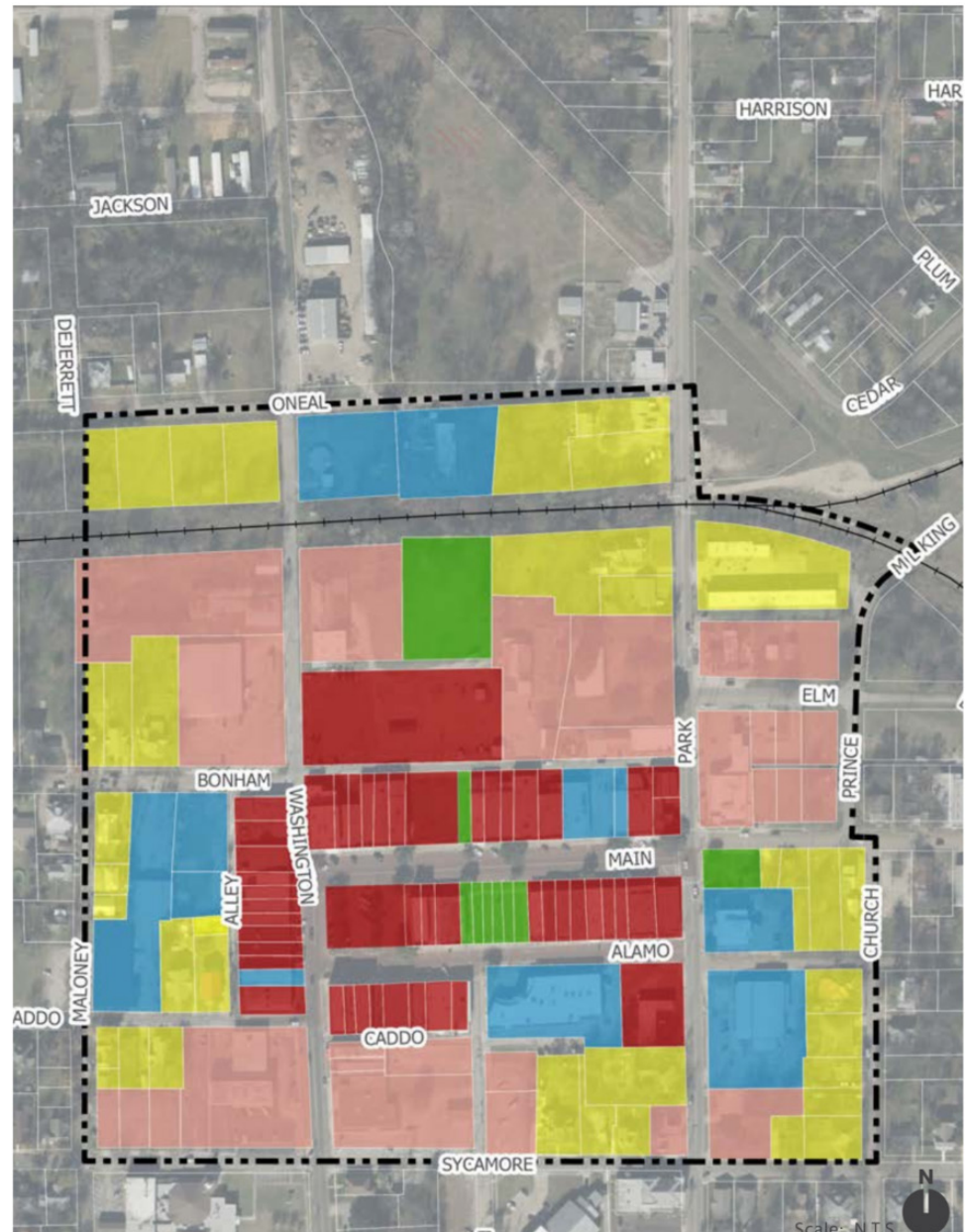


Land Use and Character Areas

Land use and character areas were identified in the Downtown Plan to help define the general locations that are appropriate for varying types and scales of development and redevelopment in Downtown Commerce. The map below reveals the identified land use areas that serve as a blueprint for the future of Downtown. The following page details a brief summary of the different characteristics of each land use category.

Map 23. Land Use and Character Plan

Study Area Boundary
Civic
Parks/Public Space
Downtown Core
Core Transition
Flexible Residential
Neighborhood



Downtown Core

The Downtown Core area serves as the heart of Downtown Commerce, including the blocks along Washington Street, Main Street, and Alamo Street, designed to promote a walkable and inviting atmosphere. This area supports a mix of retail, commercial, dining and entertainment uses, with multi-story buildings that may also offer upper-floor lodging or office space. The architectural landscape is defined by historic and renovated urban buildings with storefronts and mixed-use configurations.

Core Transition

The Core Transition area serves as a transition zone between the non-residential uses in the Downtown Core and residential uses concentrated in the Flexible Residential Neighborhood area. The Core Transition area features a blend of neighborhood-scale office, retail, restaurant and commercial uses. It also accommodates small-scale, medium-density residential developments and some auto-oriented commercial projects near major gateways.

Flexible Residential Neighborhood

The Flexible Residential Neighborhood encompasses existing residential neighborhoods within the study area. It supports both new and established neighborhood uses, including single-family detached homes, medium-density housing (both attached and detached) and opportunities for adaptive reuse. Suburban-style dwellings and accessory dwelling units like garage apartments further contribute to the area's flexibility.

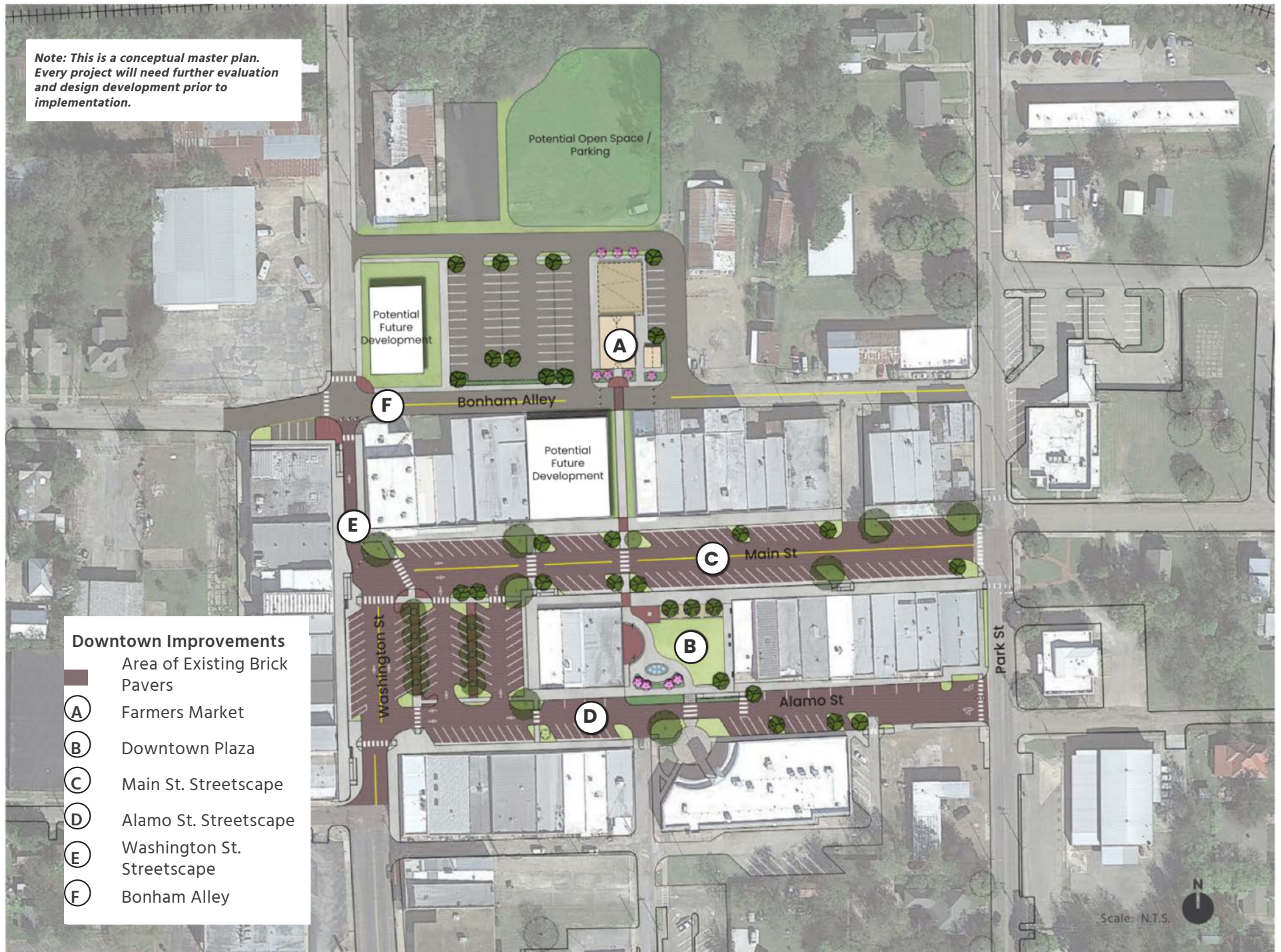
Civic

Civic uses include institutional or religious uses such as City Hall, the Chamber of Commerce, public libraries, post offices and local places of worship. These uses typically attract regular activity and contribute to the vibrancy of Downtown Commerce.

Parks and Open Space

Parks and Open Space uses include existing and new public spaces in Commerce, such as the plaza across from City Hall and the park next to the public library with the Jernigin's Store historical marker. These areas provide essential gathering spaces that enhance the community's atmosphere.

Map 24. Downtown Master Plan



Improvement Areas

The Downtown Plan identifies various projects intended to attract additional regular use by residents and visitors through improved sidewalks, commercial developments, and new family-friendly parking spaces. The following items were identified as key improvement areas in the Downtown Plan. Specific locations of each area can be found on the map to the left.

