



FORWARD FATE

POLICY MANUAL

ADOPTED OCTOBER 11, 2021

ORDINANCE NO. O-2021-040

AN ORDINANCE OF THE CITY OF FATE, TEXAS, ADOPTING THE 2021 FATE COMPREHENSIVE PLAN; AMENDING THE OFFICIAL FUTURE LAND USE MAP; AND DECLARING AN EFFECTIVE DATE.

WHEREAS, the current Fate Comprehensive Plan was adopted in 2015 and has served to guide the development of the city through unprecedented growth over the past six years; and

WHEREAS, in 2020 the Fate City Council recognized the need to reevaluate the City's goals and objectives, and particularly the need to create comprehensive plan policies through a fiscal lens; and

WHEREAS, in September 2020 the City entered into a professional service agreement with Halff Associates to assist in the preparation of a new comprehensive plan for the City of Fate; and

WHEREAS, over the course of twelve months, and through a historic worldwide pandemic, the City engaged with its residents, business owners, property owners, and other stakeholders to understand their priorities and vision for the City's future; and

WHEREAS, through this engagement, and with the help of a Comprehensive Plan Advisory Committee, a new Comprehensive Plan document and associated Future Land Use Map were prepared; and

WHEREAS, the Planning and Zoning Commission considered and made a recommendation on the proposed 2021 Fate Comprehensive Plan and Future Land Use Map; and

WHEREAS, the City Council, after determining all legal requirements of notice and hearing have been met, has further determined that adoption of the 2021 Fate Comprehensive Plan and Future Land Use Map would provide for and would be in the best interest of the health, safety, and general welfare of the City of Fate.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF FATE, TEXAS:

Section 1. That the above findings are hereby found to be true and correct and are incorporated as if fully set forth herein.

Section 2. That the 2021 Fate Comprehensive Plan, as presented in Exhibit A, is hereby adopted, and shall serve as the guiding document for development within the City of Fate henceforth.

Section 3. That the Future Land Use Map, as presented within Exhibit A, is hereby adopted, and shall serve as the guide for property- and area-specific land use, zoning assignment, and subsequent development.

Section 4. This Ordinance shall take effect immediately from and after its passage and the publication of the caption, as the law and Charter in such cases provide.

DULY PASSED AND APPROVED BY THE CITY COUNCIL OF THE CITY OF FATE,

TEXAS on this 11th day of October, 2021.



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Mayor

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City Secretary

APPROVED AS TO FORM:

City Attorney

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FORWARD FATE

Glossary of Terms

▷ **ACCESSORY DWELLING UNIT (ADU):** An accessory dwelling unit (ADU) is a smaller, independent residential dwelling unit located on the same lot as a stand-alone (i.e., detached) single-family home. ADUs go by many different names throughout the U.S., including accessory apartments, mother-in-law units, and granny flats. ADUs can be converted portions of existing homes (i.e., internal ADUs), additions to new or existing homes (i.e., attached ADUs), or new stand-alone accessory structures or converted portions of existing stand-alone accessory structures (i.e., detached ADUs).

▷ **ACTIVE TRANSPORTATION:** Active transportation refers to human-powered methods of travel, such as walking, bicycling, or rolling to get from one place to another. Everyone uses active transportation at some point in a trip, whether walking to a rail station, bicycling to work, or rolling home from a bus stop.

▷ **ALL-INCLUSIVE PLAY EQUIPMENT:** Play equipment that is designed to accommodate users who experience physical, mental, or emotional handicaps that may prevent them from using traditional play equipment.

ALTERNATIVE SCENARIO: The varying growth/development scenarios that were developed during the planning process to represent different ways Fate could grow.

▷ **CAPITAL IMPROVEMENT PLAN (CIP):** A Capital Improvement Plan (CIP) contains all the individual capital infrastructure projects, large equipment purchases, and major studies for a local government, in conjunction with construction and completion schedules, and subject to financing plans. The plan provides a working blueprint for sustaining and improving the community's infrastructure.

CHARACTER CONTEXT ZONES: Zones of the City that identify the general development character, either rural, suburban, or urban.

CITY COUNCIL: The governing body of the City of Fate.

▷ **CODIFY THE FISCAL CHECKLIST:** Adopt code language that will incorporate a fiscal analysis into the review and consideration of future development proposals within the City of Fate. Considerations of this fiscal analysis will be related to whether a project will contribute to the long-term fiscal benefits for the City.

COMMUNITY VISION: The comprehensive aspects of the community's desires.

▷ **COMMUNITY WAYFINDING:** Community Wayfinding is the art and science of moving people through a city, town, or region to desired locations within them using a number of visual cues including, but not limited to, guide signage, place identification, visual landmarks, space planning and various forms of experiential graphic design.

▷ **"COMPLETE COMMUNITY" PRINCIPLE:** A philosophy of developing a community where residents can live, work, shop, and play within the city limits. A complete community contains a wide variety of employment options. It contains a robust parks and recreation system and a diverse commercial sector. It encourages avoidance of long commutes and spurs personal and financial investment in a community by its residents.

▷ *Indicates key terms used in the strategies for the plan value statements.*

Glossary of Terms

COMPREHENSIVE PLAN ADVISORY COMMITTEE (CPAC): City Council appointed members to serve as an advisory body to support development of the comprehensive plan.

COST PER ACRE: Represents the average cost per acre to provide city services based on recent infrastructure development.

COST PER PERSON: Represents the general costs and infrastructure costs divided by the estimated number of people in a scenario.

DESIGN STANDARDS: Formal set of standards for development which require certain development character and quality levels for the built and natural environment.

▷ **DEVELOPMENT TOOLS:** Tools used for economic development within the city, including streamlined permitting, financial incentives, and economic development agreements, among others, to incentivize high-quality commercial and industrial development in appropriate locations.

DWELLING UNIT: A single dwelling unit for habitation.

▷ **EXTRATERRITORIAL JURISDICTION (ETJ):** Designated area just outside of a municipal city limits that ranges from ½ mile to 5 miles depending on the population size of the community. The ETJ of a community could be annexed into the city limits through voluntary annexation. Recent changes in state legislation removed the ability of cities to unilaterally annex land in the ETJ.

FISCAL RESPONSIBILITY: Concept that proposed development should be considered based on the long-term potential fiscal cost or benefit to the City.

FLOOR AREA RATIO (FAR): FAR is the ratio between a building's total floor area and its site coverage. It is calculated by dividing the gross square footage of a building by lot area.

FOCUS AREA: Two areas within the City with defined boundaries that underwent additional planning and design to develop more detailed concept maps to determine locations for more specific land uses. The two areas were Downtown and the I-30/FM 551 interchange area.

GENERAL DESIGN HEIGHT: Consideration for maximum height of a building within a particular place type designation to be further explored in the update to the UDO.

GENERAL GOVERNMENT COST: Represents a generalized number of what it costs to serve a typical single-family housing unit with city services.

▷ **GEOGRAPHIC INFORMATION SYSTEMS (GIS):** A geographic information system (GIS) is a computer-based system that creates, manages, analyzes, and maps all types of data. GIS connects data to a map, integrating location data (where things are) with all types of descriptive information (what things are like there).

GOALS: Broad statements that reflect the desired end state towards which planning efforts should be directed.

▷ *Indicates key terms used in the strategies for the plan value statements.*

Glossary of Terms

GROSS DENSITY: This refers to the number of dwelling units on a tract of land divided by the total acreage. Gross density may be identical for developments incorporating different lot sizes where individual parcels are clustered and a percentage of the land is set aside for other uses.

▷ **IMPACT FEES:** Fees imposed on developers by a municipality to provide for new infrastructure that is needed to accommodate the new development. In Fate, the City imposes impact fees for parks, roadway, water, and wastewater based on an established calculation.

▷ **LIVE-WORK SPACE:** A structure or portion of a structure: (1) that combines a work activity with a residential living area; (2) where the work component is limited to the uses of professional offices, artists' workshops, studios, or other similar uses and is located on the street level and may be constructed either as separate units or as a single unit; and (3) where the 'live' component may be located on the street level behind the 'work' component or any other level of the building.

▷ **LONG-TERM ADAPTABILITY OF BUILDINGS:** Design considerations that account for potential changes in use of a building. For example, a downtown mixed-use building that normally has ground-floor commercial may use the ground floor space for residential uses until the demand for commercial space increases over time. Another example would be to design large warehouse buildings so that they could easily be demised (have interior walls added to create smaller spaces) to accommodate smaller industries in the future.

▷ **LONG-TERM FISCAL BENEFITS:** A fiscal condition where the revenue received by the City of Fate through property taxes, franchise fees, sales tax, and other regular and predictable sources is sufficient to cover the short- and long-term costs of public infrastructure maintenance, general administration, and all city programs without incurring substantial debt or resulting in significant increases in property tax rates.

MINIMUM LOT AREA: Represents the smallest size a lot can be within a given place type designation.

▷ **MISSING MIDDLE HOUSING:** Missing middle housing types occupy a middle ground between single-family homes and large apartment buildings. Once common, and still present in older neighborhoods of most cities, they have largely been excluded by zoning that favors or mandates single-family use. Examples of missing middle housing include townhouses, duplexes, triplexes, and cottage cluster housing.

▷ **MIXED-USE DEVELOPMENT:** The development of a tract of land, building, or structure in a compact urban form with a mix of residential uses and non-residential uses. The layout of a mixed-use development may be vertical or horizontal in design. An example may be a three-story downtown building with ground-floor commercial and second- and third-floor apartments.

▷ **MULTI-MODAL FACILITIES:** Facilities for people using a variety of means to travel. This may include park and rides, bike racks, ride sharing/service stops (e.g., Uber and Lyft), bus stops, and resting areas for pedestrians.

▷ **MUNICIPAL UTILITY DISTRICT (MUD):** A political subdivision of the State of Texas authorized by the Texas Commission of Environmental Quality (TCEQ) to provide water, sewage, drainage, and other utility-related services within the MUD boundaries.

▷ Indicates key terms used in the strategies for the plan value statements.

Glossary of Terms

▷ **NON-DEVELOPMENT AGREEMENTS (NDA):** Guarantees the continuation of the extraterritorial status of a certain piece of land and its immunity from annexation by the City of Fate for a certain period of time, and subject to certain terms. In a general sense, if the land undergoes certain types of development, the NDA is void and the property must annex into the City.

▷ **PEDESTRIAN-SCALED:** Designed and built to prioritize the mobility and access needs for people traveling on foot. Such considerations include wide sidewalks, narrow street crossings, mixed use districting (commercial and residential in close proximity to one another, encouraging walking), and well-lit to maintain a safe environment.

▷ **PLACED-BASED ATTAINABLE HOUSING:** Housing that is priced to be affordable for a wide range of Fate residents, while maintaining quality and accessibility to amenities and commercial services. This concept acknowledges that housing affordability can change for people at different stages of their lives (e.g., fully employed middle age vs. retired and on fixed income).

PLACE TYPE: Building block used for the future land use map to represent different character areas with associated list of supported land uses, zoning classifications, and development policies.

POLICY MANUAL: Part of the comprehensive plan document that describes the community's long-term vision for sustainable growth over the next 10-20 years and includes the Future Land Use Map and an implementation action plan for how the community vision will be achieved through policies and actions.

PREFERRED SCENARIO: The resulting alternative growth scenario that incorporated feedback on the two alternative growth scenarios. This scenario serves as the basis for the resulting Future Land Use Map.

PRIVATE-PUBLIC RATIO: Represents the estimated total value of private investment compared to the estimated total liabilities that would be taken on by the City with a new development.

▷ **PUBLIC IMPROVEMENT DISTRICT (PID):** A special district created by a city or county under the authority of Chapter 372 of the Texas Local Code. The statute allows for a city or county to levy a special assessment against properties within the District to pay for improvements to the properties within the District.

▷ **PUBLIC-PRIVATE PARTNERSHIP:** Public-private partnerships involve collaboration between a government agency and a private-sector company that can be used to finance, build, and operate projects, such as public transportation networks, parks, and convention centers. Financing a project through a public-private partnership can allow a project to be completed sooner or make it a possibility in the first place. Public-private partnerships often involve concessions of tax or other operating revenue, protection from liability, or partial ownership rights over nominally public services and property to private sector, for-profit entities.

▷ **REGIONAL ECONOMIC DEVELOPMENT STRATEGIC PLAN:** Also known as a Comprehensive Economic Development Strategy (CEDS), this plan is not intended to provide guidance to individual cities and counties about what they need to be doing in their economic development programs; rather, it allows stakeholders to look at the North Central Texas region as unit of cities and counties that compete globally for employers and workers, and therefore has a focus on capacity-building strategies like transportation, infrastructure, education and healthcare, in addition to housing and environmental issues.

▷ *Indicates key terms used in the strategies for the plan value statements.*

Glossary of Terms

RURAL-URBAN TRANSECT: Planning model that illustrates a system of development patterns that become successively more urban in intensity and character.

SCENARIO PLANNING: Process in which alternative futures of growth and development are compared to determine a preferred vision for growth.

STRATEGIC PLAYBOOK: Part of the comprehensive plan document that takes a deeper dive into key topics of the plan, discusses issues and opportunities, and presents additional information about each of the recommended plan strategies.

STRATEGIES: Policies and actions that advance the intent of the goals of the plan and are measurable.

▷ **STREETSCAPE:** The area between building frontages on both sides of the street that includes the sidewalk, roadway, and parking areas. Streetscape amenities often include seating, street trees, bike racks, and public art.

SUMMIT SERIES: A series of three public meetings held during the plan process that featured keynote speakers and updates on the plan development.

▷ **TACTICAL URBANISM:** An umbrella term used to describe a collection of low-cost, temporary changes to the built environment, usually in cities, intended to improve local neighborhoods and city gathering places. Tactical Urbanism is also commonly referred to as guerilla urbanism, pop-up urbanism, city repair, or D.I.Y. urbanism. Some examples include parklets in downtown parking spaces to provide additional outdoor dining for restaurants, little free libraries, community art, and temporary improvement and use of vacant land for community gathering.

THOROUGHFARE PLAN: Planning effort that results in a future thoroughfare map that identifies the function and design of existing and future roadways within the City.

▷ **TRANSITIONS/BUFFERS BETWEEN RESIDENTIAL AREAS AND OTHER USES:** Gradual and complementary uses on the edge of residential uses that lessen the impact of nearby non-residential uses on those neighborhoods. For example, a block of townhouses or small offices separating a traditional residential neighborhood from a commercial center.

▷ **UNIFIED DEVELOPMENT ORDINANCE:** The Unified Development Ordinance establishes the general regulations for the development of land in the City of Fate. Its purpose is to protect the public health, safety, and general welfare, and to implement the policies and objectives in the City of Fate Comprehensive Plan, other adopted plans, and design criteria as may be amended from time to time.

VALUE STATEMENT: Reflects overarching community values that tie to the traditional elements of a comprehensive plan (i.e. land use, transportation).

▷ *Indicates key terms used in the strategies for the plan value statements.*

List of Acronyms

AASHTO – American Association of State Highway Transportation Officials	NDA – Non-Development Agreement
ACS – American Community Survey	NFPA – National Fire Protection Agency
ADU – Accessory Dwelling Unit	NRPA – National Recreation and Parks Association
BR&E – Business Retention & Expansion	NTCAR – North Texas Commercial Association of Realtors
CAGR – Compound Annual Growth Rate	NTMWD – North Texas Municipal Water District
CBD – Central Business District	PD – Planned Development
CEDS – Comprehensive Economic Development Strategy	PID – Public Improvement District
CIAC – Capital Impact Advisory Committee	PP – Places to Play
CIP – Capital Improvement Plan	PTA – Primary Trade Area
CPAC – Comprehensive Plan Advisory Committee	PUD – Planned Unit Development
CT – Connected Transportation System	P&Z – Planning & Zoning Commission
DART – Dallas Area Rapid Transit	RBA – Rentable Building Area
DFW – Dallas-Fort Worth	REF – Regional Ecosystem Framework
DI – Distinctive Identity	RFEI – Request for Expression of Interest
DPS – Department of Public Safety	RFP – Request for Proposals
EDA – Economic Development Administration	RFQ – Request for Qualifications
EMS – Emergency Medical Services	ROW – Right of Way
EO – Economic Opportunity	RMU – Residential Mixed-Use Special Overlay District
ETJ – Extraterritorial Jurisdiction	SH – State Highway
FLUP – Future Land Use Plan	SF – Square Feet
FM – Farm to Market Road	TAC – Technical Advisory Committee
GIS – Geographic Information Systems	TCA – Texas Commission on the Arts
GPM – Gallons Per Minute	TCEQ – Texas Commission on Environmental Quality
HC – Quality Housing Choices	TDA – Texas Downtown Association
HOA – Homeowner’s Association	TIF – Tax Increment Finance
ICSC – International Council of Shopping Centers	TIRZ – Tax Increment Reinvestment Zone
ISD – Independent School District	TPL – Trust for Public Lands
LOS – Level of Service	TLOS – Target Level of Service
MG – Managed Growth	TML – Texas Municipal League
MGD – Million Gallons Per Day	TPWD – Texas Park and Wildlife Department
MTP – Master Thoroughfare Plan	TXDOT – Texas Department of Transportation
MUD – Municipal Utility District	UDO – Unified Development Ordinance
NAICS – North American Industry Classification System	ULI – Urban Land Institute
NAIOP – National Association of Industrial and Office Properties	VD – Vibrant Downtown
NCTCOG – North Central Texas Council of Governments	



Introduction

CONTEXT

The City of Fate is in a unique position; the burgeoning community located on the eastern edge of the Dallas-Fort Worth Metroplex has seen significant residential growth in the last decade but has a chance now to determine what the community will look and feel like in the future. City leaders in Fate recognized the importance of having a community-driven blueprint to help guide

future changes and initiated the comprehensive plan process in late 2020. The resulting Forward Fate Comprehensive Plan represents a year-long effort to capture community input to envision how Fate should grow over the next 20 years and presents policies and strategies to help achieve that vision over time.



Mural in Downtown Fate



Comprehensive Plan Elements

WHAT IS A COMPREHENSIVE PLAN?

This plan is intended to serve as a blueprint for community development from now until 2040. The comprehensive plan is both a statement of community vision and also a policy tool that elected/appointed officials and staff use to make decisions regarding development and redevelopment. A comprehensive plan should answer questions such as “What do we want our community to look like in the future?” and “How do we get to that desired future?”

The primary component of a comprehensive plan is the future land use map that outlines the vision for different types of land uses within the community. While the Texas Local Government Code doesn't require communities to develop comprehensive plans, Section 213 grants authority to cities to develop them to serve as the basis for zoning. Typically, once a comprehensive plan is adopted, cities will then update the zoning and other applicable development codes so that they are consistent with the community vision established during the planning process.

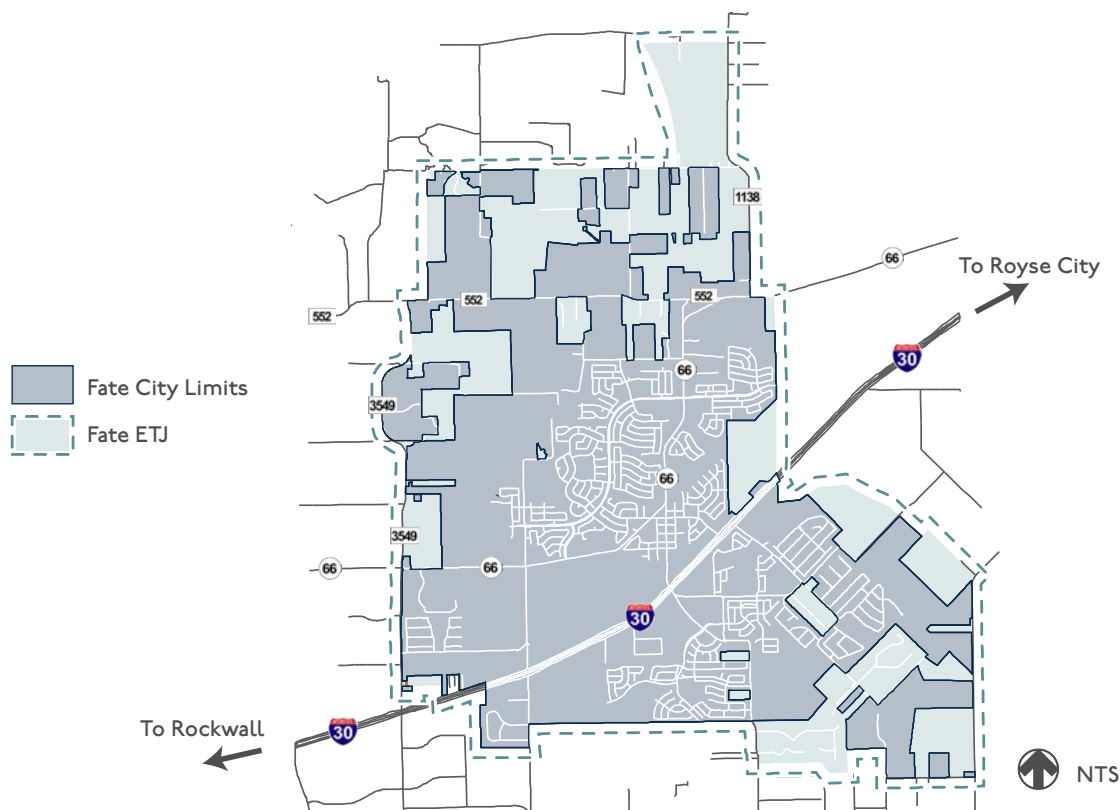
Since this plan is comprehensive in nature, it addresses all elements of a community, including land use,

transportation, housing, natural resources, economic development, and community facilities. This plan assesses how these different components of a community influence each other in recognition that they are all interrelated.

