2. Develop criteria and guidelines for coordinating business recruitment, expansion, and retention to support activity centers and corridors, transit, and urban trails plans in line with Imagine Austin and the growth concept map.
3. Adopt a complete street policy and guidelines and include street standards in the City's new land development code.
4. Continue working on demonstration corridors (Lamar Boulevard, Burnet Road, Riverside Drive, Airport Boulevard, and East MLK/FM 969) to plan for and build complete street improvements. These include separated bike lanes, wider sidewalks, and improved transit infrastructure with more user friendly bus shelters. Consider partnering with local businesses and artists to add amenities to demonstration corridors.
5. Expand the City's development and redevelopment services to support major projects across the city in support of Imagine Austin and the growth concept map.

ONGOING AND LONG TERM (3+ YEARS)

6. Invest in new and reinvest in existing infrastructure to support a compact and connected city through a planning-driven capital improvements program.
7. Use the Austin Strategic Mobility Plan's website to clearly communicate with and update the public about next steps, progress, ongoing efforts, timelines, and long-range plans to improve transit, walking, bicycling, and driving throughout the region.
8. Partner with local chambers of commerce, the business community, and regional, state, and federal entities to recruit and retain businesses to activity centers and corridors.
9. Continue to raise Austin's international profile and expand nearby job centers by increasing trade and securing direct international service at Austin-Bergstrom International Airport.
10. Build infrastructure and develop partnerships necessary to create jobs and economic vitality for the efficient and safe transport of goods through, to, and from Austin.
11. Work with federal, state, and local public and private agencies, organizations, and businesses to identify potential funding sources for partnerships to implement transportation improvements.
12. Coordinate with Travis County and local school districts to manage infrastructure investments.

RELATIONSHIP TO OTHER PRIORITY PROGRAMS:

- Change Austin's development regulations and processes to promote a compact and connected city. The Strategic Mobility Plan and Complete Street policy / guidelines will inform the revision to Austin's land development code. The revised code will include incentives for compact and transit oriented development and complete streets.
- Use green infrastructure to protect environmentally sensitive areas and integrate nature into the city. Green infrastructure includes attractive amenities for Austinites of all ages that improve health and quality of life. Complete street standards will include "green street" design and street tree requirements that add to the City's green infrastructure.
- Create a Healthy Austin program. Investing in an accessible transit, pedestrian, and bicycling network will provide Austin residents with alternatives to driving. Through improved land use, transportation, and urban design, Austin's places can contribute to healthy lifestyles by encouraging walkable communities, parks and open space, and recreation and by reducing air pollution.
- Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. Coordinating the City's investments in workforce training with its business attraction, expansion, and retention policies improves Austin's prosperity and quality of life.

RELATED CITY INITIATIVES:

- Project Connect
- Austin Strategic Mobility Plan
- CAMPO 2035 Long Range Transportation Plan (complete)
- Urban Rail Study / EIS
- Sidewalk Master Plan
- Bicycle Master Plan
- MoPac Improvement Project (Central Texas Regional Mobility Authority)
- My35 Project (Texas Department of Transportation)
- East 7th Street reconstruction project
- Healthy Code

GOALS

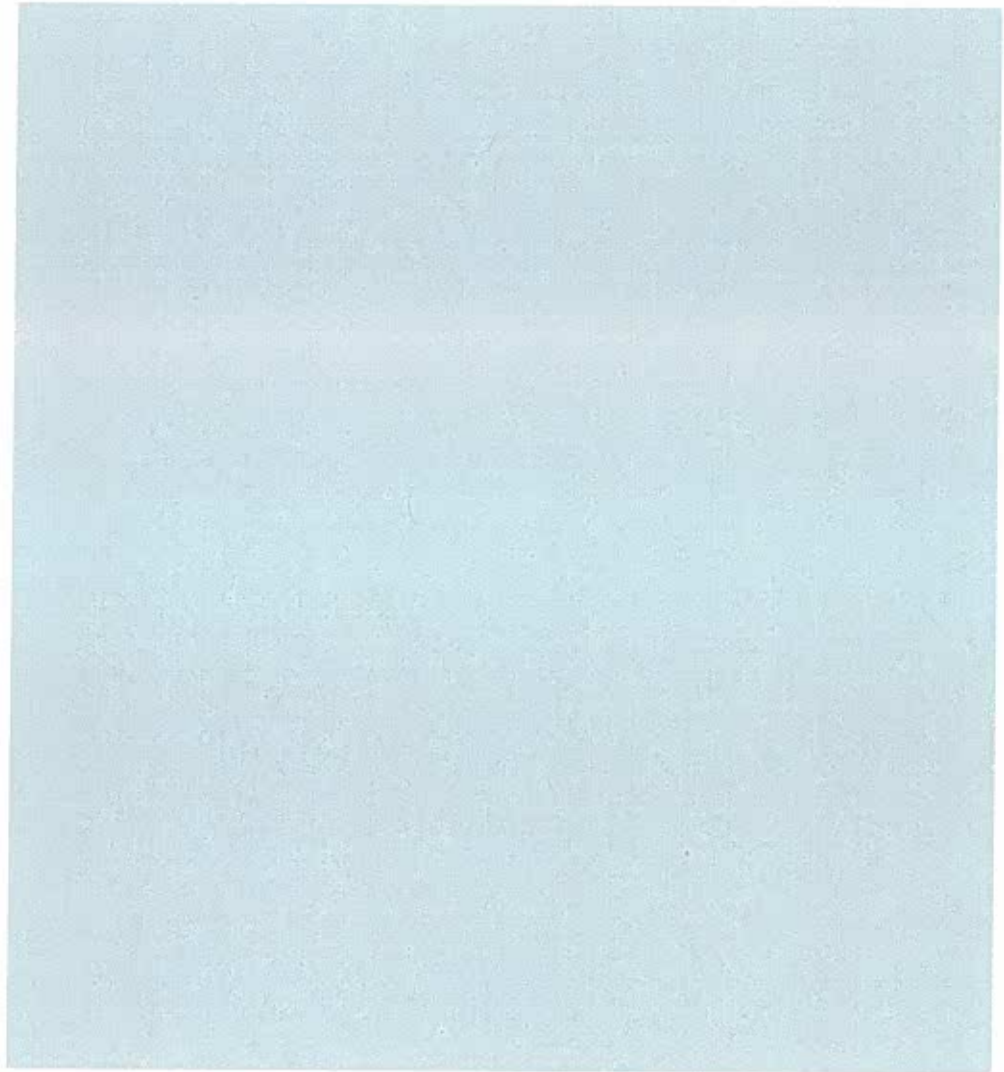
Increase non-vehicular trips

METRICS	BASELINE (2012)
- Transit ridership numbers	
- Number of transit stops	
- Percentage of trips by biking, walking	
- Annual trips per capita	

GOALS

Improve access to transit

METRICS	BASELINE (2012)
Population density within ½ mile of transit stops	
Employment density within ½ mile of transit stops and high capacity transit stops	



2. Sustainably manage our water resources.

Water is Austin's most limited resource. A changing climate, increasing population, and complicated regional water management structures pose complex challenges requiring increased planning and coordination. Sustainably and resiliently adapting to changes will require the region to reexamine how we think about water and how we approach long-term management of our water resources—the Colorado River, our aquifers, rainfall, conservation, and water re-use efforts, as well as exploring other potential sources of supply. The central challenge of these efforts is to reduce water use by businesses and households while balancing available resources, evolving technologies, growth trends, environmental impact, and cost to Austin residents and taxpayers. In addition to preparing for these general trends, the City and region must begin preparing for droughts worse than the current Drought of Record.

Water resources are key to Austin's quality of life. Protecting our streams and floodplains helps maintain Austin's natural beauty while promoting public health and safety, improving water quality, and preserving habitat for native species, including threatened and endangered species.

Responding to this challenge requires extensive involvement in regional efforts and close coordination across all aspects of Austin's water resources. Bringing together existing efforts allows us to move forward with an integrated strategy addressing the range of water resource issues such as supply, quality, conservation, public health, recreation, and protection of associated environmental resources.

WORK PROGRAM

SHORT TERM (1-3 YEARS)

1. Update Austin Water Utility's integrated water management plan, including water conservation goals, drought planning, and climate mitigation and adaptation strategies.
2. Enact a new watershed protection ordinance to streamline, expand protection of headwaters and to promote low-impact stormwater management strategies, and to reduce capital expenditures required to mitigate water quality problems, erosion, and flooding.
3. Coordinate efforts with Austin Energy and other local energy utilities to assess risks and propose risk mitigation strategies related to water demands for power generation.
4. Review and analyze auxiliary water regulations governing reclaimed water, greywater use, and rainwater harvesting to ensure that they encourage the use of these sources without compromising public health.

ONGOING AND LONG TERM (3+ YEARS)

5. Continue to use Austin's rate structure to reduce water use while maintaining affordability for low-income households, funding further conservation and education efforts,

LEAD

City of Austin Watershed Protection; Austin Water Utility

PARTNERS

City of Austin Transportation Department; Austin Parks and Recreation Department; Planning and Development Review Department

RELATED VISION COMPONENTS

Livable

RELATED POLICIES

LUT P1, P3, P5, P7, P9, P10, P11, P13, P14, P15, P16, P17, P18, P19; UD P1, P4, P8; H P4; N P4; EC P15; CER P3, P10; PB P3; RO P3, P8; HHS P3; CFE P1

GOALS	
Conserve Water Resources	
METRICS	BASELINE (2012)
- Average Daily Water Usage	
- Average daily water usage (residential)	
GOALS	
Improve watershed health	
METRICS	BASELINE (2012)
- Creek health (percent of assessed watersheds in excellent, very good, or good health)	
- Impervious surface (total and per capita)	
- Tree canopy (map and percentage)	

and preserving Austin Water Utility's financial stability.

6. Work collaboratively on water supply management and planning with the Lower Colorado River Authority to protect the City's water supply access and investments and ensure equitable and legal management of the Colorado River.
7. Maintain a non-degradation policy for the Barton Springs Zone.
8. Update the current Watershed Master Plan, expand the program to include other watersheds, and implement integrated strategies to protect and enhance water quality and supply, reduce flood risk, and prevent erosion.
9. Participate in state and regional water resources planning, including regional efforts to improve water quality and quantity of the Edwards Aquifer.
10. Implement Austin Water Utility's energy efficiency and demand reduction efforts to reduce greenhouse gas emissions and meet the City's climate protection goals.
11. Increase coordination between Watershed Protection, Austin Water Utility, Office of Sustainability, Planning and Development Review, and other City departments.

RELATIONSHIP TO OTHER ACTION PROGRAMS:

- Use green infrastructure to protect environmentally sensitive areas and integrate nature into the city. Innovative stormwater techniques, a healthy urban forest, additional water quality lands, and improved site design are key elements in the wise use of Austin's water resources, maintaining the region's hydrology, and adapting to Austin's future climate.
- Revise Austin's development regulations and processes to promote a compact and connected city. Updating the land development code should improve the city's site and landscape design requirements.
- Invest in a compact and connected Austin. Maintain and upgrade existing infrastructure, including improvements to reduce water leaks.

RELATED CITY INITIATIVES:

Austin Water 140 GPCD Conservation PlanPeak Demand Plan

Austin Water Utility Master Plan

Watershed Protection Master Plan

State of Austin's Environment Report

3. Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.

To ensure Austin's continued economic health we must develop a widely skilled workforce, recruit new businesses, retain and grow existing businesses, and tap into our entrepreneurial spirit. Although Austin attracts talented people from across the globe, there is a growing need to develop a homegrown workforce prepared to compete in the 21st century economy. Educational opportunities must be provided to meet the workforce needs of current and emerging industries.

Expanding the number of resident workers who have the skills required by growing industries is critical to sustain Austin's economy. Business development and recruitment efforts should target those business sectors that can build upon the skills of Austin's existing workforce. A deep, local talent pool provides a ready workforce for our existing businesses and can entice new businesses to locate in Austin. Growing local and recruiting outside businesses and industries that provide job opportunities for Austinites of all skill and educational levels is essential to continued economic health. A diverse, talented, and well-educated workforce can also serve as a fertile environment for entrepreneurs to emerge and grow new, locally-based businesses.

WORK PROGRAM

SHORT TERM (1-3 YEARS)

1. Identify a lead department within the City of Austin to coordinate its role in workforce development and education.
2. Work with businesses, education partners such as local colleges, universities, and technical schools, and the Texas Workforce Commission to identify gaps between Austin's targeted industries and growing economic sectors and school, college, and university curriculum.
3. Partner with high schools, resource libraries, technical schools, community colleges, and universities to expand curriculum related to specific job and special skills training and develop training resources related to the needs of local businesses and Austin's targeted industries.
4. Partner with school districts and non-profit organizations to increase creative education programs for students as part of regular curriculum and through after-school activities.
5. Support efforts to fund and develop a top-tier medical school and residency programs in Austin.
6. Improve awareness of the benefits of early education and expand access to early childhood education programs and parenting resources.

LEAD

City of Austin/AISD Board of Trustees/Travis County Commissioners Court Joint Committee ; City of Austin Economic Growth and Redevelopment Services Office; City of Austin/Travis County Health and Human Services Department

PARTNERS

City of Austin Planning and Development Review Department; Workforce Solutions Capital Area; school districts, colleges, and universities; Chambers of commerce

RELATED VISION COMPONENTS

Prosperous

Educated

Livable

Values and Respects its People

RELATED POLICIES

UPDATE

GOALS

Increase job opportunities for Austin residents.

METRICS	BASELINE (2012)
- Employment rate and average wages by age, geography, and race/ethnicity	
- Total number and percentage of Austin skilled workforce compared with the region	
- Working wage	

GOALS

Increase small businesses and entrepreneurship.

METRICS	BASELINE (2012)
Small business start-ups	

GOALS

Increase small businesses and entrepreneurship.

- Percentage of high school students that are college ready	
- Percentage of high school students graduating	
- Percentage of high school students entering into secondary education (college or technical schooling)	
- Percentage of University students retained in Austin after graduation	

ONGOING AND LONG TERM (3+ YEARS)

7. Actively recruit and retain businesses that create well-paying job opportunities for lower skilled and blue collar jobs or that provide a path upwards from entry-level jobs.
8. Encourage entrepreneurship and local businesses by providing technical assistance, access to best practices, and other small business resources.
9. Work with local business incubators in an effort to create a fertile environment for business start-ups and generate additional local venture capital investment.

RELATIONSHIP TO OTHER ACTION PROGRAMS:

- Grow and Invest in Austin's creative economy. Arts and cultural education is a major focus of investing in Austin's workforce and education system. Encouraging innovation and providing support for local, small businesses and start-ups is key to growing Austin's creative economy.
- Develop and maintain household affordability. Affordable housing is necessary to grow Austin's economy and provide its workforce with places to live that are safe, convenient, and located close to job centers, good schools, retail, and services.
- Revise Austin's development regulations and processes to promote a compact and connected city. Create better rules for flex space and adaptive re-use to support small businesses and start-ups.
- Invest in a compact and connected AustinInvest. Businesses should be encouraged to locate in accessible locations and complete communities.

RELATED CITY INITIATIVES:

- Small Business Development Programs
- Elevate Austin
- Opportunity Austin
- City of Austin Library Master and Facilities Plans

4. Use green infrastructure to protect environmentally sensitive areas and integrate nature into the city.

A green infrastructure program will create an interconnected system of parks, waterways, open space, trails, green streets, tree canopy, agriculture, and stormwater management features that mimic natural hydrology. It will also allow the City of Austin to expand upon existing efforts to protect environmentally sensitive areas such as waterways and riparian zones, springs, aquifer recharge features, canyonlands, and prairies. These diverse elements of Austin's green infrastructure serve multiple purposes and provide numerous benefits. The most visible of these benefits, and the one most Austinites will experience firsthand, relates to how we experience the outdoors. These efforts will maintain our pleasant outdoor setting and provide safe access to green space for all Austinites. The interconnected green spaces can provide recreational opportunities and transportation connections in the form of hiking and biking trails. The benefits to the environment are numerous and include enhanced stream health and improved water quality, reduced flood risk, and preserved and enhanced ecosystems and habitats. An integrated green infrastructure system can also reduce energy consumption and greenhouse gas emissions by providing alternatives to automobiles, reducing water use, and shading buildings.

A primary goal of the program is to manage Austin's urban and natural ecosystems in an integrated, sustainable manner. The City currently plans for many of these elements independently; however, gaps remain.

WORK PROGRAM

SHORT TERM (1-3 YEARS)

1. Create an integrated green infrastructure plan and ongoing green infrastructure program. The plan should:
 - a. Define Austin's green infrastructure, its elements, and how those elements interact to benefit the city.
 - b. Perform an initial inventory and evaluation of existing green infrastructure resources, such as conserved land, the urban forest, habitat, trails and bike paths, greenbelts, parks and recreation areas, and green streets. Identify current plans, such as the Travis and Hays County Greenprint plans, networks, and identify gaps.
 - c. Develop green infrastructure targets (such as percentage of tree cover or connectivity goals) and priorities for new areas for conservation, parks and open space, green streets, and urban trails.
 - d. Include a series of interactive maps illustrating the components of the green infrastructure network, along with priority conservation and restoration areas.