Enhanced Farmers Market

The existing farmers market along Bonham Alley is targeted for improvements that will create a more pedestrian-friendly public space. Proposed enhancements include a pavilion or shade structure, restroom facilities, outdoor event and dining areas, and an entry plaza featuring special paving, lighting and site furnishings.

Downtown Plaza

Located between Main and Alamo Streets, the Downtown Plaza is envisioned as a central gathering space for Commerce. Its proximity to City Hall and restaurants makes it ideal for community events. Planned upgrades include an event lawn, performance stage, water feature, outdoor dining spaces and enhancements to the existing mural and building exterior. A pedestrian corridor is also a key suggestion to connect City Hall, the plaza, and the farmers market area to make it more accessible to visitors and residents.

Main St. Streetscape

The Main Street streetscape improvements focus on achieving better pedestrian-friendly travel routes for users. Improvement suggestions include narrowing the vehicular travel lane width while keeping the TxDOT right-of-way, re-stripping the angled parking spaces to a standard length, improving pedestrian shared-use paths, improving stairway and ramp conditions, improving crosswalks, and improving lighting and other sight furnishings.



Conceptual rendering of the Downtown Plaza

Alamo St. Streetscape

Alamo Street is a one-way street that runs east to west in front of City Hall. Recommendations for Alamo Street include improving paving and pedestrian routes at the parking lot on the corner of Alamo and Washington Streets, directional and law enforcement signage, lane narrowing to expand the pedestrian path, a redesign of stairs and ramps as part of the Downtown Plaza development.

Washington St. Streetscape

Washington Street is an important north-south second arterial street that connects Downtown to the rest of the City. Suggested improvements for the area include various improvements to wayfinding signage, upgraded crosswalks and sidewalks, narrower vehicular lanes with retention of the TxDOT right-of-way, conversion of a narrow northern segment to one-way traffic for safety and an improved intersection with Bonham Alley.

Bonham Alley

Bonham Alley runs east to west and connects the core transition and Downtown core areas in Commerce. The area is slated for safety improvements at its intersection with Washington Street, the addition of sidewalks on its north side to improve access to the farmers market, enhanced roadway connections and upgrades to lighting, site furnishings and landscaping.

Branding and Urban Design Strategies

Implementing branding and urban design strategies that make the Downtown more recognizable and vibrant is key to developing a stronger and more cohesive character. These strategies specifically target physical improvements that can be implemented to make Downtown more identifiable and beautiful.

Primary Corridors

Primary corridors receive the highest levels of investment and aesthetic treatment, including expanded paving areas, enhanced intersection and crosswalk treatments and improved landscape buffers.

Secondary Corridors

Secondary corridors receive a lower level of aesthetic treatment and investment while still benefiting from consistent sidewalk connectivity, selective landscape enhancements and improved intersection treatments.

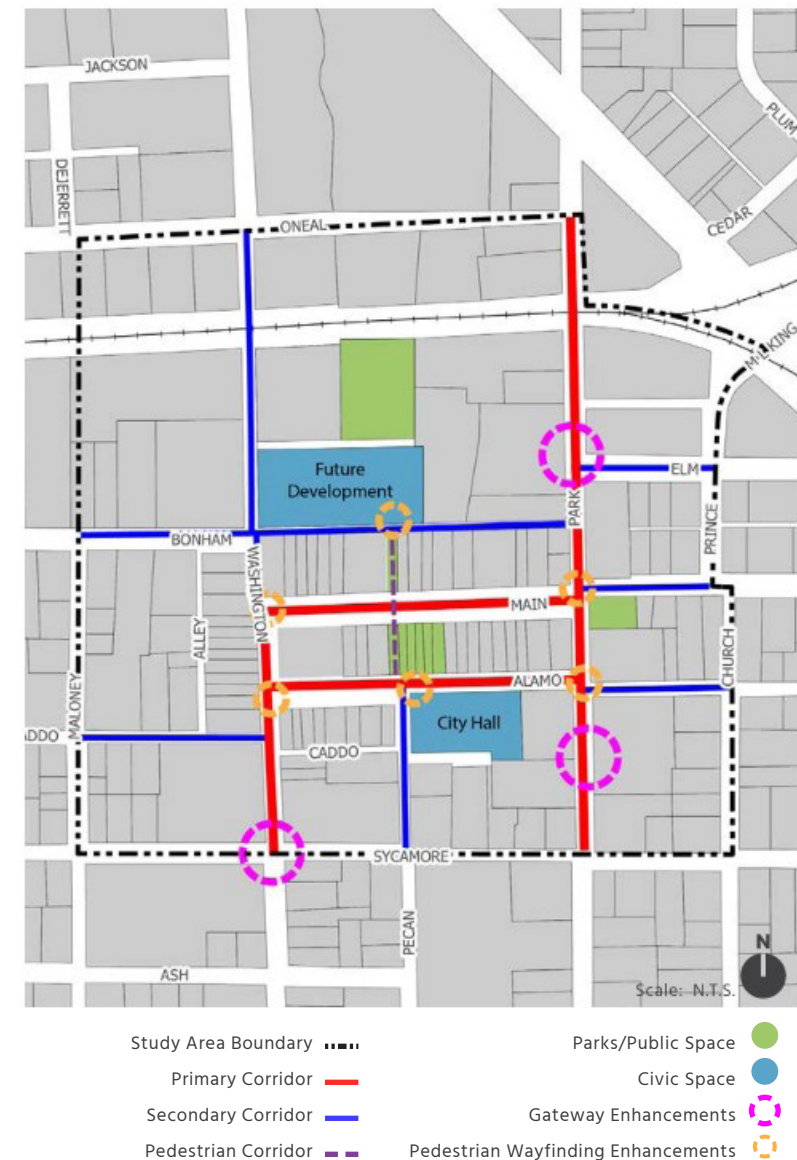
Wayfinding

A comprehensive wayfinding signage program is recommended to help visitors navigate Downtown Commerce. Key destinations—such as public parking, restrooms, City Hall, the farmers market, the library and central open spaces—will be clearly marked throughout the area.

Washington Street and Park Street Gateways

To clearly mark the entrance into Downtown, distinct gateways featuring signage, enhanced landscaping, lighting and public art are proposed at the intersections of Washington Street and Sycamore Street, as well as Park Street and Sycamore Street.

Map 25. Pedestrian Wayfinding Map



Additional Improvements

Beyond the core improvement areas, the Downtown Plan recommends several broader enhancements listed below.

Pedestrian Safety

Pedestrian safety enhances the overall sense of safety that individuals experience as they walk throughout Downtown. Upgrades include improved crosswalks at intersections and mid-block locations, a connected sidewalk network, better signage and signals for both pedestrians and motorists and enhanced street lighting.

Lighting

Lighting is an important safety element that creates ambiance and promotes visual appeal during evening activities. It can also function as an architectural element that enhances an area's character and sense of safety and contributes to the branding of Downtown.

Site Furnishings

Site furnishings are architectural elements such as benches, trash receptacles, and picnic tables that enhance an area's sense of comfort and character. They should be attractive, durable, and made of vandal-resistant materials to ensure longevity.

Greenscape

Strategic landscaping using shade trees, ornamental trees, shrub parkways, flowering plants and seasonal color are recommended to improve the microclimate, provide shelter and visually enhance pedestrian corridors, public art installations and monuments throughout Downtown.

Public Art

Public art can be used to celebrate the local history, culture, and work of artists throughout an area. Forms of public art such as sculptures and monuments are recommended to be strategically placed throughout Downtown, whether serving as permanent installations or seasonal exhibits rotated regularly.

Implementation Progress

Actions		Initation Time Frame (Yrs)				Action Status	Status Notes
		1-3	4-6	7-10+	On-going		
Master Plan Actions							
1	Construct a Farmers Market Design and construct a farmers market located on Bonham Alley, next to Huffman’s Farm Supply. This could include a pavilion, outdoor seating, public restroom, and community garden. This project could be divided into phases. Parking improvements could be done within years 3, while the pavilion and public restrooms could be completed in years 6.	◆	◆				
2	Activate Plaza Across from City Hall Design and construct the Downtown Plaza expansion. For budgetary purposes this includes an event lawn, performance area, unique surface textures, outdoor dining area, and improved landscape areas.	◆					
3	Construct Main Street Streetscape and Improvements Design and construct the Main Street streetscape between Washington Street and Park Street to address accessibility and safety issues, improve the pedestrian experience, and improve on-street parking.	◆					
4	Construct Alamo Street Streetscape and Improvements Design and construct the Alamo Street streetscape between Washington Street and Park Street to address accessibility and safety issues, improve the pedestrian experience, and improve on-street parking.		◆				

Actions		Initiation Time Frame (Yrs)				Action Status	Status Notes
		1-3	4-6	7-10+	On-going		
5	Construct Washington Street Streetscape and Improvements Design and construct the Washington Street streetscape between Bonham Alley and Caddo Street to address accessibility and safety issues, improve the pedestrian experience, improve on-street parking, and address significant elevation change from street level to sidewalk.		◆				
6	Convert Part of Washington Street to One-Way Convert Washington Street between Bonham Alley and Main Street to one-way in order to address vehicular circulation issues. Street improvements can also include temporary bollards and string lighting.			◆			
7	Construct Bonham Alley Improvements Design and construct Bonham Alley to address safety concerns at the intersection of Bonham Alley and Washington Street. Improve the pedestrian experience by adding sidewalks on the north side of the street and crosswalks to connect the farmers market to the rest of Downtown.			◆			
8	Develop Washington Street Downtown Gateway Signage Design and construct gateway signage at Washington Street and Sycamore Street. This feature will create a strong positive first impression for individuals accessing Downtown from the south (one of the primary arrival paths for most local residents).			◆			
9	Develop Park Street Downtown Gateway Signage Design and construct gateway signage at Park Street and Alamo Street and Park Street and Main Street. This feature will create a strong positive first impression for individuals accessing Downtown from either the south or north ends of Park Street.			◆			

