

BOOMTOWN 2040

COMPREHENSIVE PLAN

FUTURE CITY • ADOPTED OCTOBER 6, 2020



CITY OF

BORGER

— **TEX★S** —

WHERE OPPORTUNITY BOOMS

BORGER, TX COMPREHENSIVE PLAN



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BOOMTOWN 2040 COMPREHENSIVE PLAN

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CHAPTER 1 INTRODUCTION

INTRODUCTION



The Borger Comprehensive Plan is intended to guide future development, redevelopment, and community enhancement efforts over the next 20 years through 2040. It serves as a framework for thoughtful community discussion on the real and perceived challenges facing Borger currently, as well as the upcoming opportunities that will shape its future. Through long-range planning efforts, the community can accommodate its projected growth and revitalization in a manner that preserves its history, culture, and overall quality of life for current and future residents.

PLAN FOCUS AREAS



ABOUT THIS PLAN

The Borger Comprehensive Plan resulted from a 14-month planning and citizen involvement process. The plan's findings and recommendations focus on the physical and economic aspects of the community's projected growth and development in the coming years. It provides guiding principles, goals, and strategic action priorities that will help City officials and staff in determining the location, financing, and sequencing of public improvements; updating and administering development regulations; and guiding reinvestment efforts. The plan also provides a basis for coordinating the actions of many different functions and interests within and outside of municipal government.





PURPOSE

A comprehensive plan is usually the most important policy document a municipal government prepares and maintains. This is because the plan:

- Lays out a "big picture" vision regarding the future growth and enhancement of the community.
- Considers at once the entire geographic area of the community, including areas where new development and redevelopment may occur.
- Assesses near- and longer-term needs and desires across a variety of inter-related topics that represent the key "building blocks" of a community (e.g., land use, transportation, urban design, economic development, redevelopment, housing, neighborhoods, parks and recreation, utility infrastructure, public facilities and services, cultural facilities, etc.).

Through a comprehensive plan, a community determines how best to accommodate and manage its projected growth, as well as the redevelopment of older neighborhoods and commercial and industrial areas. The Borger Comprehensive Plan is aimed at ensuring that ongoing development and redevelopment will proceed in an orderly, well-planned manner so that public facilities and services can keep pace and residents' quality of life will be enhanced.

Significantly, by clarifying and stating the City's intentions regarding the area's physical development and infrastructure investment, the plan also creates a greater level of predictability for residents, land owners, developers, and potential investors.

WHY PLAN?

Local planning allows Borger to better control its future rather than simply react to change. Planning enables the City to manage future growth and development actively as opposed to reacting to development and redevelopment on a case-by-case basis without adequate and necessary consideration of community-wide issues. The process for developing the Comprehensive Plan involved major community discussions about Borger's priorities and its capability to provide the necessary public services and facilities to support these priorities. This led to pivotal discussions about what is "best" for the community and how everything from taxes to quality of life will be affected.

Long-range comprehensive planning provides an opportunity for the City's elected and appointed officials to step back from pressing, day-to-day issues and clarify their ideas on the kind of community they are trying to create and maintain. Through the plan development process, they can look broadly at programs for neighborhoods, housing, economic development, and provision of public infrastructure and facilities and how these efforts may relate to one another. The plan ultimately represents a "big picture" of the community and its near-term and longer-range future. Bottom line, the essential reasons for long-range planning include to:

- Provide a balance of land uses and services throughout the community to meet the needs and desires of the population.
- Ensure adequate public facilities to meet the demands of future development and redevelopment.
- Achieve and maintain a development pattern that reflects the values of the community, and which ensures a balanced tax base between residential and non-residential development.
- Ensure the long-term protection and enhancement of the perception and image of the community.
- Involve local citizens in the decision-making process, provide a transparent planning process, and reach consensus on the future vision for Borger.

USE OF THIS PLAN

A comprehensive plan, if embraced by the community and its leadership, has the potential to take a community to a whole new level in terms of livability and tangible accomplishments.

The plan is ultimately a guidance document for City officials and staff, who must make decisions on a daily basis that will determine the future direction, financial health, and "look and feel" of the community. These decisions are carried out through:

- Targeted programs and expenditures prioritized through the City's annual budget process, including routine but essential functions such as code compliance.
- Major public improvements and land acquisitions financed through the City's budgeting efforts.
- New and amended City ordinances and regulations closely linked to the Comprehensive Plan objectives (and associated review and approval procedures in the case of subdivision and land development activities).
- Departmental work plans and resources in key areas.
- Support for ongoing planning and studies that will further clarify needs, costs, benefits, and strategies.
- Pursuit of external grant funding to supplement local budgets and/or expedite certain projects.
- Initiatives pursued in conjunction with other public and private partners to leverage resources and achieve successes neither could accomplish on their own.

Despite these many avenues for action, the Comprehensive Plan should not be considered a "cure all" for every tough problem a community faces. This plan focuses primarily on the responsibilities of City government in the physical planning arena, where municipalities normally have a more direct and extensive role than in other areas that residents value, such as education and social services. Of necessity, long-range plans, as vision and policy documents, also must remain relatively general.

The resulting plan may not touch on every challenge before the community, but it is meant to set a tone and motivate concerted efforts to move the community forward in coming years.

PLANNING AUTHORITY

Unlike in some other states, municipalities in Texas are not mandated by state government to prepare and maintain local comprehensive plans. Section 213 of the Texas Local Government Code provides that, "The governing body of a municipality may adopt a comprehensive plan for the long-range development of the municipality." The Code also cites the basic reasons for long-range, comprehensive community planning such as, "The powers granted under this chapter are for the purposes of promoting sound development of municipalities and promoting public health, safety and welfare." The Code also gives Texas municipalities the freedom to "define the content and design" of their plans, although Section 213 suggests that a comprehensive plan 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.



Borger is a Home Rule City as established by the City's "Home Rule Charter" authorized by Vernon's Texas Civil Statutes, Article 1175, General Powers of Home-Rule Municipality and Vernon's Texas Civil Statutes, Local Government Code, Section 51.071 et seq.

Within the City Charter, Section 102-A, City Zoning Law: Authorizing Cities and Incorporated Villages to Pass Zoning Regulations, incorporates the following:

"The powers, terms and provisions of an Act passed by the Regular Session of the Fortieth Legislature of the State of Texas entitled:

'An Act enabling cities and incorporated villages to pass zoning regulations, granting full power to said cities and incorporated villages, providing for the creation of districts, declaring purposes in view, providing for the method of procedure, providing for certain changes, providing for a commission, providing for a board of adjustment, providing for its powers and duties, providing certain methods of enforcement and remedies, providing certain exemptions, providing the method to be followed in case of conflict with other laws, providing for the validity for all parts of the law not declared unconstitutional, and declaring an emergency', are hereby embraced in and made a part of this charter and the City of Borger and its governing body shall have, possess and may exercise all of the terms, powers and provisions therein contained."

The Texas Local Government Code gives Borger the authority to guide long-range development decisions through comprehensive planning. The City then implements its planning policies through zoning and other development regulations as authorized by the Local Government Code plus Borger's Home Rule Charter. This combination of municipal authorities enables the community to advance its long-term goals and priorities.

WHAT BORGER HAD TO SAY

Opportunities for community and leadership engagement during the Existing City phase included:

- An initial joint workshop with City Council and Planning and Zoning Commission (May 2019).
- A roundtable discussion with representatives of City departments (June).
- Four informal listening sessions with representatives of downtown and area businesses, industry, Chamber of Commerce and real estate brokers (May-June).
- A Town Hall Meeting on Borger's Future (June).
- An initial meeting with a Council-appointed Comprehensive Plan Advisory Committee (June).



Photo from Comprehensive Plan Town Hall Meeting on June 17, 2019

Location: At the Ranch

The following is a sampling of comments from small-group sessions, surveys, and community events held during the comprehensive planning process. They demonstrate concern and hopes for Borger related to growth, transportation, economic development, downtown, housing and neighborhoods, attracting younger families and workers in Borger, lack of retail options, and park facilities among other topics discussed.

"Borger is so small you make friends easily."

"We used to drag Main Street, this has gone away."

"Difficult to recruit people to live in Borger, it is a tough sell. When you bring candidates into the area it does not sell itself like other communities. Proximity to Amarillo is more of a selling point."

"I've lived here for five decades love my family who is still here."

"Decline of Main Street, Borger is missing a vibrant downtown, and vacant buildings across the city."

"Not unique to Borger. People who live in the Panhandle are used to driving longer distances and have become accustomed to it. There is no traffic, so it's not really an issue."

"Too much retail spending is going to Amarillo."

"City is communicating better, like what is being focused on and the recent annual report."

"Need better housing. Little available for middle income."

"Local and regional residents want something to do, there just is not a lot of events and activities."

THE FUTURE CITY

While the Existing City report provides background and insights about Borger as it is today, this Future City portion of the Comprehensive Plan focuses on Borger as it intends to be in the years ahead. These aspirations are presented in topic areas that are central to Borger's physical growth and development as stated on the **Plan Focus Areas** graphic on page 1. Each topical section highlights key issues and considerations followed by a Framework for Action portion. A final section on plan implementation considerations, priorities, and procedures rounds out the Future City portion of the plan.

Through the process of preparing this Comprehensive Plan for Borger, the set of seven overarching guiding principles below was developed. A **guiding principle** expresses a basic value or operating policy that will apply regardless of the course of action ultimately chosen.

GOALS AND STRATEGIC ACTION PRIORITIES

The **Framework for Action** in each plan section also provides Goals and identifies Strategic Action Priorities:

A **Goal** is a statement of a desired outcome ("end") toward which efforts are directed as expressed by more specific objectives and action steps ("means").

A **Strategic Action Priority** is aimed at seizing a special opportunity or addressing a particular challenge one faces, given limited resources – financial and otherwise – and recognizing that a broader agenda of new or ongoing activities will also be pursued in the meantime.

GUIDING PRINCIPLES

GP1: Borger will be **CONFIDENT** and **OPTIMISTIC** as it works to stabilize and again grow its population base while renewing itself as a leading "All-American" community in the Texas Panhandle.

GP2: Borger will be **WELCOMING** as a great place to invest and thrive, visit and enjoy, return to someday after time away, and to consider calling home.

GP3: Borger will be **RESILIENT** as an economy, as home to multiple industrial sites where safety is a daily priority, and as a High Plains community subject to severe weather and wildfire risks.

GP4: Borger will be **RESOURCEFUL** in putting into place the building blocks of a successful community, from well-maintained streets and infrastructure to safe neighborhoods, quality schools, and varied recreation options for all ages.

GP5: Borger will be **EVENTFUL** as it strives to become a more complete community, with lifestyle and leisure offerings to go with its strong employment base.

GP6: Borger will be **PATIENT** as it takes on the long-term task of reinvigorating its historic downtown by repositioning it for a new era and a new reality.

GP7: Borger will be **POSITIVE** as it works to create a new narrative about itself and share its turnaround story with the rest of Texas, the nation and the world.

PATHWAYS TO ACTION

The strategic action priorities are presented in the following five categories that represent the major ways that the Comprehensive Plan's goals and initiatives are typically advanced and accomplished:



CAPITAL INVESTMENTS

The City of Borger does not currently utilize a formal multi-year Capital Improvements Program, or "CIP," to identify and budget for "big ticket" projects, especially those that must be phased and/or coordinated with other initiatives. Creation of a CIP is one of the recommended Strategic Action Priorities of this plan. A CIP may include the following: street infrastructure; water, wastewater, and drainage improvements; parks, trails, and recreation facility construction and upgrades; and, construction and renovation of public buildings. Anticipating and adequately budgeting for major capital projects will be essential to implementing this plan. Likewise, decisions regarding the prioritization of proposed capital improvements should reflect the direction and priorities of this plan.

PROGRAMS AND INITIATIVES

Programs involve the routine activities of City departments and staff, as well as special projects and initiatives they may undertake. As part of plan implementation, this may include initiating new or adjusting existing City programs and activities, expanding community outreach efforts, or providing specialized training to accomplish a priority objective more promptly and/or effectively.



REGULATIONS AND STANDARDS

In Borger zoning and subdivision regulations and associated development criteria and technical engineering standards are the basic keys to ensuring that the form, character, and quality of development reflect the City's planning objectives. These codes should advance the community's desire for quality development outcomes while recognizing economic factors. They should not delay or interfere unnecessarily with appropriate new development or redevelopment that is consistent with plan principles and directives.

PARTNERSHIPS AND COORDINATION

Some community initiatives identified in this plan cannot be accomplished by Borger on its own. They may require direct coordination, intergovernmental agreements, or funding support from other public entities or levels of government. Additionally, the unique role of potential private and non-profit partners to advance the community's action agenda should not be underestimated. This may occur through cooperative efforts, volunteer activities, and in-kind services (which can count toward the local match requirements for various grant opportunities), and from public/private financing of community improvements.

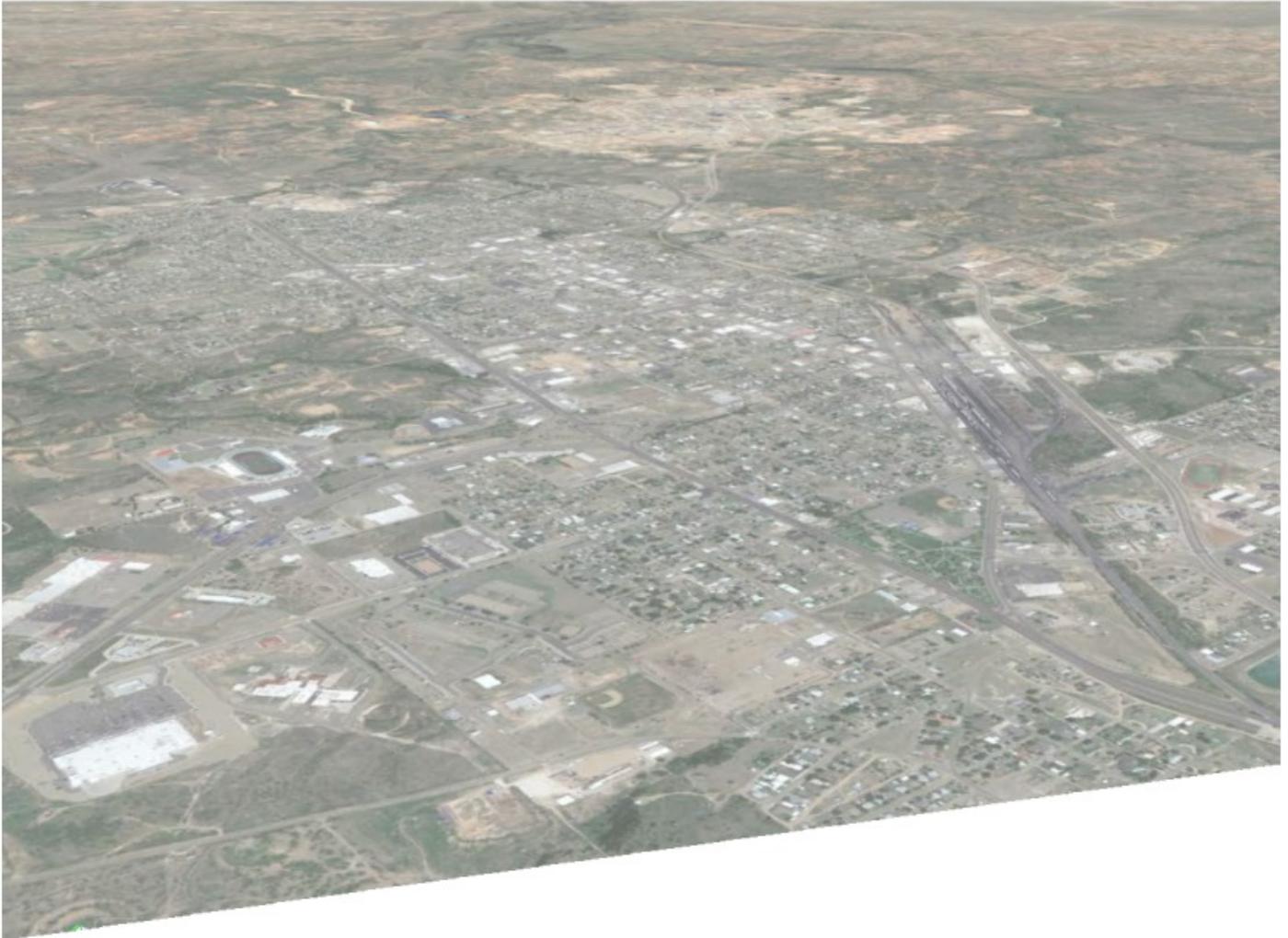


MORE TARGETED PLANNING/STUDY

Various areas of City governance require more detailed study and planning, especially as required to qualify for external funding opportunities. These studies involve targeted planning work at a "finer grain" level of detail than is appropriate for long-range planning purposes (e.g., utility infrastructure master plans, public facility needs assessments, neighborhood-level or corridor-focused plans, etc.). As such, some parts of this plan will be implemented only after some additional planning or special study to clarify next steps and associated costs and considerations.

CHAPTER 2 LAND USE AND DEVELOPMENT

INTRODUCTION



This plan section establishes the necessary policy guidance to enable the City of Borger to plan effectively for future development and redevelopment. Sound land use planning is essential to ensure that Borger is prepared not only to serve anticipated public infrastructure and service needs, but also to create and maintain a desired community character.

Land use considerations are integrated with all other components of the Comprehensive Plan. For instance, the transportation network provides access to land, which influences the type and intensity of development. The provision or lack of public utilities can also dictate the location, amount, and timing of development. Similarly, proximity to parks and public facilities promotes public health and safety at specific locations and, as a result, affects the development potential of an area. Site design and development character shape community aesthetics and, thus, the perceptions held by area residents and those considering investment in Borger.

BY THE NUMBERS

The **FUTURE LAND USE MAP** is intended to show the general pattern of uses anticipated and/or desired in and around the community in the years ahead. The map indicates the type of use that is expected to predominate in an area based on what is already on the ground and will likely remain or possibly evolve over time, as well as projected new development. The **FUTURE LAND USE MAP** can be found on Page 34.

With the caveat that all the cited figures are approximations for general planning purposes, acreage data indicates the following break-down of future land uses within the City limits, based on the **FUTURE LAND USE MAP**:

FUTURE LAND USE CATEGORY	PERCENT OF FUTURE LAND USE CATEGORY (IN CITY LIMITS)
Rural	5.7
Parks and Recreation	5.0
Estate Residential	1.9
General Residential	28.3
Multi-Family Residential	1.5
Corridor Mixed-Use	10.6
Downtown Area Mixed-Use	0.5
Commercial	4.5
Public/Institutional	3.6
Industrial	17.3

KEY ISSUES AND CONSIDERATIONS

Three of this plan's 10 Top Strategic Priorities are most relevant to the Land Use and Development portion of the Comprehensive Plan, along with the specific related issues under each:

SPURRING CONSTRUCTION OF NEW MARKET-RATE OWNERSHIP AND RENTAL HOUSING OPTIONS.

Perhaps more than any strategic priority, the lack of contemporary and attainably priced housing in Borger was cited as the greatest obstacle to getting more people to consider living in the community. Along with the market supply and demand factors this plan element will consider, the need to ensure adequate, suitable land for viable residential development was frequently noted as well.

REVITALIZING DOWNTOWN AND HIGH-PROFILE CORRIDORS IN BORGER.

Despite its setbacks, Downtown is clearly dear to those who grew up in or have long lived in Borger. But even among those newer to the area, a definite consensus has emerged that Downtown is the heart of the community physically, visually and psychologically – and is key to Borger's economic success and its overall sense of well-

LEGACY OF PAST PLANNING

- Comprehensive Plan (1964);
- Construction of the Aluminum Dome (1957);
- Borger All-American City Award (1969);
- Economic Development Strategic Plan: Report 1 and 2 (2017);
- Creation of Tax Increment Reinvestment Zone (TIRZ) # 1 (2018); and
- City of Borger Annual Report (2018 and 2019).



being. Likewise, residents spoke about the adverse effects on Borger's image and economic development efforts of having vacant and substandard properties, and subpar aesthetic conditions, along some of its major roadways and at main entries into the community.

ATTRACTING AND RETAINING YOUNGER FAMILIES, WORKERS, AND TALENT IN BORGER.

As emphasized above, this is "Job 1" for the City and its many public and private partners. In particular, this infusion is crucial to boost the residential rooftops and income levels needed to support a more vibrant retail sector, as well as to support Borger's public schools.

FRAMEWORK FOR ACTION

The Future Land Use and Development Framework for Action builds off of the plan's 10 Strategic Priorities. The Strategic Action Priorities convey tangible actions that will, in the long run, lead to achievement of the goals in this Land Use and Development section in line with the plan's Guiding Principles.

STRATEGIC ACTION PRIORITIES

CAPITAL INVESTMENTS

1. Further community beautification through the design and construction of specific capital projects. Explore adding criteria to the City's capital improvements planning process to ensure community beautification, neighborhood needs, and enhancement opportunities are considered when identifying and prioritizing candidate capital projects.

GOALS

- 1.A land use allocation and pattern that supports Borger's key focuses of increasing quality housing supply, downtown revitalization, and quality of life.
- 2.A more attractive community and improved community image, based on quality design of both the public realm and private development.
- 3.Commercial areas experience redevelopment and revitalization, providing increased retail and entertainment options within the city.

PROGRAMS AND INITIATIVES

2. Establish gateway entrance features utilizing City logo/branding. The primary entrances offer opportunities to establish and promote Borger's image and communicate community values. Gateways are formal entry points and are the first impression for those who visit or pass through Borger. Coordinate with TxDOT to initiate discussions regarding gateway and beautification projects along TxDOT facilities, including Highways 136, 152, and 207. The possibility for a demonstration gateway entrance feature can be explored.

REGULATIONS AND STANDARDS

3. Update the City's development ordinances and standards to reflect new Comprehensive Plan priorities including:
 - Zoning strategies that allow, promote, and incentivize a variety of housing types for both infill development and new development.
 - Zoning strategies that include more detailed standards and guidance to enable more permitted-by-right development approvals when defined standards are met.
 - Incorporation of provisions that address community beautification, such as landscaping, buffering, screening, and lighting.
 - Include neighborhood design guidance in the subdivision regulations and elsewhere to promote quality residential development.

- Create new base zoning districts that permit mixed-uses and provisions for achieving desired development and redevelopment outcomes by-right as opposed to utilizing Planned Development or special use mechanisms, which can be time-consuming and unpredictable for development applicants and for the City.
- Permit and promote mixed-use developments where appropriate, particularly in the downtown area.
- Allow for accessory dwelling units where appropriate as a means to increase housing supply.
- Potential transition to a Unified Land Development Ordinance (ULDO) that would consolidate the currently separate zoning, subdivision and other development-related ordinances into an integrated package for the benefit of development applicants, City staff, and officials.

PARTNERSHIPS AND COORDINATION

4. Work with the Borger Economic Development Corporation (BEDC) and local developers to identify potential development and redevelopment sites.

MORE TARGETED PLANNING/ STUDY

5. Complete targeted neighborhood plans, focusing on housing conditions, connectivity to parks and services, and any other priorities of the specific neighborhood.
6. Continue to assist local and regional nonprofit organizations (such as the Texas Communities Group) to identify and acquire vacant and/or dilapidated properties that might become available through tax sales or other processes.
 - Assess where the City and Hutchinson County own vacant properties throughout Borger and look for land consolidation opportunities to create larger development sites.
 - Coordinate with the recommended CIP in [CHAPTER 3](#), Growth Capacity and Transportation, to enhance infrastructure.

CORRIDOR IMPROVEMENT

The Make Borger Beautiful 2019 Strategic Plan identifies Roosevelt, McGee, Main Street, and Bulldog Boulevard in addition to city entrances, the cloverleaf, and TxDOT rights-of-way as priority areas for landscaping projects.

FUTURE LAND USE MAP

The Future Land Use Map is intended to show the general pattern of uses anticipated and/or desired in and around the community in the years ahead. The map indicates the type of use that is expected to predominate in an area based on what is already on the ground and will likely remain or possibly evolve over time, as well as projected new development. Additionally, it is recognized that other complementary uses will also remain or emerge in each area of the city along with the predominant use types (e.g., small-scale, neighborhood-oriented retail uses near the edges of largely residential areas).

Specific locations are not yet known in some cases, such as for some future public facilities (e.g., schools, fire stations, parks, etc.), as well as places of worship, that often locate in or near primarily residential areas. Some uses are highly market-driven, with their timing and particular location dictated by the extent and pace of other types of development. This includes the typical trend of retail uses following residential "rooftops" – and typically locating at key roadway intersections. Plus the eventual emergence of multi-family development, the location and extent of which can be difficult to predict ahead of housing market trends and cycles, and developer interest in whether, where, and when to bring this product to market.

The following pages describe the land use categories shown on the City of Borger Future Land Use Map:



The descriptions indicate the types of development anticipated in each category. Also described is the intended character of the areas in which these land uses occur. Specific standards for land development based on these designations are articulated through the City's zoning and subdivision regulations as they currently exist and may be further amended over time based on this planning guidance.

In [APPENDIX B](#), at the end of this document, there are "pull-out" pages that provide a summary overview of the map categories.

UNIFIED LAND DEVELOPMENT ORDINANCES

In recent years, many cities across Texas and the country have migrated toward ULDOs or Unified Development Codes (UDCs) to achieve a better coordinated set of development-related regulations, standards, and procedures. A UDC typically yields the following benefits:

- Consolidates all development-related regulations into one document (e.g., subdivision, zoning, site plan development and design standards, signs, landscaping, lighting, parking and loading, parkland dedication, streets and utilities, circulation and access management, storm water and floodplain management, nonconformities, etc.). This helps to ensure consistency among the different components and promotes more holistic consideration of subdivision, zoning and site plan requirements and standards by both applicants and the City.
- Makes the regulatory specifics easier to navigate and comprehend (i.e., more "user friendly") for the development, real estate, and consultant communities versus dispersed and uncoordinated provisions within an overall municipal code. A single consolidated index and better cross-referencing across code sections helps to ensure that all relevant provisions are taken into account pertaining to any particular development issue or proposal.
- Condenses into one code section all administrative procedures and considerations, helping to streamline and clarify the roles and responsibilities of each official and decision-making body. This is especially helpful to identify "crossovers" in the review and approval process between subdivision and zoning reviews, for example.
- Offers a consolidated list of definitions, which helps to prevent inconsistencies and questions of interpretation between codes.
- Greatly improves the City's ability to track the total development process because various components are organized and coordinated in a logical, sequential order.
- Itemizes all development-related fees in one place so applicants are well informed of process costs.
- Streamlines the process for future code amendments and enhancements.

Land use and development involve a true partnership between cities and the private development community (property owners, developers, land planners and designers, civil and traffic engineers, etc.). So many physical elements of communities are designed and built by private interests and actors. They must rely upon clear parameters and standards from the public sector to ensure that they can meet community expectations within a review and approval framework that yields profitable and mutually beneficial development outcomes. To the extent that a ULDO or UDC can increase clarity, ease communication, and expedite the process, both the development applicant and the community stand to gain.



Website homepage and online gateway for the City of Magnolia, Texas UDC.

