DESIGNWORKSHOP

FRANKLIN
ASSOCIATES

HGAC Houston-Galveston Area Council

City of
Huntsville

Contents

The purpose of the Huntsville Housing & Economic Development Case Study is to provide local officials and citizens with a clear framework for implementing strategic projects that build upon and strengthen Huntsville's excellent quality of life to create jobs, spur high quality and diverse residential development, and expand retail options.

The Challenge

The City of Huntsville and Walker County as a whole, have a job/housing imbalance. Huntsville is a city of 38,548 people in need of a housing plan that comprehensively addresses the ability to create and maintain quality, affordability, and a range of housing options while subsequently attracting economic development.[1] 23.5% of citizens travel beyond Walker County for work.[2] A large portion of the new housing development in Huntsville is geared towards students, which are a transient population. This exacerbates the issue of developing strong and stable neighborhoods that are affordable for a variety of households. In fact, over half of the residents (58.6 percent) in the community are renters.[3] In addition, seven state prisons are located within Walker County, five of which are located within Huntsville. Although the state and federal operations bring many jobs, the large tracts of land that they occupy are exempt from property taxes and limit the supply of developable land. Over 50 percent of the land within Huntsville is publically-owned and exempt from property taxes.[4] There is also a need to diversify the economic base.

The Approach

Unlike a comprehensive plan that focuses on future land uses in a broad sense, this case study approach identifies specific issues and utilizes background information and best practices from comparable projects to propose a set of tools and strategies for achieving community goals.

A basic foundation of the approach was established at the outset by reviewing Huntsville's long-term community, economic, environmental, and aesthetic goals with the public. These long-term goals are focused on promoting and enhancing Huntsville's excellent quality of life. For the residents of Huntsville, this means:

- Maintaining Downtown as an economic activity center and focal point,
- Protecting existing neighborhoods while broadening the range of housing types and prices,
- Creating safe pedestrian and bicycle connections throughout the city,
- Retaining and expanding existing business while making Huntsville more competitive in recruiting new businesses,
- Protecting Huntsville's natural features and assets,
- Ensuring private development supports these goals.

A city's quality of life forms the basis for future economic and residential development.

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1   From the U.S. Census Bureau, 2010
2   Original case study RFQ
3   ESRI
4   H-GAC and City of Huntsville GIS Data

PROJECT GOALS

Community	Economic	Environmental	Aesthetic
• Maintain Downtown as an economic activity center and focal point,	• Retain and expand existing businesses,	• Create streets that accommodate street trees, sidewalks, bicycle lanes, and transit where appropriate,	• Focus attention on more effective management of development quality, impacts and aesthetics along Huntsville's major roadway corridors,
• Transform downtown Huntsville into a "university village",	• Encourage the private market to produce desired outcomes with incentives and flexible regulations,	• Use the City's development regulations to directly prevent and/or mitigate adverse impacts on Huntsville's natural features and assets.	• Use the community's official Development Code and associated regulations to encourage development practices and outcomes more consistent with Huntsville's desired character.
• Protect established neighborhoods and reinvigorate older neighborhoods,	• Make Huntsville more competitive in recruiting new businesses,		
• Manage growth around Huntsville,	• Manage incompatible land uses,		
• Broaden the range of housing types and prices to meet affordability needs,	• Promote development opportunities near Sam Houston State University (especially along University and Sam Houston Avenues),		
• Promote Huntsville's excellent quality of life,	• Increase local economic impact of the Texas Department of Criminal Justice.		
• Create a safe pedestrian and bicycle connections to adjacent neighborhoods,			
• Employ regulations that are more effective in meeting community goals.			

Potential projects for case study review were drawn from previous planning initiatives, including the *Huntsville Horizon Comprehensive Plan*, an *Economic Development Strategic Plan for Huntsville, Texas*, and the *Sam Houston State University Master Plan*, and prioritized by the public in a series of focus groups and workshops.

The success of each project will be determined by the degree to which all of Huntsville's citizens dedicate time, resources and political support to moving projects forward.

The following projects were selected by the citizens of Huntsville for inclusion in this case study:

- Promote Excellence in K-12 Education,
- Broaden the Range of Housing Types and Price Diversity,
- Reevaluate Wet/Dry County Lines,
- Create a Marketing Campaign,
- Increase Adult Education/Training Opportunities,
- Increase Retail and Restaurant Opportunities,
- Create a Corridor Connecting Downtown and Sam Houston State University,
- Leverage the Presence of TDCJ to Expand Economic Development,
- Develop a Business Park,
- Revise and Enforce Development Regulations.

A more detailed description of the approach, vision and goals can be found in the *Purpose* and *Process* chapters of this document.

Huntsville Today

A sustainability gap analysis was performed to evaluate existing conditions in Huntsville for a variety of metrics associated with each of the case study projects. Huntsville was compared to nearby cities, the county, and/or the State to gain a better understanding of the baseline conditions. Projects, programs and policies recommended for each of the case study projects build off the sustainability gap analysis to identify strategies that will help close the gap between where Huntsville is today and where it envisions itself in future years.

The sustainability gap analysis revealed that along a number of metrics, the City of Huntsville is falling behind nearby communities in terms of adopting new practices and utilizing available tools to attract jobs and residents to the area. While other cities have taken a more proactive approach to development that involves (1) investing in projects that improve the overall quality of life, (2) offering financial incentives to encourage desired development types and (3) aggressively and strategically recruiting new businesses and residents, the City of Huntsville has failed to keep pace by implementing many of these commonly-used strategies to boost development.

Promote K-12 Education
Teacher and administration pay and the average tax rate used to fund schools is lower in Huntsville when compared to the averages in nearby school districts and the state. Additionally, many school facilities are aging and in need of repair.

Broaden the Range of Housing Types and Price Diversity
The Development Code has failed to produce diverse and attractive housing options. Huntsville currently lacks both affordable and higher income housing options. Many people who work in Huntsville must commute from nearby communities with greater housing options.

Reevaluate Wet/Dry County Lines
The wet/dry county lines in Huntsville have not been reevaluated since their establishment in 1972. Alcohol sales are prohibited or restricted in many parts of the city.

Create a marketing campaign
The City currently has no city-sponsored marketing campaign to publicize its many community assets to potential employers and/or residents.

Despite its many community assets, the City of Huntsville struggles to compete with nearby communities, many of which have implemented aggressive policies and strategic projects to actively encourage development.

H-GAC HOUSING & ECONOMIC DEVELOPMENT CASE STUDY | Huntsville, Texas

Increase Adult Education/Training Opportunities

Opportunities for adult education and training are present in Huntsville but are not well advertised and could benefit from increased coordination with the City and local employers.

Create a Corridor Connecting Downtown and Sam Houston State University

Potential corridors between Downtown and Sam Houston State University are not pedestrian friendly and discourage greater integration of the Huntsville and University populations.

Leverage the Presence of TDCJ to Expand Economic Development

TDCJ is a major employer in Huntsville, but the large percentage of government-owned land occupied by TDCJ facilities significantly decreases Huntsville's tax base.

Develop a Business Park

Business parks have become a popular tool for cities of all sizes to encourage economic development, but there are presently no business parks located in Huntsville.

Revise and Enforce Development Regulations

The City has not yet capitalized on the opportunity to use its Development Code as a tool for encouraging desired development types.

Huntsville Tomorrow

Recommendations for each of the case study projects focus on ways the City can leverage its position and strategic partnerships to proactively recruit jobs and residents by building upon and expanding existing community assets.

Projects focused directly on improving the quality of life in Huntsville were selected for a more in-depth analysis, given the significant influence a city's quality of life has over future economic and residential development.

Promote K-12 Education

Due to the limited authority city officials have over school district decisions, project recommendations focus on how the City can leverage its position to keep schools a primary concern for the entire community, not just school officials, and mobilize the entire education capacity of Huntsville.

Broaden the Range of Housing Types and Price Diversity

The Development Code should be updated to more effectively encourage the private market to produce the desired development types by incentivizing diverse housing, waiving or reducing fees and incorporating the latest standards in housing.

Reevaluate Wet/Dry County Lines

The City can help facilitate the success of another local option election by partnering with the Chamber of Commerce to evaluate and publicize the benefits of "going wet".

Create a marketing campaign

Creating a marketing campaign requires more than just developing a "brand" for the City, it also means ensuring Huntsville's physical environment reflects and supports that "brand". Project recommendations focus on better communicating Huntsville's assets by developing gateways and wayfinding systems and investing in the continued development and improvement of Downtown Huntsville. Project recommendations also address strategies for effectively disseminating Huntsville's "brand" through improved website design.

Increase Adult Education/Training Opportunities

Existing opportunities can be better advertised by developing a single location on the internet that connects adults with programs across providers. The City should also partner with employers and education providers to better tailor available opportunities to industry needs.

Create a Corridor Connecting Downtown and Sam Houston State University

Corridor development will depend greatly on Huntsville adopting design guidelines and developer incentives to increase pedestrian activity through physical form and encourage private investment in corridor development.

Leverage the Presence of TDCJ to Expand Economic Development

Businesses that hat may logically locate near TDCJ facilities, including manufacturing operations, should be recruited.

Develop a Business Park

Because communities of all shapes and sizes offer business park sites, Huntsville will need to tailor its marketing pitch by pairing business park locations with particular targeted incentives geared to attract new business.

Revise and Enforce Development Regulations

Recommendations for revising and enforcing development regulations focus on how the City can utilize the Development Code as a tool for encouraging certain types of development, especially greater housing diversity.

The Road Map

While action steps and a general timeline are provided for all ten projects, those focused directly on improving the quality of life in Huntsville were selected for a more in-depth analysis, given the significant influence a city's quality of life has over future economic and residential development. A more detailed implementation framework that includes more focused action steps, potential partnerships and magnitude of costs is outlined for these projects. In addition, performance metrics, baseline conditions and target figures are provided to guide the City of Huntsville in continuing to measure its progress toward achieving each of the Quality of Life projects. More detail on the analysis and recommendations completed for this case study can be found in the *Challenges and Opportunities* and *Closing the Gap* chapters.

This document is intended to serve as a policy guide for local officials and key stakeholders, but the implementation of project recommendations and the degree to which the City is successful in achieving its long-term goals will depend on the efforts of *all* of Huntsville's citizens. Each of the project recommendations will need champions to bring people and resources together and hold officials and other stakeholders accountable to taking action. Whether it involves serving on a committee, organizing an event, sharing opinions or lending resources, any citizen interested in the ultimate success of a project has a vital role to play. More information on the implementation of recommendations in this study can be found in the *Implementation* chapter.

PURPOSE
Project Approach, Vision and Goals

1.1 Project Approach

The purpose of the Huntsville Housing & Economic Development Case Study is to provide local officials and citizens with a clear framework for implementing strategic projects that build upon and strengthen Huntsville's excellent quality of life.

Unlike a comprehensive plan that focuses on future land uses in a broad sense, a case study approach identifies specific issues and utilizes background information and best practices from comparable projects to propose a set of tools and strategies for achieving community goals.

Recognizing the existing need for jobs and housing in Huntsville and the tremendous opportunity for growth presented by the expanding Houston Metro area, the City of Huntsville decided to take advantage of funding opportunities available through the Houston-Galveston Area Council (H-GAC) to undertake a case study that would help better position the City for future housing and economic improvements.

The Huntsville Housing & Economic Development Case Study capitalizes on momentum generated by past planning initiatives, including the *Huntsville Horizon Comprehensive Plan (2007)*, the *Economic Development Strategic Plan for Huntsville, Texas (2007)*, and the *Sam Houston State University Master Plan (2007)*. The consultant team worked with the City and public to identify and prioritize projects recommended by these previous planning initiatives.

For each of the prioritized projects, the case study approach examines existing conditions in Huntsville and reviews actions taken by comparable cities to achieve similar goals. Policy, program and project recommendations, as well as implementation strategies are provided as additional guidance to help policy makers successfully carry out recommended projects in a way that encourages housing diversity and promotes economic development in Huntsville.

1.2 Project Vision

The Huntsville Housing & Economic Development Case Study focuses on the top ten projects from recently adopted planning documents that Huntsville residents, policy makers and interested stakeholders prioritized in a series of focus groups and public workshops. A more in-depth analysis is undertaken for those projects that enhance Huntsville's overall quality of life.

Quality of life factors have been prioritized due to the vital role these factors play in shaping economic and residential development. Community amenities attract employers and residents and create a market for housing diversification, increased economic activity and retail and service expansion. Enhancing Huntsville's quality of life has a number of long term benefits and implications for residential and economic development:

Positive Branding
Implementing projects that build upon and strengthen Huntsville's excellent quality of life will create a positive brand for Huntsville that attracts tourists, new residents and employers, and helps to change negative perceptions of Huntsville as a prison city.

Improvement and Diversification of the Housing Stock
An excellent quality of life will help Huntsville remain competitive with surrounding cities and discourage Huntsville employees from residing in and commuting from nearby cities.
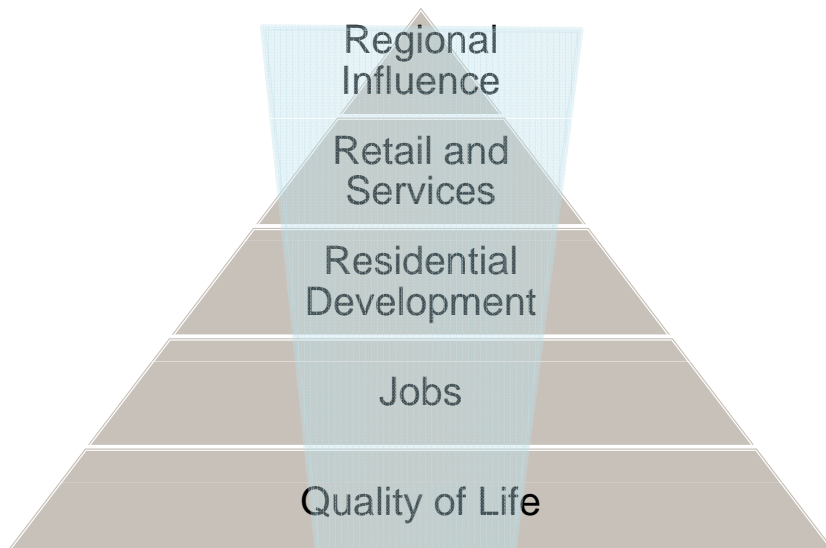

Figure 1: *Quality of life factors form a strong foundation for job creation, residential development, and retail and service expansion.*

Community amenities such as attractive and safe neighborhoods, excellent schools and opportunities for recreation and entertainment will increase the demand for diverse and high quality housing options at a price that meets the financial needs of all individuals and families desiring to live in Huntsville.

An Increase and Diversification of the Labor Pool Market
Attracting new residents by enhancing Huntsville's community assets and overall quality of life will increase the number of residents at all income levels so that Huntsville can better compete for a wider range of employers.

If businesses are able to recruit from Huntsville residents, the City will be better positioned to market itself to potential employers and create more opportunities for residents at all income levels to live and work in Huntsville.

The Promotion of Expanding Businesses and Development Within the City
An excellent quality of life helps to support existing business by increasing tourism, attracting new residents and ensuring people spend their dollars in Huntsville rather than traveling to nearby cities. New businesses looking to relocate will see Huntsville's quality of life as a great marketing tool to attract highly

qualified applicants from around the country, giving Huntsville an edge in recruiting new employers.

1.3 Project Goals

The primary goal of the Housing & Economic Development Case Study is to assist in developing strong, stable neighborhoods within the City of Huntsville while tying this effort to an economic development approach. Project recommendations also address Huntsville's community, economic, environmental, and aesthetic goals

PROJECT GOALS

Community	Economic	Environmental	Aesthetic
• Maintain Downtown as an economic activity center and focal point, • Transform downtown Huntsville into a "university village", • Protect established neighborhoods and reinvigorate older neighborhoods, • Manage growth around Huntsville, • Broaden the range of housing types and prices to meet affordability needs, • Promote Huntsville's excellent quality of life, • Create a safe pedestrian and bicycle connections to adjacent neighborhoods, • Employ regulations that are more effective in meeting community goals.	• Retain and expand existing businesses, • Encourage the private market to produce desired outcomes with incentives and flexible regulations, • Make Huntsville more competitive in recruiting new businesses, • Manage incompatible land uses, • Promote development opportunities near Sam Houston State University (especially along University and Sam Houston Avenues), • Increase local economic impact of the Texas Department of Criminal Justice.	• Create streets that accommodate street trees, sidewalks, bicycle lanes, and transit where appropriate, • Use the City's development regulations to directly prevent and/or mitigate adverse impacts on Huntsville's natural features and assets.	• Focus attention on more effective management of development quality, impacts and aesthetics along Huntsville's major roadway corridors, • Use the community's official Development Code and associated regulations to encourage development practices and outcomes more consistent with Huntsville's desired character.

DESIGNWORKSHOP

2

PROCESS
Project Timeline & Stakeholder Engagement

PROJECT TIMELINE

Oct 2012	Nov 2012	Winter 2013	March 2013	April 2013
Study Kickoff	**Input Opportunities**	**Analysis**	**Input Opportunities**	**Case Study Completed**
City met with project team to begin efforts and form Stakeholder Advisory Committee (SAC).	*Community-wide Harnessing Huntsville's Potential Workshop and focus group discussions create foundation of approach.*	*Consultant Team developed strategies based on Huntsville-specific trends identified through research and stakeholder input.*	*Community-wide Achieving Huntsville's Potential Workshop and additional focus group meetings on implementing projects, programs, and policies.*	*Case Study final report published; City of Huntsville and stakeholders move forward with implementing recommendations.*

2.1 Timeline

The Huntsville Housing & Economic Development Case Study is a collaborative process led by the City of Huntsville in cooperation with the Houston-Galveston Area Council (H-GAC) The study is based on an analysis of existing conditions, Huntsville-specific trends and best practices from comparable projects, and is informed by extensive public input.

Case Study Kickoff

The first step in the case study process was to become familiar with the study area and develop a thorough understanding of the work that had been completed to date, including existing area plans and studies. The client and design team engaged in a Strategic Kick Off to assess the City's perceived needs, review and refine project goals, establish critical success factors, and begin to identify potential barriers to achieving project goals.

A Stakeholder Advisory Committee (SAC), comprised of the client group and key stakeholders, was created to provide a solid framework for public involvement and to act as a point of contact for both the consultant team and interested public. Members of the SAC were selected by the City of Huntsville and include representatives from the City, H-GAC, Walker County, Huntsville Memorial Hospital and members of the local business and development communities. The SAC provided ongoing leadership throughout the process and will play a key role in moving implementation forward.

Goal Setting

The second step in the case study process was to establish a basic foundation of approach. Through a series of focus groups with key stakeholder groups and a public workshop, the City's long term goals were reviewed and projects from previous planning initiatives were selected for case study review. Based on input from the community, the team developed a list of ten projects to be addressed by the case study.

Baseline Analysis & Benchmarking

The third step in the case study process was to better understand existing conditions in Huntsville and how it compares to other cities. Metrics for each of the top-ranked projects were established and the City of Huntsville was compared to Walker County, proximate cities, and the State of Texas. During this

Stakeholder Advisory Committee Members

J.D. Davis -
Davis Construction

Nancy Gaertner

B.J. Gaines -
Walker County Commissioner

Dr. Jaimie Hebert -
Provost, SHSU

Sam Johnson -
Huntsville Abstract & Title

Dr. Steve Johnson -
Superintendent, HISD

Lorri Lehman -
First National Bank

Pam Markham -
Markham Realty, Inc.

David Moorman

Sally Nelson -
CEO, Huntsville Memorial Hospital

Robert Pate -
First Financial Bank

Tim Paulsel -
Walker County Commissioner

Frank Roberts

Dalene Zender -
Heart of Texas Real Estate

Aron Kulhavy -
City of Huntsville

Dr. Sherry McKibben -
City of Huntsville

Chandra Steinback -
City of Huntsville

Kelly Porter -
H-GAC

phase, the team also researched best practices used by other cities to advance similar goals. To assist the City in creating a framework for implementation, potential benefits and consequences of a "no action" scenario were outlined for each of the top-ranked projects.

Vision and Recommendations

The general objective for this phase was to create a vision and set of recommendations for each of the ten projects and provide concept maps, visuals, tools and other materials to assist the City of Huntsville in achieving its goals. Recommendations include specific projects, programs and policies for achieving community goals. A more in-depth analysis was performed for projects that would improve Huntsville's quality of life and help lay the foundation for economic and residential development. More focused recommendations are provided for the "Quality of Life" projects. A second series of focus groups with key stakeholder groups and a public workshop was conducted during this phase to present recommendations to the public, gather feedback, and discuss opportunities for success.

The Quality of Life projects were chosen based on an analysis that compared the difficulty in implementing the project against the importance of the project. The importance factor came from what was heard at the workshops and the difficulty factor was discussed during SAC meetings. In the chart on this page, it is apparent that the promotion of excellence in K-12 schools and broadening the range and diversity of housing types are very important, but these are also the most challenging projects. Re-evaluating where alcohol sales can be made in the City and the creation of a marketing campaign are very important projects, but easier to implement.

