



CITY OF SNYDER COMPREHENSIVE PLAN

ADOPTED JANUARY 9, 2017



COMPREHENSIVE PLAN

2016



Adopted January 9, 2017

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SNYDER CITY HALL





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CHAPTER



INTRODUCTION

The City of Snyder, Texas, is surrounded by abundant resources that offer a multitude of opportunity for existing residents and newcomers alike. Although once dominated by large herds of buffalo, today Snyder is surrounded by cotton fields, wind turbines, oil field pumps, and beautiful West Texas sunsets. Situated as the county seat for Scurry County, Snyder strives to preserve its small-town, rural living, while being proactive in supporting economic development to strengthen the economy and improve the overall quality of life for residents.

Accordingly, City officials have embarked on a journey to develop a new long-term vision for the future, one that will both excite and challenge the community as issues and opportunities, goals and objectives, and implementation priorities are developed. This Comprehensive Plan will allow the entire community to get behind a unified vision for the future that will provide the City a “blueprint” for what to do over the next 20 years and beyond.

Introduction

A comprehensive plan is a document that articulates a vision for the future of a community and outlines a set of goals, objectives, and actions to achieve the desired vision. It gives guidance for the growth of a community, providing direction to City staff, decision makers, property owners, businesses, developers, and residents in the choices and decisions they make. It creates a framework for more detailed plans and decisions.

A comprehensive plan:

- Assesses the existing conditions of a community today;
- Looks outward to determine how federal, state, and regional influences affect local issues of the City;
- Looks inward to determine how the individual “building blocks” of a community (e.g., land use and streets, infrastructure and parks, etc.) are interrelated and impact each other;
- Engages the community to be intimately and proactively involved in determining the future of the City;
- Establishes a vision for what the community wants to be in the next five, 10, 20 years, and beyond;
- Identifies the goals and objectives to achieve that vision;
- Identifies specific recommendations and actions to help achieve the vision and goals; and
- Provides a framework for policy decisions, work programs, and capital improvements for the physical development of Snyder.

Why Plan?

A plan, by its very nature, reflects both an assessment of existing conditions and a determination about where one wants to be in the future. If done well – and the vision for the future truly reflects where the community wants to go – the framework and direction can stand the test of time. Without a plan, appointed and elected officials and staff are almost always making decisions and allocating

resources in a reactionary manner, including focusing only on the most pressing “emergencies,” predominantly listening to only those who speak the loudest, and in some cases, simply chasing the latest trend or fad. This is the exact opposite of what planning is all about. In fact, proactive planning is intended to:

- Involve local citizens in the decision-making process and the determination of their future;
- Ensure limited resources are appropriately and efficiently allocated to public facilities and programs that can meet the needs for today and tomorrow;
- Set the stage for regulatory improvements so that the public and private sectors work in tangent to achieve the desired future;
- Create predictability in the development, redevelopment, and real estate process;
- Guide staff in the development of annual work programs and allocation of personnel; and
- To continually enhance the quality of life for the citizens of Snyder.

However, the Comprehensive Plan is not intended to be a static, unchanging document. Rather, it is intended to respond to and improve as conditions and priorities change over time. In fact, the plan is intended to be used daily and assessed annually, followed by a more comprehensive, yet minor update within five years, and a major overall every 10 years or so.

Improving one's community can follow a slow and sometimes challenging path. Community improvement actions will have its successes and failures and ups and downs. But, most truly “great communities” have become so because the entire community – homeowners and renters, land owners and business owners, appointed and elected officials, etc. – were all working towards the same future taking advantages of the same opportunities and overcoming the same challenges. Without a proper plan to guide that path, it becomes even more difficult. As Benjamin Franklin once said, “By failing to prepare, you are preparing to fail.” This Comprehensive Plan provides Snyder with the roadmap for the future.



“By failing to prepare,
you are preparing to fail.”

- Benjamin Franklin

Planning Authority¹

Across the United States, land use planning and regulation is upheld as a way to protect health, safety, and welfare. In early planning history, regulations tended to precede planning; but over time, comprehensive plans have become the controlling documents that guide growth-based decisions.

For the “purpose of promoting sound development of municipalities and promoting public health, safety, and welfare,” the Texas Local Government Code (Tex. Local Gov’t Code) permits municipalities to develop a comprehensive plan “for the long-range development of the municipality.”²

In Texas, the bulk of land use control falls on municipalities. And while comprehensive plans are not required in Texas, as they are in some other states, municipalities across the state use comprehensive plans and the planning process to identify what they want and how to achieve it. Political leaders and decision makers use comprehensive plans as a foundation to establish development and land use regulations.

According to the Texas Local Government Code, municipalities may “define the content and design of a comprehensive plan” and may:

- include but is not limited to provisions on land use, transportation, and public facilities;
- consist of a single plan or a coordinated set of plans organized by subject and geographic area; and
- be used to coordinate and guide the establishment of development regulations.³

The Tex. Local Gov’t Code requires that adoption or amendment of a comprehensive plan include both review by the City’s planning commission or department (if one exists) as well as a public hearing.

¹ This section is not a legal document, and it is not intended to provide legal guidance on land use regulation issues. It is only intended to provide a brief summary of legislative authority for land use planning and regulations among municipalities.

² Texas Local Government Code, Chapter 213. Municipal Comprehensive Plans, Section 213.002.

³ Ibid.

In addition, a municipality may define the relationship between a comprehensive plan and development regulations. Municipalities are given different authority to regulate land use and development depending on whether the property is within their full service jurisdiction or within the municipality’s extraterritorial jurisdiction (ETJ). Also, cities have different authority based on whether they are a home rule or general rule City. Home-rule cities have more authority and are established when a City having more than 5,000 residents vote to approve a charter to assume the full power of local self government (also known as a home-rule charter). Snyder is a home rule City.

According to the Texas Local Government Code, municipalities are afforded a wide-ranging level of authority to regulate land use and development within their City limits and ETJ, including, but not limited to:

- Coordination and control over certain outcomes within the City’s ETJ (Tex. Local Gov’t Code, Chapter 42, *Extraterritorial Jurisdiction of Municipalities*);
- Zoning, as it relates to such things as height, size, lot coverage, lot size, density, and location of a building and lot (Tex. Local Gov’t Code, Chapter 211, *Municipal Zoning Authority*);
- Subdivision, as it relates to how a property is accessed, subdivided and used, including such things as plat approvals, access management, regulation of groundwater, and the negotiation of development agreements (Tex. Local Gov’t Code, Chapter 212, *Municipal Regulation of Subdivisions and Property Development*);
- Comprehensive Planning (Tex. Local Gov’t Code, Chapter 213, *Municipal Comprehensive Plans*);
- Housing and structures, as it relates to the building code (such as structural integrity and plumbing) as well as establishing building lines (Tex. Local Gov’t Code, Chapter 214, *Municipal Regulation of Housing and Other Structures*);
- Certain business operations (Tex. Local Gov’t Code, Chapter 215, *Municipal Regulation of Businesses and Occupations*);
- Unincorporated airport hazard areas (Tex. Local Gov’t Code, Chapter 241, *Municipal and County Zoning Authority Around Airports*);

- Nuisances, including the power to summarily abate or remove within 5,000 feet of the City limits (Tex. Local Gov't Code, Chapter 217, *Municipal Regulation of Nuisances and Disorderly Conduct*);
- Signs (Tex. Local Gov't Code, Chapter 216, *Regulations of Signs by Municipalities*);
- Sexually oriented businesses (Tex. Local Gov't Code, Chapter 243, *Municipal and County Zoning Authority to Regulate Sexually Oriented Businesses*); and
- Others.

“For a comprehensive plan to be successful, it requires action to implement the recommendations.”

How to Use This Plan

The Snyder Comprehensive Plan is a policy document that articulates a vision, outlines goals and objectives, and recommends specific actions for implementation. It ensures that new development and redevelopment of land, roads, parks, and public facilities are well-planned and occur in a manner that achieves the desired vision of the community.

Still, for a comprehensive plan to be successful, it requires action to implement the recommendations. This plan is ultimately a guiding document to the area's leaders and City staff regarding the day-to-day decisions on policy making, developments, and spending priorities. General actions that carry out the goals and objectives of this comprehensive plan include:

- Changes to the regulatory tools (e.g., the City's zoning, subdivision, and other development related ordinances) used by the development community to shape the built environment within the City.
- Capital improvement program investments (e.g., streets; water, wastewater and drainage infrastructure; sidewalks, parks and trails; and public facilities).
- New and ongoing planning efforts and studies that will further clarify needs and specify recommendations and actions (e.g., more detailed special area plans like a downtown master plan or park master plan).
- Interdepartmental and intra-agency efforts and actions regarding programs and projects that

advance the goals and objectives of the Snyder Comprehensive Plan.

- Partnerships with outside entities (e.g., private land owners, business owners, or developers; and other stakeholders or interest groups who also advance the goals and objectives of the Snyder Comprehensive Plan).
- Securing other funding resources such as public and private grants to supplement the local general budget.

In order to accomplish the goals and objectives of Snyder Comprehensive Plan and to realize the vision, this document should be something that guides all decisions by land owners, developers, government entities, City departments, political leaders with regards to the elements of this plan and other topics that will impact the future of the community.

Elements of the Plan

This plan is comprised of five main elements:

1. **Introduction** – This element introduces the planning process and describes why planning is important for Snyder's future.
2. **Existing Snyder** – This element describes the current state of the City of Snyder (e.g., regional issues and influencing trends, population and economic characteristics, and growth trends and patterns). It also projects future expected growth.

3. **Public Engagement and Visioning** – This element describes the process and breadth of public engagement that was used to involve the community in setting the vision for the future.
4. **Future Snyder** – This element includes further analysis into topic specific issues and challenges identified during the public engagement efforts of the plan, followed by goals, objectives, and recommended actions to implement the vision over the horizon of the plan. These topic specific areas include such things as future land use and thoroughfare planning, housing and neighborhoods, parks and open space, utilities and infrastructure, and other City facility needs.
5. **Implementation** – This element details the various strategies for implementation, prioritization and time-frames of specific actions, and who is responsible for initiating and championing the effort.

Snyder Planning Area

The planning area for the Comprehensive Plan includes the current incorporated area of the City of Snyder (the City limits) as well as the current extraterritorial jurisdiction (ETJ). See Map 1.1, *Snyder Planning Area*.

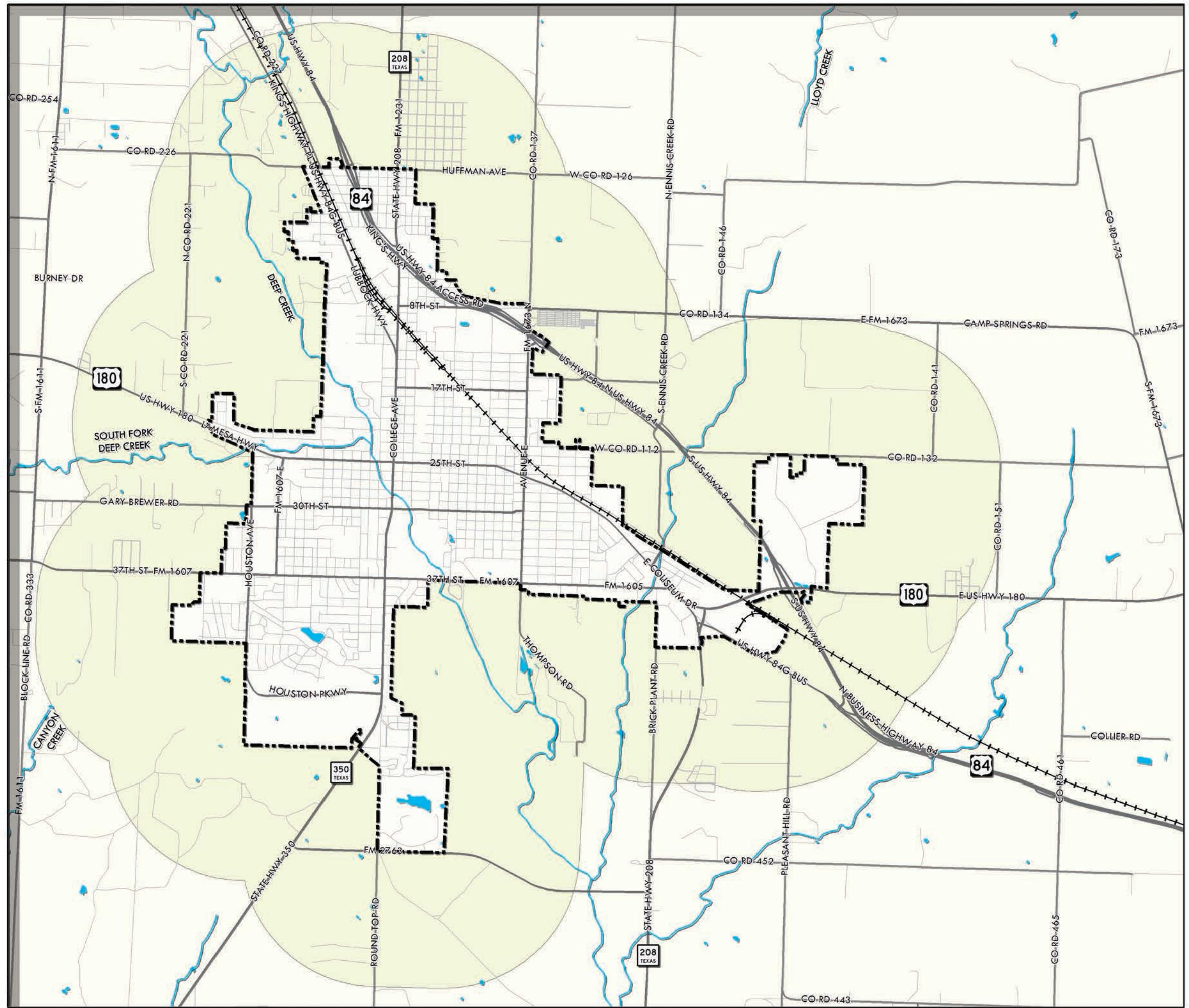
Today, the incorporated area of the City of Snyder includes approximately 8.6 square miles, and the ETJ adds an additional 23.7 square miles. Most of the planning area is located west of the U.S. Highway 84 since this is where downtown Snyder is located and where most of the growth has occurred. More recently, growth has occurred east of U.S. Highway 84 where new hotels and the Snyder Industrial Park is located.

Surrounding the planning area is Snyder's ETJ, which encompasses a one mile buffer around the outer limits of the City's corporate boundary. It is in these unincorporated areas of Scurry County that the City may grow depending on future annexations.

Extraterritorial Jurisdiction (ETJ)

Extraterritorial jurisdiction includes the unincorporated land adjacent to the City corporate limits that is not within any other City's municipal boundaries or ETJ. The size of the ETJ varies according to its population. Snyder is a home rule City with a population of over 5,000 people but under 25,000 people, so its ETJ extends one mile from the outer edge of the City.

MAP 1.1 PLANNING AREA



A legend on the left side of the map, listing six categories with corresponding symbols: a dashed rectangle for 'CITY LIMITS', a yellow rectangle for 'EXTRATERRITORIAL JURISDICTION (ETJ)', a horizontal line for 'MAJOR ROADS', a horizontal line for 'MINOR ROADS', a blue wavy shape for 'WATER BODIES', a horizontal line for 'CREEKS', and a dashed line for 'BNSF RAILROAD'.

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CHAPTER



EXISTING SNYDER

The Existing Snyder element of the Comprehensive Plan provides an overall assessment of the historical, demographic, socioeconomic, natural, and physical built environment of Snyder, both past and present. It creates the baseline of where Snyder is today and is the starting point of analysis to determine what steps or actions are needed to achieve the visions set by the community for Snyder's future. Understanding such things as Snyder's historical, demographic, and socioeconomic context and capacity for growth (whether it's the ability to provide potable water, emergency services, or parks and recreational opportunities) can then be combined with the 2035 projected population to help to lay the foundation for future decision-making and action recommendations identified later in this plan.

Understanding how each of the components of the City's built, economic, and social environment are interrelated and work together provides the City with a strong foundation for advance planning and allows appointed and elected officials and staff to be able to make real-time decisions to best serve the needs of the community in the most efficient way possible.

Historical Context

The City of Snyder had its early beginnings in 1878 when a buffalo hunter and trader, William Henry (Pete) Snyder (a Dutch trader and native of Pennsylvania) built a trading post on the banks of Deep Creek. See Figure 2.1, *The History of Snyder*.

In 1882 Snyder drew up a town plan and started to invite others. Two years later, the county was organized and Snyder became the county seat. For much of the City's early existence, its economy revolved around agriculture and agri-business.

In 1948, oil was discovered in the Canyon Reef formation north of the City, which strengthened the economic base of the City and significantly increased its population. During that time, Scurry County became the leading oil-producing county in Texas. Although the City has experienced periods of growth (with population peaking at 16,000 in 1951) and contraction typical of economies relying on energy development, overall, it has remained relatively stable.

During the 2000s, a new form of energy development, wind energy, has been contributing to the City's overall economy. Today, the City is supported by a combination of agriculture, agri-business, oil, and wind energy industries and boasts a modern attitude toward economic development and growth. The City's population has remained relatively stable near 11,000 persons.

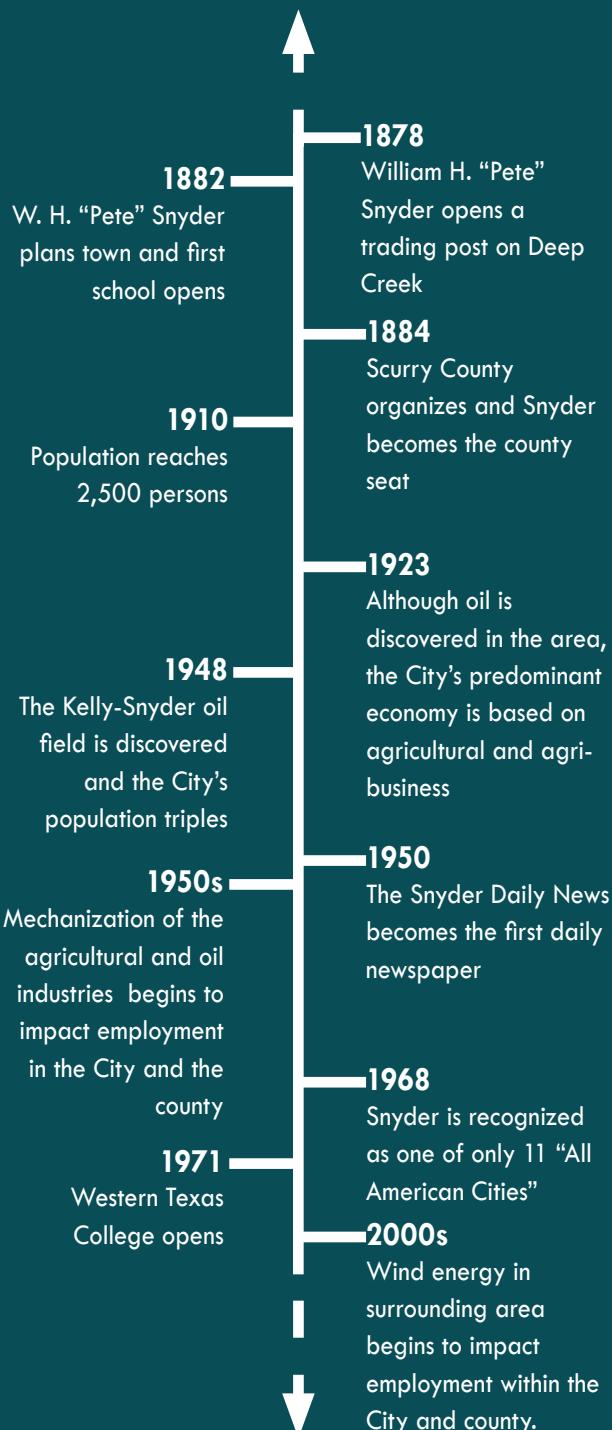


West Side Square (circa 1916) – Snyder, Texas



Photo source: www.texasescapes.com

Figure 2.1. The History of Snyder



Source: www.texasescapes.com; Wikipedia

Figure 2.2, Regional Context - State

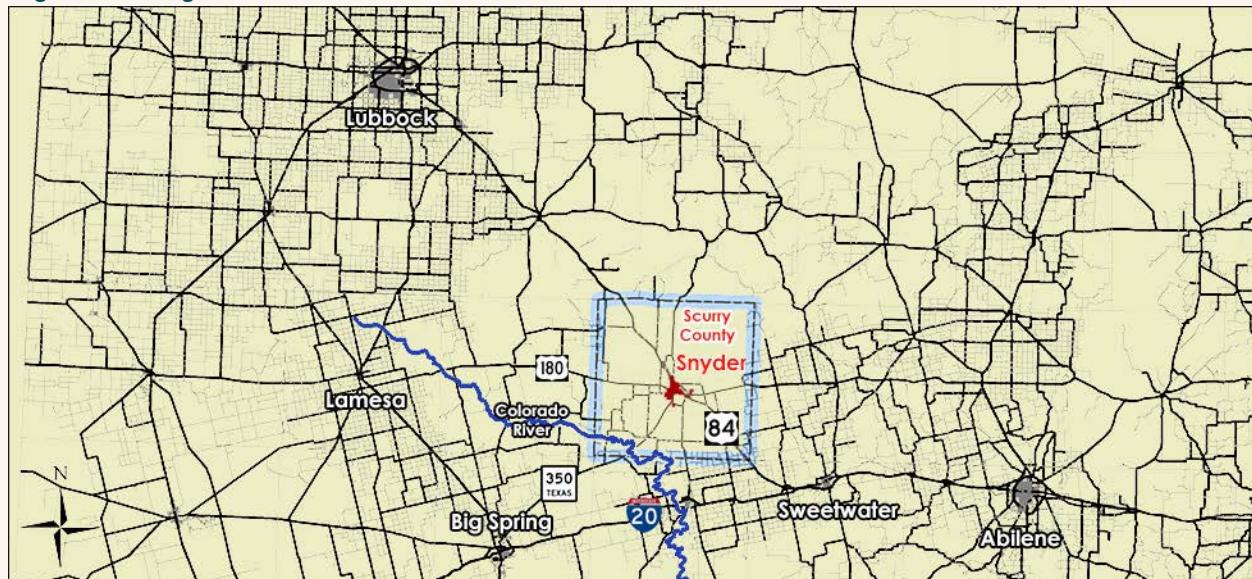
Regional Context

At a regional and state scale (see Figure 2.2, *Regional Context - State*, at right), the City of Snyder is located in the Central Great Plains of West Texas. Its closest interstate connections include Interstate 27 to the north and Interstate 20 to the south. Both Lubbock and Abilene are 1.5 hours away, and are the nearest large communities. The City is located approximately three-and-a-half hours west of the Dallas / Ft. Worth Metroplex and five hours north of San Antonio. It falls within

the West Central Texas Council of Governments (WCTCOG) regional planning area and is predominantly drained by the Colorado River and several tributaries of the Brazos River.



At the regional scale (see Figure 2.3, *Regional Context - Macro*, below and Figure 2.4 *Regional Context - Micro* on the next page), the City is the county seat of Scurry County and comprises 8.6 square miles of area. It is located predominantly west of the intersection of U.S. Highway 84 (running north to south) and U.S. Highway 180 (which bisects the City east to west). Its closest comparison cities include Sweetwater (approximately 35 miles to the southeast), Big Spring (approximately 50 miles to the southwest), and Lamesa (approximately 60 miles directly west). These three cities share similar regional characteristics and will be used as comparison cities.

Figure 2.3, Regional Context - Macro

Demographics

Historical Population Growth

As indicated in Table 2.1, *Historical Population Growth*, the City of Snyder has experienced varying levels of population growth during the 20th century. The opening of the Kelly-Snyder oil field in 1948 triggered a large population swell of over 8,000 people between 1940 and 1950. Following this large influx of people, the City's population has seen periods of minor growth and decrease. Between 1950 and 2010 the City's population decreased by seven percent while the county's population decreased by 26 percent. Following a county-wide trend, the City experienced its greatest population decrease between 1960 and 1970, and another between 1990 and 2000. The recent increase in population is most likely attributed to increases in oil/gas shale development and the recent growth in wind energy development within the region.

Generally, the City's population shifts have mirrored that of the county for the last 40 years, with the current population accounting for 66 percent of the Scurry County population.

Age Distribution

When compared to the 2010 Decennial Census totals for the United States, Snyder has a greater percentage of the population aged zero to 19 and 70 and older (see Figure 2.5, *Age Distribution*).

In 2010, 31.8 percent of Snyder's population was under the age of 19 and 11.2 percent was over the age of 70. In total, 43 percent of the City's population comprises the typically non-working portion of the population. When compared to the United States totals, the percentage of working-age people, ages 25 to 65, is lower in Snyder. This may have been a result of people relocating for increased and better employment opportunities. However, improvements to the job market and growth in the City since 2010 may help to encourage this age bracket to remain. The large contingent of young and older residents will determine what services will be most valued over the next 20 years. In 20 years, the current young population will be in their prime working age. **Assuring that appropriate services are provided for all age brackets is an important consideration for the City.**

Figure 2.4, Regional Context - Micro

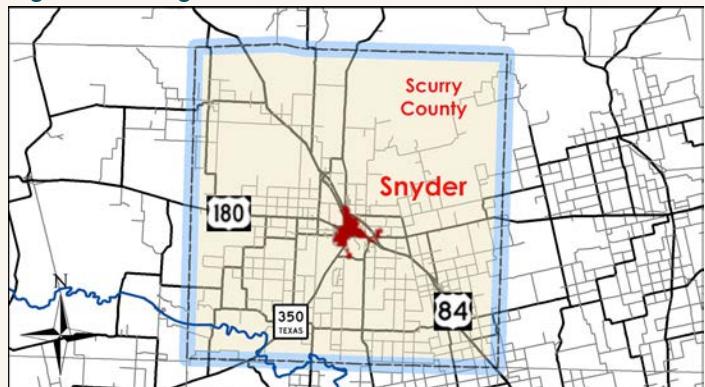
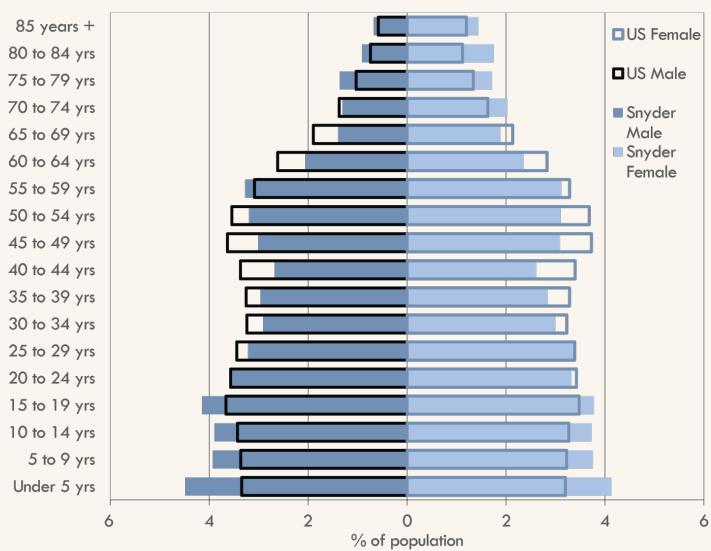


Table 2.1, Historical Population Growth

YEAR	SNYDER (PERSONS)	PERCENT CHANGE	CITY PERCENT OF COUNTY POPULATION	SCURRY COUNTY (PERSONS)
1910	2,514	--	23%	10,924
1920	2,179	-13%	24%	9,003
1930	3,008	38%	25%	12,188
1940	3,815	27%	33%	11,545
1950	12,010	215%	53%	22,779
1960	13,850	15%	68%	20,369
1970	11,171	-19%	71%	15,760
1980	12,705	14%	70%	18,192
1990	12,195	-4%	65%	18,634
2000	10,783	-12%	66%	16,361
2010	11,202	4%	66%	16,921
2014	11,571	3%	67%	17,328

Source: U.S. Annual Fact Finding U.S. Census Bureau, 2014

Figure 2.5, Age Distribution



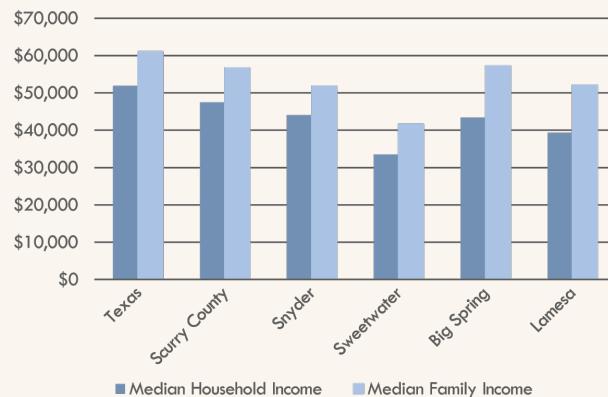
Source: U.S. Census Bureau, 2010, DP-1-Geography: Profile of General Population and Housing Characteristics: 2010

Household & Family Income

As illustrated in Figure 2.6, *Household & Family Income*, Snyder's median household income is greater than all of the comparison cities while being lower than Scurry County and Texas. However, Snyder's median family income is lower than two of the three comparison cities, the county, and Texas.

The City's median household and family incomes are both 85 percent of the state averages. While it is not surprising at the state level, the lower than average City incomes compared to the county incomes could mean that higher earners are choosing to locate outside of the City limits.

Figure 2.6, Household & Family Income



Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey, DP03: Selected Economic Characteristics

Race & Ethnic Characteristics

The 2009-2013 American Community Survey (ACS) estimates illustrate that Snyder, and the entirety of Scurry County, is primarily white. Racial and ethnic diversity is increasing, albeit slowly. As Table 2.2, *Race & Ethnicity*, indicates, Snyder is comparably diverse as the county and two of the comparison cities while being slightly less diverse than Big Spring and Texas, as a whole. As the City continues to diversify, additional cultural, educational, and economic opportunities may arise.

A significant portion of Snyder's population, totaling almost 40 percent of the population, is of Hispanic or Latino Descent. This matches almost exactly Texas as a whole and other surrounding communities. The percentage of Hispanic residents is 23 percent higher than it was at the time of the last Comprehensive Plan in 1972. The African American population has decreased approximately one percent since 1970.

Table 2.2, Race & Ethnicity

RACE & ETHNICITY	TEXAS	SCURRY COUNTY	SNYDER	SWEET-WATER	BIG SPRING	LAMESA
White	74.4%	82.8%	82.8%	82.8%	73.7%	81.1%
Black or African American	11.8%	4.4%	4.1%	5.5%	6.6%	2.9%
American Indian & Alaska Native	0.5%	0.8%	0.6%	0.5%	1.1%	3.5%
Asian	4.0%	0.3%	0.2%	0.0%	1.0%	0.3%
Pacific Islander	0.1%	0.0%	0.0%	0.0%	0.5%	0.0%
Other	6.9%	9.2%	9.4%	7.8%	13.0%	11.1%
Two or More Races	2.3%	2.5%	2.8%	3.4%	4.1%	1.1%
Hispanic or Latino Descent	37.9%	37.2%	39.0%	38.9%	44.4%	58.6%

Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey, DP05 ACS Demographic and Housing Estimates

Existing Land Use & Development

Overview of Existing Land Use System

As part of preparing for the future, it is important to understand where the City is today. As part of that determination, it is common to undertake a snapshot of the City's existing distribution of land uses (see Table 2.3, *Existing Land Use Distribution*, below and Map 2.1, *Existing Land Use*). Generally, the City is divided into eight categories, including:

- **Commercial.** Snyder's commercial land uses are primarily found along U.S. Highway 180 (U.S. Hwy 180) and State Highway 350 (SH 350). Commercial land uses along Hwy 180 extend to its intersection with U.S. Highway 84. Commercial land uses along SH 350 are present from the southern City limit boundary to the U.S. Hwy 180. For context, of the commercial land uses in the planning area, currently all but approximately 24 acres are found inside the City limits.
- **Industrial.** Snyder industrial land uses can be found predominately in the western and northern reaches of the City limits, with much of the industrial area located outside the City limits being contiguous to the City's industrial areas. U.S. Hwy 180, U.S. Hwy 184 and North College Avenue provide the primary access to these areas. This amount of land dedicated to industrial uses in the planning areas is evenly located within the City and ETJ. Ultimately these industrial areas are largely connected to the oil

and gas uses that are found in the west and northern portions of the planning area.

- **Institutional.** This type of existing land use also includes public facilities and buildings such as schools, treatment plants, etc., and these uses can be found throughout the City. The institutional land uses in the planning area can largely be attributed to Winston Field, a regional airport, and Western Texas College. A majority of the institutional land uses are found outside the City limits in the ETJ. This can be attributed to Winston Field and portions of Western Texas College property that are located just outside the City limits.
- **Park.** The approximate 375 acres of park land that are found in the planning area are under the jurisdiction of the Scurry County Park system. The approximate 167 acres of park land in the planning areas that is not located inside the City limits can be found directly adjacent to the City boundaries. The two largest park land properties are the Scurry County Golf Course, a nine-hole facility, and Towle Memorial Park. Additional recreation facilities not included in this land inventory include Snyder Independent School District and Western Texas College athletic facilities, which are not necessarily open to the general public. Additional property that is in essence park land is the Sammy Baugh Golf Course (a nine-hole facility) which is found on the Western Texas College Campus and which is open for public play.

Table 2.3, Existing Land Use Distribution

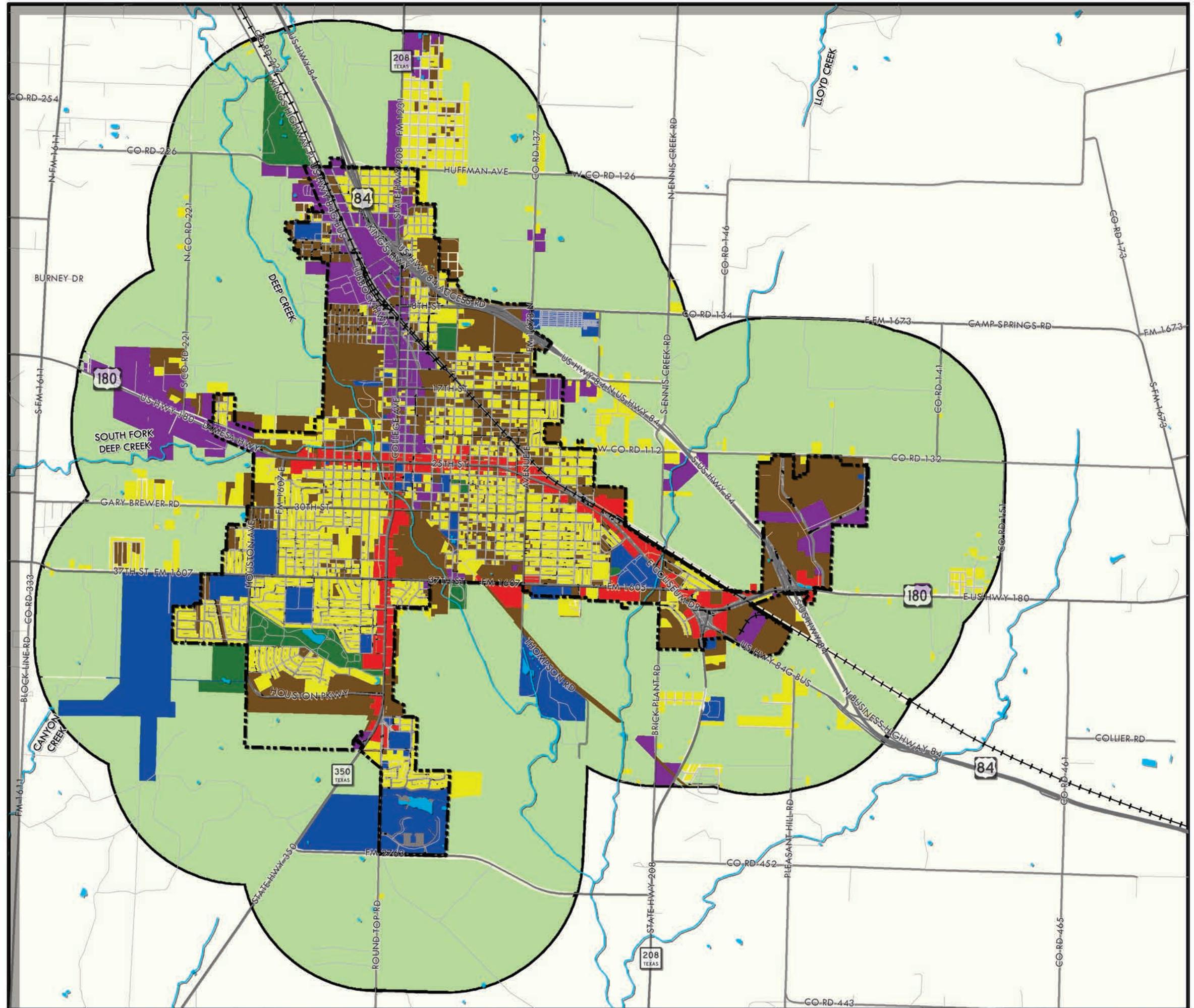
Existing Land Use	SNYDER City LIMITS		ETJ		TOTAL AREA		# OF PARCELS			
	Acres	%	Acres	%	Acres	%	City Limits	ETJ	Total	%
Commercial	350.4	6.2%	23.7	0.2%	374.1	1.8%	498	5	503	5.0%
Industrial	431.7	7.7%	433.8	2.8%	865.5	4.1%	330	101	431	5.4%
Institutional	358.4	6.4%	661.1	4.3%	1,019.5	4.9%	52	17	69	0.9%
Park	208.0	3.7%	166.6	1.1%	374.6	1.8%	22	6	28	0.3%
Residential	1,474.8	26.2%	693.7	4.5%	2,168.5	10.4%	4,696	676	5,372	66.7%
Agriculture/Rural	144.6	2.6%	10,715.0	70.1%	10,859.6	51.9%	1	323	324	4.0%
Vacant	1,427.5	25.4%	283.9	1.9%	1,711.4	8.2%	1,150	172	1,322	16.5%
Utility/ROW	1,228.6	21.8%	2,310.1	15.1%	3,538.7	16.9%	--	--	--	--
Totals	5,624	100%	15,288	100%	20,912	100%	6,749	1,300	8,049	100%

Source: GIS analysis.

MAP 2.1 EXISTING LAND USE MAP

MAP 2.1

Existing Land Use



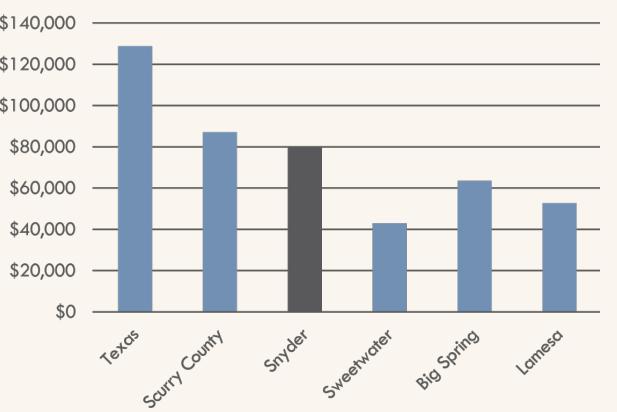
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- **Residential.** The largest existing land use classification within the City limits, but not the overall planning area, is residential land use. The approximate 1,475 acres contains 4,696 residential lots. This is approximately 26.2 percent of the total area of the City. The additional 694 approximate acres of residential in the planning area found inside the ETJ includes 676 residential lots. With an average lot size of just over one acre, this strongly suggests that the residential lots found outside the City is predominately estate residential. Overall residential land uses equal 66.7 percent of the total parcels, but only 10.4 percent of the total land area.
- **Agriculture/Rural.** The largest existing land use in the plan area is agriculture/rural. This land use classification includes some estate residential, but is predominately land that is subject to agricultural practices and other natural areas, which are often used for livestock grazing. Only one example of agricultural land use currently exists within the City limits, with the remaining approximate 10,860+/- acres found in the ETJ.
- **Vacant.** The second largest existing land use classification found in the planning area, vacant, includes parcels that are either transitioning undeveloped property or areas where existing structures lay dormant. A vast majority of the approximate 1,428 acres of vacant property can be found along the City limit peripheries. This leads to the assumption that much of this property is subject to transitioning development pressures that renders these parcels in a holding pattern until market forces determine the property is ripe for development/redevelopment.