RURAL



This designation consists of lands that are sparsely developed, with mainly natural areas and very low- density residential as the primary uses. It is unusual to find extensive undeveloped locations within the city limits, except in areas that have been annexed for eventual development or that are not suitable for future development. Floodplain areas may also retain their rural character over the long term given their unsuitability for any intensive land development.

DEVELOPMENT TYPES

- Agricultural uses;
- Residential homesteads;
- Public/institutional uses; and
- Parks and public spaces, nature preserves, and passive recreation areas.

CHARACTERISTICS

- Rural character from wide-open landscapes, with minimal sense of enclosure and views to the horizon unbroken by buildings in most places;
- Scattered residential development on relatively large acreages, resulting in very high open space ratios and very low site coverage, and providing greater detachment from neighboring dwellings than in estate residential areas;
- Typically no centralized water or sanitary sewer service available. Much greater reliance on natural drainage systems, except where altered significantly by agricultural operations or regional storm water management projects and/or infrastructure; and
- Potential for conservation developments that further concentrate the overall development footprint through cluster designs, with increased open space set-aside to maintain the overall rural character and buffer adjacent properties. May also make alternative community wastewater treatment methods feasible to eliminate the need for individual on-site septic systems.

PARKS/RECREATION



This designation includes the locations of City-owned and maintained public parks, designed for both active and passive recreational enjoyment as well as open space.

DEVELOPMENT TYPES

- Public parks and open space;
- Public trails;
- Joint City-school park areas; and
- Public recreation areas.

CHARACTERISTICS

- Public parkland theoretically will remain so in perpetuity compared to other public property and buildings that can transition to private ownership at some point; and
- Park design, intensity of development, and planned uses/activities should match area character (e.g., public squares/plazas in urban downtowns relative to nature parks for passive recreation in less developed areas).

ESTATE RESIDENTIAL



This designation is for areas that, due to public service limitations and/or prevailing rural character, should have limited development activity other than large-lot residential. Such areas provide a transition between a city's rural fringe and more urbanized in-city development patterns and intensities. Lots in this category typically range from one to three or more acres, which provides substantial openness and separation between individual dwellings.

DEVELOPMENT TYPES

- Detached residential dwellings;
- Subdivisions planned with large acreages that are clearly set apart from other dwellings; and
- Parks and public spaces, nature preserves, and passive recreation areas.

CHARACTERISTICS

Transition between rural areas and in-city development;

- Larger lots (typically one acre or larger), especially where required by public health regulations to allow for both individual water wells and on-site septic systems on properties where centralized water and/or wastewater service is not available or feasible; and
- One-acre lots are usually adequate in wooded areas to achieve visual screening of homes from streets and adjacent dwellings. Three-to five-acre lots may be needed in more open areas with less vegetation.

GENERAL RESIDENTIAL



This designation covers areas with predominantly single-family residential uses at typical in-city densities.

DEVELOPMENT TYPES

- Detached residential dwellings;
- "Tiny homes" (small homes - under 400 square feet - that are placed on a single lot or part of a multiple "tiny home" development);
- Townhomes and patio homes;
- Duplexes;
- Manufactured home parks;
- Planned development, potentially with a mix of housing types and varying minimum lot sizes, subject to compatibility and open space standards;
- Public/institutional uses; and
- Parks and public spaces.

CHARACTERISTICS

- Residential neighborhoods with less openness and separation between dwellings compared to residential areas with larger lots;
- Potential for auto-oriented character, especially where driveways and front-loading garages dominate the front yard and building facades of homes. This can be offset by "anti-monotony" architectural standards, landscaping and limitations on "cookie cutter" subdivision layouts characterized by straight streets and uniform lot sizes and arrangement; and
- Neighborhood-scale commercial uses are expected to emerge over time and should be encouraged on corner sites or other locations within (or near the edge of) single-family residential areas that are best suited to accommodate such uses while ensuring compatibility with nearby residential uses.

MULTI-FAMILY RESIDENTIAL



This designation involves areas devoted primarily to structures with multiple residential units, at a greater intensity (i.e., units per building or acre) than found in single-family residential. Higher intensities may be appropriate in certain locations. Site design and open space standards may be applied to offset the relative density of this residential type, to ensure adequate recreational space on the site for residents, and to provide buffering and screening between this and less intensive residential uses. This use category can also provide a transition from primarily residential to mainly non-residential areas.

DEVELOPMENT TYPES

- Multi-unit attached residential in concentrated development, whether for rent (apartments) or ownership (condominiums);
- Public/institutional uses;
- Assembly uses such as places of worship; and
- Parks and public spaces.

CHARACTERISTICS

- Auto-oriented character typically due to the extent of off-street parking needed. However, the auto-oriented appearance can be softened by perimeter and on-site landscaping, minimum spacing between buildings, site coverage limits, and on-site recreation or open space criteria;
- Multi-family residential can blend in with single-family residential areas if such standards and associated buffering requirements are set appropriately within the context of attached residential and/or single-family detached residential uses in the vicinity;
- May be limited to two or three stories, with setbacks and/or buffering also increased near less intensive residential uses for compatibility; and
- May locate near medical facilities, parks and public services, and shopping areas.

CORRIDOR MIXED-USE



This designation is for properties in commercial retail, office, and service uses along and near a high-profile roadway corridor where mixed-use development outcomes are desired and encouraged. The mix of uses may include residential, especially to provide additional housing options and forms within the community. Major public and/or institutional facilities may also serve as development anchors within the area. Where non-residential and mixed-use developments in Corridor Mixed-Use areas are adjacent to residential neighborhoods, site standards involving building scale and placement should be triggered to ensure compatibility.

DEVELOPMENT TYPES

- Planned development to accommodate custom site designs or a mixture of uses;
- Wide range of commercial retail and service uses, at varying scales and development intensities depending on the site;
- Office (involving large and/or multi-story buildings or small-scale office uses depending on the site);
- Live/work units;
- Multi-unit attached residential whether for rent (apartments) or ownership (condominiums, townhomes, row houses, etc.);
- Mixed-use developments;
- Public/institutional uses;
- Assembly uses such as places of worship; and
- Parks and public spaces.

CHARACTERISTICS

- The intent of a Corridor Mixed-Use area may be to achieve a more urban character outcome, although this may be difficult to achieve in a setting where most business patrons, employees and visitors to the area will still reach their destinations by private vehicle. Site design and development criteria may at least be set to soften the auto-oriented development character found along most busy roadway corridors, as well as to enhance walkability and safety for pedestrians and cyclists; and
- Access and on-site circulation by pedestrians and cyclists emphasized. As the corridors within the city redevelop over time, a walkable context should be prioritized.

DOWNTOWN AREA MIXED-USE

This designation, in many cities, involves the most intensively developed area of the community in terms of the greatest coverage of sites with building footprints and the least amount of private development area devoted to off-street parking and landscaping. Instead, most parking is accommodated on-street and/or within public parking areas. This enables most streets and other public spaces to be framed by buildings with zero or minimal front setbacks, creating "architectural enclosure" versus the progressively more open feel in other character areas (auto-oriented, suburban, etc.). All of these elements, along with a mixed-use orientation, makes these areas of a city the most conducive for pedestrian activity and interaction. Public plazas and pocket parks can provide green space amid the urban environment and a place to gather and host community events.



DEVELOPMENT TYPES

- Mixed-uses, on single sites and within individual structures;
- Potential for residential space above commercial or office uses;
- Attached residential types (e.g., townhomes, brownstones), and potential for detached residential on small lots in some cases;
- Live/work units;
- Commercial retail and services;
- Office;
- Entertainment uses (e.g., restaurants, pubs, live music venues, theater, cinema, etc.);
- Public/institutional uses;
- Assembly uses such as places of worship; and
- Parks and public spaces.

CHARACTERISTICS

- Multi-story structures encouraged or required in some downtowns to bolster urban character, encourage vertical mixed-use, promote retail viability, support transit ridership, etc.;
- Mostly on-street parking and minimal off-street surface parking (until the urban character begins to give way to auto-oriented site design in transition areas around downtowns);
- Streetscape enhancements in public ways usually emphasized given limited area for private on-site landscaping relative to other areas;
- May exclude some auto-oriented uses that, by their very nature, cannot achieve an urban character;
- Public/institutional uses should be designed to match the urban character;
- Alleys and rear-access garages can reinforce urban character on blocks with attached or detached residential dwellings; and
- Often the only place in a community where multi-level parking structures may make sense and be financially viable.

SUBURBAN COMMERCIAL



This designation involves commercial developments, whether at a neighborhood-focused or larger scale, that stand apart from most auto-oriented contemporary development. The suburban character is achieved through lesser coverage of the site with buildings and especially paved areas. Preservation of trees or other natural site features, along with generous landscaping, can also move a site into the suburban range of the community character spectrum relative to sites where "gray" spaces predominate over "green" and open spaces.

DEVELOPMENT TYPES

- Wide range of commercial retail and service uses, at varying scales and development intensities depending on the site;
- Office (involving large and/or multi-story buildings or small-scale office uses depending on the site), which may involve a medical or technology/research focus;
- Planned development to accommodate custom site designs or mixing of uses in a suburban character setting;
- Public/institutional uses (including certain public assembly uses such as places of worship); and
- Parks and public spaces.

CHARACTERISTICS

- Suburban character primarily from reduced site coverage relative to most auto-oriented commercial development;
- Especially at key community entries and along high profile roadway corridors, may also involve other criteria to yield less intensive and more attractive development outcomes relative to auto-oriented areas, including higher standards for landscaping (along street frontages and within parking areas), signs, and building design;
- May exclude some auto-oriented uses that, by their very nature, cannot achieve a suburban character (e.g., car washes);
- Near residential properties and areas, the permitted scale and intensity of non-residential uses should be limited to ensure compatibility (including adequate buffering/screening, criteria for placement and orientation of buildings and parking areas, height limits, and residential-in-appearance architectural standards); and
- More opportunity for natural and/or swale drainage (and storm water retention/absorption) versus concentrated storm water conveyance in auto oriented areas.

COMMERCIAL



This designation is for properties in commercial retail, office and service uses, primarily along portions of major roadway corridors within the community for high visibility and accessibility, but also in other locations to accommodate neighborhood-focused businesses. Regional-level commercial uses include typical "big- box" developments that will draw patrons from a wide area, while neighborhood-focused businesses include smaller footprint sites that cater to serving a smaller area.

DEVELOPMENT TYPES

- "Strip" commercial centers along major roadways, with a range of uses, including those on high-profile "pad" sites along the roadway frontage;
- "Big-box" commercial stores (e.g., grocery, appliances, clothing, etc.);
- Restaurant chains including various "fast food" and casual dining establishments;
- Automobile service related enterprises (e.g., gas stations, automobile service/repair, car washes);
- Offices;
- Hotels and motels;
- Mixed-use developments;
- Public/institutional uses; and
- Parks and public spaces.

CHARACTERISTICS

- Commercial areas with an auto-oriented character that have significant portions of development sites devoted to vehicular access drives, circulation routes, surface parking, and loading/delivery areas, making pavement the most prominent visual feature. This can be offset by enhanced building design, landscaping, reduced site coverage, well-designed signage, etc.;
- Buildings typically set back toward the rear of the site to accommodate expansive parking areas in front, closest to passing traffic, resulting in less emphasis on architectural design in many cases;
- Development desire to maximize signage (number, size) to capitalize on site visibility to passing traffic; and
- Often not conducive for access or on-site circulation by pedestrians or cyclists.

PUBLIC/INSTITUTIONAL



This designation is for public facility land uses and their vicinities that warrant special consideration. Such consideration is necessary either to: (1) protect a major community asset or other highly-valued use; or (2) buffer and protect nearby properties from potential adverse effects depending on the nature and operational aspects of the public use.

DEVELOPMENT TYPES

- Government offices and other facilities (e.g., community centers, libraries, post offices, etc.);
- Educational campuses or clusters of education facilities (public, private and parochial);
- Cemeteries, whether publicly or privately owned;
- Water and wastewater treatment facilities;
- Other intensive public works sites and facilities, especially with outdoor activity and/or storage; and
- Sanitary landfills, active and/or closed sites.

CHARACTERISTICS

- As with all public/institutional uses, a facility developed and operated by a government entity should be designed to match the prevailing character of its vicinity, for compatibility with the character and quality expectations placed upon private properties and developments.

INDUSTRIAL - LIGHT AND HEAVY



These designations accommodate uses that are intensive in terms of how "light" industrial and especially "heavy" industrial activities can affect other nearby properties. This can include factors such as noise, vibration, light/glare, odor, truck traffic, and hours of operation, as well as the sheer scale and intensity of some heavy industrial uses. Depending on the standards applied through development regulations, an industrial area can allow for a wide range of uses, from office/warehouse to wholesale, product assembly, and manufacturing. Some communities aim for a more aesthetic business or industrial "park" environment, with specific standards for building arrangement and orientation, extensive landscaping, and especially full screening of loading and outdoor activity/storage areas, if such external activity is even permitted. A campus feel may be further reinforced by private or public streetscape and design enhancements, including special signage at industrial area entries and key intersections, unified lighting design, etc.

LIGHT INDUSTRIAL DEVELOPMENT TYPES

- Warehousing;
- Light manufacturing and/or processing/assembly;
- Business parks;
- Office uses accessory to a primary industrial use;
- Retail sales and services, including heavy commercial uses (e.g., building supply); and
- Public/institutional.

LIGHT INDUSTRIAL CHARACTERISTICS

- Typically auto-oriented character, although master-planned business or industrial park developments may feature more open space and landscaping, regulated signage, enhanced screening, etc.;
- Potential for outdoor activity and storage, which should be screened where visible from public ways and residential areas;
- On-site large-scale moving equipment in some cases;
- Potential for environmental impacts that may affect the proximity and type of adjacent uses, including particulate emissions, noise, vibrations, smells, etc., plus the risk of fire or explosion depending on the materials handled or processed; and

- Certain intensive publicly-owned uses are best sited within industrial areas (e.g., public works facilities, fleet maintenance, treatment plants, fire training).

HEAVY INDUSTRIAL DEVELOPMENT TYPES

- Heavy manufacturing;
- Oil and gas and petrochemical operations;
- Office uses accessory to a primary industrial use;
- Public/institutional; and
- The sole permissible location for sexually-oriented businesses under some local regulations.

HEAVY INDUSTRIAL CHARACTERISTICS

- Outdoor activity and large visible structures and storage facilities, which are difficult to screen from neighboring properties aside from fencing, landscaping and/or berms along site perimeters;
- On-site large scale moving and construction equipment in most cases;
- Environmental impacts expected that will affect the proximity and type of adjacent uses, including particulate emissions, noise, vibrations, lighting/glare, smells, etc., plus the risk of fire or explosion depending on the materials handled or processed; and
- Often operate "24/7," which also requires adequate separation and buffering from any nearby residential areas.



FUTURE LAND USE VERSUS ZONING

	FUTURE LAND USE MAP	ZONING MAP
PURPOSE	<ul style="list-style-type: none"> • Outlook for the future use of land and the character of development in the community. • Macro level—generalized development patterns. 	<ul style="list-style-type: none"> • Basis for applying different land use regulations and development standards in different areas of the community ("zones"). • Micro level—site- and area-specific focus.
USE	<ul style="list-style-type: none"> • Guidance for the City’s zoning map and related decisions (zone change requests, variance applications, etc.). • Baseline for monitoring consistency of actions and decisions with the Comprehensive Plan. 	<ul style="list-style-type: none"> • Regulating development as it is proposed, or as sites are positioned for the future with appropriate zoning (by the property owner or the City).
INPUTS AND CONSIDERATIONS	<ul style="list-style-type: none"> • Existing land use in the city. • The locational aspects of community planning priorities involving economic development, housing, infrastructure, parks and recreation, public facilities, etc. 	<ul style="list-style-type: none"> • Comprehensive Plan and Future Land Use Map for general guidance. • Zoning decisions that differ substantially from the general development pattern depicted on the Future Land Use Map should indicate the need for some map adjustments the next time the Comprehensive Plan is revised.

The City's development regulations are among the primary tools for implementing the Comprehensive Plan. In particular, the zoning regulations play a significant role in establishing and protecting the physical character of the community. These regulations delineate land use districts and the types of uses permitted within them, together with standards for buildings and site improvements. As a result, the zoning regulations, together with the City's subdivision regulations, where applicable, largely direct development outcomes. This is essential as it provides a regulatory context in which local land use decisions may be made to foster a prosperous economy, a sustainable environment, and a high quality of life for residents.

Although the Comprehensive Plan and associated Future Land Use Map provide only general planning guidance, their role is especially relevant as it can lead to rewrites and updates of the zoning regulations and district map. It is only through the official zoning map and the ongoing zoning administration process that binding, legally enforceable decisions are made about property uses and compatibility on a case-by-case basis. Adoption of this Comprehensive Plan, including the Future Land Use Map, does not mean that the City's zoning approach or mapping will automatically change. Instead, the Future Land Use Map provides a tool for ongoing evaluation of how land uses in certain parts of the community may evolve over time while some areas (e.g., established, stable neighborhoods) are likely to stay much as they are over the long term.

CURRENT ZONING

Provided in the table below is a comparison between the land use and character designations described above and the current districts in Borger's zoning regulations.

DESIGNATION	MOST CLOSELY ASSOCIATED ZONING DISTRICT(S)
Rural	Estate and Agriculture (EA)
Parks and Recreation	All districts except Heavy Industrial (HI) district and Manufactured Housing District (MHD)
Estate Residential	Estate and Agriculture (EA)
General Residential	General Residence (GR) One-Family Dwelling (1F-1, 1F-2)
Multi-Family Residential	General Residence (GR) Planned Development (PD)
Corridor Mixed-Use	No corresponding zoning district
Downtown Area Mixed-Use	Central Business (CB)
Commercial	Commercial (C) Retail (R) Neighborhood Service (NS) Planned Development (PD)
Public/Institutional	No corresponding zoning district
Industrial - Light	Light Industrial (LI) Planned Development (PD)
Industrial - Heavy	Heavy Industrial (HI)

CRITERIA FOR PROPOSED AMENDMENTS TO THE FUTURE LAND USE MAP

Along with procedures for monitoring and periodically updating the Comprehensive Plan, another specific issue involves consideration of proposed amendments to the adopted Future Land Use Map. A first consideration is whether a map amendment is necessary immediately, such as in conjunction with a particular rezoning request? Or, can a potential adjustment to the Future Land Use Map wait so that it may be examined more holistically, along with any other map changes under consideration, through the next interim review and update of the entire Comprehensive Plan?

The items below should be reviewed and addressed, especially by the Planning and Zoning Commission, when a Future Land Use Map adjustment is proposed:

- Scope of Amendment: Is the proposed map change limited to one or a few parcels, or would it affect a much larger area?
- Change in Circumstances: What specific conditions have changed sufficiently to render the current map designation(s) inappropriate or out-of-date (e.g., city's population size and/or characteristics, area character and building form, property/ structure conditions, infrastructure or public services, market factors including need for more land in a particular designation, etc.)?
- Consistency with Other Plans: In addition to the Comprehensive Plan, is the proposed map change consistent with the intent and policy direction of any other applicable plans (utility infrastructure or drainage plans, parks master plan, etc.)?
- Adequate Information: Do City staff, the Planning and Zoning Commission, and/or City Council have enough and appropriate information to move ahead with a decision (e.g., utility capacity, potential traffic impacts, other public service implications, resident/stakeholder concerns and input)?
- Stakeholder Input: What points, concerns and insights have been raised by area residents, property owners, business owners, or others?

ENCOURAGING REDEVELOPMENT/INFILL

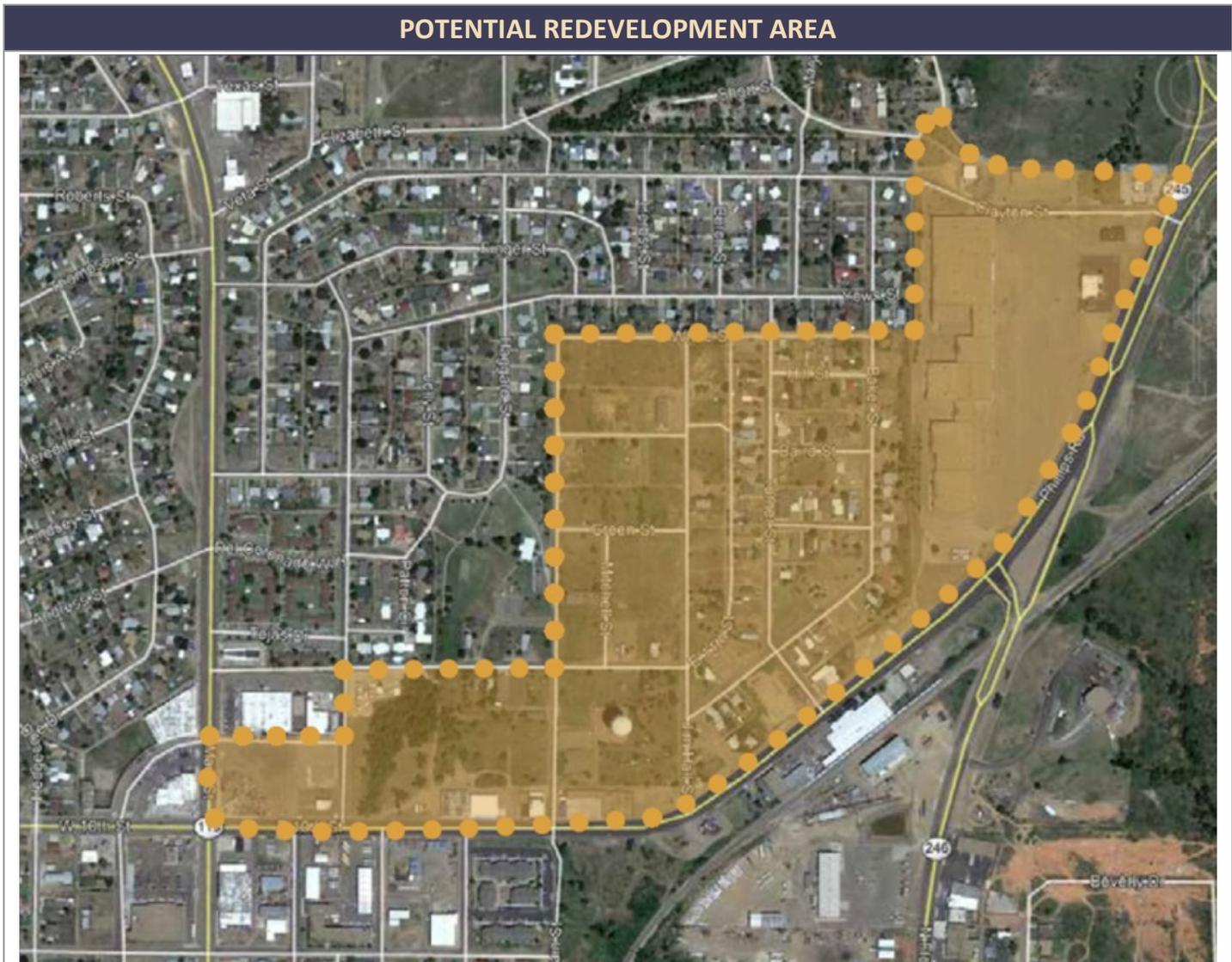
During public engagement activities, participants stressed the need for new for-sale and rental market-rate housing options. Stakeholders mentioned the necessity of creating new housing to entice the employees of the area's businesses to choose Borger as their home. One of the issues identified in [CHAPTER 4](#), Housing and Neighborhoods, is the lack of developer interest and the need to work with the development community to encourage new residential development in Borger.

Borger should strive to remove as many obstacles to creating a development site as possible by focusing its attention on sites that have multiple positive redevelopment factors either in place or planned such as:

- Multiple vacant properties located within close proximity to one another to create a larger development site;
- Recent or planned public infrastructure improvements;
- Properties purchased/owned by the City of Borger or Hutchinson County;
- Existing financial assistance mechanisms (e.g., TIRZ #1);
- Near local shopping centers, employment centers or other attractions; and
- Close to community resources (e.g., schools, parks, open space, etc.).

Larger total acreages are preferred by the development community to help them achieve the economies of scale required to access construction capital and increase their return on investment. The City should consider the proximity to potential redevelopment areas when deciding to pursue further acquisition of blighted properties.

The area delineated on the aerial photograph highlights one potential redevelopment area that meets most of the above criteria. Within these boundaries are a number of vacant sites near employment centers, community assets, park facilities, recent or planned infrastructure upgrades, and the downtown shopping district. Additionally, over the past several years the City has invested time, effort, and capital to acquire underutilized, abandoned, and/or blighted properties within this area. This site is also located within the established TIRZ #1.



QUALITY NEIGHBORHOOD DESIGN

As with economic development, where municipal government helps to ensure a positive and supportive "business climate" for commercial and industrial investment, the City has an essential role in promoting adequate and affordable housing development in quality neighborhood settings. The City's development and subdivision regulations help to ensure sound design practices, and the zoning regulations determine the range of housing types that may be built in the community, and where and in what amounts. These are critical functions given the proportion of developed land in Borger, as in most communities, devoted to residential use.

Effective land use planning and management also balances the convenience of shopping and services in close proximity to neighborhoods with the need to ensure compatible non-residential development near homes. Capital investments by the City and others in infrastructure, public facilities, and parks and trails provide the framework for private development to bring needed new dwellings to market. Furthermore, housing options and value are a key ingredient for economic development success – and that success, in turn, drives further housing demand, including for "move-up" homes when local income growth increases purchasing power and lifestyle aspirations.

Contemporary subdivision design too often overlooks the time-honored elements of what makes a neighborhood appealing and sustainable for the long term. Typical features of a quality neighborhood design include:

- Some focal point, whether a park or central green, school, community center, place of worship, or small-scale commercial activity, that enlivens the neighborhood and provides a gathering place.
- Equal importance of pedestrian and vehicular circulation. Street design accommodates, but also calms, necessary automobile traffic. Sidewalks along or away from streets, and/or a network of off-street trails, provide for pedestrian and bicycle circulation (especially for school children) and promote interconnectivity of adjacent neighborhoods.
- A variety of dwelling types to address a range of needs among potential residents (based on age, income level, household size, etc.).
- Access to schools, recreation, and daily conveniences within relatively close proximity to the neighborhood, if not within or at its edges (such as along bordering major streets).
- An effective street layout that provides multiple paths to external destinations (and critical access for emergency vehicles) while also discouraging non-local or cut-through traffic.
- Appealing streetscapes, whether achieved through street trees or other design elements, which "soften" an otherwise intensive atmosphere and draw residents to enjoy common areas of their neighborhood. This should include landscape designs consistent with local climate and vegetation.
- Compatibility of fringe or adjacent uses, or measures to buffer the neighborhood from incompatible development.
- Evident definition of the neighborhood "unit" through recognizable identity and edges, without going so far (through walls and other physical barriers) as to establish "fortress" neighborhoods.
- Set-aside of conservation areas, greenbelts or other open space as an amenity, to encourage leisure and healthful living, and to contribute to neighborhood buffering and definition.
- Use of local streets for parking to reduce the lot area that must be devoted to driveways and garages, and for the traffic calming benefits of on-street parking.
- Respect for historic sites and structures, and incorporation of such assets into neighborhood design.