Actions		Initiation Time Frame (Yrs)				Action Status	Status Notes
		1-3	4-6	7-10+	On-going		
10	Develop Pedestrian Wayfinding Signage Develop and install uniquely branded wayfinding signage, primarily at pedestrian scale, to direct pedestrians to key locations throughout Downtown. The location of signage should be strategic and considerate of walk times to key locations.		◆				
11	Develop Vehicular Wayfinding Signage Design and install uniquely branded wayfinding signage targeting vehicular traffic to direct drivers to key locations throughout Downtown including destinations and public parking. Consider expanding this into a City-wide wayfinding program that includes special efforts directing vehicles into Downtown from SH 24, SH 11E, Maple Street, and Culver Street. Part of this effort should include the design and installation of public parking signage for public lots.		◆				
12	Provide Improved Street Lighting Replace existing street lighting with architectural poles and luminaires that maintain the decorative, historic character of Downtown.	◆			◆		
Operational & Programming Actions							
1	Update Ordinances Review and consider any ordinance or regulatory improvements that need to be made to achieve the Downtown Master Plan.	◆			◆		

Actions		Initiation Time Frame (Yrs)				Action Status	Status Notes
		1-3	4-6	7-10+	On-going		
2	Enhance Storefront Appearance Establish storefront programs to create visual interest in vacant or underutilized spaces, through the use of public art, business displays, and similar efforts. For example, a vacant storefront could have a mural on the windows, vinyls applied with unique/quirky aspects of history, or even have a display for another business in Downtown, etc. Existing businesses should develop creative displays that entice customers and change with seasons. They can highlight holidays and community events, such as homecoming (high school pride), etc.	◆					
3	Develop a Downtown Commerce Website and Social Media Presence Develop a standalone Downtown website independent of the City and tourism websites. This establishes an accessible source of information about Downtown-specific events, sales, and promotions. These efforts should crossover with a social media presence for both Downtown and the City. Seek social media content to promote interaction - historic photos and short videos are particularly effective.	◆			◆		
4	Develop a Downtown Commerce Brand Develop a unique brand for Downtown Commerce. This should include a district name, logo, and tag line that conveys activity. Consider building a product line, including items for sale (e.g., t-shirts, hats), to promote tourism, retail, and employment Downtown.	◆			◆		

Actions		Initiation Time Frame (Yrs)				Action Status	Status Notes
		1-3	4-6	7-10+	On-going		
5	Develop a Downtown Events and Promotion Calendar Develop a Downtown-specific events and promotions calendar featuring City-sponsored events, business events like live music, and special sales/promotions. This should be prominently featured on the Downtown website. The City should also regularly assess Downtown events, including surveys of stakeholders regarding impact, income, and staff impact; best organizations to lead each event; and purpose/intent of the events.	◆			◆		
6	Continue Pop-Up Events for Entrepreneurs Continue to use existing businesses and/or vacant buildings as pop-up space for entrepreneurs to “test the waters” on a new business concept at reduced risk.	◆			◆		
7	Collaborate with Higher Education Institutions Collaborate with local higher education facilities (e.g., business support/education, intern programs, entrepreneurship-focused degrees) to identify opportunities to support Downtown, support academic efforts, and support opportunities for students.		◆				
8	Downtown Sponsorship Program Develop a sponsorship program for Downtown, expanding the base of support beyond the Downtown area to include other local industries. This could include sponsorship packages for particular events or Downtown improvements, among other things. Doing so helps provide financial resources and emphasizes that a strong Downtown benefits all, even businesses outside of Downtown.	◆			◆		

Actions		Initiation Time Frame (Yrs)				Action Status	Status Notes
		1-3	4-6	7-10+	On-going		
9	Establish/Strengthen Monthly Activation Develop standing monthly events targeting arts and culture, with extended business hours (1st Friday, etc.). Holding monthly events shifts Downtown higher in consideration for local residents—a set monthly “date” where they know something will be happening.	◆			◆		
10	Create Public and Mural Arts Program Establish a mural arts program for Downtown Commerce. This could include commissioning murals as well as providing grants and/or design assistance to artists, residents, and business owners interested in placing murals on private property. San Marcos provides an excellent example of a diverse mural arts program with several years of success.	◆					
11	Allocate Downtown Staffing Resources As need arises, consider allocating Downtown staffing resources to effectively implement this Plan and support Downtown Commerce.			◆			
12	Establish a Commerce Main Street Program Establish a Main Street Program and gain access to the Main Street America network of resources and framework to implementing Downtown improvements.		◆				
13	Explore Historic District Designation for Downtown Explore the potential of defining a historic district to assist with regulating building materials of future developments, renovations, and facade preservation.		◆				

Actions		Initiation Time Frame (Yrs)				Action Status	Status Notes
		1-3	4-6	7-10+	On-going		
Finance Actions							
1	Develop a Tax Increment Reinvestment Zone (TIRZ) Designate a Downtown TIRZ to capture incremental property tax growth. The City should lead this initiative, but request the County, school district, and potentially the university to join the TIRZ. The tax increment would be used to help fund the projects in the Downtown Master Plan over the next 20 years.	◆			◆		
2	Pursue TxDOT Funding TxDOT administers Transportation Alternative (TA) funds for locally sponsored bicycle and pedestrian infrastructure projects in communities across the state. Up to \$250 million will be made available statewide for projects during FY 22-FY 25.	◆			◆		



7



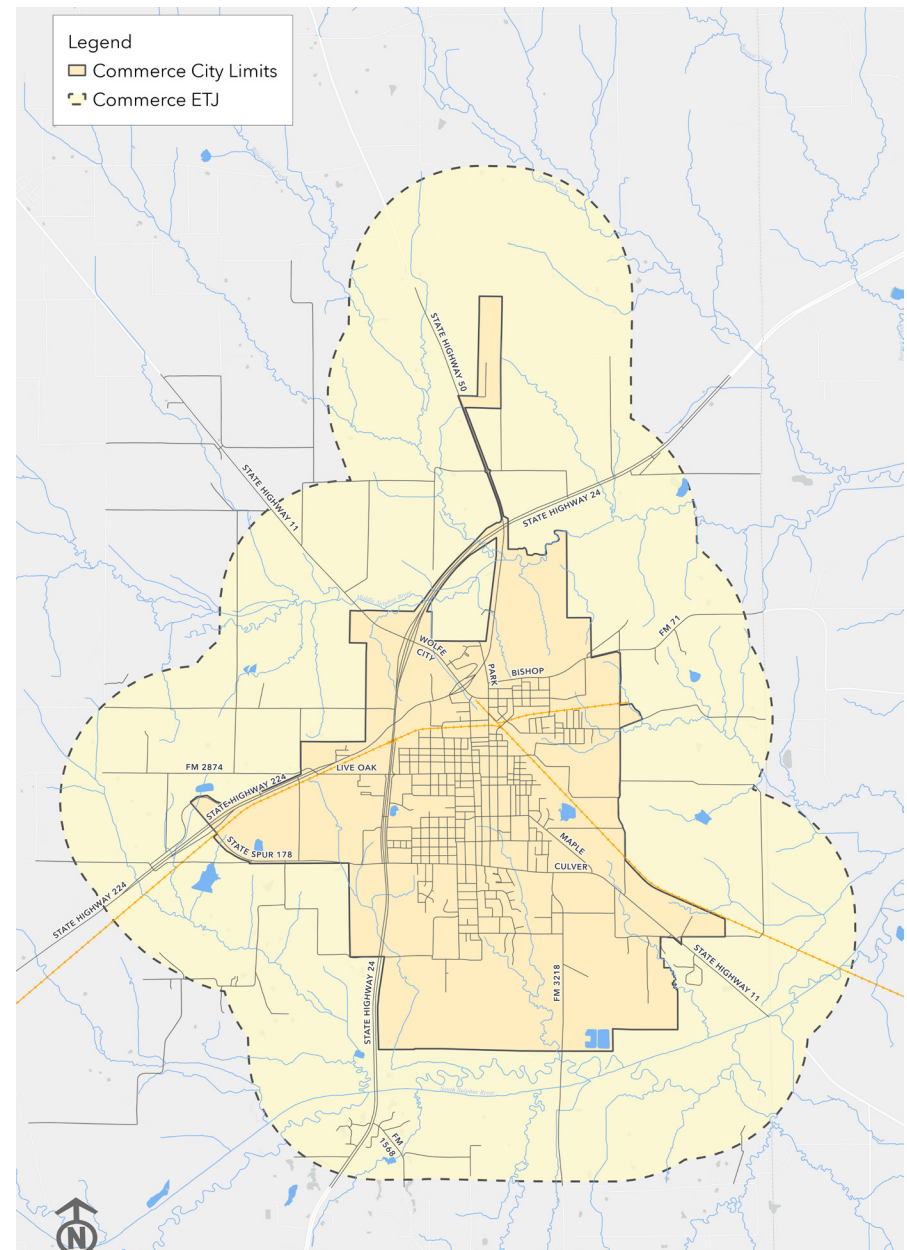
ANNEXATION & GROWTH

Introduction

Commerce's growth management priorities exist within an ever-changing environment. Past strategies for Texas cities typically revolved around assuring quality development in the Extraterritorial Jurisdiction (ETJ) and assessing areas outside of the city for annexation priority. State Law changes adopted since 2017 have either restricted or eliminated the ability of cities, including Commerce, to control development outside of their immediate borders. As a result, cities increasingly rely on land already within the City Limits for new growth or utilizing strategies such as developer agreements that provide for infrastructure in exchange for future annexation.

Far from rendering growth management strategies unimportant, this new reality has made it more important than ever for cities to grow in a careful way that does not overutilize scarce resources. These strategies break down into several categories, ranging from strategies that navigate the legal and regulatory landscape to providing resource allocation and planning for future infrastructure needs.

Map 26. City Limits & ETJ



Summary of State Law Changes for Annexation & City ETJs

In 2019, during the 86th session of the Texas legislature, House Bill 347 was adopted, which significantly changed municipal annexation in the State. This bill eliminated forced annexation by cities and required consent from all residents and property owners in a potential annexation area to approve property annexation. While this legislation eliminated the ability for cities to forcibly annex, cities are still allowed to annex land with the consent of the property owner and to impose certain regulations in their ETJs.