LEAD

Sustainability Leadership Team

PARTNERS

Office of Sustainability; Austin Energy; Austin Water Utility; Austin Resource Recovery; Watershed Protection Department; Public Works; Economic Growth and Redevelopment Services; Austin Transportation Department; Parks and Recreation Department; Travis, Hays and Williamson Counties

RELATED VISION COMPONENTS

Livable

Mobile and Interconnected

Natural and Sustainable

RELATED POLICIES

LUT P3, P5, P10, P13, P14, P22, P21, P22; UD P1, P6; HD P8; CR P1, P2, P3, P4, P5, P6, P8, P14; WPD P8, P10, P11; RO P1, P3, P4, P6, P7, P8, P9; CFE P15

- e. Include implementation strategies and approaches to promote interdepartmental, intergovernmental, and interagency coordination.
 - f. Calculate direct and indirect costs and savings from green infrastructure projects, when compared with traditional "grey" infrastructure, including the asset value of ecosystem services and contribution to long-term risk management.
 - g. Identify a lead to oversee ongoing implementation of the plan and program.
2. Assess options to coordinate and expand incentives for residential and commercial property owners to install green infrastructure elements, such as green roofs, rain barrels, pervious pavement, and rain gardens.

ONGOING AND LONG TERM (3+ YEARS)

3. Provide guidance on best practices for property owners interested in green infrastructure improvements. Develop demonstration projects and share information with residents and business owners.
4. Continue funding support and acquisition of land in the Balcones Canyonlands Preserves and in other environmentally significant areas to protect water quality, conserve endangered species habitat, and provide open space for passive public use.
5. Track and monitor citywide implementation of the green infrastructure plan, including planned parks and open space, green streets, and bicycle, pedestrian, and transit projects.
6. Make available dynamic, online, interactive maps of the existing and planned green infrastructure networks to allow the community to see the program's progress.
7. Identify approaches to track and monitor the costs and savings associated with green infrastructure projects. Solicit research and funding partners, such as the University of Texas' Lady Bird Johnson Wildflower Research Center and the Trust for Public Lands.
8. Solicit partners, such as conservation and bicycle advocacy groups, to help implement the recommendations of the green infrastructure plan and program.
9. Hold public and educational events to share green infrastructure benefits and pursue program partnerships with local organizations.

RELATIONSHIP TO OTHER ACTION PROGRAMS:

- Create a Healthy Austin program. Investing in accessible walking and biking networks and open space will provide Austin residents increased opportunities for outdoor exercise as part of their daily routines.
- Sustainably manage our water resources. Expanding Austin's green infrastructure will impact the City's ability to protect and conserve water resources. By increasing the urban tree canopy and decreasing stormwater runoff, the green infrastructure program will contribute to reducing flooding, improving water quality and lessening the need for water treatment.
- Invest in a compact and connected Austin. The green infrastructure program will include priorities for trails and greenway networks that provide alternative ways to get around the city.
- Revise Austin's development regulations and processes to promote a compact and connected city. Green infrastructure and low impact development standards should be included in the revised Land Development Code and Criteria Manuals.

RELATED CITY INITIATIVES:

- Parks and Recreation Department Long Range Plan
- Austin Strategic Mobility Plan
- Healthy Code
- Central Texas Greenprint Plan
- Travis County Colorado River Corridor Plan
- Urban Forestry Management Plan
- Invasive Species Management Plan
- Watershed Master Plan
- Trails Master Plan
- Bicycle Master Plan
- Town Lake Plan

GOALS

Increase protection of environmentally sensitive land.

BASELINE (2012)	
METRICS	
Amount of permanently preserved land for protection of water quality, threatened or endangered species habitat, or other environmental resources	

GOALS

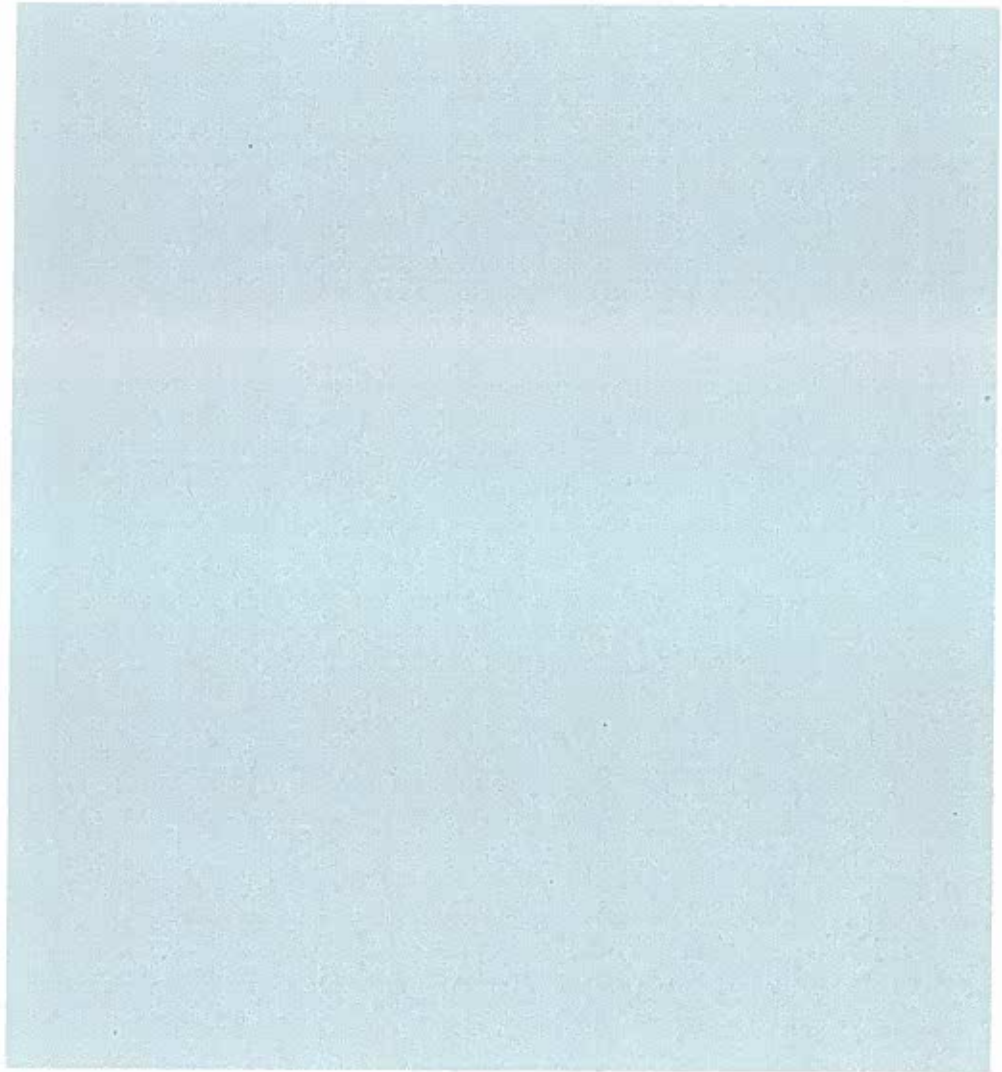
Improve tree cover in every neighborhood.

BASELINE (2012)	
METRICS	
Tree canopy (map and percentage)	

GOALS

Improve health of watershed.

Impervious surface (total and per capita)	
Creek health (percentage of assessed watersheds in excellent, very good, or good health)	



5. Grow and invest in Austin's creative economy

Austin's healthy economy stems, in large part, from its vibrant, local creative community and diverse workforce. Creative individuals (artists, musicians, film and digital media professionals, and other knowledge-based workers), cultural organizations, and creative businesses contribute to the region's economic growth and quality of life. Continued strategic investment in these industries is needed to grow existing creative sector entrepreneurs, organizations and businesses, encourage "home-grown" start-ups, and attract new organizations, businesses, residents, and visitors who will contribute to a healthy economy.

WORK PROGRAM

SHORT TERM (1-3 YEARS)

1. Survey creative arts and culture non-profits, organizations, and individuals to determine gaps in technical assistance and identify additional ongoing strategies to further develop the creative industries.
2. Develop and implement a cultural tourism and heritage plan to improve tourism offerings (such as technology and cultural diversity) at the regional, national, and global scales to stimulate trade and bring new resources to the community.
3. Develop and implement strategies to create and sustain the live music industry while addressing noise compatibility.
4. Conduct a creative facilities survey and analysis to determine both impediments and challenges and positive influences in promoting Austin's creative culture. Involve the creative community in its design and implementation.
5. Explore and re-imagine existing City development tools, such as incentives, regulations, and financing options, with a focus on creative industries' facility needs; expanding access to affordable and functional studio, exhibition, performance space, museums, libraries, music venues, and office space.

ONGOING AND LONG TERM (3+ YEARS)

6. Use the City's existing interdisciplinary team to better coordinate "creative enterprise" services, programs and resources.
7. Cultivate relationships with local, national, and international businesses and organizations to expand and sustain the financial, artistic and cultural excellence of the Austin music, film, digital industries, and nonprofit arts and culture communities.
8. Provide ongoing technical assistance, access to best practices, small business resources, and nonprofit organization resources with a focus on targeted creative industries and jobs.
9. Develop new financial resources and strategies to sustain and expand the creative industry sector.

LEAD

Economic Growth and Redevelopment Services Office

PARTNERS

City of Austin Planning and Development Review Department; City of Austin Transportation Department; Parks and Recreation Department, Austin Public Library, Community College and University Art and Music Departments; AISD Fine Arts Program

RELATED VISION COMPONENTS

Creative

Prosperous

Livable

Educated

RELATED

POLICIES

LUT P9; UD P3, P7; H P1, EC P1, P2, P4, P5, P6, P14; CRE P1, P2, P3, P4, P6, P7, P8, P9, P10, P11, P15, P18, P19.

GOALS	
Increase opportunities for small creative businesses and organizations.	
METRICS	BASELINE (2012)
Small business growth. Creative business and organization partnership, participation and growth	
Number of Public Art Installations and Events	
Participants in arts, culture, and small business workshops hosted by the city	
Arts and creativity sector (count of businesses and employees)	
Number of live music venues	

10. Conduct a market analysis of Austin's creative sectors to determine opportunities for growth and prosperity.

11. Work with economic development organizations to recruit businesses to Austin that will invest in Austin's creative community.

12. Work with local businesses and organizations to develop and move beyond the startup stage to further establish Austin as a magnet for arts, culture, and creativity.

RELATIONSHIP TO OTHER ACTION PROGRAMS:

- Develop and maintain housing affordability throughout Austin. One barrier creative businesses and individuals face is a lack of affordable housing and work space. Investing in housing that is affordable and has work space will help to sustain and attract new creative businesses.
- Continue to grow Austin's economy by investing in our workforce, education system, and entrepreneurs. Arts and cultural education is a major focus of investing in Austin's workforce and education system. Encouraging innovation and providing support for local, small businesses and start-ups is key to growing Austin's creative economy.

RELATED CITY INITIATIVES:

- CreateAustin Cultural Master Plan
- City of Austin Library Master and Facilities Plans

6. Develop and maintain housing affordability throughout Austin.

Rising housing and related costs, such as transportation and utilities, are major issues facing Austinites. Low-income, fixed-income, and, increasingly, middle-class households struggle to find housing they can afford, especially in the urban core. Often, the only housing they can afford is not close to their work or schools, and far removed from daily necessities (such as services, shopping, entertainment, recreation, and dining). Better-located housing is often too expensive or does not meet the needs of many families with children. As Austin becomes more diverse—with a growing retired and senior population, an increasing number of smaller households, and others interested in alternatives to suburban living—the single-family homes typical of our central neighborhoods may not suit their needs. More significantly, high real estate prices increasingly preclude the possibility of purchasing or renting a house in Central Austin.

In order to meet the market demand of our growing and diversifying population, the range of available housing choices must expand throughout the city. Alternatives to the typical larger-lot single family and garden-style apartments that characterize much of Austin's housing stock are needed, including a greater variety of starter and move-up homes. The introduction and expansion into the market of housing types such as rowhouses, courtyard apartments, bungalow courts, small-lot single-family, garage apartments, and live/work units can meet this emerging demand. The demand for market-rate housing can and should be met by the private sector. The City of Austin can work with private developers, non-profits, the state and federal governments, Travis County and other local governments to help those individuals and families not able to afford market-rate housing, including seniors on a fixed income, people with disabilities, and low-wage workers.

The city's housing stock contributes to unaffordability in other ways. High utility bills can often be addressed by improving how we use water, electricity and natural gas, while the location of homes in relation to different modes of transportation, work, and daily and weekly needs impacts how much households spend on transportation.

To address these issues, a comprehensive approach is needed to define and provide housing affordability for Austinites. Such an approach must take into consideration transportation, utilities, and access to daily and weekly needs as essential and inter-related components of housing affordability. It should recognize both market-rate affordability and the need for subsidized housing, and include collaboration with Travis County, area school districts, and regional entities (such as Capital Area Council of Governments, Capital Area Metropolitan Planning Organization, and Capital Metropolitan Transportation Authority) to align objectives and achieve maximum investment to promote housing affordability.

LEAD

1) Neighborhood Housing and Community Development Office/ Austin Housing Finance Corporation

2) Planning and Development Review Department

PARTNERS

Housing Authority of City of Austin; Health & Human Services Department; Economic Growth and Redevelopment Services Office; Travis County; Austin Independent School District; Capital Area Council of Governments; Capital Area Metropolitan Planning Organization; Capital Metropolitan Transportation Authority; Community Action Network

RELATED VISION COMPONENTS

Prosperous

Livable

Values and Respects its People

RELATED POLICIES

LUT P3, P5, P6, P7, P8, P9; H P1, P2, P3, P4, P5, P6, P7, P8, P9; N P1, P3; EC P16; EN P1; CFE P1, P3, P11; ACC P10, P18.

GOALS	
Maintain and increase housing affordability in Austin.	
METRICS	BASELINE (2012)
Gaps in rental and homeownership supply and demand	
Median rent by zipcode	
Median wage by zipcode	
Percent of residents who are cost-burdened or severely cost-burdened (including transportation and utilities)	
Percent of residents who are homeless or at risk of homelessness.	
Number of affordable units built	

WORK PROGRAM

SHORT TERM (1-3 YEARS)

1. Identify gaps in affordability throughout the city and set numerical targets for housing that is affordable to a variety of households, including workforce, supportive, low-income, families with children, and senior housing.
2. Use the S.M.A.R.T. Housing program as a framework to introduce new tools and strategies to promote affordable housing for moderate, low, and very low-income households, including new regulatory and finance mechanisms, grants, and partnerships with local non-profit intermediary organizations.
3. Promote long-term affordability by:
 - Supporting a local community land trust and other shared equity approaches
 - Targeting the use of public funds for the lowest-income households, including those who are homeless, at risk of homelessness, or who have other special needs
 - Developing new goals, targets, and strategies to promote the distribution of affordable housing in all parts of the city, including incentives for affordable housing in new developments and for the preservation of existing rental units.
4. Ensure new and revised small-area plans include an affordability component addressing preservation of existing and creation of new affordable, supportive, and workforce housing.

ONGOING AND LONG TERM (3+ YEARS)

5. Identify new or expand existing dedicated revenue sources for affordable housing.
6. Examine ongoing regulatory barriers that impede housing affordability, including infrastructure costs; the effect of zoning ordinances on housing development costs; and examine how the City's waste removal fees and other City fees and requirements impact the cost of development.
7. Develop a community educational campaign to address the issue of affordability, such as loss of existing affordable housing, rising utility and transportation costs, and the need to maintain affordability as part of Austin's quality of life.
8. Identify opportunities for the creation of affordable housing on publicly-owned land and develop partnerships with developers to provide flexible, affordable work space and housing.
9. Support the creation of a "real-time" database of available affordable housing units, services, resources, and incentives to strengthen the process of connecting qualified

buyers and renters with affordable housing to comprehensively lower monthly household expenses.

