

# 13. Implementation Plan



**T**he purpose of a plan is to organize for action. The Tyler 21 Comprehensive Plan expresses Tylerites' values and aspirations for how the city should grow in the next 20 to 25 years. It is the result of an intensive community dialogue starting with the survey, Community Visioning Retreat and Neighborhood Open Houses, which resulted in a vision for the future and a set of principles to guide decision making. This unprecedented community process continued through the Working Group meetings focusing on specific plan elements. Throughout, the process was overseen by the Steering Committee made up of a diverse and representative group of community leaders. Assisted by staff and consultants, Tylerites have now created a framework of goals, policies and actions designed to achieve the vision. It is time to bring the Plan to life.

This chapter discusses the tools and specific activities that are needed to implement the Tyler 21 Plan and overall stewardship of the plan to keep it useful and current. The first three sections provide a general discussion of the tools needed to advance the plan, focusing especially on zoning and on urban design. As part of the Tyler 21 process, a Joint Committee on Code Review is working with a consultant to revise Tyler's land use regulations to be compatible with the Comprehensive Plan and to be more user-friendly. The fourth section describes ways to incorporate the Plan into day-to-day decision making and to assess progress and make needed revisions so that the Plan remains relevant. The last section of this chapter is a set of action plans corresponding to each of the plan elements. Although there is more detailed focus on actions that the City can take to implement the plan, many actions will also need the participation of private sector partners.

## A. Stewardship of the Plan

The Tyler 21 planning process has been somewhat unusual for the very high degree of participation by the city's elected leadership, the Mayor and the City Council, and the city's administrative leadership, the City Manager and Deputy City Manager. Along with the successful public participation process, this commitment to the plan by city leaders bodes well for stewardship and implementation of this Plan. However, individuals move in and out of city government and the day-to-day demands on the attention of elected officials and staff can push the Plan into the background as a decision-making tool. It is important to create systems and procedures to make sure that the Plan is used to guide decision-making, that it is evaluated regularly to see if strategies are working and if it continues to reflect community goals. Successful implementation of the Tyler 21 Plan will require coordinated activity from many municipal departments, from elected leaders, and from partners in the private and nonprofit sectors. Accordingly, the following measures are recommended.

- **Review progress on the Plan in an annual City Council meeting.**

A public review of how the City is using the Plan, the way Plan objectives have shaped decision-making, successes and obstacles to implementation, and new circumstances that may affect the Plan's goals and principles will keep the Plan current as officials and the public are reminded of its contents.

- **Use the Plan annually in preparing and approving departmental work plans, the City’s budget and its capital improvements program.**

As each department prepares its work plan and its budget and capital improvements requests, it should be required to consult the Comprehensive Plan for guidance and articulate how the budget and CIP requests reflect the Plan. The Half Cent Sales Tax Board and overall CIP preparation should go through a similar process. The annual plan review session for the City Council could be held in advance of the council’s consideration of the annual budget and CIP.

- **Schedule a public process to review Comprehensive Plan progress and the Plan’s vision, goals and principles at least every five years.**

A Comprehensive Plan must reflect the needs and aspirations of community residents. It must be a flexible document that can change according to circumstances. A series of public meetings in conjunction with public surveys and/or Web-based opportunities for public input should be held at least every five years. The process should include a summary of progress made on implementing the Plan, unforeseen circumstances—both opportunities and obstacles—that affect implementation, and a review of the overall vision, goals and principles of the Plan. The public should then be asked to confirm, revise, remove or add to these aspects of the Plan.

- **Update the Comprehensive Plan more thoroughly at least every 20 years.**

Many communities update their comprehensive plans every ten years, but at a minimum, the Plan should be thoroughly updated at least every 20 years. This should include a major public participation process and detailed attention to every plan element.

## B. Zoning

### APPROACHES TO ZONING

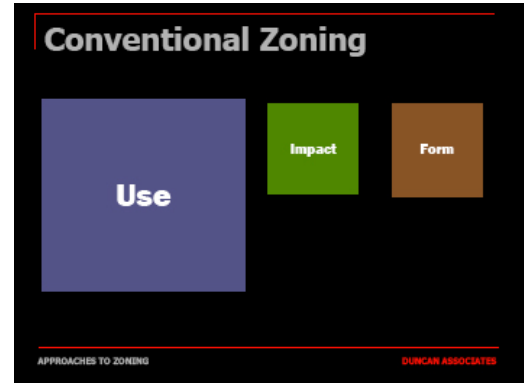
Land use zoning first appeared in the United States in 1916. The zoning system that emerged in the early twentieth century is now called conventional or “Euclidean” zoning (after *Euclid v. Ambler*, the 1926 Supreme Court case that validated zoning as a proper exercise of municipal police power). As some of the disadvantages of conventional zoning became evident by the second half of the twentieth century, new zoning approaches emerged, including performance zoning and design-based zoning. Conventional zoning remains the basis of most zoning systems today, but many jurisdictions have added aspects of performance zoning and design-based zoning. New or rewritten codes for entire jurisdictions, like the Unified Development Code that is being created as part of the Tyler 21 planning process, are generally hybrids, balancing a mix of approaches tailored to the community.

#### Conventional Zoning

Conventional zoning was originally created to separate industrial and other noxious land uses from residential areas, and particularly to preserve quality of life and property values in single-family home neighborhoods. Conventional zoning regulates the uses and dimensions of development:

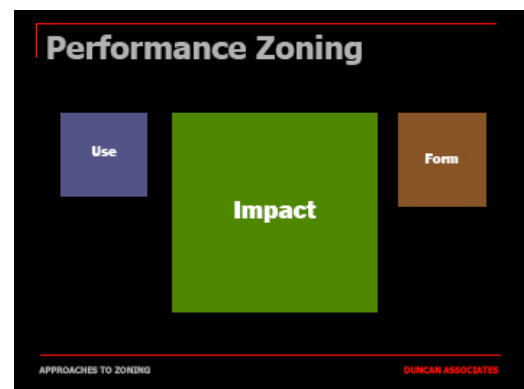
- Type and mix of land uses
- Size and dimension of lots
- Type, size and height of buildings
- Distance of front, side and rear setbacks
- Width and length of streets and sidewalks
- Amount and size of off-street parking

Conventional zoning separates land uses deemed to be incompatible and is prescriptive, in that it specifies land uses and required maximum or minimum dimensions, parking, etc. This prescriptive character makes it easy to implement both by governments and by property owners because there are no judgment calls when the zoning says, for example, that a building must be ten feet from the front lot line. However, conventional zoning also focuses on proscription, that is, it focuses on what is not allowed rather than articulating what is actually desired. Conventional zoning provides some certainty about development outcomes and, because it is long-established, it is familiar to everyone, but it is inflexible and inhibits design creativity. It is one, though not the only, source of the “Anywhere, USA” sprawl landscape that has produced a built environment lacking in distinctiveness. A variety of “relief valves” have been developed to try to deal with the homogenizing and inflexible outcomes of conventional zoning. Variances, conditional uses, special exceptions, bonuses and incentives, planned unit developments, and similar devices are intended to allow for more tailoring of development to particular conditions and desired results. However, they also contribute to the complexity of many conventional zoning codes.



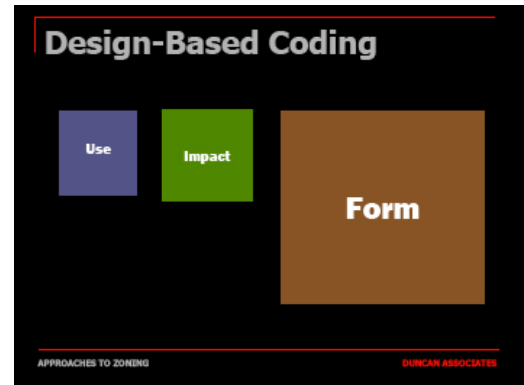
### Performance Zoning

Performance zoning has its origins in industrial performance standards that identified limits on measurable industrial impacts such as noise, vibration, light, dust, smells, and so on, and that were incorporated into zoning codes for industrial land uses. This idea was expanded in performance zoning to regulation of the effects of the built environment. Unlike conventional zoning, which assumes certain uses are incompatible and separates them, pure performance zoning assumes virtually any uses can be made compatible if impacts are properly managed. Because it can provide flexibility to developers and designers to present their own solutions to mitigate impacts for administrative review, the specific outcomes are not always predictable. Generally speaking, performance zoning requires highly-trained administrators who have the confidence of both residents and developers. Performance zoning emerged in the 1970s and 1980s. There are few places with a pure performance zoning system, but some aspects of performance zoning are incorporated into many communities’ zoning codes.



### Form-Based Codes

Form- or design-based zoning codes are the newest response to the rigidities of conventional zoning. They focus more on building form than on land uses and are based on a transition from low densities at the periphery to high densities at the center – of a city, a district or a neighborhood. These codes are a reaction to conventional zoning’s separation of land uses, which made it impossible to build mixed-use neighborhoods and districts, and its neglect of the public realm, which resulted in visually- and functionally-impoverished environments that were often ugly and functional for only one type of user. Form-based codes are very detailed and prescriptive about certain aspects of design and use many visuals to give a positive vision of what is desired, rather than focusing on what should be excluded. They require a design-focused community process up front. In existing communities, these kinds of codes have generally been applied in specific districts, such as a commercial corridor, rather than city-wide.



### Hybrid Zoning Codes

Conventional, performance, and design-based zoning codes all have advantages and disadvantages. Because of its familiarity and long institutional history, conventional zoning is likely to remain the foundation of most zoning codes. However, performance standards and form-based elements are valuable to increase the flexibility of conventional zoning. For example, conventional zoning is organized in separate-use districts on a citywide basis and is not effective in mediating impacts at the edges of districts – which is precisely the strong point of performance zoning. Form-based codes are organized around the street and the neighborhood and are particularly good about conveying what is desired in terms of the relationship between private buildings and the public street.

### TYLER’S CURRENT ZONING CODE

The zoning ordinance is one of the primary tools the people of Tyler have to implement the goals and policies of the Tyler 21 Comprehensive Plan. Chapter 10 of the Tyler Code of Ordinances currently includes zoning and subdivision regulations and code sections governing Annexation, Historical Preservation, Right-of-Way Closure and Name Change, Oil and Gas, and the Cotton Belt Train Route Depot. The last major update to the zoning code was in 1997, with further substantive amendments to various sections in 2003 and 2007. The 1997 update process was not comprehensive in the sense that it added many new provisions to an older ordinance and did not eliminate redundancies, resolve conflicting provisions, or improve on the ordinance’s overall usability. The existing Tyler zoning ordinance has all the earmarks of a code that has been added to incrementally and has not been comprehensively reviewed or revised in many years. The comprehensive rewrite and reorganization of the code that is currently underway is needed if the goals of Tyler 21 are to be successfully realized.

## Consistency and Usability

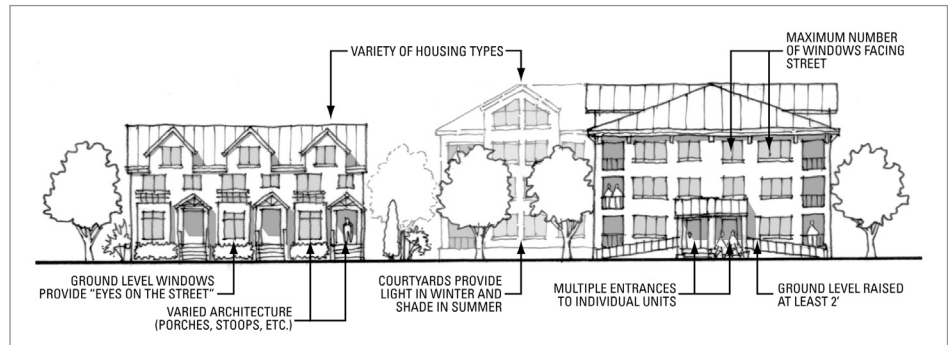
Tyler's zoning code can benefit from many organizational improvements that will make it more usable, internally consistent, and efficient. Examples of how the ordinance can be made easier to use and understand include the following:

- Review and approval procedures can be more explicit and clearly organized. There are seven distinct review and approval procedures sprinkled throughout the ordinance, including special use permits, zoning map amendments, subdivision plat applications, and more land development permits, including grading permits and floodplain development permits. With only a few exceptions, the procedures are not labeled in the table of contents and they are scattered throughout the ordinance. What is more, the procedures themselves do not clearly describe what is required of the applicant, staff, commission members, or city councilors. The lack of a clear organizational approach and the absence of straightforward descriptions of procedures are hardly unique to Tyler. Rather these traits are symptomatic of an ordinance that has been amended over time, with no full-scale attempt to clean it all up.
- A zoning ordinance is seldom read from start to finish, which means users need tools to direct them to the sections that relate to their question or issue. An orderly table of contents and an index are two must-have components in a user-friendly zoning ordinance. Tyler's current zoning ordinance misses the mark in both respects.
- One of the simplest means of improving the usability of a zoning ordinance is to take numerical standards that are described in narrative form and put the information into one or more tables. In Tyler's case, that change can reduce that section of the ordinance from approximately 45 pages to five pages. Tables are also important for standards such as allowed uses. By displaying the uses in a matrix, code users can instantly see which uses are permitted where, and can easily spot errors of omission that might occur during future amendments.
- Graphics are most helpful for illustrating procedures and building form standards. Chapter 10 currently has some illustrations but they are of marginal quality, inconsistent appearance, and very limited utility. Graphics can be used to depict permitted building sizes, orientation, setbacks, landscaping requirements among other standards. Rules of measurement (e.g., what counts as frontage?) are also much easier to grasp when a drawing is included.
- The treatment of definitions in Chapter 10 is also emblematic of an out-of-date ordinance. There are no fewer than 14 separate sets of definitions and some terms are defined and labeled in more than one way. However, there are land uses and general terms used in the ordinance that are not included in the Definitions section and land uses that are in the Definitions section that do not appear in the use table or anywhere else in the ordinance. And finally, many of the definitions in the ordinance contain regulatory standards, which is a problem. To minimize the chance for inconsistency and confusion, standards should only appear in the regulations, not in the definitions. A definition should be value neutral; all numerical standards, dimensional requirements, etc. belong in the code itself.

## Zoning Districts

As a general rule of thumb, the fewer the zoning districts in an ordinance, the easier the regulations will be to understand and administer. Tyler currently has 24 zoning districts, including nine residential, four commercial,

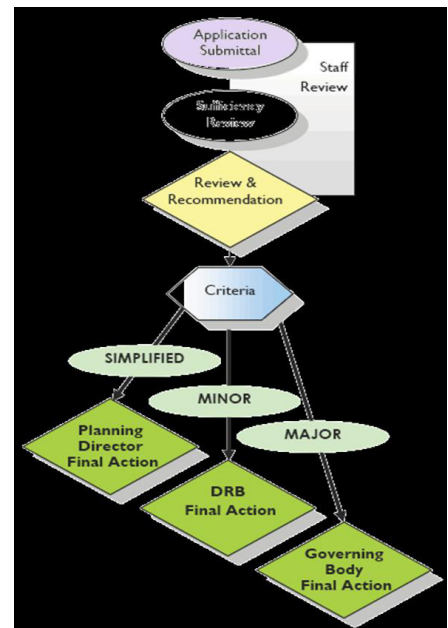
two office, five special purpose (e.g., educational, health services), and four planned districts. While the number of zoning districts in the Tyler ordinance is comparable with other cities, there are several opportunities where existing zoning districts can be eliminated and combined with another district of the same basic type. An easy way of determining which districts may no longer be needed is to look at a zoning map to see which districts are in use and to what extent. In addition, where the dimensional and density requirements for districts are similar and there is little variation from one district to the next, there is an opportunity to combine districts. At the same time, the Tyler 21 Comprehensive Plan recommends that several new district types be created: a downtown arts and culture district; neighborhood conservation districts; mixed-use districts; and commercial corridor overlay districts.



## The Updated Code: Hybrid Zoning in a Unified Development Ordinance

The updated zoning ordinance being prepared for Tyler will be a unified development code, which is to say that it will combine all development regulations, including zoning and subdivision, street and sidewalk standards, landscaping and tree protection, parking, open space, sign regulations, stormwater and erosion control provisions into a single document. The foundation of the ordinance will continue to be the conventional zoning model, but aspects of performance zoning and form-based zoning will be incorporated where they would be more effective in promoting the goals of the Tyler 21 Comprehensive Plan. The new code will have the following characteristics:

- A single, uniform set of definitions and terminology
- A refined list of zoning districts and a new land use classification system
- Integrated procedures with step-by-step details on the sequence of development approvals
- Illustrated design guidelines and standards
- A detailed table of contents and index



*Tyler's zoning ordinance can be made more user-friendly by including illustrations.*



- Hyperlinks to code sections (in the electronic version) and site design standards
- A completely new look featuring a new and improved page layout and content described above.

