



CITY OF KILLEEN
COMPREHENSIVE PLAN

PH-22-066

August 16, 2022

Comprehensive Plan

- ❑ **HOLD** a public hearing and consider an ordinance adopting the City of Killeen Comprehensive Plan.

Background

- A comprehensive plan is a document that establishes guidelines for the future growth of the community and allows a city to anticipate and manage growth in a way that improves the quality of life of its residents.
- On November 17, 2020, City Council approved an agreement with Verdunity, Inc. in the amount of \$349,140 for the development of a comprehensive plan.
- Representatives from Verdunity have worked with staff over the past twenty-one (21) months to conduct public meetings, gather data and elicit feedback from city representatives, citizens, the Comprehensive Plan Advisory Committee, and the Planning and Zoning Commission.

Background

- The proposed Comprehensive Plan has been presented to community partners, the Comprehensive Plan Advisory Committee (CPAC), Planning and Zoning Commission, and City Council.

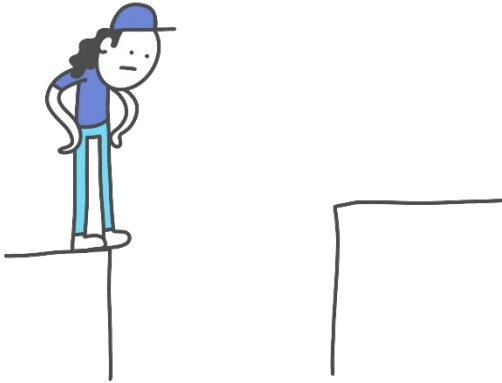
- Components of the Comprehensive Plan include:
 - ▣ Introduction
 - How to Use the Plan, The Economics of Land Use; Baseline Land Use Fiscal Analysis; Identity Statement & Big Ideas

 - ▣ Organizational Components
 - Land Use and Growth Management, Neighborhoods, Mobility and Connectivity, Downtown;

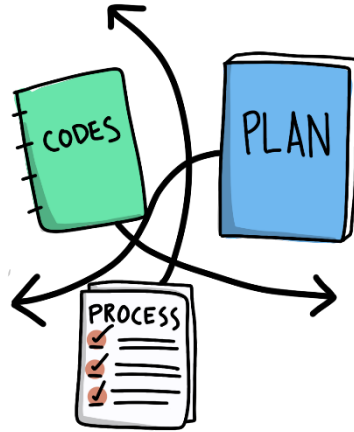
 - ▣ Implementation

What Does This Plan Aim to Address?

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Funding Gap
between needs and
available revenue