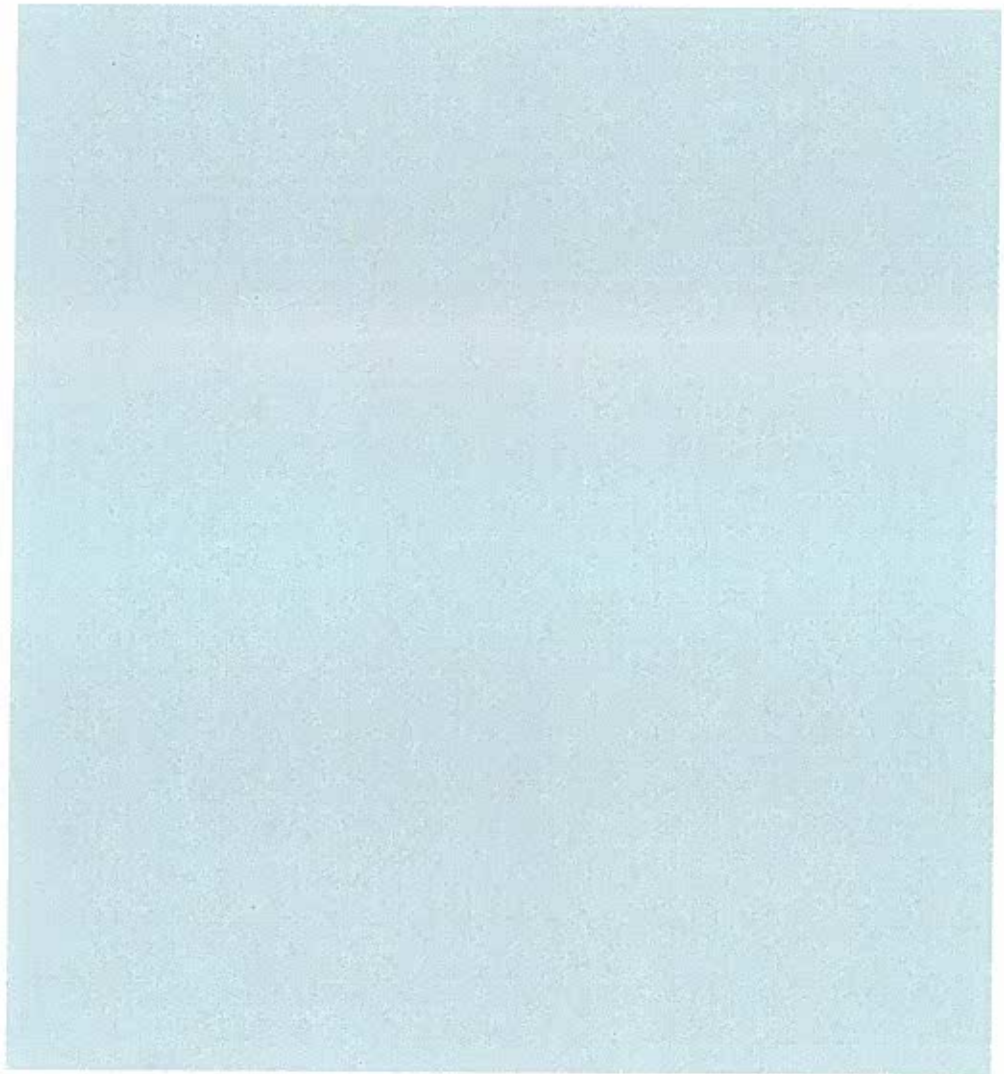
10. Replicate and adopt best practice models for affordable housing in Texas to make state lawmakers aware of the statutory barriers that impede housing affordability, such as the inability of cities to provide property tax relief to low-income renters and the challenges of meeting market demand.

RELATIONSHIP TO OTHER ACTION PROGRAMS:

- Grow and invest in Austin's creative economy. Investing in housing that is affordable for all will help sustain existing and attract new creative business.
- Invest in transportation and other improvements to create a compact and connected Austin. Transportation costs can greatly impact moderate and lower-income households. Diversifying Austin's transportation network and increasing the balance of public transit, walking, and biking networks will reduce the need to drive and associated transportation costs.
- Continue to grow Austin's economy by investing in our workforce, education system, and entrepreneurs. Sustainable growth of Austin's economy depends on providing affordable living options for its workforce.
- Revise Austin's development regulations and processes to promote a compact and connected city. Issues that should be addressed in the development code revision include reevaluating the goal of affordability, promoting the creation of flexible standards for the construction and preservation of affordable units, and developing standards for a City-wide approach to development bonus programs.

RELATED CITY INITIATIVES:

- City of Austin 5-Year Consolidated Plan and Annual Action Plan Process (required by the U.S. Department of Housing and Urban Development)
- Development Bonus Initiatives (various)
- S.M.A.R.T. Housing Initiative
- Permanent Supportive Housing Initiative
- Colony Park Sustainable Community Pilot Project
- Mueller redevelopment
- Neighborhood, corridor, and station-area plans



7. Create a “Healthy Austin” program.

Making healthy choices should be affordable and easier than making unhealthy ones. A “Healthy Austin” program will reduce chronic and diet-related diseases and risk factors by coordinating access to community and health services, local and healthy food, physical activity, and tobacco-free living. It will also support a “healthy community code” that promotes active living, access to healthy food, and prevention of chronic and diet-related diseases in all aspects of community life.

This program will look beyond nutrition to help develop a strong local food system in which food production, processing, distribution and consumption are integrated to enhance the environmental, economic, social, and nutritional health of Austin and Central Texas.

The chronic diseases associated with the risk factors of tobacco use, poor nutrition and lack of physical activity (including some cancers, diabetes, heart disease, stroke, chronic obstructive pulmonary disease, and asthma) are the underlying causes of most deaths in Travis County. Though these diseases affect everyone in the region, they take a heavier toll on poorer and minority communities. These preventable diseases increase healthcare costs, lower worker productivity, contribute to family stress, and diminish quality of life. In order for the city to be healthy, environmental and lifestyle factors that contribute to serious diseases need to be addressed.

WORK PROGRAM

SHORT TERM (1-3 YEARS)

1. Create a Healthy Austin Program plan to develop and document program priorities, findings, recommendations, and outcomes related to:
 - a. Increasing healthy behaviors;
 - b. Educating the public and providing better access to information on healthy lifestyles and community health resources;
 - c. Expanding access to health care services in underserved populations;
 - d. Promoting healthy foods and discouraging unhealthy ones; and
 - e. Improving coordination between the Health and Human Services Department, other City of Austin and Travis County departments, non-profits, and the community.
 2. Create a healthy community code, including revisions to Austin’s land development ordinances that make it easier to produce and access healthy, sustainable food and to lead a more active lifestyle.
- Support and expand farm direct programs (such as farm-to-work and farm-to-school) that link local farmers and food vendors to consumers.

LEAD

Health and Human Services Department

PARTNERS

Planning and Development Review Department; Parks and Recreation Department; Neighborhood Housing and Community Development; Office of Sustainability, Transportation Department; Health, Sustainable Food, and Social Service Organizations; School Districts

RELATED VISION COMPONENTS

Livable

Values and Respects its People

Mobile and Interconnected

RELATED POLICIES

UPDATE

GOALS	
Improve Public Health.	
METRICS	BASELINE (2012)
Rates of disease, obesity, tobacco use by ethnicity and income	
GOALS	
Improve opportunities for active lifestyles.	
METRICS	BASELINE (2012)
Miles of walking / biking trails	
GOALS	
Improve nutrition and food access.	
METRICS	BASELINE (2012)
Units within ¼ mile of a grocery store	
GOALS	
Strengthen local food system.	
METRICS	BASELINE (2012)
Number of farmers markets, farm stands, healthy food carts	
Number and acreage of community gardens, plots, and local farms	
GOALS	
Improve access to healthcare.	
METRICS	BASELINE (2012)
Percent of residents with access to health care coverage	
Percent of residents not able to see a doctor in the past year due to cost	

- Expand the market for local food producers by connecting them to hunger-relief organizations, community institutions, restaurants, and retail food markets.

3. Increase the number of tobacco-free environments including outdoor areas, worksites, schools, and multi-unit housing to reduce exposure to secondhand smoke.

4. Encourage use of public land for community gardens.

5. Encourage successful formation and patronage of healthy-food retail establishments, such as farmers markets, community supported agriculture, corner and neighborhood stores, and supermarkets, throughout the city—with emphasis placed on underserved areas.

ONGOING AND LONG TERM (3+ YEARS)

6. Implement joint use agreements for public facilities to be used by residents for recreation and physical activity.

7. Expand urban farms and community gardens.

8. Promote community connectivity through complete streets design for new developments and integrate into redesign plans for existing developments.

9. Increase the safety and amenities of parks, trails, playgrounds, bike paths, and recreation centers.

RELATIONSHIP TO OTHER ACTION PROGRAMS:

- Invest in a compact and connected Austin. Investing in accessible walking and biking networks and open space will provide residents increased opportunities for outdoor exercise as part of their daily routines.
- Revise Austin's development regulations and processes to promote a compact and connected city. The revised code will include standards and guidelines to make walking and biking safer and more attractive for residents. Through improved land use, transportation, and urban design, Austin's places can contribute to healthy lifestyles by encouraging walkable communities, parks and open space, and recreation.

- Use green infrastructure to protect environmentally sensitive areas and integrate nature into the city.

RELATED CITY INITIATIVES:

- Healthy Austin Code
- African-American Quality of Life Study
- Hispanic Quality of Life Initiative

8. Revise Austin's development regulations and processes to promote a compact and connected city.

Austin's City Charter requires that land development regulations be consistent with the comprehensive plan. Significant revisions to existing regulations will be necessary to fully implement these priority programs described above. For example, Imagine Austin calls for new development and redevelopment to be compact and connected, but many elements of the existing Land Development Code make this difficult to accomplish. Achieving these goals will require a comprehensive review and revision of the land development code, associated technical and criteria manuals, and administrative procedures.

The revised Land Development Code should incorporate direction from the actions attached to this program (see the Action Matrix, starting on page 193). Generally, these actions:

- Promote a compact and connected city that welcomes Austin's diverse households
- Preserve the character of different neighborhoods and parts of the city
- Integrate nature into the city and protect environmentally sensitive areas
- Ensure the delivery of efficient services
- Provide clear guidance in a user-friendly format

The first step in revising the Land Development Code is an inclusive public process to examine the existing code and develop a shared understanding of the issues, conflicts and impediments to accomplishing the goals of Imagine Austin. Once a decision has been made on issues and directions to achieve these goals, the process of creating a more efficient, predictable, and understandable land development code, criteria manuals, and review process will begin. When the revised code is in place, its application will need to be monitored and evaluated on an ongoing basis to ensure that it results in development outcomes such as more compact and connected places.

STEPS TO IMPLEMENT THE PROGRAM

SHORT TERM (1-3 YEARS)

1. Initiate a comprehensive review to determine necessary revisions to the Austin Land Development Code and associated technical and criteria manuals.
 - a. Perform an initial review and assessment (diagnosis) of the land development code and associated criteria manuals to identify major issues and key sections that need to be revised and those sections that will remain the same. This step also includes public engagement and interviews/focus groups with business owners, landowners, neighborhood groups, designers, developers, and community leaders.

LEAD

City of Austin Planning and Development Review

PARTNERS

Parks and Recreation Department, Watershed Protection Department, Austin Fire Department, Austin Energy, Austin Resource Recovery, Public Works Department, Austin Transportation Department, Capital Planning Office, and Austin Water Utility;

Capital Area Metropolitan Planning Organization; Travis County

RELATED VISION COMPONENTS

Livable

Natural and Sustainable

Mobile and Interconnected

Affordable

RELATED POLICIES

LUT P3, P4, P5, P8, P10, P14, P19, P21, P22, P25, P26; UD P1, P3, P4, P5, P6; HP P5, P6, P7; H 4P, P7, P8; EC P3, P14; CR P11, PB P6; CFE P10, P11; ACC P18

GOALS	
Make Austin a more compact city.	
METRICS	BASELINE (2012)
Residential density (people per square mile) within centers and corridors	
Units within ½ mile of retail and mixed use centers	
GOALS	
Make Austin a more connected city.	
METRICS	BASELINE (2012)
Sidewalk Density	
Intersection Density	
Units within ½ mile of transit and high capacity transit	
GOALS	
Increase the percentage of mixed-use development.	
METRICS	BASELINE (2012)
Development within activity centers and corridors	
GOALS	
Create an efficient development review process.	
METRICS	BASELINE (2012)
Percent of development needing discretionary approval	
Time needed for decision	

b. Determine staffing levels, the need for consultants, and financial resources needed to complete the comprehensive review and code revision.

c. Develop a process and timeline for updating the land development code and manuals.

2. Create a public involvement process and timeline for revising the code and criteria manuals. This process should include significant educational complements and workshops early in the process. These should be structured both from a technical perspective involving City Council, Planning Commission, and other Boards and Commissions, and the design community, as well as business owners, neighborhood groups, and residents. Examples of public input methods include surveys of regular code users, design workshops, site visits, visual tools, best practices and technical reviews of proposed changes.

3. Assess the efficiency of the City of Austin's development review process and implement necessary changes.

LONG TERM (3+ YEARS, ONGOING)

4. Adopt the code and manual revisions.

a. Create guidelines and a process to transition from current to new regulations in alignment with the growth concept map and small area plans.

b. Revise the zoning map to be consistent with the revised land development code.

c. Train staff on the new code

5. Track new development and evaluate how well the new code and manuals encourage development that is compact and connected. Coordinate with the Imagine Austin annual report and complete communities indicator process described on page 188.

RELATIONSHIP TO OTHER PRIORITY PROGRAMS:

- Invest in transportation and other improvements to create a compact and connected Austin. The revised land development code and technical and criteria manuals will include design standards and incentives for complete streets as well as standards to encourage public transit, walking, and bicycling as alternatives to driving.

- Use green infrastructure to protect environmentally sensitive areas and integrate nature into the city. Revising the land development code, technical and criteria manuals will both incentivize and require "green" elements relating to street design, site planning and design, landscaping, as well as other aspects of the development process.

- Sustainably manage our water resources. The revised land development code, technical and criteria manuals will include standards and incentives for low impact develop-

ment, innovative water and greywater reuse, and preservation of environmentally sensitive land, floodplains, and water recharge areas. Changes to the land development code will support development patterns that better manage water resources.

- Create a Healthy Austin program. The revised code, technical and criteria manuals will include standards and guidelines for compact and connected development and design standards to make walking and biking safer and more attractive for residents.
- Develop and maintain housing affordability throughout Austin. Revisions to the land development code will be reviewed from the context of affordability. The City of Austin's S.M.A.R.T. HOUSING Program has been held up nationally as an example of best practice and is a good starting point for examining process and practice issues within the Austin code. The new code will also promote more flexible standards for the construction and preservation of affordable units.

RELATED CITY INITIATIVES:

- Healthy Code
- Neighborhood Plans
- Corridor and Station-Area Plans
- Families and Children Task Force Report

TACKLING THE ETHNIC DIVIDE

Austin is more diverse than at any time in its history. Austinites of color now make up the majority of the population. Yet we are still dealing with the legacy of segregation and racism, particularly among Americans of African descent and Hispanic ethnicity. Austinites living east of Interstate 35 do not share equally in Austin's celebrated quality of life. Overall, they are, overall, poorer, less healthy, lag academically, and lack access to housing which they can afford.

Segregation in Austin

Early in Austin's development, African Americans were found throughout Austin, usually in small communities such as Clarksville or Wheatville. Austin was segregated—its stores, schools, and buses. But it was also a place where blacks and Hispanics ran businesses, churches, and schools, and occasionally served as aldermen. However, by 1940, most black Austinites lived in East Austin between 7th and 12th Streets. Most of the rapidly growing Mexican American population also lived in East Austin, south of 6th Street.

The segregation and geographic isolation of Austin's minority communities was accomplished in part by concentrating City services for Hispanics and African Americans in East Austin. Though it had been happening for some years, this became official City policy with the adoption of the 1928 Comprehensive Plan, which called for concentrating "all the facilities and conveniences ... in this district, as an incentive to draw the negro population to this area. This will eliminate the necessity of duplication of white and black schools, white and black parks, and other duplicate facilities for this area."

Black and Hispanic Austinites responded in a variety of ways. One prominent example was the effort by these communities to gain access to Austin libraries, which were whites-only in the early part of the 1900s. In the early 1930s, black Austinites lobbied to get an East Austin branch of the Austin Public Library. A small library was soon created at the corner of Angelina and Hackberry streets, which became the George Washington Carver Branch. In the 1950s, using tactics designed to dispel the myth of "separate but equal," East Austinites successfully organized to integrate the whites-only downtown branch. Other campaigns followed, including successful efforts desegregating the Austin Fire Department and Barton Springs Pool. Lions Municipal Golf Course, desegregated in the early 1950s, was the first such golf course in the city and state, and possibly in the south.

The ethnic divide today

Work to improve the quality of life for people of color continues, but significant disparities remain. The legacy of 20th century segregation lingers. Of the public schools rated academically unacceptable in 2009, all four are located on Austin's east side, where most of Austin's African American and Hispanic students still live. The drop-out rate for these students in the Austin Independent School District is more than three times that of white students. Fewer than one in five black or Hispanic Austinites over 25 have received a college degree (three in five white Austinites have one).

Austin's African-American population also experiences significantly higher unemployment (more than 13%, compared with an overall unemployment rate between 6% and 7%). Nearly one third of blacks and Latinos live in poverty—and more than 40% of black and Latino children.

African-Americans and Hispanics have limited access to healthcare and experience higher rates of obesity and diabetes. Black Austinites also experience substantially higher rates of asthma and infant mortality. Black and Hispanic teens are also more likely to get pregnant, which can pose health risks for the mother and child. Early parenthood can result in diminished educational and employment opportunities for the parents, leaving them at a lifelong disadvantage.

Over the past few decades, these two communities have diverged significantly. Austin's Hispanic community is growing rapidly and quickly becoming more diverse. While much attention is paid to Mexican immigrants, middle-class Hispanic households move to Austin from elsewhere in Texas and across the country. Despite this diversity, there continue to be neighborhoods, such as Dove Springs and North Lamar, whose heavy immigrant population, linguistic isolation, lower incomes, and lack of public and private services pose substantial challenges to the adults and children living there.