Fate's prior comprehensive plan was adopted in 2015 and since that time, the population in Fate has grown by 128%. Typically, a community will update their comprehensive plan every 10 years or sooner to account for major changes and growth. By the year 2040, Fate is expected to grow by an additional 162%, or approximately 31,000 additional residents.

It is important to note that a comprehensive plan does not replace zoning regulations, development codes, capital improvement programs, or other regulatory documents. Instead, the plan is meant to serve as the foundation for updates to those other policy documents and implementation tools.

The study limits for the comprehensive plan include the incorporated city limits and the land designated as the City's extraterritorial jurisdiction (ETJ).



PLANNING PROCESS

A tailored process unique to the issues and opportunities in Fate was utilized to develop the comprehensive plan over the course of 12 months in 2020 and 2021.



PHASE 1 | COMMUNITY AUDIT

During the initiation phase of the project, background data was collected and analyzed, and visioning meetings were held with various community groups to receive input.



PHASE 2 | VISION & FISCAL LENS

This phase focused on defining the strategic vision for the plan and introduced the concept of fiscal responsibility to guide the plan development.



PHASE 3 | MARKET ANALYSIS

A market scan was conducted in this phase to determine the demand for different types of development, which helps inform appropriate growth patterns for the future.



PHASE 4 | SCENARIO STRATEGIES

A series of alternative growth scenarios were created and reviewed at a multi-day design studio.



PHASE 5 | FOCUS AREAS

Two focus areas within Fate were identified for the development of in-depth design concepts, which were informed by input from stakeholders, the community, landowners, and business owners.



PHASE 6 | SOLUTIONS

This phase focuses on finalizing the recommendations and implementation actions into the final comprehensive plan document.



PHASE 7 | ADOPTION

During this phase, final review of the plan occurred as well as the official plan adoption process.



HOW TO USE THIS DOCUMENT

The Forward Fate Comprehensive Plan is comprised of two primary volumes and associated appendices.

VOLUME I | POLICY MANUAL

Volume I is the community's plan for the future. It describes the community's long-term vision for fiscally responsible and managed growth over the next 10-20 years. It includes the city's Future Land Use Map and an action plan for how implementors will achieve the established community vision through policies and actions. The Policy Manual is intended to be used primarily by staff, elected and appointed officials, and the development community.

Part I: Community Vision (see page 7)

Part II: Community Development (see page 23)

Part III: Community Implementation (see page 47)

VOLUME II | STRATEGIC PLAYBOOKS

Volume II takes a deeper dive into key topics of the plan as defined by the seven community values identified and established through this comprehensive plan development process. It discusses issues and opportunities and presents associated policies and actions. This volume also defines priority strategies for the community to address in the near-term. The Strategic Playbooks are intended to be used primarily by City staff and leadership, and community partners that will be involved in implementing the key strategies.

We Value **Managed Growth** (see page 1)

We Value **Distinctive Identity** (see page 13)

We Value **Quality Housing Choices** (see page 25)

We Value a **Connected Transportation System**
(see page 35)

We Value **Places to Play** (see page 45)

We Value **Economic Opportunities** (see page 57)

We Value a **Vibrant Downtown** (see page 67)

APPENDICES

A series of supporting documents that describe key components of the planning process.

Community Assessment: The community assessment is a data document. It summarizes the existing conditions in Fate that have informed the development of the comprehensive plan.

Community Engagement Summary: The community engagement summary compiles the feedback received from the various engagement methods during the plan development process.

Focus Area Action Plans: The Focus Area action plans describe the two focus areas in greater detail and the recommended plan framework for each.

RELATIONSHIP TO OTHER PLANS

In addition to the comprehensive plan, communities can adopt other policy plans that guide specific aspects of the City. In Fate, the city has developed a Water Master Plan, Wastewater Master Plan, Master Thoroughfare Plan, and Drainage Master Plan all within the last decade. The comprehensive plan references these other plans and incorporates key recommendations into the overall implementation plan presented later in this volume. A more in-depth discussion of relevant studies is included in the Community Assessment in the Appendix.





FISCAL LENS FRAMEWORK

A city government is similar to a corporation in that the city adopts a budget each year and accounts for expenditures as well as revenues from taxes and fees. Cities must account for short-term, long-term, and ongoing costs, such as maintenance. With city building comes the provision of roadways, utilities, and other infrastructure. Oftentimes the initial cost to pave the roadway or install the infrastructure is paid for by developers, however, the long-term and ongoing cost to maintain the infrastructure is the responsibility of the City, and therefore the taxpaying citizens.

Communities across the country have welcomed growth with little thought about the long-term fiscal implications of maintaining the associated infrastructure that comes with growth over time. City leaders in Fate however have long thought about the costs to future generations and have sought to approach community development in a more fiscally responsible manner. A primary directive of the Forward Fate Comprehensive Plan is to weave the notion of fiscal responsibility throughout the process and within the ultimate recommendations.

A **'fiscal lens'** is applied to this comprehensive plan process in several ways:



COMMUNITY FISCAL HEALTH

Through mapping and visualizations, a community can see where the most financially successful parts of the community are and learn how to produce more development that grows wealth and prosperity. When a community's financial health is clearly shown on a map, it is easier for elected officials, staff, and citizens to make data-driven decisions. The current financial health of Fate is discussed in the Community Vision section.



SCENARIO FISCAL IMPLICATIONS

The alternative growth scenarios developed for this plan were assessed based on the expected costs to provide infrastructure and expected revenues from sales and property taxes. Comparing the scenarios through a fiscal lens helps the community make informed decisions about what development patterns will help generate the most prosperity for current and future generations. The scenarios and associated fiscal implications are presented in the Community Vision section.



FISCAL CHECKLIST

In order for Fate to grow in a fiscally responsible manner, a system of checks and balances is needed to ensure policy and land use decisions are made through a fiscal lens. City staff currently has a series of calculations they use to estimate long-term costs and revenues of potential development projects; this plan builds upon that existing framework to ensure that fiscal responsibility is at the forefront of recommendations. The fiscal checklist is presented in the Community Implementation section.



FORWARD FATE





Part I: Community Vision

COMMUNITY INPUT

The engagement component of this plan process intends to build consensus among residents, business owners, elected and appointed officials, and City staff who have collectively informed the recommendations within this plan. The procurement of community input is crucial to achieving a well-informed plan vision. Therefore, throughout the plan process, engagement opportunities were presented at key milestones to various public and stakeholder groups. To reach a diverse cross section of the Fate community, a variety of engagement strategies were utilized including a Comprehensive Plan Advisory Committee (CPAC), Technical Advisory Committee (TAC), stakeholder listening sessions, public open houses, a Design Summit Series, community online survey, videos, and a project website.

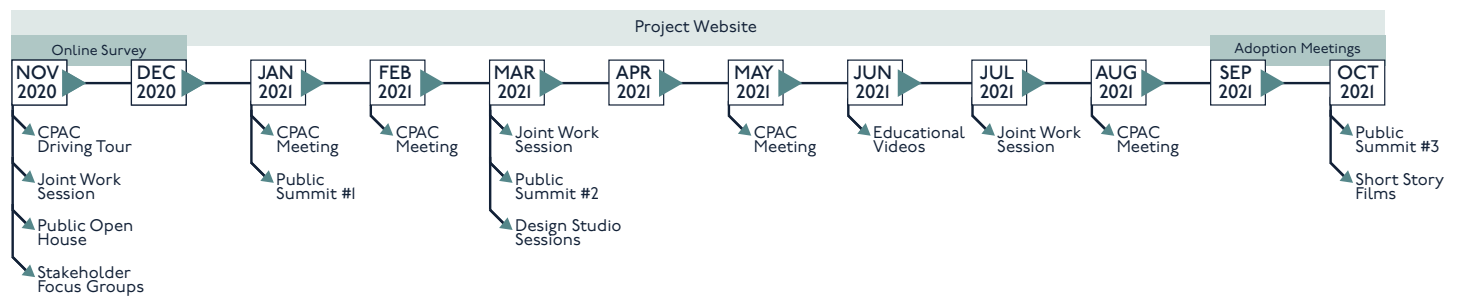


Figure I.1 | Comprehensive Plan Timeline

FORWARD FATE SUMMIT SERIES

A comprehensive plan process is a great opportunity to educate the public on how a city functions and how short and long-term development decisions are made. In order to simultaneously educate the public and stakeholders as well as to get feedback, a series of public summits were held throughout the course of the plan development, each featuring discussions and presentations related to a major plan milestone.

SUMMIT #1 | FOUNDATION FRAMEWORK

The first public summit featured a half-day workshop with the CPAC discussing fiscal responsibility and a public keynote presentation with Chuck Marohn of Strong Towns. The existing conditions of Fate, financial constraints, and fiscal opportunities for improvements were discussed.

SUMMIT #2 | DESIGN STUDIO

The second public summit kicked off a week-long design studio in which team members worked with community stakeholders to develop design concepts for two focus areas within the community. Initial discussions of city-wide growth concepts were also held. Joe Minicozzi with Urban3 served as the keynote speaker addressing how utilizing fiscal responsibility can lead to sustainable economic growth in the future.

SUMMIT #3 | IMPLEMENTATION BOOTCAMP

The final public summit was held after plan adoption to provide implementation guidance to key implementors of the plan, including city staff and boards and commissions. Lee Einsweiller with Code Studio was featured as a keynote speaker and addressed how to incorporate the comprehensive plan vision into future development code updates.

More details of the engagement opportunities and the associated findings can be found in the **Community Engagement Summary Appendix**. This document summarizes the opportunities that were available to the community at large and describes the engagement activities that were provided and conducted in a manner that considered the accessibility and safety of Fate residents.



Image from Summit 1 - Foundation Framework

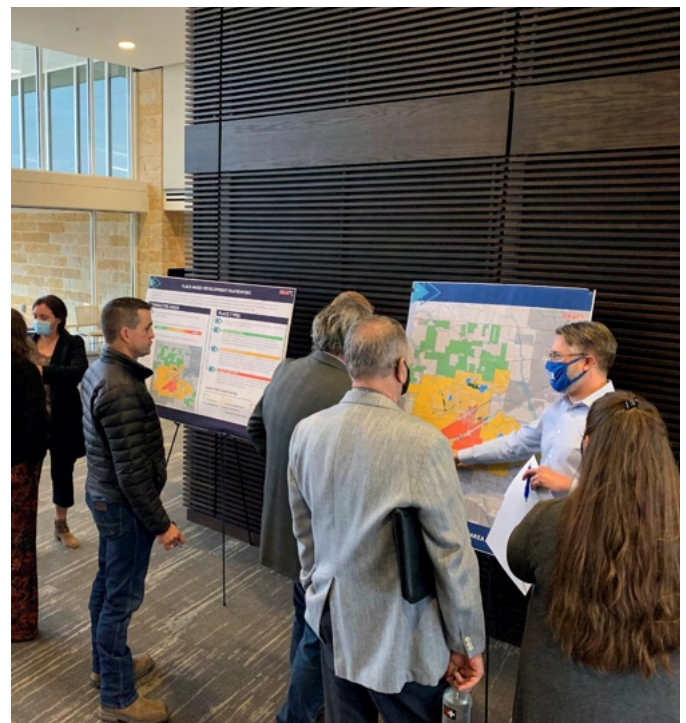


Image from Summit 2 - Design Studio

VALUE STATEMENT & GOALS

For this plan seven value statements were developed that reflect overarching community values and align with key planning topics addressed in greater detail in the **Strategic Playbooks**. To guide future implementation efforts a three-tiered structure for the plan was developed, which is illustrated in **Figure I.2**. Under each value statement there are a series of goals with related strategies. Guidance for implementation of the goals and strategies can be found in **Part III: Community Implementation**.

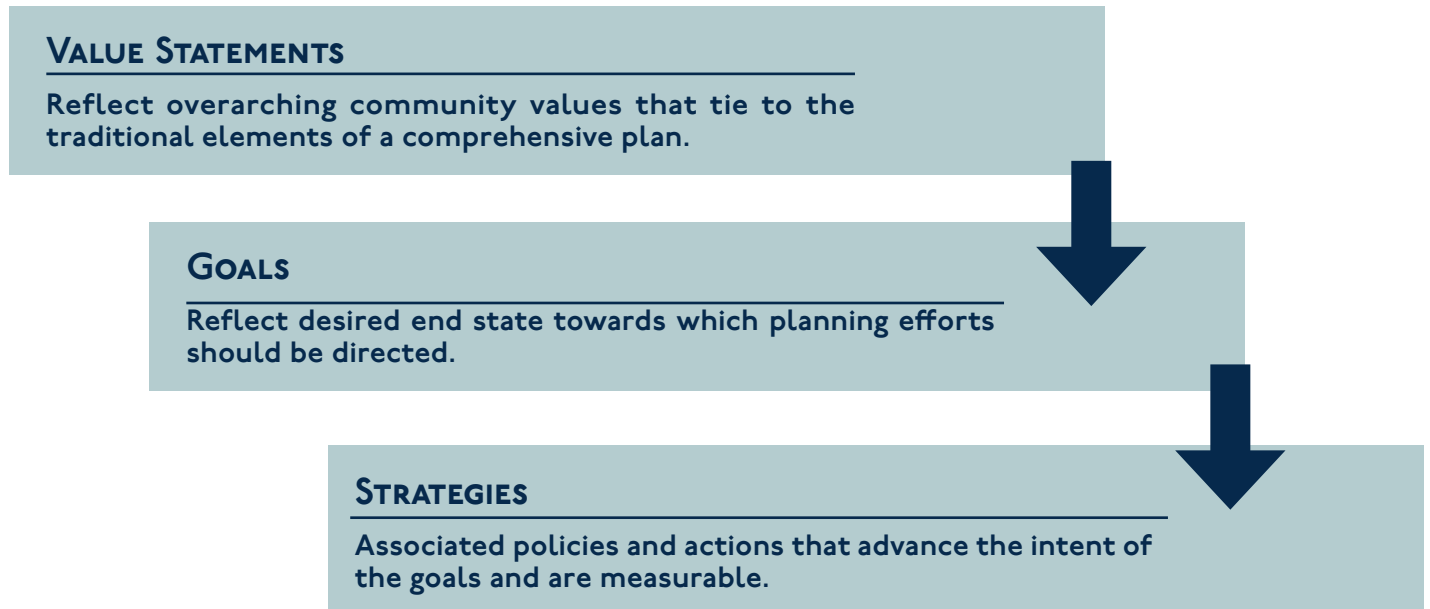


Figure I.2 | Structure of Implementation Plan



MANAGED GROWTH

Fate will grow in a thoughtful manner that is coordinated and that considers long-term fiscal benefits and trade-offs of development. The goals for Managed Growth include:

- ▶ Encourage balanced, efficient, and flexible development patterns that support existing residents and manage future growth in a fiscally sustainable manner.
- ▶ Ensure public infrastructure is provided and maintained in a proactive manner.
- ▶ Provide efficient public safety and city services to maintain the health, safety, and welfare of all residents.



DISTINCTIVE IDENTITY

Fate will feature unique places and spaces that are family-friendly and accessible to all. The goals for Distinctive Identity include:

- ▶ Support placemaking efforts that enhance the community character of Fate.
- ▶ Promote community growth at activity centers and key corridors.
- ▶ Establish building and site design standards that enhance the appearance and character of Fate.



QUALITY HOUSING CHOICES

Fate will have a diverse range of housing options for residents at all stages of their lives. The goals for Quality Housing Choices include:

- ▶ Support initiatives for the preservation of neighborhood quality and longevity.
- ▶ Encourage a mix of quality housing types within the community.
- ▶ Promote quality of life amenities for all residential areas.



PLACES TO PLAY

Fate will offer a variety of park, recreation, and trail amenities for active and passive users. The goals for Places to Play include:

- ▶ Improve access for all residents to public park spaces.
- ▶ Provide park and recreation amenities that are inclusive and accessible to all residents.
- ▶ Work with partners to offer recreation amenities and programming that address a variety of community interests.



VIBRANT DOWNTOWN

Fate will have a destination downtown that is the hub of the community for residents and visitors alike. The goals for Vibrant Downtown include:

- ▶ Encourage business and retail development downtown that are destination for residents and visitors.
- ▶ Continue investment in public spaces and infrastructure to create a family- and business-friendly downtown.
- ▶ Activate downtown through the promotion of community events, projects, and programming.



CONNECTED TRANSPORTATION SYSTEM

Fate will support a safe, accessible, and efficient system for multiple transportation modes. The goals for Connected Transportation System include:

- ▶ Further develop the network of sidewalks, trails, and bikeways that connect to key destinations such as parks, schools, areas of employment, and downtown.
- ▶ Build out Fate's thoroughfare system in a context-sensitive manner to ensure community connectivity, safety, and access.
- ▶ Work with partners to expand, improve, and maintain the transportation system to support current and future transportation needs of residents, businesses, and visitors.



ECONOMIC OPPORTUNITY

Fate will be business-friendly and support efforts to give all residents the opportunity to be prosperous. The goals for Economic Opportunity include:

- ▶ Promote a diverse and thriving economy through business recruitment, retention, and expansion.
- ▶ Encourage growth of commercial, retail, office, and light industrial uses to support the residential base.
- ▶ Ensure effective communication with developers regarding regulatory requirements and implementing the vision of the community.

FUTURE GROWTH SCENARIOS

WHAT IS SCENARIO PLANNING?

One of the primary outcomes of a comprehensive plan is to establish policies and long-range planning initiatives that guide future growth and development of a community. The creation of the Future Land Use Map, which is discussed in detail in **Part II: Community Development**, is the primary result of this plan process and creates the desired future development pattern for the community. To reach the City's preferred future development pattern, the comprehensive planning process included a growth scenario planning component.

Scenario planning is a quantitative process used to examine ways a community could grow. Scenario planning can answer questions such as "How do we grow?" "Where do we grow?" and "How much will growth cost?" The project team modeled a total of three growth scenarios for Fate. These models showed possible development patterns representing distinct futures for the community by examining growth estimates, development constraints, land suitability, and fiscal responsibility. Additionally, these scenarios looked at what exists today, current trends, and community goals, and utilized a series of data items that reflect physical and fiscal realities.

A common thread throughout the development of this comprehensive plan has been fiscal responsibility. Therefore, comparison of fiscal metrics was a key part of assessing the potential growth scenarios. Different development patterns were measured and compared to understand their effects on long-term fiscal prosperity and sustainability.



Joint Work Session mapping exercise

BUILDING THE SCENARIOS

The specific datasets used in this methodology included the following:

EXISTING CONDITIONS

When considering where new growth and development is feasible it is important to look at what currently exists. As a first step in developing scenarios the following conditions were looked at to understand where change in existing land uses would be unlikely:

- Existing land uses
- Current zoning; including Non-Development Agreement areas
- Current thoroughfare map
- Entitled land for planned developments
- Rural/agricultural land
- Park space
- Civic/Institutional land (e.g., schools, places of worship, city facilities)
- Existing utilities

ASSUMPTIONS

The below assumptions were used as metrics for comparison across the three alternative growth scenarios:

- Projected 2040 population: 50,273
- New housing units: 19,410
- Average household size estimate: 2.42

For details on how these assumptions were determined refer to the **Community Assessment Appendix**.

BUILDING BLOCKS

A series of place types (for description see page 16) were developed with associated land uses and dwelling units per acre (du/ac). The place types were then used to find comparable buildings and values in the region. The value and dwelling units per acre were used to estimate the individual potential parcels that add up to populate each of the place types that collectively create various scenarios.



PROJECTION VALUES

The project team estimated the amount of housing and retail that would be needed in Fate in the short term. Those short-term projections were stretched forward to a future state to align better with the plan horizon while minimizing the degree of assumption to estimate significant new growth in Fate. This target growth total was used in each scenario to provide consistency on most factors like potential customer base or new school children and allow the scenarios to differ in the pattern of development. Using the future target totals and the du/ac/land use of the “Building Blocks”, we calculated how much land would be needed for each housing type. Using each “Building Block’s” land consumed and typical assessed value, we estimate the value that each scenario would add to the city tax base. While the tax generation was based on the city’s current tax rate, future changes in the tax rate would affect each of the relative scenarios similarly, and thus the comparison was as proportionate in nature as revenue sum-specific

COST PER ACRE

To calculate the infrastructure cost per acre, the average cost per acre of recent infrastructure development was calculated with information provided to the city by developers in prior development review. This value was inflated by 25% to account for the potentially more intensive infrastructure from increase in du/ac in the scenarios and the added difficulty of replacing infrastructure compared to first placement in greenfield locations. The infrastructure cost per acre was then multiplied by the acres needed to achieve the necessary housing units and arrive at a total estimated infrastructure liability added by each scenario.