The statutory environment under which this plan was written not only restricts involuntary annexation, it allows any property owner to opt out of a city's ETJ. In response, Commerce, like many cities, is forced to prioritize new growth areas according to the intentions of each property owner and the City's ability to immediately serve a property with services and resources, particularly water.

There are areas within the City Limits and the ETJ that remain undeveloped due to limited access to City provided water and wastewater utilities. These areas are generally located to the north and east of State Highways 24 and 224, with the highway acting as a barrier for utility lines and limiting the development potential of the areas. Due to this lack of access to City utilities, the tools for regulating development in those areas are largely restricted to zoning control (in the City Limits), subdivision control (in the City Limits and ETJ) and economic incentives. Arrangements that provide for infrastructure extensions will typically be regulated by a development agreement, which under State Law may include certain provisions regulating the use of land and construction of buildings in exchange for annexation and City services.

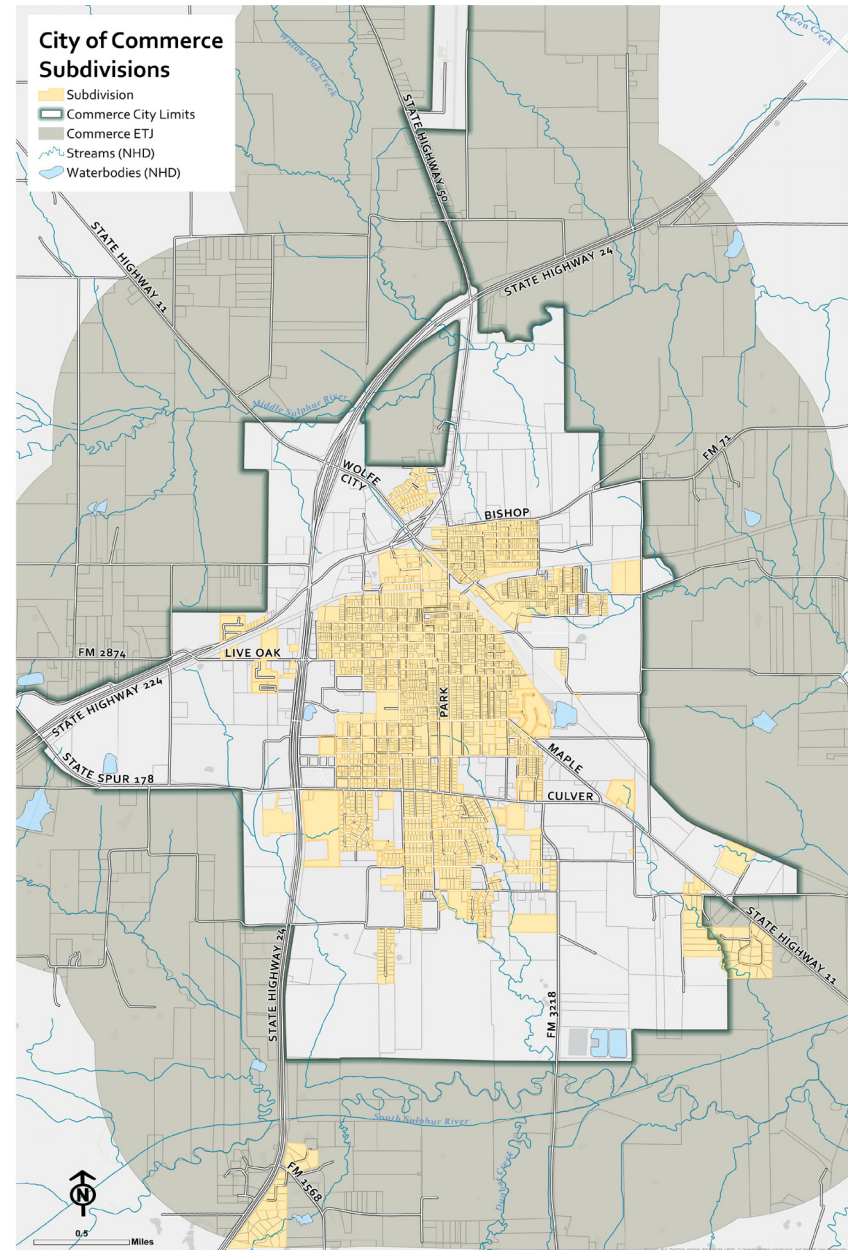
Arrangements that provide for economic incentives generally take the form of a chapter 380 agreement (so named because it is authorized in Chapter 380 of the Texas Local Government Code) which ties infrastructure investment to jobs and business activities that benefit the community. While state law allows for these types of incentives, cities are responsible for providing a consistent source of funding in order to implement them. Because of caps on tax revenue growth also implemented in 2019, cities are limited both in the amount of new ad valorem revenue from property already within the City Limits as well as new sources of revenue that can be annexed from the ETJ. Each of these factors, which, combined with a relative lack of any new restrictions on developing land, constitute potential challenges for the ability of cities to plan for their future growth.

Development in the ETJ

The City of Commerce's ETJ is the statutory area extending one mile from the City Limits. Within this area, Commerce can maintain subdivision and platting authority, along with standards for roadway construction. However, the ability to annex areas within the ETJ depends upon the consent of private property owners, making annexation challenging in areas where subdivision has already occurred. For the purposes of annexation, the areas within Commerce's ETJ are largely unsubdivided and consist of large to medium-sized land holdings. While these parcels could be assembled, subdivided into large lots, and developed on well water and on-site sanitary sewer (OSSF) without requiring annexation into the City, denser developments will likely require utility service at a larger scale.

In addition to the City of Commerce, other nearby water service providers include the North Hunt WSC to the north, west and east, Gafford Chapel WSC to the southeast, and Campbell WSC to the south. The service areas of these WSCs generally do not overlap with the ETJ of Commerce and the nearest city water provider is the City of Greenville. Because the service boundaries of Commerce's water utility do not extend outside the City Limits, Commerce is not obligated to serve any development within the ETJ with water. The city may elect to extend water service to development in exchange for annexation into the city, provided it is cost-effective or strategic to the future growth and management of Commerce.

Map 27. Commerce Subdivisions



ETJ Development and Growth Strategy Summaries

In Texas there are various ways for development to occur in the extraterritorial jurisdiction. While cities are limited in their ability to annex, there are still tools to facilitate development in the ETJ, and in many cases eventually bring those areas into the City Limits.

Annexations

An annexation is the process of bringing in land from outside of the city limits into the City's jurisdiction. Generally, cities annex areas to provide services to developing areas and to extend the regulatory authority in order to protect the public health and safety. Additionally, annexations ensure that developments these areas share the tax burden for providing services with the rest of the residents. Since areas just outside the City Limits often utilize services such as parks and libraries, they are often consumers of free services that are otherwise paid for by City residents.

Interlocal Agreements

An interlocal agreement is a contract or agreement between two or more local government authorities to provide services to specific areas. These services can include, but are not limited to, police and fire protection, street maintenance, waste disposal, and planning and engineering services. Commerce is not currently engaged in any interlocal agreements, but provision of these services in areas outside the City Limits can constitute a valuable resource as well as a higher level of service for residents. Of note, for a City to annex an area, the level of services it provides in the newly annexed area must be equal to the level of service provided to other areas in the City Limits.

Municipal Utility Districts (MUDs)

Established by the Texas Water Code. MUDs are state-created political subdivisions that provide essential services like water, sewer, and drainage to areas outside of city limits, where services are unavailable. Funding for MUDs comes from bonds leveraged by property taxes within each district, with the revenue used to maintain

the infrastructure. MUDs may become common in outlying areas with access to water and high housing demand. There are currently no MUDs in the Commerce ETJ.

Public Improvement Districts (PIDs)

Established by Texas Local Government Code Chapter 372. Similar to MUDs, PIDs are special-purpose districts created by municipalities to provide services or maintenance within the district. Unlike MUDs, PIDs are created by municipalities and counties rather than the state and are commonly utilized to provide an additional level of services beyond basic infrastructure, from construction and maintenance of trails to graffiti removal and even marketing support within the district. PIDs can take on debt, but the debt must be obligated by the district rather than by the city or county that created the PID. Although PIDs can be established to maintain existing improvements, they are often established in new areas where the additional cost of living is absorbed by the initial residents of the area, rather than being imposed on current residents. There are currently no PIDs in the Commerce ETJ.

Municipal Management Districts (MMDs)

Established by Texas Local Government Code Chapter 375. MMDs are state-created political subdivisions that provide essential services like water, sewer, and drainage to areas outside of City Limits, where services are unavailable. MMDs can also perform other types of services such as construction and maintenance of public spaces, business recruitment, and even transit services. Funding for MMDs comes from bonds leveraged by property taxes within each district, with the revenue used to maintain the infrastructure. There are currently no MMDs in the Commerce ETJ.

