



## GOALS AND STRATEGIES MATRIX

LAND USE GOALS/STRATEGIES	SHORT TERM: 1-2 YEARS	MEDIUM TERM: 2-5 YEARS	LONG TERM: 5+ YEARS	INVOLVED PARTIES
<b>GOAL LU1: ENCOURAGE COMPACT LAND USE PATTERNS.</b>				
<b>LU1.1:</b> DEVELOP A STATE-OF-THE-ART DEVELOPMENT CODE TO ADDRESS ZONING AND SUBDIVISION REGULATIONS IN A MANNER THAT WILL FACILITATE THE IMPLEMENTATION OF PLAN OBJECTIVES. REQUIREMENTS SHOULD BE ESTABLISHED TO ACHIEVE POLICY AND DESIGN DIRECTION WITHIN THE FRAMEWORK OF A CLEAR AND PREDICTABLE DEVELOPMENT PROCESS, WHILE ACHIEVING HIGH STANDARDS.		✓		CITY STAFF, OUTSIDE CONSULTANT
<b>LU1.2:</b> ENCOURAGE RELATIVELY COMPACT RETAIL, COMMERCIAL AND INDUSTRIAL LAND USES DEVELOPED ACCORDING TO THE FUTURE LAND USE PLAN AND REVISED DEVELOPMENT ORDINANCES, TAKING ADVANTAGE OF SHARED AMENITIES INCLUDING: PARKING, VEHICLE AND PEDESTRIAN ACCESS, LANDSCAPING AND SIGNAGE.	✓	✓	✓	CITY STAFF
<b>GOAL LU2: PROMOTE EXISTING, UNDERUTILIZED RESIDENTIAL, COMMERCIAL AND INDUSTRIAL AREAS WITHIN EXISTING CITY LIMITS, WHERE ADEQUATE PUBLIC FACILITIES ARE ALREADY AVAILABLE, FOR DEVELOPMENT AND REDEVELOPMENT.</b>				
<b>LU2.1:</b> REDUCE THE PRESSURE FOR DEVELOPMENT IN THE ETJ BY PROMOTING AND INCENTIVIZING AS NECESSARY A VARIETY OF HOUSING OPTIONS ON CURRENTLY VACANT SITES WITHIN THE CITY LIMITS.	✓	✓	✓	CITY STAFF, OUTSIDE CONSULTANT
<b>LU2.2:</b> DEVELOPMENT OF RESIDENTIAL, COMMERCIAL, OR INDUSTRIAL AREAS AT HIGHER INTENSITIES SHOULD BE PROMOTED ONLY WHERE THEY CAN REASONABLY AND ECONOMICALLY BE SERVED WITH ESSENTIAL PUBLIC SERVICES.	✓	✓	✓	CITY STAFF

LAND USE GOALS/STRATEGIES	SHORT TERM: 1-2 YEARS	MEDIUM TERM: 2-5 YEARS	LONG TERM: 5+ YEARS	INVOLVED PARTIES
<b>GOAL LU3: ENCOURAGE THE DEVELOPMENT OF THE MEDICAL SERVICES SECTOR AND ASSOCIATED COMMERCIAL, RETAIL, AND HOUSING ALONG THE SOUTHERN SECTIONS OF LOOP 256.</b>				
<b>LU3.1:</b> DEVELOP AN OVERLAY DISTRICT ORDINANCE FOR A MEDICAL DISTRICT TO ENCOURAGE A PLACE WHERE NOT ONLY MEDICAL SERVICES PROVIDERS, BUT PROVIDERS OF ANCILLARY RETAIL AND COMMERCIAL SERVICES, LODGING, AND APPROPRIATE PROFESSIONAL HOUSING CAN DEVELOP.			✓	CITY STAFF, OUTSIDE CONSULTANT
<b>LU3.2:</b> DEVELOP A MENU OF APPROPRIATE FINANCING MECHANISMS, POTENTIALLY INCLUDING TAX INCREMENT FINANCING AND/OR A PUBLIC IMPROVEMENT DISTRICT IN ORDER TO DEVELOP THE INFRASTRUCTURE IMPROVEMENTS NECESSARY TO CREATE A MEDICAL DISTRICT THAT IS VITAL, ATTRACTIVE, ACCESSIBLE, AND SECURE.	✓			CITY STAFF, OUTSIDE CONSULTANT, EDC
<b>GOAL LU4: ENCOURAGE MIXED-USE, PEDESTRIAN ORIENTED DEVELOPMENT AND REDEVELOPMENT IN THE HISTORIC DOWNTOWN.</b>				
<b>LU4.1:</b> ADDRESS BARRIERS TO DOWNTOWN DEVELOPMENT INCLUDING PARKING, AFFORDABILITY, AND THE NEED FOR OVERALL DEVELOPMENT MANAGEMENT.	✓	✓	✓	CITY STAFF, OUTSIDE CONSULTANT
<b>LU4.2:</b> BROADEN DOWNTOWN PALESTINE'S ROLE AS A HOUSING MARKET AND NEIGHBORHOOD SERVICES CENTER	✓	✓	✓	CITY STAFF, OUTSIDE CONSULTANT, MAIN STREET
<b>LU4.3:</b> BETTER COMMUNICATE AN OVERALL SENSE OF PLACE BY INCLUDING CLEAR GATEWAYS AND GATHERING PLACES, AND BETTER CONNECTING DOWNTOWN TO SURROUNDING NEIGHBORHOODS.	✓	✓	✓	CITY STAFF, OUTSIDE CONSULTANT
<b>LU 4.4:</b> EXPAND POLICE BIKE PATROL IN DOWNTOWN DISTRICT		✓		
<b>LU 4.5:</b> POLICE ADMINISTRATION COORDINATE WITH DOWNTOWN BUSINESS ASSOCIATION FOR IMPLEMENTATION OF CITIZEN OBSERVER ALERTS FOR CRIME WATCHES	✓			
<b>LU4.6:</b> DEVELOP A MENU OF APPROPRIATE FINANCING MECHANISMS, POTENTIALLY INCLUDING TAX INCREMENT FINANCING AND/OR A PUBLIC IMPROVEMENT DISTRICT IN ORDER TO CONNECT, IMPROVE AND ENHANCE THE OVERALL PHYSICAL FABRIC OF DOWNTOWN PALESTINE.	✓	✓	✓	CITY STAFF, OUTSIDE CONSULTANT, EDC