LAND USE POLICIES

The written policy statements below are intended as a supplement to the [FUTURE LAND USE MAP](#), which provides only a visual depiction of desired land use patterns and sound development practices. City officials and staff should use these statements as a guide and reference, particularly when making decisions regarding proposed development activity in the city limits and ETJ, and/or changes in zoning classifications within the city.

GENERAL

1. Land uses should not detract from the enjoyment or value of neighboring properties.
2. Potential negative land use effects (noise, odor, dust, excessive light, traffic, etc.) should be considered in development review/approval and mitigated.
3. Adequate transportation access and circulation should be provided for uses that generate large numbers of trips. Pedestrian and bicycle access should be addressed where appropriate.
4. Well-planned mixed-use projects are encouraged where compatible with nearby development.
5. Floodplain areas should not be encroached upon by future development unless there is compliance with stringent floodplain management practices. These areas should be used for parks or recreational or related purposes, or for agricultural uses.
6. Environmentally sensitive areas should be protected, including wildlife habitat areas.

RESIDENTIAL

1. Residential areas should not be located next to industrial areas where avoidable.
2. Residential and commercial areas may be adjacent if separated by a buffer.
3. Schools, parks and community facilities should be located close to or within residential neighborhoods.
4. Houses should have direct access to local residential streets but not to collector streets or thoroughfares.
5. Houses should not be adjacent to major highways.
6. New residential development should be buffered from collector streets and thoroughfares.
7. Residential developments should include adequate area for parks and recreation facilities, schools and places of worship.

RETAIL/OFFICE

1. Neighborhood retail and service uses should be located at intersections of thoroughfares or collector streets or at the edge of logical neighborhood areas unless appropriately placed within a planned development.
2. Retail development should be clustered throughout the city and convenient to residential areas.
3. Buffers should separate retail/office uses and residential areas.
4. The downtown area should be a focus for office, retail and service activities in appropriate locations relative to existing residential uses, particularly through adaptive re-use of existing structures or redevelopment of vacant properties and sites with heavy commercial or industrial uses.
5. Office and professional uses should be compatible with nearby residential areas and other uses through appropriate building height limitations and adequate buffering and landscaping.
6. Low-intensity office and professional uses should provide a transition between more intense uses and residential areas.

HEAVY COMMERCIAL

1. Commercial uses with more intensive operational or traffic characteristics should be located away from most residential areas.
2. Heavy commercial development should be concentrated in nodes at intersections and along major thoroughfares that are designed and constructed to accommodate higher traffic volumes.
3. Buffers should separate heavy commercial uses from any adjacent residential areas, especially where the commercial use involves a visible display or outdoor storage of merchandise or materials.

INDUSTRIAL

1. Industrial development should not be directly adjacent to residential areas.
2. Industrial uses should be located in dedicated industrial development areas.
3. Industrial development should be separated from other uses by buffers.
4. Industrial development should have good access to major thoroughfares and highways.
5. Industrial development involving trucking operations should have good access to truck routes, designated hazardous material routes, and railroads.

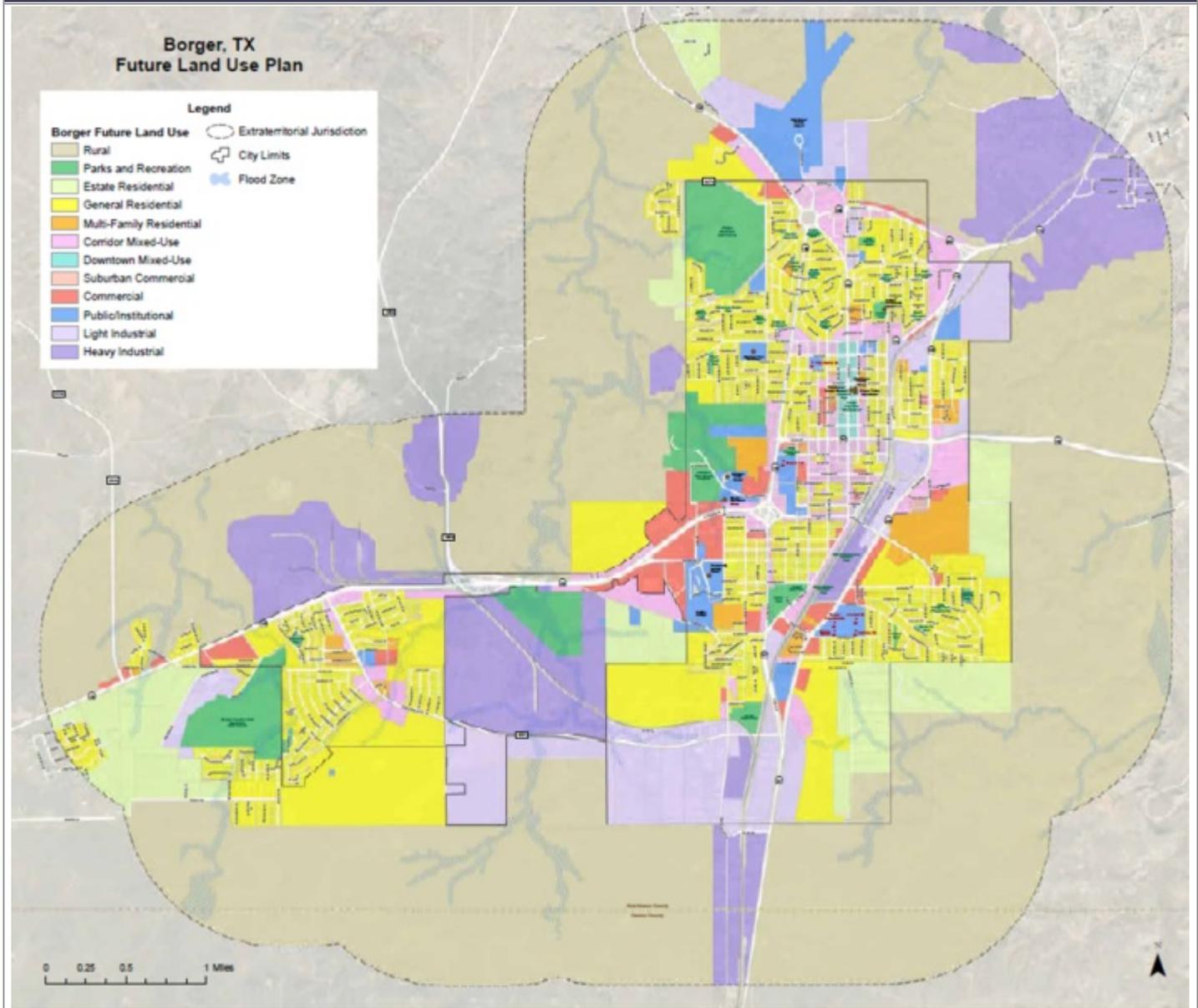
PARKS AND OPEN SPACE

1. Parks should be evenly distributed throughout the city and include larger community parks and smaller neighborhood parks.
2. Pedestrian connections should be provided between parks, schools, residential areas, and employment centers.
3. Parks are a desirable use for floodplain areas.
4. Parks and open space should be used to buffer incompatible land uses.
5. Natural features should be used as buffers or preserved open space between or around developed areas.
6. Community attractions that draw many external visitors should be in locations with good regional transportation access and visibility.

COMMUNITY FACILITIES

1. Community facilities should be located in easily accessible areas within the community.
2. Community facilities, depending on their scale and level of activity, should be located adjacent to thoroughfares or collector streets to accommodate traffic.
3. Community facilities should be well buffered from nearby residential areas.
4. The downtown area should continue to be enhanced as a preferred location for civic, cultural, entertainment, and tourism activities.

FUTURE LAND USE MAP



CHAPTER 3 GROWTH CAPACITY AND TRANSPORTATION

INTRODUCTION



This plan section focuses on the utility infrastructure, public safety services, community facility and transportation needs of Borger in the decades ahead. Infrastructure investment, capacity, and maintenance are critical components for Borger to successfully attract and accommodate new population and business growth. Likewise, infrastructure investment and maintenance are equally important to the revitalization of Borger's established neighborhoods and non-residential areas.

Capital investments in public infrastructure such as utilities and streets identify the desired locations for growth and revitalization, help maintain a high quality of life for residents, and create a framework for land development. Local development regulations govern new subdivision activity, provide for the appropriate use of land through zoning, and set minimum standards for the nature and quality of development and/or redevelopment. Effective oversight and management of revitalization depends on solid partnerships with other key public agencies, including Hutchinson County and Borger Independent School District (BISD), among others.

BY THE NUMBERS

8.3 – MILLION GALLONS OF WATER PER DAY AVERAGE DAILY DEMAND

Borger's population would dictate an average daily demand of approximately 1.3 million gallons of water per day (MGD). In actuality, the average daily demand is near 8.3 MGD with a peak flow of roughly 13.2 MGD. The disparity is due to the high level of industry in Borger. Borger's economy depends on the success of the many high water usage industries located in the service area.

100% – RECLAIMED TREATED WASTEWATER IN BORGER

Water conservation is a vital part of water management. Borger is one of only three cities in the Panhandle of Texas with the ability to reclaim (reuse) 100 percent of treated wastewater, approximately 1.2 MGD. This treated wastewater is used by industry, reducing fresh (potable) water demand by an equal amount.

33 – MILLION DOLLARS SPENT BY BORGER ON THE NORTH WEST WELL FIELD PROJECT

In the early 1980s, Borger acquired water rights for what is now named North West Well Field. This acquisition made it possible for Borger to participate and win the expansion for a major employer to the city.

11,985 – LINEAR FEET OF WASTEWATER PIPELINE OF UNKNOWN MATERIAL IN BORGER

Wastewater pipelines in the original parts of Borger date back to the 1920s, with some pipelines constructed even earlier. Many early collection systems utilized concrete pipe, which can degrade to a point of failure or collapse. Approximately 18,155 linear feet of concrete pipe was identified in the collection system. There is an additional 11,985 linear feet of collection pipeline that is of an unknown problematic material. The material could be a type of pipe used during World War II to conserve resources. This pipe is considered substandard for use in today's collection systems.



29 – LIFT STATIONS IN BORGER

Wastewater collection systems typically require lift stations to move wastewater to a treatment plant. Borger's topography necessitates a higher number of lift stations to overcome elevation differences than in areas with few elevation differences. Borger currently has 29 lift stations of varying capacities. This can be considered an above-average number per connection than other cities of Borger's size in the region.

8 – NUMBER OF YEARS BORGER'S WATER TREATMENT PLANT HAS BEEN IDLE

Borger is a member city of the Canadian River Municipal Water Authority (CRMWA). Operational since the early 1960s, CRMWA delivers surface water from Lake Meredith to 11 member cities. In the late 1990s CRMWA began delivering groundwater from sources owned by CRMWA. Receiving surface water and groundwater from this river authority via separated infrastructure allows Borger the unique option of diverting the surface water allocation, without treatment, to industry. For approximately eight years Borger's water treatment plant has been idle for this reason, saving operation, maintenance and personnel costs.

60% – OF ROADWAYS RATED IN FAIR CONDITION IN A RECENT STREET ASSESSMENT

A 2019 street assessment analyzed a representative 31 miles of the approximate 114 centerline miles of Borger's roadway system. The evaluation indicated that approximately 60 percent of the analyzed roadways were in fair condition (see sidebar - Borger City Street Condition Assessment - 2019).

158 – MOTOR VEHICLE CRASHES IN BORGER IN 2018

There were 158 motor vehicle crashes in Borger in 2018, down from 210 in 2017 and 211 in 2016. The "heat map" shows areas that had multiple motor vehicle crashes in 2018. Locations in red had the most crashes.

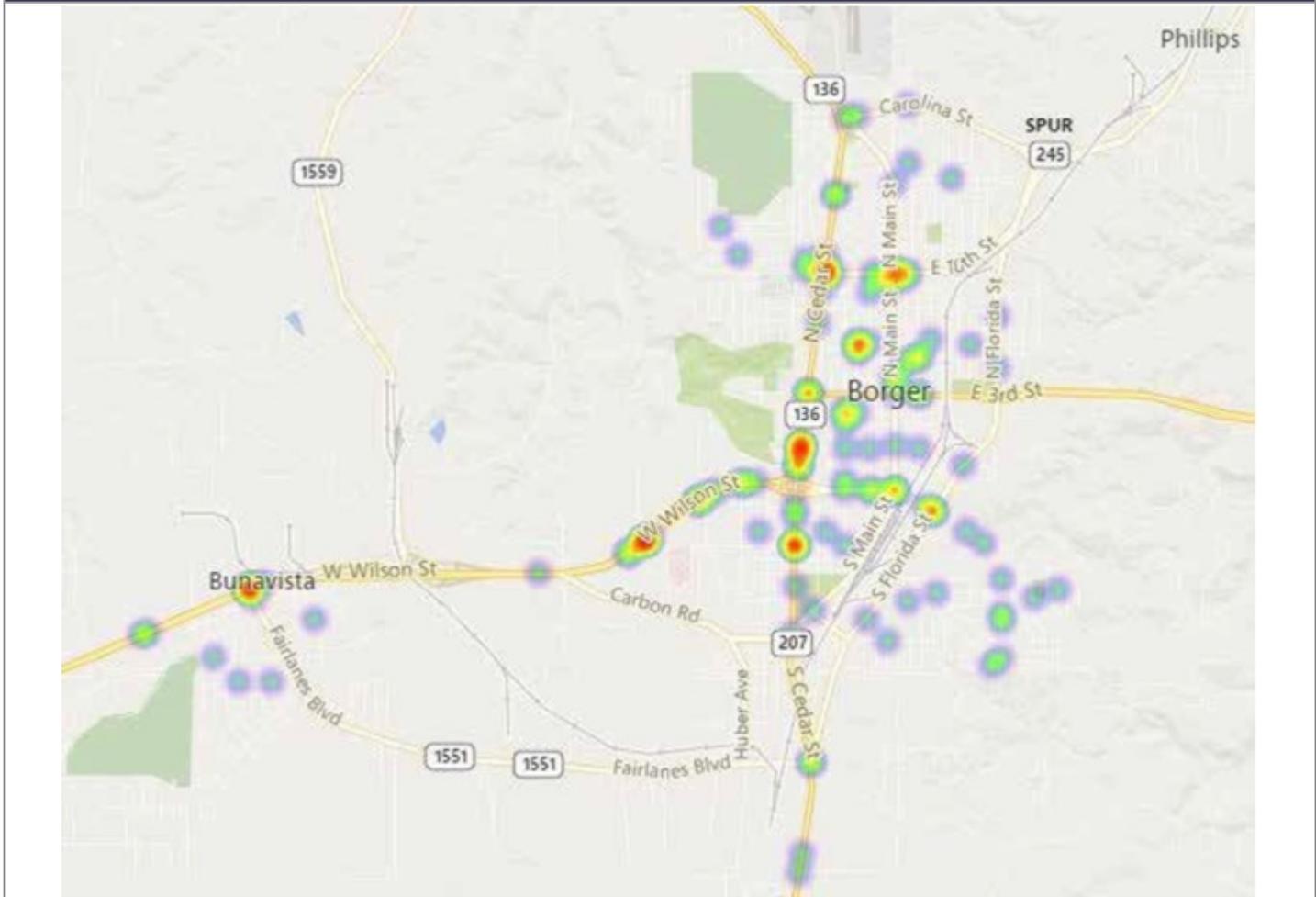
Source: TxDOT CRIS system, 2018

14,620 – HIGHEST AVERAGE ANNUAL DAILY TRAFFIC MEASURED IN 2018

Average Annual Daily Traffic (AADT) remains low throughout Borger, with most roads not experiencing an increase in AADT between 2000 and 2018, and some roads are actually experiencing a decrease in traffic levels. For example, SH 207 just north of the intersection with SH 136 experienced 18,500 AADT in 2000 and 14,620 AADT in 2018. The intersection of SH 136 and SH 207 experienced the highest traffic counts in 2018.

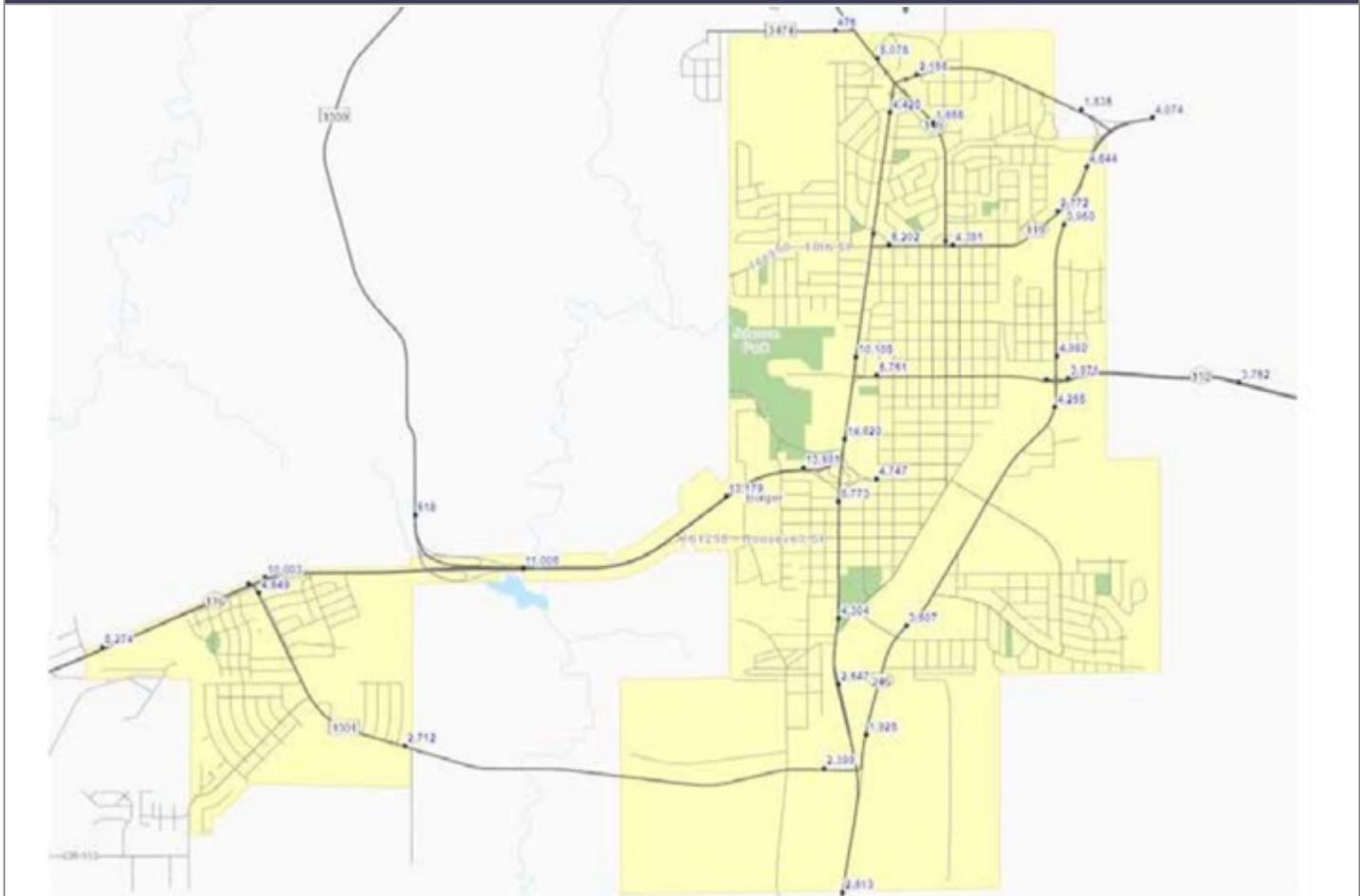
Source: TxDOT Amarillo District 2018 AADT counts

CITY OF BORGER 2018 MOTOR VEHICLE CRASHES HEAT MAP



Source: TxDOT CRIS system, 2018

CITY OF BORGER 2018 DAILY TRAFFIC COUNTS MAP



Source: TxDOT Amarillo District 2018 AADT counts



KEY ISSUES AND CONSIDERATIONS

Two of this plan's 10 Top Strategic Priorities are most relevant to the Growth Capacity and Transportation section of the Comprehensive Plan, along with the specific related issues under each:

SECURING BORGER'S LONG-RANGE WATER SUPPLY, ESPECIALLY FOR INDUSTRY NEEDS.

The City of Borger has had significant accomplishments on this front in recent years but must always maintain this existential focus in its part of the world, and with an economic base that is dependent on abundant water.

INVESTING IN ONGOING REPAIR AND UPGRADES TO BORGER'S AGING INFRASTRUCTURE.

Like any relatively mature city with extensive previously developed areas, Borger has a substantial "physical plant" to maintain in terms of streets, water and wastewater systems, storm drainage infrastructure, and other public facilities. The practical and financial challenges are even more significant in a community that has lost population and economic activity, leaving it with existing systems that are underutilized in some areas.

LEGACY OF PAST PLANNING

Recent investments to Borger's utility and transportation systems, and City and educational facilities include:

- Johnson Park improvements (2006);
- North West Well Field (2017);
- Hutchinson County Airport improvements, including the new terminal building, apron, and runway improvements;
- Wastewater collection improvements (2019);
- Austin Street stormwater improvements;
- West 5th Street and West 7th Street stormwater improvements (2019);
- Street Assessment Study (2019);
- Solid waste transfer station improvements (2019);
- West Well Field Study (2019);
- Roosevelt Street improvements;
- Borger Dome Assessment (2019);
- Police Station improvements (2018);
- Fire Station improvements (2018);
- Municipal Court improvements (2018);
- Borger High School and football stadium improvements (2019);
- Borger Middle School improvements (2019); and
- Downtown Revitalization Grant application (2019).

FRAMEWORK FOR ACTION

GOALS

1. Well-maintained infrastructure, transportation network, and facilities that serve the needs of Borger residents and businesses while allowing for economic and population growth.
2. Continued and consistent budget and community support for public safety services to maintain responsiveness and levels of service.
3. Long-term financial sustainability of the City, balancing new infrastructure investment needs with reinvestment/ rehabilitation needs of existing developed areas.

The Growth Capacity and Transportation Framework for Action builds off of the plan's 10 Top Strategic Priorities. The Strategic Action Priorities convey tangible actions that will, in the long run, lead to achievement of the goals in this Growth Capacity and Transportation section in line with the plan's Guiding Principles.

STRATEGIC ACTION PRIORITIES

CAPITAL INVESTMENTS

1. Establish a formalized Capital Improvement Program (CIP) process for identifying, prioritizing, and funding essential capital projects. The range of activities to incorporate into the CIP should go beyond street, drainage, and utility infrastructure projects to include parks and trails, City buildings, land and right-of-way/easement acquisition, major vehicle and equipment purchases, and the planning and design studies that are often a precursor to significant initiatives and expenditures. Even aesthetic or tourism-related enhancements such as community gateway treatments, streetscape upgrades along corridors, and installation of wayfinding signage qualify as capital projects. Prioritization factors should include:
 - Immediate public health and safety issues;
 - Improvements dictated by state/federal mandates or as a permit condition;
 - Geographic and/or socioeconomic fairness across the city;
 - Public meetings and input (such as accomplished for this Comprehensive Plan);
 - Input from City staff and/or consultants on technical and financial readiness for particular projects;
 - Inter-departmental working groups, especially to coordinate on sequencing considerations across multiple projects; and
 - Recommendations from City boards/commissions and subcommittees of City Council.
2. Focused implementation of short- to mid-term capital projects, identified and incorporated into a formalized Capital Improvement Program (CIP).
3. Repair, replace, or install new sidewalks, crosswalks, and curb cuts in high pedestrian use areas adjacent to, and leading to and from schools, public buildings, highly utilized parks and other areas with the potential for high sidewalk usage.

SIDEWALKS AND TRAILS

In approaching sidewalks and trails, the first and foremost consideration should be pedestrian safety. A key for a well-utilized sidewalk or trail is that users feel safe while using the facility. Accessibility and routing are also important as these issues are often related, and many pedestrians will consider safety as they choose their routes. Pedestrian facilities are required by federal law to comply with the Americans with Disabilities Act (ADA) and this must be considered in design.

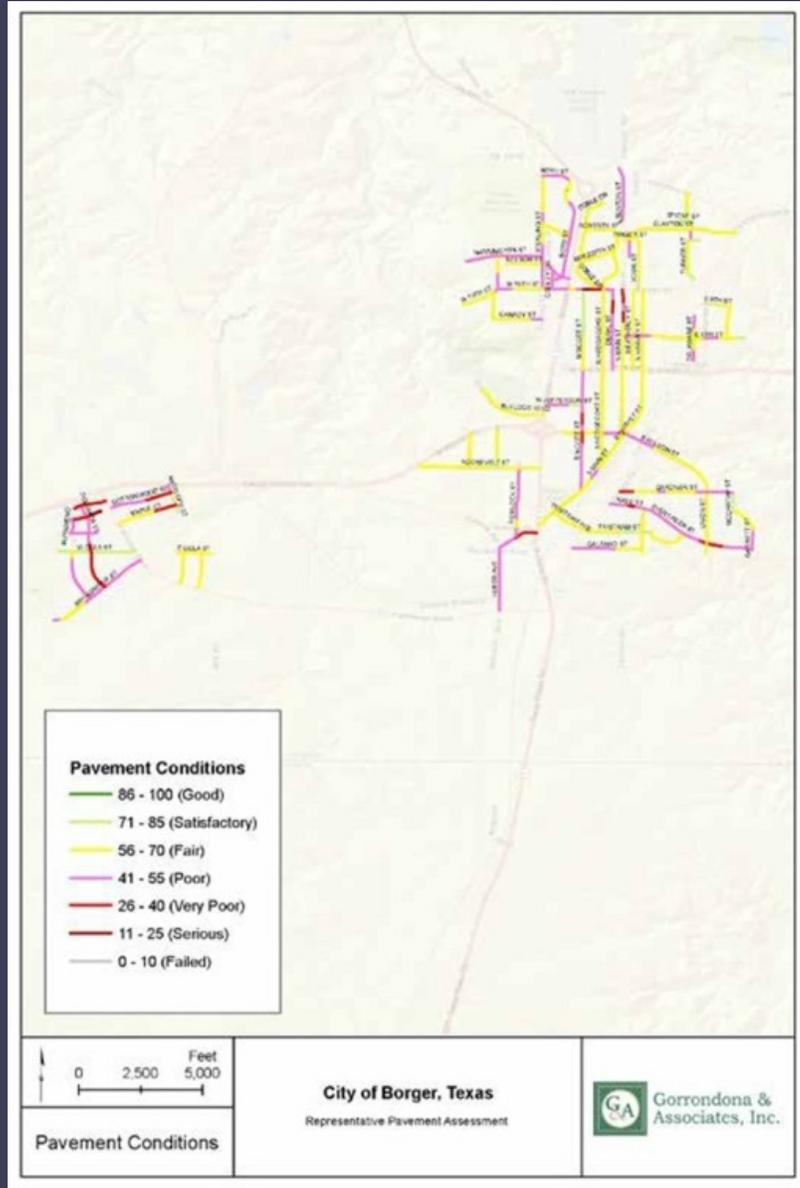
4. Conduct pro-active preventative maintenance on streets and sidewalks and schedule targeted reconstruction in locations with deteriorated street conditions.
 - Complete street assessment for remaining streets in the roadway system that were not included in the 2019 Representative Street Assessment.
 - Conduct any needed traffic count studies to further prioritize roadway improvements.
 - Transparently prioritize street repair projects and incorporate into a formalized Capital Improvement Program (CIP).
 - The prioritization of street repairs should be based on the results of the street condition inventory and traffic counts, with roadways currently ranked "fair" receiving priority to prevent these roadways from slipping into an unacceptable condition.