Based on the thesis of the case study - that the quality of life in Huntsville will improve other aspects like jobs and housing (see diagram on P. 2) - the projects that should be focused on are those that fall into the category of improving the quality of life and rank as very important in the importance vs. difficulty analysis.
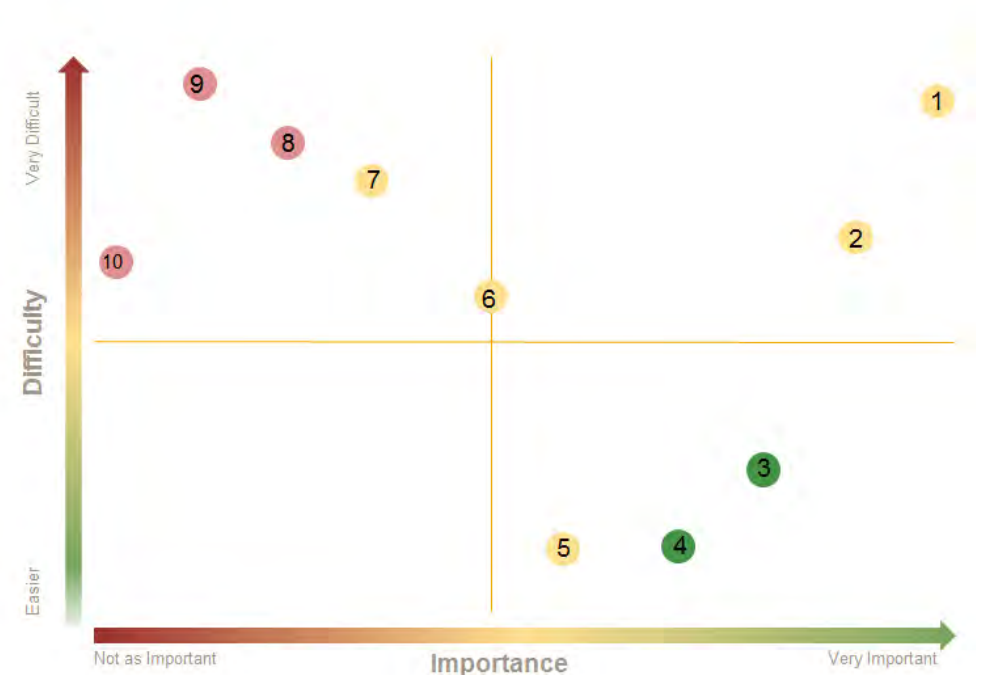
Those projects included:

- Promote excellence in K-12 schools,
- Create a marketing campaign,
- Revise and enforce development regulations,
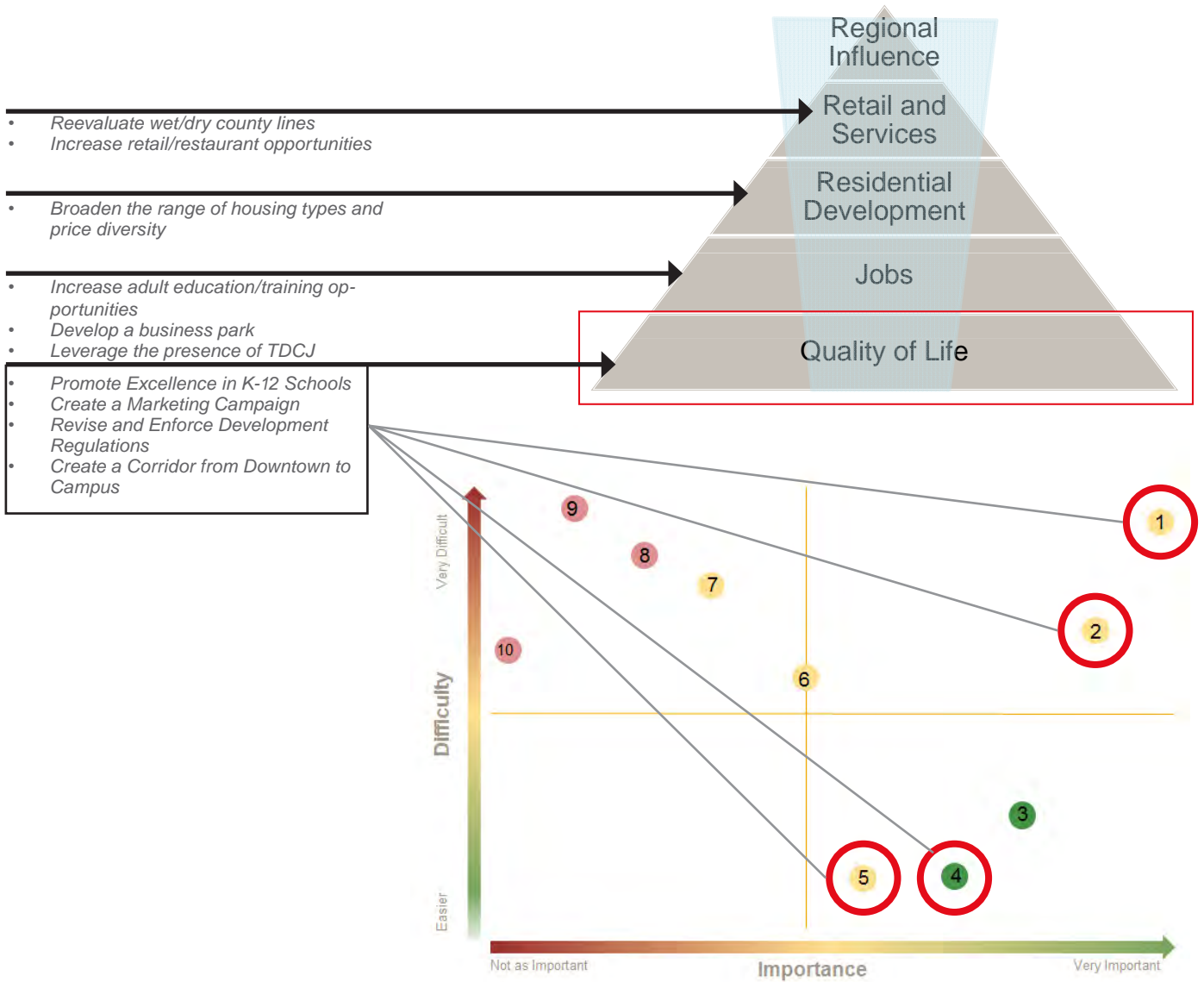- Create a corridor between downtown and campus.

Projects:

1. Promote Excellence in K-12 Schools
2. Broaden Range of Housing Types/Diversity
3. Reevaluate Wet/Dry County Lines
4. Create a Marketing Campaign
5. Revise and Enforce Development Regulations
6. Increase Adult Education/Training Opportunities
7. Increase Retail/Restaurant Opportunities
8. Create a Corridor from Downtown to Campus
9. Leverage the Presence of TDCJ to Expand Economic Development
10. Develop a Business Park

Difficulty vs. Importance Analysis

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Regional
Influence

Retail and
Services

Residential
Development

Jobs

Quality of Life

- Reevaluate wet/dry county lines
- Increase retail/restaurant opportunities

- Broaden the range of housing types and price diversity

- Increase adult education/training opportunities
- Develop a business park
- Leverage the presence of TDCJ

- Promote Excellence in K-12 Schools
- Create a Marketing Campaign
- Revise and Enforce Development Regulations
- Create a Corridor from Downtown to Campus

The four Quality of Life projects that came to the forefront during the Importance vs. Difficulty challenge will help Huntsville lay the foundation to achieving the other projects.

CASE STUDY PROJECTS

Ranked by Order of Importance	Source
Quality of Life Projects	
1 Promote Excellence in K-12 Schools	*Huntsville Horizon*
2 Broaden the Range of Housing Types and Price Diversity	*Huntsville Horizon*
3 Reevaluate Wet/Dry County Lines	*Stakeholder Advisory Committee*
4 Create a Marketing Campaign	*Huntsville Horizon*
5 Increase Adult Education/Training Opportunities	*Stakeholder Advisory Committee*
6 Increase Retail and Restaurant Opportunities	*Stakeholder Advisory Committee*
7 Create a Corridor Connecting Downtown and Sam Houston State University	*Huntsville Horizon*
8 Leverage the Presence of TDCJ to Expand Economic Development	*Huntsville Horizon*
9 Develop a Business Park	*Huntsville Horizon*
10 Revise and Enforce Development Regulations	*Huntsville Horizon*

Implementation Planning

The objective of this phase is to ensure the vision and recommendations have a clear framework for implementation.

The implementation plan identifies:

- Short-term and long-term strategies,
- Potential challenges,
- Financial and regulatory tools,
- Estimated costs,
- Responsible lead entities,
- Potential partnerships.

The conclusion of the process is an implementable plan with concrete actions and implementation steps. Both the process and the resulting product of this effort will help build awareness, cultivate passions, and garner support for the next steps of implementation.

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Huntsville residents discuss project recommendations at the implementation workshop: Achieving Huntsville's Potential.

2.2 Stakeholder Engagement

The support of key stakeholders and the formation of strategic partnerships between policy makers, business leaders and members of the community is critical to ensuring the successful implementation of the case study recommendations. Community engagement formed an integral part of the case study and informed decision-making throughout the planning process.

The overall Stakeholder Engagement Plan included a steering committee, a project website, a series of SAC meetings and two public workshops. The plan was designed specifically to gain valuable feedback from key stakeholders and the public, build consensus around achieving Huntsville's long-term goals and foster strategic partnerships.

Project Kick Off
A Strategic Kick Off Meeting was held on September 4th, 2012 to discuss goals and expected outcomes of the Housing and Economic Development case study, develop a community engagement strategy and identify Stakeholder Advisory Committee members.

Stakeholder Advisory Committee (SAC) Kick Off
The SAC was formed by the City of Huntsville and H-GAC. The purpose of the SAC is to provide input from a spectrum of interests within Huntsville's community, including those with economic, development and community interests. Monthly meetings with the SAC throughout the project ensured that the Housing and Economic Development case study process reflected the thoughts and ideas of Huntsville's key stakeholders.

Stakeholder Outreach
Key stakeholders and interested members of the public were engaged throughout the planning process in a variety of formats. Over the course of the planning process, the consultant team held five web-based meetings and three in person meetings with the Stakeholder Advisory Committee and facilitated two rounds of public workshops. A project website and Facebook page were maintained throughout the duration of the planning process to provide a space for community ideas and collaboration.

Stakeholder Advisory Committee Meeting (SAC) Meeting 1
The first Stakeholder Advisory Committee meeting was held on November 8th, 2012. SAC members worked together to identify issues and opportunities related to attracting residents and employers and increasing the diversity of housing

options in Huntsville. SAC members and the consultant team also developed a plan for engaging Huntsville residents in the planning process.

Facebook Project Page
The Harnessing Huntsville's Potential Facebook page was launched on November 26, 2012 to keep Huntsville residents informed about the planning process and upcoming opportunities for public input. As of April 16, 2013, the "Harnessing Huntsville's Potential" Facebook page has 255 "friends" keeping up-to-date on the planning process.

Harnessing Huntsville's Potential: Focus Groups and Values Workshop
The first round of public engagement occurred on November 29th, 2012 and consisted of a series of focus groups and a public workshop. The

purpose of the focus groups and Values Workshop was to introduce the public to the case study, discuss and confirm Huntsville's long-term goals, prioritize potential projects for case study evaluation, and identify opportunities for strategic partnerships.

Participants at the Values Workshop worked in small groups to discuss and rank potential projects for case study review by level of importance. Attendees also participated in a key polling exercise where they were asked to evaluate the degree to which the community, environmental, economic and aesthetic goals identified by the consultant team accurately reflected the goals of Huntsville's citizens.

Sign in sheets show that 71 people attended the Values Workshop and 53 people participated in focus groups, including representatives from major area employers, business leaders, advocacy groups and other organizations. Feedback obtained from the focus groups and Values Workshop was used to create a list of the top ten projects prioritized by the public for case study review.

Project Website
EngageHuntsville.com was launched on December 7th, 2012 to provide a convenient and interactive forum for those who live and work in Huntsville to share ideas about attracting new residents and employers while preserving Huntsville's unique character.

As of April 16, 2013, there have been over 3,800 page views, 404 visitors, and just over 100 interactions, either from people posting new ideas or commenting on others' posts.

Stakeholder Advisory Committee Meeting (SAC) Meeting 2
The second Stakeholder Advisory Committee meeting was held on December 12th, 2012. SAC members and the consultant team discussed the results of the first series of focus groups and the Values Workshop. The team identified barriers to implementing projects, programs, and policies for each of the ten case study projects prioritized by the public.

VALUES WORKSHOP FOCUS GROUPS

TDCJ FOCUS GROUP

Representatives from the Texas Department of Criminal Justice, 3 attendees.

SHSU FOCUS GROUP

Representatives from Sam Houston State University, 19 attendees.

ECONOMIC DEVELOPMENT FOCUS GROUP

Mixture of former Economic Development Committee, Downtown Business Alliance, Chamber of Commerce and Workforce Solutions Members, 6 attendees.

K-12 EDUCATION FOCUS GROUP

Representatives from Huntsville Independent School District, 10 attendees.

HOUSING FOCUS GROUP

Affordable Housing Advocates, Realtors, Developers, 1 attendee.

HOSPITAL FOCUS GROUP

Representatives from Huntsville Memorial Hospital, 14 attendees.

QUALITY OF LIFE FOCUS GROUP

Representatives from historical and service organizations, faith-based organizations and charter school representatives, 4 attendees.

Stakeholder Advisory Committee Meeting (SAC) Meeting 3

The third Stakeholder Advisory Committee meeting was held on January 9th, 2013. SAC members and the consultant team discussed the results of the Sustainability Gap Analysis. The Sustainability Gap Analysis examined existing conditions related to the ten case study projects by comparing Huntsville to surrounding communities on a variety of related metrics. The Sustainability Gap Analysis also identified best practices from comparable cities.

Stakeholder Advisory Committee Meeting (SAC) Meeting 4

The fourth Stakeholder Advisory Committee meeting was held on February 12, 2013. SAC members reviewed and provided feedback regarding the benefits of pursuing each of the ten prioritized projects, the likely consequences of non-implementation, and the level of difficulty and importance of addressing each of the projects. SAC members also discussed strategies for the second round of public engagement: Achieving Huntsville's Potential.

Stakeholder Advisory Committee Meeting (SAC) Meeting 5

The fifth Stakeholder Advisory Committee meeting was held on March 14, 2013. SAC members and the consultant team discussed plans for the implementation workshop, reviewed and provided feedback on materials, enlisted volunteers to help at each of the booths and discussed the overall message of the workshop.

Achieving Huntsville's Potential: Focus Groups and Implementation Workshop

The second round of public engagement occurred on March 28,

Project brochures and sign up sheets were utilized at the "Achieving Huntsville's Potential" workshop to introduce the public to the project recommendations and get people involved.

2013 and consisted of a series of focus groups and an open house. The purpose of the Implementation Workshop was to gather feedback regarding recommended policies, programs and projects and provide members of the public with information about how they can help move projects forward.

The open house format allowed participants at the Implementation Workshop to visit booths dedicated to each of the four Quality of Life projects selected for a more in-depth analysis. Each booth was stocked with brochures that outlined the projects, programs, and policies recommended by the consultant team and provided information about how to get involved to help move projects forward. Two representatives from the SAC were available for questions and comments at each of the four booths.

Input was solicited in the form of comment cards. Participants were asked to rank each project in terms of their level of support. Space was

provided for any additional comments. Additionally, sign up sheets were available for those interested in learning more about how to get involved with moving specific projects forward. Feedback obtained from the focus groups and Implementation Workshop was used to finalize a list of recommended projects, programs, and policies for the four Quality of Life projects.
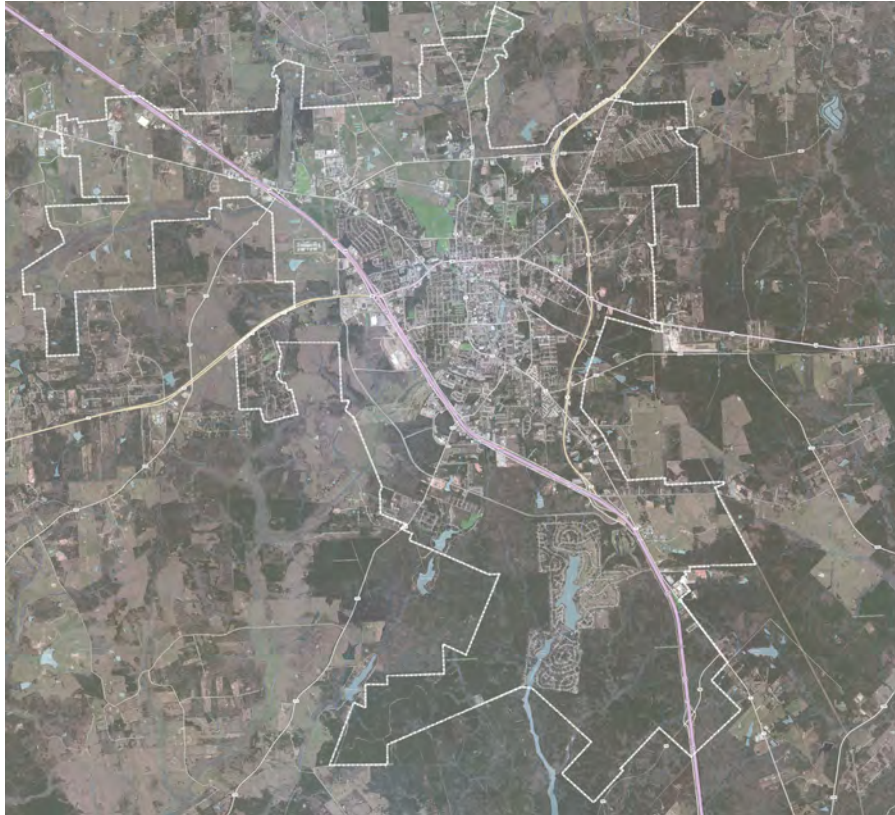
IMPLEMENTATION WORKSHOP FOCUS GROUPS

LARGE EMPLOYERS FOCUS GROUP

Representatives from the Texas Department of Criminal Justice and Sam Houston State University, 8 attendees.

SCHOOLS & COMMUNITY FOCUS GROUP

Representatives from the community and HISD, 13 attendees.

3

CHALLENGES AND OPPORTUNITIES

An aerial image of the City of Huntsville.

3.2 Regional Context

The City of Huntsville lies within the Piney Woods region of east Texas, approximately 70 miles north of Houston. It is home to several large institutions, including Sam Houston State University, the Texas Department of Criminal Justice and Huntsville Memorial Hospital. The city also boasts two large parks, the Sam Houston National Forest and Huntsville State Park.

Despite its excellent quality of life and strong local institutions, Huntsville currently faces a number of challenges in protecting and marketing its character, attracting new residents and employers, and providing diverse and quality housing options for those who work in Huntsville. Huntsville struggles to compete with nearby communities for new residents and jobs resulting from tremendous regional growth. A lack of high quality and diverse housing choices, few retail options, and a limited job market has resulted in many people commuting from nearby communities for work, and residents frequently traveling to nearby cities for shopping and entertainment.

3.1 History

The city of Huntsville was founded in 1835 by Pleasant and Ephraim Gray as an Indian trading post and named for Huntsville, Alabama - the former home of the Gray family. The city originally lay within the northeast section of Montgomery County, which was organized in 1837. It was designated as the seat of Walker County when the county was created in 1846.

Huntsville was the home of many prominent early Texans, including Sam Houston (1793-1863), the 1st and 3rd President of the Republic of Texas, Governor of the State of Texas, Governor of Tennessee, U.S. Senator, and Tennessee congressman.

Sam Houston State University was founded in 1879 and named after General Sam Houston. A 67 foot tall statue of Sam Houston, "A Tribute to Courage," was designed and constructed by artist David Adickes and dedicated to the City of Huntsville on October 22, 1994.

Huntsville was also the home of Samuel Walker Houston (1864-1945), a prominent African-American pioneer in the field of education. He was born into slavery on February 12, 1864 to Joshua Houston, a slave owned by Sam Houston. Samuel W. Houston founded the Galilee Community School in 1907, which later became known as the Houstonian Normal and Industrial Institute, in Walker County, Texas.

3.3 Previous Plans and Studies

Recognizing the current challenges facing Huntsville and the potential to build upon its excellent quality of life, strong local institutions, vibrant downtown and beautiful location, the City recently undertook a number of planning initiatives, including:

• The Huntsville Horizon Comprehensive Plan (2007);
• The Sam Houston State University Master Plan (2007); and,
• An Economic Development Strategic Plan for Huntsville, Texas (2007)

Huntsville Horizon Comprehensive Plan

Purpose
The purpose of the Huntsville Horizon Comprehensive Plan is to guide future policy decisions by establishing a long-term community vision and supporting goals and action steps to achieve that vision.

Outcome
The plan that emerged, born out of an extensive public involvement process, includes:

• A vision for the community;
• Policy guidance for future land use decisions;
• A Thoroughfare Plan to guide the long-term development of the street network;
• An economic assessment and recommendations;
• An adequacy assessment of current parks and a needs assessment;
• Growth management strategies; and,
• An implementation plan for achieving goals through carefully outlined action steps.