LAND USE GOALS/STRATEGIES	SHORT TERM: 1-2 YEARS	MEDIUM TERM: 2-5 YEARS	LONG TERM: 5+ YEARS	INVOLVED PARTIES
<b>GOAL LU5: ENCOURAGE NON-NEIGHBORHOOD, HIGH INTENSITY RETAIL/COMMERCIAL ACTIVITY TO LOCATE ALONG HIGHWAYS AND MAJOR INTERSECTIONS AND NOT ADJACENT TO LOW DENSITY RESIDENTIAL NEIGHBORHOODS.</b>				
<b>LU5.1:</b> PROVIDE FOR TRANSITION BETWEEN LARGE COMMERCIAL/RETAIL DEVELOPMENTS AND NEARBY LOW DENSITY RESIDENTIAL NEIGHBORHOODS BY GRADUATING THE SCALE OF DEVELOPMENT.	✓	✓	✓	CITY STAFF, OUTSIDE CONSULTANT
<b>LU5.2:</b> REQUIRE THAT OUTPARCELS AND PAD SITES SURROUNDING LARGE COMMERCIAL DEVELOPMENTS BE DEVELOPED IN SUCH A MANNER THAT ENCOURAGES PEDESTRIAN ACCESS BOTH BETWEEN PARKING AND BUILDINGS AND FROM ADJACENT DEVELOPMENTS.	✓	✓	✓	CITY STAFF, OUTSIDE CONSULTANT
<b>GOAL LU6: ENCOURAGE THE PRESERVATION OF FLOODPLAIN AREAS PROVIDING WILDLIFE CORRIDORS, OPEN SPACE, AND OUTDOOR RECREATION.</b>				
<b>LU6.1:</b> DEVELOP A PARK DEDICATION REQUIREMENT AS A PART OF THE DEVELOPMENT CODE.	✓			CITY STAFF, OUTSIDE CONSULTANT
<b>LU6.2:</b> EXPAND POLICE BIKE PATROL IN PARK AREAS.		✓		

DOWNTOWN GOALS/STRATEGIES	SHORT TERM: 1-2 YEARS	MEDIUM TERM: 2-5 YEARS	LONG TERM: 5+ YEARS	INVOLVED PARTIES
<b>GOAL D1: ENHANCE THE VIBRANCY AND ECONOMIC VITALITY OF DOWNTOWN.</b>				
<b>D1.1:</b> UNDERTAKE A COMPLETE DOWNTOWN REDEVELOPMENT PLAN TO ENHANCE THE VIBRANCY OF THE DOWNTOWN OVERLAY DISTRICT.	✓	✓	✓	CITY STAFF, MAIN STREET, EDC, BUSINESS OWNERS, RESIDENTS
<b>D1.2:</b> REFINE THE CURRENT DOWNTOWN OVERLAY DISTRICT ZONING ORDINANCE AND THE SUPPORTING SUBDIVISION AND LAND DEVELOPMENT REGULATIONS TO REFLECT THE FINDINGS OF STRATEGY D1.1.		✓		EDC, TRAVELTEX, MAIN STREET, BUSINESS OWNERS, CITY STAFF, PALESTINE VISITORS CENTER, TPWD, OUTSIDE CONSULTANT
<b>D1.3:</b> PROCEED WITH DEVELOPING APPROPRIATE FINANCING MECHANISMS, SUCH AS A TAX INCREMENT FINANCING (TIF) DISTRICT TO SUPPORT CAPITAL INVESTMENTS IN INFRASTRUCTURE FOR DOWNTOWN REDEVELOPMENT.	✓	✓	✓	CITY STAFF, MAIN STREET, EDC, BUSINESS OWNERS, COUNTY, SCHOOL DISTRICTS
<b>D1.4:</b> WORK WITH ECONOMIC DEVELOPMENT ORGANIZATIONS, LOCAL COMMUNITY GROUPS, AND BUSINESS OWNERS TO ADDRESS CODE COMPLIANCE ISSUES WITHIN DOWNTOWN.	✓	✓	✓	CITY STAFF, BUSINESS OWNERS, RESIDENTS, MAIN STREET, SCHOOL DISTRICTS
<b>D1.5:</b> POLICE COORDINATION AND LONG TERM PROBLEM SOLVING WITH CODE ENFORCEMENT TO ADDRESS ISSUES SUCH AS GRAFFITI, RUBBISH, WEEDS, VAGRANCY, PANHANDLING, ETC. THAT COULD DETRACT FROM DOWNTOWN.	✓	✓	✓	POLICE DEPARTMENT, CITY STAFF
<b>D1.6:</b> AS PART OF AN OVERALL CAPITAL IMPROVEMENT PLAN FOR THE CITY, IDENTIFY AND PRIORITIZE ISSUES WITH PEDESTRIAN ACCESSIBILITY AND CONNECTIVITY TO AND WITHIN DOWNTOWN.		✓	✓	CITY STAFF, OUTSIDE CONSULTANT
<b>GOAL D2: MAINTAIN AND RESTORE THE HISTORIC FABRIC OF DOWNTOWN</b>				
<b>D2.1:</b> UNDERTAKE A COMPLETE LAND USE AND CONDITION INVENTORY OF THE DOWNTOWN.	✓			CITY STAFF, OUTSIDE CONSULTANT
<b>D2.2:</b> UNDERTAKE A STUDY TO IDENTIFY APPROPRIATE POSSIBLE REUSE FOR HISTORIC DOWNTOWN PROPERTIES.	✓			CITY STAFF, OUTSIDE CONSULTANT
<b>GOAL D3: DEVELOP DOWNTOWN AS A COMMUNITY GATHERING PLACE FOR EVENTS AND CELEBRATIONS.</b>				
<b>D3.1:</b> DEVELOP A DOWNTOWN PLAZA/SQUARE TO ENHANCE AESTHETICS AND PROVIDE A GATHERING PLACE.		✓		CITY STAFF, OUTSIDE CONSULTANT
<b>D3.2:</b> DEVELOP A YEAR-ROUND SCHEDULE OF EVENTS, FESTIVALS, AND PERFORMANCES TO CELEBRATE THE COMMUNITY AND ATTRACT VISITORS TO DOWNTOWN.	✓	✓	✓	CITY STAFF, OUTSIDE CONSULTANT, MAIN STREET, PARKS DEPARTMENT, VISITORS' CENTER