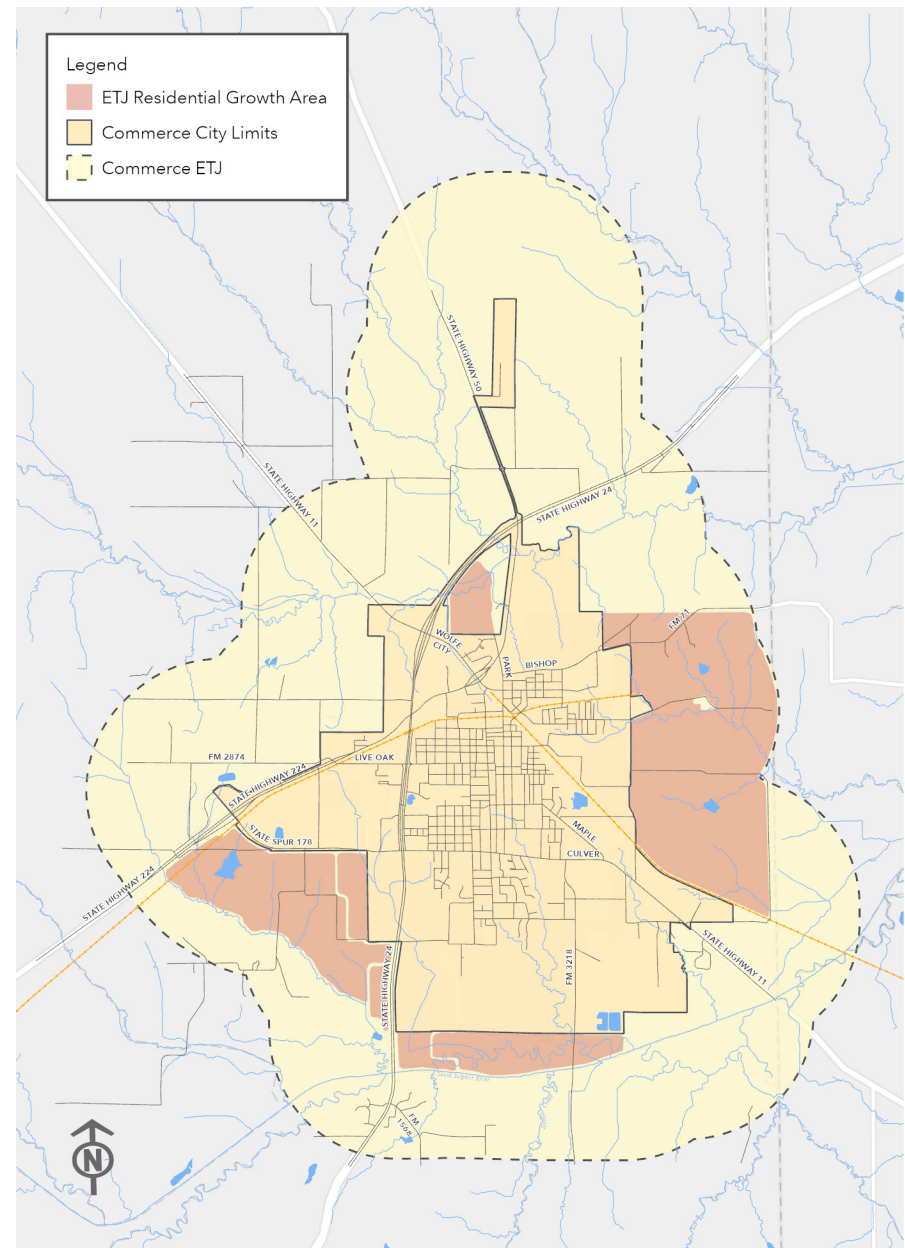
Growth Scenarios

When considering new growth within City limits or at the periphery, Commerce should use its Capital Improvements Program (CIP) to position desired areas for growth and redevelopment and to minimize barriers to the preferred vision. This strategy should emphasize efficiency to serve and address equity concerns based on local area infrastructure conditions.

Development also represents an opportunity to build key pieces of Commerce's infrastructure, including right-of-way reservations and extension and/or upsizing of arterial roadways, trunk mains, regional stormwater facilities and other vital infrastructure. To accomplish this, it's crucial for Commerce to adopt water/wastewater and stormwater master plans updated to align with growth projections, and to update development regulations, ordinances and technical manuals as needed to clearly frame expectations and responsibilities for infrastructure improvement during the development process.

Because of Commerce's irregular City limits and the difficulties anticipated with future annexation, the City's relationship with Hunt County is crucial to coordinate future capital planning for necessary roadway improvements in areas that lack adequate infrastructure. Growth in Commerce also affects the school district and its capacity to grow, particularly in the eastern portion of Commerce where a significant portion of future residents will live. Ongoing coordination between the City and CISD will allow each to identify and reserve areas for new schools and facilities and eliminate the need and expense of acquiring land in the future. Schools located near population centers will also ensure that City infrastructure is deployed efficiently to minimize future maintenance and management costs.

Map 28. Potential Growth Areas



Growth Needs

Staffing and Support Needs

While there is no set formula for determining the amount of necessary personnel the City needs, as Commerce continues to grow it will be increasingly important to increase staff to maintain the City infrastructure, public services, and safety.

With the projected residential growth to the east into the ETJ, the City's first responders will be stretched thin to maintain the current level of service and response time. While the ETJ areas to the east are largely vacant currently, similar areas within the City limits have begun to develop in recent years, as discussed in Chapter 4 Housing & Neighborhoods. It is expected that these areas will experience growth, increasing the need to expand the police and fire coverage into the area in the future. Similar consideration must be given for increases in administrative, parks and public works maintenance staff.

As the City assesses staffing levels, consultants and contractors should also be considered for City work. Cities commonly hire contractors to provide legal, engineering, and planning services and can be beneficial when a city does not have the budget or workload to bring on a full time employee.

Parks and Open Space Needs

Discussed in detail in Chapter 5, the City currently lacks adequate parks and open space to support its population. As the City grows and adds new residential developments the City will need to add additional parkland to support these development and will need to work with residential developers to establish new parks and open spaces.

As Commerce expands its open space the City will need to hire new support staff to maintain the parks. The City can fund these positions by establishing parkland dedication fees for new residential developments in the community.

Other Growth Areas

Two future potential development areas are not listed on Map 28 as areas of general growth focus, but are still subject to particular growth pressures. The first is the area adjacent to the airport, which could support further hangar and commercial space. Additionally, as the area surrounding ETAMU gradually densifies, the adjacent areas in the ETJ along Highway 224 should maintain their existing character with traditional single-family residential development types.

Growth Funding Opportunities

Bonds

Bonds are generally the most common funding source used by cities for managing development and growth. Debt financing through the issuance of municipal bonds is a common way to fund construction and maintenance of roads, parks, and City facilities that don't generate a source of revenue. This type of funding requires a City to issue a bond for which it receives an immediate cash payment to finance projects, then must repay the bond with interest over a set period of time.

A general obligation bond is used for the for capital projects that are not supported by a revenue source. Generally these projects include park acquisition and development. Capital items with specific life expectancies may also be funded with general obligation bonds.

Revenue bonds are used for the financing of projects that produce enough revenue to eventually retire their debt. These projects include water service, sanitary sewer service, and revenue-generating parks and recreational facilities.

Grants

Federal funding for municipalities is often available in the form of grants and bonds through various federal departments including the Department of Treasury, Housing and Urban Development, Agriculture, Transportation, and the Environmental Protection Agency. These grants are either dispersed directly to municipalities or through State agencies. As Commerce continues to grow, it is recommended that the City pursue any and all federal grant funding. Some sources of grant funding are limited to cities of certain population. Chapter 4 Housing & Neighborhoods contains specific information regarding housing grants.

Exactions and Property Dedication

Texas Local Government Code allows municipalities to require the dedication of certain facilities during development. While this can be a source of capital construction for needed infrastructure projects, or land for future City projects, the amount of land dedication required must be proportionate to the level of impact caused by the development. While the City may require that a developer dedicate a portion of right of way for future road construction or dedicate park land for future parks, it cannot require the developer to fund an entire arterial roadway, or a project on the other side of the City, or to construct a regional park. The City's exaction requirements must be strong enough to require a proportionate relief of burden from acquiring new land or new facilities, but not so exacting that it exposes the City to legal challenges during development.

Donations

Another way to secure funding for development is to seek donations from private entities to support future growth. These donations can come from a variety of sources, such as individuals, institutions, corporations, and foundations. Additionally, donations are not limited to monetary contributions and can include land donations for future city facilities like parks, libraries, and fire stations.

Recommended Strategies

Strategies	
1.	Update the zoning code and subdivision regulations to prepare for the future growth of the City and align the regulations with state law.
2.	Explore financing opportunities for future maintenance through special districts, such as PIDs.
3.	Ensure that growth and annexation into the ETJ will produce revenue that balances capital expenditures and maintenance.
4.	Identify service areas that are in need of staff increases as the City continues to grow.
5.	Explore funding opportunities to support future growth and development.
6.	Coordinate with other agencies such as TxDOT, Commerce ISD, and ETAMU to manage future growth.
7.	Explore opportunities for future growth planning around the airport, including expansion of facilities, access roads, and utilities, as well as supportive land uses.

8



A group of people are gathered in a meeting room. In the foreground, a man with a beard and glasses, wearing a blue shirt, is seen from the back, gesturing with his right hand while talking to a man with a mustache and a dark shirt. The man with the mustache is looking towards the camera. In the background, several other people are standing and talking. A wooden door with a vertical window is visible on the left. The room has light-colored walls and a tiled floor.

IMPLEMENTATION

Introduction

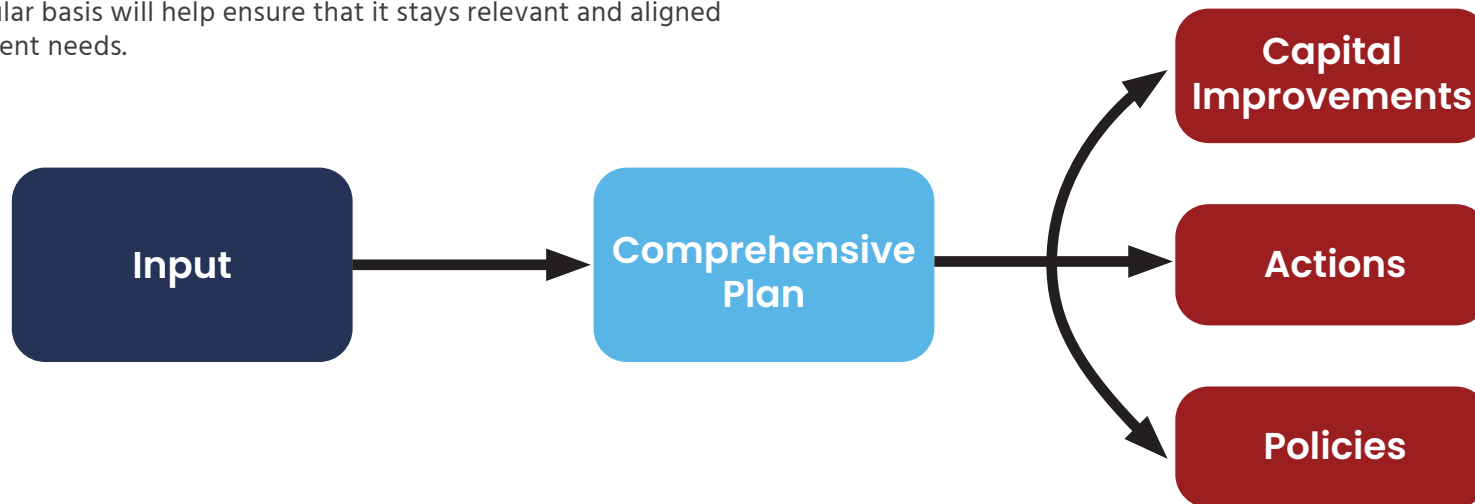
The policies and recommendations developed in this Comprehensive Plan will shape Commerce's future. These strategies will guide decisions that influence many facets of the City's physical development and social environment. Planning is a long-term, continuous process, and this Plan is designed to be a living tool that can be modified and periodically updated to keep up with changing conditions, trends, and community needs over time.

