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February 15, 2022

Mr. Brenton Lewis
City Manager
City of Woodcreek
41 Champions Circle
Woodcreek, TX 78676-3327

Sent Via: Email

Re: Woodcreek Comprehensive Master Plan – Approach and Outline

Dear Mr. Lewis,

Please accept this recommended approach and outline for updates to the City of Woodcreek Comprehensive Master Plan. This outline is based on our analysis of the City’s recent Comprehensive Plan Survey, the City’s existing Comprehensive Master Plan “2030 Vision Master Plan”, and our knowledge of your community.

Comprehensive Plans Generally

A traditional comprehensive planning process is typically a general and holistic urban planning approach that addresses all the elements of a city, at once. A traditional comprehensive plan is typically a policy or educational document first, and a technical or strategic document second. Comprehensive master plans usually give direction to create smaller, more focused plans, such as capital improvements plans, downtown plans, or transportation master plans.

Comprehensive master plans are more frequently performed by larger communities with time and resources to complete a holistic plan; or communities with a comprehensive list of issues that their citizens want addressed. The traditional comprehensive planning approach – more or less – includes the following elements:

- Citizen Surveys
- Community Inventory
- Demographics
- Citizen Meetings
- Land Use
- Housing
- Schools
- Parks and Recreation
- Community Image
- Infrastructure
- Economy
- Environment
- Public Facilities
- Public Safety
- Implementation

Woodcreek Comprehensive Plan Survey Results

The City of Woodcreek completed a citizen survey process in August of 2021 with the assistance of KFA. Survey respondents identified the following issues as most pressing (top 4 listed in order of highest scoring):

1. Roadway Improvements (overwhelmingly)
2. Maintaining Woodcreek’s Character
3. Improved Pedestrian and/or Bicycle Mobility
4. Tree Preservation

In addition, the survey addressed the issue of new commercial development on the City's few remaining lots, as well as in the City's extraterritorial jurisdiction (ETJ). Overwhelmingly, survey respondents stated they would like to see the following be prioritized regarding new commercial development (top 4 listed in order of highest scoring):

- | | |
|------------------------------|-----------------|
| 1. Restaurants | 3. Coffee Shops |
| 2. No Commercial Development | 4. Food Trucks |

When asked what specific improvements they desired in terms of mobility, respondents overwhelmingly responded with the following (top 4 listed in order of highest scoring):

- | | |
|---|---|
| 1. Pedestrian Mobility Along Roadways | 3. Improved Trail Network (with Potential Linkages to Wimberly) |
| 2. Traffic Calming Measures on High Traffic Streets | 4. Sidewalks and Bike Mobility Along Roadways |

Additionally, when asked what attributes residents and businesses liked most about Woodcreek, survey respondents identified the following (top 4 listed in order of highest scoring):

- | | |
|--------------------|-------------|
| 1. Natural Beauty | 3. Location |
| 2. Peace and Quiet | 4. Safety |

KFA's Recommended Comprehensive Plan Approach for Woodcreek

A primary takeaway from the City's Comprehensive Plan Survey results, was that the community felt very strongly about addressing specific issues and felt mostly satisfied or neutral about most others.

Due to the conclusive nature of the survey results, KFA recommends a more strategic planning process – much like a business plan – that focuses specifically on the issues that respondents felt strongly about, rather than a traditional Comprehensive Planning process which would address all aspects of the City at a general level. This would allow the City to focus its resources on addressing a few issues at a more technical, strategic, and tactical level.

Other elements that are part of the traditional comprehensive planning process may require attention in due time. However, KFA recommends the following comprehensive master plan elements be addressed at this time, as described in the following outline:

- I. Focus:** Establishing the *Focus* of the plan, is the first step in the process of creating the strategy. This involves defining the specific problem(s) to be solved and addressed with the plan, in the simplest terms possible. Part of this process is the initial comprehensive plan survey, already completed.

KFA recommends that the next step of the Comprehensive Master Planning process, be the consensus and establishment on the *Focus* of the plan moving forward. This also includes solidifying the outline and project plan elements recommended below.