Figure 2.7, Median Home Value



Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey, DP04: Selected Housing Characteristics

Housing & Neighborhoods

Overview of Existing Housing and Neighborhoods

Snyder's long-term future is closely tied to its housing availability and conditions. During times of economic growth, the City sees a tightening of the housing market, constricting supply, and increased demand. During times of economic contraction, the opposite is true. While the City has seen some cyclic changes in population over the past 30 years or so, the population, over time, has remained relatively stable. Consequently, the City's housing stock has also remained relatively the same except that it is now older. Currently, over 65 percent of the housing stock within the City is older than 1970; that means that a majority of the available housing options are over 45 years old. Only recently has the City and county seen new residential development occurring with the City limits and ETJ.

As part of preparing for the future, it is important to have a better understanding of Snyder's median home value, age of housing stock, vacancy rates and how it compares to comparison cities, the county, and state.

Median Home Value & Age of Housing Stock

With its slightly newer housing stock, Snyder's median home value (\$79,900) is over \$16,000 greater than any of the comparison cities (see Figure 2.7, Median Home Value). However, it is less than the county (\$87,200) average and only 62 percent of the state (\$128,900) average. The number of older homes (45-plus years old) in Snyder (67%), the comparison cities (68% to 75%), and the county (62%), is almost three times the number





of older homes in Texas (22%) as set out in Figure 2.8, *Homes Constructed Before 1970*.

Though the age of a home does not necessarily dictate its current condition, the prevalence of older homes in Snyder indicates a need for new and improved home options throughout the City in order to maintain sustainable neighborhoods and a healthy balance between old and new buildings as the population continues to expand.

Housing Tenure

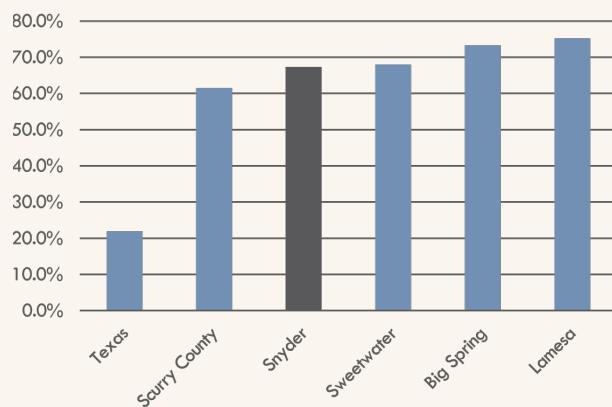
One-third (33%) of the City's housing units are renter-occupied (see Figure 2.9 *Housing Tenure*). This is generally in line with the state average (37%), as well as the comparison communities (24% to 39%). With the oil industry being a large component of the City's economy, finding housing can be challenging during a market-boom. However, as the City's population continues to grow and job markets fluctuate, it is important to monitor the ratio of owner- to renter-occupied housing options in order to avoid an over-abundance of short-term housing if employment opportunities slow down.

Vacancy Rate

The 2009-2013 ACS estimates a rental vacancy rate of 5.1 percent and homeowner vacancy rate of 2.8 percent in Snyder (see Figure 2.10 *Vacancy Rate*). The City's rental vacancy is lower than the state average by almost half and only slightly greater than the county average. The homeowner vacancy rate is largely comparable to that of the state and county. When compared to similar cities, Snyder falls in the middle (not among the highest or lowest vacancy rates). As the employment opportunities fluctuate, the vacancy rates will similarly fluctuate.

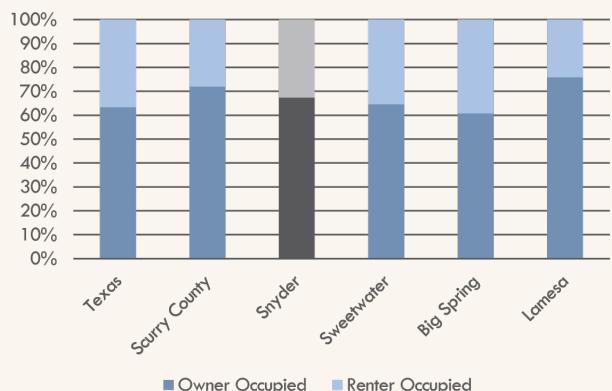
Examples of existing housing in Snyder are shown on the following page.

Figure 2.8, Homes Constructed Before 1970



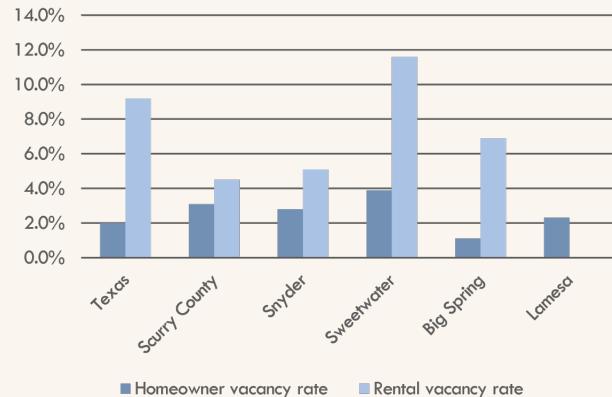
Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey, DP04: Selected Housing Characteristics

Figure 2.9, Housing Tenure



Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey, DP04: Selected Housing Characteristics

Figure 2.10, Vacancy Rate



Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey, DP04: Selected Housing Characteristics



Examples of housing types and conditions found in Snyder

Transportation

A City's transportation system plays an integral role in the overall quality of life for a community. When residents are not able to move around the City easily, perceptions of overall quality of life are impacted (see Figure 2.11, *Functional Classification*).

Predominantly, transportation in and through Snyder is by the automobile. However, there are other forms of transportation that also play a role in moving people and goods throughout the City such as rural transit, walking, and bicycling. The citizens and businesses of Snyder are served by Spartan Transportation for rural, on-demand transit services, Winston Field for air services, and the BNSF for rail services. In addition, the citizens of Snyder have also expressed interest in improving opportunities to move around the City as pedestrians and bicyclists. Indeed, each of these transportation options will need to be considered as the City moves forward over the next 20 years and beyond.

Overview of Existing Thoroughfare System

Snyder is regionally connected to the rest of the state by U.S. Highway 84 (running north to south through Snyder connecting up to Lubbock and Interstate 27) and U.S. Highway 180 (running east to west through Snyder and providing a connection between New Mexico and the Dallas / Fort Worth Metroplex).

Locally, the City's primary transportation network is comprised of the following functional classifications of roads (see Map 2.2, *Existing Thoroughfare Plan*):

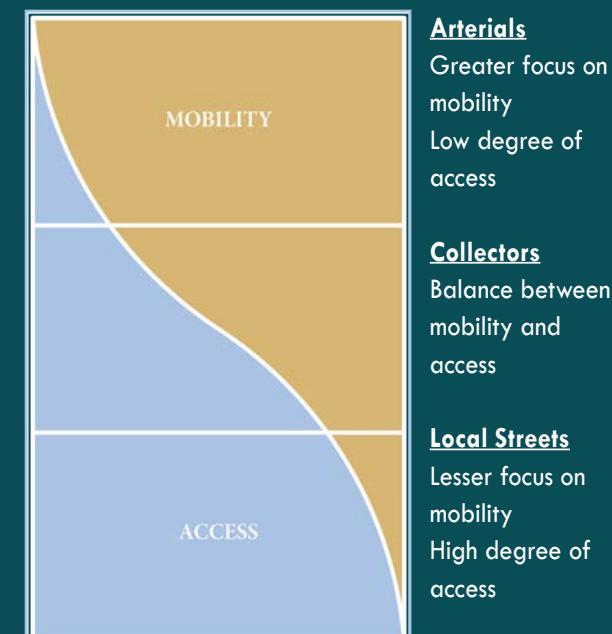
■ Principal Arterial - Freeway / Expressway:

Freeways are a limited access type of principal arterial where traffic movement is devoted entirely to traffic movement and there is no access to adjacent land uses. Freeways are often multi-lane divided highways intended to serve large amounts of regional, high speed traffic on longer trips. U.S. Highway 84 is the only freeway located within the Snyder Planning Area.

■ Principal Arterial - Other:

Principal arterials are also intended to carry larger amounts of traffic where the primary focus is on through traffic (i.e., anywhere between 2,000 to 27,000 vehicles per

Figure 2.11. Functional Classification



day). Primary arterials are intended to provide an continuous route in the through the City, oftentimes providing connectivity to the central business district. They range between three and five lanes and sometimes include a center turn lane. In Snyder, College Avenue and Coliseum Drive are principal arterials.

■ Minor Arterials: Minor arterials are intended to carry less traffic than principal arterials (i.e., 1,500 to 6,000 vehicles per day). Minor arterials are intended to interconnect and augment the principal arterial network and distribute traffic to smaller functional classifications of streets. In Snyder, 25th Street (west of College Avenue), College Avenue (south of 25th Street), and portions of 27th Street are minor arterials.



An example of a major collector is 30th street.

- **Major Collectors:** Major and minor collectors serve a critical role in the overall transportation network by gathering traffic (i.e., approximately 150 to 2,600 vehicles per day) from local streets and distributing them to the larger functional classification arterial network. In Snyder, major collectors include portions of 17th Street, 30th Street, 37th Street, Houston Avenue and Parkway, Lubbock Highway, among others (see Map 2.2, *Existing Thoroughfare Plan*). Currently, there are two designated minor collector segments within the City which are located along Huffman Avenue.
- **Local Streets:** Dissimilar to arterials, local streets are principally intended to provide access to abutting properties with the lowest traffic volumes in the system (approximately 15 to 700 vehicles per day).

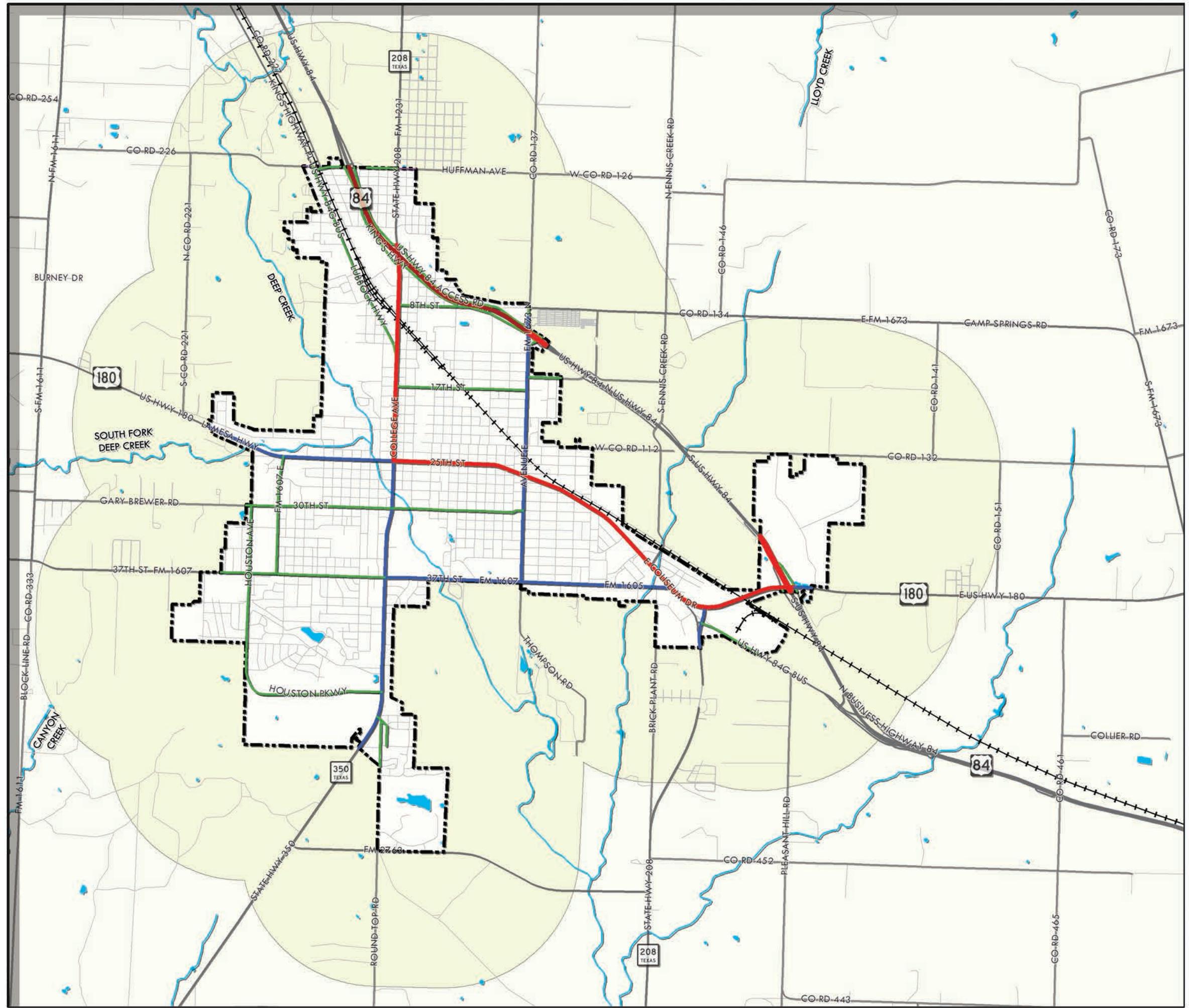
They constitute the largest percentage of the City's overall transportation system and are oftentimes designed to discourage through traffic.

Existing Thoroughfare Conditions

As set out in Table 2.1, *Historical Population Growth* (earlier in this Chapter), Snyder has undergone several cycles of expansion and contraction as it relates to overall Citywide population. For example, in 1950, the City's population peaked around 12,010 persons. By 1970, that population decreased to 11,171 persons. Over the next 40 years, the population has continued to increase and decrease, but generally has remained fairly stable. Even in the past few years, the City's population started to increase as the Cline Shale Play became one of the hottest energy

MAP 2.2 EXISTING THOROUGHFARE PLAN

- PRINCIPAL ARTERIAL - FREEWAYS/EXPRESSWAYS
- PRINCIPAL ARTERIAL
- MINOR ARTERIAL
- MAJOR COLLECTOR
- MINOR COLLECTOR
- LOCAL ROAD
-  CITY LIMITS
-  EXTRATERRITORIAL JURISDICTION (ETJ)
- MAJOR ROADS
- MINOR ROADS
-  WATER BODIES
- CREEKS
- +++++ BNSF RAILROAD



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developments in the country. But, with the significant decrease in crude oil costs in 2014-2015, indicators show that some of the pressures on the Snyder housing market may be decreasing (e.g., hotel stays).

Similarly, the City's traffic volumes have also peaked and ebbed since the 1950s but have remained relatively stable. As seen in Figure 2.12, *Historical TxDOT Traffic Volumes*, and Table 2.4, *Historical TxDOT Traffic Volumes*

Comparisons, traffic volumes over the past 45 years have both increased and decreased depending on which intersection is being evaluated. In general, traffic volumes have significantly increased along U.S. Highway 84 (103%) and at the intersection of College Avenue and 25th Street (86%) over the past 45 years. To the contrary, there has been little to no traffic volume increases along 25th Avenue east of College Avenue or along U.S. Highway 180, south of Apple Street (-1%).

Figure 2.12, Historical TxDOT Traffic Volumes

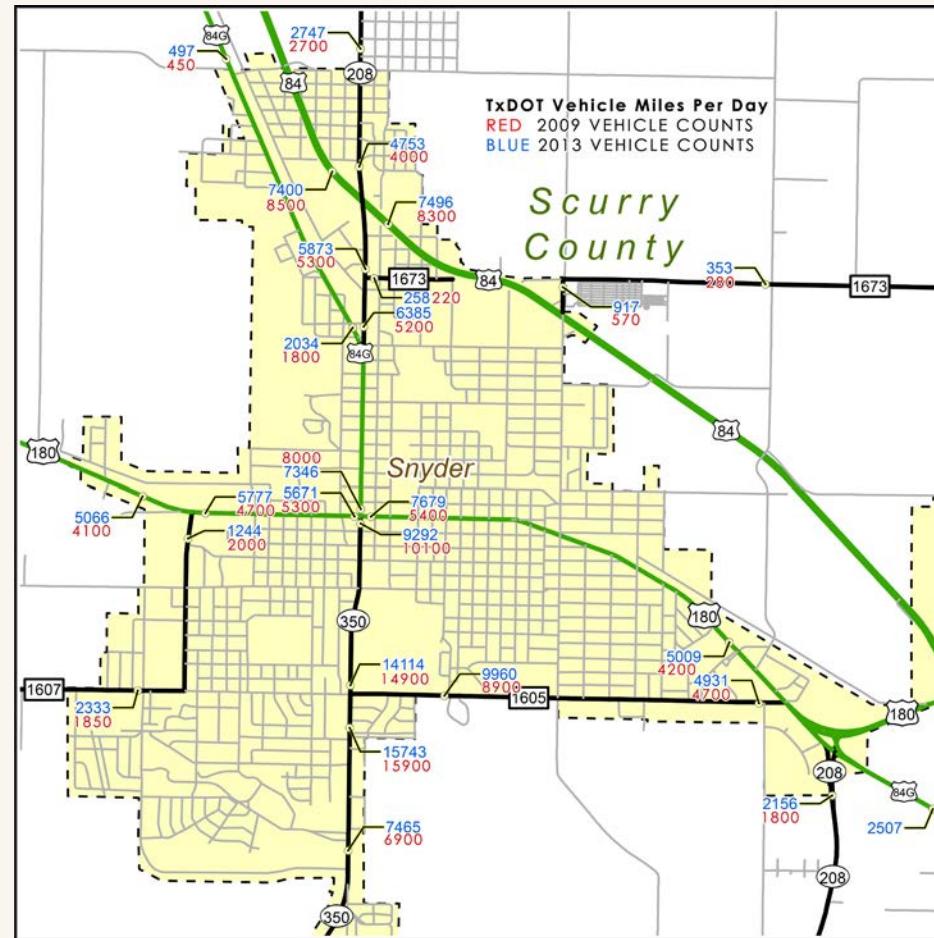


Table 2.4, Historical TxDOT Traffic Volume Comparisons

MAP LOCATION ID #	LOCATION DESCRIPTION	1969	2009	% INCREASE / DECREASE 1969 TO 2009		2013	% INCREASE / DECREASE 1969 TO 2009	% INCREASE / DECREASE 1969 TO 2013
				TO 2009	TO 2013			
1	U.S. Hwy 84, South of Parks Ave.	3,640	8,500	134%	7,400	-13%	103%	
2	25th Street, east of College Ave.	7,760	5,400	-30%	7,679	42%	-1%	
3	College Avenue, south of Towle Park Road	4,010	6,900	72%	7,465	8%	86%	
4	U.S. Hwy 180, south of Apple Street	4,920	4,200	-15%	5,009	19%	2%	

Source: TxDOT District Traffic Maps

The increases in traffic volumes along U.S. Highway 84 can be attributed to changes in travel patterns across the U.S. over the past half century. Increases in traffic volumes at the intersection of College Avenue and 25th Street could mean that adequate alternate routes are not available for intracity connectivity.

Thoroughfare Maintenance

Thoroughfare maintenance is primarily handled by the City's Street Department. It includes maintenance of paved and unpaved streets and alleys; street sweeping; mowing of right-of-ways, drainage channels, and City-owned lots; and the making and maintenance of the City's street signs. Currently, the City has a policy goal of seal coating all paved streets on a seven year cycle. Accordingly, the City has seal coated an average of 128 blocks per year since 2010 (see Table 2.5, *Thoroughfare Maintenance Resources - 5 Year Average*, below). In addition, the City has averaged about \$265,000 per year in street maintenance. While this level of maintenance has maintained the thoroughfare system over time, there has been increased requests for more intensive rehabilitation of existing streets (e.g., replacing the sub-base). The Street Department has also averaged approximately 400 hours of street sweeping and the stabilization of 17 alleys per year since 2008.

The City hired Jacob and Martin, LLC to do an analysis of the current street conditions in the City of Snyder. For street improvements and maintenance, the City wants to create a plan. A course of action was determined to maintain, preserve or reconstruct each street based on the evaluation of each street. There are currently around 95 miles of streets in Snyder. At this time, there are eight miles (8.42%) of gravel roads in Snyder and 87 miles of paved roads (91.58%).

When asked what was the most critical issue facing Snyder today, respondents to the online survey indicated that street and road conditions were one of the top 10 highest priorities.

Through the evaluation process, each street type was given a functional classification that was used to make recommendations. These categories are:

- **Surface Seal:** Asphalt is used to seal cracks less than 1/8 inch.
- **Crack Sealing:** A modified asphalt material that is inserted into cracks that range in size from 3/16 inch. to 1/2 inch. wide.
- **Seal Coat:** A hot asphalt material that covers the roadway and a layer of aggregate is placed over the asphalt.
- **Bomag Hot Mix:** When the road has lost its integrity, this process is utilized only if there is a solid base material. The existing asphalt is removed or ground up and blended in with the existing base material. To create the desired strength, the base can

Table 2.5, Thoroughfare Maintenance Resources - 5 Year Average

Maintenance Type	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	5-Year Avg.
Street & Alley Maintenance	\$166,972	\$298,800	\$335,620	\$271,686	\$252,181	\$265,052
Blocks of Seal Coating	144	140	177	80	100	128
Street Sweeper Hours	412	422.5	450.5	300	430	403
Alleys Bladed and Stabilized	1	14	9	50	11	17

Source: City of Snyder Annual Budget Reports

Table 2.6, Snyder Crash Statistics - 5 Year Average

TYPES OF CRASHES	2010	2011	2012	2013	2014	5-Year % Increase
Fatalities	0	0	2	1	2	200%
Fatal Crashes	0	0	2	1	2	200%
Incapacitating Crashes	2	7	4	2	1	-50%
Non-Incapacitating Crashes	20	21	15	13	21	5%
Possible Injury Crashes	14	19	13	18	33	136%
Non-Injury Crashes	75	96	65	85	94	25%
Unknown Severity Crashes	2	2	4	22	7	250%
Total Crashes	113	145	103	141	158	40%

Source: TxDOT District Traffic Maps

be stabilized. The riding surface is created with a hot mix.

- **Rebuild Seal Coat:** Existing surface and base are removed and replaced with a new base and a seal coat surface.
- **Rebuild Hot Mix:** Existing surface and base are removed and replaced with a new base and a hot mix surface.
- **Rebuild Concrete:** Existing surface and base are removed and replaced with a new base and a concrete surface.

Across the City, a total of 48 cores were taken. This information was used to determine what type of work needs to be completed on the roads. The results of the road conditions analysis were that the base material is a very fine grade. The base material should be removed and a flexible base should be installed.

The total area of work totals 1,715,708 square yards at a cost of \$30,484,311.10. The rebuild hot mix process

has the largest area (227,145 square yards) and a cost of \$12,836,333.94. Typically, pavement structures last for 20 years. At a cost of around \$20 per square yard over 20 years, roads can be surface sealed every three years and a seal coat can be applied every 10 years. Every 20 years, about \$34.85 per square yard could be spent on rehabilitating existing roads. A maintenance program can be developed to reduce vegetation cracks in the roads, solid waste can be picked up at the street side and roads can be properly graded. These measures can increase the life of the roads.

Thoroughfare Safety

During the same time that many areas of the country were experiencing decreases in vehicle crash rates (and a general decrease in overall vehicle miles traveled), in Snyder, the growth of the Cline Shale Play was bringing more people and activity to the City. It is not surprising that this has corresponded in increases in vehicle crash rates.



Photo Source: <https://spartanpublictransit.com/>

As identified in Table 2.6, Snyder Crash Statistics - 5 Year Average, the City has seen a 40 percent increase in total vehicle crashes over the past five years. As the Cline Shale Play continues to slow down in production and overall activity during 2016 and beyond (due to low crude oil pricing and over supply), a potential reduction in overall crash rates may result.

Rural Transit

Although there is little availability for public transit in Snyder, there is a large segment of the population that could benefit from it. Even though the City is not large enough to support a fixed route system, Snyder is served by SPARTAN Transportation, which offers rural on-demand transit to area residents.

SPARTAN is a public transportation company that is a division of the South Plains Community Action Association, Inc. (SPCAA), which serves over 17 counties including Scurry County.

Currently, SPARTAN offers Snyder both Scheduled Route Service to and from Big Spring and Colorado City and on-demand transportation Monday through Friday, 8:00 a.m. to 5:00 p.m. to Abilene, Sweetwater, Lorraine, and Lubbock. The Scheduled Route Service provides trips from one designated point in a town to a pre-determined

drop off site. All passengers are requested to make reservations at least 24 hours in advance for all trip requests. Reservations are accepted on a first-come, first-serve basis. Fares are \$2 each way for local trips, \$6 to \$20 each way for out-of-town routes (depending on the destination), and \$0.25 per mile for demand response transportation pick-up and drop off services.

BNSF Railroad

The Snyder / Scurry County area is served by the BNSF Railway, which is one of North America's leading freight transportation companies. The BNSF system encompasses a rail network of over 32,500 route miles in 28 U.S. states and three Canadian provinces.

Winston Field

Winston Field is an airport located just outside the southwestern City limits of Snyder. It is open to the public and is owned and operated by Scurry County. The facility contains two runways and averages 31 aircraft operations per day.¹ In 2010, the airfield was responsible for \$3,268,394 of economic activity, \$1,286,783 in salary, wages, and benefits.²



¹AirNav.com, Winston Field Airport. <https://www.airnav.com/airport/KSNK>, Site visited Feb. 19, 2016

²Economic Impact 2011: Winston Field Airport, Snyder, TX, Texas Department of Transportation, Aviation Division.

Utilities & Infrastructure

Overview of Existing Utilities & Drainage Infrastructure System

In the typically hot and dry climate of Western Texas, the management of stormwater drainage, provision of sufficient clean potable water, and safe distribution and treatment of wastewater provide necessary components for the well-being of the community. As Snyder continues to grow and develop, it is important that the infrastructure system grows respectively and remains well maintained in order to provide quality service to customers.

Floodplain and Storm Drainage

Snyder is bisected by the Deep Creek, a minor tributary of the Colorado River of Texas. The City receives an average annual precipitation of just over 20 inches.¹ Though this is less than the state average, the City still receives heavy rainfall periodically which can cause flooding of the Deep Creek and its tributaries. As additional development occurs and the City's impervious coverage increases, the likelihood of flooding and the resulting health and safety hazards will also increase unless properly addressed.

Downtown Snyder is largely located within the 100- and 500-year floodplains (see Map 2.3, *Floodplain/ Storm Drainage System*). As such, it is important to ensure that properly functioning drainage structures and/or channels are in place to handle flood conditions as they arise.



Deep Creek and College Ave Bridge @ 28th Street.

¹ Snyder, Texas Average Rainfall. <http://rainfall.weatherdb.com/I/24187/Snyder-Texas>. 8 Aug. 2015.

MAP 2.3

FLOODPLAIN / STORM DRAINAGE SYSTEM

FLOODPLAIN ZONE A
(100-year flood)

FLOODPLAIN ZONE B
(Areas between limits of the
100-year flood and
500-year flood)

CITY LIMITS

**EXTRATERRITORIAL
JURISDICTION (ETJ)**

MAJOR ROADS

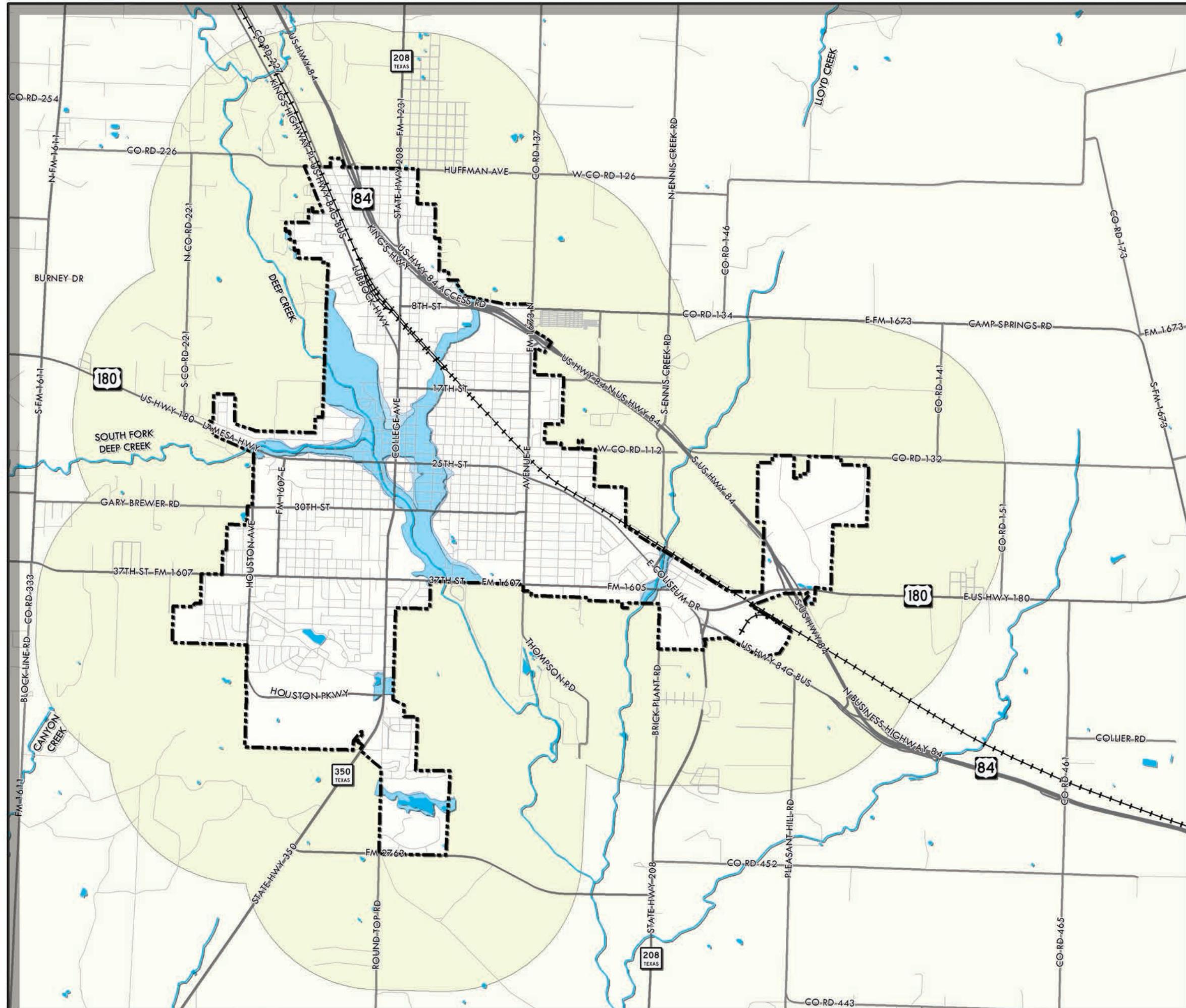
MINOR ROADS

WATER BODIES

CREEKS

BNSF RAILROAD

Note: areas outside of the City limits are not officially mapped but do contain areas with significant flooding possible.



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Water Distribution and Treatment

Water distribution and treatment within the City limits is provided by the City, while the extraterritorial jurisdiction is served by the City, U&F WSC, and Ira WSC (see Map 2.4, *Water Treatment & Distribution System*). The City's raw water is collected through the Colorado River Municipal Water District from Lake J.B. Thomas, the O.H. Ivie Reservoir, and the E.V. Spence Reservoir. The raw water is pumped from a storage facility west of the City to the water treatment plants located at 3102 Avenue M via a 20 inch water line paralleling 37th Street. The City currently operates two water treatment plants at the Avenue M location. The older plant has a four mgd (million gallons per day) capacity while the newer plant has a five mgd capacity. Though the newer plant is primarily used at this point, it is in need of some rehabilitation. A backup power generator is located at the water treatment plant.

The City's water storage facilities are summarized in Table 2.7, *Snyder Water Storage*, below.

The City's water supply system currently serves over 4,700 customers (3,966 residential, 606 commercial, and 134 industrial) while also providing the necessary pressure for fire protection. The system includes 4,648 water connections through 118 miles of water mains. The majority of the City's water mains are currently two-inch to six-inch lines.

The average daily water use in 2010 was 2.01 mgd. By 2014, the average daily use had decreased to 1.79 mgd (see Table 2.8, *Snyder Water Demand*). This decrease may be a result of a slowdown in the local industry. Over the last five years the City had an average daily use of 1.88 mgd with the system working at 21 percent of the total nine mgd capacity on an average day. In 2014, the largest users of City water, listed in order of consumption from greatest usage down, were the City of Rotan, TDCJ, U & F Water, Ira Water Supply, and Western Texas College.

Table 2.8, Snyder Water Demand

YEAR	AVERAGE DAILY USE (MGD)	PEAK DAILY FLOW (MGD)
2010	2.01	4.260 (June 7)
2011	2.09	3.595 (May 31)
2012	1.74	3.550 (June 27)
2013	1.78	3.230 (October 27)
2014	1.79	2.793 (September 4)

Source: Jacob & Martin, Ltd.

When considering the adequacy of the water distribution and collection system, it is important to ensure that the system is capable of handling the maximum daily demand of the City once it reaches its built-out condition. As the system currently stands, it can serve 16,900 customers if operating at 75 percent capacity and 20,275 customers when operating at 90 percent capacity. The current

Table 2.7, Snyder Water Storage

NAME	TYPE	CAPACITY	PRESSURE PLANE
Old North EST	Elevated Storage	100,000	North
Avenue B EST*	Elevated Storage	100,000	Primary
North EST*	Elevated Storage	150,000	North
Maverick West EST	Elevated Storage	200,000	West
West EST	Elevated Storage	500,000	Primary
Industrial EST	Elevated Storage	250,000	Industrial Park
Prison EST	Elevated Storage	150,000	Prison
North GST	Ground Storage	500,000	North
Industrial Park GST	Ground Storage	250,000	Industrial Park
WTP Clearwell 2	Ground Storage	1,000,000	Primary
WTP Clearwell 1	Ground Storage	300,000	Primary
WTP Clearwell 3	Ground Storage	1,000,000	Primary

* Storage facility scheduled for demolition in the near future.

Source: Jacob & Martin, Ltd.

MAP 2.4

WATER TREATMENT & DISTRIBUTION SYSTEM

- RAW WATER LINE
- 4" OR LESS
- 5" - 9"
- 10" OR GREATER
- WATER TREATMENT PLANT
- ◆ ELEVATED STORAGE
- ELEVATED TANK
- ▲ GROUND STORAGE
- * PUMP STATION
- CITY LIMITS
- EXTRATERRITORIAL JURISDICTION (ETJ)
- MAJOR ROADS
- MINOR ROADS
- WATER BODIES
- CREEKS
- BNSF RAILROAD

0 $1/4$ $1/2$ 1 Miles



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funding source for the water and sewer lines includes utility rates and taxes. Around \$150,000 per year is allocated for water and sewer improvements. In the next 20 years, the City of Snyder will be replacing cast iron and AC lines and loop dead end lines.

The City of Snyder has a new development policy where funding for new water and wastewater lines are provided by the developer. Under this development policy, there will be a 6 inch. minimum for water lines and a 500ft maximum for fire hydrant spacing.

Some of the current issues with the water and wastewater lines include the cast iron waterlines breaking from drought or flooding, restricted water flow, bad water quality, and a bad odor/taste.

Over the past 20 years, the City's water distribution and treatment system has undergone a variety of improvements and upgrades. Major system improvements are listed below.

- 1996 – five mgd Water Treatment Plant Expansion,
- 1997 – Industrial Park Pump Station & Ground Storage Tank,
- 2013 – Water Treatment Plant Improvements (Pre-Sedimentation Basins),
- 2014 – Maverick West and North Elevated Tanks,
- 2014 – Old Water Treatment Plant Rehabilitation,
- 2015 – Maverick West Pump Station, North Pump Station Improvements, and
- 2015 – 80,000 LF Cast Iron Pipe Replacement.

Wastewater Collection and Treatment

The City maintains a wastewater collection and treatment system including four lift stations and 88 miles of gravity mains (see Map 2.5, *Wastewater Collection & Treatment System*). The majority of the City is served by six-inch lines. Due to the local topography, few lift stations are needed throughout the wastewater collection system. The City also maintains a Wastewater Treatment Plant located at 2661 Thompson Road. Following the removal of bio-solids and treatment with ultraviolet lights, the disinfected effluent is used to irrigate the City's alfalfa field and the Western Texas College Golf Course. The remainder of the water is released into Deep Creek.¹ The Wastewater Treatment Plant has a permitted capacity of 2.31 mgd but has been designed with a total treatment flow capacity of five mgd.

The wastewater collection and treatment system serves over 4,200, customers including residential (3,666), commercial (413), and industrial users (134). The average treatment flow is 1.1 mgd and the system uses 47 percent of its permitted capacity on an average day. The Wastewater Treatment Plant can serve 4,723 customers when functioning at 75 percent capacity, and 8,067 customers when at 90 percent capacity. The total customers potentially served by the Wastewater Treatment Plant is notably less than Water Treatment Plant. As development progresses, the need may arise for additional capacity.

Throughout the past 20 years there have been no major improvements to the wastewater collection and treatment system.

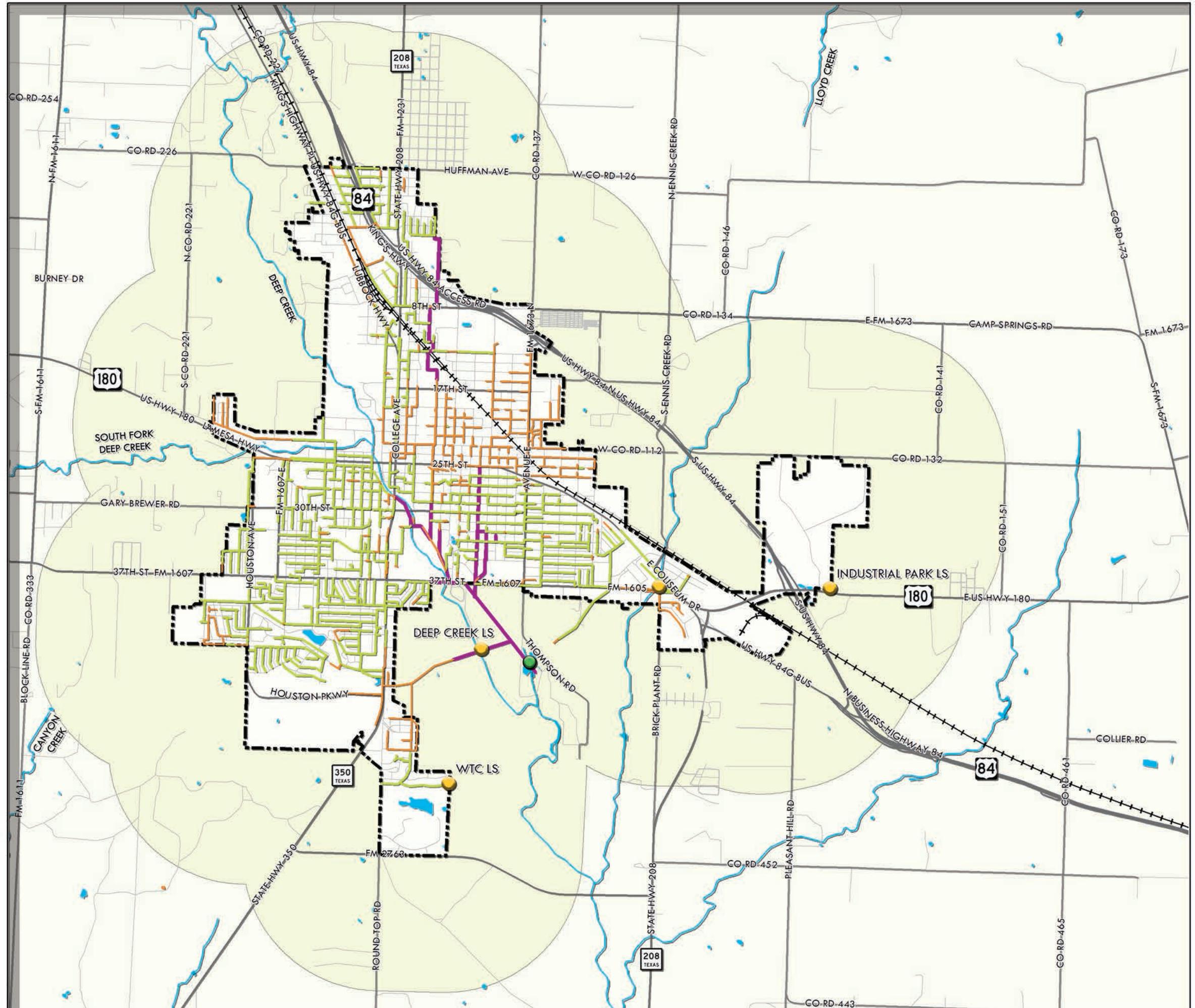




MAP 2.5

WASTEWATER COLLECTION & TREATMENT SYSTEM

- 4" OR LESS
- 5" - 9"
- 10" OR GREATER
- WASTEWATER TREATMENT PLANT
- LIFT STATION
- CITY LIMITS
- EXTRATERRITORIAL JURISDICTION (ETJ)
- MAJOR ROADS
- MINOR ROADS
- WATER BODIES
- CREEKS
- BNSF RAILROAD



0 1/4 1/2 1 Miles

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EXISTING PARKS & TRAILS

The Scurry County Parks Department owns and maintains the parks in the City of Snyder including two neighborhood and one community park. There are approximately 125 acres of land between these three parks. All parks include active and passive recreation activities. Open space, a pool, sports fields, playscapes, a skate park, trails, and picnic areas are currently included in the existing parks. These parks are concentrated around the perimeter of the City. Scurry County Towle Park is located west of Highway 350 and south of 37th Street (see Map 2.6, *Existing Parks & Trails Map*). North East Park is located south of U.S. 84 and East of College Avenue. Winston Park is located East of Highway 350 and South of 37th Street. Softball tournaments are currently held at this location. Snyder also has a senior center which is located in the center of the City.