PRIVATE-PUBLIC RATIO

This ratio represents the estimated total value of private investment compared to the estimated total liabilities that would be taken on by the City. This means that if the private investment is greater than the public investment necessary to support development then the proposed development generally promotes fiscally responsibility. Today, Fate uses a 1:20 public-to-private ratio as the minimum ideal ratio as part of the fiscal analysis conducted to approve development.

GENERAL GOVERNMENT COST

The City has established a general government cost to currently serve a typical single-family housing unit. This generalized number is arrived at by dividing total non-infrastructure spending by the number of households. With an assumption of a stable level of service, this same per unit cost can be expected from future units. This is one factor that is highly sensitive to policy change and easier to adjust going forward. For example, it is easy to increase or decrease the mowing and programming of parks space year to year but very difficult to abandon active water lines one year and then return to using them the next.

COST PER PERSON

The cost per person is another way to represent the general government cost. Summing the general government costs and the infrastructure costs and then dividing by the estimate of people in a scenario (average household size multiplied by units created) expresses the cost in a way that might make more sense to someone who is used to seeing an annual mortgage statement and what their total annual insurance or other escrow costs are.

Cost per person =

$$\frac{(\text{General government costs} + \text{Infrastructure costs} \times \text{acres})}{(\text{Household size} \times \text{units})}$$

COST OF DEVELOPMENT EQUATION

The city tax rate and the private value expected in each parcel were multiplied to find the potential revenue. A number of test scenarios were run to see what development types generated enough revenue per acre to keep up with current average costs per acre.



PLACE TYPES


The foundation of all of the scenarios is the utilization of future land use categories referred to as place types. Place types were developed as part of a place-based development approach used for this comprehensive plan, ultimately becoming the building blocks of the Future Land Use Map (**Part II: Community Development**). Place types are categorized as either rural, suburban, or urban in context and each place type has a defined list of supported land uses, zoning classifications, and development policies. In total there are eight place types in this comprehensive plan. The future growth scenarios utilized the place types to determine the fiscal implications associated with different land use patterns and growth distribution.

Place types defined for Fate are the following; please refer to **Part II: Community Development** for more discussion on the place types.

RURAL RESERVE *Rural Place Type*

Rural Reserve includes a mix of land uses such as farming, ranching, and other agriculture related services; supporting farmsteads; and, limited residential estate. Suburban and urban development is prohibited in this place type.

RURAL NEIGHBORHOOD *Rural Place Type*

 Rural Neighborhoods provide for low-density residential and limited agricultural land uses including ranchettes, themed subdivisions, large-lot single-family subdivisions, and conservation subdivisions. Large areas within this place type are reserved for resource conservation or open space preservation that are woven within developed areas, and the expectation of suburban or urban development is very limited.

SUBURBAN NEIGHBORHOOD *Suburban Place Type*

Suburban Neighborhoods provide for low-to-moderate density residential land uses intermixed with areas of commercial development. Predominant land uses include single-family and multi-family development, retail and office uses, and other ancillary institutional and public uses such as schools, parks, and places of worship. Provides for 'missing middle' housing such as townhomes and accessory dwelling units.

SUPPORTIVE COMMERCIAL *Suburban Place Type*

Supportive Commercial is defined by large retail and professional service uses, often located in multi-tenant shopping centers and office buildings, as well as hotels, restaurants, and other services. Supportive Commercial land uses are of a scale and character to serve a city-wide and regional draw.

BUSINESS & INNOVATION CENTER *Suburban Place Type*

Business and Innovation Center is intended for concentrations of warehousing, trade, transportation, research and development, manufacturing, corporate campus, and light industrial uses. This place type allows for the development of supporting infrastructure for freight traffic, water, and sewer needs.

DYNAMIC NEIGHBORHOOD *Urban Place Type*

Dynamic Neighborhoods include a variety of residential housing types at medium-to-high densities and areas of supporting commercial development. The place type includes predominantly attached single-family and multi-family dwelling types, neighborhood retail and office uses, and contains many of the city's established neighborhoods close to the downtown core.

MIXED-USE CENTER

Urban Place Type

Mixed-Use Center includes a mix of commercial and residential uses on the same parcel either through horizontal or vertical mixed-use. Emphasis is placed on pedestrian walkability throughout developments.

DOWNTOWN CORE

Urban Place Type

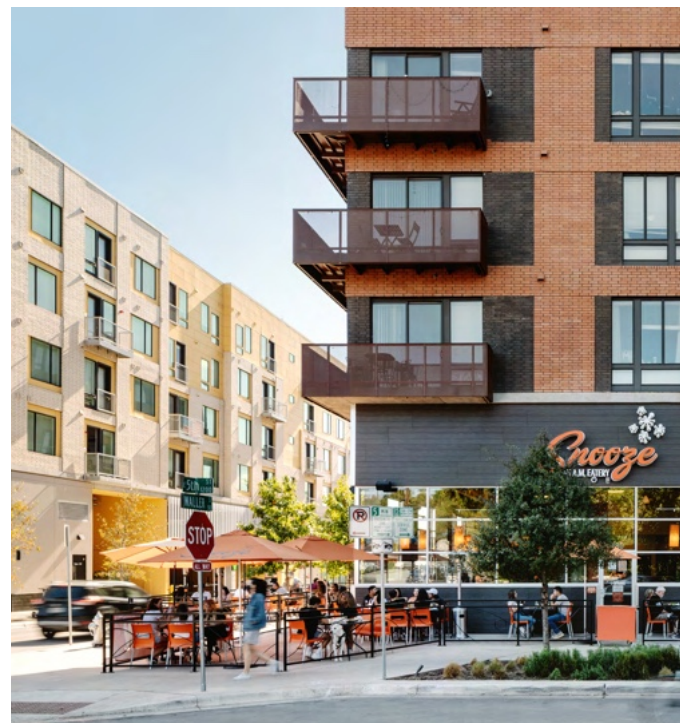
Downtown Core is a mix of residential and non-residential land uses that are associated with the traditional city center of Fate. The place type supports institutional, cultural, employment, shopping, and entertainment uses while also providing high-density residential living options to create an energized environment to live, work, and play. Pedestrian accessibility is of utmost importance and priority over vehicular access in this place type.



Example of moderate density single-family residential



Example of development in the Supportive Commercial Place Type



Example of development in the Mixed-Use Center Place Type

ALTERNATIVE GROWTH SCENARIOS

Establishing the direction for future development and redevelopment in a thoughtful and balanced manner as the city grows and matures can be determined through the scenario planning process. The three resulting scenarios from this planning effort are the Current Trends Scenario, the Fate Forward Scenario, and the Preferred Scenario. Each of the scenarios were analyzed and compared based on principles of fiscal sustainability (see process description on pages 11-12).

A multi-day design studio was held to receive input for the development of the scenarios from the CPAC, City staff, elected and appointed officials, and the public.

The 3D models, shown on subsequent pages, were created for each of the future development scenarios. The models show the configuration of place types in the city with areas extruded to various heights. The height of the areas illustrate the potential value per acre that new development within the city would bring and is influenced by the designated place type. Areas with tall extrusions represent the potential for high value per acre.

CURRENT TRENDS SCENARIO

This scenario looked at development patterns that are currently happening in Fate as the starting point for future growth. The model that results from this scenario represents what Fate would look like if current development patterns were continued into the future. In this scenario it is assumed that low-density development characterized in the suburban place types would remain the most prevalent development pattern. This scenario would largely support low-to-moderate residential developments, commercial and office spaces, and ancillary institutional and public uses, all of which can be found to some degree in Fate today.

Table I.1 summarizes the projected metrics for the Current Trends Scenario.

Figure I.3 on the following page illustrates the 3D model of the Current Trends Scenario where the extruded areas represent the potential value per acre of future development within each place types.

▶ KEY ATTRIBUTES

- Supportive Commercial is focused along I-30
- Some Suburban Neighborhood occurs north of Prince Lane where there is no infrastructure today
- Suburban Neighborhood areas are expanded beyond just the currently entitled areas
- The area north of FM 552 remains Rural Reserve
- Dynamic Neighborhood is located adjacent to the downtown core

Table I.1 | Current Trends Scenario Projections

Metrics	Current Trend Scenario
Residential Units	19,410
Developed Acres	2,568
Value Per Acre	\$1.6M
Public/Infrastructure Cost Per Acre*	\$113,000*
Public-Private Ratio	1:14
General Government Costs*	\$5.9M
Cost Per Person	\$6,083

* Based on Fate’s data and Urban3 estimates



Place Types

- Rural Reserve
 - Rural Neighborhood
 - Suburban Neighborhood
 - Supportive Commercial
- Business & Innovation Center
 - Dynamic Neighborhood
 - Downtown Core

Note: The extruded areas represent the overall acreage necessary to support 19,410 new residential units to accommodate projected population growth. The height of the extrusions represent the potential value per acre that new development could create.

Figure I.3 | Current Trends Scenario Model



FATE FORWARD SCENARIO

The Fate Forward Scenario focuses on future development patterns that reflects a high level of fiscal responsibility and incremental development. This scenario introduces areas focused on mixed-use that support moderate-to-high density residential developments, commercial, retail, and office spaces. Through increasing the amount of land designated as urban place types and decreasing land added as suburban place types this scenario creates a development pattern that is highly productive.

Table I.2 summarizes the projected metrics for the Fate Forward Scenario.

Figure I.4 on the following page illustrates the 3D model of the Fate Forward Scenario where the extruded areas represent the potential value per acre of future development within each place types.

▶ KEY ATTRIBUTES

- Mixed-Use Center is located along the north side of I-30, consistent with the focus area concept developed from the Design Studio
- Business and Innovation Center is located along the south side of I-30
- North of Prince Lane is kept as Rural Reserve
- The Downtown Core place type expands, consistent with the focus area concept developed from the Design Studio
- Less Supportive Commercial along the I-30 corridor, instead replaced by Mixed-Use Center and Business and Innovation Center



Table I.2 | Fate Forward Scenario Projections

Metrics	Fate Forward Trend Scenario
Residential Units	19,410
Developed Acres	1,213
Value Per Acre	\$2.9M
Public/Infrastructure Cost Per Acre*	\$113,000*
Public-Private Ratio	1:28
General Government Costs*	\$5.9M
Cost Per Person	\$2,735

* Based on Fate's data and Urban3 estimates



Place Types

 Rural Reserve	 Business & Innovation Center
 Rural Neighborhood	 Dynamic Neighborhood
 Suburban Neighborhood	 Mixed-Use Center
 Supportive Commercial	 Downtown Core

Note: The extruded areas represent the overall acreage necessary to support 19,410 new residential units to accommodate projected population growth. The height of the extrusions represent the potential value per acre that new development could create.

Figure I.4 | Fate Forward Scenario Model



PREFERRED SCENARIO

The Preferred Scenario includes elements from both the Current Trends and Fate Forward Scenarios to reflect a future growth pattern that best reflects fiscal prosperity and community goals. In this scenario the development pattern shows what Fate would look like if there was more emphasis on moderate-to-high density development particularly along major corridors such as I-30 and in activity centers such as downtown. Additionally, future development of single-family residential neighborhoods is limited to entitled areas and is not extended into areas that are currently unserved by utilities.

Table 1.3 summarizes the projected metrics for the Preferred Scenario.

Figure 1.5 on the following page illustrates the 3D model of the Preferred Scenario where the extruded areas represent the potential value per acre of future development within each place types.

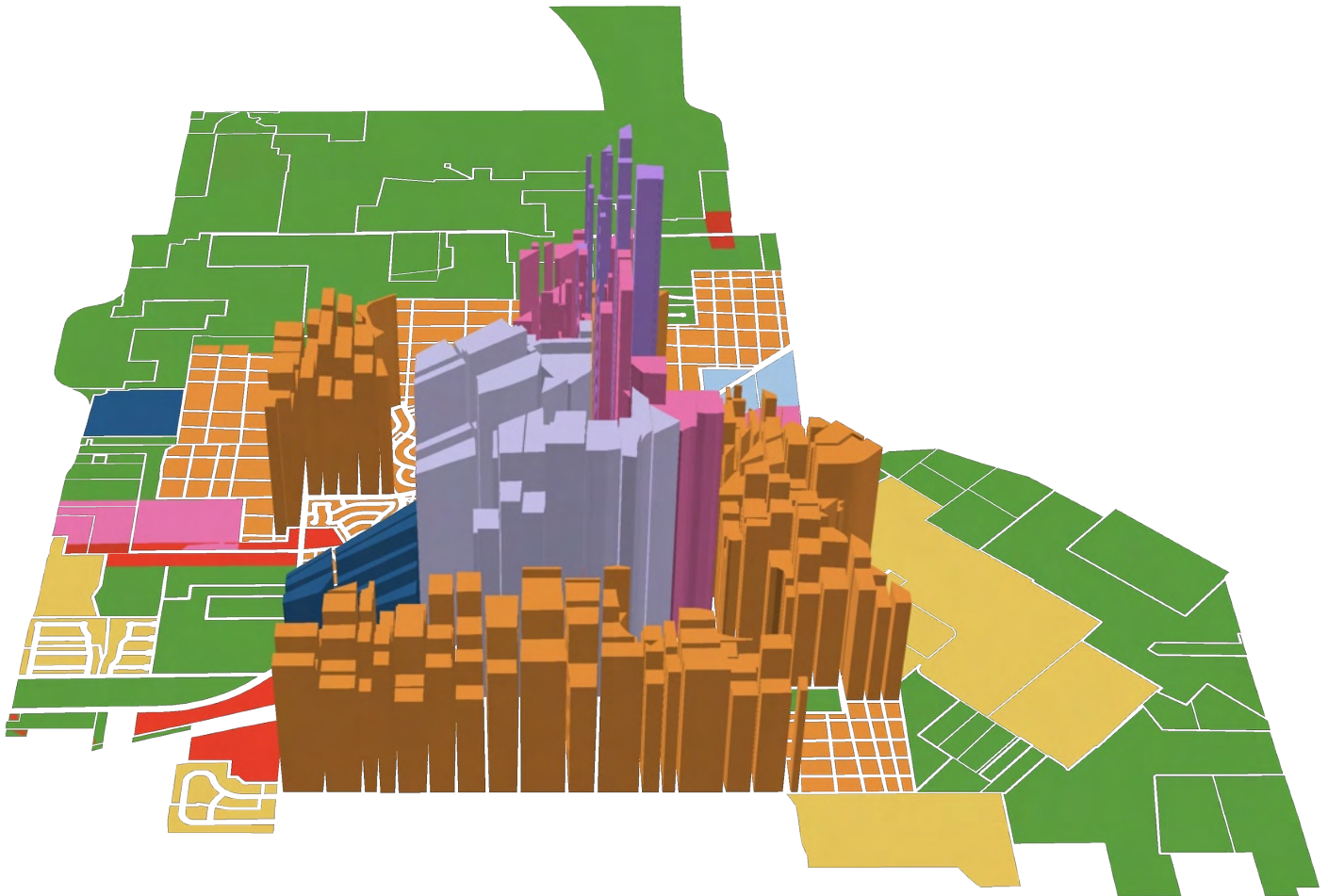
▶ KEY ATTRIBUTES

- Adds Supportive Commercial along key corridors such as State Highway 66 and FM 552
- Mixed-Use Center along the south side of I-30 to match the character of the focus area concept developed for the north side
- Additional Business and Innovation Center along I-30 towards the eastern city limits
- Pockets of Dynamic Neighborhood outside the downtown area
- Identifies long-term vision for non-development agreement areas
- Suburban Neighborhood reserved for existing residential neighborhoods and currently entitled areas.





Table 1.3 | Preferred Scenario Projections

Metrics	Preferred Scenario
Residential Units	19,410
Developed Acres	1,410
Value Per Acre	\$2.4M
Public/Infrastructure Cost Per Acre*	\$113,000*
Public-Private Ratio	1:22
General Government Costs*	\$5.9M
Cost Per Person	\$3,392

* Based on Fate’s data and Urban3 estimates



Place Types

 Rural Reserve	 Business & Innovation Center
 Rural Neighborhood	 Dynamic Neighborhood
 Suburban Neighborhood	 Mixed-Use Center
 Supportive Commercial	 Downtown Core

Note: The extruded areas represent the overall acreage necessary to support 19,410 new residential units to accommodate projected population growth. The height of the extrusions represent the potential value per acre that new development could create.

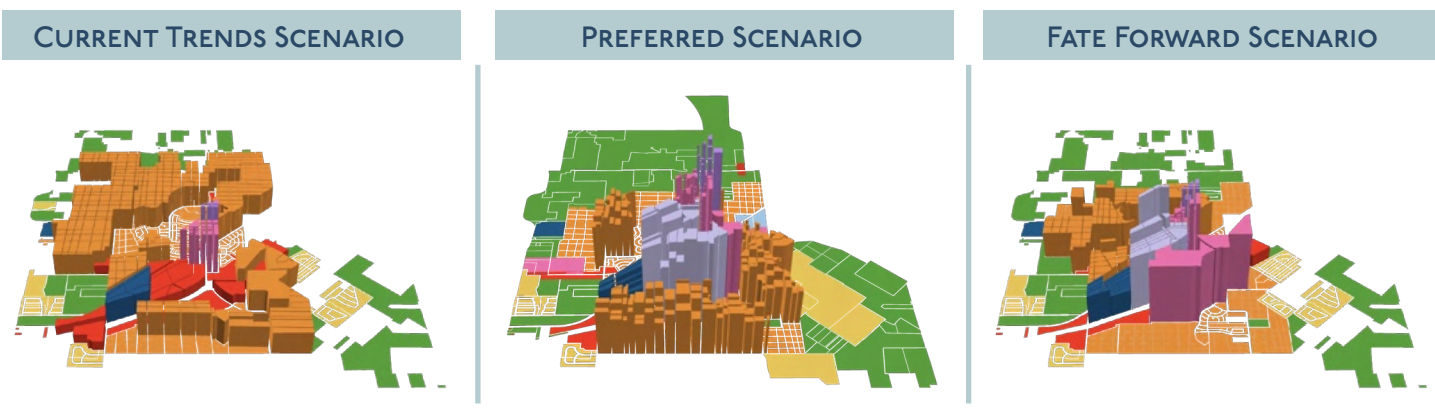
Figure I.5 | Preferred Scenario Model



COMPARISON & SUMMARY OF SCENARIOS

Comparison of the three growth scenarios confirms that different development patterns can have contrasting effects on the fiscal sustainability of a community's future. **Table I.4** compares the overall metrics of the three growth scenarios. All scenarios were compared using the same number of housing units and require the same costs to serve, separated as public costs per acre and general government costs.

As shown in the table, the Current Trends scenario would develop the most amount of new developed acreage, while the Fate Forward scenario would use up the least. The value per acre is highest in the Fate Forward scenario and lowest in the Current Trends scenario. Additionally, the private-public ratio is most favorable in the Fate Forward scenario and least in the Current Trends scenario. The cost per person to provide services is highest in the Current Trends scenario and lowest in the Fate Forward scenario. Overall, the Preferred Scenario is the middle ground between the two alternative scenarios.



Place Types



Table I.4 | Comparison of Scenario Projections

Metrics	Current Trends Scenario		Preferred Scenario		Fate Forward Scenario
Residential Units	19,410	=	19,410	=	19,410
Developed Acres	2,568	>	1,410	>	1,123
Value Per Acre	\$1.6M	<	\$2.4M	<	\$2.9M
Public/Infrastructure Cost Per Acre*	\$113,000*	=	\$113,000*	=	\$113,000*
Public-Private Ratio	1:14	<	1:22	<	1:28
General Government Costs*	\$5.9M	=	\$5.9M	=	\$5.9M
Cost Per Person	\$6,083	>	\$3,392	>	\$2,735

* Based on Fate's data and Urban3 estimates



FORWARD FATE





Part II: Community Development

PLACE-BASED APPROACH

The future development plan for Fate was developed using a ‘place-based’ approach to land use and development patterns. The emphasis for this approach is that future development will be based on the character of building and site design rather than exclusively looking at general use of land. A traditional future land use map that separates different uses does not consider the character of development – that is left entirely to the development regulations process. A traditional future land use map can also be less flexible in terms of limiting the type of land uses allowed. Utilizing this place-based approach will move Fate forward to achieve the preferred vision and pattern of development over

time. There are three inter-related layers the comprise the place-based approach: Character Context Zones, Place Types, and Focus Areas, which will be described in greater detail in the following sections.

The overarching principle beyond this approach is that the character of development should differ depending on the surrounding context. In a more rural setting, there is more natural open space; in a suburban setting, there are similar amounts of open space, built space, and transportation infrastructure; and, in an urban setting the predominant view should be of built space. This concept is illustrated in **Figure 2.1**.