The Huntsville Horizon Comprehensive Plan includes a detailed analysis of existing conditions and future needs as they relate to transportation, land use, parks and open space and economic development.

Only 12 Years Away!

Huntsville Horizon Comprehensive Plan
VISION STATEMENT

By the Year 2025, Huntsville will have …

… absorbed continued growth in Sam Houston State University, dealing more effectively with off-campus housing, student safety, in-town job and social options, and local retention of graduates,

… successfully managed new development along the Interstate 45 corridor, reaping the economic benefits without sacrificing the character or image of the city's "front door,"

… strengthened the economic pillars of its downtown through greater retail diversity, residential presence, cultural and entertainment offerings, and urban design initiatives,

… extended basic services to all incorporated areas and made tangible progress in neighborhood revitalization efforts,

… witnessed the emergence of well-planned residential and business development to the west of Interstate 45, focused around Veteran's Memorial Parkway,

… reversed the area's deforestation trend through firmer tree preservation rules and public-private tree planting initiatives,

… established the value of ongoing strategic and long range planning through implementation successes across the city, and

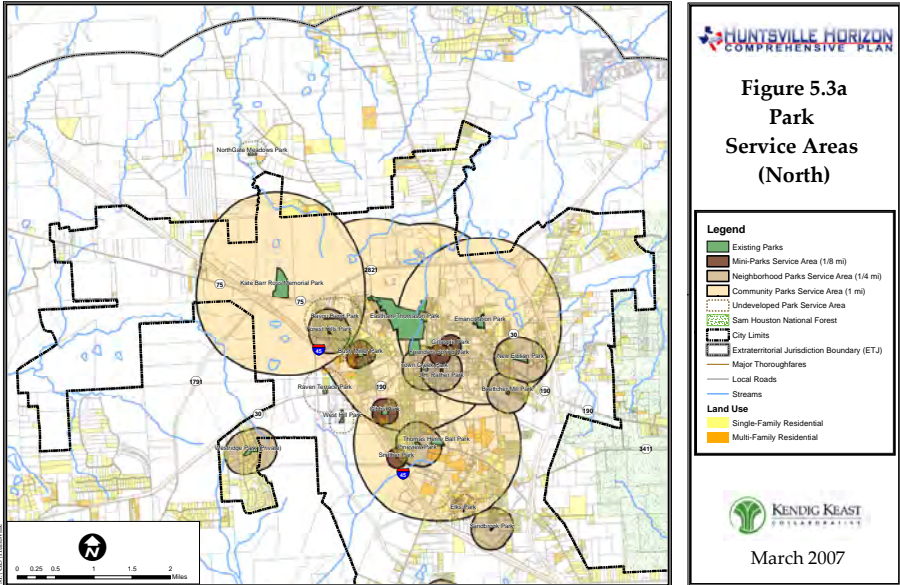*… enhanced communications and strengthened essential partnerships with Walker County and TDCJ.*

DESIGNWORKSHOP

Sam Houston State University Master Plan

Purpose

SHSU is one of the fastest growing universities in Texas, averaging a 3.25 percent growth rate per year over the past decade. Rapid growth has placed tremendous pressures on existing facilities and created challenges associated with meeting the needs of the growing student population.

The purpose of the SHSU Master Plan is to provide guidance for updating facilities to account for past spatial shortcomings and accommodate the growing student body.

Outcome

The Master Plan was guided by 13 overarching goals developed through an inclusive and consensus-oriented planning process and includes:

- An assessment of future academic, residential, parking and recreation needs based on existing deficiencies and growth projections,
- A Campus Master Plan designating the location and uses of proposed facilities,
- Strategies and action steps for achieving goals.

An Economic Development Strategic Plan for Huntsville, Texas

Purpose

As new developments spread north out of the greater Houston area, the City of Huntsville, recognizing that the community lies directly in the path of growth, hired a consultant to help Huntsville capitalize on future expansions in business and housing in the region and the projected growth in the size of SHSU's student body.

The purpose of the Economic Development Strategic plan is to provide the City of Huntsville and area economic development partners with guidance for pursuing opportunities to achieve long-term growth and economic vitality in the community.

Outcome

The plan is divided into three sections and includes:

- An economic assessment of Huntsville and comparisons with similar Texas communities,
- Goals, objectives and action recommendations for economic development in Huntsville,
- Target industry identification, recommendations and strategic considerations.

The plan outlines strategies and action steps for achieving the following economic development goals:

- Promote economic development opportunities presented by the presence of Sam Houston State University,
- Leverage the presence of the Texas Department of Criminal Justice to expand economic development opportunities,
- Transform downtown Huntsville into a "university village",
- Support the retention and expansion of existing businesses in Huntsville,
- Increase the range of housing opportunities in Huntsville,
- Promote the development of a business park to make Huntsville more competitive in the recruitment of new businesses,
- Support and celebrate excellence in Huntsville's K-12 schools,
- Alter the image of Huntsville through an internal and external marketing campaign.

The purpose of this case study is to build upon recommendations in these existing plans by further examining the relationship of projects to jobs and housing and researching effective strategies utilized by other cities to develop strong, stable neighborhoods while tying this effort to an economic development approach.

The SHSU Master Plan outlines a vision for the location and uses of campus facilities based on current deficiencies and projected future needs.

3.4 Economic Trends

Household and Per Capita Income

According to the 2010 U.S. Census, the median household income in Huntsville was $26,864, slightly more than half the median household income in Texas ($51,960). An analysis of past trends shows that since 1990, Huntsville has trailed behind Walker County, Texas, and the United States in terms of median household income.

Although Huntsville's per capita income has been rising since 1990, it is still under average when compared to Texas and the United States. Not surprisingly, Huntsville has a larger share of low-paying jobs when compared to the county, state, and country. Over 20 percent of Huntsville residents earn less than $15,000 annually. Conversely, less than 5 percent of the population earns $150,000 or more annually.

Although Huntsville institutions employ many higher income professionals, including SHSU professors and Memorial Hospital doctors, many of these higher earning professionals choose to live outside Huntsville, either because they cannot find suitable housing options, or because the city lacks diverse retail and entertainment options or other quality of life amenities.

Median Household Income

Source: ESRI

Distribution of Household Incomes, 2010
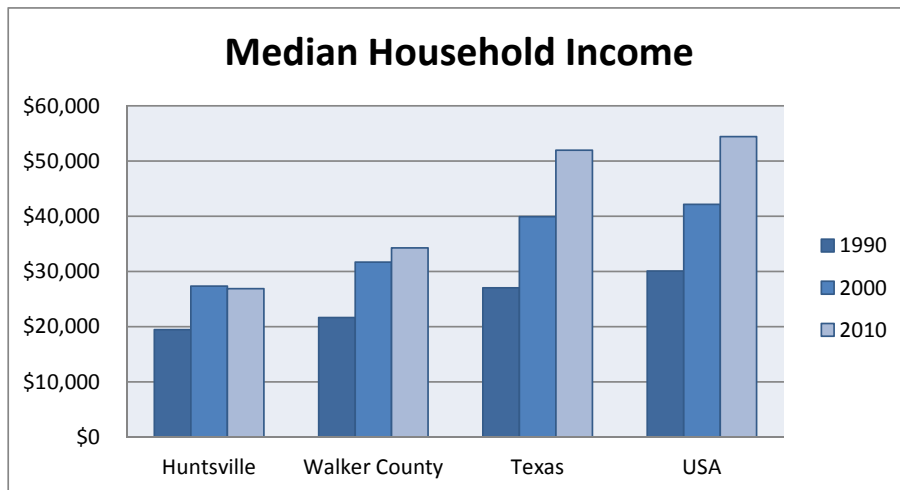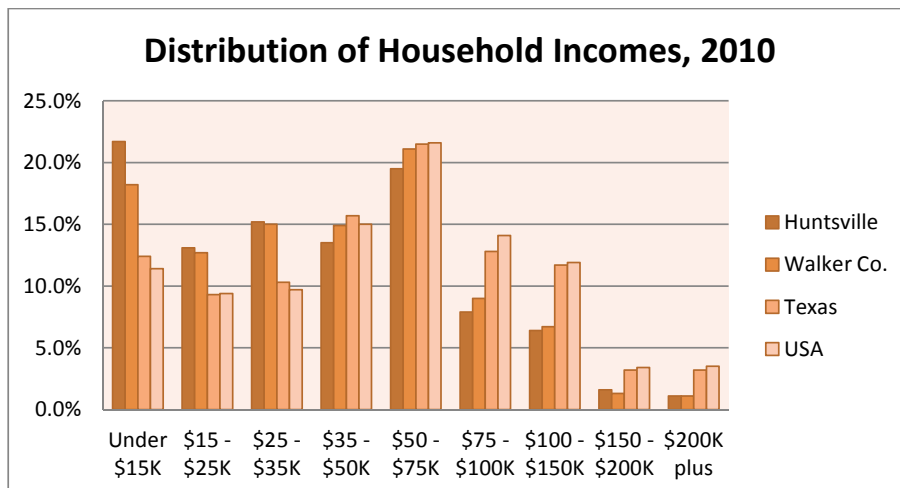
Source: ESRI

Employment and Industry

Unemployment

Between 2011 and 2012, the unemployment rate in Huntsville decreased from just under 8 percent to just over 6 percent. For both years the unemployment rate in Huntsville was comparable to the county and state, but trended lower than the nation's average.

Job Growth

Job growth in Huntsville is stronger than the rest of Walker County. Between 2000 and 2012, jobs grew by 10.4 percent in Huntsville, compared to only 4.6 percent in Walker County.

The fastest growing industries[1] in Walker County include:

- State government, education and hospitals,
- State and local, general medical and surgical hospitals,
- Scientific research,
- Development services.

Conversely, the fastest declining industries in Walker County include:

- Nursing care facilities,
- Auto dealers,
- Elementary and secondary schools,
- Printing and related support activities,
- Special food services.

Retail Leakage

Walker County and the City of Huntsville both currently lose some revenue to surrounding communities due to a lack of retail options within the city and county. Retail leakage in Huntsville, however, is greater than in the rest of the county.

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[1] *Workforce Solutions' Walker County Lowest and Highest Ranked Industries Reports*

3.5 Sustainability Gap Analysis

Sustainable places share many qualities, including a variety of transportation choices, affordable housing, economic competitiveness, retail choices, parks and open space and cultural amenities.

A Sustainability Gap Analysis compares existing conditions to what other cities are doing to better understand the challenges facing a city and identify potential solutions that will close the gap between where a city is and where it wants to be.

For each of the top ten projects prioritized for case study review, the consultant team evaluated the degree to which the project addressed the six livability principles established by the U.S. Department of Housing and Urban Development (HUD), measured Huntsville's performance, compared it to nearby communities and examined what other cities around the country are doing to achieve similar goals.

The six livability principles include:

- Provide more transportation choices,
- Promote equitable, affordable housing,
- Enhance economic competitiveness,
- Support existing communities,
- Coordinate policies and leverage investment,
- Value communities and neighborhoods.

Promote Excellence in K-12 Schools

The current state of K-12 education was measured using the following benchmarks:

- Average tax rate,
- Average salary,
- Student teacher ratio.

Average Tax Rate

Texas public schools are funded in part by local school district property taxes. Property values and average tax rates play a significant role in determining the quality of educational facilities and resources. Huntsville ISD receives approximately $1.21 for every $100 worth of value on a property. Montgomery ISD, on the other hand, receives $1.34 for every $100 worth of value on a property.

Not only is Huntsville ISD's tax rate lower than many of the nearby districts, but Huntsville also suffers from a significant shortage of taxable land. Due to the large percentage of state-owned land, less than half (45.57 percent) of the property in Huntsville yields local school district property taxes.

AVERAGE TAX RATE

Neighboring ISDs

Huntsville ISD	State	Montgomery ISD	Conroe ISD	Trinity ISD	New Waverly ISD	College Station ISD
$1.21	$1.24	$1.34	$1.29	$1.13	$1.27	$1.33

Source: Texas Education Agency

AVERAGE PAY

Neighboring ISDs

	Huntsville ISD	State	Montgomery ISD	Conroe ISD	Trinity ISD	New Waverly ISD	College Station ISD
Teachers	$42,233	$48,375	$50,803	$51,740	$41,823	$40,390	$47,500
Campus Administration	$61,237	$70,510					
Central Administration	$75,467	$89,811					

Source: University of Houston

Average Salary

Teacher pay for Huntsville teachers has failed to remain competitive with many surrounding communities. Competitive teacher salaries are critical to attracting and retaining highly qualified teachers.

On average, Huntsville teachers earn $42,233 annually, compared to $48,375 average annual pay for teachers statewide. Conroe ISD pays the highest teacher salaries in the area, at $51,740.

Student Teacher Ratio

The number of students per teacher is a good indicator of school overcrowding. The more students a teacher is responsible for educating, the less time a teacher has to devote to the individualized needs of each student.

Compared to the state of Texas, Huntsville ISD performs well in terms of student to teacher ratios. There are approximately 14.8 students per teacher in Huntsville ISD, compared to 15.4 statewide.

Livability Principles

Promoting excellence in K-12 education addresses the HUD livability principles of (1) enhancing economic competitiveness and (2) valuing communities and neighborhoods. Investing in education improves the marketability of Huntsville's labor pool over the long-term and strengthens the unique characteristics of Huntsville communities.

EXAMPLES OF PROMOTING K-12 EDUCATION

NASHVILLE, TENNESSEE	LONG BEACH, CALIFORNIA	PATTONVILLE, MISSOURI
• "First Week" includes a citywide back-to-school celebration on the Sunday before the first day of school that includes music, storytelling, puppet and magic shows, concerts and giveaways from it's many corporate sponsors • Parents are encouraged to accompany their children to school on the first day • Schools sponsor First Week activities that bring parents, neighbors, and community providers into the schools • Service organizations use it as a prime opportunity to sign up kids and parents for extended learning activities	• Members of the community are given the opportunity to shadow a school principal and interact with students, teachers, parents and administrators for a day • Co-sponsored by the Long Beach Area Chamber of Commerce, the Long Beach Unified School District and the Long Beach Education Foundation • Following a day at the school, district school board members, administrators, teachers and student representatives attend a debriefing to hear what "Principals For A Day" learned as well as what recommendations they may have to improve local schools	• In the mid-1980s, the percentage of households with school-age children had sharply declined, and local bond issues, previously passed with enthusiastic majorities, had begun to fail • Today, a "culture of engagement" infuses the way the district approaches the education of its children, the decisions that impact their achievement, and the ongoing relationships between the district, its employees, parents, and members of the Pattonville community • The district has earned 10 Missouri Distinction in Performance Awards and successfully passed nearly $100 million in bond issue improvements in 10 years • Recent survey data also shows a high level of trust in the board's ability to make good decisions

MEDIAN HOME VALUE

	Huntsville (2010 pop. 38,548)	Conroe (2010 pop. 56,207)	The Woodlands (2010 pop. 93,847)	New Waverly (2010 pop. 1,032)	College Station (2010 pop. 96,921)
Median Home Value	$107,000	$140,640	$252,460	$153,986	$198,462

Source: ESRI

MARKET PRICE RANGE

	Huntsville (2010 pop. 38,548)	Conroe (2010 pop. 56,207)	The Woodlands (2010 pop. 93,847)	New Waverly (2010 pop. 1,032)	College Station (2010 pop. 96,921)
Market Price Range	$20,000 - $400,00+	$50,000 - $600,000+	$60,000 - $6,000,000+	$35,000 - $400,000+	$50,000 - $500,000+

Source: Zillow.com

Broaden the Range of Housing Types and Price Diversity

The range of housing types and price diversity were measured using the following benchmarks:

- Median home value,
- Market price range for housing,
- Number of housing permits,
- Total housing units,
- Vacancy rates,
- Owner/renter occupation.

Housing Costs

The median home value in Huntsville is significantly lower than surrounding areas at $107,000. Despite the fact that market prices for housing range from $20,000 to over $400,000, Huntsville currently lacks many higher income housing options, contributing to the loss of potential higher income residents and property taxes to neighboring communities.

Finding high quality, affordable housing in Huntsville is also an issue. Affordable housing in Huntsville is dominated by mobile and manufactured housing. The average single family valuation in Huntsville is $176,671.20. This figure is significantly lowered when manufactured housing is added. The average manufactured home valuation is $19,013.74.

New Housing Permits

Additionally, new housing construction in Huntsville has stagnated. In 2012, the City of Huntsville issued less than 60 new housing permits. Comparatively, College Station issued over 500 housing permits in the same year.

Huntsville lacks both high quality, affordable housing options, as well as higher-income housing options.

EXAMPLES OF BROADENING THE RANGE OF HOUSING

TOWN CREEK	SPRINGWOODS VILLAGE	HUGHES LANDING
• Town Creek, New Braunfels • 65 acre New Urbanist, infill development located within walking distance of downtown New Braunfels • Diverse housing options - single-family houses, lofts, townhouses, and live/work options - and commercial and retail development • Mission is to be a "hometown neighborhood that is environmentally, economically and socially sustainable"	• A 2,000-acre sustainable, mixed-use development in Harris County • Offers a range of homes, from luxury rentals and urban-style compact housing, to single-family dwellings with yards at a variety of price ranges • 8.5 million square feet of commercial space • 1.2 million square feet of retail • 4,500 - 5,000 housing units	• 66-acre mixed use development located in the heart of The Woodlands • Includes 8 office buildings, multi-family residences, a luxury boutique hotel, a specialty grocer, shops, restaurants and entertainment venues • A boardwalk and pier will create a naturally beautiful, walkable environment, ideal for people watching and outdoor festivals

Total Housing Units

The lack of new housing permits is related in part to an existing over-abundance of housing in Huntsville. Compared to The Woodlands, which has 3.94 people per dwelling unit, Huntsville averages 2.30 people per dwelling unit. As professionals and lower income workers continue to look to surrounding communities for higher quality housing options that fit their financial needs, the market for new housing construction in Huntsville has stagnated as the city struggles to fill existing units.

Vacancy Rates

Quality of life in Huntsville is also impacted by the number of vacant lots. Vacant lots, which are often in need of significant upkeep, contribute to a negative perception of Huntsville and discourage people from living there. The vacancy rate in Huntsville is 16.8 percent. Comparatively, the vacancy rate in College Station is just 6 percent.

Livability Principles

Broadening the range of housing types and price diversity addresses the HUD livability principle of promoting equitable, affordable housing by ensuring that anyone desiring to live in Huntsville can find high quality housing at a price that falls within their budget.

Reevaluate Wet/Dry County Lines

The wet/dry county lines currently governing alcohol sales in Huntsville were established in 1972. During this time, many of the "dry" areas were located in remote parts of the city. Today, however, many of these areas are located along major cor-

ridors that could benefit from the increased economic activity associated with alcohol sales.
In April 2012, the city of Huntsville circulated a liquor sale petition that fell just short of the required signatures to put the issue to a vote.

Livability Principles

Reevaluating the wet/dry county lines addresses the HUD livability principle of enhancing economic competitiveness. Increasing the percentage of land in which alcohol sales and consumption are not subject to regulation levels the playing field so that all areas of town have the same opportunities to attract and retain retail and restaurant uses.

EXAMPLE OF REEVALUATING WET/DRY LINES

STATE OF KENTUCKY

• In Kentucky, where many of its counties have been historically dry, permitting the sale of alcohol has resulted in positive employment growth. Between 1998 and 2003, dry counties that transitioned to wet counties saw a 16.9 percent increase in jobs - from 174 - 1,032 jobs.

DESIGNWORKSHOP

Create a Marketing Campaign

The city of Huntsville currently has no city-sponsored marketing campaign to market itself to potential employers, residents, or tourists.

Livability Principles
Creating a marketing campaign addresses the HUD livability principle of (1) enhancing economic competitiveness and (2) valuing communities and neighborhoods. A marketing campaign will help promote Huntsville as a great place to live and do business and encourage residents and visitors to frequent Huntsville establishments, events and festivals. Additionally, a marketing campaign enhances the unique characteristics of Huntsville communities by investing in existing neighborhoods.

EXAMPLES OF MARKETING CAMPAIGNS

RENTON, WASHINGTON	IOWA CITY, IOWA
• "Ahead of the Curve"	• "You are Here"
• Partnered with Chamber of Commerce, Technical College, Medical Center, School District and Visitor Center	• Capitalized on urban redevelopment
• Purpose was to recruit quality companies and diversify their employment base	• Used taxes from downtown businesses to fund campaign
• Marketed the community as a whole (schools, parks, housing, amenities, education and health)	• Goal was to promote downtown as the "it place to be"
• City claims success	• Utilized participatory art to connect with the public and promote downtown as a vital community focal point

Iowa City, Iowa employed a marketing campaign to promote its downtown as a unique and vital community asset for both residents and visitors.

Increase Adult Education/ Training Opportunities

There are currently several providers of adult education in Huntsville.

Sam Houston State University

Sam Houston State University offers online undergraduate and graduate degrees to students that have been formally admitted to the university.