Hike and bike trails currently do not exist in the City of Snyder. The City's current sidewalk network is very small and does not provide adequate pedestrian options. The City's current street network has several roads which are wide enough for on-street bicycle lanes and/or sidewalks. Considering citizen's access to nature by adding pedestrian and bicycle facilities has potential to improve quality of life for current residents and attract new residents.

In the public participation component of the Plan, common public preferences for specific parks and facilities were identified. Respondents were asked how often they use facilities or attend events in or near the City of Snyder. The majority of respondents eat at a local restaurant or cafe that are in Snyder at least once a week. Most respondents shop at local stores at least once a week. The majority of respondents also watch or participate in the City's Fourth of July Parade. Around 30 percent of respondents walk for fitness or to get somewhere in the City at least weekly.

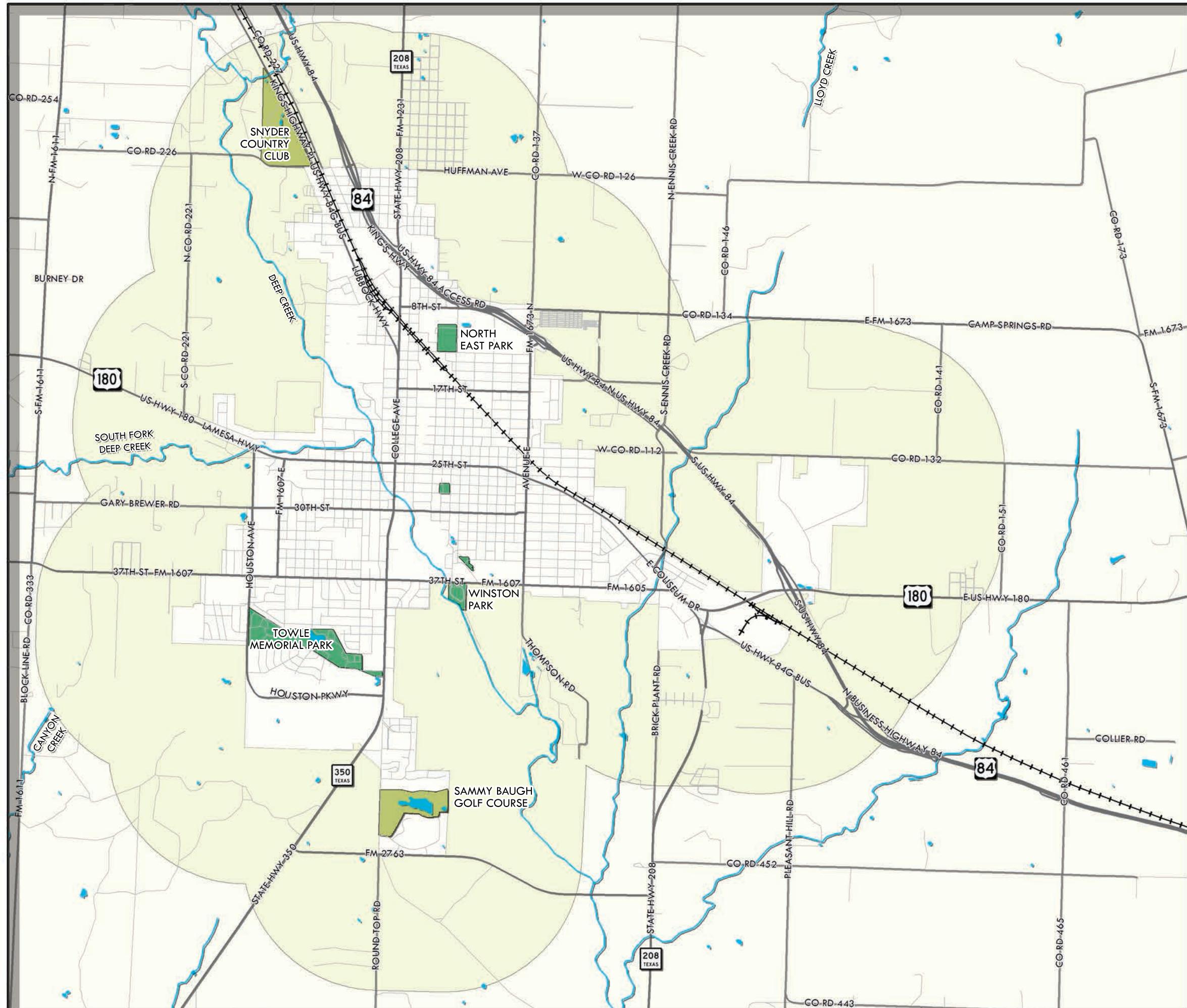
Citizens were asked how important or unimportant the following park needs are to them in the next 5 to 10 years. Adding shade over playgrounds at parks is the most important need to respondents. The second most important park need is to add an indoor place to work out or participate in fitness or aerobic classes, whether public or private. Respondents also consider adding more athletic facilities like a sport complex in or near the City as an important need.

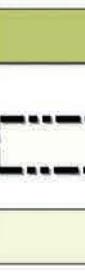
Survey respondents were asked how interested or uninterested they are in different types of improvements. Most respondents want to add more fun playground equipment in the parks. Respondents also want to slow traffic down on their street for safety and add more sports fields near Snyder.



MAP 2.6

EXISTING PARKS & TRAILS MAP



 PARKS

 COUNTRY CLUBS/
GOLF COURSES

 CITY LIMITS

 EXTRATERRITORIAL
JURISDICTION (ETJ)

— MAJOR ROADS

— MINOR ROADS

 WATER BODIES

 CREEKS

 BNSF RAILROAD

+++++ BNSF RAILROAD

0 $1/4$ $1/2$ 1 Miles



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PUBLIC FACILITIES

Public facilities in Snyder include schools, one fire station, one police station, City hall, the courthouse, library, and a hospital. In Scurry County, there are three school districts including Snyder Independent School District - Ira and Hermleigh are the others. The City of Snyder has a total of five school in their Independent School District. This includes one high school, Snyder High School, and one junior high school, Snyder Junior High School (see Map 2.7, *Public Facilities Map*). There are also two elementary schools - Northwest School and Stanfield Elementary School. Snyder Primary/ Intermediate School is also included in the Snyder ISD. All of these schools are located on the west side of Snyder. Western Texas College is located on the south edge of the City. There are a total of 2,230 students enrolled in public schools in Snyder. Snyder Christian School is located near downtown.

Snyder has one police station near the center of the City. There is one library adjacent to City Hall near downtown. The courthouse is located on the intersection of 25th Street and College Ave. There is one hospital on the South side of Snyder, Cogdell Memorial Hospital. This serves the City of Snyder, Scurry County, and the surrounding area.

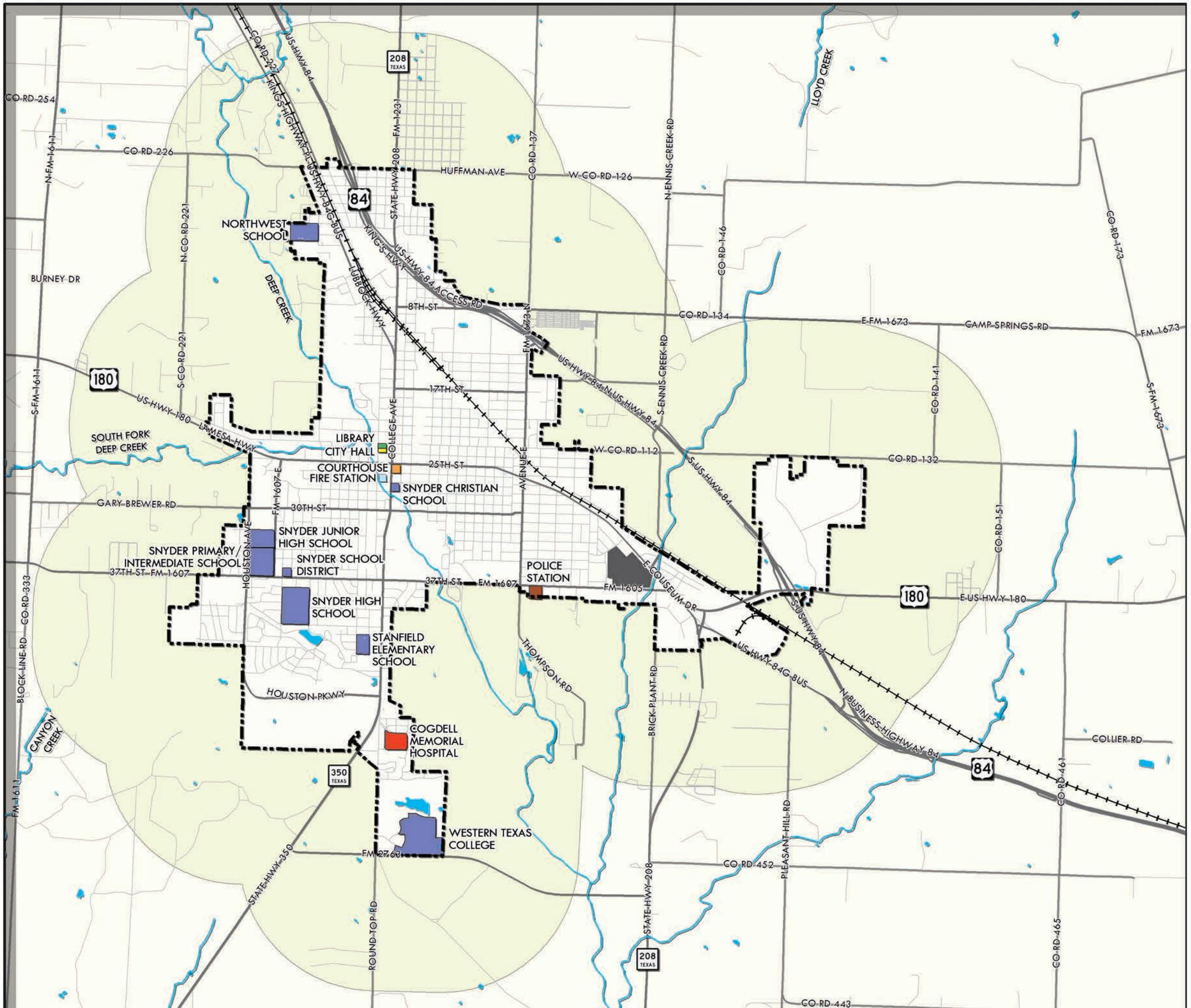
The citizens of Snyder were asked in a survey how satisfied or dissatisfied they are with civic/public services (whether offered by the City or Scurry County). The majority of residents are satisfied with the fire protection services in the City. Approximately 75 percent of respondents are either very satisfied or satisfied with the library services. Satisfaction with the availability of nearby medical facilities around 60 percent. Almost 90 percent of respondents feel it is very important or important to improve public schools in the area.



MAP 2.7

PUBLIC FACILITIES MAP

- SCHOOLS
- FIRE STATION
- POLICE STATION
- CITY HALL
- COURTHOUSE
- COLISEUM
- LIBRARY
- HOSPITAL
- CITY LIMITS
- EXTRATERRITORIAL JURISDICTION (ETJ)
- MAJOR ROADS
- MINOR ROADS
- WATER BODIES
- CREEKS
- BNSF RAILROAD



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Economic Profile & Analysis

Overview of Existing Development Corporation of Snyder Initiatives

Sometimes development corporations are organized the same way as redevelopment authorities. Arranged as a private or public-private non-profit organization, development corporations indicate a higher degree of independence from City government. Besides real estate development, corporations can carry out other actions. The management of low-interest loan pools that back business and economic development are other activities besides real estate in which corporations can be involved.

The possession and supervision of real estate assets, private gifts, development and financing fees, and fees from tax exempt bonds and special taxes all make up operating capital. One example of a development corporation currently in Snyder is the Development Corporations of Snyder, Inc. (DCOS). The DCOS has the capability to manage state and federal loans and grants. An Executive Director, Board, and support staff make up the management team of the DCOS. Their mission is to use the local sales tax and other incomes to evaluate the needs of the community, create an action plan to meet those needs, organize community development efforts, and encourage activates that better the lives of the people in Snyder.

There are advantages of development corporations including timely responses, privacy, and reduction of development being affected by politics. Development corporations can also accept gifts from donors and easily receive tax credits and tax deductible donations. Disadvantages can also exist with using development corporations such as a deficiency in financing from the public. Another disadvantage is that some development corporations are not completely established.

Major Area Employers

Table 2.9, *Major Area Employers, 2014*, shows Snyder Independent School District, Texas Department of Criminal Justice, Globe Energy, and Walton Construction are among the top four employers in the area. Walmart, located along College Avenue on the south side of Snyder, is another top employer in the area. A key trend is that

Table 2.9, Major Area Employers, 2014

EMPLOYER	EMPLOYEES
Snyder Independent School District	375
Texas Department of Criminal Justice	365
Globe Energy	300
Walton Construction	298
Kinder Morgan C02	250
Cogdell Memorial Hospital	230
Patterson UTI	220
United Supermarket	200
Scurry County	187
WSI - Weaver Construction	157
Mesquite Oil Tools	156
Western Texas College	130
Walmart	116
City of Snyder	86

Source: Development Corporation of Snyder, Inc.

residents have expressed that they want to be between Walmart and downtown.

In the all American City of Snyder, agriculture is part of the City's heritage. The City serves an area within a 90 mile radius, which has the potential to be a hub for retail. Currently, there is a retail trade gap of \$6 million in fast food sales. The existing restaurants in Snyder are successful since visitors to the City spend twice as much as its residents. Along College Avenue, the main north-south arterial through Snyder, retail is starting to develop. Snyder has received a grant for the Downtown Revitalization Program. The grant is for \$250,000 to make improvements to downtown. This includes the addition of planters, adding artificial turf, and sidewalk improvements.

Growth in Snyder is dependent upon the price of oil. Another top employer in the area is Kinder Morgan, an energy company that runs pipelines for natural gas and refined petroleum products. The company refines 40,000 barrels of oil a day and provides 300 jobs for the region. Most of the oil extracted is made into materials like plastic. Only 3 to 4 percent of the extracted oil goes into our cars. The company is currently experiencing growth since they invest \$200 million each year on new maintenance in Scurry County.

Assets in Snyder

The apprenticeship program STAY (Snyder Teaching Apprentice Youth), is an organized blend of school-based and work-based learning. This program focuses on getting students ready for the technology-centered workforce by partnering with local businesses. At the same time, Snyder and Scurry County are provided with skilled workers for local industries. Students in the program get a high school diploma, a post-secondary certificate or degree, and certification of industry-recognized abilities related to work in a high-skilled profession. The program concentrates on creating a unique training plan that has a connection between the classroom, job experiences, and obtaining higher education career goals.

There are several other assets that exists in Snyder including:

- A three hundred acre industrial park that is fully established exists in the City. Electricity, natural gas, water, sewer, and a greenfield site are all available on the site.
- An industrial park site is located on U.S. Highway 84, between Interstate 20 and Interstate 40. The industrial park will have paved roads.
- Western Texas College, a community college, has a training center with distance learning, video conferencing, and computer training. Funds are available for training.

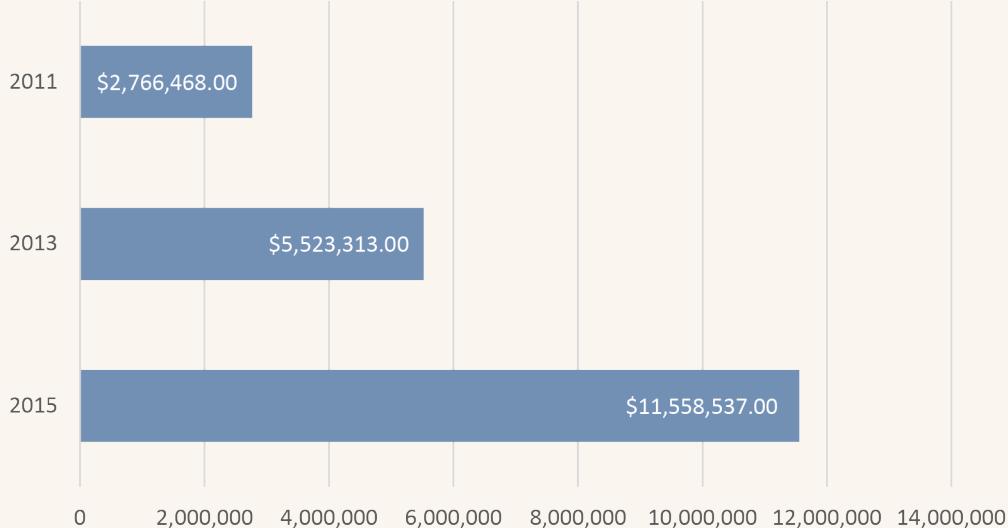
- Approximately 7,000 people are in the county's labor pool. Employees are trainable, have an excellent work ethic, and show initiative in problem solving, according to the manufacturing employers.
- Employers in the industrial park, which is an Enterprise Zone, qualify for state tax credits for capital investment and job creation. Additionally, the state of Texas has no state income tax.
- Various incentives are offered by the local development corporation to help projects become profitable more quickly. The corporation acts as a sponsor and helps sustain a rapport with the community. In most cases, there is an incentive for cash job creation.

Project Financing

Public funding is used as a subsidy for redevelopment, infrastructure, and other community-improvement projects for tax increment financing (TIF). There are currently 3,600 acres of TIF districts in Snyder which can be used for new development. Since 2011, project values have increased dramatically from \$2,766,468.00 in 2011 to \$11,558,537.00 in 2015 (see Figure 2.13, *Project Value Increases*).

To promote business growth in Snyder, incentives and financing include a City Property Tax Abatement. Based on the quantity of investment a business makes in the City,

Figure 2.13, Project Value Increases



the City will consider a real and/or business personal property tax abatement. The maximum length of term is ten years for projects that are reviewed on an individual basis. Either the City Council or DCOS Board on an individual basis, approves each tax rebate agreement.

Another incentive is the tax rebate/grant. Under a written contract, the City or the DCOS representative and the business in the City, rebates certain taxes that are collected or paid by a business. The rebate may be paid instead of the City by the DCOS.

The grant equivalent of an abatement is one other incentive. With an approved ten-year tax abatement, under certain policy guidelines specific to improved taxable assessed valuation and greater employment, the DCOS may authorize a grant of an economic equivalent of a real and/or business personal property tax abatement. This can allow tax relief for over 10 years for a company. This is valuable for industries that require larger lead times for testing and manufacturing start up.

Recent Growth

From 2011 to 2015, several commercial and residential properties in the City of Snyder were tracked to examine growth. The taxable value on the commercial properties has increased approximately 144 percent. There was

an increase of around 4,988 percent for residential properties. From 2014 to 2015, the DCOS reported \$300,000 in land sale revenue. In 2014, construction in Scurry County increased around 17 percent.

On March 4, 2016, it was announced that approximately 25 jobs will be added to the City of Snyder. Fulenwider Dodge invested around \$2.5 million to create a new dealership in the City. The project started in March 2016 and will be located on U.S. 84 and Avenue E.

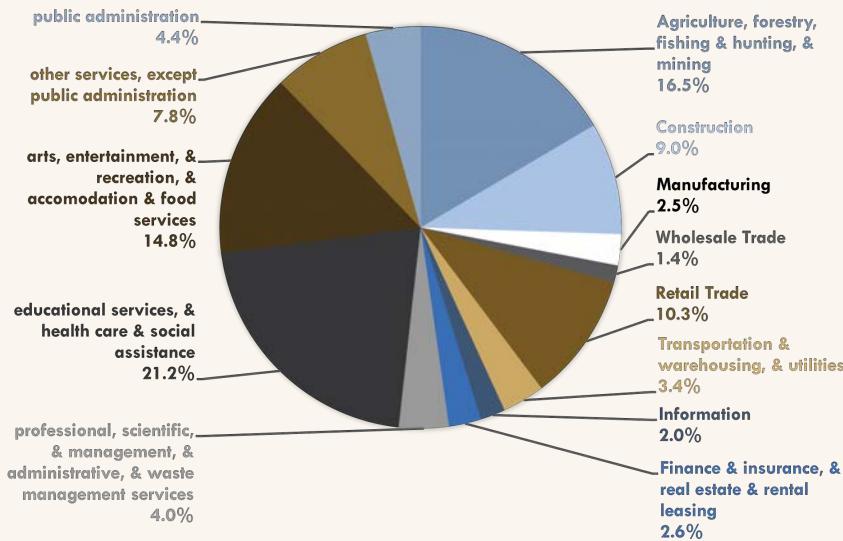
On the College Avenue Corridor in Snyder, Stripes Convenience Store opened in August 2015. More than 30 jobs were created by the opening of this store. The expansion of this area totals \$40 million.

Local Industries

According to the 2009-2013 ACS estimates, the City's largest industry is educational services, health care, and social assistance (21.2%). This is largely due to the Snyder Independent School District and Cogdell Memorial Hospital. The local agriculture, oil, and wind industries contribute to the City's second largest industry sector, agriculture, forestry, fishing, hunting, and mining (16.5%). The third largest industry sector is arts, entertainment, recreation, and accommodation and food services, at

14.8% (see Figure 2.14, Local Industries).

Figure 2.14, Local Industries



Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey, DP03: Selected Economic Characteristics

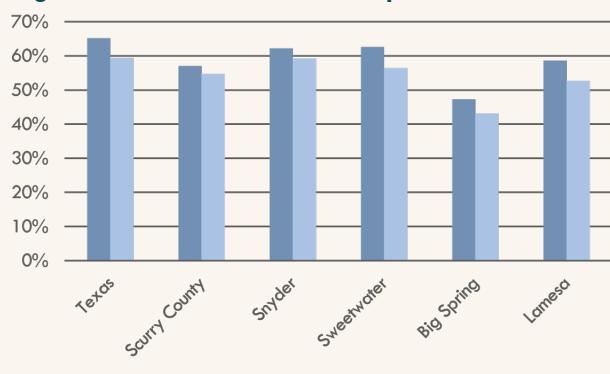
Labor Force Participation and Unemployment

With 62.2 percent of the population in the labor force, the ACS estimates indicate that 59.2 percent of Snyder's population is employed, leaving only three percent unemployed (see Figure 2.15, *Labor Force Participation*). This is lower than all of the comparison cities and the state, and only 0.6 percent higher than the County. Based on research performed by the Development Corporation of Snyder in 2015, Snyder's five-year change in employment is double the national average with jobs growing at three times the national average rate. This continued expansion of job opportunities will continue the population growth and help to encourage the 25-65 aged population to remain in Snyder.

Job Locations

A greater number of workers commute into Snyder than commute out of Snyder. The City is a hub for jobs in the surrounding region. Approximately 60 percent of the employed workforce live in Snyder but are employed

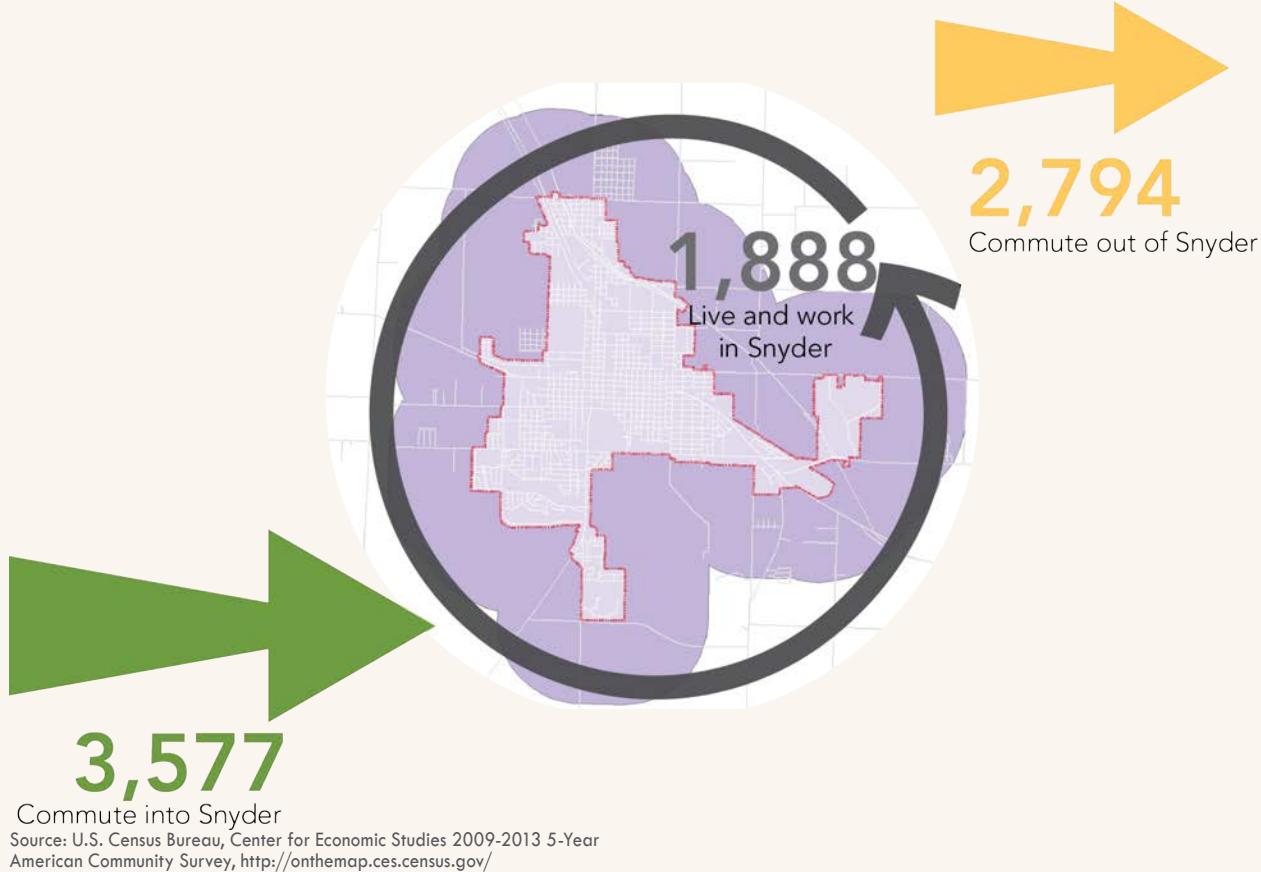
Figure 2.15, Labor Force Participation



Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey, DP03: Selected Economic Characteristics

outside of the City. According to the U.S. Census Bureau, approximately 65 percent of workers are employed in Snyder but live outside of the City. Only 40.3 percent of the employed workforce of Snyder stay in Snyder to work. See figure 2.16, *Inflow/Outflow Job Counts*. By creating more job opportunities in Snyder, the City will continue to be a center for work in the surrounding area.

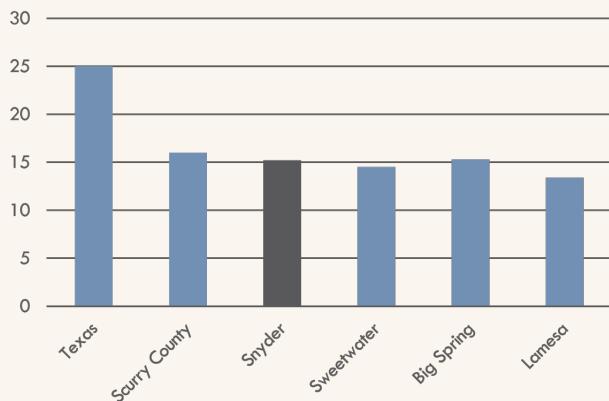
Figure 2.16, Inflow/Outflow Job Counts



Daily Commute

As shown in Figure 2.17, *Mean Travel Time to Work (Min)*, the mean commute time in Snyder is comparable to similar cities and the County. As a small town within a relatively small county, congestion is minimal. When compared to the State, the commute to work in Snyder takes approximately 10 minutes less. As development continues and the population grows, traffic, especially truck traffic, may begin to be an issue that affects local commutes.

Figure 2.17, Mean Travel Time to Work (Min)

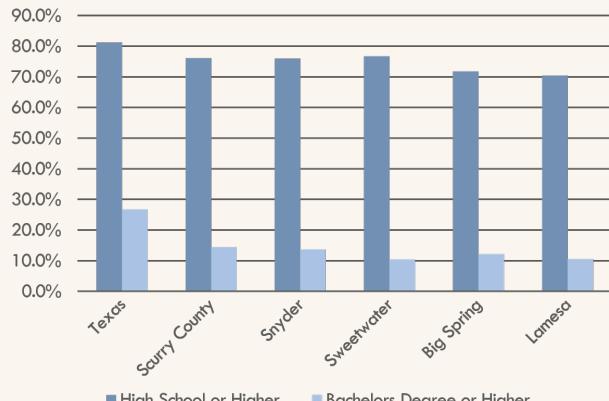


Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey, DP03: Selected Economic Characteristics

Educational Attainment

Snyder has a greater percentage of high school graduates than two of the three comparison cities, is essentially equal to the County and has a smaller percentage than the State (see Figure 2.18, *Educational Attainment*). However, only slightly more than one-in-ten residents have a bachelors degree or higher (13%). While this is a greater percentage than all of the comparison cities, it is less than the County and over 10 percent less than the State percentage. As new professional jobs move to Snyder, existing residents may be at a disadvantage in being hired.

Figure 2.18, Educational Attainment



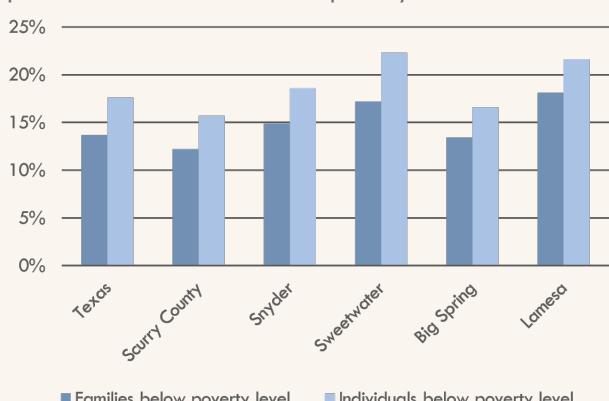
Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey, S1501: Educational Attainment

Poverty Level

Correlated with the income levels, Snyder has the second lowest percentage of families (14.9%) and individuals (18.6%) amongst the peer group (excludes both Texas and Scurry Count) whose income fell below the poverty level in the last year (see Figure 2.19, *Poverty Level*). However, the City had a slightly greater percentage than the County and the State. As Snyder's economy continues to grow, poverty levels should decrease.

Figure 2.19, Poverty Level

Percentage of all families and people whose income in the past 12 months was below the poverty level



Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey, DP03: Selected Economic Characteristics

Downtown Snyder

No matter how much and where Snyder grows in the future, residents and visitors will continue to identify Snyder with Downtown. This continued affiliation and identification with the historical heart of the City is something that is occurring in towns and cities all across our country. It is a trend that is not unexpected, as people are starting to realize that the same homogeneous auto-oriented character of development that is proliferating along many of our nation's corridors is not appealing or inviting.

For this reason, many cities and towns are revitalizing and reinvigorating their cities by giving new life to their downtowns while making modest improvements to the quality and character of development along their corridors. Many cities are pursuing both public and private sector initiatives to set out a proactive strategy for improvement. Public sector actions could entail such things as capital investments in infrastructure (e.g., pedestrian and streetscape enhancements), regulatory protections for historic structures (e.g., a historic preservation ordinance) and architectural urban design standards, and through establishing financial or economic tools (e.g., a special downtown tax increment reinvestment zone (TIRZ), etc.) which incentives the private sector to reinvest too. Each of these strategies, when all working synergistically together, start to make a stark difference in the vitality of the heart of the City.

Positively, there is already several projects which have recently added to the vitality of the Downtown area. Oftentimes, further investment will follow once catalyst projects take the lead. While this is a good start, there are additional actions that need to be taken into consideration regarding the continued redevelopment and revitalization of Downtown. These include, but are not limited to:

- There are approximately 30 businesses in the greater Downtown area. Many of these are surrounded by large on-lot surface parking lots which disrupt the important “urban character” of Downtown. In other words, these large surface parking lots are detracting from the pedestrian friendliness and sense of enclosure of the buildings being close to the street. As seen in Figure 2.20, *Downtown Snyder: Existing Buildings* on the next page, only two or three core blocks along College Avenue and Avenue R (north-south) and 25th - 27th Street (running east - west)



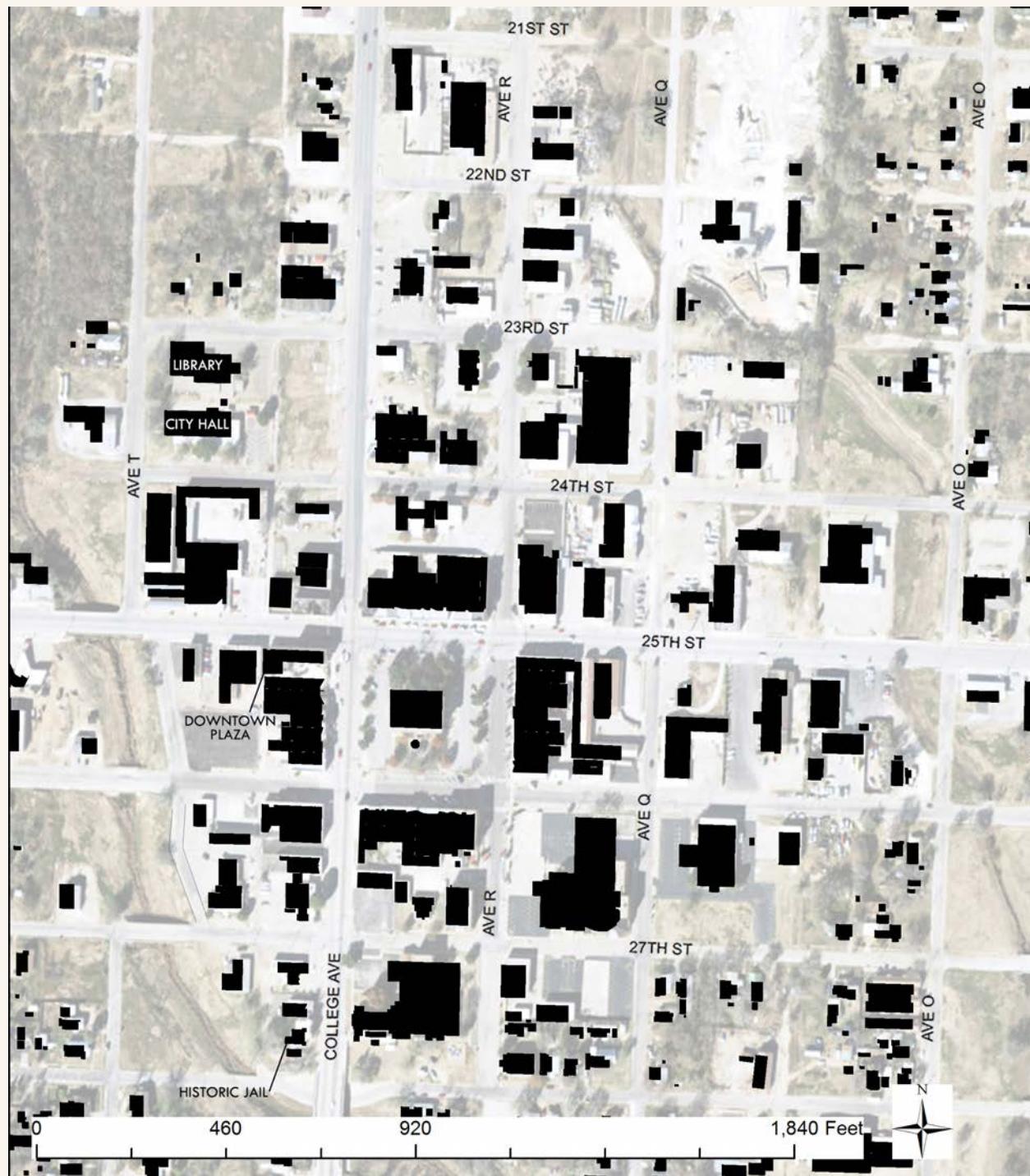
Active and vibrant store fronts, new public facilities (e.g., College on the Square and the new downtown plaza) are all positive signs of reinvestment in Downtown Snyder.

have the requisite sense of enclosure needed to create the character of a downtown. Moving forward, modification to the City's zoning and development regulations will be needed to require buildings in the Downtown area to be built to the street (or sidewalk)

and have parking provided on-street or in public parking lots.

- The Downtown is currently the key tourism destination area for the City, but out-of-town visitation is not a big component of the City's overall economy. Coordinated

Figure 2.20, Downtown Snyder: Existing Buildings





When envisioning the future of Downtown Snyder, emphasis should be on attracting, fostering, and maintaining local home-grown businesses who have a long-term vested interest in the success of the City.

marketing efforts from Downtown businesses and non-profits could help increase the amount and reach of tourism visitations.