II. Identity: A key first step in developing a strategy for a business plan or a city, is to assess identity. In a Comprehensive Master Plan, identity can be assessed with the following two assessments:

- A. Physical Assessment: Given survey respondents desire to improve roadways, pedestrian mobility, and trails – as well as preserve the unique natural aspects of the community – the following physical elements are recommended to be assessed for the City and ETJ in order to build off of in the development of the strategy moving forward:
1. Existing Land Use
 2. Natural Geography
 3. Infrastructure
- B. Fiscal Assessment: Given the respondents desire to see capital improvements but limit new commercial development – which could be an additional revenue source for the City – KFA recommends a fiscal assessment be performed.

At a basic level, a fiscal assessment looks at the budget implications of land use. It is a tool for understanding current land use patterns from a revenue and expense standpoint, in order to measure the fiscal implications of future development. A Fiscal Assessment typically includes the following:

1. Ad-Valorem Revenue Per Acre Mapping
2. Sales Tax Mapping
3. Per-Capita and Per-Acre Estimates for Infrastructure and Service Expenses
4. Return on Investment (ROI) Mapping City Wide

III. Growth Management Strategy: Survey respondents overwhelming stated that they did not wish to see new commercial development in the City or the ETJ, except for limited restaurant or retail development. Although survey respondents do not wish to see growth, there will always be requests for new development.

Therefore, KFA recommends the City be prepared with a strong growth management strategy and be specific in how and where it plans to grow, or not grow. This includes identifying areas the City desires to remain stable or conserve, such as its existing neighborhoods, natural environment, and extra-territorial jurisdiction (ETJ).

A growth management strategy also includes analyzing current real estate market and growth trends within the region, to understand growth and development patterns the City will be challenged with. A typical growth management strategy addresses the following:

- A. Market Snapshot of the Region
- B. New Growth Areas
- C. Strategic Neighborhood Restaurant or Retail Infill
- D. Areas to Protect, Conserve, and Maintain
- E. ETJ Management

IV. Future Land Use Strategy: A future land use strategy is one of the most important components in a Comprehensive Master Plan. This is because it serves as the legal basis for the City’s existing zoning and for future zoning requests the City approves or disapproves. The future land use strategy is the City’s link to its zoning ordinance. Without a future land use plan, the City is at risk of challenges to its zoning authority.

A future land use strategy is also the City’s instrument for implementing its growth plan. For example, areas that the City desires to conserve within its ETJ, will be indicated agricultural on the Future Land Use Plan. When a developer proposes a development agreement or municipal utility district (MUD) within this area, the City will be in a stronger position to react. A typical future land use strategy consists of the following:

- A. Future Land Use Map
- B. Land Use Classifications
- C. Land Use – Zoning Translation Matrix

V. Mobility and Roadway Improvement Strategy: This is also one of the most important components in a Comprehensive Master Plan. Similar to a future land use plan, and Mobility and Roadway Improvement Strategy is important for several reasons: First, it is important to plan for future arterial and collector streets within the City’s ETJ in order to lessen congestion in the future.

Also, this strategy is necessary in order to require specific roadway alignments and right-of-way dedications when plats are submitted. It also a city’s regulatory link to its subdivision code and street design standards. Finally, it is the process in which the City can strategize for existing roads it would like to prioritize for improvement.

- A. Master Thoroughfare Plan Map
 - 1. Future Arterials & Collectors
 - 2. Existing Streets
- B. Hike and Bike Trails
- C. Roadway Improvement Map
 - 1. Level of Treatment (improvement)
- D. Street Sections

VI. Implementation: Just as the Focus, Identity, Growth Management, Future Land Use, and Mobility and Roadway Improvement strategies are part of the overall strategy of the plan, the following implementation steps are the tactics executed to implement the strategies.

- A. Actions
 - 1. Immediate
 - 2. Two to five years
 - 3. Five to ten years

B. Review Schedule

C. Key Assumptions

1. Growth

2. Revenues and Expenses

D. Metrics for Tracking Success

Thank you again for the opportunity to be part of your comprehensive planning process. Please let me know if you have any questions and we look forward to continuing to work with you!

Respectfully,

A handwritten signature in black ink, appearing to read "Brandon Melland". The signature is fluid and cursive, with the first name being more prominent.

Brandon Melland, AICP, CNU-a
Senior Planner