The current ordinance does not enable the City to implement new development concepts in the Plan, for example, creation of a Business, Arts and Culture mixed-use district downtown, as well as other mixed-use districts, new design and development guidelines for commercial areas, corridors and mixed-use districts, the establishment of neighborhood conservation districts, subdivision design modifications and alternative options. It would be difficult to implement these objectives using the existing ordinance. The new strategies under consideration for the updated code are directed towards creating more compact and mixed-use development at human-scaled environments with more connectivity.

## C. Urban Design

Many of the issues central to Tyler 21 require new approaches to urban design as an integral part of the implementation program. But what is “urban design”? In the broadest terms, urban design is the process that shapes urban environments at a variety of scales, from regions and cities as a whole, to city districts or neighborhoods, down to individual lots. Urban design is concerned with the physical character of spaces in three dimensions. It is not, as sometimes thought, simply about visual appearance or style. Urban design affects many aspects of how we experience places, including how the different elements of spaces, such as buildings, sidewalks, roads, parking lots, and parks, relate to one another; how spaces function in facilitating, directing or obstructing people’s activities; and how spaces express aesthetic values. Although urban design can be practiced both in publicly-owned and privately-owned places, the focus here will be on the public realm and on private places that are commonly open to the public, such as retail developments.

Many aspects of the Tyler vision and principles focus on issues that are the province of urban design: creation of beautiful public places; growth that reflects sense of place and community; connected networks of parks and trees; a reinvigorated downtown and North End; preservation of historic resources; improvements in transportation and a more pedestrian- and bicycle-friendly community. Although this section began with a call for “new approaches” to urban design, in many ways Tyler needs to return to some of the urban design and placemaking strategies that were prevalent before 1960. The older parts of the city were created at a human scale—laid out in a connected grid of streets with small blocks, sidewalks and tree-lined streets, parks and schools as the center of neighborhoods, shops clustered together and built to the sidewalk, and streets that accommodate cars without being dominated by cars. Tylerites are justifiably proud of the city’s many beautiful residential neighborhoods and its identity as a green city of trees and flowers. However, the public realm of streets and commercial areas often does not reflect this beauty and land uses are organized in ways that limit connections and increase congestion. During recent decades, both residential and commercial development has been laid out in bigger blocks, with fewer connecting streets, limited or no facilities for pedestrians, and a general orientation to accommodate vehicles over people.

Adherence to a few basic interrelated urban design principles in the future will make a very big difference in achieving the goals of Tyler 21:

- **Focus on creating human-scaled environments.**

What this means is that places should be designed primarily at a scale that is comfortable for people, rather than at a scale primarily focused on vehicles. This is true even for major roads like South Broadway Avenue and Loop 323 and the retail areas that line these roads. It is hard for many people to imagine that the environment on these roads could ever change, but over time, by focusing on how to make both the street itself and the retail areas more functional and attractive for people, these districts will become even more successful than they already are. A central design question throughout Tyler (and everywhere else) is how to provide vehicle access and storage with a minimum impact on pedestrians and the quality of the environment.

- **Focus on streets as three-dimensional shared spaces.**

Streets are the most important public spaces in any city and are made up of the travel right-of-way (including sidewalks) and the land, landscaping and buildings that line the travel way. Except for limited access highways, the travel way should be shared and accessible to vehicles, bicyclists and pedestrians. The vertical elements at the edge of the street—buildings and street trees—should create a sense of enclosure. Researchers have found that the optimum relationship of the vertical (height of buildings) to horizontal (width of street) dimensions in a street corridor should be no more than 1:4. Street trees spaced no more than 35 feet can also create this sense of enclosure, even if the height to width ratio cannot. Tyler’s major roads are very wide, with rights-of-way of 110 and 150 feet. On most of these streets, buildings no more than 35 feet tall are set far back from the street behind large parking lots so the effective width of the paved area can be as much as 1,000 feet. Among other things, this lack of enclosure encourages higher vehicle speeds.



*New development in Southlake, TX includes streets at a scale comfortable for pedestrians and amenities such as sidewalks, lighting, and street trees.*

- **Create walkable environments.**

Everyone is a pedestrian at some point during every day. Walkable environments—connected, safe, comfortable, appealing—are important in both the public and semi-public realms and have been emphasized throughout this plan. In the survey, Community Visioning Retreat and open houses, Tylerites were clear about their desire for more walking opportunities. The City already requires sidewalks in new developments and residential developers have begun to provide walking trails as an amenity. Walkability depends on a variety of other design choices as well, such as block size. Smaller blocks provide more intersections and more opportunities for direct routes to destinations. In commercial areas, visual interest, safe crossings, shelter from sun and rain, human-scaled lighting, and other amenities can keep people walking.



*Kierland Commons in Phoenix, AZ, uses a variety of elements to provide shade for people and cars.*



*Planted pedestrian paths have been added to mall parking lots in Massachusetts to improve pedestrian safety and circulation.*



*Rows of trees along older highways with typical suburban-style retail development can provide a sense of enclosure and scale. (Route 9, Framingham, MA)*



*With good signage directing drivers to the right location, parking to the rear of retail buildings can be very successful.*

### Urban Design Strategies to Implement the Principles

While it is important to tailor design approaches to particular site circumstances and needs, there is a set of well-known urban design strategies that may be used on a voluntary basis in Tyler in order to achieve the goals of the Tyler 21 Plan.

- **Plant trees.** Planting trees along streets and roads and in parking lots is one of the easiest ways to enhance the public realm, create comfortable environments, and reduce heat effects. Trees should be chosen for their suitability to the task. For example, street trees along sidewalks should be chosen to have canopies sufficiently high and broad to provide shade to pedestrians.
- **Bring buildings to the street.** In both the older and newer parts of the city, buildings should be located at the sidewalk, behind a small landscaped or hardscape setback, or, in a few cases along major arterials, behind limited, single-loaded parking.
- **Put parking to the side, to the rear, in structures or underground, with clear signage to direct motorists to parking.** Parking is necessary but should not dominate street frontage. Rear parking should not, however, result in buildings that turn their backs on the street frontage.
- **Use more pedestrian-friendly site design within retail centers.** Designated pedestrian pathways along buildings and through parking lots towards building entrances, pedestrian precincts, and pedestrian connections from sidewalks directly to stores can make retail centers more attractive. In large centers, pedestrian paths at least every 300 feet to connect with entrances is a common rule of thumb.
- **Create visual interest in buildings by avoiding blank facades.** Articulated and modulated façades, windows and transparency attract interest by providing a sense of activity within.
- **Design compact subdivisions for walkability, diversity, and connectivity.** Smaller block sizes, averaging of lot sizes to allow for different housing types, narrower streets, limits on cul-de-sacs and dead end streets, provisions for future connectivity and dedication of open space will create subdivisions that, when connected together, create neighborhoods.



*New development should be close to sidewalks and have on-street or rear parking.*



*Buildings located at the sidewalk give a sense of enclosure to this new street in Frisco, TX.*



*The face that Southlake Town Square in Southlake, TX turns to the four-lane highway at its edge is of a series of buildings with architectural interest, and windows and doors opening to the sidewalk—not large parking lots in front of boxy buildings with blank walls.*

*A wide sidewalk, benches, shade, and human-scale lighting provide comfortable conditions for pedestrians in Addison, TX.*



## D. Sampling of Potential Implementation Tools

In addition to tools referenced in the Action Plans, there are a variety of tools available to help Tyler achieve the broad range of land use and programmatic goals in the Comprehensive Plan. The Tyler community prefers using incentives and encouragement to achieve desired outcomes and the most important implementation tool that city government has is its ability to decide where and how to make public investments—in infrastructure, in programs, and in development assistance. Public investments coupled with the Plan tell the development community that local government will do what it can to support new private investment that will implement the plan. A representative list of regulatory, financial and incentive-based types of tools includes:

- **Zoning and regulations.** Most people think of zoning as the preeminent implementation tool for a land use plan and zoning is certainly one of the foundations for effective implementation of a plan. Because zoning regulates land use decisions and activities, implementation of the plan will involve adjustments to zoning to make it compatible with the plan's vision, goals, and actions.
- **Urban design strategies and design review.** Better design of public and semi-public places, as well as the way that private property meets public spaces, is critical to achieving the more functional, walkable, and distinctive community called for in the Tyler 21 Vision and Principles.
- **Capital Improvement Plan and Master Street Plan.** The Comprehensive Plan goals, principles and recommended actions should be consulted as the capital improvement plan is modified every year and as decisions are made about when and how to build out the Master Street Plan. The Tyler city government has made a commitment to retire debt and pay cash for capital improvements from the Half Cent Sales Tax, but the water and sewer enterprise funds do issue bonds to pay for capital improvements. Consolidation of capital improvements into one interrelated plan will help ensure consistency with Tyler 21 goals.
- **Long-range transportation plan and the TIP (Transportation Improvement Program).** Federal and state funds for transportation improvements become available through the MPO planning process. Decision-making for Tyler transportation needs within the MPO should be coordinated to achieve Tyler 21 goals.
- **Grant programs.** Federal Community Development Block Grant (CDBG) funds help pay for housing and community development assistance to low- and moderate-income households and neighborhoods predominantly occupied by those households. Tyler currently receives approximately \$400,000 annually in CDBG funds. It also receives federal HOME funds for acquisition, rehabilitation or new construction of homes for low- and moderate-income households. Competitive grant programs for economic development and other programs are available from the federal government, as well as some from state agencies such as the Texas Parks and Wildlife Department.

- **Private and nonprofit funds.** Tyler has a number of generous foundations that so far have not focused very much on aspects of the physical development of the city. However, there could be many opportunities for partnership in improving parks and public spaces, contributing to downtown and North End revitalization, and other Tyler 21 goals.
- **Public improvement districts.** Tyler’s Neighborhood Empowerment Works (NEW) program targets a specific neighborhood every year for focused attention and services. The City Council could also designate certain areas as needing additional services or infrastructure and assess property owners in these areas according to the level of benefit they receive.
- **Tax abatements.** Property tax abatements can be granted as an incentive for desired projects. The City already provides significant tax abatements for local historic landmarks.
- **Tax Increment Financing (TIF).** TIF districts are created by the City Council to underwrite infrastructure improvements designed to encourage redevelopment. The new tax increment above the pre-investment taxable value is directed to pay for the cost of the public improvements.
- **Land assembly/land banking.** For desired projects and investments, the City can help developers by facilitating land assembly or land banking properties.

## E. Action Plans

The implementation matrices that follow were developed to provide more specific guidance about how to put the plan to work and begin transforming ideas into action. The plan has a long-term horizon, looking ahead to 2030, but it also includes a number of short- and medium-term actions that are necessary prerequisites to long-term results. Each action plan includes goals, outcomes (“what”), strategies and actions (“how”), responsible parties (“who”), a target timeline and potential resources.

**TYLER 21 DOWNTOWN TYLER ACTION PLAN**

		Short-Term Actions (2007-2011)	Intermediate Actions (2012-2017)	Long-Term Actions (2018+)		
GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES	
<b>Create a full-service, mixed-use “Destination Downtown” that functions as the center of the region.</b>	Convene major city institutions and stakeholders around the theme of downtown renaissance and revitalization.	Conduct meetings of major stakeholders to discuss downtown revitalization.	Mayor and City Council; Major stakeholders; Heart of Tyler Main Street	2007-2009	Current staff time; volunteer time	
		Create a public-private partnership or development corporation to lead the revitalization of downtown.	Mayor and City Council; Major stakeholders; Heart of Tyler Main Street	2009-2011	General funding; TIF funding; partnerships with other organizations and stakeholders	
	Create a regulatory environment that will attract desired development types and result in desired design outcomes.	Revise zoning in the downtown planning area to create a new Arts, Culture and Business District with design standards and guidelines.	Mayor and City Council; Planning and Zoning Commission; Joint Committee on Code Review; staff designated by City Manager	2007-2008	Current staff time; consulting services; general funding	
	Maintain up-to-date information on vacant and underutilized land in downtown and throughout the city.	Establish a land monitoring and tracking capacity in city government.	Staff designated by City Manager; Heart of Tyler Main Street	2008	New staff resources; general funding; partnerships with other organizations	
		Establish a downtown GIS archive that is updated at least monthly.	Staff designated by City Manager; Heart of Tyler Main Street	2008 and ongoing	Current staff time; partnerships with other organizations	
	Make infrastructure and streetscape investments that support revitalization.	Create a Tax Increment Financing (TIF) district to support revitalization investments in streetscape and infrastructure.	Staff designated by City Manager; County Commissioners Court; TJC Board of Regents	2007-2008	Current staff time; consulting services; general funding	
		Commission a streetscape plan that includes continuous, high-quality sidewalks, street trees, safe pedestrian crossings, street furniture, parks and plazas.	Staff designated by City Manager; Heart of Tyler Main Street	2009-2011	New staff resources; general funding; partnerships with other organizations	
		Upgrade utility infrastructure, as needed, to support new residential and other development.	Staff designated by City Manager	As needed, starting in 2008	Utility funding	
		Determine appropriate staff support to promote downtown economic and cultural development and assistance.	Hire staff or contract for assistance to coordinate city government and private sector downtown revitalization activity.	Staff designated by City Manager	2008-2009	New staff resources; general funding; partnerships with other organizations



**TYLER 21 DOWNTOWN TYLER ACTION PLAN**

Short-Term Actions (2007-2011)

Intermediate Actions (2012-2017)

Long-Term Actions (2018+)

GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
	Provide incentives for downtown development and redevelopment.	Consider select incentives, especially for pioneer developers, for development of priority sites.	Mayor and City Council; Staff designated by City Manager	2008 and ongoing	General funding; TIF funding; project financing options; partnerships with other organizations and stakeholders
		Consider a rent-assistance program to nurture start-up businesses.	Mayor and City Council; Staff designated by City Manager; Heart of Tyler Main Street, Property owners	2012 and ongoing	Current staff time; HUD funding; partnerships with property owners
<b>Create new “urban” residential districts and improve existing districts with infill.</b>	Create a new residential district in the western section of downtown.	Assist in land assembly.	Major stakeholders; Developers; Heart of Tyler Main Street; Staff designated by City Manager	2007 and ongoing	General funding; TIF funding; project financing options; partnerships with other organizations and stakeholders
		Consider making some City-owned land in the western land section of the downtown core available, either as public realm or for development.	Mayor and City Council	2008 and ongoing	General funding; TIF funding; project financing options; partnerships with other organizations and stakeholders
	Discuss housing development opportunities with nonprofit owners of large parking lots and vacant land that would allow them to continue to meet their parking and program needs.	Discuss desirability of development opportunities and consider commissioning a study of the financial feasibility and design options for redevelopment of properties.	Property owners; Heart of Tyler Main Street; Staff designated by City Manager	2008-2009	General funding; TIF funding; partnerships with other organizations and stakeholders
	Offer incentives for housing development.	Consider tax abatements, permit streamlining/reductions, infrastructure relocations and other incentives for early projects of new housing and infill in downtown.	Mayor and City Council	2008-2009 and ongoing	Current staff time; General funding; utility funding

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Short-Term Actions (2007-2011)		Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
<b>Support the location of new anchor destinations in downtown with City actions.</b>	Promote creation of downtown facilities by higher education and medical institutions.	Work with educational and medical institutions to locate facilities or make connections with downtown.	Mayor and City Council; Staff designated by City Manager	2007 and ongoing	Current staff time
	Provide incentives to attract new anchors, such as a hotel with meeting space, a community arts center, and an educational facility.	Determine cost and feasibility for potential incentives and inducements such as limited property tax abatement, parking garage construction, etc.	Mayor and City Council	2008-2010	New staff resources; general funding; partnerships with other organizations
	Promote downtown arts and culture activities through an existing or new organization.	Establish a downtown visitors center/community arts center.	Mayor and City Council; Heart of Tyler Main Street; Major stakeholders; Staff designated by City Manager	2008-2010	New staff resources; Heart of Tyler funding; general funding; partnerships with other organizations
<b>Enhance the public realm, including existing streets, parks, plazas, and open areas, and create new signature public spaces.</b>	Invest in a pedestrian-friendly streetscape.	Design and implement a streetscape plan by upgrading sidewalks, planting street trees that provide shade, installing pedestrian-scale street lighting, installing benches and other street furniture, and installing prominent crosswalks (including raising intersections at major crossings).	Staff designated by City Manager	2009-2011	General funding; TIF funding; private funding
	Create or enhance downtown gateways.	Develop concepts for gateway enhancements at major entryways into downtown.	Major stakeholders; Developers; Heart of Tyler Main Street; Staff designated by City Manager	2008-2011	New staff resources; consulting services; general funding; partnerships with other organizations
		Prioritize and implement gateway enhancements.	Major stakeholders; Developers; Heart of Tyler Main Street; Staff designated by City Manager	2012-2017	New staff resources; general funding; partnerships with other organizations
	Work with the County to promote enhancement of Downtown Square.	Assist in identifying enhancements for the downtown square in a process that incorporates significant public input by contributing City funds and seeking funds from the private sector.	Mayor and City Council; County Commissioners Court; Heart of Tyler Main Street; Major stakeholders; General public; Staff designated by City Manager	2009-2011	General funding; TIF funding; private funding; professional services