- Programmed activities (e.g., programmed events and festivals, etc.) are equally as important as physical infrastructure. As the City moves forward with Downtown revitalization, increased programming will need to be addressed to attract increased activity to the area.
- Revitalization efforts typically take both public and private investment. In other words, investments in streetscapes and other infrastructure (e.g., streetlights) can only go so far. Moving forward, public investment should include additional focus on establishing strategies to improve the financial attractiveness of Downtown private investment (e.g., establishing facade grant programs).
- Oftentimes, as new growth occurs on the City's periphery, less focus is given to growth in the core. The standard response is that "growth is going to go where growth wants to go," or "we can't compete with the new auto-oriented areas along the highway." While there is some truth in that, it does not provide the full picture because each of these areas (downtown vs. auto-oriented highway corridors) have different market draws and purposes. Along the highway, the primary purpose is to serve the automobile. As such, it is common to have an intermix of fast-food restaurants, chain retail shops, gas stations, serving both locals and passersby who have no interest otherwise in Snyder. In the Downtown area, a City should be promoting more business opportunities that are home-grown, entrepreneurial, or reflect local culture and flavor. Indeed, small cities should be doing everything to support the local businesses that have a long-term vested interest in the future of Downtown. It is in these businesses that the City should be targeting for the heart of the City
- Potential flooding of portions of the Downtown area can act as a deterrent to reinvestment. Consequently, the City should consider being proactive in mitigating flood prone areas. In many cities, mitigation projects not only protect existing development, but oftentimes opens up new areas of development and an improved tax base.
- One of the keys to continued success of a downtown area is creating more of a 24-hour live, work, play atmosphere. In small towns in particular, the night life ceases to exist not too long after lunch ... For continued success in Snyder, investments or incentives for Downtown urban housing (e.g., townhouses or apartments), or near downtown housing with connections, can lead to a more vibrant downtown and stronger tax base.
- Many cities are also spearheading their downtown revitalization initiatives with public investment in parks and recreation. For Snyder, there is an untapped opportunity to improve Deep Creek with trails and other community wanted amenities.

Other Major Existing Community Assets

Snyder has additional assets that are unusual in communities of this size, and they reflect the central role that the City plays in the broader region around it.

West Texas College

Established in 1971, Western Texas College endures as one of the area's greatest resources for higher education. WTC has provided quality education to multiple generations of people from Scurry County, the surrounding communities, and all over the world.

Every semester WTC welcomes a diverse group of students from across the United States and beyond. Graduates typically include students from over 20 countries and a variety of ages.

Celebrated as a valuable educational resource in West Texas, WTC offers educational opportunities in several different ways to fit the college's diverse student population. Traditional classroom learning with personal attention is available on the campus located in South Snyder. WTC also offers distance learning available online or through interactive television.

Western Texas College offers four two-year college degrees—the Associate of Arts (A.A.) Degree, the Associate of Science (A.S.) Degree, the Associate of Applied Science (A.A.S.) Degree, and the Associate of Arts in Teaching (A.A.T.) Degree to students who complete

graduation requirements. Western Texas College also boasts agreements with many four-year universities for seamless transfers.

Students may also earn certificates of completion in less than two years for several Career and Technical programs. These include:

- Early Childhood Education
- Electrical Distribution Systems
- Information Technology Business Management
- Petroleum Technology
- Turfgrass and Landscape Management
- Welding

In addition, Western Texas College offers an Associate of Science degree in Wind Energy, which transfers to the Wind Energy Program at Texas Tech University.

To meet the everyday advanced learning needs of Snyder residents, WTC created College on the Square. As the workforce training and continuing education arm of WTC, College on the Square offers many programs to develop the workforce and aid professionals who need to acquire additional training or knowledge in their fields. Businesses can qualify for free training for employees through grants available from College on the Square.

WTC also furnishes a significant benefit to graduates of Scurry County high schools: free college tuition. The Opportunity Tuition Waiver at WTC aims to lay a solid, educational foundation at no cost for students who meet some simple parameters.





Western Texas College has many newly renovated facilities, student housing and modern classrooms. The innovative College on the Square provides convenient adult and workforce training for Snyder area residents.

Campus Renovation

In August of 2013, the Western Texas College Board of Trustees approved a \$15 million dollar renovation to the WTC campus. Besides addressing the renovation and replacement of equipment and facilities necessary to maintain the operation of the campus, the renovation includes plaza repairs, refurbishing the gym and the Fine Arts building, and doubling the cafeteria space in the Student Center.



Cogdell Memorial Hospital

Cogdell Memorial Hospital is a significant Snyder asset, with few cities of Snyder's size being able to count on having a hospital offering quality care in such close proximity.

Cogdell Memorial Hospital has served Scurry County and surrounding communities since 1954. Cogdell operates as a Critical Access Hospital and a Rural Health Clinic, so as to better serve the needs of residents of Snyder, Scurry County and the broader area surrounding Snyder.



The medical campus at Cogdell provides a wide variety of medical services. Services offered are intended to limit the need for out-of-town travel, and include:

- Family and walk-In clinic
- Home health services
- Radiography, MRI (magnetic resonance imaging) and laboratory services
- Emergency care
- General surgery
- Outpatient surgery
- Orthopedics and rehabilitation services
- Obstetrics and newborn care
- Wellness center

In recent years the hospital has recorded over 700 admissions annually, over 80 in-patient and 800+ outpatient surgeries per year, and almost 9,000 annual emergency room visits.

Ongoing Facility Improvements

Given the age of the original hospital facility dating back to the 1950's, many areas of the hospital are small and outdated, and do not meet current state health care guidelines. The hospital has adopted a facilities development plan to meet local health care needs. Renovation includes:

- Construction of a new clinic – increased capacity for more practitioners;
- Construction of an enlarged and modern laboratory and respiratory therapy areas;
- Renovation of emergency room and radiology departments; and
- Construction of a large, modern surgical department.

Other planned renovations include the construction of a new obstetrical unit and a new medical inpatient unit and pharmacy. To date the hospital's revenue has increased by 15% in the newly renovated areas, and during 2015 the clinic volume alone grew to 39,000 visits annually.

Ongoing Efforts to Expand Access to Health Care

Cogdell Memorial Hospital is implementing several strategies to expand access to health care in the community. These include:

- Physician recruitment
- Increased access to specialty physicians
- Implementation of new services

The hospital achieved Critical Access Hospital designation to help stabilize its revenue. The new designation will increase the hospital's net revenue by approximately \$2 million per year. This new source of revenue is especially vital given the challenges that rural hospitals are facing due to declining health care reimbursement and increasing regulatory demands. Local tax revenue accounts for about 20% of the Cogdell Hospital's annual budget.

Cogdell Memorial Hospital is also one of the largest employers in Snyder, with an average of 215 full-time employees.

The Coliseum - Western Texas College

Acquired by Western Texas College, the Coliseum is a 3,800 seat arena and livestock exhibiting facility. Improvements soon after the College acquired the facility provided significant upgrades and modernization. The facility's central location between Lubbock, Sweetwater, Midland/Odessa and Abilene make it a candidate for area school sporting events, as well as annual events such as the annual Bikefest rally.



The Coliseum can serve as a major event location for much of the area.

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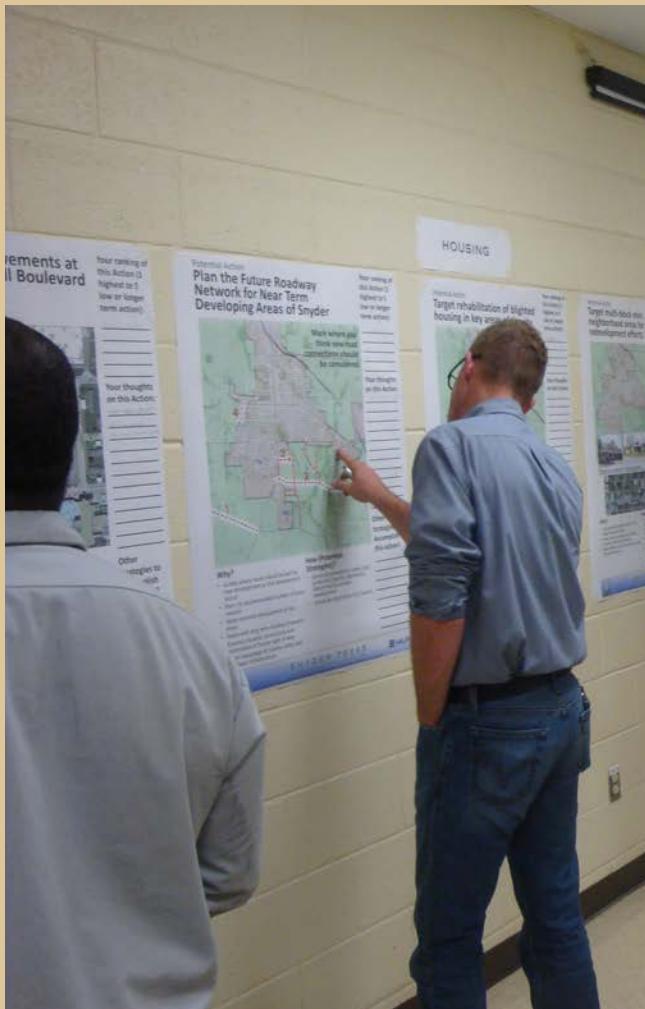
COLLEGE ON THE SO

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3

CHAPTER



The citizen engagement process is oftentimes an equal, if not more important aspect of the overall planning process than the plan itself. Indeed, input and feedback from the community not only becomes the foundation for the plan, but sets the agenda for the City's future as well. If engagement is done well, it can also have the power to galvanize the citizens to support the vision for the future and develop post-implementation champions.

In this regard, this planning process utilized a robust engagement strategy to solicit citizen feedback early and often. As detailed in this chapter, citizens and other stakeholders were involved in initial stakeholder interviews, a public workshop, several open house meetings, and public hearings. In addition, over 650 citizens participated in a comprehensive plan survey that provided invaluable insight into the community's aspirations for the future.

As a whole, citizen engagement provided a clear consensus for moving forward with developing a vision statement and plan goals. This vision for the future reflects shared values of what Snyder will one day become in the future.

Introduction

In order to develop a comprehensive plan that best serves the City and its residents, it is crucial to gain public input throughout the planning process. By asking questions such as “what is working?”, “what isn’t?”, and “how would you improve it?”, important information can be gained about the desired vision for Snyder in the future.

Overview of Citizen Engagement Process

To gather a well-rounded understanding of the publics' thoughts and ideas, a varied cross-section of public officials, City staff, stakeholders, business owners, and residents were interviewed or participated in public meetings. The citizen engagement component of this planning process included 12 stakeholder meetings, an on-line public survey, two public workshops, and multiple City Council presentations.

Summary of Citizen Engagement Process

Stakeholder Meetings

Over the course of two days at the onset of the project, a series of meetings were held with multiple individuals and stakeholder groups. These meetings helped to identify key opportunities, issues, and potential solutions for the City. Approximately 50 representatives from AIM Bank, Snyder Independent School District (SISD), the Chamber of Commerce, Western Texas College, Scurry County Museum, Snyder Lions Club, The Smyrl Group Developers, County Appraisal District, Development Corporation of Snyder (DCOS), Cogdell Memorial Hospital, and the City Council were interviewed. Additionally, meetings were held with the Police Department and County Judge.



The local Cogdell Memorial Hospital was continually mentioned as a positive asset to the community.

Photo source: http://husemanengineering.com/?page_id=74

At the stakeholder meetings, attendees were asked to identify what elements did and did not “work” in the City. Throughout the 12 different meetings, a series of trends came to the surface. Many of these trends were similarly identified in the public survey.

Elements that were brought up as positive aspects of Snyder include the small town atmosphere, a friendly community, parks, natural resources which lead to economic growth and job opportunities, the local hospital and college, and the City's history.

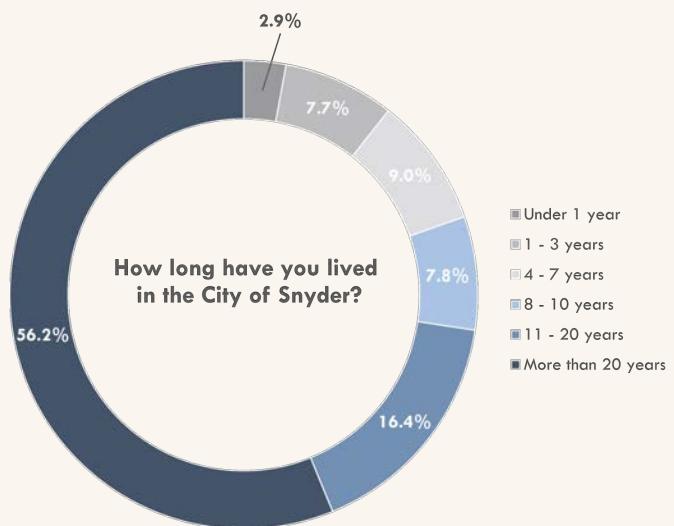
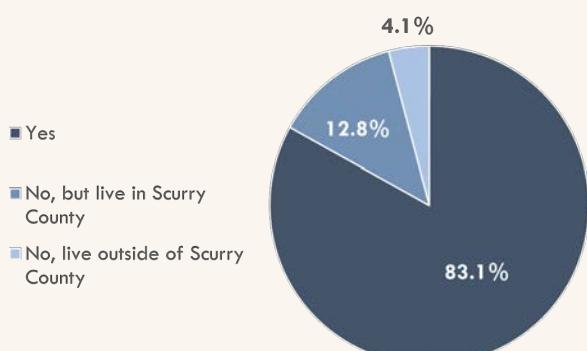
Elements that were voiced as issues to be addressed include the need for more and appropriate housing options, shortage of skilled labor, concern about water, drug use, the City's image, downtown parking, improvements to the City's thoroughfare plan, and lastly a need for more activities and amenities that will attract people to the City and encourage them to remain.

Survey

An extensive City-wide public opinion survey was conducted as an online questionnaire. The survey included a variety of topics such as quality of life, housing and neighborhoods, transportation and infrastructure, parks and recreation, among other things. A total of 665 survey responses were received, corresponding to approximately six percent of the population. Respondents represented a variety of age groups, with the majority ranging from ages 20 to 64. Over 80 percent of respondents live in Snyder and more than 65 percent work in the City. Over half of respondents have lived in the City for more than 20 years and approximately 40 percent are likely to remain for the next five years. Roughly two-thirds of survey respondents were women. A separate survey geared towards kids under the age of 16 was also conducted. This survey received 33 responses.

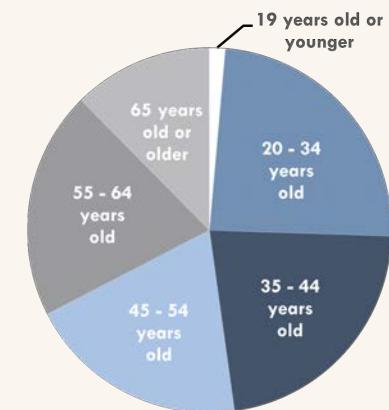
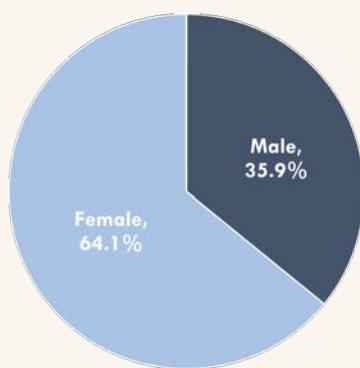
Results from the full public survey illustrated a variety of trends regarding opportunities and issues in the City (see Figure 3.1, Survey Respondent Demographics). Some key findings are listed below.

- Aside from originating in Snyder, the main reasons that drew people to live in the City include family, employment, and the “small town feel.” Approximately half of respondents agreed that what originally drew them to Snyder is still evident today.

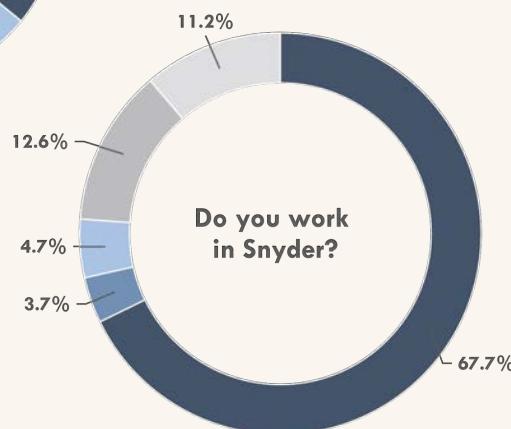
Figure 3.1, Survey Respondent Demographics**Are you a resident of the City of Snyder?**

What one characteristic about Snyder would you say drew you to this community when you first moved here?

neighbors
town
opportunity
economy
home
school
church
employment
oil
small town
friendly feel
pride
family



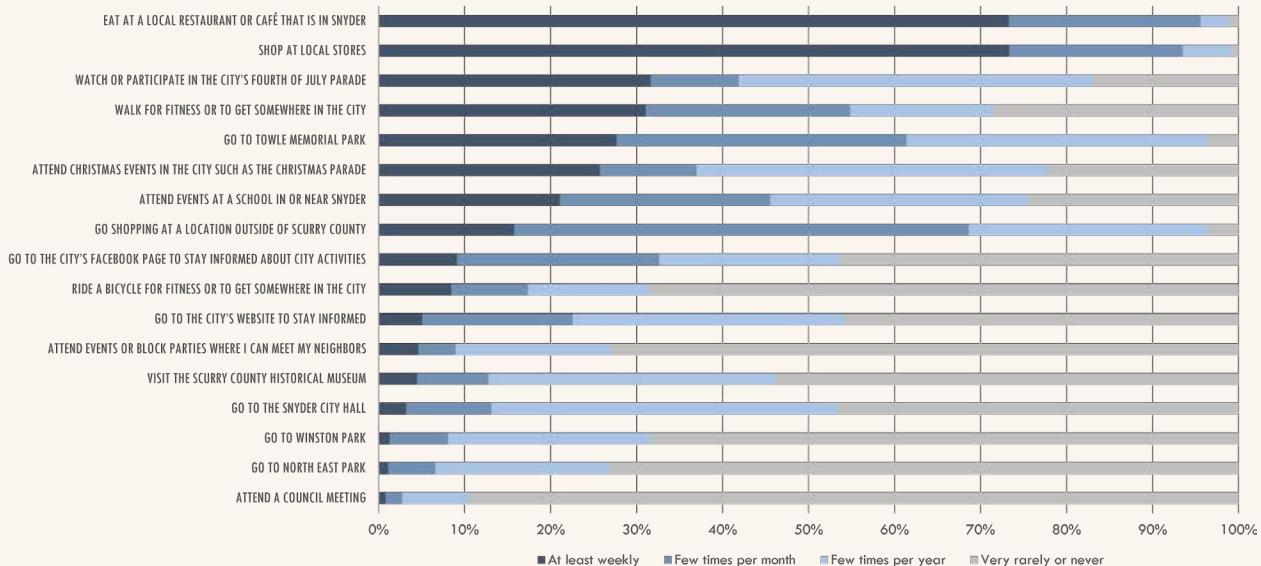
- Yes
- No, but in Scurry County
- Work at home
- Retired
- Stay at home/don't work



- Facilities or events most continually frequented (weekly and/or monthly) by respondents included local shops and restaurants, shopping outside Scurry County, and Snyder holiday events. Those least frequented by respondents included City Hall and City Council meetings, North East and Winston Parks, neighborhood events, and bicycling. See Figure 3.2, Event Attendance.

Figure 3.2, Event Attendance

How frequently do you use the following facilities or attend events in or near the City of Snyder?



- When asked in an open-ended question what the most critical issues facing Snyder today are, crime and drugs, housing quality and cost, aging roads and infrastructure, unemployment, and water were the most frequently listed issues. See Figure 3.3, Critical Issues.

Figure 3.3, Critical Issues

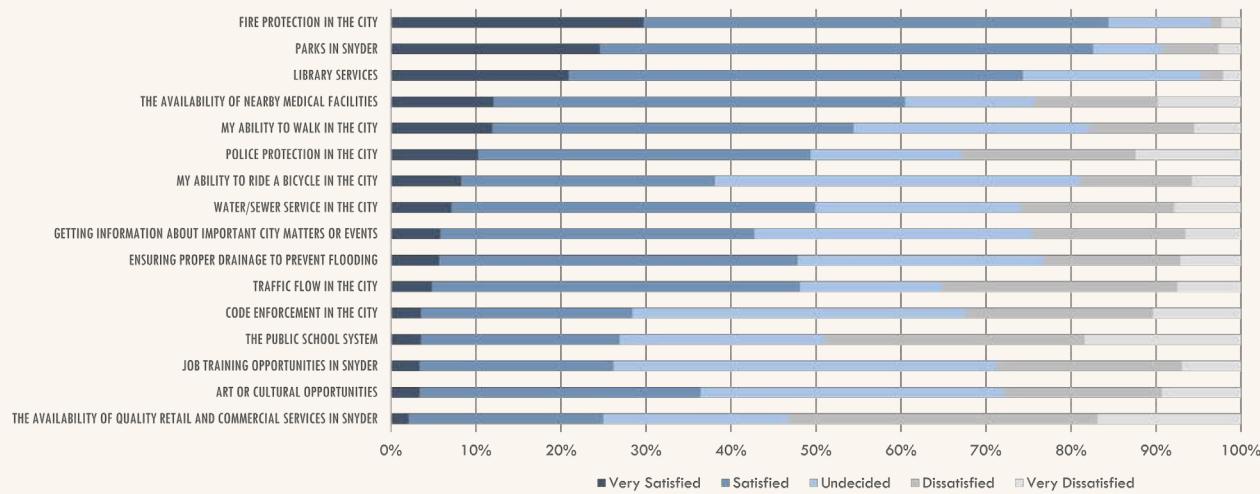


City Services

- In general, most respondents were satisfied with services in the City. The services with the highest satisfaction rating were fire protection, Snyder parks, and the library, while the public school system, and availability of quality retail and commercial shops received the lowest satisfaction rating. See Figure 3.4, City Service Satisfaction.

Figure 3.4, City Service Satisfaction

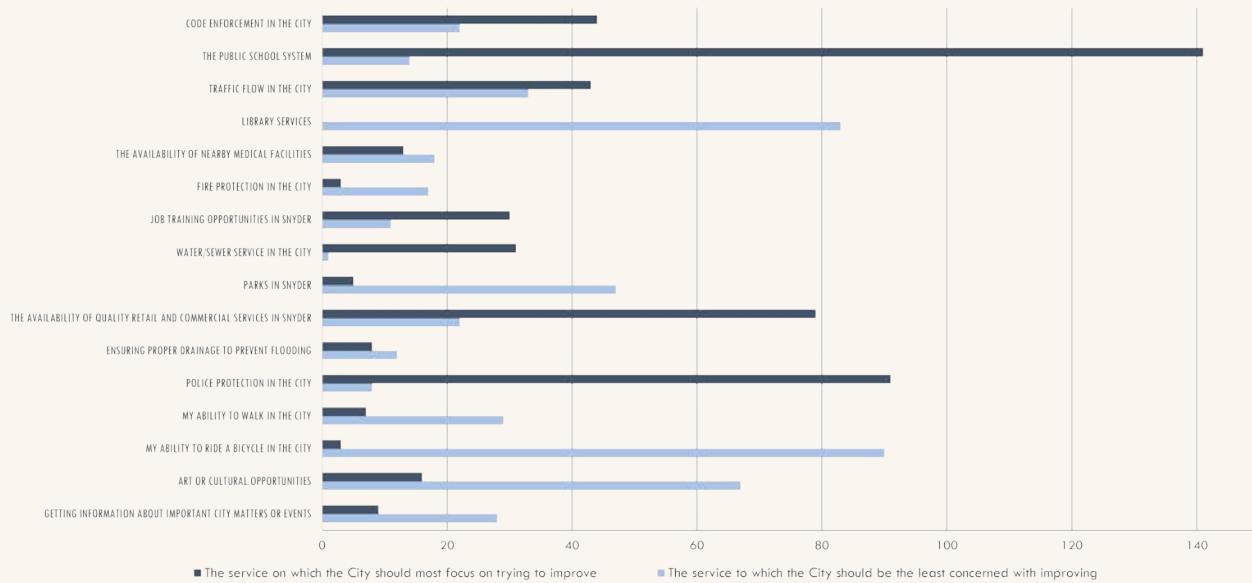
How satisfied or dissatisfied are you with each of the services listed below?



- Based on their overall satisfaction with City services, respondents were asked which services the City should focus on improving. The input received indicated that respondents most want the City to focus on improving the public school system, availability of quality retail and commercial services, and police protection in the City. The services respondents are least concerned about improving are bicycle mobility in the City, library services, and art or cultural opportunities. See Figure 3.5, *City Service Improvement*.

Figure 3.5, City Service Improvement

Which services should the City be most and least concerned with improving?

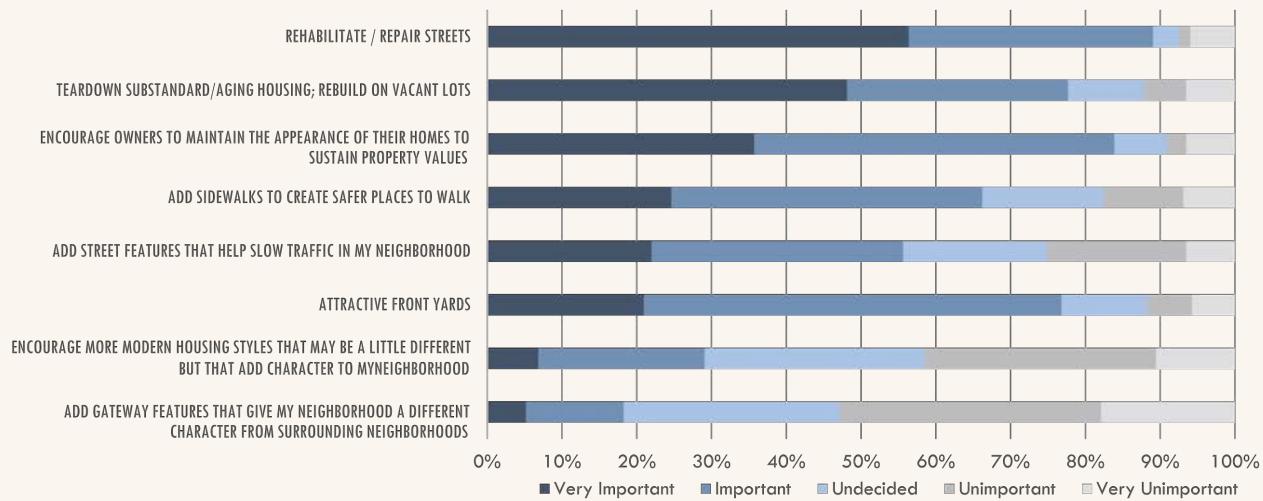


Housing & Neighborhoods

- Respondents were asked how important or unimportant it is to enhance or preserve certain neighborhood elements. The elements most frequently listed as very important included quality of streets, replacing aging and substandard housing, encouraging owners to maintain the appearance of their homes, creating attractive front yards, and adding sidewalks. When asked to choose the most important issue to address, the top three elements, in order of importance were tear down substandard/aging housing and/or rebuild on vacant lots, rehabilitate/repair streets, and encourage owners to maintain the appearance of their homes to sustain property values. See Figure 3.6, *Neighborhood Enhancements*.

Figure 3.6, Neighborhood Enhancements

What are the most important elements to preserve or enhance in your neighborhood?

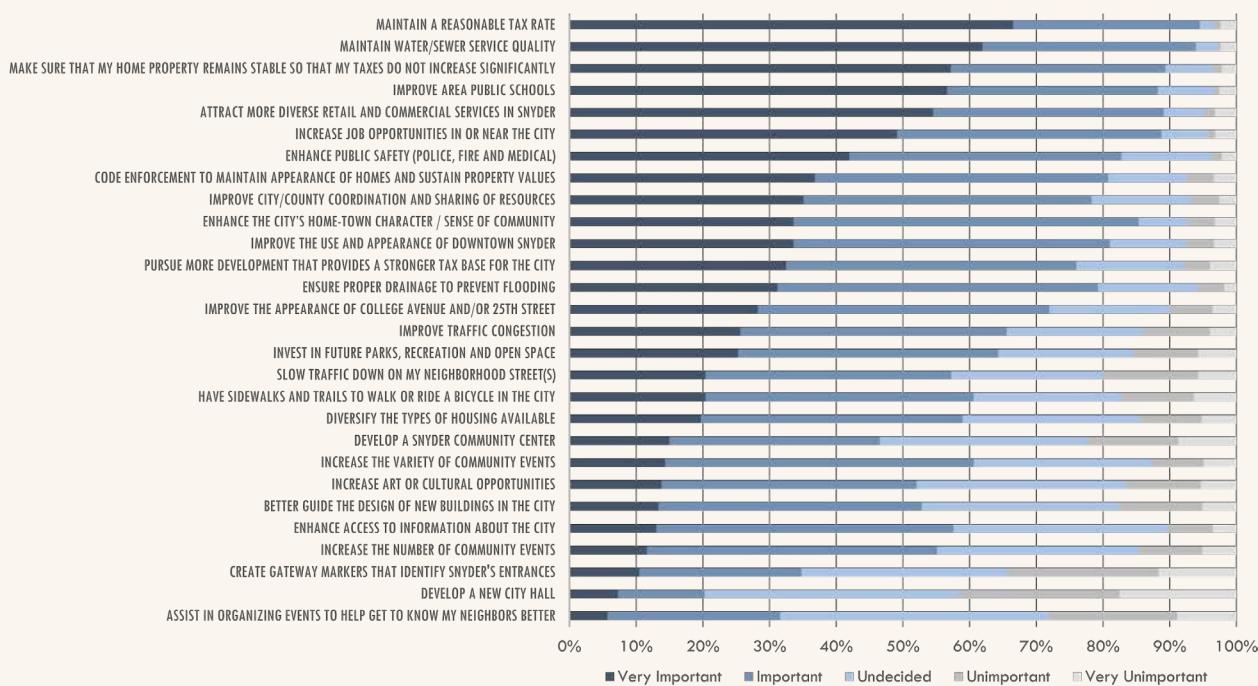


Quality of Life

- Respondents were asked to rate their overall satisfaction with the City. While over 65 percent of respondents were satisfied with the quality of life in Snyder, almost 24 percent of respondents indicated that they were dissatisfied with the quality of life.
- Respondents felt that many issues related to living in Snyder were very important or important for the City to address. The most highly rated issues included maintaining a reasonable tax rate, maintaining water/sewer quality, making sure property values remain stable, increasing job opportunities, and improving public schools. The issues respondents were least concerned about are a new City Hall, creating gateways into the City, and organizing neighborhood events. See Figure 3.7, Focus Areas.

Figure 3.7, Focus Areas

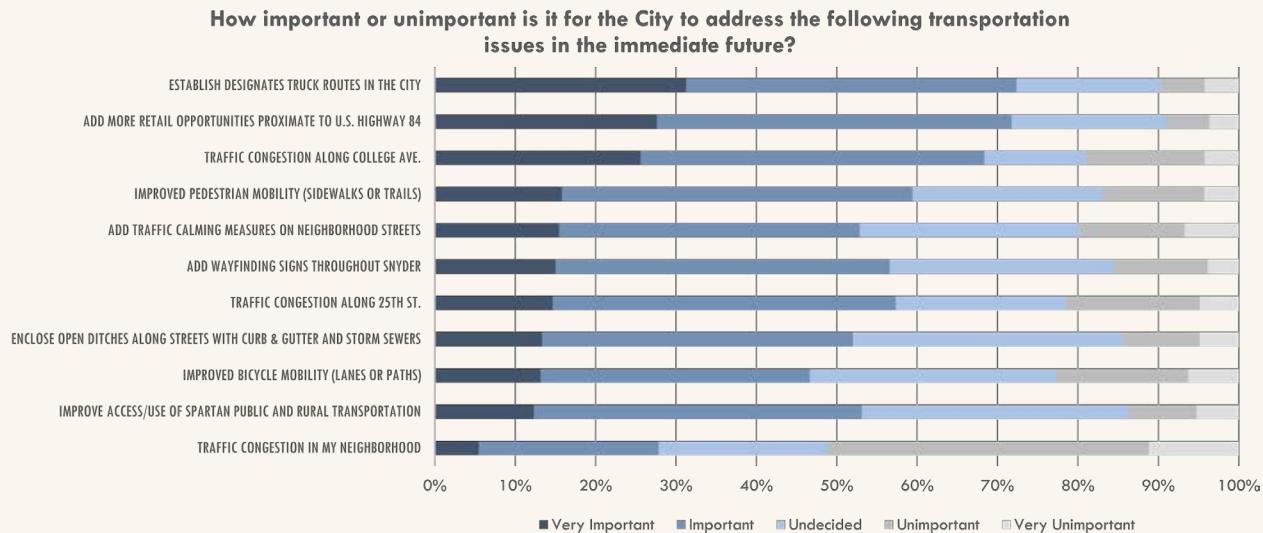
How important or unimportant do you feel it is for the City of Snyder to focus on each of these over the next 5 to 10 years?



Transportation & Infrastructure

- When asked about the importance of addressing transportation related issues, establishing truck routes in the City, adding retail opportunities near U.S. Highway 84, and addressing traffic congestion along College Avenue were seen as the issues most needing improvement in the immediate future. These three issues were also chosen as the top three priority issues. See Figure 3.8, *Transportation Issues*.

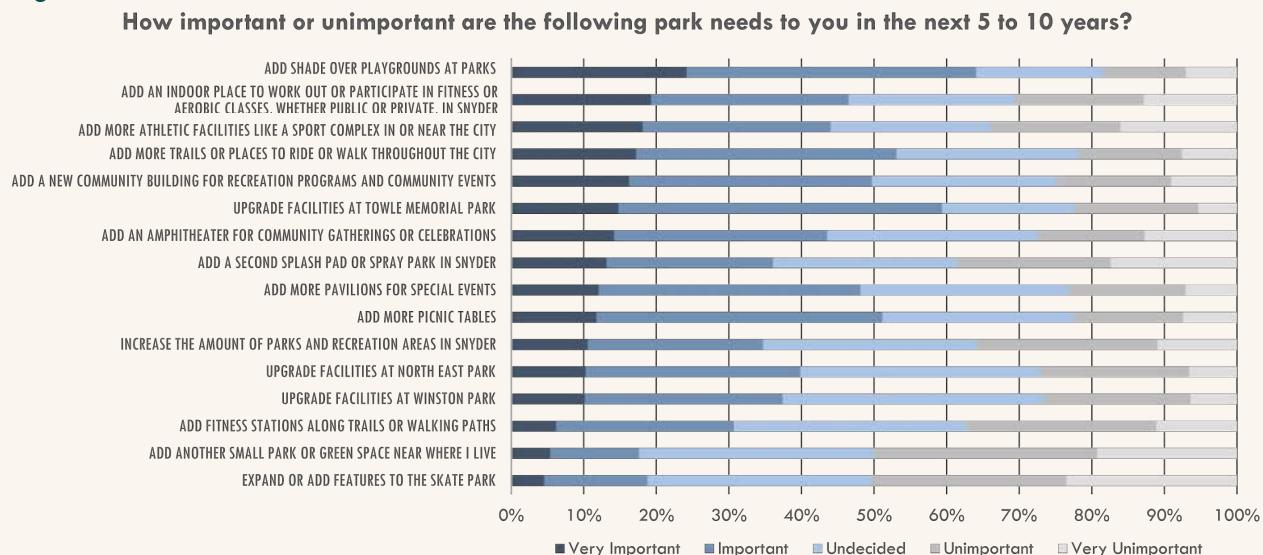
Figure 3.8, Transportation Issues



Parks & Recreation

- In general terms, the recreational items seen as most important to address were adding shade over playgrounds, a new community building, and creating more trails or places to ride and walk in the City. See Figure 3.9, *Future Park Needs*.

Figure 3.9, Future Park Needs



- Respondents were also asked about improvements to each park specifically. The following items were recurring themes among the open-ended responses.

Towle Memorial Park

- Amphitheater
- Dog park
- More picnic tables and pavilions
- More trees/plants
- More walking paths
- Add shade throughout park/cover play areas
- Another playground
- Improve restrooms
- Maintain splash pad
- Remove existing fence
- Better maintenance
- Increase safety/security

North East Park

- I don't use this park
- Picnic tables
- Better maintenance
- Improved restrooms

Winston Park

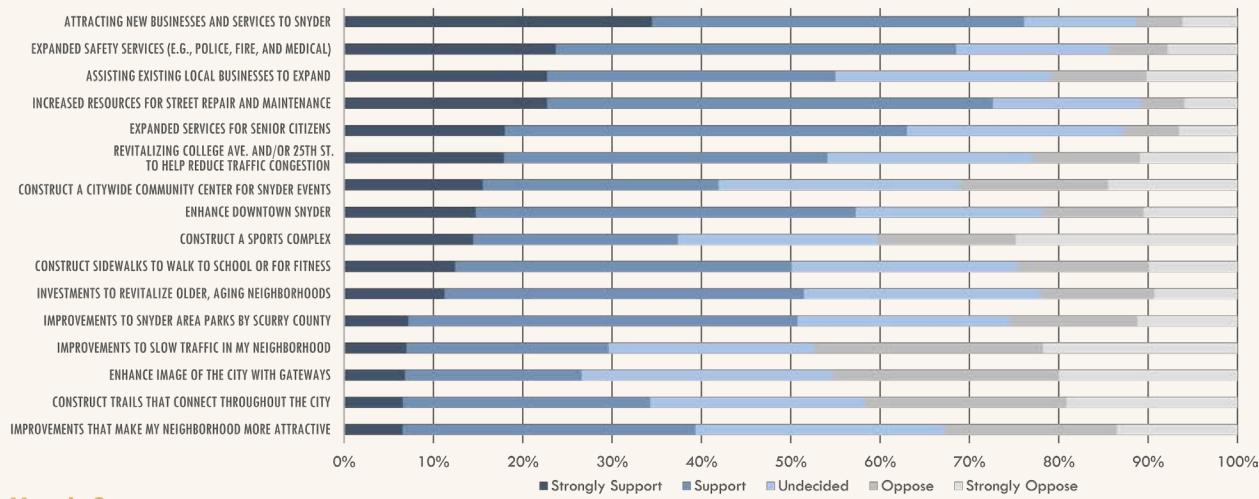
- I don't use this park
- Seating/picnic tables
- Allow public use of the ball field
- Playground
- Add additional activities not provided elsewhere
- Better maintenance

Funding Key Improvements

- The top issues that people would be likely to support paying slightly higher fees or taxes for include attracting new businesses to the City, expanding safety services, assisting existing local businesses, and increasing resources for street repair and maintenance. When asked to prioritize the top three issues they would consider supporting, respondents indicated attracting new businesses and services to Snyder (52%), expanded safety services (34%), and increased resources for street repair and maintenance (29%). See Figure 3.10, *Improvement Options Through Higher Fees or Taxes*.

Figure 3.10, Improvement Options Through Higher Fees or Taxes

How strongly would you support or oppose paying slightly higher fees or taxes, either in the form of increased property taxes, a bond election, or additional fees, for the following improvements?

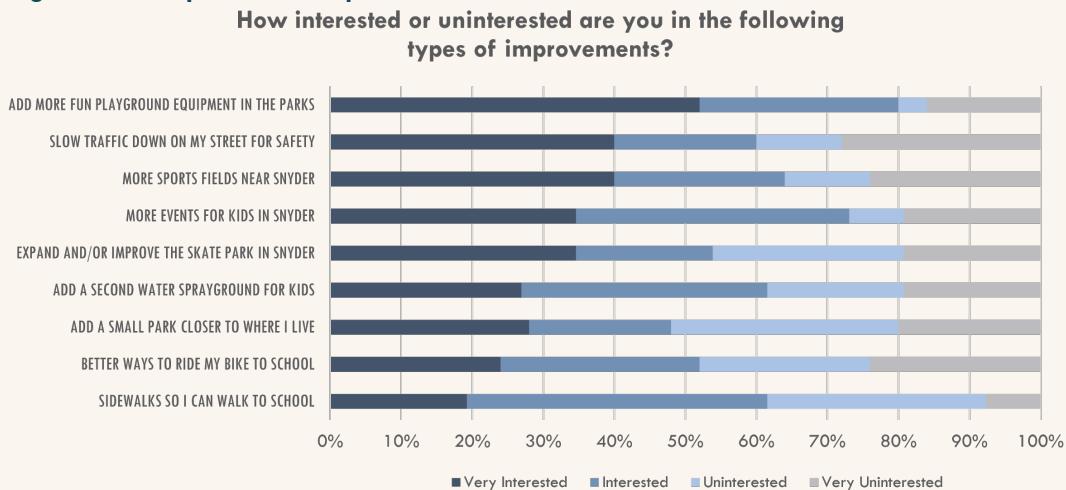


Youth Survey

Though the youth survey received minimal responses, a series of trends can be noted from the responses received. The respondents were evenly split between male and female and 75 percent were in eighth grade or above. Almost 78 percent of respondents indicated that they are very happy or happy in Snyder. Similar to the full public survey, a high percentage of the youth respondents mentioned the “small town feel” as what they like about Snyder and indicated crime and a lack of activities/things to do as the elements they least like about Snyder. Just over half of the respondents participate in league sports teams. Of those respondents, the sports most frequently participated in include basketball, softball, baseball, soccer, and volleyball.

