2013 Annual Report
The Way Forward
DRAFT

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Executive Summary

The *Imagine Austin* Comprehensive Plan was adopted by the Austin City Council in June 2012. Informed by broad community input, *Imagine Austin* provides a vision and roadmap for our community's future. This vision includes ensuring the city "will be safe and affordable; promote physical activity, community engagement, and inclusion; make amenities and services easily accessible to everybody; and contribute to Austin's unique community spirit" for current and future residents.

The City Charter (Article X, Section 5) requires the Planning Commission to provide an annual report to City Council about the comprehensive plan and its implementation. It also calls for a thorough review of plan implementation every five years, with recommendations for updates as needed.

The *Imagine Austin*: The Way Forward 2013 Annual Report provides key facts and highlights accomplishments in the year following the plan's adoption, from June 2012 to fall 2013. While not an exhaustive listing of all activities of all City departments, it references and links to other City departments' websites and documents that can provide a greater level of detail.

The City of Austin is moving forward on the comprehensive plan through a five-point program found in Chapter 5 of *Imagine Austin*:

1. **Education & Engagement**
2. **Internal Alignment**
3. **Regulations**
4. **Public Investment**
5. **Partnerships**

The *Imagine Austin*: The Way Forward 2013 Annual Report is comprised of two parts. The first part is organized based on the five-point program and describes how the City is using these methods to accomplish the plan's vision:

1. **Education & Engagement**: The City is using various types of media and multiple forums to educate the public as well as City staff about the City's first new comprehensive plan in over 30 years.
    - **Speakers Bureau**: Staff has presented the *Imagine Austin* story to diverse stakeholders at various events including local and national conferences.
    - **Speaker Series**: Nationally-renowned experts have been invited to Austin to educate citizens and staff on key issues related to compact and connected growth.
    - **Online outreach**: Staff maintains an *Imagine Austin* website, Facebook page, Twitter account, YouTube channel, blog, and two eNewsletters.
    - **Compact and Connect Training Program**: A cross-departmental staff training program will launch in summer and fall of 2013 focused on the city's goal of being more compact and connected.

2. **Internal Alignment**: City staff is developing ways to align internal functions under the vision and policies of the comprehensive plan. Key examples of 2012-13 cross-departmental coordination include:
    - **Priority Program Teams**: An interdepartmental team was formed for each of the eight Priority Programs to review and coordinate related work being done across departments.
    - **Capital Planning Office**: The Capital Planning Office facilitates coordination between departments to identify and advance Capital Improvement Plan investments meeting multiple parts of the *Imagine Austin* vision.
    - **Sustainability Action Agenda**: The Sustainability Action Agenda, a project of the Office of Sustainability, tracks and reports on over 200 current departmental initiatives with measurable community benefits for sustainability – one of *Imagine Austin*'s informing goals.
    - **Human Resources**: Human Resources staff has begun integrating *Imagine Austin* goals into its practices including select annual reviews for employees, job descriptions and postings, and new employee orientation.

3. **Regulations**: In 2012-13, the City was active in its efforts to align land-use regulations with *Imagine Austin*. The following is a list of regulatory projects that were underway or completed this year:
    - **Land Development Code Update**: As part of the City's FY 2012-2013 annual budget, City Council allocated funds to revise the Land Development Code in alignment with *Imagine Austin*, and Council unanimously selected a consultant team for this effort.
    - **Cases for Rezoning**: Since *Imagine Austin*'s adoption, City staff has begun to review requests for zoning changes for their consistency with the comprehensive plan.
    - **East Riverside Corridor Regulating Plan**: On May 10, 2013, City Council adopted the East Riverside Corridor Regulating Plan to align land-use regulations with the East Riverside Corridor Master Plan's vision for a vibrant, attractive, affordable Complete Community in line with *Imagine Austin*.
    - **Airport Boulevard Form-Based Code Initiative**: In 2012-13, City staff and consultants are currently drafting new land-use regulations (form-based code) for Airport Boulevard to support a vision for a more walkable, transit-friendly and vibrant Airport Boulevard corridor in line with *Imagine Austin*.
    - **South Austin Combined Neighborhood Plan**: Beginning in 2012, stakeholders have attended monthly workshops to develop a neighborhood plan for South Austin. Using *Imagine Austin*'s Growth Concept Map and policies as a guide, the neighborhood plan will provide a finer-grain vision and neighborhood-scale goals.
    - **Subdivision Standards and Transportation Criteria Manual Updates**: To help ensure that new subdivisions support *Imagine Austin*'s vision, the City is concurrently revising its Subdivision Regulations and Transportation Criteria Manual.

4. **Public Investment**: The Capital Planning Office was established in 2010 to provide high-level coordination between the City departments that are involved in capital planning and project implementation to align City investments with the cross-sector goals of the comprehensive plan.

5. **Partnerships**: Partnerships are critical to advancing major *Imagine Austin* initiatives. In recognition of this, the City Manager's Office held a Public-Private Partnerships staff symposium in 2012, and the Planning and Development Review Department has been building relationships with the Community Action Network.

The second main section of the Annual Report looks at how the City has begun implementing key *Imagine Austin* provisions through eight Priority Programs. Priority Programs bring together experts from a broad range of City departments to improve internal alignment around *Imagine Austin* priorities and to review and make recommendations on related regulations, public investments, outreach, and partnerships. Each Priority Program focuses on a topic that the community identified as a top priority for Austin in the coming years. The Priority Programs are:

1. **Compact and Connected**: Invest in a compact and connected Austin
2. **Sustainable Water**: Sustainably manage our water resources
3. **Workforce Development**: Continue to grow Austin's economy by investing in our workforce, education systems, entrepreneurs, and local businesses
4. **Green Infrastructure**: Use green infrastructure to protect environmentally sensitive areas and integrate nature into the city
5. **Creative Economy**: Grow and invest in Austin's creative economy
6. **Household Affordability**: Develop and maintain household affordability throughout Austin
7. **Healthy Austin**: Create a Healthy Austin Program
8. **Align Code**: Revise Austin's development regulations and processes to promote a compact and connected city

Much of the work in 2012-13 involved establishing the interdepartmental Priority Program teams and defining how they are responsible for achieving the actions associated with each program. In addition, the Priority Program teams have begun establishing work plans, forming sub-teams to address key topics, coordinating efforts across multiple City departments, and tracking progress on specific *Imagine Austin* actions.

The second section of this report lists the core departments for each Priority Program and briefly describes their work plans and sub-teams (if any). It also lists and spotlights key recent City achievements and ongoing or planned initiatives that align with each Priority Program, as well as links to resources for more information on the achievements and initiatives. The Priority Program teams' work tracking progress on *Imagine Austin* actions is included in Appendix 2.

Finally, corrections of minor errors to *Imagine Austin* are included in Appendix 5.

	Team	Core Departments	Work Plan & Subteams	Key Related City Initiatives & Achievements
Compact & Connected	**Compact and Connected**	• Planning and Development Review • Austin Transportation • Public Works • Economic Growth and Redevelopment Services Office • Capital Planning Office	• Inventoried all City compact and connected initiatives • Invited representatives of partner organizations to participate in team discussions • Formed a subteam to provide recommendations on the Land Development Code Revision	• Revision of Subdivision Code and Transportation Criteria Manual. • Implementation of Bicycle and Sidewalk Master Plans. • Bus stop accessibility improvements. • Implementation of Great Streets Master Plan. • Strategic coordination of capital improvement projects by the Capital Planning Office. • Implementation of demonstration corridors, including approved funding for North Lamar Boulevard and Burnet Road corridor improvements. • Facilitation of redevelopment of Activity Centers, including the Seaholm District in downtown Austin. • Support of an integrated transportation system by Austin Transportation Department, including implementation of the Austin Mobility program and partnering on Project Connect. • Reinvestment in existing infrastructure in the urban core including water lines, storm drains, and streets.
	Align Code	• Planning and Development Review • Watershed Protection • Public Works • Austin Transportation • Economic Growth and Redevelopment Services Office • Neighborhood Housing and Community Development • Health and Human Services	• Completed most of the planning and preparation stage for the code revision process • During 2013-14, will complete Steps 1 and 2: Listening, Code Diagnosis, and Draft Code Outline	• Informal outreach to key stakeholder groups. • Appointment of an Advisory Group of 11 citizens for the code revision process. • Identification and hiring of staff leads for the revision process, and formation of a cross-departmental code team. • Selection of a consultant team led by Opticos Design for the revision process.

	Team	Core Departments	Work Plan & Subteams	Key Related City Initiatives & Achievements
Green	**Sustainable Water**	• Austin Water • Watershed Protection • Planning and Development Review	• Identified key staff members unique to each element of the work plan • Prioritized the work plan	• Monitoring of creek health. • Revision of the Watershed Protection Ordinance. • Update to the Watershed Master Plan. • Development of regulations to promote the use of auxiliary waters. • Provision of reclaimed water for the Sand Hill generation facility. • Collaboration with regional partners to protect and improve water quality. • Update of the integrated water management plan including drought planning. • Implementation of a new Austin Water rate structure.
	Green Infra-structure	• Watershed Protection • Planning and Development Review • Public Works • Parks and Recreation, Austin Energy • Austin Water • Office of Sustainability • Austin Fire • Office of Real Estate Services • Austin Resource Recovery • Neighborhood Housing and Community Development • Austin Transportation • Building Services • Aviation	• Inventoried existing City plans, policies and programs related to Green Infrastructure and Green Infrastructure GIS data coverages • Used the inventory to identify gaps and needs • Formed three sub-teams: the Land Acquisition Team, the Public Lands Management Team, and the Regulatory Team	• Adoption of an Invasive Species Management Plan. • Purchase of parkland. • Investment in water quality protection lands acquisition and management. • Construction of rain gardens on AISD school grounds. • Planting of trees through the Urban Forestry Program, Parks and Watershed Protection Departments, NeighborWoods Program, and the Large Shade Tree Program.

	Team	Core Departments	Work Plan & Subteams	Key Related City Initiatives & Achievements
Vibrant	**Workforce Development**	• Economic Growth and Redevelopment Services • Planning and Development Review • Parks and Recreation • Austin Public Library • Human Resources • Health and Human Services	• Identified the Economic Growth and Redevelopment Services Office as lead • Inventoried Austin's workforce development and education programs to identify gaps and recommend programs to address needs	• Job creation investment through the Greater Austin Chamber of Commerce's Opportunity 3.0. • Capacity building and workforce development through support of STEM education programs, creation of a "Careers in a Changing World" Program, and creation of the Any Given Child Creative Initiative. • Assistance of small businesses and entrepreneurs through the Small Business Development Program. • Provision of business and entrepreneurship related guides and classes at the Austin Public Library. • Funding of the University of Texas Austin Technology Incubator. • Recruitment of companies that hire blue and green collar workers.
	Creative Economy	• Economic Growth and Redevelopment Services Office • Planning and Development Review • Parks and Recreation • Austin Public Library	• Formed three sub-teams around conducting a creative needs assessment, developing a cultural tourism plan, and developing and implementing new strategies for creative space development	• Funding of the Creative Content Incubator with Troublemaker Studios. • Capacity Building and workforce development in the Creative Economy though programs such as "Take it to the Next Level," the Mexican-American Cultural Center's Latino Arts Residency Program, and Small Business Development Program. • Opening of the Asian American Resource Center and African American Cultural Heritage Facility and funding for the redevelopment of the Dougherty Arts Center. • Infusion of creative elements in the Seaholm District. • Cultivation of cultural and heritage tourism including the Austin History Center's Community Archivist Program and the Austin Historical Survey Wiki Project. • Activation of public space by the park system joining the Smithsonian Affiliations Program. • Completion of a market survey of individual artists, arts/culture/creativity organizations, and creative businesses in Austin.

	Team	Core Departments	Work Plan & Subteams	Key Related City Initiatives & Achievements
Liveable	**Household Affordability**	• Neighborhood Housing and Community Development • Planning and Development Review • Economic Growth and Redevelopment Services Office • Health and Human Services • Code Compliance	• Formed three sub-teams: The Data and Research Team, the Dedicated Revenue and Affordable Housing Tools Team, and the Regulatory Practices and Policies Team	• Planning for a comprehensive report on housing in Austin. • Funding of supportive housing units. • Development of recommendations for geographic dispersion. • Preparation for an assessment of the Density Bonus Program. • Planning for the creation of an affordable housing database.
	Healthy Austin	• Health and Human Services, • Planning and Development Review, • Parks and Recreation	• Helped in the development of the Community Health Improvement Plan • Worked on a number of initiatives including the tobacco cessation programs, education programs, and expansion of community gardens	• Opening and planning for new community gardens and coordination of garden-related outreach events, clean up days, spring plantings, educational programming, organizational management, and design workshops. • Feasibility analysis of growing food on City-owned land. • Economic evaluation of the City's food sector. • Acquisition, design, and development of parks including the Master Plan for Holly Shores/ Edward Rendon Sr. Park at Festival Beach. • Promotion of tobacco-free places. • Improvement of the quality of health care through the Integrated Care Collaboration.

AUSTIN
MOTEL
AUSTIN
WISHES YOU
SAFE JOURNEY

Introduction

Introduction

"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."

– Imagine Austin, p. 82, Vision Statement for the City's bicentennial in 2039

The *Imagine Austin* Comprehensive Plan was adopted by the Austin City Council in June 2012. Informed by broad community input, *Imagine Austin* provides a vision and roadmap for our community's future. This vision includes ensuring the city "will be safe and affordable; promote physical activity, community engagement, and inclusion; make amenities and services easily accessible to everybody; and contribute to Austin's unique community spirit" for current and future residents.

The City Charter (Article X, Section 5) requires the Planning Commission to provide an annual report to City Council about the comprehensive plan and its implementation. It also calls for a thorough review of plan implementation every five years, with recommendations for updates as needed.

This first Annual Report provides key facts and highlights accomplishments in the year following the plan's adoption, from June 2012 to fall 2013. While not an exhaustive listing of all activities of all City departments, it references and links to other City departments and documents that can provide a greater level of detail.

All images: courtesy of City of Austin, unless otherwise noted.

ORGANIZATION OF THE ANNUAL REPORT

This report focuses on how the City has begun implementing the plan and is comprised of two parts. The first section describes how the City is using education and engagement, internal alignment, regulations, public investment, and partnerships to accomplish the plan's vision. The second section looks at how the City has begun implementing key *Imagine Austin* policies and actions through eight Priority Programs.

This report also contains several appendices:

1. **Appendix 1**: includes the purpose of the Annual Report (See *Imagine Austin*, p. 223)

2. **Appendix 2**: contains an Action Matrix listing the status of *Imagine Austin* actions that fall under Priority Program topics. For a full list of the actions for achieving the plan's vision and goals (See *Imagine Austin*, p. 228-266).

3. **Appendix 3**: contains baseline data on key indicators, or metrics that will be used to measure whether or not the goals and vision of the plan are being met. Some of these indicators are included in the body of the report to illustrate the City's current conditions. The Five Year Evaluation and Appraisal Report will include a full review of these indicators.

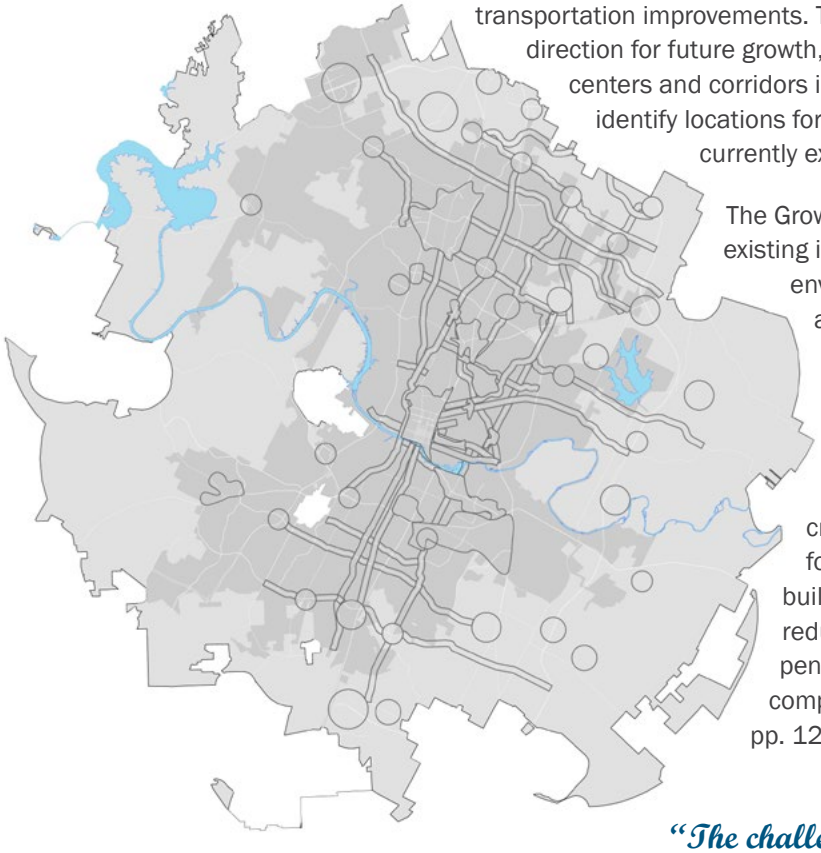
4. **Appendix 4**: provides greater detail about the *Imagine Austin* outreach events that were summarized in Section 1 under Education & Engagement.

5. **Appendix 5**: includes the correction of a few minor errors in the plan document.

KEY CONCEPTS

The Growth Concept Map: Compact and Connected Growth

The Growth Concept Map assembles compact and walkable activity centers and corridors, as well as job centers, and coordinates them with future transportation improvements. The map is conceptual – it provides direction for future growth, but is not parcel-specific. The activity centers and corridors included on the Growth Concept Map identify locations for additional people and jobs above what currently exists on the ground.



This simplified Growth Concept Map uses circles and lines to represent Activity Centers and Corridors.

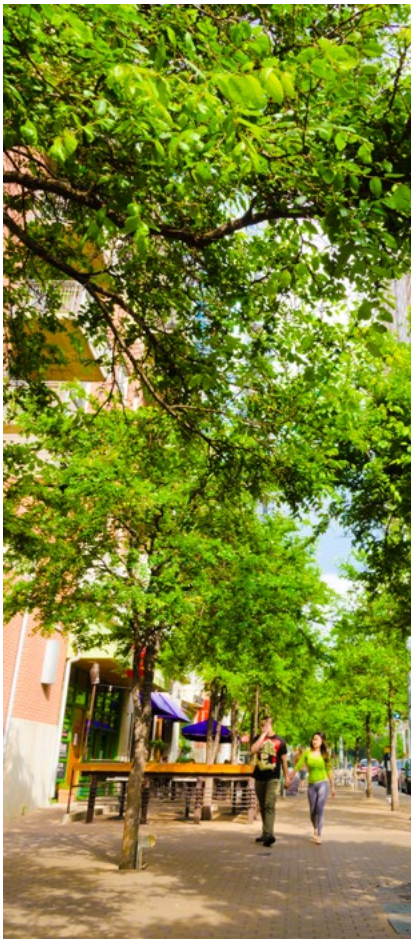
The Growth Concept Map directs growth near existing infrastructure and away from sensitive environmental areas, creating a compact and connected built form where daily needs are in close proximity (compact) and easily accessible by car, transit, bike, or foot (connected). The compact, connected centers and corridors that organize the Growth Concept Map create a more sustainable physical form for our city. A compact and connected built form leads to greater affordability, reduced driving distances and car dependence, environmental protection, and complete communities (See *Imagine Austin,* pp. 128-129).

> *"The challenge now before us – in shaping the Austin of the 21st century – is to energetically leverage our strengths as we grow, while turning around the negatives. The Imagine Austin Comprehensive Plan provides the roadmap. The stakes are high. We must embrace the future that we want, and work to make it happen."*
>
> *– Imagine Austin, p. 4*

Complete Communities

According to *Imagine Austin*, Complete Communities are "safe and affordable; promote physical activity, community engagement, and inclusion; make amenities and services easily accessible to everybody; and contribute to Austin's unique community spirit." They achieve these outcomes while protecting our important environmental resources and preserving our identity, culture, and sense of place. An overarching goal of *Imagine Austin* is for Austin to become a city of Complete Communities. A Complete Community meets the daily material, social, and economic needs of all its residents by providing convenient "access to employment, shopping, learning, open space, recreation, and other amenities and services."

The Complete Communities goal informs all of the 2012-2013 initiatives highlighted in this annual report.



Priority Programs

One framework *Imagine Austin* uses for implementation are its Priority Programs (See *Imagine Austin*, pp. 186-210). Each Priority Program focuses on a topic/goal that the community identified as a top priority for Austin in the coming years. The eight Priority Programs are:

1. **Compact and Connected Austin**: Invest in a compact and connected Austin
2. **Sustainable Water**: Sustainably manage our water resources
3. **Workforce Development**: Continue to grow Austin's economy by investing in our workforce, education systems, entrepreneurs, and local businesses
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5. **Creative Economy**: Grow and invest in Austin's creative economy
6. **Household Affordability**: Develop and maintain household affordability throughout Austin
7. **Healthy Austin**: Create a Healthy Austin Program
8. **Code Alignment**: Revise Austin's development regulations and processes to promote a compact and connected city

MANCHACA

Five-Point Implementation Program

Five-Point Implementation Program

"Change isn't easy. Actively preparing for change and uncertainty can be tough. However, the potential rewards can outweigh the discomforts. Choosing a different path for our city will require doing things differently. Having imagined a better Austin, it is incumbent upon us to realize our vision."

– Imagine Austin, p. 6

The City of Austin is implementing its comprehensive plan through a five-point program:

1. **Education & Engagement**
2. **Internal Alignment**
3. **Regulations**
4. **Public Investment**
5. **Partnerships**

This section describes these five programs and details how they have made progress towards implementing *Imagine Austin*.

1 EDUCATION & ENGAGEMENT

As the City launches its first new comprehensive plan in over 30 years, education and engagement – of both the public and city staff across departments – is a top priority. Public awareness, understanding and support of the plan are critical to its successful implementation.

The City is using various types of media and multiple forums to highlight success stories as the plan is implemented. Communicating these success stories to the public builds confidence both in the plan's vision, and also in the City's dedication to achieving that vision.

Speakers Bureau

Through the Speakers Bureau, staff have presented the *Imagine Austin* story to various stakeholder groups including City Boards and Commissions, neighborhood and professional associations, and non-profit organizations. In addition, staff have presented at local and national conferences. This ongoing education is laying the groundwork to build relationships, engage the public and identify potential Public-Private Partnerships, or partnerships between public and private entities. Future presentations will feature stories about implementing *Imagine Austin*, including information on how community groups can get involved.

Outreach: The Imagine Austin whiteboard has been used at multiple outreach events.

Visit **www.austintexas.gov/imagineaustin** *to request a group presentation.*

"Austin is its people. Our city is home to engaged, compassionate, creative, and independent thinking people, where diversity is a source of strength, and where we have the opportunity to fully participate and fulfill our potential."

– Imagine Austin, p. 5

www.austintexas.gov/blogs/content/1780/imagine-austin-speaker-series

Christopher Leinberger visited Austin in September 2012 to share how Austin can capitalize on new market opportunities in real estate development to create vibrant and walkable neighborhoods.

Speaker Series

Another way the City is working to build a culture of common understanding and collaboration is through the *Imagine Austin* Speakers Series. In 2012-13, the **Speakers Series** has brought in nationally-renowned experts to help educate citizens and staff on key issues. This year, the series has focused on how Austin can grow in a more compact and connected way, which addresses issues for Priority Program 1: Invest in Compact and Connected and Priority Program 8: Align Code. In the future, the series will expand beyond this theme to address other elements of *Imagine Austin*.

All events have been co-sponsored by community business and nonprofit groups, as well as multiple city departments. Most of the speakers have drawn an audience of 150 or more Austinites, and all of the presentations have been recorded by Channel 6. These broadcasts can be **viewed on the web**.

Spotlight: 2012-2013 Speaker Series

- ☆ **Christopher Leinberger**, real estate developer and visiting fellow at the Brookings Institute, spoke on development trends toward walkable communities.
- ☆ **Ellen Dunham-Jones**, Professor of Architecture and Urban Design at Georgia Tech and a renowned expert on urban and suburban design, spoke about retrofitting suburban spaces into lively places.
- ☆ **Mitchell Silver**, Chief Planning and Development Officer and Director from Raleigh and current president of the American Planning Association; **Tina Axelrad**, Principal City Planner with the City and County of Denver; **Michael Slavney**, a Principal at Vandewalle & Associates in Madison, and **Valetta Forsythe Lill**, a former city council member from Dallas, participated in a panel discussion about lessons learned in revising land development codes in Raleigh, Denver, Madison, and Dallas.
- ☆ **Scott Bricker** of America Walks spoke and led a full-day workshop on creating walkable places.
- ☆ This fall, **Janette Sadik-Khan**, Commissioner of the New York City Department of Transportation and other presenters will speak about a transformational series of projects that are turning the streets of New York into people-centered spaces that support walking, cycling, and transit.

Website

In 2013 the City launched a fresh *Imagine Austin* website headlined "*Imagine Austin*: The Way Forward." The website is regularly updated with news, information, and resources that demonstrate how the City of Austin and its community partners are actively advancing each of the eight Priority Programs. The website is available in Spanish.

Social Media

City staff continuously post information to an *Imagine Austin* Twitter account (#ImagineAustin) and Facebook page.

Reach:

- ✯ Over 2,300 followers on Twitter
- ✯ 2,750 likes on Facebook

Many *Imagine Austin* items are also re-posted to the City's general Facebook page and Twitter account, which are followed by 2,700 and 2,100 people respectively, as well as to departmental pages and sites.

YouTube

An *Imagine Austin* YouTube channel offers recordings of events like the Speaker Series, as well as videos with summaries of the plan and its development process.

Imagine Austin Online

Website

www.austintexas.gov/imagineaustin

Twitter

www.twitter.com/imagineaustin

Facebook

www.facebook.com/imagineaustin

Youtube Channel

www.youtube.com/playlist?list=PLB42CD113814DE2B7

Current banner on Imagine Austin's Facebook page.

*This bus stop project was featured in an eNewsletter article "**A Green Roof on a Bus Stop? Believe It.**" The project was a collaborative effort by the nonprofitGRoWERS, the Capital Metro Adopt-A-Stop Program, and the nonprofit Green Doors.*

Photographs courtesy of Green Doors.

City Shaping News

Example Articles

Creating Lively Places Insights from Ellen Dunham-Jones
(March 2013)

Vibrant Austin, Urban Forest
At the root of every vibrant city is an urban forest (April 2013)

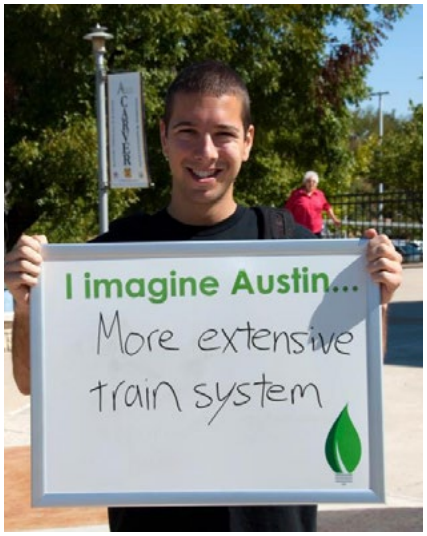
Shape-Shifting South Lamar
With all the new cafes and condos, what about traffic?
(May 2013)

eNewsletters and Blog

The *Imagine Austin* staff has created two monthly electronic publications. These eNewsletters communicate *Imagine Austin*-related news, events, issues, and achievements to the public and across City departments.

- **City Shaping News** (Launched February 2013) *Austin's source for all things compact and connected.*
- ***Imagine Austin* News** (To Launch June 2013) The latest word on activating our comprehensive plan.