TYLER 21 DOWNTOWN TYLER ACTION PLAN					
		Short-Term Actions (2007-2011)	Intermediate Actions (2012-2017)	Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
		Implement enhancements for Downtown Square.	County; City; Major stakeholders	2012-2015	General funding; TIF funding; contributions from other agencies and the private sector
	Create a second public square in the western part of downtown to anchor a new arts and residential district.	Acquire land.	Mayor and City Council; Developers; Major stakeholders; Staff designated by City Manager	2008-2011	General funding; TIF funding; contributions from other agencies and the private sector
		Commission a design of the new square to include elements such as public art, an interactive water feature, shade trees and flowering plants.	Mayor and City Council; Staff designated by City Manager	2009-2011	General funding; TIF funding; contributions from other agencies and the private sector
		Construct the new square.	Staff designated by City Manager	2012-2017	General funding; TIF funding; contributions from other agencies and the private sector
		Provide funds to maintain the new square.	Mayor and City Council	After construction	General funding
	Facilitate wayfinding through uniform downtown signage.	Commission design of a signage system that provides visitors and residents with clear information about parking, community buildings, attractions, and downtown events.	Staff designated by City Manager; Heart of Tyler Main Street; Major stakeholders	2009	General funding; TIF funding; contributions from other agencies and the private sector
		Install new signs.	Staff designated by City Manager	2010-2011	General funding; TIF funding; contributions from other agencies and the private sector
	Reinforce the existing brick streets identity of downtown.	Maintain existing brick streets and where possible, uncover and repair segments of brick streets that have been paved over; use bricks from streets with fragmented brick character; and experiment with modern brick to find the best fit.	Staff designated by City Manager	2007 and ongoing	Current staff time; general funding

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TYLER 21 DOWNTOWN TYLER ACTION PLAN					
	Short-Term Actions (2007-2011)	Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
	Provide incentives for site and façade improvements in existing downtown locations and retail buildings.	Consider establishment of a Downtown Small Improvements Fund and program to provide up to \$5,000 for signage, parking lot or façade improvements that meet design guidelines in the new Business, Arts & Culture District.	Mayor and City Council; Heart of Tyler Main Street; Staff designated by City Manager	2009-2011 and ongoing	General funding; TIF funding; contributions from other agencies and the private sector
<b>Create a pedestrian, bicycle and parking plan to enhance access and connections to downtown.</b>	Create a pedestrian and bicycle plan for downtown.	Identify needs for sidewalk improvements, crosswalks, extended walk signal times, bicycle lane opportunities, bike racks, etc., and incorporate this into the streetscape design plan.	Transportation Advisory Board; MPO; Volunteer assistance from bike groups; Staff designated by City Manager	2009-2011	Current staff time; consulting services; general funding; MPO funding; volunteer time
		Identify a pedestrian route linking downtown and the medical district for improvements and signage.	Transportation Advisory Board; Staff designated by City Manager	2009-2011	Current staff time; consulting services; general funding
	Improve availability and access to parking.	Consider creation and need for a parking management district which will manage all the parking within the district, facilitate shared parking arrangements and collect fees towards a parking garage for future development.	Mayor and City Council; Heart of Tyler Main Street; Major stakeholders; Staff designated by City Manager	2012-2015	Current staff time; consulting services; general funding; TIF funding
		To aid in new development, consider a new public-private partnership for building a parking garage as part of a new anchor project.	Mayor and City Council; Major stakeholders; Developers	2008 and ongoing	Current staff time; private partnerships
	Examine creation of a rail-trail.	Study feasibility of ROW acquisition and construction of a multi-use trail.	MPO; Staff designated by City Manager.	2012-2013	Current staff time; consulting services; general funding; MPO funding
		If feasible, acquire ROW and design/construct the trail.	Mayor and City Council; Staff designated by City Manager; MPO; Private sector partners	2013-2017	Current staff time; consulting services; general funding; MPO funding
	Promote incremental improvements to existing parking lots, such as ornamental fencing and tree planting.	Include parking lot improvements as eligible projects for the proposed Downtown Small Improvements fund.	Mayor and City Council; Heart of Tyler Main Street; Staff designated by City Manager	2009-2010 and ongoing	General funding; TIF funding; contributions from other agencies and the private sector

**TYLER 21 DOWNTOWN TYLER ACTION PLAN**

Short-Term Actions (2007-2011)		Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
	Connect downtown to the medical district.	Create safe pedestrian and bicycle routes between downtown and the medical district through the downtown pedestrian and bike plan, the streetscape plan and express trolley or dedicated bus routes.	Transportation Advisory Board; Major stakeholders; Staff designated by City Manager	2009-2011	General funding; TIF funding; contributions from the private sector; current staff time; consulting services
		Make intersection crossing improvements for pedestrians, such as well-marked crossings, countdown lights, etc. at major intersections along Front Street and Beckham Avenue.	Staff designated by City Manager	2012-2017	General funding; MPO funding



*Downtown streetscape on the south side of the square*



*East side of the downtown square*



*Butler Plaza and Smith County Courthouse*



*Residential neighborhood southeast of the downtown square*

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**TYLER 21 NORTH END ACTION PLAN**

Short-Term Actions (2007-2011)

Intermediate Actions (2012-2017)

Long-Term Actions (2018+)

GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
<b>Increase the number of homeowners.</b>	Create a marketing program for all first-time homebuyer programs available in the city.	Establish a central information center on the affordable housing programs in the city.	Staff designated by City Manager	2008 and ongoing	New staff resources and current staff time
		Consolidate information in a brochure, to be distributed widely to organizations and individuals around the city, and posted on the City's website. Update it annually.	Staff designated by City Manager	2008 and ongoing	New staff resources and current staff time; HUD funding
		Provide outreach through presentations to community groups such as church congregations, or first-time homebuyer fairs.	Staff designated by City Manager	2008-2009 and ongoing	New staff resources and current staff time; HUD funding
	Expand credit counseling programs for first-time homebuyers.	Seek funding from foundations, banks or other donors and then issue a request for proposals (RFP) to identify a non-profit service provider for credit counseling.	Staff designated by City Manager	2008-2009	New staff resources and current staff time
		Approach the city's colleges and university to help provide credit counseling classes.	Staff designated by City Manager	2008-2009 and ongoing	New staff resources and current staff time; partnerships with educational institutions
		Consider contracting with a credit counseling provider who will issue quarterly and annual performance reports and measure outcomes.	Staff designated by City Manager	2009-2011 and ongoing	New staff resources and current staff time; HUD funding; partnerships with other organizations
	Explore community land trust and limited-equity models for below-market ownership housing.	Partner with experienced mortgage lending non-profits in other places to discuss their experiences and invite PATH or other appropriate local groups to participate.	Staff designated by City Manager; Housing-related non-profits	2008	New staff resources and current staff time; partnerships with non-profits

**TYLER 21 NORTH END ACTION PLAN**

Short-Term Actions (2007-2011)

Intermediate Actions (2012-2017)

Long-Term Actions (2018+)

GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
<b>Add 3,000 more households to North Tyler and downtown to create mixed-income neighborhoods.</b>	Pursue efforts to make it easier to assemble vacant properties for redevelopment, potentially including tax forgiveness or donating lots for appropriate housing projects.	Work with the Smith County Tax Office to gain control of tax title properties as part of the City's Housing Infill Program (HIP).	Staff designated by City Manager; Smith County Tax Office; Tax collection firms; Local taxing jurisdictions	2007 and ongoing	New staff resources and current staff time; partnerships with Tax Office, collection firms and other local taxing jurisdictions
		Provide assistance in locating and working with absentee owners.	Staff designated by City Manager	2008-2011 and ongoing	New staff resources and current staff time
		Provide incentives for housing development, such as forgiveness of taxes on tax title properties, donation of lots, or forgiveness of mowing and demolition liens.	Mayor and City Council	2008-2011 and ongoing	New staff resources and current staff time; general funding
	Organize revolving loan pools to write down interest rates for scattered site housing rehabilitation and new housing development.	Approach Tyler area banks and foundations about contributing to revolving loan pools, interest rate buy downs, or loan loss reserves.	Staff designated by City Manager	2008-2011 and ongoing	New staff resources and current staff time
	Provide tax incentives for market rate rental and condominium housing development in the North End.	Consider providing tax abatements for new market-rate rental and condominium housing developed in the North End to reduce the risk to for-profit developers entering the North End market.	Mayor and City Council; County Commissioners Court; TJC Board of Regents	2008-2017	New staff resources and current staff time; general funding
	Establish task force to address affordable housing.	Convene stakeholders, including community representatives, bankers, realtors, builders, and housing advocates	Staff designated by City Manager	2008-2009	Staff time; private sector partners
	Promote construction of single-family attached housing to increase new housing stock with single-family character.	Work with a designer and real estate consultant to provide a design and financial conceptual model to show to developers.	Local builders and realtors; Staff designated by City Manager	2009-2011	Volunteer services; new staff resources and current staff time

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**TYLER 21 NORTH END ACTION PLAN**

TYLER 21 NORTH END ACTION PLAN					
Short-Term Actions (2007-2011)		Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
	Provide information on landlord-tenant relationships and rights.	Create pamphlets and on-line information, or obtain it from other sources and distribute widely, including to social services agencies, churches and other community organizations	Staff designated by City Manager	2010	New staff resources and current staff time; CDBG funding
	Locate multifamily housing as part of mixed-use centers, rather than in isolated pods.	Consult the Future Land Use Guide for mixed-use locations for multifamily housing when considering rezoning applications.	Mayor and City Council; Planning & Zoning Commission; Staff designated by City Manager	2008 and ongoing	Current staff time
		Work to create a mixed-use, multifamily and/or single-family project.	Staff designated by City Manager; Private partnerships	2008 and ongoing	New staff resources and current staff time; utility funding; HUD funding
	Work with for-profit and non-profit developers to ensure that design of new below-market housing is compatible with existing neighborhood character rather than an identifiable, "subsidized" model.	Review designs as a condition of any City incentives or City-facilitated housing development.	Staff designated by City Manager	2008 and ongoing	Current staff time
<b>Focus commercial development around targeted mixed-use intersections.</b>	Promote mixed-use, higher-density development at key intersections: U.S. 69N and Loop 323, Gentry Parkway from Martin Luther King, Jr. Boulevard to North Glenwood Boulevard, Gentry Parkway and Bergfeld Avenue, Martin Luther King, Jr. Boulevard between Broadway and Palace avenues, Glenwood Boulevard and Vine Avenue, Glenwood Boulevard and Houston Street, and Loop 323 and major intersections.	Consult the Future Land Use Guide on applications for new zoning and establish an overlay district on major streets that provides for appropriate design standards and clustering of commercial development.	Mayor and City Council; Planning & Zoning Commission; Staff designated by City Manager; TxDOT	2007-2008 and ongoing	Current staff time



**TYLER 21 NORTH END ACTION PLAN**

Short-Term Actions (2007-2011)						Intermediate Actions (2012-2017)						Long-Term Actions (2018+)					
GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES	GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES	GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
	Improve the appearance of Loop 323.	Establish an overlay district that promotes better sight design, access management, and appearance.	Mayor and City Council; Planning & Zoning Commission; Staff designated by City Manager; TxDOT	2007-2008	Current staff time; consultant services; general funding		Provide for small corner stores in neighborhoods.	Allow neighborhood stores by special permit.	Mayor and City Council; Planning & Zoning Commission; Staff designated by City Manager	2007-2008	Current staff time; consultant services; general funding		Consider tax-related incentives for commercial redevelopment in the North End.	Develop a policy for potential tax abatements on a limited case-by-case basis for commercial redevelopment in the designated mixed-use centers if the project meets the goals of the revitalization plan.	Mayor and City Council; Staff designated by City Manager; County Commissioners Court; TJC Board of Regents	2008-2009 and ongoing	Current staff time; general funding
		Where appropriate for redevelopment, consider creation of a Tax Increment Financing (TIF) district to capture incremental increases in levies due to increases in value to fund public improvements.	Mayor and City Council; Staff designated by City Manager	2008-2010	New staff resources; current staff time; consultant services; general funding												
	<b>Create new major open space amenities and upgrade existing parks.</b>	Create Black Fork Creek and Willow Creek Nature Preserves and Greenways with walking and biking trails.	Commission a plan that provides physical alternatives and implementation and financial alternatives including roles for government, for profit, and nonprofit entities.	Mayor and City Council; Major stakeholders; Staff designated by City Manager	2012-2015		Current staff time; consultant services; general funding										
		Renovate parks associated with school building projects and housing development focus areas and include a neighborhood participation process.	Include a public participation process associated with the design of these parks to build and strengthen community in these neighborhoods.	Parks & Recreation Board; Major stakeholders; Staff designated by City Manager	2008 and ongoing		New staff resources and current staff time; general funding										
	Partner with private interests for the promotion of a new Tyler First Tee program at Woldert Park	The First Tee of Tyler has been formed and land has been donated adjacent to Woldert Park. This land, together with land from the existing Woldert Park, is intended to be the home for this new sports program.	Private/community partners	2007 and ongoing	Private funding												

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**TYLER 21 NORTH END ACTION PLAN**

TYLER 21 NORTH END ACTION PLAN					
Short-Term Actions (2007-2011)		Intermediate Actions (2012-2017)	Long-Term Actions (2018+)		
GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
	Give priority to park renovation where new or renovated housing is developed.	Coordinate park renovations with housing activities.	Parks & Recreation Board; Developers; Staff designated by City Manager	2009 and ongoing	Current staff time; general funding
<b>Maintain and upgrade neighborhood infrastructure.</b>	Survey streets, drainage and other infrastructure in the North End for improvements such as paving, sidewalks, street trees and street lights.	Evaluate existing assets in the North End for maintenance needs.	Staff designated by City Manager	2008-2009 and ongoing	Current staff time; general funding
		Inventory locations where sidewalks are discontinuous, street lights are lacking, and street trees are needed.	Staff designated by City Manager	2008-2009 and ongoing	New staff resources and current staff time; general funding
	Coordinate improvements with other revitalization activities so that infrastructure investments can contribute to a critical mass of revitalization.	Create a priority list coordinated with downtown revitalization, housing development activity, parks and other improvements.	North End Working Group	2008 and ongoing	New staff resources and current staff time
		Evaluate the North Bois d’Arc-North Broadway area because of its proximity to downtown and the Texas College area, which has diverse existing housing and many new housing opportunities, as the first two priority areas.	North End Working Group	2008-2009	New staff resources and current staff time
	Establish a Safe Routes to School Program.	Create a Safe Routes to School plan.	Staff designated by City Manager; MPO; T.I.S.D.	2009-2011	New staff resources and current staff time; consulting services; general funding

**TYLER 21 NORTH END ACTION PLAN**

TYLER 21 NORTH END ACTION PLAN					
Short-Term Actions (2007-2011)		Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
		Apply for funds from TxDOT from the federal Safe Routes to School Program for infrastructure projects and activities such as education, enforcement, and promotion.	Staff designated by City Manager; MPO	2012-2015	New staff resources and current staff time; consulting services; general funding
<b>Improve crime prevention and quality of life enforcement.</b>	Continue and enhance community policing initiatives	Add new beats and community policing officers as needed	Police Department	ongoing	New staff resources and current staff time
	Consider creation of a North End Crime Task Force	Work with the proposed neighborhood coalition or groups active in the Texans Against Crime initiative	Representatives of neighborhood associations, social services groups, churches and other community-based groups and the Police Department	2008 and ongoing	New staff resources and current staff time; community-based groups
	Inform residents of their rights to code-compliant housing and their ability to call on the City to improve conditions and promote reporting of code violations.	Create a marketing program and easy reporting mechanism (phone as well as Web), including Spanish language capacity, that reaches North End residents including church congregations, other neighborhood organizations, and social services agencies to raise public awareness.	Staff designated by City Manager	2008 and ongoing	New staff resources and current staff time; solid waste funding
		Commission city employees in various field service departments to report offenses.	Staff designated by City Manager	2008 and ongoing	New staff resources and current staff time; solid waste funding
		Increase manpower and resources to provide more proactive code enforcement.	Mayor and City Council; Staff designated by City Manager	2007	New staff resources and current staff time; solid waste funding
		Work with the North End community and neighborhood groups to enhance code enforcement.	Staff designated by City Manager	2008 and ongoing	New staff resources and current staff time; solid waste funding
	Expand a ticketing system for quality of life infractions such as junk cars.	Provide for an initial warning and educational material followed by fines significant enough to make an impression.	Staff designated by City Manager	2008 and ongoing	New staff resources and current staff time; solid waste funding