NEIGHBORHOODS AND HOUSING GOALS/STRATEGIES	SHORT TERM: 1-2 YEARS	MEDIUM TERM: 2-5 YEARS	LONG TERM: 5+ YEARS	INVOLVED PARTIES
<b>GOAL N1: PROVIDE SAFE, QUALITY HOUSING CHOICES THAT ARE AFFORDABLE AND ACCESSIBLE TO HOUSEHOLDS OF ALL AGES AND ABILITIES.</b>				
<b>N1.1:</b> PARTNER WITH EXISTING PROPERTY OWNERS TO INCREASE ACCESSIBILITY.	✓	✓	✓	CITY STAFF, RESIDENTS, CHURCHES, NEIGHBORHOOD GROUPS
<b>N1.2:</b> PROMOTE AND ENCOURAGE DEVELOPMENT OF NEW UNIVERSALLY DESIGNED HOUSING UNITS.	✓	✓	✓	CITY STAFF
<b>N1.3:</b> ENCOURAGE AN INCREASE IN ACCESSIBLE AND ADAPTABLE UNITS ABOVE MINIMUM REQUIRED LEVELS. .	✓	✓	✓	CITY STAFF, DEVELOPERS
<b>N1.4:</b> ENCOURAGE ACCESSIBLE SINGLE-FAMILY RESIDENTIAL DEVELOPMENT.	✓	✓	✓	CITY STAFF, OUTSIDE CONSULTANT
<b>N1.5:</b> POLICE TO COORDINATE WITH NEIGHBORHOOD ASSOCIATIONS TO HELP CREATE NEIGHBORHOOD WATCH GROUPS TO ADDRESS CRIME AND QUALITY OF LIFE ISSUES	✓	✓	✓	POLICE DEPARTMENT, NEIGHBORHOOD GROUPS
<b>N1.6:</b> POLICE ASSIST AND COORDINATE WITH CITY STAFF TO ENSURE THAT ENVIRONMENTAL DESIGN AIDS IN CRIME CONTROL/RESPONSE TO CRIME, SUCH AS PLACEMENT OF STREET LIGHTS, RESIDENTIAL NUMBERING VISIBILITY, ETC.	✓	✓	✓	POLICE DEPARTMENT, CITY STAFF
<b>N1.7:</b> DEVELOP AND PROMOTE MINIMUM CONSTRUCTION GOALS FOR ADAPTABILITY AND ACCESSIBILITY.	✓			CITY STAFF, OUTSIDE CONSULTANT
<b>N1.8:</b> PARTNER WITH OTHERS TO DEVELOP A SENIOR LIVING FACILITY SERVING VARYING INCOME LEVELS.	✓			CITY STAFF, OUTSIDE CONSULTANT
<b>GOAL N2: ENABLE HOMEOWNERS TO REMAIN IN THEIR HOMES SAFELY, COMFORTABLY, AND AFFORDABLY.</b>				
<b>N2.1:</b> PROVIDE REHABILITATION SERVICES TO EXISTING LOW- AND MODERATE-INCOME HOMEOWNERS.	✓	✓	✓	CITY STAFF, RESIDENTS, NON-PROFITS
<b>N2.2:</b> ASSIST LOW- AND MODERATE-INCOME HOME-OWNERS TO MAINTAIN AND IMPROVE ENERGY EFFICIENCY.	✓			CITY STAFF, NON-PROFITS, STATE AGENCIES
<b>N2.3:</b> STRENGTHEN ABILITY OF SENIOR HOMEOWNERS WITH LIMITED RESOURCES TO AGE IN PLACE.	✓	✓	✓	CITY STAFF, DEVELOPERS

NEIGHBORHOODS AND HOUSING GOALS/STRATEGIES	SHORT TERM: 1-2 YEARS	MEDIUM TERM: 2-5 YEARS	LONG TERM: 5+ YEARS	INVOLVED PARTIES
<b>GOAL N3: EMPOWER HOMEOWNERS TO ADDRESS ISSUES WITH PROPERTY MAINTENANCE, AESTHETICS AND CODE ENFORCEMENT WITHIN THEIR NEIGHBORHOODS.</b>				
<b>N3.1:</b> ENCOURAGE FORMATION OF NEIGHBORHOOD ASSOCIATIONS IN EXISTING AND NEW NEIGHBORHOODS.	✓			CITY STAFF, OUTSIDE CONSULTANT, COMMUNITY GROUPS
<b>N3.2:</b> ASSIST RESIDENTS IN PROPERLY IDENTIFYING AND REPORTING CODE COMPLIANCE ISSUES	✓			CITY STAFF, OUTSIDE CONSULTANT
<b>N3.3:</b> POLICE ASSIST AND ENCOURAGE NEIGHBORHOOD ASSOCIATIONS AND WATCH GROUPS TO ADDRESS ISSUES	✓	✓	✓	
<b>N3.4:</b> PARTNER WITH NON-PROFIT GROUPS TO PROVIDE COMMUNITY EDUCATION AND ASSISTANCE IN REPAIRING AND MAINTAINING PROPERTY	✓			CITY STAFF, OUTSIDE CONSULTANT, NON-PROFITS
<b>GOAL N4: SECURE LONG-TERM MARKET RATE, AFFORDABLE AND WORKFORCE RENTAL HOUSING THROUGH STRATEGIC NEW DEVELOPMENT AND REDEVELOPMENT.</b>				
<b>N4.1:</b> DEVELOP POLICIES AND REGULATIONS THAT ENCOURAGE CONSOLIDATION AND REDEVELOPMENT OF VACANT LOTS IN EXISTING NEIGHBORHOODS	✓			CITY STAFF, OUTSIDE CONSULTANT
<b>N4.2:</b> DEVELOP POLICIES AND REGULATIONS THAT INCORPORATE AFFORDABLE HOUSING UNITS AS PART OF NEW DEVELOPMENT AND REDEVELOPMENT PROJECTS.	✓			CITY STAFF, OUTSIDE CONSULTANT
<b>N4.3:</b> PARTNER WITH NONPROFIT AND FOR PROFIT DEVELOPERS TO DEVELOP NEW AFFORDABLE HOUSING.	✓	✓	✓	CITY STAFF, DEVELOPERS
<b>N4.4:</b> INCLUDE AFFORDABLE HOUSING PLANS IN NEW OR REVISED SMALL AREA AND CORRIDOR PLANS.	✓			CITY STAFF, OUTSIDE CONSULTANT, DEVELOPERS

PARKS AND OPEN SPACE GOALS/STRATEGIES	SHORT TERM: 1-2 YEARS	MEDIUM TERM: 2-5 YEARS	LONG TERM: 5+ YEARS	INVOLVED PARTIES
<b>GOAL P1: PROVIDE A HIGH QUALITY, DIVERSIFIED PARKS, RECREATION AND OPEN SPACE SYSTEM THAT PROVIDES FOR ALL AGE AND INTEREST GROUPS.</b>				
<b>P1.1:</b> PROVIDE NEIGHBORHOOD, COMMUNITY, AND SPECIAL USE PARKS AND FACILITIES THAT ARE ACCESSIBLE TO NEIGHBORHOODS AND CITIZENS.	✓	✓	✓	CITY STAFF, MAIN STREET, EDC, BUSINESS OWNERS, RESIDENTS
<b>P1.2:</b> WHERE APPROPRIATE, INITIATE JOINT PLANNING AND OPERATING PROGRAMS WITH OTHER PUBLIC AND PRIVATE AGENCIES TO PROVIDE FOR SPECIAL ACTIVITIES LIKE SOCCER AND BASEBALL LEAGUE AND TOURNAMENT FACILITIES THAT CAN PROVIDE SERVICES TO LOCAL RESIDENTS AND ATTRACT VISITORS FROM THE REGION AND THE STATE.	✓	✓	✓	EDC, TRAVELTEX, CITY STAFF, PALESTINE VISITORS CENTER, OUTSIDE CONSULTANT
<b>P1.3:</b> ENGAGE LOCAL NON-PROFIT AND NEIGHBORHOOD RESOURCES TO PROVIDE FOR NEIGHBORHOOD LEVEL BEAUTIFICATION ACTIVITIES AND PROGRAMS.	✓	✓	✓	CITY STAFF, MAIN STREET, EDC, BUSINESS OWNERS, RESIDENTS
<b>GOAL P2: PROVIDE A SYSTEM OF HIGH QUALITY, ACCESSIBLE MULTI-USE TRAILS AND GREENWAY CORRIDORS THAT OFFER DIVERSE, HEALTHY OUTDOOR EXPERIENCES WITHIN A RICH VARIETY OF LANDSCAPES AND NATURAL HABITATS, ACCESSING AND CONNECTING THE AREA'S NATURAL ENVIRONMENTAL FEATURES, PUBLIC FACILITIES AND DEVELOPED LOCAL NEIGHBORHOODS AND BUSINESS DISTRICTS.</b>				
<b>P2.1:</b> PLAN A COMPREHENSIVE SYSTEM OF TRAILS AND GREENWAY CORRIDORS	✓			CITY STAFF, OUTSIDE CONSULTANT
<b>P2.2</b> CONNECT AND UNIFY NEIGHBORHOODS WITH LOCAL, REGIONAL AND STATE RECREATIONAL ACTIVITIES AS WELL AS SCHOOLS, SHOPPING, AND PUBLIC FACILITIES	✓	✓	✓	CITY STAFF, OUTSIDE CONSULTANT