The youth were asked how interested or uninterested they are in a variety of improvements. The improvements that received the highest rating (very interested and interested) were adding play equipment in parks, creating more events for kids in the City, adding more sports fields, and increasing the amount of sidewalks to allow walking to school. When asked to prioritize, adding more events for kids received the highest rating. See Figure 3.11, *Improvement Options*.

Figure 3.11, Improvement Options



Adding more fun things to do in the parks was the highest priority identified by Snyder's youth in the online survey.

Public Workshops

The first public workshop was held at the College on the Square in February 2015. This visioning workshop included a series of individual and group exercises which were used to gain an understanding of how the community felt about Snyder today and their desires for the future. The meeting opened with a series of individual feedback exercises in which participants were asked to identify areas within the City that had traffic congestion or safety issues, areas needing rehabilitation or revitalization, or where new parks or trails may be needed. In addition, feedback was gathered to better understand what types of housing the community felt was needed and what solutions may be appropriate in the City's downtown.

The second part of the visioning workshop focused on group visioning exercises to better understand where the community wanted to go in the future. One group exercise included a strengths, weaknesses, opportunities, and threats (SWOT) analysis of the City (see Figure 3.12, *SWOT Analysis*, on the next page, for summary of a SWOT analysis). As identified by the visioning workshop participants, some of the City's greatest strengths included the area's college/schools/education (83% of the groups included this as a strength), its small-town character and friendly people (67%), and the City's heritage and history (50%). Some of the City's greatest weaknesses included lack of affordable housing (83%), lack of economic and community diversity (67%), and lack of activities (e.g., cultural or youth activities) and amenities (67%). The participants also felt some of the City's greatest opportunities included the City's downtown (with regard to growth and future greenspace) (50%), future housing (50%), and growth and economic diversity (50%). Finally, participants identified that the City's greatest threats included water (67%), housing or lack of affordable housing (67%), streets / infrastructure (50%), infill / dilapidated buildings (33%), lack of civic pride and ownership (33%), and a lack of a proactive plan for growth (33%).

Finally, during the last part of the visioning workshop, the participants were asked to describe a word or phrase that identified Snyder today and how they envision Snyder in the future after this plan has been implemented. The participants had both positive and negative things to say about the existing City. They indicated that the City was friendly, family-oriented, and safe. But, they also



Spring 2015 Visioning Workshop

Figure 3.12, SWOT Analysis

Desired Future

- Activities
- Affordable
- Clean
- Diverse economy
- Employment

- Friendly
- Growth
- Increased quality of life
- Prosperous
- Retirement

- Safe
- Schools
- Small-town feel
- Vibrant

SWOT Analysis

- College/Schools/Education
- Small town/Friendly people
- Heritage/History
- Churches
- Location
- Quality of life
- Airport

- City parks
- Commute time
- Economics
- Energy & agricultural industry
- Hub
- Locally owned/operated businesses

- Necessary services
- Poised to grow
- Resources (Oil, Cotton, Retail, etc.)
- Resources/People
- Sports complex

- Housing/Lack of affordable housing
- Lack of economic and community diversity
- Lack of activities/amenities
- Aesthetics of town/Dirty areas
- Bickering

- Drugs/Thefts
- Infrastructure
- Attitudes
- Attracting/keeping families & young people
- Entryways
- Expanded hours of service

- Leadership attitude
- Not civic minded
- Public transportation
- Shopping (need more)
- Stagnant/resistant to change
- Too political

- Downtown (growth/greenspace)
- Housing
- Schools/College
- Growth & economic diversity
- 84 traffic
- Business growth

- Coliseum
- DCOS (partnerships)
- Downtown renovations/upper story apartments
- Growth of families
- Hub/Medical Hub
- Natural resources/Opportunities

- Resources to support good causes
- Revitalization
- Shopping
- Sport events
- Tourism

- Water
- Housing/Lack of affordable housing
- Streets/Infrastructure
- Infill/Dilapidated buildings
- Motivate people's civic pride/pride of ownership

- Proactive plan for growth/funding
- Attitude
- Beautification
- Bickering
- Drugs
- Economic diversity

- Entertainment
- Government cooperation
- Harness resources
- Highway 84 (tear down bridge)
- Image/Gateways

Source: Snyder Visioning Workshop

Figure 3.13, Aspirations for Snyder's Future



indicated that the City was oil dependent, stuck in the past, not quaint, and that some were worried and nervous for the future. When asked about what they envisioned for the future, participants foresaw a continuation of the City's small-town, friendly, and safe environment. But, they also foresaw growth and a more diversified economy, good employment and schools and better opportunities for affordable living and housing. They also envisioned a vibrant and clean City, an increased quality of life including more activities and amenities, and good retirement opportunities (see Figure 3.13, Aspirations for Snyder's Future, above).

A second open public workshop was held in Fall 2015 in the Coliseum. The purpose of the second public workshop was to assess the community's interest and support for preliminary proposed strategies and recommendations for the future. Interested stakeholders helped prioritize potential actions (e.g., how important is it to plan for the future roadway network in developing areas of Snyder?) on such topics as transportation, housing and neighborhood revitalization, infrastructure, downtown, quality of life (e.g., parks and trails), community beautification, economic development, among others. They also assessed the potential of several "big ideas" such as implementing long-term drainage solutions and greenbelt development along Deep Creek.

City Council Meetings

As the legislative body of Snyder, the City Council plays a crucial role in both setting the City's strategic direction and implementing plan recommendations. Accordingly,



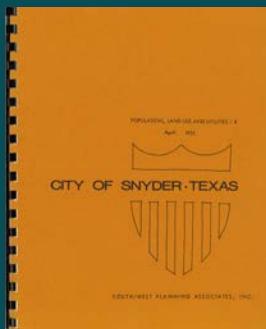
Fall 2015 Open Public House Workshop

the City Council was engaged early and often throughout the plan development process. At the outset of the project, an introductory meeting was held with the City Council to identify their priorities for the plan. At several points during the plan development process, interim briefings and were given and feedback was received from the City Council. Lastly, in 2016, a formal City Council meeting was held resulting in the adoption of the Snyder Comprehensive Plan.

Guidance from Existing Plans & Studies

Creating a new vision for the future does not mean that you forget about what was already learned in the past. To the contrary, some of the recommendations for Snyder's future were conceived in previous planning efforts but for various reasons never achieved implementation. Consequently, previous plan recommendations were analyzed and incorporated, when still relevant and applicable, to help set the path forward for Snyder's future. Some, but not all, of these plans are described in Figure 3.14, *Learning From the Past*, below.

Figure 3.14, Learning From the Past



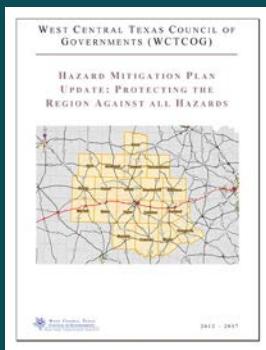
1970s Snyder Comprehensive Planning Study

In the 1970s, South/West Planning Associates prepared a planning study of the entire City using a comprehensive planning grant from the Department of Housing and Urban Environment (HUD). This study included a comprehensive study of the community's existing conditions, needs, and opportunities. As part of several technical manuals, a series of goals, objectives, and recommendations were identified for land use, transportation, infrastructure, circulation, transportation, housing, community beautification, among others. Many of the recommendations are still relevant today.



2010 Community Assessment / Five Year Strategic Plan, Snyder, Texas

In 2010, Global Colors of Economic Success, performed an objective assessment to identify the City's strengths and weaknesses and to provide realistic, achievable recommendations for maximizing development potential and improving quality of life for area residents and business owners. As part of the study, 28 recommendations were considered, evaluated, and approved for implementation. Some of these include recruitment emphasis on distribution / logistic companies, creation of a private economic development foundation, creation of a future adult leaders program, annual business appreciation days, aggressive recruitment of an assisted living center, construction of a indoor rodeo arena, among others.



Hazard Mitigation Plan Update: Protecting the Region Against All Hazards

Beyond the City limits, there are many regional and state agencies that also help plan for the well-being of Snyder's residents and businesses. One example includes the West Central Texas Council of Governments (WCTCOG), which was established by the Texas Legislature in 1966 to promote area-wide planning and collaboration among 19 counties and 61 cities. In the Hazard Mitigation Action Plan (HMAP), WCTCOG worked with Snyder stakeholders to identify recommendations to create a more disaster-resistant City.

Vision for the Future

The community's vision statement embodies a collective aspiration for the future, one that reflects the shared values of what Snyder hopes to become. It is often developed early in the planning process so that it helps frame the goals, objectives, and actions of the plan later

in the process. If it truly represents the desired future of the community, the vision statement can also galvanize the citizenry to action and serve as a tool for decision-making by elected and appointed officials and staff.

“

By the Year 2036, Snyder will be known as a friendly, prosperous and self-sustaining small-town West Texas community of choice – one that uses the short-term benefits of growth to make wise long-term investments in community building and an increased quality of life.

”

Snyder envisions achieving this through capitalizing on its unique natural, cultural, and historical resources to create a vibrant, clean, and safe multi-generational community, comprised of good schools and lots of opportunities for affordable living, housing, employment, and retirement.

- Snyder Vision Statement



As the legislative body for Snyder, the City Council plays a crucial role in both setting the City's strategic direction and implementing the vision of the future.

Guiding Values

In addition to the vision, guiding values help clarify what the City needs to focus on to help make it a reality. These values help define the framework by which each plan chapter is developed. It also helps to ensure that the policies and recommendations across all plan chapters are consistent and support the community's vision for the future. In this regard, the following guiding values are included to remind the community, elected and appointed officials, and staff about the end goal that is embodied in the vision.

- **Economic Growth and Diversification.** Snyder is centrally located within 100 miles of five major West Texas cities (i.e., Lubbock, Abilene, Midland, San Angelo, and Odessa) with a total combined population of 1 million people). It is also located inside Texas' largest shale play (i.e., the Cline Shale Play). Its current economy is largely based on economic development that stems from local and regional energy development (i.e., predominantly oil-gas development). As reflected in Snyder's history, there is oftentimes a boom-bust cycle that is associated with over-reliance on this type of economy. While it will continue to play a large role in the Snyder's future, the City will increasingly focus its efforts on creating economic diversification and stability.
- **Protection and Use of Natural, Cultural, and Historical Resources.** From Deep Creek (bisecting the City north to south) to Western Texas College to The Coliseum to Heritage Village to the historic buildings downtown, among others, Snyder has a significant amount of natural, cultural, and historical resources that not only contribute to the character of the community, but are also opportunities for furthering the City's efforts in economic diversification. As growth occurs, both protection and use of these assets should be a priority for the City.
- **Revitalization of Housing and Neighborhoods.** While there has been some new residential development within the City (e.g., Deep Creek Edge and the Villages at Snyder) in recent years, there are many more areas within the City that are comprised of older neighborhoods and residential housing that is not positively contributing to the image and character of the City. In other words, these areas

include many vacant lots and substandard structures and properties which could benefit from targeted attention and improvement. In addition, these areas are already served by existing infrastructure and services. This provides the opportunity to decrease the cost of developing new housing, improve the tax rolls of existing property, and contribute to solutions focused on affordable housing and living. Accordingly, the City should increasingly prioritize efforts to reinvest and rehabilitate these existing areas.

- **Enhancement of Community Image and Pride.** The Snyder community understands that appearances often become reality. Areas that consist of dilapidated housing surrounded by numerous vacant lots, significant amounts of trash and debris, streets in poor condition, etc., will inevitably promote more of the same. Over time, this leads from a gradual to rapid deterioration of quality of life and significantly acts as a disincentive to prospective residents and business owners who may want to relocate to Snyder. Improving community image and pride involves both public and private sector initiative and support and should be a fundamental principle in all actions of the City.

- **Enhancement of Amenities and Services.** When the City has undergone periods of growth due to expansions in energy development, the City's workforce has also simultaneously grown. In periods where energy development has declined, the City's workforce and overall population has understandably declined too. But, jobs are only one part of the equation. A community of choice which is served with amenities and services that responds to the needs of the workforce and their families, to youth and retirees, oftentimes weathers downturns better than those that don't. The respondents to the on-line survey clearly expressed their aspirations for a community that provided the quality of life, with its associated amenities and services, which, they felt was needed for Snyder's future. Some of these include such things as more diverse retail and commercial services, investments in future parks, recreation, open space, and trails, more cultural arts opportunities, community events, etc.

■ **Partnering for Success.** Unlike many communities in Texas, Snyder does not have any abutting jurisdictions it competes against. Snyder is the sole municipality and county seat of Scurry County. This means that the City, county, and most every other group or entity in the City (e.g., Development Corporation of Snyder, the Chamber, Western Texas College, the Coliseum, Snyder Independent School District, land and business owners, etc.) will benefit when one of them individually benefits. In other words, the community should almost embody an “us

against the world” mentality, where each jurisdiction, agency, group, or entity should be proactively trying to partner with others to share resources and solutions which synergistically make a much greater impact on the City and its citizenry. Supported by almost 80 percent of the respondents to the recent community survey,¹ leadership at the City and county should be focused on these synergistic opportunities.

¹ According to the online community survey, when asked about what issues should the City focus on over the next five to 10 years, almost 80 percent of the respondents to that question felt it was Very Important (43%) or Important (35%) to improve City/county coordination and sharing of resources.

As the legislative body for Snyder, the City Council plays a crucial role in both setting the City's strategic direction and implementing the vision of the future.

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The Future

Snyder's future has many opportunities that will help shape the Snyder of the future. Those opportunities build on the City's many significant strengths, including a good transportation system, an attractive downtown, medical and higher education facilities, and even a first class airport. The City also has challenges that have to be addressed, including the need for revitalization of key areas of the City, better housing opportunities and a continuing push for economic diversification.

More than 75 key actions or steps are recommended in this section, and they create a roadmap to work towards the vision for the Snyder of the future. The goals and actions in this section are organized by key "elements" of the City that match the existing conditions discussion contained in Chapter 2. Plan elements discussed in this section include:

- Land Use
- Housing and Neighborhood Revitalization
- Transportation
- Public Safety
- Water and Wastewater Infrastructure
- Parks and Recreation
- Community Identity
- City Facilities and other Civic Needs
- Education
- Snyder's Economy
- Downtown Snyder

Each element has its own key solutions, recommendations and actions, but they are fundamentally interconnected and should be worked on in a collaborative manner so as to achieve the goals and vision for the entire City.



The goals, objectives, and recommendations in this section create the foundation for guiding future decisions and development. They provide consistency and predictability in day-to-day decision making by City staff as well as policy making by Snyder's City Council and other boards or entities, such as the Snyder EDC. The components of each element are described as follows.

Goal

A goal describes the desired outcome for a plan element. It is different from a vision in that it speaks directly about the element.

Objective

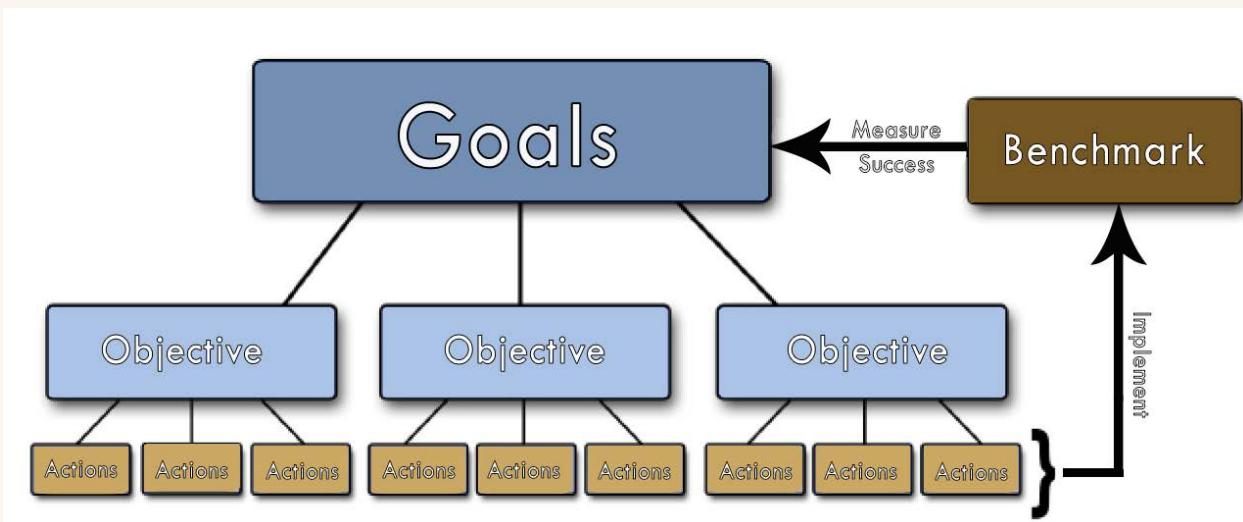
Objectives are identified statements or policies that work toward the element goal. They are more specific than the goal and address particular issues related to the element to achieve the desired goal.

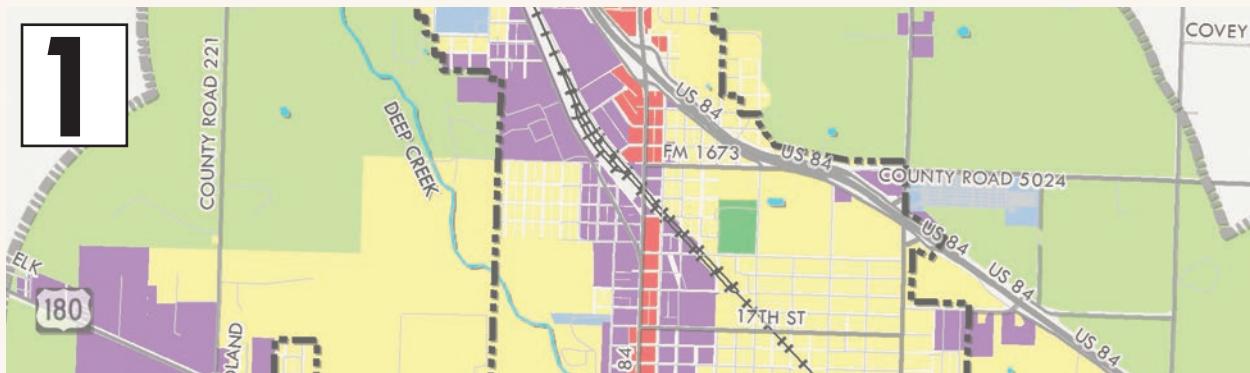
Action

Actions include specific strategies or steps to take in order to reach an objective. Action items are specific enough to include a recommended time frame for implementation, partners or agencies for implementation, and, in some cases, a potential cost.

Benchmark

A benchmark is a target measure which the objectives and actions are working toward. It measures progress in achieving the goal over time.





Future Land Use

The Future Land Use Map (FLUM) provides a roadmap indicating future areas within the City that are comprised of similar or compatible land uses. This “preferred future” provides guidance to City staff, appointed and elected officials, land and business owners, the public, and private developers as to what types of development are desirable in different parts of the City.

As its core, the FLUM helps to implement the preferred future by providing decision-making guidance. The FLUM strikes a balance between ensuring predictable outcomes for the community at large while responding to community needs.

Therefore, it becomes important to have and implement a FLUM that is supported by the community, and that truly reflects the envisioned future of all residents of Snyder. If this support is comprehensive, the vision of the FLUM can be implemented.

The following section provides descriptions of the intended uses and character of development within these future land use categories. This is intended to guide the development community with respect to the community’s consensus vision for development within each land use category.

The recommended FLUM includes the following land use categories:

- Rural
- Parks and Open Space
- Residential

- Commercial
- Downtown
- Institutional
- Industrial / Commercial

The essence of land use planning is a recognition that Snyder does not have to wait to react to growth and development. Rather, it can determine where growth will occur and what character this new development will reflect. Through active community support, this plan will ensure that development meets certain standards and, thus, contributes to achieving the desired community character.

Snyder Future Land Use Plan

As a guide for land development and public improvements, the plan depicted in Map 4.1, *Future Land Use Plan*, captures and develops into the City’s policies the community’s values regarding how, when, and where Snyder will grow over the course of the next two decades. This is significant since the findings and recommendations contained in this plan provide the basis for the City’s development ordinances as the primary tools to implement the plan.

Transitioning to a character-based system will provide benefits not only in improving the quality and character of development, but also in increasing parks and open space, resource conservation and protection, stormwater management and drainage, and providing for a variety of housing types to meet the diverse needs of the community - all of which are important in enhancing the quality of life in Snyder.

Rural



The Rural classification is intended for areas where agriculture, ranching, mining/natural resource extraction, and large lot residential are the prominent land uses. This area is sparsely populated and not reliant on public services, such as water and sewer. Commercial and Industrial uses can occur in this classification, but they are intended to be self-sufficient and complimentary to the agriculture and natural resource sectors. These areas are primarily found on the edges of the City limits and much of the periphery of the planning area. Building and development should be defined by large setbacks and large minimum lot-size requirements.



Characteristics:

- Ranching and farming.
- Natural resource extraction.
- Nursery and plant propagation.
- Large-Lot/Estate Residential.
- Agritourism (bed and breakfast, equestrian facilities, etc.)
- Parks, open space, golf courses, trails, etc.

Parks and Open Space



The places where people recreate outdoors and natural areas that are not suitable for development are the typical defining elements for land to be classified as Parks and Open Space. These areas, both privately or publicly owned, often are set aside for either passive or active recreation enjoyment. Some land uses include sports fields and playgrounds (active recreation) or trails and nature areas (passive recreation).



Characteristics:

- Public parks, playgrounds, trails, etc.
- Sports fields, golf courses, etc.
- Undevelopable land because of natural barriers, such as floodplain.
- Stormwater management systems.

Residential



The residential classification is intended for areas that are predominately comprised of single-family residential subdivision. The spectrum of residential characteristics includes both suburban residential, which is auto-oriented in nature, and urban residential, which is highly gridded and services and amenities are walkable. Secondary uses included attached single-family housing, parks, schools, subdivision amenities, neighborhood schools, and limited multi-family. Multifamily is appropriate in these areas as long as the existing infrastructure can support the increase service demand for utilities and vehicle capacity on adjacent roads.



Characteristics:

- Single-family detached housing.
- Single-family attached housing.
- Churches, public buildings, schools, community centers, etc.
- Parks, open space, golf courses, trails, etc.
- Limited application of multi-family.
- Complimentary zoning districts: R-1, R-2, and R-3.

Commercial



The Commercial classification includes both land uses for neighborhood commercial services and larger or auto-oriented commercial. The size of the property and the proximity to established neighborhoods is the distinguishing factor for differentiating between the types of commercial uses. The designation of Commercial classification needs to be strategic as to service both local community and neighborhoods, as well as capturing regional commercial demands. The types of land uses that predominately define commercial are personal service, retail, grocery, dining, professional office, big box/wholesale retail, and healthcare facilities.



Characteristics:

- Doctors office, dentist office, healthcare facilities, etc.
- Feed store, automotive, convenience store retail, etc.
- Grocery, shopping retail, dining, etc.
- Professional service, office, etc.
- Hotels, motels, lodging, etc.
- Public buildings, schools, community centers, etc.
- Parks, open space, golf courses, trails, etc.
- Complimentary zoning districts: C-1, C-2.

Downtown



The Downtown classification includes land uses that are mixed use and urban in character. The built environment will lend itself to being walkable, still accommodating vehicular use, but a goal of park once and walk to multiple locations. The mix of uses that often make for the most lively and active downtown calls for equal opportunities for dining, retail, office, personal service, civic, and residential uses. The downtown needs to not only serve the local residents, but to contribute to a sense of community identity and regional destination. In order to preserve the urban character and pedestrian scale environment, parking strategies need to be developed to ensure adequate vehicular accessibility without compromising the downtown environment.

Characteristics:

- Dining, cafes, etc.
- Shopping retail, personal service, office, etc.
- Civic building such as county court, City hall, etc.
- Pedestrian plazas, landscaping, access to parks, trail connections, etc.
- Multifamily residential, attached single-family housing, condominiums, etc.
- Arts and entertainment venues.
- Complimentary zoning districts: C-1, C-2, R-3

Institutional



The Institutional classification is for areas where large groups of people regularly congregate for either public or semi-public purposes. These land uses include such things as schools, colleges, government facilities, hospitals, event facilities, and community centers. The hours of operation and intensity of use can vary throughout the workday, evening, or weekend. These land uses often require facilities to accommodate both workers and visitors. These facilities tend to have time frames in which traffic generation can overwhelm the flow of adjacent road facilities during peak use. These facilities need to be located in areas where peak activities will not negatively impact existing residential neighborhoods.

Characteristics:

- Schools, colleges, etc.
- Government facilities, convention centers, fairgrounds, etc.
- Arenas, stadiums, etc.
- Regional healthcare facilities, hospitals, etc.
- Parks, open space, trails, etc.
- Complimentary zoning districts: vary, should consider adjacent conditions and compatibility

Industrial / Commercial



The Industrial / Commercial classification for land uses includes both light and heavy industry. Industrial land uses are often considered to be the least compatible land use, because of the noise, dust, truck traffic, and other industry characteristics that are deemed unpleasant to be around. These lands are also very important to creating a strong workforce and economic security. It is important to use foresight with the designation of the Industrial classification, so as not to create unwanted conflict between residents and industry. Implementing transition areas and buffer zones between Industry and Residential designated areas is a necessary approach to ensure harmony in a future land use plan.

Characteristics:

- Business parks, office, etc.
- Fabrication, material processing, body shops, repair facilities, etc.
- Railyards, shipping centers, wholesale facilities, packing facilities, etc.
- Public infrastructure facilities.
- Limited application of scarp/salvage operations, stock yards, rendering facilities, etc.
- Outdoor storage.
- Open space.
- Complimentary zoning districts: M-1, M-2.

Population Trends and Projected Growth

The region around Snyder has experienced significant changes in population, both in terms of growth and in terms of decline, over the past five decades. Over the past 20 years, the population swings have been more stable, and now point towards gradual increases over the next two decades. This can be attributed to the fact that Texas as a whole is attracting new residents at a high rate, and while much of that population growth will go to the major metropolitan areas of the state, some will be attracted to Snyder and Scurry County. In addition, the State's energy production, while perhaps not at the heady rates of recent years, will generally remain stable given the infrastructure that is now in place to extract the plentiful oil and gas that exists in the area.

Snyder has gradually increased from a population around 9,000 in 1990 to approximately 11,500 in 2015. Scurry County has also seen similar growth rates, and at about 67%, Snyder continues to comprise the majority of the 17,500 estimated population of the county.

Long-range population projections by the State Demographer's office and the Texas Water Development Board (TWDB) both show a steady but gradual increase in population through the year 2040.

2020 Projections - The State projects a population of approximately 18,500 for the County by 2020, while the Texas Water Development Board projects a population closer to 20,000 county-wide residents.

2030 Projections - For 2030, the State projects 20,000 county residents, and the TWDB projects 22,500.

2040 Projections - for 2040, the State projects 21,500 residents for the county, while the TWDB projects a population of 24,250.

At approximately 70% of the overall county population, Snyder conservatively could be projected to a population approaching 13,500 to 14,000 residents by the year 2020, and a population exceeding 15,000 by the year 2030. These growth rates translate to a 10%+/- rate for each decade.

These rates should be looked at as a projected baseline. However, they could be impacted by global economic events (such as wars, natural disasters or economic catastrophes in leading supplier nations), which could result in greater demand for West Texas energy supplies or in increased oversupply.

A central goal of this plan is to promote conditions that make Snyder an attractive place to live for the area's workforce. A better supply of higher quality housing, more dining and shopping opportunities, and additional recreation amenities can all help to maintain Snyder's position as the economic center of Scurry County and portions of neighboring counties.

Land Use Goals and Actions

Goal:

Attract new investment and growth to Snyder.

Action LU-1: Use the Future Land Use Map to guide and promote the orderly growth of the City.

The Map 4.1, *Future Land Use Plan*, illustrates preferred land uses that both respect existing stable areas of the City and embody the vision for where and how Snyder should grow. Use the Future Land Use Map as a roadmap for new development, and update the Map as new uses are added to the City.

Action LU-2: Target growth in key areas identified in the Future Land Use Map.

There are multiple opportunity locations for new development in Snyder, but growth will be most economically feasible in areas with higher commercial potential. Four key areas should be considered as high priority areas for new investment. These include:

1. Highway 180/US 84 Gateway Area 1 and are called out on the future land use map – this area serves as the southern gateway into Snyder, and is the most direct access into the core area of the City and to the City's industrial park. Growth is already occurring here in the form of new hotels, but further commercial uses may be feasible if better access to all parts of this entire area can be improved.
2. North College Avenue/US 84 Gateway Area 2 – this area serves as the northern gateway into Snyder, and provides access to the industrial uses located in north Snyder. While largely industrial today, redevelopment or new development opportunities to increase the amount of commercial, sales

tax generating land uses in this node should be encouraged.

3. State Highway 350/Southwest Snyder Gateway Area 3 – this area has experienced significant new commercial and some residential growth over the past five years, and it should remain as a growth priority area for the City and for Scurry County.
4. College Avenue/ 37th Street (NE corner) - this area could become a major new commercial, office, residential and open space center for Snyder. It can become a true "mixed use" center, and also can open up one of the new trail and open space amenities.

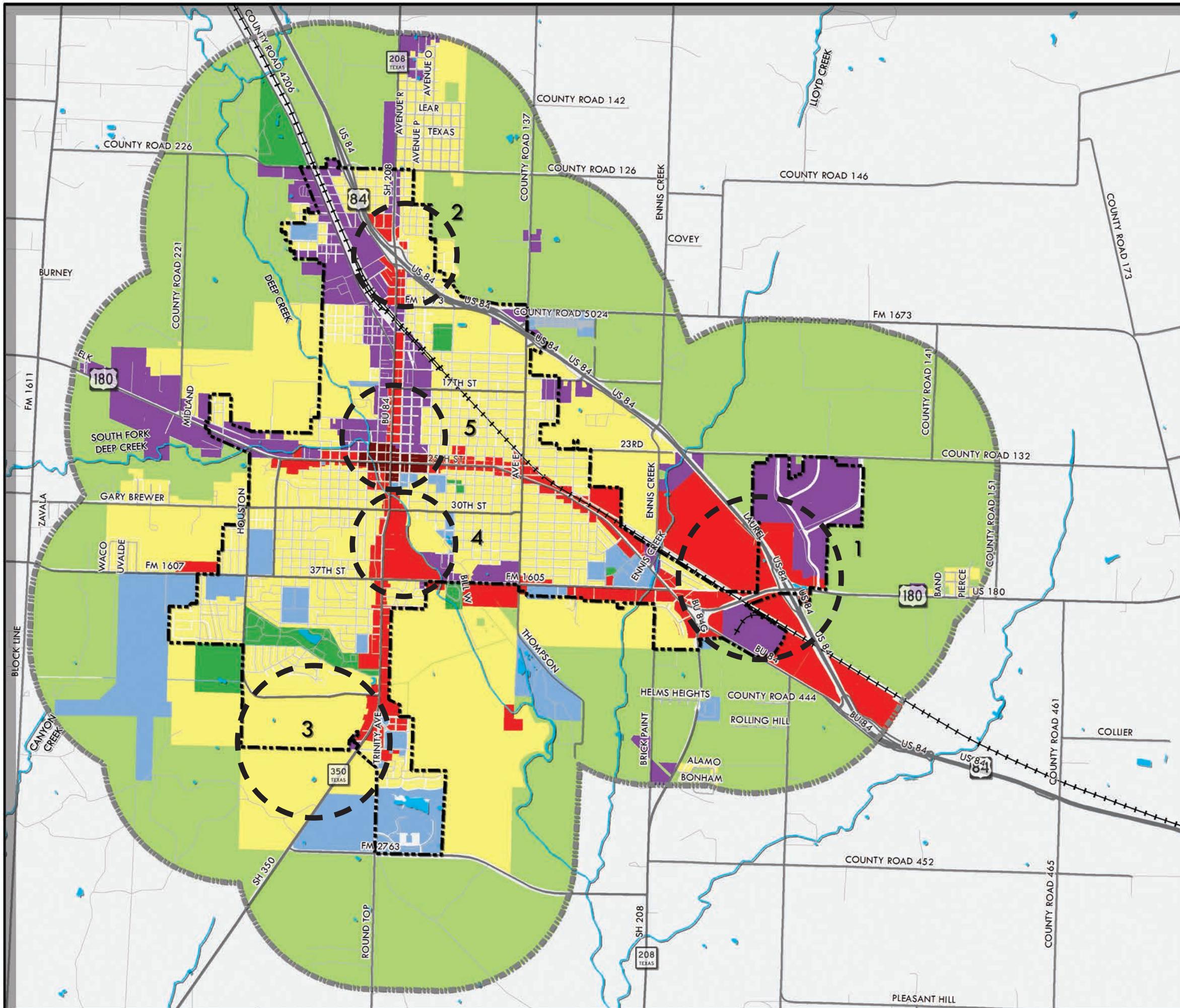
Action LU-3: Use the Future Land Use Map to help preserve the stability of existing residential neighborhoods throughout the City.

Most of Snyder's existing residential neighborhoods are great places to live and have maintained their value over the years. The intrusion of non-compatible industrial land uses in some areas is a contributing factor to the less stable neighborhoods in Snyder that have experienced lowered housing values and a loss of value due to aging and lack of investment. The types of uses allowed and the way that those uses transition from non-residential to residential neighborhoods should be carefully considered, so as to preserve the value and quality of all existing residential areas in the City.

Action LU-4: Encourage a mix of land use types in the Core area of the City (Area 5).

In key areas of the City (such as the downtown core) certain land use mixes such as residential next to or above commercial uses are essential to create an interesting and dynamic downtown. The Future Land Use Map specifically identifies a Downtown/Core Area Land Use category where a variety of mixes of uses (civic, commercial, and unique specialty residential) are encouraged and in fact preferred.

MAP 4.1 FUTURE LAND USE PLAN



- RURAL
- RESIDENTIAL
- COMMERCIAL
- DOWNTOWN
- INSTITUTIONAL
- INDUSTRIAL/COMMERCIAL
- PARKS AND OPEN SPACE
- KEY POTENTIAL GROWTH AREAS**
- CITY LIMITS**
- EXTRATERRITORIAL JURISDICTION (ETJ)**
- MAJOR ROADS**
- MINOR ROADS**
- WATER BODIES**
- CREEKS**
- BNSF RAILROAD**

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

0 1/4 1/2 1 Miles





Housing and Neighborhoods

Housing is a critical component of any City, and makes a difference as to how a City is perceived and whether it is a place that people of all ages want to move to or live in. Housing choices for a variety of ages, lifestyles (single or married, family or not) and budgets are needed to encourage new growth and quality of life for everyone that lives in Snyder.

Single-family housing makes up the majority of the housing stock in Snyder. There are relatively few other housing choice types, resulting in a limited number of housing options in the City. Housing needs change throughout the lives of the residents. As families grow, they typically require a larger place to live. When children move out of their parents' home, the parents may need to downsize their residence. Elderly residents may require assisted living options, or may desire to move back in with family members while maintaining some sense of their own place. Younger, single residents may want a smaller place of their own. Some residents may prefer a large lot, "country" style of living, while others may prefer little or no outdoor areas to maintain. And housing costs, whether in the form of rent or buying a home, should be available to match a range of incomes. Bottom line, more choices and better housing all over Snyder can make the difference as to whether Snyder thrives as a City to live in or struggles to attract new residents. Of all of the elements and actions proposed for Snyder, none may be as important or vital as housing.

Snyder faces challenges in attracting developers to build new neighborhoods, in building newer homes to replace an aging housing stock, and in encouraging the development or renovation of homes in some areas of the City. These challenges inform the following goals and recommended actions to improve housing opportunities throughout the City.

Goal:

Improve older neighborhoods in Snyder.

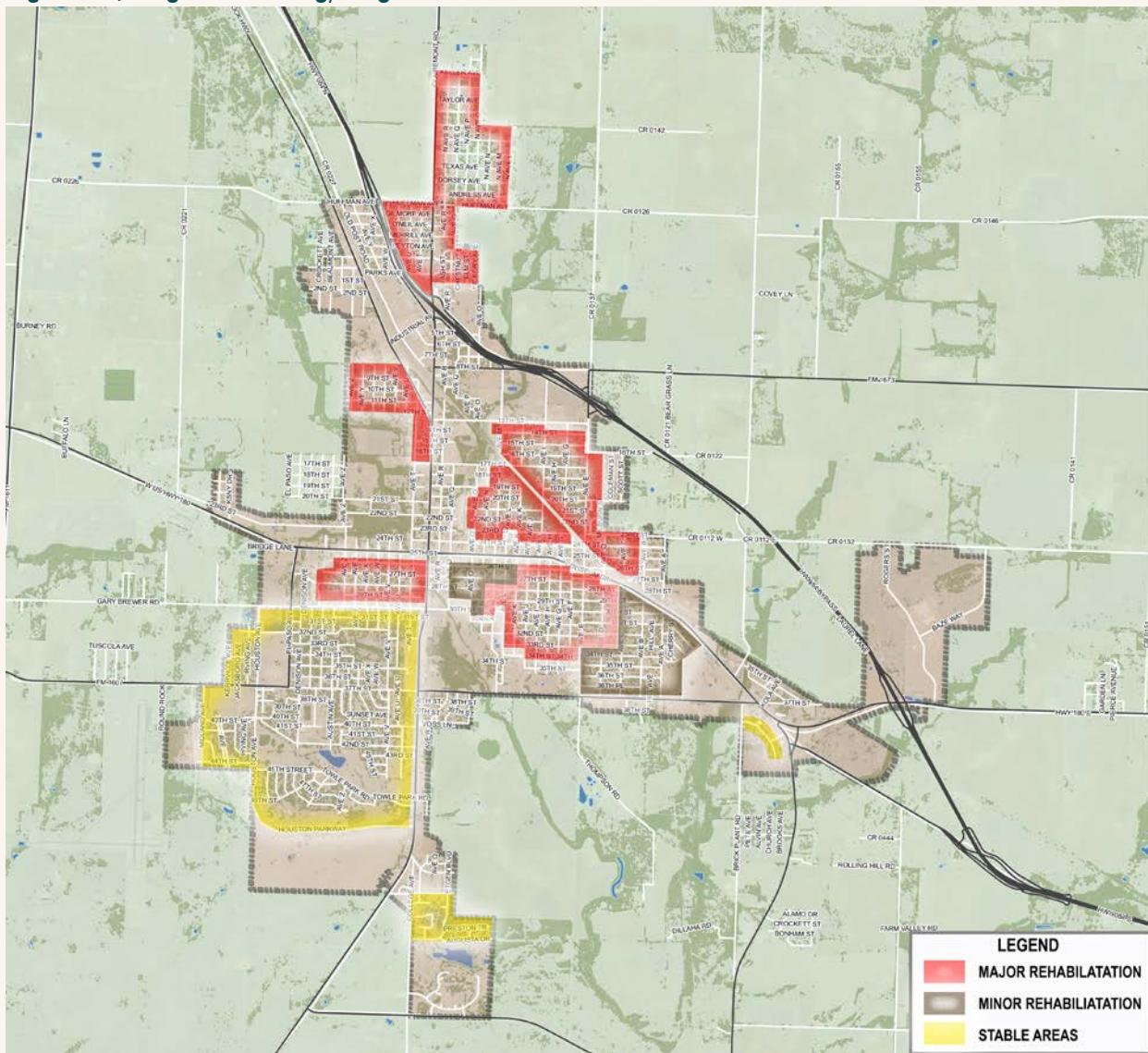
Over the past 40 plus years, much of the housing in Snyder has shifted from north Snyder to the southern part of the City. As economic cycles have impacted the cost of buying or renting a place to live, the housing in some neighborhoods in the City has not been maintained or replaced, resulting in significant areas that are becoming blighted. If left to continue to deteriorate, these areas will continue to future deteriorate, will lower property values in those neighborhoods, and can become targets for crime. It is important to note that lower values in those neighborhoods may result in the perception of higher property values in other neighborhoods. However, the impact of those deteriorating neighborhoods on the City as a whole affects every resident of Snyder. They affect how the City is perceived, the ability to attract experienced professionals such as teachers and health workers to the area, the ability to attract new businesses, and indeed the very ability of the City as a whole to increase in population.