To date the newsletters' subscription list includes over 3,600 key city staff and community members, with a goal of reaching 20,000 subscribers within one year. Everyone who subscribes online to the *Imagine Austin* mailing list receives both newsletters. All newsletter articles are posted to the *Imagine Austin* blog, where they remain archived and available to the public.



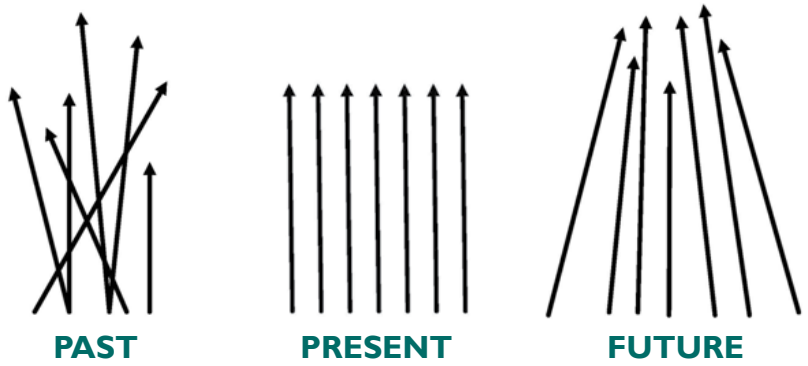
Compact and Connected Training Program

In spring of 2013, the City began developing a cross-departmental staff training program that will provide key staff the opportunity to share perspectives and dialogue about the city's goal of being more Compact & Connected. Set to launch in summer and fall of 2013, the aim of this innovative training is to generate a mutual understanding of what "compact and connected" means, how City departments can work together to make consistent investment decisions so outcomes align with *Imagine Austin*, and what the roles of department and divisions are for achieving this goal. The City plans to offer this training to the public in 2013.

2 INTERNAL ALIGNMENT

Fulfilling the big-picture vision of the *Imagine Austin* Comprehensive Plan requires the City of Austin to take a more collaborative, cross-departmental approach to major initiatives. With this in mind, City staff are developing ways to better integrate department work programs, decision-making and long-range budgets. This effort to align internal operations will involve a gradual culture shift over time, as older projects are completed and new ones are planned.

Alignment of City Departments



Each City department and community partner has expertise to contribute, and each can learn from others. A walkable, mixed-use city of Complete Communities, or communities where everyone can meet their daily needs within a short distance from home and work, cannot be achieved by departments or nonprofits working in isolation; rather, *Imagine Austin*'s vision requires a more holistic approach. Key examples of 2012-13 Cross-Departmental Coordination, that are shifting business as usual at the City include:

Imagine Austin Priority Program Teams

(See Section IV, p. 34)

As mentioned earlier in this report, *Imagine Austin*'s key policies and implementation actions are organized into eight Priority Programs. In 2012-2013, foundational work was completed to organize new, interdepartmental teams charged with helping to develop each Priority Program. The work being reviewed and coordinated by these teams is summarized in the following section.

> *"The distinctive benefit of a comprehensive plan is that it confronts big issues in a big-picture way. Other City of Austin plans are more focused and deal with topics such as parks, solid waste, transportation, water, or smaller geographic areas. But only a comprehensive plan fully considers how the whole community's values, needs, people and places are interrelated and interdependent."*
>
> – *Imagine Austin, p. 4*

"The Austin City Council established 'sustainability' as the central policy direction of the Imagine Austin Comprehensive Plan. … The patterns of the past decades are neither environmentally nor fiscally sustainable. "Growing in accordance with this plan offers us a way to do it better."

– Imagine Austin, p. 7

www.austintexas.gov/sustainability *for a list of projects by vision theme.*

Capital Planning Office

(See Spotlight, p. 28)

The Capital Planning Office is exploring integrated approaches to working with departments on long-range Capital Improvements Program strategies that can maximize value and outcomes for City capital investments. The Capital Planning Office engages departments to discuss collaborative approaches to future initiatives.

Human Resources

Human Resources staff has begun integrating *Imagine Austin* goals into its practices, as part of instilling the comprehensive plan in the culture of the city. For example, *Imagine Austin* goals are being integrated into select annual reviews for employees, job descriptions and job postings, and new employee orientation.

Sustainability Action Agenda

The Sustainability Action Agenda, a project of the Office of Sustainability, tracks and reports on over 200 current departmental initiatives. These initiatives were selected because they can deliver measurable community benefits for sustainability within one to two years. As sustainability is an informing goal of *Imagine Austin*, the two efforts align closely – with the Sustainability Action Agenda providing a shorter-term focus.

Many initiatives in the Sustainability Action Agenda are explicitly tied to *Imagine Austin* goals that are not covered by a Priority Program. This provides an indicator on how the City is advancing these *Imagine Austin* vision themes.

Photovoltaic sunflowers in the Robert Mueller Municipal Airport Redevelopment Area.

Vision for the Green Alley pilot project This project is jointly managed by the Public Works Department, Office of Sustainability in partnership with the University of Texas, School of Architecture and Center for Sustainable Design.

Spotlight: Working Together on a Green Alley

This year's Green Alley Initiative offers an example of fresh interdepartmental collaboration aligned with *Imagine Austin* goals. About a dozen different departments and divisions at the City – working with several community partners – have contributed to a pilot demonstration project that showcases Austin's commitment to sustainability. The first Green Alley will be constructed in Fall 2013, on one block of the E. Eighth Street alley (between Lydia and Waller).

The Green Alley initiative – to transform alleys from forgotten spaces into sources of neighborhood pride – was spearheaded by the Office of Sustainability. When completed, the pilot Green Alley will serve as a concrete example – a micro-scale sustainable place – that models the *Imagine Austin* Vision and cuts across all Priority Programs. Green Alleys can support compact neighborhoods and their residents, increase affordable housing choices, and model on-site improvements that advance big-picture sustainability goals. Features in a Green Alley can include pervious pavement, energy-efficient lighting, rain gardens, educational signage, a social gathering area, an art wall and more. Up to eleven Alley Flats, or small and affordable homes along alleys, could fit along the demonstration alley. Another focus is energy efficiency improvements for the thirteen existing houses that back onto the alley.

Staff from across City departments have enthusiastically lent a tremendous diversity of expertise and resources to the pilot Green Alley; construction being led by Public Works. Together they're engaged in an innovative, public-private collaborative effort to construct City-funded improvements.

Building on the Alley Flat Initiative at the University of Texas, the Green Alley Initiative is exploring steps the City can take to make it easier to incorporate small secondary homes along alleys. A key focus area: How to align and revise city codes and policies to permit and enable more Alley Flats.

www.austintexas.gov/department/green-alley-initiative.

3 REGULATIONS

Numerous City regulations affect the comprehensive plan's implementation, including the City's land-use regulations. In 2012-13, the City began a major effort to align land-use regulations with *Imagine Austin*.

Imagine Austin envisions a shift in the development patterns of our city, towards a compact and connected city of Complete Communities where daily needs can be met in a short distance from home and work. Currently, many Austin land-use regulations – dating from an era when suburban standards were in favor – shape development in ways that work against this goal. As the plan document states: "*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" (*Imagine Austin*, p. 207).

To address this, *Imagine Austin* includes Priority Program 8: "Revise Austin's development regulations and processes to promote a compact and connected city." The following is a summary of regulatory projects that were underway or completed this year.

Downtown development (Photo by Michael Knox).

"As we look to the future and follow this comprehensive plan, we have an important opportunity to be more intentional about the next chapters in Austin's development. … Growth can have tremendous benefits for Austin, but not if we repeat our past actions and continue to incur ever-growing environmental, fiscal, and social costs. That's why we need to make some changes."

– Imagine Austin, p. 8

Development plans awaiting review.

Land Development Code Update

As part of the City's FY 2012-2013 annual budget, City Council allocated funds to revise the Land Development Code in alignment with *Imagine Austin*, and Council unanimously selected a consultant team for this effort, Opticos. Opticos is an award-winning, interdisciplinary firm and a leader in architecture, design, and urban planning. Opticos founding principal, Daniel Parolek, is one of the leading practitioners of form-based codes.

City staff has begun the process of working with the consultant team and community members to revise the land development code – to make it easier and more straightforward to develop the physical city to achieve *Imagine Austin*. Within a year, the initial phase of work is scheduled to be completed and endorsed by Planning Commission and Council. The full process will take several years.

For more detail, see pp. 45-49.

Cases for Rezoning

Since *Imagine Austin*'s adoption, City staff has begun to review requests for zone changes for their consistency with the comprehensive plan. The staff reviewers consider whether each proposed zone change supports *Imagine Austin*'s policies, actions, and Growth Concept Map. Staff is also developing a system to track these zoning cases.

A vision for Airport Boulevard (Courtesy of City of Austin/Gateway Planning Group).

East Riverside Corridor Regulating Plan

On May 9, 2013, City Council adopted the East Riverside Corridor Regulating Plan. It provides a new set of regulations guiding development and redevelopment in a manner that supports the East Riverside Corridor Master Plan. These updated regulations support the master plan's vision for a vibrant, attractive, affordable Complete Community in line with *Imagine Austin*. Now that the regulations have been updated, redevelopment can begin on sites along the corridor in a manner consistent with the plan's vision.

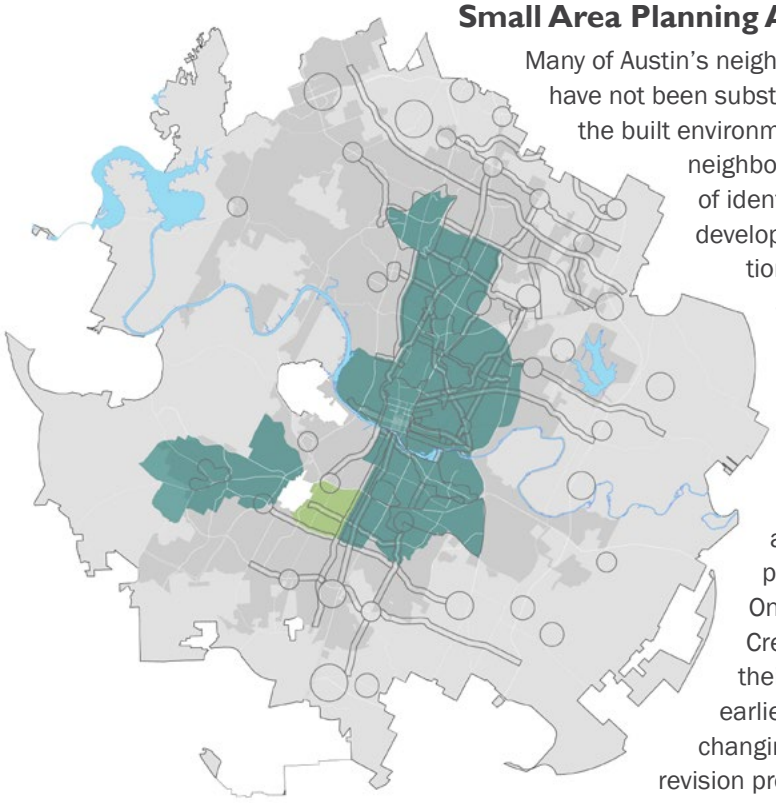
austintexas.gov/eastriverside

Airport Boulevard Form-Based Code Initiative

To create a more walkable, transit-friendly and vibrant Airport Boulevard corridor, diverse community stakeholders have worked with City staff and consultants to develop a land-use vision grounded in urban design principles. In coordination, Austin Transportation Department has conducted a mobility study for the corridor. In 2012-13, City staff and consultants drafted new land-use regulations (form-based code) required for the vision to be implemented. A draft of the new code is being circulated for review. Its projected adoption by council is late 2013 or early 2014.

www.airportboulevard.com

Updating Existing Small Area Plans and Selecting New Small Area Planning Areas



Blue-green fill denotes places in Austin covered by existing small area plans. The bright green area is the location of the South Austin Combined Neighborhood Plan which is currently under development (See next page). Centers and corridors are outlined in gray.

Many of Austin's neighborhood plans are over a decade old and have not been substantially updated. In the intervening years, the built environment and demographics of many of these neighborhoods have significantly changed. Outside of identified small area plan areas, growth and development continues with little guidance or direction. The process of updating existing small area plans (neighborhood, station area, corridor, etc.) and their policy directions as well the selection of new planning areas should be in alignment with *Imagine Austin*.

To date, all but three neighborhood planning areas in the urban core have had the opportunity to engage in the planning process. Once the Rosedale, Allandale, and North Shoal Creek Neighborhood Planning Areas have had their opportunity, it will be necessary to update earlier plans to address plan obsolescence and changing conditions. The Land Development Code revision process necessitates a review of neighborhood plans and presents an opportunity to assess which plans are most in need of updating. Among the factors to be considered are the age of the plan, alignment with *Imagine Austin*, changed conditions, and planned or needed public investment. More detailed analysis of the plans may indicate that only a portion of a planning area (a subdistrict or a corridor) may require additional planning or two or more planning areas may be combined to maximize staff resources and address more broad scale issues such as planning for an activity center. Plans will be reviewed, at a minimum, every five years to assess their update status. Although their content may likely be similar as the plan they are updating, these revised plans may differ in scope and content.

The activity centers and corridors outside of neighborhood planning areas and other areas outside of the urban core experiencing significant change are other places to focus planning resources. Private or public sector investment, demographic shifts, number of zoning cases, and permit activity should be considered when recommending these areas for planning processes. In addition, the Land Development Code revision process may identify areas in need of more detailed planning. Future planning areas, whether in or outside the urban core, provide opportunities to realize the aspirations of the comprehensive plan for Complete Communities across Austin.

From the June 15th Community Design Workshop: Reimagining the Frontage Road. Two community visions for the intersection of Ben White Boulevard and Pack Saddle Pass.

austintexas.gov/department/south-austin-combined-neighborhood-plan

Spotlight: South Austin Combined Neighborhood Plan

The South Austin Combined neighborhood planning process is a great example of how *Imagine Austin* can be applied to neighborhoods. Kicked off in January 2013, the South Austin Combined Neighborhood Plan is the first neighborhood plan initiated since the comprehensive plan was adopted. The planning area is bounded by Ben White Boulevard, South First Street, William Cannon Drive, and the Sunset Valley city limits.

From the start, this new planning process has striven to incorporate the spirit of *Imagine Austin*, including its vision of Complete Communities, goal of collaboration, and engaging public process.

- **Complete Community:** The neighborhood's vision is built on the idea that everyone should be able to meet their daily needs regardless of age, income or ability – in other words, what *Imagine Austin* calls a Complete Community.
- **Cross-departmental:** Lead by an interdisciplinary team, the neighborhood planning process has brought together a variety of City departments and community organizations to assist neighbors.
- **Engaging:** Interactive activities help local residents, private property and business owners, and community organizations work together to create a neighborhood vision.
- **Finer Detail:** Community members have created a detailed vision and neighborhood-scale goals for an Activity Center and Activity Corridor in the planning area.

Focus Area: Coordinating Land-Use and Transportation

A benefit of having a citywide comprehensive plan is that it has led to better coordinated visioning, planning, and project construction by departments that shape the physical city, including the planning, transportation, public works, and health departments. For example, the Compact and Connected Priority Program brings together departments and divisions that address land-use patterns and the transportation system to coordinate more closely.

Spotlight: Subdivision Standards Update

Subdivisions: New Rules to Promote Health, Safety, Walkability *for an Imagine Austin Blog post about the subject.*

The rules and standards for how land is subdivided, and where and how streets are built, are part of the basic DNA of cities. To help ensure that new subdivisions support the *Imagine Austin* vision, the City is concurrently revising its rules for how new neighborhoods (the **Subdivision Regulations** in the Land Development Code) and for how new street networks (the **Transportation Criteria Manual**) will be designed and built. A new cross-departmental partnership, comprised of staff from the planning, transportation, and public works departments is in charge of this effort.

A primary goal of these new standards and of *Imagine Austin* is improved connectivity for everyone – pedestrians, bicyclists, wheelchair/scooter users, transit riders, and motorists – by promoting the development of Complete Streets. Complete Streets are streets that are designed for all people, regardless of age, income or ability.

The updates will also advance numerous other *Imagine Austin* priorities. For example, new street design standards may result in slower traffic speeds, advancing the *Imagine Austin* goal of a Healthy Austin by reducing injuries and deaths from car crashes. Requiring a greater provision of sidewalks and bike lanes is another way new standards could promote health, increasing opportunity for daily exercise.

Spotlight: Austin Mobility Program

The Austin Transportation Department's Austin Mobility program is advancing the compact and connected vision for Austin's future. Austin Mobility also is taking a Complete Streets approach to improving road corridors, by adding accommodations for pedestrians, bicyclists, and transit riders, as well as cars. Its current and future initiatives work to connect the *Imagine Austin*'s Activity Centers (see the Growth Concept Map in *Imagine Austin*, p. 103) with this network of roads, transit, sidewalks, trails, and bicycle infrastructure.

The Austin Mobility program is tackling big transportation projects essential for our economy, jobs and quality of life for our regional – such as improving Mopac and IH-35, and advancing Austin Urban Rail. The proactive outreach program includes a monthly emailer, daily news digests, and a dedicated website.

See the **Project Connect** Spotlight (p. 43) to learn how Austin Mobility is also achieving a regional reach.

www.austin-mobility.com

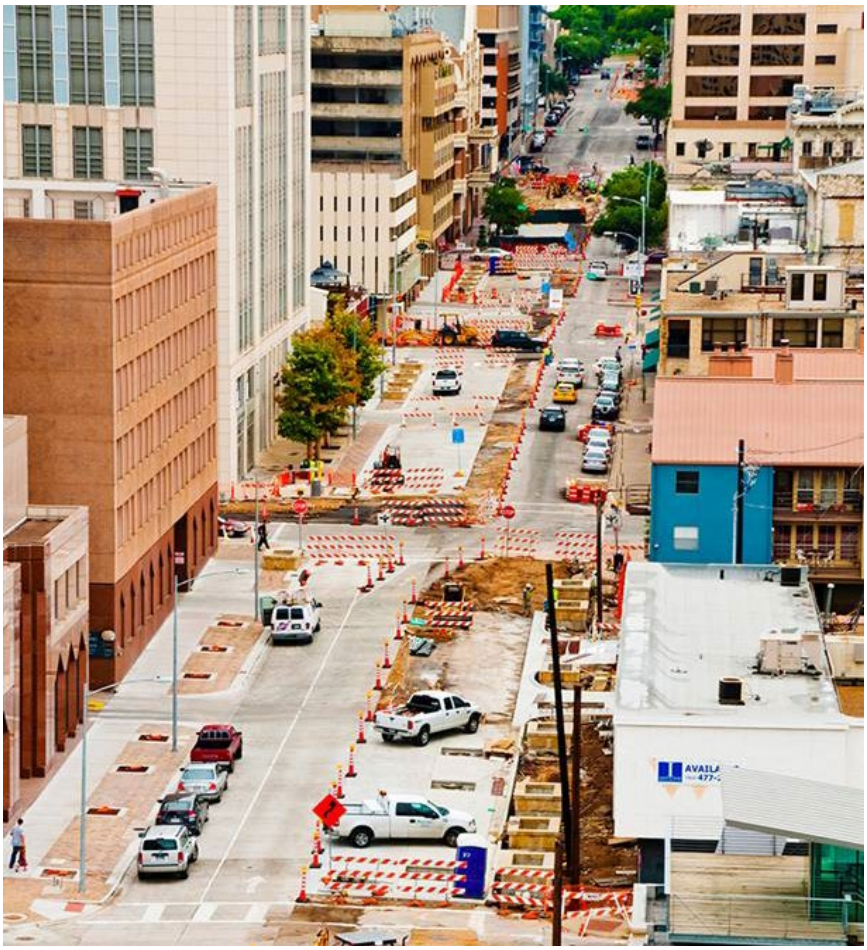
4 PUBLIC INVESTMENT

In 2012-2013, the *Imagine Austin* Comprehensive Plan has been actively used to guide the City's capital investment priorities. City management has required department leadership to assess their operations, priorities, and budgets and adjust them as needed to support and align with the plan. This assessment was formalized during the annual departmental business planning process in Fall 2012. It required each department to summarize how it currently supports the comprehensive plan and/or how it plans to modify goals, performance measures, and programs to better align with it.

As City departments continue with budgeting and capital planning for the upcoming fiscal year and longer horizons, new requests for both operating and capital funding are being reviewed against the plan's vision, policies, and priority programs. Cross-departmental cooperation has been and will continue to be encouraged in these budgeting and planning efforts.

"As potential capital improvement projects, budget priorities, bond packages … are considered, it is important for the City of Austin to have a clear and objective framework for decision making."

– Imagine Austin, p. A-57



Complete Streets construction project on Brazos Street in Downtown.

A rendering of the Auditorium Shores trailhead improvements. This project is funded in part through the 2006 Bond Program.

For more information about the Capital Planning Office and its services, including an informative FAQ, visit **www.austintexas.gov/CIP**.

For information on the City's budget, see Financial Service's website at **www.ci.austin.tx.us/financeonline/finance/financial_docs.cfm?ws=1&pg=1**

Capital Planning Office

The Capital Planning Office was established in 2010 – in anticipation of the City's first new comprehensive plan in more than 30 years – to provide high-level coordination between the City departments that are involved in capital planning and project implementation. The Capital Planning Office coordinates, monitors and aids in the development of the City's Capital Improvements Program (CIP) and CIP Plan.

Spotlight: Deepening Value

By aligning City investments with the cross-sector goals of the comprehensive plan, the Capital Planning Office is helping to deliver more value for taxpayer investments. CIP departments are looking for ways to advance *Imagine Austin* goals through implementation of major capital projects that extend beyond the work of any one City department. The Capital Planning Office facilitates coordination between departments to identify and advance CIP investments meeting multiple parts of the *Imagine Austin* vision — livable, natural and sustainable, creative, educated, mobile and interconnected, prosperous, and people-oriented.

The Capital Planning Office works with departments to help ensure that capital investments serve to implement the comprehensive plan, which is now integrated into the CIP planning process.

Imagine Austin provides high-level guidance for how Austin should grow and develop in the coming decades. The CIP Plan uses that guidance to plan for capital projects during the next five years that will further the vision of *Imagine Austin*. Capital Planning Office efforts include considering *Imagine Austin* goals as the City moves forward with capital investments funded through the 2006, 2010, and 2012 bond programs.

Other Public Agencies

The City of Austin welcomes partnerships with other Central Texas public entities and encourages them to make investments in a manner consistent with the *Imagine Austin* Vision. Through partnering on city and regional initiatives, the City will bring the guiding direction of *Imagine Austin* to many area efforts.

National waterfront development experts met with over 200 local stakeholders in the summer of 2012 to develop design recommendations for Austin's South Shore Central. This team of experts was brought to Austin as a Sustainable Design Assistance Team awarded to Austin in a national competition sponsored by the American Institute of Architects (image by SDAT member Stephanie Bower, Architectural Illustrator).

Spotlight: Sustainable Places Project

Over the past two years the City of Austin has participated as a regional partner in the Sustainable Places Project (SPP), an initiative funded by a grant from the U.S. Department of Housing and Urban Development. A key SPP component has been the development of a computer-based analytic tool to assess and compare the economic, environmental and equity impacts of redevelopment scenarios for areas in our region.

In Austin, this analytic tool is being used to assist the City's urban rail economic development analysis. This past year, the South Shore Central waterfront district, which includes the planned location of the first station south of Downtown on the proposed urban rail system, was used as a demonstration site to develop the analytic tool.

To test and calibrate the analytic tool, three redevelopment scenarios for the future of the South Shore Central were modeled. In a SSP public demonstration of the analytic tool in May, 2013, these three scenarios for the South Shore Central were compared across thirty-plus performance indicators; including, measuring return on investment and financial feasibility, impacts to water quality, impacts to municipal budgets, potential for district-wide value capture, jobs-to-housing ratios, overall density, walkability, net increase/decrease in open space, and energy savings from green infrastructure.

The public demonstration showed that the SSP analytic tool can offer the public and officials a powerful new method for understanding the financial, environmental, and social impacts of public investments decision-making, both locally and regionally.

www.austintexas.gov/waterfront

5 PARTNERSHIPS

Imagine Austin is a big plan with big ideas that extends beyond what the City of Austin can do as a single entity. Partnerships are critical to realizing this community-wide vision.

The comprehensive plan presents an opportunity – and a mandate – for the City to take Public-Private Partnerships, or partnerships between public and private entities, to the next level. In recognition of this, the City Manager's Office held a Public-Private Partnerships staff symposium in 2012.

During this first year after plan adoption, the City has laid the groundwork for developing strategic and innovate partnerships, in order to advance major *Imagine Austin* initiatives. Planning and Development Review has been working with the Community Action Network to build partnerships to implement *Imagine Austin*. Developing partnerships will continue to be a focus over the next five years of plan implementation.

Opening of the African American Cultural & Heritage Facility.

"Austinites are united by their desire to see the Imagine Austin Comprehensive Plan yield results. We all want to see completed projects that make Austin better. In adopting this plan, the City of Austin is inviting everyone – residents, local companies and business groups, philanthropists and nonprofits, governmental agencies, and others – to partner with it to realize the plan. A collaborative commitment is essential. The action plan must start strong and be sustained in the years ahead."

– Imagine Austin, p. 12

http://www.austintexas.gov/department/imagine-austin-community-partners *for information about our partnerships.*

Photograph courtesy of The Trail Foundation.

Priority Programs

Priority Programs

"Transforming vision into reality through implementation will require incremental steps over time. Eight priority programs provide the structure and direction."

– Imagine Austin p. 185

ABOUT PRIORITY PROGRAMS

One of the ways the City is implementing some of *Imagine Austin*'s biggest initiatives is through eight Priority Programs. Priority Programs group related *Imagine Austin* policies and actions that cut across multiple departments. An interdisciplinary team of key stakeholders from those departments track, prioritize and implement these policies and actions. Priority Programs provide a structure that "will allow the City of Austin to more efficiently coordinate its operations, investments, and the provision of core services." (*Imagine Austin*, p. 186).

Chapter 5 (see *Imagine Austin*, p. 185-226) details the purpose, work program, goals and metrics of each of the eight Priority Programs. The eight priority programs are organized into four Topic Groups, each containing two Priority Programs.

Policies and actions that do not fit within a Priority Program are being advanced through other measures (e.g. energy efficiency efforts are being organized at Austin Energy). For a full list of actions, see the Action Matrix (*Imagine Austin* p. 228-266).

Topic Group	Priority Program
Compact and Connected Austin	1. **Compact and Connected**: Invest in a compact and connected Austin 8. **Align Code**: Revise Austin's development regulations and processes to promote a compact and connected city
Green Austin	2. **Sustainable Water**: Sustainably manage our water resources 3. **Green Infrastructure**: Use green infrastructure to protect environmentally sensitive areas and integrate nature into the city
Vibrant Austin	3. **Workforce Development**: Continue to grow Austin's economy by investing in our workforce, education systems, entrepreneurs, and local businesses 4. **Creative Economy**: Grow and invest in Austin's creative economy
Livable Austin	6. **Healthy Austin**: Create a Healthy Austin Program 7. **Household Affordability**: Develop and maintain household affordability throughout Austin

PRIORITY PROGRAM TEAMS

Each Priority Program is overseen by an interdepartmental team to take advantage of shared expertise, information, and resources. This large-scale coordinated effort is a new way of doing business for the City. These Priority Program teams and their processes will continue to evolve and be refined over time.

Much of the work in 2012-13, the first year of implementing *Imagine Austin*, involved establishing these interdepartmental priority program teams and defining how they are responsible for achieving the actions associated with each program. Getting these new City staff teams in place and working together smoothly has been a big success story for the year.