PARKS AND OPEN SPACE GOALS/STRATEGIES	SHORT TERM: 1-2 YEARS	MEDIUM TERM: 2-5 YEARS	LONG TERM: 5+ YEARS	INVOLVED PARTIES
<b>GOAL P3: CREATE EFFECTIVE AND EFFICIENT METHODS OF ACQUIRING, DEVELOPING, OPERATING AND MAINTAINING FACILITIES AND PROGRAMS THAT APPROPRIATELY DISTRIBUTE COSTS AND BENEFITS TO PUBLIC AND PRIVATE INTERESTS.</b>				
<b>P3.1:</b> REVISE AND IMPLEMENT SUB-DIVISION AND DEVELOPMENT ORDINANCES THAT REQUIRE DEDICATION OF LAND TO PARKS AND TRAILS OR FEE IN LIEU OF DEDICATION TO BE USED FOR LAND ACQUISITION.	✓			CITY STAFF, OUTSIDE CONSULTANT
<b>P3.2:</b> ENGAGE LOCAL SCHOOL DISTRICTS AND OTHER ORGANIZATIONS TO MAXIMIZE ACCESS TO FACILITIES WHILE MINIMIZING DUPLICATION OF COSTS.	✓	✓	✓	CITY STAFF, WISD, PISD, TVCC, UT TYLER
<b>P3.3:</b> INVESTIGATE INNOVATIVE AVAILABLE METHODS FOR THE FINANCING OF MAINTENANCE AND OPERATING NEEDS IN ORDER TO REDUCE COSTS, RETAIN FINANCIAL FLEXIBILITY, MATCH USER BENEFITS AND INTERESTS, AND INCREASE FACILITY SERVICES.	✓	✓	✓	EDC, BUSINESS OWNERS, CITY STAFF, TPWD, OUTSIDE CONSULTANT

PARKS AND OPEN SPACE GOALS/STRATEGIES	SHORT TERM: 1-2 YEARS	MEDIUM TERM: 2-5 YEARS	LONG TERM: 5+ YEARS	INVOLVED PARTIES
<b>GOAL P4: DESIGN AND DEVELOP PEDESTRIAN STREETSAPES THAT ARE SUSTAINABLE, ACCESSIBLE, SAFE, AND EASY TO MAINTAIN, IN ORDER TO ENHANCE OVERALL SENSE OF PLACE AND IMPROVE RESIDENT AND VISITOR EXPERIENCE.</b>				
<b>P4.1:</b> INCLUDE STREETSAPPE, LANDSCAPING, AND PEDESTRIAN AMENITIES AS APPROPRIATE IN FUTURE PLANNING EFFORTS FOR DOWNTOWN, THE MEDICAL DISTRICT, AND REWORKING OF SUBDIVISION AND DEVELOPMENT ORDINANCES.	✓	✓	✓	EDC, MAIN STREET, BUSINESS OWNERS, CITY STAFF, OUTSIDE CONSULTANT
<b>P4.2:</b> INCLUDE LOCAL AND NATIVE PLANT PALETTE IN LANDSCAPING CHOICES TO REDUCE MAINTENANCE COSTS WHILE REFLECTING AN AUTHENTIC SENSE OF THE LOCAL NATURAL ENVIRONMENT.	✓			CITY STAFF, OUTSIDE CONSULTANT
<b>P4.3:</b> INCLUDE ACCESSIBILITY AS A REQUIREMENT IN FUTURE DEVELOPMENT ORDINANCES AND REDEVELOPMENT PLANS.	✓	✓	✓	EDC, MAIN STREET, BUSINESS OWNERS, CITY STAFF, OUTSIDE CONSULTANT

BUSINESS AND EMPLOYMENT GOALS/STRATEGIES	SHORT TERM: 1-2 YEARS	MEDIUM TERM: 2-5 YEARS	LONG TERM: 5+ YEARS	INVOLVED PARTIES
<b>GOAL B1: DEVELOP A SOUND LOCAL ECONOMY WHICH ATTRACTS INVESTMENT, INCREASES THE TAX BASE, CREATES EMPLOYMENT OPPORTUNITIES FOR PALESTINE RESIDENTS AND GENERATES PUBLIC REVENUES.</b>				
<b>B1.1:</b> REVITALIZE THE DOWNTOWN COMMERCIAL/RETAIL CORE THROUGH COOPERATION WITH BUSINESS OWNERS AND RELEVANT ORGANIZATIONS SUCH AS MAIN STREET PALESTINE	✓	✓	✓	CITY STAFF, MAIN STREET, EDC, BUSINESS OWNERS, RESIDENTS
<b>B1.2:</b> DEVELOP A COMPREHENSIVE BRANDING AND TOURISM CAMPAIGN IN COOPERATION WITH RELEVANT GROUPS SUCH AS PALESTINE ECONOMIC DEVELOPMENT CORPORATION AS WELL AS STATE AND FEDERAL ORGANIZATIONS IN ORDER TO EXPAND VISITOR AND TOURISM ACTIVITY.	✓			EDC, TRAVELTEX, MAIN STREET, BUSINESS OWNERS, CITY STAFF, PALESTINE VISITORS CENTER, TPWD, OUTSIDE CONSULTANT
<b>B1.3:</b> INCREASE COOPERATION AND COORDINATION BETWEEN PUBLIC AND PRIVATE SECTORS IN THE FORMULATION OF ECONOMIC DEVELOPMENT PLANS AND PROGRAMS.	✓	✓	✓	CITY STAFF, MAIN STREET, EDC, BUSINESS OWNERS, RESIDENTS, CHAMBER OF COMMERCE
<b>B1.4:</b> DEVELOP A PRIORITY PROJECT LIST AND BUDGET TO IMPROVE INFRASTRUCTURE CAPACITY TO SUPPORT EXISTING AND NEW DEVELOPMENT BY INCLUDING CLOSER COORDINATION BETWEEN ECONOMIC DEVELOPMENT AND CAPITAL IMPROVEMENTS PROGRAMMING.	✓	✓	✓	CITY STAFF
<b>B1.5:</b> IDENTIFY LOCATION FOR MEDICAL DISTRICT DESIGNATION, AND DEVELOP APPROPRIATE INFRASTRUCTURE AND DEVELOPMENT REGULATIONS FOR EXPANSION OF EXISTING COMMERCIAL USES AND ATTRACTION OF NEW ESTABLISHMENTS AND PROJECTS.		✓	✓	CITY STAFF, OUTSIDE CONSULTANT, BUSINESS OWNERS
<b>B1.6:</b> DEVELOP A STRATEGY TO ENHANCE THE RETENTION AND EXPANSION OF SMALL, ENTREPRENEURIAL BUSINESSES.		✓		CITY STAFF, OUTSIDE CONSULTANT, EDC, CHAMBER OF COMMERCE
<b>B1.7:</b> CREATE DEPARTMENTAL BRANDING THAT COORDINATES WITH OVERALL CITY OBJECTIVES (INCREASED PATROLS IN HOTSPOTS, HIGHER VISIBILITY/DECREASED RESPONSE TIMES, INCREASED RATES OF PROBLEM SOLVING AT LOWER ORGANIZATIONAL LEVEL, COMMUNITY ORIENTED POLICING PERSPECTIVE) WITH OVERALL GOAL OF INCREASED IN QUALITY OF LIFE, A DECREASE IN CRIME RATES, AND A REDUCTION IN THE FEAR OF CRIME WITHIN THE COMMUNITY	✓	✓	✓	POLICE DEPARTMENT