Adults that have not been formally admitted to the university have many options for continuing education. SHSU offers a variety of courses and condensed curriculum studies both on campus and online. Adults can choose between numerous certification courses that prepare students for taking state and/or national certification exams, workforce training programs, and preparatory courses for standardized tests such as the GMAT, LSAT and GRE.

Lone Star Colleges

The Lone Star College system (LSCS) operates 6 college campuses in the Houston area and offers a variety of online courses. LSCS offers associate degrees and certification in many areas of study at a fraction of the cost of a four-year university. LSCS also partners with a number of four-year universities, including SHSU.

LSC-Montgomery is the closest campus to Huntsville, located in Conroe, Texas, approximately 40 miles south of Huntsville. LSC-Montgomery is one of 2 "University Centers" in the LSCS that offers junior, senior, and graduate level classes through partnerships with four-year universities.

Workforce Solutions

Workforce Solutions provides comprehensive human resource services for businesses and residents of the Houston-Galveston Gulf Coast region. There is a career office located in Huntsville.

Workforce Solutions partners with the Texas Workforce Commission and other workforce boards in the largest job-matching database in the state - WorkInTexas.com - and offers placement, career counseling and financial aid services to help residents get a job, keep a job or get a better job. Workforce Solutions also works with employers, educational institutions, civic organizations and community leaders to help identify current and future labor needs, find qualified applicants for jobs and provide ongoing training to help build the skills and expertise of new and current employees.

Livability Principles

Increasing adult education/training opportunities addresses the HUD livability principle of enhancing economic competitiveness by dedicating resources to ensure Huntsville's workforce is well-trained and prepared to meet the needs of today's employers.

EXAMPLES OF ADULT EDUCATION/TRAINING

TWIN CITIES, MINNESOTA	BALTIMORE, MARYLAND
• Twin Cities Adult Education Alliance • Alliance of colleges and universities in the Twin Cities metro area • Member schools are accredited • Scholarship opportunities	• Partners with several adult education providers like the community college and learning centers • Established a Governor's Workforce Investment Board that develops policies and strategies to form a coordinated workforce system. Provides opportunities and prepares workforce

Continued education and training provides residents with the skills they need to find a job or progress in their current position.

Restaurants enhance residents' quality of life by providing opportunities to socialize with friends, family, colleagues and neighbors.

Increase Retail and Restaurant Opportunities

Huntsville loses some potential sales revenue (in certain NAICS categories) to surrounding cities, including The Woodlands, Conroe, Spring, and other parts of Montgomery County which offer a wider range of national retailers than what is available in Huntsville.

While it is true that Huntsville residents must travel to nearby cities to access a greater range of national retailers, data shows that, technically, Huntsville is not leaking as much retail spending to other communities as is perceived by many Huntsville residents.[1] Retail spending power is simply a combination of the combined power of population and income. Given the lower incomes in Huntsville, the total retail spending power in town is more modest than other towns of the same population.

On the other hand, Huntsville benefits from its proximity to I-45 and its central location in the County and the piney woods region. It serves as a hub for a rural trade area and therefore brings in revenue from the outside to places like Walmart and commercial businesses along the highway that primarily serve passing motorists.

Huntsville also has a thriving downtown characterized by antiques and gift shops and dining and entertainment options. A Downtown Business Alliance has been established to promote downtown as a great place to visit.

Potential areas for retail improvement include restaurants, especially state and national chains and a variety of cuisines, and smaller format national retailers, or "junior boxes", such as Famous Footwear, Bed, Bath & Beyond, Sunglass Hut, and Kohl's to name a few.

Livability Principles

Increasing retail and restaurant opportunities addresses the HUD livability principles of (1) enhancing economic competitiveness and (2) valuing communities and neighborhoods. Retail stores and restaurants provide both essential goods and services to residents, as well as opportunities for shopping and entertainment. Additionally, these types of land uses add value and character to existing neighborhoods.

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[1]   ESRI

EXAMPLES OF RETAIL/RESTAURANT OPPORTUNITIES

CONROE, TEXAS	THE WOODLANDS, TEXAS
• Importer of dollars in all categories except lawn/garden and bookstores • More national and big box stores compared to Huntsville (Chik-Fil-A, Best Buy, Ross, TJ Maxx) • Community anticipates continued growth as North Houston and Montgomery County continue to grow	• Importer of dollars in all categories except auto dealers, liquor stores, and florists • New developments include new restaurants at the new Woodlands Waterway office complex, continued build out of the Woodlands Town Center, and anticipated continued growth of retail and restaurants

Create a Corridor Connecting SHSU to Downtown

The SHSU campus is located just a few blocks from Downtown Huntsville. However, the quality of pedestrian infrastructure on the streets connecting SHSU to downtown is poor. Many of the streets lack sidewalk connectivity and a consistent street canopy. Moreover, buildings are set farther back from the street, contributing to the perception that the corridor is intended primarily for automobiles.

Livability Principles

Creating a corridor that connects the SHSU campus to downtown Huntsville addresses the HUD livability principles of (1) providing more transportation choices, (2) supporting existing communities and (3) valuing communities and neighborhoods. A pedestrian-friendly corridor linking SHSU to downtown will add character and help to define a distinct and unique district while encouraging both students and residents to walk more.

Developing a corridor will target funding to existing neighborhoods and present opportunities to utilize strategies such as mixed-use development to increase community revitalization and improve the efficiency of public works investments.

EXAMPLES OF CORRIDORS

ARLINGTON, TEXAS	UNIVERSITY OF MINNESOTA DULUTH	UNIVERSITY OF MISSOURI-ST LOUIS
• A "Town-Gown" Partnership formed between the University of Texas at Arlington and the City for pursuing mutually-beneficial projects • The Green at College Park is a 20-acre urban renewal development that provides a southern gateway into the emerging college town • The development features a large lawn, a 6,600-seat special events venue, retail and residential development, a welcome center, office suites and two parking structures • The $80 million development includes a commitment of up to $18 million from Arlington and 1.5 acres of land donated by First Baptist Church Arlington	• UMD Campus Greenway is an outdoor walk through the core of campus • Features microclimate plantings, outdoor learning, and classroom teaching	• The St. Vincent Greenway connects campus to nearby trails • Provides off-street connections to local transit • Had to wait on consensus from many property owners

EXAMPLES OF LEVERAGING CORRECTIONAL FACILITIES

UTAH, COLORADO & TEXAS	BUCKEYE, ARIZONA	IONIA, MICHIGAN
• Payment in lieu of taxes (PILT or PILOT) are Federal payments to local governments that help offset losses in property taxes due to nontaxable Federal lands within their boundaries • The formula used to compute the payments is contained in the PILT Act and is based on population, receipt sharing payments, and the amount of Federal land within an affected county.	• Arizona law permitted municipalities to annex prisons and will get $600/inmate every year (amounts to $10 million in this decade)	• Prison administrators belong to Chamber of Commerce and Rotary • Promotes more coordination between entities

Leverage the Presence of TDCJ to Expand Economic Development

The Texas Department of Criminal Justice currently operates 5 prisons within Huntsville city limits, including the Walls Unit located downtown and properties along I-45 at both the northern and southern gateways to the city.

The TDCJ owns approximately 9.6 percent of all land within Huntsville city limits, reducing the amount of taxable property in Huntsville. While this has important implications for school funding, the Texas Department of Criminal Justice is also a major economic contributor, employing nearly 7,000 workers.

Livability Principles
Leveraging the presence of TDCJ to expand economic development addresses the HUD livability principle of coordinating policies and leveraging investment to increase the effectiveness and accountability of all levels of government to plan for future growth.

Develop a Business Park

The City of Huntsville currently houses a medical office park associated with Huntsville Memorial Hospital. Additionally, SHSU hired a director for a planned research park in 2012.

The planned research park, which at full build out would include a full-service hotel and other private tenants,   is still in the planning phase due, in part, to controversy associated with the initial plan to site the research park eight miles from the main SHSU campus and adjacent to the city's sewage treatment plant at the intersection of Highway 19 and Ellisor Road. Development of the site would have required a $2 million commitment from the city to extend utility infrastructure to the site.

SHSU is still committed to developing a research park, part of which may house criminal justice-related technology programs. The university is currently investigating alternative sites, working on a traffic analysis, and developing a master plan. Huntsville does not currently have a business park, which differs slightly from a research park in that it groups offices and commercial uses of a variety of different businesses in a single development. Research parks are generally affiliated with one company or institution.

Livability Principles
Developing a business park addresses the HUD livability principle of enhancing economic competitiveness by increasing access to employment centers.

Revise and Enforce Development Regulations

Code complaints are abundant in Huntsville, which employs only two enforcement officers. The City averages around 700 complaints each year, the most common of which are:

- Overgrown vegetation,
- Junk/abandoned vehicles,
- Substandard structures,
- Trash accumulation,
- Raw sewage,
- Water leakage,
- Illegal dumping.

In addition to a lack of resources, the city also has a lengthy development approval process which may discourage new construction and redevelopment of existing properties. Most development applications require 10 days to 2 weeks for administrative review and final permitting often takes longer depending on the quality of materials submitted by the developer.

The City is aware of the need to update the Development Code and has taken a number of steps to initiate that process. The City is in the process of hiring a consulting firm to help with the revision process. Additionally, the City has begun to assemble a working list of needed changes and "wish list" items.

Livability Principles
Revising and enforcing the development regulations address the HUD livability principles of (1) promoting equitable, affordable housing by removing barriers to more diverse housing choices and (2) valuing communities and neighborhoods by providing a policy framework that encourages the development of healthy, safe and walkable neighborhoods.

EXAMPLES OF BUSINESS PARKS

COLLEGE STATION, TEXAS	NEW ORLEANS, LOUISIANA
• Biocorridor: "Research Valley" • A&M will receive $176.6 million from federal government in next 5.5 years; $109 million to come from state, university, private sources • Economic impact could be $1.3 billion	• The 1,500-acre BioDistrict will anchor a vibrant, mixed-use, urban community that is both walkable and transit-oriented • New projects in the BioDistrict include the new University Medical Center, the Veterans Administration Hospital and the New Orleans BioInnovation Center: 66,000 square feet of lab, office, conference space, $47 million, state-funded • Estimated 22,000 jobs to be created and $1.25 billion economic impact in first five years

EXAMPLES OF DEVELOPMENT CODES

ARLINGTON, TEXAS	FARMERS BRANCH, TEXAS
• Unified Development Code • Acts as an incentive to promote economic development while promoting quality of life • Generally reduces need for negotiated approvals • Revises Planned Development process • Articulates level of quality that community expects to see in development	• Comprehensive Zoning Ordinance • Anticipated redevelopment of district due to light rail • Clear and precise design standards for street spaces • Broad land use categories • Architectural parameters to promote quality downtown spaces.

DESIGNWORKSHOP

Implementing projects to achieve community goals has a number of benefits as well as consequences if no action is taken.

3.6 The Bottom Line: Huntsville's "Do Nothing" Scenario and Benefit Analysis

For the purpose of this case study, a Sustainable Return on Investment (SROI) was conducted to examine each projects' economic, environmental, and community benefits, as well as the consequences of "no action".

An SROI, which helps to articulate the level of importance of each project, can be beneficial in establishing a framework for implementation. Local governments are often constrained by limited resources. Therefore, projects must be addressed strategically in order to utilize resources efficiently and maximize benefits to the community.

The SROI acts as a tool that can help officials prioritize projects by level of importance. For each of the top ten projects, potential economic, environmental, and community benefits to Huntsville overtime are listed. The following symbols are used to classify benefits according to their likely impacts:

ECONOMIC BENEFIT

ENVIRONMENTAL BENEFIT

COMMUNITY BENEFIT

In developing a framework for implementation, the relative importance of a project must also be weighed against its level of difficulty. Short -term projects are often those classified as "very important", but easier to implement, while long-term

projects are those also classified as "very important", but which are more difficult to implement. These projects can be addressed in the long-term, as resources become available, and while the City implements other important projects that require fewer resources.

Finally, potential consequences of a "do nothing" scenario are also discussed for each of the top ten projects. It is important that projects are evaluated not just in terms of their potential benefits, but also in terms of the consequences of "no action".

PROMOTE K-12 EDUCATION

Level of Importance = Very Important
Level of Difficulty = Very Difficult

The Huntsville Independent School District is committed to providing its students with an engaging learning environment that encourages Huntsville's youth to excel and equips them with the skills they need to succeed in today's world.

However, like many school districts across the state, Huntsville ISD has a number of aging educational facilities that are in need of renovation. Additionally, teachers' and administrators' salaries have failed to keep pace with many of the surrounding districts.

Promoting excellence in K-12 education will help brand Huntsville as a great place to raise a family and will enhance Huntsville's image both internally and externally, laying the foundations for increased economic activity and residential development.

Not only will quality schools help attract new employers and residents, it will also lay the groundwork for sustained economic development over the long-term by ensuring better opportunities for students in Huntsville once they graduate. Quality schools that produce highly educated and skilled graduates provide an added guarantee to employers that Huntsville can provide a strong labor pool from which to hire for many years.

Despite its numerous benefits, promoting excellence in K-12 education is a difficult goal to achieve, due in part to the autonomous nature of school districts and the lack of direct authority exercised by the City. In recent years, however, many city officials have used their public office to bring education to the forefront of the city agenda and undertaken initiatives to help recruit teachers, build support for schools among the community and expand services and support for student learning provided by civic groups.

If Huntsville does not address excellence in K-12 education, future residential development will likely occur in neighboring towns with higher quality schools, and enrollment in Huntsville schools may decline if current residents choose to move their children to nearby districts. Additionally, Huntsville could lose some of its own highly qualified teachers and those in surrounding areas to nearby districts that offer more competitive salaries.

POTENTIAL BENEFITS	
Companies will move to the area for quality schools	💲 👥
People will move to the area for quality schools	💲 👥 🌳
Better higher education and career opportunities for students	💲 👥
Improves academic performance of students	👥
Improves retention of highly qualified staff	👥
WHAT IF THIS PROJECT DOESN'T MOVE FORWARD?	
Could result in declining enrollment at HISD	💲 👥
Teachers will choose other areas in which to work due to lower pay	💲 👥
Declining marketability for residential development compared to neighboring towns	💲
Stagnant growth in economy	💲

DESIGNWORKSHOP

CREATE A MARKETING CAMPAIGN

Level of Importance = Very Important
Level of Difficulty = Easier

Despite Huntsville's rich history, cultural attractions, abundant opportunities for outdoor recreation, and its vibrant downtown, there is currently no city-sponsored marketing campaign to advertise Huntsville's excellent community assets to the rest of the world.

Marketing campaigns are an important tool used by cities to keep current residents and businesses engaged in the community, boost tourism and recruit new employers and residents. Marketing campaigns can be done through television, radio, print or online advertisements, and their target audiences range from businesses to existing residents, potential residents and tourists. All marketing campaigns, regardless of their target audience or medium, should be unified by a positive, encompassing brand for the community.

Creating a marketing campaign is a relatively easy project to undertake. It involves developing a unified vision, which requires time and resources, but costs are relatively low and related projects, programs, and policies are unlikely to cause controversy, which can impede implementation.

If Huntsville does not create a city-sponsored marketing campaign to advertise it's many community assets, residents and non-residents may continue to have a negative vision of Huntsville that is dominated by the prison system.

If residents are not aware of local events and festivals, the City will miss important opportunities for community building and internal marketing. Tourism could stagnate in the area if Huntsville does not work to actively promote the historical, recreational, and entertainment opportunities available in the city to the outside world.

Additionally, homebuilders may not become aware of the Huntsville area as a potential growth market and continue to develop in other communities. Without a marketing campaign, Huntsville will lose new residents and employers to nearby cities that actively promote their community assets.

POTENTIAL BENEFITS	
More community awareness	👥
Positive brand building off of state park, University, historic district, TDCJ, festivals, natural surroundings, downtown	👥 🌳
Increased economic development	💲
WHAT IF THIS PROJECT DOESN'T MOVE FORWARD?	
Tourism will be stagnate	💲
Lack of awareness of cultural opportunities and community assets	👥 🌳

REVISE AND ENFORCE DEVELOPMENT REGULATIONS

Level of Importance = Important
Level of Difficulty = Easier

The City is aware of the need to update its Development Code and has taken a number of steps to initiate that process. The City is in the process of hiring a consulting firm to help with the revision process. Additionally, the City has begun to assemble a working list of needed changes and "wish list" items.

Revising and enforcing the Development Code will bring a number of benefits to Huntsville. It presents the opportunity to put in place regulations that will better preserve and protect existing neighborhoods, improve the maintenance of drainage easements, enhance sign standards and historic preservation areas, protect trees and promote housing diversity. Creating a code

that is easy to understand, equitably enforced and supported by an easy to navigate application process that reduces the amount of time developers have to wait for final permitting will improve developer satisfaction and help to increase investment in the area.

Enforcement of the newly revised Development Code will enhance Huntsville's physical environment and improve its overall appearance, contributing to a more positive image of the City, both internally and externally.

Revising and enforcing the Development Code is a relatively easy project to undertake. Hiring a consultant to help with code revisions and any additional staff required to better enforce development regulations will incur costs. However, these costs

are relatively low when compared to other projects that require infrastructure improvements or land acquisition.

If Huntsville does not proceed with updating and enforcing development regulations, the City will forfeit some of its ability to help Huntsville achieve the vision outlined in its comprehensive plan. The Development Code is an important tool by which the City can guide development and ensure the actions of individuals don't hinder the ability of the City to achieve community-wide goals.

Updating the Development Code also supports progress towards other goals, like increasing housing diversity. It is important that the Development Code be updated and revised so that it can help the city to achieve related goals.

POTENTIAL BENEFITS	
Preserve and protect existing neighborhoods	👥 🌳
Maintenance of drainage easements	🌳
Enhance signage standards	👥
Enhance historic preservation	👥
Tree preservation incentives	🌳
Improved community and developer satisfaction	💲 👥
Increase in housing diversity	👥
WHAT IF THIS PROJECT DOESN'T MOVE FORWARD?	
Lack of progress towards other goals	💲 👥 🌳
Lack of enforcement regulations	💲

CREATE A CORRIDOR CONNECTING SHSU TO DOWNTOWN

Level of Importance = Less Important
Level of Difficulty = Very Difficult

Despite being located only a few blocks from downtown, there are currently no high quality pedestrian or bicycling corridors linking downtown to SHSU. A lack of sidewalk connectivity, an inconsistent street canopy, few pedestrian-oriented businesses, no bike lanes, and buildings set far back from the street all contribute to a poor environment for non-motorized travel that discourages students and professors from frequenting downtown shops and restaurants.

There are a number of benefits to both the university and the City that would result from developing a corridor between SHSU and downtown. A well-defined corridor would help to better integrate two important populations in Huntsville: the university community and city residents. Better integrating these two populations would enhance Huntsville's overall marketability to future residents and employers.

Additionally, providing safe and pleasant pedestrian connections would make walking a more attractive transportation choice and encourage students and professors to frequent shops and restaurants in Downtown Huntsville. Pedestrian connections could also increase the city's marketability to new retailers that would benefit from the access to increased foot traffic.

Despite its benefits, the level of difficulty in developing a corridor is high. It requires significant costs and time in terms of right-of-way acquisition, corridor planning and infrastructure improvements.

If the City does not move forward with this project, it is unlikely that the area will suffer any negative consequences as a result of inaction. However, the City will have missed opportunities to better integrate SHSU into the community and capitalize on its proximity to downtown to bring students, visitors and residents into Downtown.

POTENTIAL BENEFITS	
Enhancing the connection between the University and downtown would enhance overall marketability	💲 👥
Walking will become a more attractive transportation choice	👥 🌳
WHAT IF THIS PROJECT DOESN'T MOVE FORWARD?	
Missed opportunities on major connectors for students, visitors and residents traveling between downtown and SHSU	💲 👥

Reevaluate Wet/Dry County Lines

Level of Importance = Very Important
Level of Difficulty = Easier

Reevaluating wet/dry county lines will increase the territories considered more marketable to retailers and restaurants. A significant portion of land along and within a close proximity of I-45 does not currently permit liquor sales. If the wet/dry county lines are reevaluated and liquor sales and on premise consumption are permitted, these areas could better capitalize on their location to increase revenue. Additionally, reevaluating wet/dry county lines will help to create an even playing field for different parts of town in terms of economic development.

The process of reevaluating the wet/dry county lines requires that 35 percent of the registered voters who voted in the most recent gubernatorial election sign a petition to hold a local option election. Reevaluating the wet/dry county lines is determined by the voters, and therefore requires few resources from the City. However, it also means the City exercises little control over whether or not lines are reevaluated.