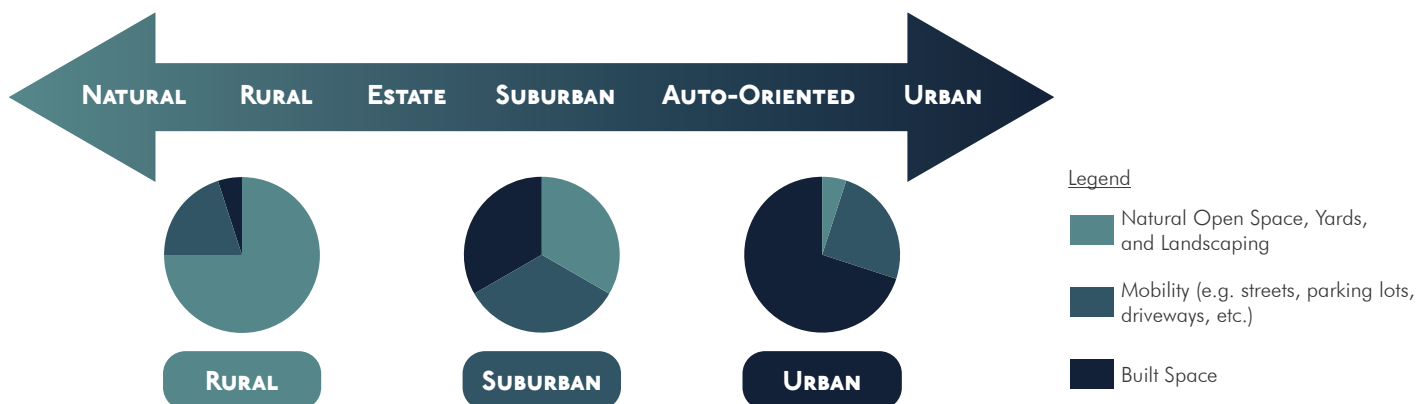


Figure 2.1 | Rural-Suburban-Urban Transect

CHARACTER CONTEXT ZONES

The Character Context Zones were used as a tool for initial analysis for the placed-based approach. These zones identify the general development character for large areas of the city. There are three Character Context Zones that were utilized during the development process for the Future Land Use Map – Rural, Suburban, and Urban. The context zones are layered and contain multiple places types, which further provide a framework for the character development of small areas of the city identified within the Character Context Zone.

Rural Context Zone

In the Rural Context Zone there is not a significant amount of development. Primarily, the land uses that are supported would include farming and agricultural services and limited, low-density residential development. Additionally, it is not anticipated that infrastructure such as water or sewer would be expanded to support areas identified as rural. These areas would also likely be served by rural roadway cross sections with bar ditch drainage and no sidewalks. In Fate, the rural context zone includes the following place types:

- Rural Reserve
- Rural Neighborhood

Suburban Context Zone

The Suburban Context Zone reflects contemporary development with primary land uses such as low-to-moderate density residential neighborhoods, retail centers, and areas supporting professional offices and light industrial services. Areas throughout the city that are identified as suburban are segmented by appropriate land uses and focus on creating transitions between development types. In Fate, the suburban context zone includes the following place types:

- Suburban Neighborhood
- Supportive Commercial
- Business & Innovation Center

Urban Context Zone

The Urban Context Zone focuses on areas of the city that can support higher density development patterns that are typically seen in the traditional downtown. The urban context aims to create balance when combining land uses within a specific area, development site, or building. Additionally, the Urban Context Zone promotes quality of life elements such as walkability and placemaking efforts. In Fate, the urban context zone includes the following place types:

- Dynamic Neighborhood
- Mixed-Use Center
- Downtown Core

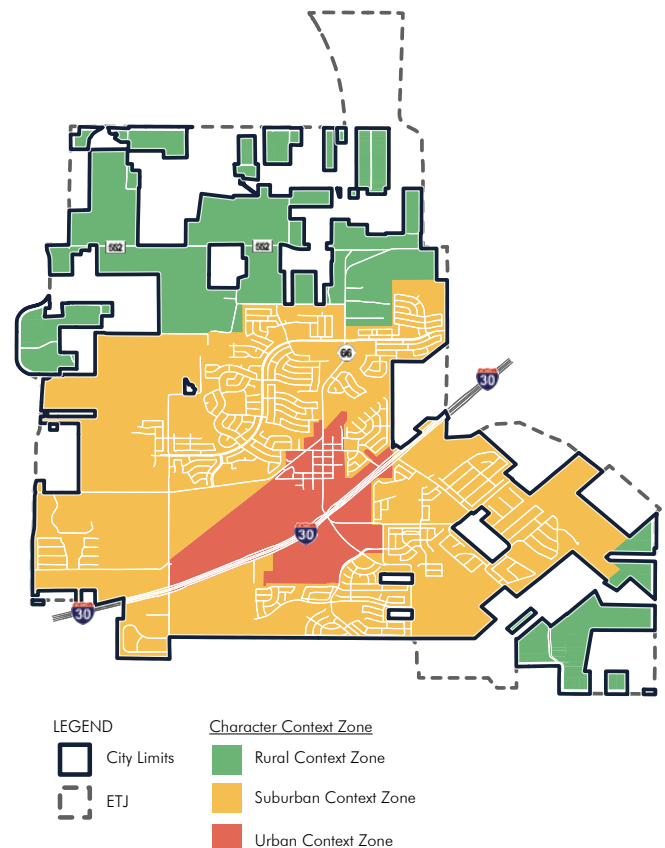
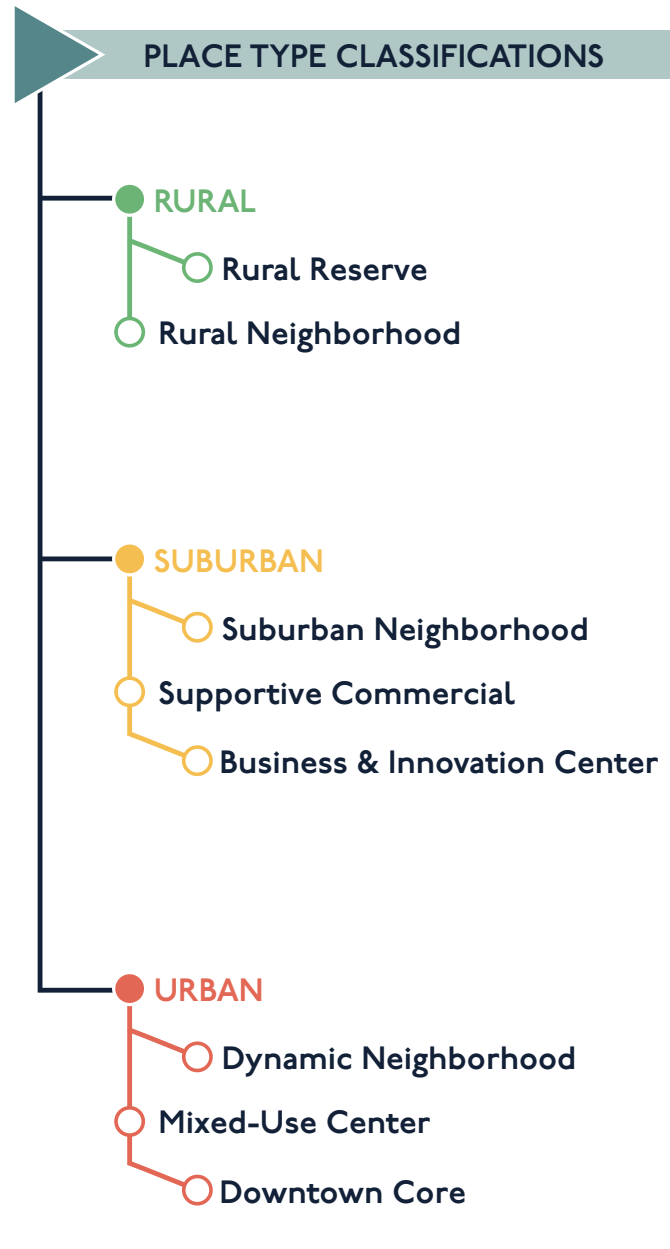


Figure 2.2 | Context Zones Map

PLACE TYPES

Place types establish development parameters to guide decision making for the compatibility and appropriateness of future development throughout the city. Within the individual place types, a range of land uses and a list of policy considerations are identified, which in combination will guide future development in a manner that focuses on land productivity, sustainability, and context-sensitivity. See pages 31-38 for detailed descriptions of the eight place types.



Example of Rural Place Types



Example of Suburban Place Types



Example of Urban Place Types

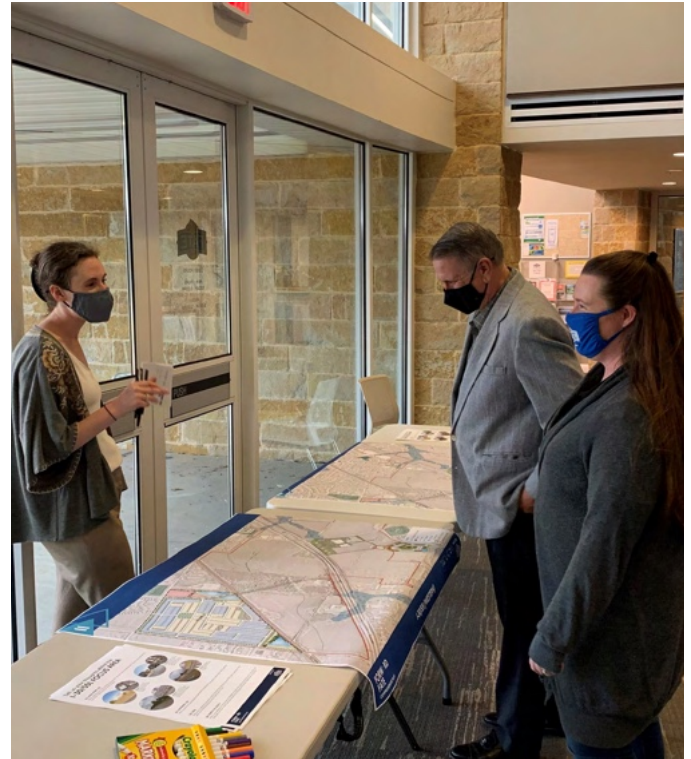
Figure 2.3 | Character Context Zones & Place Types

FOCUS AREAS

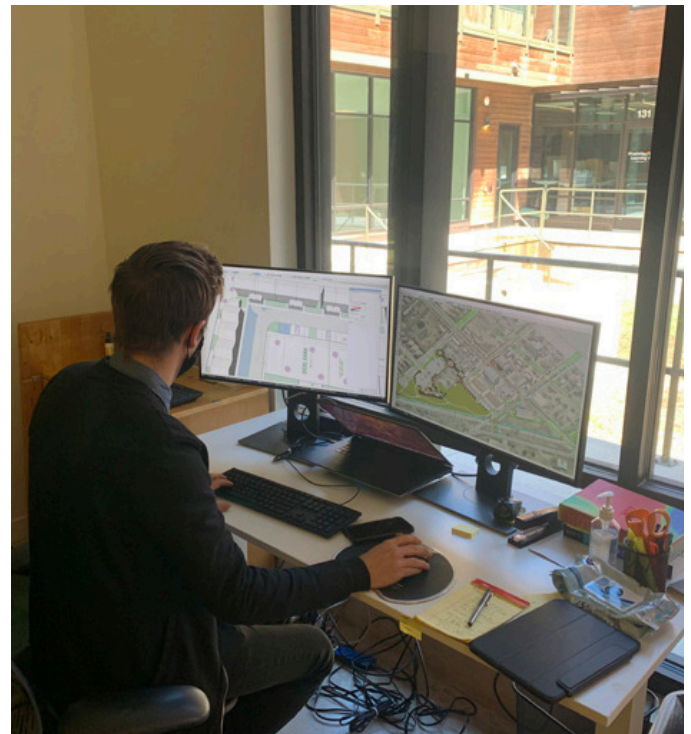
As part of Summit #2: Design Studio, project team members worked with community stakeholders to develop concept designs for two focus areas in the community: the Downtown Focus Area and the I-30/FM 551 Focus Area. Throughout the Design Studio a series of concept iterations were produced with the final concepts presented on the last day and integrated into the comprehensive plan. The design process considered the following elements:

- Redevelopment opportunities
- Creation of community nodes and sub-districts
- Opportunities for connections to surrounding neighborhoods
- Multi-modal circulation
- Design for walkability

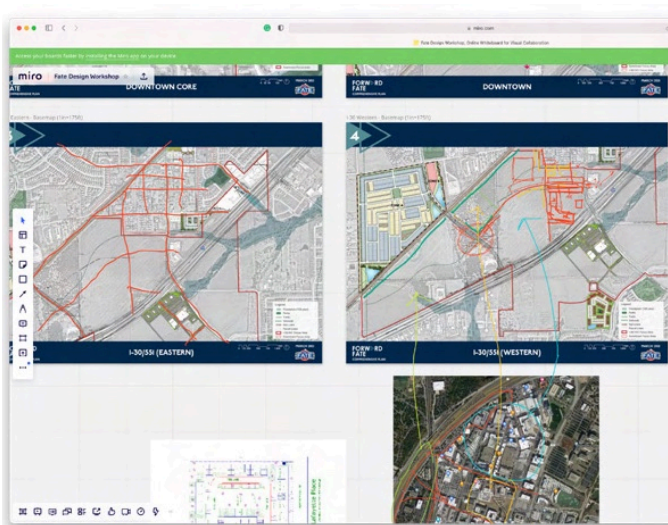
The designs for the focus areas use the identified place types and their correlating parameters as the foundation and create more detailed concept maps that determine locations for more specific uses. For the Downtown Focus Area, the primary place types that were expanded upon were the Downtown Core and Dynamic Neighborhood. The I-30/FM 551 Focus Area expanded upon the Mixed-Use Center and Business & Innovation Center place types. For more details about the two focus area designs refer to pages 39-42 and **The Focus Area Plans Appendix**.



Public input during Design Studio



Code Studio design work for the concept plans



Virtual public input sessions during Design Studio

FUTURE LAND USE MAP

INTERPRETATION OF THE FUTURE LAND USE MAP

The Future Land Use Map, shown in **Map 2.1**, illustrates the preferred future development pattern within the city limits and ETJ. The character, development intensity, and distribution of land uses are represented by the place types established for Fate. **Table 2.1** breaks down the percentage of the total land area within the city limits for each place type.

The Future Land Use Map serves as the blueprint for City decision making to ensure that future development accommodates projected growth. The Preferred Growth Scenario, created during the scenario planning process (see Part I: Community Vision), was used to inform the Future Land Use Map. The distribution of place types on the Future Land Use Map reflects the key attributes developed in the Preferred Growth Scenario including:

- Promoting higher density development in and adjacent to the existing Downtown Core to reflect ongoing development activities and momentum.
- Limiting single-family residential development to entitled land approved prior to the comprehensive plan, while incorporating a wider range of residential densities to accommodate future growth.
- Supporting development along key corridors to fulfill retail and commercial needs and economic opportunities for the community.
- Designating areas for mixed-use development, either horizontal or vertical mixed-use, that encourage a variety of development types and increase overall land productivity.

The place type boundaries represent approximate location. To achieve development continuity, the City should exercise discretion when determining which place type development parameters should be applied to small parcels that are divided by or are directly adjacent to more than one place type.

The following guidelines should be considered when interpreting and implementing the Future Land Use Map:

Fixed Geographical Features

Place type boundaries that follow boundaries of defined features such as major roadways, railroads, and drainage channels, should be considered fixed and not subject to interpretative adjustment.

Large Development Tracts

Large tracts of land that contain substantial areas within more than one place type should be developed in a manner that reflects the designated place type development parameters within each area of the tract which it is located.

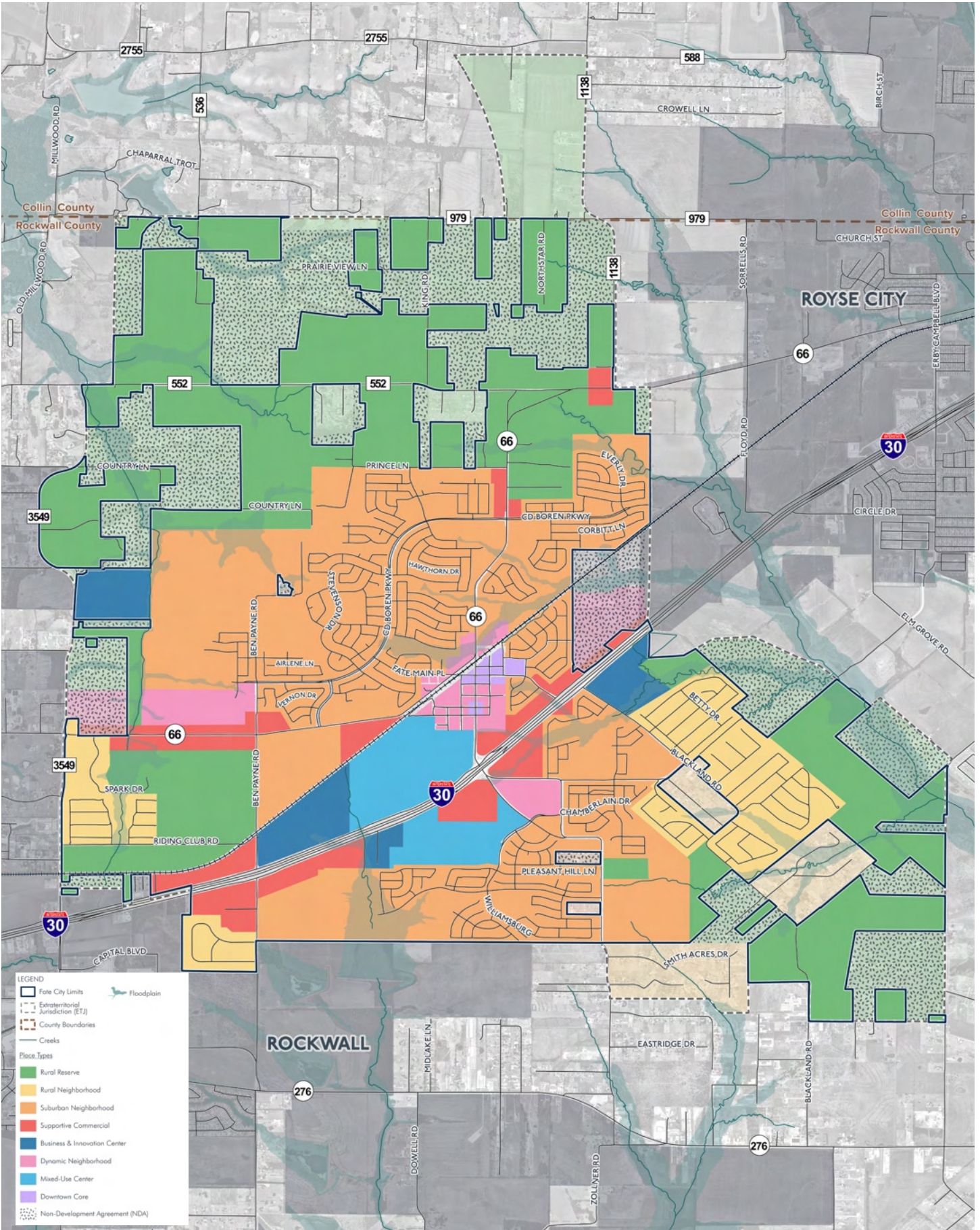
Parcel Remnants

Small portions of a parcel that encroach into an adjacent place type should develop according to the characteristics of the predominant place type, unless adherence to the characteristics of the secondary area are needed to promote the overall policies of this plan.

It is important to note that the Future Land Use Map does not constitute zoning, but rather should serve as the foundation for future updates to the zoning code.

Table 2.1 | Future Land Use Map Place Type Composition

Place Type	Percentage of Total Acreage
Rural Reserve	38.66%
Rural Neighborhood	8.47%
Suburban Neighborhood	36.76%
Supportive Commercial	6.15%
Business & Innovation Center	3.33%
Dynamic Neighborhood	2.58%
Mixed-Use Center	3.75%
Downtown Core	0.30%



Map 2.1 | Future Land Use Map



Note: A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.

PLACE TYPES

PLACE TYPE DESCRIPTIONS

The Future Land Use Map, shown on page 28, illustrates the eight place types created for Fate. Detailed descriptions of the individual place types can be found on pages 31-38. **Table 2.2** summarizes the defining attributes that comprise each place type, creating the development parameters. The development parameters defined for the place types should be a guide for the City when reviewing proposed developments in the future. These development parameters will determine two factors – development appropriateness and development compatibility. Development appropriateness considers whether a development pattern fits within the land uses that are supported by a place type. Development compatibility considers whether a development pattern will complement or align with existing land uses, proximate land uses, and general character of an area (i.e., building design, site layout, scale).

Through this planning process, place types were also determined for Fate’s ETJ; however, based on current state law, unilateral annexations are no longer possible for most Texas municipalities. Annexation of any areas

within the City’s ETJ would have to occur on a voluntary basis led by the landowners. Additionally, at the time of this plan’s creation, Fate had already entered into non-development agreements for properties within its ETJ. Under these agreements the properties cannot be developed in any manner until expiration of the agreement unless agreed to by the property owner and City (10 years from establishment). At the end of the 10-year period the properties will be annexed by the City as established in the agreements. As planning for long-term growth is a primary outcome of this plan it would be advantageous to establish preferred development patterns that align with fiscal responsibility goals and accommodate projected growth within the city’s ETJ. Therefore, the Future Land Use Map identifies recommended place types for these areas that would be considered at the expiration of the non-development agreements or in the event of voluntary annexation in order to establish future development parameters that promote the long-term community vision for these areas.