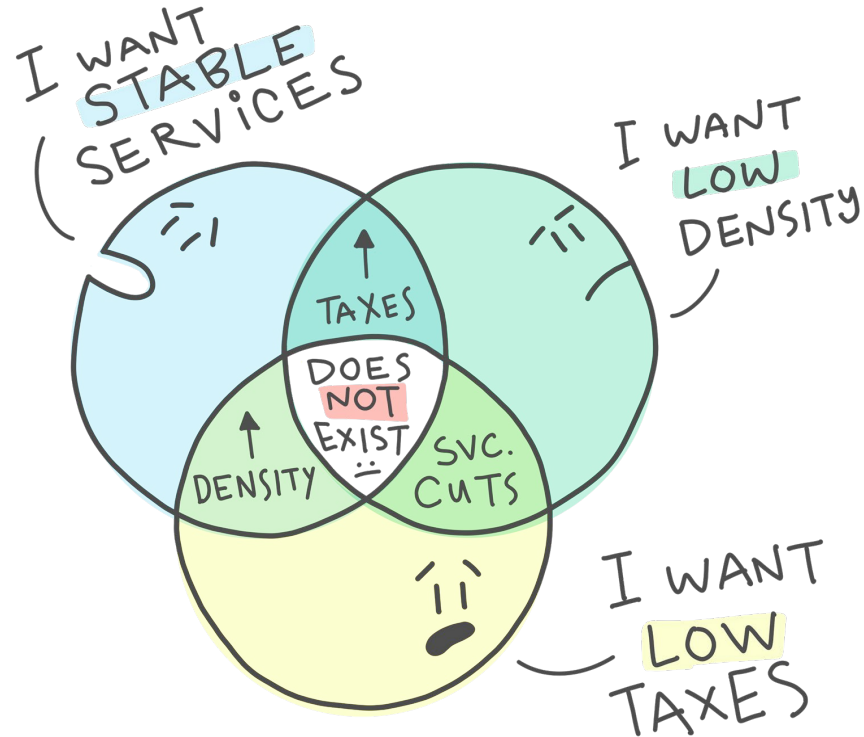


Lack of Alignment
between values, plans,
policies, and decisions



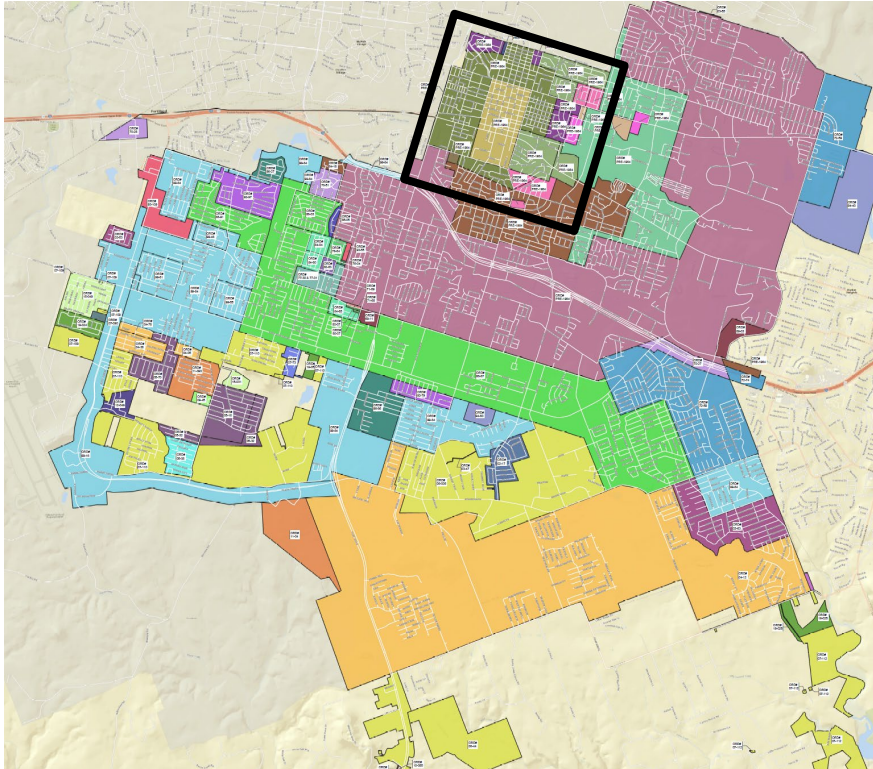
Culture of Apathy
with citizens and community
stakeholders