The priority program teams have coordinated efforts across multiple City departments, established work plans, formed sub-teams to address key topics, and tracked the progress of specific actions listed in the Action Matrix in the *Imagine Austin* document. In 2013, they are responsible for bringing forward recommendations.

"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."

– Imagine Austin p. 186

Priority Program Process

Interdepartmental Priority Program Team	Teams develop work plans and recommendations.
⇓	
Department Directors	Teams present significant recommendations to department directors for review and refinement.
⇓	
Executive Management	Teams present final recommendations to City Manager for approval.

SECTION OVERVIEW

As 2012-2013 was Year 1 of comprehensive plan implementation, nearly all initiatives referenced in this section were already in progress or development by May 2012. In Year 1, the Priority Program teams have reviewed existing initiatives to determine whether they align with *Imagine Austin* and how they fit within the Priority Program framework. Their cross-departmental discussions are allowing initiatives based in one department to become better coordinated to achieve multiple goals.

This section lists representative key achievements towards reaching Priority Program goals. *Imagine Austin* actions that correspond to these achievements are also listed as reference. This is not an exhaustive list of all City accomplishments; rather, it offers a representative sample of actions being considered and coordinated by the Priority Program Teams.

Please see the Action Matrix Report (Appendix 2) for a more exhaustive list of 2012-13 accomplishments. Detailed information about Department initiatives and programs can be found on their web pages on the City's website.

COMPACT AND CONNECTED AUSTIN

Mixed Use + People Friendly + Walkable

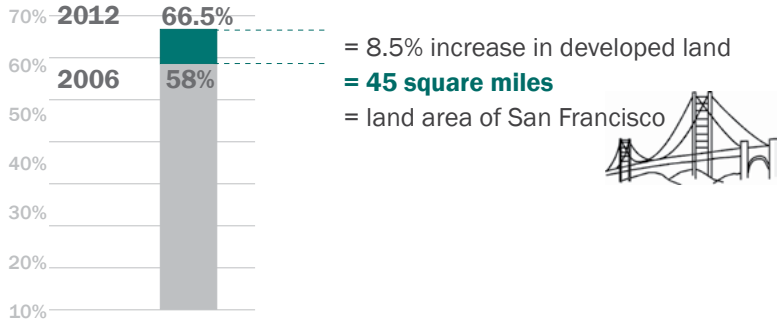
Priority Programs 1 and 8 both promote compact, people-friendly places, where it is easy to get to your daily needs by any means of travel.

Current Conditions

Up until now, Austin has not been growing in a manner that most would consider compact or connected. The rate of greenfield land development has increased in recent years, resulting in greater vehicle miles traveled and longer commute times.

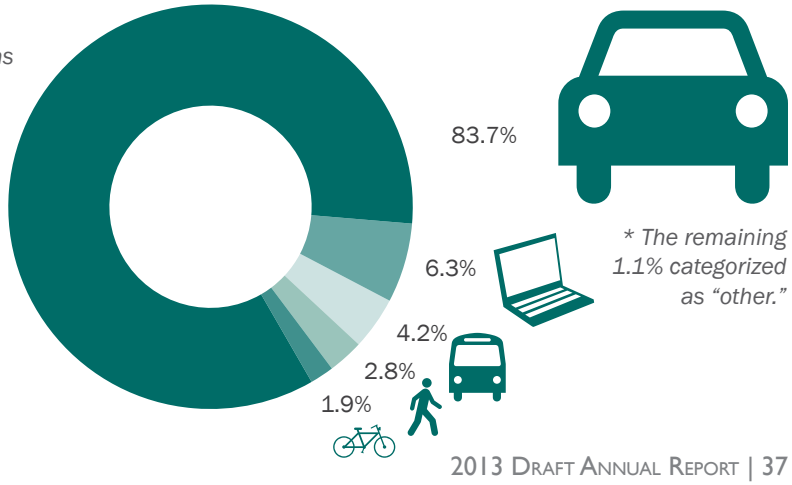
Developed Land Area

While Austin has seen some infill, the majority of development uses large areas of land for a relatively small number of residential and commercial buildings, resulting in rapid land consumption. In just six years (from 2006 to 2012), Austin developed 45 square miles of previously undeveloped land, an area about the size of San Francisco.



Commute Mode

Low intensity and auto-oriented development patterns increase the distances between activities, making it more difficult to walk, bike or take transit. As a result, the overwhelming majority of commute trips to work (over 83%) are taken by car.



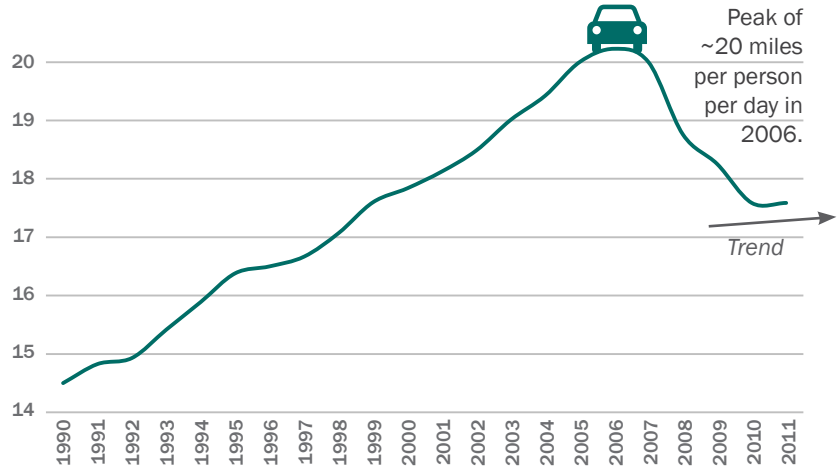
** The remaining 1.1% categorized as "other."*

"Interconnected development patterns support public transit and a variety of transportation choices, while reducing sprawl, congestion, travel times, and negative impacts on existing neighborhoods."

– Imagine Austin Vision p. 86

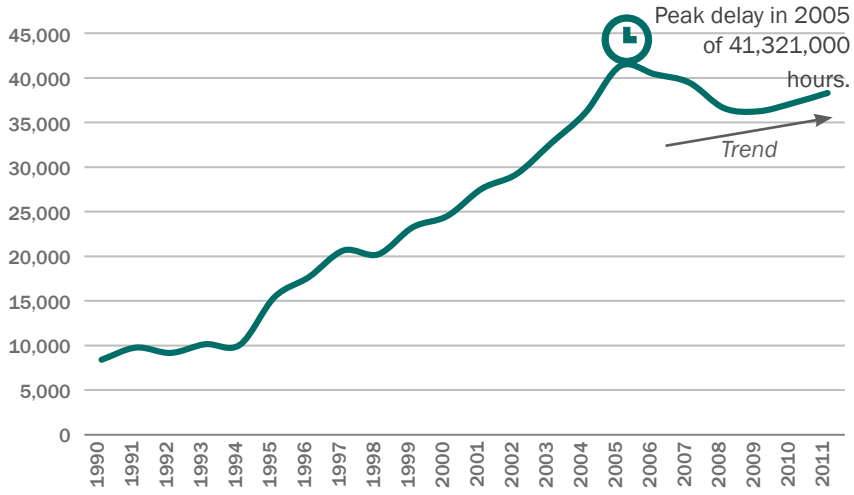
Vehicle Miles Traveled Per Capita Per Day

With many people commuting by car, total daily vehicle miles traveled per capita steadily increased from 1990 to 2006. While vehicle miles traveled have dipped recently, that trend is flattening out. This is consistent with national trends.



Transportation System Delay in 1,000s person hours

Traffic delays have also increased, with extreme commute congestion on corridors such as IH-35 and Loop 1. While the total hours of traffic delays dipped from 2004 to 2008, likely due to the recession, they have since started trending upward. This also reflects a national trend.



In 2011, Austin commuters spent 38,307,000 hours in traffic delay.

Bluebonnet Lane cycle track.

Priority Program 1: Invest in a compact and connected Austin

See page 187 of Imagine Austin for more information on Priority Program 1.

Core Departments

Planning and Development Review, Austin Transportation Department, Public Works, Economic Growth and Redevelopment Services Office, Capital Planning Office

Priority Program Team Workplan

The team has inventoried all City compact and connected initiatives, including transportation and economic programs. This inventory led to inviting representatives of partner organizations, including Cap Metro and the Texas Department of Transportation, to participate in team discussions. The team is assisting the Priority Program 8 team, for the Land Development Code revision.

Action Matrix: Moving Forward

- ✯ **LUT A1**: Give priority to City of Austin investments to support mixed use, transit, and the creation of compact walkable and bikeable places.
- ✯ **LUT A13**: Create a system of high-capacity transit, including elements such as urban rail and bus rapid transit corresponding to land-use mix and intensity.
- ✯ **CFS A34**: Align policies, incentives, regulations, and infrastructure to coordinate with the Growth Concept Map and maintain Austin's livability and affordability.

Major Initiatives and Key Accomplishments

Stakeholder meeting to discuss possible revisions to the Subdivision Code.

Revision of Subdivision Code and Transportation Criteria Manual.
Austin Planning and Development Review, Public Works, and Austin Transportation departments are partnering to revise Austin's Subdivision Regulations and Transportation Criteria Manual to support enhanced transportation connectivity and development of complete streets. This effort is being coordinated with the larger Land Development Code revision.

Third Street cycle track.

Implementation of Bicycle and Sidewalk Master Plans.
In support of *Imagine Austin* Growth Concept Map, Public Works is implementing the Bicycle Master Plan and Sidewalk Plan. Successes included initiation of a Bike Share program (to launch later this year), construction of 38.4 new miles of bicycle accommodations, 1.3 miles of urban trails, 66,757 linear feet of Americans with Disabilities Act compliant sidewalks, and multiple new curb ramps.

New curb ramps at the intersection of Manchaca Road and Stassney Lane.

Bus stop accessibility improvements.
Public Works and Capital Metro are partnering to improve accessibility of bus stops through extension of sidewalks and reconstruction of bus stop areas. In 2012, improvements were made to 170 bus stops.

Street improvements on Second Street.

Bicycle infrastructure improvements as part of the Complete Streets Program.

Possible future improvements to East Riverside (Rendering by A. Nelessen Associates, Inc. with MWM Design Group).

Implementation of Great Streets Master Plan.
The Great Streets Development Program reconstructed 11.5 downtown blocks, and Public Works implemented Second Street District streetscape improvements as part of its street reconstruction program.

Strategic coordination of capital improvements projects.
The Capital Planning Office was established in 2010 to provide coordination and management of City capital investments. The office monitors Capital Improvements Program planning and implementation of General Obligation bond programs to support a compact and connected Austin.

Implementation of demonstration corridors.
In support of the *Imagine Austin* Growth Concept Map, Planning and Development Review led the initiatives for the East Riverside and Airport Boulevard Corridor regulating plans, both of which are along designated Activity Corridors. In addition, bond funding was approved for construction of North Lamar Boulevard and Burnet Road corridor improvements, and for development of preliminary engineering for improvements in the South Lamar Boulevard corridor.

Major Initiatives and Key Accomplishments Continued

Current condition of the Seaholm site.

Williamson Creek — Blarwood stormdrain improvements.

MetroRail MLK Station.

Facilitation of redevelopment of Activity Centers and Corridors.
Economic Growth and Redevelopment Services Office coordinates business recruitment, expansion, and retention into Activity Corridors by having executed a master development agreement for a $500 million private investment to redevelop the decommissioned Green Water Treatment Plant site. As part of the emerging Seaholm District, this project and the new Central Library (which broke ground in May 2013) further the evolution of Austin's Downtown into a vibrant, walkable place. Overall, they have implemented redevelopment services of $9 billion to Activity Centers. In addition, they will utilize an analytic tool to project fiscal returns of the proposed urban rail.

Reinvestment in existing infrastructure to support a compact and connected city.
The City's continued emphasis on rehabilitating, replacing, and upgrading aging infrastructure in the urban core is essential to supporting compact and connected development and redevelopment. Accomplishments include:

- Austin Water "Renewing Austin" program upgraded aging water lines.
- Public Works street overlay and reconstruction programs improved roadways.
- Watershed Protection program upgraded undersized storm drain infrastructure.

Support of an integrated transportation system.
The Austin Transportation Department, in support of the Growth Concept Map, implements the Austin Mobility program and the Austin portion of the CAMPO 2035 Regional Transportation Plan and is a partner with Project Connect (see Spotlight on following page). They continue in the provision of an integrated transportation system with programs such as car share services, installation of new parking meters, back in parking, improving the visibility of crosswalks and smart signs.

MetroRail next to an urban rail example vehicle in downtown Austin during a public demonstration in 2011.

Spotlight: Project Connect

Project Connect is a partnership among the Central Texas transportation agencies responsible for implementing the high-capacity transit component of the CAMPO 2035 Plan. The City of Austin has been actively engaged throughout 2012-13, and has provided input or leadership for each of the major projects listed.

- **Urban Rail**. The City of Austin continues to work closely with Capital Metro and other partners to bring forward a rail transit system connecting Downtown, the Capitol Complex, the University of Texas, and the Mueller neighborhood. An analytic tool is being used to evaluate the economic return on investment on urban rail scenario locations, including potential future links to Riverside and the airport (See p. 29).
- **MetroRail**. MetroRail began operation in 2010. Improvements continue that will enable increased service, including a project to double-track the line near Plaza Saltillo.
- **MetroRapid**. This project will include two high-capacity rapid bus routes along North Lamar Boulevard/South Congress Avenue and Burnet Road/ South Lamar Boulevard and is anticipated to begin operation in 2014.
- **MoPac Improvement Project**. This project will provide new tolled Express Lanes along MoPac between Parmer Lane and Cesar Chavez Street and include aesthetic enhancements, bicycle and pedestrian improvements, and the construction of sound walls. The project is expected to begin operation by 2015.
- **Lone Star Rail**. The Lone Star Rail District has been working with state and local governments to provide intercity passenger rail service to connect Austin to San Antonio and Georgetown along the existing Union Pacific rail line.

www.connectcentraltexas.com/

For More Information on Priority Program 1

The Imagine Austin website's page for Priority Program 1:
www.austintexas.gov/page/compact

Subdivision Regulations revision:
austintexas.gov/department/subdivision-regulations-revisions

Public Work's Bicycle Program:
austintexas.gov/bicycle

Public Work's Pedestrian Program:
austintexas.gov/department/pedestrian

Great Streets Program:
www.austintexas.gov/page/great-streets

Corridor development of North Lamar Boulevard/ Burnet Road:
www.austin-mobility.com/corridor-development-north-lamar-boulevard-burnet-road

Seaholm District:
austintexas.gov/seaholm

Priority Program 8: Revise Austin's development regulations and processes to promote a compact and connected city

See page 207 of Imagine Austin for more information on Priority Program 8.

Core Departments

Planning and Development Review, Austin Transportation Department, Public Works, Economic Growth and Redevelopment Services Office, Watershed Protection, Neighborhood Housing and Community Development, Health and Human Services, Capital Planning Office, Austin Energy, Austin Fire Department, Austin Resource Recovery, Austin Water, Aviation, Code Compliance, Communication and Technology Management, Law Department, Parks and Recreation Department, and Office of Real Estate Services

Priority Program Team Workplan

The City has initiated the process to revise the Land Development Code (LDC), to update it and encourage future (re)development projects and patterns that result in a compact and connected city. The revision process is expected to be completed in 2015.

Overview of the Code Revision Process

Groups working together to update the code:

- **City Council**.
- **Planning Commission**.
- **City Staff**: The Planning and Development Review Department is leading the revision process, while other departments will serve in an advisory role, providing subject-matter expertise.
- **Consultant team**: A consultant team was unanimously selected by the City Council to provide expertise on the code revision process.
- **Land Development Code Advisory Group**: An 11-member citizen Advisory Group was appointed by the City Council and the City Manager to provide feedback on the consultant team's work, assist in public outreach, and actively support the code update.

City Council unanimously selected Opticos Design as the consultant for the Land Development Code revision process.

*Find out more about the firm on their website, **opticosdesign.com**.*

After an initial planning and preparation stage, there are four main steps in the code revision process. Each step includes review by the general public, major stakeholders, the Land Development Code Advisory Group, the Planning Commission and the City Council.

STEPS IN THE CODE REVISION PROCESS:

Planning and Preparation

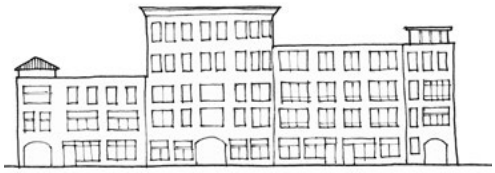
- Informal outreach to key stakeholder groups.
- Determining staffing levels, consultant support, and financial resources needed.
- Assembling staff, the Advisory Group, and the consultant team.

1. **Listening** (listening to the community, educating on code, and identifying critical issues and divisive topics).

2. **Code Diagnosis** (performing an initial review and assessment of the current Land Development Code and associated criteria manuals in order to identify major issues and key sections that need to be revised) **and Draft Code Outline** (creating a summary organization of the revised code).

3. **Draft Code Development.**

4. **Code Adoption.**



Key Accomplishments 2012-13

Completed most of the Planning and Preparation stage:

Initiated informal outreach

- Conducted outreach to stakeholders representing four key groups: household affordability, neighborhoods, development and business, and environment and sustainability.
- Presented to community groups that included the Austin Neighborhoods Council, Real Estate Council of Austin, Community Development Commission, and the Mayor's Committee for People with Disabilities.

Assembled the Advisory Group, staff, and consultant team

- Conducted extensive research to identify a diverse group of appointees for the Advisory Group and appointed the Advisory Group of 11 citizens.
- Identified and hired staff leads, and formed a cross-departmental staff team to assist in the code revision.
- Selected a consultant team led by Opticos Design and developed the scope of services for the consultant team.

Land Development Code Revisions Scope: 2013-14

- ✯ Complete Step 1 and Step 2: Listening, Code Diagnosis, and Draft Code Outline.
- ✯ Gain approval from City Council of the code diagnosis and annotated outline.

The downtown State Theater hosted the speaker panel.

Watch the presentation video: **www.austintexas.gov/blog/4-cities-4-land-development-codes-watch-their-stories**.

Spotlight: "Four Cities. Four Land Development Codes. Hear Their Stories."

Mitchell Silver from Raleigh, Tina Axelrad from Denver, Michael Slavney from Madison, and Valetta Forsythe Lill from Dallas presented to the Austin community, on lessons learned from recent major revisions to their codes. Two major events held downtown drew over 300 attendees including the general public and City staff. The speaker series is also mentioned in Spotlight: Speaker Series p. 10).

For More Information on Priority Program 8

Land Development Code Revision:
www.austintexas.gov/newLDC

Bibliography on compact and low density development:
http://www.austintexas.gov/sites/default/files/files/Planning/ImagineAustin/Compacted%20and%20Connected%20Development%20or%20Low%20Density%20Development_0.pdf

Subscribe to City Shaping News:
www.austintexas.gov/department/follow-imagineatx

GREEN AUSTIN

"Austin is a green city. We are environmentally aware and ensure the long-term health and quality of our community through responsible resource use."

— Imagine Austin Vision p. 85

Conservation + Sustainable + Quality of Place

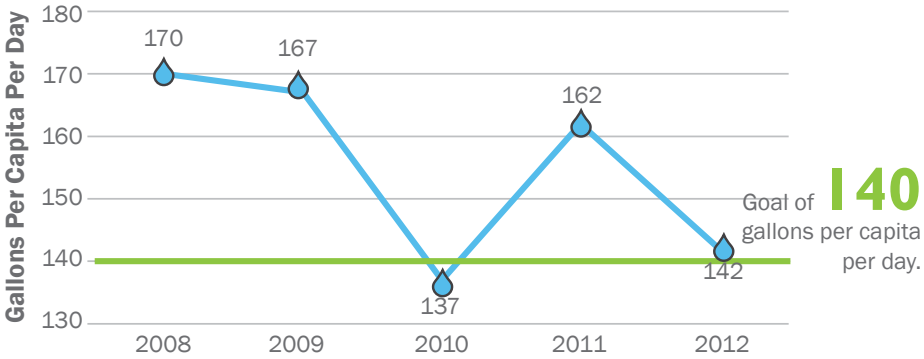
Priority Programs 2 and 4 focus on improving the connection between people and the natural world. Priority Program 2 looks at ways to improve the supply and quality of our water, while Priority 4 emphasizes increasing the scope and vitality of our green infrastructure.

Current Conditions

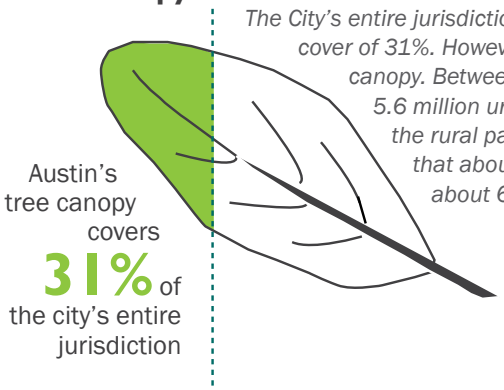
Austinites are already working to reduce water use and protect the environment. However, with a rapidly increasing population and a prolonged drought, more work needs to be done.

Total Gallons of Water Per Capita Per Day

Austinites are using fewer gallons of water per person, putting the City of Austin on-track to reach City Council's goal of 140 gallons per capita per day. However, while customers are using less water per person, Austin's total water consumption is increasing, primarily due to a growing population.



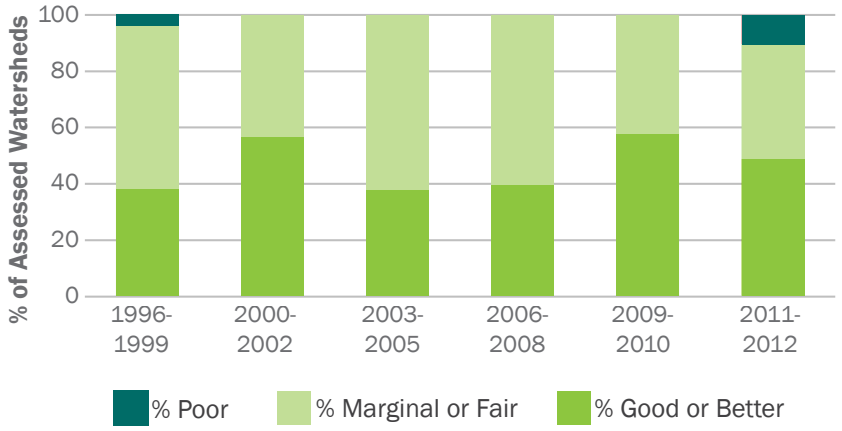
Tree Canopy



The City's entire jurisdiction has an average tree canopy cover of 31%. However, drought is threatening the tree canopy. Between 2010 and 2011, the state lost 5.6 million urban trees as a result of drought. In the rural parts of Central Texas, it's estimated that about 102.3 million trees were lost, or about 6.6% of the area's total tree stock.

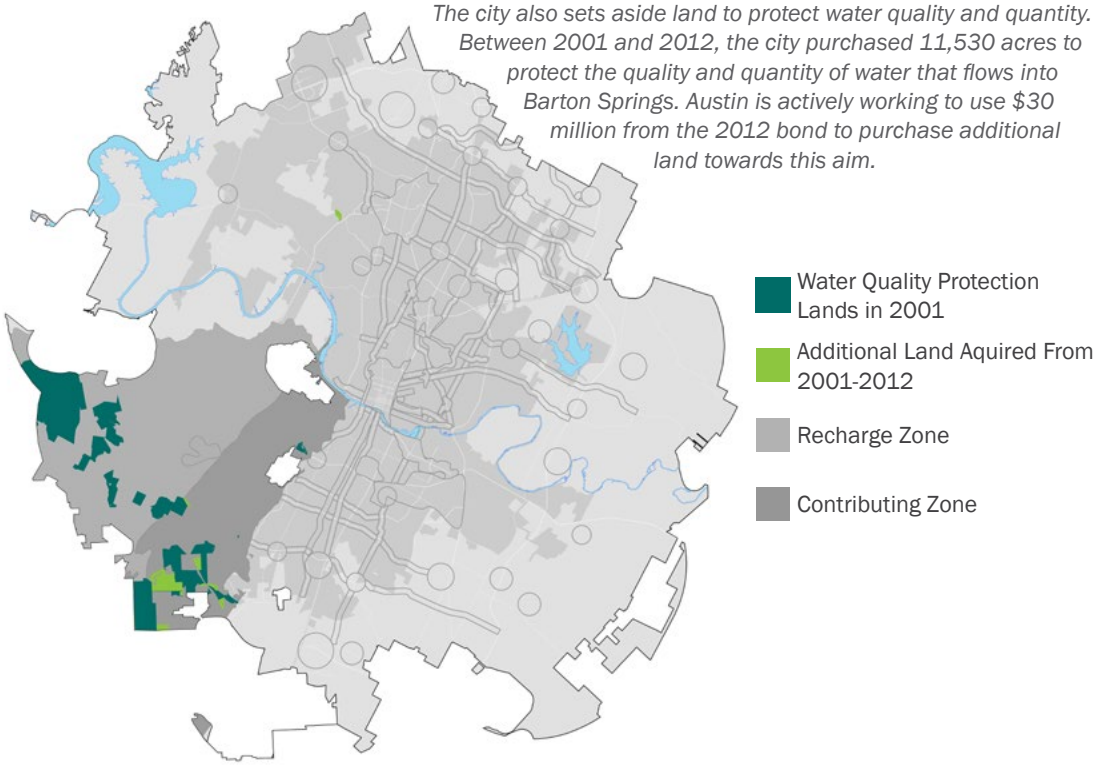
Creek Health

While strong water quality ordinances have protected the quality of Austin's creeks from the pressures of a growing population and development, recent severe droughts have eroded creek quality by concentrating nutrients and causing some creeks to go dry. The city is actively working to restore areas around the creeks and to prevent nutrients from entering creeks to improve water quality and increase water quality.



Water Quality Protection Lands

The city also sets aside land to protect water quality and quantity. Between 2001 and 2012, the city purchased 11,530 acres to protect the quality and quantity of water that flows into Barton Springs. Austin is actively working to use $30 million from the 2012 bond to purchase additional land towards this aim.



Raingarden improving water quality.

Priority Program 2: Sustainably manage our water resources

See page 191 of Imagine Austin for more information on Priority Program 2.

Core Departments

Austin Water, Watershed Protection, Planning and Development Review

Priority Program Team Workplan

The work team identified key staff members unique to each element of the work plan. This involved adding more partners to help achieve cross-departmental coordination. The team also prioritized the work program and identified actions to take.

Action Matrix: Moving Forward

- ✯ **LUT A37**. Develop a regulatory framework to incentivize use of Low Impact Development (LID) features such as rainwater harvesting, increased permeable surfaces, rain gardens, green roofs, green streets, and naturalized water quality features such as bioswales to manage stormwater.

- ✯ **CFS A38**. Develop incentives and coordinate regulations to promote innovative water and graywater re-use options for building and site design, landscape maintenance, and agricultural irrigation.

Major Initiatives and Key Accomplishments

Waterway improvements.

Raingarden improving water quality at One Texas Center.

Waterway improvements.

Monitoring of creek health.
To address the ongoing need to protect water quality while allowing for responsible growth, Watershed Protection continues to monitor creek health, measuring it in terms of an Environmental Integrity Index, a tool developed by Watershed Protection to monitor and assess the ecological integrity and degree of impairment of Austin's Creeks. Despite constantly increasing pressure from Austin's growing population the quality of Austin's creeks has not markedly declined since the inception of Austin's protective water quality ordinances and programs.

Revision of the Watershed Protection Ordinance.
Watershed Protection has embarked on an intensive stakeholder process to update the Watershed Protection Ordinance, in an effort to continue to protect the health of our creeks and watersheds, as well as insure a scientific basis for our regulations (See Spotlight: Watershed Protection Ordinance on p. 57).