If a local option election is not held and the wet/dry county lines remain in place, it could contribute to an image of Huntsville that the City is not "open for business". Retail and restaurant development may "leapfrog" over Huntsville into adjacent communities that permit the sale and consumption of alcohol in all or a greater number of territories, and Huntsville will lose sales tax revenue and tourism that could be generated by expanding alcohol sales in the city.
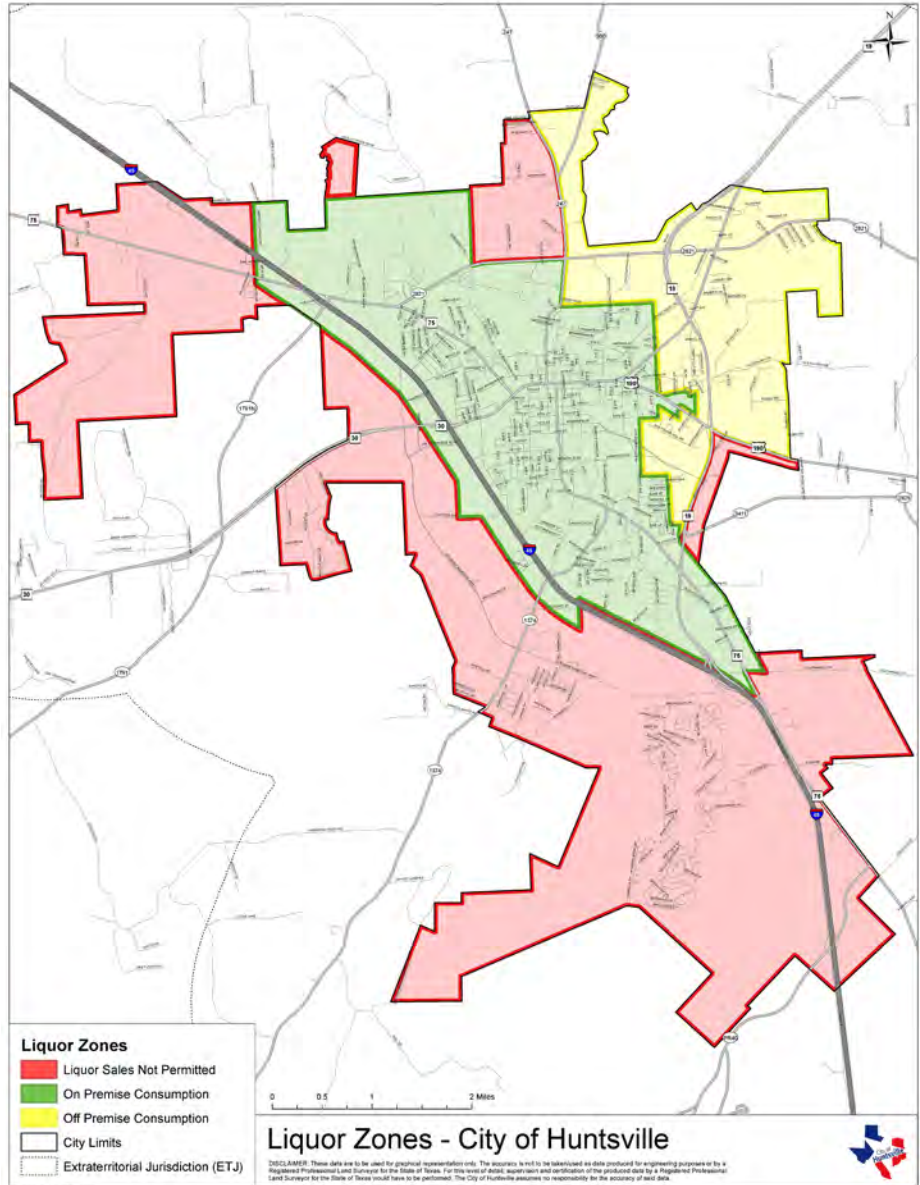
The current boundaries of Huntsville's wet and dry county lines.

Broaden the Range of Housing Types and Price Diversity

Level of Importance = Very Important
Level of Difficulty = Difficult

Broadening the range of housing types and price diversity in Huntsville will help to increase the percentage of home owners at all income levels, broadening the city's tax base to support more services. It ensures people who work in Huntsville can find high quality housing within their price range and that Huntsville can better compete for a wider range of employers. Implementing projects and policies to diversify the housing stock could also spur community reinvestment and invigorate new life into existing neighborhoods.

Broadening the range of housing types and price diversity is a difficult project to undertake, as much is determined by the private market. However, many policies can be adopted to incentivize certain types of development to achieve community goals.

Another difficulty associated with diversifying the housing stock, especially in terms of incentivizing more affordable, multi-family housing, is "NIMBY", or "not in my backyard". NIMBY arises when single-family neighborhoods feel their quality of life or property values may be negatively impacted by proposed developments in the area. Fortunately, there are a number of creative housing typologies and strategies for more effectively integrating diverse housing options in or adjacent to single-family neighborhoods.
If this project does not move forward, Huntsville will be less marketable to potential commercial busi-

Diversifying the housing stock may be difficult, but its benefits are numerous. A more diverse residential population helps to attract a variety of employers, retail uses and restaurants.

nesses and employers. A diverse population in terms of income means a wider range of employers has access to a labor pool that meets their needs. Similarly, a greater diversity of commercial businesses has access to their target populations.

As a result, growth from the south will "leapfrog" over Huntsville into areas that have a broader range of housing options and more diverse populations to serve and from which to hire.

Increase Adult Education/ Training Opportunities

Level of Importance = Important
Level of Difficulty = Difficult

Increasing adult education/training opportunities in Huntsville will ensure existing and potential employers can recruit for technical jobs from Huntsville residents and will provide more opportunities for residents to live and work in Huntsville, rather than looking for work outside of the city. Providing ongoing education opportunities may also help to retain SHSU graduates.

Adult education/training opportunities are most often provided by public and private educational institutions or private, publicly-funded non-profit organizations. Increasing opportunities will require coordination between the City and key stakeholders to ensure opportunities match existing and future workforce

If retail opportunities in Huntsville are not expanded, residents (and sales tax revenue) will continue to travel to nearby cities for food and entertainment.

needs. Coordinating efforts between multiple entities, public and private, can add to the difficulty of implementing a project. However, there are examples from around the country that can provide direction.

If the City does not work to increase adult education/training opportunities, businesses will likely recruit from and relocate in other areas where the skills of the workforce match industry needs and where coordination between industry and education ensures sustained profitability in the long-term.

Increase Retail/Restaurant Opportunities

Level of Importance = Important
Level of Difficulty = Very Difficult

Providing greater retail and restaurant options in Huntsville will increase sales tax revenue and support the local economy by ensuring people spend their money in Huntsville rather than nearby cities. Retail shops and restaurants provide jobs for students and the unskilled workforce and increase the quality of life for residents by providing opportunities close to home for shopping and entertainment.

Retail development, like residential, depends largely on the private market. However, there are actions that a city can take to incentivize retail development and ensure potential retailers are aware of the market for development in Huntsville.

If this project does not move forward, residents in Huntsville will continue to spend their money in surrounding communities that offer a greater diversity of retail and restaurant options. Huntsville will lose sales tax revenue, resulting in a depletion of the tax base.

Leverage the Presence of TDCJ to Expand Economic Development

Level of Importance = Less Important
Level of Difficulty = Very Difficult

Leveraging the presence of TDCJ to expand economic development in Huntsville will help to attract new businesses to the community that would benefit from the close proximity to TDCJ and its facilities. Potential public-private partnerships between TDCJ and developers could help to spur the necessary commercial and office development needed to attract and accommodate new businesses.

The difficulty lies in the fact that a state-run entity holds the land. Coordination with the appropriate parties takes much time and the election cycle often changes who makes the decisions.

If the City does not leverage the presence of TDCJ to expand economic development, the City will miss an opportunity to reclaim some state-owned land for taxable property.

Develop a Business Park

Level of Importance = Less Important
Level of Difficulty = Difficult

Developing a business park will encourage businesses to move to Huntsville and will add jobs to the community. A business park can also contribute to the city's image and put forth a positive brand of Huntsville as "open for business." Additionally, public-private partnerships have the potential to increase tax revenue.

Developing a business park is somewhat difficult, as it involves the city either buying the land itself or partnering with a private developer. The city would have to develop and manage the business park using its own resources or contract out the development of the park to a development company.

If the City does not pursue the development of a business park, it will miss an opportunity to bring jobs to the area and will lose the potential tax base.

A business park has an opportunity to reintroduce a gridded street network to allow for pedestrian connectivity within and into the surrounding community.

4

CLOSING THE GAP:
RECOMMENDATIONS FOR ACHIEVING HUNTSVILLE'S POTENTIAL

Numerous festivals and community events in Huntsville contribute to a great quality of life and better position Huntsville to capitalize on growth in the region.

4.1 Quality of Life Projects

The Huntsville Housing and Economic Development Case Study focuses on projects designed to enhance Huntsville's overall quality of life.

A great quality of life attracts both new residents and jobs and forms the basis for economic and residential development. Community amenities help employers recruit highly qualified applicants from around the country, bolstering the residential population and triggering a retail and service expansion that helps to solidify a city's regional influence.

The four quality of life projects prioritized by the public include:

1. Promote Excellence in K-12 Schools,
2. Create a Marketing Campaign,
3. Revise and Enforce Development Regulations,
4. Develop a corridor that links downtown to the Sam Houston State University (SHSU) Campus.

Prioritizing these quality of life projects will help Huntsville establish a strong foundation for future job growth and greater housing diversity. If quality of life projects are not addressed at the outset, subsequent efforts to increase employment, diversify the housing stock or attract retail development will face significant challenges.

For each of the top ten projects, a set of recommendations for achieving project goals is outlined. Project recommendations come in the form of projects, programs and policies.

DESIGNWORKSHOP

4.1.1 PROMOTE EXCELLENCE IN K-12 SCHOOLS

PROJECTS
Hire a consultant to to help draft and facilitate approval of a Huntsville ISD Bond.
PROGRAMS
Create a collaborative body with representatives from the City, Huntsville ISD, SHSU, Lone Star College, and community members.
Update the Huntsville ISD and Huntsville High School websites.
Work with educators to mobilize the entire education capacity of Huntsville.
Build confidence in Huntsville schools.
Celebrate the most improved schools with a Progress to Excellence Award
POLICIES
Make Huntsville a "Teacher-Friendly City."

Projects

Hire a Consultant to Help Draft and Facilitate Approval of a Huntsville ISD Bond

The City should work with a consultant to implement a strong public engagement process for drafting a bond that will reflect the opinions and concerns of all Huntsville's citizens. A public engagement process that brings together parents, students, educators, members of the public and city officials will ensure decisions are well conceived and have the appropriate level of support before an election.

Programs

Sustain and Expand Cooperation

The City should focus on helping to facilitate, sustain and expand cooperation between the City, Huntsville ISD, SHSU, Lone Star College and community members by creating a collaborative body to ensure students continue to progress through the K-12 system and graduate with the skills necessary to succeed in college or pursue a career.

Update School Websites

The Huntsville ISD and Huntsville High School websites should be updated to better highlight employment/internship opportunities and advertise higher education resources and programs available to high school students to increase the number of students benefitting from the cooperation between the City, HISD, SHSU, Lone Star College and community leaders.

Mobilize the Entire Education Capacity of Huntsville

The City should also work to mobilize the entire education capacity of Huntsville by ensuring education is placed high on the City's priority list and remains a part of an ongoing public dialogue about Huntsville's future.

As part of that ongoing dialogue, the City should educate community members and business leaders about the community benefits realized by all as a result of prioritizing education to create a sense of urgency that will mobilize citizens and businesses to help improve education.

Additionally, the City should examine existing services provided by community and civic groups that support student learning and healthy development, identify existing and future needs and work with the community and organizations to expand and improve these services.

Build Confidence in Huntsville Schools

If Huntsville is going to mobilize the entire education capacity of Huntsville, it also needs to build confidence in Huntsville schools. This means offering more opportunities for members of the community to become involved with schools and improving education. Huntsville should expand opportunities for community involvement in school-related events, encourage parents, neighbors and community providers to visit schools, and work with employers to adopt release policies that allow employees to participate in kids' school activities. The City can initiate this process and set an example by gaining approval for release time for city employees.

Celebrate Improved Schools

Focusing attention on underperforming schools contributes to a lack of confidence in Huntsville schools. It is important that schools making progress toward goals are acknowledged and celebrated by the community. The City should develop a Progress To Excellence Award to present to the most improved schools as a way of building the community's confidence in schools and rewarding hard-working teachers and administrators.

Policies

Make Huntsville a "Teacher-Friendly City"

The City may not be able to increase teacher pay, but there are ways for the City to incentivize living in Huntsville to attract teachers. Huntsville should market itself as a "teacher-friendly" city. One way of doing that is by starting a

Teacher Homebuyer Program that provides teachers with loans to help purchase their first home. A Teacher Homebuyer Program may also help retain recent SHSU graduates from the School of Education.

IMPACTS ON JOBS AND HOUSING

Jobs	Housing
• Schools are often the largest institutions and employers in a neighborhood. Huntsville ISD is the third largest employer in city	• Quality of schools is one of the most important factors determining where families decide to live
• Quality schools provide access to a highly skilled and sustainable labor pool that ensures employers access to trainable workers	• Everyone wants an excellent education for their children. Attracting diverse new residents will increase demand for a broad range of housing options
• Communities with good schools help employers attract highly qualified applicants from around the country and factor heavily in location decisions	• Good schools indicate a strong market for residential development that will encourage homebuilders to develop in Huntsville
• Attracting employers to Huntsville ensures today's students have excellent employment opportunities once they graduate	• Updated facilities will enhance the attractiveness of Huntsville as a place to live and raise a family

Approval of the HISD bond would help fund facility improvements at Huntsville schools, many of which are aging and in need of renovation, in addition to constructing additional facilities to meet existing and future demand.

DESIGNWORKSHOP

4.1.2 MARKET CHARACTER

PROJECTS
Designate gateways/entries to the city.
Implement a Wayfinding and Signage Improvement Project.
Update the City of Huntsville website to reflect the city-sponsored marketing theme.
Develop a comprehensive Economic Development website.
Create a housing-specific marketing campaign.
PROGRAMS
Hire a Public Relations/Marketing and Events Coordinator.
Coordinate events with Sam Houston State University and the City.
POLICIES
Designate a Business Improvement District downtown.

There are a number of appropriate sites for gateways or entries to Huntsville that the city can utilize to advertise its location to passing motorists, encourage tourists to visit, and reinforce a positive image of Huntsville.

The gateways should be located along major regional transportation routes. A primary gateway is proposed along I-45 at the intersection of US 190. I-45 is a major regional transportation route connecting the Dallas/Fort Worth and Houston metro areas. US 190 and SH 30 connect Huntsville with the Bryan - College Station metropolitan area. The intersection is located in close proximity to downtown, SHSU, the Huntsville cultural district, and other area attractions. The primary gateway should welcome visitors to the city, convey Huntsville's "brand" and

utilize landscaping and lighting to promote a positive image of the city.

Secondary gateways are proposed closer to the city limits along major transportation routes, including I-45 US 190, SH 19, and SH 75. Secondary gateways should be used to advertise Huntsville attractions by providing directional information, such as the exit number and number of miles to exit.

Implement a Wayfinding and Signage Improvement Project
A wayfinding and signage improvement project is critical to the effectiveness of an overall revitalization strategy for Huntsville. Wayfinding systems integrate information and identity to link visitors and residents to important destinations in a way that improves people's understanding, experiences and enjoyment of a city.

City gateways help put a city "on the map" and contribute to a positive public image.

Huntsville has a number of districts and area attractions that could benefit from a wayfinding program. The Huntsville Cultural District was designated in September 2009 by the Texas Commission on the Arts as one of the first seven state cultural districts.

The Huntsville Cultural District encompasses a variety of facilities and attractions including:

- Museums and Art Galleries,
- Artist Studios and Workshops,
- Historic Homes and Sites,
- Theaters and Performances,
- Cultural Events and Festivals.

A wayfinding system could also be used to delineate additional districts, such as a university district and a downtown district, adding complexity and character to the city.

The best wayfinding systems feature consistent standards that can be easily adapted and altered to locate existing destinations and future development. Creating a consistent and recognizable graphics and placement standard ensures the wayfinding system supports the vision of the community in a comprehensive and unified way.

Wayfinding tools might include:

- Vehicular Signs,
- Pedestrian Signs,
- Maps,
- Mobile applications,
- Landscaping,
- Lighting,
- Banners,
- Public Art,
- Landmarks.
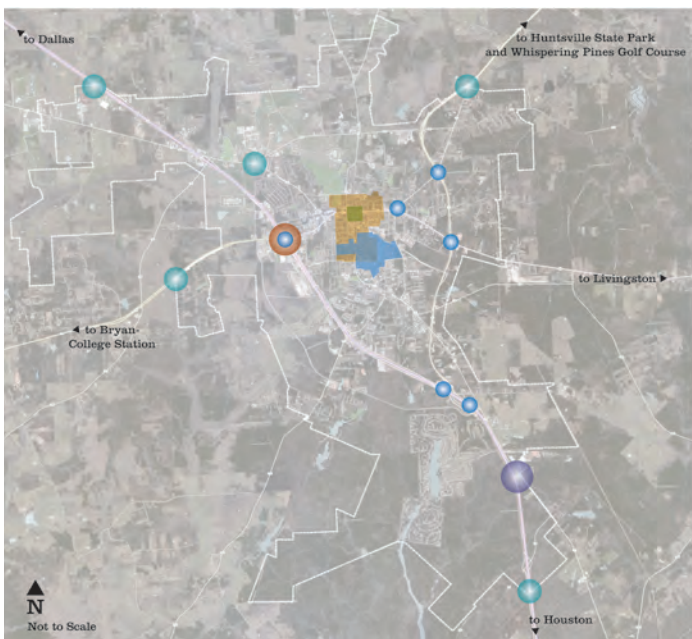
A wayfinding system should feature consistent standards and recognizable graphics.

Signs represent one wayfinding tool that can be used to delineate districts and help visitors access notable attractions.

Update City of Huntsville Website
Once a "brand" for Huntsville and city-wide marketing theme has been established, the City should update its website to reflect the theme. The website should utilize graphics and text to showcase Huntsville's newly adopted "brand" and should present an image of Huntsville as a great place to live and do business. Additionally, the website should be attractive, interactive and user-friendly.

Develop a Comprehensive Economic Development Website
Similarly, the City should create a single location on the Internet for all information related to doing business in Huntsville. The City website should prominently feature a link to the economic development page, which should utilize similar graphics and text to tie into to the city's website and showcase Huntsville's unified marketing theme to prospective businesses.

Create a Housing-Specific Marketing Theme
The City should consider recruiting national homebuilders or homebuilders from the larger Houston market to explore the Huntsville market. A marketing campaign on the part of the Chamber of Commerce or the City that targets homebuilders could assist in raising the awareness of the Huntsville area as a potential growth market.

Programs

Hire a Public Relations/Marketing and Events Coordinator
A public relations coordinator could play a vital role in helping to lead the consensus building process for Huntsville's marketing theme. Once adopted, the coordinator would en-
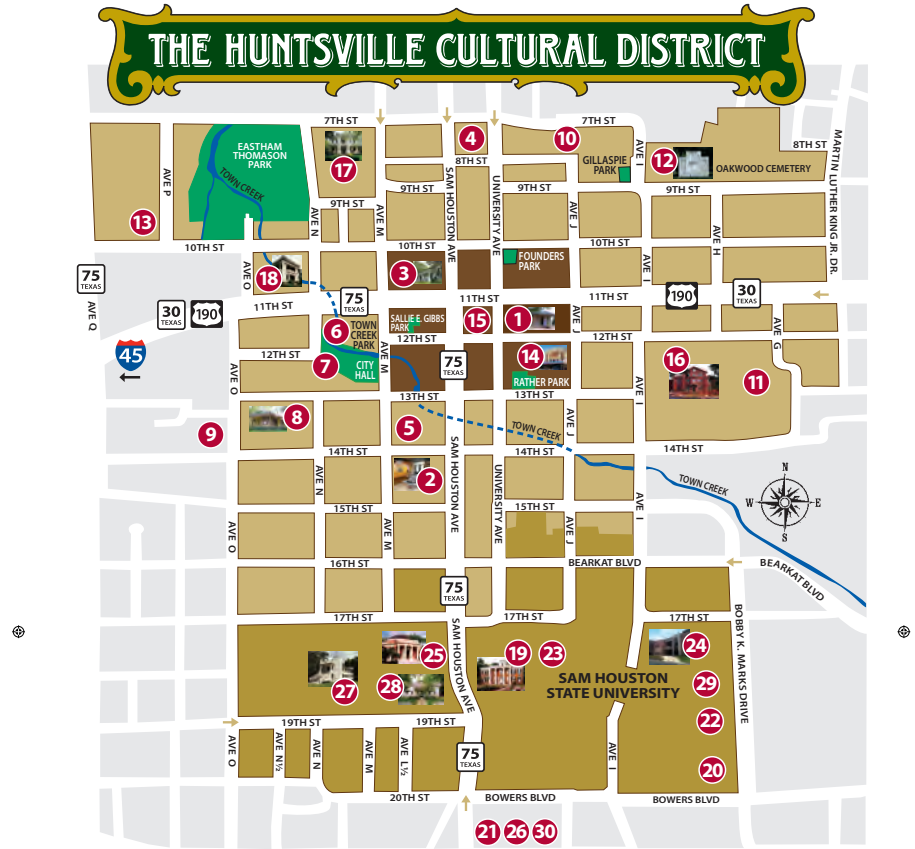
The area encompassing Downtown Huntsville and the Huntsville Cultural District would make an ideal Management District or Public Improvement District (PID).

sure the theme is incorporated in all marketing materials and consistent throughout, including the City website and any signage or wayfinding improvements.