BUSINESS AND EMPLOYMENT GOALS/STRATEGIES	SHORT TERM: 1-2 YEARS	MEDIUM TERM: 2-5 YEARS	LONG TERM: 5+ YEARS	INVOLVED PARTIES
<b>GOAL B2: DEVELOP AN ECONOMIC DEVELOPMENT STRATEGY WHICH BALANCES THE NEED FOR DEVELOPMENT WITH OTHER CITY GOALS AND OBJECTIVES</b>				
<b>B2.1:</b> ENSURE THE PRESERVATION AND ENHANCEMENT OF PALESTINE'S HISTORIC AND NATURAL ASSETS AND CHARACTER WHICH MAKE IT ATTRACTIVE BOTH AS A QUALITY RESIDENTIAL COMMUNITY AND AS AN ECONOMIC INVESTMENT.	✓	✓	✓	CITY STAFF, OUTSIDE CONSULTANT, EDC
<b>B2.2:</b> ENCOURAGE ADAPTIVE REUSE OF OLDER COMMERCIAL STRUCTURES AND COMPLEMENTARY AND COMPATIBLE NEW DEVELOPMENTS OF SUPERIOR QUALITY.	✓	✓	✓	CITY STAFF, OUTSIDE CONSULTANT, EDC
<b>B2.3:</b> ENCOURAGE DEVELOPMENT OPPORTUNITIES WHICH RESULT IN MINIMAL ADVERSE IMPACTS TO THE CITY'S ENVIRONMENT AND HOUSING SUPPLY.	✓	✓	✓	CITY STAFF, OUTSIDE CONSULTANT, EDC
<b>B2.4.</b> CRAFT DEVELOPMENT REGULATIONS THAT ENCOURAGE AN EQUITABLE SHARING BETWEEN THE PUBLIC AND PRIVATE SECTORS OF THE FULL COSTS OF PUBLIC IMPROVEMENTS AND SERVICES SPECIFICALLY AND UNIQUELY ATTRIBUTABLE TO INDIVIDUAL NEW DEVELOPMENTS	✓			CITY STAFF, OUTSIDE CONSULTANT
<b>GOAL B3: DEVELOP AN INCREASED FLOW OF PUBLIC REVENUES ACCRUING FROM ECONOMIC DEVELOPMENT.</b>				
<b>B3.1:</b> INCREASE RETAIL TAX REVENUES THROUGH DEVELOPMENT OF INDUSTRIES PAYING HIGHER THAN AVERAGE WEEKLY WAGES.	✓	✓	✓	CITY STAFF, OUTSIDE CONSULTANT, EDC, ETCOG
<b>B3.2:</b> DEVELOP STRATEGIES TO INCREASE RETAIL TAX REVENUES THROUGH EXPANSION OF THE RETAIL TAX BASE AND/OR INCREASE IN THE NUMBER OF POTENTIAL SHOPPERS.	✓	✓	✓	CITY STAFF, OUTSIDE CONSULTANT
<b>B3.3:</b> DEVELOP, RETAIN AND USE, TO THE MAXIMUM EXTENT PRACTICABLE AND FEASIBLE, TAX INCREMENT REVENUES FOR DEVELOPMENT ACTIVITIES AS PERMITTED BY LAW.	✓	✓	✓	CITY STAFF, OUTSIDE CONSULTANT

## RESOURCES/FUNDING STRATEGIES

The sustainable development and revitalization of Palestine can only happen if there is funding to support it. The following overarching philosophy helps to guide the financing position:

- Quality over quantity
- Re-investment
- Leveraging existing resources
- Responsible fiscal, social, and environmental stewardship.

Finding new and creative ways to fund and finance development and growth can add a layer of certainty through a variety of funding options, involve more stakeholders, and enhance the City's ability to provide a higher quality community environment, greater diversity of opportunity and variety of activities. The following is a list of potential funding sources. Some sources apply to more than one category of city improvement. In such cases the source is detailed in the first instance, and then simply listed each additional time it is included.

### Downtown

#### **Public Improvement Districts**

PIDs offer cities and counties a means for improving their infrastructure to promote economic growth in an area. The Public Improvement District Assessment Act allows cities and counties to levy and collect special assessments on properties that are within the city or its extraterritorial jurisdiction. Additional financing options are available to certain large counties.

#### **Municipal Development Districts**

Cities may hold an election in all or part of a city, including the extra territorial jurisdiction, to create a municipal development district and adopt a sales tax to fund the district.

The district could undertake a variety of projects including a convention center, civic center, auditorium and other

#### **County Assistance Districts**

A county may adopt this sales tax, in all or part of the county, if the new combined local sales tax rate would not exceed 2 percent at any location within the district. Funds can be used for construction, maintenance or improvement of roads or highways; maintenance or improvement of libraries, museums, parks or other recreational facilities; and/or promotion of economic development and tourism.

#### **Main Street Improvements Program**

Provides eligible Texas Main Street communities with matching grants to expand or enhance public infrastructure in historic main street areas. Specific uses can include assistance in eliminating handicap barriers and deteriorated conditions in downtown areas.

<http://www.texasagriculture.gov/GrantsServices/RuralEconomicDevelopment/TexasCapitalFund/MainStreetImprovementProgram.asp>

#### **Downtown Revitalization Program**

Awards matching grant funds for public infrastructure to foster and stimulate economic development in rural downtown area.

<http://www.texasagriculture.gov/GrantsServices/RuralEconomicDevelopment/TexasCapitalFund/DowntownRevitalizationProgram.asp>

### **Infrastructure Development (Texas Dept. of Agriculture)**

Provides grants for Infrastructure Development to create or retain permanent jobs in primarily rural communities and counties. Funds can be used to encourage new business development and expansion. <http://www.texasagriculture.gov/GrantsServices/RuralEconomicDevelopment/TexasCapitalFund/InfrastructureDevelopment.aspx>

### **Corporate Sponsorships**

The City of Palestine has a number of industries located within its city limits. With the growing concern for sustainable growth, many corporations desire to engage favorably in the local economy. This funding source allows corporations to invest in the development and enhancement of new or existing facilities. This is done through direct donations or sponsorships and staffing of programs and events.