Austin's African-American population has declined since 2000. Many younger African-Americans have moved to the suburbs or outside the region entirely, suggesting they feel less welcome in Austin, compared with other sunbelt cities with booming African-American populations, such as Atlanta, Dallas, and Houston.

Tackling the Divide

In the last decade, the City of Austin undertook two initiatives to address Austin's racial divide. The African-American Quality of Life Initiative, begun in 2004, identified six categories of actions to improve the quality of life for the African-Americans in Austin:

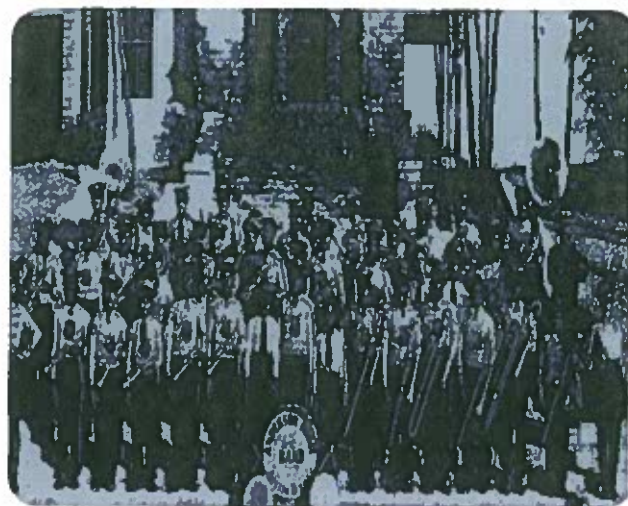
- Arts, culture, and Entertainment
- Business and economic Development
- Employment and Education
- Health
- Neighborhood Sustainability
- Police and Safety

From 2006 to 2008, the City implemented recommendations from the initiative. Following the project, the African American Resource Advisory Commission was formed to continue the effort to alleviate inequities facing Austin's African Americans.

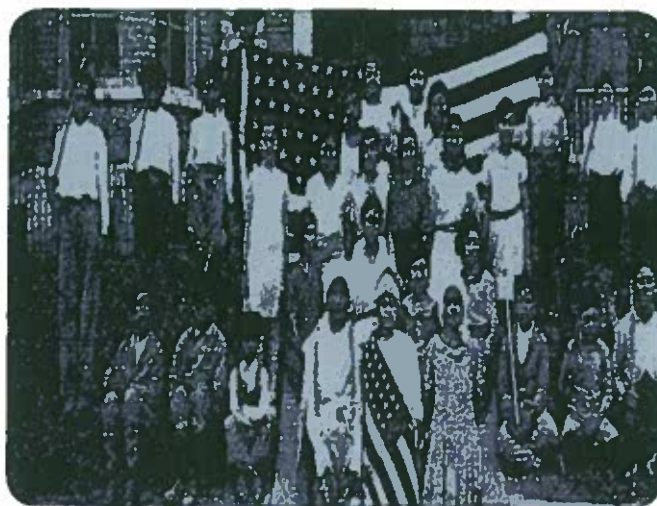
Recognizing the success of the African American Quality of Life initiative, in 2008 the City began a Hispanic Quality of Life Initiative, developing recommendations in four areas:

- Education
- Economic development
- Cultural arts/history enrichment
- Health

The Community Oversight Team continues working to implement the Hispanic Quality of Life Initiative.



Anderson High (placeholder image)



Guadalupe School (placeholder image)

Imagine Austin helps build on these efforts by connecting them to Citywide policies. In particular, these two initiatives are connected to four of Imagine Austin's Priority Programs:

- **Develop and maintain housing affordability throughout Austin**

In addition to improving market rate affordability within the City, this program also seeks to develop new programs aimed at maintaining existing and develop new affordable housing for blue-collar workers and the un- and under-employed within the city.

- **Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs**

Many in Austin's African American and Hispanic populations have not enjoyed the city's recent prosperity. Imagine Austin addresses both sides of this dilemma: improving the skills the workforce has or needs and drawing more jobs that are available for those skills.

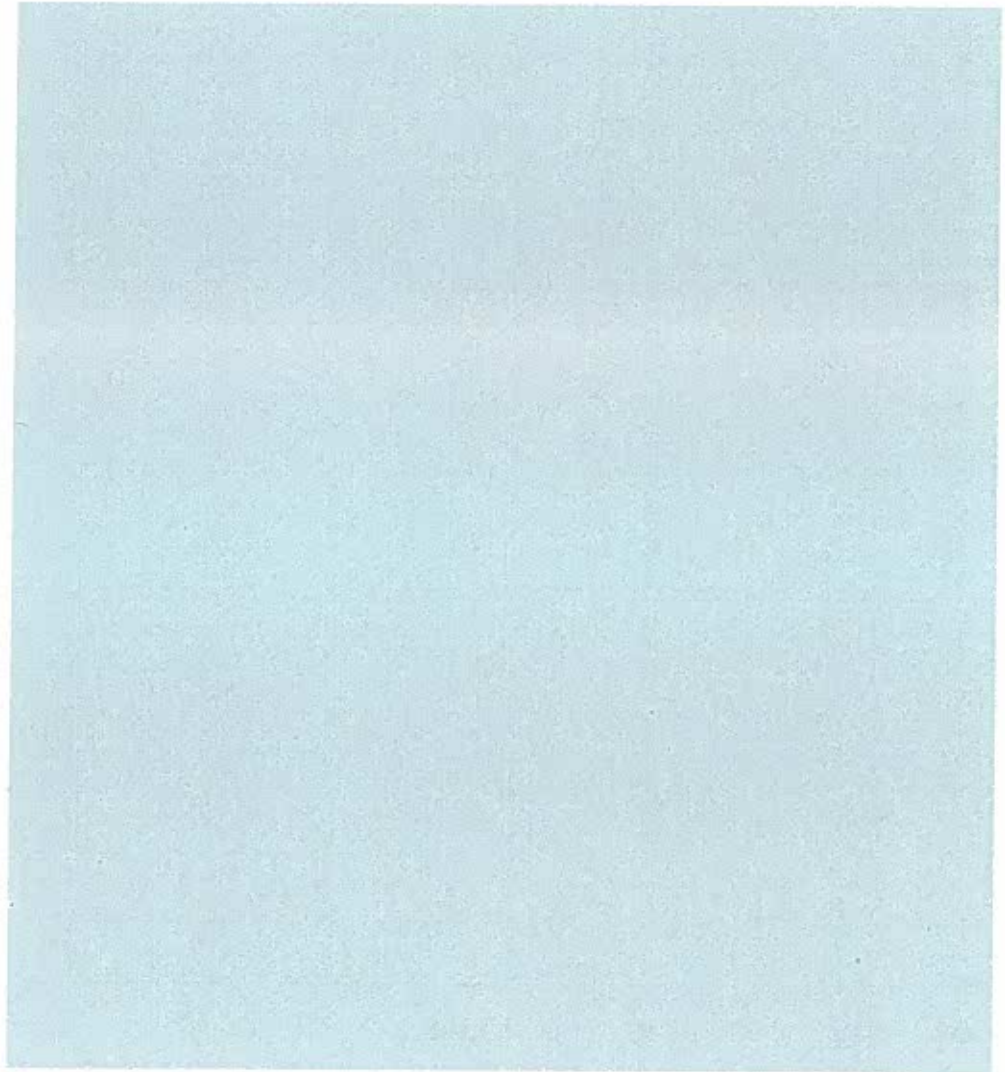
- **Create a Healthy Austin program**

Support services—from the City, non-profits, and private market—that makes healthy choices available and easy to make, such as by eliminating "food deserts."

- **Invest in a compact and connected Austin**

Continued investment in existing neighborhoods is important to creating complete communities throughout the city that receive an equitable share of City services and amenities, such as pedestrian-friendly areas, shopping, transit, libraries, and safe and accessible playgrounds.

Any comprehensive plan in Austin owes a special duty to Austin's black and Hispanic community, but Imagine Austin should go further. This plan should serve as a platform to ensure everyone in Austin is a part of one or more of the city's vibrant communities, whether they are new or long-time residents, drawn by the University of Texas or high-paying construction jobs, whether they emigrate from Mexico, India, Viet Nam, or California.



IMPLEMENTING THE COMPREHENSIVE PLAN

Imagine Austin provides a wide-ranging policy framework to guide decision-making across all levels of City government. It sets an overall framework for internal decision making and provides direction for future planning efforts, updates and revisions for existing plans, the adoption and interpretation of regulations, setting budgets and spending priorities, and creating partnerships.

The plan's elements—vision statement (Chapter 3), policies and the growth concept map (Chapter 4), priority programs (Chapter 5, pp. 155-177), and action matrix (Chapter 5, pp. 193-225)—provide different levels of guidance for implementation:

- The **vision statement** describes in aspirational terms what Austinites want the city to become by 2039 and establishes the broadest context for decision-making.
- **Policies and the growth concept map series** guide long-term department strategies to achieve the Vision and should be incorporated into department master plans and budgeting.
- **Actions and priority programs** provide the more immediate steps to fulfill the vision statement. The actions are initiatives, programs, or regulatory changes needed to implement the policies and growth concept map. The priority programs organize the actions into related groupings and establishes a system to manage the overall implementation of the comprehensive plan.

PLANNING

The Imagine Austin Comprehensive Plan provides the policy basis for future plans. It also establishes the context for a complete planning framework that coordinates plans of different purposes, scales, and levels to implement the comprehensive plan. These "implementation plans" will apply the vision statement, policies, and growth concept map to smaller areas or specific issues. If, during these planning processes new conditions or issues arise, Imagine Austin may be amended to address these changing circumstances and to ensure the plan's ongoing viability.

Other types of plans—master and small area—will help implement Imagine Austin. Master plans provide detailed guidance for city systems such as our parks, sidewalks, watersheds, and waste management. Small area plans are those for defined geographic districts such as transit station areas, corridors, and neighborhoods. These small area plans complement Imagine Austin by providing detailed land use, infrastructure, and service recommendations within the framework set by the comprehensive plan policies and growth concept map.

Imagine Austin guides updates to existing master and small area plans. These plans are reviewed to ensure their general directions support the comprehensive plan's vision statement, growth concept map, and policies. As part of this process, inconsistencies

REVIEW OF EXISTING PLANS

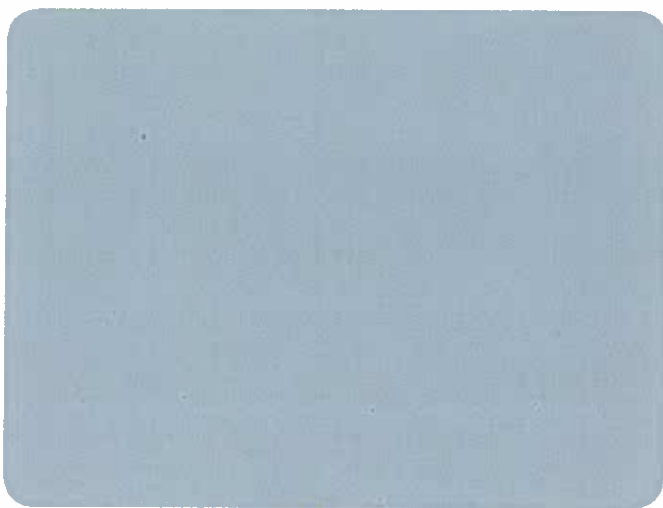
The City of Austin adopted many operational, master, and small area plans prior to Imagine Austin. During the process to create the new comprehensive plan, these plans were included with public input to shape Imagine Austin, including the development of the Growth Concept Map. See Appendix D (page XXX) for the Small Area and Master Plans attached to Imagine Austin.

DIFFERENT PERSPECTIVES WORKING TOGETHER

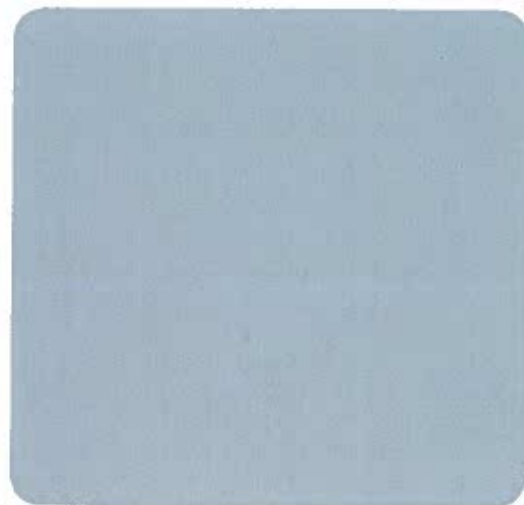
HOW IMAGINE AUSTIN COORDINATES MASTER AND SMALL AREA PLANS

Making decisions in the future

The comprehensive plan, master plans, and small area plans are all guides for future decisions: spending (including the city's annual budgets and bonds) or regulations (including decisions on rezoning requests). These plans work together by providing decision-makers (City Council, but also boards and commissions, city staff, and the public) with coordinated but different perspectives.



Placeholder



Placeholder

Imagine Austin

A city's comprehensive plan provides guidance on city-wide, cross-department issues to achieve the vision

the community wants for its future, through such broad questions as:

- How do we coordinate land use and transportation planning?
- How can we shape our regulations to improve housing affordability?
- What are the city's goals for economic and workforce development?

The comprehensive plan guides master and small area plans, but should also be able to change in response to new information.

Master plans

The comprehensive plan helps to clarify how different city systems work together and what stakeholders are implicated in each area of city business. Working with that guidance, master plans provide detailed department planning for their system.

Small area plans

The comprehensive plan articulates what the citywide interest is at a broad scale. Small area plans—such as neighborhood plans, station area plans—provide an alternate perspective: a detailed view based on local conditions—what intersections are difficult to cross? What parcels are appropriate for redevelopment?

Zoning decisions

These should be guided by Imagine Austin and consistent with the text of the small area plans and Future Land Use Map or equivalent (if one exists).

between Imagine Austin and these plans may be discovered. Changes to neighborhood plans will be considered by the City Council through the neighborhood plan amendment process. Changes to other small area or master plans will be addressed through a public amendment process by the City Council. Changes to Imagine Austin should be addressed through the annual review.

As the City of Austin develops new master and small area plans, Imagine Austin will provide overarching policy direction. In areas not covered by small area plans, Imagine Austin will be the policy basis for developing plans and providing the planning parameters. As with the Imagine Austin planning process, public involvement will generate the ideas and themes for these plans.

REGULATIONS AND ZONING

The Austin City Charter requires all land development regulations be consistent with the comprehensive plan. To assess the level of consistency, the City of Austin will need to review and analyze these regulations for changes needed to support plan policies and actions called for by priority programs. This "code diagnosis" will identify those sections of existing regulations that need to be changed and will provide the direction for preparation of proposed code amendments or revisions. In addition, the City may consider regulatory changes as part of Imagine Austin's Annual Report and periodic Appraisal and Evaluation.

Zoning decisions will be guided by all of Imagine Austin's elements—vision statement, principles, growth concept map, actions, priority programs, and attached small area plans. Where a small area plan exists, recommendations should be consistent with the text of the plan and its Future Land Use Map or equivalent map (if one exists). Where no small area plan exists, Imagine Austin should be used as a guide for zoning decisions. In such instances, rezoning requests should be reviewed against relevant sections of the comprehensive plan.

SPENDING

Imagine Austin will also help direct how the City spends money. This spending typically takes the form of capital improvements and the annual operating budget. The comprehensive plan will influence both types of expenditures. Imagine Austin builds on existing operations, to better coordinate the City's many missions. However, it does not address all City operations and should not be taken as a guide to budgeting, particularly related to dedicated funding sources, funding for essential needs such as emergency medical, police, and fire services, and funding for existing infrastructure repairs and improvements.

Imagine Austin also provides context for seeking outside sources of funding, such as federal or state grants.

ANNEXATION

Annexation is an important tool to guide growth and development and is the only way to expand municipal boundaries. The City of Austin uses annexation to apply zoning and development regulations, to protect and expand the tax base, to more efficiently deliver municipal services such as public safety and utilities, and to provide these services to developing areas. To be consistent with Imagine Austin, provide efficient, equitable, and environmentally sensitive utility services, and coordinate the extension of municipal services, the City of Austin should continue to maintain its annexation program. This program should be based on the following policies:

- Annex areas that can be the most economically served with existing and proposed infrastructure and services.
- Annex areas that will be provided with municipal services and utilities through coordinated municipal utility and service extension plans and the capital improvements program.
- Continue to annex major industrial and commercial areas on the periphery of the city.
- Use limited purpose annexation in cooperation with landowners to expand environmental, land use, and development regulations on land currently in the extraterritorial jurisdiction.
- Consider annexing areas served by aging or substandard septic systems where water quality degradation is probable or citizens have submitted petitions for annexation.
- Annex residential areas to broadly distribute the cost of services.
- Provide City consent to independent utility or improvement districts only where the City is the water and wastewater utility provider. The districts must promote sustainable development in accordance with the growth concept map. Proposed districts must be financially viable, located entirely within Austin's extraterritorial jurisdiction, and provide extraordinary public benefits.