But these same areas offer a significant opportunity for the City to provide cost effective housing opportunities that can actually help attract new residents to Snyder.

Much of the infrastructure is already in place in those areas, and both undeveloped lots as well as homes that can be renovated are available. These areas also have attractive open spaces and potential quality of life amenities, and can become excellent housing alternatives for many Snyder residents.

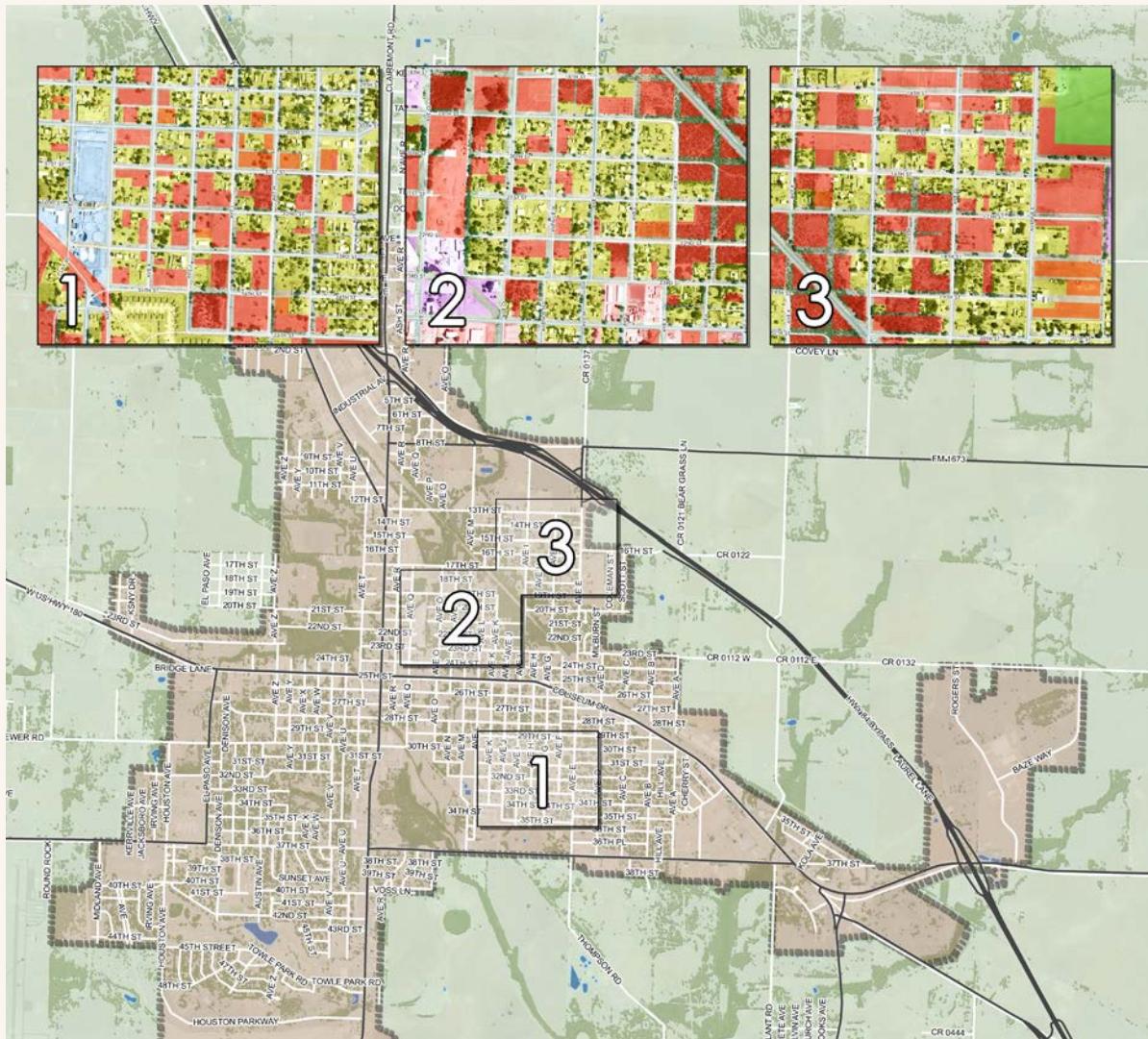
A broad assessment of existing neighborhoods in Snyder is shown on the following pages (see Figure 4.1, Targeted Housing/Neighborhood Rehabilitation Areas and Figure 4.2, Snapshot Vacant Undeveloped or in Need of Significant Rehabilitation Properties in Key Target Areas.)

Figure 4.1, Targeted Housing/Neighborhood Rehabilitation Areas



Each lists general actions which may be undertaken to help re-energize neighborhoods. These actions are discussed in further detail in this section.

Figure 4.2, Snapshot Vacant Undeveloped or in Need of Significant Rehabilitation Properties in Key Target Areas



Three general classifications are used:

Stable Neighborhoods - these consist of areas where housing is generally in good to excellent condition. The age of housing varies from older than 50 years to very new housing. However, even older homes have been maintained or repaired, contributing to an overall perception of stability. These areas do require:

- Oversight on the part of the City to ensure that housing is maintained
- Enforcement of codes and ordinances related to property upkeep
- Investment in street maintenance
- Addition of sidewalks where appropriate
- Ensure that new infill housing is compatible with housing around it
- Investment in amenities such as trails that may enhance the quality of the neighborhoods
- Ensure that new neighborhoods are connected to existing neighborhoods and to area parks and schools



Neighborhoods in Need of Minor Rehabilitation – in these neighborhoods, some properties are beginning to show signs of deterioration from a lack of maintenance or the aging of properties. While not widespread, these individual lots can impact the value of adjoining properties and can result in a reduced investment in those properties. Over time, this can create a snowball effect and impact the entire area. More than any other, these areas require significant attention to ensure that they become stable again. This may entail:

- Programs to assist property owners, especially elderly residents, with general upkeep
- Targeted actions in areas where multiple properties in close proximity are showing signs of deterioration
- Contact with landlords and property owners of rental properties to ensure that periodic upkeep is continued
- Establishment of local neighborhood groups or associations to help work with individual property owners
- Oversight on the part of the City to ensure that housing is maintained
- Enforcement of codes and ordinances related to property upkeep
- Investment in street maintenance
- Addition of sidewalks where appropriate
- Ensure that new infill housing is compatible with housing around it
- Investment in amenities such as trails that may enhance the quality of the neighborhoods
- Ensure that new neighborhoods are connected to existing neighborhoods and to area parks and schools



Neighborhoods in need of Major Rehabilitation – these areas are either in a critical stage or are approaching it. A significant percentage of the properties in those areas have deteriorated as shown in Figure 4.2, *Future Thoroughfare Plan*. Many blocks have large gaps where housing has been removed or where homes were never built in the first place. The many “gaps” contribute to severe reductions in property values. In some cases, deteriorating properties become targets for vandalism or hiding places for illegal activity. In addition, these neighborhoods are less attractive to families since they lack schools or close-in access to parks.

These areas may be too large to completely rehabilitate at one time, and therefore require actions that help intervene in key focused areas at a time. Actions to be undertaken include:

- Continued demolition or removal of hazardous properties
- Programs to encourage re-investment on vacant lots
- Consideration of other uses beyond residential where compatible to expand the marketability of some properties
- Programs to encourage re-investment in existing buildings
- Programs to assist property owners, especially elderly residents, with general upkeep



- Targeted actions in areas where multiple properties in close proximity are showing signs of deterioration
- Contact with landlords and property owners of rental properties to ensure that periodic upkeep is continued
- Establishment of local neighborhood groups or associations to help work with individual property owners
- Oversight on the part of the City to ensure that housing in acceptable condition is maintained
- Enforcement of codes and ordinances related to property upkeep
- Investment in street maintenance
- Addition of sidewalks where appropriate
- Ensure that new infill housing is compatible with housing around it
- Investment in amenities such as trails that may enhance the quality of the neighborhoods
- Ensure that new neighborhood development is connected to existing neighborhoods and to area parks and schools



Examples: Properties in need of Significant repair

Potential Strategies and Mechanisms to Address Aging Neighborhoods and Housing

A variety of strategies have been used in Texas and nationally to help address housing needs (see Table 4.1, *Potential Strategies and Mechanisms to Address Aging*

Neighborhoods and Housing). Key strategies that may be most applicable to a community of the size and resource capabilities of Snyder include:

Table 4.1, Potential Strategies and Mechanisms to Address Aging Neighborhoods and Housing

Strategy	Responsibility	Potential Partners	Potential Cost to City
Tax Abatements or Temporary Freezing of Property Taxes	City of Snyder	Scurry County, School District	May temporarily reduce the amount of taxes received by City, but is offset by future potential tax revenue
Matching grants for improvements to individual property owners (i.e. grant for \$1,000 for painting/minor repairs)	City of Snyder	Non-profit entities (such as religious organizations, Habitat for Humanity, etc.)	Requires funding source and identification of amounts available
Matching grants for improvements to groups that can target specific neighborhoods (such as religious groups)	City of Snyder	Non-profit entities (such as religious organizations, Habitat for Humanity, etc.)	Requires funding source and identification of amounts available
Low or no-interest loans to help fund improvements	City of Snyder		Requires local financial institution that is willing to participate.
Establish non-profit entity to target housing rehabilitation	City of Snyder	Scurry County	Requires funding source
Encourage local entities/volunteer organizations to get involved (typically for minor repairs/improvements)	City of Snyder (to help organize/encourage)	Local entities, organizations and businesses	Staffing time, minor funding assistance
Investment in infrastructure (i.e. streets, sidewalks, street signs, street lights, etc.)	City of Snyder	Scurry County	Requires funding source or grants for improvements
Develop mini parks and trails as attraction in targeted neighborhoods (these can serve as incentives to develop new housing near the park sites)	Scurry County	City of Snyder	Can pursue outside grant funding sources
Reduce or completely waive development fees (can help incentivize the development of new low cost housing)	City of Snyder	Scurry County if applicable or in areas outside of the City	Primarily targeted at new development in the target area. May reduce annual funding, but ultimately results in a return of property to a higher tax value
Create development standards that focus on infill housing that is attractive, durable and that adds character to the neighborhood	City of Snyder	N/A	No cost to City, should yield more attractive housing with better long term retention of value

Actions related to Neighborhood and Housing rehabilitation should be:

- Priority - A key priority of the City for the next five to ten years
- Targeted - Targeted to have a more rapid benefit, rather than diluted throughout a larger area
- Funded - Adequately funded through a reliable funding source in a manner that can be sustained over the next five to 10 years
- Enhanced – Where feasible, aggressively supplemented by outside grant sources

Recommended actions to improve older neighborhoods include:

Action H-1: Confirm target areas for housing and neighborhood improvement.

Using the initial recommendations contained in the Comprehensive Plan, confirm areas of greatest need in the City for focused reinvestment strategies. Criteria which may be used to confirm target areas include:

- Average age of housing
- Condition assessments – use general rating to evaluate the condition of housing in the targeted areas, ranging from good or acceptable to requires removal.
- Overall percentage of impacted properties in the area
- Socio-economic data for populations within the targeted areas
- Population density (if significantly lower)

Action H-2: Identify City staff to focus on neighborhood revitalization efforts.

Staff responsibilities for helping to guide the rehabilitation of older neighborhoods should be identified by City management. Ideally, a staff member should be able to devote up to 50% of their time to guiding the revitalization efforts and to serve as a focal point for efforts. Other City staff may periodically assist with specific areas of expertise as required.

Action H-3: Aggressively pursue supplemental funding sources to address neighborhood and housing rehabilitation.

A variety of State and Federal funding sources should be pursued to help fund rehabilitation initiatives. Consider coordinating with outside grant specialists to help develop strong grant applications.

Action H-4: Develop detailed redevelopment plans for targeted neighborhoods.

Develop mini-neighborhood plans that confirm the condition and status of existing residences, identify potential infill sites, and identify potential infrastructure improvements that can support housing rehabilitation. Having such a plan will help define expectations and areas with highest benefits.

Action H-5: Adopt policies and incentives that can help attract investment in targeted areas of the City.

Consider a variety of incentives and policies as listed on page 53.

Action H-6: Improve road infrastructure in targeted areas.

Continue to invest in the renovation of older streets in targeted redevelopment areas. Identify key streets with the most significant potential to spur new infill residential development. Continue to periodically overlay other existing neighborhood streets on a regular basis.

Action H-7: Identify funding for neighborhood improvements.

Locate funding through incentivize enhancement of existing housing (tax abatements, small grants, and code enforcement programs). To make the City's code enforcement procedure more transparent and user-friendly, incentives and alterations can be formed. Multiple clean up events throughout the City can take place to remove trash on residential properties.



Example of Modest scale infill property, where features such as fencing, porches and classic styling add value to the surrounding neighborhood.

Action H-8: Encourage the development of new housing on empty lots in residential areas.

Resources can be better used by adding development to areas that already have infrastructure such as developed neighborhoods. Design standards need to be created and implemented for infill development in established areas to encourage compatible redevelopment. Local builders can be partnered with to make existing residential areas a priority for infill home creation.

Action H-9: Review development standards to ensure that they appropriately guide development but are not excessively restrictive.

Conduct a detailed review of the City's codes and ordinances, and identify areas in which adjustments are appropriate to encourage new development or redevelopment in key target areas.

Action H-10: Develop guidelines and procedures to work with local groups to help target neighborhood redevelopment improvement.

Local non-profit and civic groups or neighborhood based groups can provide volunteer labor to help improve key areas.

Target improvements for at least 10 specific properties or blocks throughout the City.

Action H-11: Aggressively continue demolition program.

These properties have a significant impact on the area around them. Identify key properties and targets for non-conformance with health and safety standards and work with property owners to conduct improvements, divest properties to others who are interested in investment, or in extreme cases move forward with demolition.

Action H-12: Help assemble individual lots into property parcels that can be redeveloped in ways that benefit the larger neighborhood.

Compile information on collections of individual lots that may be of interest to property buyers or residential developers. Pursue investors who will develop quickly, with the strategy of injecting new development into the target areas rather than letting lots sit vacant.

Action H-13: Establish two to three catalyst blocks for more focused efforts.

Key areas should be identified, reviewed and confirmed as locations for catalytic efforts. Considerations should be areas with significant contrast between well maintained properties vs. nearby properties in significant distress,



areas with vacant lots that can be developed, and other assets such as potential park or trail amenities.

A prototype area to consider is the area bounded by East 25th Street, 22nd Street, Avenue F and Avenue P. This area contains historic properties that are being renovated, boarded up properties, nearby drainage areas that can be developed as trails, and commercial properties along 25th Street that can be used as examples of added parking area buffering.

H-14: Increase code enforcement and public safety efforts in targeted areas.

Fear of illegal activity in areas that have significant numbers of dilapidated structures and vacant lots contributes to the lack of investment in these areas. Increased and highly visible law enforcement efforts could be used in targeted areas to help instill a sense of confidence in the area.

Street lighting levels should be checked and increased. Code enforcement efforts should be increased to address overgrown lots or lots with debris and an unkempt appearance.



Representative properties within a recommended target area illustrate how dilapidated properties can create concern and hesitation to invest in the renovation of properties. However, when that renovation occurs, spectacular results can occur.

3



Transportation Recommendations

Snyder's existing roadway network is fundamentally strong. Good connections exist to all parts of the City, and traffic volumes are reasonable. The hierarchy of roads (as discussed in Chapter 2) from smaller local streets to regional arterials is well established.

Maintaining and even enhancing this strong transportation system is a key to attracting economic growth to Snyder. Key issues affecting transportation in the City include:

1. Maintenance of major arterial and collector roads
2. Continued maintenance of smaller local roadways (typically in residential neighborhoods)
3. Enhance the City's economic potential by establishing preferred roadway patterns in areas of the City where new growth is desired

Goals and actions related to transportation focused on these three issues.

Goal:

Continue efforts to maintain major arterial and collector roads.

Action T-1: Continue to invest in updating roadway condition evaluations, and use these as a tool to determine priority maintenance investment areas.

Over the past few years, the City has evaluated roadway surface conditions, has identified priorities for improvement, and has begun to fund these improvements. This process should continue, with regular funding allocations to continue renovations to existing streets.

Action T-2: Work with TxDOT to ensure that State roadways in the area are maintained in a superior manner.

Since many major roadways in the City are maintained by TxDOT, continue to work with TxDOT in pushing for improvements to State roadways in the City.

Action T-3: Partner with TxDOT and Scurry County to collaborate on the maintenance of non-County or State roadways within the City.

Both TxDOT and Scurry County maintain roadways on a regular basis. Determine if assistance from those entities can be provided in a cost effective manner to help accelerate the maintenance or upgrades to City owned streets in Snyder.

Goal:

Continue efforts to maintain local roadways as a high priority.

Action T-4: Identify and invest in key roadways as part of actions to improve target neighborhoods.

Identify key local streets in neighborhoods targeted for rehabilitation efforts, and work to include upgrades to those streets as a key component of renovation efforts.

Goal:

Enhance economic potential by establishing preferred roadway patterns in areas of the City where new growth is desired.

Action T-5: Utilize the Future Thoroughfare Plan to help guide roadway placement.

Map 4.2, *Future Thoroughfare Plan*, on the following page illustrates the proposed roadway network for Snyder. It incorporates both existing roadways owned and maintained by the Texas Department of Transportation, Scurry County and the City of Snyder, as well as proposed roadway connections in areas of the City that have not yet been developed. The Future Thoroughfare Plan uses the roadway classifications discussed in Chapter 2, with the intent that each roadway type is intended to have varying levels of capacity and a role in traffic movement throughout Snyder.

In areas where future growth is anticipated or desired, a roadway network is proposed. This network is intended to guide the placement of roadways, but does not mean that those roads need to follow the exact alignment shown. Rather, they are intended to show desired connections to other area roadways. The inclusion of the Future Thoroughfare Map as part of the overall Comprehensive Plan ensures that road development is looked at in the larger context of Snyder's overall vision for the future.

Action T-6: Plan for future roadways that enhance economic potential.

Key areas of the City have been identified on the future land use map as locations where the City could grow. Roadway needs in each of these areas are as follows.

Thoroughfare Focus Area 1 – US 84/South Ennis Road/Hwy 180 (East Coliseum Drive) – The gateway intersection of US 84 and Hwy 180 has potential for continued growth. It provides access to freeway oriented uses such as truck stops, hotels and dining opportunities, as well as access to the Snyder Industrial Park. Nearby areas with good freeway exposure, potential rail access and easy access

into Snyder exist east and west of South Ennis Road. However, the BNSF railroad corridor limits access to these areas and thereby impacts their long range development potential.

Recommended connections in this area will be influenced by longer term development needs, but are noted on the Future Thoroughfare Map if development opportunities occur.

Thoroughfare Focus Areas 2 and 3 – The majority of the lands south of FM 1605 (East 37th Street) and east of College Avenue are privately owned, and development of these areas may not occur in the near future. However, this area is essentially being “wrapped” by ongoing development in the southern part of Snyder, and would be a key growth area if so desired by its owners. A general roadway network is proposed for this area to ensure that long-range connections throughout the area are identified. More precise alignments of the roadways in this area can be developed if and when the area begins to be developed.

Thoroughfare Focus Area 4 – Development of at least some of the area between Houston Parkway and FM 2763 is likely in the future, due to its proximity to Western Texas College, Walmart and the Cogdell Hospital. Connections north to Houston Avenue, as well to the west for a future connection Block Line Road and FM 1609 are identified on the Future Thoroughfare Map. As noted previously, more precise alignments of the roadways in this area can be developed if and when the area begins to be developed.

Goal:

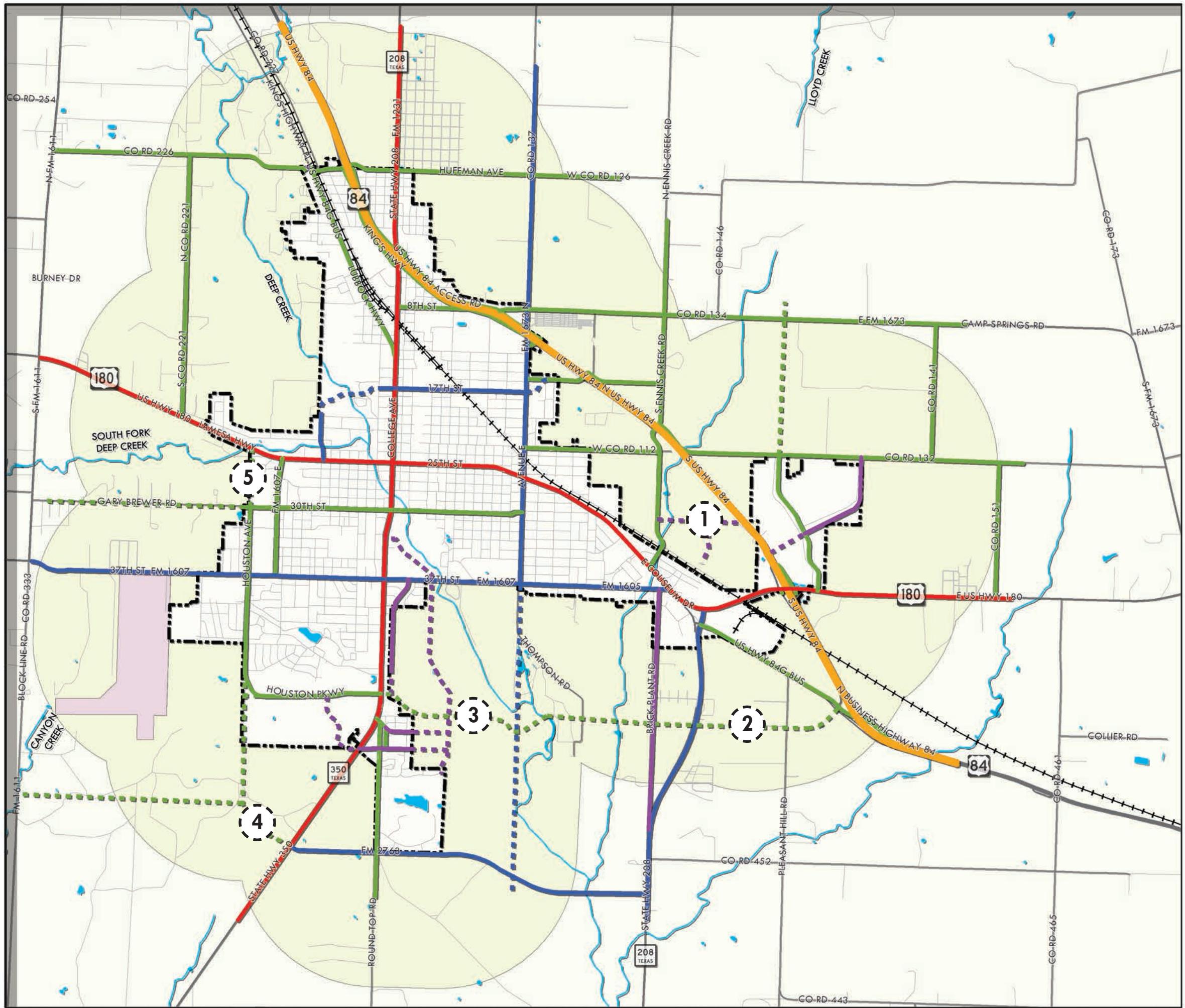
Identify and develop complete streets and other multi-modal transportation opportunities in key areas of Snyder.

Streets can comprise 20 to 30% of the overall land area of a City, and they are perhaps the one single feature of any City that most of us experience every day. Streets are vital for movement from one part of a City to another, but they are often overlooked as a key component of the character of a City and how that City is perceived.

Essentially, complete streets, context sensitive design and the inclusion of multi-modal transportation opportunities ensure that everyday features such as sidewalks are

MAP 4.2 FUTURE THOROUGHFARE PLAN

- PRINCIPAL ARTERIAL - FREEWAYS
- PRINCIPAL ARTERIAL - HIGHWAY
- MINOR ARTERIAL - EXISTING
- MINOR ARTERIAL - PROPOSED
- MAJOR COLLECTOR - EXISTING
- MAJOR COLLECTOR - PROPOSED
- MINOR COLLECTOR - EXISTING
- MINOR COLLECTOR - PROPOSED
- LOCAL ROAD
-  CITY LIMITS
-  EXTRATERRITORIAL JURISDICTION (ETJ)
-  AIRPORT
- MAJOR ROADS
- MINOR ROADS
-  WATER BODIES
- CREEKS
- +++++ BNSF RAILROAD
-  THOROUGHFARES FOCUS AREAS



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CHAPTER 4: FUTURE SNYDER

included along key corridors, that places to travel via bicycle are considered, and that key features such as street landscaping and decorative features are incorporated in the right place where appropriate. These should not be after-thoughts or “if we can afford it” items, but elements that are carefully weighted and added where necessary.

Complete Streets and Context Sensitive Design principles are summarized below.

Action T-7: Incorporate complete streets and context sensitive design principles into the design of new roadways.

Promote consideration of these principles into the design of new roadways by area engineers, architects and planners.

Action T-8: Include facilities for walking along all future major roadways within the City.

As new roadways are built in the future, require that sidewalks be included as part of the construction. For new residential subdivisions, work with development entities to install sidewalks along major streets within the subdivision.

Action T-9: As feasible, continue to address sidewalk gaps along major streets within neighborhoods.

Identify key pedestrian corridors within existing neighborhoods, and pursue funding sources to help close those gaps. Examples could include portions of Houston Avenue near the Junior High School, Avenue E for neighborhoods east of College Avenue, and portions of Avenue A.



Action T-10: Around schools, adopt safe routes to schools principles and install sidewalks and bicycle routes that help provide walking and bicycling opportunities for Snyder's youth.

Pursue funding resources and grant assistance to create opportunities to walk or bike to school from up to 1.2 mile from each school.

Action T-11: Encourage greater amounts of walking and bicycling in Snyder.

Many areas of Snyder have quiet streets that are well suited for walking or bicycling, both for fitness and for transportation purposes. Conduct efforts lead by City and community leaders to demonstrate by example how easy it is to ride or walk in the City during much of the year.

Action T-12: Through grant sources, explore the development of multi-modal facilities that help link areas of the City together via off street shared use paths.

A trail system can be developed from Towle Park to downtown Snyder for pedestrian and bicycle access. These trail can also connect downtown Snyder to North East Park. Trail strategies are discussed in greater detail in the parks recommendations section of this chapter.



Context Sensitive Solutions

Context Sensitive Solution (CSS) refers to an interdisciplinary approach to design a transportation facility that is sensitive to community values. The policy dictates flexible roadway and development standards so that these facilities can respond to and be developed in harmony with the surrounding economic, social, and environmental context.

Many communities have learned that designing places around the automobile diminishes the quality of life of a community, not enhances it. A context sensitive solution approach results in roadways that protect and reflect the environmental, scenic, aesthetic, historic, and cultural values of the community while also improving or maintaining safety and mobility for roadway users.

Context sensitive solutions is used regularly with highway design and is a policy of the Texas Department of Transportation. Using the CSS approach with highway design helps alleviate the impact large roads have on the natural and human environment.

Complete Streets

Complete streets are those that provide safe access for all users - pedestrians, bicyclists, motorists, and public transportation users of all ages and abilities are able to safely move along and across a complete street.

This policy will result in a transportation system designed with all users in mind. Benefits of complete streets include:

- More efficient streets that increase the overall capacity of the transportation network.
- Safer streets for walking and bicycling
- A healthier community by encouraging walking and bicycling.
- Encouraging Snyder's youth to walk and bicycle to school, a key strategy to keep kids active and healthy.
- Families will enjoy lower transportation costs by expanding and enabling choices in transportation.

Airport

Goal:

Promote increased use of the airport as an economic advantage for Snyder.

Operated by Scurry County, Snyder's airport is significant economic advantage when compared to other similarly sized communities in the region. For entities that are considering Snyder, as well as for some functions of existing local business, education and industry, the availability of the airport may be a significant selling point. Work with Scurry County to ensure that land fee rates and refueling costs are comparable to others in the region. Figure 4.3, *Airport Aerial*, to the right shows the current layout site plan of the airport.

Action T-13: Market the airport to increase its usage.

Promote flight education and a pilot training program to improve accessibility to the community. The airport can also be used as a testing facility for avionics since there are multiple buildings for planes. Surrounding the airport, there is land that can be used to expand if this would be needed.

Figure 4.3, Airport Aerial



4



Public Safety

Compared to the national average, the crime rate in Snyder is 51 percent higher. In January 2016, a double homicide took place in Snyder. In 2013, there was one murder in Snyder and two robberies. There were 62 assaults and 115 burglaries. There were also 350 thefts and 21 auto thefts.

Scurry County also has EMS services located in Snyder who care for the sick and injured. There are currently 22 full-time and part-time employees.

Goal:

Provide the citizens of Snyder with the best possible police and fire protection.

Action PS-1: To reduce crime in Snyder, encourage best practices.

To meet Snyder's needs, consider traditional ways to reduce crime. Encourage public/department events to promote citizen appreciation, trust and collaboration with department.

Action PS-2: To make safe communities, encourage the use of CPTED (Crime Prevention Through Environmental Design).

Through design, provide officer training and reviews of existing and proposed communities.

Action PS-3: Continue to support department with adequate staffing levels.

There are currently 22 personnel in the Snyder Police Department. This includes one Chief of Police, one lieutenant, three sergeant investigators, three patrol sergeants, three corporals, nine police officers, and two clerks. In Snyder there are 1.57 officers per 1,000 residents. In Texas the average number of officers is 2.05.

The Animal Control Services and the Animal Shelter are operated by the Snyder Police Department. Snyder's Police Department uses "Proactive Policing" or "Community Policing". The Scurry County sheriff's office and the Snyder Police Department currently share adequate facilities.

Action PS-4: To keep existing fire protection levels, review the need for new equipment.

For over 100 years, the Snyder Fire Department has been serving Snyder and Scurry County. Currently, there are 10 full-time career firefighters. There are also 35 volunteer fire fighters working with the Snyder Fire Department. Each year, there are 435 fire and rescue calls. Regarding the required equipment for these fire fighters, provide adequate maintenance.



5



Water and Wastewater Infrastructure

Goal:

Create the best possible water and wastewater system to protect the health of the citizens of the City.

Action W-1: Considering the future growth of Snyder, create a plan for the sewer system and water quality of the City.

Because of the natural drainage of Snyder, long and short term capital improvements and an engineering plan should be developed in line with the City's expansion goals and future development strategies. As Snyder grows, the water system will need to be closely monitored since there is a relationship between the water system and the population size.

Action W-2: For the sewer system and expansion of the water system, create a short-term capital improvements program.

Capital improvements will increase the useful life of the sewer and water systems. Through a capital improvements program, the smaller sized water pipes can be updated to keep up with the growth of the City.

Action W-3: Add sewage and water infrastructure to all areas of the City.

Create a map that shows homes that are served and not served by the City's policy for mandatory connection to the municipal sewage system and water system. Homes

need to be identified that use water from the City or from wells to determine which areas are following the policy of mandatory connection to the City's water system.

Action W-4: Prevent water pollution by using the West Central Texas Council of Governments and other government groups.

For some homes, in case there is the possibility of water pollution, this can be studied by engineers. Some areas of Snyder have a sewage system that was installed too close to the surface, including the Highlands Park Addition and the Cogdell Hospital area.

Action W-5: To stay in line with Snyder's economic and population growth goals, a sufficient water supply that can support domestic, commercial, agricultural, and recreational needs should be created.

Due to the recent extreme drought in Texas, water conservation can be implemented by reusing treated water. This will provide a self-sustaining system that will be able to support a growing population. Taking the neighborhood's future type and density of development into consideration, these utility services can be coordinated.



6



Parks and Recreation (in collaboration with Scurry County)

Parks and natural areas are one of the fundamental character elements of a community. While park needs in Snyder are addressed by Scurry County and are typically not a function of the City of Snyder, those needs still play a major role in promoting a strong future for the City. Well maintained, attractive and accessible parks are a huge part of the quality of life picture that will help retain the City's population and even grow it.

Parks are addressed in this chapter because Scurry County must address the needs of the entire County, and cannot focus just on Snyder. However, since almost 70% of the county's residents live within the City limits of Snyder, and many more live very near to the City, the City's long range plan must consider needed improvements to the parks system and work with Scurry County to address those. In essence, the park system in Snyder is serving both the residents of Snyder but also most residents of Scurry County and even some in nearby adjoining Counties.

The goals and recommendations in this section also build on the recommendations of Scurry County's current park and recreation master plan, but focus on relating park needs to the overall vision for Snyder established in this comprehensive plan.

Park Classification

Typical park classification is discussed on the following page, and includes smaller, close to home parks as well as larger more traditional community parks where a large variety of recreational opportunities take place. Towle Park is an excellent example of a community park.

A new category of park is a "destination park." These parks have unique features or attractions that make them stand out as destinations. Residents from all over the community, as well as from outside of the City plan trips to that park because of its unique features. The pool area or the large pavilion in Towle Park is an example of a destination feature. Mackenzie Park in Lubbock is an excellent example of a true destination park.

Identifying Park Needs in Snyder

Park needs are typically assessed in three ways:

By level of service and geographic location – using community based target levels of service, a community can express the number, size and types of facilities that best match needs of its residents. These may be expressed by the amount of acreage or by the number of facilities that are required.

Snyder's current overall park level of service is near 11 acres for every 1,000 residents of the City. This is

Park Classification: A Guide for Planning for Parks

A. LOCAL PARKS - These parks are located within the neighborhood or community served by the facility and are intended to provide for the day-to-day recreation needs for residents of all ages and abilities in Snyder. They are crucial for creating a high quality of life at the neighborhood level and should be easily accessible by residents by walking, bicycling, or driving.

Pocket Parks are very small “pockets” of open space easily accessible by walking or bicycling by nearby residents. These parks are a recent addition to the park system among park and recreation planners. Their size is usually less than one acre in size. Because of their small size and intention of providing recreation to very close-by residents, vehicle access and parking is not a priority. Amenities typically include benches, fountains, landscaping, possibly a playground, and other focal features. Plazas or small green areas in downtown areas can also be considered pocket parks but in an urban environment.

Neighborhood Parks serve a similar function to pocket parks, but at a larger scale. They are the traditional basic unit of a park system. Like pocket parks, neighborhood parks are within easy walking or bicycling distance from residents, but may also need to identify parking for residents of neighborhoods that live further away or are bringing a lot of items. Neighborhood parks typically serve a neighborhood, with a service area of approximately 0.25 to 0.5 mile radius. Typical size ranges from 1 to 15 acres and amenities include playground equipment, fields or areas for informal play, multi-purpose courts, shaded picnic areas, exercise trails, restrooms, and parking (possibly curb-side depending on the design of the subdivision and park). Community and neighborhood gardens are also a type of neighborhood park.

Community Parks are intended to serve a group of neighborhoods or portion of a City. Community parks are typically accessed by vehicle, but should also be easily accessible by foot or bicycle for nearby residents. The service area of a community park is approximately a 1 to 2 mile radius. Typical size ranges from 10 to 100 acres, or large enough to provide a variety of facilities while still leaving open space for informal recreation and natural areas. Amenities are similar to that of neighborhood parks, but increased in number and scale to accommodate more visitors. They typically include playground equipment, natural areas, areas for informal play, athletic fields, multi-purpose courts, shaded picnic areas, large group pavilions, trails, restrooms, and parking. Community parks may also include a community pool or recreation center.

B. REGIONAL PARKS - Regional parks intended to serve the entire Snyder community, plus surrounding areas. Visitors may drive as far as two hours to access the park. These parks can serve as economic generators for Snyder since they have the potential to attract visitors from outside of Snyder to the community.

There are generally two types of regional parks - *Metropolitan* and *Regional* - that differ slightly based on the geographical draw. Often, however, metropolitan parks and regional parks can be one in the same. A park may primarily function as a metropolitan park and serve the City day to day, but the occasional event may have a regional draw. Metropolitan and regional parks tend to have similar features. Regional parks typically range in size from 100 to 500 acres and include extensive amenities. These amenities may include a lake or pond for water-based activities, recreation center, pool, large playgrounds, lighted multi-use courts, lighted sports field (suitable for organized competitions), large group pavilions, picnic facilities such as grills and tables, lighted trails, performance areas or amphitheaters, restrooms, parking areas, and other facilities or amenities that take advantage of the unique characteristics of the site.

C. UNIQUE PARKS - These parks are created with a specific purpose in mind and are unique in some way. Sometimes its physical features that make a park unique, other times is the type of facilities provided that define the purpose of a park. Parks in this category include special purpose parks, linear parks, and open space or nature preserves. Sizes of these parks will range based on the facilities and natural features as will the geographic draw of the park.

Special Purpose Parks are defined by their facilities and have a broad range of uses. Their size varies with the use of the park and normally the service area is community-wide, although it may extend regionally. Because special purpose parks are defined by the activity, facilities at these parks are limited to support that activity and use. Examples of special purpose parks may include golf courses, athletic fields or complexes, swimming pool centers, tennis complexes, botanical centers, memorial gardens, and cemeteries.

Linear Parks or Greenbelts are areas that generally follow some natural feature that is linear, such as creeks, drainage corridors, railroad (abandoned) or utility corridors, or transportation corridors. Many of these corridors typically have development restrictions, but are valuable for developing trail to facilitate pedestrian and bicycle travel to connect other parks and open spaces areas, schools, neighborhoods, shopping centers, civic facilities, and other destinations.

Open Space or Nature Preserves are a type of land that contributes to the open space of a community, but with minimal development and programming. These areas typically have development restrictions, but are valuable because they protect and often enhance natural features. Some open space or nature preserves can accommodate some passive recreation, such as hiking or interpretive features. However, some nature preserves may also be sensitive to human activity and may need to be limited.

average for cities of a similar size, but typical for other communities in West Texas. As the City and County grow, that park ratio will go down, requiring the development of additional parklands.

However, smaller parks that are meant to be accessed by nearby residents may be lacking in some areas of the City. Maps 4.3, *Existing Park Service Areas - Neighborhood Parks* and 4.4, *Existing Park Service Areas - Community Parks*, on the following pages illustrate the distribution and service areas for existing parks in Snyder.

By level of actual demand - supply and demand for recreational facilities may dictate whether the current supply is adequate or not. For example, the pool in Snyder may have adequate capacity to serve everyone that uses it, or may need to be enlarged because demand is much higher than the facility itself. A demand assessment should be contained in the County's Parks and Recreation Master Plan when that plan is updated.

By resource opportunities – often forgotten in many communities, natural or man-made resources may determine whether opportunities for unique parks or open spaces are appropriate in Snyder. Resource opportunities provide some of the standout opportunities to transform Snyder.

Drainage areas, such as the south and north forks of Deep Creek, as well as the creek itself are not considered park. However, they can provide a unique opportunity for open space and trail corridors that benefit everyone in Snyder and that are unparalleled in other area communities. Areas subject to extensive flooding are difficult or impossible to develop, yet can be preserved as wooded groves in places where not many such groves exist.

The historic park adjacent to the Coliseum, as well as the Coliseum itself provide unique opportunities for everyday park uses.

Trails

Interest in connectivity is very high in communities across Texas and the entire United States. Interest is no less in Snyder, with a desire for additional trails ranking as a high need. Trails are now considered for recreation uses, for fitness, but also as way to move between destinations in the City. Towle Park already has an excellent trail system. Multiple opportunities exist for trails in other greenbelts or parks around the City, and the opportunity exists for these trails to ultimately be connected into a Citywide system.