### **General Obligation Bonds**

Used primarily for capital improvements and general public improvement, these bonds are issued with the approval of the electorate.

### **Inter-local Agreements**

Contractual relationships entered into between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/development of meeting and convention facilities, sports fields, regional parks, or other facilities.

### **Special Improvement District/Benefit District:**

Taxing districts established to provide funds for certain types of improvements that benefit a specific group of affected properties. This can include Tax Increment Financing Districts. Improvements may include infrastructure, street lighting, landscaping, erection of fountains, and acquisition of art, and supplemental services for improvement and promotion,

### **Revenue Bonds**

Bonds used for capital projects that will generate revenue for debt service where fees can be set aside to support repayment of the bond.

### **Partnerships**

Partnerships help to share costs, risks, responsibilities, and asset management based on the strengths of each partner. Partnerships can be developed between two government entities, a non-profit and a City department, or private businesses or organizations and a City agency. Development of a "Friends of Palestine" advocacy organization for fundraising is a great way to engage citizens and create community.

### **Annual Appropriation/Leasehold Financing**

This is a c financing structure which requires use of a third party to act as issuer of the bonds, construct the facility and retain title until the bonds are retired. The City enters into a lease agreement with the third party, with annual lease payments equal to the debt service requirements. The bonds issued by the third party are considered less secure than general obligation bonds of the City, and therefore more costly. Since a separate corporation issues

these bonds, they do not impact the City's debt limitations and do not require a vote. However, they also do not entitle the City to levy property taxes to service the debt. The annual lease payments must be appropriated from existing revenues.

#### **Dedication/Development Fees**

These fees are assessed for the development and upgrade of parks, recreational facilities, open spaces, and trails and can apply to residential, industrial, and/or commercial properties.

#### **Foundation/Gift**

Many tax-exempt, non-profit organizations offer a variety of means to fund and promote specific causes, activities or issues. These can be in the form of capital projects campaigns, fundraisers, endowments, etc.

#### **Irrevocable Remainder Trusts**

These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to the City in a trust fund that allows the fund to grow over a period of time and then is available for the City to use a portion of the interest to support specific amenities, facilities or programs that are designated by the trustee.

### Neighborhoods and Housing

#### **Volunteerism**

The revenue source is an indirect revenue source in that persons donate time to assist the community in providing a product or service on an hourly basis. This reduces the City's cost in providing the service plus it builds advocacy into the system.

#### **Friends Associations**

These groups are formed to raise money typically for a single focus purpose that could include a park facility or neighborhood programs that will better the community as a whole.

#### **Neighborhood Associations**

A Neighborhood Association is a group of residents, business representatives, and/or other interested citizens that devote their time and energy to improve and enhance a well-defined, geographic area that they and others live. Neighborhood associations offer an opportunity for government officials, developers or others to solicit input from the residents that live within a specific geographic area.

A well-organized, diverse group of neighbors can be a powerful force in building a cohesive neighborhood where people want to become involved in neighborhood issues, and can empower residents to work together in improving their neighborhood.

### **Public Improvement District (PID)**

PIDs may be formed to develop, rehabilitate or expand affordable housing; create water, wastewater, health and sanitation, or drainage improvements; street and sidewalk improvements; mass transit improvements; parking improvements; library improvements; park, recreation and cultural improvements; landscaping and other aesthetic improvements; art installation; creation of pedestrian malls or similar improvements; supplemental safety services for the improvement of the district, including public safety and security services; or supplemental business-related services for the improvement of the district, including advertising and business recruitment and development.

### **Land Banks**

A land bank is an entity established to assemble, temporarily manage, and dispose of vacant land for the purpose of stabilizing neighborhoods and encouraging re-use or redevelopment of urban property. Land banking may be a viable option in addressing distressed areas and preserving a diversity of housing opportunities. <http://www.hud.gov/offices/cpd/about/conplan/foreclosure/landbanks.cfm>

### **Non-Profit Organizations**

Non-profit organizations can assist in the construction and rehabilitation of affordable housing. [http://www.habitat.org/how/about\\_us.aspx](http://www.habitat.org/how/about_us.aspx)

### **HOME Programs**

Authorized under the Cranston-Gonzalez National Affordable Housing Act, the purpose of the program is to expand the supply of decent, safe, affordable housing and strengthen public-private housing partnerships between Units of General Local Governments, Public Housing Authorities, nonprofits, and for profit entities.

Programs include Homeowners Rehabilitation Assistance, Homebuyer Assistance, Tenant-Based Rental Assistance, Single Family Development Assistance for non-profits, and assistance for persons with disabilities.

<http://www.tdhca.state.tx.us/home-division/index.htm>

### **Housing Tax Credit Program**

Administered by the Texas Department of Housing and Community Affairs, the HTC program is one of the primary means of directing private capital toward the development and preservation of affordable rental housing for low-income households. The HTC program funds the development of affordable multifamily rental properties or rehabilitation of existing properties that are willing to maintain affordable rents for an extended period of time.

Tax credits are awarded to eligible participants to offset a portion of their federal tax liability in exchange for the production or preservation of affordable rental housing. The value associated with the tax credits allows residences in HTC developments to be leased to qualified households at below market rate rents. Note that developments financed through housing tax credits can include a mix of low income and market rate units.

<http://www.tdhca.state.tx.us/multifamily/faqs-htc-basics.htm>



### Parks and Open Space

#### **Revised Intermodal Transportation and Efficiency Act (H.R. 2889)**

This funding program was originally authorized by the Federal Government in 1991. Funds are distributed through the state. There are several million dollars in enhancement revenues available for transportation related projects, including bicycle and pedestrian trails, rail depot rehabilitation, landscaping, and beautification projects

#### **Hotel, Motel and Restaurant Tax**

A city may impose a hotel occupancy tax (HOT tax) by passage of an ordinance. The tax based on gross receipts from room charges can be used to fund programs that support and encourage tourism.

#### **Texas Recreation and Parks Account (TRPA) Program**

The Texas Local Parks, Recreation, and Open Space Fund is administered by the Texas Parks and Wildlife Department (TPWD). Funds are available on a fifty percent (50%) cost share basis.

(<http://www.tpwd.state.tx.us/business/grants/trpa/>)

#### **National Tree Trust Partnership**

The link provides databases for a number of funding opportunities.

(<http://meldi.snre.umich.edu/node/21529>)

#### **Land Trust**

Many counties have developed land trusts to help secure and fund the cost for acquiring land that needs to be preserved and protected for greenway purposes. This could be a good source to look to for acquisition of future lands.

#### **Texas Department of Forestry Urban and Community Forest Challenge Grant:**

Matching grants are available on a 50/50 cost share basis for a variety of projects including program development, beautification, staffing and training workshops. These are small grants of \$5,000 to \$15,000. In-kind services and/or private money can provide the matching funds. This is an excellent opportunity to leverage community-based volunteerism.