Table 2.2 | Place Type Attributes

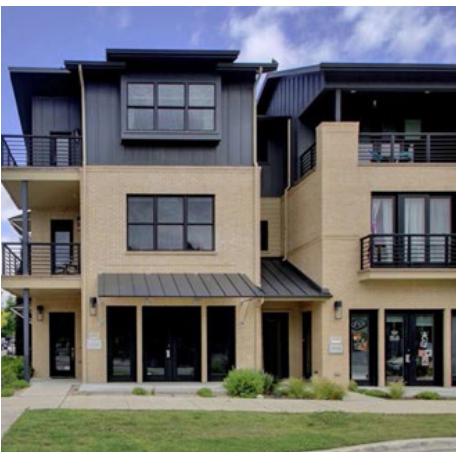
Attributes	Definitions
Description	Briefly describes the preferred character of development within the place type.
Land Uses	Gives an abbreviated list of land uses appropriate within the place type. This list is representative only and the City may determine that additional land uses, similar in nature, may be compatible with the place type designation.
Representative Zoning Districts	Identifies the existing City zoning districts that may support some or all of the identified land uses.
Units of Measurement	Defines the minimum size of development that would be appropriate within the place type (e.g., square footage, acres, dwelling units per acre, building height).
Development Policy Considerations	These policies are intended to guide development in a manner that is consistent with the preferred growth scenario and the community vision. These policies may be applied through the municipal development review process and updates or amendments to the Unified Development Ordinance.



Example of Rural Place Types



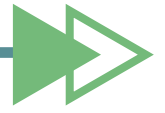
Example of Suburban Place Types



Example of Urban Place Types



RURAL RESERVE



DESCRIPTION

Rural Reserve includes a mix of land uses such as farming, ranching, and other agriculture related services; supporting farmsteads; and limited residential estate. Suburban and urban development is prohibited in this place type.

REPRESENTATIVE LAND USES

- Agricultural or ranch lands
- Natural areas and general open space
- Single-family dwellings (detached) on large lots

REPRESENTATIVE ZONING DISTRICTS

- Agricultural
- Rural Estate

UNITS OF MEASUREMENT

Minimum lot area: 5 acres

DEVELOPMENT POLICY CONSIDERATIONS

- Promote cluster development techniques to maximize land conservation.
- Utilize a rural roadway cross section with open bar ditches and no sidewalks.
- Locate residential development in a manner that does not disrupt the economic viability of agricultural operation.
- Avoid development within the 100-year floodplain or in other key habitat or resource areas.



Rural Estate

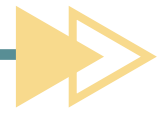


Agricultural Land



Agricultural Land

RURAL NEIGHBORHOOD



DESCRIPTION

Rural Neighborhoods provide for low-density residential and limited agricultural land uses including ranchettes, themed subdivisions, large-lot single-family subdivisions, and conservation subdivisions. Large areas within this place type are reserved for resource conservation or open space preservation that are woven within developed areas. Suburban and urban development is prohibited in this place type.

LAND USES

- Single-family dwellings (detached)
- Agricultural fields and pastures
- Natural areas and general open space
- Community buildings and facilities
- Limited commercial services
- Parks and recreation facilities
- Places of assembly

REPRESENTATIVE ZONING DISTRICTS

- Residential Estate

UNITS OF MEASUREMENT

Minimum lot area: 1 acre

DEVELOPMENT POLICY CONSIDERATIONS

- Minimize grading activity and design new development in a manner that best utilizes existing topography.
- Utilize a rural roadway cross section with open bar ditches and no sidewalks except for conservation subdivisions.
- Limit extension of water and sewer infrastructure to only serve small-scale development activity.
- Protect and preserve natural features such as floodplain for the public good.
- Avoid development within 100-year floodplain or in key habitat or resource areas.



Single-family residential



Rural residential neighborhood



Single-family residential

SUBURBAN NEIGHBORHOOD



DESCRIPTION

The Suburban Neighborhood place type provides for low-to-moderate density residential land uses intermixed with areas of commercial development. Predominant land uses include single-family and multi-family development, retail and office uses, and other ancillary institutional and public uses such as schools, parks, and places of worship. Provides for 'missing middle' housing such as townhomes and accessory dwelling units.

LAND USES

- Single-family dwellings (detached and attached)
- Multi-family dwellings
- Commercial services; places of assembly
- Community buildings and facilities
- Schools
- Park and recreation facilities
- Natural areas and open space

REPRESENTATIVE ZONING DISTRICTS

- Suburban R-1
- Suburban R-2
- Residential Urban R-3
- Neighborhood Commercial
- Planned Developments

UNITS OF MEASUREMENT

General gross density: 10 du/acre (single-family)
14 du/acre (multi-family)

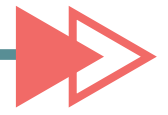
DEVELOPMENT POLICY CONSIDERATIONS

- Provide a diversity of residential building types, lot sizes, density ranges, and architectural styles.
- Provide transitions between developments with residential lots and buildings of varying size, heights, and scale.
- Distribute areas of 'missing middle' housing types to promote mixed-residential neighborhoods.
- Locate low-density multi-family development near employment or other activity centers.
- Concentrate commercial land uses around intersections. Promote shallow setbacks at intersections and locate parking areas behind front building lines.
- Reserve land for parks, schools, and other civic and institutional uses. Distribute to provide vehicular access via major thoroughfares, and pedestrian access from residential areas within 1/2 mile walksheds.
- Mitigate stormwater impacts through green street design.
- Minimize grading activity and design new development in a manner that best utilizes existing topography.
- Provide a continuous system of natural or recreational open space throughout new development.
- Provide a system of interconnected streets and trails that provide accessibility from developments to community destinations.
- Minimize development within 100-year floodplains and mitigate using green infrastructure and site design practices.



Single-family residential townhomes

SUPPORTIVE COMMERCIAL



DESCRIPTION

The Supportive Commercial place type is defined by large retail and professional service uses, often located in multi-tenant shopping centers and office buildings, as well as hotels, restaurants, and other services. Supportive Commercial land uses are of a scale and character to serve as a citywide and regional draw.

LAND USES

- General retail and restaurants
- Shopping centers
- Professional offices
- Places of assembly

REPRESENTATIVE ZONING DISTRICTS

- Highway Commercial
- Professional Office
- Neighborhood Commercial

UNITS OF MEASUREMENT

Minimum lot area: 5,000 to 10,000 SF

DEVELOPMENT POLICY CONSIDERATIONS

- Apply a uniform, thematic architectural style to buildings, and uniform design to signage, landscaping and other site features within a specific site.
- Avoid development within 100-year floodplains and mitigate using green infrastructure and site design practices.
- Provide primary vehicular access points from major thoroughfares and require inter-parcel connectivity.
- Preserve major thoroughfare corridors through development sites and arrange buildings, parking areas, and driveway aisles to provide for future street extensions.
- Provide a system of convenient pedestrian and bicycle facilities to ensure connectivity between parking, adjacent streets, and all on-site facilities.
- Establish standard which provide for non-vehicular interconnectivity to all abutting residential areas.
- Incorporate social space for public gathering and relaxation.
- Maximize tree cover and landscaping along pedestrian corridors and in association with public gathering spaces.
- Break up parking areas with vegetation, amenities, and other features to prevent a “sea of cars” character.

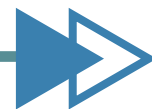


General commercial retail



Commercial shopping complex

BUSINESS & INNOVATION CENTER



DESCRIPTION

The Business & Innovation Center place type is intended for concentrations of warehousing, trade, transportation, research and development, manufacturing, corporate campus, and light industrial uses. This place type allows for the development of supporting infrastructure for freight traffic, water, and sewer services needs.

LAND USES

- Light industrial
- Manufacturing
- Wholesale trade
- General retail sales
- Commercial services
- Professional offices

REPRESENTATIVE ZONING DISTRICTS

- Industrial
- Professional Office
- Highway Commercial

UNITS OF MEASUREMENT

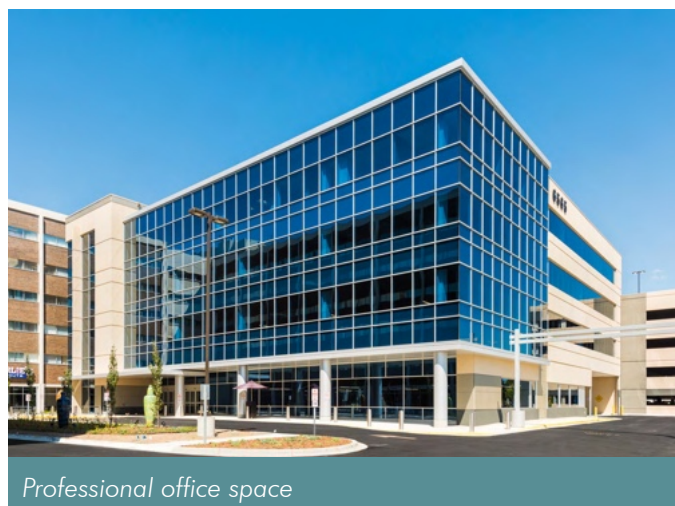
Minimum lot area: 10,000 SF

DEVELOPMENT POLICY CONSIDERATIONS

- Incorporate high quality architectural design for building facades that can be viewed from the street right-of-way or other public spaces.
- Avoid development within 100-year floodplains and mitigate using green infrastructure and site design practices.
- Design public streets with ample median and parkway widths to provide visual and physical separation between large vehicles and pedestrians.
- Provide primary vehicular access points from major thoroughfares.
- Preserve major thoroughfare corridors through development sites and arrange buildings, parking areas, and driveway aisle to provide for future street extensions.
- Provide a system of convenient pedestrian and bicycle facilities to ensure connectivity between parking, adjacent streets, and all on-site facilities.
- Provide transition areas from non-residential land to residential uses.
- Configure back-of-house activities (e.g., loading bays) to avoid view from public right-of-way and gathering spaces).



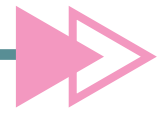
Light industrial facility



Professional office space



DYNAMIC NEIGHBORHOOD



DESCRIPTION

Dynamic Neighborhoods include a variety of residential housing types at medium-to-high densities and areas of supporting neighborhood commercial development. The place type includes single-family and multi-family dwelling types, neighborhood retail and office uses, and contains many of the city's established neighborhoods close to the downtown core. Residential and low-impact non-residential uses are closely integrated, both geographically and functionally.

LAND USES

- Single-family dwellings (detached and attached)
- Multi-family dwellings
- Commercial services
- Places of assembly
- Schools
- Community building and facilities
- Professional offices
- Parks and recreation facilities
- Live/work units

REPRESENTATIVE ZONING DISTRICTS

- Residential Urban R-3
- Residential Urban R-4
- Neighborhood Commercial
- Old Town Transition

UNITS OF MEASUREMENT

General design height: 4 stories

DEVELOPMENT POLICY CONSIDERATIONS

- Allow for a diverse mix of detached and attached single-family housing types.
- Promote higher development intensities along major thoroughfares.
- Incorporate small-scale commercial uses or mixed-use buildings on major thoroughfares.
- Provide transitions in development scale between commercial and mixed-use corridors and nodes, and surrounding single-family neighborhoods.
- Conceal non-residential and multi-family parking areas behind building facades where feasible.
- Design roadways with large active frontages for pedestrian activity.
- Incorporate parks to provide access from all residential areas within a 1/2-mile walkshed.



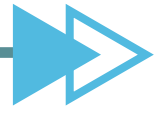
Single-family townhomes



Commercial retail space



MIXED-USE CENTER



DESCRIPTION

The Mixed-Use Center place type includes a mix of commercial and residential uses on the same parcel either through horizontal or vertical mixed-use. Emphasis is placed on pedestrian walkability throughout developments.

LAND USES

- Multi-family dwellings
- General retail
- Professional office
- Parks and recreation facilities
- Places of assembly
- Community buildings

REPRESENTATIVE ZONING DISTRICTS

- Highway Mixed-Use
- Mixed-Use Transition
- Regional Mixed-Use Overlay District

UNITS OF MEASUREMENT

General design height: 5 stories

DEVELOPMENT POLICY CONSIDERATIONS

- Construct vertical mixed-use buildings with upper-floor residential and ground floor flex space for residential and non-residential uses.
- Line streets and other public spaces with building facades that incorporate windows and architectural features that provide visual interest.
- Design projects to accommodate easy travel by walking or biking to jobs, shopping, entertainment, and recreation.
- Create and maintain small block sizes and extend the standard street grid where applicable.
- Conceal parking areas behind buildings and within structures.

- Incorporate civic parks for public gathering and relaxation.
- Provide shallow building setbacks and an urban street cross section which prioritizes pedestrian activities and amenities.



Mixed-use office over retail space



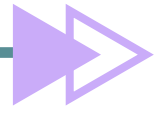
Mixed-use residential over commercial space



Mixed-use center



DOWNTOWN CORE



DESCRIPTION

The Downtown Core place type includes a mix of residential and non-residential land uses that are associated with the traditional city center of Fate. The place type supports institutional, cultural, employment, shopping, and entertainment uses while also providing high-density residential living options to create an energized environment to live, work, and play.

LAND USES

- Multi-family dwellings
- General retail
- Professional office
- Civic uses
- Parks and recreation facilities
- Vertical Mixed-use

REPRESENTATIVE ZONING DISTRICTS

- Old Town Core
- Downtown Special Overlay District
- Old Town Transition

UNITS OF MEASUREMENT

General design height: 5 stories

DEVELOPMENT POLICY CONSIDERATIONS

- Construct mixed-use buildings with upper-floor residential and ground floor flex space for residential and non-residential uses.
- Line streets and other public spaces with building facades that incorporate windows and architectural features that provide visual interest.
- Maintain and promote street grid interconnectivity.
- Provide shallow setbacks and an urban street cross section which prioritizes pedestrian activity.
- Conceal parking areas behind buildings and within structures.
- Incorporate civic parks for public gathering and relaxation.
- Orient buildings to provide direct pedestrian access from street-facing facades.
- Allow for live-work opportunities.
- Incorporate walkways and breezeways for high interconnectivity and interest within the district.
- Facilitate cultural and community activities through provision of dedicated and/or adaptable gathering spaces.



Downtown retail space



Mixed-use residential space



FOCUS AREA HIGHLIGHTS

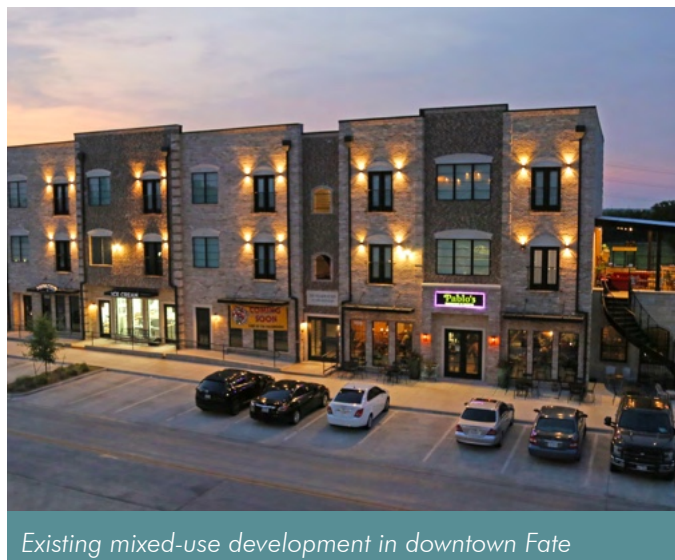
DOWNTOWN FOCUS AREA

The design concept for the Downtown Focus Area is built upon the development parameters and intended character of the Downtown Core and Dynamic Neighborhood place types as well as the existing character of Fate's Downtown.

The goal for this focus area is to ensure that future development and public investments build upon the unique character of the downtown core as a walkable, bikeable, pedestrian-scaled, and active main street area.

The overall concept is centered around a multi-modal network hierarchy and sub-districts, which detail where land uses would be most appropriate within the downtown area. These sub-districts include Downtown Center, Downtown General, and Downtown Residential.

The concept designates two locations as Downtown Center sub-district, which will support the highest intensity of mixed-use and reflect current development practices in this part of the city. The Downtown General subdistrict is designated along the major streets and in areas where development or redevelopment is occurring. This sub-district supports a walkable, urban environment and is defined by moderate-to-high residential developments, commercial uses, and mixed-use buildings. The Downtown Residential sub-district is located in areas that currently support residential uses and are ripe for redevelopment into higher intensity residential development over time.

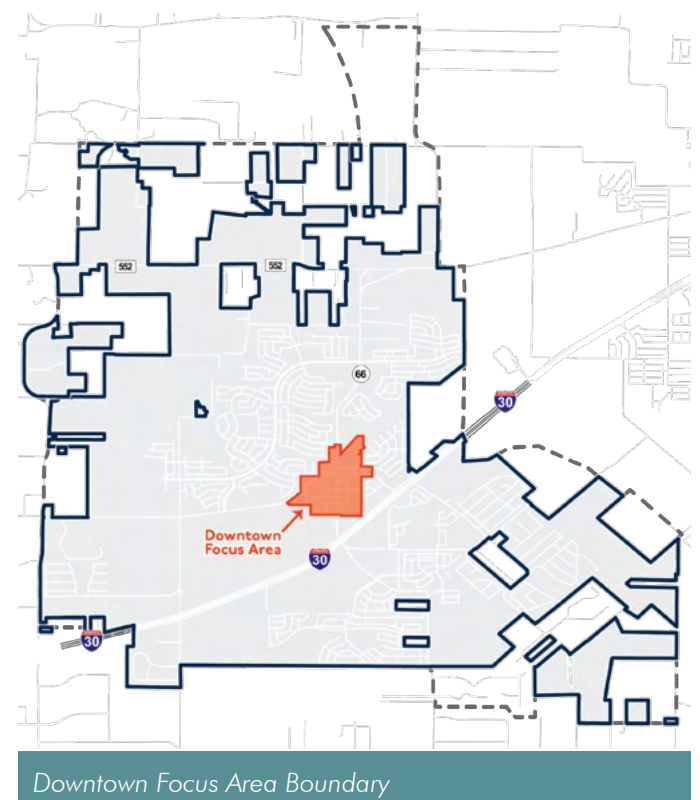


Additionally, it provides for incremental infill of residential development that is a moderate-to-high density and accommodates a variety of housing needs as demand grows.

The Downtown Focus Area also looks at six strategic opportunities that would serve as catalytic projects to further enhance the character of Fate's downtown:

- WE Crawford Avenue (FM 551) roadway reconfiguration
- WE Crawford Avenue & Highway 66 intersection realignment
- Gas station (Fate Main Place/Crawford Avenue) Screening
- Parklets
- DPS station event space
- Indoor/outdoor dining

More details on the Downtown Focus Area can be found in the **Focus Area Plans Appendix**.



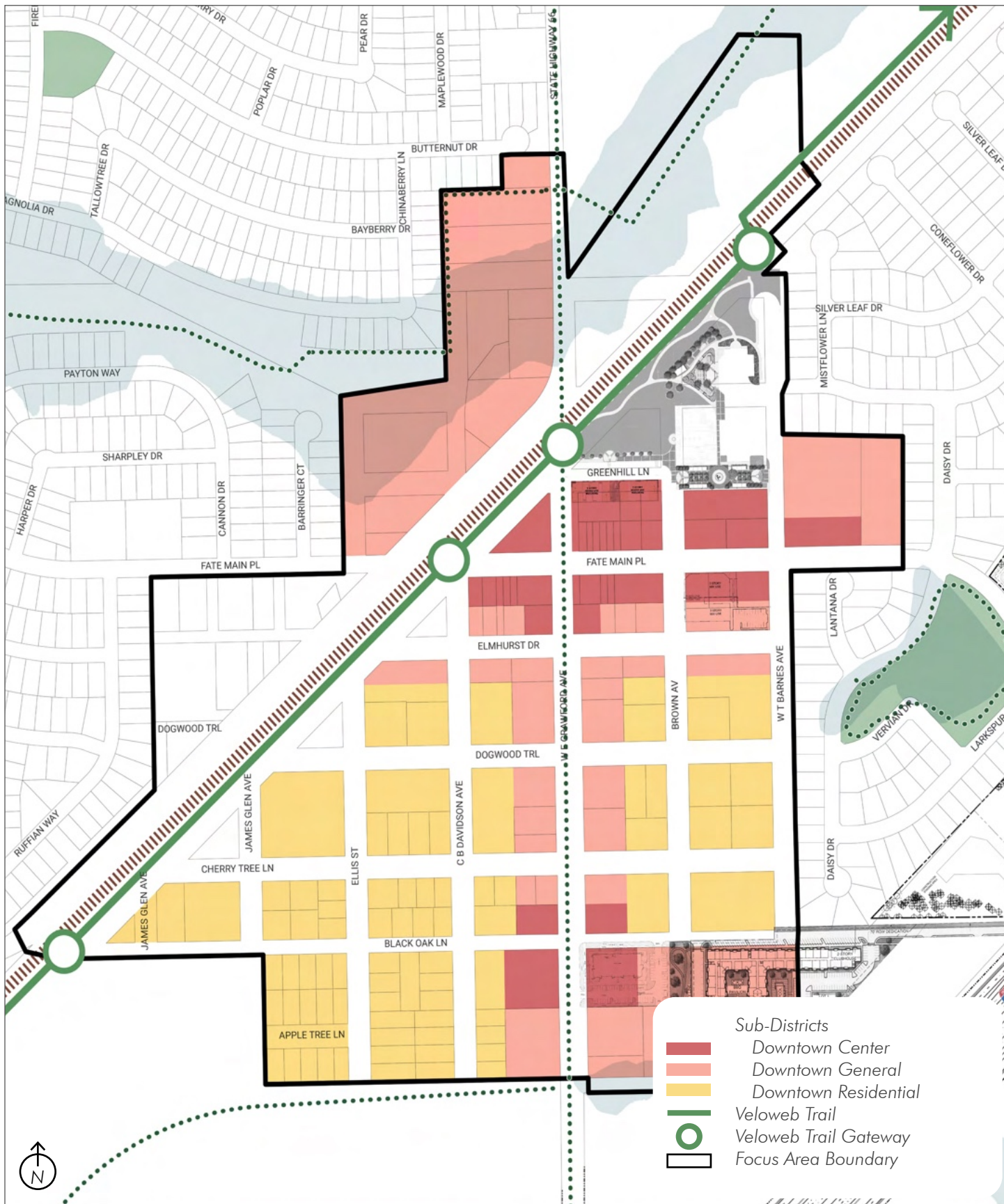


Figure 2.4 | Downtown Focus Area



I-30/FM 551 FOCUS AREA

The design concept for the I-30/FM 551 Focus Area is built upon the development parameters outlined for the Mixed-Use Center and Business & Innovation Center place types and initially looked at the developable land north of I-30.