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TYLER 21 NORTH END ACTION PLAN					
Short-Term Actions (2007-2011)		Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
<b>Establish a neighborhood coalition with associations in all major districts to lay the groundwork for a community development corporation (CDC).</b>	Coordinate the activities of North End and West Tyler citizen groups, agencies and non-profits.	Work with existing associations, social services groups, churches and others to convene a North End coalition for revitalization.	Mayor and City Council; Major stakeholders; Staff designated by City Manager	2008 and ongoing	New staff resources and current staff time
		Provide meeting space and staff support for meetings (outreach, calling meetings, creating contact lists, organizing volunteer committees, grant-writing assistance, etc.).	Staff designated by City Manager	2008-2011	New staff resources and current staff time
		Transition organizational and support activities to the coalition after two years with limited municipal contribution from CDBG funds.	North End coalition	2012 and ongoing	Major stakeholders; new staff resources and current staff time; HUD funding
		Organize activities for North End improvement such as children's activities, clean-up campaigns, distribution of information on credit counseling, etc.	North End coalition	2012 and ongoing	Major stakeholders; new staff resources and current staff time; HUD funding
<b>Recognize historic structures and areas in the North End planning area.</b>	Seek to uncover, restore, and maintain brick streets north of downtown to enhance historic character.	Examine the possibility of creating a defined area of historic neighborhood character by uncovering brick streets where intersections or abutting blocks are covered over with asphalt and maintain Bois d'Arc Avenue brick streets north of Gentry Parkway.	Historical Preservation Board; Major stakeholders; Historic Tyler, Inc.; Staff designated by City Manager	2012-2015	Current staff time; volunteer time; partnership with interested organizations
	Promote creation of a Neighborhood Conservation District around North Bois d'Arc Avenue.	Pass an enabling act to create Neighborhood Conservation Districts.	Mayor and City Council	2007	Current staff time

TYLER 21 NORTH END ACTION PLAN					
Short-Term Actions (2007-2011)		Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
		Work with property owners and residents to promote creation of a NCD centered on Bois d'Arc Avenue from Gentry Parkway to Martin Luther King, Jr. Boulevard.	Historical Preservation Board; Major stakeholders; Historic Tyler, Inc.; Staff designated by City Manager	2012-2015	Current staff time; volunteer time; partnership with interested organizations
	Launch a three-year program to promote Tyler Historic Landmark status and installation of historic markers and plaques at North End locations important to city history, including the history of the African-American community.	Encourage the designation of other properties in the North End as Tyler Historic Landmarks and the identification of important sites as candidates for state historic markers.	Historical Preservation Board; Major stakeholders; Historic Tyler, Inc.; Staff designated by City Manager	2009-2011	Current staff time; volunteer time; partnership with interested organizations
<b>Improve the appearance and function of major roads.</b>		Apply for 50/50 matching grant funds from the state to install landscaping on Gentry Parkway.	Staff designated by City Manager; TxDOT	2007-2008	Current staff time; consultant services; general funding
		Install landscaping on Gentry Parkway.	Staff designated by City Manager; TxDOT	2009-2010	Current staff time; State funding; Half Cent Sales Tax funding
	Make Gentry Parkway, Glenwood Boulevard and Martin Luther King, Jr. Boulevard into real parkways or boulevards.	Experiment with temporary barriers to reconfigure lanes —accompanied by public outreach.	Staff designated by City Manager; TxDOT	2009-2011	New staff resources and current staff time; general funding
		Fund a boulevard study.	MPO; Staff designated by City Manager	2012	Current staff time; MPO funding
		Commission a preliminary design plan for priority boulevards.	Staff designated by City Manager; TxDOT	2013-2014	Current staff time; Half Cent Sales Tax funding; State funding

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TYLER 21 NORTH END ACTION PLAN					
Short-Term Actions (2007-2011)		Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
		Construct parkway/boulevard design.	Staff designated by City Manager; TxDOT	2015 and beyond	Current staff time; Half Cent Sales Tax funding; State funding
	Promote a program to plant pine trees along the major entrance corridors into Tyler.	Promote a program to plant pine trees along entrance corridors.	Keep Tyler Beautiful Board; Volunteers; Community Stakeholders; Staff designated by City Manager	2008 and ongoing	New staff resources and current staff time; private contributions; general funding
<b>Promote local business development and marketing.</b>	Support expansion of marketing and programs for micro-lending and small business training.	Assist the Metropolitan Black Chamber of Commerce in expanding public awareness of its programs.	Metropolitan Black Chamber of Commerce; Staff designated by City Manager	2008 and ongoing	Current staff time; general funding
		Offer more accessible and affordable micro-lending through a partnership with a non-profit lender.	Hispanic Business Alliance and its partners	2008 and ongoing	Outside organization funding; general funding
	Assist in joint marketing efforts for existing businesses.	Use joint marketing efforts to raise awareness about existing local unique businesses that serve the neighborhood and encourage a "Buy Local" campaign with brochures that identify the locally-owned businesses, joint advertising, and special events.	Metropolitan Black Chamber of Commerce; Tyler Area Chamber of Commerce; Staff designated by City Manager	2008 and ongoing	Current staff time; support from local business organizations

**TYLER 21 NORTH END ACTION PLAN**

		Short-Term Actions (2007-2011)	Intermediate Actions (2012-2017)	Long-Term Actions (2018+)		
GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES	
<b>Focus attention on neighborhood improvement, new housing development, and marketing of neighborhoods in the North End planning area</b>	Coordinate neighborhood improvement and redevelopment activities in the North End planning area.	Create an interdepartmental North End Working Group to focus on the needs of the North End on a regular basis in a coordinated way.	Staff designated by City Manager	2008 and ongoing	New staff resources and current staff time	
		Purchase and renovate the old Regions Bank building on Gentry Parkway to house the Neighborhood Services Department as an example for redevelopment and to better serve the North End.	Mayor and City Council; Staff designated by City Manager	2007	Current staff time; consulting services; general funding	
	Create new development opportunities through annexation.	Pursue Priority Area A annexation strategies to the north and west.	Mayor and City Council; Staff designated by City Manager	2008 and ongoing	Current staff time; consulting services; general funding	



*Home business on North Bois d'Arc Avenue*



*New housing near Tatum Park*



*St. Peter Claver Catholic Church, North Tenneha Avenue*



*Butler College Community Garden*

**TYLER 21 HISTORIC PRESERVATION ACTION PLAN**

TYLER 21 HISTORIC PRESERVATION ACTION PLAN					
		Short-Term Actions (2007-2011)	Intermediate Actions (2012-2017)	Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIMELINE	POTENTIAL RESOURCES
<b>Maintain the integrity and character of Tyler's historic neighborhoods.</b>	Allow for the creation of neighborhood conservation districts to protect neighborhood character in existing historic and other distinctive residential areas.	Draft and adopt an enabling ordinance that includes a 2/3 property owner requirement to request an NCD study and a 75% property-owner assent before creation of an NCD.	Mayor and City Council; Historical Preservation Board; Staff designated by City Manager	2007-2008	Current staff time
		Identify groups of properties within the city that may qualify as neighborhood conservation districts.	Historical Preservation Board; Historic Tyler; Heart of Tyler Main Street; Staff designated by City Manager	2008-2011	Current staff time; possible consulting services; possible general funding; partnerships with other organizations
	Consider reducing the property-owner consent requirement for a local historic district.	Amend the landmarks ordinance to require less than 100% consent.	Mayor and City Council; Historical Preservation Board	2007-2008	Current staff time
	Initiate a local historic district.	Encourage the creation of a local historic district that is smaller than the National Register historic districts and includes properties that have clear and documented historic significance.	Historical Preservation Board; Historic Tyler; Heart of Tyler Main Street; Staff designated by City Manager	2008-2011	Current staff time; partnerships with others organizations
	Give the Historical Preservation Board greater direct responsibility for reviewing proposed changes to historic landmarks and districts.	Amend the historic preservation ordinance to give the Historical Preservation Board the authority to issue Certificates of Appropriateness for local historic landmarks and districts.	Mayor and City Council	2007-2008	Current staff time
		Develop design guidelines—based on the Secretary of the Interior's Standards—that specifically address property features/qualities that are important to Tyler's history and character.	Mayor and City Council; Historical Preservation Board; Staff designated by City Manager	2008-2011	Current staff time; possible consulting services; possible general funding; partnerships with other organizations



**TYLER 21 HISTORIC PRESERVATION ACTION PLAN**

Short-Term Actions (2007-2011)

Intermediate Actions (2012-2017)

Long-Term Actions (2018+)

GOAL	WHAT	HOW	WHO	TARGET TIMELINE	POTENTIAL RESOURCES
		Amend the landmark ordinance to place a six-month COA time limit for work to proceed before the COA expires and a two-year limit for completion of work.	Mayor and City Council; Historical Preservation Board	2007-2008	Current staff time
	Ensure that the Historical Preservation Board membership meets the requirements of the City's historic preservation ordinance.	Ensure that the Board includes the spectrum of expertise to qualify to perform design review of historic property and neighborhood features.	Mayor and City Council	2007 and ongoing	Current staff time
	Continue to maintain Tyler's existing brick streets and create a plan to uncover and repair brick streets that have been paved over.	Create a maintenance plan for brick streets.	Staff designated by City Manager	2007 and ongoing	Current staff time
	Hire staff with historic preservation training.	Hire a full-time historic preservation officer.	Staff designated by City Manager	When workload warrants	New staff resources; general funding
	Work with Historic Tyler, Inc. to provide guidance publications for property owners.	Jointly create a series of documents that will provide guidance for owners of historic properties.	Historical Preservation Board; Historic Tyler; Heart of Tyler Main Street; Staff designated by City Manager	2011-2015	Current staff time; possible consulting services; possible general funding; partnerships with other organizations
	<b>Identify additional properties and groups of properties important to Tyler's history for designation and protection.</b>	Seek consultant assistance and grants to identify and document residential and commercial properties - and historic infrastructure - throughout the city for potential local landmark designation.	Update the 1995-1999 historic resources survey and rank properties for priority preservation.	Historical Preservation Board; Staff designated by City Manager	2011-2013

**TYLER 21 HISTORIC PRESERVATION ACTION PLAN**

TYLER 21 HISTORIC PRESERVATION ACTION PLAN					
		Short-Term Actions (2007-2011)	Intermediate Actions (2012-2017)	Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIMELINE	POTENTIAL RESOURCES
Ensure that City review of development includes historic preservation review when necessary.	Create an efficient system in which the Historical Preservation Board is notified by the City departments and boards when there are projects affecting properties at least 50 years old so potential impacts to historic properties can be reviewed.	Allow the Historical Preservation Board to comment on projects/actions that will affect properties that are at least 50 years old, even if these properties are not local landmarks or contributing properties in a National Register historic district.	Staff designated by City Manager	2008 and ongoing	Current staff time
	Provide opportunities for staff and for Historical Preservation Board members to attend preservation workshops and events.	Provide annual funding to send all Historical Preservation Board members and their staff support to at least one educational event in Texas.	Staff designated by City Manager	2008 and ongoing	General funding
Enhance the preservation knowledge of all City staff and Historical Preservation Board members.	Collaborate with Historic Tyler, Inc. to hold an annual local historic preservation conference/workshop in Tyler and seek to host a local historic preservation conference or workshop at one of Tyler's historic buildings.	Historical Preservation Board; Historic Tyler; Staff designated by City Manager	2012 and ongoing	Current staff time; possible consulting services; possible general funding; partnerships with other organizations	
	Seek education on preservation of commercial properties and infrastructure.	Work with Tyler's Main Street program, the Heart of Tyler; the Texas Historical Commission; and other sources of preservation information to better understand the cultural and economic value of the preservation of non-residential properties.	Historical Preservation Board; Heart of Tyler Main Street; Staff designated by City Manager	2008 and ongoing	Current staff time; possible consulting services; possible general funding; partnerships with other organizations
	Collaborate with Historic Tyler, Inc. and other groups to develop thematic heritage trails.	Commission a study of potential historic trails in Tyler.	Historical Preservation Board; Historic Tyler; Heart of Tyler Main Street; Staff designated by City Manager	2012	Current staff time; possible consulting services; possible general funding; partnerships with other organizations

**TYLER 21 HISTORIC PRESERVATION ACTION PLAN**

Short-Term Actions (2007-2011)

Intermediate Actions (2012-2017)

Long-Term Actions (2018+)

GOAL	WHAT	HOW	WHO	TARGET TIMELINE	POTENTIAL RESOURCES
	Collaborate with Historic Tyler, Inc. to organize public events that celebrate Tyler's history and historic neighborhoods.	Work with Historic Tyler, Inc. to offer public events that highlight Tyler's historical role as a regional center and its many historic neighborhoods.	Historical Preservation Board; Historic Tyler; Staff designated by City Manager	2009 and ongoing	Current staff time; possible consulting services; possible general funding; partnerships with other organizations
<b>Enhance public awareness of the economic benefits of historic preservation in Tyler.</b>	Expand the local landmarks program by contacting owners of key historic properties annually with information about the benefits of local landmark designation.	Contact the property owners of "high" and "medium priority" properties on an annual basis to urge them to protect their properties by entering them in the local landmarks program (or even to work together to create a local historic district).	Historical Preservation Board; Historic Tyler; Heart of Tyler Main Street; Staff designated by City Manager	2008 and ongoing	Current staff time; partnerships with other organizations
		Provide materials that outline the local tax benefits that are available to landmarked properties, along with a brief description of the designation process, and information on how the City can help property owners with the designation process.	Staff designated by City Manager	2008 and ongoing	Current staff time
		Post these materials on the Department of Planning and Zoning's webpage for viewing and downloading.	Staff designated by City Manager	2008 and ongoing	Current staff time
		Provide contact information (phone number and e-mail address) for the staff person who advises the HPB in all materials on the City's website and in phone directories.	Staff designated by City Manager	2007 and ongoing	Current staff time
	Continue to offer and publicize historic preservation tax incentives.	Continue the 50% exemption (50% of the property's entire assessed value) to encourage owners to keep their properties in the local landmarks program and maintain them.	Mayor and City Council	2007 and ongoing	Current staff time
		Continue the 100% tax abatement for up to five years for improvements to properties in the local landmarks program.	Mayor and City Council	2007 and ongoing	Current staff time

**TYLER 21 HISTORIC PRESERVATION ACTION PLAN**

Short-Term Actions (2007-2011)		Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIMELINE	POTENTIAL RESOURCES
		Publicize the availability of federal tax incentives and grants from the Texas Historical Commission for historic rehabilitation projects.	Historical Preservation Board; Historic Tyler; Heart of Tyler Main Street; Staff designated by the City Manager	2008 and ongoing	Current staff time; partnerships with other organizations
	Quantify the existing and potential economic benefits of historic preservation.	Create public education materials that include discussions of economic benefits.	Historical Preservation Board; Historic Tyler; Heart of Tyler Main Street; Staff designated by the City Manager	2011	Current staff time; partnerships with other organizations
		Measure the existing and potential economic benefits to the city in terms of tax base, increased tourism, and increased resident and tourist expenditures in the event of new historic designations and preservation activities. This information should be widely distributed through brochures, HPB, Historic Tyler, and Heart of Tyler information materials and online materials.	City of Tyler, Tyler Area Convention and Visitors Bureau	2011 and ongoing	Current staff time; possible consulting services; possible general funding; partnerships with other organizations



*WPA drainage canal (1932)*



*Jenkins-Harvey Super Service Station and Garage (1929)*



*Victorian-era homes on South Fannin Avenue*

**TYLER 21 PARKS, RECREATION, OPEN SPACE AND LAKES ACTION PLAN**

Short-Term Actions (2007-2011)

Intermediate Actions (2012-2017)

Long-Term Actions (2018+)

GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
<b>Preserve open space corridors in Tyler for wildlife habitat, nature-based recreation, an attractive public realm, and a healthy environment.</b>	Create nature preserves and greenways in the floodplains of Tyler's major creeks and their tributaries.	Develop a master plan for a regional greenway program and implementation strategy.	MPO	2007-2008	MPO funding
		Explore establishment of a competitive funding program to provide matching funds to developers willing to provide public trail facilities on private or public land that meet the requirements of the greenway plan.	Staff designated by City Manager	2008-2011	Current staff time
	Enhance the "urban forest" by creating green corridors along streets and drainageways throughout the city.	Fund and establish an urban forestry program within city government.	Mayor and City Council; Staff designated by City Manager	2007-2008	New staff resources and current staff time; general funding
		Create a City arborist/urban forester staff position or responsibility.	Mayor and City Council; Staff designated by City Manager	2007	New staff resources and current staff time; general funding
		Create and maintain a City tree planting plan for streets, drainageways, medians, bicycle routes, pedestrian routes and other public places.	Staff designated by City Manager; Trees Committee	2008 and ongoing	Current staff time
		Enroll Tyler in the Tree City USA Program sponsored by the National Arbor Day Foundation.	Mayor and City Council; Staff designated by City Manager	2007 and ongoing	Current staff time; general funding
		Review and edit the list of preferred/acceptable street trees in the landscape ordinance for their suitability in producing shade and in surviving in harsh urban conditions in Tyler's climate.	Staff designated by City Manager; Trees Committee	2008 and ongoing	Current staff time
		Fund and execute the planting of shade trees on major streets every year at an estimated cost of \$25,000.	Mayor and City Council; Staff designated by City Manager; Trees Committee	2007 and ongoing	Current staff time