Managing Tradeoffs



Killeen's Development Pattern

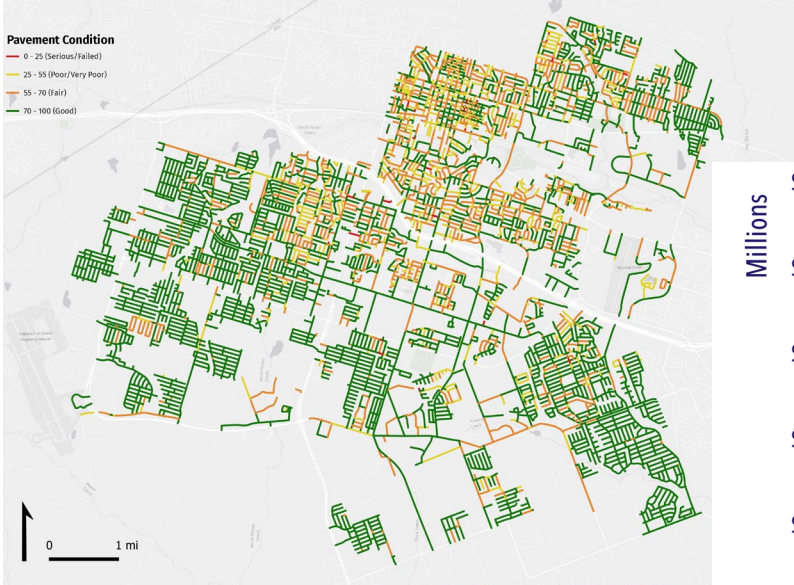
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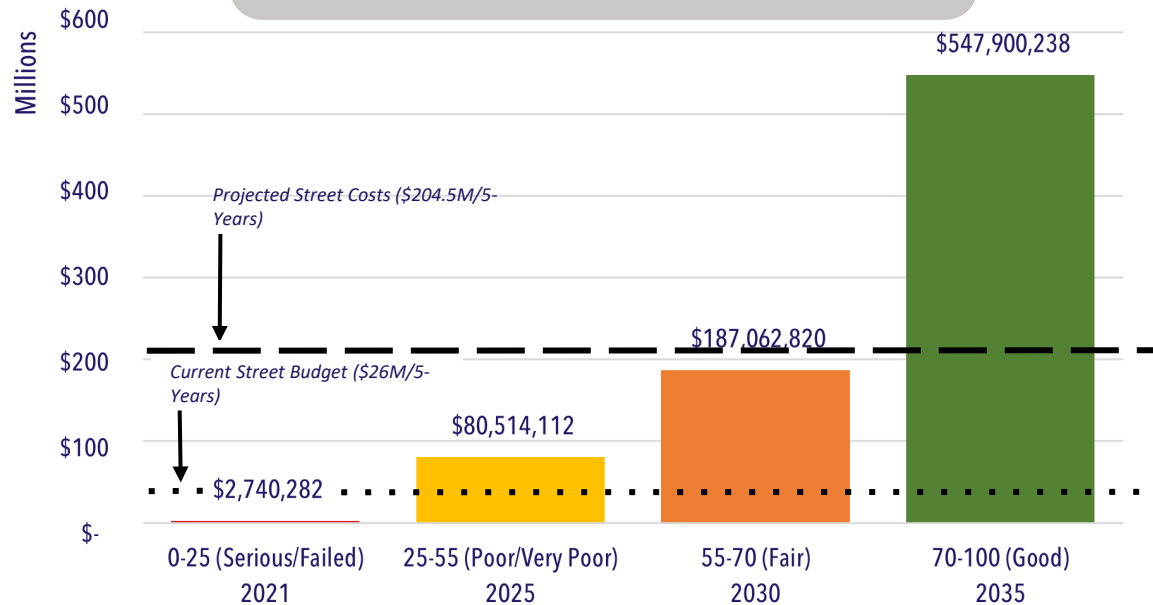
Between 1960 and 2020, Killeen's service area expanded by **10X**, while the population only grew by **6X**.

- Increased services and infrastructure liabilities
- Spread out population and shifted commercial demand to the south
- Increased the cost burden per household/taxpayer

Projected Street Replacement Costs



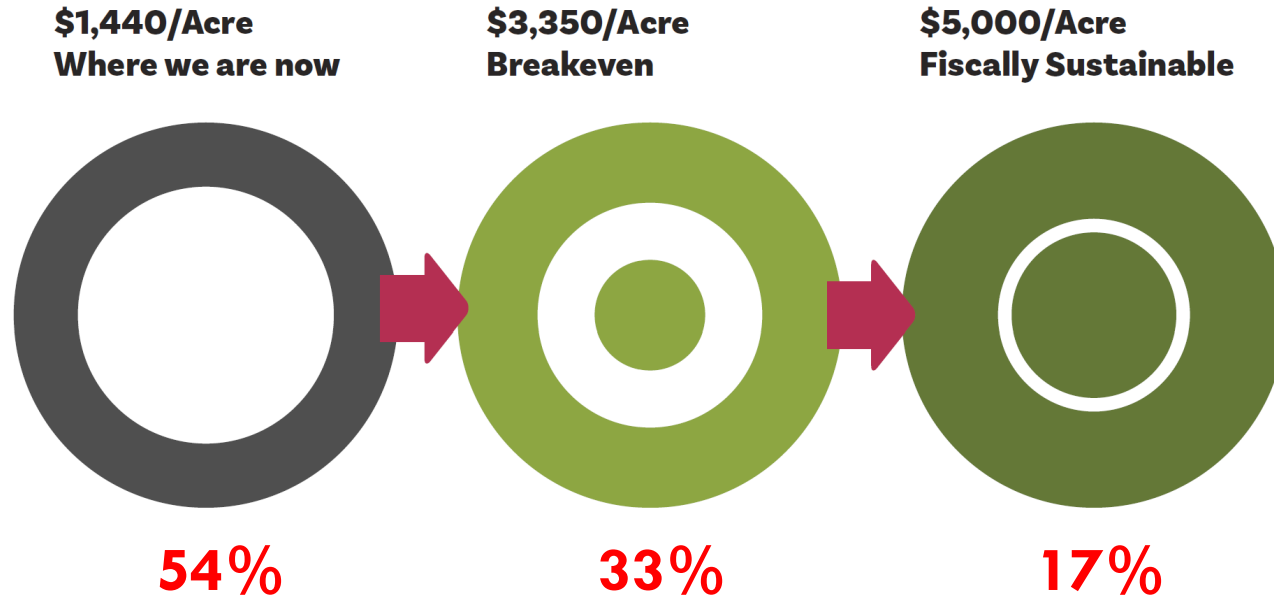
Total Street Reconstruction Costs: **\$818,217,453**
Annual Average Cost (20 yrs): \$40.9M/year
Current Street Budget (GF only): \$5.2M/year
Estimated Deficit: **\$35.7M/year**