The overall goal for this focus area is to create a flexible framework that invites private development to the interchange area that is fiscally sustainable, pedestrian-scaled, high quality, and supportive of growth in downtown and surrounding neighborhoods.

This approximately 266-acre focus area is broken down into three districts: Active Core, Neighborhood Core, and Innovation Core; each of which are served by a southern gateway (off the I-30 service road), centered around a north-south corridor, and connected to each other by an east-west boulevard. The Active Core district, located at the eastern portion of the focus area, is accessible from FM 551, I-30, and the downtown core. The character of this district is intended to continue that of the Downtown Focus Area with similar intensities and mixes of uses. The Neighborhood Core district, located in the center of the focus area, is positioned around the future extension of Woodcreek Boulevard and will serve neighborhoods to the north while supporting a range of land uses with enhanced multi-modal connectivity. The Innovation Core district, located in the western portion of the focus area, will serve as a regional job center. Future development in this district is focused on attracting a variety of employment and economic opportunities for the City.

Similar to the Downtown Core Focus Area, sub-districts for the I-30/FM 551 Focus Area were defined: Urban Center, Flex Zone, Residential Transition, General Urban, and Innovation Campus. The Urban Core sub-district supports high intensity mixed-use development and is intended to be a regional destination for retail and entertainment. The Flex Zone sub-district allows for parking facilities and pad sites that support development in the Urban Center and General Urban sub-districts. The Residential Transition sub-district promotes a variety of moderate density housing options and neighborhood commercial uses and serves as a transition from the Downtown Center Focus Area.

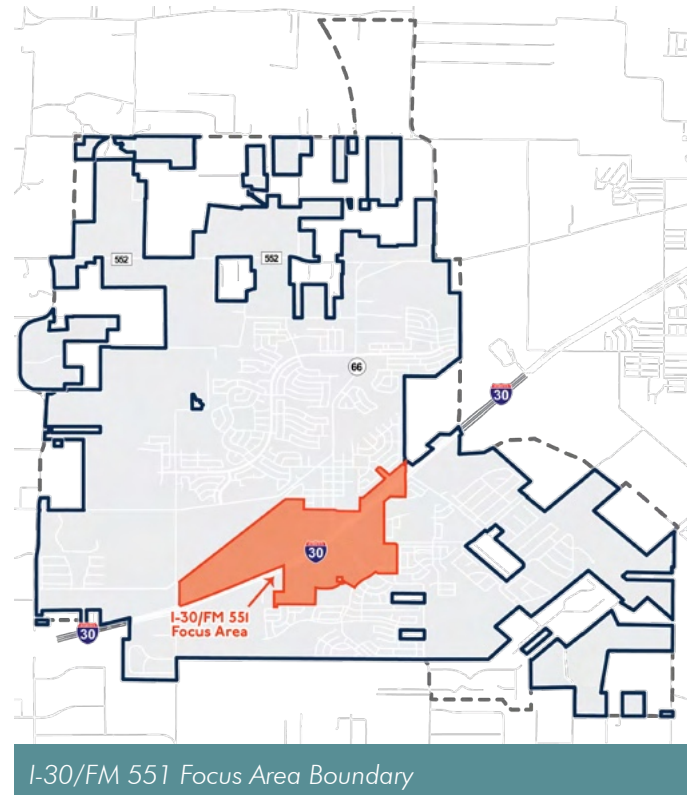
The General Urban sub-district is flexible in the uses it supports including residential, commercial, and mixed-use buildings to establish a sense of place within the focus area, with a strong orientation towards the major intersection of Woodcreek Boulevard and the east/west collector. The Innovation Campus sub-district supports development for regional employment opportunities.

Additionally, a concept was created for the south side of I-30 to create continuity around the four corners of the I-30/FM 551 interchange.

The I-30/FM 551 Focus Area plan also looks at three strategic opportunities that would serve as catalytic projects to further enhance the character and function of this area:

- Stormwater management at sub-district Gateways
- Municipal managed district parking
- I-30/FM 551 underpass improvements

More details on the I-30/FM 551 Focus Area can be found in the **Focus Area Plans Appendix**.



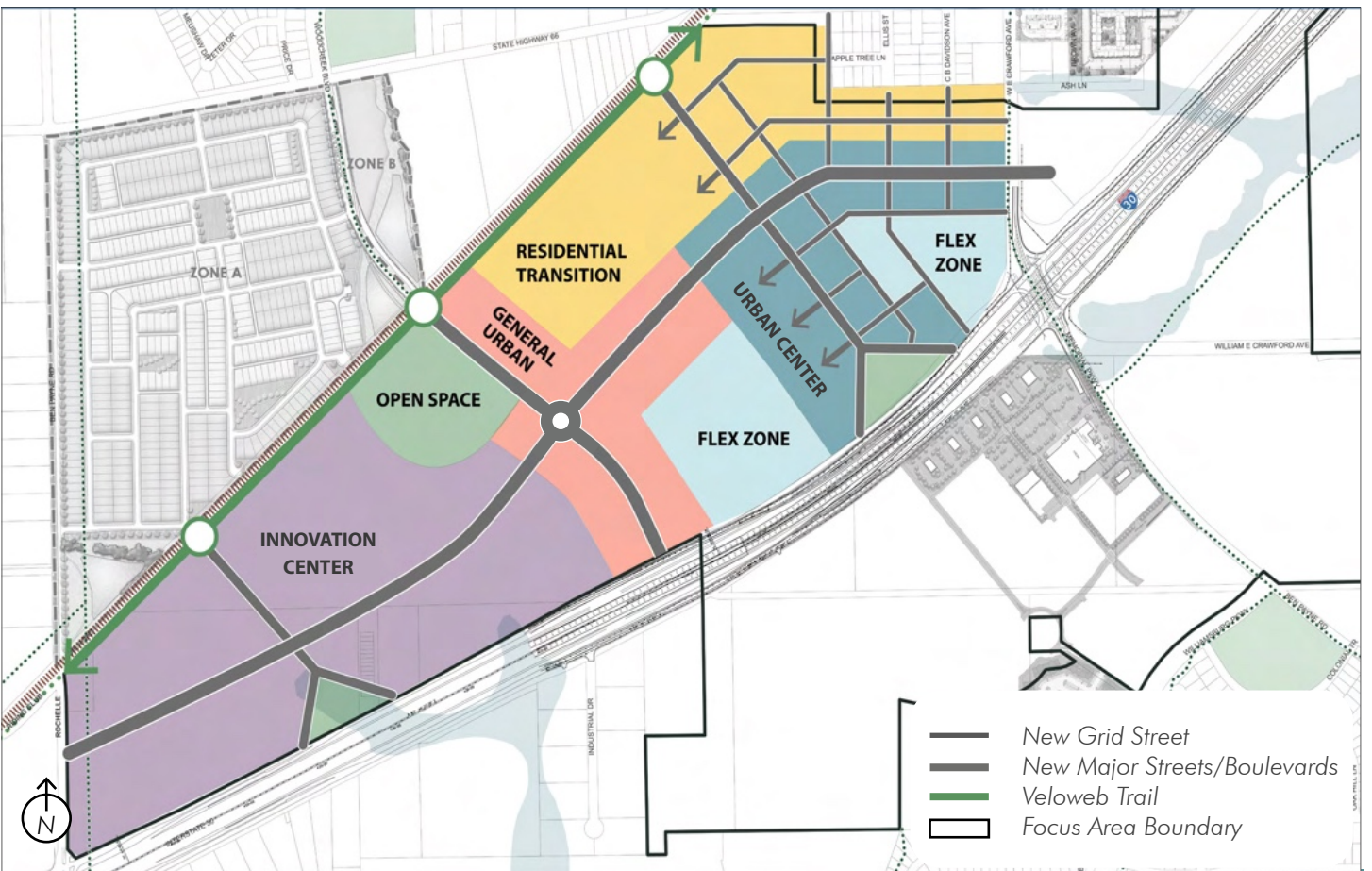


Figure 2.5 | I-30/FM 55I Focus Area



INTEGRATION WITH OTHER PLANS

Although this comprehensive plan serves as the overarching policy document to guide future development in the city, there are many other planning efforts that have been done previously and will continue to be updated in the future. This section highlights some of these existing plans and how they relate to the comprehensive plan.

THOROUGHFARE PLAN

The current thoroughfare plan for Fate was updated in 2020. The map identifies current and future roadways and applies a classification based on the roadway function. The **Community Assessment** describes the different roadway classifications in more detail, but generally they include arterials and collectors. The Future Land Use Map that depicts the community’s vision for future land uses is and shall continued to be thoroughly tied to the thoroughfare plan.

Map 2.2 depicts the Future Land Use Map overlaid with the thoroughfare plan. Utilizing both of these maps simultaneously is important when considering new development or redevelopment in terms of what type of development would be appropriate and what type of roadway will serve the area. The remaining roadways not highlighted as arterials or collectors on the map are local roadways within neighborhoods.

Land Use - Transportation Connection

There is a distinct land use-transportation connection since the design of roads can influence the style and intensity of surrounding development. The roadways identified as arterials, such as SH 66 and Ben Payne Road, can support traffic from nearby residential and commercial alike. Collector streets more typically connect residential areas to each other. Additionally, FM 551 through downtown Fate is a collector while the northern and southern segments of the roadway are arterials. This is because the context in downtown is different and therefore should feature more pedestrian elements and traffic calming to entice people to slow down and visit the local businesses.

Mobility and Access

Different types of roadways have varying levels of mobility and access. Mobility can be defined as how far you can go in a certain amount of time whereas accessibility refers to how much you can get to in a certain amount of time. Mobility and access have an inverse relationship,

roadways that have greater mobility have less access and vice versa. For example, a local street within a neighborhood allows you to access a number of houses but you can’t travel very far very quickly. On the other hand, a highway has the best mobility in terms of how far you can travel, but it has limited access on and off the roadway. **Figure 2.6** depicts the relationship between mobility and access for the different roadway types depicted on the Fate Thoroughfare Plan map.

Multi-Modal Considerations

Finally, as discussed throughout this comprehensive plan document, the opportunity to walk and bike in Fate is increasingly valued by the community. Future updates of the thoroughfare plan will integrate multi-modal considerations by including bicycle and pedestrian facilities in the recommended cross-sections and making reference to the latest trail master plan. As the trail and bikeway network in Fate is built out in the future, trail connectivity and safe intersections will be a top priority.

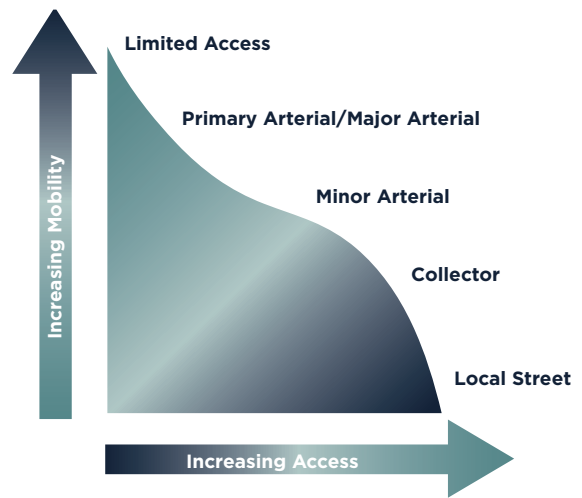
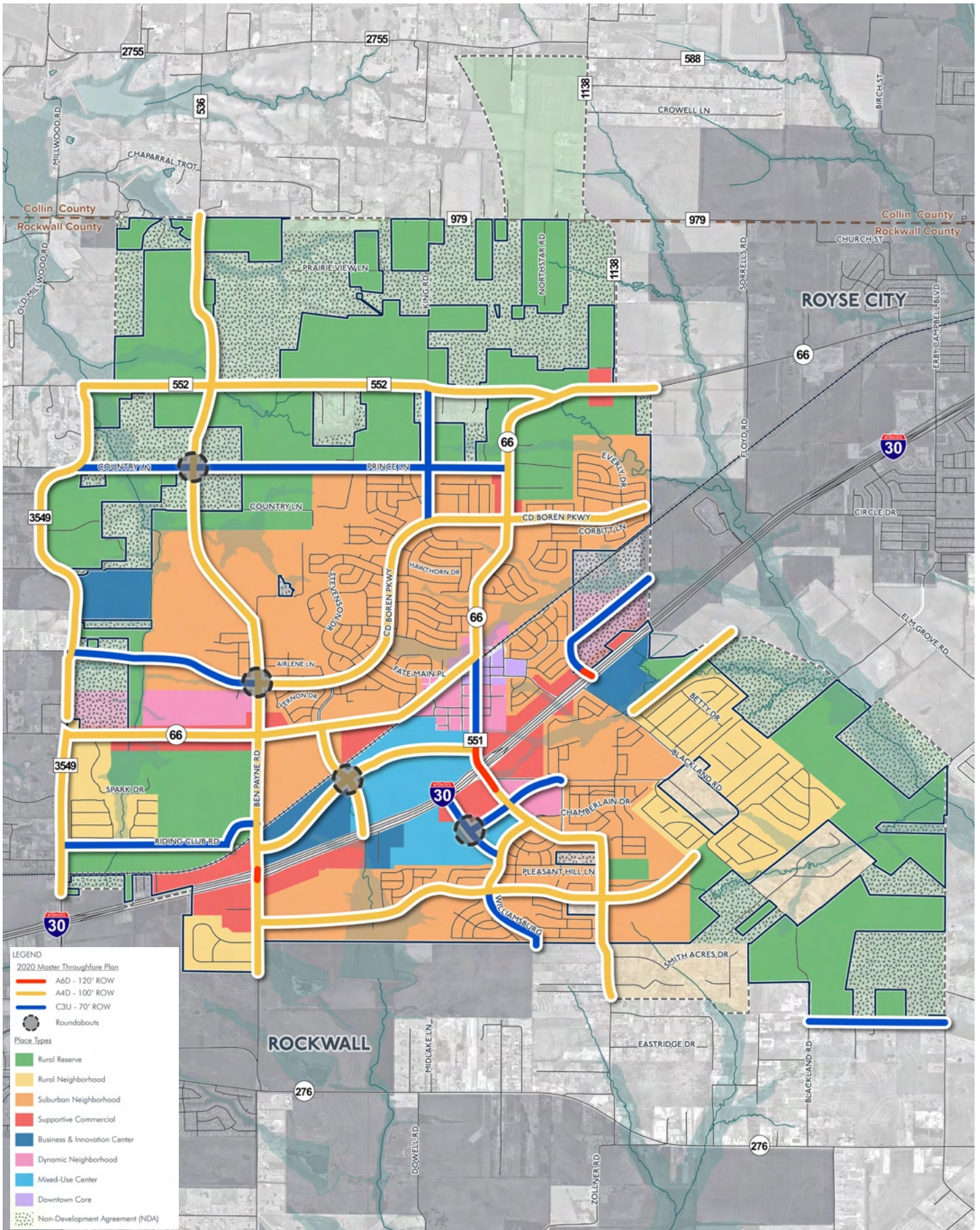


Figure 2.6 | Mobility & Access Functions

Table 2.3 | FHWA Functional Classifications

FHWA Categories	Primary Purpose
Interstate	Long-distance travel
Principal Arterial	Mobility within city
Minor Arterial	Moderate length trips
Major Collectors	Connect to arterials
Minor Collectors	Connect to arterials
Local Streets	Property Access



Map 2.2 | Future Land Use Map with 2020 Thoroughfare Plan



Note: A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.

OTHER PLANS

In addition to the thoroughfare plan there are other plans that Fate has adopted in the past several years, including the **water master plan**, **wastewater plan**, and **parks and trails master plan**. The location of existing and planned utilities was used as a reference point for developing the future land use map in terms of which areas may not see

utilities added in the near-term and retained as a more rural character. As these utility and park & trail plans are updated in the future, they will reference the future land use map to identify future growth areas where additional infrastructure or parks and trails may be needed.

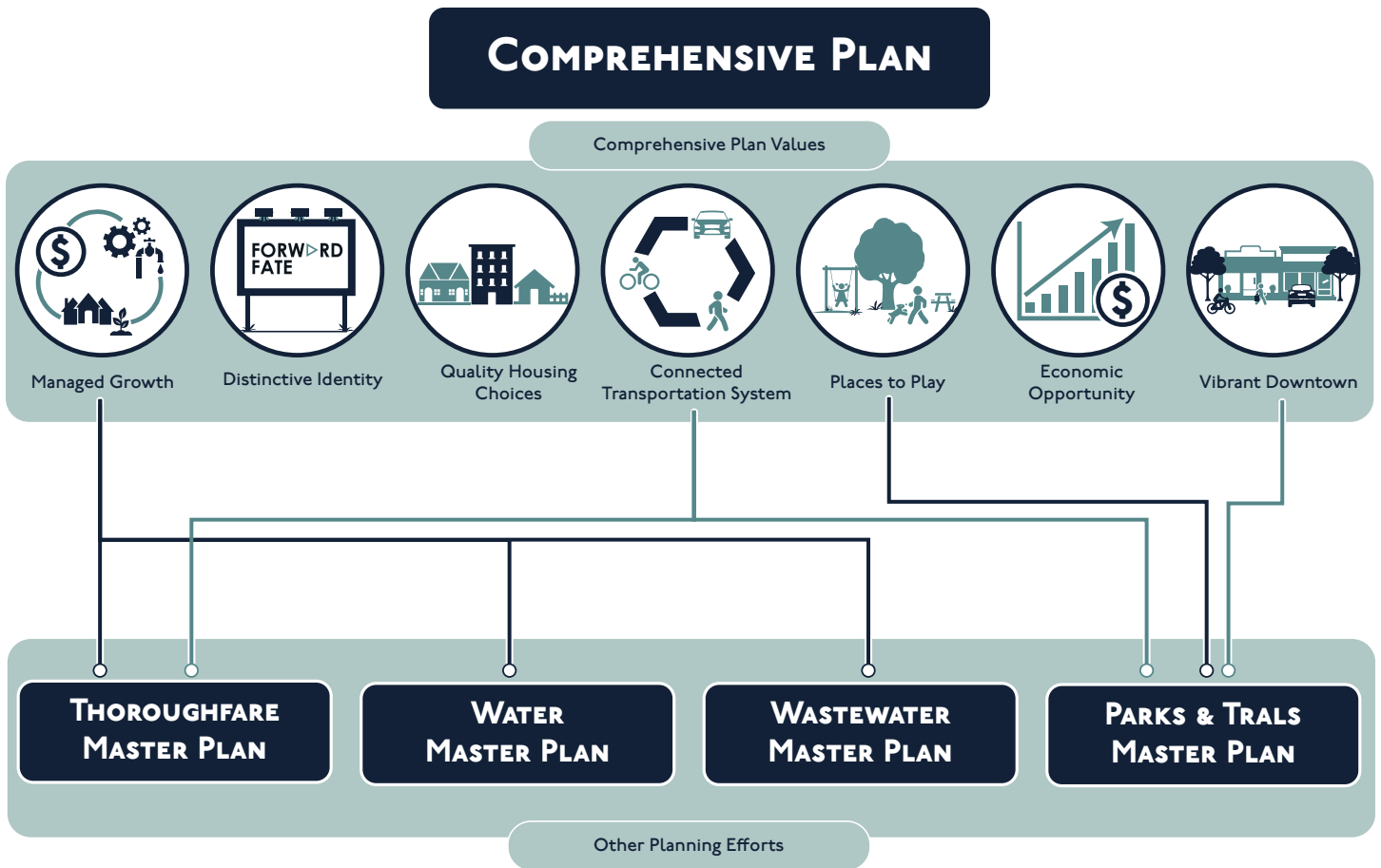


Figure 2.7 | Integration of the Comprehensive Plan with Other Planning Efforts



FORWARD FATE





Part III: Community Implementation

INTRODUCTION

In previous sections of the policy manual, the community vision was communicated and the approach for future community development was outlined. In this final section, implementation strategies are presented to help achieve the overall community vision for future development. This section is intended to serve as the guiding framework for the City of Fate and partners to implement over time.