A public relations coordinator could also help coordinate and promote local events to surrounding communities to encourage tourism and build awareness of Huntsville as a great place to live and visit.

Coordinate Events with SHSU and the City
Ensuring that the City is aware of SHSU events and vise versa presents opportunities for further integrating Huntsville's residential and student populations, and will help to reduce conflicts between events.

Policies

Designate a Management District or Public Improvement District (PID)
A Management or Public Improvement District can be used to fund infrastructure improvements within a district and fund a marketing campaign targeting the area. Businesses within the PID pay an additional tax or fee to fund improvements.

IMPACTS ON JOBS AND HOUSING

Jobs	Housing
• A marketing campaign that highlights Huntsville's excellent quality of life is key to recruiting new employers who view the communities in which they locate as critical to attracting highly-qualified talent from around the country	• A marketing campaign that targets particular home builders could raise awareness of Huntsville as a potential growth market and spur residential development
• Installing wayfinding signage and establishing city gateways will enhance the attractiveness of the city and convey a positive image of Huntsville to potential employers, prospective students and visitors	• Ensuring Huntsville's physical environment and online presence supports its "brand" is critical to attracting new residents
• Ensuring Huntsville's website is attractive, modern and user-friendly will better position Huntsville in initial location searches by prospective businesses	
• Creating a single, comprehensive Economic Development page on the Huntsville website sends a clear message to prospective businesses that Huntsville is "open for business"	

4.1.3 REVISE AND ENFORCE DEVELOPMENT REGULATIONS

PROJECTS
Adopt design and development standards
Remove barriers and encourage a range of housing typologies

PROGRAMS
Increase the number of code enforcement officers
Designate a committee to ensure the City of Huntsville is setting an example in maintaining all city-owned properties

POLICIES
Develop incentives policies to spur residential development and encourage desired development type

Projects

Adopt Design and Development Standards

Adopting design and development standards allows the City of Huntsville to exercise some control over the level of quality expected in future development. Standards can be applied within a regulatory structure that offers options and flexibility rather than strict requirements.

Design standards should vary depending on the neighborhood typology and are often applied based on the principal street adjacent to the proposed development (i.e. major arterial versus neighborhood street).

Design standards typically address the following elements:

- Relationships of buildings to streets and walkways,
- Building height,
- Building entryways,
- Exterior lighting,
- Pedestrian amenities,
- Building awnings,
- Glazing and facade variation,
- Groundfloor transparency,
- Building materials.

Design standards can be adopted for mobile and manufactured homes to ensure they contribute to the overall attractiveness of neighborhoods.

Revise Development Code.

In revising the Development Code, the City of Huntsville should prioritize removing barriers to development and encouraging a range of housing typologies.

Strategies for increasing the diversity of housing types include:

- Reduce minimum lot sizes,
- Increase the maximum number of dwelling units per acre,
- Reduce minimum setbacks or adopt maximum setbacks,
- Expand the range of allowable housing options and areas in which they may be built,
- Allow permanent residency in accessory dwelling units.

The revised Development Code should increase housing diversity by allowing context-sensitive housing typologies like this multi-family unit in a greater number of areas.

Programs

Increase Code Enforcement

Increasing the number of code enforcement officers will help Huntsville to manage the large number of code complaints ever year and ensure all properties are well-maintained.

Designate a Committee to Oversee City Compliance

The City should set an example for residents by ensuring all city-owned properties are complying with development regulations and their appearance is contributing to a positive image of Huntsville.

Policies

Develop an Incentives Policy

Incentives policies are frequently used by cities to encourage development and influence the type of future development that occurs. Commonly used incentives include:

- Lowered impact fees and fee waivers,
- Streamlined application/building permit review process,
- Reduced lot size and parking requirements,
- Density bonuses,
- Tax abatement programs.

IMPACTS ON JOBS AND HOUSING

Jobs	Housing
• Updating the Development Code to encourage a range of housing types and prices guarantees prospective businesses that all their employees will be able to find quality housing near work • Infill development has the potential to revitalize existing neighborhoods and spur retail and office development. It also minimizes the cost of expanding new infrastructure	• Updating development regulations to match the latest standards in the housing industry will help prevent the loss of potential housing developments to surrounding communities • Development codes that are easy to understand and equitably enforced bring stability to the market and reduce some of the risk associated with building • Adopting design and development standards will ensure new construction enhances existing neighborhoods by reflecting the level of quality desired by the community • Utilizing developer incentives to increase private investment in infrastructure improvements and community amenities will improve the quality of life in Huntsville and attract new residents • Encouraging a range of housing types will also make living in Huntsville more feasible for those that currently work in Huntsville but reside in nearby communities

Condominiums can be combined in a single building designed to appear as one large home.

Small lot sizes and shared spaces increase the affordability of homes without sacrificing quality.

4.1.4 STRENGTHEN CORRIDORS

PROJECTS
Develop corridor-specific design guidelines
Improve safety for non-motorized users
Improve the appearance of existing buildings
Encourage conservation of green space
PROGRAMS
Establish a Corridor Advisory Committee
Establish a Management District or Public Improvement District (PID)
POLICIES
Incentivize private funding of corridor development

Projects

Develop corridor-specific design guidelines

The physical form of a street significantly influences how people perceive and use a space. Elements like building height to street width ratios, sidewalk widths, and facade variation help to determine whether or not a place is viewed as hospitable to pedestrians or primarily intended for access by automobile. The City can help to ensure that development along the corridor encourages pedestrians to move between the University and Downtown by adopting corridor-specific design standards as part of its revision of the Development Code.

Design standards can be adopted for all types of development, but their application should differ depending on neighborhood typology. In creating a corridor between
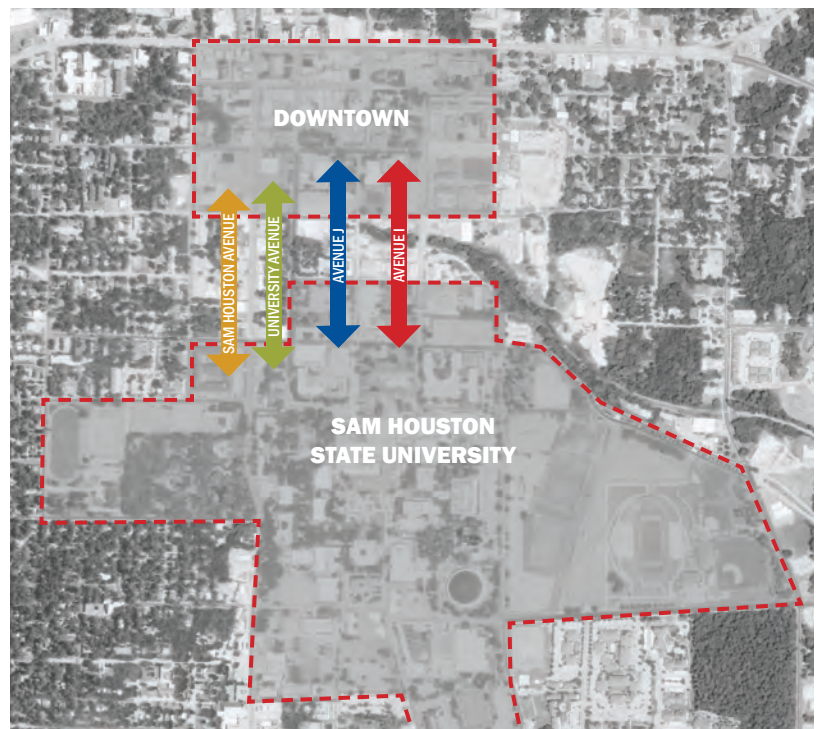
There are several streets between SHSU and downtown that could be redeveloped as a pedestrian-oriented corridor that better integrates Huntsville and the SHSU community.

downtown and SHSU, special consideration should be given to the impacts of each design standard on the pedestrian environment. Guidelines should enhance the pedestrian experience, encourage the development of buildings with active ground floor uses, like shops and cafes, and ensure safe pedestrian connections.

The City should consider, at minimum, the following standards:

- Establishing maximum setbacks so buildings are located close to the street/sidewalks,
- Establishing minimum building heights related to the street width that help create a spatial

enclosure [a ratio of one foot of building height for every 3 feet of street width is recommended],
- Requiring pedestrian-oriented building entrances,
- Requiring pedestrian-scaled lighting fixtures along the corridor,
- Establishing minimum ground-floor transparency percentages,
- Requiring facade variation,
- Establishing minimum sidewalk widths.

Improve Safety for Non-Motorized Users

In addition to adopting design standards that give pedestrians a perception of safety, infrastructure improvements that help to slow traffic and increase pedestrian awareness should be implemented along the corridor.

The City should consider, at minimum, the following infrastructure improvements:

- Signalized crosswalks,
- On-street parking,
- Bike lanes,
- Bulb-outs at intersections.

Frequent curb cuts, an inconsistent street canopy, and buildings set far back from the road discourage walking.

Pedestrian and cycling infrastructure is critical to supporting activity along a corridor that provides connections to a college campus.

Streetscape changes like wide sidewalks, street lights, furnishings, and street trees create an attractive pedestrian environment that encourages corridor activity.

Green space along the corridor provides public gathering places, opportunities for recreation and supports pedestrian activity.

DESIGNWORKSHOP

Improve the Appearance of Existing Buildings

There are small changes that can be made to existing buildings to ensure they contribute, rather than detract, from the purpose and aesthetic of the corridor. The addition of architectural elements like awnings, pedestrian-oriented signs or artwork will help enhance the pedestrian experience without incurring significant costs.

Encourage Conservation of Green Space

In developing a corridor plan, the City should ensure some green space is conserved to provide opportunities for recreation and leisure. Green space will help to encourage pedestrian activity and add visual interest to the corridor. Green space might come in the form of a small, linear park with a trail, a pocket park that provides shade for reading or picnicking, or as rain gardens along the sidewalks that help to filter and manage stormwater while adding visual interest.

Programs
Establish a Corridor Advisory Committee

The City should establish a Corridor Advisory Committee made up of SHSU representatives, Downtown business leaders, the interested public, and property owners to make corridor recommendations, help provide for maintenance, and oversee corridor development. A Corridor Advisory Committee will play a vital role in moving the planning and implementation phases forward and ensure the corridor reflects the needs and vision of the Huntsville residential, business, and student populations.

Establish a Management District/ Public Improvement District

The establishment of a Management District or Public Improvement District that includes the corridor from SHSU to Downtown provides a funding mechanism for corridor planning, infrastructure improvements, and marketing. A Management/Public Improvement District requires businesses within the district to pay an additional tax or fee to fund improvements.

Policies
Incentivize Private Funding of Corridor Development

It is recommended that the City adopt a formal incentives policy that will encourage developers to help fund infrastructure improvements that benefit the corridor and community. The incentives policy should make it easier for developers to build along the corridor by offering such incentives as long-term tax rebates, density bonuses, or other variances in exchange for constructing sidewalks, providing street lighting and/or furniture, dedicating a portion of the property for park or open space use, or providing public gathering space, to name a few examples.

IMPACTS ON JOBS AND HOUSING

Jobs

- A pedestrian and bike-friendly corridor from SHSU to Downtown will bring students, faculty and staff into Downtown for food, shopping, and entertainment
- Retail development that benefits from increased foot traffic and proximity to the University will be encouraged
- A corridor connecting SHSU and Downtown will add to the city's character and support a positive image of Huntsville as a great place to live, work, and play

Housing

- Developing a corridor from Downtown to SHSU has the potential to revitalize adjacent neighborhoods and increase property values
- A pedestrian-friendly corridor could create a market for different housing types, like mixed-use housing, townhomes, and/or condos

The success of each of the long-term projects will depend largely upon the successful implementation of the Quality of Life projects.

4.2 Long-term Projects

In order for the City of Huntsville to make meaningful progress toward diversifying the economic base and encouraging residential development, the City must first ensure that all elements of the community reflect the city's excellent quality of life and that a unified marketing message has been developed and is being employed by the city to inform potential residents and employers of the many community assets Huntsville has to offer.

Once the City has addressed the quality of life projects, which are intended to improve the effectiveness of future planning efforts, then the remaining six projects can be addressed with a greater likelihood of success.

Strategies and action steps are broadly defined for the remaining projects to provide the City with a general guide to implementing project, programs, and policies to achieve community goals.

The long-term projects include:

• Broaden the Range of Housing Types and Price Diversity,
• Reevaluate Wet/Dry County Lines,
• Increase Adult Education/Training Opportunities,
• Increase Retail/Restaurant Opportunities,
• Leverage the Presence of TDCJ to Expand Economic Development,
• Develop a Business Park.

DESIGNWORKSHOP

4.2.1 Broaden the Range of Housing Types and Price Diversity

Analyze Existing Conditions
Complete a thorough analysis of (1) existing housing types and price ranges, (2) existing and projected household compositions and sizes and (3) existing and projected wages and household incomes. This should be done every five years to reevaluate housing needs.

Forecast Future Needs
Project future housing needs based on (1) population growth estimates, (2) demographic trends and (3) current gaps in housing availability. This should be done every five years to reevaluate housing needs.

Incorporate Latest Housing Standards in Development Code
Update the Zoning and Development Code to tie to the latest standards in the housing industry and prevent the loss of potential housing developments to surrounding communities. Ensure that the code allows for mixed-use development and for the full range of housing types.

Incentivize Diverse Housing
Develop an incentives program that ties with objectives established by the community to encourage the private market to produce the desired outcomes. For example, the incentives program could allow for property tax deductions for commercial developments that also add housing components, as a condition of approval. Incentives could be tailored to encourage the development of housing at particular price points in the community in order to allow for greater housing diversity.

Partner with Developers/Builders
Work with potential homebuilders or developers to help them tailor their offerings in terms of amenities (for recreation centers and facilities, community centers, etc.) in order to attract a greater share of the market that is currently migrating to the north end of the Houston Metro area. Work with developers to identify amenities that are appropriate for different price points and target markets in the community.

Waive/Adjust Fees to Attract Development
Waive building permit fees to help Huntsville more aggressively compete with surrounding communities in attracting housing development.

Examine the current set of development impact fees and outline cases where Huntsville's fees exceed those of surrounding or competing cities.

Establish a Land Bank Program
Establish a land bank program that would allow the City to purchase various vacant lots around town and help find suitable homebuilders willing to construct homes on vacant parcels . While this strategy does not entail the construction of entire new neighborhoods, it would help to provide for the overall base of housing in the community. Assuming that vacant lots exist in various geographic sectors of the community, the land bank strategy would result in the construction of new homes at various price points around Huntsville.

4.2.2 Reevaluate Wet/Dry County Lines

Facilitate Local Option Election
Help ensure success of another local option election by (1) helping facilitate a petition drive to acquire the appropriate number of signatures and (2) partnering with the Chamber of Commerce and/or the Huntsville Economic Development Council to evaluate and publicize the benefits of "going wet."

4.2.3 Increase Adult Education/Training Opportunities

Market Existing Opportunities
Partner with education providers to develop a user-friendly, "one stop shop" website that connects adults with existing Huntsville-area programs based on their interests and/or needs.

Create a Workforce Development Program
Partner with major employers/industries and educators to create a workforce development program that ensures adult education opportunities in the City match current and projected industry needs.

Partner with Educators to Provide Training Classes
Support the hosting of adult education training classes specifically geared to particular clusters of employment identified as potential growth areas for the community.

Partner with Employers to Identify Training Areas
Work with potential future employers to identify the skill areas that require training of the local workforce and work with local agencies to provide this training.

Focus on Providing Broad Skill Sets
Focus on providing students with the broadest suite of skills that would apply to the widest range of potential companies likely to enter the Huntsville market. These general skills may include computer training in common software, for example.

4.2.4 Increase Retail/ Restaurant Opportunities

Identify Potential Development Sites
Identify high traffic sites for both non-motorized and vehicular traffic that would be ideal for retail and restaurant development.

Keep Demographic Data Up-to-Date
Ensure all data necessary to attracting new retailers is up-to-date, including current population levels, projections and demographic profiles.

Use Related Data to Market Opportunities Online
Clearly articulate this information on the City's Economic Development website. Incorporate any useful data from the Buxton retail development study.

Identify Desired Retail Types
Identify the types of retail Huntsville would like to attract (size, goods, etc.) based on resident and visitor preferences.

Identify Expanding Retailers
Identify retailers currently looking to expand who have the greatest likelihood of success in Huntsville.

Develop a Target List and Dedicate Resources to Recruitment
Based on the types of retail Huntsville would like to attract and retailers currently looking to expand, develop a target list of companies that would warrant a full scale recruitment effort to attract these companies.

Partner with Developers
Work with developers to use Huntsville's coordinated marketing campaign to encourage retail and restaurants to locate in their properties.

4.2.5 Leverage the Presence of TDCJ to Expand Economic Development

Identify Target Industries
Recruit companies that may logically locate near TDCJ facilities, including manufacturing operations.

Case Study Research
Examine examples from other communities around the nation with similar facilities to learn how they leveraged these facilities to attract spin off development.

4.2.6 Develop a Business Park

Identify Potential Sites
Identify and map sites that are prime for redevelopment or new construction.

Identify Development Strategy
Determine whether the City will develop a business park by buying the land itself or partnering with a private developer.

Partner with Existing Businesses
Discuss potential opportunities with the business and development communities.

Identify Management Strategy
Determine whether the City will work to manage and develop the park using its own resources, or could contract out the development of the park to a development company.

Evaluate Impact of Development on Existing Infrastructure
Perform a needs assessment of existing infrastructure and a traffic analysis for potential sites. Identify gaps in service and opportunities for public-private partnerships.

Evaluate and Compare Potential Sites
Conduct a suitability analysis of potential sites based on stakeholder feedback, the infrastructure needs assessment, and traffic analyses to select the best site.

Develop a Master Plan
Involve stakeholders and the public to develop a concept plan for the business park that is compatible with community goals and integrates with the surrounding area.

Tailor Marketing Pitch
Because communities of all shapes and sizes offer business park sites, Huntsville will need to tailor its marketing pitch by pairing business park locations with particular targeted incentives geared to attract new business.

5

IMPLEMENTATION

The implementation framework will guide the City and interested stakeholders through the implementation process by suggesting partnerships, outlining a general timeline and providing cost estimates.

Implementation Framework

The following implementation framework serves as a blueprint for decision-makers in Huntsville to use to guide decisions made on future projects. Action items are listed for each of the priority projects which are steps that can be taken to move the project forward.

Since the Quality of Life projects are the focus of this case study, potential partners, a time frame and order of magnitude cost are provided. Partners are those who could provide assistance in implementing each action item, such as service organizations, the City, etc. The timeline is an estimate of how long each step could take. The order of magnitude cost is provided to give a sense of whether a project may need intense funding, most likely requiring a longer time frame, or if

it is relatively inexpensive, meaning the action item may happen more quickly. For the long-term projects, a timeline was given so decision-makers can plan for these projects in budget cycles.

The partners, timeline and cost were determined in discussion with the stakeholders, the City and in public workshops. Detailed information regarding potential funding sources is outlined in the Appendix. In order for these projects to move forward, the citizens must get involved. The City cannot achieve this on its own and it is important for those who live in Huntsville to take ownership of these action steps.

The dollar symbols in each table correspond to the following dollar amounts:

$ = 0 - 50,000
$$ = 50,001 - 250,000
$$$ = 250,001 - 1 million
$$$$ = > 1 million

Performance Metrics

The performance metrics found on P. 58 delineate goals for the City to achieve on each of the projects. For instance, if the Corridors project moves forward, then the City can strive to achieve lighting at two to five footcandles along the corridor to achieve pedestrian safety.

The purpose of the metrics is to be a useful tool that can be incorporated into annual budget cycles.