This Plan's success depends on the City's consistent and proactive implementation of its goals and strategies. This final chapter of the Comprehensive Plan summarizes the recommended actions made throughout the Plan and prioritizes the necessary measures to be taken, time frames, and responsible parties for each initiative.

As Commerce experiences shifts in its socioeconomic landscape and development patterns over time, updates to the Plan will be necessary. Remaining attentive to changes across the City and revisiting the Plan on a regular basis will help ensure that it stays relevant and aligned with current needs.

Implementation may occur through various methods, including through adopted development regulations, such as zoning and subdivision ordinances and capital improvement plans. While some recommendations can be achieved by enhancing existing regulations or processes, others may require the creation of new programs or policy tools.

To be truly effective, the Comprehensive Plan must serve as a foundation for everyday decision-making. Whether resurfacing a street, approving a residential plat, amending a zoning provision, enforcing building codes, or constructing new infrastructure, the City should consistently reference the principles and proposals outlined in this Comprehensive Plan.



Flexible and Alterable Guide

The Comprehensive Plan is intended to serve as a guiding framework for policy decisions and long-term development in Commerce. Rather than being a static document, the Plan is a flexible and living tool that should evolve alongside the community. Regular review and timely updates are essential to ensure that the City's goals and strategies remain relevant.

Following adoption, the Plan should be regularly reviewed to assess current conditions and evaluate progress toward implementation. These reviews will help identify necessary adjustments to capital improvement priorities, zoning ordinances, and other policy tools. It is recommended that the Planning and Zoning Commission dedicate one annual meeting to evaluating the Plan's status and effectiveness, with the findings reported to the City Council for further consideration. Periodic reviews of the Plan should include consideration of the following:

- The City's progress in implementing the Plan
- Changes in conditions that form the basis of the Plan
- Community support for the Plan's goals and objectives
- Changes in state law

Complete Review with Public Participation

In addition to periodic annual reviews, the Comprehensive Plan should undergo a complete, more thorough review and update every five or 10 years. The review and updating process should begin with the establishment of a steering committee that is appointed to assist in the preparation of this Plan. If possible, this committee or the Planning and Zoning Commission should be in charge of the periodic review of the Plan. Specific input on major changes should be sought from various groups, including property owners, neighborhood groups, civic leaders and major stakeholders, developers, business owners, and other residents and individuals who express an interest in the long-term growth and development of the City.



Education and Training

Effective implementation of the Comprehensive Plan requires a shared understanding of its contents and implications among those responsible for putting it into action. While City Staff and management may be familiar with the comprehensive planning process and its impact on day-to-day decisions, others involved in implementation, such as appointed officials and other community stakeholders, may benefit from additional guidance. To build capacity and alignment, the City should provide educational materials and facilitate work sessions with the Planning and Zoning Commission, City Council, and other key groups. The goals of such training may include:

- Establishing an understanding of the rules and responsibilities of each party related to the implementation and maintenance of the Comprehensive Plan
- A review of the Plan's content and how it relates to the decisions and actions of each involved party
- Implementation tasking and priority-setting, allowing each group to establish their own one-, two-, and five-year agendas in coordination with the strategic agenda of the City

Regulatory Mechanisms

The successful implementation of the Comprehensive Plan relies heavily on the City's regulatory tools and decision-making processes. Routine actions such as reviewing zoning amendments, development plans, and subdivision proposals offer opportunities to align development with the Plan's goals. Each land use decision should be carefully evaluated in the context of the Plan's recommendations. If a decision deviates from the Plan, accompanying amendments should be made to maintain internal consistency and fairness in future decision-making.

Two of the most proactive and effective ways to support the Plan's implementation are through updates to the City's Zoning Ordinance and Subdivision Ordinance. These tools shape the physical development of Commerce and ensure that new growth occurs in a well-planned and coordinated manner.

Zoning Ordinance

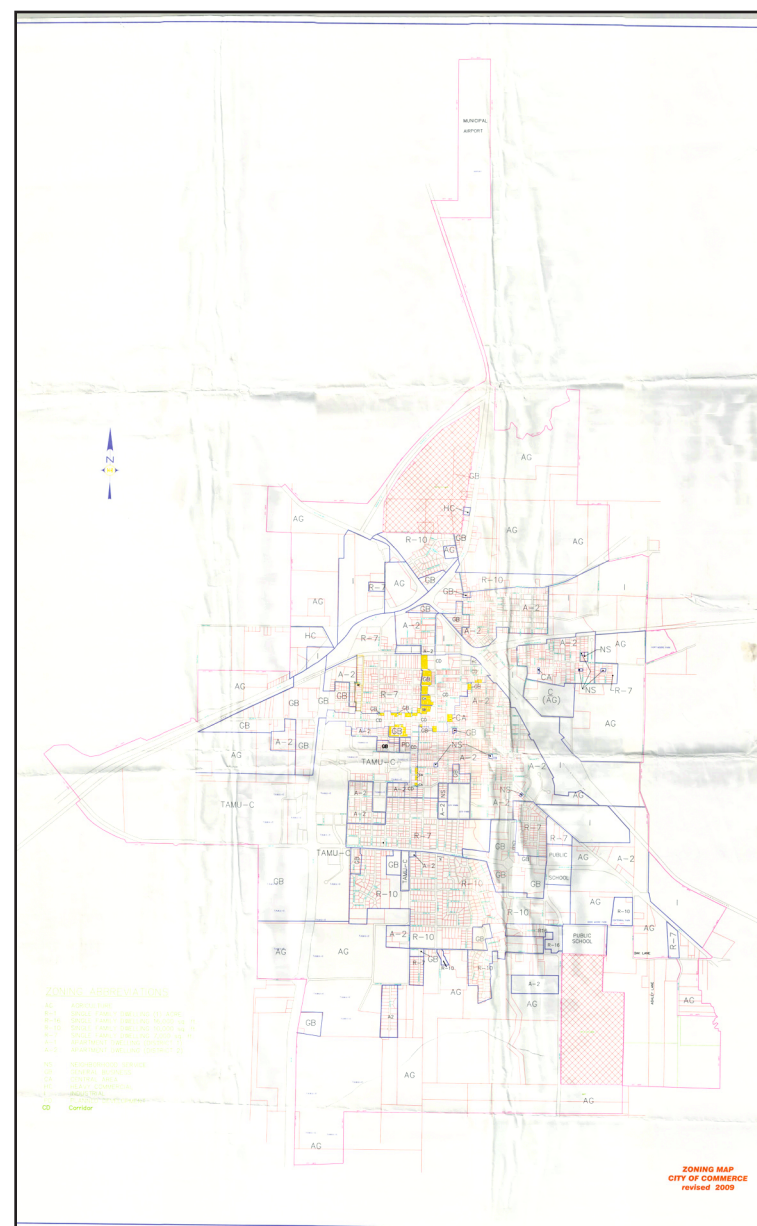
Zoning is one of the most powerful tools for shaping land use and growth patterns. The City's Zoning Ordinance should be regularly reviewed and updated to reflect the goals and strategies established in this Plan. Any proposed zoning and land use changes should be made within the context of existing land uses, future land uses, and planned infrastructure, including roadways, water and wastewater.

Zoning Text Amendments

In addition to zoning map changes, amendments to the zoning text may be necessary to align the City's regulations with the Plan's long-term vision. Zoning text amendments may involve revising permitted uses, development standards, or design guidelines. These changes allow the City to be responsive to evolving market trends, community needs, and emerging development types that may not be addressed under existing regulations.

Zoning Map Amendments

State law gives power to cities to regulate the use of land, but regulations should be grounded in an adopted plan. Therefore, Commerce's Zoning Map should be as consistent as possible with the Future Land Use Map. Although it is neither feasible nor advisable to undertake wholesale zoning changes immediately, the City should identify priority areas where short-term zoning adjustments are most needed. Over time, through incremental updates, the Zoning Map should evolve to reflect the land use pattern envisioned in this Plan.



Map 29. City of Commerce Zoning Map

Subdivision Ordinance

The act of subdividing land to create building sites has a major effect on the overall design and image of Commerce. Much of the basic physical form of the City is currently created by the layout of streets, easements, and lots. In the future, the basic physical form of Commerce will be further affected by such action. Requirements for adequate public facilities are essential to ensure the City's orderly and efficient growth. For Commerce, the Subdivision Ordinance plays an even more imperative role. Although the City cannot regulate land use or form within the extraterritorial jurisdiction (ETJ), Texas law gives the City the authority to enforce its Subdivision Ordinance within the ETJ under the assumption that these areas may, in the future, be annexed within the adjacent municipality. Any and all ordinances related to the Subdivision Ordinance are enforceable within Commerce's ETJ.



Capital Improvement Plan

A Capital Improvement Plan (CIP) is a fiscal and strategic tool used to guide public investment in infrastructure and facilities. Capital improvements, such as roads, utilities, drainage systems, parks, and public buildings, are closely tied to land use policies and must support the types of development encouraged by this Plan.