(<http://www.fs.fed.us/ucf/nucfac>)

#### **Greenway Utility**

Greenway utilities are used to finance acquisition of greenways and development of the greenways by selling the development rights underground for the fiber optic types of businesses.

#### **User Fees**

Cities often levy Fees for use of city facilities, parks and open spaces for special events or programs. The City must position its fees and charges to be market-driven and based on charges levied by comparable public and private facilities.

#### **Recreation Service Fees**

These dedicated user fees allow participants the opportunity to contribute toward the upkeep of parks and recreation facilities they use and can apply to all organized activities which require a reservation of some type. Examples of activities are sports leagues, special interest classes, and other organized programs requiring exclusive or intense use of a facility. The funds are used to maintain existing facilities or constructing new ones.

## Business and Employment

### **Enterprise Zones**

The Texas Enterprise Zone Program is an economic development tool for local communities to partner with the State of Texas to promote job creation and capital investment in economically distressed areas of the state. Designated projects are eligible to apply for state sales and use tax refunds on qualified expenditures.

[http://www.texasahead.org/tax\\_programs/enterprise/](http://www.texasahead.org/tax_programs/enterprise/)

### **Food and Beverage Tax**

The tax is usually associated with convention and tourism bureaus, but can also include parks and recreation agencies as they manage many of the tourism attractions.

### **Capital Improvement Fees**

These fees are on top of the set user rate for accessing facilities such as convention and visitor facilities, golf courses, recreation centers and pools to support capital improvements that benefit the user of the facility.

### **Concession Management**

Concession management is from retail sales or rentals of soft goods, hard goods, or consumable items. The City either contracts for the service or receives a percentage of the profit after expenses.

### **Private Concessionaires**

Contract with a private business to provide and operate desirable recreational activities financed, constructed, and operated by the private sector with additional compensation paid to the City.

### **Naming Rights**

Many cities and counties sell the naming rights for new buildings or renovation of existing buildings and facilities for the development cost associated with the improvement.

### **Transfer of Development Rights Agreements (TDR)**

TDR's are a market based technique that encourages the voluntary transfer of growth from places where a community would like to see less development (called sending areas) to places where a community would like to see more development (called receiving areas). The sending areas can be environmentally-sensitive properties, open space, agricultural land, wildlife habitat, historic landmarks or any other places that are important to a community. The receiving areas should be places that the general public has agreed are appropriate for extra development because they are close to jobs, shopping, schools, transportation and other urban services.

### **Private Developers**

These developers lease space from City-owned land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for building or facility enhancements. These could include a golf courses, convention facilities, sports complexes, equestrian facilities, and recreation centers.

**Sales Tax**

This revenue source has been very successful in funding park systems and other community improvements. This tax is very popular in high traffic tourism type cities and with county and state parks.

**Advertising Sales**

This revenue source is for the sale of tasteful and appropriate advertising at city facilities such as park and recreation related structures.

**Land and Water Conservation Fund**

The LWCF Program provides matching grants to States and local governments for the acquisition and development of public outdoor recreation areas and facilities (as well as funding for shared federal land acquisition and conservation strategies). The program is intended to create and maintain a nationwide legacy of high quality recreation areas and facilities and to stimulate non-federal investments in the protection and maintenance of recreation resources across the United States (<http://www.nps.gov/lwcf/>).

**Texas Department of Transportation (TxDOT)***The Landscaping Cost Sharing Program:*

Fifty percent (50%) cost sharing support is available for both highway and pedestrian landscape projects on routes within the designated permanent state highway system.

**Easements**

This revenue source is available when the City allows utility companies, businesses, or individuals to develop some type of an improvement above ground or below ground on their property for a set period of time and a set dollar amount to be received by the City on an annual basis.

## KEY PROJECTS

Key Projects are distinct and limited approaches to advancing the Comprehensive Plan’s short term priorities. Although these projects can be implemented over the near term, they are anticipated to have a substantial impact on Palestine over a longer period of time by enhancing the city’s distinctiveness and reinforcing its existing strengths. These Key Projects are intended to build on Palestine’s positive aspects, creating a more accessible, functional, engaged, attractive, and enjoyable community.

The City of Palestine can begin implementing the comprehensive plan’s priorities by undertaking any one of the Key Projects: they are not prioritized. The Key Projects coordinate with four Comprehensive Plan components: Downtown, Neighborhoods and Housing, Parks and Open Space, and Business and Employment.

Identified projects are:

- Downtown Redevelopment Plan
- Neighborhood Program
- Medical District Initiative
- Greenway/Trails Network



FIGURE 44: KEY PROJECTS SERVE AS “JUMP STARTS” FOR FUTURE PROGRESS

## Downtown Redevelopment Plan

### PURPOSE

Develop the downtown core as a unique civic, commercial, and retail hub while maintaining a strong connection to Palestine's heritage.

### IMPORTANCE

Redevelopment of the Downtown core can be a catalyst to encourage new growth and additional redevelopment within the historic heart of the city.

### BENEFITS

- Increased revenue for the city
- Increased number of businesses and attractions available to people in the Downtown area
- Draw an increased number of people and consumers to Downtown
- Provide additional housing options within the downtown core
- Provide a central public gathering space for civic events and celebration
- increased entertainment and cultural opportunities for all ages
- A sense of place identifying a true Downtown

**GOAL D1: ENHANCE THE VIBRANCY AND ECONOMIC VITALITY OF DOWNTOWN.**

**GOAL D2: MAINTAIN AND RESTORE THE HISTORIC FABRIC OF DOWNTOWN.**

**GOAL D3: DEVELOP DOWNTOWN AS A COMMUNITY GATHERING PLACE FOR EVENTS AND CELEBRATIONS.**

FIGURE 45: KEY GOALS ADDRESSED BY DOWNTOWN PLAN

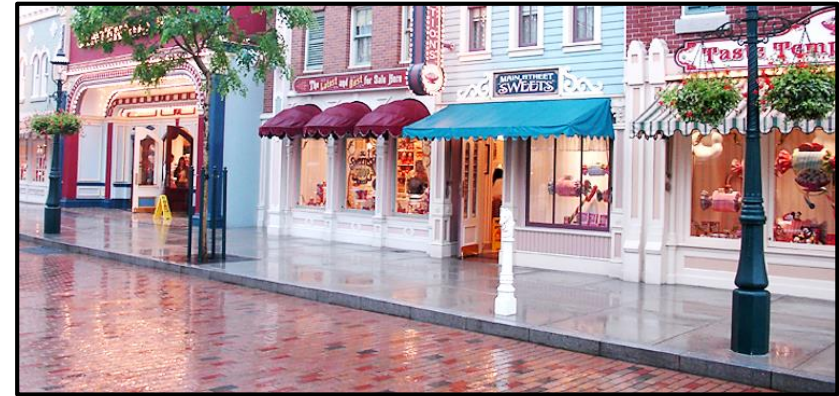


FIGURE 46: A REDEVELOPED DOWNTOWN CAN INCLUDE VIBRANT AND ATTRACTIVE PEDESTRIAN STREETSAPES

### CHALLENGES

- Existing facilities requiring significant remediation before redevelopment can occur
- Aging infrastructure
- Complex funding strategies
- Cooperation between public and private entities

### STEPS TO ACCOMPLISHMENT

- Establish community based steering committee
- Contract with outside consultant
- Complete current use and condition inventory of study area
- Establish potential for building reuse
- Coordinate with area businesses and organizations
- Establish and implement citizen engagement strategy
- Coordinate funding structures and mechanisms, including incentives
- Revise development ordinances per plan
- Demolish un-restorable structures
- Construct new streetscape and public space amenities

## Neighborhood Program

### PURPOSE

Create a city-wide neighborhood program in Palestine that connects people and resources, connects neighborhoods to the city, and provides for support for neighborhood organizations and improvements for the broader community.