PROMOTE K-12 EDUCATION

ACTION ITEMS	PARTNERS	TIMELINE	COST
HIre a consultant to help draft and facilitate approval of a Huntsville ISD Bond through public engagement	HISD The Schools Foundation The City The Public	1 year	$$
Create a collaborative body with representatives from the City, Huntsville ISD, SHSU, Lone Star College and community members	The City HISD SHSU Business Leaders The Schools Foundation	1 year	$
Update the Huntsville ISD and Huntsville High School websites	HISD	6 months	$
Place education high on the city's priority list and a part of an ongoing public dialogue	The City Chamber of Commerce	Ongoing	$
Create a sense of urgency and encourage citizens and businesses to help improve education	The City Chamber of Commerce Business Leaders The Schools Foundation	Ongoing	$
Expand services and support for student learning and healthy development provided by community and civic groups	The City HISD Civic Groups HUD	18 months	$$

DESIGNWORKSHOP

Quality of Life Projects Implementation Framework

ACTION ITEMS	PARTNERS	TIMELINE	COST
Expand opportunities for community involvement in school-related events	The City HISD Civic Groups PTA	1 year	$
Encourage parents, neighbors and community providers to visit schools	HISD The City Civic Groups PTA	Ongoing	$
Encourage local employers to adopt release policies for employees to participate in kids' school activities and set an example by gaining approval for release time for city employees	The City HISD Business Leaders	1 year	$
Celebrate the most improved schools with a "Progress to Excellence" Award	HISD The City	Ongoing	$
Start a Teacher Homebuyer Program that provides teachers with loans to help purchase their first home	The City	18 months	$$

CREATE A MARKETING CAMPAIGN

ACTION ITEMS	PARTNERS	TIMELINE	COST
Designate and construct gateways/entries to the city	The City TxDOT	3 years	$$$
Implement a wayfinding and signage improvement project	The City SHSU Downtown Business Alliance	3 years	$$
Update the City of Huntsville website to reflect the city-sponsored marketing theme	The City	1 year	$
Develop a Comprehensive Economic Development website	The City Chamber of Commerce Area Employers	1 year	$$
Create a housing-specific marketing campaign	The City Developers/ Builders	1 year	$$
Hire a public relations/marketing and events coordinator	The City	6 months	$ - $$
Coordinate events with Sam Houston State University and the City	The City SHSU	1 year	$
Designate a Management District/Public Improvement District	The City Downtown Business Alliance	3 years	$$

REVISE AND ENFORCE DEVELOPMENT REGULATIONS

ACTION ITEMS	PARTNERS	TIMELINE	COST
Adopt design and development standards	The City Developers The Public	1 year	$$
Revise Development Code to remove barriers and encourage a range of housing typologies	The City Developers	1 year	$$
Increase the number of code enforcement officers	The City	6 months	$$
Designate a committee to ensure the City of Huntsville is setting an example in maintaining all city-owned properties	The City	1 year	$
Develop incentives policies to spur residential development and encourage desired development type	The City Developers/ Builders	1 year	$$

DEVELOP A CORRIDOR THAT LINKS DOWNTOWN TO SHSU

ACTION ITEMS	PARTNERS	TIMELINE	COST
Develop corridor-specific design guidelines as part of the Development Code revisions	The City Developers The Public SHSU Downtown Business Alliance	1 year	$$
Improve safety for non-motorized users	The City Developers	5 years	$$$$
Adopt regulations to improve the appearance of existing buildings	The City	1 year	$$
Establish a Corridor Advisory Committee	The City Developers The Public SHSU Downtown Business Alliance	1 year	$
Designate a Management District/Public Improvement District	The City Downtown Business Alliance	3 years	$$
Incentivize private funding of corridor development	The City Developers	1 year	$$

DESIGNWORKSHOP

PERFORMANCE METRICS

METRIC	BASELINE (2013)	TARGET
PROMOTE K-12 EDUCATION		
Teacher pay	$42,233/year	Increase by 10 per-cent every 5 years
CREATE A MARKETING CAMPAIGN		
Number of developed gateways	1	7 (per Signage and Gateway Plan) by 2016
Established wayfinding system	None	Implement wayfinding system in each district of Huntsville by 2016
Number of visitors	To be determined based on data from visitor centers	Increase by 10% on a yearly basis
CREATE A CORRIDOR LINKING SHSU AND DOWNTOWN		
Length of continuous sidewalk	Depends on street where corridor will be located	100% contiguous sidewalk by 2020
Percentage of tree canopy coverage	Depends on street where corridor will be located	30% tree canopy coverage by 2020
Number of signalized crosswalks	Depends on street where corridor will be located	Each major inter-section to have a signalized crosswalk by 2020
Number of trash bins, pedestrian-scale lighting, and benches	Depends on street where corridor will be located	1 trash bin per intersection corner Lighting at 2-5 foot candles 1 bench per 250 feet of corridor by 2020
REVISE AND ENFORCE DEVELOPMENT REGULATIONS		
Number of code enforcement officers	2	Ratio of 4 per 800 complaints by 2015
Number of addressed code complaints	700	25% reduction each year
New housing permits	<60	25% increase each year

LONG-TERM PROJECTS

ACTION ITEMS	Timeline
Broaden the Range of Housing Types and Price Diversity	
Conduct a thorough housing analysis of existing needs and future demand	18 months
Update the zoning and development code to tie to the latest standards in the housing industry	1 year
Develop an incentives program	1 year
Work with potential home builders/developers to help them tailor their offerings in terms of amenities	1 year
Consider reducing or waiving building permit fees	18 months
Evaluate and compare the current set of development impact fees	18 months
Establish a land bank program	5 years
Reevaluate Wet/Dry County Lines	
Help facilitate a petition drive to acquire the appropriate number of signatures	6 months
Partner with the Chamber of Commerce and/or the Huntsville Economic Development Council to evaluate and publicize the benefits of "going wet"	1 year
Increase Adult Education Training Opportunities	
Partner with education providers to develop a user-friendly, "one stop shop" website that allows users to search all local opportunities by needs	18 months
Create a workforce development program that ensures adult education opportunities in the City match current and projected industry needs	3 years
Support the hosting of adult education training classes specifically geared to particular clusters of employment	3 years
Work with potential future employers to identify the skill areas that require training of the local workforce and work with local agencies to provide this training	1 year
Increase Retail/Restaurant Opportunities	
Identify high traffic sites for both non-motorized and vehicular traffic	18 months
Ensure all data necessary to attracting new retailers is up-to-date	1 year
Clearly articulate pertinent demographic and economic data on the City's economic development website	18 months
Identify the types of retail Huntsville would like to attract	1 year

DESIGNWORKSHOP

ACTION ITEMS	Timeline
Identify retailers currently looking to expand	1 year
Develop a target list of companies that would warrant a full scale recruitment effort	1 year
Develop an incentives program	1 year
Work with potential homebuilders/developers to help them tailor their offerings in terms of amenities	1 year
Work with developers to use Huntsville's coordinated marketing campaign to encourage retail and restaurants to locate in their properties	1 year
Leverage the Presence of TDCJ to Expand Economic Development	
Recruit companies that may logically locate near TDCJ facilities, including manufacturing operations	3 years
Examine examples from other communities around the nation with similar facilities to learn how they leveraged these facilities to attract spin off development	1 year
Develop a Business Park	
Identify and map sites that are prime for redevelopment or new construction	1 year
Determine whether the City will develop a business park by buying the land itself or partnering with a private property owner	1 year
Determine whether the City will work to manage and develop the park using its own resources, or could contract out the development of the park to a development company	1 year
Perform a needs assessment of existing infrastructure and a traffic analysis for potential sites	18 months
Conduct a suitability analysis of potential sites	18 months
Develop a concept plan for the business park	18 months
Tailor the City's marketing pitch by pairing business park locations with particular targeted incentives geared to attract new business	1 year

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APPENDIX

Potential Funding Sources

The following tables outline funding sources available to the City of Huntsville for implementing the projects recommended in this case study. While the FY2013 deadline for applications has already passed, these programs generally have a regular funding source. A grant funding watch list is also included for grants that have received funding in previous years, but have not made an official announcement of funding for FY2013.

Grant Name	Awarding Agency/Organization	Eligibility	Topic Area
Planning Program & Local Technical Assistance Program	U.S. EDA	Local governments eligible	Economy
Creating New Economies Fund	The Conservation Fund	Local governments eligible	Economy/Environment
Our Town	National Endowment of the Arts	Local governments must be primary partners	Arts
2013 Conservation Innovative Grant Funding Opportunity	U.S.D.A.: NRCS	State/local governments eligible	Environment
Downtown Revitalization Program	Texas Dept. of Agriculture	Non-entitlement city or county governments are eligible	Livable Communities
Main Street Improvements Program	Texas Dept. of Agriculture	Non-entitlement city or county governments designated as a Texas Main Street City are eligible	Livable Communities
Infrastructure Development Program	Texas Dept. of Agriculture	Non-entitlement city or county governments are eligible	Economic Development
Real Estate Development Program	Texas Dept. of Agriculture	Non-entitlement city or county governments are eligible	Economic Development
Texas Community Development Block Grant Program	Texas Dept. of Agriculture	Non-entitlement city or county governments are eligible	Economic Development
Planning/Capacity Building Fund	Texas Dept. of Agriculture	Non-entitlement city or county governments are eligible	Economic Development
Downtown Public Spaces Improvements Program	H-GAC	Non-entitlement city or county governments are eligible	Economic Development
Community Trees Grant Program	H-GAC	Non-entitlement city or county governments are eligible	Economic Development

Planning Program & Local Technical Assistance Program	
Grantor	U.S. Economic Development Administration
Contact	David Ives david.raymond.ives@eda.gov
Website	http://www.grants.gov/search/search.do?mode=VIEW&oppId=189193
Funding Opportunity Number	EDAPLANNING2012
Posted Date	August 3, 2012
Closing Date for Applications	Applications are accepted on a continuing basis and processed as received.
Total Program Funding	FY2012: $29,000,000 (425 Expected Awards) for EDA's Planning Program and $3,562,592 for Local Assistance Program.
Maximum Award	$100,000 (Awards Typically $60,000—$70,000 for Planning Program, $80,000 for Local Assistance)
Minimum Award	N/A
Is Huntsville eligible?	Yes Planning districts; state, county, and city governments; and non-profit organizations are eligible.
Would the grant continue and/or expand the work of the Huntsville Case Study?	Yes Several goals relate to strengthening existing communities and improving economic opportunities.
Could the grant be included in the financing recommendations of the Case Study?	Yes.
What is the time horizon for the grant?	Projects are usually one (1) year in duration, but a specific award may allow up to three (3) years for completion.
Notes	EDA provides assistance to eligible recipients to create regional economic development plans in order to stimulate and guide the economic development of a community or region. As part of the this program, EDA supports Partnership Planning investments to facilitate the development, implementation, revision, or replacement of Comprehensive Economic Development Strategies (CEDS), which leverage the assets of each region to help create and retain higher-skill, higher-wage jobs (particularly for the unemployed and underemployed in the county's most economically-distressed regions). Plans developed should "demonstrate the probability of effecting positive economic development impacts within distressed regions and help promote regional economic resiliency."

Creating New Economies Fund	
Grantor	The Conservation Fund (Resourceful Communities Program)
Contact	Mikki Sager (Vice President & Resourceful Communities Director) (919) 949-5687 msager@conservationfund.org
Website	www.resourcefulcommunities.org
Funding Opportunity Number	N/A
Posted Date	Summer 2012 (for 2013)
Closing Date for Applications	February 19, 2013 (for 2013) (Pre-Application Meetings Required in Winter 2012 for 2013 app.)
Total Program Funding	N/A (Since 2001, the program has awarded $2.2 million through 270 grants.)
Maximum Award	N/A (Average Amount: $8,000)
Minimum Award	N/A
Is Huntsville eligible?	Yes. Local governments eligible.
Would the grant continue and/or expand the work of the Huntsville Case Study?	Yes Several goals relate to strengthening existing communities and improving economic opportunities.
Could the grant be included in the financing recommendations of the Case Study?	Yes.
What is the time horizon for the grant?	Final reports due about one (1) year after award notification
Notes	The Resourceful Communities programs works with community organizations and local governments to "craft triple bottom line projects that create economic, social, and environmental benefits." These projects are intended to protect the area's natural resources while improving local quality-of-life and economic health. The Conservation Fund is interested in "greening" the Houston-Galveston Area, and its web-site states that the organization has worked with H-GAC and other organizations to create a green infrastructure network and ecosystem planning initiative. The organization has also helped protect natural landscapes in the region (see http://www.conservationfund.org/projects/green-infrastructure-plan-for-the-galveston-houston-region/). The annual funding process begins in October/November, when applicants are invited to discuss potential projects with Resourceful Communities staff. A pre-proposal summary is due in December, and final applications are due in mid-February.

Our Town	
Grantor	National Endowment for the Arts
Contact	OT@arts.gov (202) 682-5496
Website	http://www.nea.gov/grants/apply/OurTown/index.html
Funding Opportunity Number	CFDA No. 45.024
Posted Date	October 2012 (for FY2013)
Closing Date for Applications	FY2013: January 14, 2013 (Project generally receives annually funding)
Total Program Funding	Approximately $10 million (depending on Federal budget)
Maximum Award	$200,000 (Non-federal matching funds required—1:1 ratio)
Minimum Award	$25,000
Is Huntsville eligible?	Yes. Applications must have partnerships that involve two primary partners: a non-profit arts/design organization; regional governments are specifically excluded as primary partners. Additional partners beyond the two primary partners may be state-level governmental agencies. It is unclear if additional partners may receive funding through the grant.
Would the grant continue and/or expand the work of the Huntsville Case Study?	Yes The program works to enhance existing communities and would help the region "embrace its rich multicultural, historical and natural assets to ensure its communities retain their unique character."
Could the grant be included in the financing recommendations of the Case Study?	Yes.
What is the time horizon for the grant?	Up to two (2) years
Notes	The grant funds "creative placemaking projects that contribute toward the livability of communities and help transform them into lively, beautiful, and sustainable places with the arts at their core." The projects are intended to: Improve quality of life Encourage greater creative activity Foster stronger community identity and a sense of place Revitalize economic development The grant may fund cultural planning project, such as creative asset mapping; cultural district planning; development of master plan/community-wide strategy for public art; support for creative entrepreneurships; and creative industry cluster/hub development.

Appendix

Downtown Revitalization Program	
Grantor	Texas Department of Agriculture
Contact	Bryan Daniel (Chief Administrator for Trade & Business Development) Bryan.Daniel@TexasAgriculture.gov
Website	http://texasagriculture.gov/GrantsServices/RuralEconomicDevelopment/TexasCapitalFund/
Closing Date for Applications	July 11, 2013 (for current fiscal year)
Maximum Award	$150,000
Minimum Award	$50,000
Is Huntsville eligible?	Yes Non-entitlement city or county governments are eligible.
Would the grant continue and/or expand the work of the Case Study?	Yes Several goals relate to strengthening existing communities and improving economic opportunities.
Could the grant be included in the financing recommendations of the Case Study?	Yes Huntsville could use the grant to implement elements within completed Case Study.
What is the time horizon for	Up to two (2) years
Notes	This program awards matching grant funds for public infrastructure to stimulate economic development in rural downtown areas and eliminate blight.

Up to $15,000 of the funds may be used for administrative purposes.

Matching funds must be provided. |

Main Street Improvements Program	
Grantor	Texas Department of Agriculture
Contact	Bryan Daniel (Chief Administrator for Trade & Business Development) Bryan.Daniel@TexasAgriculture.gov
Website	http://texasagriculture.gov/GrantsServices/RuralEconomicDevelopment/TexasCapitalFund/MainStreetImprovementProgram.aspx
Closing Date for Applications	October 3, 2013 (for current fiscal year)
Maximum Award	$150,000
Minimum Award	$50,000
Is a Huntsville eligible?	Yes. Non-entitlement local governments designated as an official Texas Main Street City by the Texas Historical Commission are eligible.
Would the grant continue and/or expand the work of the Case Study?	Yes Several goals relate to strengthening existing communities and improving economic opportunities.
Could the grant be included in the financing recommendations of the Case Study?	Yes Huntsville may use to the grant to help meet the goals and objectives of the Case Study.
What is the time horizon for the grant?	Up to two (2) years
Notes	The program funds public infrastructure in the applicant's Main Street area, and help eliminate handicap barriers and deteriorated infrastructure in the downtown area. Up to $15,000 of the funds may be used

Infrastructure Development Program	
Grantor	Texas Department of Agriculture
Contact	Bryan Daniel (Chief Administrator for Trade & Business Development) Bryan.Daniel@TexasAgriculture.gov
Website	http://texasagriculture.gov/GrantsServices/RuralEconomicDevelopment/TexasCapitalFund/InfrastructureDevelopment.aspx
Closing Date for Applications	Applications Due by the 20th of each month
Maximum Award	$750,000 (2 Jumbo Awards of $1,000,000 and 1 Jumbo Award of $1,500,000 are also offered)
Minimum Award	$50,000
Is Huntsville eligible?	Yes. Non-entitlement city or county governments are eligible.
Would the grant continue and/or expand the work of the Case Study?	Yes Several goals relate to strengthening existing communities and improving economic opportunities.
Could the grant be included in the financing recommendations of the Case Study?	Yes Huntsville may use to the grant to help meet the goals and objectives of the Case Study.
What is the time horizon for the grant?	Up to three (3) years
Notes	The program funds public infrastructure improvements in rural counties to support projects that create new jobs for low-to-moderate income people. $25,000 - $60,000 of the award may be used for administrative purposes, depending on the amount of the award.

Real Estate Development Program	
Grantor	Texas Department of Agriculture
Contact	Bryan Daniel (Chief Administrator for Trade & Business Development) Bryan.Daniel@TexasAgriculture.gov
Website	http://texasagriculture.gov/GrantsServices/RuralEconomicDevelopment/TexasCapitalFund/InfrastructureDevelopment.aspx
Closing Date for Applications	Applications Due by the 20th of each month
Maximum Award	$750,000 (2 Jumbo Awards of $1,000,000 and 1 Jumbo Award of $1,500,000 are also offered)
Minimum Award	$50,000
Is a Huntsville eligible?	Yes Non-entitlement city or county governments are eligible.
Would the grant continue and/or expand the work of the Case Study?	Yes Several goals relate to strengthening existing communities and improving economic opportunities.
Could the grant be included in the financing recommendations of the Case Study?	Yes
What is the time horizon for the grant?	Up to three (3) years
Notes	The program funds land acquisition, new construction, and/or the acquisition/renovation of existing buildings in rural counties to support projects that create new jobs for low-to-moderate income people. The program does not provide a grant, but 0% interest loan for up to 20 years. $25,000 - $60,000 of the award may be used for administrative purposes, depending on the amount of the award.

DESIGNWORKSHOP

Texas Community Development Block Grant Program	
Grantor	Texas Department of Agriculture, H-GAC
Contact	Amy Boyers Phone (713) 993-2441 or e-mail amy.boyers@h-gac.com
Website	http://www.h-gac.com/community/community/community-development/default.aspx
Maximum Award	$350,000 (Grant limits set biennially by the RRC)
Is a Huntsville eligible?	Yes Non-entitlement city or county governments are eligible.
Would the grant continue and/or expand the work of the Case Study?	Yes Several goals relate to strengthening existing communities and improving economic opportunities.
Could the grant be included in the financing recommendations of the Case Study?	Yes
What is the time horizon for the grant?	Yearly
Notes	Public infrastructure improvements, economic development activities and activities to address situations that pose an imminent threat to public health and safety.

Planning/Capacity Building Fund	
Grantor	Texas Department of Agriculture, H-GAC
Contact	Amy Boyers Phone (713) 993-2441 or e-mail amy.boyers@h-gac.com
Website	http://www.h-gac.com/community/community/community-development/default.aspx
Maximum Award	$50,000
Is a Huntsville eligible?	Yes Non-entitlement city or county governments are eligible.
Would the grant continue and/or expand the work of the Case Study?	Yes Several goals relate to strengthening existing communities and improving economic opportunities.
Could the grant be included in the financing recommendations of the Case Study?	Yes
What is the time horizon for the grant?	Yearly
Notes	Planning projects,including, but not limited to: water systems, base studies, wastewater systems, economic/employment/tourism development, central business district, zoning, historic preservation, park/recreational facilities, capital improvements, drainage, street conditions, etc.

Downtown Public Spaces Improvements Program	
Grantor	H-GAC
Contact	Amy Boyers Phone (713) 993-2441 or e-mail amy.boyers@h-gac.com
Website	http://www.h-gac.com/community/community/community-development/default.aspx
Maximum Award	$350,000 (Grant limits set biennially by the RRC)
Is a Huntsville eligible?	Yes Non-entitlement city or county governments are eligible.
Would the grant continue and/or expand the work of the Case Study?	Yes Several goals relate to strengthening existing communities and improving economic opportunities.
Could the grant be included in the financing recommendations of the Case Study?	Yes
Notes	Downtown Public Spaces Improvement Grants are designed to help municipalities, counties, and non-profit organizations enhance public spaces such as gateways, parks, waterfronts and business districts. Eligible enhancements must be part of a plan or strategy to improve the area to stimulate reinvestment and commercial activity, to restore and preserve the historic character of the community and to improve the appearance of downtown and gateway areas

Community Trees Grant Program	
Grantor	H-GAC
Contact	Amy Boyers Phone (713) 993-2441 or e-mail amy.boyers@h-gac.com
Website	http://www.h-gac.com/community/community/community-development/default.aspx
Maximum Award	$50,000
Is a Huntsville eligible?	Yes Non-entitlement city or county governments are eligible.
Could the grant be included in the financing recommendations of the Case Study?	Yes
What is the time horizon for the grant?	Yearly
Notes	Community Trees Grant Program is designed to provide technical and financial assistance to cities, counties and non-profit organizations seeking to increase the number and diversity of trees in their communities. The grant provides matching funds to purchase trees for community-based plantings in parks, public gathering places and community gateways.

Grant/Program Name	Awarding Agency/Organization
Health Food Financing Initiative	U.S. Department of Treasury
Promise Neighborhood Initiative	U.S. Department of Education
Transit Expansion & Livable Communities Program	Federal Transit Administration
Transportation Infrastructure Finance & Innovation Act	U.S. Department of Transportation
Sustainable Communities Initiative: Regional Integrated Planning & Implementation Grants	U.S. Department of Housing &Urban Development (HUD)
Choice Neighborhoods Initiative	U.S. Department of Housing & Urban Development (HUD)
Communities Facilities Program	U.S. Department of Agriculture
Brownfields Program	U.S. Environmental Protection Agency

Engage Huntsville!