BORGER CITY STREET CONDITION ASSESSMENT - 2019

The City of Borger owns and maintains approximately 114 miles of existing roads. In 2019 the City of Borger retained consultants Parkhill, Smith & Cooper, Inc. (re-branded as Parkhill) and Gorrondona & Associates, Inc. to perform an assessment of a representative sample (31 miles) of the existing roadway system. Representative roadways are intended to be used to categorize other roadways in planning for improvement projects. This cost-saving method helped to expedite the study.

The team utilized a methodology that incorporated sophisticated technology such as lasers, photographic imagery, and software to produce data that represented actual field conditions. This data was reviewed by trained professionals to determine a Pavement Condition Index (PCI) of surveyed pavement.

Approximately 60 percent of the analyzed roadways were found to be in fair condition. However, with an average PCI of 57, this ranking borders on a classification of "poor". The poor category begins with the PCI number of 55. While the initial impulse is to concentrate efforts on improving roadways ranked poor or less, roadways ranked as "fair" should be given priority. Improving roadways ranked in fair condition to achieve a category of satisfactory or good will prove more efficient and economical. Less resources are needed to improve a roadway in fair condition than one ranked poor or failed.



PROGRAMS AND INITIATIVES

- Expand water conservation education efforts for residents, in alignment with the Panhandle Regional Water Plan.
- Work to expand Borger's voluntary cell phone registry for emergency notifications of residents.
- Continue funding support to maintain high-quality public safety services, including staff levels, facilities, and equipment at an adequate level to maintain public safety.

- Maintain the Borger Fire Department's Insurance Service Office (ISO) rating of 2, while continuing to strive towards the coveted 1 rating (on a scale of 1 to 10).
- Periodically review the feasibility of having the Borger Police Department apply for recognition or accreditation through a law enforcement best practices recognition program.

8. Continue Firewise education efforts of the Borger Fire Department to reduce the risk of wildfires.

REGULATIONS AND STANDARDS

9. Evaluate the potential to include provisions in the City's development ordinances and standards to incentivize "green" practices for ongoing operations and maintenance that reduce water and energy use, stormwater runoff, and wastewater and solid waste generation.

10. Require or create incentives for the use of "Firewise" landscaping techniques and materials on private development sites.

11. Keep abreast of State level changes in annexation law (see sidebar). Continue to entertain and/or solicit owner- initiated annexations in areas that further City goals and/or pursue development agreements that address service provision, compliance with City development and building codes and standards, and potential cost- sharing arrangements. The City should not extend City utility infrastructure or other City services into the extraterritorial jurisdiction (ETJ) without requiring annexation as a condition of such service provision.



FIREWISE INITIATIVE

The City of Borger became the first city to receive national recognition as Firewise in the United States in 2009. Firewise models focus on how to help protect your home and increase resiliency from wildfires. The City of Borger works year- round reducing fuels and taking action to deter the threat of wildfires.



PARTNERSHIPS AND COORDINATION

12. Continue emergency management coordination with local and regional partners, including continued participation on the Panhandle Regional Emergency Management Advisory Committee.

13. Continue active partnership and dialogue with the Texas Department of Transportation (TxDOT) to ensure that TxDOT projects and roadways reflect the City's desires and needs.

14. Actively participate during regional transportation planning and funding processes to secure transportation funding and advance transportation projects. Borger is located within the planning area of the Panhandle Rural Transportation Planning Organization (PRPO). Borger currently serves on the PRPO Governing Board/Advisory Committee.



15. Utilize PRPO planning processes, including any future updates to the 2011 Panhandle Regional Transportation Plan, to evaluate how well the Panhandle Transit demand- response system (City of Borger service area) is meeting the needs of residents utilizing the service.

16. Continue to pursue all options for water rights procurement, which may include partnering with other public and/or private entities.

17. Coordinate with Hutchinson County to promote the Hutchinson County Airport as a strategic asset for Borger given its proximity to the city.



18. Seek participation from local industry for the proposed re-purposing of the Borger Dome into a Civic Center. Explore with local industry what uses and features they would like to have available in the new Civic Center (such as specialized safety training or meeting space) and if financial or other partnerships may be possible.
19. Continue regional water coordination and planning with the Panhandle Regional Water Planning Group.

MORE TARGETED PLANNING/ STUDY

20. Conduct water rights planning. Securing the next large water rights is vitally important for Borger's industrial economy. Following acquisition or lease of such a holding, a master plan for developing the water rights is needed. This plan should examine how to properly size and locate infrastructure.
21. Determine the condition of the surface water treatment plant and identify any needed improvements. Given the plant's long period of idleness (eight years as of 2019), and recent changes in surface water treatment rules, an assessment of the plant's condition and capabilities is necessary. The assessment should examine options for potential future use, including potential adaptive reuse of the existing structures.
22. Complete a utility planning study for the wastewater system to assess the condition of wastewater lines, lift stations, and other wastewater infrastructure and identify any needed improvements.
23. Undertake master plans for City departments and facilities, including the Fire and Police Departments. Master plan findings and recommendations are an essential input to a City's multi-year capital improvements planning and programming, as well as related grant pursuits that can leverage limited local dollars with external funding sources.

CURRENT STATE OF ANNEXATION IN TEXAS

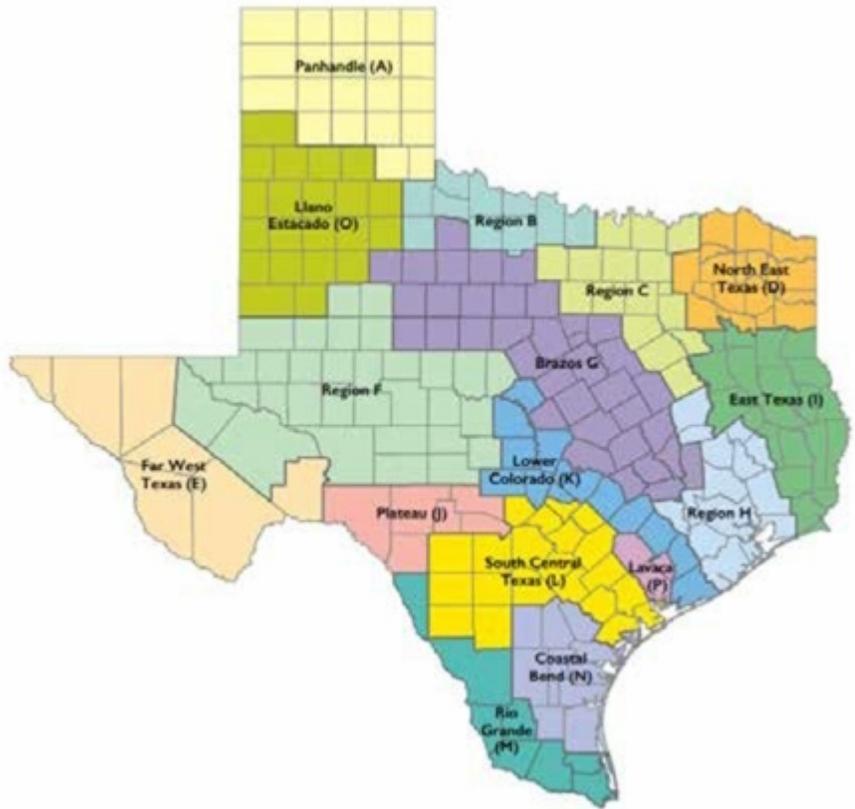
HB 347, effective as of May 24, 2019, effectively eliminated most unilateral annexations by any city, regardless of population or location. Specifically, the bill:

- Eliminates the distinction between Tier 1 and Tier 2 cities and counties created by SB 6 (2017).
- Eliminates existing annexation authority that applied to Tier 1 cities and makes most annexations subject to the three consent annexation procedures created by SB 6 (2017), which allow for annexation: (a) on request of each owner of the land; (b) of an area with a population of less than 200 by petition of voters and, if required, owners in the area; and (c) of an area with a population of at least 200 by election of voters and, if required, petition of landowners.
- Authorizes certain narrowly-defined types of annexation (e.g., city-owned airports, navigable streams, etc.) to continue using a service plan, notice, and hearing annexation procedure.

PANHANDLE REGIONAL WATER PLANNING GROUP

The Texas Water Development Board has divided the state into 16 regional water planning areas. Borger is located within what is known as the Panhandle (A) Regional Water Planning Area. Each regional water planning area is responsible for identifying water supply needs and projects for their planning area.

Source: panhandlewater.org



24. Conduct a master stormwater system study. Neither the overall condition nor the linear footage of the stormwater collection system is known at this time. The study will identify the location and condition of the current system assets and identify improvements made necessary by planned developments. Upon completion of the stormwater system study, track metrics of implementation of identified need projects.
25. Coordinate with Hutchinson County and the Emergency Preparedness Division of the Panhandle Regional Planning Commission to ensure the Hutchinson County Hazard Mitigation Plan is kept up to date and ensuring eligibility for Federal Emergency Management Agency (FEMA) Hazard Mitigation grants.

SECURING FUTURE WATER RIGHTS

Securing future water rights may be the single most important infrastructure improvement needed for Borger. Given the exceptionally high demand by industry, water is integrally connected with Borger's economic success. A study of one of Borger's smaller leased well fields is underway to determine its viability for groundwater. Discussions regarding options available for acquisition of other larger, more viable water rights are being considered. This addition would provide water for future growth and serve to replace areas of existing water rights that may become depleted beyond continued practical use.

CHAPTER 4 HOUSING AND NEIGHBORHOODS

INTRODUCTION



Borger's long-term future as a viable community is inextricably tied to the condition and availability of its housing resources. As Borger plans for the future, the quality, affordability, and selection of housing options will directly influence the City's ability to recruit and retain residents. Housing availability is a challenge for many smaller communities in the Panhandle region, which have experienced low rates of new home construction in recent decades. With the nearby (and more lucrative) Amarillo housing market, it is difficult to attract developers to build in Borger and other Panhandle communities.

Having a diverse stock of housing - new and old, large and small - is instrumental in offering choice and providing for the individual needs of all households, regardless of economic status. In addition to tackling the challenge of addressing future housing needs, Borger must also work to sustain and improve the condition of housing in existing neighborhoods. The purpose of this plan element is to identify strategies to ensure that Borger meets its existing and future housing needs through the provision of high-quality, attainable, and diverse housing offerings within safe, livable, and attractive neighborhood environments.



BY THE NUMBERS

184 - APPROXIMATE NUMBER OF HOMES VACANT, ADJUDICATED, OR DEMOLISHED SINCE 2016

Since 2016, the City of Borger has reviewed over 180 residential properties that were either vacant or in disrepair. The majority of these properties end up under the ownership of the City or Hutchinson County and demolished as these homes are no longer habitable.

18 – REIMAGINED DUMPSTERS

Each year regular trash dumpsters will become works of art through the Make Borger Beautiful Dumpster Art program.

99 – REMODELING PERMITS

The City issued 99 such permits in 2018, accounting for 23 percent of all permits in 2018. There were an additional 50 new building permits (12 percent of all permits), with the remaining permits being for plumbing, signage, mechanical and electrical.

60 – ABATED STRUCTURES

According to the 2019-2020 adopted budget, the Building Standards Division is projecting that 60 substandard buildings and 20 structures will become new cases in the current budget year.

KEY ISSUES AND CONSIDERATIONS

Three of this plan's 10 Top Strategic Priorities are most relevant to the Housing and Neighborhoods portion of the Comprehensive Plan, along with the specific related issues under each:

SPURRING CONSTRUCTION OF NEW MARKET-RATE OWNERSHIP AND RENTAL HOUSING OPTIONS.

Perhaps more than any strategic priority, the lack of contemporary and attainably priced housing in Borger was cited as the greatest obstacle to getting more people to consider living in the community. Along with the market supply and demand factors this plan element will consider, the need to ensure adequate, suitable land for viable residential development was also frequently noted.

MAINTAINING NEIGHBORHOOD INTEGRITY AND BORGER'S OLDER HOUSING STOCK.

Along with an emphasis on new construction, Borger also must remain focused on its ongoing efforts to remove deteriorated structures from neighborhoods, along with other steps to maintain property values and prevent a general state of decline in at-risk areas. Some of those who own and occupy the city's oldest homes will likely also need assistance with maintenance and repairs.

ATTRACTING AND RETAINING YOUNGER FAMILIES, WORKERS AND TALENT IN BORGER.

As emphasized above, this is "Job 1" for the City and its many public and private partners. In particular, this infusion is crucial to boost the residential rooftops and income levels needed to support a more vibrant retail sector, as well as to support Borger's public schools.

LEGACY OF PAST PLANNING

Recent investments in Borger neighborhoods by the City include:

- Installed and implemented MyGov online permitting/ contractor registration platform for use by Planning and Development Department and Code Enforcement.
- Updated the New Commercial Building permit and plat of subdivision review processes.
- Increased code enforcement communication, including new online violation reporting tool "Report a Concern."

FRAMEWORK FOR ACTION

GOALS

1. An increased supply of market-rate ownership and rental housing opportunities within the city, allowing Borger's population to grow.
2. Well-maintained existing housing stock that provides safe and quality housing options.
3. An improved visual appearance of the city, with unsafe and dilapidated housing repaired or removed.
4. An increase in housing variety and price points, spurred by new development and redevelopment.

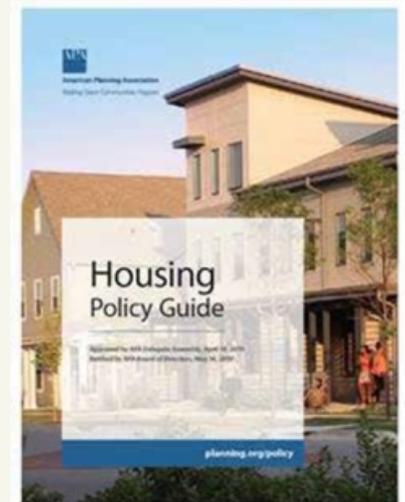
The Housing and Neighborhoods Framework for Action builds off of the plan's 10 Strategic Priorities. The Strategic Action Priorities convey tangible actions that will, in the long run, lead to achievement of the goals in this Housing and Neighborhoods section in line with the plan's Guiding Principles.

HOUSING POLICY OPTIONS

Borger is not alone in its housing challenges. Many communities across the nation are grappling with housing affordability, housing production, and changing housing needs. The American Planning Association (APA) publishes policy guides on a range of planning issues. The policy guides lay out principles of good planning and are used by both

APA and planners across the country to advocate for the adopted positions and principles contained within the guides. Keeping abreast of national trends and best practices can help Borger position itself to take advantage of resources as they become available. The new 2019 APA Housing Policy Guide contains the following five high-level policy positions:

- **Position 1:** Modernize state and local laws to ensure housing opportunities are available, accessible, and affordable to all.
- **Position 2:** Preserve existing housing to maintain the quality and overall supply of affordable housing.
- **Position 3:** Encourage environmental sustainability and resiliency as critical elements of housing availability and affordability.
- **Position 4:** Ensure that public and private finance keeps pace and innovates to support increased housing availability and affordability.
- **Position 5:** Support funding and program flexibility to provide services, shelters, and permanent supportive housing for people experiencing homelessness, veterans, immigrants, and the formerly incarcerated.



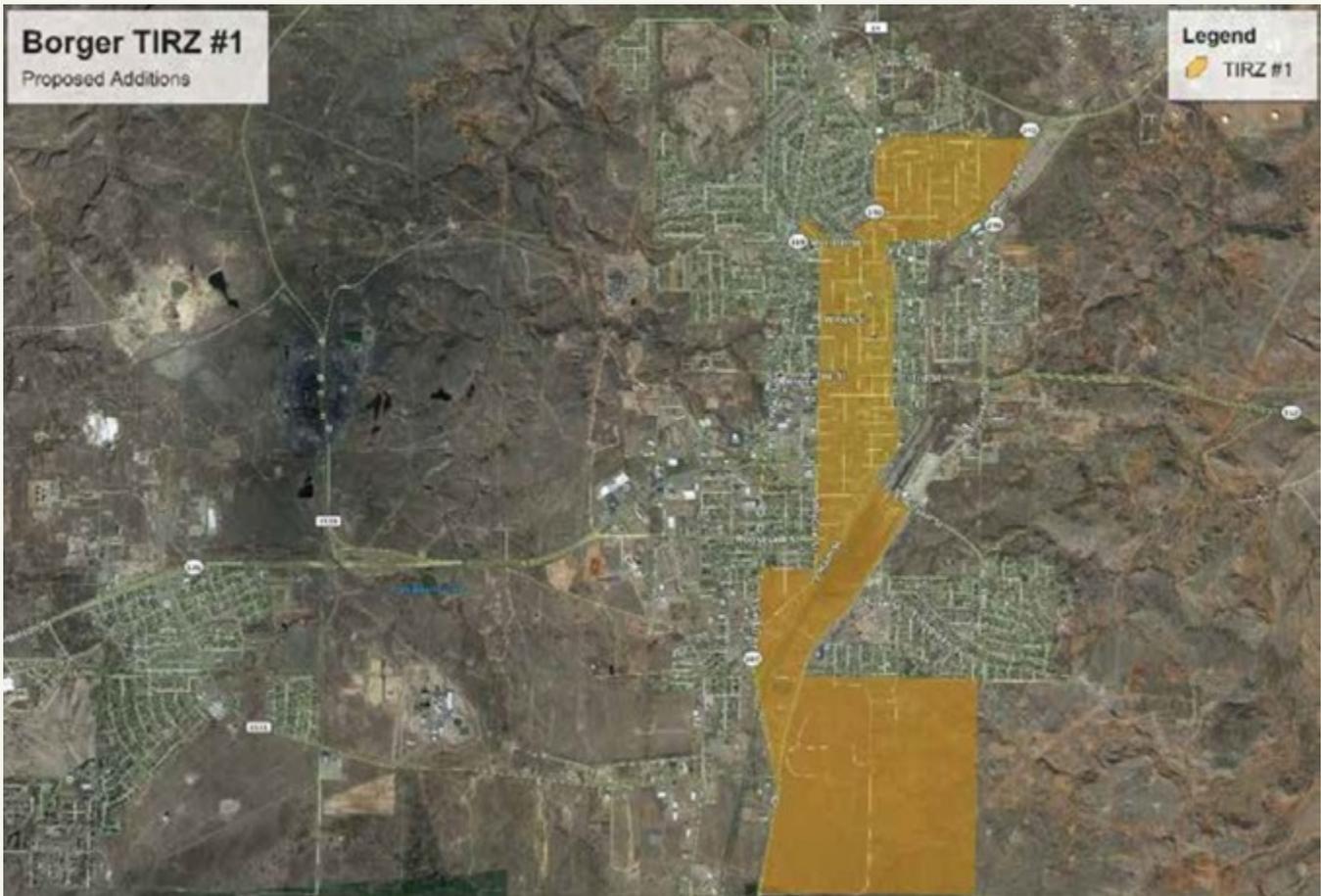
STRATEGIC ACTION PRIORITIES

CAPITAL INVESTMENTS

1. Focus infrastructure improvements in the recommended Capital Improvements Program near sites identified as prime redevelopment opportunities.
 - Utilize the completed and proposed infrastructure studies referenced in [CHAPTER 3, Growth Capacity and Transportation](#), to identify development/ redevelopment sites that require the least amount of infrastructure investment to promote lower cost development opportunities.

2. As new revenues become available through the newly established Tax Increment Reinvestment Zone (TIRZ), continue to flesh out the high-level projects contained in the TIRZ Project and Financing Plan.
 - As detailed in the TIRZ #1 Project and Financing Plan, "The southern approach represents the best area for new residential development within the City. However, this area lacks basic infrastructure that creates barriers for potential developers. The ability to offset the cost or assist with the development of roads and utility service will be needed to spur and attract new residential development." The TIRZ funding can support these capital projects.
 - Use the "Annual Report by Municipality or County" required per Texas Tax Code 311.016 to monitor the amount of new increment generated within TIRZ #1 and prioritize necessary capital investments within the TIRZ. Track these capital investments within the broader CIP to ensure consistency with all City priorities.

MAP OF CITY OF BORGER TIRZ #1



PROGRAMS AND INITIATIVES

3. Increase code compliance education efforts geared toward homeowners, landlords, and property owners focused on both resources available and legal responsibilities.
 - Continue production of the "Know Your Code" video series to educate property owners about code compliance responsibilities.
 - Add information to currently blank portions of the City code enforcement website (Dangerous Buildings, High Weeds and Grass, Litter and Trash Debris, and Outdoor Storage). Consider adding direct links to the applicable Code of Ordinances sections on the website as well.
 - Produce materials for homeowners detailing homeowner versus City maintenance responsibilities. Materials should include resources available for those who may need assistance in meeting their responsibilities, such as Operation Facelift.
 - Work with landlords to ensure they understand maintenance responsibilities and that they are held to code compliance standards set by the City.
 - Ensure homeowners, tenants, and landlords are aware of resources available through various state and federal programs, such as weatherization programs to improve energy efficiency.
 - Continue implementation of property maintenance strategies identified in the Make Borger Beautiful 2019 Strategic Plan.
4. Continue Neighborhood Beautification projects spearheaded by the Make Borger Beautiful initiative, including Yard of the Month and Dumpster Art programs.
5. Continue active code compliance efforts with a focus on measurable results.
 - Produce an annual report on the status of substandard and vacant buildings and code compliance violations in conjunction with the Building Standards Commission.
 - Include information about Operation Facelift results in the City's Annual Report.

HOUSING MARKET DEMAND AND PUBLIC ACTION

On the demand side of the housing market, any public action must be aimed at making a home purchase viable upfront and in the early years of ownership (e.g., down payment assistance, property tax relief, utility assistance, payment of Homeowner Association fees, etc.), especially for first-time home buyers.

HOUSING MARKET SUPPLY AND PUBLIC ACTION

In general, any potential public action must be aimed at reducing upfront development costs while still ensuring that expectations for quality dwellings, neighborhoods, and amenities are not lowered. For municipal governments themselves – or entities they establish to engage and collaborate with the private real estate and development communities (e.g., non-profit development corporations) – some options are "at arm's length" (e.g., tax or other financial incentives, cost-sharing arrangements for utility infrastructure and/or streets, etc.) while other strategies require very direct involvement (e.g., land acquisition/assembly, direct provision of street or utility infrastructure, neighborhood park improvements, etc.). Some Texas cities have extended the use of Public Improvement Districts (PIDs) to new residential development, enabling private development to deliver new, desirable housing units at a lower price point. Establishment of a Neighborhood Empowerment Zone (NEZ) is another tool that can be utilized to incentivize infill development.

- Provide adequate funding for the Building Standards Commission to order repairs/demolitions with a prioritization for properties that pose hazards to life, health, or safety.
6. Expand focus on homeownership resources. Advertise homeownership programs (federal, state, etc.) with information about available resources for first-time home buyers, loan programs, down payment assistance programs, and other resources. Explore development of community partnerships that can offer financial education programs for first-time home buyers.

MAKE BORGER BEAUTIFUL - DUMPSTER ART



MAKE BORGER BEAUTIFUL 2019 STRATEGIC PLAN

The Make Borger Beautiful Strategic Plan's Self-Compliance Code Violations and Rental Property Maintenance Section includes the following goal and proposed actions:

Goal: Increase self-compliance of property maintenance (buildings and grounds).

Actions:

- Public education and awareness of the code of residential property ordinances;
- Flyer in water bill;
- Printed material on code enforcement with examples and layman's terminology;
- Beauty spot of the month in collaboration with Chamber of Commerce;
- Video productions for public awareness;
- Promote Operation Facelift program; and
- Social Media campaign.



7. Attract a broad range of residential developers to build within the city. Borger currently has a limited number of developers that have pursued development of new housing within the city.
- Seek and arrange information meetings with a range of developers to provide them information about Borger's development process.
 - Prepare information to make available on the City's website, with specific information available for prospective buyers/renters and for prospective builders. The information should detail both the process and provide prospective buyers/renters with information on resources to find housing (whether through local realtors, online listings, etc.).
 - Work with local employers to summarize how many new employees are brought to Borger on an annual basis to showcase demand to regional developers.

- Use GIS to maintain an inventory of vacant properties that are City-owned and available for development. This property inventory should be marketed on the City website in conjunction with information on any incentive and assistance programs for residential development.
- Create GIS maps highlighting infill and greenfield residential development opportunities, in conjunction with the inventory of available properties.
- Coordinate with the Chamber of Commerce and/or Borger Economic Development Corporation (BEDC) to add housing links to websites.

REGULATIONS AND STANDARDS

8. Review development regulations to pinpoint potential ways to streamline the development process and ensure that City permitting and approval processes do not unnecessarily hinder development and promote variety in housing types. Ensure the development process is easy to understand, transparent, and results in desired outcomes.
 - Review development regulations to ensure existing, stable neighborhoods are protected.
 - Update development, zoning, and subdivision regulations to ensure consistency with the Comprehensive Plan.
9. Conduct interviews, roundtable, or focus group with home builders to get feedback on the City's development process and learn what it would take for them to consider home development in Borger.
10. Ensure development regulations allow a variety of housing types, including moderate density housing, accessory dwelling units, and other forms of "missing middle" housing. These housing types can often be developed more quickly and for less than larger multi-family complexes.
11. Explore how to address the issue of comparative property values in Borger resulting in appraisals that traditional bank mortgages will not finance. The BEDC mid-year 2018-2019 report poses the potential solution of the City and/or BEDC offering incentives to share in the cost of lot development.
12. Consider a full range of incentives for new housing development (including market-rate multi-family, rental, and for-sale housing). Incentives may be financial incentives (such as property tax abatements, fee waivers, public infrastructure funding, etc.), use of Chapter 380/381 agreements, non-financial incentives (such as expedited development reviews), or creation of special districts for financing infrastructure and other improvements.
 - Guidelines for any new incentives should be created to clearly define the parameters and outcomes.
 - Incentives should prioritize infill development in areas already served by existing infrastructure and/or development on land owned by the City or other governmental entities. The City should examine the potential for land assembly of City-owned parcels into larger development sites and the potential to sell the sites at below-market prices.
 - Any incentives should be marketed to housing developers, in coordination with the BEDC.



PARTNERSHIPS AND COORDINATION

13. Work with local banks, financial institutions, and corporate employers to create "gap" financing programs to assist eligible buyers to purchase homes within neighborhoods with declining market values.