**TYLER 21 PARKS, RECREATION, OPEN SPACE AND LAKES ACTION PLAN**

TYLER 21 PARKS, RECREATION, OPEN SPACE AND LAKES ACTION PLAN					
Short-Term Actions (2007-2011)		Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
		Amend the landscape ordinance to require the planting of more street trees, where feasible and depending upon the type of tree, in road rights-of-way in new residential and commercial developments, when feasible.	Mayor and City Council; Planning & Zoning Commission; Joint Committee on Code Review; Staff designated by City Manager	2007-2008	Current staff time; consulting services; general funding
		Amend the landscape ordinance to provide incentives to preserve existing trees, avoid excessive clearing and identify tree save areas, when feasible.	Mayor and City Council; Planning & Zoning Commission; Joint Committee on Code Review; Staff designated by City Manager	2007-2008	Current staff time; consulting services; general funding
		Amend the landscape ordinance to require planting of shade trees in surface parking lots to provide greater shade at maturity, when feasible.	Mayor and City Council; Planning & Zoning Commission; Joint Committee on Code Review; Staff designated by City Manager	2007-2008	Current staff time; consulting services; general funding
		Inventory and evaluate the city's drainageways for potential retrofitting with trees and plantings.	Staff designated by City Manager	2008-2011 and ongoing	Current staff time
	Consider establishing a City tree and plant nursery.	Determine the feasibility of establishing a plant nursery to provide trees and other plants for public beautification using a cost-benefit analysis (versus contracting or purchasing for other sources).	Staff designated by City Manager	2010-2011 and ongoing	Current staff time
		Identify City-owned land for a potential nursery and City or contractor operation.	Staff designated by City Manager	2010-2011 and ongoing	Current staff time
	Explore alternative open space conservation strategies, particularly for natural areas.	Seek assistance from state and nonprofit land conservation groups to give presentations and provide materials on strategies such as conservation easements, purchase of development rights and transfer of development rights.	Staff designated by City Manager	2010-2011 and ongoing	Current staff time; assistance from other agencies

**TYLER 21 PARKS, RECREATION, OPEN SPACE AND LAKES ACTION PLAN**

<span style="background-color: #e0f2f1;">Short-Term Actions (2007-2011)</span> <span style="background-color: #e8f5e9;">Intermediate Actions (2012-2017)</span> <span style="background-color: #fff9c4;">Long-Term Actions (2018+)</span>					
GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
		Identify land ownership where regional trails and greenways are proposed and propose voluntary open space conservation strategies.	Staff designated by City Manager	2010-2011 and ongoing	Current staff time
<b>Provide a balanced park and open space system that allows for easy access and enjoyment by all citizens of Tyler.</b>	Pursue a long-term goal of a park within walking distance of every Tyler residence.	Be alert to opportunities for neighborhood park development in underserved areas and consider acquisition.	Mayor and City Council; Park & Recreation Board; Staff designated by City Manager	2008 and ongoing	Current staff time; general funding; private funding
		Acquire additional parkland in existing neighborhoods.	Mayor and City Council; Park & Recreation Board; Staff designated by City Manager	2008 and ongoing	Current staff time; general funding; private funding
	Establish planning strategies, practices and ordinances to ensure voluntary provision for parks as new development occurs.	Create an Open Space Trust fund to be capitalized by rollback funds and seek other potential funding sources such as municipal and grant contributions.	Mayor and City Council; Staff designated by City Manager	2008-2011 and ongoing	Current staff time; general funding; private funding
		Request developers/builders to contribute funds annually on a voluntary basis to the Open Space Trust Fund for creation of public open space.	Staff designated by City Manager	2008-2011 and ongoing	Current staff time
		Involve residents at the beginning of the design process, to discuss local recreation and park needs, and at several points during the design process, when feasible.	Staff designated by City Manager	2008 and ongoing	Current staff time
	Provide opportunities for both passive and active use of parks and recreation areas.	Design all parks with active uses such as athletic fields or courts as well as provide some passive space.	Mayor and City Council; Park & Recreation Board; Staff designated by City Manager	2008 and ongoing	Current staff time; consulting services; general funding; private funding
		Continue to expand upon Tyler's current trail system, beginning with Phase II of the Rose Rudman Trail.	Mayor and City Council; TxDOT; Staff designated by the City Manager	2007 and ongoing	General funding; TxDOT funding

TYLER 21 PARKS, RECREATION, OPEN SPACE AND LAKES ACTION PLAN					
		Short-Term Actions (2007-2011)	Intermediate Actions (2012-2017)	Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
	Review surplus City-owned land for park and open space use before disposition by sale or other means.	Review disposition properties for location in underserved areas; potential addition to a regional park network; and potential for a needed type of park or recreation facility.	Mayor and City Council; Park & Recreation Board; Staff designated by City Manager	2008 and ongoing	Current staff time; general funding
	Explore the potential to create a horticulture center or botanical garden on the parking lot and fairgrounds site adjacent to the Rose Garden.	Explore potential partnerships with nonprofit or for-profit garden and horticulture groups for creation of a major regional center with botanical gardens, expanded model gardens, and an environmental education center focused on the East Texas environment.	Mayor and City Council; Park and Recreation Board; Rose Festival Association; Staff designated by City Manager; Master Gardeners; Educational and research institutions	2008 and ongoing	Current staff time
		Develop a site master plan including alternatives for expanded horticulture uses while accommodating parking and circulation for the stadium and athletic fields.	Mayor and City Council; Staff designated by City Manager; T.I.S.D. staff	2012	Current staff time; consulting services; general funding
	Develop LeGrand Gardens as the world's first <i>Earthkind</i> Botanical Garden that will accommodate special activities.	Commission a master plan.	Mayor and City Council; Keep Tyler Beautiful Board; Staff designated by City Manager	2007	Current staff time; consulting services; general funding; private funding
		Achieve <i>Earthkind</i> official designation.	Keep Tyler Beautiful Board; Staff designated by City Manager	2007	Current staff time
		Seek out private sponsorships/donations and host fundraising events to finance garden and facility development.	Keep Tyler Beautiful Board; Staff designated by City Manager	2007 and ongoing	Current staff time; private funding
		Begin installation of master plan features and specialty gardens through public-private funding.	Mayor and City Council; Keep Tyler Beautiful Board; Private funding sponsors; Staff designated by City Manager	2008	Current staff time; consulting services; general funding; private funding



**TYLER 21 PARKS, RECREATION, OPEN SPACE AND LAKES ACTION PLAN**

Short-Term Actions (2007-2011)

Intermediate Actions (2012-2017)

Long-Term Actions (2018+)

GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
<b>Provide recreation programs and opportunities for children, youth, adults and senior citizens throughout the city.</b>	Continue to monitor and upgrade recreational elements and facilities at existing parks to ensure compliance with current safety standards and current recreational trends.	Continue conducting annual assessments of the city's parks and recreation facilities and replace facilities with improved equipment, implement ADA standards, and provide equipment for handicapped users.	Mayor and City Council; Park & Recreation Board; Staff designated by City Manager	2007 and ongoing	Current staff time; general funding
		Ensure full handicap accessibility, including routes to accessible facilities, when installing ADA upgrades.	Mayor and City Council; Park & Recreation Board; Staff designated by City Manager	2007 and ongoing	Current staff time; general funding
	Explore the potential for full or partial public access to private park and recreation facilities.	Consider arrangements with the managers of private parks and recreational facilities in which the City could allow for complete public access or access for programs in return for sharing maintenance and/or program costs.	Mayor and City Council; Park & Recreation Board; Staff designated by City Manager	2009-2011	Current staff time; general funding
	Explore the potential for joint park and recreation development, maintenance and programming with Tyler I.S.D. and other school districts, as appropriate.	Continue dialogue with Tyler I.S.D. and other school districts for the provision of recreational opportunities.	Mayor and City Council; Park & Recreation Board; Staff designated by City Manager	2008 and ongoing	Current staff time; general funding
		Work closely with Tyler I.S.D. and other school districts to monitor future expansion plans so the City and the school district can jointly develop future recreational facilities.	Mayor and City Council; Park & Recreation Board; Staff designated by City Manager	2008 and ongoing	Current staff time; general funding
		Develop a joint programming effort to maximize the use and enjoyment of both City and public school facilities.	Mayor and City Council; Park & Recreation Board; Staff designated by City Manager	2009-2011	Current staff time; general funding
	Survey residents regularly to monitor needs, interests, and satisfaction with the park system.	Survey program users after program completion with a common survey instrument for all programs.	Mayor and City Council; Park & Recreation Board; Staff designated by City Manager	2009 and every other year thereafter	Current staff time; consultant services; general funding

Chapter 13 :: IMPLEMENTATION PLAN

**TYLER 21 PARKS, RECREATION, OPEN SPACE AND LAKES ACTION PLAN**

		Short-Term Actions (2007-2011)	Intermediate Actions (2012-2017)	Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
	Continue to monitor use of City facilities by private groups and their contribution to upkeep of these facilities.	Allow private groups to use park facilities such as amphitheatres, pavilions, ball fields, etc. provided the use does not conflict with a scheduled City event or completely monopolize facilities, shutting out the public at large.	Staff designated by City Manager	2007 and ongoing	Current staff time
		Evaluate fees on a regular basis to make sure that private groups contribute towards the maintenance and repair of facilities they use regularly.	Staff designated by City Manager	2007 and ongoing	Current staff time
	Partner with private interests for the promotion of a new Tyler First Tee program at Woldert Park	The First Tee of Tyler has been formed and land has been donated adjacent to Woldert Park. This land, together with land from the existing Woldert Park, is intended to be the home for this new sports program.	Private/community partners	2007 and ongoing	Private funding
	Continue annual review and updating of the Parks and Open Space Plan.	Provide survey results and coordinate with other departments on potential park land expansion to inform the Park Board in its annual update.	Staff designated by City Manager	2007 and ongoing	Current staff time
<b>Protect and preserve Lake Tyler, Lake Tyler East and Bellwood Lake.</b>	Continue giving highest priority to water quality protection.	Keep protection of water quality as the highest priority, since the lakes are the city's drinking water supply.	Staff designated by City Manager	2007 and ongoing	Current staff time
	Continue to review compliance with the existing lease requirements for both residential and commercial leases and take enforcement action in the case of noncompliance.	Enforce lease terms.	Staff designated by City Manager	2008 and ongoing	Current staff time
	Review and revise maximum parking limits for camping and R.V. facilities.	Ensure that the lease language contains aesthetic controls and requires best practices to control nonpoint source pollution and proper waste disposal.	Staff designated by City Manager	2008 and ongoing	Current staff time

**TYLER 21 PARKS, RECREATION, OPEN SPACE AND LAKES ACTION PLAN**

		Short-Term Actions (2007-2011)	Intermediate Actions (2012-2017)	Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
	Prohibit further subdivision of lease lots on City-owned property.	Eliminate the designation of "Club Lot" (subdividable lots) so that all lots fall under the same development criteria.	Mayor and City Council; Staff designated by City Manager	2008 and ongoing	Current staff time
	Designate properties which do not currently have leases as Greenbelt Properties.	Preserve the existing public-owned property around the lakes for public purposes, protection of water supply, and public recreation.	Mayor and City Council; Staff designated by City Manager	2008 and ongoing	Current staff time
		Designate remaining City-owned properties as Greenbelt Properties to eliminate the potential for future private development while allowing for low-impact, nature-based recreation with a minimum of support facilities.	Mayor and City Council; Staff designated by City Manager	2008 and ongoing	Current staff time
	Develop a trail system around Lake Tyler.	Fund the design for a nature trail from the marina to Hill Creek Recreation Area on the City-owned greenbelt properties.	Mayor and City Council; Staff designated by City Manager	2008 and ongoing	Current staff time; consulting services; utility funding
		Fund and construct the trail.	Mayor and City Council; Staff designated by City Manager; Volunteers	2012-2013	Current staff time; consulting services; utility funding; volunteer time
	Continue to improve recreational facilities at existing sites.	Fund and install improvements to facilities to serve more users more effectively while minimizing impacts on the land and the water.	Mayor and City Council; Staff designated by City Manager	2012 and ongoing	Current staff time; utility funding
		Maintain facility standards and expectations held of other City of Tyler recreation sites, including signage.	Staff designated by City Manager	2012 and ongoing	Current staff time; utility funding
	Evaluate the location, performance, and appearance of the existing R.V. facility and the need for such a facility.	Evaluate R.V. facility operation for its contributions to the recreational objectives of the lakes, taking into account the housing needs of the people who live there now.	Staff designated by City Manager	2012-2015	Current staff time; utility funding

Chapter 13 :: IMPLEMENTATION PLAN

**TYLER 21 PARKS, RECREATION, OPEN SPACE AND LAKES ACTION PLAN**

TYLER 21 PARKS, RECREATION, OPEN SPACE AND LAKES ACTION PLAN					
Short-Term Actions (2007-2011)		Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
	Explore all options for obtaining resources and for developing partnerships with the Lake Tyler lease holders and others to improve amenities and public access areas at Lake Tyler.		Staff designated by City Manager	2010	Current staff time; private funding
	Consider annexing a corridor to the lakes and all of the property around the lakes.	Perform a cost-benefit study for annexing all City-owned property around Lake Tyler into the corporate limits of Tyler.	Staff designated by City Manager	2012-2015	Current staff time; consulting services
	Protect water quality and public access at Lake Tyler East.	Continue to purchase undeveloped land around Lake Tyler East as it becomes available.	Mayor and City Council; Staff designated by City Manager	2008 and ongoing	Current staff time; utility funding
		Establish maximum impervious cover standards around the lake to ensure water quality.	Mayor and City Council; Staff designated by City Manager	2012-2015	Current staff time; consulting services
		Grant access to the lake only to properties which comply with the standards.	Mayor and City Council; Staff designated by City Manager	2012-2015	Current staff time
	Ensure continued protection of the water source and natural environment.	Review and amend any lease agreements or other use agreements.	Mayor and City Council; Staff designated by City Manager	2012 and ongoing	Current staff time
		Continue to monitor motorized use and how it impacts water quality.	Staff designated by City Manager	2007	Current staff time
	Develop a conceptual site master plan for the City-owned property north of Bellwood Lake.	Ensure that the City has identified access points, protection of natural open space, lake amenities, etc. prior to surrounding properties being developed.	Staff designated by City Manager	2008	Current staff time; consulting services
		Work with property owners north of Bellwood Lake on a cohesive development plan for the entire area.	Staff designated by City Manager	2007-2009	Current staff time
	Consider annexing City-owned property on the north side of Bellwood Lake.	Perform a cost-benefit study to determine the feasibility of annexing this property.	Staff designated by City Manager	2008	Current staff time

**TYLER 21 PARKS, RECREATION, OPEN SPACE AND LAKES ACTION PLAN**

Short-Term Actions (2007-2011)

Intermediate Actions (2012-2017)

Long-Term Actions (2018+)

GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
	Manage development and recreational activities in and around sensitive areas of the lakes to minimize adverse effects on water quality and valuable ecosystems.	Prohibit the construction of boat houses and piers on Bellwood Lake.	Staff designated by City Manager	2007 and ongoing	Current staff time
		Limit water skiing in order to maintain a healthy lake environment.	Staff designated by City Manager	2007 and ongoing	Current staff time
	Develop public trails on the lake.	Fund and further develop public trails at Bellwood Lake from the Cascades Trail up through the City-owned property on the north side of the lake to connect with a trail on adjoining property, and connect the Cascades Trail with nearby Lindsey Park property.	Mayor and City Council; Parks & Recreation Board; Private stakeholders; Staff designated by City Manager	2012-2017	Current staff time; consulting services; utility funding; private funding
<b>Be a good steward of parks and public spaces.</b>	Maintain all parks and public spaces to the same high standard.	Develop a maintenance checklist for park land and park facilities with easily understood criteria for rating conditions and perform an evaluation of every park on a regular schedule.	Staff designated by City Manager	2007 and ongoing	Current staff time
		Develop maintenance standards so that employees know what is expected.	Staff designated by City Manager	2007 and ongoing	Current staff time
		Create a maintenance plan that prioritizes current needs and provides for catching up on maintenance backlogs.	Staff designated by City Manager	2007 and ongoing	Current staff time