Update to the Watershed Master Plan.
Watershed Protection updated their Watershed Master Plan to reflect the latest flooding, erosion and water quality data. It also reflects implemented watershed solutions.

Purple pipe for reclaimed water.

The Sand Hill Energy Center.

Barton Springs Pool.

Facilitation of auxiliary water use. Work is underway to develop regulatory changes to promote the use of auxiliary waters such as rainwater, graywater, and reclaimed water. A consultant will deliver recommendations on the appropriate level of regulation by the end of 2013. In 2013 and 2014, Austin Water will begin implementing new provisions that encourage the use of these auxiliary waters.

Provision of reclaimed water for the Sand Hill generation facility. Austin Water and Austin Energy are working together to reduce the energy used for producing drinking water and the water needed for energy generation by providing reclaimed water for Austin Energy's Sand Hill generation facility. The use of reclaimed water reduces the facility's water withdrawals from the Colorado River. Austin Water coordinates efforts with Austin Energy and other local energy utilities to assess risks and propose risk mitigation strategies related to water demands for power generation.

Collaboration with regional partners to protect and improve environmental health. Watershed Protection continues to work with regional partners to implement the Barton Springs Regional Water Quality Protection Plan. The Plan was produced in 2005 by a coalition of thirteen county and municipal governments and groundwater conservation districts, including the City of Austin. A workshop hosted jointly by this working group and the Hill Country Alliance was held in April 2013 to celebrate successes and continue efforts to implement the plan. Additional collaborative projects include a conservation plan for the Barton Springs Salamander and the environmental review of the proposed Texas Department of Transportation Oak Hill Parkway and State Highway 45 Southwest roadway projects.

Major Initiatives and Key Accomplishments Continued

A karst feature that has been dug out by volunteers to allow water to more easily recharge the aquifer.

Drought Management.
Austin Water has stayed focused on water supply management and planning to ensure equitable management of the Colorado River and to protect the City's water supply. Collaboration with partners will continue, as will development and implementation of effective drought response related activities. In response to ongoing drought conditions, Austin has implemented Stage 2 restrictions, which limit irrigation to one-day per week. These restrictions have been in place for 20 of the past 22 months. The City is well on its way to the goal of 140 gallons per capita per day, hitting 142 during fiscal year 2012 (See Spotlight: Strategy for Water Use Management).

Update of the integrated water management plan.
In support of *Imagine Austin* water conservation provisions, update the integrated water management plan, including water conservation goals, drought planning and climate mitigation and adaptation strategies (See Spotlight: Strategy for Water Use Management).

Implementation of a new Austin Water rate structure.
The new Austin Water rate structure encourages conservation while providing price breaks for low income customers, maintaining affordability, funding conservation and education, and preserving Austin Water's financial stability.

For More Information on Priority Program 2

The Imagine Austin website's page for Priority Program 2:
www.austintexas.gov/page/sustainablewater

The Sustainability Action Agenda:
www.austintexas.gov/sustainability

Revised water use management plan:
austintexas.gov/page/revised-water-use-management-plan

Watershed Protection's 2012 State of our Environment Report:
www.austintexas.gov/watershed_protection/publications/document.cfm?id=192035

Barton Springs Regional Water Quality Protection Plan:
http://www.waterqualityplan.org/

Press release on Austin Water rate structure:
www.austintexas.gov/news/austin-water-implements-restructured-water-rates-and-increase

A healthy Austin waterway.

Spotlight: Strategy for Water Use Management

A revision by Austin Water to this strategy established a year-round mandatory water use schedule which includes a Conservation Stage and three Drought Response Stages. Each of these stages increasingly restricts water usage during drought while still allowing watering of trees and vegetable gardens. These restrictions limit outdoor irrigation to a maximum of twice a week and less during some stages, prohibit daytime irrigation, limit use of commercial patio misters, and address other water-saving measures. In response to the ongoing drought, Austin Water implemented the revised Stage 2 restrictions beginning September 4, 2012, which allow watering only one day per week. Less restrictive stages limit watering to twice a week.

austintexas.gov/page/watershed-protection-ordinance-0

Spotlight: Watershed Protection Ordinance

Watershed Protection anticipates substantial completion of the Watershed Protection Ordinance in 2013. In January 2011 City Council requested via resolution that staff develop a new ordinance to improve creek and floodplain protection, prevent unsustainable public expense on drainage systems, simplify development regulations where possible and minimize the impact on the ability to develop land. This effort is the first of its kind since with Comprehensive Watershed Ordinance was passed in 1986. Staff met with both external and internal stakeholders from August 2011 through April 2012 to discuss potential code changes that resulted from an analysis of current code deficiencies and needs prepared in 2011. From the input received, staff worked with the Law Department to develop draft ordinance revisions. The Watershed Protection Ordinance is scheduled for presentation to boards, commissions and Council for adoption in summer and fall 2013.

www.austintexas.gov/department/stage-2-watering-restrictions

Priority Program 4: Use green infrastructure to protect environmentally sensitive areas and integrate nature into the city

See page 195 of Imagine Austin for more information on Priority Program 4.

Core Departments

Watershed Protection, Planning and Development Review, Public Works, Parks and Recreation, Austin Energy, Austin Water, Office of Sustainability, Austin Fire, Office of Real Estate Services, Austin Resource Recovery, Neighborhood Housing and Community Development, Austin Transportation Department, Building Services, Aviation

Priority Program Team Workplan

In developing its work plan, the team has compiled an inventory of existing City plans, regulatory policies, and programs related to green infrastructure; completed an inventory of available green infrastructure GIS data coverages; and conducted a preliminary gap analysis and needs assessment. One conclusion drawn from the analysis is that there is a need for greater inter-departmental collaboration to better "align" the City's existing green infrastructure plans, policies, and programs. This alignment is being facilitated through the formation of the three inter-departmental sub-teams described on the following page.

Action Matrix: Moving Forward

- ★ **CE A15**. Expand the City of Austin's acquisition of environmentally significant land, conservation easements, and/or development rights for the protection of sensitive areas.
- ★ **LUT A38**. Review and change building and zoning codes and incorporate best practices to promote green building and sustainable development.
- ★ **CE A16**. 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.

What is Green Infrastructure?

Imagine Austin defines green infrastructure as strategically planned and managed networks of natural lands, parks, working landscapes, other open spaces, and green stormwater controls that conserve and enhance ecosystems and provide associated benefits to human populations (P A-19).

Priority Program Sub-Teams

Land Acquisition Sub-Team

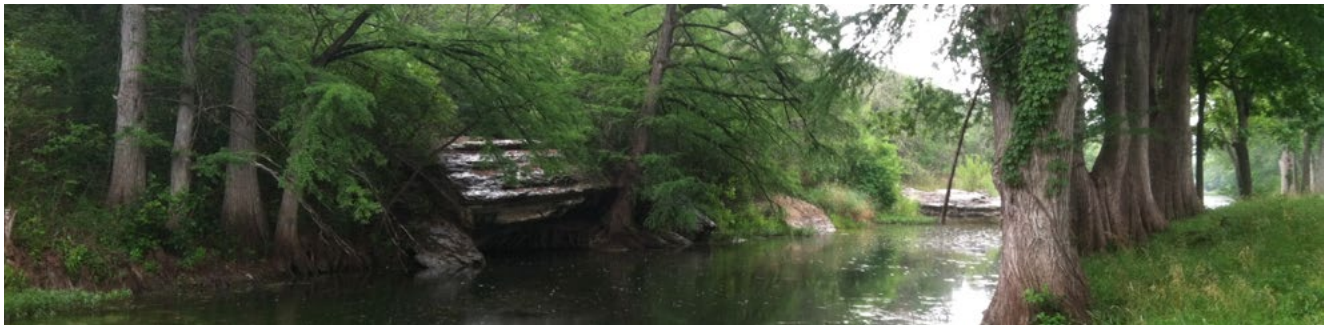
In order to bring a more strategic focus to the City's acquisition of new green infrastructure "assets", this sub-team will collaborate to identify land acquisition priorities and to evaluate potential acquisitions from the perspective of maximizing "ecosystem services" and achieving multiple objectives and benefits. In addition, they will work to identify and capitalize on opportunities for interdepartmental partnerships in funding land acquisition. The sub-team will also support a recently established administrative process for evaluating alternative public uses for land holdings considered to be "surplus" by the department with stewardship for such property.

Public Lands Management Sub-Team

This sub-team will provide an interdepartmental forum for collaboration on several key initiatives relating to the management of public lands including completion of the Comprehensive Urban Forestry Plan, providing input to the Community Wildfire Protection Plan, implementation of Standards of Care for Trees and Vegetation, and implementation of the Invasive Species Management Plan. The team will also ensure that land management issues and costs are considered in the when acquiring land. The objective, as called out in *Imagine Austin*, is to develop more a unified and comprehensive approach to management of City lands for public access and recreation, connectivity, and environmental sustainability, with full consideration of the public purpose various land holdings and any associated restrictions.

Regulatory Sub-Team

This sub-team will provide specialized expertise to support the land development code revision process. The sub-team will evaluate current code provisions and alternative approaches and develop recommendations to improve the green infrastructure elements of the Land Development Code and other related City codes and criteria manuals.



Onion Creek.

Major Initiatives and Key Accomplishments

Adoption of an Invasive Species Management Plan.
In 2012, Austin became one of only two cities in the nation to adopt an Invasive Species Management Plan. The goal of the plan is to reduce and eradicate invasive species on City-owned and managed properties.

Purchase of parkland.
The City purchased 55-acres of parkland along Onion Creek with 2006 Bond funds. This property provides excellent recreational opportunities, such as areas of open space, picnic facilities, and the potential for 6.5 miles of trail along Onion Creek.

Investment in water quality protection lands acquisition.
The City, in partnership with others, has invested $159,545,925 million to acquire water quality protection lands in the Barton Springs Zone of the Edwards Aquifer. Investments to date have included 9,796 acres of land purchased fee simple and managed by Austin Water's Wildlands Division, as well as 16,781 acres of land protected through conservation easements. In November 2012, Austin voters approved an additional $30M in bond funding to continue this program (See Spotlight: Preserving Land and Protecting Water Quality on p. 63).

For More Information on Priority Program 4

The Imagine Austin website's page for Priority Program 4:
www.austintexas.gov/page/Green Infrastructure

The Sustainability Action Agenda:
www.austintexas.gov/sustainability

Watershed Protection's 2012 State of our Environment Report:
www.austintexas.gov/watershed_protection/publications/document.cfm?id=192035

Invasive Species Management Plan:
www.austintexas.gov/invasive

Barbara Jordan Elementary School rain garden.

Spotlight: Rain Gardens – Keeping Water on the Land

austintexas.gov/raingardens

In the past year, the Watershed Protection Department and the Austin Independent School District have been building rain gardens as an opportunity to bring the community together while improving school grounds. With these types of projects, students gain service-learning experiences, neighbors become more invested in their neighborhood schools, and the campus gets a rain garden that improves water quality and can act as a teaching tool. Rain gardens have been established at a number of schools—Barbara Jordan Elementary School, Gus Garcia Middle School, and Dobie Middle School. These community building efforts have engaged a variety of volunteers representing a cross-section of Austin. Retired engineers, volunteer landscape professionals, Eagle Scout candidates, and university students have contributed their time to improve these campuses.

Spotlight: Urban Forest

As our big, green city develops and grows, we all want our urban forest to keep pace – our verdant canopy of big live oaks, colorful Texas mountain laurel, and other native trees that help define what we love about Austin. Happily, our community is doing a laudable job of loving its trees – as recognized by Austin recently landing on American Forest's list, "Top 10 Cities for Urban Forests." Among the features earning Austin national accolades are forest-friendly City rules requiring that developers preserve, plant and replace trees, and provide for their ongoing care. As new and infill redevelopment occurs, these requirements ensure that new projects do their part to beautify the city, shade sidewalks to encourage walking, and plant the next generation of our tree canopy – all essential to Austin's sense of place. Some highlights from the past year include the Urban Forestry Program planting over 10,000 trees, Watershed Protection and PARD planting nearly 7,500 saplings, and NeighborWoods and Large Shade Tree Programs planting over 6,000 trees.

Planting Programs

Urban Forestry Program

austintexas.gov/department/urban-forestry

Neighborwoods

www.treefolks.org/neighborwoods/

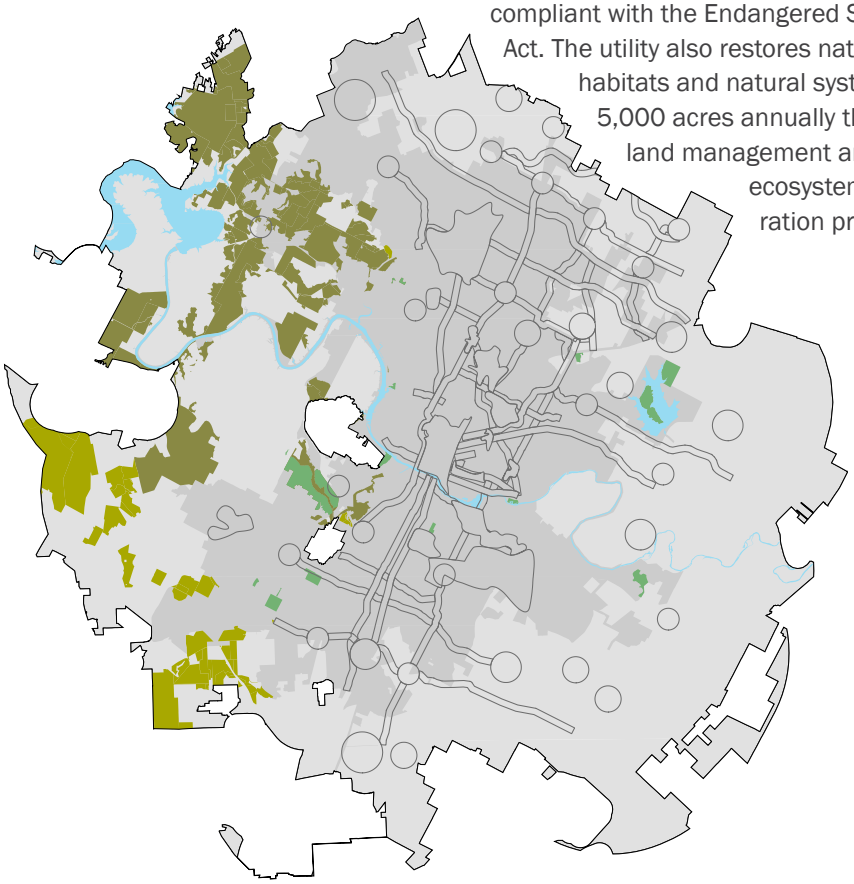
Austin Community Tree Program

austintexas.gov/department/community-trees

Spotlight: Preserving Land and Protecting Water Quality

Austin Water manages and protects over 40,000 acres of source-water watersheds to protect Barton Springs and maintain Austin's public water supplies. Austin Water also manages and protects 13,500 acres of Endangered Species Habitat that serves as Austin's mitigation to sustain economic development and public services in a manner compliant with the Endangered Species Act. The utility also restores native habitats and natural systems on 5,000 acres annually through land management and ecosystem restoration projects.

www.austintexas.gov/department/wildland-conservation-division.



VIBRANT AUSTIN

Education + Arts + Economy

Priority Programs 3 and 5 seek to promote economic vitality. Priority Program 3 focuses on workforce development issues, while Priority Program 5 addresses Austin's creative economy.

Current Conditions

Austin economy is in the process of rebounding from the recession. Unemployment rates are down, while the number of people working for small businesses is increasing. An essential component of the recovery has been the success of Austin's creative industries.

"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… and developing conditions that foster both local businesses and large institutions."

— Imagine Austin Vision p. 87

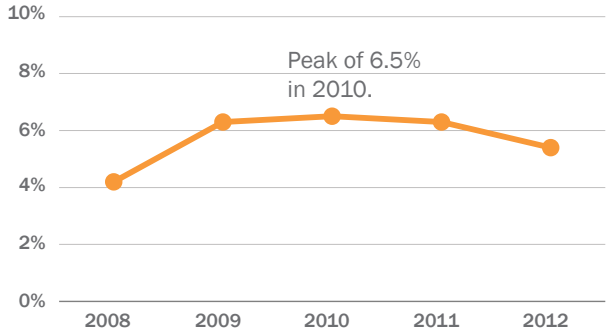
Vibrant

Unemployment Comparison

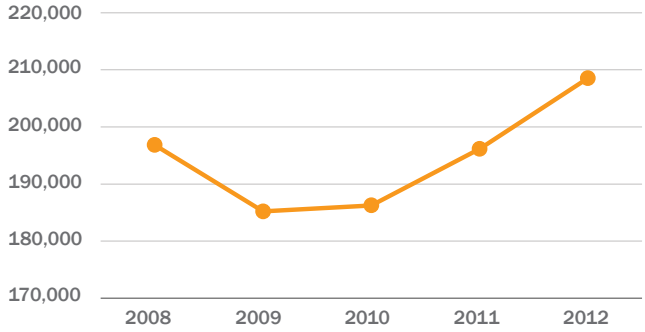
Unemployment in Austin is lower than the county, state and nation.

	Austin	Travis County	Texas	United States
2011	6.3%	6.6%	7.9%	8.9%
2012	5.4%	5.7%	6.8%	7.8%

Unemployment Over Time



Small Business Employees, Austin MSA

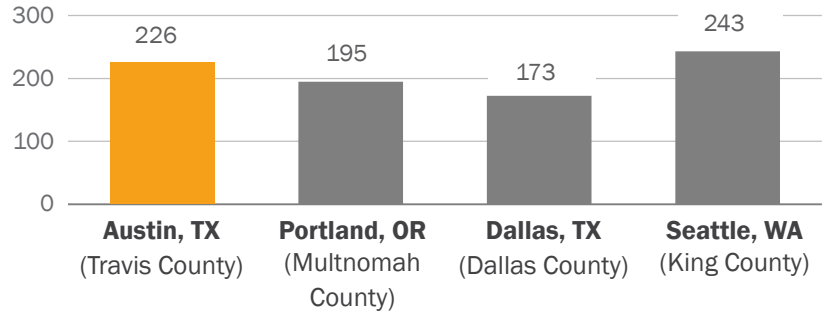


Austin's economy is making a strong recovery from the recession. Austin's unemployment rate has dropped steadily from a recession-high of 6.5% in 2010. The number of employees in small business, another indicator of economic health, mirrors this trend. In 2012, the number of small business employees hit a five-year high, a strong rebound just three years after a recession low in 2009.

Participation in Arts/Culture

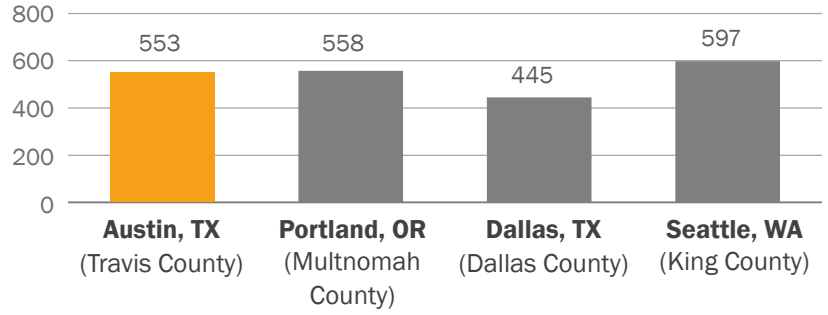
Part of Austin's economic recovery includes its creative industries, including growing gaming, digital media, film, and music festival industries, as well as community support of the arts. A large number of for-profit creative industries suggest there are many options available to residents with strong competition between businesses.

** In the following graphs we've compared Travis County (Austin) to counties with similar population densities, including King (Seattle), Dallas (Dallas), and Multnomah (Portland) Counties.*



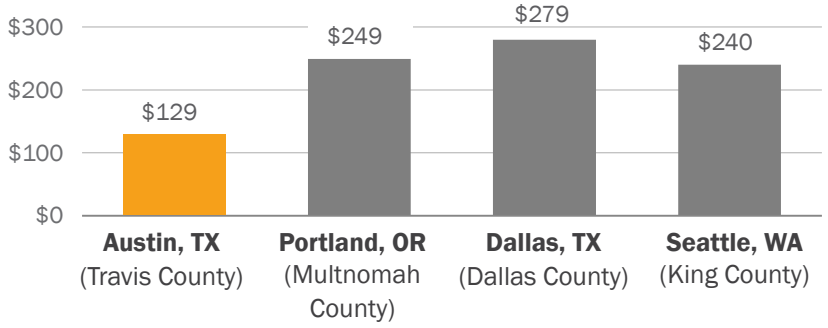
Creative Industry Businesses (per 100,000 people)

This growth paired with Travis County's strong participation in the arts and different kinds of cultural activities demonstrates the importance of the arts to the overall community.



Nonprofits Arts Revenue Per Capita

However, both arts contributions and program revenue streams in the nonprofit arts and culture sector are not as strong in Travis as in the counties where Seattle, Dallas, and Portland reside; in these counties, private giving is more robust.



Priority Program 3: Continue to grow Austin's economy by investing in our workforce, education systems, entrepreneurs, and local businesses

See page 193 of Imagine Austin for more information on Priority Program 3.

Core Departments

Economic Growth and Redevelopment Services Office, Planning and Development Review, Parks and Recreation, Austin Public Library, Human Resources, Health and Human Services

Priority Program Team Workplan

Economic Growth and Redevelopment Services Office was identified as the lead department for this priority program. The team is inventorying the workforce development and educational programs that currently serve Austinites to identify gaps and recommend programs to address needs. They have also added new partners to help achieve the work plan steps and actions.

Action Matrix: Moving Forward

- ✯ **E A1**. 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.
- ✯ **E A13**. Work with local school districts, the University of Texas, Austin Community College, and other area partners to identify gaps in educational programs; the skills needed for current, emerging, and targeted job sectors; and educate students at all levels about the skills needed to compete in a 21st Century economy.
- ✯ **E A18**. Partner with the Austin business community to develop policies, regulations, and programs to foster the development of local businesses by developing a mentor program; supporting businesses at each stage of the business life cycle; and enhancing and expanding small business development services to grow market share of small, local businesses.

A ribbon cutting for one of the Small Business Development Program's customers (Live Oak Pharmacy) opening a location.

Major Initiatives and Key Accomplishments

Job Creation Investment.

The Greater Austin Chamber of Commerce's Opportunity Austin 3.0 includes goals to increase economic diversity and Austin's talent pool through development and attraction by promoting the Austin region to entrepreneurs, business leaders and site selectors. Goals include increasing per capita income by $2,400, reducing the poverty rate 6.2%, reducing the child poverty rate 7%, and raising educational attainment (BA or higher) 1.3% by 2018.

Capacity Building and Workforce Development.

- Economic Growth and Redevelopment Services Office supports Science, Technology, Engineering, and Mathematics (STEM) education programs into Chapter 380 economic development agreements. For example, the Chapter 380 agreement with National Instruments requires the support of STEM education programs for at least 1,000 Austin students every year, representing 10,000 youths mentored for software and robotics careers in the ten year incentive period.
- The International Economic Development Program within Economic Growth and Redevelopment Services Office has partnered with Austin Community College, St. Edward's University, and the Camino Real District Export Council to create a "Careers in a Changing World" program to educate high school students about international career opportunities and educational pathways. Twenty-seven students participated in the pilot phase of the program, and Economic Growth and Redevelopment Services Office is working with its partners to expand the program's reach for academic year 2013-14.

The Small Business Development Program.

The City of Austin Economic Growth and Redevelopment Services Office maintains a robust Small Business Development Program that assists small businesses and entrepreneurs. This program provided 1,000 hours of free one-on-one business counseling annually, a walk-in Business Solutions Center visited by 4,106 businesses in FY2012, low-cost technical assistance courses to small business owners and entrepreneurs, a free online marketing tool and directory for locally-owned businesses (**LocallyAustin.org**) which has over 900 small businesses registered and 34,657 page-views to date, help navigating the City's Development process (BizOpen), which is used by nearly 300 businesses annually, and a new expansion loan program for small businesses. In addition, in April 2013, the Small Business Development Program hosted its second Elevate Austin Small Business Summit with dozens of small business owners to get their feedback on how the City can better support small business.

Provision of business and entrepreneurship-related guides and classes.
Austin Public Library provides a series of business resource information guides on their website and at branch locations. The business resource online guides have been viewed by 4,553 unique library users in the past year. The Austin Public Library also partners with SCORE to offer free classes on business-related topics such as starting a business, finance, marketing and social media on an annual or semi-annual basis.

Funding of the University of Texas Austin Technology Incubator.
Economic Growth and Redevelopment Services Office and Austin Energy fund the University of Texas Austin Technology Incubator (ATI), which has worked with over 100 companies to obtain $400 million in external funding over the past five years.

Creative and Food Sector Economic Studies.
Economic Growth and Redevelopment Services Office commissioned the Creative and Food economic studies to demonstrate the economic impact of these sectors and identify opportunities to accelerate their growth.

Business Recruitment.
Economic Growth and Redevelopment Services recruits companies that hire blue and green collar workers, developing stronger links between local employers and workforce development activities.

Students presenting their Small Business Skills Certificate awards. Students earn the certificate after completing six or more classes through the Small Business Development Program's contract with UT Professional Development Center.

Any Given Child's drama-based instructional strategies in action (courtesy of Drama for Schools).

http://mindpop.org/creative-classroom/

Spotlight: Any Given Child Creative Initiative

The Any Given Child Creative Initiative was developed and adopted by the Austin Independent School District (AISD) school board, and endorsed by the City of Austin, following a survey conducted in 2011-12 that collected and analyzed detailed arts participation data from every AISD K-8 school. The study found that AISD's rapidly growing student population living in poverty (72.8%) and English Language Learners (29%) are not receiving equal arts education as other students in the district. Local data reveal clear benefits of arts learning on graduation rates, engagement, motivation, and academic achievement, especially for students living in poverty and those learning English. In order to address these inequities, AISD leadership in partnership with Mindpop, City staff and representatives of the creative community created this strategic arts initiative to ensure every AISD school is "arts-rich" by 2022.

For More Information on Priority Program 3

The Imagine Austin website's page for Priority Program 3:
http://www.austintexas.gov/page/workforceandeducation

Small Business Development Program:
www.utexas.edu/ce/pdc/general/austin-small-business-program/

The Economic Impact of the Creative Sector in Austin—2012 Update:
austintexas.gov/sites/default/files/files/creative_sector_impact2012.pdf

2010 Workforce Analysis: Unemployed, Discouraged, Given Up:
www.austintexas.gov/sites/default/files/files/2010_Worforce_Analysis.pdf

Arts and Economic Prosperity IV: The Economic Impact of Nonprofit Arts and Culture Organizations and Their Audiences:
http://www.austintexas.gov/sites/default/files/files/Redevelopment/TX_CityOfAustin_AEP4_FinalReport.pdf

Texas A&M University Austin Value Proposition Project (Complete report available upon request)

Priority Program 5: Grow and invest in Austin's creative economy

See page 199 of Imagine Austin for more information on Priority Program 5.

Core Departments

Economic Growth and Redevelopment Services Office, Planning and Development Review, Parks and Recreation, Austin Public Library

Priority Program Team Workplan

Sub-teams have been formed around three main areas – conducting a creative needs assessment with primary focus on for profit creative industries small businesses in order to identify and implement strategies to build their capacity; developing a cultural tourism plan focusing on inventorying cultural assets during the "shoulder season" and branding and building itineraries around these; and developing and implementing new strategies for creative space development of all kinds and in various places. This last sub-team includes creating new tools for creative space development including using the data from the Artspace Market Survey Report, incorporating creative sector components in the land development code revision, developing cultural resource maps with associated community and economic development strategies, and activating public space.