PARTNERSHIPS

The City of Austin cannot implement Imagine Austin by itself. It will need to enter into partnerships with public, private, and non-profit organizations and develop coalitions with our regional neighbors to address mutual concerns. The City of Austin currently has relationships with a number of surrounding local governments and agencies such as Travis County, the Capital Metropolitan Transportation Agency, and Central Health. To implement Imagine Austin these relationships may need to be strengthened and those with other organizations such as area school districts, colleges, and universities made more firm. For example, to achieve the desired land use patterns, transportation improvements, environmental protections, and service coordination within Austin's extraterritorial jurisdiction, coordination with Travis County is essential.

New and existing partnerships, particularly with non-profit organizations, may require capacity building through grants or other direct assistance to develop training, leadership, programs, and revenue generation and community engagement strategies. Such assistance can leverage the resources of partner organizations to implement some actions while freeing up resources to implement others. Cooperation also increases government efficiency and reduces costs through resource sharing, increased coordination, and consolidation of duplicative services.

Central Texas is becoming an increasingly interdependent region with natural systems and urban environments crossing political boundaries. If we are to address the region's collective concerns and realize Imagine Austin's vision we must collaborate with surrounding municipalities and counties. Within our city limits we can encourage sustainable growth patterns, but scattered, low-density development outside the city can undercut those efforts. The City of Austin's best efforts to protect the Edwards Aquifer will suffer without a regional commitment to similar targets. Collaboration and shared goals improve the region's quality of life and competitiveness, for example, by providing seamless transportation and open space connections.

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the region's quality of life and competitiveness, for example, by providing seamless transportation and open space connections.

DOCUMENTING PROGRESS: PLAN MONITORING AND REVIEW

Regular evaluation and monitoring of the Imagine Austin Comprehensive Plan is a key component of the implementation strategy. If the Plan is to remain useful and effective over time, the City must establish a method to measure the successes and challenges in achieving its vision, goals, and implementation strategies. Ongoing monitoring will inform the City Council, Planning Commission, City of Austin administration and departments, partner organizations, and the public about the plan's effectiveness, identify those aspects of implementation that are working well and those needing improvement, and keep the plan current as circumstances change and new information becomes available. The monitoring process provides a way to measure progress and get feedback from policy makers and the public to determine if the implementation program is working to achieve the Imagine Austin vision. Plan monitoring includes two primary components: annual program monitoring of recommended initiatives, programs, or regulatory changes; and longer term performance monitoring using indicators to measure whether the recommended actions are achieving desired results. These components will be documented using the two monitoring and review mechanisms identified in the Austin City Charter—the Annual Report (program monitoring) and the periodic (i.e., five-year) Evaluation and Appraisal Report (performance monitoring).

ANNUAL REPORT (PROGRAM MONITORING)

The Annual Report assesses the City's progress in accomplishing the priority programs identified in the Imagine Austin implementation plan. The report will include:

- Projects and policies (including capital improvements) implemented and the alignment of those projects and policies with the goals of the plan
- An annotated matrix indicating the implementation status and benchmarks of each priority program
- The work program for the coming year
- Suggestions for updates to the comprehensive plan needed to respond to new issues and changing conditions, for consideration by City Council.

The Annual Report will be submitted by the Planning Commission to the Mayor and City Council at the end of each fiscal year.

FIVE-YEAR EVALUATION AND APPRAISAL REPORT (PERFORMANCE MONITORING)

Performance monitoring provides an assessment of whether actions that have been implemented in previous years are achieving the desired results as measured through complete communities indicators, examples of which are provided below. Once a spe-

cific action has been implemented, as documented in the Annual Report, performance monitoring will assess whether that action is having positive results. For example, if an action item to introduce new tools and strategies to promote affordable housing is implemented, performance monitoring will document measurable targets such as an increase in the number of affordable units built in a given timeframe.

Performance monitoring will be documented every five years in the Evaluation and Appraisal Report. This means that at least once every five years, the annual report will provide an assessment of the overall progress of the plan, including a description of what significant changes have occurred since plan adoption (or previous assessment or update) and use of the performance indicators to measure whether or not the outcomes desired by the community are being met. Depending on progress made and new issues that emerged over the previous five years, the evaluation and appraisal report will allow for minor amendments and modifications based on changing local, regional, state, and national dynamics and trends, as well as the completion of highlighted programs. Major updates may also be required to re-assess the plan's goals, policies, and priorities, and should occur at least every 10 years. If the Evaluation and Appraisal Report finds that a major update is warranted, a new public participation plan should be prepared to ensure the plan update takes direction from the community. If an update to the plan is needed, proposed changes will be submitted to the Planning Commission within 18 months after the evaluation is approved by City Council.

COMPLETE COMMUNITIES INDICATORS

As indicated in the description of performance monitoring above, numeric indicators are used in plan implementation and monitoring to measure whether or not the goals and vision of the plan are being met. For example, available data on transit ridership, educational attainment, and the number of affordable housing units built can be tracked to monitor progress in achieving Imagine Austin goals related to mobility, education, and affordable housing. Therefore, collecting consistent and thorough data on a regular basis is important to measuring the plan's progress. The following indicators for each of the Imagine Austin vision principles provide metrics for the City of Austin and its partners to measure success in achieving plan goals. All indicators were calculated for the planning area at the time of adoption to ensure consistency and comparability from year to year, even when City boundaries change and the extraterritorial jurisdiction expanded. Indicators highlighted in red will also be calculated for seven geographic subareas for comparison (see Figure 5.1 on page XXX). Indicators will be presented as numeric results. Indicator mapping may be integrated into a small area planning process.

As new data and measurement techniques become available or as circumstances change, existing indicators may be revised, removed, and new ones added.

Livable

- Households with children (tracked geographically)

- Residential density (people per square mile)
- Median housing values (dollars, by zip code)
- Median rent (dollars, by zip code)
- Cost burdened households (housing, transportation, and utilities)
- Residents who are overweight/obese (percent)
- Community gardens/plots/local farms (count and acreage)
- Citywide crime rates
- Perception of Safety (community survey)
- Homeless count (annual point in time estimate)
- Number of farmers markets, farm stands, and mobile healthy food carts
- Households within ½ mile distance of full-service supermarket/grocery store (percent)

Natural and Sustainable

- Developed land (square miles)
- Mixed-use development (percent)
- Impervious cover (percent), per capita and total
- Parks and open space (acres or acres per capita)
- Water consumption (total water use and per capita residential)
- Water quality
- Air quality (Nitrogen oxides and volatile organic compounds)
- Greenhouse gas emissions (by sector)
- Energy generation, percent of renewables
- Development within the Edwards Aquifer recharge and contributing zones (square miles)
- Development within the 100-year floodplain (square miles)

- Households within ½ mile distance of park or accessible open space (percent)

Creative

- Dedicated municipal funding for arts (dollars per capita)
- Private funding for arts (dollars per capita)
- Arts programs in schools and neighborhood recreation centers
- Attendance at arts/cultural events
- Money brought into economy from arts/cultural events
- Live music venues
- Households within ¼ distance of art/cultural venue (percent)

Educated

- School attendance rates
- High-school graduation rate (percent, by geography)
- Residents with undergraduate and graduate degrees (percent)
- Standardized test scores
- Enrollment in certification, continuing education, and lifelong learning programs
- Households within ¼ mile of library or community center
- Households within ½ mile distance of a school, public and/or private (percent)

Mobile and Interconnected

- Transit ridership (percentage of trips)
- Vehicle miles traveled (total and per capita)
- Average transit headways (minutes)
- Bicycle miles traveled (total and per capita)
- Sidewalks (linear miles and percent of street frontages with sidewalks)
- Bicycle lanes (linear miles)
- Households within ¼ mile of an urban trail (percent)
- Households within ¼ and ½ mile distance of transit and high capacity transit (percent)

- Employees within ¼ and ½ mile of transit and high capacity transit

Prosperous

- Employment density (jobs per square mile)
- Economic output (dollars)
- Job/housing balance (ratio of jobs to people)
- Employment rate (percent)
- Tax revenue (dollars)
- New businesses started per capita (dbas filed per capita)
- Households within ½ mile distance of retail and mixed-use centers (percent)

A Community that Values and Respects People

- Public safety response times (minutes)
- Voting rates (tracked geographically)
- Proportionality of arrest demographics (yes/no)
- Households within ½ mile distance of medical services (percent)

ACTION MATRIX

The table that follows lists each building block action. The actions are initiatives, programs, capital improvements, or regulatory changes needed to implement the policies and growth concept map. The actions also convey additional detail for implementing the priority programs; connections between actions and programs are identified.

Land Use and Transportation / Building Block 1			
Label	Actions	Action Type	Priority Program(s)
LUT A-1	Give priority to City of Austin investments to support mixed use, transit, and the creation of compact, walkable, and bikeable places.	CIP	<ul style="list-style-type: none"> • Invest in a compact and connected Austin • Create a "Healthy Austin" program
LUT A-2	Promote diverse infill housing such as small-scale apartments, smaller-lot single-family houses, town and row houses, and garage apartments that complement and enhance the character of existing neighborhoods.	Regulation	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city. • Develop and maintain household affordability throughout Austin.
LUT A-3	Establish land use and street design regulations to create sustainable neighborhoods that are child-friendly; support walking and bicycling, are in proximity to daily needs, provide a range of housing-type options such as duplexes, townhouses, row houses, small-scale apartments, and houses on smaller lots to meet the needs of people of different means and at different stages of their lives.	Regulation	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city. • Develop and maintain household affordability throughout Austin. • Create a "Healthy Austin" program
LUT A-4	Use incentives and regulations to direct growth to areas consistent with the Growth Concept Map that have existing infrastructure capacity including roads, water, wastewater, drainage and schools.	Policy	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city.
LUT A-5	<p>Create a regulatory environment to promote the redevelopment of brownfields and greyfields into compact, walkable places by:</p> <ul style="list-style-type: none"> • Increasing development rights through changes in regulations, density bonuses, and other incentives; • Revising parking design requirements that result in more permeable area and promote walking, biking, and transit; • Providing assistance in securing funding for redevelopment; • Ensuring appropriate transitions to less intensive residential areas; • Expediting the permitting and approval process. • Utilizing Low Impact Development practices to mitigate impacts associated with increases in impervious cover or constrained stormwater infrastructure that may impede redevelopment. 	Regulations, CIP	<ul style="list-style-type: none"> • Invest in a compact and connected Austin • Change Austin's development regulations and processes to promote a compact and connected city.

Land Use and Transportation / Building Block 1			
Label	Actions	Action Type	Priority Program(s)
LUT A-6	Create a regional planning initiative to encourage local governments in Central Texas to promote a mix of housing and land uses for diverse populations and income groups, located near work, shopping, and services.	Coordination	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city. • Develop and maintain household affordability throughout Austin.
LUT A-7	Implement a transfer of development rights program to transfer development rights from environmentally sensitive areas to areas identified on the Growth Concept Map for new development or redevelopment.	Regulation	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city. • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources
LUT A-8	Adopt policies and establish a regulatory environment that promotes the development of compact, mixed-use places that provide great public spaces accessible to people of all ages and abilities.	Regulation	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city.
LUT A-9	Coordinate with local school districts in the planning and siting of schools and other educational facilities to encourage sustainable designs and promote the creation of complete communities.	Coordination	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city.
LUT A-10	Locate new industrial development; logistics, warehousing, and distribution; and other comparable businesses in areas with adequate utility and transportation infrastructure and in areas that reduce the harmful effects on neighborhoods and the environment.	Policy, Regulation	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city.
LUT A-11	Develop land use and transportation policies and regulations that promote the development of projects that promote more active and healthy lifestyles such as community gardens, tree-shaded sidewalks and trails, bicycle parking, showers within office buildings, and having daily needs within proximity to home and work.	Policy, Regulation	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city. • Create a "Healthy Austin" program.
LUT A-12	Create an integrated transportation plan that encompasses driving, transit, bicycling, walking, and roadway and rail freight.	Policy	<ul style="list-style-type: none"> • Create a healthy and active city
LUT A-13	Create a system of high-capacity transit including elements such as urban rail and bus rapid transit corresponding to land use mix and intensity.	CIP, Policy	<ul style="list-style-type: none"> • Invest in a compact and connected Austin

Land Use and Transportation / Building Block 1			
Label	Actions	Action Type	Priority Program(s)
LUT A-14	<p>Increase public transit ridership.</p> <ul style="list-style-type: none"> • expand service to compact centers and mixed use corridors • increase the number of people who use transit by choice • create inviting public spaces at stops and transfer centers • provide real-time schedule information • add more covered bus shelters • make stops more convenient • add park and ride facilities • make routes more convenient and the system more intuitive • create street design standards (bus turnouts, side-walk width, benches, shelter) • give transit priority (queue jumpers, signal priority, managed lanes, and dedicated lanes) • launch an informative and enticing public relations campaign • implement first and last mile solutions such as carpooling, vanpools and bicycle and car sharing • add more bicycle carrying capacity to buses and trains 	Program, CIP, Coordination	<ul style="list-style-type: none"> • Invest in a compact and connected Austin • Create a "Healthy Austin" program
LUT A-15	Ensure that the construction, operation, and management of rail, bus rapid transit, local bus systems, and future public transportation are integrated and coordinated across City Departments and with our partners such as other local governments, agencies and districts.	Coordination	
LUT A-16	Enhance crosstown transit options to better connect people to the places where they live, work, play, shop, and access services.	Coordination, CIP	<ul style="list-style-type: none"> • Invest in a compact and connected Austin.
LUT A-17	Create an efficient and connected transportation system that allows people with disabilities and special needs to easily access their daily needs from where they live and work.	Regulations, Coordination	<ul style="list-style-type: none"> • Invest in a compact and connected Austin. • Create a "Healthy Austin" program.
LUT A-18	Develop a program and funding source to retrofit existing, incomplete roadways into complete streets.	CIP, Program	<ul style="list-style-type: none"> • Invest in a compact and connected Austin. • Create a "Healthy Austin" program.

Land Use and Transportation / Building Block 1

Label	Actions	Action Type	Priority Program(s)
LUT A-19	<p>Develop complete streets design guidelines for all new road construction and reconstruction:</p> <ul style="list-style-type: none"> - Pedestrian and bicycle facilities and amenities. - Green street techniques - Green Street Techniques/Green Infrastructure Best Management Practices - Interconnected, navigable, grid-like streets and blocks - Flexibility in design and regulations - Create pedestrian-activated cross walks at mid block intersections on arterials to improve pedestrian safety - Traffic calming measures - Transit accommodations - Use of native landscaping 	Regulation	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city. • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a "Healthy Austin" program.
LUT A-20	Develop roadway and rights-of-way design standards that accommodate the needs of street trees and above and below ground utilities and infrastructure.	Regulation	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
LUT A-21	Create a network of on and off-street physically separated bicycle and walking routes or trails linking all parts of Austin and the region.	CIP	<ul style="list-style-type: none"> • Invest in a compact and connected Austin • Create a "Healthy Austin" program.
LUT A-22	Expand the Safe Routes to School programs.	Coordination, CIP, Program	<ul style="list-style-type: none"> • Invest in a compact and connected Austin • Create a "Healthy Austin" program.
LUT A-23	Develop standards to connect all new neighborhoods to adjacent neighborhoods and commercial areas by streets, sidewalks, and bicycle lanes and/or paths.	Regulation	<ul style="list-style-type: none"> • Invest in a compact and connected Austin • Create a "Healthy Austin" program.
LUT A-24	Encourage the relocation of the Missouri-Pacific Railroad freight line from its current alignment through the middle of Austin.	CIP, Coordination	<ul style="list-style-type: none"> • Invest in a compact and connected Austin.
LUT A-25	Create a transportation and congestion management plan and program to improve the flow of traffic in and out of the Central Business District during the morning and evening rush hours through coordination with the Downtown public and private sector stakeholders.	Coordination, Program	<ul style="list-style-type: none"> • Invest in a compact and connected Austin.
LUT A-26	Set targets for vehicle miles traveled per capita, and incorporate those targets into traffic impact studies for new development.	Regulation	Revise Austin's development regulations and processes to promote a compact and connected city.