Chapter 13 :: IMPLEMENTATION PLAN

TYLER 21 HOUSING AND NEIGHBORHOODS ACTION PLAN						
		Short-Term Actions (2007-2011)	Intermediate Actions (2012-2017)	Long-Term Actions (2018+)		
GOAL	WHAT	HOW	WHO	TARGET TIMELINE	POTENTIAL RESOURCES	
<b>HOUSING</b>						
<b>Provide sufficient housing for households at all income levels and all stages of the life cycle.</b>	Expand first-time homebuyer and credit counseling programs.	Seek funding from foundations, banks or other donors and then issue a request for proposals (RFP) to identify a nonprofit service provider for credit counseling.	Staff designated by City Manager	2008-2009	New staff resources and current staff time	
	Provide developer/builder incentives for producing housing affordable to households making 80% or below the area median income in areas where housing development is desired other than South Tyler.	Work with the Smith County Tax Office to gain control of tax title properties as part of City's Housing Infill Program (HIP).	Staff designated by City Manager; Smith Co. Tax Office; Tax collection firms; Local taxing jurisdictions	2007 and ongoing	New staff resources and current staff time; partnerships with Tax Office, collection firms and other local taxing jurisdictions	
		Approach Tyler area banks and foundations about contributing to revolving loan pools, interest rate buydowns, or loan loss reserves.	Staff designated by City Manager	2008-2011 and ongoing	New staff resources and current staff time	
		Facilitate developer access to government funding for affordable housing production and provide assistance with paperwork and requirements.	Staff designated by City Manager	2008-2011 and ongoing	New staff resources and current staff time	
		Provide tax incentives on a case-by-case basis where affordable housing production is desired.	Mayor and City Council; Staff designated by City Manager	2008 and ongoing	New staff resources; current staff time; general funding	
		Create public-private partnerships in which the City contributes infrastructure and/or permits higher densities in return for desired development types and locations.	Mayor and City Council; Planning & Zoning Commission; Staff designated by City Manager	2008-2011 and ongoing	New staff resources and current staff time	
		Create a marketing program for all first-time homebuyer programs available in the city.	Establish a central information center on the affordable housing programs in the city.	Staff designated by City Manager	2008-2011 and ongoing	New staff resources and current staff time

TYLER 21 HOUSING AND NEIGHBORHOODS ACTION PLAN					
Short-Term Actions (2007-2011)		Intermediate Actions (2012-2017)	Long-Term Actions (2018+)		
GOAL	WHAT	HOW	WHO	TARGET TIMELINE	POTENTIAL RESOURCES
		Consolidate information in a brochure, to be distributed widely to organizations and individuals around the city, and posted on the City's website. Update it annually.	Staff designated by City Manager	2008-2011 and ongoing	New staff resources and current staff time; general resources; HUD funding
		Provide outreach through presentations to community groups such as church congregations, or first-time homebuyer fairs.	Staff designated by City Manager	2008-2011 and ongoing	New staff resources and current staff time; general resources; HUD funding
	Make public investments in infrastructure and amenities where housing development is desired.	Coordinate improvements to have maximum impact on areas where development is desired.	Mayor and City Council; Half Cent Sales Tax Board; Staff designated by City Manager	2008 and ongoing	New staff resources and current staff time; HUD funding; utility funding; Half Cent Sales Tax funding
		Where appropriate for redevelopment, consider creation of a Tax Increment Financing (TIF) district to capture incremental increases in levies due to increases in value to fund public improvements.	Mayor and City Council; Staff designated by City Manager	2008-2010	New staff resources; current staff time; consultant services; general funding
		Continue the existing strategy used to choose a target area for expenditure of Community Development Block Grant funds.	Mayor and City Council; Staff designated by City Manager	2008 and ongoing	Current staff time; HUD funding
		Examine the desirability of abandoning unused alleys in neighborhoods.	Mayor and City Council; Planning and Zoning Commission; Neighborhood associations; Staff designated by City Manager	2007 and ongoing	Current staff time
	Make public investments	Periodically examine the most cost-effective pipe materials	Staff designated by City Manager	2008 and ongoing	Current staff time
	Promote partnerships between social service agencies and providers of subsidized housing.	Make educational and social services easily available to residents of subsidized housing.	Staff designated by City Manager	2008-2011 and ongoing	New staff resources and current staff time; general resources; HUD funding; partnerships with other agencies

TYLER 21 HOUSING AND NEIGHBORHOODS ACTION PLAN					
Short-Term Actions (2007-2011)		Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIMELINE	POTENTIAL RESOURCES
<b>Sustain and maintain established neighborhoods.</b>	Create a database of existing homeowners' associations and neighborhood associations.	Gather information about neighborhood associations, homeowners' associations (HOAs), and large condominium associations and keep the list updated.	Staff designated by City Manager	2008-2011 and ongoing	New staff resources and current staff time; general resources; partnerships with neighborhood groups
		Research how HOAs and condominium associations affect maintenance of common spaces, private streets and public or semi-public spaces and when, if ever, their responsibilities may lapse.	Staff designated by City Manager	2009-2011 and ongoing	Current staff time
		Identify the City's preferred practices for HOAs and condo associations and amend regulations and policies as needed, based on discussion with affected groups.	Staff designated by City Manager	2009-2011 and ongoing	Current staff time
	Ensure that maintenance endowments are included in Homeowner Association draft documents and required before final plat approval.	Amend subdivision regulations and city policies.	Mayor and City Council; Planning & Zoning Commission; Joint Committee on Code Review; Staff designated by City Manager	2007	Current staff time; consulting services; general funding
		Encourage developers to create playgrounds or other open space amenities on undevelopable tracts, with provision for maintenance.	Staff designated by City Manager	2008 and ongoing	Current staff time
	Encourage compatible infill residential development in existing neighborhoods and the creation of neighborhood conservation districts.	Pass enabling legislation for neighborhood conservation districts in existing neighborhoods.	Mayor and City Council; Planning & Zoning Commission; Joint Committee on Code Review; Historical Preservation Board; Staff designated by City Manager	2007	Current staff time; consulting services; general funding



**TYLER 21 HOUSING AND NEIGHBORHOODS ACTION PLAN**

Short-Term Actions (2007-2011)

Intermediate Actions (2012-2017)

Long-Term Actions (2018+)

GOAL	WHAT	HOW	WHO	TARGET TIMELINE	POTENTIAL RESOURCES
	Rehabilitate existing housing stock.	Approach Tyler area banks and foundations about contributing to revolving loan pools, interest rate buydowns, or loan loss reserves to promote housing rehabilitation by low-income homeowners and to investor-owners who agree to rent to low-income tenants.	Staff designated by City Manager	2008-2011 and ongoing	New staff resources and current staff time
	Enhance code enforcement.	Create a marketing program and easy reporting mechanism (phone as well as Web), including Spanish language capacity, that reaches residents including church congregations, other neighborhood organizations, and social services agencies to raise public awareness.	Staff designated by City Manager	2008 and ongoing	New staff resources and current staff time; solid waste funding
		Commission City employees in various field service departments to report offenses.	Staff designated by City Manager	2008 and ongoing	New staff resources and current staff time; solid waste funding
		Increase manpower and resources to provide more proactive code enforcement.	Mayor and City Council; Staff designated by City Manager	2007	New staff resources and current staff time; solid waste funding
		Work with community and neighborhood groups to enhance code enforcement.	Staff designated by City Manager	2008 and ongoing	New staff resources and current staff time; solid waste funding
	Expand a ticketing system for quality of life infractions such as junk cars.	Provide for an initial warning and educational material followed by fines significant enough to make an impression.	Staff designated by City Manager	2008 and ongoing	New staff resources and current staff time; solid waste funding

TYLER 21 HOUSING AND NEIGHBORHOODS ACTION PLAN					
Short-Term Actions (2007-2011)		Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIMELINE	POTENTIAL RESOURCES
<b>BUSINESS, RETAIL AND MIXED USE AREAS</b>					
<b>Concentrate commercial development in compact, mixed-use districts interspersed with lower-density uses and open space along corridors rather than commercial strips.</b>	Establish mixed-use districts at major arterial intersections and other appropriate locations.	Consult the Future Land Use Guide on applications for new zoning and establish an overlay district on major streets that provides for appropriate design standards and clustering of commercial development.	Mayor and City Council; Planning & Zoning Commission; Staff designated by City Manager	2007-2008 and ongoing	Current staff time
		Establish transition zones from higher to lower heights, densities and impacts and design guidelines and standards in mixed-use districts.	Mayor and City Council; Planning & Zoning Commission; Joint Committee on Code Review; Historical Preservation Board; Staff designated by City Manager	2007-2008	Current staff time; consulting services; general funding
<b>Improve the function and design of commercial areas.</b>	Establish zoning overlay districts with improved design standards as properties redevelop on arterial roads.	Encourage design standards for improved access management, build-to lines and parking to the side and rear, pedestrian amenities, and similar improvements.	Mayor and City Council; Planning & Zoning Commission; Joint Committee on Code Review; Historical Preservation Board; Staff designated by City Manager	2007-2008	Current staff time; consulting services; general funding
<b>Use public investments to promote compact mixed-use districts.</b>	Locate public buildings to anchor mixed-use districts and invest in the public realm to encourage development and redevelopment by property owners.	Target public investment to areas where the City wants to see mixed-use development and redevelopment, rather than isolated, low-density sites.	Mayor and City Council; Planning & Zoning Commission; Staff designated by City Manager	2008 and ongoing	Current staff time

**TYLER 21 HOUSING AND NEIGHBORHOODS ACTION PLAN**

TYLER 21 HOUSING AND NEIGHBORHOODS ACTION PLAN					
Short-Term Actions (2007-2011)		Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIMELINE	POTENTIAL RESOURCES
<b>COMMUNITY IDENTITY AND SENSE OF PLACE</b>					
<b>Enhance Tyler's public realm with trees, attractive streetscapes, and public gathering places.</b>	Reflect the regional landscape of trees in Tyler's public places.	Fund and establish an urban forestry program within city government.	Mayor and City Council; Staff designated by City Manager	2007-2008	New staff resources and current staff time; general funding
		Create a City arborist/urban forester staff position or responsibility.	Mayor and City Council; Staff designated by City Manager	2007	New staff resources and current staff time; general funding
		Create and maintain a city tree planting plan for streets, drainageways, medians, bicycle routes, pedestrian routes and other public places.	Staff designated by City Manager; Trees Committee	2008 and ongoing	Current staff time
		Enroll Tyler in the Tree City USA Program sponsored by the National Arbor Day Foundation.	Mayor and City Council; Staff designated by City Manager	2007 and ongoing	Current staff time; general funding
		Review and edit the list of preferred/acceptable street trees in the landscape ordinance for their suitability in producing shade and in surviving in harsh urban conditions in Tyler's climate.	Staff designated by City Manager; Trees Committee	2008 and ongoing	Current staff time
		Fund and execute the planting of shade trees on major streets every year at an estimated cost of \$25,000.	Mayor and City Council; Staff designated by City Manager; Trees Committee	2007 and ongoing	Current staff time
		Amend the landscape ordinance to encourage the planting of more trees, where feasible. For single family residential, require at least one tree per lot. Encourage planting trees in existing commercial developments and right-of-way when feasible.	Mayor and City Council; Planning & Zoning Commission; Joint Committee on Code Review; Staff designated by City Manager	2007-2008	Current staff time; consulting services; general funding
		Amend the landscape ordinance to provide incentives to preserve existing trees and avoid excessive clearing and identify tree save areas.	Mayor and City Council; Planning & Zoning Commission; Joint Committee on Code Review; Staff designated by City Manager	2007-2008	Current staff time; consulting services; general funding

TYLER 21 HOUSING AND NEIGHBORHOODS ACTION PLAN					
Short-Term Actions (2007-2011)		Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIMELINE	POTENTIAL RESOURCES
		Amend the landscape ordinance to require planting of shade trees in surface parking lots to provide greater shade at maturity, when feasible.	Mayor and City Council; Planning & Zoning Commission; Joint Committee on Code Review; Staff designated by City Manager	2007-2008	Current staff time; consulting services; general funding
		Inventory and evaluate the city's drainageways for potential retrofitting with trees and plantings.	Staff designated by City Manager	2008-2011 and ongoing	Current staff time
		Consider a program for residents to request trees to be planted by the City for a set fee, or to have commemorative trees planted to honor a person or event.	Staff designated by City Manager	2008-2011 and ongoing	Current staff time
	Establish a flexible context-sensitive guideline as part of the area and district guidelines and, working with TxDOT, on improvements for urban arterials that are state roads.	Amend subdivision regulations and city policies.	Mayor and City Council; Planning & Zoning Commission; Joint Committee on Code Review; Staff designated by City Manager	2007-2008	Current staff time; consulting services; general funding
	Establish a program for public art.	Consider a mechanism in partnership with the community for funding public art competitions and projects.	Staff designated by City Manager; Private/community partners	2009-2011	New staff resources and current staff time; general resources; private/community contributions

**TYLER 21 HOUSING AND NEIGHBORHOODS ACTION PLAN**

TYLER 21 HOUSING AND NEIGHBORHOODS ACTION PLAN					
Short-Term Actions (2007-2011)		Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIMELINE	POTENTIAL RESOURCES
<b>Promote building, street and residential subdivision that is focused on people rather than vehicles.</b>	Encourage voluntary use of guidelines for nonresidential development downtown and on major arterials.	Incorporate improved design guidelines for non-residential development into the zoning code.	Mayor and City Council; Planning & Zoning Commission; Joint Committee on Code Review; Staff designated by City Manager	2007-2008	Current staff time; consulting services; general funding
		Incorporate improved design guidelines and alternative design guidelines linked to public amenities in subdivision regulations.	Mayor and City Council; Planning & Zoning Commission; Joint Committee on Code Review; Staff designated by City Manager	2007-2008	Current staff time; consulting services; general funding
	Ensure sensitive transitions from nonresidential to residential areas.	Incorporate design guidelines for transitions in impacts from nonresidential to residential zoning districts, including guidelines for parking areas, loading and service areas, height and shadows, lighting, and similar elements.	Mayor and City Council; Planning & Zoning Commission; Joint Committee on Code Review; Staff designated by City Manager	2007-2008	Current staff time; consulting services; general funding
	Ensure that signs are compatible with the desired surrounding context and kept in good repair.	Amend the sign ordinance.	Mayor and City Council; Planning & Zoning Commission; Joint Committee on Code Review; Staff designated by City Manager	2007-2008	Current staff time; consulting services; general funding
	Preserve and enhance the walkable character of older neighborhoods.	Direct public improvements to locations where upgrades will enhance the safety of routes to important neighborhood destinations.	Mayor and City Council; Half Cent Sales Tax Board; Staff designated by City Manager	2008 and ongoing	New staff resources and current staff time; HUD funding; utility funding; Half Cent Sales Tax funding

**TYLER 21 HOUSING AND NEIGHBORHOODS ACTION PLAN**

		Short-Term Actions (2007-2011)	Intermediate Actions (2012-2017)	Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIMELINE	POTENTIAL RESOURCES
<b>Promote creation of new neighborhoods rather than isolated subdivisions and/or apartment complexes.</b>	Divide the city and the ETJ into planning districts.	Create district plans with sufficient detail appropriate to the area.	Mayor and City Council; Planning & Zoning Commission; Staff designated by City Manager	2012 and ongoing	Current staff time; consulting services; general funding
	Ensure that apartment complexes are connected to surrounding areas.	Amend zoning to require connection while mitigating impacts through improved design standards.	Mayor and City Council; Planning & Zoning Commission; Joint Committee on Code Review; Staff designated by City Manager	2007-2008	Current staff time; consulting services; general funding
	Ensure subdivision designs will effectively connect to surrounding areas and that they will provide for public spaces such as neighborhood squares and district parks.	Amend subdivision regulations and city policies to provide for connectivity and alternative subdivision designs.	Mayor and City Council; Planning & Zoning Commission; Joint Committee on Code Review; Staff designated by City Manager	2007-2008	Current staff time; consulting services; general funding