For example, if the Comprehensive Plan designates a specific area for industrial growth, the CIP must prioritize projects such as water, sewer, and roadway expansions that support that land use. The Zoning Ordinance ensures compatibility, while the Subdivision Ordinance regulates the layout and infrastructure requirements. All three tools work together to bring the Plan's vision to life.

A modest amount of money expended annually on prioritized items in accordance with Plan recommendations will produce a far greater return to the City than will large expenditures at long intervals. Capital projects can budget funding through the CIP for special studies or programs to address specific issues, such as conducting a feasibility study or creating specific training programs.



Figure 91. City of Commerce Operating Budget

Implementation Strategies

The most common issue with comprehensive plans is the lack of actionable recommendations that clearly outline the initial steps that a city must take to begin implementing the Plan. The following implementation table provides individual actions that will help achieve the vision established by the community. The table is organized by each chapter and includes the related strategies for each area. For each strategy, an associated timeframe for implementation and the involved entities are identified to assist with planning and completing the action. While these recommendations are designed to be initiated within the proposed timeframes, some may take longer due to funding constraints, community feedback, or changing priorities. The implementation table serves as a roadmap that helps the City stay on course while remaining flexible and responsive to changing conditions.



#	Recommendation	Initiation Time Frame				Responsible Entity
		Short (1-2 years)	Mid (3-7 years)	Long (8+ years)	On-Going	
Chapter 3: Transportation & Mobility						
3.1.1	Invest in the asset management to maintain acceptable mobility levels and preventing unnecessary roadway expenditures to ensure that roadways are kept in acceptable conditions.					Public Works, Community Development (Planning) & Financing
3.1.2	Conduct alternative mobility studies including a Active Transportation / Complete Streets / Micromobility Studies and an ADA Assessment Study.					Public Works & Community Development (Planning)
3.1.3	Develop a resiliency plan to provide the City with a comprehensive plan to strengthen the resilience of the Commerce’s transportation system to a range of potential hazards, including flooding.					Community Development (Planning) Emergency Management & Public Works
3.1.4	Continue fostering good relationships with TxDOT, NCTCOG, and Hunt County to assist in finding appropriate resources to fund projects in the City.					City Manager’s Office, TxDOT, NCTCOG & Hunt County
3.1.5	Identify funding opportunities to fund the maintenance and continued development of City roads.					City Manager’s Office, Public Works, Commerce EDC

#	Recommendation	Initiation Time Frame				Responsible Entity
		Short (1-2 years)	Mid (3-7 years)	Long (8+ years)	On-Going	
Chapter 4: Housing & Neighborhoods						
4.1	Prepare a dedicated housing study to identify needs and potential strategies for addressing housing challenges and opportunities.					Community Development (Planning)
4.2	Identify areas with pervasive underdeveloped or underutilized commercial or non-residential zoning and evaluate for zoning changes to allow for residential development.					Community Development (Planning)
4.3	Identify and register vacant properties and buildings.					Community Development (Building Inspections)
4.4	Work through the code enforcement process to educate homeowners and address housing that is dilapidated or neglected.					Community Development (Planning), Code Enforcement
4.5	Explore amendments to the zoning ordinance, subdivision ordinance and adopted ICC codes, such as the existing building code, residential code and building code, to remove barriers to constructing infill housing.					Community Development (Planning)
4.6	Communicate with ETAMU to understand future student housing needs and the potential impacts on existing neighborhoods.					Community Development (Planning) & ETAMU
4.7	Host regular forums for local builders and developers to understand barriers to infill housing and opportunities to increase supply in a way that respects existing neighborhoods.					Community Development (Planning)

#	Recommendation	Initiation Time Frame				Responsible Entity
		Short (1-2 years)	Mid (3-7 years)	Long (8+ years)	On-Going	
Chapter 4: Housing & Neighborhoods						
4.8	Improve housing and destination connectivity by restriping or reconfiguring roadways with high observed or expected mode share for bicycles and explore or institute “complete streets” concepts on the highest-capacity City thoroughfares or those with high trip generators such as parks and schools.					Community Development (Planning) & Public Works
4.9	Extend the Neighborhood Empowerment Zone to western Commerce.					Community Development (Planning)
4.10	Utilize state and federal funding sources to address or “buy down” the cost of housing or increase equity for individual home buyers.					Community Development (Planning) & Commerce EDC
4.11	Focus on life-cycle housing and aging-in place by exploring home repair programs and non-profit partnerships, and making allowance for senior-friendly housing within older neighborhoods.					Community Development (Planning)
4.12	Encourage neighborhood gatherings such as block parties and National Night Out participation and consider additional community-wide programs.					Community Development (Planning)
4.13	Engage and collaborate with institutions and community stakeholders such as ETAMU, the Northeast Texas Children’s Museum, the Commerce Public Library, and the Chamber of Commerce to develop and execute community branding and beautification programs through community art projects, signage and branding.					Community Development (Planning), ETAMU, Northeast Texas Children’s Museum & Chamber of Commerce

#	Recommendation	Initiation Time Frame				Responsible Entity
		Short (1-2 years)	Mid (3-7 years)	Long (8+ years)	On-Going	
Chapter 4: Housing & Neighborhoods						
4.14	Fund sidewalk improvements and construction along key mobility corridors through development fees.					Community Development (Planning), Public Works
4.15	Work with the Norris Community and key stakeholders to develop a strategic plan for housing and community elements that enhance the community identity and opportunities for engagement.					Community Development (Planning), Norris Community

#	Recommendation	Initiation Time Frame				Responsible Entity
		Short (1-2 years)	Mid (3-7 years)	Long (8+ years)	On-Going	
Chapter 5: Parks Master Plan						
Goal 1: Proactively obtain and preserve parkland for permanent open space						
5.1.1	Evaluate opportunities for additional parkland in the identified need areas					Parks and Recreation
5.1.2	Develop a parkland dedication and development ordinance to incentivize the private development community to support park and recreation needs in Commerce					Parks and Recreation, Community Development (Planning)
Goal 2: Enhance existing parks and develop new amenities to best meet the needs and desires of the community.						
5.2.1	Revisit the Authors Park concept plan and revise as necessary.					Parks and Recreation
5.2.2	Implement the Authors Park Concept Plan.					Parks and Recreation
5.2.3	Prepare a Centennial Park Master Plan.					Parks and Recreation
5.2.4	Implement the Centennial Park Master Plan.					Parks and Recreation
5.2.5	Improve City Park.					Parks and Recreation
5.2.6	Prepare an Ivory Moore Park Master Plan.					Parks and Recreation
5.2.7	Implement the Ivory Moore Park Master Plan.					Parks and Recreation
5.2.8	Improve the Eddie Moore Sports Complex.					Parks and Recreation

#	Recommendation	Initiation Time Frame				Responsible Entity
		Short (1-2 years)	Mid (3-7 years)	Long (8+ years)	On-Going	
Chapter 5: Parks Master Plan						
5.2.9	Consider renovating the old Middle School Gym to provide indoor and outdoor recreation space.					Commerce ISD, Parks and Recreation
5.2.10	Develop a citywide trail/enhanced sidewalk network connecting key points of interest.					Parks and Recreation
5.2.11	Prioritize development of sidewalks in residential areas within ½-mile of parks and schools.					Community Development (Planning)
5.2.12	Develop an outdoor adult workout area in a new or existing park.					Parks and Recreation
5.2.13	Develop a pool or aquatic complex feasibility study.					Parks and Recreation
5.2.14	Develop park design guidelines.					Community Development (Planning), Parks and Recreation
5.2.15	Develop trail-specific design guidelines.					Community Development (Planning), Parks and Recreation
5.2.16	Systematically address recreational amenity deficiencies.					Parks and Recreation

#	Recommendation	Initiation Time Frame				Responsible Entity
		Short (1-2 years)	Mid (3-7 years)	Long (8+ years)	On-Going	
Chapter 5: Parks Master Plan						
Goal 3: Provide a variety of recreations opportunities for all ages, abilities, and interests						
5.3.1	Consider conducting a Recreational Programming and Event Assessment.					Parks and Recreation
5.3.2	Develop a Recreation Center/Community Center feasibility study.					Parks and Recreation
5.3.3	Develop or support the development of a Recreation Center/Community Center in Commerce.					Parks and Recreation, City Council
5.3.4	Develop non-intensive outdoor recreation opportunities and programs for children and adults.					Parks and Recreation
5.3.5	Provide or partner on the provision of indoor recreational activities at various locations.					Parks and Recreation
5.3.6	Provide additional community events in varying locations.					Parks and Recreation
5.3.7	Consider developing a community garden program.					Parks and Recreation
5.3.8	Maintain an updated parks and recreation website to include complete information about the parks system.					Parks and Recreation

#	Recommendation	Initiation Time Frame				Responsible Entity
		Short (1-2 years)	Mid (3-7 years)	Long (8+ years)	On-Going	
Chapter 5: Parks Master Plan						
Goal 4: Prioritize safety, maintenance, and accessibility in Commerce parks						
5.4.1	Conduct a staffing assessment to determine the need for an expanded headcount.					Parks and Recreation
5.4.2	Ensure adequate funding and staffing accompany park system expansions.					Parks and Recreation & Commerce EDC
5.4.3	Locate or develop additional storage and workspace for the Parks and Recreation Department.					Parks and Recreation
5.4.4	Develop a parks system management plan.					Parks and Recreation
5.4.5	Continue to address ADA accessibility issues on a prioritized basis.					Parks and Recreation
5.4.6	Develop a shade/tree planting study and plan to ensure annual additions to the tree canopy.					Parks and Recreation
5.4.7	Increase shade within all parks.					Parks and Recreation
5.4.8	Evaluate opportunities for increased security in parks.					Parks and Recreation
5.4.9	Provide system-wide consistent parks signage.					Parks and Recreation & Public Works
5.4.10	Evaluate opportunities to increase the use of technology in all City parks.					Parks and Recreation