Measuring Killeen's Resource Gap

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Property Tax Revenue Targets



Aligning Development and Affordability

10

1



2



3



This plan has been built with a central objective of closing the city's resource and affordability gaps and making meaningful progress right now with the resources available in the community.

Plan Organization

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Introduction

**Why we need to
rethink our
approach to growth**

**Organizational
Components**

**What we need
to do, where**

Implementation

**How and when
we do things**

Guiding Principles for Decision Making

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“We value ¹diversity, ²safety, ³family, and ⁴service. We respect our ⁵citizens, ⁶military, and ⁷institutional partners - and we aspire to bring all of us ¹⁰together to make Killeen ¹²incrementally better for ¹³everyone, every day.”

Big Ideas

1. Growth in Fiscally Responsible Way
2. Positive Community Culture
3. A Local Business Ecosystem
4. An Improved Transportation Network
5. Neighborhoods are more than subdivisions
6. A Vibrant Downtown

Organizational Components

Technical parts that work together to support the plan's principles and objectives

LAND USE & GROWTH MANAGEMENT

1. USE 15-MINUTE NEIGHBORHOODS AS BUILDING BLOCKS.
2. REPLACE LAND USE CATEGORIES WITH PLACE TYPES.
3. PRIORITIZE INFILL AND REVITALIZATION IN NORTH KILLEEN.
4. INTEGRATE LAND USE AND MOBILITY STRATEGIES.
5. PRESERVE AND ENHANCE NATURAL AREAS.
6. IMPROVE THE FISCAL PRODUCTIVITY OF DEVELOPMENT.
7. CREATE FLEXIBLE ZONING DISTRICTS.

NEIGHBORHOODS

1. ENFORCE THE CODES YOU HAVE.
2. DIVERSIFY HOUSING MIX (TYPES AND PRICE POINTS).
3. BUILD COMPLETE NEIGHBORHOODS.
4. UPDATE THE DESIGN STANDARDS.
5. CREATE TARGETED PLANS FOR INDIVIDUAL NEIGHBORHOODS.
6. UPDATE STANDARDS TO CREATE BETTER BUILDINGS AND INFRASTRUCTURE.
7. SHIFT THE MARKET TO INCLUDE EXISTING HOUSING.
8. FOCUS ON DELIVERING HOUSING FOR THOSE IN NEED.

MOBILITY & CONNECTIVITY

1. ADJUST PLANNING APPROACH TO CONSIDER NON-VEHICULAR TRIPS.
2. COORDINATE LAND USE AND MOBILITY STRATEGIES TO CREATE COMMERCIAL NODES IN EACH DEVELOPMENT ZONE OF THE CITY AND WITHIN NEIGHBORHOODS.
3. IMPROVE NETWORK CONNECTIVITY.
4. DESIGN NEIGHBORHOOD STREETS TO PRIORITIZE PEOPLE, PLACE, AND PRODUCTIVITY.
5. PRIORITIZE SAFE AND EFFICIENT MOVEMENT OF VEHICLES ON ARTERIALS.
6. MAXIMIZE RETURN ON INVESTMENT FOR MOBILITY INFRASTRUCTURE.
7. PROVIDE MOBILITY OPTIONS FOR EVERYONE.
8. DEVELOP AND IMPLEMENT BRANDED GATEWAYS AND WAYFINDING STRATEGY WITHIN THE CORE.
9. UTILIZE TACTICAL, LOW-COST IMPROVEMENTS TO INCREMENTALLY TRANSITION AUTO-ORIENTED ROADS TO SLOWER SPEED, PEDESTRIAN FRIENDLY STREETS.
10. REDESIGN RANCIER AS A COMPLETE STREET.