14. Evaluate, in coordination with not-for-profit and faith-based groups, the potential for the creation of a volunteer program to assist elderly residents, or residents with limited means, with home repairs and property maintenance.
15. Coordinate with employers and the BEDC to address workforce housing issues.
 - Develop a workforce housing task force and partner with local employers to better understand what price points and housing types are desired by their employees (such as high amenity rental housing, mid-range housing, executive level housing, etc.), particularly for those employees who currently work, but do not live, in Borger.
 - Examine the potential to develop a workforce housing incentive policy to assist developers with the infrastructure costs of new housing development.
 - Investigate the feasibility of creating an Employer Assisted Workforce Housing program in which area employers help employees with rent or down payment assistance to live and work in Borger.
16. In conjunction with employers, seek to address the specialized housing demands generated from temporary/ seasonal workers. Temporary housing needs put pressure on the overall rental market. Explore with employers the housing needs of these workers and potential strategies to address these needs, including proactively providing temporary housing. Examine best practices and new trends in temporary housing such as modular housing.
17. Continue the work of the Make Borger Beautiful Code Enforcement and Building Standards sub-committee to coordinate with City code enforcement staff to develop programs and outreach to the community, and work to improve voluntary compliance with code enforcement and building standard regulations.
18. Continue active participation in the Panhandle Regional Planning Commission's economic development planning processes, which recognize the local housing challenges faced by the communities outside of Amarillo.

MORE TARGETED PLANNING/ STUDY

19. Upon completion of the BEDC Housing Study, coordinate to implement recommendations under the City's purview. Make the completed Housing Study available on the City's website.

2019 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs)

The 2019 CEDs, prepared by the Panhandle Regional Planning Commission (PRPC), notes that the Panhandle is facing a critical housing shortage for middle-class workers, having a direct impact on economic growth. Housing recommendations in the CEDs include:

- Broaden the parameters of the U.S. Department of Agriculture programs to allow truly moderate income families to be accommodated with housing assistance in an effort to enable rural communities to meet the housing needs associated with economic development.
- Increase rural funding assistance for infrastructure improvement through programs like the Community Development Block Grant program to enable communities to update aging infrastructure to accommodate population and business growth.
- Provide statutory and financial incentives to developers who build subdivisions in rural economically distressed counties.

While some of the housing recommendations within the CEDs are beyond the control of a single local government, remaining actively involved with the PRPC will allow Borger to have a voice at the table.

FINANCING ASSISTANCE

During public engagement activities, several comments were made that existing and potential residents have trouble obtaining financing for new mortgages and home improvement loans due to declining or lower than market values of residential neighborhoods. Cities in the United States facing similar circumstances have turned to creative partnerships and financing programs to help alleviate the low appraisal issue.

Example: Detroit Home Mortgage

3 WAYS TO USE DETROIT HOME MORTGAGE

- BUY A MOVE-IN-READY HOME**
Increase your negotiating power with the ability to finance up to \$75,000 above appraised value.
- BUY AND RENOVATE A HOME**
Customize your new home without draining your savings.
- REFINANCE AND RENOVATE YOUR HOME**
Repair or upgrade your home with improvements.

DETROIT HOME MORTGAGE
WWW.DETROITHOMEMORTGAGE.ORG

Detroit Home Mortgage is a partnership between the Community Reinvestment Fund, USA (CRF), The Kresge Foundation and Ford Foundation, the City of Detroit, Michigan State Housing Development Authority (MSHDA), nonprofits, participating banks, and other committed financial investors. This partnership makes up for the currently low property values by allowing potential homebuyers to borrow up to \$75,000 more than the home's current appraised value.

The partnership is led by CRF, a national nonprofit community development financial institution who handles the day to day

responsibilities. The program relies on financial guarantees that are backed by the Ford and Kresge foundations that create a pool of \$75 million for first mortgages. The goals of the program are two-fold:

1. Supply qualified buyers with the loan needed to finance their purchase.
2. Raise home values throughout the neighborhood.

These financing options are not limited to homebuyers. Funds are also available for home renovations directly, or to obtain a larger home improvement loan.

Source: <http://www.detroithomemortgage.org>

NEIGHBORHOOD REVITALIZATION

Revitalization of existing neighborhoods and commercial corridors within the City of Borger will be an ongoing focus. An example of a successful City-led neighborhood revitalization initiative is the City of Temple, Texas.

The program's approach focuses on collaboration with community partners and building connections between the City's Code Compliance, Neighborhood Services and Community Development programs.



Resources of the program include:

Temple Tool Library – The Tool Library provides residents access to tools to maintain and improve their homes by offering a "lending library" of tools. Through a no cost membership, Temple residents can borrow tools that may otherwise be too costly for residents to purchase.

Temple Tool Box – The Team Up to Clean Up Program equips volunteer groups with the tools they need to host neighborhood clean-up events. The Temple Tool Box is a trailer filled with tools and supplies that is loaned to community groups and neighborhoods to conduct targeted clean up events and revitalization projects. A dumpster for debris removal is also available.



EMPLOYER ASSISTED HOUSING

Employer Assisted Workforce Housing programs are an employee benefit that employers have been using to help retain their workforce and help provide affordable living solutions. At its core, this type of program is a direct financial benefit available for a company's employees. Indirectly, the unavailability of quality housing close to the employer's physical location creates difficulties for employers to attract quality employees. By offering housing benefits, employers are able to set themselves apart from their competitors, improving their competitive position.

In the City of Borger, this may also encourage new employees to live in Borger as opposed to commuting. Employer assisted housing is not just for the employees. Employer-assisted housing programs help build employee loyalty and increase productivity through improved morale, an enhanced employee work/life balance, and decreased absenteeism. Increased retention saves companies money by reducing costs associated with losing employees such as lost revenue, productivity, and expenses related to hiring and training new employees.

Source: <https://www.fels.upenn.edu/recap/posts/1570>

Employer Assisted Housing Program Example: University of Chicago

The University of Chicago's Employer Assisted Housing Program showcases how this type of program is potentially structured. Their program provides down payment assistance and has assisted more than 240 employees since the program's inception in 2003.

To qualify, applicants must be full-time employees of the University of Chicago and have passed their probationary period. Applicants must be purchasing or renting a home within one of the nine neighborhoods that surround the University's campus. The program has eligibility requirements that can be tailored to any community's needs. The following chart (for illustrative purposes) details the eligibility requirements and amount of assistance available to University of Chicago employees.

Determine Your Eligibility to Purchase by Neighborhood	Woodlawn Focus Area	Douglas, Grand Boulevard, Greater Grand Crossing, North Kenwood, Oakland, South Shore, Washington Park, and Woodlawn outside of Focus Area	Hyde Park/South Kenwood*	Determine Your Eligibility to Purchase in Hyde Park/South Kenwood*	
				Household Size	Maximum Income Eligibility Requirements
Down Payment Assistance Amount	\$10,000	\$5,000	\$2,500	1	\$63,840
First-Time Homeowners	Eligible	Eligible	Eligible	2	\$72,960
Current Homeowners: Outside 9 Neighborhoods	Eligible	Eligible	Not Eligible	3	\$82,080
Current Homeowners: Within 9 Neighborhoods†	Eligible	Not Eligible	Not Eligible	4	\$91,200
				5	\$98,520
				6	\$105,840
				7	\$113,160
				8	\$120,480

*Household income must be 120 percent or less than the area median income (AMI). See adjacent table.
 †Existing Woodlawn Focus Area homeowners not eligible.

Source: Illinois Housing Development Authority
 Note: Income limits are subject to change annually.

Source: https://humanresources.uchicago.edu/benefits/retirefinancial/EAHP-FAQ_final_11%2030%2015.pdf

CHAPTER 5 ECONOMIC DEVELOPMENT

INTRODUCTION



The City of Borger has an interesting and symbiotic history with industry. The City originated with the discovery of oil, and related businesses and industries came almost overnight to find and extract this valuable commodity. Along with the prosperous oil industry, support businesses created more jobs and further increases in population. Similar to other industry towns, Borger has seen large corporate consolidations and a shift from exploration and production to refining reduce the number of oil-related jobs in the area. The loss of industrial jobs has resulted in population decline which negatively impacted local support businesses, retailers, residential neighborhood stability, and revenues.

Borger has become motivated, as have other small towns in a similar position, to take control of its destiny. In the search for an approach to bring businesses and residents back, City leaders have shown the capacity to lean into new ideas, innovate, and test new economic development strategies such as the recent Agrium (now Nutrien) expansion. Continued innovation is essential to successful economic development programs and Borger's future. As it strives to create a new image, Borger will focus efforts on becoming a city where large and small businesses flourish.

ECONOMIC DEVELOPMENT DEFINED

The core of all economic development programs is to attract and retain businesses, create jobs, stabilize the local tax base, and enhance local quality of life.

To achieve these goals, economic development programs encompass a wide range of activities:

- Business recruitment;
- Marketing and branding;
- Small business development;
- Economic gardening (a data-centric approach to identifying and assisting local high-growth companies);
- Incentivization;
- Workforce development;
- Cultural tourism (e.g., art, historic, or music districts)
- Expansion assistance; and
- Improved public services;
 - Water and sewer capacity;
 - City services, permitting;
 - Public safety and first responders;
 - Streets; and
 - Administrative processes

BY THE NUMBERS

Economic development is a shared effort between the business community and local municipalities with the mutual benefit of increased activity and revenue.

Businesses base their location decisions on a variety of factors such as existing workforce skills, workforce development programs, education attainment levels, site availability, access to transportation networks, and utility and infrastructure capacity. Retailers also focus on median income, disposable income, population size and density, and spending patterns. Municipal governments have little control over the majority of these factors. However, using this data can help determine where to focus their economic development efforts and incentive policies.

The most effective economic development initiatives focus on unique community strengths and local advantages to businesses locating in their town. These strengths come in a variety of forms such as the provision of infrastructure, identified market opportunities, existing workforce, and leadership's commitment to work with the business community. Borger has the following data points that are worth noting:

13,376 - ESTIMATED 2019 POPULATION

Borger is the largest city in Hutchinson County and located at the intersection of several Texas Department of Transportation (TxDOT) arterial roads. The street network provides easy access to local shopping districts for Borger and nearby residents. However, public engagement activity participants stated that residents will drive approximately 50 minutes to shop at better options in Amarillo. Borger can capitalize on proximity and convenience by creating vibrant local shopping environments.

2% - SALES TAX RATE

The City of Borger has a local two percent sales tax rate. This means that for every \$100 spent at a Borger business inside the City limits, \$2 stays in the City to help pay for emergency services, infrastructure, parks, etc. Beyond direct fiscal benefits, two-thirds of every dollar spent locally stays in the local economy according to studies utilized in American Express's "Shop Small" initiative. Shop local awareness initiatives present an opportunity to encourage area residents and employees to spend at local businesses and potentially increase demand for new stores.

Source: <https://about.americanexpress.com/press-release/anotherreason-to-shop-small-on-small-business-saturday>



59,400 SQUARE FEET – APPROXIMATE DEMAND FOR ADDITIONAL RETAIL BUSINESSES

The City has a retail gap of \$30,456,054 (excluding automobile dealerships). Based on a national sales per square foot average of \$513, there is potential for 59,400 additional square feet of new or d retail space.

Sources: Esri and Infogroup. Esri 2018 Updated Demographics. Esri 2017

Retail MarketPlace. ICSC Industry Insights, U.S. Mall Sales Growth Positive, Let by the West Region October 23, 2018

KEY ISSUES AND KEY CONSIDERATIONS

Five of this plan's 10 Top Strategic Priorities are most relevant to the Economic Development portion of the Comprehensive Plan, along with the specific related issues under each:

SECURING BORGER'S LONG-RANGE WATER SUPPLY, ESPECIALLY FOR INDUSTRY NEEDS.

The City of Borger has had significant accomplishments on this front in recent years but must always maintain this existential focus in its part of the world, and with an economic base that is dependent on abundant water.

ATTRACTING AND RETAINING YOUNGER FAMILIES, WORKERS AND TALENT IN BORGER.

This is "Job 1" for the City and its many public and private partners. In particular, this infusion is crucial to boost the residential rooftops and income levels needed to support a more vibrant retail sector, as well as to support Borger's public schools.

REVITALIZING DOWNTOWN AND HIGH-PROFILE CORRIDORS IN BORGER.

Despite its setbacks, Downtown is clearly dear to those who grew up in or have long lived in Borger. But even among those newer to the area, a definite consensus has emerged that Downtown is the heart of the community – physically, visually and psychologically – and is key to Borger's economic success and its overall sense of well-being. Likewise, residents spoke about the adverse effects on Borger's image and economic development efforts of having vacant and substandard properties, and subpar aesthetic conditions, along some of its major roadways and at main entries into the community.

LEGACY OF PAST PLANNING

Borger officials have demonstrated the willingness to capitalize on economic development opportunities and enhance the City's business climate. More recent examples include:

- The City Council approved the creation of a Tax Increment Reinvestment Zone (TIRZ) in and around downtown Borger. The City has taken an important initial step toward the goal of redeveloping and reinvigorating its downtown as a hub of business and community activity.
- Utilization of Chapter 380 Tax Agreement Incentives similar to the incentive approved for the Wildcatter's bowling alley to redevelop a vacant building.
- Procurement of water rights to supply local industry. (As showcased in the below Nutrien example.)
- The Borger Economic Development Corporation (BEDC) has created the following programs to promote the City to new and existing businesses:
 - The Small Business Incentive Program;
 - Workforce development partnerships with Frank Phillips College for refiner operators licenses and practical nurse (LPN) certificate training programs;
 - Entrepreneurial support services through Leading EDG (a local business support entity); and
 - BEDC Economic Development Strategic Plan: Reports 1 and 2, including identified target industries.



DIVERSIFYING BORGER'S INDUSTRY AND EMPLOYER BASE.

As highlighted in the City's vision statement, Borger holds an enviable position "as the Panhandle's industrial leader." In a global economy, where costs of doing business and quality of place are key drivers of business retention and attraction, Borger needs to ensure its long-term economic resiliency by avoiding over-reliance on a handful of major employers or business types. Adding more local employment options with livable wages is also important for helping lower-income individuals improve their status.

CLARIFYING AND PROJECTING BORGER'S IDENTITY.

Community leaders and residents spoke of the need to project a positive image, even amid challenges, and also stake out a unique niche for Borger's messaging. As part of the City's stepped-up focus on communication and outreach, the "Boomtown" branding has been applied to this process, which will lead to the Boomtown 2040 Comprehensive Plan in mid-2020.

IMPORTANCE OF SMALL BUSINESSES

Traditionally, economic development efforts focus on the "big get" large regional and national job producers. The national fever over the Amazon HQ2 site selection process is an example. These types of opportunities, which are not frequent, spark fierce competition among cities. Unfortunately, smaller communities have difficulty matching the scale of incentives offered by larger communities and expend valuable resources without big payoffs.

According to the U.S. Bureau of Labor Statistics:

"Since 2007, private sector firms have created 7.1 million net jobs; 1.6 million, or 22 percent of this job growth, was contributed by small firms (fewer than 50 employees). Mid-sized firms (50 to 249 employees) were responsible for 2.1 million, or 30 percent. Large firms (250 or more employees) created the remaining 3.4 million, or 48 percent."

Based on these figures, 52 percent of job growth in the U.S. comes from small and mid-sized businesses. All communities should pay more attention to this key growth segment. Especially smaller communities that may realize a higher success rate as there is likely less competition from communities outside of the local region.

Source: U.S. Bureau of Labor Statistics, The Economic Daily.

ECONOMIC DEVELOPMENT SUCCESS STORY

When Nutrien (formerly Agrium) decided to make a \$1 billion expansion to its fertilizer manufacturing operations, the City of Borger stepped in with a new \$33 million water infrastructure project providing additional water to support the expansion. The City used water rights acquired 25 years prior for the North West Well Field to provide this supply. This example highlights the City's willingness to work with existing businesses and create local jobs.



TARGET INDUSTRIES

In 2017, the Mike Barnes Group, Inc. completed a targeted industries report for BEDC and the City. Additionally, BEDC, its Board of Directors, and the City conducted further analysis of Borger's physical assets and talent pool to identify a comprehensive list of target industries. These combined efforts resulted in determining the following sectors as growth targets:

- Heavy industrial manufacturing;
- Petrochemicals;
- Plastics;
- Composite materials;
- Construction machinery manufacturing;
- Other machinery manufacturing;
- Power and communication line and related structures construction;
- Retail trade; and
- Data centers.

The 2017 target industries report, BEDC and the City's analysis, and this comprehensive planning effort's Existing City report show a strong local foundation and trained workforce to support petrochemical, refining, construction, utility, and related support industries.

BEDC, in partnership with the City, has been working on business attraction and expansion efforts to increase the number of jobs in the identified target industry categories. To ensure that no opportunity is lost, these efforts should continue to focus on attracting large national employers, local entrepreneurs, and existing business expansions. The strategic action priorities in this plan section highlight methods for creating an all-encompassing economic development program.

HIGHLIGHT OF CURRENT BUSINESS ATTRACTION EFFORTS

BEDC and the City have taken business attraction efforts to new heights with the creation of the Borger Business Park. They have purchased 120 acres of property on Borger's south side and begun installing utilities to create a "shovel ready" property. This is indicative of the forward-thinking efforts used to attract target industry businesses.

33 MINUTES:
Driving time to Interstate 40

6 MILES:
Distance to Hutchinson County Municipal Airport

48 MILES:
Distance to Rick Husband International Airport

13 LOTS:
13 Lots, ranging in size from 2.7-4.7 Acres can be subdivided or combined to fit your needs.

Utilities at Build Out:
WATER: 2 MGQ TO THIS SITE
GAS BY ONE GAS
ELECTRIC BY XCEL
FIBER OPTIC

Utilities in Place:
8" WATER
8" SEWER



FRAMEWORK FOR ACTION

The Economic Development framework for action builds off of the plan's 10 Top Strategic Priorities. The Strategic Action Priorities convey tangible actions that will, in the long run, lead to achievement of the goals in this Economic Development section in line with the plan's Guiding Principles.

STRATEGIC ACTION PRIORITIES

CAPITAL INVESTMENTS

1. Prioritize infrastructure upgrades and repairs through coordinated land use and infrastructure planning, including up-to-date water, wastewater, and drainage master plans.
 - Assessment of utility deficiencies and needed improvements (street repairs, water and sewer lines, and flood control structures) should be correlated to a multi-year project prioritization and financing process.
 - Essential infrastructure improvements should be targeted in high priority development and infill areas.
 - Create visual enhancements at Borger's primary gateways and along busy arterial routes to improve first-time visitors' initial impression.
 - Continue to secure new water rights to be utilized for attracting new businesses, industries, and residential development.

GOALS

1. An economically resilient business environment that supports the attraction, creation, retention, and expansion of national and local employers to create a stabilized tax base.
2. Shopping districts that encourage area residents and employees to shop and live in the community.
3. Community infrastructure and water rights to service new and expanded industries and support continued economic development.
4. A business climate that encourages entrepreneurs and local business start-ups to serve potential growth markets.
5. A branded city that evokes a distinct and unified image.

PROGRAMS AND INITIATIVES

2. Actively recruit target industries to diversify the employment base.

- Utilize the recommended vacant commercial property inventory to identify properties that are a good fit for target industries.
- Identify target industry professional groups and trade shows to join/attend to market to target industries.
- Utilize branding strategies, infrastructure, and workforce data to create industry specific marketing and recruiting materials.
- Review target industries and determine if there are good candidates to develop local entrepreneurs and create home-grown businesses.

3. Develop a local entrepreneur pipeline.

- Identify local growth markets and under-served business categories. Contractors and carpenters, daycare, and sit-down restaurants were cited during public engagement activities.
- Actively recruit residents and new businesses to utilize the entrepreneur pipeline.
- Develop a referral "match-making" service for all business assistance resources to include: Leading EDG, Amarillo Small Business Development Center, local lending institutions, and mentors.
- Research the feasibility of developing one or more co-working spaces to recruit, train, and identify local entrepreneurs. Food halls, incubator spaces, maker spaces, and farmer's markets are examples of shared workspaces. (See pages 68 and 69 for a more detailed explanation.)
- Determine if these shared workspaces are run by private entities or by local officials.
- Continue to work with Frank Phillips College and Borger ISD to develop entrepreneurial classes and new training programs related to identified target industries.

4. Create a formalized business retention program with partner agencies to regularly "check-in" on existing businesses and discuss ongoing challenges and learn from recent successes.

- Host regular (semi-annual or annual) roundtable meetings with small business owners and representatives of larger employers to gauge Borger's business climate and discover new issues.
- Initiate one-on-one meetings with business owners and regional managers.
- Conduct regular surveys of local businesses in identified target industries.

BUSINESS RETENTION - QUICK FACTS

Business attraction efforts are an important component of an economic development program. However, existing businesses make up a large part of the job creation equation.

According to the International Economic Development Council, it is estimated that it takes eight times the effort (staff time, marketing trips, site tours, etc.) to attract a new business than it takes to retain an existing one. Per the U.S. Bureau of Labor Statistics, 70 percent of new jobs in the U.S. are created by existing businesses. These facts highlight the importance of working with existing companies as an engine for job creation.

Source: Congressional Research Services, Small Business Administration and Job Creation



- Create a data-centric approach to monitor existing business activity. (Example: look for spikes or steep reductions in water usage over a period of time for manufacturing companies.)
- 5. Initiate a community branding program that fosters a positive image for Borger and encourages community pride.
 - Branding can include logos, terminology, color schemes, and descriptions that highlight why Borger is a great place to locate a business.
 - Utilize this brand to raise awareness about the importance of shopping locally and actively market Borger to existing residents and employees.
 - Share these efforts between all partner agencies to recruit national and local business.

REGULATIONS AND STANDARDS

- 6. Update development regulations to encourage infill and revitalization of existing commercial and housing supply.
 - Ensure safe and decent living conditions for all residents and encourage development of new housing stock that adds to the quantity of local "rooftops" in support of commercial businesses and services.
 - A holistic approach to revitalization could include infrastructure rehabilitation, public services, code enforcement, property maintenance assistance, rental property inspection and licensing, housing programs, redevelopment and infill incentives, and special district and financing tools to encourage redevelopment.
 - Rely on the vacant property inventory to identify necessary code changes based on reoccurring issues noted during that effort.

PARTNERSHIPS AND COORDINATION

- 7. Continue to revitalize downtown as a primary shopping, dining, and cultural center of the city.
 - Leverage existing incentive programs and TIRZ #1 to assist with building renovations and beautification efforts.
 - Develop visually pleasing access points to parking lots located east and west of Main Street.
 - Consider recruiting or locating a co-working space in downtown (see examples on pages 68 and 69).
- 8. Develop benchmarks to measure the effectiveness of economic development initiatives.
 - Benchmarks can include a variety of measures. (Examples: new jobs created, new sales taxes generated, and new businesses started.)

MORE TARGETED PLANNING/STUDY

- 9. Maintain an inventory of all vacant commercial building spaces and parcels of land to understand the amount of and assist marketing available commercial property.
 - Identify all commercially and industrially zoned vacant properties and buildings to understand the amount of available space for new/redevelopment (including those not listed for-sale or lease).
 - Consider rezoning certain existing commercial properties, based on the demand for new retail square footage, to "right-size" the amount of commercially available property, potentially freeing land for residential development.
 - Catalog the condition and availability of utilities (water, sewer, electric, gas, and broadband) and building conditions (when applicable) for each available property to determine a "best fit" type of business based on the identified target industries or retail gaps.

- Document any known issues for each site (e.g., environmental contamination, flooding issues, un-buildable slopes, and lack of direct access) that constrain development.
- Determine the properties most "ripe" for development or redevelopment and create incentives to attract business to these specific locations.

RETAIL GAP AND VACANT SPACE

Borger has an estimated 59,400 square feet of demand for retail space (excluding motor vehicle dealerships). A medium-sized grocery store is roughly the same size. The retail leakage analysis included in this comprehensive planning effort's Existing City report indicates the largest demand in the sporting good, hobby, book and music stores; clothing and clothing accessory stores; and building materials, garden equipment and supply stores categories.

The recommended review of all vacant commercial buildings and land will help the City determine if there is enough (or excess) existing commercial property to meet current and future retail demand and where to focus business attraction efforts. If the City determines that there is excess available space, officials can also evaluate if any existing commercial properties are better suited for residential use and redevelopment. This may be one way to increase the amount of land available for residential development



PARTNERS

Partners for implementation of plan priorities related to Economic Development include:

- BEDC;
- Borger Chamber of Commerce;
- Leading EDG;
- Panhandle Regional Planning Commission; and
- Regional Small Business Development Center, Amarillo.

Co-Working Spaces

The term co-working space has evolved to encompass a variety of "shared" working space models. Examples include:

- Co-working;
- Food halls;
- Maker spaces;
- Incubators;
- Accelerators; and
- Farmer's markets.

At their core, all of these spaces offer their customers an alternate location to start or grow their business. The primary benefit for businesses is the relatively low overhead (no insurance, heating or cooling costs, property taxes). Not all of the business models are a good fit for every community. However, one or more of these co-working spaces may kick-start local entrepreneurs in Borger.

Food Halls



Food halls are spaces that provide multiple small kitchen setups to vendors that are available for rent on a monthly or sometimes weekly basis with a shared dining room. They operate similar to a mall food court with one important distinction, the business does not own the space/equipment they use to cook. This setup is ideal to help young restaurateurs learn the basics of creating a menu, cooking items to order, and in some cases managing serving staff.

Source: Food Halls 3.0 Cushman and Wakefield

Traditional Co-Working Space

Co-working is a service model that involves individuals working independently or collaboratively in shared office space. The typical user of a co-working facility is self-employed, a telecommuter, or a freelance worker. Larger enterprises sometimes use co-working facilities to provide office space when they have more than the normal number of employees working at any given time. These businesses may also offer perks such as free coffee and networking events.

Source: <https://whatis.techtarget.com/definition/coworking>

Image Source: <https://www.25ncoworking.com/locations/frisco-tx/>



Maker Space



A maker space is a collaborative workspace for making, learning, exploring, and sharing that uses high-tech and low-tech tools. These spaces may be open to kids, adults, and entrepreneurs and have a variety of equipment including 3D printers, laser cutters, computer numerical control (CNC) machines, soldering irons, sewing machines, metal-working equipment, etc. The key difference between a maker space and a co-working space is that they provide equipment for tenants to "make" prototypes, test products, and fine-tune products, as opposed to providing a desk and wifi.

Source: <https://whatis.techtarget.com/definition/coworking>

Image Source: <https://www.25ncoworking.com/locations/frisco-tx/>

Incubator

Business incubators are geared toward speeding up the growth and success of startup and early stage companies. In addition to physical space offered at a co-working facility, they include more business assistance services such as mentoring, links to investors, and technological help.

Source: <https://www.entrepreneur.com/encyclopedia/business-incubator>

Image source: <https://velocityglobal.com/blog/how-business-incubators-can-benefit-startups/>



PSYCHOGRAPHICS

Psychographics is a term used to describe the characteristics of people and neighborhoods which, instead of being purely demographic, speak more to attitudes, interests, opinions, and lifestyles. ESRI's Tapestry is a leading system for categorizing populations into one of 67 distinct lifestyle segments based on these factors. Many commercial retail developers rely on psychographics to measure a market's depth for certain consumer preferences and propensity to spend across select retail categories. Similarly, a growing number of residential developers are interested in an area's psychographic profile because it can serve to eliminate some of the uncertainty associated with delivering unproven product types to a market. This information can be used to provide unique insights for business attraction efforts.

ESRI employs economists, statisticians, demographers, geographers, and analysts to produce independent small-area demographic and socioeconomic estimates and forecasts for the United States. The team develops exclusive demographic models and methodologies to create market-proven datasets, many of which are now industry benchmarks such as Tapestry Segmentation, Consumer Spending, Market Potential, and annual Updated Demographics.