Land Use and Transportation / Building Block 1			
Label	Actions	Action Type	Priority Program(s)
LUT A-27	Promote increased bicycling and walking through traffic enforcement, program evaluation, and developing and integrating Web-based tools, mobile applications and other educational materials.	Analysis, Program	• Invest in a compact and connected Austin.
LUT A-28	Create design standards for public spaces such as parks, plazas, sidewalks and trails that responds to the unique setting in which they are located.	Regulation, Policy	• Revise Austin's development regulations and processes to promote a compact and connected city.
LUT A-29	Engage the local creative community to create more robust public art for Austin's public gathering places such as plazas, parks, trails, roadways, transit stops, and sidewalks.	Program	
LUT A-30	Create a regulatory environment to allow flexibility in how buildings are used in compact centers and along commercial corridors—particularly the first floor—by simplifying the process to adapt from one use to another, such as residential to commercial or vice versa.	Regulation	• Revise Austin's development regulations and processes to promote a compact and connected city.
LUT A-31	Improve streetscapes and infrastructure along mixed use corridors and at mixed use centers through the use financing mechanisms such as tax increment financing (TIF) districts and Public Improvement Districts (PID).	CIP, Program	• Invest in a compact and connected Austin
LUT A-32	Develop standards for public spaces, such as parks, plazas and streets, to create integrated, tree-covered places.	Regulation, Policy	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
LUT A-33	Develop dark sky regulations and standards to reduce nighttime light pollution to <ul style="list-style-type: none"> - Allow people to see the stars - Reduce the adverse health effects of light pollution on humans - Reduce the effects of unnatural lighting on the environment and nocturnal animals - Conserve natural resources due lowered energy usage. 	Regulation	• Create a "Healthy Austin" program.
LUT A-34	Incentivize new and redevelopment to be sensitive to the Central Texas climate, culture, building traditions, and construction materials.	Regulation	• Revise Austin's development regulations and processes to promote a compact and connected city.
LUT A-35	Develop standards and expand incentives for green building and increased energy efficiency for new construction and remodels of older houses.	Regulation	• Revise Austin's development regulations and processes to promote a compact and connected city.

Land Use and Transportation / Building Block 1			
Label	Actions	Action Type	Priority Program(s)
LUT A-36	Incentivize appropriately-scaled and located green infrastructure and public spaces, such as parks, plazas, greenways, trails, urban agriculture and/or open space in new development and redevelopment projects.	Regulation	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
LUT A-37	Develop a regulatory framework to incentivize the use of Low Impact Development (LID) design features such as rainwater harvesting, increased permeable surfaces, rain gardens, green roofs, green streets, and natural-looking water quality features such as bioswales to manage stormwater.	Regulation	<ul style="list-style-type: none"> • Sustainably manage our water resources.
LUT A-38	Review and change building and zoning codes and incorporate best practices to promote green building and sustainable development.	Analysis, Regulation	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city.
LUT A-39	Create regulations and incentives for developers and builders to use green development techniques for buildings, streets, and open spaces with a focus on conservation, longevity, and sustainability.	Regulation	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
LUT A-40	Expand the number of parks and amount of open spaces of different sizes and purposes throughout the city.	CIP, Regulation	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
LUT A-41	Promote Austin's and the surrounding area's green infrastructure by utilizing web-based tools such as maps and other resources.	Analysis, Coordination	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
Housing and Neighborhoods / Building Block 2			
Label	Action Idea	Action Type	
HN A-1	Establish regulations and programs to promote the development of a variety of market rate and affordable housing types within compact, mixed use centers and corridors served by transit.	Regulation, Program	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city. • Develop and maintain household affordability throughout Austin.
HN A-2	Develop incentives and policies to encourage more families with children to live in Austin's established neighborhoods by increasing the supply and variety of housing.	Regulation, Policy	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city. • Develop and maintain household affordability throughout Austin.

Housing and Neighborhoods / Building Block 2

Label	Actions	Action Type	Priority Program(s)
HN A-3	<p>Produce regulations and enhance programs to promote affordable housing throughout Austin by:</p> <ul style="list-style-type: none"> - Utilizing publicly-owned land for the development of affordable housing - Preserving existing affordable housing - Allowing for diverse housing types throughout Austin - Balancing homeownership and rental opportunities - Providing assistance in securing funding for affordable housing - Modify regulations that adversely affect affordable housing - Land banking - Encouraging the expansion of community development corporations 	Regulation, Program, CIP	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city. • Develop and maintain household affordability throughout Austin
HN A-4	<p>Provide incentives, educational materials, and develop new funding sources for the rehabilitation and repair of affordable housing, including:</p> <ul style="list-style-type: none"> - Tax rebates - Flexible development regulations - Fees-in-lieu of providing affordable housing - Bond elections 	CIP, Regulation	<ul style="list-style-type: none"> • Develop and maintain household affordability throughout Austin
HN A-5	Incentivize and subsidize the construction of infrastructure for projects providing affordable housing.	CIP	<ul style="list-style-type: none"> • Develop and maintain household affordability throughout Austin
HN A-6	Provide greater consideration for the awarding of incentives to businesses, organizations, and developments that provide housing and employment opportunities for economically disadvantaged individuals.	CIP, Coordination	<ul style="list-style-type: none"> • Develop and maintain household affordability throughout Austin
HN A-7	Advocate changes to State of Texas legislation to support the development of affordable housing (i.e., repeal of the ban on inclusionary zoning).	Policy, Coordination	<ul style="list-style-type: none"> • Develop and maintain household affordability throughout Austin
HN A-8	Expand home-buyer assistance programs so that lower income households can purchase houses to increase homeownership levels in Austin.	CIP, Program	<ul style="list-style-type: none"> • Develop and maintain household affordability throughout Austin
HN A-9	Expand existing and develop new programs, and coordinate with other organizations to retain long-time residents of neighborhoods experiencing rapidly increasing property values and an influx of wealthier new residents.	Policy, Program	<ul style="list-style-type: none"> • Develop affordable housing throughout Austin.

Housing and Neighborhoods / Building Block 2

Label	Actions	Action Type	Priority Program(s)
HN A-10	Create incentives and form partnerships with large employers to develop workforce housing.	Program, Co-ordination	• Develop affordable housing throughout Austin.
HN A-11	Establish a regulatory framework to promote and assist housing development that involves adaptive re-use of existing buildings.	Regulation	
HN A-12	Develop a program to expand opportunities for homebuyers to incorporate the cost of energy-efficient improvements into their mortgages or into the refinancing of existing mortgages.	Policy, Coordination	
HN A-13	Expand informational programs that educate homeowners and builders about sustainable building practices.	Program	
HN A-14	Create a more robust code enforcement program to improve the quality of housing.	Program	
HN A-15	Develop a regulatory framework to incentivize the use of sustainable and cost effective design features such as rainwater harvesting, xeriscape features, rain gardens, green roofs, greywater irrigation, solar power, and energy efficient utilities.	Regulation	• Sustainably manage our water resources.
HN A-16	Engage the local architect and design community in creating a variety of housing types to meet the housing needs of all types of households (e.g., singles, empty nester, families with children and people with disabilities).	Coordination	
HN A-17	Develop regulations and standards that promote innovative and diverse residential architecture that is sensitive to the surrounding neighborhood.	Regulation	
HN A-18	Work with employers to locate their place of business along mixed use and commercial corridors and centers in proximity to residential areas that could provide housing for their employees.	Coordination	• Develop and maintain household affordability throughout Austin
HN A-19	Ensure harmonious and compatible transitions between neighborhoods and adjacent commercial, mixed-use, and denser housing by regulating setbacks, building mass and height, and other design elements and uses.	Regulation	• Revise Austin's development regulations and processes to promote a compact and connected city.
HN A-20	Develop and implement strategies that address spillover parking from commercial districts into adjacent residential areas that include increased public transportation, better pedestrian and bicycling amenities, improved signs and parking management.	Regulation	• Revise Austin's development regulations and processes to promote a compact and connected city

Housing and Neighborhoods / Building Block 2

Label	Actions	Action Type	Priority Program(s)
HN A-21	<p>Align future development with the Growth Concept Map through adoption of small-area plans (e.g., neighborhood, corridor, and station area plans) that contain provisions set forth in Imagine Austin, including:</p> <ul style="list-style-type: none"> - Areas experiencing change - Infill Development - Mixed-use centers and corridors - Increased density - Open space and open space connectivity - Historic preservation - Neighborhood preservation - Transitioning between land uses - A variety of housing types - Affordable housing - Brownfield and greyfield redevelopment - Public Transportation 	Policy	
HN A-22	Ensure outreach efforts for the ongoing comprehensive planning program as well as small-area plans are directed toward attracting a diversity of stakeholders including under-represented demographic and socio-economic groups.	Policy	
HN A-23	Coordinate with public and private sector organizations in Austin, such as school districts, non-profit organizations, and other agencies to address efforts related to health and human services, housing, economic development, sustainable development, and planning.	Coordination	<ul style="list-style-type: none"> • Develop and maintain household affordability throughout Austin. • Create a "Healthy Austin" program. • Sustainably manage our water resources. • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.

Housing and Neighborhoods / Building Block 2

Label	Actions	Action Type	Priority Program(s)
HN A-24	<p>Establish a regulatory environment that creates communities across Austin that:</p> <ul style="list-style-type: none"> -support walking, bicycling, and transit -live/work spaces -are in proximity to daily needs - include a variety of employment opportunities -provide a range of housing (duplexes, townhouses, row houses, small-scale apartments, etc.) integrating market-rate and affordable housing for people of all ages, abilities, and means -utilize sustainable building practices -are stable with low crime and safe buildings -provides a range of facilities and services such as schools, parks, community gardens, and other public gathering spaces 	Regulation, Coordination	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city. • Create a "Healthy Austin" program.

Economy / Building Block 3

Label	Actions	Action Type	Priority Program(s)
EC A-1	Maintain partnerships between local chambers of commerce, business associations, and regional and state economic agencies to develop and improve programs to recruit and retain businesses to Austin.	Coordination	• Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
EC A-2	Establish strategic incentives and investments tailored to targeted industries and business districts throughout Austin such as downtown, industrial areas, roadway corridors, neighborhood-oriented and -scaled districts, transit-oriented districts (TOD), etc.	Policy, CIP	• Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.

Economy / Building Block 3			
Label	Actions	Action Type	Priority Program(s)
EC A-3	<p>Create a regulatory framework to foster a business-friendly environment by:</p> <ul style="list-style-type: none"> - Identifying regulatory impacts on investment, business development, and retention (zoning, permitting and licensing requirements, tax requirements, etc.); - Assigning city staff devoted to helping businesses navigate the system and with trouble shooting; - Creating development incentives (including tax incentives), density and floor-to-area ratio (FAR) bonuses, reduced and alternative parking requirements, expedited review, etc.; - Simplifying and clarifying the development review process, including one-stop shop review, enforced timelines, and set targets for responsiveness and accountability; - Allowing more by-right development; - Making development regulations more flexible, while defining the extent of flexibility and maintaining safety and code integrity; - Creating a program to assist businesses that are affected by road construction or infrastructure improvements; - Creating a rehabilitation building code to make adaptive reuse efficient and affordable. 	Regulation, Program	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.. • Revise Austin's development regulations and processes to promote a compact and connected city.
EC A-4	Establish and continually monitor a set of measures to gauge the effectiveness of economic development initiatives.	Analysis	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
EC A-5	Improve Austin's transportation and economic connections between other major cities in Texas by supporting the construction of a high speed rail network.	Coordination	<ul style="list-style-type: none"> • Invest in a compact and connected Austin
EC A-6	Increase international air service to Austin-Bergstrom International Airport to improve business and tourism opportunities.	Policy, CIP	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
EC A-7	Facilitate international trade that benefits diverse sectors of the Austin economy.	Policy, Coordination	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
EC A-8	Expand the online availability of business development resources, such as best practices, for small businesses.	Coordination	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.

Economy / Building Block 3

Label	Actions	Action Type	Priority Program(s)
EC A-9	<p>Establish and expand policies, programs, and partnerships to support the development of creative industries, including film, music, gaming, etc., in Austin. These could include:</p> <ul style="list-style-type: none"> - Incubator programs; - Business accelerators; - Promotional programs; - Live-work opportunities; - Financial assistance; - Implementation of the Create Austin Cultural Master Plan; - Technical assistance and professional development opportunities; - Workshops. 	Policy, Program	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
EC A-10	Partner with the Austin Convention and Visitors Bureau to develop a marketing strategy to promote tourism that builds upon Austin and Central Texas' unique natural environment, outdoor lifestyles, live music, performing arts, culture, diversity, and history.	Program, Coordination	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
EC A-11	Partner with business, property, and arts organizations to enhance downtown Austin's position as a nationally- and internationally-renowned business, entertainment center, and regional destination.	Programmatic	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy. • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
EC A-12	Preserve and promote iconic and unique Austin facilities and events that attract tourists, convention business, corporate relocations, and the recruitment of skilled workers.	Program	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
EC A-13	<p>Work with local school districts, the University of Texas, Austin Community College, other area institutions of higher learning, major employers, and elected officials to:</p> <ul style="list-style-type: none"> - Identify gaps in educational programs; - Identify the skills needed for current, emerging, and targeted job sectors; - Educate students at all levels about the skills needed to compete in a 21st Century economy. 	Coordination	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy. • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.

Economy / Building Block 3			
Label	Actions	Action Type	Priority Program(s)
EC A-14	Work with local colleges and universities to expand their medical education offerings and increase the availability of medical residency programs.	Coordination	• Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
EC A-15	Develop economic development programs and incentives to promote the employment of historically under-employed segments of the population.	Program	• Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
EC A-16	<p>Create a regional economic development task force, led by the Greater Austin Chamber of Commerce, that includes the City of Austin, nearby municipalities and surrounding counties; the University of Texas, Austin Community College and other area institutions of higher learning; area transportation providers such the Capital Area Metropolitan Planning Agency, Texas Department of Transportation, Central Texas Regional Mobility Authority, and Capital Metropolitan Transportation Agency; major employers and representatives from major industries; and other regional partners to develop a strategic direction for the Austin region by:</p> <ul style="list-style-type: none"> • Developing a shared direction for the region; • Sharing information between the public and private sectors; • Establishing collaborative communication links among regional planning efforts; • Analyzing the impacts of publically-owned land; • Collaborating and co-locating institutional uses; • Attracting and supporting target industries; • Coordinating transportation planning efforts; • Assisting with grant research and writing. 	Coordination	• Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
EC A-17	Establish more formal relationships between the cities in the Texas Triangle (Dallas-Fort Worth, Houston, and San Antonio) to address issues regarding the larger region, including intraregional trade policies, the development of an inland port, and the employment of the region's diverse population.	Coordination	• Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.

Economy / Building Block 3			
Label	Actions	Action Type	Priority Program(s)
EC A-18	<p>Partner with the Austin business community to develop policies, regulations, and programs to foster the development and success of local businesses by:</p> <ul style="list-style-type: none"> - Creating an inventory of locally-owned businesses, including creative industries; - Developing a mentor program for locally-owned businesses; - Promoting the formation of worker-owned and community-owned businesses (co-ops) that sell local products; - Creating an Austin Craftsmen's Guild to showcase products created by Austin residents; - Providing tax incentives for locally-owned businesses; - Creating a directory of locally-produced products; - Expanding the "Go Local" card concept; - Simplifying the process to have local businesses provide additional services (e.g. host bands for SXSW); - Supporting businesses at each stage of the business life cycle; - Enhancing and expanding small business development services to grow market share of small, local businesses; - Expanding economic opportunities and measurable results for Minority- and Women-Owned Business Enterprise (MBE / WBE) firms. 	Coordination	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
EC A-19	Create a public-private task force between the State of Texas, the City of Austin, Travis County, local universities, the Chamber of Commerce, and local industries to invest in research and development and green tech, biotech, high tech, and other emerging technologies.	Coordination	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
EC A-20	Improve government efficiency through technology (software and hardware) investments and by developing and retaining information technology staff.	Program	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
EC A-21	Establish strategies, incentives, or investments in healthful outdoor activities and venues that generate economic benefits to local businesses while promoting wellness.	Program	<ul style="list-style-type: none"> • Create a Healthy Austin program

Conservation and Environment / Building Block 4			
Label	Actions	Action Type	Priority Program(s)
CE A-1	Implement the City of Austin Climate Protection Plan.	Policy, Program	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources.
CE A-2	Create a system for identifying, defining, and mapping environmentally sensitive areas for their protection.	Analysis	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources.
CE A-3	Preserve & protect environmentally sensitive areas using a variety of tools including transferable development rights as well as policies and regulations that incentivize greyfield/redevelopment/infill.	Policy, Regulation	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city. • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources
CE A-4	Improve policies and incentives for restoration of damaged natural resources areas.	Policy, Regulations	
CE A-5	Collaborate regionally to align conservation and sustainable development regulations and policies to protect environmentally sensitive areas that cross political boundaries.	Coordination, Regulation, Policy	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Prepare for Austin's changing climate by sustainably managing our water resources
CE A-6	Encourage designs and building practices that reduce the environmental impact of development and that result in accessible green space.	Policy, Regulation	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources.
CE A-7	Establish a comprehensive, predictable, consistent, and efficient process to evaluate the environmental effects of new development.	Program, Analysis	<ul style="list-style-type: none"> • Sustainably manage our water resources.
CE A-8	Develop an educational and awards program to showcase best practices in sustainable and low-impact development and achievements or innovations in waste reduction, recycling, and sustainable food practices.	Programmatic	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources.
CE A-9	Create print and online educational materials to expand public awareness of the benefits of environmental protection, simple steps to improve protection, and common threats to avoid.	Program	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources.