Open Spaces

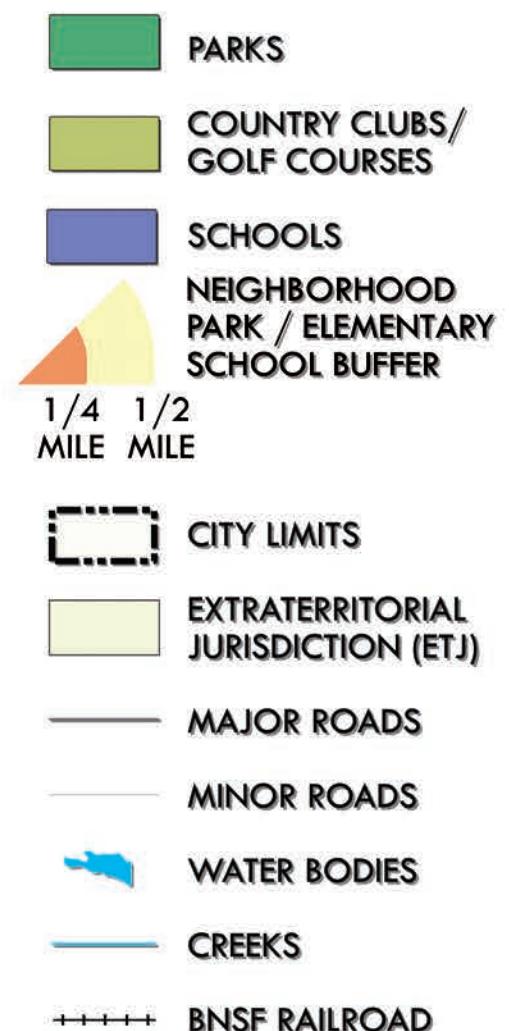
Open space within Snyder may not seem important when surrounded by the extensive big sky openness of West Texas, but it is critical in softening the urban areas of the City. Open space areas that are very easy to access, such as Scurry County's trails along Houston Street, provide younger residents with an opportunity to see nature first hand. They also provide scenic views of the City that make it a much more pleasant place to live and work in.

The major opportunities for both open spaces and trails in Snyder occur along drainage corridors and floodplain lands. These corridors extend from one end of the City to the other, and since they are largely undevelopable, they can be acquired for use as greenbelts. Preservation of any existing trees and natural habitat within these areas is critical, and this can be balanced against the installation of trails and scenic observation points that allow access to the open space areas. Adjacent development, if it is compatible with the greenbelt areas, can be significantly more viable and in demand than traditional developments with no access to greenbelts and trails.



MAP 4.3

EXISTING PARK SERVICE AREAS - NEIGHBORHOOD PARKS



1/4 1/2
MILE MILE

CITY LIMITS

EXTRATERRITORIAL JURISDICTION (ETJ)

MAJOR ROADS

MINOR ROADS

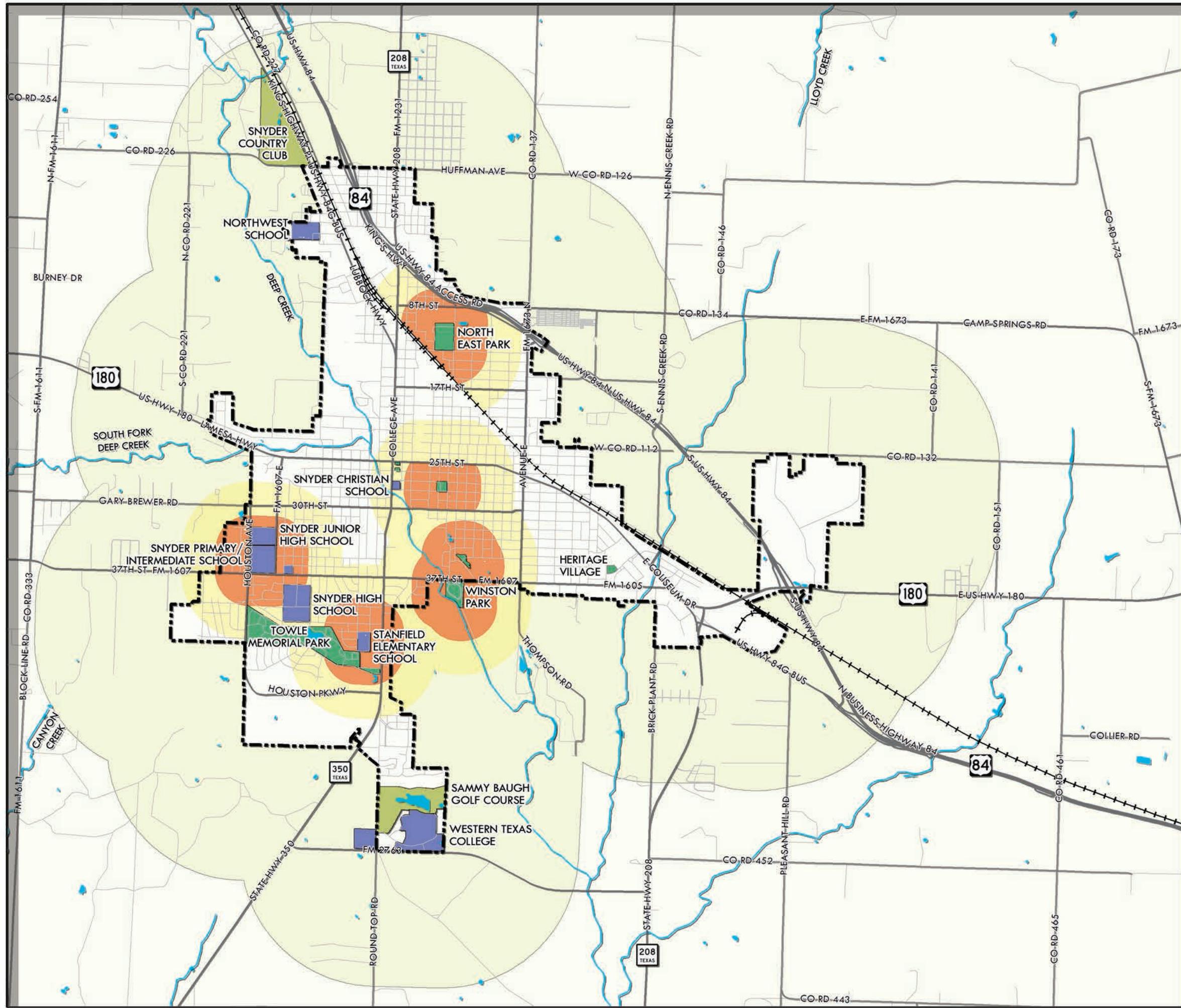
 **WATER BODIES**

CREEKS

----- BNSF RAILROAD

0 1/4 1/2 1 Miles

1 2 3 4 5 6 7 8



Public input and support for parks in the City was strong. Citizens requested additional trails, better access to parks, and upgrades to existing parks. Citizen input as well as an assessment of park, open space and trail opportunities in the City were used to develop the goals and recommendations for parks contained in this section.

Park, Trail and Open Spaces Recommendations

Key park, trail and open space recommendations are shown on Map 4.5, *Potential Parks & Trails in Snyder*, on the preceding page. Goals and actions related to parks

Goal:

Work with Scurry County to Improve Existing Parks throughout Snyder

are as follows.

Action P-1: Upgrades to Northeast Park and to Winston Park can make them more useful for a variety of uses.

Play areas and pavilions should be upgraded, and trails can be added to both parks as an everyday amenity.

Action P-2: Add park features to the historic park adjacent to the Coliseum.

Goal:

Work with Scurry County to address park needs in undeserved neighborhoods in east and north Snyder.

Additional features will allow this area to serve as a more cost effective everyday park for residents of the eastern parts of Snyder. Work with Western Texas College staff to ensure that WTC needs are addressed.

Action P-3: Identify locations for small park or green spaces that can become amenities and catalysts for the rehabilitation of older neighborhoods in the City.

Assist with identifying funding sources, such as grants, City or private organization contributions.

Goal:

Pursue funding and develop greenbelt parks and trail corridors throughout the City.

Greenbelt development could be extraordinarily simple, involving just the construction of an all-weather concrete trail that is durable and can withstand being occasionally over-topped by flood waters. Key trail corridors are as follows:

Action P-4: Develop Downtown to Winston Park Greenbelt

Acquire easements or right of way from existing property owners to create a one mile link between two major parks in the City. Before acquiring the property, hold it for use as a potential match for a park development grant from the Texas Parks and Wildlife Department. This corridor is one of the most visible in the entire City and is within one mile from almost 50% of the population of Snyder. Moreover, it can serve as a major amenity for development adjacent to the creek corridor, creating a location for one-of-a-kind higher density residential units that are unlike anything else in Snyder or adjacent communities. Consider partnering with the developers of adjacent lands to help fund and develop the trail.

Action P-5: Develop Northeast Park to Deep Creek Greenbelt

Acquire easements or right of way as necessary to create a 1.25 mile link from Northeast Park along 13th Street to the confluence of the drainage corridor with the Deep Creek Greenbelt. This would connect much of north Snyder to near downtown and eventually to the southern part of the City.

Action P-6: Future Greenbelt corridors to connect Winston Park to Towle Park

Pursue greenbelt corridors along the east side of College Avenue that can eventually link these two parks together. Eventually, this creates a nearly three mile long greenbelt and trail corridor that extends from north Snyder all the way to Towle Park, and would give Snyder a unique feature that is extremely uncommon in the area.

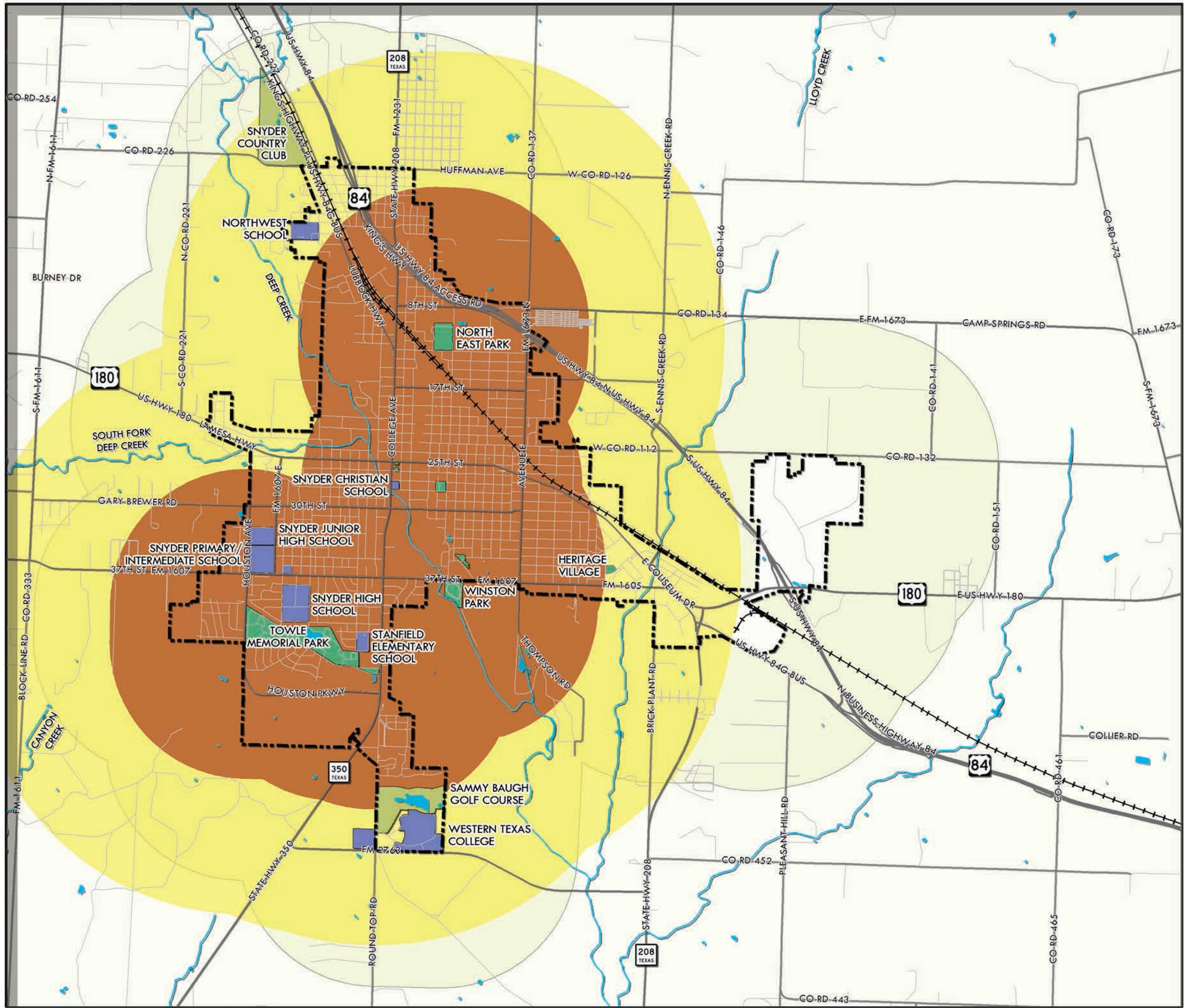
MAP 4.4

EXISTING PARKS SERVICE AREAS - COMMUNITY PARKS

- PARKS
- COUNTRY CLUBS/ GOLF COURSES
- SCHOOLS
- COMMUNITY PARK BUFFER

1 MILE MILES
2 MILES MILES

- CITY LIMITS
- EXTRATERRITORIAL JURISDICTION (ETJ)
- MAJOR ROADS
- MINOR ROADS
- WATER BODIES
- CREEKS
- BNSF RAILROAD



0 1/4 1/2 1 Miles



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CHAPTER 4: FUTURE SNYDER



Adding sidewalks and high visibility cross walks creates more comfortable locations for walking.



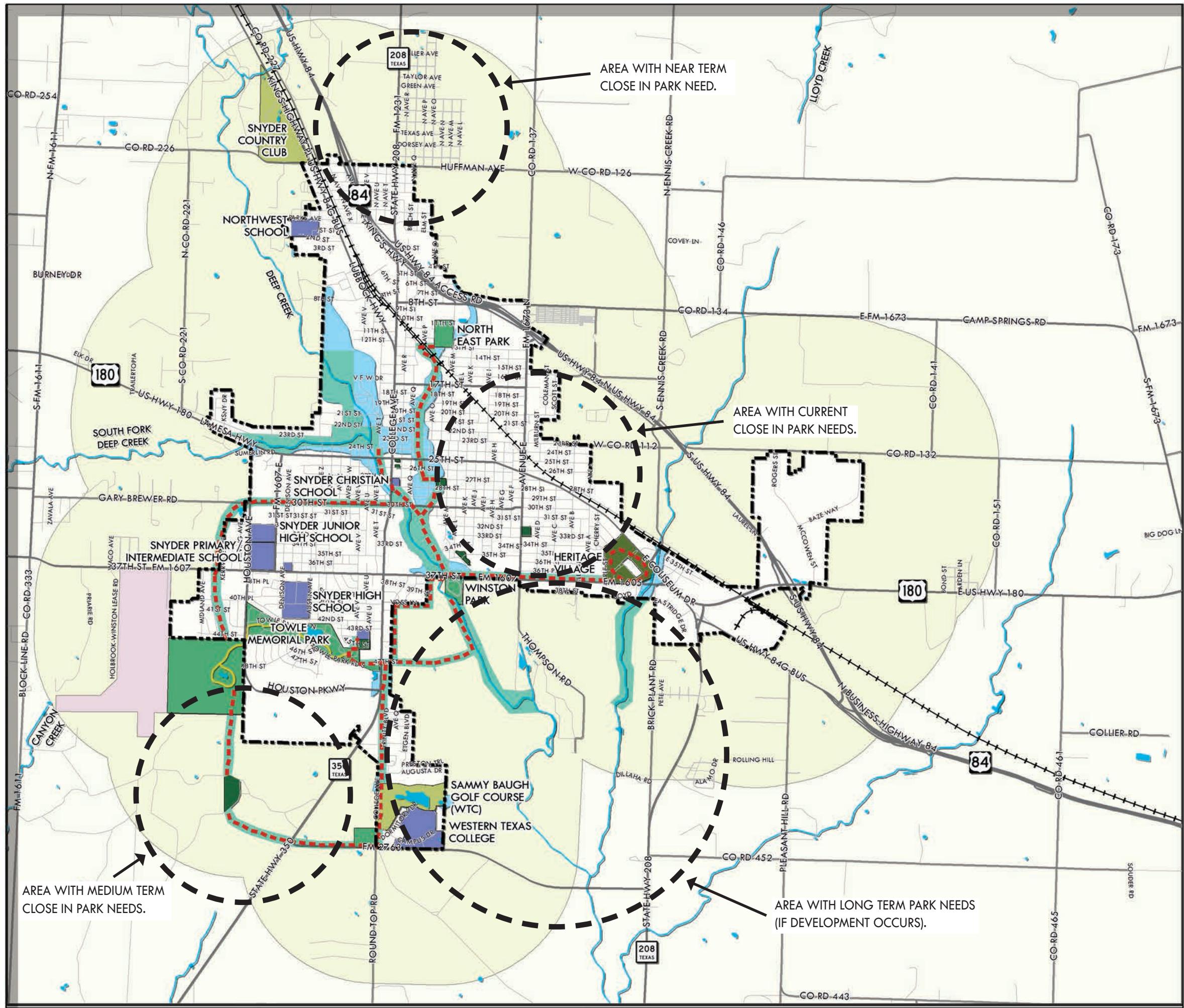
Along key streets such as Avenue E, bicycle lanes can be added inexpensively to create a more comfortable place for bicycle riding.



Paths along drainage ways can create a recreation and transportation amenity that connects much of Snyder together.



Sidewalks, bicycle lanes and routes and trails along drainage ways can create one-of-a-kind recreation and transportation opportunities in Snyder. They also can serve as economic drivers to promote quality of life in the City when pursuing new business prospects.



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Action P-7: Parkway trails to connect the Coliseum to the Deep Creek Trail.

Develop a trail that is built in the 37th Street parkway, with the intent of connecting the Coliseum area to retail and restaurants along College Avenue and to the Deep Creek Greenbelt.

Goal:

Explore mechanisms such as the use of gray water, native vegetation and additional hardscape treatments to create parks that are attractive even during drought periods.

Action P-8: Conversion of a portion of existing streets into “linear parks.”

A portion of key streets that travel throughout neighborhoods to be restored or enhanced could be converted into a linear park. These streets would still allow for vehicular traffic, but would use part of the street right of way and pavement to create a trail and linear park. In neighborhoods that are targeted for rehabilitation, such as the area between 25th and 37th Streets east of College, these new “linear parks” could serve as significant attractors for re-investment in those neighborhoods.



Action P-9: Identify potential strategies to provide necessary and appropriate watering for key areas of all parks.

So that they can always be attractive amenities and catalysts for the neighborhoods around them, work with Scurry County and other local entities to develop preferred planting and watering solutions that save water for the area.

Action P-10: Continue to provide quality facilities for all ages and types of activities.

Add more athletic facilities like a sport complex in or near the City. Add an indoor place to work out or participate in fitness or aerobic classes, whether public or private, in Snyder.

7



Community Identity

Building a unique community identity and character will help distinguish Snyder from surrounding communities in the region. This plan envisions Snyder's future as the community of choice to live in, and the City's character, appearance and image are a vital part of achieving that goal.

Recent studies tracking the happiness of adults points to the image and attractiveness of a City as one of the elements that add to a sense of well-being and happiness. Many components of a City contribute to its character.

There are multiple opportunities to enhance the City of Snyder's identity including the creation of multiple gateways throughout the City.



Goal:

To make unique destinations, enhance the City's corridors and set Snyder apart from other similar communities in the region.

Action CI-1: Enhance gateways at entrances to the City and add additional gateways at strategic locations to indicate entrances into Snyder.

The edges of Snyder can be defined by the use of gateways. There are multiple opportunities along the freeways and highways in Snyder to enhance and add to existing gateways. To improve visitors' first impressions of Snyder, work with TxDOT to add drought tolerant landscape and signage. One example of a gateway is in the nearby City of Abilene (see photo to the left). On existing signs, increase the size of the letters for better legibility. Map 4.6, Gateways, identifies where key gateways should occur along major roadways at entrances to the City.

Action CI-2: Enhance key corridors such as College and 25th Street.

Street trees can be added along the major roads in Snyder including College and 25th Street. Signage can also be added along these roads to more easily direct visitors to points of interest in the City. These improvements will improve the aesthetics of the community and create a sense of place in these areas.

Action CI-3: Landscape key focal points in the City.

Add xeriscape for very low maintenance at key intersections in the core area of the City.

Action CI-4: Add public art using local or regional artists.

At strategic locations throughout the City, add local art to enhance the character of the space. This will create a unique sense of place in the community of Snyder.



Examples of community public art in Abilene (sculpture along N. 1st Ave.), Lampasas (downtown mural), and North Richland Hills (sculpture).

Goal:

Ensure that new development or redevelopment enhances Snyder's identity and character.

Action CI-5: Incorporate development standards that improve the appearance of the City into the City's development ordinances.

Development standards in Snyder should be adjusted to add to and not detract from the appearance of the City. Key areas to focus on when adjusting the City's development ordinances include the following items.

Screening of Unsightly Site Features

Many developments may require unattractive features, such as the outdoor storage of equipment, large parking areas or industrial scale buildings or mechanical systems. These should be screened or buffered from adjacent uses that may not be compatible, or where the value of those adjacent uses may be impacted. Screening techniques may include:

Walls can be used to separate incompatible uses. Walls should be solid masonry construction and should be sufficiently tall to provide adequate screening. Metal wall screening should only be used in industrial areas.

Living landscape screening. Where feasible and where watering is available, drought tolerant landscaping may be used to provide attractive screening.

Screening of Outside Storage Areas

Outside storage can be found in all parts of Snyder, and is necessary to many businesses operating in the City. Many of these storage areas are unsightly when visible from adjacent streets. Regulations for outdoor storage should include placement at the rear of the property behind major buildings and the use of screening walls to block views from nearby public streets.

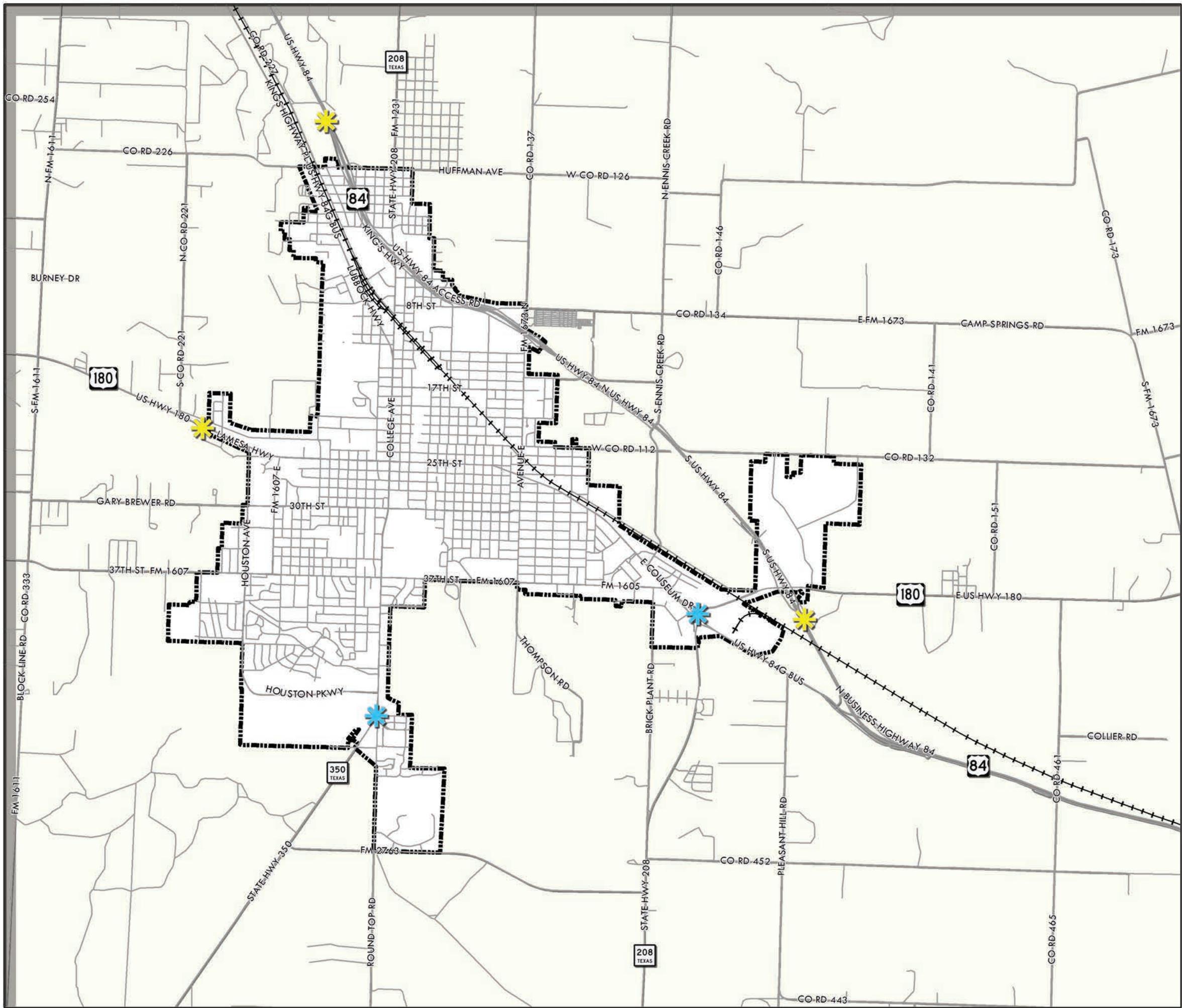
Building Design

Vertical development predominantly in the form of buildings is perhaps the single most prominent features in any City. Even minimal building architectural guidelines can have a dramatic influence, and do not unduly burden property owners. Along key corridors such as

MAP 4.6

GATEWAYS

-  EXISTING GATEWAYS
-  PROPOSED GATEWAYS
- MINOR ROADS
- MAJOR ROADS
-  CITY LIMITS
- BNSF RAILROAD



0 1/4 1/2 1 Miles



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25th Street and College, and Coliseum Avenue, or near major community assets such as the Cogdell Hospital, the Downtown or Western Texas College, building standards should be used to promote buildings that add to Snyder's appearance. Similar to other area cities that are considering similar standards, these can be tied to a particular zoning district and developed in conjunction with area developers so that they enhance Snyder's marketability rather than detract from it.

Metal buildings are cost effective and generally accepted in the industrial and heavy commercial areas of Snyder, but even when used, they should include significant amounts of masonry on front facades, windows, awnings and other features that can enhance the appearance of the building. Key areas where metal buildings are not preferred, such as along sections of College Avenue, should be identified.

Standards Governing the Placement of Manufactured Homes

Manufactured homes or mobile homes can be found throughout Snyder. In many cases they provide affordable housing, especially in times when housing supplies are limited for a short term work force. Additional standards that limit the location and use of manufactured housing should be added to the City's development standards, and should address the following.

Limit the placement of manufactured housing in established neighborhoods. Where they are used to encourage infill, insure that higher quality wall and roof materials are used that are compatible with traditional wood or hardy

plank structures. Roofs should be traditional in design with a significant roof pitch, and paved driveways should be provided. Home sizes should be large enough to be compatible with other buildings in the area.

Landscaping

Minimal amounts of xeriscaping can dramatically improve the appearance of Snyder. Standards should be developed that provide for buffer areas with gravel and rock in the parkway zone along roadways, and the use of drought tolerant or desert plants or trees. Any need for watering should be minimized, and turf areas should be minimized.

Signage

Sign regulations should be considered to minimize the impact of excessively large signs along key corridors. Regulation of signs should be balanced against the visibility needs of businesses. Along key character zones such as College Avenue, 25th Avenue and Coliseum Avenue, consideration should be given to the use of monument signs vs. pole signage, and older signs should be updated with more modern and attractive signs. Where feasible, signs should be combined to minimize visual clutter and make the signs stand out more.

These and other standards may be considered that enhance the appearance of the City, with the intent that they will help preserve the value and investment of everyone that builds in Snyder. Any proposed standards should be balanced against the need to encourage infill development in certain areas of the City.



Additional site and building development standards can help ensure that new development is attractive and adds to the overall value of investing in Snyder. (Renovated building on the left with minimal aesthetic features, new Taco Bell on College Avenue with attractive xeriscaping features).



8

City Facilities

Improvements to City Hall

Goal:

Make improvements to the areas surrounding City Hall to enhance the current building.

Action CF-1: Add an addition to City Hall to increase the square footage.

The current size of City Hall is approximately 9,600 square feet. The addition of space to relieve cramped staff work areas, provide storage and improve the existing meeting facilities is an ongoing and current need. To make these improvements, options include relocating to a different building, or expand the current building, with a planned potential size of 15,000 to 20,000 square feet. The current City hall building needs upgrades to the roof and accessibility systems. Below are four options to make the required improvements to the existing City Hall building. Options 1 and 2 are illustrated on the following page (see Figure 4.4, *Proposed City Hall Additions*).

■ **Option One:** Enhance the current building in which City Hall is located. In front of the existing building, add a plaza space to create a sense of arrival between the off-street parking and the main entry point. To the east of the current City Hall building, add an addition that will double the square footage of the current building. On the north side of the current building, add enhancements to the existing parking lot.

■ **Option Two:** Utilize the vacant lot to the east of the current City Hall building. Add a separate building in this lot that will double the current square footage of City Hall. On the southeast corner of this new building, a plaza will be added to address the intersection of College Ave and 24th Street. Another plaza space will also be located to the south of the existing building. A sidewalk will connect these two plaza spaces. Additional parking will be added between the two City Hall buildings.

■ **Option Three:** New Construction. A new City Hall/City offices complex could be developed to replace the existing City Hall building. Locations near City Hall could be considered, with a downtown location preferred. The City could also consider acquiring an existing building. However, few existing buildings with the long term lifespan and capacity needs of the City exist today in Snyder, making new construction a preferred option. For new construction, a cost range of \$200 to \$250 per square foot should be allocated for planning purposes.

■ **Option Four - New City Hall and Library Complex,** shared by the City and Scurry County. Vacant or underutilized retail centers in the City could be considered as a location for a new civic complex. A joint facility could make the project more efficient for both the City and the County, and would provide new facilities for the next 40 to 50 years. Similar facilities have been developed recently for \$150 to \$200 per square foot.

Figure 4.4, Proposed City Hall Additions



9

Education

In west Texas, a program has been developed to help students in Snyder who want to stay there. Teachers who are part of the TechTeach program are given the tools to help their students in the K-12 grades. Feedback is given to the teachers to help improve their teaching skills. The Snyder ISD is part of this program that is one of the first in the country.

In Chapter 3 *Engagement*, the citizens were given a survey to determine how satisfied or dissatisfied they are with specific services. They were asked their level of satisfaction with the Snyder public school system. Only around 25 percent of respondents are satisfied or very satisfied with the public school system.

Goal:

Snyder will collaborate with education institutions at all levels to allow for the best possible education of its students.

Action E-1: Support WTC in its adult education efforts.

To allow opportunities for non-traditional students to obtain an education, continue to support WTC by helping to identify and support locations for classes and promotion of the program.

Conduct periodic meetings with local educators at all levels to pro-actively investigate additional ways to support local education.

Promote additional volunteer tutoring to help area students who are in need of support.

**Action E-2: Support WTC in improvements to its campus and facilities where feasible and beneficial.**

WTC began a renovation to its campus in 2013, with the goal of maintaining an attractive campus that helps encourage enrollment from both in Scurry County and beyond. The \$15 million renovation will help replace or upgrade facilities that are necessary to maintain the operations of the campus, but also includes plaza repairs, refurbishing the gym and the Fine Arts Building, and doubles the cafeteria space in the Student Center.

The City of Snyder should continue to support WTC and its ongoing and future campus renovations through technical expertise, support in the pursuit of outside funding sources, support in enhancing areas near the campus, and support to increase access to and connectivity to the campus.

Action E-3: Consider support mechanisms to attract professional teaching staff to Snyder.

Measures can be implemented to attract quality teachers to the Snyder ISD. These may include assistance with housing, home loan guarantees, low or no interest loan rates through area financial institutions, and organizing support from local businesses. As feasible, continue to support mentorship and intern programs through DCOS.



10



Snyder's Economy

Creating a strong economy in Snyder is essential for the growth of the City and becoming a top choice in the region.

In the 2015-2016 fiscal year, Snyder's annual budget raised more revenue from property taxes than the previous year. There was an increase of 6.95 percent from the previous year's budget in the amount of \$132,236. The property tax revenue increase by \$47,067 from the previous year.

Revenue sources in the 2015-2016 fiscal year budget include, taxes at \$5,989,550. (78.72%), licenses and permits at .84 percent, at 1.61 percent, charges for services at 16.25 percent, fines and forfeitures at 1.71 percent, interest at .45 percent and miscellaneous at .42 percent.

Goal:

Snyder will provide jobs for its residents to create a strong, diverse and sustainable economy.

Action ED-1: Actively pursue the recruitment of new business prospects to occupy existing vacant buildings.

For prime commercial locations, avoid use of buildings for governmental purposes. Continue to connect business owners with potential prospects.

Action ED-2: To encourage the creation of sales-tax generating businesses, develop certain strategies.

To raise the City's sales tax base, focus on retail and commercial business that generate sales tax.



Action ED-3: Focus on strengthening Snyder's local market.

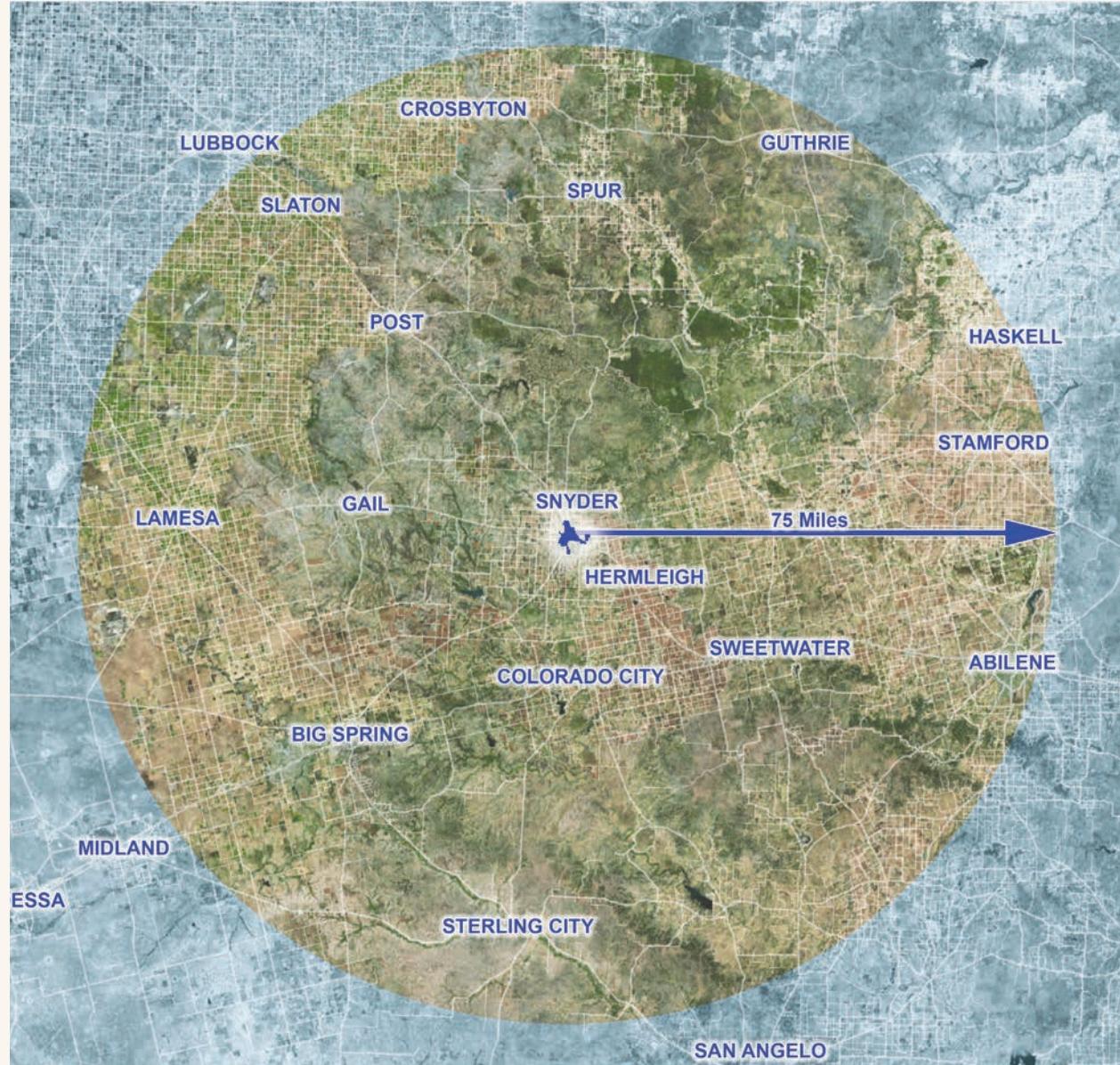
Regionally, Snyder's sphere of influence includes Scurry County and nearby communities. Focus on maintaining the City's position as the economic and event center of this local region. This area extends approximately 25 miles outside of Snyder in all directions. For some events, Snyder's influence may extend as far as Abilene and Lubbock.

Action ED-4: Support a better education system and infrastructure in Snyder.

Promote increases in the quality of education in Snyder as a number one priority. Provide more business partnerships to create internships and hiring. Create training partnerships and innovative educational initiatives. To improve school facilities, support funding initiatives.

Action ED-5: To ensure that City policies and development standards are comparable to other communities in the area, make appropriate adjustments to these policies.

Evaluate the need for streamline development policies and costs to encourage investors and developers to come to Snyder.



Action ED-6: Maintain active and frequent ties to existing businesses to explore ways in which to help businesses with staffing, recruitment issues and facilities.

Continue to discuss ways in which to assist local businesses to promote keeping existing businesses.

Action ED-7: Support longer term proven industries such as agriculture and ranching.

Continue to explore ways to diversify and economize in these areas.

Action ED-8: Continue to conduct periodic economic summits with regional communities and counties.

Continue to support Snyder and Scurry County economic development and civic leaders to participate in efforts to promote regional economic activity.

Action ED-9: Explore enhancements to events that generate economic activity.

To attract professionals to Snyder, promote and expand City amenities such as key cultural events and the City's downtown area.

Action ED-10: To increase the quality of life in Snyder by providing opportunities for retail and entertainment.

To have a high standard of living, continue to encourage key retail, dining and entertainment entities to come to Snyder. To attract these entities to the City, create a retail and commercial search for firms. Add signage to help promote and increase visibility for entities in these developments.

Action ED-11: Promote historic tourism for day and weekend visits to Snyder that include sightseeing, and historic building tours.

Promote historic and agri-tourism opportunities in collaboration with other area communities.

Action ED-12: Establish a design partnership with Texas Tech University's Architecture and Landscape Architecture programs for extended student assistance with local redevelopment, rehabilitation and real estate investment efforts.

Create a student design studio in Snyder to provide on the ground experience for students and to help generate low cost design strategies and ideas for areas throughout Snyder.

Action ED-13: Support Cogdell Memorial Hospital as the hospital continues to enhance its facilities and staff.

Cogdell Memorial Hospital is a major community asset and is vital to maintaining a strong level of health care in the City. The Hospital is implementing several strategies to expand access to health care in the community. These include:

- Physician recruitment
- Increased access to specialty physicians
- Implementation of new services

Renovation efforts include:

- Construction of a new clinic – increased capacity for more practitioners
- Construction of an enlarged and modern laboratory and respiratory therapy areas
- Renovation of emergency room and radiology departments
- Construction of a large, modern surgical department

Other planned renovation includes the construction of a new obstetrical unit and a new medical inpatient unit and pharmacy.

As feasible, the City should continue to provide technical and infrastructure development expertise, support the pursuit of external funding sources, and where appropriate consider implementing improvements that improve access to the Hospital and areas near the Hospital. The City should also support efforts to provide quality housing for all staff levels, and to provide strong entertainment and quality of life facilities.