DOWNTOWN

1. IMPROVE AND INCREASE DOWNTOWN EVENTS AND PROGRAMMING.
2. INCREASE VISUAL POLICE AND SOCIAL SERVICE PRESENCE.
3. PURSUE INCREMENTAL IMPROVEMENTS AND CATALYST PROJECTS.
4. REVIVE THE ROLE OF DOWNTOWN TIRZ #2.
5. PROVIDE LOCATION FOR INCUBATOR/ INNOVATION SPACE.
6. STRENGTHEN PARTNERSHIPS.

LAND USE & GROWTH MANAGEMENT

FUTURE LAND USE MAP WHAT TO BUILD, WHERE

CITY LIMITS

ETJ BOUNDARY

MUD BOUNDARY

Placetypes

RURAL ESTATE

RESIDENTIAL MIX

TRADITIONAL NEIGHBORHOOD

URBAN VILLAGE

URBAN VILLAGE

NEIGHBORHOOD COMMERCIAL

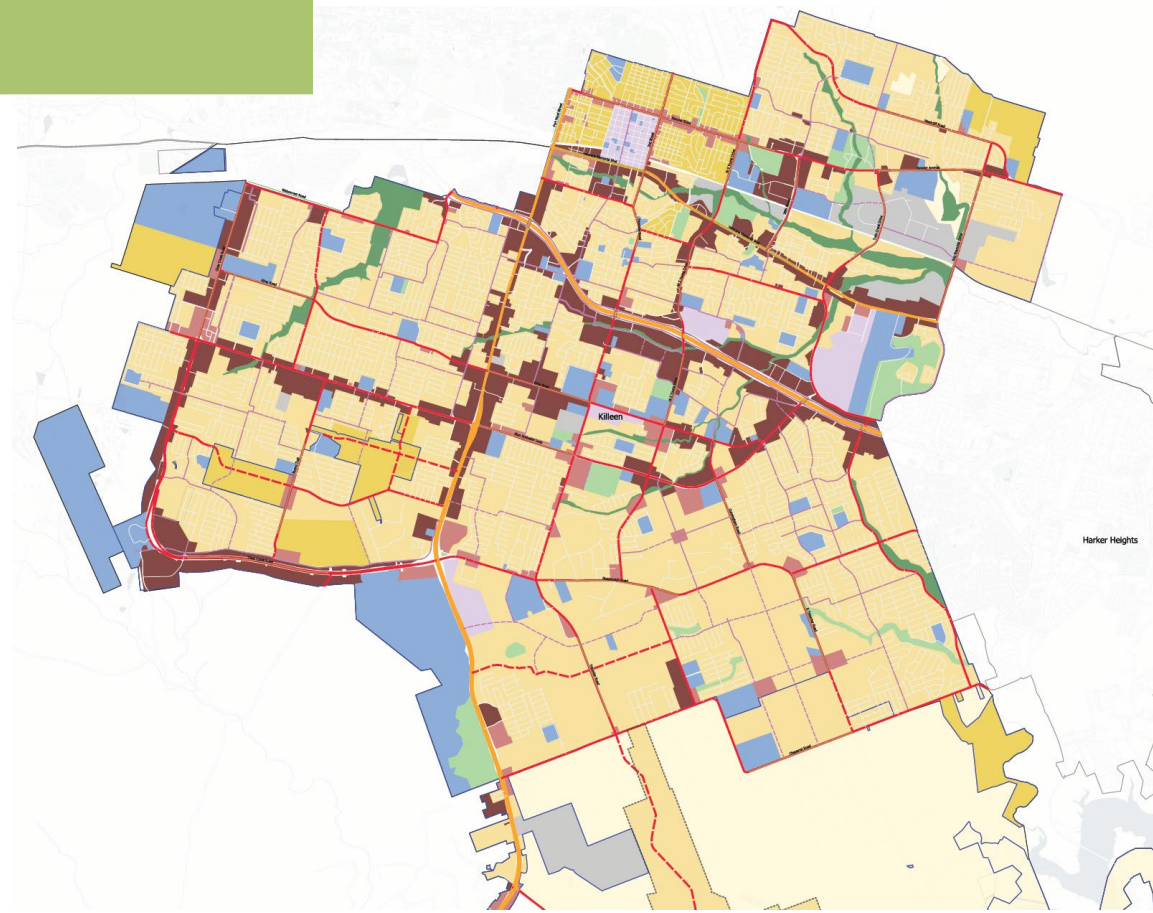
REGIONAL COMMERCIAL

INDUSTRIAL

INSTITUTIONAL

PUBLIC SPACE

FLOODPLAIN



LAND USE & GROWTH MANAGEMENT

GROWTH SECTOR MAP WHEN, WHERE, AND HOW TO BUILD

INFILL & ENHANCE

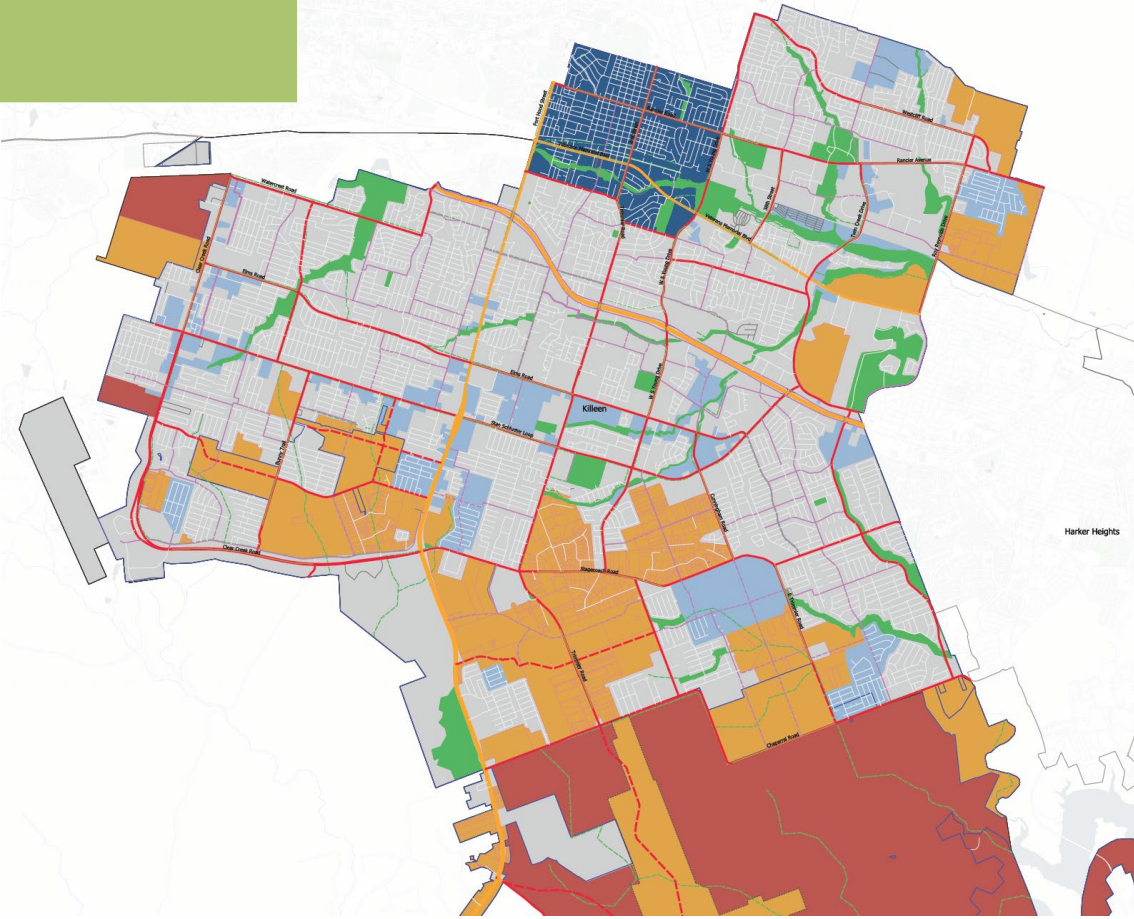
INTENDED GROWTH