The following Tapestry Segments represent approximately 96 percent of Borger residents. The percentage of the City's residents that fall into each specific Tapestry Segment is highlighted with a blue background.



LifeMode Group: Cozy Country Living

Heartland Communities

6F

Households: 2,850,600
 Average Household Size: 2.39
 Median Age: 42.3
 Median Household Income: \$42,400

31.7%



LifeMode Group: Hometown

Traditional Living

12B

Households: 2,395,200
 Average Household Size: 2.51
 Median Age: 35.5
 Median Household Income: \$39,300

31.2%



LifeMode Group: Hometown

Small Town Simplicity

12C

Households: 2,305,700
 Average Household Size: 2.26
 Median Age: 40.8
 Median Household Income: \$31,500

11.9%



LifeMode Group: GenXurban
Rustbelt Traditions

5D

Households: 2,716,800
 Average Household Size: 2.47
 Median Age: 39.0
 Median Household Income: \$51,800

9.7%



LifeMode Group: GenXurban
Comfortable Empty Nesters

5A

Households: 3,024,200
 Average Household Size: 2.52
 Median Age: 48.0
 Median Household Income: \$75,000

6.0%



LifeMode Group: Cozy Country Living
Green Acres

6A

Households: 3,923,400
 Average Household Size: 2.70
 Median Age: 43.9
 Median Household Income: \$76,800

5.4%

Note: Tapestry Segment households, average household size, median age, and median household income values represent national figures and averages.

CHAPTER 6 RECREATION AND AMENITIES

INTRODUCTION



This plan section emphasizes the essential contribution that parks, open space, and recreation facilities make to a healthy and sustainable community. Parks are integral parts of any city and often are among the public services most valued by residents and also enjoyed by visitors. Borger offers well utilized parks and recreation facilities, that in addition to its historic assets and cultural facilities, contribute to the livability of Borger. All aspects of this Comprehensive Plan shape the livability of Borger, but this plan section especially reinforces the quality of life its residents enjoy.

BY THE NUMBERS

9% – OF BORGER'S GENERAL FUND EXPENDED ON CULTURE AND RECREATION

Culture and Recreation account for \$1,305,069 or 9 percent of Borger's General Fund Expenses (in Fiscal Year ending September 30, 2018).

2 – PROPERTIES IN BORGER WITH RECORDED TEXAS HISTORIC LANDMARK STATUS

The Ace Borger Home and the First Methodist Church of Borger both have Texas Historic Landmark Status. Borger's storied historical past is also evident in the Hutchinson County Historical Museum located on Main Street.

20 – MINUTES FROM BORGER TO LAKE MEREDITH

Lake Meredith is a National Recreation Area in Hutchinson County, a short 20-minute drive from Borger. The National Recreation Area provides a wide variety of amenities including fishing, hiking, and camping. The lake is the largest body of water within a 200-mile radius.

KEY ISSUES AND KEY CONSIDERATIONS

Four of this plan's 10 Top Strategic Priorities are most relevant to the Recreation and Amenities section of the Comprehensive Plan, along with the specific related issues under each:

REVITALIZING DOWNTOWN AND HIGH-PROFILE CORRIDORS IN BORGER.

Despite its setbacks, Downtown is clearly dear to those who grew up in or have long lived in Borger. But even among those newer to the area, a definite consensus has emerged that Downtown is the heart of the community – physically, visually and psychologically – and is key to Borger's economic success and overall sense of well-being. Likewise, residents spoke about the adverse effects on Borger's image and economic development efforts of having vacant and substandard properties, and subpar aesthetic conditions, along some of its major roadways and at main entries into the community.

ATTRACTING AND RETAINING YOUNGER FAMILIES, WORKERS AND TALENT IN BORGER.

This is "Job 1" for the City and its many public and private partners. In particular, this infusion is crucial to boost the residential rooftops and income levels needed to support a more vibrant retail sector, as well as to support Borger's public schools.

LAKE MEREDITH



Source: nps.gov

LEGACY OF PAST PLANNING

Borger has demonstrated a commitment to maintaining a robust parks and recreation system. Recent examples include:

- Make Borger Beautiful Committee appointed, including Parks and Community Events subcommittee.
- Make Borger Beautiful 2019 Strategic Plan accepted by Borger City Council on March 5, 2019.
- 2018 park improvements included:
 - Agnus Howe - batting cages refurbished;
 - Softball and baseball fields - fencing replaced;
 - Huber Park - 13 new lights installed;
 - Johnson Youth Center - generator installed; and
 - Cofield Park - pavilion constructed.



FOCUSING ON PARK AND RECREATION SYSTEM QUALITY MORE SO THAN QUANTITY.

As discussed within the Existing City report, Borger has acquired and accumulated numerous small park sites over the years, which can be a cost-inefficient maintenance burden on the City. These neighborhood parks (and tiny "pocket" parks in some cases) are also clustered mostly in the north part of the city. The Future City portion of the Comprehensive Plan process will pick up on conversations to date about potentially "right-sizing" the City's park system so available resources may be put to best use, and to serve effectively the most citizens and recreational interests across the community.

RESPONDING TO RESIDENTS' DESIRE FOR MORE LEISURE ACTIVITIES AND COMMUNITY EVENTS IN BORGER.

The Borger community is already well down this path, with the impressive, community-supported upgrades made to Bulldogs stadium, new restaurant openings, new music and event venues like At the Ranch on Main Street (which has hosted the Town Hall Meeting on Borger's Future and other related Comprehensive Plan events), the Wildcatter's Bowling and Entertainment center near Huber Park, and the opening of Borger's first "nano brewery" – Auld Brewing Company – in Downtown. Borger's Christmas festivities and other holiday-themed events are always popular, as is the annual Beach Bash put on each June by the Downtown Merchants Association (for 31 years in 2019).

The City also recently acquired and plans to upgrade Borger's distinctive Aluminum Dome event space, which along with the entire Johnson Park complex, hosted a blockbuster 50th anniversary celebration of Borger's designation as the Panhandle's only All-American City, complete with food, activities, and quality entertainment. As in most smaller cities, residents are clearly eager for "more to do" in their community, which absolutely goes with the population- and community- building themes above, and will also help bring more visitors and spending back into Borger.

FRAMEWORK FOR ACTION

GOALS

1. A safe, updated and inviting park and recreational system that meets the needs of residents and visitors.
2. An emphasis on Borger's historic, recreational, and cultural assets in community events, marketing and economic development efforts.
3. An efficient and right-sized park system that reduces costly maintenance burdens.

The Recreation and Amenities framework for action builds off of the plan's 10 Top Strategic Priorities. The Strategic Action Priorities convey tangible actions that will, in the long run, lead to achievement of the goals in this Recreation and Amenities section in line with the plan's Guiding Principles.

STRATEGIC ACTION PRIORITIES

CAPITAL INVESTMENTS

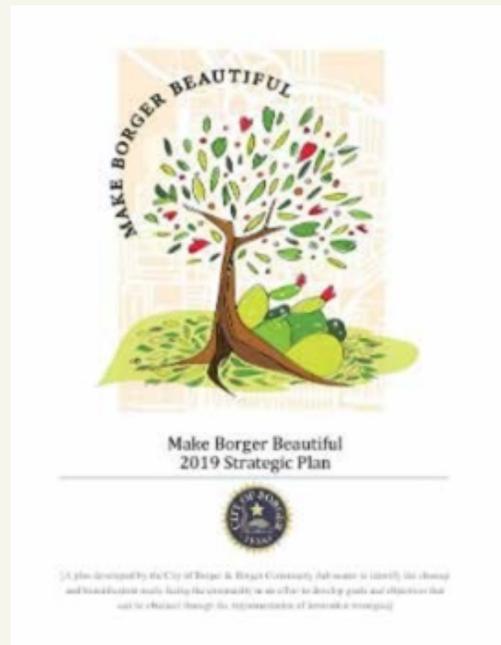
1. Develop a priority park project list and integrate into a formalized Capital Improvements Planning (CIP) process, prioritizing projects which:
 - Promote active and healthy living opportunities for all ages, including trails and sidewalks that allow for increased connectivity to park and recreation areas.
 - Reflect priorities within the Comprehensive Plan and the Keep Borger Beautiful 2019 Strategic Plan.

PROGRAMS AND INITIATIVES

2. Develop means to monitor, on an annual basis, parks and recreational facilities use. Reprogram parks as needed to ensure continued and enhanced active and passive participation, seeking input on programming desires from residents.
3. Continue popular parks and recreation programming, including at Johnson Youth Center, and identify any gaps in residents served.
 - Examine potential to increase usage of Johnson Youth Center facilities through special events such as "Parent Night Out" or other publicized events.
 - Continue to support existing recreation programs offered by the City, non-profits, and other local partners.

PARK OBJECTIVES IN THE KEEP BORGER BEAUTIFUL 2019 STRATEGIC PLAN

- Upgrade/replace park equipment if poor quality, outdated or unsafe;
- Add shade structures, trees, and water fountains;
- Develop existing park space to allow more community events/use;
- Increase the use of existing parks;
- Enhance open space usability for sports;
- Enhance the visual appearance of parks; and
- Improve condition of park turf/landscape.



4. Provide greater opportunities for individuals, including youth, families, and seniors to participate in cultural, recreational, and educational activities that foster health and wellness and strengthen body and mind.

- Evaluate additional passive recreational enhancements for particular demographics that may not be engaged in organized, team-oriented, active recreational programming, including young people not involved in team sports, adults, and elderly citizens.

5. Continue to solicit involvement of organizations

and individuals for the new Make Borger Beautiful Adopt- a-Spot program. Creation of an Adopt-a-Park program to support park clean up and improvements, as well as encouraging community groups and local artists to sponsor or paint art in and around parks, are both strategies in the Make Borger Beautiful 2019 Strategic Plan. The Adopt-a-Spot program is already underway, with specific park needs noted, including:

- Fritz Johnson Park improvements, described as a neglected park that is not much used.
- Johnson Park litter and trash clean up, including Nature Trail and Disc Golf Course.
- Additional future considerations for the Adopt-a-Spot program include:
 - Development of a fundraising or sponsorship subcommittee to identify potential funding for park related improvements.
 - Development of formalized standards for park maintenance and improvement activities (such as where picked up trash is to be disposed, what plants to use in plantings, how far apart plants should be spaced when planting, etc.).

6. Utilize low-maintenance, Firewise plant material that is native to the region for all supplemental park land enhancements.

- Identify local growers of native trees, shrubs, groundcovers, and ornamental grasses.
- Develop annual targets for replacements and new plantings throughout the city.

7. Examine potential to consolidate park spaces, particularly within areas that are currently over-served by small and/ or underutilized parks to focus resources at higher use parks. There are currently 11 parks classified by Borger as mini/pocket, being less than one acre in size. The high number of small parks requires maintenance and may limit funding for regular upgrades and replacement of park equipment at other park sites. Some parks lack any formal equipment or programming.

8. Encourage community gardens and local food production to promote healthy food consumption, particularly at mini/pocket parks that may be underutilized.

9. Work to improve off-site accessibility to each park by developing a sidewalk improvement program to repair, replace, or install new sidewalks, crosswalks, and curb cuts, in high pedestrian use neighborhoods immediately surrounding parks, schools, and other community facilities.

JOHNSON YOUTH CENTER COMPLEX



JOHNSON SPORTS CENTER - NATURE TRAIL AND DISC GOLF COURSE



KELLER PLAYGROUND PARK



Example park without connecting trails.

10. Work to improve on-site accessibility for persons with physical disabilities, elderly, and people with strollers, among others, so that one can travel from off-site (i.e., neighborhoods) or the parking lot, and into and through the park to each amenity.
 - Ensure that ADA-compliant handicapped accessible ramps, play structures, and equipment are incorporated into parks in Borger.
 - As new playground equipment becomes needed in parks, consider inclusive playground equipment that is accessible to children with a variety of physical and sensory needs and abilities.
11. Promote the potential for existing Borger Economic Development Corporation (BEDC) commercial improvement programs managed by the BEDC, such as the new Corridor Revitalization Grant Program and small business incentives, to improve the exterior of buildings in the downtown area, including signage, awnings, and other façade improvements.
12. Utilize community branding program (Economic Development action number 5) in front of landmarks, including those of local relevance but not on the National Register of Historic Places. Community branding may also include downtown wayfinding signage.
 - Evaluate if any Borger businesses are eligible to receive the Texas Treasure Award. The Texas Treasure Award recognizes businesses that have been in operation in the same town for at least 50 years. The program is administered by the Texas Historical Commission (THC).



PARK CONSOLIDATION CONSIDERATIONS

Texas Local Government Code Chapter 253 limits the sale or lease of park land by municipalities. In most instances land owned, held, or claimed as a public square or park may not be sold unless approved by a majority of voters of the municipality in an election, with some exceptions. If approved, the proceeds of the sale may only be used to acquire and improve other parks.

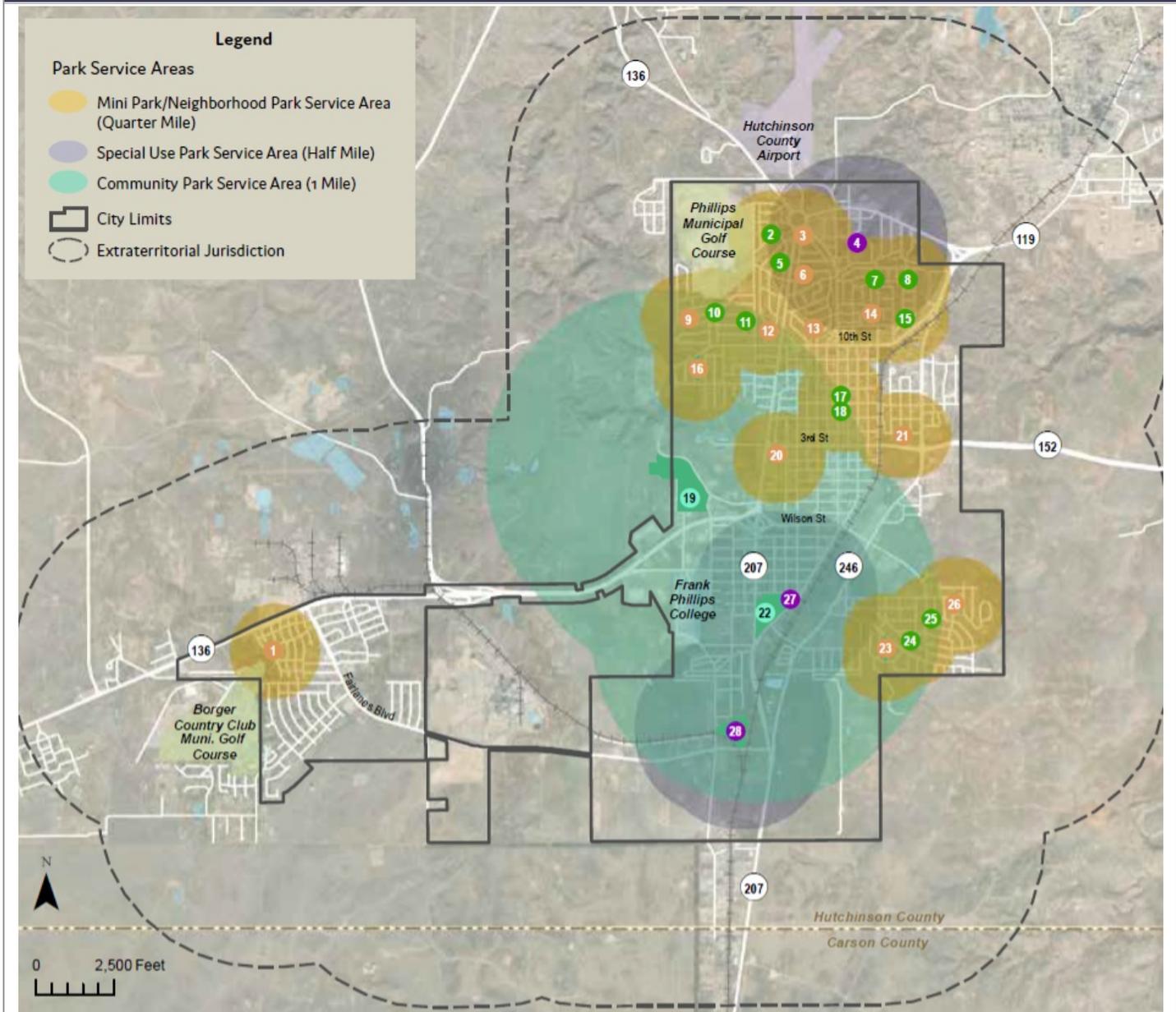
In examining the feasibility and desire to potentially consolidate parks within the city limits, a set of criteria should be established to evaluate which parks it makes the most sense to relinquish, if that path is decided upon. Potential criteria include:

- Current utilization level;
- Size;
- Maintenance costs;
- Existing equipment and programming;
- Proximity to other parks; and
- Potential for sale of property.

These criteria will be further elaborated upon, and an analysis conducted, as part of a complete Parks, Trails, and Recreation Master Plan. A first step will be determining which properties Texas Local Government Code Chapter 253 applies to in terms of if they are "owned, held, or claimed as a public square or park." Additional public engagement focused on this issue is also needed as initial discussions during the Comprehensive Plan process revealed a lack of consensus about the merits and drawbacks of consolidation.

The **Borger Parks Service Area Boundaries Map** depicts the existing parks in the city with quarter-mile and half-mile radius around them, representing the typical distances that people are willing and able to walk to reach a park. The map shows areas of the city that are lacking in park space (areas not covered by service area circles) and that may be over served by parks (areas with multiple overlapping service area circles).

BORGER PARKS SERVICE AREA BOUNDARIES MAP



- | | | | |
|--|-------------------------|--|-------------------------------------|
| 1. Bunavista Park | 7. West Coronado Park | 15. South Coronado Park | 22. Huber Park |
| 2. Country Club Park (Bagewell Street) | 8. East Coronado Park | 16. Rock Creek Park | 23. Yucca Park |
| 3. Grace Meredith Park (N. Circle) | 9. Keith-Elmore Park | 17. Crawford Park (Museum) | 24. Santa Fe Park |
| 4. Veta Soccer Park | 10. Nelson-Johnson Park | 18. Center City Park "Wandaland" (500 Block of Main St.) | 25. Little Keeler Park (Playground) |
| 5. North Gateway Park | 11. West Gateway Park | 19. Johnson Park Sports Complex | 26. Keeler Kiwanis Park |
| 6. North Hughes Park (Skittles Park) | 12. Gateway Circle Park | 20. Fritz Thompson Park | 27. Huber Ball Park |
| | 13. South Hughes Park | 21. Eastside Park | 28. Agnes Howe Park |
| | 14. Cofield Park | | |

REGULATIONS AND STANDARDS

13. Utilize development regulations and coordination to ensure that new development considers access to park space and links neighborhoods and parks with schools and commercial centers.
14. Examine the potential for incentive policies to support historic preservation, particularly in the Downtown area.

PARTNERSHIPS AND COORDINATION

15. Focus efforts on revitalizing Downtown Borger. A vibrant downtown district has a positive impact upon economic development and quality of life. Support volunteer base from Project Build Borger, Chamber of Commerce, and downtown businesses to continue to organize, promote, and support downtown festivals, events, and tourist promotions.
16. Coordinate with BISD on use of sports fields and recreational facilities, identifying additional opportunities for leveraging resources.
17. Coordinate with public and private entities to provide access to and across their easements and/or rights-of-way for any new trails.
 - Ensure on-street bicycle facilities, off-street recreational trails, and complete streets-related improvements are considered within any future Texas Department Of Transportation (TxDOT) improvements for TxDOT roadways.
18. Encourage community events in parks, partnering with local organizations, to increase utilization of the park system.



RENOVATED MORLEY THEATRE BUILDING

TEXAS MAIN STREET APPROACH TO DOWNTOWN REVITALIZATION

Although the requirements of becoming a Main Street community through the Texas Historical Commission's Texas Main Street Program may be too burdensome for Borger (primarily the requirement to have a full-time Main Street Coordinator on staff), the program's approach to Downtown revitalization has merits for Borger.

Additionally, the THC has a wide variety of technical resources and information about funding sources to support downtown areas available on its website (thc.texas.gov).



MORE TARGETED PLANNING/STUDY

19. Implement Parks, Trails, and Recreation Master Plan. The Master Plan provides a holistic approach to overall recreation needs and priorities in Borger. The Master Plan examines the potential for facility development within Borger, including an analysis of what activities, if any, should be the focus of facility development. Development of a Parks, Trails, and Recreation Master Plan also puts the community in a

better competitive position for various grants available through the Texas Parks and Wildlife Department (TPWD).

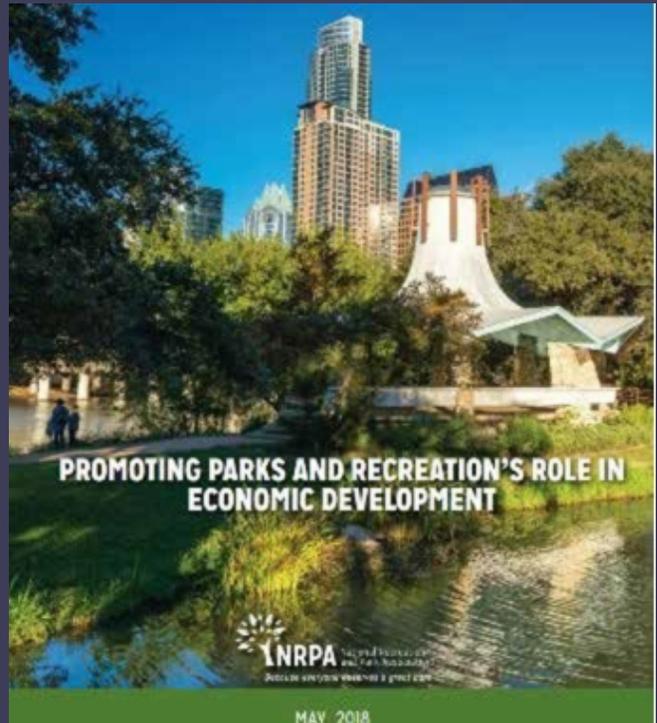
20. Implement the Downtown Revitalization Plan. The plan considers physical improvements to the downtown area, revitalization strategies to balance public and private investment, branding, tourism, entrepreneurial assistance, and the financial feasibility of specific land use options at catalyst sites.

PARKS AND ECONOMIC DEVELOPMENT

Parks contribute to perceptions of a community and its overall quality of life. Quality of life elements, including parks and recreation, can make a community more attractive to potential residents, businesses, and their workers.

Well-maintained parks also increase property values of nearby properties, which in turn enhances local tax revenues. Additional tourism-related spending occurs when parks host out-of-town visitors for events, festivals, or sports tournaments.

Source: National Recreation and Park Association, 2018



PARKS FUNDING GUIDE

This listing of federal, state, and private organization grant and funding opportunities is from a Parks Funding Resources inventory maintained by the Houston-Galveston Area Council (H-GAC). Grants for which Borger does not meet the basic eligibility requirements (based on population size, location, etc.) have been removed. Website links to each actual grant application are available on the funding resource website at:

<http://www.hgac.com/community/qualityplaces/parks/grants.aspx>

Regionally, the Amarillo Area Foundation offers Discretionary Grants for projects over \$20,000 on a rolling basis. Recognized government entities, including cities, are eligible if requesting funds exclusively for public charitable purposes. The Amarillo Area Foundation serves the northernmost 26 counties of the Texas Panhandle and past recipients have included municipal park projects.

<https://www.amarilloareafoundation.org/discretionary-grants/>

FEDERAL PROGRAMS

COMMUNITY FACILITIES GRANT PROGRAM

Provides affordable funding to develop essential community facilities in rural areas (less than 20,000 pop.).

Offered By	U.S. Department of Agriculture Rural Development
Eligible Entities	Public bodies, community-based nonprofits, federally recognized tribes
Total Program Funding	Dependent on funding requests
Max-Min Award per Project	Dependent on population and median income in project area
Match	15% – 75%, depending on population and median household income
Application Due Date	Rolling

STATE PROGRAMS

LOCAL PARK GRANT PROGRAM: SMALL COMMUNITY (ELIGIBLE POPULATION 2010 CENSUS 20,000 OR LESS)

Assists eligible entities from communities with a population of 20,000 or less with the acquisition and/or development of public recreation areas and facilities throughout Texas.

Offered By	Texas Parks and Wildlife Department (TPWD)
Eligible Entities	Local governments, river authorities, municipal utility districts (MUDs), other special districts
Total Program Funding	\$750,000
Max-Min Award per Project	\$75,000 maximum award
Match	50%
Application Due Date	November each year

LOCAL PARK GRANT PROGRAM: NON-URBAN INDOOR/OUTDOOR RECREATION (ELIGIBLE POPULATION 2010 CENSUS 500,000 OR LESS)

Assists eligible entities from non-urban communities with a population of 500,000 or less with the acquisition and/ or development of public recreation areas and facilities throughout Texas.

Offered By	Texas Parks and Wildlife Department (TPWD)
Eligible Entities	Local governments, river authorities, municipal utility districts (MUDs), other special districts
Total Program Funding	\$2,000,000
Max-Min Award per Project	\$750,000 maximum award
Match	50%
Application Due Date	November each year

COMMUNITY OUTDOOR OUTREACH PROGRAM (CO-OP)

Provides reimbursement grants for programming that introduces under-served populations to environmental and conservation programs. Eligible expenses can include equipment, leasing transportation, staff, liability insurance, food, and program materials.

Offered By	Texas Parks and Wildlife Department (TPWD)
Eligible Entities	Non-traditional constituents to TPWD related outdoor recreation, conservation, and environmental education programs; local governments; tax exempt organizations
Total Program Funding	\$1,500,000
Max-Min Award per Project	\$50,000 maximum award
Match	N/A
Application Due Date	February each year

RECREATIONAL TRAILS FUND

Provides funding for constructing and improving both motorized and non-motorized recreational trail projects, developing trailheads and trailside facilities, and acquiring trail corridors. Funding is provided on a cost reimbursement basis.

Offered By	Texas Parks and Wildlife Department (TPWD)
Eligible Entities	Local governments, river authorities, municipal utility districts (MUDs), other special districts, federal land managers, nonprofits
Total Program Funding	\$3,900,000
Max-Min Award per Project	\$200,000 maximum for non-motorized trails and \$400,000 maximum for motorized trails
Match	Reimbursement grants up to 80%
Application Due Date	February each year

CONSERVATION GRANT FUNDING (BIRDING)

Provides conservation funding for nature tourism and avian habitat restoration, enhancement, and acquisition projects.

Offered By	Texas Parks and Wildlife (TPWD) Great Texas Birding Classic
Eligible Entities	Local, state, and federal governments, nonprofits, tribes, community groups
Total Program Funding	Dependent on team registration fees and corporate sponsorship dollars each year
Max-Min Award per Project	\$1,000 – \$20,000
Match	Not required, but encouraged
Application Due Date	May each year

TEXAS CAPITAL FUND: PLANNING AND CAPACITY BUILDING FUND (PCB)

Provides financial assistance to prepare a comprehensive plan or any of its components.