#	Recommendation	Initiation Time Frame				Responsible Entity
		Short (1-2 years)	Mid (3-7 years)	Long (8+ years)	On-Going	
Chapter 5: Parks Master Plan						
Goal 5: Pursue partnerships and diverse funding to support the expansion of parks and recreatons option for the community						
5.5.1	Pursue grant funding from diverse sources.					Parks and Recreation, Commerce EDC & Financing
5.5.2	Evaluate opportunities for public-private partnerships.					Parks and Recreation
5.5.3	Develop sponsorship/funding opportunities through outfield fences and gateway signage.					Parks and Recreation
5.5.4	Pursue partnership opportunities with local organizations for mentors, coaches and officials/ referees.					Parks and Recreation
5.5.5	When warranted, establish joint maintenance agreements with athletic leagues.					Parks and Recreation
5.5.6	Coordinate and/or partner with local organizations and entities to provide additional parks and recreation opportunities for the community.					Parks and Recreation
5.5.7	Establish partnerships to support the development of the citywide pedestrian connectivity corridors.					Parks and Recreation, Public Works
5.5.8	Consider pursuing a parks and recreation bond.					Parks and Recreation & City Council
5.5.9	Update the Parks Master Plan.					Parks and Recreation

#	Recommendation	Initiation Time Frame				Responsible Entity
		Short (1-2 years)	Mid (3-7 years)	Long (8+ years)	On-Going	
Chapter 6: Downtown Master Plan						
Master Plan Actions						
6.1.1	Construct a Farmers Market Design and construct a farmers market located on Bonham Alley, next to Huffman’s Farm Supply. This could include a pavilion, outdoor seating, public restroom, and community garden.					Community Development (Planning) & Parks and Recreation
6.1.2	Activate Plaza Across from City Hall Design and construct the Downtown Plaza expansion. For budgetary purposes this includes an event lawn, performance area, unique surface textures, outdoor dining area, and improved landscape areas.					Parks and Recreation & Public Works
6.1.3	Construct Main Street Streetscape and Improvements Design and construct the Main Street streetscape between Washington Street and Park Street to address accessibility and safety issues, improve the pedestrian experience, and improve on-street parking.					Public Works & Engineering
6.1.4	Construct Alamo Street Streetscape and Improvements Design and construct the Alamo Street streetscape between Washington Street and Park Street to address accessibility and safety issues, improve the pedestrian experience, and improve on-street parking.					Public Works & Engineering

#	Recommendation	Initiation Time Frame				Responsible Entity
		Short (1-2 years)	Mid (3-7 years)	Long (8+ years)	On-Going	
Chapter 6: Downtown Master Plan						
6.1.5	Construct Washington Street Streetscape and Improvements Design and construct the Washington Street streetscape between Bonham Alley and Caddo Street to address accessibility and safety issues, improve the pedestrian experience, improve on-street parking, and address significant elevation change from street level to sidewalk.					Public Works & Engineering
6.1.6	Convert Part of Washington Street to One-Way Convert Washington Street between Bonham Alley and Main Street to one-way in order to address vehicular circulation issues. Street improvements can also include temporary bollards and string lighting.					Public Works & Engineering
6.1.7	Construct Bonham Alley Improvements Design and construct Bonham Alley to address safety concerns at the intersection of Bonham Alley and Washington Street. Improve the pedestrian experience by adding sidewalks on the north side of the street and crosswalks to connect the farmers market to the rest of Downtown.					Public Works & Engineering
6.1.8	Develop Washington Street Downtown Gateway Signage Design and construct gateway signage at Washington Street and Sycamore Street. This feature will create a strong positive first impression for individuals accessing Downtown from the south (one of the primary arrival paths for most local residents).					Public Works

#	Recommendation	Initiation Time Frame				Responsible Entity
		Short (1-2 years)	Mid (3-7 years)	Long (8+ years)	On-Going	
Chapter 6: Downtown Master Plan						
6.1.9	Develop Park Street Downtown Gateway Signage Design and construct gateway signage at Park Street and Alamo Street and Park Street and Main Street. This feature will create a strong positive first impression for individuals accessing Downtown from either the south or north ends of Park Street.					Public Works
6.1.10	Develop Pedestrian Wayfinding Signage Develop and install uniquely branded wayfinding signage, primarily at pedestrian scale, to direct pedestrians to key locations throughout Downtown. The location of signage should be strategic and considerate of walk times to key locations.					Public Works
6.1.11	Develop Vehicular Wayfinding Signage Design and install uniquely branded wayfinding signage targeting vehicular traffic to direct drivers to key locations throughout Downtown including destinations and public parking.					Public Works
6.1.12	Provide Improved Street Lighting Replace existing street lighting with architectural poles and luminaires that maintain the decorative, historic character of Downtown.					Public Works
6.1.13	Update Ordinances Review and consider any ordinance or regulatory improvements that need to be made to achieve the Downtown Master Plan.					Community Development (Planning)

#	Recommendation	Initiation Time Frame				Responsible Entity
		Short (1-2 years)	Mid (3-7 years)	Long (8+ years)	On-Going	
Chapter 6: Downtown Master Plan						
Operational & Programming Actions						
6.2.1	Enhance Storefront Appearance Establish storefront programs to create visual interest in vacant or underutilized spaces, through the use of public art, business displays, and similar efforts.					Community Development (Planning)
6.2.2	Develop a Downtown Commerce Website and Social Media Presence Develop a standalone Downtown website independent of the City and tourism websites. This establishes an accessible source of information about Downtown-specific events, sales, and promotions.					Community Development (Planning) & City Secretary
6.2.3	Develop a Downtown Commerce Brand Develop a unique brand for Downtown Commerce. This should include a district name, logo, and tag line that conveys activity.					Community Development (Planning)
6.2.4	Develop a Downtown Events and Promotion Calendar Develop a Downtown-specific events and promotions calendar featuring City-sponsored events, business events like live music, and special sales/promotions.					Community Development (Planning) & City Secretary

#	Recommendation	Initiation Time Frame				Responsible Entity
		Short (1-2 years)	Mid (3-7 years)	Long (8+ years)	On-Going	
Chapter 6: Downtown Master Plan						
6.2.5	Continue Pop-Up Events for Entrepreneurs Continue to use existing businesses and/or vacant buildings as pop-up space for entrepreneurs to “test the waters” on a new business concept at reduced risk.					Community Development (Planning) & Chamber of Commerce
6.2.6	Collaborate with Higher Education Institutions Collaborate with local higher education facilities (e.g., business support/education, intern programs, entrepreneurship-focused degrees) to identify opportunities to support Downtown, support academic efforts, and support opportunities for students.					Community Development (Planning) & ETAMU
6.2.7	Downtown Sponsorship Program Develop a sponsorship program for Downtown, expanding the base of support beyond the Downtown area to include other local industries. This could include sponsorship packages for particular events or Downtown improvements, among other things.					Community Development (Planning)
6.2.8	Establish/Strengthen Monthly Activation Develop standing monthly events targeting arts and culture, with extended business hours (1st Friday, etc.). Holding monthly events shifts Downtown higher in consideration for local residents—a set monthly “date” where they know something will be happening.					Community Development (Planning)

#	Recommendation	Initiation Time Frame				Responsible Entity
		Short (1-2 years)	Mid (3-7 years)	Long (8+ years)	On-Going	
Chapter 6: Downtown Master Plan						
Operational & Programming Actions						
6.3.1	Create Public and Mural Arts Program Establish a mural arts program for Downtown Commerce. This could include commissioning murals as well as providing grants and/or design assistance to artists, residents, and business owners interested in placing murals on private property.					Community Development (Planning)
6.3.2	Allocate Downtown Staffing Resources As need arises, consider allocating Downtown staffing resources to effectively implement this Plan and support Downtown Commerce.					City Manager
6.3.3	Establish a Commerce Main Street Program Establish a Main Street Program and gain access to the Main Street America network of resources and framework to implementing Downtown improvements.					Community Development (Planning)
6.3.4	Explore Historic District Designation for Downtown Explore the potential of defining a historic district to assist with regulating building materials of future developments, renovations, and facade preservation.					Community Development (Planning)

#	Recommendation	Initiation Time Frame				Responsible Entity
		Short (1-2 years)	Mid (3-7 years)	Long (8+ years)	On-Going	
Chapter 6: Downtown Master Plan						
Finance Actions						
6.4.1	Develop a Tax Increment Reinvestment Zone (TIRZ) Designate a Downtown TIRZ to capture incremental property tax growth. The City should lead this initiative, but request the County, school district, and potentially the university to join the TIRZ. The tax increment would be used to help fund the projects in the Downtown Master Plan over the next 20 years.					Community Development (Planning), Hunt County, Commerce ISD & ETAMU
6.4.2	Pursue TxDOT Funding TxDOT administers Transportation Alternative (TA) funds for locally sponsored bicycle and pedestrian infrastructure projects in communities across the state.					Community Development (Planning), TxDOT & Public Works

#	Recommendation	Initiation Time Frame				Responsible Entity
		Short (1-2 years)	Mid (3-7 years)	Long (8+ years)	On-Going	
Chapter 7: Annexation & Growth						
7.1	Update the zoning code and subdivision regulations to prepare for the future growth of the City and align the regulations with state law.					Community Development (Planning)
7.2	Explore financing opportunities for future maintenance through special districts, such as PIDs.					Community Development (Planning) & Financing
7.3	Ensure that growth and annexation into the ETJ will produce revenue that balances capital expenditures and maintenance.					Community Development (Planning) & City Manager
7.4	Identify service areas that are in need of staff increases as the City continues to grow.					Community Development (Planning)
7.5	Explore funding opportunities to support future growth and development.					Community Development (Planning) & Commerce EDC
7.6	Coordinate with other agencies such as TxDOT, Commerce ISD, and ETAMU to manage future growth.					Community Development (Planning), TxDOT, Commerce ISD & ETAMU
7.7	Explore opportunities for future growth planning around the airport, including expansion of facilities, access roads, and utilities, as well as supportive land uses.					Community Development (Planning), Utilities & Public Works