Action Matrix: Moving Forward

- ✯ **E A9**. Establish and expand policies, programs, and partnerships to support the development of creative industries, including film, music, gaming, etc., in Austin.
- ✯ **C A4**. 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.
- ✯ **C A14**. 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 activity centers and corridors for entrepreneurs, small and local businesses, artists, and creative professionals. Programs and incentives should address live-work space, home-based businesses, and temporary lease agreements in multi-use venues such as schools, vacant buildings, and warehouses.

A rendering of the atrium at the new central library (image by Lake/Flato Architects).

Mozart ballet (photo by Tony Spielberg); 2008 Austin City Limits; and Slacker 2011 photo shoot with filmmaker Elisabeth Sikes (photo by Gerri McCall, courtesy of Austin Studios).

Major Initiatives and Key Accomplishments

Investment in the Creative Economy.

- Economic Growth and Redevelopment Services Office is exploring financing and regulatory issues for the creative sector including those for individual artists, the traditional nonprofit arts and the for profit creative industries of music, film, gaming, and digital media and others.
- Council approved funding for the "Creative Content Incubator" with Troublemaker Studios. The Creative Incubator's purpose is to foster the commercialization of local talent, stories, gaming, film, and television production through a private partnership with the successful film maker. The performance measures includes attracting at least one major motion picture to Austin every year while hiring 130 film employees per film annually and working with educational institutions to offer more internships and opportunities to students.

Capacity Building and Workforce Development.

The City offers programs such as "Take it to the Next Level" workshops/presentations/expos, the Mexican-American Cultural Center's Latino Arts Residency Program, and Small Business Development Program that teach creative professionals business skills. The Small Business Development Program runs the Family Business Loan Program with the mission to enable existing local businesses, including creative businesses, to expand and create jobs.

Development and redevelopment of centers for culture and the arts.

The Asian American Resource Center and African American Cultural and Heritage Facility opened, providing educational, cultural and business services to the community. Also, 2012 bonds will fund the redevelopment of the Dougherty Arts Center.

A rendering of the kids porch at the new central library (image by Lake/Flato Architects).

Infusion of creative elements in the Seaholm District.
The new central library in the Seaholm District, currently under construction, will have gallery space and other artistic amenities. The Seaholm Intake Facility Design Competition, currently underway, is focusing on adaptive re-use that could include artistic amenities.

Cultivation of cultural and heritage tourism.

- The Cultural Arts Division received a grant from the National Endowment for the Arts to create a Cultural Tourism Plan and Training in 2014.
- The Austin History Center's Community Archivist Program focuses on African American, Mexican American/Latino, and Asian American history, as well as an online history tour through Historypin.
- The Historic Preservation Office partnered with the University Of Texas School Of Architecture to create the Austin Historical Survey Wiki Project, allowing anyone to find and contribute information about Austin's historic buildings and sites.

Activation of public space.
The City's park system became the first municipal parks system to join the Smithsonian Affiliations Program and will help enliven city spaces by using Smithsonian Institution resources for science, history, world cultures and the arts.

Rendering of the possible Artspace 4-Story Artist Live/Work Complex and Community Gallery above Austin Playhouse (image by Dick Clark Architecture).

Spotlight: Artspace Market Survey

www.austintexas.gov/event/artspace-market-survey-results-and-community-conversation

In 2013, the Cultural Arts Division, in partnership with Austin Playhouse, contracted with Artspace Projects Inc. to conduct a market survey of individual artists, arts/culture/creativity organizations, and creative businesses. The resulting report assesses the demand for the various kinds of creative space, articulates the specific design elements and building features preferred/required, and describes the individuals and entities affordability levels. This information will assist nonprofits, developers, and others in making informed decisions for new and existing development based on the creative sector's needs, including live/work spaces and creative spaces in mixed-use projects.

The Asian American Resource Center (Photo by Betty Pu, Graphic Designer, Parks & Recreation Department).

For More Information on Priority Program 5

The Imagine Austin website's page for Priority Program 2:
www.austintexas.gov/page/creativeeconomy

CreateAustin Cultural Master Plan:
austintexas.gov/department/createaustin-cultural-master-plan

Downtown Austin Plan:
www.austintexas.gov/downtownplan

*Downtown Arts Development Study: **

CAD – TXP, Inc. Study: The Economic Impact of the Creative Sector in Austin – 2012 UPDATE and Staff Response:
austintexas.gov/sites/default/files/files/creative_sector_impact2012.pdf

Americans for the Arts Austin Report "Arts & Economic Prosperity IV:"
austintexas.gov/sites/default/files/files/Redevelopment/TX_CityOfAustin_AEP4_FinalReport.pdf

Any Given Child Inventory and community planning:
mindpop.org/creative-classroom/

Hispanic Quality of Life Initiative:
austintexas.gov/department/hispanic-quality-life

African-American Quality of Life Initiative:
austintexas.gov/department/african-american-quality-life

PDR – Downtown Wayfinding Project:
http://austintexas.gov/department/downtown-austin-wayfinding-program

LIVABLE AUSTIN

Healthy Food + Active Lifestyle + Health Care+ Housing Options + Savings

Priority Programs 6 and 7 promote ways of creating a more livable Austin, by focusing on regulations and investments that allow for a more affordable and healthier place to live.

Current Conditions

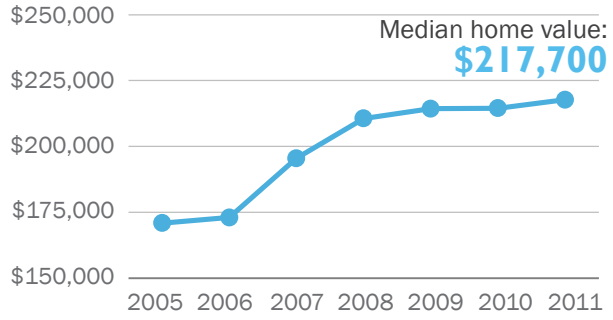
Currently, Austinites are experiencing rising housing and rent costs, while salaries are not rising to meet these changing cost of living increases. As a result, the City is becoming increasingly unaffordable to a number of residents. At the same time that household affordability is suffering, there are rising obesity rates and other health concerns in the City.

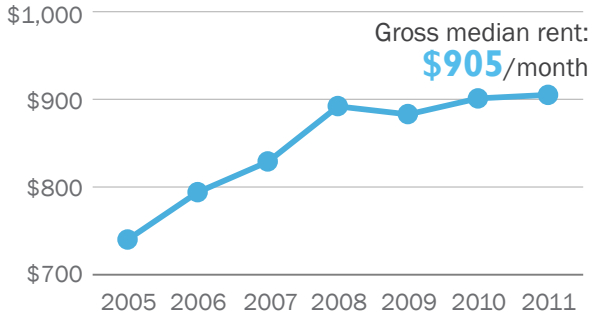
"People across all parts of the city and…all income levels live in safe, stable neighborhoods with a variety of affordable and accessible homes with access to healthy food, economic opportunity, healthcare, education, and transportation."

— Imagine Austin Vision p. 87

Median Home Values and Gross Median Rent

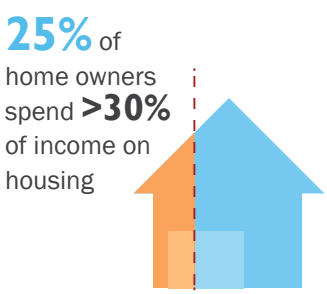
The city's strong population growth paired with slowed housing production during the recession has increased demand for and prices of all types of housing. This is a national trend.

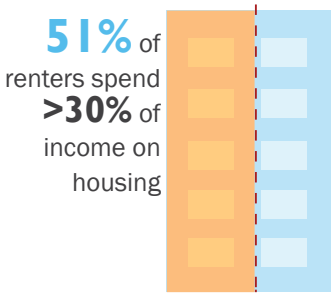




Cost Burdened Households

While the cost of housing has increased, household incomes have remained stagnant, causing people to spend a greater portion of their income on housing. People who spend more than 30% of their income on housing are considered "cost burdened." 25% of Austin home owners and 51% of Austin households that rent are cost burdened.

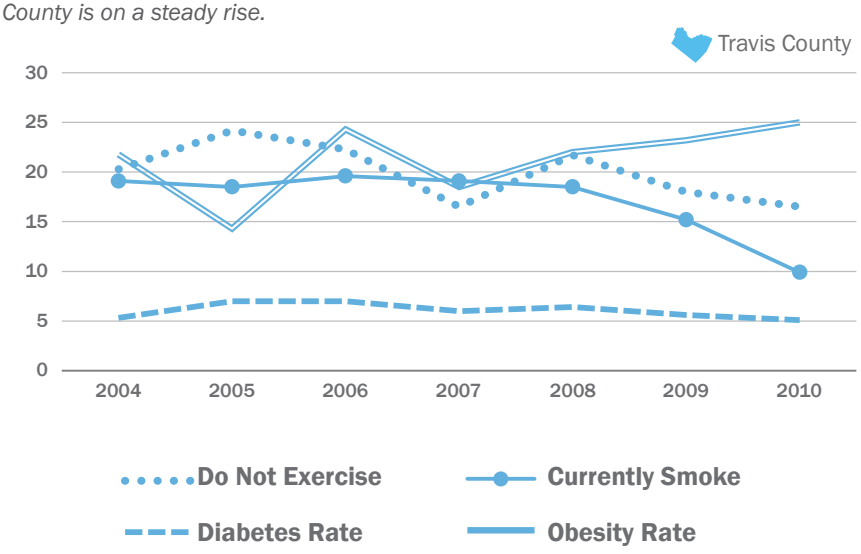




Liveable

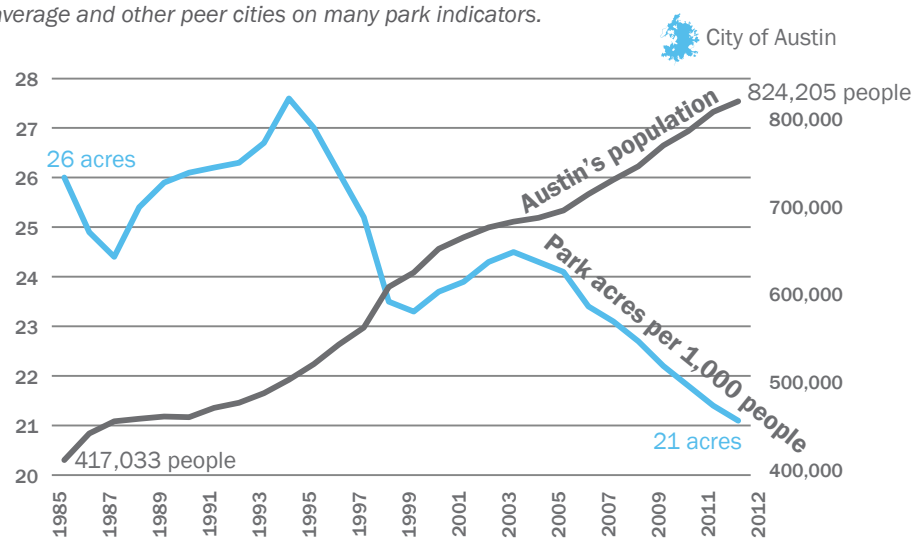
Health Indicators

Historical data from 2004-2010 provides mixed results on the personal health of those living in the Austin area. The good news is that use of any tobacco products among adults was stable for several years with reported usage beginning a decline in 2009. The prevalence of diabetes and cardiovascular disease among adults has remained stable over time. Despite this, the prevalence of obesity (BMI≥30) in Travis County is on a steady rise.



Park Acres Per 1,000 People

One way we can work to combat the increasing obesity rate is to focus attention on ways to allow for increased physical activity. Parks provide important opportunities for people of all ages to get outside and exercise, and can be an important indicator of overall community health. Unfortunately, Austin is falling behind the National average and other peer cities on many park indicators.



Goal of **24** park acres per 1,000 people.

Mueller Development row homes (courtesy of David Weekly Homes).

Priority Program 6: Develop and maintain household affordability throughout Austin

See page 201 of Imagine Austin for more information on Priority Program 6.

Core Departments

Neighborhood Housing and Community Development, Planning and Development Review, Economic Growth and Redevelopment Services Office, Health and Human Services, Code Compliance

Priority Program Team Workplan

The team has formed three inter-departmental and inter-disciplinary sub-teams to address the primary aspects of their workplan: data and research, dedicated revenue and affordable housing tools, and regulatory practices.

Action Matrix: Moving Forward

- ★ **HA A3**. Enhance regulations and programs to promote affordable housing by utilizing publicly-owned land; preserving existing affordable housing; allowing for diverse housing types throughout Austin; providing assistance in securing funding; and examining regulations and policies that adversely affect affordable housing.
- ★ **HA A4**. Provide incentives, educational materials, and develop new funding sources for the rehabilitation and repair of affordable housing.
- ★ **S A26**. Promote the development of housing opportunities that support persons transitioning from homelessness to housing stability.

Glen Oaks home developed by Green Doors.

Priority Program Sub-Teams

Data & Research Team

This team will continue supporting the household affordability provisions within *Imagine Austin* by obtaining reliable data and conducting comprehensive research with thorough analysis that will be shared with the other sub-teams.

Dedicated Revenue & Affordable Housing Tools Team

This team will analyze opportunities for dedicated revenue streams and other reliable sources of funding for affordable housing activities including ways to ensure long-term affordability and to develop new goals and strategies to promote the distribution of affordable housing throughout the city.

Regulatory Practices and Policies Team

This team will coordinate with *Imagine Austin* Priority Program #8 to ensure that affordability is addressed during the land development code revision process, in addition to recommending new policies or amendments to existing ordinances to promote the goals of affordability.

Major Initiatives and Key Accomplishments

Planning for a comprehensive report on housing in Austin.
The City will issue a solicitation in 2013 for a consultant team to conduct a combined report including a comprehensive housing market study, an Analysis of Impediments to Fair Housing, and an analysis on the preservation of affordable housing in Austin. These reports will provide crucial information on the housing needs of area residents by highlighting trends and future demand for housing, identifying actions to increase housing choice and remove barriers to a fair housing market, and developing strategies for sustainable approaches to achieving the creation and preservation of affordable housing in Austin. The combined report is scheduled for release in 2014.

Funding of supportive housing units.
The Austin City Council passed a resolution in 2010 giving priority to funding 350 permanent supportive housing units over four years. As of July 2013, the City has added 286 of these units to the pipeline. This includes 181 units that are occupied and 105 that are partially funded.

Development of recommendations for geographic dispersion.
The Community Development Commission's Affordable Housing Siting Policy Working Group developed a set of recommendations to assist Council in moving forward with geographic dispersion. A component of this policy is the Austin Opportunity Mapping tool that can be used to assess proposed projects or policies, and includes three sets of opportunity indicators: Education; Economics/Mobility; and Housing/Environmental Conditions.

Growth of the Housing Trust Fund.
Economic Growth and Redevelopment Services negotiated the Green Water Treatment Plant property sale which in 2013 begins to implement the Council resolution requiring 40% of property taxes from city-owned land to be transferred to the Housing Trust Fund, as directed by Austin City Council resolution 000907-72.

Preparation for an assessment of the Density Bonus Program.
Neighborhood Housing and Community Development is enhancing its reporting on affordable housing policy accomplishments as well as accomplishments through Master Developer Agreements that have produced affordable housing results. This information will be available through a dedicated page on Neighborhood Housing and Community Development's website and will be a part of the department's 2014 Investment Plan and Policy Report available at the beginning of FY2014.

La Vista de Guadalupe, developed by the Guadalupe Neighborhood Development Corporation (Courtesy of Tre Dunham).

Planning for the creation of an affordable housing database.
The Neighborhood Housing and Community Development Department is creating a comprehensive "real-time" database which includes available affordable housing units, services, resources, and incentives to strengthen the process of connecting lower-income buyers and renters with safe, decent and sanitary affordable housing options.

Downtown Density Program.
In June 2013, the City Council adopted Land Development Code amendments that put in place a Downtown Density Program. These code amendments advance the Downtown Austin Plan's goal of creating a means for projects to obtain additional height or square footage entitlements in exchange for funding for affordable housing – or even affordable housing units.

A rendering of Wildflower Terrace. The City of Austin provided funding for the acquisition and development of a 201-unit senior development in the Robert Mueller Municipal Airport Redevelopment Area (image by Diana McIver & Associates, Inc).

Spotlight: Record Number of Affordable Rental Units

In the last six years, the City has produced and preserved a combined 3,417 housing units and created more than 2,900 jobs related to the construction and operation of those units. Of these units, approximately 30 percent are leased to households with incomes no greater than 30 percent median family income (MFI) ($21,950 for a 4-person household). The remaining 70 percent are leased to households with incomes no greater than 50 percent MFI ($36,600 for 4 persons). While this is a significant achievement, there is a remaining need for 12,000 new subsidized units (renting for $425 and less) for very-low income residents, requiring an average of 1,000 units per year to meet the need between 2008 and 2020.

For More Information on Priority Program 6

The Imagine Austin website's page for Priority Program 6:
www.austintexas.gov/page/householdaffordability

The City's FY 2013-2014 Action Plan:
austintexas.gov/department/housing

FY 2014-2019 Consolidated Plan:
austintexas.gov/department/housing

Austin Opportunity Mapping Initiative:
www.opportunitymatterscentex.org/

Sprouting Health Kids workday for Graham Elementary School children (photograph courtesy of the Sustainable Food Center).

Priority Program 7: Create a Healthy Austin program

See page 205 of Imagine Austin for more information on Priority Program 7.

Core Departments

Health and Human Services, Planning and Development Review, Parks and Recreation

Priority Program Team Workplan

The team has brought in partners to help implement the work program. This team is helping in the creation of the Community Health Improvement Plan, which is a necessary program to complete the first work plan step, creating a Healthy Austin Program. They have also worked on a number of initiatives including the tobacco cessation programs, education programs and expansion of community gardens.

Action Matrix: Moving Forward

- ✯ **CFS A3**. Establish pocket parks, smaller undeveloped preserves, and passive recreational spaces in areas with little open space.
- ✯ **S A6**. 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.
- ✯ **S A10**. Develop partnerships to promote awareness and educate residents about healthy food choices, sources and preparation.

Child at the Cunningham Elementary School and Community Farm; Festival Beach Community Garden; Grow Local Spread the Harvest seeds (photographs courtesy of the Sustainable Food Center).

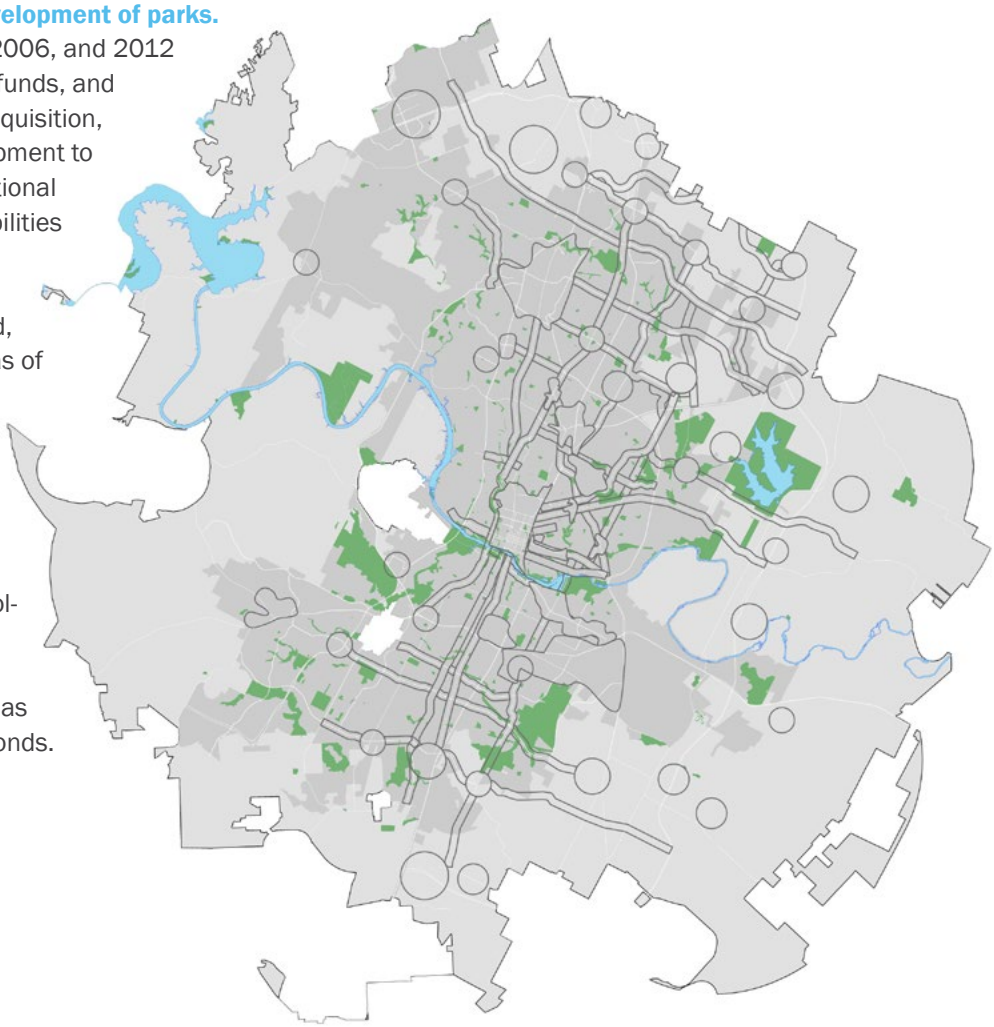
Major Initiatives and Key Accomplishments

Improvement of nutrition and food access through community gardens.
The City opened gardens in the fall of 2012 at four senior citizen centers (South Austin Senior Activity Center, Virginia L. Brown Community Center, Gus Garcia Recreation Center, and Oswaldo B. Cantu Pan American Recreation Center) in partnership with the St. David's Foundation and is planning a community garden at the Dove Springs District Park. PARD Sustainable Urban Agriculture and Community Garden Program coordinated outreach events, clean up days, spring plantings, educational programming, organizational management, and design workshops.

Feasibility analysis of growing food on city-owned land.
The City began a feasibility analysis of City-owned land that can be utilized for community gardening and leased for commercial urban farming.

Economic evaluation of the City's food sector.
Economic Growth and Redevelopment Services Office completed the City's first economic evaluation of the Food Sector (a $4 billion industry). Working with TXP and the Sustainable Food Policy Board, the analysis presented a roadmap for the City to address food desert issues, recommendations to capitalize on an unused "brand," opportunity for small business expansion, and opportunity for low and moderate income employment. Recommendations included creation of a regional food distribution hub and a major farmers market modeled on Pike Place Market in Seattle.

Acquisition, design and development of parks. The City is spending 1998, 2006, and 2012 bonds, parkland dedication funds, and other grant funds on land acquisition, and park design and development to create diverse public recreational opportunities for all ages, abilities and interests. Since May of 2012, the City has acquired nearly 142 acres of parkland, all in parkland-deficient areas of south and east Austin, and is in varying stages of constructing and expanding four urban infill pocket and neighborhood parks. In addition, the City undertook projects city-wide at metropolitan, district, neighborhood and pocket parks as well as greenbelt and trail corridors as approved under the 2012 Bonds.



Map of parkland in Austin.

Smoke-free signage in Austin.

Promotion of tobacco-free places.
The City promotes tobacco-free public places, including all City parks, trails, green spaces, recreation centers, senior centers, nature preserves, swimming pools, and municipal golf course practice facilities. Health and Human Services, Austin Public Library, Communication Technology Management, and all of Travis County and Cap Metro owned property have implemented a tobacco-free campus policy.

The *Imagine Austin* Speaker Series.
In 2012 and 2013, the City held the *Imagine Austin* Speakers Series, which has brought nationally recognized speakers to Austin to speak about ways the built environment affects and can encourage healthy behavior.

Improvement of the quality of health care.
Health care organizations, including Seton Family of Hospitals, Community Care, Lone Star Circle of Care, People's Community Clinic, and El Buen Samaritano, are working through the Integrated Care Collaboration to improve the quality of care among indigent care providers through implementing clinical interventions that address cardiovascular disease, diabetes and tobacco use.

For More Information on Priority Program 7

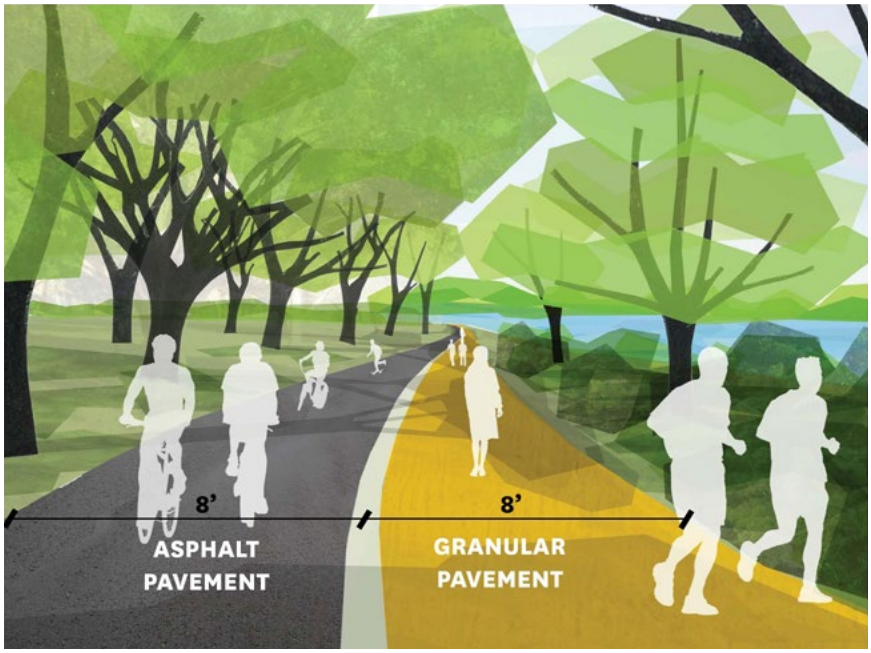
The Imagine Austin website's page for Priority Program 7:
www.austintexas.gov/page/healthyaustin

The Economic Impact of Austin's Food Sector:
austintexas.gov/sites/default/files/files/Redevelopment/Economic_Development/TXP_Austin_Food_Sector_Report_03282013_FINALv1.pdf

Community Health Assessment/Community Health Profile Link:
www.austintexas.gov/sites/default/files/files/Health/CHA-CHIP/cha_report_Dec2012.pdf

Draft Community Health Improvement Plan:
www.austintexas.gov/sites/default/files/files/Health/CHA-CHIP/CHIP_Draft_12-13-12.pdf

Hispanic Quality of Life Report:
austintexas.gov/sites/default/files/files/City_Manager/HispanicReport-FINALver2-2optimized.pdf



Design concepts for Holly Shores and nearby parkland.

Spotlight: Holly Shores / Edward Rendon Sr. Park at Festival Beach – Master Plan

In 2013, the Parks and Recreation Department held a series of design workshops to engage neighborhood residents in helping to shape the vision for Holly Shores and a master plan that includes nearby parkland. The parkland to be redeveloped stretches from Interstate 35 east to Pleasant Valley Road, along the north shoreline of Lady Bird Lake. Design concepts have emphasized the waterfront, with features envisioned such as a beach, decks, and a wide footbridge out into the water.

The master plan includes redevelopment of Edward Rendon Sr. Park at Festival Beach, Fiesta Gardens, and the Holly Power Plant Site. The decommissioned plant will provide an additional nine acres of parkland.