Offered By	Texas Department of Agriculture
Eligible Entities	Non-entitlement cities and counties with a need for comprehensive or targeted planning
Total Program Funding	\$600,000
Max-Min Award per Project	\$55,000 maximum award

TEXAS CAPITAL FUND: PLANNING AND CAPACITY BUILDING FUND (PCB)

Match	5% – 20%.
Application Due Date	Spring each year

TEXAS PRESERVATION TRUST FUND

Provides reimbursement grants for preservation projects, including restoration work, preservation planning, architectural planning, and/or heritage education training.

Offered By	Texas Historical Commission
Eligible Entities	Public or private entities who either own the project or whose purpose includes historic preservation
Total Program Funding	See detailed funding award information on Texas Historical Commission website
Max-Min Award per Project	See detailed funding award information on Texas Historical Commission website
Match	50%
Application Due Date	Spring each year

PRIVATE PROGRAMS

KABOOM! GRANTS PROGRAM

Promotes development of outdoor playgrounds.

Offered By	Kaboom!
Eligible Entities	City and county governments, schools, child-serving nonprofits
Total Program Funding	N/A
Max-Min Award per Project	Varies per program
Match	Varies per program
Application Due Date	Varies per program

SHADE STRUCTURE GRANT PROGRAM

Funds the installation of permanent shade structures to cover outdoor areas not protected from the sun, such as playgrounds, pools or recreation spaces.

Offered By	American Academy of Dermatology
Eligible Entities	Public schools, nonprofits
Total Program Funding	N/A
Max-Min Award per Project	\$8,000 maximum award
Match	None
Application Due Date	Rolling

SKATEPARK GRANTS

Promotes building new, high quality, public skateparks in low-income areas throughout the United States.

Offered By	Skatepark Project
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SKATEPARK GRANTS	
Eligible Entities	State and local agencies, nonprofits
Total Program Funding	N/A
Max-Min Award per Project	\$1,000 – \$25,000
Match	None
Application Due Date	January and June each year

CHAPTER 7 IMPLEMENTATION

IMPLEMENTATION



THIS FINAL PLAN SECTION IS IMPORTANT FOR BORGER BECAUSE IT:

- Emphasizes the importance of not only creating the plan, but translating it into real action and tangible, beneficial results;
- Adds a shorter-term strategic perspective to what is otherwise intended as a guide to Borger's long-term enhancement over the next 20 years;
- Includes a list of priority actions for the City and other plan implementation partners to focus on during the next several years after adoption;
- Underscores the need to keep the plan fresh and relevant through annual review and reporting procedures and periodic updates; and
- Advocates ongoing community engagement as the plan is implemented.

The Comprehensive Plan provides the City of Borger and other partner agencies and organizations an essential new document that should be frequently referred to for guidance in community decision-making. The plan should be a "living document" that is responsive to ongoing change. Its key planning considerations, goals, guiding principles, and strategic action priorities must also be revisited periodically to ensure that the plan is providing clear and reliable direction on a range of matters, including land development issues and public investments in infrastructure and services.

Implementation is not just about a list of action items. It is a challenging process that requires the commitment of the City's elected and appointed officials, staff, residents, business owners, major institutions, other levels of government, and other organizations and individuals who will serve as champions of the plan and its particular direction and

strategies. Among its purposes, this final section highlights specific roles, responsibilities, and methods of implementation to execute priority plan recommendations. Equally important are formalized procedures for the ongoing monitoring and reporting of successes achieved, difficulties encountered, and new opportunities and challenges that have emerged since adoption. This is in addition to any other change in circumstances, which may require rethinking of plan priorities. Scheduled plan evaluations and updates, as described later in this section, will help maintain its relevance and credibility as an overarching policy and action guide.

PLAN ADMINISTRATION

During the development of this plan, representatives of government, business, community groups, and others came together to inform the planning process. These community leaders – and new ones that will emerge over the horizon of this plan – must maintain their commitment to the ongoing implementation and updating of the plan's goals, policies, and action strategies.

EDUCATION

Long-range plans such as the Comprehensive Plan are relatively general in nature, but they are still complex policy documents that account for interrelationships among various policy choices. As such, educating decision-makers and administrators about implementation is an important first step after adoption. As the principal groups that will implement the plan, City department heads, the City Council and Planning and Zoning Commission should all be "on the same page" with regard to priorities, responsibilities, and interpretations.

Consequently, an education initiative should be undertaken immediately after plan adoption, which can include:



*Photo from Comprehensive Plan Town Hall Meeting
on June 17, 2019
Location: At the Ranch*

- A discussion of the individual roles and responsibilities of the Council, Planning and Zoning Commission (and other advisory bodies), City departments and individual staff members.
- A thorough overview of the entire Comprehensive Plan, with emphasis on the parts of the plan that relate to each individual group.
- Implementation tasking and priority setting, which should lead to the establishment of a near- and longer-term implementation agenda.
- An in-depth question and answer session, with support from the City Attorney and other key staff.

DEFINITION OF ROLES



As the community's elected officials, the City Council should assume the lead role in the implementation of this plan. The key responsibilities of the City Council are to decide and establish priorities, set time frames by which actions will be initiated and completed, and determine the budget to be made available for implementation efforts. In conjunction with the City Manager, Council members must also help to ensure effective coordination among the various groups that are responsible for carrying out the plan's strategic action priorities.

CITY COUNCIL

The City Council should take the lead in the following general areas:

- Adopting and amending the plan, after recommendation by the Planning and Zoning Commission.
- Acting as a "champion" of the plan.
- Establishing the overall implementation priorities and timeframes by which action strategies in the plan will be initiated and completed.
- Considering and approving the funding commitments that will be required.
- Adopting new or amended land development regulations to implement the plan.

- Approving intergovernmental and development agreements that implement the plan.
- Offering final approval of projects and activities and their associated costs during the City's annual budget process, keeping in mind the need for consistency with the plan and its policies.
- Providing policy direction to the Planning and Zoning Commission, other appointed City boards and commissions, and City staff.

PLANNING AND ZONING COMMISSION

The Planning and Zoning Commission should take the lead in the following general areas:

- Ensuring that recommendations forwarded to the City Council are reflective of the plan goals, priorities, and action strategies.
- Recommending Council adoption of new or amended land development regulations to implement the plan.
- After holding one or more public hearings to discuss new or evolving community issues and needs, make recommendations to the City Council regarding plan updates and amendments.

CITY STAFF

City staff should take the lead in the following general areas:

- Managing day-to-day implementation of the plan, including coordination through an interdepartmental plan implementation committee.
- Supporting and carrying out capital improvement planning efforts.
- Managing the drafting of new or amended land development regulations.
- Conducting studies and developing additional special-purpose and/or special area plans.
- Reviewing land development applications for consistency with the Comprehensive Plan.
- Negotiating the specifics of intergovernmental and development agreements.
- Administering collaborative programs and ensuring open channels of communication with various private, public, and non-profit implementation partners.
- Maintaining an inventory of potential amendments, as suggested by City staff and others, for consideration during annual and periodic plan review and update processes.
- Generating and presenting an annual report to the Planning and Zoning Commission and City Council concerning progress toward implementation of the Comprehensive Plan.
- Periodically obtaining public input to keep the plan up to date, using a variety of community outreach and citizen and stakeholder involvement methods.

ACTION AGENDA

The goals in this plan will ultimately be attained through a multitude of specific actions. Many of the initiatives highlighted in this section cut across – and are supported by – multiple elements within the plan. Compiled on pages 91-93, Near-Term Action Agenda Items, is a set of 16 key action items derived from the various plan elements. The list does not include every recommendation found throughout this plan. Instead, it details a shorter "to do" list of strategic priorities.

Additionally, the action strategies have been categorized regarding those actions that will involve (1) capital investments, (2) programs and initiatives, (3) regulations and standards, (4) partnerships and coordination, and (5) more targeted planning/study. Most capital projects will also require, to varying degrees, additional feasibility analysis, construction documentation, specifications, and detailed cost estimates.

The Near-Term Action Agenda Items provide a starting point for determining immediate and near-term task priorities. This is an essential first step toward plan implementation and should occur in conjunction with the City's annual budget process, during Capital Improvements Program (CIP) preparation (once a CIP process is undertaken), and in support of departmental work planning. Then, once the necessary funding is committed and roles are defined, a lead City staff member should initiate a first-year work program in conjunction with City management, other departments, and other public and private implementation partners.

The near-term action priorities should be revisited by City officials and staff annually to recognize accomplishments, highlight areas where further attention and effort are needed, and determine whether some items have moved up or down on the priority list given changing circumstances and emerging needs, including available funding and resources. It should be kept in mind that early implementation of certain items, while perhaps not the uppermost priorities, may be expedited by the availability of related grant opportunities, by a state or federal mandate, or by the eagerness of one or more partners to pursue an initiative with the City.

On the other hand, some high-priority items may prove difficult to tackle in the near-term due to budget constraints, the lack of an obvious lead entity or individual to carry the initiative forward, or by the community's readiness to take on a potentially controversial new program.

Progress on the near-term items, in particular, should be the focus of the first annual review and report a year after adoption of this plan, as described later in this section. Then, similar to multi-year capital improvements programming, the entire action agenda - and all other action strategies dispersed throughout the plan sections - should be revisited annually to decide if any additional items are ready to move into the next near-term action timeframe, and what the priority should be.

A listing of all plan strategies, their potential timing, and who is responsible for initiating, administering, and participating in the implementation process is included in [APPENDIX A](#).

**CONTINUE TO
TAKE ACTION** 



NEAR-TERM ACTION AGENDA ITEMS

CAPITAL INVESTMENTS

Establish a formalized Capital Improvement Program (CIP) process for identifying, prioritizing, and funding essential capital projects. **CHAPTER 3 - Growth Capacity and Transportation, SAP # 1**

LEADERSHIP: City Staff and City Council

Conduct pro-active preventative maintenance on streets and sidewalks and schedule targeted reconstruction in locations with deteriorated street conditions. **CHAPTER 3 - Growth Capacity and Transportation, SAP # 4**

LEADERSHIP: City Staff and City Council

Prioritize infrastructure upgrades and repairs through coordinated land use and infrastructure planning, including up-to-date water, wastewater, and drainage master plans. **CHAPTER 5 - Economic Development, SAP # 1**

LEADERSHIP: City Staff and City Council

PROGRAMS AND INITIATIVES

Increase code compliance education efforts geared toward homeowners, landlords and property owners, focused on both resources available and legal responsibilities. **CHAPTER 4 - Housing and Neighborhoods, SAP # 3**

LEADERSHIP: City Staff and City Council

Continue Neighborhood Beautification projects spearheaded by the Make Borger Beautiful initiative, including Yard of the Month and Dumpster Art programs. **CHAPTER 4 - Housing and Neighborhoods, SAP # 4**

LEADERSHIP: City Staff, City Council, and Make Borger Beautiful Committee

Attract a wider range of residential developers to build within the city. **CHAPTER 4 - Housing and Neighborhoods, SAP # 7**

LEADERSHIP: City Staff and City Council

REGULATIONS AND STANDARDS

Update the City's development ordinances and standards to reflect new Comprehensive Plan priorities including zoning strategies that allow, promote and incentivize a variety of housing types for both infill development and new development and consideration of a Unified Development Ordinance. **CHAPTER 2 - Land Use and Development, SAP # 3**

LEADERSHIP: City Staff and City Council

NEAR-TERM ACTION AGENDA ITEMS

Consider a full range of incentives for new housing development (including market-rate multi-family, rental, and for-sale housing). Incentives may be financial incentives (such as property tax abatements, fee waivers, public infrastructure funding, etc.), use of Chapter 380/381 agreements, non-financial incentives (such as expedited development reviews), or creation of special districts for financing infrastructure and other improvements. **CHAPTER 4 - Housing and Neighborhoods, SAP # 12**

LEADERSHIP: City Staff, City Council, and Local Lenders

PARTNERSHIPS AND COORDINATION

Actively participate during regional transportation planning and funding processes to secure transportation funding and advance transportation projects. **CHAPTER 3 - Growth Capacity and Transportation, SAP # 14**

LEADERSHIP: City Staff, City Council, and Regional Partner Agencies

Work with local banks, financial institutions, and corporate employers to create "gap" financing programs to assist eligible buyers to purchase homes within neighborhoods with declining market values. **CHAPTER 4 - Housing and Neighborhoods, SAP #13**

LEADERSHIP: City Staff, City Council, and Local Lenders

Continue to revitalize downtown as a primary shopping, dining, and cultural center of the city and focus efforts on downtown revitalization. **CHAPTER 5 - Economic Development, SAP # 7**

LEADERSHIP: City Staff, City Council, BEDC, Downtown Merchants Association, and Chamber of Commerce

MORE TARGETED PLANNING/STUDY

Conduct water rights planning. Securing the next large water rights is vitally important for Borger's industrial economy. Following acquisition or lease of such a holding, a master plan for developing the water rights is needed. **CHAPTER 3 - Growth Capacity and Transportation, SAP# 20**

LEADERSHIP: City Staff and City Council

Determine the condition of the surface water treatment plant and identify any needed improvements. Given the plant's long period of idleness (eight years as of 2019), and recent changes in surface water treatment rules, an assessment of the plant's condition and capabilities is necessary. **CHAPTER 3 - Growth Capacity and Transportation, SAP # 21**

LEADERSHIP: City Staff and City Council

NEAR-TERM ACTION AGENDA ITEMS

Complete a utility planning study for the wastewater system to assess condition of wastewater lines, lift stations, and other wastewater infrastructure and identify any needed improvements. **CHAPTER 3 - Growth Capacity and Transportation, SAP # 22**

LEADERSHIP: City Staff and City Council

Implement Parks, Trails, and Recreation Master Plan. The Master Plan provides a holistic approach to overall recreation needs and priorities and examines the potential for facility development within Borger. This plan also provides an analysis of what activities, if any, should be the focus of facility development. Additionally, this plan puts the community in a better competitive position for various grants available through the Texas Parks and Wildlife Department (TPWD). **CHAPTER 6 - Recreation and Amenities, SAP #19**

LEADERSHIP: City Staff and City Council

Implement the Downtown Revitalization Plan. The plan considers physical improvements to the downtown area, revitalization strategies to balance public and private investment, branding, tourism, entrepreneurial assistance, and the financial feasibility of specific land use options at catalyst sites. **CHAPTER 6 - Recreation and Amenities, SAP #20**

LEADERSHIP: City Staff and City Council

FINANCIAL IMPLICATIONS

Implementation of strategic action priorities will take funding commitments. Some items are already accounted for within the City's annual budget, particularly for priorities that focus on continuing an existing program that the City currently administers. In general items that are policy based (such as revision of City codes and ordinances) will be less expensive than capital projects (such as roadway construction).

Implementation of some strategic action priorities will necessitate new funding sources (such as bonds, taxes, etc.), grants, or partnerships. Not all strategic action priorities will occur through City funding and may be funded by external sources such as federal, state or regional grants, non-profit organizations, or other partner organizations. The financial reality is that not all items that are priorities will be feasible due to financial limitations. The City's annual budgeting process, and the resulting Capital Improvements Plan (CIP), will identify how essential capital projects will be funded.

COMPREHENSIVE PLAN AMENDMENT PROCESS

The Comprehensive Plan is meant to be a flexible document allowing for adjustment to changing conditions over time. Shifts in political, economic, physical, technological, and social conditions, and other unforeseen circumstances, may influence and change the priorities and fiscal outlook of the community. As Borger evolves, new issues will emerge while others will no longer be as relevant. Some strategic actions will be found impractical or outdated while other plausible solutions will arise. To ensure that it continues to reflect the overall goals of the community and remains relevant over time, the plan must be revisited on a regular basis to confirm that the plan elements are still on point and the associated goals and action strategies are still appropriate.

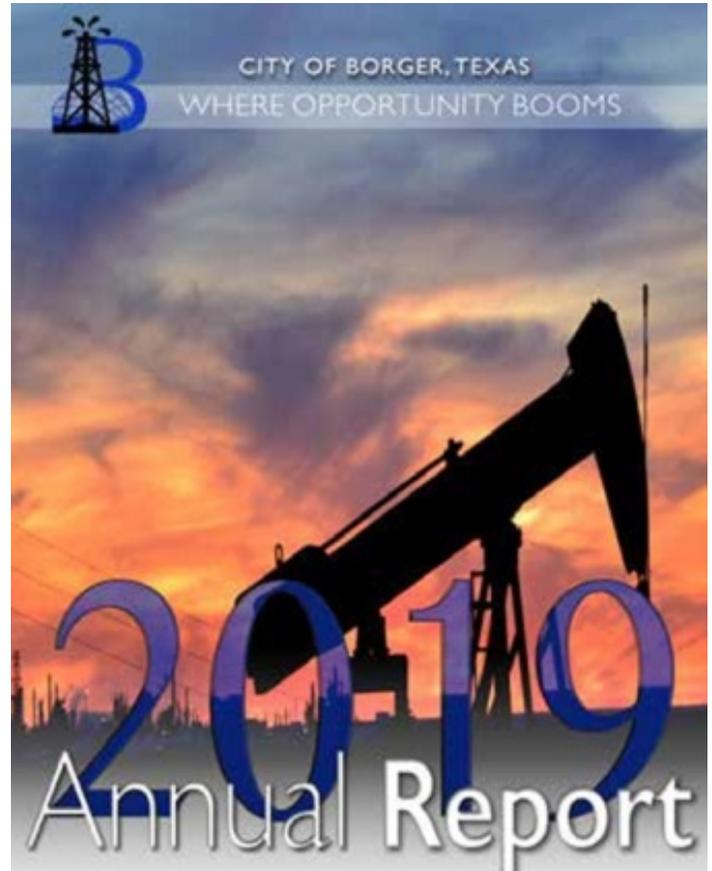
Revisions to the Comprehensive Plan are two-fold, with minor plan amendments occurring at least every other year and more significant updates and modifications occurring every five years. As an example, a minor amendment could include revisions to certain elements of the plan as a result of the adoption of another specialized plan. Major updates will involve: reviewing Borger's base conditions and anticipated growth trends; re-evaluating the plan findings and formulating new ones as necessary; and adding, revising, or removing strategic actions in the plan based on implementation progress.

ANNUAL PROGRESS REPORT

City staff should prepare an annual progress report for presentation to the Planning and Zoning Commission, Mayor and City Council. This ensures that the plan is consistently reviewed and that any needed modifications or clarifications are identified for the bi-annual minor plan amendment process. Ongoing monitoring of consistency between the plan and the City's implementing regulations should be an essential part of this effort.

The Annual Progress Report should include and highlight the following:

- Significant actions and accomplishments during the last year, including the status of implementation for each programmed task in the plan.
- Obstacles or problems in the implementation of the plan.
- Proposed content amendments that have come forward during the course of the year.
- Recommendations for needed actions, programs, and procedures to be developed and implemented in the coming year.
- Priority coordination needs with public and private implementation partners.



BIENNIAL AMENDMENT PROCESS

Plan amendments should occur on at least a biennial basis (every two years), allowing for proposed changes to be considered concurrently so that the cumulative effects may be understood. Factors that should be considered in deciding on a proposed plan amendment include:

- Consistency with the goals, policies, and strategic actions set forth in the plan.
- Potential effects on infrastructure provision including water, wastewater, drainage, and the transportation network.
- Potential effects on the City's ability to provide, fund, and maintain services.
- Potential effects on environmentally sensitive and natural areas.

- Whether the proposed amendment contributes to the overall direction and character of the community as captured in the plan goals, and as reflected in ongoing public input.

FIVE-YEAR UPDATE/ EVALUATION AND APPRAISAL REPORT

An evaluation and appraisal report to City Council should be prepared every five years. This report should be prepared by City staff with input from City departments, the Planning and Zoning Commission, and other boards and commissions. The report process involves evaluating the existing plan and assessing how successful it has been in achieving the community's goals. The purpose of the report is to identify the successes and shortcomings of the plan, look at what has changed over the last five years, and make recommendations on how the plan should be modified in light of those changes.

The report should review baseline conditions and assumptions about trends and growth indicators. It should also evaluate implementation potential and/ or obstacles related to any unaddressed major action strategies. The evaluation report and process should result in an amended plan, including identification of new or revised information that may lead to updated goals and action strategies.

More specifically, the report should identify and evaluate the following:

1. Summary of major actions and interim plan amendments undertaken over the last five years.
2. Major issues in the community and how these issues have changed over time.
3. Changes in the assumptions, trends, and base studies data in the Existing City report, including the following:
 - The rate at which growth and development is occurring relative to the projections put forward in the plan.
 - Shifts in demographics and other growth trends.
 - City-wide attitudes, and whether apparent shifts, if significant, necessitate amendments to the stated goals or action strategies of the plan.
 - Other changes in political, social, economic, technological, or environmental conditions that indicate a need for plan amendments.
4. Ability of the plan to continue to support progress toward achieving the community's goals. The following should be evaluated and revised as needed:
 - Individual sections and statements within the plan must be reviewed and revised, as necessary, to ensure that the plan provides sufficient information and direction to achieve the intended outcome.
 - Conflicts between goals and strategic actions that have been discovered in the implementation and administration of the plan must be pointed out and resolved.
 - The list of priority actions must be reviewed and major accomplishments highlighted. Those not completed by the specified timeframe should be re-evaluated to ensure their continued relevance and/or to revise them appropriately.
 - As conditions change, the timeframes for implementing major actions in the plan should be re-evaluated where necessary. Some actions may emerge as a higher priority given new or changed circumstances while others may become less important to achieving the goals and development objectives of the community.
 - Based upon organizational and procedural factors, as well as the status of previously assigned tasks, the implementation task assignments must be reviewed and altered, as needed, to ensure timely accomplishment of the plan's strategic actions.

- Changes in laws, procedures and missions may impact the community's ability to achieve its goals. The plan review must assess these changes and their impacts on the success of implementation, leading to any suggested revisions in strategies or priorities.

ONGOING COMMUNITY OUTREACH AND ENGAGEMENT

All review processes and updates related to this plan should emphasize and incorporate ongoing public input. The annual and continual plan evaluation and reporting processes should also incorporate specific performance measures and quantitative indicators that can be compiled and communicated both internally and to elected officials and citizens in a "report card" fashion.

Examples might include:

- Amount of new development and redevelopment (including number of residential units and square footage of commercial and industrial space) approved and constructed in conformance with this plan and Borger's development regulations.
- Various measures of service capacity (gallons per day, etc.) added to the City's major utility infrastructure systems – and the number of dollars allocated to fund the necessary capital projects.
- New and expanded businesses, added jobs, and associated tax revenue gains through economic development initiatives.
- Lane miles of rehabilitated road, plus sidewalk, trail, and other improvements, added to Borger's transportation system to increase mobility options.
- Increase in usage of park and recreation system facilities and programming.
- Indicators of the benefits from redeveloped sites and structures (appraised value, increased property and/or sales tax revenue, new residential units, and retail and office spaces in mixed-use settings, etc.).
- The numbers of residents and other stakeholders engaged through City-sponsored education and outreach events related to the Comprehensive Plan's implementation and periodic review and updating, as outlined in this section.



APPENDIX A

NEAR-TERM ACTION ITEMS

NOTE: This Near-Term Action Items section includes additional items for potential early attention, as viable, beyond the 16 items highlighted on the [ACTION AGENDA](#) list in [CHAPTER 7, IMPLEMENTATION](#).

NEAR-TERM ACTION ITEMS
<p>CAPITAL INVESTMENTS</p> <p>Establish a formalized Capital Improvement Program (CIP) process for identifying, prioritizing, and funding essential capital projects. The range of activities to incorporate into the CIP should go beyond street, drainage, and utility infrastructure projects to include parks and trails, City buildings, land, and right-of-way/easement acquisition, major vehicle and equipment purchases, and the planning and design studies that are often a precursor to significant initiatives and expenditures. Even aesthetic or tourism-related enhancements such as community gateway treatments, streetscape upgrades along corridors, and installation of wayfinding signage qualify as capital projects. CHAPTER 3 - Growth Capacity and Transportation, SAP #1</p> <p>LEADERSHIP: City Staff and City Council</p>
<p>Focused implementation of short- to mid-term capital projects, identified, and incorporated into a formalized Capital Improvement Program (CIP). CHAPTER 3 - Growth Capacity and Transportation, SAP #2</p> <p>LEADERSHIP: City Staff and City Council</p>
<p>Repair, replace, or install new sidewalks, crosswalks, and curb cuts in high pedestrian use areas adjacent to, and leading to and from schools, public buildings, highly utilized parks, and other areas with the potential for high sidewalk usage. CHAPTER 3 - Growth Capacity and Transportation, SAP #3</p> <p>LEADERSHIP: City Staff and City Council</p>
<p>As new revenues become available through the newly established TIRZ, continue to flesh out the high-level projects contained in the TIRZ Project and Financing Plan. CHAPTER 4 - Housing and Neighborhoods, SAP #2</p> <p>LEADERSHIP: City Staff, City Council, and TIRZ Board</p>
<p>Prioritize infrastructure upgrades and repairs through coordinated land use and infrastructure planning, including up-to-date water, wastewater, and drainage master plans. CHAPTER 5 - Economic Development, SAP #1</p> <p>LEADERSHIP: City Staff and City Council</p>

NEAR-TERM ACTION ITEMS

Develop a priority park project list and integrate into a formalized capital improvements planning process. **CHAPTER 6 - Recreation and Amenities, SAP #1**

LEADERSHIP: City Staff and City Council

PROGRAMS AND INITIATIVES

Expand water conservation education efforts for residents, in alignment with the Panhandle Regional Water Plan. **CHAPTER 3 - Growth Capacity and Transportation, SAP #5**

LEADERSHIP: City Staff and City Council

Increase code compliance education efforts geared toward homeowners, landlords, and property owners focused on both resources available and legal responsibilities. **CHAPTER 4 - Housing and Neighborhoods, SAP #3**

LEADERSHIP: City Staff and City Council

Attract a broad range of residential developers to build within the city. **CHAPTER 4 - Housing and Neighborhoods, SAP #7**

LEADERSHIP: City Staff and City Council

Create a formalized business retention program with partner agencies to regularly “check-in” on existing businesses and discuss ongoing challenges and learn from recent successes. **CHAPTER 5 - Economic Development, SAP #4**

LEADERSHIP: City Staff, Borger Economic Development Corporation (BEDC), and Chamber of Commerce

Develop means to monitor, on an annual basis, parks and recreational facilities use. Reprogram parks as needed to ensure continued and enhanced active and passive participation, seeking input on programming desires from residents. **CHAPTER 6 - Recreation and Amenities, SAP #2**

LEADERSHIP: City Staff and City Council

Examine potential to consolidate parks spaces, particularly within areas that are currently over-served by small and/or underutilized parks to focus resources at higher use parks. **CHAPTER 6 - Recreation and Amenities, SAP #7**

LEADERSHIP: City Staff and City Council

NEAR-TERM ACTION ITEMS

Work to improve on-site accessibility for persons with physical disabilities, elderly, and people with strollers, among others, so that one can travel from off-site (i.e., neighborhoods) or the parking lot, and into and through the park to each amenity. Ensure that ADA-compliant handicapped accessible ramps, play structures, and equipment are incorporated into parks in Borger. **CHAPTER 6 - Recreation and Amenities, SAP #10**

LEADERSHIP: City Staff and City Council

REGULATIONS AND STANDARDS

Update the City's development ordinances and standards to reflect new Comprehensive Plan priorities. **CHAPTER 2 - Land Use and Development, SAP #3**