*New South Tyler neighborhood*



*Stone house in North Tyler*

TYLER 21 TRANSPORTATION ACTION PLAN					
	Short-Term Actions (2007-2011)	Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIMELINE	POTENTIAL RESOURCES
<b>Promote appropriate location and design of housing and commercial development in the ETJ.</b>	Identify preferred development areas for the ETJ to coordinate with the Comprehensive Plan, infrastructure and transportation plans, and open space preservation strategies.	Review subdivisions for connectivity, relationship to the Future Land Use Guide, the Master Street Plan, regional trails plan, park and greenway opportunities, village commercial district preferred locations, and other Tyler 21 Comprehensive Plan policies.	Staff designated by City Manager	2008 and ongoing	Current staff time
<b>Improve travel connectivity in Tyler with new road extensions and new roads, as needed.</b>	Implement the Master Street Plan to create new connections.	Develop a set of criteria to set priorities for implementation of the Master Street Plan.	Staff designated by City Manager	2008 and ongoing	Current staff time
		Rank proposed new roads and road connections according to established criteria.	Mayor and City Council; Half Cent Sales Tax Board; MPO	2008 and ongoing	Current staff time
	Establish policies and procedures for regular review and updating of the Master Street Plan.	Establish a set of policies and procedures to make city regulations and procedures consistent with the plan.	Mayor and City Council; Planning & Zoning Commission; Staff designated by City Manager	2008	Current staff time
	Ensure coordination with TxDOT and neighboring communities on the Master Street Plan.	Work with TxDOT in the MPO process, informally, and in comments on any state projects to make sure that Master Street Plan connections are maximized and impacts are taken into account in all TxDOT projects.	Planning Department; Traffic Engineer; MPO	2007 and ongoing	Current staff time
		Review and reevaluate the Master Street Plan approximately every five years within the context of a Tyler 21 Comprehensive Plan review.	Mayor and City Council; Planning & Zoning Commission; Staff designated by City Manager	2010 and every five years	Current staff time; consultant services; general funding

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TYLER 21 TRANSPORTATION ACTION PLAN					
Short-Term Actions (2007-2011)		Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIMELINE	POTENTIAL RESOURCES
<b>Continue to improve traffic safety.</b>	Continue to identify and monitor locations with high crash rates and develop potential enforcement actions or other improvements to reduce crashes.	Collect data on crashes and develop a list of high-priority traffic safety improvement locations.	Staff designated by City Manager	2007 and ongoing	Current staff time
		Monitor these locations to understand the reasons for high crash rates.	Staff designated by City Manager	2007 and ongoing	Current staff time
	Continue to improve traffic incident (crash) management.	Reduce detection and response times to crashes and clear crashes from the roadway quickly and reopen lanes to traffic.	Staff designated by City Manager	2007 and ongoing	Current staff time
<b>Improve traffic flow on South Broadway and other highly-traveled streets throughout the Tyler area.</b>	Implement South Broadway improvements recommended in the congestion mitigation plan developed as part of the Tyler 21 project and evaluate their suitability to other highly-traveled streets.	Implement Dallas phasing, adaptive control signal systems, and geometric changes at selected intersections.	Staff designated by City Manager	2007 - 2008	General funding; Half Cent Sales Tax funding
		Implement access management improvements through internal circulation improvements in abutting properties, a corridor zoning overlay district for improved redevelopment site design standards, and elimination of superfluous curb cutouts.	Mayor and City Council; Planning & Zoning Commission; Staff designated by City Manager	2007 and ongoing	Current staff time; consultant services; general funding
		Initiate a study of longer-term design solutions to South Broadway as part of a city-wide Boulevard and Parkway Plan.	Staff designated by City Manager	2012	Consultant services; general funding
	Work with T.I.S.D., colleges, and major employers to improve traffic flow at peak hours.	Meet with institutions and others to coordinate congestion mitigation activities, such as flexible scheduling, traffic direction at schools, and so on.	Staff designated by City Manager	2007 and ongoing	Current staff time



TYLER 21 TRANSPORTATION ACTION PLAN					
	Short-Term Actions (2007-2011)	Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIMELINE	POTENTIAL RESOURCES
	Improve traffic signal operations along arterials throughout the city.	Monitor and update signal timing at least once every three years.	Staff designated by City Manager	2007 and ongoing	Current staff time
	Implement access management strategies on existing arterials.	Work with property and business owners to manage access through improved internal circulation where feasible.	Staff designated by City Manager	2007 and ongoing	Current staff time
		Establish corridor zoning overlay districts on major arterials such as Loop 323 and Gentry Parkway, as well as South Broadway, with access management development and redevelopment standards that emphasize shared access, cross-site access, and pedestrian-friendly design elements.	Mayor and City Council; Planning & Zoning Commission; Joint Committee on Code Review; Staff designated by City Manager	2007	Current staff time
<b>Improve the appearance and function of arterial roads throughout Tyler.</b>	Explore a long-term Boulevard and Parkway Plan for major and minor arterials.	Develop a plan that evaluates roads such as Loop 323, Gentry, Martin Luther King, Jr. Boulevard, Glenwood, South Broadway, and Beckham/Troup, for boulevard and parkway options consistent with expected vehicle traffic and potential for alternative travel modes.	Staff designated by City Manager	2012-2015	Current staff time; consultant services; general funding
		In exploring the potential for changing road configurations, use temporary barriers or striping, accompanied by public information campaigns, to test the impacts of alternatives.	Staff designated by City Manager	2009-2011	Current staff time; consultant services; general funding
		Include the roads suitable for boulevard or parkway treatment in the Long-Range Transportation Plan and the TIP.	MPO	2010 and ongoing	Current staff time; Half Cent Sales Tax funding
		Obtain funding and begin construction.	City Council; Half Cent Sales Tax Board; MPO	2012-2030	Half Cent Sales Tax funding; MPO funding

**TYLER 21 TRANSPORTATION ACTION PLAN**

Short-Term Actions (2007-2011)

Intermediate Actions (2012-2017)

Long-Term Actions (2018+)

GOAL	WHAT	HOW	WHO	TARGET TIMELINE	POTENTIAL RESOURCES
<b>Encourage efficient travel alternatives to transportation by car, and creation of livable streets.</b>	Include pedestrian and bicycle modes in planning for all road improvement or construction projects, as appropriate to road classification and surrounding existing and future land uses.	Include study of pedestrian and bicycle existing conditions, potential demand, and potential facilities in all road improvement studies and, as feasible, designs.	MPO/TxDOT; Staff designated by City Manager	2008 and ongoing	Current staff time; consultant services; MPO funding
		Include pedestrians and bicyclists in traffic counts and analysis.	MPO; Staff designated by City Manager	2008 and ongoing	Current staff time; consultant services; MPO funding
		Provide space for bike lanes and sidewalks within existing rights of way, as feasible.	MPO/TxDOT; Staff designated by City Manager	2008 and ongoing	Current staff time; consultant services; Half Cent Sales Tax funding; General funding; MPO funding
	Create a pedestrian plan for Tyler.	Analyze existing conditions for pedestrians and provide plans for standards and guidelines for different areas in the city and for interactions between pedestrians and vehicles; priorities for completion of discontinuous sidewalks and building new sidewalks; addition of pedestrian facilities at signalized intersections; and priority pedestrian routes linking neighborhoods and city destinations.	MPO; Staff designated by City Manager	2012-2015	Current staff time; consultant services; MPO funding
	Identify routes with excess capacity and evaluate if unneeded travel lanes for use as bike or transit lanes.	Evaluate locations with more lanes than necessary for existing traffic volumes for the potential to create designated bicycle or transit lanes or road narrowing.	MPO; Staff designated by City Manager	2012-2015	Current staff time; consultant services; MPO funding
	Explore the use of traffic calming techniques to reduce speeds while improving traffic flow in appropriate locations.	Analyze the traffic complaint log once a year to see if there are any locational patterns or trends that emerge.	Staff designated by City Manager	2008 and ongoing	Current staff time

**TYLER 21 TRANSPORTATION ACTION PLAN**

TYLER 21 TRANSPORTATION ACTION PLAN					
Short-Term Actions (2007-2011)		Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIMELINE	POTENTIAL RESOURCES
<b>Improve public transportation.</b>		Use traffic calming designs and interventions to protect neighborhoods from speeding.	Staff designated by City Manager	2012 and ongoing	Current staff time; consultant services; general funding.
	Implement transit improvement items, as appropriate, to Tyler Transit, that are listed in the regional transit plan and evaluate other potential improvements.	Ensure that all transit stops and approaching sidewalks comply with requirements of the Americans with Disabilities Act.	Staff designated by City Manager	2007 and ongoing	Current staff time; consultant services; transit funding
		Study creating a transit transfer center in the Medical District in Tyler to provide amenities for regional travelers who need to transfer between city and regional routes.	Staff designated by City Manager	2012	Current staff time; consultant services; medical industry partnerships; transit funding
		Establish a vehicle sharing system with public and private fleet owners.	Staff designated by City Manager; Private fleet owners	2012 and ongoing	Current staff time; private fleet owner partnerships
		Conduct targeted education and outreach to promote transit use and transit routes.	Staff designated by City Manager; MPO	2009 and ongoing	Current staff time; MPO funding; transit funding
		Provide business-sponsored shopping day and special event transit service.	Staff designated by City Manager; Private business owners	2010 and ongoing	Current staff time; private business partnerships
		Increase frequency of bus service to limit wait times for transit riders.	Staff designated by City Manager	2008 and ongoing	Current staff time
		Review the transit plan to identify high-traffic destinations as well as opportunities for park and ride or public/private shuttle partnerships.	Staff designated by City Manager; MPO	2012 and ongoing	Current staff time; consultant services; MPO funding; transit funding
		Evaluate possible uses of smaller buses that run more frequently.	Staff designated by City Manager	2007 and ongoing	Current staff time; MPO funding; transit funding
		Install additional bus shelters.	Staff designated by City Manager	2008 and ongoing	Current staff time; transit funding
	Post the route map at major stops.	Staff designated by City Manager	2008 and ongoing	Current staff time; transit funding	

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TYLER 21 TRANSPORTATION ACTION PLAN					
	Short-Term Actions (2007-2011)	Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIMELINE	POTENTIAL RESOURCES
		Evaluate the potential for Bus Rapid Transit (BRT) and the threshold densities and system organization needed to make it realistic.	Staff designated by City Manager; MPO	2020	Current staff time; consultant services; MPO funding
		Promote transit-ready densities in key locations to prepare for future transit investment.	Staff designated by City Manager	2008 and ongoing	Current staff time
<b>Preserve rights of way for future transportation routes and services.</b>	Identify and protect rights of way (ROW) for future roads, multi-use paths and greenways, and locations with potential for logistics (freight and distribution centers).	Refer to the Master Street Plan when reviewing development proposals to make sure that potential ROW is not compromised for other uses.	Staff designated by City Manager	2007 and ongoing	Current staff time
		Where possible, acquire abandoned ROW not used for rail traffic or reserved by the NETRMA for multi-use trails.	Mayor and City Council; Half Cent Sales Tax Board; MPO	2007 and ongoing	Current staff time; Half Cent Sales Tax funding; MPO funding
<b>Evaluate and mitigate the traffic impacts of large development projects.</b>	Design and implement a Traffic Impact Analysis requirement for development projects meeting threshold sizes.	Amend zoning code to require TIA at certain thresholds for residential and nonresidential development.	Mayor and City Council; Planning & Zoning Commission; Joint Committee on Code Review	2007	Current staff time; consultant services; general funding
		Develop city criteria and TIA program to work with developers.	Staff designated by City Manager	2009	Current staff time; consultant services
<b>Enhance the existing asset management system for transportation facilities as well as other municipal infrastructure assets.</b>	“Fix It First” - if it can be fixed - create a priority system for a work program to maintain existing roads and transportation facilities.	Use asset management systems, including pavement management, to ensure continuing maintenance of high-traffic roads.	Staff designated by City Manager	2009	Current staff time; consultant services; general funding.

TYLER 21 TRANSPORTATION ACTION PLAN					
Short-Term Actions (2007-2011)		Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIMELINE	POTENTIAL RESOURCES
		Develop a priority system for catch-up on deferred maintenance or development of capital improvements on neighborhood streets and roads.	Staff designated by City Manager	2007	Current staff time
<b>Explore strategies to manage the impacts of truck traffic.</b>	Review compliance with truck routes by truckers and make improvements as needed.	Monitor truck traffic.	Staff designated by City Manager	2007	Current staff time
		Review truck routes, signage and enforcement.	Staff designated by City Manager	2008	Current staff time
		Contact large shippers in the Tyler area about trucking routes.	Staff designated by City Manager	2008	Current staff time
	Study the potential for efficient freight handling through the creation of a "logistics center" or "freight village."	Develop a center that advances freight efficiencies for the city and region.	Staff designated by City Manager; RMA; MPO	2020	Current staff time; consultant services; RMA funding; MPO funding
<b>Facilitate annual regional coordination on transportation planning.</b>	Continue to work with neighboring communities on transportation planning and establish an annual invitation to discuss common transportation issues.	Institute regular, direct dialogue with all neighboring communities, because many transportation problems and opportunities are regional, not local.	Mayor and City Council; Leadership from neighboring communities; Staff designated by City Manager; MPO	2008 and ongoing	Current staff time
	Continue regular communication with the RMA.	Have an annual meeting with the RMA to discuss problems, exchange information, and look for joint solutions beneficial to Tyler and other communities.	Mayor and City Council; RMA leadership; Staff designated by City Manager; MPO	2008 and ongoing	Current staff time

**TYLER 21 BUSINESS AND ECONOMY ACTION PLAN**

TYLER 21 BUSINESS AND ECONOMY ACTION PLAN					
	Short-Term Actions (2007-2011)	Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIMELINE	POTENTIAL RESOURCES
<b>Continue to foster a business-friendly environment.</b>	Use the Half Cent Tax to maintain low taxes, eliminate tax-supported debt, and fund capital projects on a pay-as-you-go basis.	Continue current policies.	Mayor and City Council; Half Cent Sales Tax board; City Manager	2007 and ongoing	Half Cent Sales Tax funding
	Collaborate with the County and other regional partners.	Meet at least annually with city and county representatives in the larger region to discuss how collaborative efforts might foster economic development.	Mayor and City Council; City Manager	2008 and ongoing	Current staff time
<b>Continue to promote a diversified economy.</b>	Aggressively pursue industry recruitment and expansion efforts.	Continue to provide and consider incentives for industry expansion and job creation.	Mayor and City Council; TEDC	2007 and ongoing	General funding; utility funding; TEDC
		Continue to contract with the Tyler Economic Development Council (TEDC) for economic development efforts.	Mayor and City Council	2007 and ongoing	Utility funding
		Enhance communication with existing major businesses to increase awareness about expansion needs.	TEDC; Chamber of Commerce, Texas Workforce Commission	2007 and ongoing	TEDC Board and staff time; Chamber
		Market Tyler to industries with profiles similar to existing industries.	TEDC; Chamber of Commerce	2007 and ongoing	TEDC staff time and funding; Chamber
		Market Tyler's quality of life and friendly business environment on a broader scale through national media.	TEDC; Chamber of Commerce; Convention and Visitor's Bureau	2008 and ongoing	TEDC staff time and funding; Chamber; CVB staff time
	Improve communications and coordination related to contracted services for economic development.	Enhance communications at both the policy and administration levels with TEDC by including both the Mayor and City Manager as members of the TEDC Executive Committee.	TEDC Board	2007 and ongoing	TEDC Board and staff time
		Coordinate and communicate more closely among TEDC and City staff at initial contact stages with prospects in order to provide more thorough consideration of potential incentives.	TEDC President (or his designated staff); City Manager (or his designated staff)	2007 and ongoing	New staff resources; current staff time; TEDC staff time

**TYLER 21 BUSINESS AND ECONOMY ACTION PLAN**

TYLER 21 BUSINESS AND ECONOMY ACTION PLAN					
	Short-Term Actions (2007-2011)	Intermediate Actions (2012-2017)	Long-Term Actions (2018+)		
GOAL	WHAT	HOW	WHO	TARGET TIMELINE	POTENTIAL RESOURCES
		Develop written guidelines for potential City-related incentives for business retention, expansion, and attraction.	Mayor and City Council; Staff designated by City Manager; TEDC	2007	Current staff time; TEDC staff time
	Work with TJC, UT-Tyler, UTHCT and Texas Workforce Commission on workforce development.	Continue and expand current programs, with attention to providing up-to-date technical training.	TEDC; TJC; UT-Tyler; UTHCT; Texas Workforce Commission	2007 and ongoing	Participation from partnering organizations
	Expand support for tourism.	Build on existing attractions, such as the Rose Garden, Caldwell Zoo, the Azalea Trail and the Rose Festival.	Staff designated by City Manager; Chamber of Commerce and Convention and Visitors' Bureau; Historic Tyler, Inc.; East Texas State Fair	2007 and ongoing	Current staff time; participation from partnering organizations
		Work to attract a full-service hotel with meeting space and conference center to Tyler.	Staff designated by City Manager; TEDC	2007-2010	Current staff time; TEDC staff time
		Create and publicize new tourist attractions such as a regional bike trail system, cultural heritage trails, and East Texas State Fair events center.	Staff designated by City Manager; partner organizations	2008 and ongoing	Current staff time; participation from partnership organizations
		Update the design and content of tourism publicity materials, such as websites and brochures.	Tyler Convention and Visitors' Bureau	2008-2010	Tyler Convention and Visitors' Bureau
<b>Establish Tyler's identity as a national and regional market leader for retail, medical services, and higher education.</b>	Establish Tyler's identity as one of the top 75 regional markets for retail and medical services.	Establish a Retail Task Force to examine how to better market and brand Tyler's identity as a regional market.	Chamber of Commerce; Staff designated by City Manager	2007	Current staff time; Chamber staff time
		Create a data set on the greater Northeast Texas retail/medical region and market the region to national retailers and industries.	Chamber of Commerce; TEDC	2008 and ongoing	Consulting services; UT Tyler or other research assistance; private or nonprofit funding; TEDC staff time
<b>Encourage international partnerships for future economic development.</b>	Build on existing relationships.	Continue cultivating relationships with Japan, South Korea, and other potential international collaborations.	Mayor; TEDC; Sister Cities	2007 and ongoing	General resources; TEDC staff time; Sister Cities