Conservation and Environment / Building Block 4			
Label	Actions	Action Type	Priority Program(s)
CE A-10		Analysis, Regulations & Incentives	
CE A-11	Identify existing areas with limited access to parks, open space, and trails and create mechanisms to address these gaps.	Analysis, Program	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CE A-12	Develop regulations and incentives to protect prime farmland such as transferable development rights, farmland trusts, farmland mitigation, and conservation easements.	Programmatic	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CE A-13	Support local farmers by creating incentives and removing regulatory barriers, offering tailored small business support, and creating public information campaigns to promote local food.	Analysis, Regulations, Program	• Create a "Healthy Austin" program.
CE A-14	Expand existing and facilitate the establishment of new distribution avenues for local farm products.	Program, Coordination	• Create a "Healthy Austin" program.
CE A-15	Identify and map food deserts and provide incentives for full service grocery stores and farmers markets to locate in these underserved areas.	Analysis, Regulation	• Create a "Healthy Austin" program.
CE A-16	<p>Expand the City of Austin's acquisition of environmentally significant land, conservation easements, and/or development rights for the protection of sensitive areas, including:</p> <ul style="list-style-type: none"> - floodplains - riparian areas - wetlands - prairies - land that supports recharge of the Edwards Aquifer - wildlife habitat and corridors - bottomland forests and priority woodlands - critical environmental features - agricultural land 	Program, CIP	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources
CE A-17	Develop and implement unified, comprehensive land management of all City of Austin lands for integrated environmental sustainability, including carbon sequestration, wildlife habitat, water quality and quantity and education.	Program	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources.

Conservation and Environment / Building Block 4			
Label	Actions	Action Type	Priority Program(s)
CE A-18	Continue to develop and strengthen partnerships with universities and local schools to integrate educational programs with conservation and sustainability policies and projects.	Coordination	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources.
CE A-19	Create a regional task force to address inter-jurisdictional environmental sustainability issues.	Coordination	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources.
CE A-20	Review tree planting regulations to ensure that invasive species are not permitted. Create incentives to remove invasive plant species and replace them with native species.	Analysis, Regulation	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CE A-21	Create a heritage tree inventory and monitoring system to create stronger mechanisms for protecting heritage trees.	Analysis, Program	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CE A-22	Strengthen tree protection regulations.	Regulation	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CE A-23	Create an urban forest plan to that identifies tree canopy goals, establishes a budget, and presents implementation measures.	Regulation, Program	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CE A-24	Strengthen regulations that protect creeks and floodplains from development by increasing buffer zones and reducing the amount and type of development allowed in these areas.	Regulation	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources.
CE A-25	Reduce pollution hotspots and prohibit high-emission uses (e.g. scrap yards, automotive repair, etc.) in floodplains and critical water quality zones.	Policy, Regulation	<ul style="list-style-type: none"> • Create a "Healthy Austin" program. • Sustainably manage our water resources.

City Facilities and Services / Building Block 5			
Label	Actions	Action Type	Priority Program(s)
CFS A-1	Limit, buffer, or prohibit public access to certain environmentally sensitive areas to maintain their value (i.e. wildlife protection and erosion control).	Regulation	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CFS A-2	Expand equitable access for adults, children, and their pets to active and passive parks throughout the city by carefully targeting new parks where most needed and developing public access agreements with non-City-owned parks and open space. For guidance, see the Walkable Parks map (Figure 4.9, page xx)	Coordination	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a "Healthy Austin" program.
CFS A-3	Establish pocket parks, smaller undeveloped preserves, and passive recreational spaces in areas with little open space.	CIP	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a "Healthy Austin" program.
CFS A-4	<p>Explore additional funding sources primarily for the maintenance of parks as well as for the design and construction, including:</p> <ul style="list-style-type: none"> - user fees - rental fees - additional grant opportunities - additional levy - reinvestment of revenue generated in parks - through partnerships 	Analysis, CIP	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a "Healthy Austin" program.
CFS A-5	Ensure adequate funding for the maintenance of parks and trees on City of Austin property through Best Maintenance Practices.	CIP	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a "Healthy Austin" program.
CFS A-6	Expand partnerships between local organizations and the City of Austin to maintain and improve local parks and open spaces.	Coordination	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a "Healthy Austin" program.
CFS A-8	Revise tree planting and tree care standards to be more sustainable and reduce tree mortality.	Regulation	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.

City Facilities and Services / Building Block 5			
Label	Actions	Action Type	Priority Program(s)
CFS A-7	Restore trees and vegetation along degraded waterways, especially in eastern watersheds.	CIP	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources.
CFS A-8	Create a trails master plan to ensure connectivity and provide consistency with regional, city and neighborhood-level trail and transportation goals to provide pedestrian and bicycle connections between neighborhoods and destinations; incorporate trails throughout the city and region; encourage developers to connect to or complete the trail system; and use protected land along creeks and floodplains in an environmentally sustainable way.	Policy	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a "Healthy Austin" program.
CFS A-9	Develop, through a process engaging the general public and professionals, context-sensitive trail, park, and greenway standards to ensure high-quality, environmentally-sustainable design.	Policy	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a "Healthy Austin" program.
CFS A-10	Develop multi-disciplinary, cross-jurisdictional planning teams for projects that involve major natural features, such as the Colorado River or Onion Creek Greenway.	Coordination	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CFS A-11	Incorporate public art and interpretive signage into green spaces as an educational tool to demonstrate practices such as water conservation, recycling, and low-impact development.	Programmatic	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CFS A-12	Coordinate amongst City of Austin departments and other agencies to market recreational programs and health related awareness campaigns.	Coordination, Programmatic	<ul style="list-style-type: none"> • Create a "Healthy Austin" program.
CFS A-13	Coordinate amongst City of Austin departments and other agencies to market recreational programs and health related awareness campaigns.	Coordination, Programmatic	
CFS A-14	Coordinate performance measures across public safety agencies to better plan for additional facilities, units, and staffing and to provide better oversight and service to all parts of Austin as the city grows.	Programmatic	
CFS A-15	Develop and promote online and interactive mapping, analysis and notification tools to provide recent data related to public safety issues and natural disaster threats.	Analysis	

City Facilities and Services / Building Block 5			
Label	Actions	Action Type	Priority Program(s)
CFS A-16	<p>Develop or enhance public safety educational programs in the community regarding topics such as:</p> <ul style="list-style-type: none"> - personal safety - drug use, especially among youth - fire dangers for property within or near the wildland interface - police and fire procedure awareness. 	Programmatic	
CFS A-17	Conduct and maintain a comprehensive existing Austin Fire Department and Austin-Travis County Emergency Management Services building condition report to assess the need for remodeling, expansion, replacement, or consolidation of facilities.	Analysis	
CFS A-18	Ensure that land development policies, regulations and design standards take public safety issues like roadway connectivity, ingress/egress and street design into consideration.	Policy	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city.
CFS A-19	<p>Develop an integrated emergency mitigation and response plan through coordination with our public and private sector regional partners:</p> <ul style="list-style-type: none"> -Surrounding municipalities and counties -School districts, colleges, and universities -Major employers -Hospitals -Regional agencies such as Capital Area Council of Governments (CAPCOG) and Capital Metropolitan Transportation Agency (Cap Metro) -State of Texas agencies and departments, including TxDOT. 	Coordination	
CFS A-20	Improve communication between City of Austin departments, as well as other local governments and school districts, regarding future facility planning to ensure that opportunities for shared facilities are discussed at the earliest stage of the planning process.	Coordination	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city.
CFS A-21	Continue expansion of public safety regional service delivery model. This may be accomplished through Interlocal Agreements with surrounding municipalities and agencies or a confederation or consolidation of public safety agency operations.	Coordination	

City Facilities and Services / Building Block 5			
Label	Actions	Action Type	Priority Program(s)
CFS A-22	Create a more robust and flexible code enforcement program to improve the quality of housing.	Regulation	.
CFS A-23	<p>Develop design standards for public buildings and spaces that promote high-quality community focal points in the areas where they are located. These standards should address issues such as:</p> <ul style="list-style-type: none"> - re-use of existing structures - LEED certification, including water and energy efficiency - low impact development - resource recovery such as recycling, composting, and reuse - trees planting, preservation, and protection - green spaces - transit access - carshare/electric vehicle parking spaces - bikesharing and bicycle facilities and accommodations - safe, connected walkways - public spaces inside and outside of buildings - anchoring neighborhood niches - child-friendly play spaces - family-friendliness. 	Policy, Programmatic	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city.
CFS A-24	Ensure the City's bidding and design processes achieve superior design and promote quality construction of parks, buildings, and other City of Austin facilities.	Policy	.
CFS A-25	Cluster and, where appropriate, co-locate public facilities and programs to reduce costs.	Policy, CIP	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city.
CFS A-26	Increase access to and awareness of City of Austin services and public spaces through new tools and technologies, including web-based services and self-service kiosks.	Programmatic	

City Facilities and Services / Building Block 5			
Label	Actions	Action Type	Priority Program(s)
CFS A-27	Create a world-class library system by expanding collections and public computer access and by upgrading and expanding library facilities by completing the new Central Library, building four regional Resource Branches in the four quadrants of Austin and retrofitting the Faulk Library as an expansion of the History Center.		<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in its workforce, education systems, and entrepreneurs.
CFS A-28	Seek opportunities to align water, energy, and waste conservation/reduction funding, education, and incentives.	Programmatic	<ul style="list-style-type: none"> • Sustainably manage our water resources. • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CFS A-29	Provide tools, education, and assistance for utility users to better understand the environmental impacts their water and energy use, and waste generation.	Programmatic	<ul style="list-style-type: none"> • Sustainably manage our water resources.
CFS A-30	<p>Implement the Zero Waste Strategic Plan and Solid Waste Services Master Plan to divert 90% of waste from landfills and incinerators by 2040, with particular attention to:</p> <ul style="list-style-type: none"> - expanding diversion opportunities such as recycling and composting for residents and businesses; - supporting resale, refurbishing, and reuse opportunities throughout Austin; - fostering public awareness of Zero Waste through education, recognition, and incentive programs; - assessing the current capacity of waste diversion facilities to coordinate with the Growth Concept Map. 	Analysis	
CFS A-31	Maintain a safe and reliable energy system and improve Austin's air quality and lower greenhouse gas emissions through continued review and adoption alternative fuel sources and energy storage technologies.	Programmatic, CIP	
CFS A-32	Maintain Austin Energy's financial stability and affordable energy rates while encouraging conservation and funding increased energy efficiency and conservation incentives.	Regulation	
CFS A-33	Maintain superior energy efficiency standards and requirements for new construction.	Regulation	

City Facilities and Services / Building Block 5			
Label	Actions	Action Type	Priority Program(s)
CFS A-34	Align policies, incentives, regulations, service area extensions, and infrastructure to coordinate with the Growth Concept Map, maintain Austin's livability and affordability, protect environmentally sensitive areas, and sustainably manage Austin's water resources. Include consideration of diverse water sources and conservation and efficiency measures when planning for future demand for potable water.	Analysis	<ul style="list-style-type: none"> • Invest in a compact and connected Austin. • Revise Austin's development regulations and processes to promote a compact and connected city. • Sustainably manage our water resources. • Develop and maintain household affordability throughout Austin.
CFS A-35	Create a green infrastructure plan for public land or in public rights-of-way to preserve Austin's ecosystem, improve the water cycle, reduce the urban heat island effect, improve air quality, enrich public space, and provide for traffic calming. Examples include open space, trails, wetlands, community gardens green streets, infiltration facilities, and the urban forest.	Policy, CIP	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources. • Create a "Healthy Austin" program.
CFS A-36	Incentivize and promote low-impact development designs and techniques on private land that preserve key environmental features, reduce runoff and the use of potable water for plantings and increase stormwater infiltration. Examples include rainwater harvesting, porous pavement, rain gardens, and green roofs.	Incentives	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources.
CFS A-37	Strengthen water conservation programs to lower water use using new tools, incentives, and regulations.	Regulation & incentives	<ul style="list-style-type: none"> • Sustainably manage our water resources.
CFS A-38	Develop incentives and coordinate regulations to promote innovative water and greywater re-use options for building and site design, landscape maintenance, and agricultural irrigation.	Regulation & incentives	<ul style="list-style-type: none"> • Sustainably manage our water resources.
CFS A-39	Establish regulations, programs, and funding sources to allow offsite, including regional, stormwater detention and water quality controls to be used in concert with green infrastructure and low-impact development techniques in areas identified for compact, walkable development or redevelopment and identify opportunities for recreational uses and habitat creation or restoration.	Coordination	<ul style="list-style-type: none"> • Sustainably manage our water resources. • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.

City Facilities and Services / Building Block 5

Label	Actions	Action Type	Priority Program(s)
CFS A-40	Study and implement, as appropriate, decentralized wastewater management tools that locate processing closer to the re-use site, such as package plants and satellite facilities, to reduce fixed infrastructure costs.	Analysis	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city.
CFS A-41	Participate in national, state, and local efforts to identify, assess, and reduce emerging contaminants in water, such as pharmaceuticals and personal care products.	Programmatic	<ul style="list-style-type: none"> • Sustainably manage our water resources.
CFS A-42	Strengthen flood control, erosion, and water quality programs, incentives, regulations, and enforcement to incorporate best practices and meet or exceed national standards.	Programmatic	<ul style="list-style-type: none"> • Sustainably manage our water resources.
CFS A-43	<p>Expand and strengthen water quality regulations to achieve non-degradation and protect recharge zones, floodplains, creeks and their headwaters, and other environmentally sensitive areas:</p> <ul style="list-style-type: none"> - Increased buffers and setbacks - Restricted land uses with significant spill risks in sensitive environmental areas - Changes in allowed impervious cover. 	Regulation	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources.
CFS A-44	Collaborate with regional water providers to identify and reduce service overlaps and coordinate access to main water sources, including groundwater.	Coordination	<ul style="list-style-type: none"> • Sustainably manage our water resources.

Society / Building Block 6

Label	Actions	Action Type	Priority Program(s)
SOC A-1	Support wellness and prevention education in schools and the general public to reduce the burden on primary care.	Programmatic, Coordination	<ul style="list-style-type: none"> • Create a "Healthy Austin" program.
SOC A-2	Expand programs providing discounted transit fares for economically disadvantaged citizens, disabled individuals, and seniors.	Programmatic	<ul style="list-style-type: none"> • Create a "Healthy Austin" program.
SOC A-3	Collaborate with counties, the hospital district, and school districts to dedicate funding to mental health & substance abuse programming.		<ul style="list-style-type: none"> • Create a "Healthy Austin" program.
SOC A-4	Partner with healthcare providers to identify areas with limited access to adequate health services and develop regulations and policies to promote the clustering of medical facilities (i.e., clinics, and trauma and specialty care) in these areas.	Coordination, Programmatic	<ul style="list-style-type: none"> • Create a "Healthy Austin" program. • Revise Austin's development regulations and processes to promote a compact and connected city.

Society / Building Block 6			
Label	Actions	Action Type	Priority Program(s)
SOC A-5	<p>Increase public awareness of social services programs and healthcare options through the use of such devices as dedicated healthcare information lines, non-verbal flashcards, mobile preventative care vans, etc., to increase access to social resources, specifically:</p> <ul style="list-style-type: none"> -Mental Health -Substance Abuse -HIV care -Homeless/basic needs -Prenatal education -Child development -Adult basic education & literacy 	Programmatic	<ul style="list-style-type: none"> • Create a "Healthy Austin" program.
SOC A-6	<p>Partner with healthcare providers such as hospitals and clinics in the region to develop and implement strategies to increase the affordability and access to healthcare, including:</p> <ul style="list-style-type: none"> -offering incentives to increase the number of providers -building more clinics -offering a path to practice for licensed professionals from other countries -developing educational programs -affordable health coverage programs for small business 	Coordination, Programmatic	<ul style="list-style-type: none"> • Create a "Healthy Austin" program.
SOC A-7	<p>Address the high incidence of teenage pregnancy by creating and expanding partnerships with area school districts, nonprofit organizations, and healthcare providers to develop a comprehensive education and outreach program to reduce the number of teenage mothers, to expand access to social and health care services for teenage mothers and their children, and to increase educational and vocational opportunities for the mothers.</p>	Coordination, Programmatic	<ul style="list-style-type: none"> • Create a "Healthy Austin" program.

Society / Building Block 6			
Label	Actions	Action Type	Priority Program(s)
SOC A-8	Address the high incidence of teenage pregnancy by creating and expanding partnerships with area school districts, nonprofit organizations, and health-care providers to develop a comprehensive education and outreach program to reduce the number of teenage mothers, to expand access to social and health care services for teenage mothers and their children, and to increase educational and vocational opportunities for the mothers.	Coordination, Programmatic	<ul style="list-style-type: none"> • Create a "Healthy Austin" program.
SOC A-9	Make healthy and local foods accessible, particularly in underserved areas by removing barriers and providing incentives for the establishment of sustainable community gardens, urban farms, neighborhood grocery stores, farmers markets, and farm stands and mobile vegetable sales carts.		<ul style="list-style-type: none"> • Create a "Healthy Austin" program. • Revise Austin's development regulations and processes to promote a compact and connected city.
SOC A-10	Facilitate a strong and sustainable local food system by linking farmers, distributors, and markets and create programs and partnerships to ensure profitable local food enterprises throughout all five food sectors—production, processing, distribution, consumption, and waste recovery.		<ul style="list-style-type: none"> • Create a "Healthy Austin" program.
SOC A-11	Develop partnerships with public and private stakeholders to promote awareness and educate residents about healthy food choices, sources, and preparation, including keeping up-to-date and accessible data on community garden plot availability, cooking classes, and city and county property for neighborhood gardens and family farms, and the sale of sustainably produced and culturally appropriate food at farmers markets, farm stands, mobile vegetable carts, and at neighborhood grocery stores.		<ul style="list-style-type: none"> • Create a "Healthy Austin" program.
SOC A-12	Reduce obesity and other diet-related diseases by establishing local fresh food initiatives in institutions such as schools, colleges, universities, hospitals, nursing homes, city and county departments and facilities and by implementing and encouraging purchasing policies that support local and sustainable foods.		<ul style="list-style-type: none"> • Create a "Healthy Austin" program.
SOC A-13	Remove regulatory barriers and provide incentives to improve and rebuild local food production, processing and distribution systems appropriate to the local context.	Programmatic, Coordination	<ul style="list-style-type: none"> • Create a "Healthy Austin" program. • Revise Austin's development regulations and processes to promote a compact and connected city.