Throughout the course of the case study, MindMixer hosted a project had a website that allowed for a dialogue between community residents on the quality of life in Huntsville and ideas on how to improve it. The following pages document the comments and ideas of those who participated.

Name	Date	Format	Subject	Response Required?	Response Date	Comment
Scotty Cherryholmes	Wednesday, December 05, 2012 10:04 AM	Facebook	**Marketing Campaign**	City - No DW - No H-GAC - No	City - n/a DW - n/a H-GAC - n/a	We are most fortunate to have a genuine historic brand. This type of authenticity can't be created or purchased. It is earned. As stewards it is our responsibility to preserve the many attributes of our venerable brand. History! ...of the past and "in the making". This is our brand. Sam Houston the man. TDCJ the institution of man. SHSU the offering the ongoing future. A powerful triad that is now. The goal is build strength on strength. That is the easier path. -- Recreating a brand is costly and near impossible. Think NEW COKE. I don't see how expanding our brand is a viable means to growth. Big ideas like an industrial park, trade school, mass transit and such are just too far off the mark -- too much money, too much time. -- The simple definition of branding goes like this... Find out what people want you to be and then BE IT.
Thomas Cox	Thursday, November 29, 2012 1:18 PM	Email	**Diversity Challenges**	City - No DW - No H-GAC - No	City - n/a DW - n/a H-GAC - n/a	I have lived in Huntsville for over 3 years and have two children who attend Huntsville Public Schools. Positives - Huntsville Arts Commission events Classes offered for children at the Wynne Home small town feel which can also be a negative because there appears to be a pervasive lack of tolerance and acceptance of those who do not represent the established Huntsville power structure. Eastham Thomason Park and public pool Huntsville Youth Soccer Association, although entrenched leadership has been problematic in the past .
Thomas Cox	Thursday, November 29, 2012 1:18 PM	Email	**Negative Aspects of Huntsville**	City - No DW - No H-GAC - No	City - n/a DW - n/a H-GAC - n/a	Negatives - No sidewalks anywhere. This means that families cannot walk the neighborhoods nor can small children ride their bikes safely. It leads to a feeling of isolation and lack of neighborhood unity. Acceptance of diversity is sorely lacking in the community. I am speaking of ethnic diversity, linguistic diversity, political diversity and religious diversity. I am minority faculty member. My children are very brown and have been stopped frequently and asked if they lived in the subdivision because if they didn't, they were not allowed to play there. We are bilingual in English and Spanish. I want my children to maintain their Spanish. I am frequently told by people in the community and in the schools that we should speak English only. Yard signs for Obama were stolen from my yard on three separate occasions. Finally, I understand that I live in a city in which the power structure is a very conservative Christian one. However, there should be some degree of tolerance for different views and religious perspectives besides conservative evangelical Christian. There is a great deal of diversity in the community, but little is being done to highlight, respect and appreciate that diversity. I feel like I am a part of the Hispanic community in Huntsville, but have not yet managed to break into the mainstream.

Name	Date	Format	Subject	Response Required?	Response Date	Comment
Thomas Cox	Thursday, November 29, 2012 1:18 PM	Email	**Schools**	City - No DW - No H-GAC - No	City - n/a DW - n/a H-GAC - n/a	Schools – I have great respect for public schools and public school teachers. However, there is a prison-like atmosphere in the schools my children have attended. I have never received a positive phone call from school administrators or teachers. Parent – teacher nights are almost non-existent. There is a parent teacher organization at the schools my children attend, but the input they provide is limited to snacks and parties. There is not a well-functioning bilingual or English as a Second Language program at the schools my children attend. I believe the city would attract more university professors if there was a dual language elementary school and if there were opportunities for greater parent input in the schools in general.
Nancy Holloway	Thursday, November 29, 2012 5:01 PM	Email	**Potential Partnerships**	City - No DW - No H-GAC - No	City - n/a DW - n/a H-GAC - n/a	Thanks so much for inviting me to participate. I really enjoyed the experience and I hope I didn't offend anyone who lives in Huntsville. I thought of another partnership that I'd like to pass along to the coordinators – partnership with Brazos Valley Transit and/or Metro to provide transportation within Huntsville, to the airport and to the campus in the Woodlands. I would like to see a partnership between SHSU, but also a partnership with the city of Huntsville.
Constance Heiland	Sunday, December 09, 2012 8:38 PM	Email	**Environment, Marketing Campaign**	City - No DW - No H-GAC - No	City - No DW - No H-GAC - No	Just a few quick thoughts to reinforce that I do think that quality of life in Huntsville is important to attracting business, in terms of the aesthetics. That's why good thought to issues like character of neighborhoods and turnover of some of those neighborhoods as well as commercial districts can be an opportunity to develop more green space around retention projects as well as more thought to beautification of our main routes into town as well as to make multi-modal transportation available with the Town Creek project a good example. Huntsville used to be criss crossed with usable streams and even more greenery. With thoughtful planning as there is "turnover" of neighborhoods and commercial districts, some of that can be brought back to natural uses. Rich and were talking about the appeal of moving "into town" from Elkins into an older neighborhood as we age in order to take more advantage of cultural amenities like SHSU. In other words, people do pay attention to these issues and are a factor when considering whether to locate to a town. Nothing major, but just a perspective that I wanted to share.
Angelic Ortiz	Thursday, November 29, 2012	Values Workshop Comment Card	**Off Campus Housing**	City - No DW - No H-GAC - No	City - No DW - No H-GAC - No	Regulations with management
Angelic Ortiz	Thursday, November 29, 2012	Values Workshop Comment Card	**K-12 Development**	City - No DW - No H-GAC - No	City - No DW - No H-GAC - No	Encourage arts into the curriculum. SHSU Dance Department have been striving for the last 2 years. We work with Gibbs Elementary and Huntsville Boys and Girls Clubs.
Angelic Ortiz	Thursday, November 29, 2012	Values Workshop Comment Card	**Marketing Campaign**	City - No DW - No H-GAC - No	City - No DW - No H-GAC - No	Create a diverse board of students, faculty, Huntsvillians and important city people.

Appendix

Name	Date	Format	Subject	Response Required?	Response Date	Comment
Angelic Ortiz	Thursday, November 29, 2012	Values Workshop Comment Card	**Racial Diversity**	City - No DW - No H-GAC - No	City - No DW - No H-GAC - No	Perception of not being welcomed. Organization to include in a project or plan on campus: SHSU NAACP Unit 6816. Contact info: President Camry Seldon, email amo008@shsu.edu. I am a member as well.
Nancy Baker	Thursday, November 29, 2012	Values Workshop Comment Card	**Environment**	City - No DW - No H-GAC - No	City - No DW - No H-GAC - No	1) Local playgrounds need better maintenance and upkeep. 2) Small green spaces in downtown need upkeep. 3) Recycling needed.
Nancy Baker	Thursday, November 29, 2012	Values Workshop Comment Card	**Bike Paths**	City - No DW - No H-GAC - No	City - No DW - No H-GAC - No	Turn old railroad tracks into a bike path--people already come to area of mountain bike riding. There may be grants available to support this project.
Nancy Baker	Thursday, November 29, 2012	Values Workshop Comment Card	**Contacts**	City - No DW - No H-GAC - No	City - No DW - No H-GAC - No	People you should talk to: 1) George Russell- major land owner who refuses to rent or maintain commercial properties or vacant lots--eyesores of his are all over town. 2) Dr. bernadette pruitt, History Dept. 936-294-1475, African American professor who is deeply involved.
Nancy Baker	Thursday, November 29, 2012	Values Workshop Comment Card	**Focus Group Process**	City - No DW - No H-GAC - No	City - No DW - No H-GAC - No	The practice of putting us into 2 groups to rank proposed projects did not work well. Students' voices were ignored, discounted, marginalized. A small number kept dominating the discussion and ranking things based on personal preference - very problematic. I think it would be helpful to remind participants that if someone else has a different opinion, there's no need to 'fight' over who has the more valid opinion--different people can have very different experiences of the same thing. I was offended that some in the room scoffed at the male student's concerns regarding the hospital.
Shay Hilts	Thursday, November 29, 2012	Values Workshop Comment Card	**Student Experience**	City - No DW - No H-GAC - No	City - No DW - No H-GAC - No	I think that if there were more affordable and likable things to do then the students would stay. Believe it or not, students are looking for things to do we don't know about it. So I think that better marketing these events would help tremendously because the students are technically the majority and we would spend money on fun events.
Shay Hilts	Thursday, November 29, 2012	Values Workshop Comment Card	**Racial Profiling**	City - No DW - No H-GAC - No	City - No DW - No H-GAC - No	As far as the ethnic minority goes, I think there is an underlying dislike for the minority. I have bee a victim of racial profiling not just on campus but throughout the city, and I think that something needs to be done about that so that the minority does not have to keep watching their backs and looking over their shoulders.
Gabrielle Novello	Thursday, November 29, 2012	Values Workshop Comment Card	**Recycling/ Compost**	City - No DW - No H-GAC - No	City - No DW - No H-GAC - No	Part of a recycling program (suggested as an environmental goal) could be a city composting program. These programs have started across the country and have been shown to be cost-effective: the city can sell compost as fertilizer
Dave Smith	Thursday, November 29, 2012	Values Workshop Comment Card	**Agriculture**	City - No DW - No H-GAC - No	City - No DW - No H-GAC - No	Focus on agricultural possibilities, especially old fairgrounds (rodeos, horse shows, cow shows, etc.)
Connie Heck	Thursday, November 29, 2012	Values Workshop Comment Card	**Preservation**	City - No DW - No H-GAC - No	City - No DW - No H-GAC - No	Preservation ordinance

Name	Date	Format	Subject	Response Required?	Response Date	Comment
Nicole Sullivan	Thursday, November 29, 2012	Values Workshop Comment Card	**Racial Issues Distracting**	City - No DW - No H-GAC - No	City - No DW - No H-GAC - No	I really enjoyed the discussions! Hearing all the ideas, knowing that "people" are working on the development and maintain what is here. Do not like the fact that a lot of concern was put on racial issues after the actual discussion. I do not feel that there is a racial problem here because of the University.
Hannah Martin	Thursday, November 29, 2012	Values Workshop Comment Card	**The Woodlands**	City - No DW - No H-GAC - No	City - No DW - No H-GAC - No	How can we create an atmosphere of The Woodlands without losing the characteristics of Huntsville attractive? Against: concrete jungle, pawn shops, bars (so close to campus). For: attracting all ages--shopping, food, recreation, outdoors, etc.
Michael Doherty	Thursday, November 29, 2012	Values Workshop Comment Card	**Thank You**	City - No DW - No H-GAC - No	City - No DW - No H-GAC - No	I am pleased to be a part of this. I have learned a lot and have some idea of what is going on and what to look for.
Salvador Favela	Sunday, November 18, 2012 10:30 PM	Email	**Opportunities**	City - No DW - No H-GAC - No	City - No DW - No H-GAC - No	I recently saw the article in the Huntsville Item called, "Community feedback to guide city's growth study" and then realized that I would away on travel for business. Since work does not allow me to be in attendance, I figured I could just send you my thoughts with regards to responsible growth in the Huntsville area. I was raised in Huntsville. I attended Stewart & Gibbs Elementary and Mance Park & finally graduated from Huntsville High School in 1997. I now currently work for Sam Houston State University. I agree with you " In the Huntsville area, we do have so many assets that make this the perfect place for people to visit, to live, to work and to play." and in the end the main goal is to improve the Quality of Life for all that reside here.
Salvador Favela	Sunday, November 18, 2012 10:30 PM	Email	**Local Businesses**	City - No DW - No H-GAC - No	City - No DW - No H-GAC - No	Whether it be through tax breaks or waivers or some other way to encourage local businesses or new businesses to take root here in town. It is true to that its better to have a job a job than no job but it would be great to attract more competitive high paying jobs that pay better than the state average agencies, local governments or local university. It is said that since there aren't many jobs in Huntsville then it makes it easier for the local state agencies to have lower wages. Maybe rezoning certain areas specifically for new businesses or more appropriate locations instead of being near schools, residential or high traffic areas. If I had a wish list it would be to place most city offices and relocate them in that large building of the First National Bank of Huntsville and maybe place the Chamber of Commerce & other city relevant office in one central area. The reason for this would be to so that city could sell the land for private business use.

Name	Date	Format	Subject	Response Required?	Response Date	Comment
Salvador Favela	Sunday, November 18, 2012 10:30 PM	Email	**Parks, Trails and Open Space**	City - No DW - No H-GAC - No	City - No DW - No H-GAC - No	The City of Huntsville has done a good job with Eastham-Thomason Park and its nature trails and swimming pool area. Many college students and families enjoy the local parks but we can do better. The only thing to make the Eastham-Thomason Park area better, a long with other city parks is to create a citywide hike, bike and running trail area for locals and college students. Houston, Conroe, Austin and The Woodlands have created beautiful trails that many can use for many events and also sense of pride at the natural beauty that is found in the Huntsville area. In The Woodlands and Conroe areas you will often see cyclists on weekdays and especially on weekends using the feeder roads for their routes. Huntsville's natural beauty of pine trees, rolling hills and lakes make it a beautiful attraction but only a few who know about what our lil college town has to offer.
Salvador Favela	Sunday, November 18, 2012 10:30 PM	Email	**Environment**	City - No DW - No H-GAC - No	City - No DW - No H-GAC - No	As the city expands from business and university growth it is imperative that Huntsville's natural beauty is not forgotten or bulldozed away. Some trees and shrubs will have to be sacrificed and that's understandable but again I hope that we don't strip away the existing natural beauty that make Huntsville unique. Even with new growth I hope that the city does not forget local residents' basic needs like water, trash, electricity, sidewalks, street-lighting, healthcare, emergency, law enforcement other important residential services. While growth of news businesses is good the city needs to understand that the basic needs of its local residents are priority #1 since we live here, work here and pay taxes here.
Salvador Favela	Sunday, November 18, 2012 10:30 PM	Email	**Economic Development**	City - No DW - No H-GAC - No	City - No DW - No H-GAC - No	If we bring more high paying competitive jobs to the Huntsville area then that would be bring more people to live here and a larger tax base. More people in Huntsville will mean more people on our roads, more people who will need regular or affordable housing. As Huntsville grows I hope that the Quality of Life improves as well for all incomes and demographics. As Huntsville grows and improves then our local economy would expand and many of the high school and college graduates would feel more comfortable about staying in Huntsville and starting their families. Again, I thank you for your time to read this email and reading my simple comments. I also request that in your feedback growth study that you take into account the opinions of the African American and the ever increasing Latino families as well. Thank you for your time and have a great day.

Achieving Huntsville's Potential

Participants at the implementation workshop had the option to fill out choice cards for each of the four Quality of Life projects. Respondents were asked to indicate their level of support for each of the project recommendations (5 = strongly support, 1 = strongly oppose) and were given the option to leave a comment. The recorded responses can be found in the tables below.

Promote K-12 Education

First Name	Last Name	Approve Bond	Build Confidence	Foster Partnerships	Mobilize Huntsville	Celebrate Schools	Teacher Friendly	Update Websites
Jimmy	Henry	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	5	5	5	5	5	5	5
N/A	N/A	2	4	4	4	4		2
N/A	N/A	5	5	5	5	5	5	5
N/A	N/A	5	5	4	5	4	5	4
N/A	N/A	3	5	3	4	5	5	3
Rosa	Valles	5	5	5	5	5	5	5
Sue		5	5	5	5	5	5	5
Dave	Smith	4	4	5	5	3	5	4
Constance	Heiland	4	5	5	5	3	3	4
Craig	Bleehman	5	5	5	4	5	5	5
Shelly	Petkovsek	5	5	5	5	4	5	4
Doug	Odom	5	5	5	5	5	5	5
Ronald	Holliday	2	5	5	4	N/A	N/A	3

Name	Comment
Jimmy Henry	I was the person out front and I am bringing folks to the table but the power is behind the curtains. Nothing gets done! (936) 295-7006
Rosa Valles	Would like to help or participate in our community development.
Dave Smith	Education is the #1 issue for future- But State and Federal legislators are not qualified to mandate anything. We need to teach kids to "learn to learn"- well rounded with art, health, history, math and reading- English. Get rid of these hoakie tests.
Constance Heiland	I am not one of the detractors of our system. It's a big project- whether xxxx-xxxxx-...so glad we are working on moving forward.
Doug Odom	If needed I would like to help- available after May 3 & 4
Ronald Holliday	Keep schools on local/state educational agenda away from C Scope and related organizations

Create a Marketing Campaign

First Name	Last Name	Wayfinding	Gateways	Economic Development Website	Update City Website	Housing-specific Campaign	Hire PR Coordinator	Coordinate with SHSU and City	Business Improvement District
N/A	N/A	4	4	5	4	4	5	5	4
Shelley	Petkovsek	4	4	4	4	4	5	5	4
Craig	Bleehman	3	3	5	4	4	2	5	4
Con-stance	Heiland	5	5	5	4	3	3	3	3
Ronald	Holliday	4	4	3	5	5	3	4	4
Dave	Smith	3	4	4	4	4	3	5	5
Sue	Owings	5	5	5	5	5	5	5	5
Anthony	Watkins	4	4	4	4	3	3	4	5
Dave	N/A	4	4			5	5	3	5	4
N/A	N/A	5	4	4	5	3	3	5	4
Kristy	Vienne	5	5	5	5	5	5	5	5
N/A	N/A	2	4	4	4	4	2	3	4
Doug	Odom	4	5	5	5	5	4	5	5

Name	Comment
Constance Heiland	Again, a bit of "cart before the horse" with things I marked "3". Not against or for and not really "no opinion" but just want to spend more time on what truly makes us unique. Glad to get started.
Dave Smith	Public housing is not optimal! Ownership and reponsibility is vital to a healthy community. Consequences for endangering children, elders and disabled must be considered. You can have form & function. You can have rational & artistic planning. gsmission@suddenlink.net
Anthony Watkins	I'd be happy to help out in any way. I'm a graphic designer and professor at SHSU. Maybe we can get some design students involved. watkins@shsu.edu
Dave	Education is the #1 issue for future- But State and Federal legislators are not qualified to mandate anything. We need to teach kids to "learn to learn"- well rounded with art, health, history, math and reading- English. Get rid of these hoakie tests.

Revise and Enforce Development Regulations

First Name	Last Name	Design Guidelines	Committee for City	Revise Code	Increase Code Enforcement Officers	Infill Development	Affordable Housing	Private Investment in Infrastructure	Redevelopment of Existing Structures	Increase Safety of Mobile Homes
Doug	Odom	5	2	4	4	4	5	5	5	3
Shelley	Petkovsek	5	5	5	4	4	5	4	4	5
Connie	Heiland	5	3	N/A	2	4	4	3	4	3
Craig	Bleekman	2	2	4	3	4	4	5	5	3
Kathye	Epley	5	5	5	5	4	4	4	5	5
Dave	Smith	4	5	4	3	N/A	5	4	2	1
Sue	Owings	5	5	5	5	5	5	5		
Tom	Epley	5	5	4	5	5	4	5	4	3
Anthony	Watkins	4	5	5	4	5	3	5	5	3
N/A	N/A	5	4	5	4	4	5	4	4	4
N/A	N/A	5	4	4	4	4	4	4	4	4

Name	Comment
Connie Heiland	Going in the right direction, so long as the policies "make sense" and enforcement is XXX
Kathye Epley	Great Idea- smart development moved from an area that moved too fast.
Dave Smith	Mobile homes are an abomination and insult to our intelligence. "manufactured" homes are somewhat better.
Tom Epley	Commend you for selecting "smart development" as a project. We have a great interest in improving the development code and protecting the "small town feel" of the city.

Appendix

Develop a Corridor Linking SHSU and Downtown

First Name	Last Name	Ped Infrastructure	Development of Bldgs	Conserve Green Space	Improve Bdlg Appearance	Corridor Advisory Committee	Business Improvement District	Private Investment in Corridor Development
Shelley	Petkovsek	4	4	4	5	4	4	4
Craig	Bleehman	5	3	4	4	3	3	5
Ronald	Holliday	4	4	5	4	N/A	5	2
N/A	N/A	3	4	2	4	3	4	4
Constance	Heiland	4	4	5	4	4	3	3
Bette	Nelson	5	5	5	5	5	5	5
Sue	Owings	5	5	5	5	5	5	5
N/A	N/A	5	5	5	5	4	4	5
N/A	N/A	5	4	5	4	5	4	4
N/A	N/A	5	5	3	5	5	5	5
Doug	Odom	4	4	4	5	4	4	5

Name	Comment
Ronald Holliday	Clean out ditch by swim pool- work into walkway like San Antonio River Area
Constance Heiland	I'd like to wait until we do more planning before the Business Improvement Plans and tax incentives- not against it but a matter of figuring out the concepts, then serious discussion of means to implement the plan
Bette Nelson	We need public restrooms and a large parking garage