### IMPORTANCE

Neighborhoods are the base of a community. Great neighborhoods and involved citizens contribute to a higher quality of life as well as a greater investment in the economy. Neighborhood resources can best address many issues close to home. Neighborhoods that are visually appealing, secure, and engaged contribute to the success of Palestine and help make it a place where people want to live, work, and play.

### BENEFITS

- Fosters a greater sense of community by empowering residents to address specific concerns
- Improves communication between residents, neighborhood organizations, and the city
- Engages community people and resources to help make neighborhoods better places to live
- Results in more visually appealing neighborhoods

### CHALLENGES

- Bringing residents with different interests and backgrounds together to pursue common goals
- Engaging residents who are often overlooked in other community outreach efforts, like renters and citizens whose first language is not English



FIGURE 47: STREET TREE PLANTING, CLEANUP, AND COMMUNITY GARDENS IN VACANT LOTS ALL ENGAGE THE NEIGHBORHOOD

### STEPS TO ACCOMPLISHMENT

- Develop a working group of city departments to work with outside consultant to develop an approach to establishing and building strong and enduring neighborhood-City relationships
- Contract with outside consultant to assist with developing neighborhood engagement plan
- Develop social media campaigns targeted to Palestine's neighborhoods and youth to promote civic education and exchange of ideas
- Develop annual Neighborhood Academy to promote neighborhood engagement and education and provide tools for neighborhood success

**GOAL N2: ENABLE HOMEOWNERS TO REMAIN IN THEIR HOMES SAFELY, COMFORTABLY, AND AFFORDABLY.**

**GOAL N3: EMPOWER HOMEOWNERS TO ADDRESS ISSUES WITH PROPERTY MAINTENANCE, AESTHETICS AND CODE ENFORCEMENT WITHIN THEIR NEIGHBORHOODS.**

FIGURE 48: KEY GOALS ADDRESSED BY NEIGHBORHOOD PROGRAM

## Citywide Trails/Greenway Network

### PURPOSE

Provide a network of trails and open space throughout the community, increasing pedestrian accessibility, connecting neighborhoods with retail and recreation, and enhancing Palestine's appearance, appeal, and sense of place.

### IMPORTANCE

The trails and greenway network can be used for both recreation and transportation, and is a key component of citywide accessibility. The network can improve public health by allowing residents to exercise close to home. The greenway/trails network can also appeal to visitors and potential residents by offering improved quality of life.

### BENEFITS

- Provide an amenity to residents
- Attract new residents
- Can bolster tourism
- Increase property values
- Improve public health
- Provide an alternative mode of transportation

### CHALLENGES

- May need to acquire right of way to develop
- Trail construction can be expensive
- Some segments may be most cost effective if provided through dedication requirements at subdivision construction, which may be many years away
- Increased maintenance costs of larger network



FIGURE 50: A CITYWIDE TRAILS AND GREENWAY NETWORK HAS MANY BENEFITS

### STEPS TO ACCOMPLISHMENT

- Plan the preferred network in cooperation with citizens, civic groups, city staff, and outside consultants as necessary
- Plan a phased approach to construction, determining which sections of the network should be completed in five years, the next five, and so on
- Acquire necessary right of way
- Require developers to dedicate land and/or connect to the network so that it can be used as a transportation option
- Dedicate funding and combine with grant opportunities as they arise
- Construct the Trails/Greenway network
- Maintain the network's infrastructure and landscaping

**GOAL P2: PROVIDE AN INTERCONNECTED SYSTEM OF HIGH QUALITY, ACCESSIBLE MULTI-USE TRAILS AND GREENWAY CORRIDORS THAT OFFER DIVERSE, HEALTHY OUTDOOR EXPERIENCES WITHIN A RICH VARIETY OF LANDSCAPES AND NATURAL HABITATS, ACCESSING AND CONNECTING THE AREA'S NATURAL ENVIRONMENTAL FEATURES, PUBLIC FACILITIES AND DEVELOPED LOCAL NEIGHBORHOODS AND BUSINESS DISTRICTS.**

FIGURE 49: KEY GOALS ADDRESSED BY A CITYWIDE TRAILS AND GREENWAYS NETWORK

## Medical District Initiative

### PURPOSE

Create a special Medical District to promote and enhance business and employment opportunities in the ambulatory medical care and affiliated businesses, as well as provide opportunities for senior independent and assisted living, workforce housing, and supporting retail and commercial activities.

### IMPORTANCE

Palestine has a vital and growing medical services sector, much of which is concentrated along Loop 256 between Highways 79/84 and South Sycamore Street/322. Some of Palestine's largest employers are located in this area, and there is available land for growth. In addition, there is an increasing demand for these services, both from an aging population within Palestine, and from neighboring counties to the south and west which have been designated as medically underserved areas. A vibrant medical district can strengthen Palestine's economy and offer more and better paying employment opportunities for current and future residents.

### BENEFITS

- Potential for job creation
- Attraction of new businesses
- Increase in well-paying jobs
- Better ability to market Palestine as a medical services destination
- Economic development throughout the city

### CHALLENGES

- Funding
- Coordinating efforts of businesses, schools, developers, and economic development organizations
- Integrating with other economic development efforts



FIGURE 51: A MEDICAL DISTRICT CAN INCLUDE HOTELS, RESTAURANTS, RETAIL, AND HOUSING

### STEPS TO ACCOMPLISHMENT

- Establish steering committee
- Engage outside consultant to assist in development of comprehensive strategy
- Engage community
- Develop overlay boundary
- Coordinate funding structures and mechanisms, including incentives
- Revise development ordinances per plan
- Develop joint efforts with UT Tyler campus and Trinity Valley CC for nursing and kinesiology programs

**GOAL B1: DEVELOP A SOUND LOCAL ECONOMY WHICH ATTRACTS INVESTMENT, INCREASES THE TAX BASE, CREATES EMPLOYMENT OPPORTUNITIES FOR PALESTINE RESIDENTS AND GENERATES PUBLIC REVENUES.**

**GOAL B3: DEVELOP AN INCREASED FLOW OF PUBLIC REVENUES ACCRUING FROM ECONOMIC DEVELOPMENT.**

FIGURE 52: KEY GOALS ADDRESSED BY MEDICAL DISTRICT INITIATIVE