Society / Building Block 6

Label	Actions	Action Type	Priority Program(s)
SOC A-14	Increase the ethnic and racial diversity and bilingual and multilingual abilities of law enforcement and other first responders and healthcare staff, and increase opportunities for city staff to learn languages other than English.	Programmatic	
SOC A-15	Continue and expand the reverse 911 to inform residents of public safety emergencies.	Programmatic	
SOC A-16	Increase safety patrols in gathering spaces and along pedestrian routes—trails, walking paths, school tracks.	Programmatic	
SOC A-17	Publish and publicize a list of emergency contacts to develop closer relationships between public safety personnel and the community.	Programmatic	
SOC A-18	Extend the assignments of public safety professionals in a given geographic area in order to build stronger community relationships.	Programmatic	
SOC A-19	Support the development of a community-wide electronic health information system.	Programmatic	• Create a "Healthy Austin" program.
SOC A-20	Expand collaboration among law enforcement personnel and service providers of marginalized populations.	Programmatic	
SOC A-21	Maintain and expand city programs that promote the safety, prosperity, and integration of immigrants and refugees and their families.	Programmatic	
SOC A-22	Develop the capacity of geographically-based communities of interest (i.e., neighborhood associations, community organizations, schools) to take ownership of their areas and share information and best practices with one another to achieve shared goals.	Programmatic, Coordination	
SOC A-23	Expand access to free wi-fi across Austin in indoor and outdoor public spaces.	Programmatic	
SOC A-24	Develop informational materials and programs to promote the culture and history of Austin's diverse neighborhoods.	Programmatic	
SOC A-25	Reduce homelessness in the City of Austin by: <ul style="list-style-type: none"> - Expanding the recuperative care program for the homeless; - Incorporating recommendations of the current homeless and mental health task forces; - Reducing regulatory barriers to the development of housing for the homeless. 	Programmatic, Regulation	• Develop affordable housing throughout Austin.
SOC A-26	Coordinate between all the organizations providing services to the homeless community to maximize the efficacy of limited resources.	Coordination	

Society / Building Block 6

Label	Actions	Action Type	Priorify Program(s)
SOC A-27	Promote the development of housing opportunities that support persons transitioning from homelessness and other barriers to housing stability.	Program-matic	• Develop affordable housing throughout Austin.
SOC A-28	Support social services that provide financial support to families who are losing their homes and encourage public/private partnerships that create and implement solutions to this issue.		• Develop affordable housing throughout Austin.
SOC A-29	Locate supportive housing (i.e., housing with supportive services such as financial counseling, medical facilities, and child care) for families with children in areas of the city with under-enrolled schools.	Program-matic	• Develop affordable housing throughout Austin.
SOC A-30	Investigate the feasibility of creating a program of city-owned housing, including but not limited to, cooperative, affordable and permanent supportive housing.	Analysis	• Develop affordable housing throughout Austin.
SOC A-31	Regulate the geographic distribution and operation of group homes for the disabled, homeless, and other individuals needing supportive housing.	Program-matic	• Develop affordable housing throughout Austin.
SOC A-32	Expand mentoring and tutoring programs to help school-aged children improve their academic performance and develop essential life skills.	Program-matic	• Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
SOC A-33	Work with educational and business partners to expand the availability of early childhood education and daycare services and programs for all residents, especially for middle and low income households and for those with children with disabilities, and fund through a modest fee or sliding-fee structure.	Program-matic	• Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
SOC A-34	Collaborate with school districts to allow public and private sector use of underutilized schools and other public facilities for child care, educational programs, healthy living programs, and neighborhood activities.	Coordination, Programmatic	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. • Create a "Healthy Austin" program.
SOC A-35	Work with child care providers, school districts, local businesses, and non-profits to make widely available throughout Austin and its extraterritorial jurisdiction (ETJ) affordable and accessible child care, early education, preschool, afterschool, and summer programs.	Coordination, Programmatic	• Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
SOC A-36	Partner with businesses to offer incentives to child-care, early education and preschool programs that locate in underserved areas and near employment centers.	Incentives, Coordination	• Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.

Society / Building Block 6			
Label	Actions	Action Type	Priority Program(s)
SOC A-37	Explore funding opportunities to offer financial assistance or scholarships to low and moderate income families for early childhood education and child-care.	Programmatic	<ul style="list-style-type: none"> • Expand and invest in Austin's creative economy. • Continue to grow Austin's economy by investing in its workforce and education system.
SOC A-38	Create opportunities for public-private partnerships to increase direct involvement by city departments, such as Parks & Recreation, in childcare and after-school programming.	Coordination, Programmatic	
SOC A-39	Partner with local school districts, colleges, universities, and vocational schools to expand the availability of evening and weekend continuing education and higher education classes.	Coordination, Programmatic	
SOC A-40	Develop a youth student leadership program that involves students in community planning and implementation.	Programmatic	<ul style="list-style-type: none"> • Expand and invest in Austin's creative economy. • Continue to grow Austin's economy by investing in its workforce and education system.
SOC A-41	Collaborate with educational and business partners in developing a comprehensive education program for all ages that focuses on the range of skills (i.e., literacy, interpersonal skills, and vocational skills) needed to for gainful employment.	Coordination, Programmatic	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in its workforce and education system.
SOC A-42	Develop programs to aid children transitioning out of the foster care system.	Programmatic	
SOC A-43	Make programs available for children and adult immigrants regardless of their legal status.	Programmatic	
SOC A-44	Collaborate with educational and business partners in expanding educational opportunities to meet the needs of current and emerging industries, the safety needs of the public sector, as well as those of the skilled trades.	Coordination, Programmatic	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in its workforce and education system.
SOC A-45	Partner with the University of Texas Department of Diversity and Community Involvement and the UT Department of Education when designing community based education programs.	Coordination, Programmatic	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in its workforce and education system.
SOC A-46	Explore leasing and cost-sharing agreements between the Austin Independent School District and the City of Austin to facilitate under-capacity schools and under-funded programs to remain open and in operation.	Coordination, Programmatic	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in its workforce and education system.

Society / Building Block 6			
Label	Actions	Action Type	Priority Program(s)
SOC A-47	Create the capacity within the City of Austin to partner with school districts, community organizations, and the private sector to increase collaboration at school campuses.	Coordination, Programmatic	<ul style="list-style-type: none"> Continue to grow Austin's economy by investing in its workforce and education system.
SOC A-48	Develop seamless, coordinated relationships between school districts, community colleges, other higher education institutions, to integrate and minimize lack of funding for better educational community opportunities.	Coordination	<ul style="list-style-type: none"> Continue to grow Austin's economy by investing in its workforce and education system.
SOC A-49	Support better integration of education from pre-kindergarten through higher education.	Coordination	<ul style="list-style-type: none"> Continue to grow Austin's economy by investing in its workforce and education system.
SOC A-50	Develop educational and public information programs focusing on promoting nutrition, healthy food, and local food sources.	Programmatic	<ul style="list-style-type: none"> Create a "Healthy Austin" program.
SOC A-51	Work with local school districts to use locally-grown produce and increase the quality and nutritional value of food served to school aged young people.	Coordination, Programmatic	<ul style="list-style-type: none"> Create a "Healthy Austin" program.
SOC A-52	Work with local health providers to develop educational materials and programs for use in schools and the community about the dangers of tobacco use and promote available cessation resources.	Coordination, Programmatic	<ul style="list-style-type: none"> Create a "Healthy Austin" program.
SOC A-53	Promote tobacco free multifamily housing which share common walls, such as apartments, duplexes, townhouses, rowhouses, and condominiums.	Programmatic	<ul style="list-style-type: none"> Create a "Healthy Austin" program.
SOC A-54	Promote tobacco-free environments and tobacco-free living.	Programmatic	<ul style="list-style-type: none"> Create a "Healthy Austin" program.
SOC A-55	Create more opportunities for outdoor play, recreational activities, healthy eating, and other activities and programs that address obesity.	Programmatic	<ul style="list-style-type: none"> Create a "Healthy Austin" program.

Creativity / Building Block 7

Label	Actions	Action Type	Priority Program(s)
CRE A-1	<p>Create a City of Austin function to oversee all arts, creative and heritage programs, such as:</p> <ul style="list-style-type: none"> - identifying funding sources for the arts - promoting the economic impact of arts and creativity - publicizing best practice success stories - developing an advertising program and a website to promote local talent - creating an annual awards program for local artists - developing a branding campaign for arts and creativity in Austin - developing a mapping and wayfinding system for arts, creative, cultural, and historic resources - developing an arts exchange program to market local artists regionally, nationally, and internationally - developing impromptu and non-traditional venues for art exhibits and installations and performances - facilitating the inclusion of public art. 	Programmatic, Analysis	<ul style="list-style-type: none"> • Expand and invest in Austin's creative economy.
CRE A-2	Incorporate the arts and cultural preservation themes and elements into small area plans, such as neighborhood and corridor plans.	Programmatic	<ul style="list-style-type: none"> • Expand and invest in Austin's creative economy.
CRE A-3	Create incentives, and programs to promote the inclusion of public art into new development.	Incentives, Programmatic	<ul style="list-style-type: none"> • Expand and invest in Austin's creative economy.
CRE A-4	Cultivate cultural and heritage education and tourism by marketing and promoting Austin's museums, libraries, historic sites and venues, and providing education and training to frontline tourism workers.	Programmatic	<ul style="list-style-type: none"> • Expand and invest in Austin's creative economy.
CRE A-5	Promote the use of non-traditional venues (such as parks, schools, streets and vacant buildings) for impromptu and small scale performances and events, such as jugglers, dancers, mimes, actors, storytellers, poets, and performance artists.	Programmatic	<ul style="list-style-type: none"> • Expand and invest in Austin's creative economy.
CRE A-6	Collaborate with sponsoring organizations, sponsors, and transportation companies to develop special event transportation plans to mitigate traffic congestion associated with these events.	Coordination, Programmatic	<ul style="list-style-type: none"> • Expand and invest in Austin's creative economy.
CRE A-7	Promote the development and expansion of arts space, facilities and programming, including libraries, museums, parks, performing art venues and community centers by identifying existing facilities and conducting a needs assessment.		<ul style="list-style-type: none"> • Expand and invest in Austin's creative economy.

Creativity / Building Block 7			
Label	Actions	Action Type	Priority Program(s)
CRE A-8	<p>Develop programs to promote Austin's diverse cultural heritage:</p> <ul style="list-style-type: none"> -Cultural events and venues -A city-wide multi-cultural festival -Culture-based tourism -Educational materials 	Programmatic	<ul style="list-style-type: none"> • Expand and invest in Austin's creative economy.
CRE A-9	Develop and invest in intergenerational art education partnerships and programming between schools, artists, and arts organizations, libraries, neighborhood associations, and senior programs to provide life-long exposure to the arts	Coordination, Programmatic	<ul style="list-style-type: none"> • Expand and invest in Austin's creative economy.
CRE A-10	Develop regulations to mitigate the sound from live music venues through a collaborative process that includes the City of Austin, musicians, venue operators, property owners, and residents.	Regulation, Coordination	<ul style="list-style-type: none"> • Expand and invest in Austin's creative economy.
CRE A-11	Create incentives and programs to preserve iconic and established music venues and performance spaces throughout Austin and its extraterritorial jurisdiction (ETJ).	Incentives, Programmatic	<ul style="list-style-type: none"> • Expand and invest in Austin's creative economy.
CRE A-12	Increase funding sources (grants, private and public funding programs) and non-financial support (business recruitment, business expansion and retention, workforce development) to sustain and expand the creative industry sector.	Programmatic, Coordination	<ul style="list-style-type: none"> • Expand and invest in Austin's creative economy.
CRE A-13	Establish incentives and regulations to promote the creation of artists' live/work space in residential areas that allow for limited gallery space.	Regulation & Incentives	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy. • Develop and maintain household affordability throughout Austin.
CRE A-14	Develop programs and incentives to provide flexible, affordable work space and housing throughout Austin with an emphasis placed on locations well-served by transit, Downtown, and mixed use centers and corridors for entrepreneurs, small and local businesses, artists, and creative professionals to address live-work space, home-based businesses, and temporary lease agreements in multi-use venues such as schools, vacant buildings, and warehouses.		<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city. • Invest in a compact and connected Austin. • Grow and invest in Austin's creative economy. • Develop and maintain household affordability throughout Austin.

Creativity / Building Block 7

Label	Actions	Action Type	Priority Program(s)
CRE A-15	Create programs and incentives and develop partnerships between the City of Austin, artists and members of the creative community, businesses, developers, and arts education institutions to provide more public and private exhibition space for local artists, students' exhibitions, and cultural events at such places as parks, public buildings, plazas, office and commercial buildings, as well as vacant buildings.	Programmatic, Incentives	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy.
CRE A-16	Support programs to engage the business development community to assist creative economy start-ups and to develop business and management skills.	Programmatic	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy. • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
CRE A-17	Expand existing programs and identify funding sources to provide affordable physical and mental health care, housing and other support services for artists, musicians and others in the creative community.	Programmatic	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy. • Create a "Healthy Austin" program.
CRE A-18	Coordinate with the different creative industry job sectors and area school districts, trade and vocational schools, colleges, and universities to develop and expand educational curricula to support the creative industries.	Coordination, Programmatic	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. • Grow and invest in Austin's creative economy.
CRE A-19	Facilitate partnerships to connect artists with artist residency opportunities to provide workforce support for the creative community.	Coordination, Programmatic	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy. • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
CRE A-20	<p>Create incentives and develop funding mechanisms and regulations to promote the rehabilitation, reuse, and maintenance of historically designated properties:</p> <ul style="list-style-type: none"> -Grants -Tax incentives -Flexible building requirements -Revolving loan sources -Fee waivers -Fast-track permitting 	Regulation & Incentives, Programmatic	

Creativity / Building Block 7

Label	Actions	Action Type	Priority Program(s)
CRE A-21	Conduct ongoing updates to the historic and cultural resource survey and inventory to include iconic heritage trees, sites, structures, and districts.	Analysis	
CRE A-22	Develop and implement straightforward and transparent preservation strategies, guidelines, and regulations for historic areas, sites and structures, and cultural resources that preserves Austin's heritage, while being respectful of the local character, community values, and of the desires of property owners.	Program-matic	
CRE A-23	<p>Develop a program that acknowledges and rewards notable contemporary and historic architecture, landscape architecture, and urban design:</p> <ul style="list-style-type: none">- create an annual award for excellence in design- sponsor a design studio- develop a mapping and wayfinding system	Program-matic	

The map illustrates the water supply regions of the Austin, Texas Metropolitan Area. The regions are defined by colored boundaries and labels: Northwest (light yellow), Water Supply Rural (light green), Urban (light blue), Northeast (light yellow), and Southeast (light yellow). The Urban area is marked with a star symbol. Major roads are shown as black lines with route numbers. Water bodies are shown in blue. A scale bar in the bottom right corner indicates 1 mile.

APPENDIX OUTLINE

- A. Charter Requirements
- B. Shaping Imagine Austin: The Community Process
- C. Framework for Decision-Making
- D. Glossary
- E. Growth Concept Map
- F. Related Planning Initiatives
- G. Attached PlansSmall Area/Neighborhood Plans
 - Bouldin
 - Brentwood/Highland Combined
 - Central Austin Combined
 - Central East Austin
 - Central West Austin Combined
 - Chestnut
 - Crestview/Woolen Combined
 - Dawson
 - East Cesar Chavez
 - East MLK Combined
 - East Riverside/Olfort Combined
 - Govalle/Johnston Terrace Combined
 - Greater South River City Combined
 - Heritage Hills/Windsor Hills Combined
 - Holly
 - Hyde Park

- Montopolis
- North Austin Civic Association
- North Burnet/Gateway
- North Lamar/Georgian Acres Combined
- North Loop
- Oak Hill Combined
- Old West Austin
- Rosewood
- South Congress combined
- Southeast Combined
- Upper Boggy Creek
- University Hills/Windsor Park Combined

STATION AREA PLANS

- Lamar/Justin Lane TOD
- MLK JR. Boulevard TOD
- Plaza Saltillo TOD
- Riverside
- Waller Creek