LEADERSHIP: City Staff and City Council

Review development regulations to pinpoint potential ways to streamline the development process and ensure that City permitting and approval processes do not unnecessarily hinder development and promote variety in housing types. Ensure the development process is easy to understand, transparent, and results in desired outcomes. **CHAPTER 4 - Housing and Neighborhoods, SAP #8**

LEADERSHIP: City Staff and City Council

Conduct interviews, roundtable, or focus group with home builders to get feedback on the City's development process and learn what it would take for them to consider home development in Borger. **CHAPTER 4 - Housing and Neighborhoods, SAP #9**

LEADERSHIP: City Staff and City Council

Ensure development regulations allow a variety of housing types, including moderate density housing, accessory dwelling units, and other forms of "missing middle" housing. These housing types can often be developed more quickly and for less than larger multi-family complexes. **CHAPTER 4 - Housing and Neighborhoods, SAP #10**

LEADERSHIP: City Staff and City Council

Consider a full range of incentives for new housing development (including market-rate multi-family, rental, and for-sale housing). Incentives may be financial incentives (such as property tax abatements, fee waivers, public infrastructure funding, etc.), use of Chapter 380/381 agreements, non-financial incentives (such as expedited development reviews), or creation of special districts for financing infrastructure and other improvements. **CHAPTER 4 - Housing and Neighborhoods, SAP #12**

LEADERSHIP: City Staff, City Council, and Local Lenders

NEAR-TERM ACTION ITEMS

Update development regulations to encourage infill and revitalization of existing commercial and housing supply. **CHAPTER 5 - Economic Development, SAP #6**

LEADERSHIP: City Staff, City Council, and BEDC

PARTNERSHIPS AND COORDINATION

Work with the BEDC and local developers to identify potential development and redevelopment sites. **CHAPTER 2 - Land Use and Development, SAP #4**

LEADERSHIP: City Staff and BEDC

Actively participate during regional transportation planning and funding processes to secure transportation funding and advance transportation projects. **CHAPTER 3 - Growth Capacity and Transportation, SAP #14**

LEADERSHIP: City Staff, City Council, and Regional Partner Agencies

Seek participation from local industry for the proposed re-purposing of the Borger Dome into a Civic Center. Explore with local industry what uses and features they would like to have available in the new Civic Center (such as specialized safety training or meeting space) and if financial or other partnerships may be possible. **CHAPTER 3 - Growth Capacity and Transportation, SAP #18**

LEADERSHIP: City Staff, City Council, and Local Employers

Work with local banks, financial institutions, and corporate employers to create “gap” financing programs to assist eligible buyers to purchase homes within neighborhoods with declining market values. **CHAPTER 4 - Housing and Neighborhoods, SAP #13**

LEADERSHIP: City Staff, City Council, and Local Lenders

Coordinate with employers and the BEDC to address workforce housing issues. **CHAPTER 4 - Housing and Neighborhoods, SAP #15**

LEADERSHIP: City Staff, City Council, and Local Lenders

Continue to revitalize downtown as a primary shopping, dining, and cultural center of the city and focus efforts on Downtown revitalization. **CHAPTER 5 - Economic Development, SAP #7**

LEADERSHIP: City Staff, City Council, BEDC, Downtown Merchants Association, and Chamber of Commerce

NEAR-TERM ACTION ITEMS

MORE TARGETED PLANNING/STUDY

Conduct water rights planning. Securing the next large water rights is vitally important for Borger’s industrial economy. Following acquisition or lease of such a holding, a master plan for developing the water rights is needed. **CHAPTER 3 - Growth Capacity and Transportation, SAP #20**

LEADERSHIP: City Staff and City Council

Determine the condition of the surface water treatment plant and identify any needed improvements. Given the plant’s long period of idleness (eight years as of 2019), and recent changes in surface water treatment rules, an assessment of the plant’s condition and capabilities is necessary. **CHAPTER 3 - Growth Capacity and Transportation, SAP #21**

LEADERSHIP: City Staff and City Council

Complete a utility planning study for the wastewater system to assess condition of wastewater lines, lift stations, and other wastewater infrastructure and identify any needed improvements. **CHAPTER 3 - Growth Capacity and Transportation, SAP #22**

LEADERSHIP: City Staff and City Council

Conduct a master stormwater system study. **CHAPTER 3 - Growth Capacity and Transportation, SAP #24**

LEADERSHIP: City Staff and City Council

Upon completion of the BEDC Housing Study, coordinate to implement recommendations under the City’s purview. Make the completed Housing Study available on the City’s website. **CHAPTER 4 - Housing and Neighborhoods, SAP #19**

LEADERSHIP: City Staff, City Council, and BEDC

Implement Parks, Trails, and Recreation Master Plan. The Master Plan provides a holistic approach to overall recreation needs and priorities in Borger. The Master Plan examines the potential for facility development within Borger, including an analysis of what activities, if any, should be the focus of facility development. Development of a Parks, Trails, and Recreation Master Plan also puts the community in a better competitive position for various grants available through the Texas Parks and Wildlife Department (TPWD). **CHAPTER 6 - Recreation and Amenities, SAP #19**

LEADERSHIP: City Staff and City Council

Implement the Downtown Revitalization Plan. The plan considers physical improvements to the downtown area, revitalization strategies to balance public and private investment, branding, tourism, entrepreneurial assistance, and the financial feasibility of specific land use options at catalyst sites. **CHAPTER 6 - Recreation and Amenities, SAP #20**

LEADERSHIP: City Staff and City Council

LONG TERM ACTION ITEMS

LONG TERM ACTION ITEMS

CAPITAL INVESTMENTS

Further community beautification through the design and construction of specific capital projects. Explore adding criteria to the City’s capital improvements planning process to ensure community beautification, neighborhood needs, and enhancement opportunities are considered when identifying and prioritizing candidate capital projects. **CHAPTER 2 - Land Use and Development, SAP #1**

LEADERSHIP: City Staff, City Council, Make Borger Beautiful Committee, and Regional Partner Agencies

PROGRAMS AND INITIATIVES

Establish gateway entrance features utilizing City logo/branding. The primary entrances offer opportunities to establish and promote Borger’s image and communicate community values. Gateways are formal points of entry and are the first impression for those who visit or pass through Borger. Coordinate with TxDOT to initiate discussions regarding gateway and beautification projects along TxDOT facilities, including Highways 136, 152, and 207. The possibility for a demonstration gateway entrance feature can be explored. **CHAPTER 2 - Land Use and Development, SAP #2**

LEADERSHIP: City Staff and City Council

Expand focus on home ownership resources. Advertise home ownership programs (federal, state, etc.) with information about available resources for first-time home buyers, loan programs, down payment assistance programs, and other resources. Explore development of community partnerships that can offer financial education programs for first-time home buyers. **CHAPTER 4 - Housing and Neighborhoods, SAP #6**

LEADERSHIP: City Staff, City Council, and Local Lenders

Develop a local entrepreneur pipeline. **CHAPTER 5 - Economic Development, SAP #3**

LEADERSHIP: City Staff, BEDC, and Chamber of Commerce

Initiate a community branding program that fosters a positive image for Borger and encourages community pride. **CHAPTER 5 - Economic Development, SAP #5**

LEADERSHIP: City Staff, BEDC, Downtown Borger Merchants, and Chamber of Commerce

Encourage community gardens and local food production to promote healthy food consumption, particularly at mini/pocket parks that may be underutilized. **CHAPTER 6 - Recreation and Amenities, SAP #8**

LEADERSHIP: City Staff and City Council

LONG TERM ACTION ITEMS

Work to improve off-site accessibility to each park by developing a sidewalk improvement program to repair, replace, or install new sidewalks, crosswalks, and curb cuts, in high pedestrian use neighborhoods immediately surrounding parks, schools, and other community facilities. **CHAPTER 6 - Recreation and Amenities, SAP #9**

LEADERSHIP: City Staff and City Council

Utilize community branding program (Economic Development action number 5) in front of landmarks, including those of local relevance but not on the national historic register. The community branding may also include downtown wayfinding signage. **CHAPTER 6 - Recreation and Amenities, SAP #12**

LEADERSHIP: City Staff and City Council

REGULATIONS AND STANDARDS

Evaluate the potential to include provisions in the City's development ordinances and standards to incentivize "green" practices for ongoing operations and maintenance that reduce water and energy use, stormwater runoff, and wastewater and solid waste generation. **CHAPTER 3 - Growth Capacity and Transportation, SAP #9**

LEADERSHIP: City Staff and City Council

Require or create incentives for use of "Firewise" landscaping techniques and materials on private development sites. **CHAPTER 3 - Growth Capacity and Transportation, SAP #10**

LEADERSHIP: City Staff and City Council

Utilize development regulations and coordination to ensure that new development considers access to park space and links neighborhoods and parks with schools and commercial centers. **CHAPTER 6 - Recreation and Amenities, SAP #13**

LEADERSHIP: City Staff and City Council

PARTNERSHIPS AND COORDINATION

Continue to pursue all options for water rights procurement, which may include partnering with other public and/or private entities. **CHAPTER 3 - Growth Capacity and Transportation, SAP #16**

LEADERSHIP: City Staff, City Council, and Regional Partner Agencies

Coordinate with Hutchinson County to promote the Hutchinson County Airport, as a strategic asset for Borger given its proximity to the city. **CHAPTER 3 - Growth Capacity and Transportation, SAP #17**

LEADERSHIP: City Staff, City Council, and Hutchinson County

LONG TERM ACTION ITEMS

Evaluate, in coordination with not-for-profit and faith-based groups, the potential for creation of a volunteer program to assist elderly residents, or residents with limited means, with home repairs and property maintenance. **CHAPTER 4 - Housing and Neighborhoods, SAP #14**

LEADERSHIP: City Staff, City Council, and Local Lenders

In conjunction with employers, seek to address the specialized housing demands generated from temporary/ seasonal workers. Temporary housing needs put pressure on the overall rental market. Explore with employers the housing needs of these workers and potential strategies to address these needs, including proactively providing temporary housing. Examine best practices and new trends in temporary housing such as modular housing. **CHAPTER 4 - Housing and Neighborhoods, SAP #16**

LEADERSHIP: City Staff, City Council, BEDC, and Local Lenders

Coordinate with BISD on use of sports fields and recreational facilities, identifying additional opportunities for leveraging resources. **CHAPTER 6 - Recreation and Amenities, SAP #16**

LEADERSHIP: City Staff and City Council

MORE TARGETED PLANNING/STUDY

Complete targeted neighborhood plans, focusing on housing conditions, connectivity to parks and services, and any other priorities of the specific neighborhood. **CHAPTER 2 - Land Use and Development, SAP #5**

LEADERSHIP: City Staff, City Council, and BEDC

Undertake master plans for City departments and facilities, including the Fire and Police Departments. Master plan findings and recommendations are an essential input to a City's multi-year capital improvements planning and programming, as well as related grant pursuits that can leverage limited local dollars with external funding sources. **CHAPTER 3 - Growth Capacity and Transportation, SAP #23**

LEADERSHIP: City Staff, City Council, and Hutchinson County

ONGOING

ONGOING

CAPITAL INVESTMENTS

Conduct pro-active preventative maintenance on streets and sidewalks and schedule targeted reconstruction in locations with deteriorated street conditions. **CHAPTER 3 - Growth Capacity and Transportation, SAP #4**

LEADERSHIP: City Staff and City Council

Focus infrastructure improvements in the recommended Capital Improvements Program near sites identified as prime redevelopment opportunities. **CHAPTER 4 - Housing and Neighborhoods, SAP #1**

LEADERSHIP: City Staff and City Council

PROGRAMS AND INITIATIVES

Work to expand Borger's voluntary cell phone registry for emergency notifications of residents. **CHAPTER 3 - Growth Capacity and Transportation, SAP #6**

LEADERSHIP: City Staff (Fire Department)

Continue funding support to maintain high-quality public safety services, including staff levels, facilities, and equipment at an adequate level to maintain public safety. **CHAPTER 3 - Growth Capacity and Transportation, SAP #7**

LEADERSHIP: City Staff and City Council

Continue Firewise education efforts of Borger Fire Department to reduce the risk of wildfires. **CHAPTER 3 - Growth Capacity and Transportation, SAP #8**

LEADERSHIP: City Staff and City Council

Continue Neighborhood Beautification projects spearheaded by the Make Borger Beautiful initiative, including Yard of the Month and Dumpster Art programs. **CHAPTER 4 - Housing and Neighborhoods, SAP #4**

LEADERSHIP: City Staff, City Council, and Make Borger Beautiful Committee

Continue active code compliance efforts with a focus on measurable results. **CHAPTER 4 - Housing and Neighborhoods, SAP #5**

LEADERSHIP: City Staff and City Council

ONGOING

Actively recruit target industries to diversify the employment base. **CHAPTER 5 - Economic Development, SAP #2**

LEADERSHIP: City Staff, City Council, BEDC, and Chamber of Commerce

Continue popular parks and recreation programming, including at Johnson Youth Center, and identify any unmet resident needs or interests. **CHAPTER 6 - Recreation and Amenities, SAP #3**

LEADERSHIP: City Staff and City Council

Provide greater opportunities for individuals, including youth, families, and seniors to participate in cultural, recreational, and educational activities that foster health and wellness and strengthen body and mind. **CHAPTER 6 - Recreation and Amenities, SAP #4**

LEADERSHIP: City Staff and City Council

Continue to solicit involvement of organizations and individuals for the new Make Borger Beautiful Adopt-a-Spot program. Creation of an Adopt-a-Park program to support park clean up and improvements, as well as encouraging community groups and local artists to sponsor or paint art in and around parks, are both strategies identified in the Make Borger Beautiful 2019 Strategic Plan. The Adopt-a-Spot program is already underway, with specific park needs noted. **CHAPTER 6 - Recreation and Amenities, SAP #5**

LEADERSHIP: City Staff, City Council, and Make Borger Beautiful Committee

Utilize low-maintenance, Firewise plant material that is native to the region for all supplemental park land enhancements. **CHAPTER 6 - Recreation and Amenities, SAP #6**

LEADERSHIP: City Staff and City Council

Promote the potential for existing commercial improvement programs managed by BEDC, such as the new Corridor Revitalization Grant Program and the small business incentives, to improve the exterior of buildings in the Downtown area, including signage, awnings, and other façade improvements. **CHAPTER 6 - Recreation and Amenities, SAP #11**

LEADERSHIP: City Staff and City Council

ONGOING

REGULATIONS AND STANDARDS

Keep abreast of State level changes in annexation law. Continue to entertain and/or solicit owner-initiated annexations in areas that further City goals and/or pursue development agreements that address service provision, compliance with City development and building codes and standards, and potential cost-sharing arrangements. The City should not extend City utility infrastructure or other City services into the extraterritorial jurisdiction (ETJ) without requiring annexation as a condition of such service provision. **CHAPTER 3 - Growth Capacity and Transportation, SAP #11**

LEADERSHIP: City Staff, City Council, and Legal Counsel

Continue emergency management coordination with local and regional partners, including continued participation on the Panhandle Regional Emergency Management Advisory Committee. **CHAPTER 3 - Growth Capacity and Transportation, SAP #12**

LEADERSHIP: City Staff, City Council, and Regional Partner Agencies

Explore how to address the issue of comparative property values in Borger resulting in appraisals that traditional bank mortgages will not finance. The BEDC mid-year 2018-2019 report poses the potential solution of the City and/or EDC offering incentives to share in the cost of lot development. **CHAPTER 4 - Housing and Neighborhoods, SAP #11**

LEADERSHIP: City Staff, City Council, and Local Lenders

Examine the potential for incentive policies to support historic preservation, particularly in the Downtown area. **CHAPTER 6 - Recreation and Amenities, SAP #14**

LEADERSHIP: City Staff and City Council

PARTNERSHIPS AND COORDINATION

Continue active partnership and dialogue with the Texas Department of Transportation (TxDOT) to ensure that TxDOT projects and roadways reflect the City's desires and needs. **CHAPTER 3 - Growth Capacity and Transportation, SAP #13**

LEADERSHIP: City Staff, City Council, and Regional Partner Agencies

Utilize PRPO planning processes, including any future updates to the 2011 Panhandle Regional Transportation Plan, to evaluate how well the Panhandle Transit demand-response system (City of Borger service area) is meeting the needs of residents utilizing the service. **CHAPTER 3 - Growth Capacity and Transportation, SAP #15**

LEADERSHIP: City Staff, City Council, and Regional Partner Agencies

ONGOING

Continue regional water coordination and planning with the Panhandle Regional Water Planning Group.

CHAPTER 3 - Growth Capacity and Transportation, SAP #19

LEADERSHIP: City Staff, City Council, and Regional and State Partner Agencies

Continue the work of the Make Borger Beautiful Code Enforcement and Building Standards sub-committee to coordinate with City code enforcement staff to develop programs and outreach to the community, and work to improve voluntary compliance with code enforcement and building standard regulations. **CHAPTER 4 - Housing and Neighborhoods, SAP #17**

LEADERSHIP: City Staff, City Council, and Make Borger Beautiful Committee

Continue active participation in the Panhandle Regional Planning Commission's economic development planning processes, which recognize the local housing challenges faced by the communities outside of Amarillo. **CHAPTER 4 - Housing and Neighborhoods, SAP #18**

LEADERSHIP: City Staff, City Council, and Regional Partner Agencies

Develop benchmarks to measure the effectiveness of economic development initiatives. Benchmarks can include a variety of measures. (Examples: new jobs created, new sales taxes generated, and new businesses started.) **CHAPTER 5 - Economic Development, SAP #8**

LEADERSHIP: City Staff, City Council, BEDC, and Chamber of Commerce

Focus efforts on Downtown Revitalization. A vibrant downtown district has a positive impact upon economic development and quality of life. Support volunteer base from Project Build Borger, Chamber of Commerce, and downtown businesses to continue to organize, promote, and support downtown festivals, events, and tourist promotions. **CHAPTER 6 - Recreation and Amenities, SAP #15**

LEADERSHIP: City Staff, City Council, BEDC, Downtown Merchants Association, and Chamber of Commerce

Coordinate with public and private entities to provide access to and across their easements and/or rights-of-way for any new trails. **CHAPTER 6 - Recreation and Amenities, SAP #17**

LEADERSHIP: City Staff and City Council

Encourage community events in parks, partnering with local organizations, to increase utilization of the park system. **CHAPTER 6 - Recreation and Amenities, SAP #18**

LEADERSHIP: City Staff, City Council, BEDC, Downtown Merchants Association, and Chamber of Commerce

ONGOING

MORE TARGETED PLANNING/STUDY

Continue to assist local and regional nonprofit organizations (such as the Texas Communities Group) to identify/acquire vacant and dilapidated properties that might become available through tax sales or other processes. **CHAPTER 2 - Land Use and Development, SAP #6**

Leadership: City Staff, City Council, Texas Communities Group, and BEDC

Coordinate with Hutchinson County and the Emergency Preparedness Division of the Panhandle Regional Planning Commission to ensure the Hutchinson County Hazard Mitigation Plan is kept up to date. Keeping the plan up to date ensures eligibility for Federal Emergency Management Agency (FEMA) Hazard Mitigation grants. **CHAPTER 3 - Growth Capacity and Transportation, SAP #25**

LEADERSHIP: City Staff, City Council, and Regional Partner Agencies

Maintain an inventory of all vacant commercial building spaces and parcels of land to understand and market the amount of available commercial property. **CHAPTER 5 - Economic Development, SAP #9**

LEADERSHIP: City Staff, City Council, BEDC, and Chamber of Commerce

APPENDIX B

RURAL



This designation consists of lands that are sparsely developed, with mainly natural areas and very low-density residential as the primary uses. It is unusual to find extensive undeveloped areas within the city limits, except in areas that have been annexed for eventual development or that are not suitable for future development. Floodplain areas may also retain their rural character over the long term given their unsuitability for any intensive land development.

RURAL DEVELOPMENT TYPES

- Agricultural uses;
- Residential homesteads;
- Public/institutional uses; and
- Parks and public spaces, nature preserves, and passive recreation areas.

PARKS AND RECREATION



This designation includes the locations of City-owned and maintained public parks, designed for both active and passive recreational enjoyment as well as open space.

PARKS AND RECREATION DEVELOPMENT TYPES

- Public parks and open space;
- Public trails;
- Joint City-school park areas; and
- Public recreation areas.

ESTATE RESIDENTIAL



This designation is for areas that, due to public service limitations and/or prevailing rural character, should have limited development activity other than large-lot residential. Such areas provide a transition between a city's rural fringe and more urbanized in-city development patterns and intensities. Lots in this category typically range from one to three or more acres, which provides substantial openness and separation between individual dwellings.

ESTATE RESIDENTIAL DEVELOPMENT TYPES

- Detached residential dwellings;
- Subdivisions planned with large acreages that are clearly set apart from other dwellings; and
- Parks and public spaces, nature preserves, and passive recreation areas.

GENERAL RESIDENTIAL



This designation covers areas with predominantly single-family

MULTI-FAMILY RESIDENTIAL



This designation involves areas devoted primarily to structures with multiple residential units, at a greater

CORRIDOR MIXED-USE



This designation is for properties in commercial retail, office and service uses along and near a high-profile

residential uses at typical in-city densities.

GENERAL RESIDENTIAL DEVELOPMENT TYPES

- Detached residential dwellings;
- Tiny Homes;
- Townhomes and patio homes;
- Duplexes;
- Manufactured home parks;
- Planned development, potentially with a mix of housing types and varying minimum lot sizes, subject to compatibility and open space standards;
- Public/institutional uses; and
- Parks and public spaces.

intensity (i.e., units per building or acre) than found in single-family residential. Higher intensities may be appropriate in certain locations. Site design and open space standards may be applied to offset the relative density of this residential type, to ensure adequate recreational space on the site for residents, and to provide buffering and screening between this and less intensive residential uses. This use category can also provide a transition from primarily residential to mainly non-residential areas.

MULTI-FAMILY RESIDENTIAL DEVELOPMENT TYPES

- Multi-unit attached residential in concentrated development, whether for rent (apartments) or ownership (condominiums);
- Public/institutional uses;
- Assembly uses such as places of worship; and
- Parks and public spaces.

roadway corridor where mixed-use development outcomes are desired and encouraged. The mix of uses may include residential, especially to provide additional housing options and forms within the community. Major public and/or institutional facilities may also serve as development anchors within the area. Where non-residential and mixed-use developments in Corridor Mixed-Use areas are adjacent to residential neighborhoods, site standards involving building scale and placement should be triggered to ensure compatibility.

CORRIDOR MIXED-USE DEVELOPMENT TYPES

- Planned development to accommodate custom site designs or a mixture of uses;
- Wide range of commercial retail and service uses, at varying scales and development intensities depending on the site;
- Office (involving large and/or multi-story buildings or small-scale office uses depending on the site);
- Live/work units;
- Multi-unit attached residential whether for rent (apartments) or ownership (condominiums, townhomes, row houses, etc.);
- Mixed-use developments; and
- Public/institutional uses.

DOWNTOWN AREA MIXED-USE



This designation, in many cities, involves the most intensively developed area of the community in terms of the greatest coverage of sites with building footprints and the least amount of private development area devoted to off-street parking and landscaping. Instead, most parking is accommodated on-street and/or within public parking areas. This enables most streets and other public spaces to be framed by buildings with zero or minimal front setbacks, creating "architectural enclosure" versus the progressively more open feel in other character areas (auto-oriented, suburban, etc.). All of these elements, along with a mixed-use orientation, makes these areas of a city the most conducive for pedestrian activity and interaction. Public plazas and pocket parks can provide green space amid the urban environment and a place to gather and host community events.

DOWNTOWN AREA MIXED-USE DEVELOPMENT TYPES

- Mixed-uses, on single sites and within individual structures;
- Potential for residential space above commercial or office uses;
- Attached residential types (e.g., townhomes, brownstones), and potential for detached residential on small lots in some cases;

COMMERCIAL



These designations are for properties in commercial retail, office and service uses, primarily along portions of major roadway corridors within the community for high visibility and accessibility, but also in other locations to accommodate neighborhood- focused businesses. Regional-level commercial uses include typical "big-box" developments that will draw patrons from a wide area, while neighborhood-focused businesses include smaller footprint sites that cater to serving a smaller area.

SUBURBAN COMMERCIAL DEVELOPMENT TYPES

- Wide range of commercial retail and service uses;
- Office (medical or technology/research focus);
- Planned development;
- Public/institutional uses; and
- Parks and public spaces.

COMMERCIAL DEVELOPMENT TYPES

- "Strip" commercial centers along major roadways, with a range of uses, including those on high-profile "pad" sites along the roadway frontage;
- "Big-box" commercial stores (e.g., grocery, appliances, clothing, etc.);

PUBLIC/INSTITUTIONAL



This designation is for public facility land uses and their vicinities that warrant special consideration. Such consideration is necessary either to: (1) protect a major community asset or other highly-valued use; or (2) buffer and protect nearby properties from potential adverse effects depending on the nature and operational aspects of the public use.

PUBLIC/INSTITUTIONAL DEVELOPMENT TYPES

- Government offices and other facilities (e.g., community centers, libraries, post offices, etc.);
- Educational campuses or clusters of education facilities (public, private and parochial);
- Cemeteries, whether publicly or privately owned;
- Water and wastewater treatment facilities;
- Other intensive public works sites and facilities, especially with outdoor activity and/or storage; and
- Sanitary landfills, active and/or closed sites.

- Live/work units;
 - Commercial retail and services;
 - Office;
 - Entertainment uses (e.g., restaurants, pubs, live music venues, theater, cinema, etc.);
 - Public/institutional uses;
 - Assembly uses such as places of worship; and
 - Parks and public spaces.
- Restaurant chains including various "fast food" and casual dining establishments;
 - Automobile service related enterprises (e.g., gas stations, automobile service/repair, car washes);
 - Offices;
 - Hotels and motels;
 - Mixed-use developments;
 - Public/institutional uses; and
 - Parks and public spaces.

INDUSTRIAL



These designations accommodate uses that are intensive in terms of how "light" industrial and especially "heavy" industrial activities can affect other nearby properties. This can include factors such as noise, vibration, light/glare, odor, truck traffic, and hours of operation, as well as the sheer scale and intensity of some heavy industrial uses. Depending on the standards applied through development regulations, an industrial area can allow for a wide range of uses, from office/warehouse to wholesale, product assembly, and manufacturing. Some communities aim for a more aesthetic business or industrial "park" environment, with specific standards for building arrangement and orientation, extensive landscaping, and especially full screening of loading and outdoor activity/storage areas, if such external activity is even permitted. A campus feel may be further reinforced by private or public streetscape and

design enhancements, including special signage at industrial area entries and key intersections, unified lighting design, etc.

LIGHT INDUSTRIAL DEVELOPMENT TYPES

- Warehousing;
- Light manufacturing and/or processing/ assembly;
- Business parks;
- Office uses accessory to a primary industrial use;
- Retail sales and services, including heavy commercial uses (e.g., building supply); and
- Public/institutional.

HEAVY INDUSTRIAL DEVELOPMENT TYPES

- Heavy manufacturing;
- Oil and gas and petrochemical operations;
- Office uses accessory to a primary industrial use;
- Public/institutional; and
- The sole permissible location for sexually- oriented businesses under some local regulations.