NEIGHBORHOOD INFILL

CONTROLLED GROWTH

LIMITED GROWTH

OPEN SPACE



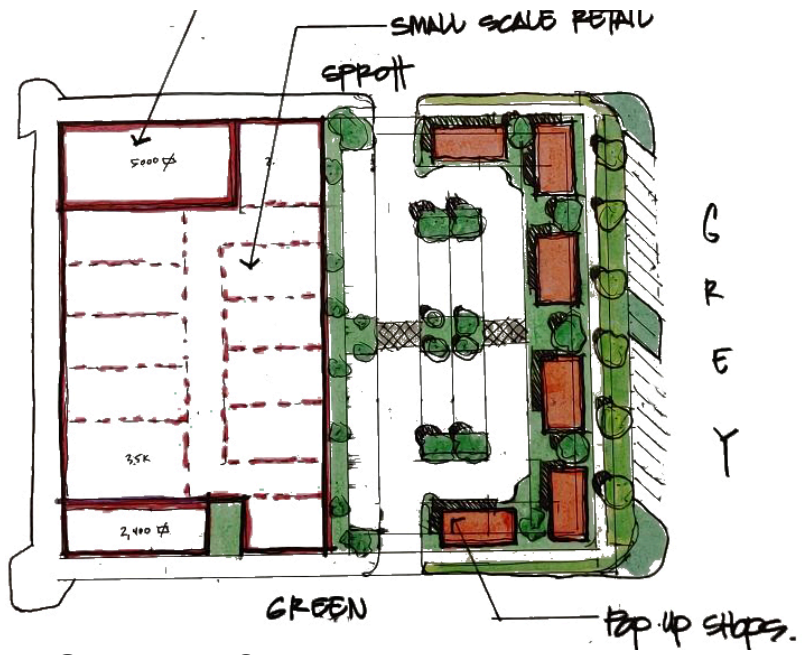
MOBILITY & CONNECTIVITY

RIGHT-SIZING STREETS: LOW-COST TACTICS TO EXPLORE AND TEST OPTIONS



DOWNTOWN

INCREMENTAL DEVELOPMENT: WHAT IS THE NEXT STEP TO IMPROVE A PROPERTY?

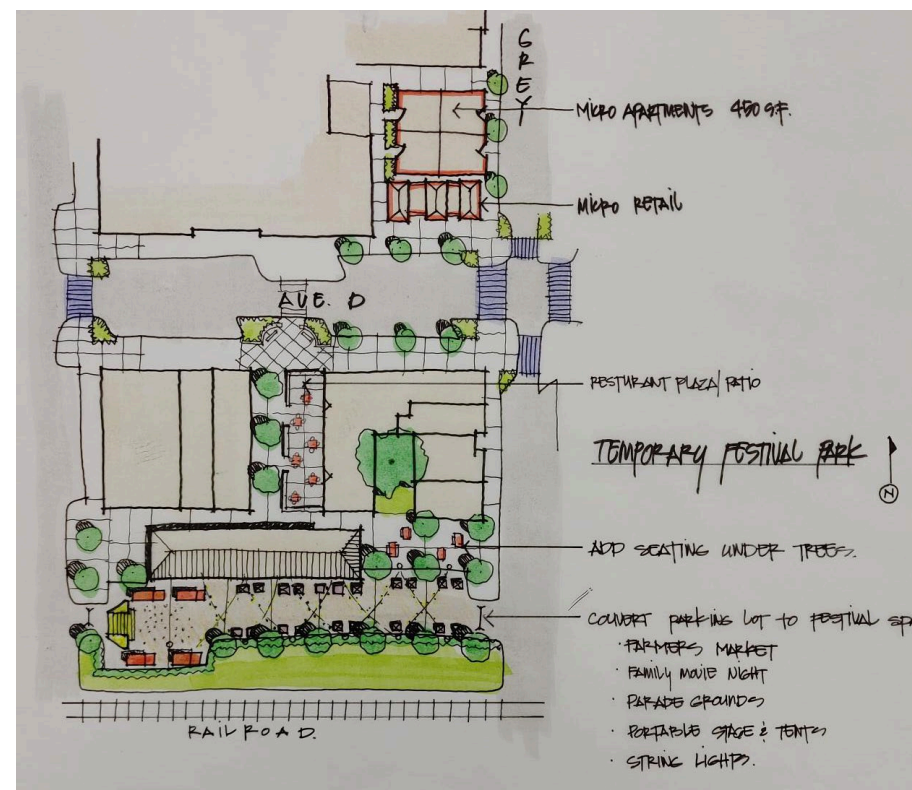


OLD HEB SITE



INSPIRATION: DESOTO MARKET PLACE (DESOTO, TX)