Historic and agri-based tourism efforts, conducted in partnership with other regional entities may help promote visitation to Snyder and the region.



11

Downtown Snyder

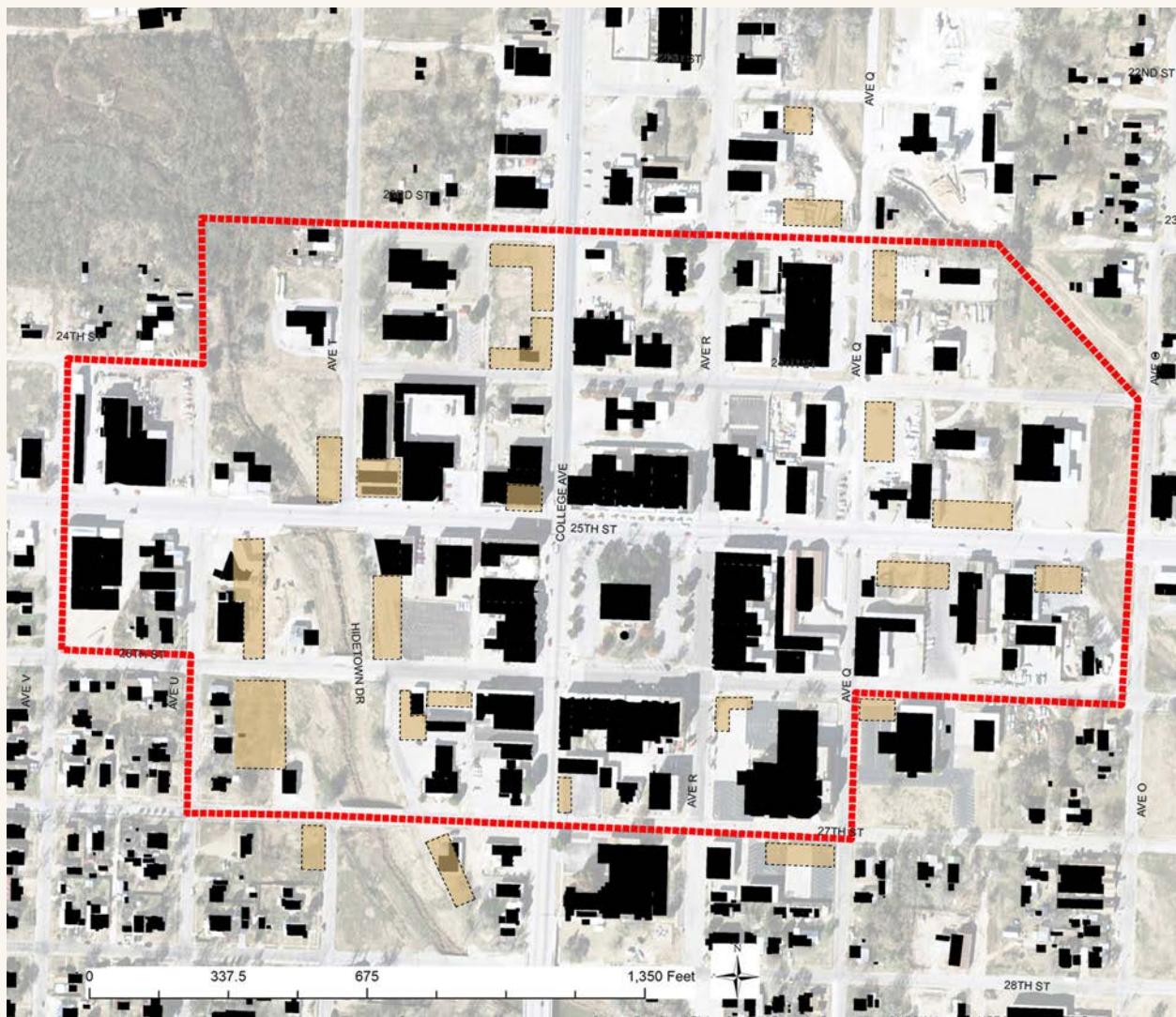
Creating a strong Downtown is something that resonates with many residents and business owners. However, without a proactive plan of action, growth in Downtown Snyder could be overshadowed by the auto-oriented growth being located along the City's corridors.

Consequently, Snyder must make a deliberate choice today to continue to invest in the revitalization and redevelopment of the Downtown area so that the heart of the City is preserved and protected for future generations.

What makes the Downtown different than all the other areas of the City is its urban character and form. This

means, as identified in Chapter 2, that buildings are built predominantly to the street or sidewalk, parking is either on-street or in public parking lots, and the pedestrian is given equal status as the automobile. To protect this urban form and character, the City would have to consider modifications to the City's zoning and other development regulations. This should include establishing a new zoning district for the Downtown area, as delineated by the red line in Figure 4.5, *Proposed Downtown District Boundary and Infill Redevelopment Areas*. In addition, the City could also start to target vacant, or underutilized, lots (as highlighted by the tan boxes below) for new development. All of these lots are already served by full City utilities and are not currently being utilized to their full economic potential. To the contrary, they are detracting from the quality of character in Downtown.

Figure 4.5, Proposed Downtown District Boundary and Infill Redevelopment Areas.



Goal:

Grow the Downtown and core area of Snyder so as to maintain it as the “heart” of Snyder and Scurry County.

Snyder already has an attractive downtown area, and it should be strengthened as the visible heart of both Snyder and Scurry County. Downtowns are important to communities because they contain a variety of uses within a compact area. In the case of Snyder, the Downtown is also the civic heart of the City. The following actions are recommended.

Action D-1: Consider preparing a master plan for Downtown.

The City should consider creating a targeted Downtown Master Plan to establish a clear and supported vision and implementation framework to guide investment and reinvestment in the area defined by the Downtown boundary. The plan should build upon the investments already being implemented in Downtown by identifying opportunities to bolster Downtown as an attractive and functional heart of the City. In particular, the plan should include guidance on proposed improvements to streets, parking, vehicular and pedestrian access and circulation, streetscape amenities (e.g., signage, lighting, and other infrastructure upgrades). In addition, the Downtown Master Plan should establish a clear set of design guidelines that should then be implemented in the City's zoning regulations.

Action D-2: Establish a new zoning district and associated regulations.

The City should consider revising the regulations that apply to sites, buildings, and structures in the Downtown area to ensure an urban character of development. This could include specifying front and streetside setback provisions as “build-to” lines, rather than the current standards of 25 feet or “None,” as set out in the current C-1 and C-2 districts respectively. In areas zoned C-1, an urban character of development is not even possible without a variance. In areas zoned C-2, no setbacks does not mean that an urban character is ensured. To the contrary, it does nothing to prevent an auto-oriented development from being built behind a sea of parking right in the



The above existing building depicts an appropriate character of urban development, including front and side yards built to the street; appropriate height, bulk, and massing; window glazing; parking on the street; and pedestrian accommodation.

core of the City. Similarly, the current zoning regulations require any new construction requiring a building permit to install the requisite off-street parking. This provision will also effectively prohibit all new development (or redevelopment) in Downtown from achieving an urban character. Additional regulatory provisions should also include some level of building architectural standards such as scale and massing, materials, exterior treatments, site lighting, signs and awnings.

Action D-3: Consider additional economic incentives to promote Downtown investment.

Consider adding additional economic incentive tools to help the private sector reinvest in their properties. In addition to the facade grant program, this could include further incentive for enhancing such things as new

awnings, canopies, porches, and signage. It could also include incentives to renovate the electrical and structural systems of existing buildings, or to otherwise renovate or adaptively reuse buildings in the Downtown area.

Action D-4: Continue to encourage existing and future property owners to reinvest in Downtown.

Work with property owners to encourage renovations to existing buildings and to attract new tenants and users to the Downtown area. Pursue new private businesses such as office, retail and dining uses to supplement the civic, educational and religious/institutional uses already in the area.

Action D-5: Evaluate opportunities to transition off-street private parking areas to on-street parking or public parking lots.

Large expanses of off-street parking lots can be the single biggest deterrent to achieving a quality urban character. Accordingly, the City should evaluate opportunities to transition existing private off-street parking spaces to on-street parking or public parking lots. This has the dual effect of allowing these former private parking lots to be redeveloped to higher and better urban uses, which also contributes more to the tax roll.

Action D-6: Create key tourism destination areas in Downtown Snyder.

Pursue ways in which to attract new construction of buildings to the core area of the City, so as to increase the number of attractions and uses in the Downtown area. In particular, business types that attract out-of-City visitors compliments the business uses that serve both locals and visitors to Downtown.

Action D-7: Consider pursuing a Main Street designation for Downtown Snyder.

Consider applying for the Texas Main Street program for Downtown Snyder. This program, managed by the Texas Historic Preservation Office, provides technical and business assistance to communities and professional help in developing, programming, and managing Downtown events. In addition, they oftentimes conduct a series of informational, property-owner on-site workshops on such things as tax credits, compliance with ADA standards, and the establishment of Public Improvement Districts.

Action D-8: Support existing businesses and local events in the Downtown area.

As stated previously, the programming of events in Downtown is equally as important as infrastructure investment. Without people, businesses will not thrive. Consequently, the City should consider assisting in the promotion of Downtown businesses through advertising, encouraging and providing assistance to increase the number and quality of downtown events, including weekly Farmer's Markets, street festivals, periodic community "garage sales," or other events. Support could also include facilitating the temporary closing of Downtown streets for events and providing police protection.

Action D-9: Encourage new residential housing options in Downtown Snyder.

Start to monitor, or pursue, investor interest in Downtown residential projects, including attached single-family, multi-family, and residential-over-retail opportunities. Work with private investors to pinpoint and reduce or remove barriers to new development or redevelopment in Downtown. Since bringing residential back into Downtown is such a strong Downtown building tool, the City should consider modifying the zoning and development regulations to allow them by-right; provided that they are urban residential projects where buildings contribute to the urban character of Downtown (e.g., buildings are built to the street, parking is either on-street, or deemphasized by taking access from rear alleys, etc.).

Action D-10: Connect the City Hall/Scurry County Library to the Downtown area.

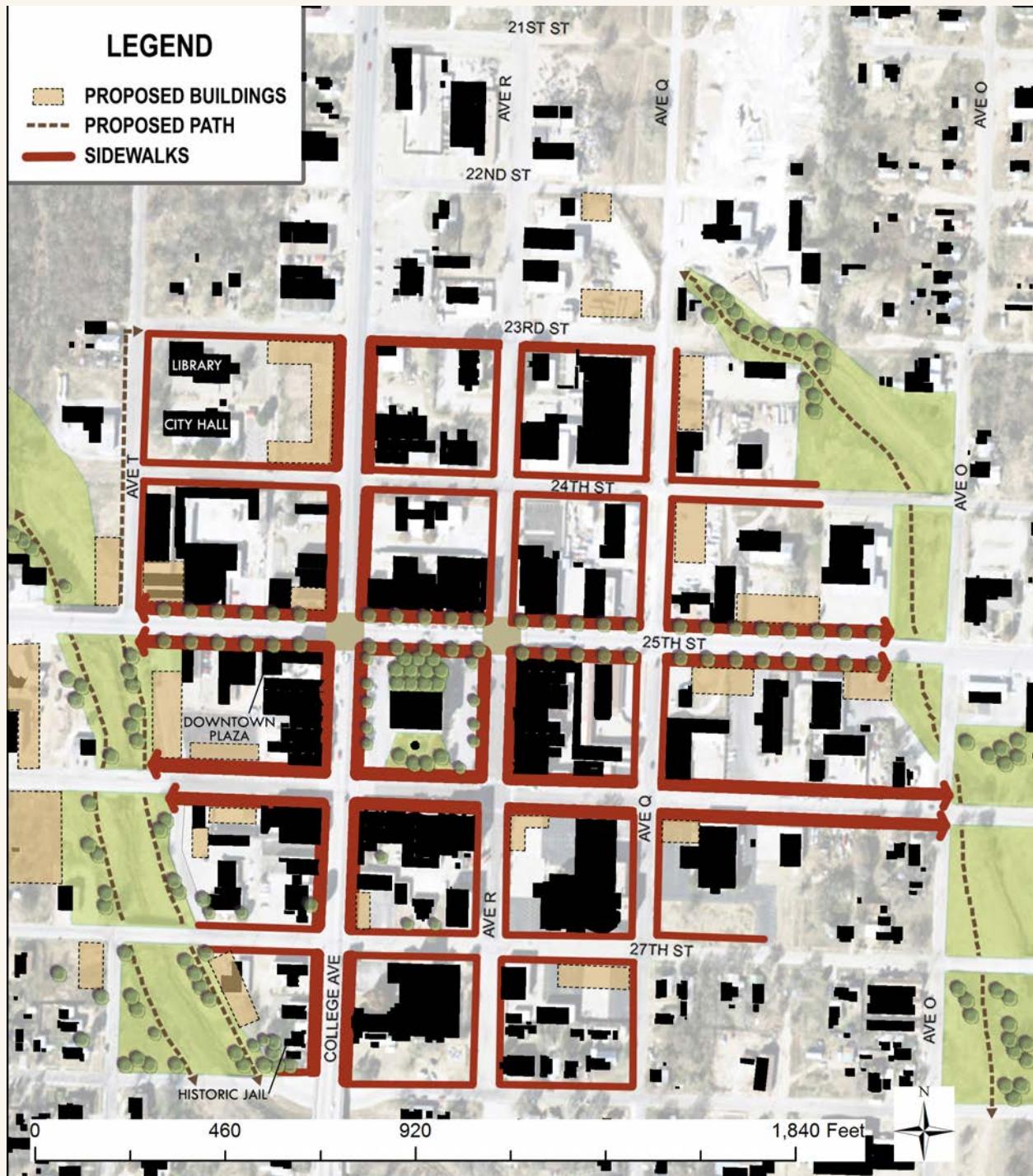
One of the keys to establishing a thriving and vibrant downtown is to ensure that it remains the cultural and governmental core or hub of the City. For Snyder, both the City Hall and Scurry County Library are located in Downtown, but are not "connected" or integrated into Downtown. As such, the City should consider extending sidewalks and governmental buildings so that the City Hall complex is physically connected to the Downtown area. When the City Hall is expanded, consider locating the new portions of the building fronting on College Avenue so that a strong connection to the Downtown area can be established.

Action D-11: Connect Downtown to Deep Creek.

The Deep Creek riparian corridor is one of greatest untapped amenities within the City. It has the potential to become an incredible recreational amenity for locals while

also serving as a tourism draw. As such, the City should pursue the development of a creekwalk along Deep Creek that eventually connects to Towle Park (see Figure 4.6, Downtown Snyder with Greenspace). To further the economic attractiveness and advantage of this corridor, the

Figure 4.6, Downtown Snyder with Greenspace



City should also consider encouraging new development along the edge of Deep Creek that uses the creek as a development amenity. The City should also encourage new development adjacent to Deep Creek (but away from flood zones) that is compatible with Downtown building character. Ultimately, a strong pedestrian connection should be made between the Deep Creek recreational amenity and Downtown. While all sidewalks in this area need enhancement, primary east-west connections should be emphasized along 25th and 26th Streets. Enhancements could include expanded and improved sidewalks, street trees, pedestrian amenities, etc.

Action D-12: Target Beautification Investments.

Oftentimes targeted investments provide a bigger return on investment than sporadic investments all over the City. One particular catalyst project that could kick start private sector reinvestment is the redevelopment and beautification of the Hidetown Drive corridor. In this regard, the City should consider targeted investment including improvements to the floodplain area, the installation of a pedestrian trail, improved connections to Downtown, and tree plantings (see Figure 4.7, Hidetown Drive: Beautification Plan). The City could then target and support new development / redevelopment along the corridor that integrates with the new corridor uses (e.g., outdoor restaurant seating overlooking the greenspace areas).

Figure 4.7, Hidetown Drive: Beautification Plan



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CHAPTER

Introduction

The success of this Comprehensive Plan will be measured through the lens of its implementation actions. In other words, only through implementation will the vision become reality. Indeed, implementation is the most critical component of any planning process.

While the preceding chapters of this Plan discuss how to achieve the desired vision, goals, and key actions, this chapter identifies what the highest priorities are and who is responsible for them. It is through the process of implementation that actions get translated into specific policies, operational changes, financial investments (e.g., capital improvements), further studies, and new regulation.

Partnering for Success

Implementation, even more so than the planning process, will take coordinated effort from a host of community leaders, from individual citizens to appointed and elected officials to outside agencies and entities. Increasingly, jurisdictions are acknowledging that ultimate success involves a combination of City and non-City partners, including elected and appointed officials, staff, residents, and land and business owners, among others. This also involves the recognition that the City has a responsibility to partner with all local, state, and federal public and private partners that can be of assistance in bettering Snyder now and in the future. At a minimum, this includes:

- Snyder elected and appointed officials;
- City Administration and staff;
- Development Corporation of Snyder (DCOS);
- Scurry County;
- Texas Department of Transportation (TxDOT);
- Snyder Chamber of Commerce;
- Snyder Independent School District (SISD);

- Regional municipalities (on projects that provide regional benefits);
- Other affected agencies and entities; and
- Area land and business owners and the development community.

Implementation Action Plan

Chapter five identifies goals, objectives, and specific implementation actions that can be accomplished at any point through the 10 to 20-year horizon of this Plan. Background information, analysis, and guidance as to how these actions could be implemented over time is also included.

This section of the Plan is intended to take those actions which could occur over a 20-year plan horizon, and prioritize them as to what comes first and next. In other words, this section identifies what the most important actions are and the order that the City intends to implement them. Set out in Table 5.1, *Implementation Action Plan*, on the next page, are the prioritized actions of this Plan into

short-term (next 1-2 years), mid-term (3-10 years), and longer-term (10+ years) time frames, with those that will be ongoing once started marked as such. It also includes guidance as to the entities that should be involved (with the first name listed as lead) and what type of action it involves, including policies, operational changes, financial investments, studies, or regulations (see Implementation Tools, below, for additional explanation of the types of actions involved).

Implementation Tools

It is oftentimes noted that planning is the easy part while implementation is the more challenging part. As such, successful implementation of the Snyder Comprehensive Plan Update 2016 will take coordination, innovation, and hard work on the part of the City and area partners. As detailed in this Plan, the objectives and actions will be achieved using the following types of implementation tools:



Operational Change.

New or changed programs, staffing, or operational procedures.



Policy.

Procedures or policies used to guide City decisions.



Financial Investment.

Capital improvement or general fund expenditures to improve the quality of Snyder.



Regulation.

Council adopted regulations used to guide development in the City.



Study.

Further study or investigation needed to determine the most appropriate solution.



Table 5.1, Implementation Action Plan

Action #	Action Recommendation	Priority				Involved Entities	Action Type(s)
		short term (1-2 yrs.)	mid term (3-10 yrs.)	long term (10+ yrs.)	on-going		
Action Recommendations							
LU-1	Use the Future Land Use Map to guide and promote the orderly growth of the City.	■			■	City	Policy
LU-2	Target growth in key areas identified in the Future Land Use Map (DCOS focus on employment targets and industrial park.)	■			■	City / DCOS	Policy
LU-3	Use the Future Land Use Map to help preserve the stability of existing residential neighborhoods throughout the City.	■			■	City	Policy
LU-4	Encourage a mix of land use types in the Core area of the City (Area 5).		■		■	City	Regulation / Policy
H-1	Confirm target areas for housing and neighborhood improvement.	■				City	Study / Financial Investment
H-2	Identify City staff to focus on neighborhood revitalization efforts.	■			■	City	Operations
H-3	Aggressively pursue supplemental funding sources to address neighborhood and housing rehabilitation.	■			■	City	Policy
H-4	Develop detailed redevelopment plans for targeted neighborhoods.		■			City	Study
H-5	Adopt policies and incentives that can help attract investment in targeted areas of the City (possible DCOS participation).	■				City	Policy / Financial Investment
H-6	Improve road infrastructure in targeted areas.		■			City / Scurry County / TxDOT	Financial Investment
H-7	Identify funding for neighborhood improvements.	■			■	City	Financial Investment
H-8	Encourage the development of new housing on empty lots in residential areas.	■			■	City	Policy / Financial Investment
H-9	Develop guidelines and procedures to work with local groups to help target neighborhood redevelopment improvement.	■				City / Area Partners	Policy
H-10	Aggressively continue demolition program.	■			■	City	Policy / Financial Investment
H-11	Help assemble individual lots into property parcels that can be redeveloped in ways that benefit the larger neighborhood.	■			■	City	Financial Investment
H-12	Establish two to three catalyst blocks for more focused efforts.	■				City	Study / Financial Investment

Table 5.1, Implementation Action Plan (cont.)

Action #	Action recommendation	Priority				Involved Entities	Action Type(s)
		short term (1-2 yrs.)	mid term (3-10 yrs.)	long term (10+ yrs.)	on-going		
Action Recommendations							
H-13	Increase code enforcement and public safety efforts in targeted areas.	■			■	City	Operations / Financial Investment
T-1	Continue to invest in updating roadway condition evaluations, and use these as a tool to determine priority maintenance investment areas.		■		■	City	Operations
T-2	Work with TxDOT to ensure that State roadways in the area are maintained in a superior manner.		■		■	City / TxDOT	Operations
T-3	Partner with TxDOT and Scurry County to collaborate on the maintenance of non-county or State roadways within the City.		■		■	City / Scurry County / TxDOT	Operations / Financial Investment
T-4	Identify and invest in key roadways as part of actions to improve target neighborhoods.		■			City	Financial Investments
T-5	Utilize the Future Thoroughfare Plan to help guide roadway placement.	■			■	City / Scurry County	Policy
T-6	Plan for future roadways that enhance economic potential.			■		City	Financial Investment
T-7	Incorporate complete streets and context sensitive design principles into the design of new roadways.	■				City	Policy
T-8	Include facilities for walking along all future major roadways within the City.			■		City	Policy / Study
T-9	As feasible, continue to address sidewalk gaps along major streets within neighborhoods.		■		■	City	Study / Financial Investment
T-10	Around schools, adopt safe routes to schools principles and install sidewalks and bicycle routes that help provide walking and bicycling opportunities for Snyder's youth.		■		■	City / Snyder ISD	Policy
T-11	Encourage greater amounts of walking and bicycling in Snyder.	■			■	City / Snyder ISD	Policy
T-12	Through grant sources, explore the development of multi-modal facilities that help link areas of the City together via off street shared use paths.	■				City	Study
T-13	Market the airport to increase its usage.		■		■	City	Study / Operations
PS-1	To reduce crime in Snyder, encourage best practices.	■			■	City	Policy
PS-2	To make safe communities, encourage the use of CPTED (Crime Prevention Through Environmental Design).		■		■	City	Policy

Table 5.1, Implementation Action Plan (cont.)

Action #	Action Recommendation	Priority				Involved Entities	Action Type(s)
		short term (1-2 yrs.)	mid term (3-10 yrs.)	long term (10+ yrs.)	on-going		
Action Recommendations							
PS-3	Continue to support department with adequate staffing levels.	■			■	City	Operations
PS-4	To keep existing fire protection levels, review the need for new equipment.		■		■	City	Operations
W-1	Considering the future growth of Snyder, create a plan for the sewer system and water quality in the City.		■			City	Study
W-2	For the sewer system and expansion of the water system, create a short-term capital improvements program.	■			■	City	Study
W-3	Add sewage and water infrastructure to all areas of the City.			■		City	Financial Investment
W-4	Prevent water pollution by using the West Central Texas Council of Governments and other government groups.			■	■	City / WCTCG	Study / Financial Investment
W-5	To stay in line with Snyder's economic and population growth goals, a sufficient water supply that can support domestic, commercial, agricultural, and recreational needs should be created.			■	■	City	Policy / Study / Financial Investment
P-1	Upgrades to Northeast Park and to Winston Park can make them more useful for a variety of uses.		■			Scurry County / City	Financial Investment
P-2	Add park features to the historic park adjacent to the Coliseum.			■		City / Coliseum / WTC	Financial Investment
P-3	Identify locations for small park or green spaces that can become amenities and catalysts for the rehabilitation of older neighborhoods in the City.	■				City	Study
P-4	Develop Downtown to Winston Park Greenbelt.	■				City / Scurry County	Financial Investment
P-5	Develop Northeast Park to Deep Creek Greenbelt.		■			City / Scurry County	Study / Financial Investment
P-6	Future Greenbelt corridors to connect Winston Park to Towle Park.			■		City / Scurry County	Study
P-7	Parkway trails to connect the Coliseum to the Deep Creek Trail.			■		City / Scurry County / Coliseum / WTC	Study
P-8	Conversion of a portion of existing streets into "linear parks."			■		City	Study
P-9	Identify potential strategies to provide necessary and appropriate watering for key areas of all parks.	■				City	Study
P-10	Continue to provide quality facilities for all ages and types of activities.		■			City / Scurry County / Snyder Chamber	Financial Investment

Table 5.1, Implementation Action Plan (cont.)

Action #	Action Recommendation	Priority				Involved Entities	Action Type(s)
		short term (1-2 yrs.)	mid term (3-10 yrs.)	long term (10+ yrs.)	on-going		
Action Recommendations							
CI-1	Enhance gateways at entrances to the City and add additional gateways at strategic locations to indicate entrances into Snyder.		■			City	Financial Investment
CI-2	Enhance key corridors such as College and 25th Street.			■		City	Financial Investment
CI-3	Landscape key focal points in the City.		■			City	Financial Investment / Operations
CI-4	Add public art using local or regional artists.		■			City	Operations
CI-5	Incorporate development standards that improve the appearance of the City into the City's development ordinances.	■				City / Development Community	Regulation
CF-1	Add an addition to City Hall to increase the square footage.		■			City	Financial Investment
E-1	Support WTC in its adult education efforts.		■		■	City / WTC	Financial Investment
E-2	Support WTC in improvements to its campus and facilities where feasible and beneficial.	■	■		■	City / WTC	Operations / Financial
E-3	Consider support mechanisms to attract professional teaching staff to Snyder.		■		■	Snyder ISD / City	Financial Investment
ED-1	Actively pursue the recruitment of new business prospects to occupy existing vacant buildings.	■			■	DCOS / City	Policy / Operations
ED-2	To encourage the creation of sales-tax generating businesses, develop certain strategies.	■			■	DCOS / City	Policy / Operations
ED-3	Focus on strengthening Snyder's local market.		■		■	DCOS / City	Policy / Operations
ED-4	Support a better education system and infrastructure in Snyder.		■		■	City / Snyder ISD / Scurry County	Policy / Operations
ED-5	To ensure that City policies and development standards are comparable to other communities in the area, make appropriate adjustments to these policies.		■		■	City	Policy / Regulation
ED-6	Maintain active and frequent ties to existing businesses to explore ways in which to help businesses with staffing, recruitment issues and facilities.	■			■	DCOS	Policy
ED-7	Support longer term proven industries such as agriculture and ranching.	■			■	DCOS	Policy
ED-8	Continue to conduct periodic economic summits with regional communities and counties.	■			■	DCOS / City / Snyder Chamber	Operations

Table 5.1, Implementation Action Plan (cont.)

Action #	Action Recommendation	Priority				Involved Entities	Action Type(s)
		short term (1-2 yrs.)	mid term (3-10 yrs.)	long term (10+ yrs.)	on-going		
Action Recommendations							
ED-9	Explore enhancements to events that generate economic activity.	■			■	City / DCOS / Snyder Chamber	Study / Financial Investment
ED-10	Increase the quality of life in Snyder by providing opportunities for retail and entertainment.		■			City / Snyder Chamber	Operations
ED-11	Promote historic tourism for day and weekend visits to Snyder that include sightseeing, and historic building tours.		■		■	City / Snyder Chamber	Operations
ED-12	Establish a design partnership with Texas Tech University's Architecture and Landscape Architecture programs for extended student assistance with local redevelopment, rehabilitation and real estate investment efforts.	■			■	City / Texas Tech	Operations
ED-13	Support Cogdell Memorial Hospital as the hospital continues to enhance its facilities and staff.	■			■	Hospital / City	Operations / Financial
D-1	Consider preparing a master plan for Downtown to help attract new investment.	■				City	Study
D-2	Establish a new zoning district and associated regulations.	■				City	Regulations
D-3	Consider additional economic incentives to promote Downtown investment.		■			City	Financial Investment
D-4	Continue to encourage existing and future property owners to reinvest in Downtown.	■			■	City	Policy
D-5	Evaluate opportunities to transition off-street private parking areas to on-street parking or public parking lots.		■			City	Study
D-6	Create key tourism destination areas in Downtown Snyder.			■		City / Snyder Chamber	Study / Financial Investment
D-7	Consider pursuing a Main Street designation for Downtown Snyder.		■			City	Policy / Operations
D-8	Support existing businesses and local events in the Downtown area.	■			■	City / Snyder Chamber	Financial Investment
D-9	Encourage new residential housing options in Downtown Snyder.		■			City	Policy
D-10	Connect the City Hall/Scurry County Library to the Downtown area.		■			City	Financial Investment
D-11	Connect Downtown to Deep Creek.	■				City / Scurry County	Financial Investment
D-12	Target Beautification Investments.		■			City	Financial Investment



Plan Administration

Plan Champions

During the planning process, a strong public engagement strategy is used to accurately identify the community's vision for the future. A by-product of a robust and continual engagement strategy is that it oftentimes also identifies a key individual, or a group of people, who take on responsibility for being the Plan implementation champion(s). This may be for a specific Plan action or actions (e.g., updating the City's regulations), or for the entire Plan itself. Implementation champions can come from within the City (e.g., the Mayor, City Manager, a City Councilperson, etc.) or from within the community (e.g., a local prominent business owner, land owner, or activist). What is important, is that fostering these key individuals (or champions) is critical to the success of the Plan implementation.

Implementation Roles & Responsibilities

While implementation of this Plan will require the efforts of the entire community of Snyder, the City and its elected and appointed officials and staff will take on a large role and be tasked with initiating and coordinating the work of others. Accordingly, the following City entities will play a key role in these implementation efforts:

Implementation Champions

While it will take the efforts of many to successfully implement this Plan, there will be specific champions which will initiate and lead the efforts of individual aspects of implementation.

City Council

Snyder's City Council effectively serves as the most visible leaders of the community. Much as it has during the Comprehensive Planning process, the Council should continue to serve as both the champion and lead promoter for the implementation of plan actions. The Council should also help to focus funding and grant pursuit strategies to allow implementation to move forward.

Planning and Zoning Commission

The Planning and Zoning Commission is designated as an advisory board to the City Council and tasked with making recommendations related to the development and redevelopment of the City and its environs.¹ It primarily accomplishes this through its interaction with the rezoning and development process. Building upon this, the Planning and Zoning Commission should consider taking more of an ownership role of the implementation of this Plan. This could include preparing (in conjunction with City staff) an annual report of progress and recommendations as to the following years' action plan. In addition, the Planning and Zoning Commission needs to ensure that each of their decisions are in-line with the vision, goals, objectives, and action policies of this Plan.

Development Corporation of Snyder (DCOS)

The Development Corporation of Snyder is an Economic Development Corporation funded by a half-cent sales tax collected within the City of Snyder. Its primary mission is the retention, expansion, and attraction of business and industry within the City. In other words, it does everything it can to foster a strong and long-lasting economy in Snyder, whether it is through expanding existing businesses, attracting new ones, building a strong workforce, and even supporting the expansion and revitalization of the City's economic core – Downtown Snyder. In this regard, the DCOS is an essential strategic partner in implementing the vision, goals, objectives, and actions of this Plan.

Characteristics of a 4A corporation are as follows: how type a sales tax revenue can be used. The Type A sales tax is primarily intended for manufacturing and industrial development. EDCs may use Type A revenue to fund land, buildings, equipment, facilities expenditures, targeted infrastructure and improvements for projects including:

- Manufacturing and industrial facilities, recycling facilities, distribution centers, and small warehouse facilities;
- Research and development facilities, regional or national corporate headquarters facilities, primary job training facilities operated by higher education institutions, job training classes, telephone call centers and career centers not located within a junior college taxing district;

- Certain infrastructure improvements that promote or develop new or expanded business enterprises;
- Aviation facilities;
- Commuter rail, light rail or commuter bus operations;
- Port-related facilities, railports, rail switching facilities, marine ports, inland ports; and
- Maintenance and operating costs associated with projects.

With voter approval, Type A EDCs may fund projects eligible under Type B without voting to abolish the Type A tax and impose the Type B tax. In this situation, a Type A EDC must publish notice of its intent to fund a Type B project, hold at least one public hearing and conduct a special election.

Type A EDCs also may seek voter approval to spend Type A sales tax funds to clean up contaminated property.

Administration and City Staff

As the executive branch of City government, the Administration and its staff are the technical experts and primary entity responsible for administering this Plan. To varying degrees, several City departments (e.g., Planning & Zoning, Public Works, etc.) have work programs which are integral to the success of this Plan. As such, they are vested implementers and should ensure that their annual work programs and budgets are reflective of the vision set by the community.

Education

As was evident through the planning process, a comprehensive plan is just that, truly “comprehensive.” It covers a wide variety of technical topics which affect various operations of City government. It includes background information on existing conditions, analysis of issues and alternatives, and provides direction as to an appropriate course of action to move forward. For those that were not as intimately involved in the process, it is important to convey not only the actions for moving forward, but also the reasons behind them. As such, it is important to educate appropriate elected and appointed officials on the strategic directions of the Plan. For City Council, this could include technical briefings by City staff during workshops prior to important decisions. For other boards and commissions, it could include a complete overview of the Plan itself followed by a question and answer session.

¹ Sec. 17-20, of the Snyder Code of Ordinances.

Plan Education

Providing individual training workshops to elected and appointed officials is recommended for any board or commission that may have a role in implementation.

For those involved in the development process (including elected and appointed officials and pertinent City staff), it should include education about the development policies that are included in each substantive chapter of this Plan. These development policies are intended to affect public actions and projects, whether it is a new City regulation, program, or capital improvement expenditure. Education could take the form of a one-time training session, but it would be more beneficial if the policies were incorporated into monthly meeting packets and materials, in some fashion.

It is equally, if not more, important to provide education to those who are not part of the City government, including land and business owners, the development community, and

the general public. Education should, at minimum, include a City webpage dedicated specifically to implementation of the Comprehensive Plan. This page should include a PDF of the Plan itself, the vision statement and guiding values, details on the near-term action agenda, a list of Plan-identified projects currently being implemented, annual reports of progress and successes, and details on opportunities to get involved. Additionally, identifying new projects (whether through signage, the newspaper, or social media) as part of “Plan Implementation” creates a strong foundation and connection between proactive planning and the City’s wherewithal to follow through with implementation.

Implementation Funding

Between the City government and the DCOS, there are a variety of actions that can be taken to implement this Plan. These include, but are not limited to, offering economic incentives (for relocation, expansion of workforce, site and building improvement, etc.), a fair and effective regulatory environment, well-timed capital improvements, and public/private partnerships. Funding, therefore, becomes a critical component of many of these actions. Funding for implementing the Comprehensive Plan will come from a variety of sources, including local resources such as the general fund (which is supported by property and sales taxes); voter-approved bonds; federal, state, and other grants; among other sources. In addition to these common and typical sources of funding, some cities also pursue the creation of special districts to help promote and/or incentivize new development or redevelopment both within the City limits and the ETJ.

While each of these special districts have their own unique statutory framework, they all have the same general objective – improving the overall quality and performance of the City's infrastructure and facilities, ensuring high quality development, and protecting and diversifying the local tax base. The following includes a brief descriptions of potential special districts:

- **Tax Increment Finance (TIF)/Tax Increment Reinvestment Zone (TIRZ).** A TIF or TIRZ district is an area where certain property tax revenue generated in the district is reinvested back into the district through development of infrastructure. As part of the implementation of a Downtown Master Plan, a TIRZ district should be created in the Downtown area to help spur private sector reinvestment. The Downtown, urban character boundary established in this Plan provides a suggested starting point to develop the boundary of a new TIRZ district (see photo at right).
- **Public Improvement District (PID).** Chapter 372 of the Tex. Local Gov't. Code permits the formation of PIDs, which allow a City and/or county to levy and collect special assessments on property that is within the City or ETJ. Funds generated by the PID are invested back into the district.
- **Chapter 380/381 Economic Development Agreements.** Although not necessarily a special district, Chapter 380 and 381 Economic Development Agreements are similar tools used to encourage economic development within the state. These agreements allow the granting of certain incentives by cities to encourage developers to build within the jurisdiction. The incentives typically take the form of property tax abatements, loans or grants, commitments for infrastructure, or sales tax rebates.

Plan Amendment

Based upon a thorough analysis of existing conditions and an intense public engagement program, this Plan establishes the community's vision for the future. But despite this, it still just reflects a snapshot in time. Indeed, in order to be achievable, implementation must remain flexible and allow adjustment to accommodate shifts in local and national social, economic, physical, and

political changes over time. During the last comprehensive planning process, no one could have predicted the ensuing Great Recession that affected the global economy. But, nonetheless, it occurred and greatly impacted the City's action agenda. While this is an extreme example, there are many local and national trends which could change the direction of this Plan's vision and action agenda for the future. Consequently, it is recommended that the Plan



be revisited on a regular and routine basis followed by warranted updates.

- **Annual Progress Report.** As a part of their work program, the Planning and Zoning Commission should prepare an annual report for submittal and discussion with the City Council. Status of implementation for the Comprehensive Plan should be included in these annual reports. Significant actions and accomplishments during the past year should be recognized, in addition to identification and recommendations for needed actions and programs to be developed and implemented in the coming year. The annual report of the Comprehensive Plan implementation status by the Planning and Zoning Commission should be coordinated with the City's annual budget development process so that the recommendations will be available early in the budgeting process.

■ **Annual Updates.** After the annual progress report is prepared, the Implementation Action Plan should be updated as part of an annual Plan amendment. The Implementation Action Plan update, or near-term work program, identifies near- and mid-term actions to be undertaken during the following year or soon thereafter. Annual Plan amendments also provide opportunities for relatively minor Plan updates and revisions, including changes to the Future Land Use, Thoroughfare Plan, and Trail Plan maps. A Plan amendment should be prepared and distributed as an addendum to the adopted Comprehensive Plan. Identification of potential Plan amendments should be an ongoing process by the Planning and Zoning Commission and City staff throughout the year. Citizens, property owners, community organizations, and other governmental entities can also submit requests for Plan amendments. Proposed Plan amendments should be reviewed and approved by the Planning and Zoning Commission and City Council, and adopted in a manner similar to the Plan itself.

■ **Five-Year Update.** A broader evaluation and update should be prepared every five years. This is typically more staff driven through input from various departments and elected and appointed officials. Spearheaded by the Planning & Zoning Department, this update involves a review of the existing plan to assess its successes and shortcomings with regard to implementation of the vision, goals, and objectives. The purpose is to evaluate the original assumptions regarding growth trends and issues and to determine if the remaining proposed actions strategies are still relevant. The update should include the following:

- » A summary of Plan amendments and accomplishments to date;
- » Changes in trends and issues since the previous Plan adoption (e.g., changes in the predicted growth rate and the physical boundaries of the City; demographic composition; community attitudes; or other social, environmental, or political issues which may affect the feasibility of implementation);

Plan Amendments

It is recommended that this Plan be reviewed and updated regularly, including annual progress reporting.

- » Conflicts between decisions made and implementation actions yet to be undertaken;
- » Changes in law, procedures, or programs which will affect identified implementation actions; and
- » A comprehensive re-evaluation of the Implementation Action Plan.

■ **10-Year Update.** Capturing, planning, and implementing the community's vision for the future is one of the most important actions a City government can undertake. In this regard, this Plan sets the stage for all subsequent implementation actions during the 20-year planning horizon. That being said, conditions, population composition, and City trends and concerns change over time. In order to ensure that the Comprehensive Plan continues to provide the best and most appropriate guidance possible, the Plan should be taken through a full update process every 10 years. The 10-year update should include a comprehensive re-evaluation of the community's vision for the future, re-engagement of the public, and reanalysis of the issues and trends related to community growth, transportation, land use, parks and recreation, public facilities and services, and infrastructure. Action items identified in this Plan which have yet to be implemented should be evaluated to determine if they are still appropriate. Additionally, new action items should be identified as needed to keep the City progressing towards the high-quality place to live, work, and play that the community desires.



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