Fate City Hall



IMPLEMENTATION ACTION PLAN

The Forward Fate implementation action plan coalesces the overall plan vision and goals presented earlier in this document into a series of actionable strategies to implement over time. The implementation action plan, starting on page 53, serves as the community blueprint for moving forward. The following pages describe each of the components included in the action tables.

ORGANIZATION

Structure

The implementation action plan is organized around three main components, value statements, goals, and strategies. There are seven total value statements, each value statement has three associated goals, and each goal has a varied number of associated strategies.

Value Statement - Reflect overarching community values that tie to the traditional elements of a comprehensive plan.

Goals - Reflect desired end state toward which planning efforts should be directed.

Strategies - Associated policies and actions that advance the intent of the goals and are measurable.

Types of Strategies

Each strategy in the implementation action table is categorized into a distinct type, which will impact how and who will be in charge of implementation and whether or not there is a cost associated with implementation.

Investment - New or adjusted capital or operational expenditure.

Study - Requires further analysis or investigation to determine most appropriate solution.

Regulation - Requires City Council approved modification to City ordinance.

Operations - Requires new or modified program, partnership, or staffing arrangement.

Policy - Requires a new or modified process or policy.

Timeframe

This column lists the timeframe in which the corresponding strategy should be initiated. Factors that help to determine the associated timeframe include feasibility of implementation, anticipated costs, and overall priority based on feedback from the community.

Short-Term - 1-3 years

Mid-Term - 3-5 years

Long-Term - 5+ years

Ongoing - Strategies that should continue throughout the planning period.

High-Priority Strategies

An additional column in the action table identifies which strategies should be prioritized for implementation based on level of importance. The City should use this high-priority list when preparing budgets and work plans for upcoming years to ensure these strategies can be implemented in the near-term wherever feasible.

Implementing Agency

Although the Planning & Development Department led the development of the overall comprehensive plan, they are not the only implementing entity. This column references the department which is intended to oversee implementation for specific strategies.

Partners

More than one department or entity may be involved in implementing a particular strategy. This column lists additional entities that could support the implementing agency. Some of the partners are groups outside of the City.



ORGANIZATION (CONTINUED)

Cost Considerations

Some of the strategies identified in the implementation action plan require additional funding to be able to implement. The cost considerations column presents the order of magnitude cost for the various strategies, categorized by the legend shown below. Many of the strategies would not require a significant new cost as they are operational or policy changes, so these strategies don't have a cost icon indicated. It is important to note that the costs that are included are based on 2021 planning-level estimates and will likely change over time.

- | \$ - Less than \$50K
- | \$\$ - \$50K - \$100K
- | \$\$\$ - \$100K - \$500K
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Corresponding Strategies

Some of the strategies listed in the action plans are related to others listed under a different value statement. This column serves as a reference point to relate the corresponding strategies together.

Finally, in order to ease with readability, several planning terms introduced in the action tables are defined in a glossary included at the beginning of this document. The terms that are defined in the glossary are hyperlinked in the implementation action tables.

ACTION PLAN TABLES

The following pages represent the action plan for the Forward Fate Comprehensive Plan. A brief discussion of each of the value statements is presented; for more discussion on each of the strategies, please refer to **Volume II: Strategic Playbook**. Some of the strategies are a continuation of actions already taken by the City, some are required by current state law, and others are considered best practices for community building and development.

WE VALUE...



MANAGED GROWTH

Fate will grow in a thoughtful manner that is coordinated and that considers long-term fiscal benefits and trade-off of development.

Growth management is a critical component to current and long-range planning in communities. With additional residential and commercial development comes the need for extensions or expansions of utility and roadway infrastructure as well as more demand on existing City services such as police, fire, emergency medical services, waste collection and general administrative services. Growth that is coordinated amongst different City departments, utility providers, transportation providers, and developers is essential for long-term prosperity.

The goals in this section are focused on creating flexible development patterns, being proactive about infrastructure development, and providing efficient public safety services all in a fiscally responsible manner. In total there are **14 total strategies** related to managed growth, seven of which are considered high priority for implementation.



Construction of new middle school



DISTINCTIVE IDENTITY

Fate will feature unique places and spaces that are family-friendly and accessible to all.

Throughout the visioning process for the comprehensive plan, a collective desire for a unique community identity was discussed. Given that development in Fate is relatively new and there are still a large number of vacant properties throughout the city, there is significant opportunity to ensure future development and redevelopment in Fate reflects the desired overall character.

The goals in this section are focused on supporting placemaking efforts, promoting growth at key centers and corridors, and refining design standards to enhance the overall character of the community. In total there are **12 total strategies** related to distinctive identity, three of which are considered high priority for implementation.



Mural in Downtown Fate



QUALITY HOUSING CHOICES

Fate will have a diverse range of housing options for residents at all stages of their lives.

Housing is an integral part of any community, as it can greatly influence whether people move to a community and whether or not they stay long-term. Housing today in Fate is almost entirely single-family detached homes, certainly an important housing type for families in suburban communities. However, there are not many options in Fate today for those at different stages of their lives, such as young professionals or empty nesters.

The goals in this section are focused on preserving existing neighborhoods, encouraging different types of housing in the community, and promoting quality of life amenities for residential areas. In total there are **13 total strategies** related to quality housing choices, three of which are considered high priority for implementation.



Residential neighborhood in Fate



CONNECTED TRANSPORTATION SYSTEM

Fate will support a safe, accessible, and efficient system for multiple transportation modes.

A safe and well-connected transportation system is vital for any community to support existing and attract new residents and businesses. The transportation system in Fate today is primarily auto-oriented, but if strategic improvements were made, there could be an increase in bicycle and pedestrian use for both commuting and recreational purposes.

The goals in this section are focused on providing a multi-modal transportation network, completing the thoroughfare system, and working with partners to improve and maintain the existing roadway system. In total there are **12 total strategies** related to connected transportation system, three of which are considered high priority for implementation.



PLACES TO PLAY

Fate will offer a variety of park, recreation, and trail amenities for active and passive users.

Park and recreation amenities are an important quality of life factor and are often the deciding factor for potential residents when they are searching for a new place to live. Fate today has a growing park and trail system which includes several privately maintained parks within residential subdivisions. As the community continues to grow, it will be important to provide equitable access to park space and diverse amenities that are reflective of the community needs and desires.

The goals in this section are focused on improving access to parks and park amenities and providing programming that meets a variety of interests. In total there are **15 total strategies** related to places to play, one of which is considered high priority for implementation.



Wide sidewalk in residential neighborhood in Fate



Playground at Robert Smith Family Park



ECONOMIC OPPORTUNITIES

Fate will be business-friendly and support efforts to give all residents the opportunity to be prosperous.

A fiscally responsible community is one that not only manages growth but also fosters a diverse and robust economic climate. Fate today is primarily a bedroom community, but as stated in the market analysis found within the **Community Assessment Appendix**, there is a lot of demand and momentum for more economic development opportunities for commercial and office uses moving forward.

The goals in this section are focused on promoting business recruitment and retention, diversity of development, and effective communication. In total there are **11 total strategies** related to economic opportunity, three of which are considered high priority for implementation.



VIBRANT DOWNTOWN

Fate will have a destination downtown that is the hub of the community for residents and visitors alike.

Downtown Fate has experienced a rejuvenation in the past several years, in part due to significant public investments in the roadways, streetscape, and public spaces. A directive from the community through this process has been to continue the momentum that has been occurring downtown to make it an even better place to live, work, shop, and play.

The goals in this section are focused on encouraging downtown development, public investments, and activation of downtown. In total there are **13 total strategies** related to vibrant downtown, five of which are considered high priority for implementation.



Local business in Downtown Fate



Mixed-use retail and residential development in Downtown Fate

Table 3.1 | Implementation Action Plan - Managed Growth



MANAGED GROWTH

Value Statement: Fate will grow in a thoughtful manner that is coordinated and that considers long-term fiscal benefits and trade-offs of development.

Strategy	Type of Strategy*	Timeframe**	High Priority	Implementing Agency	Partners	Cost Considerations***	Corresponding Strategies
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Goal MG-1 | Encourage balanced, efficient, and flexible development patterns that support existing residents and manage future growth in a fiscally sustainable manner.

MG-1.1	Prepare an update to the <u>Unified Development Ordinance</u> to incorporate the development strategies recommended in this comprehensive plan update.	Regulation	S	✓	Planning & Development	Developers, P&Z, City Council	\$\$\$	DI-2.4, DI-3.1, DI-3.3, HC-1.4, HC-2.3, VD-1.3, VD-2.3
MG-1.2	Evaluate future development proposals based on their consistency with the established place types and their relationship with surrounding land uses.	Policy	O	✓	Planning & Development	P&Z, City Council	N/A	DI-2.4
MG-1.3	<u>Codify the fiscal checklist</u> to review future development proposals.	Regulation	S	✓	Planning & Development	City Manager, City Council	N/A	
MG-1.4	Execute Non-Development Agreements (NDAs) per agreed upon timelines in respective agreements.	Policy	L		City Manager	Planning & Development	N/A	

Goal MG-2 | Ensure public infrastructure is provided and maintained in a proactive manner.

MG-2.1	Continue annual updates to the <u>Capital Improvement Plan (CIP)</u> to identify funding for infrastructure needs.	Study	O	✓	Public Works	CIAC	N/A	CT-3.1
MG-2.2	Implement the facilities and improvements identified in the 2016 water and wastewater master plans.	Investment	L		Public Works		\$\$\$\$	
MG-2.3	Continue to coordinate with other agencies or businesses that provide residents public services such as gas, water, electricity, and telecommunications.	Policy	O		City Manager	Public Works	N/A	

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 Policy: Requires a new or modified process or policy.

****Timeframe:**

S - Short-Term: 1-3 years
 M - Mid-Term: 3-5 years
 L - Long-Term: 5+ years
 O - Ongoing

*****Cost Considerations:**

\$ - Less than \$50K
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 \$\$\$ - \$100K - \$500K
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N/A - Operation of policy change - no significant additional cost
 TBD - To be determined by future study

Note: All underlined words represent key terms that are defined in the Strategic Playbook and in the glossary at the beginning of this volume.



Table 3.1 | Implementation Action Plan - Managed Growth (Continued)

MANAGED GROWTH

Value Statement: Fate will grow in a thoughtful manner that is coordinated and that considers long-term fiscal benefits and trade-offs of development.

Strategy	Type of Strategy*	Timeframe**	High Priority	Implementing Agency	Partners	Cost Considerations***	Corresponding Strategies
MG-2.4	Investment	S	✓	Planning & Development	Public Works	\$	
MG-2.5	Study	M		Finance	City Manager, Public Works	\$	
MG-2.6	Policy	O	✓	Planning & Development	City Manager, Public Works	N/A	
MG-2.7	Policy	O		Planning & Development	City Manager	N/A	

Goal MG-3 | Provide efficient public safety and City services to maintain the health, safety, and welfare of all residents.

MG-3.1	Operations	M	✓	Public Safety	City Manager	N/A	
MG-3.2	Investment	M		Public Safety	Public Works, Planning & Development	\$\$\$\$	VD-2.4
MG-3.3	Policy	O		Public Safety	City Manager	N/A	

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Table 3.2 | Implementation Action Plan - Distinctive Identity



DISTINCTIVE IDENTITY

Value Statement: Fate will feature unique places and space that are family-friendly and accessible to all.

Strategy	Type of Strategy*	Timeframe**	High Priority	Implementing Agency	Partners	Cost Considerations***	Corresponding Strategies	
Goal DI-1 Support placemaking efforts that enhance the community character of Fate.								
DI-1.1	Incorporate gateways as entryways into the community to identify Fate to visitors.	Investment	L		Planning & Development	TxDOT	\$\$\$	
DI-1.2	Promote the inclusion of public art in public and communal spaces.	Policy	O		Planning & Development	Parks & Rec Advisory Board, City Manager	\$	
DI-1.3	Develop a <u>community wayfinding</u> program to direct to key destinations.	Study, Investment	M		Planning & Development	Rockwall Area & Royse City Chambers	\$\$\$	VD-3.1
DI-1.4	Support neighborhood efforts to make gateway improvements to instill neighborhood pride.	Policy	O		HOAs	Planning & Development	N/A	
Goal DI-2 Promote community growth at activity centers and key corridors.								
DI-2.1	Promote a flexible framework for the I-30/ FM 551 focus area that is fiscally-sustainable, <u>pedestrian-scaled</u> , high quality, and supportive of growth of downtown and surrounding neighborhoods.	Policy	S	✓	Planning & Development	Developers, Landowners	N/A	CT-2.3, EO-3.2
DI-2.2	Encourage retail and commercial growth along Highway 66, FM 551, Ben Payne Rd, and I-30 as key corridors within Fate.	Policy	O		Economic Development	Planning & Development	N/A	
DI-2.3	Continue efforts to brand Downtown Fate as the community and cultural center of the City.	Operations	O	✓	Economic Development	City Manager	N/A	VD-3.1

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Table 3.2 | Implementation Action Plan - Distinctive Identity (Continued)

DISTINCTIVE IDENTITY

Value Statement: Fate will feature unique places and space that are family-friendly and accessible to all.

Strategy	Type of Strategy*	Timeframe**	High Priority	Implementing Agency	Partners	Cost Considerations***	Corresponding Strategies
DI-2.4 Allow for attached single-family, townhomes, and other lifestyle housing within areas identified as mixed-use and dynamic neighborhood place types.	Regulation	S	✓	Planning & Development	P&Z, City Council	N/A	MG-1.1, MG-1.2

Goal DI-3 | Establish building and site design standards that enhance the appearance and character of Fate.

DI-3.1 Incorporate code requirements for block configurations that enhances walkability, connectivity, and pedestrian-oriented uses.	Regulation	S		Planning & Development	P&Z, City Council	N/A	MG-1.1
DI-3.2 Work with partners to enhance <u>streetscape</u> amenities along key corridors and within the downtown and IH-30/FM 551 focus areas.	Investment	L		Planning & Development	Community Services and Building Safety, Public Works	N/A	
DI-3.3 Incorporate considerations for <u>long-term adaptability of buildings</u> when updating code requirements.	Regulation	S		Planning & Development	Community Services & Building Safety	N/A	MG-1.1
DI-3.4 Incorporate updates to building form requirements based on the intended character of the place types described in this comprehensive plan.	Regulation	S		Planning & Development		N/A	MG-1.1

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Table 3.3 | Implementation Action Plan - Quality Housing Choices



QUALITY HOUSING CHOICES

Value Statement: Fate will have a diverse range of housing options for residents at all stages of their lives.

Strategy	Type of Strategy*	Timeframe**	High Priority	Implementing Agency	Partners	Cost Considerations***	Corresponding Strategies
Goal HC-1 Support initiatives for the preservation of neighborhood quality and longevity.							
HC-1.1	Establish a neighborhood forum with HOAs and neighborhood organizations to discuss issues and opportunities.	Operations	L		City Manager	Planning & Development	N/A
HC-1.2	Continue administering the rental registration program within the city.	Operations	O		Property Standards		N/A
HC-1.3	Support efficient code enforcement efforts by increasing the number of inspectors as the number of residential units increase.	Operations	M		Property Standards	Building Inspection	N/A
HC-1.4	Ensure appropriate <u>transitions or buffers between residential areas and other uses.</u>	Policy	O		Planning & Development		MG-1.1
HC-1.5	Continue coordination with the school districts to plan for new school locations where needed due to growth.	Operations	O		City Manager	Planning & Development	N/A
HC-1.6	Discourage future creation of <u>MUDs</u> or <u>PIDs</u> for future single-family residential.	Policy	O	✓	Planning & Development	City Manager	N/A
Goal HC-2 Encourage a mix of quality housing types within the community.							
HC-2.1	Consider expanding allowance of <u>accessory dwelling units (ADUs)</u> and <u>missing middle housing</u> types in more zoning districts.	Regulation	S	✓	Planning & Development	P&Z, City Council	N/A
HC-2.2	Conduct a housing study to evaluate short and long-term needs for different housing types.	Study	M		Planning & Development		\$\$

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Table 3.3 | Implementation Action Plan - Quality Housing Choices (Continued)

QUALITY HOUSING CHOICES

Value Statement: Fate will have a diverse range of housing options for residents at all stages of their lives.

Strategy	Type of Strategy*	Timeframe**	High Priority	Implementing Agency	Partners	Cost Considerations***	Corresponding Strategies
HC-2.3 Update the minimum density requirements for different residential districts consistent with the recommendations in this comprehensive plan.	Regulation	S		Planning & Development	P&Z, City Council	N/A	MG-1.1
HC-2.4 Encourage the inclusion of <u>place-based attainable housing</u> to allow opportunities for residents to live in Fate at all stages of life.	Policy	S	✓	Planning & Development	City Manager (Econ. Dev.)	N/A	

Goal HC-3 | Promote quality of life amenities for all residential areas.

HC-3.1 Promote pedestrian connectivity within neighborhoods and linking neighborhoods to surrounding areas and destinations within the city.	Policy	O		Planning & Development	City Manager, Community Development and Building Safety	N/A	
HC-3.2 Collaborate with the development community to encourage high quality and varied building materials.	Policy	O		Planning & Development	City Manager	N/A	
HC-3.3 Support the placement of schools, parks, and places of assembly where they provide an appropriate transition between land use and are a complementary scale.	Policy	O		Planning & Development		N/A	HC-1.5

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Table 3.4 | Implementation Action Plan - Connected Transportation System



CONNECTED TRANSPORTATION SYSTEM

Value Statement: Fate will support a safe, accessible, and efficient system for multiple transportation modes.

Strategy	Type of Strategy*	Timeframe**	High Priority	Implementing Agency	Partners	Cost Considerations***	Corresponding Strategies
Goal CT-1 Further develop the network of sidewalks, trails, and bikeways that connect to key destinations such as parks, schools, areas of employment, and downtown.							
CT-1.1	Coordinate with regional entities to implement regional trail projects.	Investment	L		Planning & Development	Parks & Rec Advisory Board; Rockwall County Open Space Alliance; Railroad; TxDOT; Oncor; NCTCOG	N/A
CT-1.2	Develop safe, non-motorized routes in conjunction with future crossings of I-30 to connect to key destinations across the interstate.	Study/Investment	L	✓	Public Works	TxDOT	N/A
CT-1.3	Complete a new Parks & Trails Master Plan	Study	S	✓	Planning & Development	Parks & Rec Advisory Board, Rockwall County Open Space Alliance, TxDOT, NCTCOG	PP-1.1, PP-1.3
CT-1.4	Update applicable ordinances to designate multi-use paths to accommodate a variety of users.	Regulation	S		Planning & Development	Public Works	N/A
Goal CT-2 Build out of Fate's thoroughfare system in a context-sensitive manner to ensure community connectivity, safety, and access.							
CT-2.1	Develop a mobility plan that incorporates <u>multi-modal facilities</u> within the transportation system.	Study	M		Public Works	Planning & Development	\$

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Table 3.4 | Implementation Action Plan - Connected Transportation System (Continued)
CONNECTED TRANSPORTATION SYSTEM

Value Statement: Fate will support a safe, accessible, and efficient system for multiple transportation modes.

Strategy	Type of Strategy*	Timeframe**	High Priority	Implementing Agency	Partners	Cost Considerations***	Corresponding Strategies	
CT-2.2	Consider updates to cross sections in the Master Thoroughfare Plan that are reflective of the character of the place type it is within.	Study	S		Public Works	Planning & Development	\$	
CT-2.3	Implement recommended roadway connections from the focus area plan efforts.	Investment	M		Public Works	Developers	\$\$\$\$	DI-2.1, VD-3.3

Goal CT-3 | Work with partners to expand, improve, and maintain the transportation system to support current and future transportation needs of residents, businesses, and visitors.

CT-3.1	Pursue stable funding to support continuous and long-term maintenance of roadways.	Investment	S	✓	City Manger	City Council	N/A	MG-2.1
CT-3.2	Coordinate with regional, state, and federal partners to implement local and regional transportation initiatives.	Operations	O		City Manager	Public Works	N/A	EO-1.5
CT-3.3	Propose improvements to the SH 66 & Crawford intersection.	Investment	L		Public Works	City Manager; TxDOT; Railroad	\$\$\$\$	
CT-3.4	Work with partners to implement current bond projects and pursue future project opportunities.	Investment	O		City Manager	Public Works	\$\$\$\$	
CT-3.5	Evaluate the demand for alternative transportation options as the city continues to grow.	Study	L		City Manager	Planning & Development	N/A	
CT-3.6	Identify key nodes within the city to connect with future extensions of the regional transportation system.	Study	L		Public Works	City Manager; Planning & Development	N/A	

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Table 3.5 | Implementation Action Plan - Places to Play



PLACES TO PLAY

Value Statement: Fate will offer a variety of park, recreation, and trail amenities for active and passive users.