The long-term vision is to enhance the quality of life in the surrounding neighborhoods. This is important for families looking to the future. Completing all aspects of the long-term project could take up to 20 years, depending on funding. The first phase of improvements for implementation of this master plan is funded under the 2012 Bonds. Health benefits could include opportunities for play, fitness, fishing, swimming, kayak/canoeing, art, museum, a destination for small events and new trails and roads for better connectivity for pedestrians, bicyclists and vehicles.

austintexas.gov/hollyshores masterplan

Appendices

Appendices

1. **Appendix 1**: includes the purpose of the Annual Report (See *Imagine Austin*, p. 223).

2. **Appendix 2**: contains an Action Matrix listing the status of *Imagine Austin* actions that fall under Priority Program topics. For a full list of the actions for achieving the plan's vision and goals (See *Imagine Austin*, p. 228-266).

3. **Appendix 3**: contains baseline data on key indicators, or metrics that will be used to measure whether or not the goals and vision of the plan are being met. Some of these indicators are included in the body of the report to illustrate the City's current conditions. The Five Year Evaluation and Appraisal Report will include a full review of these indicators.

4. **Appendix 4**: provides greater detail about the *Imagine Austin* outreach events that were summarized in Section 1 under Education & Engagement.

5. **Appendix 5**: includes the correction of a few minor errors in the plan document.

APPENDIX 1: PURPOSE OF THE ANNUAL REPORT

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.

APPENDIX 2: ACTION MATRIX

Acronyms & Legend

AE	Austin Energy
AFD	Austin Fire Department
APD	Austin Police Department
APL	Austin Public Library
ARR	Austin Resource Recovery
ATD	Austin Transportation Department
AWU	Austin Water Utility
CAD	Cultural Arts Division of EGRSO
CPO	Capital Planning Office
CTM	Communications and Technology Management
ED	Economic Development Divison of EGRSO
EGRSO	Economic Growth and Redevelopment Services Office
EMS	Emergency Medical Services Department
GIPPIT	Green Infrastructure Priority Program Implementation Team
HHSD	Health and Humand Services Department
HRD	Human Resources Department
NHCD	Neighborborhood Housing and Community Development
OoS	Office of Sustainability
PARD	Parks and Recreation Department
PIO	Public Information Office
PDRD	Planning and Development Review Department
PWD	Public Works Department
RES	Office of Real Estate Services
SBDP	Small Business Development Program of EGRSO
SMBR	Small and Minority Business Resources
TARA	Telecommunications and Regulatory Affairs
WPD	Watershed Protection Department

PRIORITY ACTIONS Priority actions are highlighted in the left most column

Not available

Not started

In progress

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 1: INVEST IN A COMPACT AND CONNECTED AUSTIN.				
LUT A1	Give priority to City of Austin investments to support mixed use, transit, and the creation of compact walkable and bikeable places.	PDRD, PWD, ATD, CPO		Consider during annual Capital Improvement Program planning process.
LUT A5	Create a regulatory environment to promote the redevelopment of brownfields and greyfields into compact, walkable places.	PDRD, PWD, ATD, EGRSO		• PDRD will identify specific organizational needs and hire staff. • EGRSO will expand redevelopment services into additional *Imagine Austin* identified Centers and Corridors.
LUT A13	Create a system of high-capacity transit, including elements such as urban rail and bus rapid transit corresponding to land-use mix and intensity.	ATD		• Implement Strategic Mobility and Bicycle plans as resources become available. • Revise Land Development Code.
LUT A14	Increase public transit ridership.	ATD, PDRD, PWD, EGRSO, CPO		• Implement Strategic Mobility and Bicycle plans, as resources become available. • Revise Land Development Code. • Revise Subdivision Regulations. • Analyze proposed Urban Rail corridors.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 1: INVEST IN A COMPACT AND CONNECTED AUSTIN.				
LUT A15	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.	PWD, ATD		
LUT A16	Enhance crosstown transit options to better connect people to the places where they live, work, play, shop, and access services.	ATD, PWD		
LUT A17	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.	PDRD, PWD, ATD, CPO, EGRSO		• Ongoing implementation of Airport Boulevard Corridor Plan in process. • EGRSO priortizations will expand to all identified *Imagine Austin* Centers and Corridors. • Continue Corridor Project Development as resources are made available.
LUT A18	Develop a program and funding source to retrofit existing, incomplete roadways into complete streets.	PDRD, PWD, ATD, CPO		• Implement recommendations from Corridor Projects • Amend AMATP to support connectivity and right of way preservation. • Revise Land Development Code. • Revise Subdivision Regulations. • Continue working group to modify Transportation Criteria Manual. • Consider during annual Capital Improvement Program Planning Process
LUT A21	Create a network of on – and off-street physically separated bicycle and walking routes or trails linking all parts of Austin and the region.	PWD, ATD		Align measures with *Imagine Austin* for public review.
LUT A22	Expand the Safe Routes to School programs.	PDRD		Enhance PDRD process for identifying funding and building partnerships.
LUT A23	Develop standards to connect all new neighborhoods to adjacent neighborhoods and commercial areas by streets, sidewalks, and bicycle lanes and/or paths.	PDRD, PWD, ATD		
LUT A24	Encourage the relocation of the Union-Pacific Railroad freight line from its current alignment through the middle of Austin.	PDRD, PWD, ATD, EGRSO		• Ongoing implementation through master planning and development review process. • Revise Land Development Code.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 1: INVEST IN A COMPACT AND CONNECTED AUSTIN.				
LUT A25	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 Down – town public and private sector stakeholders.	ATD		
LUT A27	Promote increased bicycling and walking through traffic enforcement, program evaluation, and developing and in – tegrating web-based tools, mobile applications and other educational materials.	PDRD, PWD, ATD		• PDRD is developing a related newsletter with similar goals. • Coordinate newsletters across departments.
LUT A31	Improve streetscapes and infrastructure along activity corridors and at activity centers through the use of financing mechanisms such as Tax Increment Financing (TIF) districts and Public Improvement Districts (PID).	PDRD, PWD, ATD, CPO, EGRSO		• Enhance PDRD process for identifying, funding and building partnerships. • Analyze proposed Urban Rail corridors. • Consider during annual Capital Improvement Program Planning Process.
HN A5	Incentivize and subsidize the construction of infrastructure for projects providing affordable housing.	PDRD, PWD, ATD, CPO		• Revise Land Development Code. • Revise Subdivision Regulations. • Coordinate with departments.
E A5	Improve Austin's transportation and economic connec – tions between other major cities in Texas by supporting the construction of a high speed rail network.	PDRD, PWD, ATD		• Revise Land Development Code. • Revise Subdivision Regulations. • Coordinate with departments.
CFS A25	Cluster and, where appropriate, co-locate public facilities and programs to reduce costs.	PWD, ATD, CPO		• Consider during annual Capital Improvement Program Planning Process.
CFS A34	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.	PDRD, PWD, ATD, CPO		• Revise Land Development Code. • Revise Subdivision Regulations. • Consider during annual Capital Improvement Program Planning Process. • Coordinate with departments.
C A14	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 activity centers and corridors for entrepreneurs, small and local businesses, artists, and creative professionals. Programs and incentives should address live-work space, home-based businesses, and temporary lease agreements in multi-use venues such as schools, vacant buildings, and warehouses.	PDRD, PWD, CPO		• Revise Land Development Code. • Revise Subdivision Regulations. • Consider during annual Capital Improvement Program Planning Process. • Coordinate with departments.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 2: SUSTAINABLY MANAGE OUR WATER RESOURCES.				
LUT A7	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.	WPD & PDR		• Complete Watershed Protection Ordinance update. • Revise Land Development Code
LUT A10	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.	EGRSO		• Review existing politcy with Land Development Code revisions. • Coordinate with EGRSO.
LUT A19	Develop complete streets design guidelines for all new road construction and reconstruction.	PWD, ATD, PDRD		• Examine as part of Land Development Code revision. • Adopt Drainage Criteria Manual.
LUT A37	Develop a regulatory framework to incentivize the use of Low Impact Development (LID) features such as rainwater harvesting, increased permeable surfaces, rain gardens, green roofs, green streets, and naturalized water quality features such as bioswales to manage stormwater.	WPD, AWU		• Work with stakeholders to get input. • Coordinate with Green Infrastructure Priority Program.
HN A15	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, graywater irrigation, solar power, and energy efficient utilities.	AWU, WPD, AE		Re-evaluate the landscape ordinance. Adopt 2012 UPC with local amendments. Finalize auxiliary water study.
HN A23	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.	All departments		Verify connection to water resources priority program.
CE A1	Implement the City of Austin Climate Protection Plan.	All departments		Continue coordinating with OoS on prioritization of plan elements.
CE A2	Create a system for identifying, defining, and mapping environmentally sensitive areas for their protection.	WPD, PDRD, PARD, AWU		Coordinate with Green Infrastructure priority program land acquisition sub-team.
CE A3	Preserve and protect environmentally sensitive areas using a variety of tools, including transferable development rights as well as policies and regulations that incentivize grayfield/redevelopment/infill.	WPD, PDRD		• Evaluate with Land Development Code revision. • Coordinate with Green Infrastructure priority program regulatory policy sub-team.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 2: SUSTAINABLY MANAGE OUR WATER RESOURCES.				
CE A4	Improve policies and incentives for restoration of damaged natural resources areas.	WPD, PDRD		• Coordinate with Green Infrastructure priority program regulatory policy sub-team. • Evaluate with Land Development Code revision.
CE A5	Collaborate regionally to align conservation and sustainable development regulations and policies to protect environmentally sensitive areas that cross political boundaries.	WPD, AWU, PDRD		Evaluate status/implementation of BSZ Regional Water Quality Plan.
CE A6	Encourage designs and building practices that reduce the environmental impact of development and that result in accessible green space.	PDRD, WPD		Evaluate with Land Development Code revision.
CE A7	Establish a comprehensive, predictable, consistent, and efficient process to evaluate the environmental effects of new development.	PDRD, WPD		Consider changes to zoning process to include environmental impact evaluation and feasibility.
CE A8	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.	Sustainability Office, AE, WPD, ARR, PARD		Revamp/expand green business award program (Sustainability).
CE A9	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.	PWD, ATD, PDRD, WPD, PARD		PARD developing curriculum for after-school and summer programs during FY 2014.
CE A15	Expand the City of Austin's acquisition of environmentally significant land, conservation easements, and/or development rights for the protection of sensitive areas.	AWU, WPD, RES, PARD		Coordinate with Green Infrastructure priority program land acquisition sub-team.
CE A16	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.	WPD, PARD, AWU		Defer to Green Infrastructure priority program public lands mgt sub-team.
CE A17	Continue to develop and strengthen partnerships with universities and local schools to integrate educational programs with conservation and sustainability policies and projects.	AWU, WPD		Continue work with Colorado River Foundation and in-house elementary education programs. Explore potential demonstration projects and test sites at educational campuses as well as research partnerships.
CE A18	Create a regional task force to address inter-jurisdictional environmental sustainability issues.	OoS		
CE A23	tStrengthen regulations that protect creeks and flood – plains from development by increasing buffer zones and reducing the amount and type of development allowed in these areas.	WPD		Further evaluation in Land Development Code revisions.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 2: SUSTAINABLY MANAGE OUR WATER RESOURCES.				
CE A24	Reduce pollution hotspots and prohibit high-emission uses (e.g. scrap yards, automotive repair, etc.) in floodplains and critical water quality zones.	PDRD, WPD		• Evaluate how zoning regulations can help implement. • Coordinate with Land Development Code revisions.
CFS A8	Restore trees and vegetation along degraded waterways, especially in eastern watersheds.	WPD, PARD		• RZR Program in WPD implements in select watersheds. • Evaluate further in Land Development Code revision. • PARD and WPD continue funding of the Grow Zone Project and planting of trees in riparian areas.
CFS A9	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.	PWD, ATD, PDRD, WPD, PARD		• Urban Trails Master Plan underway. • Develop Trails Criteria Manual.
CFS A11	Develop multi-disciplinary, cross-jurisdictional planning teams for projects that involve major natural features, such as the Colorado River or Onion Creek Greenway.	WPD, PARD		Colorado River Corridor Plan implementation.
CFS A28	Seek opportunities to align water, energy, and waste conservation/reduction funding, education, and incentives.	AWU		• Coordinate with AE Key Accounts. • Complete commercial benchmark studies • Develop joint water/energy rebate structure. • Explore low-interest loans through third-party.
CFS A29	Provide tools, education, and assistance for utility users to better understand the environmental impacts of their water and energy use, and waste generation.	AWU		• Research environmental footprint application • Continue existing media campaigns.
CFS A34	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.	AWU, PDR, AE, PWD		• Ongoing regional water planning efforts and coordination with LCRA. • Further evaluation in Land Development Code revisions.
CFS A35	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.	WPD		Coordinate with Green Infrastructure Priority Program.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 2: SUSTAINABLY MANAGE OUR WATER RESOURCES.				
CFS A36	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.	WPD		• Work with stakeholders to get input. • Coordinate with Green Infrastructure Priority Program.
CFS A37	Strengthen water conservation programs to lower water use using new tools, incentives, and regulations.	AWU		• Continue to review program offerings for cost effectiveness. • Research new technologies.
CFS A38	Develop incentives and coordinate regulations to promote innovative water and graywater re-use options for building and site design, landscape maintenance, and agricultural irrigation.	AWU, WPD		• Proposed UPC changes expected in April 2013 • Further evaluate with Land Development Code revisions. • Complete auxiliary water study, recommend code changes. • Explore joint marketing of irrigation/auxiliary water solutions.
CFS A39	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.	WPD, PDRD		• Explore options as part of Airport Blvd Form-Based Code. • Further evaluate with Land Development Code revisions.
CFS A41	Participate in national, state, and local efforts to identify, assess, and reduce emerging contaminants in water, such as pharmaceuticals and personal care products.	AWU, WPD		• Pending TCEQ policy actions. • Ongoing evaluation.
CFS A42	Strengthen flood control, erosion, and water quality programs, incentives, regulations, and enforcement to incorporate best practices and meet or exceed national standards.	WPD		• Watershed Protection Ordinance under development and Watershed Master Plan. • Further evaluation in Land Development Code revisions.
CFS A43	Expand and strengthen water quality regulations to achieve non-degradation and protect recharge zones, floodplains, creeks and their headwaters, and other environmentally sensitive areas.	WPD		Further evaluation in LDC revisions.
CFS A44	Collaborate with regional water providers to identify and reduce service overlaps and coordinate access to main water sources, including groundwater.	AWU		Ongoing coordination with area water providers.

	Action	Responsible Department(s)	Status	Next Steps
PP 3: CONTINUE TO GROW AUSTIN'S ECONOMY BY INVESTING IN OUR WORKFORCE, EDUCATION SYSTEMS, ENTREPRENEURS & LOCAL BUSINESSES.				
E A1	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.	ED		Continue participation, conversations, and support.
E A2	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.	ED		Find out what they are already doing.
E A3	Create a regulatory framework to foster a business-friendly environment.	PDR, SBDP		• Revise Land Development Code. • Revise Subdivision Regulations. • Coordinate with other departments.
E A4	Establish and continually monitor a set of measures to gauge the effectiveness of economic development initiatives.	All EGRSO divisions		
E A5	Improve Austin's transportation and economic connections between other major cities in Texas by supporting the construction of a high speed rail network.	ED		
E A6	Increase international air service to Austin-Bergstrom International Airport to improve business and tourism opportunities.	ED		Continue working with ABIA and Austin Chamber's Air Services Task Force.
E A7	Facilitate international trade that benefits diverse sectors of the Austin economy.	EGRSO, ED		Coordinate with departments, continue to implement EGRSO's international economic development strategy.
E A8	Expand the online availability of business development resources, such as best practices, for small businesses.	SBDP, ED		• Help promote SBDP's programs and resources, create new programs. • Evaluate initial online offering and determine resource needs for expanded online education resources.
E A9	E A9 – Establish and expand policies, programs, and partner – ships to support the development of creative industries, including film, music, gaming, etc., in Austin.	CAD, ED, HRD		Support creation of incubator program.
E A10	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.	ED, CAD, APL		• Continue to provide support as True Austin representative. • Austin Public Library will continue existing relationship.

	Action	Responsible Department(s)	Status	Next Steps
PP 3: CONTINUE TO GROW AUSTIN'S ECONOMY BY INVESTING IN OUR WORKFORCE, EDUCATION SYSTEMS, ENTREPRENEURS & LOCAL BUSINESSES.				
E A11	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.	ED – Coordinate		Find out what's already happening, plan future needs.
E A12	Preserve and promote iconic and unique Austin facilities and events that attract tourists, convention business, corporate relocations, and the recruitment of skilled workers.	CAD, ED, HRD		
E A13	Work with local school districts, the University of Texas, Austin Community College, other area institutions of higher learning, major employers, and elected officials to identify gaps in educational programs; identify the skills needed for current, emerging, and targeted job sectors; and educate students at all levels about the skills needed to compete in a 21st Century economy.	Any Given Child (PARD/CAD/HRD), ED		• Meet/talk with organizations. • Identify gaps in grades 9-12 for Any Given Child.
E A14	Work with local colleges and universities to expand their medical education offerings and increase the availability of medical residency programs.	ED		Find out what's already being done and identify gaps.
E A15	Develop economic development programs and incentives to promote the employment of historically under – employed segments of the population.	ED		• Focus more specifically on projects that provide these kind of jobs. • Formulate incentive policy that rewards creating these kinds of jobs.
E A16	E A16 – 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 Authority; major employers and representatives from major industries; and other regional partners to develop a strategic direc – tion for the Austin region.	ED		Continue participation.
E A17	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."	ED		

	Action	Responsible Department(s)	Status	Next Steps
PP 3: CONTINUE TO GROW AUSTIN'S ECONOMY BY INVESTING IN OUR WORKFORCE, EDUCATION SYSTEMS, ENTREPRENEURS & LOCAL BUSINESSES.				
E A18	Partner with the Austin business community to develop policies, regulations, and programs to foster the development and success of local businesses. • w	ED, SBDP, SMBR		• Identify gaps via Small Business Needs Assessment 2013. • Future need: Study of street vendors / fairs.
E A19	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.	ED		• Finalize plans for clean tech incubator at COTA. • Continue participation in Clean Energy Council. • Identify gaps.
E A21	Establish strategies, incentives, or investments in health – ful outdoor activities and venues that generate economic benefits to local businesses while promoting wellness.	HHSD		
CFS A27	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."	APL – lead		Expand AHC into Faulk after new Central Library opens.
S A31	Expand mentoring and tutoring programs to help school – aged children improve their academic performance and develop essential life skills.	AE, APL		Continuing program with focus on recruiting additional mentors and tutors.
S A32	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.	Any Given Child (CAD/HRD/PARD) – lead		
S A33	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.	Any Given Child (PARD/HRD/ CAD) – Lead, APL – Coordinate		
S A34	Work with child care providers, school districts, local businesses, and non-profits to make affordable and accessible child care, early education, preschool, afterschool, and summer programs widely available throughout Austin and its extraterritorial jurisdiction (ETJ).	HRD, APL		Austin Public Library will promote existing programs.

	Action	Responsible Department(s)	Status	Next Steps
PP 3: CONTINUE TO GROW AUSTIN'S ECONOMY BY INVESTING IN OUR WORKFORCE, EDUCATION SYSTEMS, ENTREPRENEURS & LOCAL BUSINESSES.				
S A35	Partner with businesses to offer incentives to childcare, early education and preschool programs that locate in underserved areas and near employment centers.	HHSD, HRD		
S A36	Explore funding opportunities to offer financial assistance or scholarships to low and moderate income families for early childhood education and childcare.	HHSD, HRD, APL		Evaluate pilot.
S A37	Create opportunities for public-private partnerships to increase direct involvement by city departments, such as Parks and Recreation, in childcare and afterschool programming.	APL, PARD, HRD, HHSD		Continue programs after-school programs.
S A38	Partner with local school districts, colleges, universities, and vocational schools to expand the availability of evening and weekend continuing education and higher education classes.	HRD		Define the City's role.
S A39	Develop a youth student leadership program that involves students in community planning and implementation.	HRD, CPIO		• Continue to work with Youth Council; • Continue AustinCorps.
S A40	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 vocation-al skills) needed to for gainful employment.	APL, PARD, HRD		Continue existing services.
S A43	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.	HRD, PARD, EGRSO		
S A44	Partner with the colleges and universities when designing community-based education programs.	SBDP, EGRSO, APL, PARD		Create inventory of existing initiatives across City departments.
S A45	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.	CMO		
S A46	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.	PARD, HRD, CMO		
S A47	Develop seamless, coordinated relationships between school dis-tricts, community colleges, other higher educa – tion institutions, to integrate and minimize lack of funding for better educational community opportunities.	PARD, HRD, APL		

	Action	Responsible Department(s)	Status	Next Steps
PP 3: CONTINUE TO GROW AUSTIN'S ECONOMY BY INVESTING IN OUR WORKFORCE, EDUCATION SYSTEMS, ENTREPRENEURS & LOCAL BUSINESSES.				
S A48	Support better integration of education from pre-kindergarten through higher education.	PARD, HRD		
S A49	Develop educational and public information programs focusing on promoting nutrition, healthy food, and local food sources.	APL, HHSD, PARD		Austin Public Library will continue storytimes, brochures, programs, materials and NCL have cooking demo area.
C A16	Support programs to engage the business development community to assist creative economy start-ups and to develop business and management skills.	ED		Support creation of incubator program.
C A18	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.	CAD		Monitor implementation of Troublemaker Studios incubator program.
C A19	Facilitate partnerships to connect artists with artist residency opportunities to provide workforce support for the creative community.	CAD, PARD		Monitor implementation of Troublemaker Studios incubator program.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 4: USE GREEN INFRASTRUCTURE TO PROTECT ENVIRONMENTALLY SENSITIVE AREAS AND INTEGRATE NATURE INTO THE CITY.				
LUT A7	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.	WPD		• Complete Watershed Protection Ordinance update. • Revise Land Development Code.
LUT A19	Develop complete streets design guidelines for all new road construction and reconstruction.	WPD, PARD, PW, PDRD		Revise Transportation Criteria Manual.
LUT A20	Develop roadway and rights-of-way design standards that accommodate the needs of street trees and above and below ground utilities and infrastructure.	WPD, PARD, PW, PDRD, AE, AWU		Revise Transportation Criteria Manual.
LUT A32	Develop standards for public spaces, such as parks, plazas and streets, to create integrated, tree-covered places.	Regulatory Policy Sub-Team		Revise Land Development Code.
LUT A36	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.	Land Acquisition Sub-Team		Land Acquisition Sub-Team to make recommendations.
LUT A37	Develop a regulatory framework to incentivize the use of Low Impact Development (LID) features such as rainwater harvesting, increased permeable surfaces, rain gardens, green roofs, green streets, and naturalized water quality features such as bioswales to manage stormwater.	WPD, PDRD		• Complete Watershed Protection Ordinance update. • Revise Land Development Code.
LUT A39	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.	PDRD, WPD		• Complete Watershed Protection Ordinance update. • Revise Land Development Code.
LUT A40	Expand the number of parks and amount of open spaces of different sizes and purposes throughout the city.	Land Acquisition Sub-Team		• Land Acquisition Sub-Team to make recommendations. • Continue expending 1998, 2006, 2012 bonds and parkland dedication funds on new land and park improvements and land aquisition to create a diversity of public recreational opportunities for all ages, abilities and interests. • Collaborating with PDRD staff as they relate to community gardens, parks and open space design. • Continue parkland acquisition with special focus on park deficient areas in order to meet Council mandated goals.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 4: USE GREEN INFRASTRUCTURE TO PROTECT ENVIRONMENTALLY SENSITIVE AREAS AND INTEGRATE NATURE INTO THE CITY.				
LUT A41	Promote Austin and the surrounding area's green infrastructure by utilizing web-based tools such as maps and other resources.	Green Infrastructure Priority Program Implementation Team (GIPPIT)		
HN A15	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.	Regulatory Policy Sub-Team		• Complete Watershed Protection Ordinance update. • Revise Land Development Code.
CE A1	Implement the City of Austin Climate Protection Plan.	OoS		
CE A2	Create a system for identifying, defining, and mapping environmentally sensitive areas for their protection.	Land Acquisition Sub-Team		Land Acquisition Sub-Team to make recommendations.
CE A3	Preserve and protect environmentally sensitive areas using a variety of tools, including transferable development rights as well as policies and regulations that incentivize greyfield/redevelopment/infill.	WPD		• Complete Watershed Protection Ordinance update. • Revise Land Development Code.
CE A4	Improve policies and incentives for restoration of damaged natural resources areas.	WPD, PARD		• Complete Watershed Protection Ordinance update. • PARD and WPD internal policies for determining appropriate mitigation for damage. • Development of a PARD and WPD policy for replanting options for city projects on parkland.
CE A5	Collaborate regionally to align conservation and sustainable development regulations and policies to protect environmentally sensitive areas that cross political boundaries.	WPD, PDRD, AFD, AWU		• Continue as a partner of the Sustainable Places Project. • Adopt the countywide Community Wildfire Protection Plan (expected July 2013). • Continued implementation of the Balcones Canyonlands Conservation Plan.
CE A6	Encourage designs and building practices that reduce the environmental impact of development and that result in accessible green space.	Regulatory Policy Sub-Team		Regulatory Policy Sub-team to make recommendations.
CE A7	Establish a comprehensive, predictable, consistent, and efficient process to evaluate the environmental effects of new development.	GIPPIT		Revise Land Development Code.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 4: USE GREEN INFRASTRUCTURE TO PROTECT ENVIRONMENTALLY SENSITIVE AREAS AND INTEGRATE NATURE INTO THE CITY.				
CE A8	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.	WPD, ARR		Ongoing watershed, environmental, and zero waste education programs.
CE A9	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.	WPD		GIPPIT to make recommendations.
CE A10	Identify existing areas with limited access to parks, open space, and trails and create mechanisms to address these gaps.	GIPPIT Land Acquisition Sub-Team		Land Acquistion Sub-Team to make recommendations.
CE A11	Develop regulations and incentives to protect prime farmland such as transferable development rights, farmland trusts, farmland mitigation, and conservation easements.	GIPPIT Regulatory Policy Sub-Team		Revise Land Development Code.
CE A15	Expand the City of Austin's acquisition of environmentally significant land, conservation easements, and/or development rights for the protection of sensitive areas.	GIPPIT Land Acquisition Sub-Team		Land Acquistion Sub-Team to make recommendations.
CE A16	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.	GIPPIT Public Lands Management Sub-Team		Public Lands Management Sub-team to make recommendations.
CE A17	Continue to develop and strengthen partnerships with universities and local schools to integrate educational programs with conservation and sustainability policies and projects.	GIPPIT		WPD to continue the program that builds rain gardens at public schools.
CE A18	Create a regional task force to address inter-jurisdictional environmental sustainability issues.	WPD		GIPPIT will make additional recommendations.
CE A19	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.	WPD		
CE A20	Create a heritage tree inventory and monitoring system to create stronger mechanisms for protecting heritage trees.	PDRD		
CE A21	Strengthen tree protection regulations.	GIPPIT Regulatory Policy Sub-Team		