**TYLER 21 BUSINESS AND ECONOMY ACTION PLAN**

TYLER 21 BUSINESS AND ECONOMY ACTION PLAN					
	Short-Term Actions (2007-2011)	Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIMELINE	POTENTIAL RESOURCES
<b>Provide physical and social infrastructure to support economic development.</b>	Ensure completion of Loop 49.	Support NETRMA work to complete Loop 49.	Mayor and City Council; MPO; TEDC; Chamber; TxDOT	2007 and ongoing	Current staff time; TEDC staff time; Chamber; TxDOT
	Extend utility services and facilities to serve underutilized and strategic growth corridors.	Issue infrastructure revenue bonds to extend facilities.	Mayor and City Council; Staff designated by City Manager	2007 and ongoing	Utility funding
		Construct utility infrastructure.	Staff designated by City Manager.	2008 and ongoing	Utility funding
		Purchase private utility systems and examine joint efforts with neighboring cities to provide utility services.	Mayor and City Council; Staff designated by City Manager	2008 and ongoing	Utility funding
	Work towards a next generation plan for the public school system.	Support responsible efforts for new public school facilities, enhanced staff/teacher performance and technology investments.	Mayor and City Council; TEDC; Chamber	2007 and ongoing	Assistance with school locations, etc.; funding from public school systems in Tyler
<b>Protect and enhance Tyler's road, air and rail networks, facilities and services.</b>	Work to increase the number of commercial flights to and from Tyler.	Provide incentives to the airline carriers to provide more flights.	Mayor and City Council; Staff designated by City Manager	2007 and ongoing	Aviation funding
	Protect the potential for airport expansion.	Continue land purchases, if needed, to protect airport expansion.	Mayor and City Council; Staff designated by City Manager	2007 and ongoing	Aviation funding; utility funding; general funding
		Consider annexation strategies to allow zoning for appropriate land uses around the airport on land owned by others.	Mayor and City Council; Staff designated by City Manager	2007 and ongoing	Aviation funding; utility funding; general funding
	Retain rail service and look ahead for long-range connectivity – high speed or commuter rail.	Communicate regularly with the rail companies and NETRMA to stay up to date on rail service issues.	Mayor and City Council; MPO; NETRMA; Staff designated by City Manager; TxDOT	2008 and ongoing	Current staff time; TxDOT; NETRMA



**TYLER 21 BUSINESS AND ECONOMY ACTION PLAN**

Short-Term Actions (2007-2011)		Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIMELINE	POTENTIAL RESOURCES
<b>Continue to lead regional coordination for legislative support.</b>	Continue to collaborate with other East Texas cities and counties for greater state legislative strength.	Organize meetings of regional elected and business leadership on a regular basis to create a common agenda for discussion with all of the East Texas state legislative delegation.	Mayor; Chamber of Commerce; TEDC	2007 and ongoing	Current staff time; Chamber staff time; TEDC staff time



Retail and restaurants on Loop 323



Locally-owned business on Gentry Parkway

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**TYLER 21 PUBLIC FACILITIES AND SERVICES ACTION PLAN**

Short-Term Actions (2007-2011)

Intermediate Actions (2012-2017)

Long-Term Actions (2018+)

GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
<b>Continue improvements and extension of public safety facilities and services to keep pace with growth.</b>	Plan for future public safety facilities.	Continue five-year planning cycles for facilities and services in coordination with the Capital Improvement Program.	Staff designated by City Manager	2007 and ongoing	Current staff time
	Recruit a diverse workforce that reflects Tyler's citizenry to the police force and fire departments.	Make affirmative efforts to recruit and hire Hispanic and African-American public safety staff.	Staff designated by City Manager	2007 and ongoing	Current staff time
		Fund and recruit additional public safety officers as entry-level training positions for noncertified personnel.	Mayor and City Council; Staff designated by City Manager	2007 and ongoing	General funding; current staff time
		Fund and implement the fire department reorganization plan.	Mayor and City Council; Staff designated by City Manager	2007 and ongoing	General funding; current staff time
		Fund and implement pay plan adjustments for sworn personnel in the police department by adding additional steps for Sergeants and Lieutenants.	Mayor and City Council; Staff designated by City Manager	2007 and ongoing	General funding; current staff time
	Build new facilities for service and training.	Construct and staff two replacement fire stations (5 & 7) and a new tenth fire station.	Mayor and City Council; Half Cent Sales Tax Board; Staff designated by City Manager	2007-2008	Current staff time; Half Cent Sales Tax funding; general funding
		Locate and purchase property for an eleventh fire station and a third police substation in South Tyler.	Mayor and City Council; Half Cent Sales Tax Board; Staff designated by City Manager	2008-2011	Current staff time; Half Cent Sales Tax funding; general funding
		Build the proposed eleventh fire station and a third police substation in South Tyler.	Mayor and City Council; Half Cent Sales Tax Board; Staff designated by City Manager	2012	Current staff time; Half Cent Sales Tax funding; general funding
		Where practical, locate stations at recommended village commercial centers in growth areas in order to use public facilities to promote clustered growth.	Mayor and City Council; Half Cent Sales Tax Board; Staff designated by City Manager	2008 and ongoing	Current staff time; Half Cent Sales Tax funding; general funding

TYLER 21 PUBLIC FACILITIES AND SERVICES ACTION PLAN					
	Short-Term Actions (2007-2011)	Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
		Identify a location and funding for a new fire and police training field.	Staff designated by City Manager	2012-2017	Current staff time; Half Cent Sales Tax funding; general funding
		Create wireless hotspots in downtown and along major corridors to permit police officers to transmit information and data efficiently.	Staff designated by City Manager; Private service provider	2007 and ongoing	Current staff time; grant funding; general funding; partnerships with private service providers
<b>Become the regional water provider for Smith County.</b>	Actively examine acquisition of investor-owned water utilities.	Identify, rank and negotiate for acquisition when possible.	Staff designated by City Manager	2007 and ongoing	Current staff time
	Expand infrastructure as an incentive for urban growth.	Issue infrastructure revenue bonds to extend facilities.	Mayor and City Council; Staff designated by City Manager	2007 and ongoing	Utility funding
		Construct utility infrastructure.	Staff designated by City Manager	2008 and ongoing	Utility funding
<b>Protect the quality and quantity of Tyler's drinking water supply.</b>	Preserve public land for nature-based recreation at Lake Tyler and promote long-term watershed planning.	Seek local or regional nonprofit partners for raising public awareness about long-term watershed planning.	Staff designated by City Manager; Regional nonprofit partners	2008 and ongoing	Utility funding
		Ensure monitoring of septic systems near lakes to avoid failure and excess nutrients in the lakes.	Staff designated by City Manager	2007 and ongoing	Utility funding
		Continue to implement water conservation by raising public awareness.	Staff designated by City Manager	2007 and ongoing	Utility funding
	Implement water conservation measures in all public facilities.	Create a water conservation plan for public facilities.	Staff designated by City Manager	2012	Current staff time; consulting services; utility funding

**TYLER 21 PUBLIC FACILITIES AND SERVICES ACTION PLAN**

Short-Term Actions (2007-2011)						Intermediate Actions (2012-2017)						Long-Term Actions (2018+)						
GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES	GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES	GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES	
<b>Become the regional sewer/wastewater treatment utility for Smith County.</b>	Plan for expansion and to fund acquisition of existing utilities and construction of new facilities.	Issue infrastructure revenue bonds to extend facilities.	Mayor and City Council; Staff designated by City Manager	2007 and ongoing	Utility funding													
		Acquire a location in the southern part of the county for a new wastewater treatment plant and land for additional plants as needed.	Mayor and City Council; Staff designated by City Manager	2007 and ongoing	Utility funding													
		Extend or improve infrastructure within the city limits (existing or through future annexation) and acquire investor-owned utilities.	Mayor and City Council; Staff designated by City Manager	2008 and ongoing	Utility funding													
		Expand infrastructure in areas proposed for urban growth.	Mayor and City Council; Staff designated by City Manager	2008 and ongoing	Utility funding													
<b>Maintain the City's role as the regional landfill provider.</b>	Continue and expand services to enhance programs and capacity.	Continue permitted phased landfill expansion.	Staff designated by City Manager	2008 and ongoing	Solid waste funding													
		Evaluate the feasibility of transfer stations outside the city limits that are distinct from the existing landfill.	Staff designated by City Manager	2012 and ongoing	Solid waste funding													
		Continue reasonable pricing to discourage dumping.	Mayor and City Council; Staff designated by City Manager; Landfill operator	2008 and ongoing	Solid waste funding													
		Continue customized premium curbside services for residential customers on a subscription basis.	Staff designated by City Manager	2007 and ongoing	Solid waste funding													
		Continue annual household hazardous waste events.	Keep Tyler Beautiful Board; Staff designated by City Manager	2007 and ongoing	Solid waste funding; ETCOG funding; County funding													
		Work towards programs for community mulch and curbside recycling.	Continue and enhance program for subscription curbside recycling.	Keep Tyler Beautiful Board; Staff designated by City Manager	2008 and ongoing	Solid waste funding												

**TYLER 21 PUBLIC FACILITIES AND SERVICES ACTION PLAN**

TYLER 21 PUBLIC FACILITIES AND SERVICES ACTION PLAN					
Short-Term Actions (2007-2011)		Intermediate Actions (2012-2017)	Long-Term Actions (2018+)		
GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
		Further promote workplace and commercial recycling.	Keep Tyler Beautiful Board; Staff designated by City Manager	2008 and ongoing	Solid waste funding
		Study and develop plans for a community mulch program through collection and processing of yard waste for reuse.	Keep Tyler Beautiful Board; Staff designated by City Manager	2008-2011	Solid waste funding; ETCOG funding
		Implement plans for a community mulch program.	Keep Tyler Beautiful Board; Staff designated by City Manager	2012 and ongoing	Solid waste funding; ETCOG funding
<b>Minimize flooding, erosion and water quality degradation.</b>	Make improvements to existing infrastructure and implement best management practices in growth areas.	Establish a priority ranking system to resolve existing drainage problems.	Staff designated by City Manager	2008	Current staff time; consulting services; utility funding
		Review drainage plans and regulations and make changes as needed to promote preservation of natural drainage and use of natural channel design rather than hard-armored channels, when possible.	Mayor and City Council; Planning & Zoning Commission; Joint Committee on Code Review; Staff designated by City Manager	2007 and ongoing	Current staff time; consulting services; general funding
		Encourage protection and integration of natural drainage features into the community through park systems and planned land use.	Mayor and City Council; Planning & Zoning Commission; Staff designated by City Manager	2007 and ongoing	Current staff time
		Amend subdivision regulations to allow strategies that encourage infiltration of stormwater, such as pervious surfaces and directing rooftop runoff, where feasible.	Mayor and City Council; Planning & Zoning Commission; Joint Committee on Code Review; Staff designated by City Manager	2007 and ongoing	Current staff time; consulting services; general funding
		Seek local or regional nonprofit partners for raising public awareness about watershed planning.	Staff designated by City Manager	2009 and ongoing	Current staff time; regional nonprofit resources

Chapter 13 :: IMPLEMENTATION PLAN

**TYLER 21 PUBLIC FACILITIES AND SERVICES ACTION PLAN**

TYLER 21 PUBLIC FACILITIES AND SERVICES ACTION PLAN					
	Short-Term Actions (2007-2011)	Intermediate Actions (2012-2017)		Long-Term Actions (2018+)	
GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
<b>Keep existing streets and public places well-maintained.</b>	Develop a pavement management program.	Evaluate and purchase a pavement management program connected to GIS with criteria for priority ranking and clarity of criteria for greater public understanding.	Staff designated by City Manager	2009	General funding; current staff time
		Continue to maintain brick streets.	Staff designated by City Manager	2007 and ongoing	General funding; current staff time
	Create a Sidewalk Improvement and Continuity Plan.	Work with the pedestrian plan recommended in the Transportation Element to inventory and rank sidewalks for improvements.	Staff designated by City Manager	2012-2015	Current staff time; consultant services; MPO funding
<b>Enhance code enforcement.</b>	Increase the amount of resources dedicated to a more proactive code enforcement effort.	Commission City employees in various field service departments to report offenses.	Staff designated by City Manager	2008 and ongoing	New staff resources and current staff time; solid waste funding
		Provide more proactive code enforcement through additional manpower and funding.	Mayor and City Council; Staff designated by City Manager	2007	New staff resources and current staff time; solid waste funding
		Enhance the use of technology in the monitoring and execution of code enforcement efforts.	Mayor and City Council; Staff designated by City Manager	2007	Current staff time; solid waste funding
	Provide a simple way for citizens and City employees to report code infractions.	Advertise the reporting options to the public and provide a mechanism to learn what action was taken by the City.	Staff designated by City Manager	2008 and ongoing	Current staff time
<b>Continue and enhance efforts to assure compliance with accessibility standards in both public and private facilities.</b>	Provide guidance to the private sector for ADA/TX Accessibility Standards compliance.	Make brochures and other materials available to developers and builders as they make applications for projects.	Staff designated by City Manager	2008 and ongoing	Current staff time; general funding
<b>Develop Tyler's library system and resources as an innovative source of information services and culture.</b>	Develop a Master Plan for library services and the library buildings.	Write an RFP and hire a consultant.	Mayor and City Council; Library Board; Staff designated by City Manager	2010	Current staff time; consulting services; general funding
	Make the library a key asset in the downtown Arts, Culture and Business District.	Consult with Library Board and library staff in downtown planning.	Staff designated by City Manager; Major stakeholders; Heart of Tyler Main Street	2008 and ongoing	Current staff time

**TYLER 21 PUBLIC FACILITIES AND SERVICES ACTION PLAN**

<span style="background-color: #e0f2f1;">Short-Term Actions (2007-2011)</span> <span style="background-color: #e8f5e9;">Intermediate Actions (2012-2017)</span> <span style="background-color: #fff9c4;">Long-Term Actions (2018+)</span>					
GOAL	WHAT	HOW	WHO	TARGET TIME-LINE	POTENTIAL RESOURCES
<b>Strengthen the tourism value of the Rose Center, Harvey Convention Center and current East Texas Fairgrounds site.</b>	Study the potential to create a horticulture center/botanical garden and environmental education center on the parking lot and fairgrounds site adjacent to the Rose Garden.	Explore potential partnerships with nonprofit or for-profit garden and horticulture groups.	Mayor and City Council; Park and Recreation Board; Rose Festival Association; Staff designated by City Manager; Master Gardeners; Educational and research institutions	2008 and ongoing	Current staff time
		Commission and develop a site master plan including alternatives for expanded horticulture uses while accommodating parking and circulation for the stadium and athletic fields.	Mayor and City Council; Staff designated by City Manager; T.I.S.D. staff	2012	Current staff time; consulting services; general funding
		Fund short to medium-term interior improvements to Harvey Center while other options are under review.	Mayor and City Council; Park and Recreation Board; Staff designated by City Manager	2008 and ongoing	Current staff time; general funding; Heart of Tyler funding
<b>Continue partnerships with non-profit organizations in social services, arts and culture.</b>	Continue HUD (CDBG and HOME) pass-through funding, as feasible.	Consider implementation of a competitive process for a portion of available funding to promote innovation in qualified areas.	Mayor and City Council; Staff designated by City Manager	2009 and ongoing	Current staff time; HUD funding
		Facilitate accountability and avoid duplication of services.	Staff designated by City Manager; Nonprofit and for-profit partners	2007 and ongoing	Current staff time; outside organization staff time
		Coordinate funding to support key City objectives, such as revitalization of downtown.	Staff designated by City Manager	2007 and ongoing	Current staff time; HUD funding
<b>Provide services and opportunities for senior citizens.</b>	Develop a comprehensive plan with nonprofit partners for senior services.	Survey retirees and senior citizens about needs.	Staff designated by City Manager; Tyler Area Chamber of Commerce; Educational institutions	2012	Current staff time; Chamber staff and volunteer time; consulting services; general funding
	Promote Tyler as a retirement destination.	Assist with efforts of educational and medical institutions and the Senior Resource Committee of the Chamber of Commerce.	Staff designated by City Manager; Tyler Area Chamber of Commerce; Major stakeholders	2008 and ongoing	Current staff time; Chamber staff and volunteer time; partnerships with major stakeholders