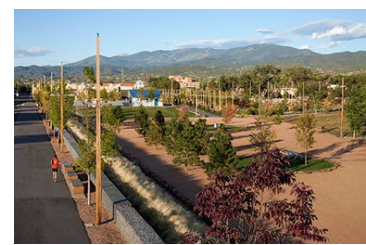
PLACEMAKING: CREATING PLACES FOR PEOPLE AND EVENTS



TEMPORARY FESTIVAL PARK ON CITY-OWNED PROPERTY



INSPIRATION:
SANTA FE RAILYARD
(BURLESON, TX)



IMPLEMENTATION

RECOMMENDATIONS & ACTIONS

COLLABORATIVE. NEIGHBORHOOD-CENTRIC. INCREMENTAL
MAKING MEANINGFUL PROGRESS RIGHT NOW WITH THE RESOURCES YOU HAVE



Top Six Action Items

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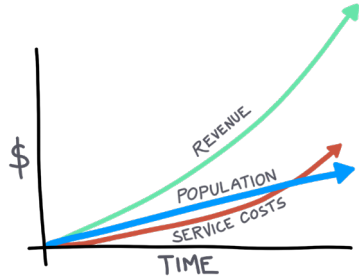
- Utilize Guiding Principles, Place Types, and Growth Sector criteria to focus growth and investment into targeted locations and desired patterns.
- Create a Development Fiscal Impact Analysis (DFIA) process and tool and conduct fiscal analysis on proposed development and capital projects.
- Update the City's Development Regulations and Design Guidelines to support complete neighborhoods, diversify housing, and improve quality.

Top Six Action Items

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- Partner with citizens to create a Neighborhood Framework and initiate Neighborhood Enhancement Programs throughout the City.
- Conduct a Small Developer Workshop series to connect, train, and empower a network of people and resources focused on incremental development projects in north Killeen.
- Collaborate with community partners to create a single Economic Development Strategic Plan to organize and leverage resources toward shared goals.

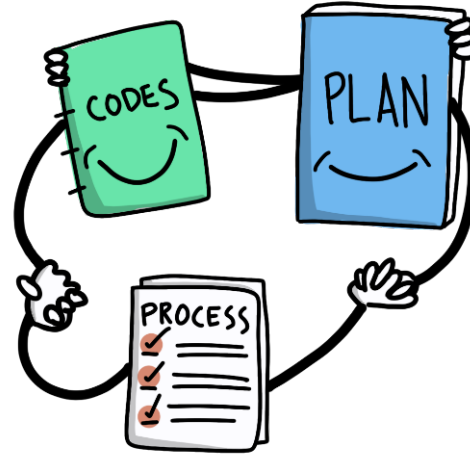
Cultivating a Resilient and Prosperous Killeen



Fiscally Sustainable Development



Self Sustaining Local Economy and Workforce



Aligned Vision, Plans, Policies, and Budgets



Culture of Trust and Collaboration



Human Scale Neighborhoods

Alternatives

- ❑ The City Council has three (3) alternatives. The Council may:
 - ❑ Do not approve the ordinance adopting the Comprehensive Plan;
 - ❑ Approve the ordinance adopting the Comprehensive Plan with amendments;
 - ❑ Approve the ordinance adopting the Comprehensive Plan as presented.

CPAC Recommendation

- At their meeting on July 26, 2022, the Comprehensive Plan Advisory Committee (CPAC) recommended approval of the Comprehensive Plan of with the following conditions:
 1. That additional area east of North Roy Reynolds Drive be designated for industrial use on the Future Land Use Map;
 2. That more language be added regarding pocket parks and community gardens;
 3. That the Implementation chapter include a recommendation that the Comprehensive Plan be reviewed by the Planning and Zoning Commission and City Council every two years; and
 4. That the recommended improvements to Veterans Park be completed within the first five years following adoption of the Plan.

CPAC Recommendation

- That motion passed by a vote of 7 to 1 with Committee Member Blair in opposition.
- Mr. Blair expressed concern that the plan was not yet complete, and that more time should be spent on the Implementation chapter of the document.

P&Z Recommendation

- At their regular meeting on August 1, 2022, the Planning and Zoning Commission recommended approval of the proposed Comprehensive Plan as presented by a vote of 6 to 0.