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 4: USE GREEN INFRASTRUCTURE TO PROTECT ENVIRONMENTALLY SENSITIVE AREAS AND INTEGRATE NATURE INTO THE CITY.				
CE A22	Create an urban forest plan that identifies tree canopy goals, establishes a budget, and presents implementation measures.	PARD Urban Forestry Program, GIPPIT Public Lands Management Sub-Team		Complete Urban Forest Plan (expected in 2013).
CE A23	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.	WPD		Complete Watershed Protection Ordinance update.
CE A24	Reduce pollution hotspots and prohibit high-emission uses (e.g. scrap yards, automotive repair, etc.) in floodplains and critical water quality zones.	WPD, PDRD		• Complete Watershed Protection Ordinance update. • Revise Land Development Code.
CFS A1	Limit, buffer, or prohibit public access to certain environmentally sensitive areas to maintain their value (i.e. wildlife protection and erosion control).	WPD, AWU Wild-lands		
CFS A2	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.	PARD		• PARD to continue development of Critical Areas Map with Land Acquisition Sub-Team, which to set priorities for new parks. • Work with AISD and others on joint agreements for public access to facilities throughout Austin.
CFS A3	Establish pocket parks, smaller undeveloped preserves, and passive recreational spaces in areas with little open space.	WPD, PARD		• PARD to continue to use bond and PLD funds to expand park system. • PARD to review PLD policies. • PDR to ensure opportunities for pocket parks in code revision and area plans/form-based codes.
CFS A4	Explore additional funding sources primarily for the maintenance of parks as well as for the design and construction.	PARD		
CFS A5	Ensure adequate funding for the maintenance of parks and trees on City of Austin property through Best Maintenance Practices.	PARD		• PARD to continue implementation of the Asset Management Plan and Invasive Species Management Plan, completed with best management practices in 2012. • PARD and WPD to work on a policy for replanting options for city projects on parkland.
CFS A6	Expand partnerships between local organizations and the City of Austin to maintain and improve local parks and open spaces.	PARD, AWU Wildlands, WPD		

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 4: USE GREEN INFRASTRUCTURE TO PROTECT ENVIRONMENTALLY SENSITIVE AREAS AND INTEGRATE NATURE INTO THE CITY.				
CFS A7	Revise tree planting and tree care standards to be more sustainable and reduce tree mortality.	PARD Urban Forestry Program, GIPPIT Public Lands Management Sub-Team		• Develop local adaption of ANSI standards, which have been adopted by the Urban Forestry Board as the City's required Standard of Care for Trees and Vegetation on Public Lands. • Develop departmental plans (expected in 2014).
CFS A8	Restore trees and vegetation along degraded waterways, especially in eastern watersheds.	WPD, PARD		PARD and WPD to continue funding of the Grow Zone Project and planting of trees in riparian areas.
CFS A9	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.	PW		Start Urban Trails Master Planning process in Spring 2013, with completion is expected in Spring 2015.
CFS A10	Develop, through a process engaging the general public and professionals, context-sensitive trail, park, and greenway standards to ensure high-quality, environmentallysustainable design.	PW, WPD, PARD		Start Urban Trails Master Planning process in Spring 2013, with completion is expected in Spring 2015.
CFS A11	Develop multi-disciplinary, cross-jurisdictional planning teams for projects that involve major natural features, such as the Colorado River or Onion Creek Greenway.	WPD, PDRD		• Adopt of the countywide Community Wildfire Protection Plan (expected in July 2013). • Continue implementation of the Balcones Canyonlands Conservation Plan.
CFS A12	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.	WPD, PARD, EGRSO		
CFS A23	Develop design standards for public buildings and spaces that promote high-quality community focal points in the areas where they are located.	GIPPIT Regulatory Policy Sub-Team		Revise Land Development Code.
CFS A34	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.	WPD, PARD		• Complete Watershed Protection Ordinance update. • Land Acquisition sub-team to develop ways to prioritize land acquisition across departments.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 4: USE GREEN INFRASTRUCTURE TO PROTECT ENVIRONMENTALLY SENSITIVE AREAS AND INTEGRATE NATURE INTO THE CITY.				
CFS A35	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.	GIPPIT		Complete the green infrastructure plan.
CFS A36	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.	WPD, GIPPIT Regulatory Policy Sub-Team		• Complete Watershed Protection Ordinance update. • Revise Land Development Code.
CFS A39	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.	WPD, GIPPIT Regulatory Policy Sub-Team		Revise Land Development Code.
CFS A43	Expand and strengthen water quality regulations to achieve non-degradation and protect recharge zones, floodplains, creeks and their headwaters, and other environmentally sensitive areas.	WPD, GIPPIT Regulatory Policy Sub-Team		• Complete Watershed Protection Ordinance update. • Revise Land Development Code.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 5: GROW AND INVEST IN AUSTIN'S CREATIVE ECONOMY.				
LUT A29	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.	EGRSO		EGRSO CAD AIPP to implement new temporary public art program in City Parks – TEMPO.
HN A1	Establish regulations and programs to promote the development of a variety of market rate and affordable housing types within compact, activity centers and corridors served by transit.	EGRSO, PDRD		• Identify existing regulations and incentives for space development. • Revise the Land Development Code. • Revise Subdivision Regulations. • Assess Artspace Market Survey results, make public and promote results, use data to develop and implement strategies.
HN A3	Produce regulations and enhance programs to promote affordable housing throughout Austin.	EGRSO, PDRD		• Identify existing regulations and incentives for space development. • Revise the Land Development Code. • Revise Subdivision Regulations. • Assess Artspace Market Survey results, make public and promote results, use data to develop and implement strategies. Build a team across City Departments to address these recommendations. • Define various parts of this activity, identify leader, how to be facilitated, create list of existing relationships, build relationships, conduct best practices analysis.
HN A24	Establish a regulatory environment that creates communities across Austin that support walking, bicycling, and transit; encourage 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; and provides a range of facilities and services such as schools, parks, community gardens, and other public gathering spaces.	EGRSO, PDRD		• Revise the Land Development Code. Identify Land Development Code Revision schedule and create working group for LDC Revision (including community members) to be read for LDC listening sessions in summer 2013. • Revise Subdivision Regulations. • Assess Artspace Market Survey results, make public and promote results, use data to develop and implement strategies • Identify creative sector staff to participate on team leading these activities.
E A1	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.	EGRSO		EGRSO to maintain ongoing activities.
E A2	Establish strategic incentives and investments tailored to targeted industries and business districts throughout Austin, such as downtown, industrial areas, roadway corridors, neigh-borhood-oriented and scaled districts, transit-oriented districts (TOD), etc.	EGRSO, PARD, PDRD		• Continue work in corridors and small area plans, including work at ACC/Highland. • Assess Artspace Market Survey results, make public and promote results, use data to develop and implement strategies. • Revise the Land Development Code. • Revise Subdivision Regulations.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 5: GROW AND INVEST IN AUSTIN'S CREATIVE ECONOMY.				
E A3	Create a regulatory framework to foster a business – friendly environment.	EGRSO, PDRD		• Identify existing regulations and incentives for space development. • Revise the Land Development Code. • Revise Subdivision Regulations. • Identify subject matter resources for creative sector regulatory, financing, and incentives. • Identify Land Development Code Revision schedule and create specific working group for Land Development Code Revision (include community members) to be ready for LDC ""listening sessions"" in summer 2013. • Convene committee to determine approach. • Assess development tools (PDRD & NHCD & CAD) and identify ways to remove impediments. • Assess existing education and assistance programs (SBDP & CAD) for accessing development process. • Inventory and analyze City-owned and privately owned creative facilities – location in City, creative space deficiencies, etc.
E A4	Establish and continually monitor a set of measures to gauge the effectiveness of economic development initiatives.	EGRSO		• EGRSO divisions to work in partnership to identify measurements. • Define the various parts of this activity, identify leader, how to be facilitated, create list of existing relationships, build relationships, conduct best practices analysis.
E A6	Increase international air service to Austin-Bergstrom International Airport to improve business and tourism opportunities.	EGRSO, PARD, AVIATION DEPT		Define the various parts of this activity, identify leader, how to be facilitated, create list of existing relationships, build relationships, conduct best practices analysis.
E A8	Expand the online availability of business development resources, such as best practices, for small businesses.	EGRSO, APL		• Define parts related to creative businesses. • Complete SBDP 2013 Needs Assessment with some data on the creative sector. • Complete environmental scan of nonprofit service providers. • Hold Austin Creative Expo – resource fair for creatives. • Plan Creative Sector Needs Assessment, to be administered in 2014. • Continue development of ""tool kit"" for corridor and other small area plans. • Continue development of LOCAL Austin Maps and IBIZ Districts.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 5: GROW AND INVEST IN AUSTIN'S CREATIVE ECONOMY.				
E A9	Establish and expand policies, programs, and partnerships to support the development of creative industries, including film, music, gaming, etc., in Austin.	EGRSO, PDRD		• Complete SBDP 2013 Needs Assessment with data on the creative sector. • Complete environmental scan of nonprofit service providers. • Hold Austin Creative Expo – resource fair for creatives. • Plan Creative Sector Needs Assessment, to be administered in 2014. • Partner with Troublemaker Studios on film incubator and work with Austin Film Society on their Creative Media Hub at Austin Studios. • Revise the Land Development Code. • Revise Subdivision Regulations.
E A12	Preserve and promote iconic and unique Austin facilities and events that attract tourists, convention business, corporate relocations, and the recruitment of skilled workers.	EGRSO, PDRD		Plan and prepare for the Creative Facilities Inventory and Analysis Project. Currently planned for FY15, but look for opportunity to do it before so it best aligns with Artspace Market Survey data.
E A13	Work with local school districts, the University of Texas, Austin Community College, other area institutions of higher learning, major employers, and elected officials to: • 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.	EGRSO		• Continue implementing the Any Given Child Initiative for grades K-8th. In future years expand the initiative to include other grades. • Continue working with UT and ACC on specific creative discipline education and arts management courses/programs. • Develop partnerships with other area institutions of higher learning.
E A15	Develop economic development programs and incentives to promote the employment of historically under-employed segments of the population.	EGRSO		Continue EGRSO's ongoing activities.
E A18	Partner with the Austin business community to develop policies, regulations, and programs to foster the development and success of local businesses.	EGRSO		Define the various parts of this activity, identify things already happening and things that need to begin, identify leader, how to be facilitated, create list of existing relationships, build relationships, and conduct best practices analysis.
S A46	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.	EGRSO, PARD		Continue implementing the Any Given Child Initiative for grades K-8th. In future years expand the initiative to include other grades.
S A47	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.	EGRSO, PARD		• Define the various parts of this activity, identify leader, how to be facilitated, create list of existing relationships, build relationships, and conduct best practices analysis. • Continue developing community benefits COA/ACC partnership at ACC/Highland Mall.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 5: GROW AND INVEST IN AUSTIN'S CREATIVE ECONOMY.				
C A1	Create a City of Austin function to oversee all arts, creative, and heritage programs.	EGRSO, PDRD, PARD, APL		• Evaluate how the original Creative Enterprises Team (as directed by Council for CreateAustin) is defined, has been working, and products delivered. • Develop new definition and deliverables with new Imagine Austin staff organization. • Continue to implement specific CreateAustin strategies. • Define the various parts of this activity, identify those things already being done and those things needing to be done, identify leader, and how to be facilitated.
C A2	Incorporate the arts and cultural preservation themes and elements into small area plans, such as neighborhood and corridor plans.	EGRSO, PDRD		• Revise Land Development Code. • Revise Subdivision Regulations. • Look for ways to partner, integrate and work together.
C A3	Create incentives and programs to promote the inclusion of public art into new development.	EGRSO, PDRD		• Create broad overview and then specificity; develop plan with partners. • When requested, work with developers on Master Agreements.
C A4	Cultivate cultural and heritage tourism by marketing and promoting Austin's museum's, libraries, historic sites and venues and providing education and training to frontline tourism workers.	PARD, EGRSO		• Coordinate with other partners. • Identify other cultural tourism strategies currently being implemented.
C A5	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.	EGRSO, PARD, APL		• Identify existing regulations and incentives for space development and opportunities. • Revise Land Development Code. • Revise Subdivision Regulations. • Work with partners and the community to identify more opportunities to activate public space like the ""Alley Activation Project.
C A6	Collaborate with sponsoring organizations, sponsors, and transportation companies to develop special event transportation plans to mitigate traffic congestion associated with these events.	EGRSO, PARD, ATD		• Define the various parts of this activity, identify leader, how to be facilitated, create list of existing relationships, build relationships, and conduct best practices analysis. • Continue developing community benefits COA/ACC partnership at ACC/Highland.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 5: GROW AND INVEST IN AUSTIN'S CREATIVE ECONOMY.				
C A7	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.	EGRSO, PDRD, PARD, APL		• Plan and prepare for the Creative Facilities Inventory and Analysis Project. Currently planned for FY15, but look for opportunity to do it before so it best aligns with Artspace Market Survey data. • Assess Artspace Market Survey results, make public and promote results. • Begin environmental scan of new creative space developments. Inventory City-owned cultural facilities and libraries. • Identify existing regulations and incentives for space development. • Revise Land Development Code. • Revise Subdivision Regulations.
C A9	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.	EGRSO, PARD		Define the various parts of this activity, identify leader, how to be facilitated, create list of existing relationships, build relationships, and conduct best practices analysis.
C A10	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.	EGRSO		• Council to approve 2nd phase of Venue Assistance Program. • Coordinating with partners.
C A11	Create incentives and programs to preserve iconic and established music venues and performance spaces throughout Austin and its extraterritorial jurisdiction (ETJ).	EGRSO, APL		• Council to approve 2nd phase of Venue Assistance Program. • Identify existing regulations and incentives for space development.
C A12	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.	EGRSO, PARD, PDRD		
C A13	Establish incentives and regulations to promote the creation of artists' live/work space in residential areas that allow for limited gallery space.	EGRSO, PDRD		• Identify existing regulations and incentives for space development. • Revise LDC; Revise Subdivision Regulations. • Assess Artspace Market Survey results; make public and promote; use data to develop and implement strategies.
C A14	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 activity centers and corridors for entrepreneurs, small and local businesses, artists, and creative professionals. Programs and incentives should address live-work space, home-based businesses, and temporary lease agreements in multi-use venues such as schools, vacant buildings, and warehouses.	EGRSO, PDRD		• Identification of existing Regulations and Incentives for space development. • Revise LDC; Revise Subdivision Regulations. • Assess Artspace Market Survey results; make public and promote; use data to develop and implement strategies • Continue to develop things like the Airport Blvd ""Tool Box"" to offer tools for developers and community for such work; build relationships across boundaries.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 5: GROW AND INVEST IN AUSTIN'S CREATIVE ECONOMY.				
C A15	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.	ERGSO, PARD, APL, PDRD		• Inventory City-owned cultural facilities and libraries. • Plan and prepare for the Creative Facilities Inventory and Analysis Project. Currently planned for FY15, but look for opportunity to do it before so it best aligns with Artspace Market Survey data. • Assess Artspace Market Survey results, make public and promote results. • Begin environmental scan of new creative space developments. • Continue urban protyping activities such as the ""Alley Activation – 20 Ft Wide"" and development of alley activation policies.
C A16	Support programs to engage the business development community to assist creative economy start-ups and to develop business and management skills.	EGRSO, PDRD		• Completion of SBDP 2013 Needs Assessment with some data on the creative sector; on the horizon – planning for Creative Needs Assessment to be administered in 2014. • Ongoing work per recommendations of Economic Impact of the Creative Sector in Austin – 2012 Update. • Ongoing work in corridors and small area plans including work at ACC/Highland and others. • Revise Land Development Code. • Revise Subdivision Regulations.
C A17	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.	HHSD, EGRSO (CAD)		CAD and HHSD to get the word out to the creative sector in order to increase public awareness and improved access.
C A18	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.	EGRSO		• Cultural Arts Division staff to continue to work with University of Texas, Austin Community College, Skillpoint Alliance, and others to develop and expand educational curricula to support the development of nonprofit arts and culture organizations, creative industry readiness training and other efforts. • Continue to work with the Austin Independent School District on the delivery of arts education in grades k-8th grade, as part of the Any Given Child Initiative. • Utilize the Needs Assessment results to identify additional implementation strategies.
C A19	Facilitate partnerships to connect artists with artist residency opportunities to provide workforce support for the creative community.	EGRSO		Identify existing opportunities through existing partnerships.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 6: DEVELOP AND MAINTAIN HOUSEHOLD AFFORDABILITY THROUGHOUT AUSTIN.				
LUT A2	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.	PDRD		• Revise Land Development Code. • Revise Subdivision Regulations.
LUT A3	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, and 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.	PDRD		• Revise Land Development Code. • Revise Subdivision Regulations.
LUT A5	Create a regulatory environment to promote the redevelopment of brownfields and greyfields into compact, walkable places.	PDRD		• Revise Land Development Code. • Revise Subdivision Regulations.
LUT A6	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.	PDRD		Continue meetings.
HN A1	Establish regulations and programs to promote the development of a variety of market rate and affordable housing types within compact, activity centers and corridors served by transit.	PDRD		• Revise Land Development Code. • Revise Subdivision Regulations.
HN A2	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.	PDRD		• Revise Land Development Code. • Revise Subdivision Regulations.
HN A3	Produce regulations and enhance programs to promote affordable housing throughout Austin.	PDRD		• Revise Land Development Code. • Revise Subdivision Regulations.
HN A4	Provide incentives, educational materials, and develop new funding sources for the rehabilitation and repair of affordable housing.	NHCD, PDRD		• NHCD will continue researching various dedicated revenue and other local funding sources to explore ways to more sustainably fund all of these programs. • NHCD and the Finance department will be presenting a financial strategy for affordable housing to City Council in summer 2013. • The City Council will continue discussions about placing a new G.O. Bond for affordable housing before the voters sometime in the next 18 months.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 6: DEVELOP AND MAINTAIN HOUSEHOLD AFFORDABILITY THROUGHOUT AUSTIN.				
HN A5	Incentivize and subsidize the construction of infrastructure for projects providing affordable housing.	NHCD, PDRD, AE, AWU		Research the infrastructural regulatory barriers and costs to determine appropriate incentives.
HN A6	Provide greater consideration for the awarding of incentives to businesses, organizations, and developments that provide housing and employment opportunities for economically disadvantaged individuals.	NHCD, EGRSO, PDRD		Strengthen SMART housing program incentives and other development incentives to achieve greater levels of affordable housing.
HN A7	Advocate changes to State of Texas legislation to support the development of affordable housing (i.e., repeal of the ban on inclusionary zoning).	NHCD		
HN A8	Expand home-buyer assistance programs so that lower income households can purchase houses to increase homeownership levels in Austin.	NHCD		• Continue home-buyer assistance programs available for income-qualified citizens (as funding allows). • Continue offering Individual Development Account.
HN A9	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.	NHCD		• NHCD will continue to refine and enhance several city-administered home repair and architectural barrier removal programs that assist low-income, elderly and disabled residents to remain in their homes and preserve critical affordable housing stock. • NHCD will continue partnering with local non-profit organizations whose missions support local residents in preserving their housing in their current neighborhoods.
HN A10	Create incentives and form partnerships with large employers to develop workforce housing.	NHCD, EGRSO, PDRD		• Revise Land Development Code. • Revise Subdivision Regulations.
HN A11	Establish a regulatory framework to promote and assist housing development that involves adaptive re-use of existing buildings.	PDRD		• Revise Land Development Code. • Revise Subdivision Regulations.
HN A16	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).	PDRD		• Revise Land Development Code.
HN A18	Work with employers to locate their place of business along activity centers and corridors in proximity to residential areas that could provide housing for their employees.	NHCD, EGRSO, PDRD		• Revise Land Development Code. • Revise Subdivision Regulations.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 6: DEVELOP AND MAINTAIN HOUSEHOLD AFFORDABILITY THROUGHOUT AUSTIN.				
HN A23	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.	NHCD, PDRD		
HN A24	Establish a regulatory environment that creates communities across Austin that support walking, bicycling, and transit; encourage 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; and provides a range of facilities and services such as schools, parks, community gardens, and other public gathering spaces.	PDRD		• Revise Land Development Code. • Revise Subdivision Regulations.
S A24	Reduce homelessness in the City of Austin.	NHCD		• Explore what regulatory and programmatic barriers to affordable housing exist as well as for low-barrier, housing-first permanent supportive housing. • Downtown Density Bonus fees-in-lieu will all be designated for low-barrier, housing-first permanent supportive housing for the next 3 years.
S A25	Coordinate between all the organizations providing services to the homeless community to maximize the efficacy of limited resources.	NHCD		PSH Leadership Finance Committee and ECHO serve as partners. Currently (summer 2013), NHCD is coordinating with other agencies to braid community resources and issue and RFQ for Permanent Supportive Housing. ECHO is also working to re-organize the current continuum of care in Austin/Travis County to create a coordinated intake system of the homeless population, streamlining the process for individuals and families to get into services and housing.
S A26	Promote the development of housing opportunities that support persons transitioning from homelessness and other barriers to housing stability.	NHCD, PDRD		• Revise Land Development Code. • Revise Subdivision Regulations.
S A27	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.	NHCD, HHSD		• NHCD/HHSD will continue to target federal funds for Tenant Based Rental Assistance programs, dependent on funding. • HHSD will continue to fund "Rapid-Rehousing" strategies though social services contracts, to immediately help stabilize families upon their loss of housing.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 6: DEVELOP AND MAINTAIN HOUSEHOLD AFFORDABILITY THROUGHOUT AUSTIN.				
S A28	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.	NHCD, PDRD		• Revise Land Development Code. • Revise Subdivision Regulations.
S A29	Investigate the feasibility of creating a program of city – owned housing, including but not limited to, cooperative, affordable and permanent supportive housing.	NHCD, Real Estate, AE, PDRD, EGRSO, HHSD, APL		Develop plan on how such practices could be implemented in Austin.
S A30	Regulate the geographic distribution and operation of group homes for the disabled, homeless, and other individuals needing supportive housing.	PDRD		• Revise Land Development Code.
C A13	Establish incentives and regulations to promote the creation of artists' live/work space in residential areas that allow for limited gallery space.	PDRD		• Revise Land Development Code. • Revise Subdivision Regulations.
C A14	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 activity centers and corridors for entrepreneurs, small and local businesses, artists, and creative professionals. Programs and incentives should address live-work space, home-based businesses, and temporary lease agreements in multi-use venues such as schools, vacant buildings, and warehouses.	PDRD		• Revise Land Development Code. • Revise Subdivision Regulations.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 7: CREATE A HEALTHY AUSTIN PROGRAM.				
LUT A1	Give priority to City of Austin investments to support mixed use, transit, and the creation of compact walkable and bikeable places.	PDRD, PWD, ATD, CPO		Defer to Priority Program #1.
LUT A3	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, and 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.	PDRD, PWD		• Revise Land Development Code. • Revise Subdivision Regulations.
LUT A5	Create a regulatory environment to promote the redevelopment of brownfields and greyfields into compact, walkable places.	PDRD, PWD		Revise Land Development Code.
LUT A8	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.	PDRD, PWD		Revise Land Development Code.
LUT A11	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.	PDRD, PARD, HHSD, PWD		• Revise Land Development Code. • Revise Subdivision Regulations. • Finalize and implement the Community Health Improvement Plan beginning in July 2013.
LUT A12	Create an integrated transportation plan that encompasses driving, transit, bicycling, walking, and roadway and rail freight.	PWD		Defer to Priority Program #1.
LUT A14	Increase public transit ridership.	ATD, PDRD, PWD, EGRSO, CPO		Defer to Priority Program #1.
LUT A17	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.	PDRD, PWD, ATD, CPO, EGRSO		Defer to Priority Program #1.
LUT A18	Develop a program and funding source to retrofit existing, incomplete roadways into complete streets.	PDRD, PWD, ATD, CPO		Defer to Priority Program #1.
LUT A19	Develop complete streets design guidelines for all new road construction and reconstruction.	PDRD, PWD		Revise Land Development Code. Revise Subdivision Regulations. Revise Transportation Criteria Manual.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 7: CREATE A HEALTHY AUSTIN PROGRAM.				
LUT A21	Create a network of on – and off-street physically separated bicycle and walking routes or trails linking all parts of Austin and the region.	PDRD, PWD		Develop prioritization guidelines.
LUT A23	Develop standards to connect all new neighborhoods to adjacent neighborhoods and commercial areas by streets, sidewalks, and bicycle lanes and/or paths.	PDRD, PWD		• Revise Land Development Code. • Revise Subdivision Regulations. • Revise Transportation Criteria Manual.
LUT A27	Promote increased bicycling and walking through traffic enforcement, program evaluation, and developing and integrating web-based tools, mobile applications and other educational materials.	PDRD, PWD, ATD		Defer to Priority Program #1.
LUT A32	Develop standards for public spaces, such as parks, plazas and streets, to create integrated, tree-covered places.	PDRD, PARD, PWD		• Revise Land Development Code. • Revise Subdivision Regulations. • Identify incorporable elements in Small Area Plans.
LUT A36	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.	PDRD, PARD, PWD		• Revise Land Development Code. • Revise Subdivision Regulations. • Identify incorporable elements in Small Area Plans. • Coordinate with other PARD efforts to encourage urban agriculture in open space, such as community gardens.
LUT A40	Expand the number of parks and amount of open spaces of different sizes and purposes throughout the city.	PARD, HHSD, PWD, PDRD		• Enhance PDRD process for identifying funding and building partnerships. • Coordinate with other PARD efforts to encourage urban agriculture in open space. • Identify incorporable recreation elements in Small Area Plans. • Revise Subdivision Regulations.
HN A23	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.	HHSD		Continue attending meetings in the community to develop strategies to address housing shortage.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 7: CREATE A HEALTHY AUSTIN PROGRAM.				
HN A24	Establish a regulatory environment that creates communities across Austin that support walking, bicycling, and transit; encourage 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; and provides a range of facilities and services such as schools, parks, community gardens, and other public gathering spaces.	PDRD, PARD, PWD		• Revise Land Development Code. • Revise Subdivision Regulations.
CE A10	Identify existing areas with limited access to parks, open space, and trails and create mechanisms to address these gaps.	PARD		PARD, in cooperation with other departments that purchase land, to develop a revenue stream for construction of parks in deficient areas.
CE A12	Support local farmers by creating incentives and removing regulatory barriers, offering tailored small business support, and creating public information campaigns to promote local food.	HHSD, PARD, EGRSO		Support Sustainable Food Policy Board and Economic Impact Analysis of Austin's Food Sector recommendations.
CE A13	Expand existing and facilitate the establishment of new distribution avenues for local farm products.	HHSD, PARD, EGRSO		Support Sustainable Food Policy Board and Economic Impact Analysis of Austin's Food Sector recommendations.
CE A14	Identify and map food deserts and provide incentives for full service grocery stores and farmers markets to locate in these underserved areas.	PDRD, HHSD		• Finalize and implement the Community Health Improvement Plan beginning in July 2013. • Ongoing work group to review and implement Sustainable Food Policy Board recommendations.
CFS A2	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.	PARD, PWD		• Expend 1998, 2006, 2012 bonds and parkland dedication funds on new land and park improvements and land acquisition to create a diversity of public recreational opportunities for all ages, abilities and interests. • Collaborate with PDRD on community gardens, parks and open space design. • Continue parkland acquisition with special focus on park deficient areas in order to meet Council mandated goals. • Continue work on Urban Trails Master Plan with a revised Bicycle Master Plan (approval expected in Spring 2014).