Strategy	Type of Strategy*	Timeframe**	High Priority	Implementing Agency	Partners	Cost Considerations***	Corresponding Strategies
Goal PP-1 Improve access for all residents to public park spaces.							
PP-1.1	Continue to implement the park recommendations from the most current Park and Trails Master Plan.	Investment	O		Community Services & Building Safety (Parks)	Parks & Rec Advisory Board; TPWD	N/A
PP-1.2	Regularly review fees and land dedication requirements to ensure open space is preserved and that the requirements reflect the true cost of constructing a park with amenities.	Policy	S	✓	City Manager	Parks & Rec Advisory Board, City Council	TBD
PP-1.3	Expand existing trail system to connect existing and future park space.	Investment	O		Planning & Development	Parks & Rec Advisory Board; Rockwall County Open Space Alliance	TBD
PP-1.4	Develop a comprehensive parks and recreation master plan update to guide future development of parks and recreation facilities.	Study	L		Planning & Development	City Manger	\$\$
PP-1.5	Explore shared use agreements with the school districts for public access to outdoor recreational and sports facilities.	Operations	O		City Manager	School Districts	N/A
Goal PP-2 Provide park and recreation amenities that are inclusive and accessible to all residents.							
PP-2.1	Promote diversity in park type and amenities to allow for a variety of recreation opportunities.	Policy	O		City Manager	Planning & Development	N/A
PP-2.2	Set a target for parks level of service and routinely update as population grows.	Policy	S		City Manager	Parks & Rec Advisory Board	N/A
PP-2.3	Maintain minimum safety and maintenance standards for all types of parks.	Policy	O		Community Services & Building Safety (Parks)		N/A

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Table 3.5 | Implementation Action Plan - Places to Play (Continued)

PLACES TO PLAY

Value Statement: Fate will offer a variety of park, recreation, and trail amenities for active and passive users.

Strategy	Type of Strategy*	Timeframe**	High Priority	Implementing Agency	Partners	Cost Considerations***	Corresponding Strategies
PP-2.4	Explore opportunities to provide <u>all-inclusive play equipment</u> in parks.	Investment	S		Community Services & Building Safety (Parks)	N/A	
PP-2.5	Create development standards for each park classification to guide future development and improvement efforts.	Policy	S		Community Services & Building Safety (Parks)	N/A	CT-1.3

Goal PP-3 | Work with partners to offer recreation amenities and programming that address a variety of community interests.

PP-3.1	Establish a Parks & Recreation Department as the park system expands.	Operations	M		City Manager	City Council	TBD	
PP-3.2	Continue to pursue funding opportunities for the development, improvement, and maintenance of parks.	Operations	O		City Manager	Parks & Rec Advisory Board	N/A	
PP-3.3	Assess the feasibility of a multi-generational recreation center as population growth occurs and demand for recreation increases.	Study	L		Community Services & Building Safety (Parks)	Parks & Rec Advisory Board; Planning & Development	\$\$	
PP-3.4	Identify and adopt policies to restore, improve, and protect key natural resources and wildlife habitat assets within the city.	Study, Policy	S		Planning & Development	Parks & Rec Advisory Board; Rockwall County Open Space Alliance	\$	
PP-3.5	Explore the feasibility of developing a sports complex within Fate to serve as a regional draw.	Study	L		Community Services & Building Safety (Parks)	Planning & Development; Parks & Rec Advisory Board; Econ. Dev.	N/A	EO-2.3

***Types of Strategies:**

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 Policy: Requires a new or modified process or policy.

****Timeframe:**

S - Short-Term: 1-3 years
 M - Mid-Term: 3-5 years
 L - Long-Term: 5+ years
 O - Ongoing

*****Cost Considerations:**

\$ - Less than \$50K
 \$\$ - \$50K - \$100K
 \$\$\$ - \$100K - \$500K
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Note: All underlined words represent key terms that are defined in the Strategic Playbook and in the glossary at the beginning of this volume.

Table 3.6 | Implementation Action Plan - Economic Opportunity



ECONOMIC OPPORTUNITY

Value Statement: Fate will be business-friendly and support efforts to give residents the opportunity to be prosperous.

Strategy	Type of Strategy*	Timeframe**	High Priority	Implementing Agency	Partners	Cost Considerations***	Corresponding Strategies	
Goal EO-1 Promote a diverse and thriving economy through business recruitment, retention, and expansion.								
EO-1.1	Promote Fate as a destination for business and retail development.	Policy	O		City Manager (Econ. Dev.)	Rockwall Area & Royse City Chambers	N/A	VD-1.2
EO-1.2	Target innovative and niche businesses to establish in Fate.	Policy	O	✓	City Manager (Econ. Dev.)	Rockwall Area & Royse City Chambers	N/A	
EO-1.3	Develop a streamlined process to facilitate opening a business in Fate for local entrepreneurs.	Operations	S	✓	City Manager (Econ. Dev.)	Finance; Planning & Development	N/A	
EO-1.4	Focus on implementing the strategies identified in the <u>Regional Economic Development Strategic Plan</u> .	Policy	O		City Manager (Econ. Dev.)	Rockwall Area & Royse City Chambers	N/A	
EO-1.5	Support development of a communications program that keeps business owners informed of construction efforts as I-30 is expanded.	Operations	S	✓	TxDOT	City Manager (Econ. Dev.); Rockwall Area & Royse City Chambers	N/A	CT-3.2

Goal EO-2 | Encourage growth or commercial, retail, office, and light industrial uses to support the residential base.

EO-2.1	Support development that maximizes <u>"complete community" principles</u> for people living and working in Fate.	Policy	S		Planning & Development	City Manager (Econ. Dev.)	N/A	
EO-2.2	Explore innovative <u>development tools</u> and resources that encourage diverse economic opportunities and support existing businesses.	Operations	S		City Manager (Econ. Dev.)	Planning & Development; Rockwall Area & Royse City Chambers	N/A	
EO-2.3	Provide quality places for employees to live and retail and entertainment options to become regionally competitive.	Policy	L		City Manager (Econ. Dev.)	Developers, Rockwall Area & Royse City Chambers	N/A	PP-3.5

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Table 3.6 | Implementation Action Plan - Economic Opportunity (Continued)

ECONOMIC OPPORTUNITY

Value Statement: Fate will be business-friendly and support efforts to give residents the opportunity to be prosperous.

Strategy	Type of Strategy*	Timeframe**	High Priority	Implementing Agency	Partners	Cost Considerations***	Corresponding Strategies
Goal EO-3 Ensure effective communication with developers regarding regulatory requirements and implementing the vision of the community.							
EO-3.1	Develop policies, programs, and projects that clearly communicate the community vision with future developers.	Policy	O		Planning & Development	Developers; City Manager	N/A
EO-3.2	Continue to communicate with landowners and developers to achieve the visions developed in the focus area plans.	Operations	O		Planning & Development	Developers, City Manager	DI-2.1, VD-1.4
EO-3.3	Create strategies for developing or redeveloping vacant and underutilized properties in a manner that is more productive.	Policy	L		Planning & Development	P&Z, City Council, City Manager (Econ. Dev.)	N/A

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Table 3.7 | Implementation Action Plan - Vibrant Downtown



VIBRANT DOWNTOWN

Value Statement: Fate will have a destination downtown that is the hub of the community for residents and visitors alike.

Strategy	Type of Strategy*	Timeframe**	High Priority	Implementing Agency	Partners	Cost Considerations***	Corresponding Strategies
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Goal VD-1 | Encourage business and retail development downtown that are destinations for residents and visitors.

VD-1.1	Seek <u>public-private partnerships</u> for continued development of downtown.	Operations	O	✓	City Manager (Econ. Dev.)	Rockwall Area & Royse City Chambers	TBD	
VD-1.2	Promote downtown as the hub for new and local businesses.	Policy	S	✓	City Manager (Econ. Dev.)	Rockwall Area & Royse City Chambers	N/A	EC-1.1
VD-1.3	Allow for <u>live-work spaces</u> within the downtown core place type.	Regulation	S		Planning & Development	City Council	N/A	MG-1.1
VD-1.4	Support mixed-use development as identified in the downtown focus area plan.	Policy	S	✓	Planning & Development	City Council, P&Z	N/A	EO-3.2

Goal VD-2 | Continue investment in public spaces and infrastructure to create family- and business-friendly downtown.

VD-2.1	Perform a parking audit during an event to determine parking issues and future strategies.	Study	S	✓	Public Works	Planning & Development	\$	
VD-2.2	Identify opportunities to provide community services and programs in downtown as the population continues to grow.	Operations	O		City Manager	Parks & Rec Advisory Board	N/A	
VD-2.3	Codify the residential uses and intensities for downtown as identified in the downtown focus area plan.	Regulation	S		Planning & Development	City Council, P&Z	N/A	MG-1.1

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Table 3.7 | Implementation Action Plan - Vibrant Downtown (Continued)
VIBRANT DOWNTOWN

Value Statement: Fate will have a destination downtown that is the hub of the community for residents and visitors alike.

Strategy	Type of Strategy*	Timeframe**	High Priority	Implementing Agency	Partners	Cost Considerations***	Corresponding Strategies	
VD-2.4	Assess alternative locations for the downtown DPS station to utilize the space for other opportunities.	Study	M		City Manager	Public Safety	N/A	MG-3.2

Goal VD-3 | Activate downtown through the promotion of community events, projects, and programming.

VD-3.1	Develop downtown specific branding and wayfinding.	Investment	M		City Manager (Econ. Dev.)	Econ. Dev.; Planning & Development	\$\$\$	DI-1.3
VD-3.2	Activate downtown by supporting annual and seasonal community events.	Policy/Operations	O		City Manger	Econ. Dev.; Planning & Development	\$	
VD-3.3	Support developments and improvements that enhance walkability to and within downtown.	Policy	O		Planning & Development	P&Z, City Council	N/A	CT-2.3
VD-3.4	Explore various local, state, or national designations for downtown such as historic or cultural.	Operations	M		City Manager (Econ. Dev.)	Economic Development	N/A	
VD-3.5	Implement <u>tactical urbanism</u> or catalytic projects to explore the feasibility of new uses.	Investment, Study	O	✓	Planning & Development	City Manager	\$	

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FISCAL CHECKLIST

Strategy MG-1.3 states ‘Codify the fiscal checklist to review future development proposals.’ City staff currently uses a version of a checklist to estimate various fiscal metrics associated with a proposed development to ultimately determine if the development would be fiscally beneficial or detrimental long-term to the City. Through this comprehensive planning process, it was determined that the current fiscal metrics that are analyzed should continue to be reviewed but in a cooperative fashion that involves the proposer and staff both working together to understand each other’s perspective and how to make new development work for private and public interests.

The proposed updated fiscal checklist is shown in **Figure 3.1** and represents a quick evaluation of any development’s new contribution to, and demands from, the City of Fate. The cells highlighted in the black boxes are meant to be filled out with information from the developer. The numbers included in the fiscal checklist in **Figure 3.1** are for example purposes only. The three major sections are related to contribution to paying for city services, ongoing costs for providing services, and overall productivity. Future considerations for the checklist could include incorporating quality of life elements such as access to parks, neighborhood development patterns, mixed-use, and gridded street network, among others.

FISCAL DEVELOPMENT EVALUATOR

Quick evaluation of any development’s new contribution to, and demand from, the City of Fate.

Instructions: Developer enters estimates from plans in black outlines boxes. Predetermined formulas will populate the gray boxes.

Contribution to Paying for City Services		Descriptions
Land Value		Value of land according to the Appraisal District
New Development Value		Projected value of new development per the developer
Total Taxable Value	\$ -	Sum of land value and new development value
Tax Rate		Current city property tax rate
Expected Property Tax to City	\$ -	Tax rate applied to the total taxable value
Expected Sales		Expected revenue from sales per developer
Sales Tax Rate		Current sales tax rate
Expected Sales Tax to City		Sales tax rate applied to the expected sales
Annual Contribution to City	\$ -	Sum of expected property tax and expected sales tax to the City
Ongoing Cost for Providing Services		Descriptions
Acres Put to Use		Number of acres within the development with proposed improvements
Total Average Infrastructure Replacement Cost	\$ -	Estimated cost to replace infrastructure for one acre (\$91,000) multiplied by number of acres put to use
Estimated Annual City Infrastructure Cost	\$ -	Total average infrastructure replacement cost divided by the number of years (40 on average) before infrastructure needs to be completely replaced
New Single Family Units		Number of SF units proposed within the development
New Multifamily Units		Number of MF units proposed within the development
Commercial SqFt	-	Amount of commercial square footage proposed within the development
Estimated Annual City Service Costs	\$ -	Estimated cost to serve a SF unit (\$1,425) multiplied by the number of proposed units plus the estimated cost to serve a MF unit (\$642) multiplied by the number of proposed units
Total Annual City Cost	\$ -	Sum of estimated annual city infrastructure cost and estimated annual city service costs
Productivity		Descriptions
Annual Project Obligation	\$ -	Difference between the annual contribution to the city and total annual city cost
Revenue to Cost Ratio	: 1	Annual contribution to the city divided by the annual project obligation
Private to Public Ratio	: 1	Total taxable value divided by total average infrastructure replacement cost

Note: The above image is for illustrative purposes only. The City will provide a spreadsheet with the established formulas to conduct future development productivity calculation.

Figure 3.1 | Fiscal Checklist

The three overarching principles that help serve as education for this checklist include the following:

PRODUCTIVE LAND USES

As a city charged with providing the best possible services from property taxes, Fate is keenly concerned with productivity. Productivity is the amount of private wealth created on any of the limited land area of the city. Productivity should be compared in value per acre level terms to be fair when comparing parcels of different size.

NEW COSTS

It is important that the new public costs associated with public investment be understood before a project moves forward. The costs and revenues should be viewed over at least two lifecycles of the public and private investments. Remembering that nothing lasts forever should give perspective that there will be some ongoing costs every year.

PUBLIC TO PRIVATE RATIO

Private investment grows wealth, with resulting taxes and fees paying for public investment and services. The higher the ratio of private investment to public investment, the more services a city can provide, or the lower taxes and fees can be. Current estimates place the Fate cost of infrastructure at \$2,275 per acre and the cost to serve per unit at \$1,425. With the current tax rate of 0.35 (0.103 available for infrastructure), \$100,000 of building value only contributes \$103 per year to fund city services and infrastructure.

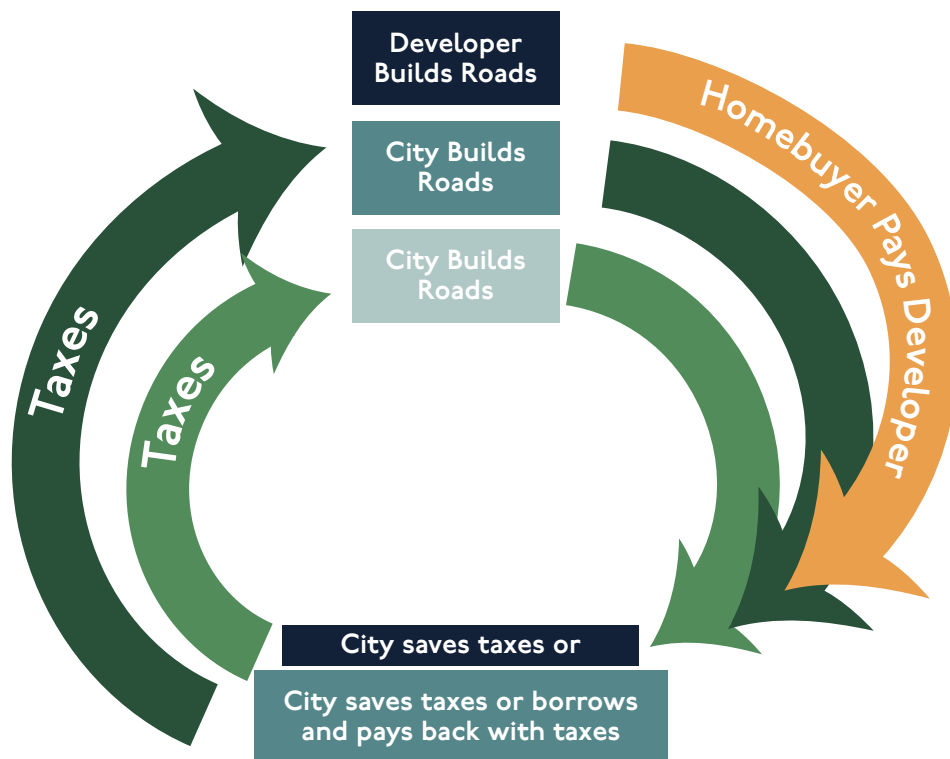


Figure 3.2 | Fiscal Checklist Flowchart

ADMINISTERING THE PLAN

The City of Fate and its partners are responsible for administering the Forward Fate Comprehensive Plan. City staff will be responsible for the day-to-day oversight of plan implementation, monitoring, and plan amendments. This section describes those administration activities in more detail.

ROLES & RESPONSIBILITIES

As discussed throughout this plan document, the implementation of the Forward Fate Comprehensive Plan will be a community effort focused on partnerships. Not one entity or department can realize the vision alone. The following organizations are key players in implementation of the action plan.

City Departments

All departments within the City of Fate will participate in the implementation of the comprehensive plan over time. However, principal administration and updates of the plan will be the responsibility of the Planning & Development Department under direction of the City Manager's Office.

City Council

The Mayor and City Council will serve as champions for plan implementation and will continue to provide ongoing guidance and direction to staff as well as other boards and commissions. The Council will also make decisions related to budget items and regulatory changes as identified in the implementation action plan.

Planning & Zoning Commission

The P&Z commission serves an important role in reviewing and recommending approval for all future developments and potential changes to the Future Land Use Map. This body will also work closely with staff on annual progress reports documenting plan progress.

Other Boards, Committees, and Commissions

In Fate there are several boards, committees, and commissions that serve a specific function for review and guidance of various initiatives. The various boards, committees, and commissions will help with implementation of the various strategies listed in the implementation action plan related to their areas of focus.

Other Partners

Many external partners such as business owners, developers, and community groups were involved in the development of this comprehensive plan. These partners will continue to be engaged and involved by helping to lead or support implementation of the various strategies listed in the implementation action plan.

FUNDING MECHANISMS

While some of the strategies identified in the implementation action table are administrative in nature and won't require new funding, many of the strategies identified as investments or studies will require funding to implement. Apart from regular municipal funding sources that include tax revenues and fees, there are additional funding mechanisms that cities in Texas can utilize or apply for to help implement the actions identified in a comprehensive plan. These include, but are not limited to:

- Tax Increment Finance (TIF)/Tax Increment Reinvestment Zone (TIRZ)
- Public Improvement District (PID)
- Chapter 380 Economic Development Agreements
- Texas Main Street Program
- Community Development Block Grant
- Transportation Alternative Funding
- Recreational Trails Program
- Texas Parks and Wildlife Local Park Grants



MONITORING PROGRESS

Significant efforts were made throughout the planning process to engage the broadest range of residents, business owners, landowners, and other key stakeholders to ensure that the plan is consistent with the overall community vision. In order to maintain community interest and momentum, it is important for the City to be transparent about the progress made in the coming years towards implementation of the plan. One way to communicate progress is an annual progress report, which should discuss the status of implementation strategies and highlight accomplishments that have occurred over the past year. The Planning & Development Department and the Planning & Zoning Commission will take the lead on developing the progress report each year to present to City Council.

Additionally, online communication tools were effectively used to both educate and engage citizens throughout this process. That shouldn't stop just because the plan is adopted. The project website that was used as a communication tool throughout this process will remain live with information about the final plan and short story films as well as an online implementation dashboard. The dashboard is an interactive way to show progress in the implementation of the action plan and should be regularly updated by the city.

AMENDING THE PLAN

The Forward Fate Comprehensive Plan represents a snapshot in time, and changes will occur as the city continues to grow and mature. Therefore, there will be instances moving forward that will necessitate changes to the comprehensive plan. In order for the overall vision to be achievable, implementation must remain flexible and accommodate changes in demographic, economic, physical, and political trends and issues over time. The following are likely timeframes for minor and major updates to the content in the comprehensive plan.

Annual Updates

The implementation action plan presented earlier in this section is comprised of ongoing, short, medium, and long-term actions. As the community completes these initiatives, it is important to update the action plan accordingly to help guide budgeting and work program efforts for subsequent years. Therefore, the implementation action plan should be updated on an annual basis, in addition to capturing changes to the Future Land Use Map. Identification of potential plan amendments should occur throughout the year by staff and the Planning & Zoning Commission and should collectively be taken for approval by the P&Z and City Council annually. This ensures that the plan remains current and usable for all parties.

Five-Year Update

A more comprehensive update should occur every five years to review the existing plan, incorporate new growth trends, and determine if the action plan strategies are still relevant and necessary to achieve the community vision. While this update does not serve as a completely new comprehensive plan, a five-year update should include the following:

- Summary of the plan amendments and accomplishments since initial adoption;
- Discussion of changes in demographics, physical boundaries, or other issues that affect community development;
- Updates of the future land use map; and,
- Re-evaluation of the implementation action plan based on current circumstances.

10-Year Update

Finally, a completely new comprehensive plan should be developed about every 10 years and cover roughly a 20-year planning horizon. This type of full plan update should include a community visioning process, public engagement, analysis of issues and trends, growth forecasts, future land use maps, and implementation action plan. At the time of development of a new plan, the existing implementation actions should be assessed to see if they are still necessary to include in the plan update.



FORWARD FATE