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 7: CREATE A HEALTHY AUSTIN PROGRAM.				
CFS A3	Establish pocket parks, smaller undeveloped preserves, and passive recreational spaces in areas with little open space.	PARD, PWD		• Expend 1998, 2006, 2012 bonds and parkland dedication funds on new land and park improvements and land acquisition to create a diversity of public recreational opportunities for all ages, abilities and interests. • Collaborate with PDRD staff on community gardens, parks and open space design. • Continue parkland acquisition with special focus on park deficient areas in order to meet Council mandated goals. • Continue work on Urban Trails Master Plan with a revised Bicycle Master Plan (approval expected in Spring 2014).
CFS A4	Explore additional funding sources primarily for the maintenance of parks as well as for the design and construction.	PWD		• Continue work on Urban Trails Master Plan (approval expected in Spring 2014). • Revise Transportation Criteria Manual.
CFS A5	Ensure adequate funding for the maintenance of parks and trees on City of Austin property through Best Maintenance Practices.	PARD, PDRD, PWD		• Continue to use Invasive Species Management Plan, Pest Management Plan and Maintenance Matrix developed in 2012 as best management practices to base funding decisions for maintenance of parks. • Implement Urban Forestry Plan once completed in 2013.
CFS A6	Expand partnerships between local organizations and the City of Austin to maintain and improve local parks and open spaces.	HHSD, PARD		Enhance process for identifying funding and building partnerships.
CFS A7	Revise tree planting and tree care standards to be more sustainable and reduce tree mortality.	PARD, PDRD, PWD		Develop department specific plans for Urban Forestry best management practices in 2014 and base funding decisions for tree maintenance on implementation needs.
CFS A8	Restore trees and vegetation along degraded waterways, especially in eastern watersheds.	PARD, PDRD, PWD		Develop department specific plans for Urban Forestry best management practices in 2014.
CFS A9	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.	PWD		Continue work on Urban Trails Master Plan (completion expected in Spring 2014).
CFS A10	Develop, through a process engaging the general public and professionals, context-sensitive trail, park, and greenway standards to ensure high-quality, environmentally sustainable design.	PWD, PARD		Continue work on Urban Trails Master Plan (completion expected in Spring 2014).

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 7: CREATE A HEALTHY AUSTIN PROGRAM.				
CFS A13	Coordinate among City of Austin departments and other agencies to market recreational programs and health related awareness campaigns.	HHSD, PARD		Continue strategic, consistent messaging using multiple media venues, including social media, websites, identified spokesperson, outreach education, etc.
CFS A23	Develop design standards for public buildings and spaces that promote high-quality community focal points in the areas where they are located.	PDRD		• Revise Land Development Code. • Revise Subdivision Regulations.
S A1	Support wellness and prevention education in schools and the general public to reduce the burden on primary care.	HHSD		• Implement the Community Health Improvement Plan beginning in July 2013. Staff will continue to develop strategies to address housing shortage, mental health services, prevention programs for youth, and affordable care. • Continue Delivery System Reform Improvement Payment implementation through 2016, to improve Texas' health care delivery system. • Implement 1115 Waiver projects, Diabetes Education, Tobacco Prevention/Education, and Assertive Community Treatment team to Homeless individuals, and improve postnatal outcomes for African Americans. • Work with Central Health to implement the Centers for Medicare & Medicaid Services approved Regional Healthcare Partnership Plan. • Continue to work in Dove Springs to create healthy living programs.
S A3	Collaborate with counties, the hospital district, and school districts to dedicate funding to mental health & substance abuse programming.	HHSD		Continue to look for additional funding opportunities to partner with community and to provide more prevention programs for youth.
S A4	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.	HHSD		Continue development of the Community Health Improvement Plan and include access to primary and behavioral health care as a priority area.
S A5	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.	HHSD		• HHSD staff to continue attending meetings in the community to work on these areas and others as identified. • Bring recommendations to the various board and/or commissions for consideration. Upon board or commission approval these recommendations will be submitted to City Council for action and policy changes.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 7: CREATE A HEALTHY AUSTIN PROGRAM.				
S A6	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.	HHSD		• Work with Central Health to implement Centers for Medicare & Medicaid Services approved Regional Healthcare Partnership Plan for demonstration projects for Texas Healthcare Transformation and Quality Improvement. • HHSD will implement demonstration projects, Diabetes Education, Tobacco Prevention and Education for 18-24 year olds and Assertive Community Treatment team to Homeless individuals with tri-morbid conditions, and use community health workers to improve postnatal outcomes from birth to 12 months among African Americans. • Additionally, Central Health is working with all the demonstration project implementing agencies to develop a learning collaborative to share best practices and coordinate efforts.
S A7	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.	HHSD		HHSD to continue implementing the Austin Healthy Adolescent program, which focuses on working with community partners to develop comprehensive education and outreach programs to reduce teen pregnancy and provide health services to young mothers and their children.
S A8	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.	HHSD, PARD		• Finalize and implement the Community Health Improvement Plan beginning in July 2013. • SUACG will host a food and farm summit in September of 2013 to help link and educate all sectors of food system.
S A9	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.	HHSD, PARD, EGRSO		• SUACG will host a food and farm summit in September of 2013 to help link and educate all sectors of food system. • Work with SFC and other private sector partners to expand opportunities for farm-direct programs.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 7: CREATE A HEALTHY AUSTIN PROGRAM.				
S A10	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 neighborhood grocery stores.	PARD, HHSD		• Finalize and implement the Community Health Improvement Plan beginning in July 2013. Includes priority focus on access to healthy food. • Continue collaboration with Chronic Disease Coalition, CTG Leadership team and Mayors Health and Fitness Council to promote healthy food choices. • SUACG program to continue coordinating with WPD on making land available for urban agriculture through a request for proposals process.
S A11	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.	HHSD, PARD		
S A12	Remove regulatory barriers and provide incentives to improve and rebuild local food production, processing and distribution systems appropriate to the local context.	HHSD, PARD, EGRSO		Support Sustainable Food Policy Board and Economic Impact Analysis of Austin's Food Sector recommendations.
S A18	Support the development of a community-wide electronic health information system.	HHSD		Finalize and implement the Community Health Improvement Plan beginning in July 2013.
S A33	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.	HHSD, PARD		Work on developing more joint use agreements and programming for the purpose of using more public facilities for healthy living programs.
S A49	Develop educational and public information programs focusing on promoting nutrition, healthy food, and local food sources.	PARD, HHSD		• Implement the HHSD department Strategic Plan ,which identifies marketing of services to the public as a key priority. • Finalize and implement the Community Health Improvement Plan beginning in July 2013. The plan integrates public education and marketing of healthy lifestyles and community health resources into each of the priority areas. • HHSD Community Transformation Grant to continue working with MSDF-GAVA and local coalition groups to promote healthier lifestyles related to obesity. • SUACG to continue assisting communities establish community gardens on public land.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 7: CREATE A HEALTHY AUSTIN PROGRAM.				
S A50	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.	HHSD, PARD		• SUACG will host a food and farm summit in September 2013 to help link and educate all sectors of food system. • Work with SFC and other private sector partners to expand opportunities for farm-direct programs.
S A51	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.	HHSD, PDRD		HHSD Tobacco Prevention and Control Program to continue providing technical assistance and materials for schools and the local community.
S A52	Promote tobacco free multifamily housing which share common walls, such as apartments, duplexes, townhouses, rowhouses, and condominiums.	HHSD, PDRD		Continue the Austin Tobacco Prevention and Control Coalition multi-unit housing workgroup.
S A53	Promote tobacco-free environments and tobacco-free living.	HHSD, PDRD		• Continue operating LTFA website. • Continue Austin Tobacco Prevention and Control Coalition, Mayors Health and Fitness Council integration of tobacco free campus requirements into Partner Certification Program for local businesses.
S A54	Create more opportunities for outdoor play, recreational activities, healthy eating, and other activities and programs that address obesity.	PARD		• Create additional policies around healthy eating and other activities that address obesity. • Continue to acquire parkland and develop undeveloped parkland to increase locations for outdoor play and recreational activities, particularly in park deficient parts of the City.
C A17	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.	HHSD		Improve access to services and increased public awareness about services.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 8: REVISE AUSTIN'S DEVELOPMENT REGULATIONS AND PROCESSES TO PROMOTE A COMPACT AND CONNECTED CITY.				
LUT A2	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.	PDRD		Revise Land Development Code.
LUT A3	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, and 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.	PDRD		Revise Land Development Code.
LUT A4	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.	PDRD		Revise Land Development Code.
LUT A5	Create a regulatory environment to promote the redevelopment of brownfields and greyfields into compact, walkable places.	PDRD		Revise Land Development Code.
LUT A6	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.	Mayor or Council		Continue meetings to create a regional planning initiative.
LUT A7	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.	PDRD, WPD		• Revise Land Development Code. • Revise Watershed Protection Ordinance.
LUT A8	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.	PDRD		Revise Land Development Code.
LUT A9	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.			
LUT A10	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.	PDRD		Revise Land Development Code.
LUT A11	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.	PDRD		• Revise Land Development Code. • Revise Transportation Criteria Manual. • Revise Subdivision Regulations.
LUT A19	Develop complete streets design guidelines for all new road construction and reconstruction.	PDRD		• Revise Land Development Code. • Revise Transportation Criteria Manual. • Revise Subdivision Regulations.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 8: REVISE AUSTIN'S DEVELOPMENT REGULATIONS AND PROCESSES TO PROMOTE A COMPACT AND CONNECTED CITY.				
LUT A26	Set targets for vehicle miles traveled per capita and incorporate those targets into traffic impact studies for new development.	CAMPO or ATD		
LUT A28	Create design standards for public spaces such as parks, plazas, sidewalks and trails that respond to the unique setting in which they are located.	PDRD		Revise Transportation Criteria Manual.
LUT A30	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.	PDRD		
LUT A34	Incentivize new and redevelopment to be sensitive to the Central Texas climate, culture, building traditions, and constructions materials.	PDRD		Revise Subdivision Regulations.
LUT A35	Develop standards and expand incentives for green building and increased energy efficiency for new construction and remodels of older houses.	PDRD		Revise Land Development Code.
LUT A38	Review and change building and zoning codes and incorporate best practices to promote green building and sustainable development.	PDRD		Revise Land Development Code.
HN A1	Establish regulations and programs to promote the development of a variety of market rate and affordable housing types within compact, activity centers and corridors served by transit.	PDRD		Revise Land Development Code.
HN A2	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.	PDRD		Revise Land Development Code.
HN A3	Produce regulations and enhance programs to promote affordable housing throughout Austin.	PDRD		Revise Land Development Code.
HN A4	Provide incentives, educational materials, and develop new funding sources for the rehabilitation and repair of affordable housing.	PDRD		Revise Land Development Code.
HN A11	Establish a regulatory framework to promote and assist housing development that involves adaptive re-use of existing buildings.	PDRD		Revise Land Development Code.

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 8: REVISE AUSTIN'S DEVELOPMENT REGULATIONS AND PROCESSES TO PROMOTE A COMPACT AND CONNECTED CITY.				
HN A15	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, graywater irrigation, solar power, and energy efficient utilities.	PDRD		Revise Land Development Code.
HN A17	Develop regulations and standards that promote innovative and diverse residential architecture that is sensitive to the surrounding neighborhood.	PDRD		Revise Land Development Code.
HN A19	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.	PDRD		Revise Land Development Code.
HN A20	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.	PDRD		Revise Land Development Code.
HN A24	Establish a regulatory environment that creates communities across Austin that support walking, bicycling, and transit; encourage 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; and provides a range of facilities and services such as schools, parks, community gardens, and other public gathering spaces.	PDRD		Revise Land Development Code.
E A3	Create a regulatory framework to foster a business – friendly environment.	PDRD		Revise Land Development Code.
CE A3	Preserve and protect environmentally sensitive areas using a variety of tools, including transferable development rights as well as policies and regulations that incentivize greyfield/redevelopment/infill.	PDRD		Revise Land Development Code.
CE A21	Strengthen tree protection regulations.	PDRD		Revise Land Development Code.
CE A23	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.	WPD		Revise Watershed Protection Ordinance.
CFS A18	Ensure that land development policies, regulations, and design standards take public safety issues like roadway connectivity, ingress/egress, and street design into consideration.	PDRD		

	Action	Responsible Department(s)	Status	Next Steps
PRIORITY PROGRAM 8: REVISE AUSTIN'S DEVELOPMENT REGULATIONS AND PROCESSES TO PROMOTE A COMPACT AND CONNECTED CITY.				
CFS A23	Develop design standards for public buildings and spaces that promote high-quality community focal points in the areas where they are located.			
CFS A25	Cluster and, where appropriate, co-locate public facilities and programs to reduce costs.	PDRD		• Revise Land Development Code. • Revise Transportation Criteria Manual. • Revise Subdivision Regulations.
CFS A34	Align policies, incentives, regulations, service area extensions, and infrastructure to coordinate with the Growth Concept Map, maintain Austin's livability and affordabil ity, protect environmentally sensitive areas, and sustainably manage Austin's water resources. Include consid – eration of diverse water sources and conservation and efficiency measures when planning for future demand for potable water.	PDRD		• Revise Land Development Code. • Revise Transportation Criteria Manual. • Revise Subdivision Regulations.
CFS A36	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.	PDRD		• Revise Land Development Code. • Revise Transportation Criteria Manual. • Revise Subdivision Regulations.
C A3	Create incentives and programs to promote the inclusion of public art into new development.	PDRD		• Revise Land Development Code. • Revise Transportation Criteria Manual. • Revise Subdivision Regulations.
C A14	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 activity centers and corridors for entrepreneurs, small and local businesses, artists, and creative professionals. Programs and incentives should address live-work space, home-based businesses, and temporary lease agreements in multi-use venues such as schools, vacant buildings, and warehouses.	PDRD		• Revise Land Development Code. • Revise Transportation Criteria Manual. • Revise Subdivision Regulations.

	Action	Responsible Department(s)	Status	Next Steps
NON-PRIORITY PROGRAM ACTIONS				
LUT A42	Create incentives and develop funding mechanisms and regulations to promote the rehabilitation, reuse, and maintenance of historically designated properties	PDRD		
LUT A43	Conduct ongoing updates to the historic and cultural resource survey and inventory to include iconic heritage trees, sites, structures, and districts.	PDRD		
LUT A44	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.	PDRD		
HN A12	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.	AE		
HN A13	Expand informational programs that educate homeowners and builders about sustainable building practices.	OoS, AE		
HN A21	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.	PDRD		• Continue development of the South Austin Combined Neighborhood Plan, which kicked off in January 2013. • Continue development of the Airport Boulevard Corridor Plan. • Decide how existing small area plans will be updated and how to select new small area planning areas.
HN A22	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.	PIO, PDRD		Continue updating the Imagine Austin website with materials in Spanish, and targeted outreach for City Shaping News and Imagine Austin News.
E A20	Improve government efficiency through technology (software and hardware) investments and by developing and retaining information technology staff.	CTM		

	Action	Responsible Department(s)	Status	Next Steps
NON-PRIORITY PROGRAM ACTIONS				
CFS A14	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.	APD, AFD, EMS, 911		
CFS A15	Develop and promote online and interactive mapping, analysis and notification tools to provide recent data related to public safety issues and natural disaster threats.	APD, AFD, EMS, 911, Homeland Security and Emergency Management		• AFD, AWU, Homeland Security/Emergency Management and other regional partners to continue working on the 2013 Community Wildfire Protection Plan for the City of Austin and Travis County. • Establish cooperative efforts to pursue hazardous vegetation reduction in key strategic areas.
CFS A16	Develop or enhance public safety educational programs in the community.	APD, AFD, EMS, 911		AFD Wildfire Division to continue giving public presentations that includes strategies residents can take to lower their wildfire risks.
CFS A17	Conduct and maintain a comprehensive existing Austin Fire Department and Austin-Travis County Emergency Medical Services building condition report to assess the need for remodeling, expansion, replacement, or consolidation of facilities.	AFD, EMS		
CFS A19	Develop an integrated emergency mitigation and response plan through coordination with our public and private sector regional partners.	Homeland Security and Emergency Management		
CFS A20	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.			• Revise Land Development Code. • Revise Transportation Criteria Manual. • Revise Subdivision Regulations.
CFS A21	Continue expansion of public safety regional service delivery model. This may be accomplished though Interlocal Agreements with surrounding municipalities and agencies or a confederation or consolidation of public safety agency operations.	APD, AFD, EMS, Homeland Security and Emergency Management		
CFS A22	Create a more robust and flexible code enforcement program to improve the quality of housing.	Code Compliance		

	Action	Responsible Department(s)	Status	Next Steps
NON-PRIORITY PROGRAM ACTIONS				
CFS A24	Ensure the City's bidding and design processes achieve superior design and promote quality construction of parks, buildings, and other City of Austin facilities.	PDRD, Contract Management, Building Services, PARD		Revise Land Development Code.
CFS A26	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.	CTM		
CFS A30	Implement the Zero Waste Strategic Plan and Solid Waste Services Master Plan to divert 90 percent of waste from landfills and incinerators by 2040.	ARR		Implement "user-friendly" recycling and composting programs to increase home and business composting, including expanding compost training, a pilot program for yard trimmings and food scraps, and increasing the number of facilities that receive materials for compost.
CFS A31	Maintain a safe and reliable energy system and improve Austin's air quality and lower greenhouse gas emissions through continued review and adoption of alternative fuel sources and energy storage technologies.	AE		
CFS A32	Maintain Austin Energy's financial stability and affordable energy rates while encouraging conservation and funding increased energy efficiency and conservation incentives.	AE		
CFS A33	Maintain superior energy efficiency standards and requirements for new construction.	AE, OoS		
S A13	Increase the ethnic and racial diversity and bilingual and multilingual abilities of law enforcement, other first responders, and healthcare staff, and increase opportunities for city staff to learn languages other than English.	APD, AFD		
S A14	Continue and expand the reverse 911 to inform residents of public safety emergencies.	911		

	Action	Responsible Department(s)	Status	Next Steps
NON-PRIORITY PROGRAM ACTIONS				
S A15	Increase safety patrols in gathering spaces and along pedestrian routes, including trails, walking paths, and school tracks.	APD, PARD		
S A16	Publish and publicize a list of emergency contacts to develop closer relationships between public safety personnel and the community.	APD, AFD, EMS		
S A17	Extend the assignments of public safety professionals in a given geographic area in order to build stronger community relationships.	APD, AFD, EMS		
S A19	Expand collaboration among law enforcement personnel and service providers of marginalized populations.	APD		
S A20	Maintain and expand city programs that promote the safety, prosperity, and integration of immigrants, refugees, and their families.	HHSD		
S A21	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.	PDRD		Continue to provide customer service, as requested.
S A22	Expand access to free wi-fi across Austin in indoor and outdoor public spaces.	TARA		
S A23	Develop informational materials and programs to promote the culture and history of Austin's diverse neighborhoods.	PDRD, PIO		
S A41	Develop programs to aid children transitioning out of the foster care system.	HHSD		
S A42	Make programs available for children and adult immigrants regardless of their legal status.	HHSD		

APPENDIX 3: KEY INDICATORS

Imagine Austin requires a five year Performance Monitoring Report that includes "Complete Community" Indicators to track the progress of the priority programs. City Staff and the Planning Commission have spent the past year reviewing and refining these indicators.

An initial step during this process was to review the metrics and indicators mentioned in chapter 5 of *Imagine Austin*. Staff found that many indicators were not measurable, or overlapped others. Therefore, we developed the following criteria and added, removed, or refined indicators if they had:

- relevance to the priority programs
- the staff resources to support data collection
- information that can be used by planners and others when faced with decisions
- measurable information, with achievable results, as opposed to anecdotal information
- a tendency to show change over a relatively short period of time
- reliable, consistent, and relatively free sources of data

The indicators are provided in the next table in two groups. "Selected" indicators are a manageable selection of measures that most closely adheres to the above criteria. These were reviewed and approved by the Comprehensive Plan Committee of Planning Commission on February 11, 2013. "Available indicators" are those that had some adherence to the criteria, but are primarily available in other reports from outside agencies or departments. These may be part of the 5-year indicator report.

Indicators may be revised, removed, or added as research and analysis continues. Detailed explanations for the indicators along with brief analyses are available at https://data.austintexas.gov/Government/Draft-Imagine-Austin-Indicators/d7k5-jyb8.

Selected Complete Community Indicators

	Indicator	Data	Year	Source
COMPACT AND CONNECTED	Annual Unlinked Transit Passenger Trips	33.9	2012	TX Transportation Institute
	Vehicle Miles Traveled Per Capita	17.59	2006	TX Transportation Institute
	Street Frontage with Sidewalks	43.6%	2013	City of Austin, PWD
	Bicycle Lane Miles and Percentage of Streets	130	2013	City of Austin, PWD
	Commute Trips By Biking and Walking	4.7%	2011	US Census
	Intersection Density	various	2013	City of Austin, PDR
	Ratio of Jobs to Housing	various	2010	City of Austin
	Percent of Total Population Increase between Centers and Corridors versus ETJ	TBD	TBD	City of Austin
	Percent of Total Jobs Increase between Centers and Corridors and ETJ	TBD	TBD	City of Austin
	Transportation System total annual delay (1,000s person hours)	38,307	2011	TX Transportation Institute
GREEN	Developed Land Area (1,000s acres)	367.3	2012	City of Austin, PDR
	Development Within Edwards Aquifer Zones (change in acreage)	9,455	2006-2012	City of Austin, WPD
	Development Within the 100-Year Floodplain	TBD	TBD	City of Austin, WPD
	Residents Living within Walking Distance to Parks	37%	2011	City of Austin, Urban Parks Study
	Total Water Pumpage in gallons per capita per day	142	2013	Austin Water Utility
	Residential Water Consumption in gallons per capita per day	84	2013	Austin Water Utility
	Environmental Integrity Index (EII)	49%	2012	City of Austin, WPD
	Tree Canopy Coverage of ETJ	31%	2006	City of Austin, WPD
	Amount of Permanently Preserved Land (acres)	42,690	2012	Austin Water Utility
VIBRANT	Unemployment Rate	5.4%	2012	TX Workforce Commission
	Small Business Growth	6.3%	2010	Austin Chamber of Commerce
	Total Non-profit Arts Revenue per Capita	$128.72	2010	America for the Arts Index
	Creative Industries Businesses	553.37	2009	America for the Arts Index
	Overall Participation in Arts and Culture Activities	225.6	2009	America for the Arts Index
LIVABLE	Median Housing Value	$217,700	2011	US Census
	Median Gross Rent	$905	2011	US Census
	Residential Vacancy	8.0%	2011	US Census
	Cost Burdened Residential Units	40%	2011	City of Austin, NHCD
	Community Gardens per 1,000 population	0.6	2013	City of Austin, PDR
	Homeless Count	2,121	2013	Austin Echo
	Number of Affordable Residential Units Funded	1,509	2011-2012	City of Austin, CAPER
	Rates of Disease, Obesity, and Tobacco Use	various	2011	CDC, BRFSS
	Median Family Income (Austin-Round Rock MSA)	$73,200	2013	HUD
	Residents With Health Care Coverage	79.7%	2011	CDC, BRFSS
	Population that participates in physical activities	80.3%	2011	CDC, BRFSS
	Violent Crime Rate per 1,000 population	4.27	2012	Austin Police Department
	Property Crime Rate per 1,000 population	53.55	2012	Austin Police Department

APPENDIX 4: OUTREACH EVENTS

Organization/ Group	Date	Estimated Attendance	Location
PRESENTATION			
Land Use Review Employees	7/26/2012	30	One Texas Center
Training Series for Developers hosted by Land Use Review: *Imagine Austin*	8/1/2012	45	One Texas Center
CHA/CHIP Core Coordinating Team	8/8/2012	12	Central Health
Early Childhood Council	8/8/2012	10	City Hall
CHA/CHIP Working Groups	8/17/2012	60	LRC
Contact Team Training	8/21/2012	20	One Texas Center
HHSD Managers & Supervisors	9/7/2012	60	LRC
UT School of Social Work – Professor Cal Streeter	9/10/2012	20	UT School of Social Work
UT School of Social Work – Professor Dan Duncan	9/11/2012	20	UT School of Social Work
St. David's Foundation – Community Health Access Committee	9/24/2012	30	St. David's South
South Austin Kiwanis Club	6/28/2012	15	Red Lobster on South Lamar
City of Austin Bussiness Planning Training	10/17/2012	25	City Hall Staff Bull Pen
City of Austin Public Works Project Management Division	10/24/2012	45	One Texas Center 325
City of Austin Bussiness Planning Training	10/29/2012	25	City Hall Staff Bull Pen
City of Austin Bussiness Planning Training	11/7/2012	25	City Hall Staff Bull Pen
City of Austin Bussiness Planning Training	11/9/2012	25	One Texas Center 325
CAN Board Meeting	11/9/2012	25	City Hall Boards and Commissions
Liveable Cities	10/22/2012	30	New World Deli
AIA Austin	2/19/2013	65	Green Pastures
Mayor's Task Force on Aging	2/21/2013	15	St. David's Foundation
City of Austin Grant Writers Working Group	2/25/2013	18	City Hall Executive Session
Austin Young Chamber	3/18/2013	10	Austin Chamber

Organization/ Group	Date	Estimated Attendance	Location
Austin Board of Realtors	4/12/2013	140	ABoR Offices
National APA Conference	4/15/2013	400	Chicago, IL
Synco de Mayo – LoveATX	5/5/2013	15	Vuka Coop
Northwest Austin Civic Association	5/8/2013	100	Dell Jewish Community Center
Rotary Club of East Austin	5/14/2013	15	Meals on Wheels HQ
PARD: PRIDE Speaker Series	5/15/2013	25	Northwest Rec Center
CAN Board Meeting	5/17/2013	25	City Hall Boards and Commissions
CAN Place Based Planning Efforts	6/28/2013	30	Austin Travis County Integral Care
BOOTH OR TABLE			
LoveATX Fest	7/1/2012	300	Soma Vida (1210 Rosewood)
AISD Back-to-School Bash	8/18/2012	7000	Austin Convention Center
City of Austin Diversity Symposium	1/30/2012	200	Carver Museum
ULI Austin Marketplace	4/18/2013	300	Brazos Hall
Northwest Austin Civic Association	5/8/2013	100	Dell Jewish Community Center

APPENDIX 5: CORRECTIONS

Location	Change
ADDITIONS	
Acknowledgements	Add Jacob Browning (Economy WG Lead), Cheryl Van Allen, Surbhi Bakshi, Steve Sadowski (Creativity/Historic Preservation WG), Michael Embisi (Creativity and Conservation and Environmental WGs), Diane Dohm (UT intern), PARD Working Group Members
A-61	Add the Downtown Plan and St. John/Coronado Hills
CORRECTIONS	
102	Fig. 4.4 Roadway Networks: Activity corridors east of IH35, near 183 and Ben White are a mistake made in Adobe Illustrator.
191	Related add Natural and Sustainable to Vision Components
236 or 252	CFS A 22 and HN A14 are identical. One should be removed.
All Leads and Partners in all Priority Programs	Update to reflect current Priority Program teams
Appendices	Ordinance 20120614-058 must be amended to include appendices
A-7	Correct run-on text in demographics chart (65 and over)
A-9	1st paragraph – replace “repeat” with “repeated”
A-14	Italicized *Imagine Austin* in repeat contact box
A-14	Repeat contact box – replace “use” with “used” – period after the word blog instead of ;
A-15	Activity corridor – replace the word “it” linear to “its” – replace “see page 87” with “pages 104 and 106”
A-16	Blueway – delete ; after “camping locations” – building block – replace “set policies” with “set of policies”
A-17	Comprehensive plan – the definition of “Connected” is included at the end of this definition rather than being a separate definition of its own
A-18	Core principle of action – replace “principle” with “principles” – “see the page 9” should be “ see page 10”
A-20	Growth concept map – replace “see page 83” with “page 96” – replace “see page 94” with “page 103”
A-21	Job centers – replace “see page 89” with “page 107”
A-22	Neighborhood center – replace “see page 88” with “page 105” – neighborhood planning – replace “see page xxx” with page 217

Location	Change
A-24	Race/ethnicity – there is already a definition provided for “ethnicity/race” – are both really needed?
A-25	Sustainability – #(3) – “is development” is repeated twice in the sentence – delete one
A-26	Town center – replace “discussion on page 88” with “page 105”
A-30 and A-31	Change spreadsheet and map to match ID’s. Add #30 as South Park Meadows and add # 41 as Dove Springs
A-58	A community that values and respects – third bullet – add the word “to” after “opportunity”
A-61	Capitalized South Congress combined
A-61	Correct the spelling of Riverside Drive
A-61	Revise Station Area Plans to Specific Area Plans
A-61	Delete Riverside under Station Area Plans
A-61	Add East Riverside Corridor Master Plan under Specific Area Plans